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**Date: 10th September 2014**

Dear Sir/Madam,

A meeting of the **Cabinet** will be held in the **Sirhowy Room, Penallta House, Tredomen, Ystrad Mynach** on **Wednesday, 17th September, 2014** at **2.00 pm** to consider the matters contained in the following agenda.

Yours faithfully,

A handwritten signature in blue ink that reads 'Chris Burns'.

**Chris Burns**  
INTERIM CHIEF EXECUTIVE

## A G E N D A

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

To approve and sign the following minutes: -

- 3 Cabinet held on 3rd September 2014.

To receive and consider the following report, which requires an executive decision: -

- 4 Revision of Cemetery Regulations.

To receive and consider the following report, which requires a recommendation to Council: -

A greener place Man gwyrddach



5 Annual Performance Report 2013/14.

To receive and consider the following report, which in the opinion of the Proper Officer may be discussed when the meeting is not open to the public and first to consider whether the public interest test requires that the meeting should be closed to the public for consideration of this item.

6 Update on ongoing litigation in respect of a procurement related matter.

**Circulation:**

Councillors Mrs C. Forehead, D.T. Hardacre, K. James, Mrs B. A. Jones, G. Jones, Mrs R. Passmore, D.V. Poole, K.V. Reynolds, T. J. Williams and R. Woodyatt,

All other Members not listed above.

And Appropriate Officers



## CABINET

### MINUTES OF THE MEETING HELD AT PENALLTA HOUSE, TREDOMEN, ON WEDNESDAY, 3RD SEPTEMBER 2014 AT 2.00 P.M.

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#### PRESENT:

Councillor K.V. Reynolds - Leader

#### Councillors:

Mrs C. Forehead (HR and Governance/Business Manager), D.T. Hardacre (Performance and Asset Management), K. James (Regeneration, Planning and Sustainable Development), G. Jones (Deputy Leader and Cabinet Member for Housing), Mrs B. Jones (Deputy Leader and Cabinet Member for Corporate Services), Mrs R. Passmore (Education and Lifelong Learning), D.V. Poole (Community and Leisure Services), R. Woodyatt (Social Services), T.J. Williams (Highways, Transportation and Engineering).

#### Together with:

C. Burns (Interim Chief Executive), Mrs S. Aspinall (Acting Deputy Chief Executive), Mrs N. Scammell (Acting Director Corporate Services and S.151 Officer), D. Street (Corporate Director Social Services).

#### Also in Attendance:

P. Elliott (Head of Planning, Regeneration and Economic Development), P. Hudson (Events and Marketing Manager), I. MacVicar (Group Manager Operations), C. Jones (Head of Performance and Property), R. Roberts (Performance Manager), S.M. Kauczok (Committee Services Officer).

## WELCOME

A warm welcome was extended to all those in attendance and in particular to Mr Chris Burns, the newly appointed Interim Chief Executive, CCBC.

### 1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

### 2. DECLARATIONS OF INTEREST

There were no declarations of interest.

**3. CABINET**

RESOLVED that the minutes of the meeting held on 30th July 2014 (minute nos. 1-8; page nos. 1-4) be approved and signed as a correct record.

**4. SUSTAINABLE DEVELOPMENT ADVISORY PANEL**

The minutes of the meeting held on 14th July 2014 were noted.

The Cabinet Member for Regeneration, Planning and Sustainable Development referred to the excellent work undertaken by the Sustainable Development and Living Environment Team as highlighted in the Sustainable Development and Living Environment Team Annual Report 2013/14.

**MATTERS ON WHICH EXECUTIVE DECISIONS WERE REQUIRED**

**5. URDD EISTEDDFOD 2015**

The report updated Members on progress made by the organisers of the Urdd Eisteddfod, which is scheduled to be held at Llancaiach Fawr in May 2015. The Urdd Eisteddfod is a major event, which could potentially generate significant economic benefits for the area.

Members' attention was drawn to paragraph 6 of the report, which sets out the financial implications including the costs that the Council is likely to incur leading up to and during the event together with the potential loss of income. It was noted that there will be an opportunity to generate income and the indicative amounts are detailed in paragraph 6.2. Members requested that an update report be brought to Cabinet in the New Year.

Following consideration and discussion it was moved and seconded that the recommendations in the report be approved. By a show of hands this was unanimously agreed.

RESOLVED that for the reasons contained in the officer's report: -

1. The update on progress of the event, together with the management and financial implications, were noted.
2. Provision be made in the 2015/16 budget proposals to Council in February 2015 to fund the 'one off' estimated costs set out in paragraph 6 of the report from reserves.

A further report would be presented to Cabinet in the New Year.

**6. OUTCOME AGREEMENTS YEAR END SELF-ASSESSMENT OF THE 2013-2016 AGREEMENTS**

The report provided Cabinet with the year-end self-assessment of the Council's performance of its 5 Outcome Agreements for the first year in the agreement 2013-2016 and explained how much funding could be received if Welsh Government agreed with the self-assessment.

Welsh Government use a pro-rata scoring system to determine how much an Authority is entitled to when the joint assessment is agreed. The maximum score an Authority can achieve is 10 i.e. all 5 outcomes successfully delivered. A score of 8 - 10 would receive the full payment. Based on the year end result CCBC's outcome agreement score is 8, which if WG concur, will mean that the Authority will receive the full 70% allocation for Part 1 of the



grant. Officers informed Cabinet verbally that they had received notification from WG that, subject to Minister confirmation, 100% allocation of funding will be made for Parts 1 and 2 of the grant.

During the course of the discussion, a Member sought clarification on the service self-assessment for 'Safer Communities for All', which states that 9 out of the 14 targets had been met. Officers advised that this figure had been correct at the time of writing the report but following further dialogue with Welsh Government it had been determined that this figure could be corrected to 7 out of 11.

Following consideration and discussion it was moved and seconded that the recommendation in the report be approved. By a show of hands this was unanimously agreed.

RESOLVED that for the reasons contained in the officer's report, progress made against the outcome agreements for 2013/2014 was noted.

## **7. CHRISTMAS CLOSEDOWN ARRANGEMENTS 2015-2020**

The report sought Cabinet approval on the proposed arrangements for Christmas closedown for 2015-2020. The Council had for a number of years implemented a closedown over the Christmas period. The days designated Bank Holidays and closedown days are agreed a number of years in advance to allow managers to plan their service provision and for employees to plan their leave more effectively. The proposals had been subject to consultation with appropriate officers, Trade Unions and the HR Strategy Group.

Following consideration it was moved and seconded that the recommendation in the report be approved. By a show of hands this was unanimously agreed.

RESOLVED that for the reasons contained in the officer's report, the proposals for the Christmas closedown arrangements for 2015-2020 were approved.

## **8. CABINET FORWARD WORK PROGRAMME**

The report sought endorsement of the updated Cabinet Forward Work Programme for the period September to November 2014. The Forward Work Programme is updated on a monthly basis to reflect any amendments that are made to it since it was first agreed on 22nd January 2014.

Following consideration it was moved and seconded that the recommendation in the report be approved. By a show of hands this was unanimously agreed.

RESOLVED that for the reasons contained in the officer's report, the Forward Work Programme for the period September to November 2014, as outlined in Appendix 1 to the report, was approved.

## **9. REFORMING LOCAL GOVERNMENT - WELSH GOVERNMENT RESPONSE TO "WILLIAMS COMMISSION REPORT"**

The Interim Chief Executive highlighted the key issues within the report, which advised Members on the recently published Welsh Government response to the Williams Commission report and provided an opportunity for Members to consider how the Council wishes to respond.

The Welsh Government has recently published two separate but parallel documents setting out its response to the Williams Commission report. One of these reports is in the form of a

white paper specifically relating to local government issues and there is an opportunity for the Council to offer comment on this by 1st October 2014. Alongside this the WLGA has recently published a related discussion paper regarding the possible creation of four combined authorities for Wales to provide regional services. The WLGA is seeking Council's view on this by 7th September 2014.

During the course of the ensuing discussion, Members expressed their concerns regarding the merger proposals for Caerphilly and reiterated their desire that Caerphilly CBC should remain as a stand-alone authority. It was agreed that it was not possible for the Council to offer a meaningful view on the proposals within the WLGA discussion paper at the present time without more information and clarity. However, if more information becomes available over the coming weeks it will be incorporated into the Council report.

Following consideration and discussion, it was moved and seconded that the recommendations in the report be approved. By a show of hands this was unanimously agreed.

RESOLVED that for the reasons contained in the officer's report: -

1. The WG response to the Williams Commission report was noted.
2. The receipt of the WLGA discussion paper was noted.
3. The proposed approach to the preparation of consultation responses, which will allow officers to prepare a suitable report (including a draft response) for consideration by Council on 29th September 2014, was endorsed.

The meeting closed at 2.35 pm.

Approved and signed as a correct record subject to any corrections made at the meeting held on 17th September 2014.

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CHAIR



## CABINET - 17TH SEPTEMBER 2014

**SUBJECT: REVISION OF CEMETERY REGULATIONS**

**REPORT BY: ACTING DEPUTY CHIEF EXECUTIVE**

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### 1. PURPOSE OF REPORT

- 1.1 To recommend a revision of the current Cemetery Regulations.

### 2. SUMMARY

- 2.1 Under the provision of the Local Government Act 2000, local Authorities are empowered to make regulations to effectively administer and operate municipal cemeteries.
- 2.2 The current regulations were formally adopted by the Authority in 2006, but now require revision to incorporate new facilities and initiatives.

### 3. LINKS TO STRATEGY

- 3.1 The Community & Leisure Services aim in its Service Plan for 2014/15 in relation to bereavement services is:-

“To provide a customer focused, sensitively delivered bereavement service and to achieve excellent standards in cemetery management and maintenance”.

### 4. THE REPORT

- 4.1 A copy of the proposed regulations are attached as Appendix 1 to this report. For the ease of identification, amendments are set out in bold and italic text.
- 4.2 A formal introduction has been included to clearly outline the purpose of the Cemetery Regulations.
- 4.3 Recently, new features/areas have been developed, which need to be included in the Cemetery Regulations viz;-
- (1) The new Memorial Garden at Danygraig Cemetery;
  - (2) The Natural Burial area at Abercarn Cemetery;
  - (3) The Children’s areas at Bedwas, Gwaelodybrithdir and Bedwellty Cemeteries;
  - (4) The use of the Chapel at Gwaelodybrithdir Cemetery for funeral services.
- 4.4 In addition to the improvements listed in paragraph 4.3, the proposed regulations now include information for Funeral Directors who make amendments to funeral arrangements, which have already been made. These will safeguard the Authority from any misunderstandings that may arise.

4.5 Within paragraphs 16-18 of the proposed regulations, detailed information is clearly set out on the purchase and transfer of the Exclusive Rights of Burial.

## **5. EQUALITIES IMPLICATIONS**

5.1 There are no Equalities Implications to be considered as part of this report. The proposed amendments to the Cemetery Regulations relate equally to every user of the service regardless of their background or individual circumstances.

5.2 Comments in relation to Equalities and the way services are accessed have been incorporated into the proposed Cemetery Regulations.

## **6. FINANCIAL IMPLICATIONS**

6.1 There are no financial implications associated with this report.

## **7. PERSONNEL IMPLICATIONS**

7.1 There are no personnel implications associated with this report.

## **8. CONSULTATIONS**

8.1 The views of the listed consultees have been incorporated within this report.

## **9. RECOMMENDATIONS**

9.1 That Cabinet approves the revised cemetery regulations set out in Appendix 1 (which includes changes highlighted in bold and italicised text) and takes into account those additions set out in section 4 of this report.

9.2 That previous regulations be rescinded and cease to have any effect.

## **10. REASONS FOR THE RECOMMENDATIONS**

10.1 To incorporate the revisions set out within section 4 of this report.

## **11. STATUTORY POWER**

11.1 Local Government Act 2000 and Local Authorities Cemeteries Order 1977.

Author: Mike Headington, Principal Officer: Outdoor Facilities & Bereavement Services  
Consultees: Mark S. Williams, Head of Community & Leisure Services  
Sandra Aspinall, Acting Deputy Chief Executive  
Councillor D. Poole, Cabinet Member for Community & Leisure Services  
Gail Williams, Interim Head of Legal Services & Monitoring Officer  
Derek Price, Parks and Outdoor Facilities Manager  
John Rogers, Principal Solicitor  
David A. Thomas, Senior Policy Officer (Equalities & Welsh Language)

Appendices:  
Appendix 1 Proposed Cemetery Regulations



**REGULATIONS MADE BY CAERPHILLY  
COUNTY BOROUGH COUNCIL WITH  
RESPECT TO THE MANAGEMENT OF  
ITS CEMETERIES**

DRAFT



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## **INTRODUCTION**

***It is the aim of the Council to provide the highest standards within its Cemetery Service to meet the needs of the bereaved and those who visit. It is therefore essential that Cemetery Regulations be in place to maintain the dignity and sanctity of our cemeteries, as well inform all cemetery users of the reasonable requirements applicable to them, to enable the Council to effectively manage the service.***

***The Cemetery Regulations include the statutory requirements contained within the Local Government Act 2000 and the Local Authorities Cemeteries Order 1977 and any other relevant legislation governing this service.***

***Caerphilly County Borough Council reserves the right to make any amendments, alterations or additions to the Cemetery Regulations as and when necessary.***

***The Council adopted the Charter for the Bereaved in 2002, the Charter, which is promoted by the Institute of Cemetery and Crematorium Management, is recognition of the Council's commitment to providing continual improvements to the bereaved.***

***The following cemeteries within the county borough of Caerphilly are covered by these regulations:-***

- ***Rhymney Cemetery, Carno Street, Rhymney;***
- ***Gwaelodybrithdir Cemetery, Brithdir, New Tredegar;***
- ***Gelligaer Cemetery, Castle Hill, Gelligaer;***
- ***Llanfabon Cemetery, Llanfabon Road, Nelson;***
- ***Bedwellty Cemetery, Heol y Bedw-Hirion, Bedwellty, Blackwood;***
- ***Abercarn Cemetery, Cemetery Road, Persondy, Abercarn;***
- ***Danygraig Cemetery, Tir-y-Cwm Road, Risca;***
- ***Risca Old Cemetery, Cromwell Road, Risca;***
- ***Bedwas Cemetery, Pantglas Industrial Estate, Bedwas;***
- ***Penyrheol Cemetery, Mill Road, Penyrheol, Caerphilly.***

***All enquiries regarding the Bereavement Service should be directed to the Bereavement Services Team at the following address:-***

***Pontllanfraith House,  
Pontllanfraith,  
Blackwood,  
NP12 2YW.***

***Tel: 01495 235189***

***Email: [www.bereavementservices@caerphilly.gov.uk](mailto:www.bereavementservices@caerphilly.gov.uk)***

## REGULATIONS MADE BY THE CAERPHILLY COUNTY BOROUGH COUNCIL WITH RESPECT TO THE MANAGEMENT OF ITS CEMETERIES

Throughout these regulations: -

“The Council” means Caerphilly County Borough Council;

“The Cemetery” means any cemetery being provided and maintained by the council, including those at Rhymney, Gwaelodybrithdir, Gelligaer, Bedwellty, Llanfabon, Bedwas, Penyrheol, Abercarn, Risca and Danygraig;

“Authorised Officer” means any officer of the Council or its appointed representative for the purpose of these regulations;

“Grave” means a burial place formed in the ground by excavation and without any internal wall of brickwork or stonework or any other artificial lining;

“Brick grave” means a grave, the sides of which have been lined with walls;

“Vaults” means a chamber provided for the reception of human remains or cremated human remains together with access thereto;

“Burial” includes: -

- (a) the interment of human remains or cremated remains thereof;
- (b) the interment of the bodies of stillborn children or the cremated remains thereof;
- (c) the placing in a vault of human remains, cremated human remains or the bodies of still born children or the cremated remains thereof;
- (d) the interment of exhumed remains or cremated remains thereof.

1. The Authorities cemeteries will be open for pedestrian or vehicular access between the following times and dates as detailed below:

**Winter Hours** – From 1<sup>st</sup> October to 31<sup>st</sup> March:

Monday to Friday	8.00 a.m. to 5.00 p.m.
Saturday & Sunday	9.00 a.m. to 5.00 p.m.

**Summer Hours** – From 1<sup>st</sup> April to 30<sup>th</sup> September:

Monday to Friday	8.00 a.m. to 7.30 p.m.
Saturday & Sunday	9.00 a.m. to 7.30 p.m.

However, if vehicular access other than vehicles referred to in section **twenty nine** of these regulations is required outside these times, at least three days notice should be given to the authorised officer, at the Council Offices, Pontllanfraith. The cemetery will be closed on Christmas Day to vehicular access and power is reserved to close the cemetery to the public when necessary. The Council reserves the right

to amend the above times, as circumstances require. Public Notice will notify any amendments to these.

2. All persons admitted to the cemetery will be subject to these regulations and any person infringing these regulations will be removed from the cemetery.
3. ***The traditional layout of the cemeteries over time restricts freedom of movement between the grave spaces. This has more of an impact on the aging population. Access for wheelchair users and those with limited mobility is severely restricted or impossible on traditional sections. Lawn sections are accessible with the assistance of others or staff where available.***
4. No dogs will be allowed in the cemetery with the exception of guide, learning and certain prescribed assistance dogs.
5. The hours during which burials shall take place are as follows: -

Monday to Thursday	9.00 a.m. to 3.00 p.m.
Friday	9.00 a.m. to 2.00 p.m.
Saturday	9.00 a.m. to 11.00 a.m.

The Council reserves the right to amend these times to suit operational requirements.

6. No interments shall take place on Sunday, Bank Holiday, Christmas Day or Good Friday except by the consent of the Council whereby it can be shown by the production of a medical certificate that the burial cannot, for public health reasons be delayed.
7. ***The Muslim requirement for burial soon after the death has led to the provision of a leaflet by the Welsh Government and the Welsh Local Government Association and endorsed by the Faith Communities Forum. The leaflet offers practical advice about the service and facilities a bereaved family can expect to find from Welsh burial authorities, a copy of this document can be downloaded from the council's website ([www.caerphilly.gov.uk](http://www.caerphilly.gov.uk)).***

***Where possible the provision of separate Muslim sections is offered to comply with the community's requirement for a particular orientation of the coffins.***

8. The time stipulated for a funeral shall be that at which the procession is to arrive at the cemetery.
9. The fees and charges in respect of burials and ancillary services will be revised from time to time at the Council's discretion.



10. ***Subject to payment of the appropriate fee, the chapel at Gwaelodybrithdir Cemetery may be booked to hold a burial service prior to an interment at any of the Council's municipal cemeteries.***
11. Applications for Interments must be submitted to the authorised officer at the Council Offices, Pontllanfraith at least two full working days before an interment (excluding the day of submission of the application) in an earthen grave and five working days if a bricked grave or vault is required. Responsibility for the full completion of the application lies with the Funeral Director and family of the deceased. All fees relating to the interment are to be paid in advance at the Council Offices, Pontllanfraith before the interment is confirmed.
12. No interment will be allowed unless the Application for Interment is submitted to the authorised officer at the Council Offices, Pontllanfraith. The Funeral Director must arrange, with a memorial mason who is BRAMM registered, for the safe removal and storage of any memorial placed on the grave space, prior to excavation for a subsequent interment in order to comply with health and safety requirements. The Funeral Director must then present to the authorised officer at the cemetery at the time of the burial, the Notice of Interment together with either the Coroner's Order of Disposal or Registrar's Certificate.
13. ***When a booking for an interment is made, no alteration of any details will be allowed unless notice of alteration is given in writing to the Authorised Officer at least 48 hours before the time booked for the interment.***
14. ***The Council will not be responsible for any misunderstandings arising as a result of telephone instructions therefore all requests must be confirmed in writing.***
15. ***Any alteration may have a cost implication and will be at the discretion of the Authorised Officer.***
16. The allocation of a grave space, in all cases, shall be subject to the approval of the Council.
17. Every transfer of the Exclusive Right of Burial shall be made and registered by the Council and no other transfer will be recognised by the Council.
18. ***The Exclusive Right of Burial does not constitute any ownership of land. It is purely the right to have a burial in a selected grave space.***
19. ***Where the current holder of the Exclusive Right of Burial is alive and wishes to transfer ownership to another person(s), a Form of Assignment will have to be completed. This document will be***

***prepared by the Council free of charge on behalf of the grave owner.***

**20. *Transfer of ownership of a grave may take place where the registered holder of the Exclusive Rights of Burial is deceased by submitting any of the the following documents to the Authorised Officer:-***

- *A Will and Death Certificate;***
- *Letters of Administration;***
- *Completion of a Statutory Declaration, which must be witnessed by a Solicitor or a Commissioner for Oaths.***

**21. A plan of the cemetery showing the situation of each burial space and a register of the burials shall be kept at the Council Offices, Pontllanfraith and may be inspected during normal hours without charge.**

**22. All graves and vaults shall be excavated, opened and filled by the authorised staff. Indication must be given on the Application of Interment of the number of interments required within the grave. Grave depths shall be in accordance with standards laid down in the Local Authorities Cemetery Order 1977 and related subordinate legislation.**

**23. No body shall be received for interment except in a properly made and secured coffin. Cremated remains must be interred in an approved receptacle. *The coffin/receptacle must bear a nameplate or other suitable form of identification, which must contain the name of the deceased. The nameplate will be observed by an appropriate member of the cemetery staff prior to the interment.***

**24. *It is the responsibility of the Funeral Director or other person conducting the funeral to ensure that enough people are available to transfer the coffin to the graveside and for lowering into the grave space. The Council shall not take any responsibility what so ever for this process.***

**25. No body shall be buried in any bricked grave or vault unless separately entombed in an airtight manner, which is by proper-cemented stone or brickwork.**

**26. In all cases of unpurchased graves, coffins of wood only are to be used, and no underground brick or stonework will be allowed.**

**27. In all cases, the Funeral Director on the Application for Interment must state clearly the material used in the coffin/caskets construction. In certain instances metal containers are acceptable subject to prior notice.**

28. All walls of bricked graves and/or vaults shall be at least 225 mm thick with a pillar in the middle of each side of the grave 1450 mm by 225 mm; any and every wall between two vaults shall be a party wall. All works shall be at the full rechargeable cost of the purchaser.
29. The hearse and mourners' cars only for each funeral will be permitted inside the cemetery gates.
30. Any damage caused to any boundary wall or the wall of any vault or bricked grave by making any new vault or grave shall be reinstated by the party causing the damage to the satisfaction of the Council.
31. On the occasion of a public funeral where there is a likelihood of damage being done to the cemetery by overcrowding, the Funeral Director shall notify the Council, the authorised officer of the Council shall have power to restrict access to the cemetery.
32. All wreaths (whether artificial or otherwise), cut flowers, plants of any description once placed or deposited in the cemetery must remain therein. These will not be permitted to be removed except for their deposit in the refuse **and or compost** bins provided for this purpose. In addition, any other litter must also be deposited only in these refuse bins.
33. From the date of the implementation of these regulations, no memorial, metal vase, railing or fencing, kerb, shrubs or trees, ornament or other structure shall be erected in the cemetery. The Council will give twenty-eight days notice to the holder of the Exclusive Right of Burial in the plot to remove such items. If this notice is not complied with, the Council may remove such unauthorised items, which will be stored safely in the cemetery for subsequent collection and re-instate the plot to a lawn type grave as specified in these regulations. The Council does not accept any liability for the damage or loss of such unauthorised items.
34. ***The Natural Burial Section (contained within Abercarn Cemetery) provides an alternative choice to a conventional burial. This section has a high ecological significance it is therefore necessary to ensure we preserve the natural grass sward and habitat within it. Due to the high ecological status of the land and also to ensure no habitat is lost, no memorials will be permitted. The area is intended to be seen as a living memorial itself. Graves will be single depth and will be marked by the Council using an electronic device. The pre-purchasing of adjacent plots will only be allowed at the point of arranging a funeral. Coffins must be made of natural biodegradable materials only. This can include cardboard, wood or wicker from a sustainable source. The standard chipboard or MDF coffins or the alike will not be permitted. The Council does not insist on the use of a coffin. Bereaved families may choose a wool or cotton shroud however; a dignified and practical apparatus must be used to transfer the***

***deceased to the grave. No embalmed body will be permitted for interment within this section. The area will be mown on two occasions per annum, once at the beginning and once at the end of the cutting season, no other grass cutting what so ever will be permitted. To ensure we protect and maintain the natural ecological status of the area, planting of any kind will not be permitted, the use of herbicides is not permitted within this area. Coffin nameplates and handles etc. must be biodegradable, metal or plastic will not be permitted.***

35. Prior to the erection of any memorial or the placing of any additional inscription on an existing memorial, the authorised officer must approve an application duly signed by the holder of the right to construct and maintain a memorial and submitted by a Monumental Mason, who is a member of the British Register of Accredited Memorial Masons (BRAMM). The application must indicate the dimensions, material to be used and all inscriptions, designs and artwork or colours to be put thereon. The memorial must be installed to British Standard 8415 or any other industry standard, which subsequently supports the British Standard.
36. All fees relating to applications for the erection of a memorial or the placing of an additional inscription must be submitted with the application.
37. Any designs, drawings, photographs or alike must firstly be approved by the Authorised Officer prior to installation.
38. Prior to the erection of the memorial or after an additional inscription has been cut upon any memorial, a certificate of approval / **permit** must be obtained from the Authorised Officer and be produced to the cemetery staff at the appropriate appointment time before the headstone is reinstated.
39. Every memorial must bear the section and number of the grave over which it is to be erected; in addition, an asterisk should be clearly cut upon the memorial to indicate that NAMM fixings have been used. These will be cut clearly on the back at the expense of the person erecting the same. The Council does not undertake to maintain such memorial and this maintenance remains the responsibility of the owner.
40. The Council has an inspection programme of memorials. Any found to be unsafe and which pose an immediate danger to visitors of the cemetery, contractors working in the cemetery, or employees of the Council, may be made safe immediately and costs recovered, without prior notice given to the holder of the Exclusive Right of Burial in that plot. Contact will then be made as soon as possible with the holder of Exclusive Right of Burial advising them of the action taken and the nature of the problem.

41. Any memorial found to be unsafe but which does not pose an immediate danger, ***may be temporarily supported***. The holder of the Exclusive Right of Burial in the grave will be contacted and informed to employ the services of a monumental mason and rectify the defects in the memorial. Strict time scales will be allocated for the repairs to be actioned. Failure to comply with these timescales will result in the Council carrying out the remedial works and the holder of Exclusive Right of Burial in that grave space may be required to meet the Council's costs.
42. Except with the prior permission of the Council, no hewing or dressing of stone will be permitted within the cemetery or at its entrance; and all materials used in connection with the erection / removal of the headstones / kerbs shall be conveyed into and removed from the cemetery in such a manner as the authorised officer of the Council may direct. Any damage caused to the paths, roads, trees, buildings or any other structure as a result of these operations, shall be repaired at the expense of the party causing the damage.
43. No offensive wording or inscriptions shall be placed on any memorial in the cemetery.
44. The Council will, at its own expense, maintain the whole of the turfed area of the cemetery.
45. No trees, shrubs, plants or anything whatsoever will be permitted on the turfed area except cut flowers, fresh flowered wreaths or artificial displays. Flower vases will only be permitted as part of the memorial construction.
46. No person shall: -
  - Wilfully create any disturbance in a cemetery under the control of the Council;
  - Commit any nuisance in a cemetery under the control of the Council;
  - Wilfully interfere with any burial taking place in the cemetery;
  - Wilfully interfere with any grave or vault, any memorial, or any flowers or plants or any such matter; or
  - Play at any game or sport in a cemetery.
47. No person shall advertise any services or advertise for sale any item within the cemetery.
48. The use of video, cine and still photography is strictly prohibited without the prior permission of the Council, which must be obtained seven days in advance in writing from the authorised officer. The Council reserves the right to view and edit any video, cine or still photography.
49. The Council permits memorials, which are to be erected in its cemeteries to be constructed of marble, granite, slate, Portland stone

or suitable marble compound and the dimensions must not exceed those, which are specified below. No other dimensions or materials what so ever will be permitted.

50. Dimensions for memorials at Penyrheol, Bedwas, Gelligaer, Bedwellty, Rhymney, Llanfabon, Gwaelodybrithdir, Abercarn, Risca and Danygraig Cemeteries shall be no greater than: -

Concrete pad ( <b>Below Ground</b> )	2 1/2 inches thickness
Maximum height	3 ft
Maximum width	2 ft 6inches
Maximum thickness	4 inches
Minimum depth of concrete pad (i.e. front to back)	18 inches
Maximum length of concrete foundation bearer.	48 inches

Dimensions for memorials in the Gardens of Rest at Abercarn, Danygraig, Bedwas, Gwaelodybrithdir, Bedwellty, Gelligaer, Llanfabon, Penyrheol (New Garden of Rest), Rhymney, and Risca Cemeteries shall be no greater than stated below. ***These dimensions shall also apply to memorials constructed within the Children's areas at Bedwellty, Gwaelodybrithdir, Abercarn and Bedwas Cemeteries.***

Height	2 ft 3 ins
Width	2 ft.
Thickness	3 ins
Base	600 mm x 300 mm
Maximum length of concrete foundation bearer.	3 ft

Dimensions for headstones in the Old Garden of Rest at Penyrheol Cemetery shall be no greater than: -

Height	1 ft
Width	1ft 6 ins
Thickness	3 ins
Base	3 ins

Dimensions for memorial tablets on Garden of Rest plots shall be no greater than: -

Height	5 inches sloping to 2 inches
Width	15 inches
Length	18 inches
Base Minimum Thickness	2 1/2 inches.

Dimensions for memorials within the new remembrance garden at Penyrheol shall be manufactured from black granite with gold lettering and be no greater than: -

Height	4 inches sloping to 2 inches
Width	18 inches
Length	18 inches
With flat top 6 inches to accommodate flower container(s)	

51. No memorial shall be erected upon a full grave space before twenty-six weeks (six months) of the date of interment.
52. No memorial shall be erected upon a garden of rest plot before six weeks of the date of interment, ***with the exception of plots within the Garden of Rest of Danygraig Cemetery. Memorials within this section maybe installed immediately following an interment.***
53. The Council reserves the right from time to time to revise these regulations.
54. These regulations replace all previous regulations affecting the general management, regulations and control of the cemetery and should be read in conjunction with the regulations set out in the Local Authorities Cemeteries Order 1977 or any amendment or re-enactment and by-laws made under the said Order shall be considered incorporated herewith.

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## CABINET – 17TH SEPTEMBER 2014

**SUBJECT: ANNUAL PERFORMANCE REPORT 2013/14**

**REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES AND SECTION 151 OFFICER**

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### 1. PURPOSE OF REPORT

- 1.1 To present to Cabinet the Authority's Annual Self-Assessment called the Performance Report for 2013/14 and to seek the views of Members prior to its presentation to Council on the 7<sup>th</sup> October.

### 2. SUMMARY

- 2.1 The Performance Report is a statutory requirement under the Local Government (Wales) Measure 2009 and an important part of the Council's Performance framework. The Council is required to assess its own performance and provide the public with a balanced picture of that performance.
- 2.2 In addition the report must show how the council performed against the Improvement Objectives it set itself for 2013/2014.

### 3. LINKS TO STRATEGY

- 3.1 The Annual Performance Report contributes towards the Single Integrated Plan, called 'Caerphilly Delivers'. The Annual Performance Report also links to the council's stated priorities:

- Peoples social care needs are identified and met in a timely and appropriate way
- Children and Adults are safeguarded from abuse
- Improve standards across all year groups particularly key stage 3 and 4
- Identify vulnerable groups of learners and develop interventions to ensure needs are met
- Reduce the gap in attainment between pupils in advantaged and disadvantaged communities
- Promote the benefits of an active and healthy lifestyle
- Invest in our Council Homes and their communities to transform lives
- Affordability - Deliver a medium term Financial Plan aimed at ultimately providing a period of stability that helps the authority to have a range of services in the future that are sustainable

The Council formally adopted the above priorities on June 2014. The priorities reflect the council's contribution to the delivery of the Single Integrated Plan together with manifesto commitments made by the ruling administration.

### 4. THE REPORT

- 4.1 The Council has a statutory duty to publish its Performance Report no later than the 30th October each year. Full details of the plan are attached as Appendix 1 to this report. Upon approval by Council, this report will be published on the Council's internet site and made available in hard copy

at key council offices and our libraries.

- 4.2 Whilst the document is kept in as plain a language as possible it can be classed as a technical document and so a summary of this plan will also be made more widely available to the public by the end of November.
- 4.3 The report primarily includes; A Director's position statement from each of our four directorates; financial statements, progress and achievements made against our 6 Improvement Objectives and performance statistics with progress comments against the National Strategic Indicators and Public Accountability Measures (as prescribed by the Welsh Government) for 2013/14 for Local Authorities.
- 4.4 Detailed appendices of the Council's performance against its Improvement Objectives, using Ffynnon dashboards were scrutinised at Spring / Summer Scrutiny meetings and will be put online so a full picture of performance is provided.
- 4.5 **What does the Annual Improvement report tell us?**
- 4.5.1 In accordance with the Local Government Measure 2009 the Annual Performance Plan is focussed, but not limited to, the council's delivery of its Improvement Objectives. The Improvement Objectives were revised in 2013/14 down from 8 to 6 and the Performance Report reflects that.
- 4.5.2 The council's Improvement Objectives (I.O.) for 2013/2014 were:

I.O.	Description	Status
I.O.1	Ensure children and young people who are looked after are supported to achieve their full potential.	Successful
I.O.2	Improve job opportunities by implementing the Council's Passport Scheme.	Successful
I.O.3	Develop an effective and accessible Youth Service that supports the personal and social development of young people	Successful
I.O.4	Improve Awareness, access, variety and use of leisure community and sporting facilities	Successful
I.O.5	Investment in Council homes to transform lives and communities	Partially Successful
I.O.6	Improve the availability of private and public sector housing to reduce the number of residents who may become homeless	Successful

The judgements above were made internally based upon whether the individual IO's had delivered the outcomes set. The judgements were scrutinised and validated via each individual scrutiny held across the Summer 2014. Five of the six Improvement Objectives have been delivered successfully and only one (I.O.5) has not delivered the whole of the planned outcome. Although over 600 homes were improved internally some slippage did arise at the end of the year but around 200 properties had been brought forward from 2014/15 to expand the internal works programme and ensure there would be continuity of work for the in house workforce. The main setback was the deferment of the environmental projects until the latter end of the WHQS Programme, which impacted on a number of the original planned actions.

- 4.5.3 On a national picture the council's performance against other local authorities in Wales, using the Welsh Government's National Strategic Indicators and Public Accountability Measures, has been mixed. Of the 44 indicators used to create the national picture 30 improved upon 2012/13 results, 3 maintained the maximum performance level of 100%, and 11 declined.
- 4.5.4 Sixteen of the indicators are in the "Upper Quarter" in Wales including 7 which are the best (1<sup>st</sup>) in Wales, which are:
- The percentage of final statements of special education needs issued within 26 weeks

**excluding** exceptions. (1<sup>st</sup> in Wales)

- The percentage of pupils in local authority care in any local authority maintained school aged 15 at the preceding 31<sup>st</sup> August who leave compulsory education, training or work based training without an approved qualification. (1<sup>st</sup> in Wales)
- The percentage of adult clients who are supported in the community during the year. (maintained 1<sup>st</sup> in Wales)
- The percentage of young people formerly looked after with whom the authority is in contact at the age of 19. (1<sup>st</sup> in Wales)
- The percentage of first placements of looked after children during the year that began with a care plan in place. (1<sup>st</sup> in Wales)
- The percentage of eligible, relevant and former relevant children that have pathway plans as required. (1<sup>st</sup> in Wales)
- The percentage of young carers known to social services who were assessed (1<sup>st</sup> in Wales)

4.5.5 Seventeen of the indicators are in the “Middle Quarters” and these include:

- The percentage of municipal waste sent to landfill (11<sup>th</sup> in Wales).
- The percentage of A,B & C roads that are in overall poor condition (10<sup>th</sup> in Wales).
- The percentage of food establishments, which are ‘broadly compliant’ with food hygiene standards (9<sup>th</sup> in Wales).
- The percentage of carers of adults who were offered an assessment of review of their needs in their own right during the year (15<sup>th</sup> in Wales).
- The percentage of pupils assessed at the end of key stage 2 achieving the Core Subject Indicator, as determined by teacher assessment. (14<sup>th</sup> in Wales)

4.5.6 Ten of the indicators are in the “Lower Quarter” and these include:

- The percentage of pupils aged 15 at the preceding 31 August in schools maintained by the local authority who achieved the L2 threshold including a GCSE grade A\*-C in English or Welsh first language and maths. (20<sup>th</sup> in Wales).
- 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. (18<sup>th</sup> in Wales).
- Percentage of pupil attendance in primary schools (18<sup>th</sup> in Wales).
- Percentage of pupil attendance in secondary schools (19<sup>th</sup> in Wales).
- The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over (22<sup>nd</sup> in Wales).
- The percentage of adult protection referrals completed where risk has been managed (19<sup>th</sup> in Wales).
- The average external qualifications points score for 16 year old looked after children, in any local authority maintained learning setting (20<sup>th</sup> in Wales).
- Average number of calendar days taken to deliver a disabled facilities grant (19<sup>th</sup> in Wales)

Details of Caerphilly’s performance in relation to Wales for all 44 indicators is included in the Performance Report.

4.5.7 Directors have used the Performance Plan to reflect on the performance of their individual directorates:

- Directorate of Corporate Services: pages 14-29
- Directorate of Education and Lifelong Learning: pages 30-47
- Directorate of the Environment: pages 48-66
- Directorate of Social Services: pages 67-84

## **5. EQUALITIES IMPLICATIONS**

- 5.1 The Local Government Measure 2009 includes 'fairness' in its definition of improvement. The legislation also requires organisations to consider 'fairness' when setting priorities. There are 'no protected characteristics' to consider in the actual publishing of the Councils Performance Report and the report will be available in accordance with the Councils Welsh Language policy and in different formats and fonts on request.

## **6. FINANCIAL IMPLICATIONS**

- 6.1 There are no financial implications of this report.

## **7. PERSONNEL IMPLICATIONS**

- 7.1 There are no direct Personnel implications arising from this report.

## **8. CONSULTATIONS**

- 8.1 The Performance Report has been collated via contributions made by all directorates across the council. All Heads of Service have contributed and been consulted on their relevant section. All other comments resulting from consultation have been incorporated into this report.

## **9. RECOMMENDATIONS**

- 9.1 That Cabinet recommends to Council they accept the Annual Performance Report 2013/14.

## **10. REASONS FOR THE RECOMMENDATIONS**

- 10.1 There is a statutory duty on the authority to publish the Performance Report by the 30th October each year.
- 10.2 Council priorities are communicated and understood by all so that there can be the appropriate focus upon their delivery and recognition of the contribution they make to the Single Integrated Plan.

## **11. STATUTORY POWER**

- 11.1 Local Government Act 2009.

Author: Ros Roberts and Lisa Howse Performance Management  
Consultees: Colin Jones, Head of Performance & Property Services  
Stuart Rosser, Interim Chief Executive  
Sandra Aspinall, Acting Deputy Chief Executive  
Liz Lewis, Community Focused Schools co-ordinator  
Sian Pugh, Training Performance Officer  
Dave Street, Corporate Director Social Services  
Lianne Dallimore, Lead Collaboration Project Officer  
Nicole Scammell, Acting Director of Corporate Services  
Cllr. D. Hardacre, Cabinet Member for Performance, Property & Asset Management  
Angharad Price, Interim Deputy Monitoring Officer/Barrister

Appendices:  
Appendix 1 Final Year Performance Report 2013/14  
Appendix 2 Improvement Objectives 2013/14



# Annual Performance Report 2013/14 (Draft) V11

To be considered by Council on 7<sup>th</sup> October 2014



A greener place    Man gwyrdach



Content	Description	Page Number
<b>Foreword</b>	Message from the Leader	<b>3</b>
<b>Introduction</b>	Purpose of the report and explanation of how the report is presented	<b>5</b>
<b>Authority Finance Summary</b>	Our Budget and Spend	<b>6</b>
<b>Customer Care Summary</b>	What our customers tell us about our services	<b>9</b>
<b>Promoting Equalities</b>	Our Equalities Statement	<b>12</b>
<b>Our Performance</b> Page 24	2013/14 annual self-assessment of our performance and Improvement Objectives for:	
	Directorate of Corporate Services	<b>14</b>
	Directorate of Education and Life Long Learning	<b>30</b>
	Directorate of Environment	<b>48</b>
	Directorate of Social Services	<b>67</b>
<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 to the rest of Wales	<b>85</b>
<b>Outcome Agreements 2013-2016</b>	Summary of our assessment for the 5 outcome agreements we hold with Welsh Government	<b>88</b>
<b>How we collaborate to improve</b>	Assessment of our work with our partners during 2013/14	<b>90</b>

<b>Content</b>	<b>Description</b>	<b>Page Number</b>
<b>Reviewing Our Services</b>	Self-assessment, evaluation, audit and inspection. Including an explanation of what our external auditor and inspection teams told us about the performance of our services during 2013/14	<b>96</b>
<b>Our Single Plan – Caerphilly Delivers</b>	Information about our medium term plan for Caerphilly that we share with our Local Service Board partners	<b>100</b>
<b>Council Priorities 2013-17</b>	List of our Council Priorities for 2013-17 and Improvement Objectives for 2014/15	<b>101</b>
<b>How to contact us</b>	Our contact details to help you seek further information or explanation, or if you wish to give feedback, comments or complaints about this Report, or become more involved in our consultation activities	<b>103</b>
<b>Appendix A</b>	Progress Reports about our Improvement Objectives for 2013/14	

*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. Keith Reynolds**



I am pleased to present our Performance Report for 2013/14, which reviews the council's performance in key areas identified for improvement over the last year.

We continually strive to do things better and raise standards in the way we deliver services to our residents, and while there are undoubtedly tough times ahead financially, we remain committed to delivering value for money services to the highest possible standard.

It is pleasing to note that as a council we are performing very well in a number of key areas, and I would like to thank our workforce and members for their ongoing commitment to delivering on these key priority areas.

We also acknowledge that there are some areas in need of further improvement, and we remain focussed on addressing these areas moving forward.

I would like to thank everyone who has been and continues to be involved in the ongoing improvement process, and I look forward to seeing the organisation achieve further positive results in the future, as we strive to deliver efficient and effective council services to all sections of our community.

**Cllr Keith Reynolds  
Leader of Caerphilly County Borough Council**



## Introduction

This report aims to provide an insight into how we have performed during the year. However the Authority is very diverse and provides many services so our evaluation of how well we have delivered those services provides an overview of what we have done well, what has not gone so well and where we need to do better. This is our self-evaluation for 2013/14.

When we ask whether we are making a difference to the communities we serve, in compliance with legislation and addressing the priorities that are important to our citizens, we use the activities below to help us. 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:

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 stakeholders.

External regulators assess us and inspect our Services to ensure we are compliant with statutory legislation and local policies. For 2013/14 our regulators were; Wales Audit Office, Price Waterhouse Coopers, Estyn and CSSIW.

Each Service Area produces an annual Service Plan, against which it reports and monitors its service delivery activities and improvements throughout the year. It has its own 'Performance Scorecard' to monitor, analyse and report performance information throughout the year.

Services maintain and monitor a Risk Register, which monitors things that could impede service delivery.

Many of our Services form part of wider partnership or collaborative groups, where they produce partnership strategies, plans and programmes which they use collectively to monitor their activities and progress.

Services maintain and monitor financial statements of accounts.

The authority has in place several tiers of information reporting between officers and councillors, such as Scrutiny, Cabinet and Audit Committee. Our Audit Committee routinely monitors various aspects of service performance and finance.

Our employees are engaged in annual appraisals, which we call Performance Development Reviews.

The Welsh Government (WG) and European Commission, monitor activities and outcomes delivered against specific grant funded activities.

## How will the Report be structured?

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 2013/14.

For ease of reading, under the section **Our Performance**, we have provided an assessment by each Directorate for 2013/14. Each Directorate assessment will include the following information:

- Introductions and setting the context including financial information

- Customer satisfaction

- The Directorate's overall annual performance statement

- Financial information and analysis relating to the Directorate for 2013/14

- Assessment of our progress with our 2013/14 Improvement Objectives for the Directorate

- Analysis of National Strategic Indicators (NSI) and Public Accountability Measures (PAM) for the Directorate for 2013/14

- 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 103 will tell you how you can do that.

## Authority Finance Summary

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 and jobs and to 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). However, the financial position has worsened, the council had been working on an anticipated reduction in Welsh Government funding of 1.34% for each of the next 2 financial years and a savings requirement of £13.4 million. However, the Minister for Local Government has suggested that the position is now likely to be much worse and has asked local authorities to start planning for reductions of up to 4.5%. In the worst-case scenario this could result in a savings requirement of **£30.1m** over the 2015/16 and 2016/17 financial years. We are currently consulting with the public asking how you can help shape the services in light of these extremely challenging financial circumstances. If you would like to take part in the consultation you can do so by going to the following link: [Caerphilly Consultation](#)

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 major new projects).

The table opposite provides a summary of revenue budgets and revenue expenditure for the period 2012/13 to 2014/15.

Expenditure (£m)	2012/13		2013/14		2014/15
	Budget	Spend	Budget	Spend	Budget
Corporate Services	56.32	53.02	70.05	56.98	69.12
Education & Lifelong Learning	125.52	123.89	128.24	128.90	127.24
Environment Services	59.72	58.87	60.53	59.94	57.44
Social Services	73.67	73.50	78.65	76.74	78.23
<b>Total Net (£m)</b>	<b>315.23</b>	<b>309.28</b>	<b>337.47</b>	<b>322.56</b>	<b>332.03</b>

**Revenue:**

Where does our money come from?

Income (£m)	2012/13		2013/14		2014/15
	Budget	Actual	Budget	Actual	Budget
Revenue Support Grant	207.27	207.27	218.74	218.74	217.20
Business Rates (share)	46.36	46.36	54.38	54.38	55.38
Council Tax	52.21	53.72	53.94	55.21	56.34
Other Grants	9.39	9.39	10.41	10.41	1.91
Contribution from Reserves	0	0	0	0	1.20
<b>Total Net (£m)</b>	<b>315.23</b>	<b>316.74</b>	<b>337.47</b>	<b>338.74</b>	<b>332.03</b>

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The table opposite, summarises the key cost pressures and investments that were included in the 2013/14 revenue budget.

Service Area	Amount	Description
All	£4.3m	Whole Authority cost pressures including inflationary increases and revenue support for the Council's Capital Programme
Social Services	£1.2m	Additional funding to meet the increasing demand for services.
Corporate Services	£0.18m	Welfare Reform Implementation Costs

As part of its Medium-Term Financial Plan (MTFP) the authority had already achieved savings in advance of the 2013/14 financial year totalling £5.213m. This enabled a balanced budget to be delivered for 2013/14 with no requirement for further savings made during the year.

**Capital Expenditure** varies year-on-year and budgets are allocated from specific funding sources. The following table provides a summary of capital budgets and capital expenditure for the period 2012/13 to 2014/15: -

Capital (£m)	2012/13		2013/14		2014/15
	Budget	Spend	Budget	Spend	Budget
Education	25.81	10.86	22.51	7.05	1.42
Highways	12.04	9.14	10.96	6.54	4.83
Housing Stock (Public)	21.59	14.32	14.65	14.65	27.50
Private Housing Grants	4.03	4.03	3.85	3.73	2.47
Social Services	1.08	0.46	1.23	1.10	0.30
Community & Leisure	1.42	0.72	4.37	2.05	0.94
Other	18.26	14.77	22.94	18.02	3.50
<b>Total (£m)</b>	<b>84.23</b>	<b>54.30</b>	<b>80.51</b>	<b>53.14</b>	<b>40.96</b>

The 2013/14 capital under-spend of £27.37m is due in the main to delays in progressing schemes. This was similar to the situation at the end of 2012/13. The under-spend will be carried forward into the 2014/15 financial year to ensure that schemes can be completed.

**Further details of Council finances are available on our webpage: [Caerphilly Finances](#)**



## Customer Care

We have been carrying out a range of activities and consultations to ensure our citizens help shape our services and we know what the public's satisfaction is with our services. For example we introduced a new mobile customer service centre, which will make accessing council services much easier for thousands of Caerphilly county borough residents and this hit the road for the first time in July 2014. The vehicle will visit a number of the county borough's more rural towns and villages on a weekly basis, and will offer a wide range of council services including: -

- Residents can pay council tax/rent
- Council tax enquiries
- Requesting a council housing repair
- Applying for an older person's travel pass or disabled persons parking badge (Blue Badge)
- Searching for a job with the council
- Submitting requests, for example, reporting a pothole, missed bin collection, etc.

We are introducing our new website which will go live in October 2014. It has been designed to be used on tablets and smart phones and reflects the increasing use of these devices.

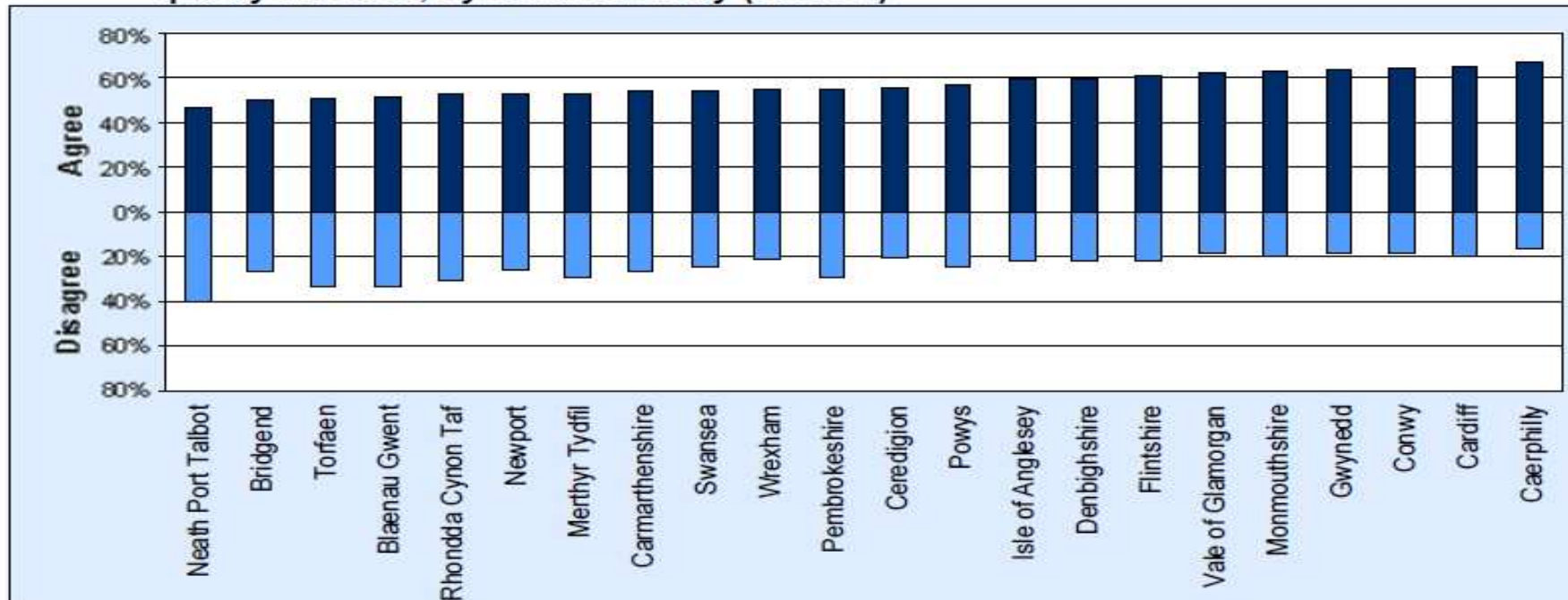
We opened a new 3-storey library in Caerphilly's town, which is being used to deliver wider council services. For example we have integrated other agencies into the library such as the police who will have a regular surgery throughout the week.

Every other year we carry out a borough wide satisfaction survey called the 'Household Survey', which we send to 10,000 houses on a random basis and make the survey available on the Internet. Due to the volume and cost of the survey we carry this out every other year and last year we reported the results in the councils performance report. The survey will be held again next year but in the interim we carry out more local Customer care surveys. During 13/14 we dealt with nearly a million customer contacts, nearly 200,000 from customers visiting our 6 customer care centres. The results to date are:

- 97% described the staff as either helpful or very helpful,
- 97% described the staff as either friendly or very friendly
- 94% thought that staff were knowledgeable and 97% were either satisfied or very satisfied with the service provided.
- However satisfaction with email responses was not as high and this is something we need to analyse and improve upon.

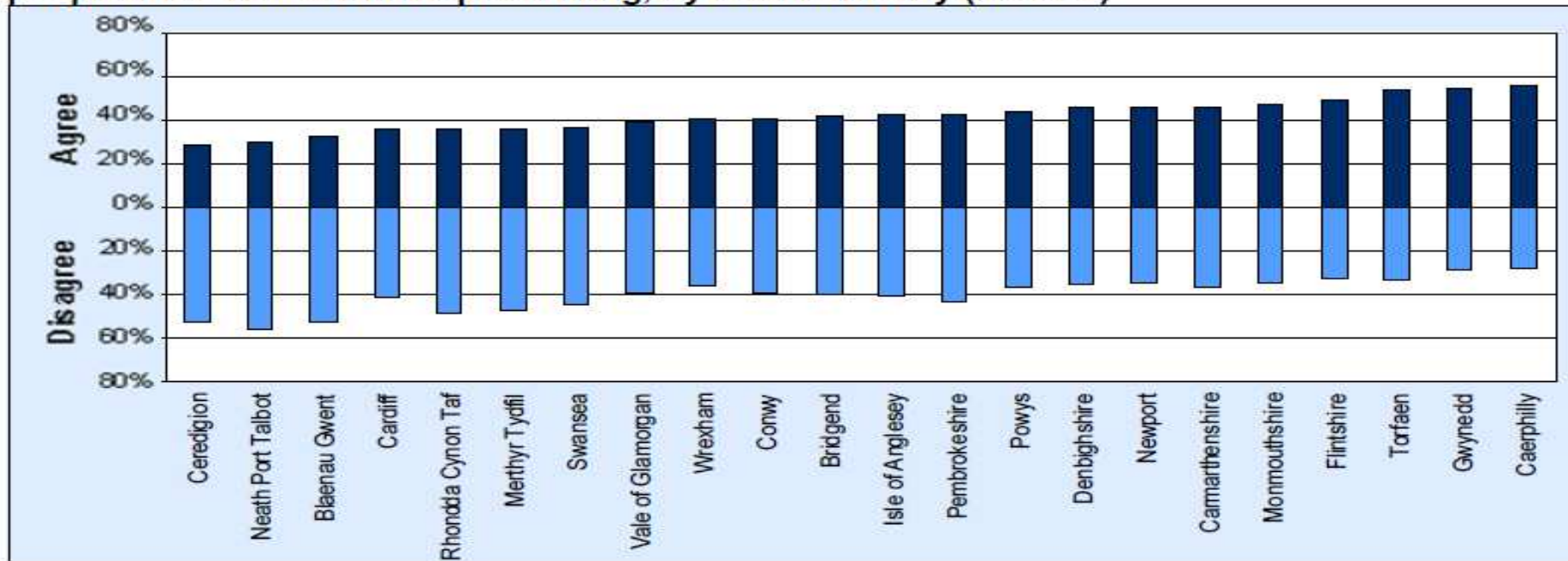
The **National Survey for Wales** is a face-to-face survey of people across Wales and is commissioned by Welsh Government. Each year 14,500 people aged 16 and over are asked for their opinions on a wide range of issues affecting them and their local area. Respondents are selected at random to ensure the results are representative as part of this survey. People were asked whether they thought their council provided high quality services and pleasingly Caerphilly came out top with 66% as shown below:

**Chart 12: Proportion of people who agree or disagree that their council provides high quality services, by local authority (revised)**



People were asked how well they thought the Authority was, at letting them know how well the Authority is performing. Caerphilly came in top with just over half at 56%. Although this is a top rating it does leave a large segment of respondents (44%) who think we could be better at communicating performance so we will continue to look at ways to improve this; both in accessing information, style and frequency.

**Chart 13: Proportion of people who agree or disagree that their council is good at letting local people know how well it is performing, by local authority (revised)**



Full details of the National Survey for Wales is available by clicking on the following link: [Stats Wales](#)



## Promoting Equalities and the Welsh Language

We work 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 in terms of equalities can be found by clicking on the following link: [Caerphilly 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.*

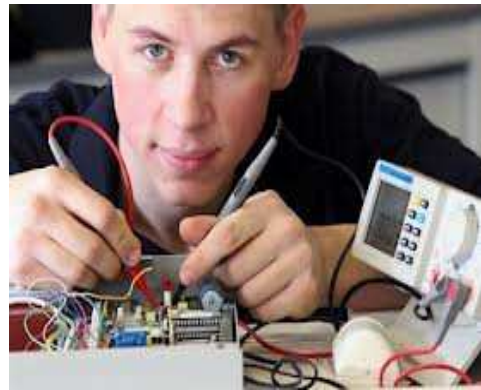


**↑ PASSPORT TO EMPLOYMENT**

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

**CAERPHILLY PROGRAMME**

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



## Directorate of Corporate Services

### Director's Statement of Overall Performance for 2013/14

Nicole  
Scammell

Acting Director of  
Corporate Services



The Directorate of Corporate Services is made up of a number of services. This includes Housing and Customer Services, and services which have an internal role, such as Human Resources, Legal & Democratic Services, Corporate Finance & Procurement, Performance Management & Property Services, and IT Services. We have up to 1100 employees across this directorate helping to support services and citizens in a wide range of ways.

Within our **Housing Service**, following the outcome of the Housing Stock Transfer Ballot, the Welsh Housing Quality Standard (WHQS) is now a major flagship programme for us involving a budgeted spend of circa £200m between 2012 and early 2020. Achieving the WHQS is something that we view as a catalyst to achieving its wider strategic objective of transforming homes, lives and communities.

During 2013/14, the team completed 189 Disabled Facilities Grants (DFG), 263 major works of adaptation for council tenants, 1,234 minor works of adaptation, 103 home improvement grants and 127 minor works grants. We were successful in reducing waiting times for all the above services, with customer satisfaction levels of 99%. However, we recognise that we have some way to go to improve compared to the all Wales average and our position in Wales for the average number of calendar days it takes us to deliver a DFG. We responded to 432 service requests in relation to the private rented sector and maintained the planned programme of inspection within the county borough's 186 houses in multiple occupations. By direct action, 35 long-term, empty, private houses were brought back into beneficial use. There are currently 10,900 Council owned houses and 1,260 garages. We let on average 900 of these houses each year. We have 34 sheltered housing schemes and 15 tenants and residents associations. We also provide services to 400 leaseholders.

Last year we completed over 37,026 repairs, with over 89% of these repairs completed within target times. Our telephone surveys (20% sample) show high level of satisfaction from tenants with our services.

Our **Communications Unit** has worked hard to promote the work undertaken by the Authority at all levels. This work has been reflected in a number of positive outcomes as reported in the 2013 Household Survey and the 2014 National Survey for Wales (as mentioned on page 10 & 11).

Digital and social media channels have been implemented very successfully. We recognised that the organisation needed to change the way it communicates in light of financial constraints, technological developments and the way in which people are consuming news and information in the new digital landscape.

During 2013/14 the **Customer Service** Centres dealt with 116,000 customer enquiries and handled 278,000 payments with a total value of £29.7million. During 2013 the Contact Centre handled 131,000 phone calls, 53,000 emails and web forms and processed £3.7million of payments. Self-service requests on our web site for services delivered by our Contact Centres have risen by 7% but the numbers are still low. The number of on-line Housing Benefit applications and Change of Circumstance notifications has increased significantly during the year helping to reduce the processing time applicants. The number of payments received via the website was 16% higher in 2013/14 than in 2012/13. Growth in the number of payments made via our automated payment telephone line was more modest at a 3.7% increase on the previous year. This evidence illustrates that citizens are beginning to make greater use of the less expensive and more available service access channels. We have introduced strategies for Communications and Citizen Engagement and now new strategies for Customer Services and ICT are needed.

A key challenge within **Finance** now and in subsequent years is the need to continue to provide financial information and lead as a service area in respect of the challenges of the Medium Term Financial Plan (MTFP) and reduction to the Authority's capital programme. Recent news from Welsh Government has led to a much increased financial savings target. These savings will impact on service delivery.

Changes in the Housing and Council Tax Benefit systems as a consequence of the Government's Welfare Reform Bill and the plan to introduce a Universal Tax Credit continue to present major challenges that are impacting upon our staff and processes. A further reduction in staffing alongside the introduction of the Spare Room Subsidy, the new Council Tax Reduction Scheme has had an impact on the service. The average number of days taken to process new claims and change in details for 2013/14 was 11.58 days as compared to 10.68 days in the previous year. Housing Benefits and Council Tax Reduction is a front line service therefore a fast and efficient service is crucial to residents but reducing resources is likely to affect performance at some point especially in a year with significant welfare reform change.

Our **Electoral Services** preparation has begun for the massive changes that are being made to Registration Services. Previously registration was household based and applications to register were taken at face value. Registration will now become individual based and the identity of each applicant has to be verified (normally with the Department of Work and Pensions (DWP)). This process is currently underway and the authority has recently matched the register with the DWP and achieved an 84.9% match rate. The service must publish an Electoral Register annually along with monthly updates to that register. The introduction of individual electoral registration could increase the costs of operating a registration service. This is something that we are trying to manage in light of the financial constraints affecting the Authority.

Within **Property Services**, the Ystrad Mynach Centre for Sporting Excellence was completed on the former site of Ystrad Mynach Hospital. Professional and community teams will be able to use the new complex – boasting artificial pitches, floodlights and stands – with Newport Gwent Dragons using it as their new training base. This will offer the local community, use of a world-class facility that compliments our efforts

to encourage greater sporting participation across all age groups within the area. However we have a significant amount of work required to review our asset base as a consequence of the MTFP.

During 13/14 the first Phase of the £20m St Ilan 3-18 years Welsh Medium campus was handed over and design of Phases 2 & 3 was completed and tendered. Numerous other smaller projects were designed and delivered for example the 400k new hall and reception at Hendre Infants which joins together what were two separate buildings and provides a much needed central meeting space. However, we face challenges going forward with the commercial aspects of legacy projects, which were bid for during the recession.

Our **Human Resource Service** works with a range of partners to develop and expand the Caerphilly Apprenticeship and Traineeship Scheme. Although the passport scheme funding ends in December 2014, since it's launch it has helped give people who are unemployed skills, experience and guidance into employment through a different range of avenues. The scheme has been very successful and opportunities are arising to develop further. For further information see page 18 on the Improvement Objective relating to the Passport Scheme.

A range of workforce policies will be required to downsize the Authority's staff as a consequence of the MTFP savings requirements. These will be implemented in the Autumn 2014.

## 2013/14 Financial information and analysis for the Directorate of Corporate Services

The Directorate of Corporate Services 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.

Corporate Services (including Miscellaneous Finance budgets and the Housing Revenue Account (HRA) reported a 2013/14 underspend of £13.07m.

- Core Corporate Services budgets accounted for £1.03m of the reported underspend and this arose in the main from a number of vacant posts that were withheld as part of agreed savings in advance of the 2014/15 financial year. Additional income was also generated during the year through one-off grant funding and within the Corporate Property portfolio savings were generated through the vacation of some premises and a reduction in maintenance and energy costs.
- Budgets in Miscellaneous Finance underspent by £3.6m with the most significant variations being the following: -
  - We used internal resources to part-fund our Capital Programme, which resulted in an under-spend of £705k on external debt charges.
  - Returns on investments were better than anticipated resulting in an additional £103k of investment income.
  - Net release of the impairment from Icelandic Banks sale of debt of £1.39m.
  - Medium-Term Financial Plan savings in advance of £703k.
- The Housing Revenue Account (HRA) underspend totals £8.44m and is due in the main to lower than planned revenue contributions to the Welsh Housing Quality Standard (WHQS) capital programme. This was anticipated throughout the year as it became apparent from housing stock surveys that a high level of previously achieved works had already been carried out (40% of the programme) and 5% of properties refused the work.

The Council will face unprecedented financial challenges during the coming years due to the extent of anticipated cuts in Welsh Government funding for Local Authorities. This funding currently accounts for 65.4% of the total resources available to the Council and there will inevitably be a significant impact on the range of services provided as measures are agreed to address the financial shortfall.



## Improvement Objective – Improve job opportunities by implementing the Council’s Passport Scheme (IO 2)

### In 2013/14 we said we would:

- Improve unemployment by implementing the Council’s Passport scheme to create employment and training opportunities
- Help more young people aged 16-24 and support them into sustainable employment.

**J** We have assessed this objective and judged it to be **Successful** for the year 2013/14. This is because we have created more than 175 work experiences and provided 68 job opportunities with 25 apprenticeships. More importantly all 100% of participants who went through the process said it made them feel more work ready.

We had 533 young people referred to the programme up until 31<sup>st</sup> March 2014 and of the participants, 77% achieved a positive outcome, by that we mean they have gone onto further education or employment following the Passport Programme.

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The Caerphilly Passport Programme was officially launched on 5<sup>th</sup> April 2013 by the Deputy Minister for Skills, the Leader of Caerphilly County Borough Council and the Acting Chief Executive of the Council and over the last 12 months there has been a significant amount of activity undertaken in terms of the Programme delivery with many milestones being met, changes being made as a result of experience gained from delivering the programme and challenges overcome.

In addition to European Social Fund audits we have had the programme independently evaluated by a company called Wavehill with both participants and employers, to follow them through the Programme as case studies for further qualitative feedback.

In conclusion the Passport Programme has had a positive impact on the local economy, social and environmental wellbeing within the County Borough.

By being able to use the Jobs Growth Wales placements there has also been an opportunity to support small local businesses by creating capacity for them via the placement so the business can be grown to support the trainee at the end of the placement

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

In addition to exceeding the targets for providing work experiences, job opportunities and apprenticeships, of those who participated in the scheme, 77% achieved a 'positive outcome'. By this we mean that the participant has either gained employment or gone onto further education following successful completion of the Passport Programme.

Evaluation shows that for those that took up the support:

- 85% found the employability training useful or very useful
- 80% of those who have worked with the programme say they have been changed by their Passport experiences, feeling more confident, happier and more experienced
- 90% said they were more confident about their own abilities
- 91% said they were helped by the coaching/mentoring they received
- 71% said without Passport they would still be unemployed.

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

Although we have exceeded our formal target requirements the Jobs Growth Wales funding element ends in December 2014, so we have not set further local targets, as this will impact what we can deliver. We are continuing with this as a Council Priority for 2014/15 however there is no funding option to continue after this time so we are exploring possible regional activity to enable us take this forward.

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

There are no areas in the sense of poor performance where we need to do better. However as noted above funding will end in December 2014 so we are meeting with Cardiff City Council, Blaenau Gwent and Torfaen as with the SEWDR (South East Wales Directors of Regeneration) to explore the regional opportunities for setting up and sharing the success of this programme. If this should commence we can then look to provide more placements for eligible young people in the future.



## Improvement Objective – Investment in Council homes to transform lives and communities (IO 5)

### In 2013/14 we said we would:

- Work with tenants to actively involve them in achieving the Welsh Housing Quality Standard (WHQS) by running the Caerphilly Homes Task Group (CHTG)
- Implement the actions from our Communications Strategy, which helps develop a clear brand identity for the WHQS programme
- Ensure that communities benefit from clauses in contracts awarded to improve the standards of housing that include targeted recruitment and training to create employment and training opportunities for local people.
- Implement environmental improvement programmes to ensure that our Council estates are safe and attractive environments to live in, complimenting quality houses
- Select one supplier on a 10-year contract to supply our materials ensuring improved efficiency and our commitment to the local economy. A managed 10 year arrangement will enable a long-term relationship to be developed, helping to sustain local jobs
- Develop a programme of Community Engagement with residents to identify the priorities for improvement from the their point of view.
- Launch a Community Improvement Fund of up to £5000 per project to support local people to make environmental improvements.
- Ensure Council estates are linked to the wider countryside areas of open green space by enhancing public rights of way or the creating new access routes.
- Encourage residents to volunteer to assist in the maintenance of environmental improvements.
- Provide Training for Tenant Liaison Officers so they are able to signpost tenants to other forms of support and benefits.
- Ensure there is greater alignment and coordination between WG programmes such as Communities First, Families First and Supporting People and key strategic CCBC initiatives such as the Caerphilly Passport Programme to maximise the social and economic impact
- Establish a "Lives and Communications" working group with input from a number of sources, such as Communities First, Families First, Groundwork Caerphilly and GAVO to help ensure increased resources are ploughed into those areas that need it the most.

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**K** We assessed the Improvement Objective and concluded we were **Partially Successful** in its delivery in 2013/14. Over 600 homes were improved internally and approximately 65 homes were assessed as fully compliant with WHQS. Some slippage did arise at the end of the year but around 200 properties had been brought forward from 2014/15 to expand the internal works programme and ensure there would be continuity of work for our in house workforce. The main setback was the deferment of the environmental projects until the latter end of the WHQS Programme, which impacted on a number of the original planned actions.

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

- The number of homes that have achieved WHQS standard during the year was approximately 65. In excess of 600 properties benefitted from internal improvements undertaken by the in house workforce.
- The overall tenant satisfaction level was 92%, well above our target of 80%.
- We have implemented a Communications Strategy action plan, which includes activities to increase methods of engaging informal with tenants, for example at community events and through social media.
- Tenants continue to be actively involved through the CHTG, the group meets every 6 weeks to review and make recommendations on the overall strategic direct and allocation of WHQS and Housing Services resources. This group is a consultative group relating to all public housing services. It monitors WHQS progress and service improvement commitment and ensure WHQS is consistent with the council's regeneration strategy. The Repairs and Improvement Group has been established to ensure that repairs and WHQS improvement works are carried out to a high standard and that tenants are getting value for money. The Caerphilly Service Improvement Monitors (CSIMS) was set up to monitor the service provided to tenants and feedback the results. The CSIMS are looking at the experience tenants have had with WHQS.
- In June 2013 the supply partner contract was awarded to a local company - Robert Price. This is a 10-year contract to supply all materials for the in house workforce and key building components for contractors. Community benefits and targeted recruitment and training is a key element of this contract. Robert Price has taken on several young people from the council's Passport Programme, taking one through to permanent employment. The next 12 months will see more changes, which include supplying all products for reactive maintenance within the housing service. There are challenging times ahead, but Robert Price is committed to working with the council to achieve the targets set.
- The Community Improvement Fund was launched in April 2013. Since it's launch, over a dozen applications have been received from community groups and voluntary organisations. The CHTG has approved 3 in total because some of the applications required planning permission or failed to demonstrate that their activities would benefit the wider population of tenants and residents.
- Our tenant liaison officers have received a series of awareness and training sessions throughout the year to enhance their ability to help support and sign post tenants to services that may help meet their needs.
- Informal links have been developed between programmes such as Communities First, Families First and Supporting people as well as other initiatives such as the Caerphilly Passport programme.

## What did not go well?

- We were unable to make any progress on the implementation of the Environmental Improvement programme. The programme has now been put back to 2019/20. A number of actions relating to this programme, such as introducing programmes to help ensure council estates are safer and attractive environments to live in, our council estates are linked to the wider countryside areas and establishing a “Lives and Communities” working group will now also be deferred to later in the programme.
- The nature of the work is such that there will always be variances from what was originally planned and achieved due to unforeseen events and the impact on peoples live has to be taken into account. The programme is subject to adjustment during the year and can involve contract slippage, and/or work being brought forward from future years. This is reflected in the number of homes compliant with WHQS for both internal and external elements and the percentage of internal works completed within timescales where we have failed to reach our targets for the year.

## Where do we need to do better?

- There was some slippage into April/May 2014, but additional properties were added to the original 2013/14 programme. Experience over the year has shown that only limited reliance can be placed on the stock condition database and that the individual property survey is the only means to determine the full scope of work needed. The timing of the surveys are therefore critical to maintaining continuity of work for both the in house work force and contractors.
- Due to the small number of Improvement Fund applications being approved we are now producing new promotional material to encourage applications. A feature has been included in the Caerphilly Homes Tenants Newsletter and result posts are being made on social media. Members of the team will become more proactive during 2014/15 in promoting the fund at community events and helping organisations complete the application forms in an attempt to ensure greater take up.

## **Improvement Objective – Improve the availability of private and public sector housing to reduce the number of residents who may become homeless (IO 6)**

### **In 2013/14 we said we would:**

- Offer housing grant assistance to vulnerable households
- Enforce minimum standards within the private rented sector
- Engage with private sector landlords via the landlord forum and the opportunities that will present themselves as a result of the impending mandatory licensing scheme for Welsh landlords and managing agents
- Complete the active Renewal Area at Llanbradach
- Provide major and minor works of adaptation to private sector residents
- Support mortgage rescue schemes with a range of Partners
- Provide financial assistance to between 15 - 20 homeowners to enable direct payments to prevent repossession
- Work regionally with local authorities in Gwent on "Houses into Homes" scheme to increase the number of long-term empty private sector properties returned to beneficial use. This will enable landlords to renovate empty run-down residential properties and return them to use as homes for sale or rental
- Contribute towards the alleviation of homelessness in the borough through the provision of new homes developed in partnership with our housing association partners, including supported and temporary accommodation
- Consider the Impact of welfare reform on council housing tenants and work proactively with tenants affected by the reform, by providing advice and assistance, to minimise the risk of financial hardship and the threat of homelessness
- Use the housing advice service to promote social lettings accommodation as an alternative form of accommodation to traditional social housing
- Continue to support for the bond scheme to facilitate access into the private rented sector for people unable to find a deposit and advance rent to allow them to rent privately
- Set up a working group to agree a new administration system for Discretionary Housing Payments used to top up rent shortfalls. The group have agreed to award payments for a maximum of 3 months, whilst also assisting claimants in securing more affordable accommodation
- Secure the provision of more suitable emergency accommodation
- Return more empty properties back into beneficial use
- Work in collaboration with Registered Social Landlords to improve the provision of affordable housing

J We assessed this Improvement Objective and concluded we were **Successful** in its delivery in 2013/14. The reason for this is because we have successfully completed all of our actions, and we have met all our performance targets.

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

- By the end of the year we had 731 enquiries, with 135 minor Works Grant applications approved.
- We have taken action to ensure the minimum standards are enforced within private sector housing to encourage high standards of accommodation, repair and good management where properties fall below minimum standards.
- Our Landlord forum celebrated its 6<sup>th</sup> anniversary and continues to expand its knowledge.
- An exit strategy has been put in place for Llanbradach to meet the formal termination date when the renewal area status ends.
- We continue to improve on the time it takes us to make minor and major works of adaptations to private sector homes.
- The mortgage rescue partnership with Shelter, Citizens Advice Bureau and the two housing associations continues and we are now exploring private rental models for certain mortgage cases.
- £10,000 was obtained to assist mortgage rescue cases; we used this money to assist 8 households this year.
- We are continuing to make use of the “Houses to Homes” loans as a viable option for bringing empty homes back into use.
- There are currently three homeless projects in the pipeline, which when completed, will provide 36 units of supported accommodation for young people.
- The rents team made good progress on the target to visit tenants in their homes who are affected by welfare reform. We have exceeded our target for the amount of additional income generated for tenants as a result of the made.
- We are drafting proposals for staffing arrangements with a view to setting up an in-house social letting agency to improve access to private rented accommodation for people in housing need.
- There has been continued support for the bond scheme. The scheme continues to be an essential partner for us to work alongside and direct potentially homeless people into affordable accommodation.
- The working group set up to manage discretionary housing payments has been very effective in administering payments based on new criteria.
- Ty'r Fesen, the short-term accommodation for families' scheme in Caerphilly opened in April 2013 providing 13 units of emergency accommodation. Ty Croseo was also refurbished to provide a 10 bed emergency homeless supported accommodation for single people aged over 25 years.
- We continue to bring long term empty properties back to use via the use of loans, on-going grants, advice and guidance for owners and, if need be, the use of legislative powers to enforce the sale or compulsory purchase of properties.

- Our housing association partners obtained funding from Welsh Government to commence work on the building of 140 units of affordable housing.

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





Generally, we are satisfied with the level of performance made throughout the year against this improvement objective, although we narrowly failed to meet one target in respect of waiting times for Disabled Facilities Grants. The target was, however, extremely challenging and we were still able to increase performance by 2.27% to a level that improved upon the 2012/13 figure by almost 7 days.

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

Homelessness will continue to be a long-term issue for us as increasing numbers of people struggle to maintain their tenancies or repay their mortgages. Coupled with changes to homelessness legislation, we will need to develop smarter ways of working with organisations and homelessness applicants to prevent instances of homelessness occurring, rather than dealing with the fallout, as can often be the case currently.

**Additional information on our Improvement Objectives can be found in Appendix A**

## Analysis of National Strategic Indicators (NSI) and Public Accountability Measures (PAM) for 2013/14 - Corporate Services

Our performance key shows:			
Current year results compared to previous year results		L	Worse than the previous year
		K	Same as the previous year
		J	Better than the previous year
		☆	Performance maintained at the best it can be
		N/A	Data not available or comparable – see individual comments for explanation

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Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
HHA0 13	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>	88.2%	11 <sup>th</sup> out of 22	85%	 90.7%	We have been advise by the Welsh Government not to compare this across Wales	
J	Homelessness was prevented for 235 of the 259 potentially homeless households in 2013/14, which is a higher percentage than both our 2013/14 target and our previous performance last year.						

Ref	Description	2012/13		2013/14			
		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. <b>(NSI)</b>  Improvement Direction: Lower result is better	299	13 <sup>th</sup> out of 22	284	292	19 <sup>th</sup> out of 22	239
J	It took 55,229 calendar days (41 weeks) to deliver 189 Disabled Facilities Grants (DFGs) in 2013/14, compared to 52,009 calendar days (42 weeks) to deliver 174 DFG's in 2012/13. A number of complex DFGs were completed during the year, which takes longer to undertake. Despite this our performance still improved from last year although we have now dropped from 13 <sup>th</sup> to 19 <sup>th</sup> in Wales. It is clear, however, that unlike ourselves, many Authorities do not treat the first point of client contact as the starting point for the Performance Indicator and so the national figures cannot be compared as it is unlikely they are reported on a like for like basis.						
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. <b>(NSI)</b>  Improvement Direction: Higher result is better	3.07%	16 <sup>h</sup> out of 22	3.6%	3.83%	19 <sup>th</sup> out of 22	9.23%
J	During 2013/14, there were 35 vacant private sector dwellings that were returned to occupation. This was an improvement in both numbers and percentage terms compared to last year. The introduction of the national Houses into Homes programme created conflicting resource implications when first introduced during 2012/13. Our performance during 2013/14, shows that we have now overcome this problem, although we remain 19 <sup>th</sup> out of 22 <sup>nd</sup> in Wales. The provision of additional resources to support this function and further improve the number of houses returned to beneficial use is, however, currently under consideration.						



## Evaluation of other performance information captured during 2013/14 - Corporate Services

- J This year we have awarded 145 contracts to local suppliers. Although this is not as many as the 185 contracts awarded last year, the amount spent with local suppliers was 55.11%, which is more than in 2012/13 when we spent 54%.
- J We collected 96.40% of all council tax due in the year. This is the same performance as last year.
- J 200 of our council buildings have been made suitable and reasonably accessible for disabled members of the public.
- J When visiting our Customer First Centres, 86.49% of customers were seen within 10 minutes, this is better than the 84.80% reported in 2011/12.
- J When asked, 98.2% of customers visiting our Customer First Centres said that they were satisfied with the service they had just received.
- J 85.64% of calls made to our Contact Centres were answered within 20 seconds. This is better than last year when 75.13% of calls were answered in the same timescales
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J Our workforce remains broadly representative of the County Borough population in terms of the percentage of our employees that are disabled or from an ethnic minority.
- J 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.
- J At the end 2013/14, 1.24% of our Housing Stock was empty; this meant that out of 10,884 properties, 135 were empty.
- J 91.3% of tenants were satisfied with the Housing Allocations and Letting Service we provide. This is almost the same as last year when 91.5% were satisfied.
- J The average number of days that all homeless households spend in Bed and Breakfast accommodation was 30 days in 2013/14. This is lower than the 39 days it took in 2012/13.
- J 53.20% of the gross internal area (GIA) of our local authority buildings are in good or satisfactory condition, this is improving as last year the figure reported was 52.91%.

- L During 2013/14, 93.2% of undisputed invoices were paid within 30 days. This was not as good as the 94.20% reported for the previous year and there were no obvious or apparent reasons identified for the dip in performance. However, our service continues with significant effort, to meet our target of 95%.
- L We also experienced an increase in the number of 'calendar days' taken to make payments (undisputed invoices) to small and medium enterprises during the year and reported 14.26 days compared to the 12.78 days taken during the previous year. Again, there were no obvious or apparent reasons identified for the dip in performance against our target of 13 days.
- L It takes an average of 11.58 days to process new Housing Benefit and Council Tax claims and changes events, this is not as good as last year when it took 10.28 days. Although we have failed to improve, we feel this is still a good performance as we have had a reduction in staffing levels and the Welfare Benefit changes has had a detrimental impact on performance.
- L 76.52% of homelessness presentations are decided within 33 working days, this is less than the 78.67% reported last year. In the majority of cases homelessness decisions are made within the recommended 33 day timescale. Certain cases, however, require consultation with medical and mental health professionals before decisions can be made – delays as a result of this exercise are, unfortunately, beyond our control. It should also be noted that although there was no increase in the number of homeless presentations from the previous year, the number of legal reviews of our decisions fell from 14 in the previous year to 6 during 2013/14. This indicates a substantial improvement in respect of the quality of decision making within the Homelessness Team.
- L The level of tenant satisfaction of those who moved into a new home has dropped to 71.08%, below the 73.13% satisfaction level in 2012/13. The Repairs and Improvement Group is reviewing the current 'relet standard' and changes should be implemented from April 2014. The relet standard sets the minimum condition that a property should be in before a new tenant takes up occupation. It should also be noted that these figures rely on new tenants completing and returning the survey cards we send out. Response levels are currently low as in quarter 4 we had a response rate of only 28% (49 out of a total of 173 new tenants).
- L The number of Freedom of Information requests we receive continues to rise. In 2012/13 we received 811 requests and responded to 75% within 20 days. In 2013/14 the number of requests increased to 1130 requests and we responded to 802 of these within 20 days (70.97%).
- L In 2013/14 we failed to improve our sickness absence levels with the figure increasing slightly from 4.08% to 4.18%.

# Directorate of Education and Lifelong Learning

## Director's Statement of Overall Performance for 2013/14

**Sandra Aspinall**

Acting Deputy Chief  
Executive  
&  
Director of  
Education and  
Lifelong Learning



The Directorate of Education and Lifelong Learning is committed to helping the Council achieve its aspirations and contribute to the goal that:

*“Every child should have the best start in life, and the opportunity to achieve success as a young person and as an adult”*

There are a diverse range of services, which help the Directorate to achieve this vision with our 90 Schools, an **Additional Learning Needs** and **Social Inclusion Service** to help secure equality of access to statutory education for all children and young people. Our **Library Services** also provide 18 libraries throughout the borough, offering a wide range of services linked with a large network of community centres providing residents with a wide range of publically accessible facilities and resources. **Adult Community Learning** provides quality-learning experiences across the authority, with courses and programmes of learning open to all post 16 learners. The **Youth Service** is a statutory education provider, comprising of over 200 staff and provides services, which engage with young people on a regular basis.

In July 2012 we received an Estyn’s inspection of education services for children and young people and we were identified as requiring follow-up through Estyn monitoring. In January 2014 our progress was reviewed against the five recommendations arising from the inspection, and to check our overall performance against our post-inspection action plan.

The findings from the monitoring visit were positive and concluded that we, the “*authority has moved swiftly to address the recommendations from the 2012 Estyn inspection*” and that we had “established better foundations to continue the drive for improvements in attainment and achievement for all learners”.

As a result of the monitoring visit the judgment was made that we made sufficient progress in relation to the recommendations following the inspection of July 2012 and that as a result, “*Her Majesty’s Chief Inspector of Education and Training in Wales is removing the local authority from further follow-up activity*”.

The monitoring visit praised:

- The introduction of a comprehensive target setting process that links school performance targets to the progress of individual learners.
- The review of 14-19 learning, commenting on the strong focus on improving the curriculum and outcomes for vulnerable learners
- The authority, in partnership with the regional school improvement service, has significantly improved processes to support, challenge and intervene in its secondary schools.
- Positive progress has been made with self evaluation and target setting

However it identified that:

- We need to improve performance at Key Stage 4 across a range of indicators in order to improve the outcomes for our young people as “, *the local authority’s improvement strategies to date have not yet impacted significantly on outcomes at key stage 4*”. We will have a better understanding of our position following the publication of examination results in August 2014.
- We need to continue to progress with the secondary school rationalization programme. Since the monitoring visit we have made significant progress in this area as a secondary rationalisation programme is underway and an informed consultation process has been conducted in the Upper Rhymney Valley in relation to the proposals for a 3-19 school.

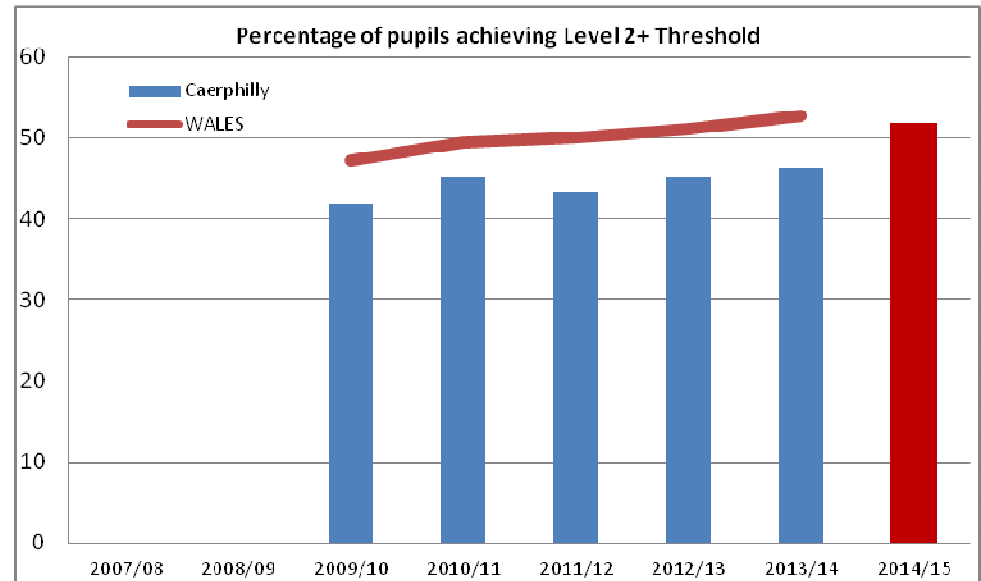
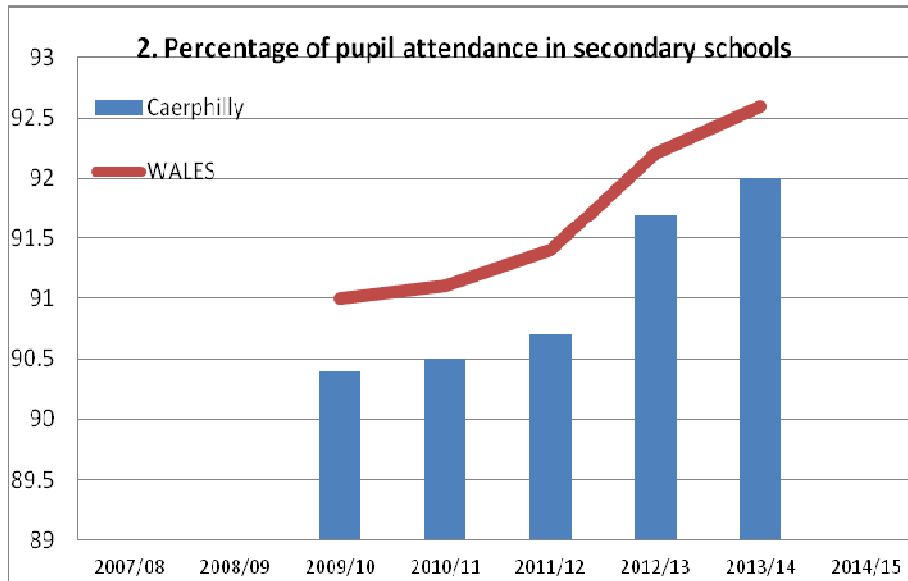
As a result of the recommendations and the Directorates own Self Evaluation we will continue to focus on improving the attainment of learners on all indicators particularly at Key Stage 3 and 4.

You can view the whole Estyn report and the letter we received following our monitoring visit by visiting [www.estyn.gov.uk](http://www.estyn.gov.uk) and searching for inspection information at Caerphilly County Borough Council. Or by going directly to [Estyn Caerphilly Inspections](#)

## General Performance Summary

This has been a busy year for the Directorate and below we detail some of our achievements and areas we want to improve upon. We have improved attendance within primary and secondary schools, by a small percentage building on the 2012/13 attendance rate of 93.2% at primary, and 92% at secondary. Further progress has been made during 2013/14 in attendance, however as the graph shows we are not improving as quickly as the rest of Wales. In 2013/14 at secondary level we achieved 92%, where as the Welsh average was 92.6%.

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Data shows there has been no permanent exclusions in primary schools for two consecutive years, and at secondary the positive downward trend that has taken place for the last 8 years has been maintained. At both primary and secondary there has been a decrease in the number of fixed term exclusions as well as a reduction in the number of days lost due to exclusions.

For attainment, there has been an increase across all Key Stages in Maths, Welsh and English and positively the % gap between the % of boys and % of girls achieving the Core Subject Indicator (CSI) which includes English/Welsh, Maths and Science has reduced considerably from 8% to 4% at Key Stage 4. Pupils achieving the Level 2+ Threshold (5 GCSE's A\*-C inc English/Welsh and Mathematics) improved by 1.3%, with an ambitious target for further improvement set for 2104/15.

At Key Stage 4 performance is adequate and key indicators are ranked between 17<sup>th</sup> in Wales (Level 1 threshold) and 21<sup>st</sup> (Level 2 threshold and Capped Points Score). Although the performance is improving, the rate of improvement means that the position of the authority within Wales is being maintained. Performance in the earlier years (Foundation Phase) is good, continuing to be above the Welsh average for all indicators.

At Key Stage 2, in English / Welsh, performance in speaking and listening and reading are above the national averages, but writing is slightly below. At Key Stage 3, speaking and listening, reading and writing results are lower than those nationally, and secondary schools are being challenged to show improvements in this area.

Other services we provide to help a young persons well-being were judged as good by Estyn. Schools engage in a range of effective programmes, and there is a range of activities and programmes to help young people gain new skills and get involved in volunteering opportunities. High quality Child Protection training is mandatory for all service areas working with children and young people and there is good support for learners in understanding how to keep them safe. There has been effective dissemination of specialist practice of Internet Safety for children and all schools are fully engaged in a range of high quality sport programmes and out of school hour's leisure activity resulting in increased levels of participation.

In relation to the planning of school places, the percentage of primary places unfilled has dropped slightly. However the percentage of secondary surplus places has increased by approximately 2% to 18.6%. The reason being that phase 1 of Welsh Medium development at the former St. Ilan site was successfully completed and opened for pupils in September 2013. This caused a temporary rise in surplus places, which we expect to reduce once Ysgol Gyfun Ty Gwnidy has provision for each year group in place. The site for the development of a new school for Islwyn West has been identified and we now have the go ahead to proceed with developments. These projects will again help us to continue the reduction in secondary surplus places.

Adult Education Basic Skills enrolments increased from 1046 in 2012/13 to 1463 in 2013/14. This was due in part to extra funding from Families First to deliver more family learning courses and workshops. We were pleased that the number of learners achieving basic skills qualifications rose from 259 in 2012/13 to 278 in 2013/14 and that the number of learners in the Family Learning programme achieving their individually set targets rose from 368 in 2012/13 to 384 in 2013/14. We also delivered a wider and greater range of vocational courses from 35 in 2011/12 to 58 in 2012/13 and the numbers that attended those vocational courses rose from 458 to 743 in 12/13 with 87% gaining qualifications. However in order to deliver the service on a reduced budget, changes to the structure of delivery and the usage of premises will need to be realigned to deliver services, Adult Community Learning is facing significant reductions to the budget in 2014/15 academic year.

In 2013/14 the youth service engaged over 7,800 young people. Following the Estyn visit there has been a focus on improving the number of accredited outcomes for children and young people. The number of young people achieving national accreditations increased from 70 in 2012/13, to 399 in 13/14, highlighting the percentage of young people engaged and achieving qualifications has moved from 1% to 5%. Local accreditations also increase from 628 young people in 2012/13, to 2331 in 2013/14. This highlights that the percentage of young

people engaged achieving qualifications moved from 7% to 29%.

In 2013/14 we refurbished and enhanced Pengam, Deri, Rhymney, Blackwood, Aberbargoed, and Bedwas Libraries. We introduced new Library facilities at Bargoed, Risca, Abercarn, Newbridge, and Caerphilly with an investment of £13 million in building improvement works through Council, private sector, and Welsh Government monies. We have worked proactively with the Council's Customer Services team, third sector bodies, and local community groups to co-locate and jointly deliver services within the library buildings to offer residents a mix of additional services under one roof. We have also provided new and improved spaces in Library buildings for children, young people, adults and learners to allow them to use all the different services offered by the libraries, which has resulted in increased visitor numbers of 893,603 in 2013/14. The adoption of free wireless computing where achievable and the Introduction of new 'Library Link' Housebound Library Service vehicles has also encouraged more residents to engage with the services on offer, providing greater equality of access for all.

**For 2014/15** we want to focus on the following areas:

- Improve standards of attainment, particularly at Key Stage 2 in literacy, Key Stage 3 in bringing all core subjects closer to the national average and Key Stage 4 at the Level 2+ threshold.
- The new standardised Reading Test for Wales makes evidencing progress more difficult in the short-term, as we do not have any previous information to base improvements upon. Now the testing process is established, and we have some information on pupil levels we will be able to provide support schools and learners who need it the most.
- For children and young people with emerging needs, we have developed some highly effective interventions, which are mainly aim at improving literacy skills. We are also working with groups of identified learners to improve literacy and numeracy skills to ensure that children and young people can access all of the curriculum and give them the best chance to achieve their potential.
- We are going to review the services we have in place for learners that are Educated Other than At School (EOTAS), to ensure that we are providing them with appropriate support with all areas of their education.
- The authority has a small number of schools in difficult circumstances and this could impact results within those schools, and affect the overall results of the authority. Identified schools will receive additional support from the Education Achievement Service and plans will be put in place to ensure performance is closely monitored.
- We want to continue to reduce the rate of fixed term exclusions as well as the number of days lost due to fixed term exclusions, particularly those that last either 6 days or more. We are also continuing to target improved attendance rates and a reduction in unauthorised absences.
- We want to improve on the number of residents using our libraries and improve our marketing of the facilities we offer. We also want to establish coherent reading and digital enablement plans for the County Borough that fit within our financial planning constraints.
- We will put the new Youth Service Strategy into action to ensure that we are supporting the delivery of positive outcomes for our young people.

- We will continue to make progress on our plan for 21<sup>st</sup> Century Schools with the aim of securing a reduction in secondary schools surplus places and ensuring our school buildings are up to standard.



## 2013/14 Financial information and analysis for the Directorate of Education & Lifelong Learning

Overall the Directorate including Schools reported an over-spend of £662k for the 2013/14 financial year. This includes an over-spend of £1.985m by Schools, which will be funded from brought forward School balances, and an under spend on central Education & Lifelong Learning of £1.323m.

The transport budget which is managed by the Engineering Division, Directorate of Environment (with variances ring fenced to Education), has reported a £109k overspend on its core budget. This overspend will be funded from the Transport Equalisation Account set up at the end of 2012/13 (recognising the variance in the number of school days that fall in the financial year due to the timing of the Easter Holidays – 195 days in Academic Year).

The Directorate's position excluding Schools is an under-spend of £1.323m. This represents an under-spend in all 3 Service Areas - Planning & Strategy £311k, Learning Education & Inclusion £533k and Lifelong Learning £479k.

In summary the most significant variances (over £100k) were as follows: -

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Description	(Over)/ Under £000
Relief/Supply Cover	221
Additional Support (Primary & Secondary)	(314)
SEN Out-of-County Recoupment	590
Early Years Central Team	213
Community Education	168

The Relief/Supply Cover budget funds the school costs of sickness in the Special Resource Bases and maternity leave. The nature of this budget means that there is always a level of uncertainty each year.

The overspend on Additional Support (Primary & Secondary) is closely linked to an increase in Statements around ASD (Autistic Spectrum Disorder), which is a national trend.

The underspend on the Recoupment budget (Special Educational Needs and Looked After Children), is significant. These placements are expensive and whilst the level of spend on the Additional Support budget has increased, this cost is significantly less than the cost of a child placed in an Out-of-County School on either a daily or residential placement.

In 2013/14 a significant element of staff time with our Early Years Team has been directed towards the priorities of the Flying Start agenda. This intervention will have a positive impact on the transition for children from Early Years provision into Schools in specific areas of the borough.

The main element of the underspend in Community Education is a one-off variance of £83k in relation to the Genesis II Project, which ran from October 2008 to September 2013. This follows clarification from Welsh Government around the eligibility of match funding expenditure included in previous claims. This saving offsets an overspend position in 2012/13.

## Improvement Objective – Develop an effective and accessible Youth Service that supports the personal and social development of young people (IO 3)

### In 2013/14 we said we would:

- Undertake a comprehensive review of the Youth Service to identify areas of best practice and areas for development. Following the review we would implement appropriate recommendations to improve the service.
- Implement a data management system and use data analysis techniques to make evidence based decisions that inform service improvements
- Deliver a wide range of formal and non-formal accreditation opportunities across all youth service provision by ensuring that we work collaboratively with other services delivering to this age group.
- Work closely with schools and other agencies to identify vulnerable groups and maximise the use of additional resources to provide support to learners
- Put in place improvement strategies and specific actions to improve outcomes for learners, especially at key stages 3 and 4 to ensure that pupils gain formal qualifications prior to leaving statutory education.
- Develop multi-agency working with schools to target identified young people to improve attainment and increase the percentage of young people achieving 5 GCSE's A\*- C, including English and Maths, in order to increase the opportunities to progress into further education or employment.

**J** We assessed this Improvement Objective and concluded we were **Successful** in its delivery in 2013/14. The reason for this is over the past 12 months the Welsh Government has made significant steps in producing strategic guidance for services that impact on young people. The publication of the Youth Engagement and Progression Framework (2013), which supports the Welsh Government Programme for Government, identifies that intensifying youth engagement and employment, is a priority for Wales. The framework aims to help all young people overcome the challenges they face so that they have the opportunity to make positive progression beyond compulsory education at 16. The development of this framework and the National Youth Work Strategy for Wales (2014) reinforces our aims to introduce a strong data management system to allow us to make informed decisions, and align services. They also provide guidance on the development of tracking systems, to provide early identification information on young people regarding their attainment and engagement.

At a local level, the development of a Caerphilly Youth Service Strategy, which was circulated for consultation between April and June 2014, provides a local interpretation of these national documents and highlights important areas for action. It is clear from the information provided that this is an evolving process with developments taking place continuously. It is essential for us to prioritise this work in order to continue shaping future services that can benefit all our young people.

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

We completed our action plan including undertaking a comprehensive review of the Youth Service, which identified areas of best practice and areas for development and shared this with the relevant audiences including Elected Members in Scrutiny Committee in September 2013. The recommendations have been included within the draft Caerphilly Youth Service Strategy as priorities for action.

In working closely with schools and other agencies to identify vulnerable groups, and maximise the use of additional resources to provide support to learners, we established a link between Youth Service and EOTAS (Educated Other than at School) to ensure a seamless transition between formal, non-formal and informal learning.

Page 62 An Information Sharing Protocol has been developed and is currently in the final stages of completion. Once it has been signed it will become a working document for the Directorate. Connecting Communities as a service has become an integral part of Community Education and together with the management team is now organising joint programmes that will benefit schools and young people.

The “Raising Aspirations” project, funded by Families First was established to support targeted young people, and their families, with the young people receiving group based support with the aim of improving their attainment and achieving the level 2 Threshold. As a result of this project it highlighted the benefits of youth work to support learning and has resulted in the “Youth Workers in Schools” bid to Welsh Government in partnership between the Youth Service and Communities First in November 2013. The funding has now been granted to employ a youth worker and a family worker in 4 schools, to work with young people to actively encourage them to engage in education, employment, training or enrichment activities to develop and enhance their learning. This approach of a youth worker, family worker and school, working together based on the school site will be unique to Caerphilly, and aims to collectively support the attainment of young people. These actions contribute to delivering a wide range of formal and non-formal accreditation opportunities to this age group.

The New and Expectant Parents project has supported a number of Key Stage 4 learners through formal accreditation, successfully gaining GCSE's in a number of subjects.

To date adult enrolments in basic skills and those engaged in basic skill training has increased on last year although this figure cannot be formally finalised until September 2014.

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

During our annual peer observations of youth clubs, a small number of youth clubs (5/20) were found to be performing under the level we would expect. Processes have now been put in place to, provide support and raise standards, in order to ensure that we are providing a high quality service to young people.

The percentage of 16 years olds who are not in Education, Employment or Training improved on last year from 5.9% to 4.4% and this is a much better performance this year. However we did not reach our target of 4%. Although this is a challenging local target it is still higher than the all Wales average performance of 3.7%.

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

Attracting young people to more traditional forms of youth work provision (i.e. youth clubs) is becoming ever more challenging as there is a variety of alternative activities such as games consoles and tablet devices being used to occupy their time. The wide spread increase in use of social media by young people, combined with increasing parental anxiety regarding community safety (i.e. attendance of evening based activities) highlights the need to reflect on the way in which we engage young people. We need to ensure schools continue to engage in activities that can complement the curriculum and enrich activities in and around the school day. Our challenge is to maintain and improve the quality of youth service provision within the boundaries of the Medium Term Financial Plan. We need to develop a new bid for European funding 2014-20 and apply for extension funding to bridge the gap between existing and new European Social Fund projects.

**Additional information on our Improvement Objectives can be found in Appendix A**

## Analysis of National Strategic Indicators (NSI) and Public Accountability Measures (PAM) for 2013/14 - Education & Lifelong Learning Services

Our performance key shows:		
Current year results compared to previous year results	L	Worse than the previous year
	K	Same as the previous year
	J	Better than the previous year
	★	Performance maintained at the best it can be
	N/A	Data not available or comparable – see individual comments for explanation

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Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
EDU002i	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>	0.42%	17 <sup>th</sup> out of 22	0.4%	0.39%	14 <sup>th</sup> out of 22	0.3%
J	Our year on year performance has improved. 9 of the 2,280 pupils aged 15 at the 31st August 2013 in our schools left with no qualifications compared to 9 of the 2,155 pupils aged 15 at the 31 <sup>st</sup> August 2012. Our performance compared to the rest of Wales has also improved between the 2 years.						

Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
EDU0 02ii	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>	6.1%	16 <sup>th</sup> out of 22	6.25%	0%	1 <sup>st</sup> out of 22	2.0%
J	All of our 25 pupils in care left school last year with qualifications. Education Safeguarding Officers ensured that all our young people within this cohort remained engaged in education or training. Our performance for 2013/14 means we are now first in Wales for this area of service. This is a huge improvement on our previous position of 16 <sup>th</sup> in Wales for 12/13.						
EDU0 03	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>	82.7%	14 <sup>th</sup> out of 22	83%	84.2%	14 <sup>th</sup> out of 22	84.6%
J	1,639 of the 1,946 pupils assessed at the end of key stage 2 achieved the core subject indicator. In terms of percentages this was an improvement on last years performance.						
EDU0 06 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>	11%	11 <sup>th</sup> out of 22	11%	11.4%	11 <sup>th</sup> out of 22	17%
J	236 children were assessed in Welsh (first language) at the end of key stage 3.						

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Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
EDU011	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>	429.7	17 <sup>th</sup> out of 22	415	455	20 <sup>th</sup> out of 22	505.3
J	2,280 pupils aged 15 at 31 August 2013 gained 1,037,296 points (which is the total value of all the scores of all qualifications gained). Our performance has improved on both last year and our 13/14 target, although our performance compared to the All Wales Average and our position in Wales remains disappointing.						
Page 66 EDU015a	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>	76.4% *	13 <sup>th</sup> out of 22	95%	90.6%	9 <sup>th</sup> out of 22	69.6%
J	* 2012/13 result was calculated incorrectly and has now been amended to the figure shown above. There has been a natural rise due to the nature of this years group of children. Of the 85 statements including exceptions 76 were issued within the 26wks. Both our performance and our position in Wales improved during 13/14 for this area.						
EDU015b	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	98%	100%	1 <sup>st</sup> out of 22	96.6%



Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
★	Over the last 3 years all statements that exclude exceptions (100%) have been issued on time within 26 wks. This year the number of exceptions for medical reasons has significantly reduced following the appointment of a full time paediatrician. 43 statements were issued in 2013, compared to 15 in 2012. We remain 1 <sup>st</sup> in Wales for this area of service.						
EDU0 17	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>	45.1%	19 <sup>th</sup> out of 22	50%	46.3%	20 <sup>th</sup> out of 22	52.5%
J	Of the 2,280 pupils aged 15 at 31st August 2013, 1,055 achieved the level 2 threshold, including GCSE A*-C in English or Welsh (as a 1st language) & Maths compared to the 971 out of 2,155 pupils in 2012/13. Our performance has improved on last year, although our performance compared to the All Wales Average and our position in Wales remains disappointing						
EDU0 04	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>	68.4%	18 <sup>th</sup> out of 22	75%	73.5%	18 <sup>th</sup> out of 22	77.2%
J	There were 2,076 children assessed at the end of key stage 3 and 1,526 achieved the core subject indicator. This is an improvement on our 2012/13 performance but our position in Wales remains the same.						

Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
EDU0 16 a	Percentage of pupil attendance in primary schools ( <b>PAM</b> ) <b>Improvement Direction: Higher result is better</b>	93.18%	18 <sup>th</sup> out of 22	93.4%	93.21%	18 <sup>th</sup> out of 22	93.7%
J	Of the 4,518,522 possible primary school sessions, children missed 306,601 across Caerphilly in 2013/14. Slightly higher than the previous year with a difference of 3,279 in comparison with 303,322 missed in 2012/13. However this was out of a possible 4,449,206 possible sessions, 69,316 less than in 2013/14. This means that we performed slightly better in percentage terms between the 2 years.						
EDU0 16 b	The percentage of pupil attendance in secondary schools ( <b>PAM</b> ) <b>Improvement Direction: Higher result is better</b>	91.7%	19 <sup>th</sup> out of 22	92%	92%	19 <sup>th</sup> out of 22	92.6%
J	There were 3,152,587 possible secondary school sessions in 2013/14 and of those pupils missed 251,528. This was an improvement on 2012/13 where pupils missed 271,170 out of 3,257,097 sessions.						
LCL 001b	The number of visits to public Libraries during the year, per 1,000 population. ( <b>NSI</b> ) <b>Improvement Direction: Higher result is better</b>	5,012	17 <sup>th</sup> out of 22	4,800	5,974	9 <sup>th</sup> out of 22	5,851
J	1,069,535 members of the public visited our public libraries in 2013/14, a rise of 173,513 visits on 12/13 visits (896,022 ). The opening of the new Caerphilly Library in January 2014 contributed to the improved performance for the year, along side a significant rise in the number of unique virtual visitors to the Library Webpages. We are now also performing above the Welsh average in this sector and we have also improved our position in Wales between the 2 years.						

*Source: Data Unit Wales – How did we do? 2013-14 Performance Information version dated 20/21 August 2014*

## Evaluation of other performance information for the year 2013/14 – Education & Lifelong Learning Services

- J There were improvements in literacy for targeted pupils in Year 11
- J The performance of learners at the Foundation Phase continues to perform above the Welsh average for all indicators, including the Foundation Phase Indicator (known as the Core Subject Indicator at additional Key Stage), which in Caerphilly was 86.9%, ranking us 9<sup>th</sup> in Wales, compared to the national average of 85.2%.
- J ESTYN highlighted a need to improve the accredited outcomes of young people's learning, the youth service has strengthened their focus on this outcome which has resulted in 96% increase in local accreditation (6249 in 12/13 to 7848 in 13/14) and a 209% increase in national accreditations (129 in 12/13 to 399 in 13/14)
- J A detailed review of the Free Schools Meals process has been undertaken and achieved, resulting in a £200k saving for 2014/15.
- J During 2013-14 seven Libraries across the County Borough participated in the Authority's Digital Friday initiative with more than 700 residents supported to improve their online skills. Nearly half of those supported required assistance with job-seeking online with a high proportion of repeat attendees – some 1500 individuals support the delivery of the Council's DWP Universal Credit Pilot – Digital Inclusion and Digital Friday's roll out
- J The County Borough Library Service has completed its refurbishment and modernisation programme for the Authority's Public Library building network. During 2013-14 Aberbargoed Library reopened, Newbridge Library relocated to the town's Institute and Memorial Hall, Bedwas Library underwent an internal and partial external makeover with the inclusion of a public DDA accessible toilet, and the Caerphilly town facility moved to a new purpose built multi-use site at the Twyn. In excess of £13 million pounds have been invested in the Council's Public Library network since 2006
- K Our data shows we need to continue to work with primary schools to improve the Year 6 reading ages. This will ensure that children are able to access the curriculum effectively as they make the transition to comprehensive school.
- K We need to further refine the targeted literacy intervention provided by the specialist teachers in order to ensure children and young people achieve their own personal targets.
- K Work with secondary schools to improve the identification of young people at risk of becoming NEET (Not in Education, Employment or Training) and provide support to them to encourage them into an appropriate learning pathway is starting to take place. Tracking outcomes for pupils who are educated other than at school to ensure they continue into education, employment or training is also a priority.

- L** The number of fixed term exclusions that are 6 days or longer are too high and we want to reduce this and ensure that all exclusions are reported using the correct documentation processes
- K** We need to analyse the Additional Learning Needs review and undertake the appropriate actions.
- K** We must engage more of the youth population. The Youth Service can now monitor engagement at ward level, which allows managers to identify where targeted support is needed to increase engagement.
- K** We need to undertake further work to develop the Library Services, in providing basic skills and the delivering wider reader agenda. During 2013-14 some 40 members of frontline staff received introductory training in basic skills awareness.
- L** We have made significant progress on secondary rationalisation however it remains a priority as we work towards securing a reduction in secondary schools surplus places.

# Directorate of Environment

## Director's Statement of Overall Performance for 2013/14

**Sandra Aspinall**

Acting Deputy Chief  
Executive



The Directorate of the Environment consists of 4 core service divisions, namely, Community and Leisure Services, Engineering and Transport, Public Protection, Planning and Regeneration. This directorate delivers a diverse range of statutory and local services to our community. During 2013/14, we operated within a revenue budget of £60.53m and a capital budget of £15.4m, and employed up to 2300 staff.

Overall, and despite ever increasing financial pressures, we continue to see borough wide improvements to the environment, our infrastructure, community facilities and service provision much of which, has only been achievable by encouraging wider community and citizen engagement. Some of our key priorities and highlights experienced in 2013/14 are listed on the following pages. If you would like to know more about the performance of a particular area, the details of who to contact are listed at the back of this report.

### Community & Leisure

Our **waste collection services** compare favourably when benchmarked against other Local Authorities. A report from the Welsh Local Government Association (WLGA) ranked the service in Caerphilly the 9th lowest cost authority when compared with the other local authorities across Wales on a per household basis. High recycling levels (always in the upper quartile) are being consistently achieved. The Waste Framework Directive set a target that by 2020 recycled waste shall be increased to a minimum of 70% by weight. The Welsh Government reported that we were 2nd highest in Wales (jointly with Bridgend) for re-use/recycling/composting rates in 2012/13 with the statutory target of 52% being exceeded at a rate of 57.1%.

Performance of the **Parks & Bereavement Service** is good overall although trees were greatly affected and playing fields suffered during the year due to adverse weather conditions. This affected the provision of outdoor sports facilities for Rugby and Football, which resulted in a reduction in the number of users to our outdoor sports facilities.

The **Sport & Leisure Service** is performing well against national, regional and corporate performance measures, with the only exception being our School Swimming Programme, which requires additional resources to secure improvement.

The National Strategic Indicator (NSI), LCS002b (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) is highlighted red against last year's performance due to a change in the way another service areas data is collected and this data contributed to the overall figure.

The Sport & Leisure Service play a leading role in driving a regional working partnership, which includes Caerphilly, Newport, Monmouthshire, Torfaen and Blaenau Gwent. This partnership, known as CORL (Chief Officer Regional Leisure) enables shared expertise, resources and benchmarking to drive the service performance.

## Engineering Services

Our **Engineering and Transport Services** have had a busy year completing the following works:

- Bargoed Town Centre Regeneration.
- Waterproofing to the Trinant Viaduct
- Relining works on Monmouthshire & Brecon Canal
- Design for two key highway improvement schemes progressed namely - A467/A472 Crumlin junction and the A468/A469 Pwll-y-pant junction in the Caerphilly Basin.

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A main focus during 13/14 has been the development of our highway asset management strategies. Our highway network is the largest and most used asset that we own and is valued at around £1.75 billion. Consequently the operation and maintenance of such a large and ageing asset continues to be extremely challenging. Poor weather conditions such as flooding, freezing and snow that have a significant impact on the service area. Much of our work is reactive and extremely difficult to plan. Due to budget difficulties there has been a drive to minimise the effects that limited budgets can have by utilising more preservation techniques. In 2013/14, 13.4% of the principal road network was re-surfaced. There was 75.9km of carriageway resurfaced in 2013/14 compared to 70.9km in 2012/13. There were also 9,293 potholes filled last year compared to 8,927 the previous year.

Results from our most recent household survey indicate an upward trend in the public's view of our highways. Considering the challenges faced it is evident that performance continues to be good in this area. There has been a significant step change in public views between 2011 and 2013 relating to winter maintenance (up 23%), condition of road surfaces (up 15%), condition of pavement surfaces (up 11%) and drainage (up 9%) along with other improvements made in signs and road markings and highway management. Similarly, the survey indicated a positive trend for local bus services: Overall satisfaction (up 2%), provision of transport information (up 2%), the state of bus stops, shelters (up 6%).

2013/14 saw the creation of the Cardiff Capital Region Board and the decision by Welsh Government to lead on delivering of strategic transport improvements. The regional transport consortia, SEWTA, ceased operation and local authorities in the region are now seeking new ways to engage with the new Cardiff Capital Region Board and Welsh Government to assist with the strategic transport agenda for the south

east Wales region. The future is uncertain at this point, but it is likely to bring some significant challenges for local authorities in how their priorities can be achieved going forward.

**Street lighting** was further improved during 13/14 when a further £75,000 Local Authority Energy Fund (LAEF) funding was obtained which enabled us to install a further 1,000 Cosmopolis energy efficient lamps adding to the 2,000 installed over previous years. Customer satisfaction levels for street lighting were recorded at an impressive 89%.

Bus route changes across the county borough have been implemented following a 27% reduction in funding from Welsh Government. Despite the reductions the impact on passengers has been minimal. Wide consultation was undertaken with the community to seek views on the changes to services implemented. Should any further reductions in service be necessary, consultation will form an important part in identifying changes in order to keep the impact to a minimum.

## Public Protection Services

We were the first **Catering Service** in Wales to achieve the statutory (WG) compliance to the Healthy Eating in schools measure and we are currently achieving above our set target in primary and secondary paid meal uptake. However we are still working towards our free school meal uptake target. We were the 1<sup>st</sup> Authority in Wales to meet the WG Appetite for Life compliance in both Primary and Secondary Schools.

Our **Environmental Health team** investigated all notifications of infectious diseases and we introduced and implemented a new infectious disease notification system. Our targets of inspecting 100% of high-risk food businesses to assess food hygiene and safety and 100% of high risk health and safety inspections was achieved during 13/14. The implementation of the Food Hygiene Rating Scheme in November 2013, which introduced the mandatory display of hygiene ratings has been very successful. Food businesses hygiene standards have improved with the percentage of premises being broadly compliant with food safety requirements increasing from 87% to 92%.

The **Health Improvement Team** continued to strategically lead and deliver the local response to Health Challenge Wales and Change 4 Life Interventions. Such work involves initiatives around the most prevalent health challenges including, smoking, obesity, physical activity, alcohol, illegal drugs and also the health issues associated with mental health, cardiovascular and coronary heart disease, diabetes, chronic obstructive pulmonary disease and cancers. We are leading the way in recruiting and training community health champions. 38 community members were recruited and trained in 13/14 bringing the total trained to date to 82. All our playgrounds and schools across our county borough are now smoke free and all healthy early years settings have received our 'young lungs at play' stickers to display.

The **Enforcement Officers** were very active in protecting the environment particularly in relation to anti-littering and anti-dog fouling campaigns, resulting in 239 Fixed Penalty Notices being served for littering and 47 for dog fouling. Several prosecutions were also taken for non payment of fines and for fly-tipping offences.



The number of criminal complaints investigations and prosecutions handled by **Trading Standards** has increased markedly since the economic downturn. 2013/14 saw a noticeable increase in criminal investigations related to home improvements and building work. Several prosecutions were successful. We introduced a further 20 'No Cold Calling' zones across the county borough, including 12 zones covering non-warden controlled OAP complexes.

The proposed introduction of a regional Trading Standards Service for Gwent with Caerphilly as the lead authority represents a key challenge for the service. A robust and viable model for the Regional service is key with sufficient staffing and stable budgets to ensure statutory responsibilities are met and vulnerable consumers and legitimate businesses receive the advice & protection they require.

As a result of demands on the service our focus is on high-risk activities and we are not achieving all medium risk, or many low risk inspections within Environmental Health and Trading Standards.

The **Registration Service** has continued with a project to digitise the indexes for Births, Deaths and Marriages from 1837 to present time. This reduces back office time in locating historic certificates and enables customers to search indexes via our Website. Tremendous progress has been made with this mammoth task and by the end of March 2014; the index to all marriage records and births up to 1940 had been completed. Our Registration Service is meeting the national target of 98% of births and stillbirths registered within statutory timeframes. For Deaths, we registered 96% within the statutory timeframe compared to an average of 93% across the rest of Wales and 85% across England and Wales.

The **Community Safety Service** is currently performing well with all community safety partners contributing to the overall partnership outcomes, which are detailed in the Safer Caerphilly scorecard. The anti social behaviour (ASB) 4 Strike Process continues to work well with over a 99% drop off rate between Strike 1 and 4 throughout 2013-14. The ASB Victim Service continues to develop with family support now offered to channel referrals. Mediation is also provided for neighbour disputes. A total of 332 referrals were received throughout 2013-14. The latest Household survey result shows that 64% of households strongly or tend to agree that the Police and CCBC are dealing with ASB and crime issues in their area. This is an increase on previous years. Re-offending rates for CCBC have decreased to 8.67% during 2013-14 compared to 9.83% during 2012-13.

Community Safety Wardens recently won a Lord Ferrers award for 'Employer Supported Policing' for the work they undertake alongside colleagues at Gwent Police in working to tackle crime, disorder and anti-social behaviour in Caerphilly county borough.

## Regeneration and Planning Services

There are nine service areas within Regeneration and Planning and the following identifies some key highlights from 2013-14;

The **Countryside & Landscape Service** has successfully managed and run the Rural Development Programme and is now well placed to continue the rural programme in the next round starting in 2015. During the year over 10,000 trees were planted through the PLANT initiative, which has involved local schools and residents. Parc Cwm Darran achieved Green Flag Status and a wide variety of over 50 events, either undertaken or supported by the service, have been run throughout the County Borough, including walking, biodiversity and seasonal events at countryside locations across the County Borough. As a result of these and other activities, visitor numbers at country parks increased by 20% in 2013-14, with over 1 million visitors recorded.

However, there have been some difficult land management issues with regard to bio-security, notably the outbreak of phytophthora at Parc Cwm Darran but also with other invasives and diseases. To comply with a Statutory Plant Health Notice issued by NRW we had to prepare and undertake a felling plan for some 10 acres of infected larch woodland within Parc Cwm Darran. The felling works were all undertaken, primarily by an external forestry company by 31<sup>st</sup> March 2014 to comply with the Notice. The numbers of trees felled ran into thousands and we are now sizing and logging the wood to have a range of saleable timber. We will now need to consider what to do longer term with the felled area and this is being investigated currently. As far as possible, the wildlife was protected during the works and provision made to adapt the felled site for biodiversity.

Our **Strategic & Development Planning team** secured Heritage Lottery Fund for Butetown, Tredegar totalling £134,000 and this will progress the plan for improvements in the area.

Our education for **Sustainable Development** work has led to 67% of schools in the county borough (61 of 91) achieving Green Flag status under the Eco Schools scheme. Eleven schools have achieved a Platinum Award by maintaining their Green Flag status for at least 8 years.

A partnership project to improve the River Sirhowy has resulted in salmon spawning up stream of Blackwood for the first time in over 100 years.

Maes Yr Onn Farm, the totally “off grid” farmhouse at Manmoel, a project supported by the RDP Sustainable Energy Team, won the prestigious Royal Town Planning Institute award for Wales.

During the year, the general economy has started to improve, but officers from our **Business Enterprise Support** have noticed a definite lag when compared to other more prosperous areas of the UK. All funding for grants has been fully used during the year (LIF, UK Steel Start Up Grant, Business Development Grant and GO2 Website Grant). Local Investment Fund targets for job creation, safeguarded and social enterprises created were all exceeded.

ICT consultations also exceeded target, which reflects an upsurge in interest in the business community with respect to engaging with technology. However, there is a decline in interest and uptake of technology towards the northern end of the County Borough and this will need to be addressed as a priority for the year ahead.

Many local businesses have a desire to improve via the use of technology, but they are not aware of what is available to them and also, they do not have access to superfast broadband, this remains an issue and a priority for us and Welsh Government.

**Town Centre management** continues to work well in our 4 main towns (Bargoed, Blackwood, Caerphilly and Risca) and was successfully introduced in Ystrad Mynach during 2013/14. However, there has been a reduction in the number of visitors to the town centres, but plans are in place to try to address this in 2014. An ongoing concern is that core budgets to undertake improvement and maintenance works are under extreme pressure and may be lost.

The team secured additional EU funding for Newbridge and Bargoed – over £3m to be spent in 14/15. This enables further improvements to build on existing projects, such as the opening of Retail Plateau Morrisons store and associated car parking in 13/14 and securing ODEON as cinema operators in Bargoed as part of Bargoed Retail Plateau Phase 2.

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Issues for ongoing attention include, the letting of the unit shops adjacent to Morrisons, Bargoed, which has been very difficult due to the current economic climate. Officers do however have a key anchor tenant willing to sign Heads of Terms for 2 of the larger units. There is also a need to secure the overall budget required to build the proposed cinema in this new complex. Build contractors submissions are not within budget and, hence the scheme has been delayed.

With regards to **Tourism**, a number of new events were delivered and existing events enhanced, which drew thousands of people together from within and outside our borough, including the Caerphilly 10k run (23<sup>rd</sup> June), the Big Cheese weekend (27<sup>th</sup> July 2013), the BBC Proms in the Park (7<sup>th</sup> September), and the Tour of Britain cycle race (19<sup>th</sup> Sept). The Council's core events programme generates a gross economic impact of £2.2m for the economy of Caerphilly County Borough sustaining up to 50 jobs and are staged with the support and partnership of external organisations to generate activity and footfall in our primary town centres. The town centre events are responsible for driving a significant level of footfall in our town centres including contributing 3% of the annual footfall figures for Caerphilly town.

Tourism now brings in £103m (a 6.2% increase from 2012) with 1.67m visitors during the year (an increase of 4%). The number of visitors to Llancaiach Fawr, Winding House Museum, Cwmcarn and Visit Caerphilly was 550,810 nearly 30% above target.

The Industrial Property Portfolio continues to operate at the highest occupancy levels, particularly compared to the private sector. Overall, 97% of all our industrial units and offices were occupied, 2% above target for the year.

## 2013/14 Financial information and analysis for the Directorate of the Environment

The Directorate continues to deliver services within its allocated budgets and has generated some significant savings and efficiencies over the past year to help manage cost pressures and to support the Authority's Medium-Term Financial Plan. Savings and efficiencies have no doubt been delivered with some impact on front-line services, but have been necessary to prevent unnecessary costs and to find improved ways of using the resources available to the Directorate.

The 2013/14 outturn position for the Directorate of the Environment was an overall underspend of £589k on a net revenue budget of £60.53 m. The budget under-spend is attributed to a range of services: -

- Regeneration and Planning reported an underspend of £808k, which was due to staff posts being vacant, reduced operational costs and increased income generation, particularly in relation to tourist visitor centres and industrial properties.
- Public Protection Services reported an overall underspend of £115k including underspends in relation to Trading Standards & Licensing (£39k), Environmental Health (£34k) and Catering (£42k). These underspends are mainly due to a combination of staff vacancies, reduced operational costs and income generation in schools catering, partly offset by an over-spend in relation to pollution control issues.
- Community and Leisure Services underspent by £255k. This includes a £36k underspend in relation to waste and cleansing due to staff vacancies offset by overspend in relation to gully waste charges, Civic Amenity site costs and reduced Sustainable Waste Management Grant. There is a £343k underspend in relation to Parks, Cemeteries and Outdoor Facilities and an overspend of £124k for Leisure services primarily due to reduced income in relation to swimming pools and increased staffing costs.
- Engineering and Transportation Services had an overspend of £611k, primarily due to ongoing pressure on our road infrastructure leading to increased road maintenance and a requirement to invest in winter maintenance vehicles.
- The Direct Labour and Direct Service (DLO/DSO) operations have overall reported healthy cash profits of £215k.
- Other miscellaneous overspends within the Directorate amounted to £193k.

Two of the biggest budgets within the Environment relate to our highways assets and the management of waste. We have focused on continuing to increase the amount of waste we recycle to reduce the amount of waste going to landfill. The cost of land filling waste continues to increase as landfill gate fees and landfill tax increases. Further, european fines for exceeding landfill directive targets are substantial and this

would be a significant financial cost if not addressed. However we are performing well against the Welsh Government statutory recycling targets and those that divert waste from landfill. For 2013/14 we achieved a recycling and composting rate of 57.6% against a Welsh Government target of 57.5%.

Prosiect Gwyrdd is a collaboration project with four other authorities, which by April 2016 will divert waste from landfill to energy from a waste incineration plant. This will significantly reduce our residual waste disposed to landfill and also the overall cost of managing residual waste, as the cost of waste disposal through Prosiect Gwyrdd is significantly less than current landfill disposal costs. This will also remove the risk of not meeting European Landfill diversion targets.

The highway asset is the largest authority asset valued at around £1.75 billion. Although the authority has benefited from additional funding secured under the Welsh Government's "Local Government Borrowing Initiative" of £8.4 million spread over three years 2012/13 to 2014/15, the highway asset overall continues to deteriorate. Key focus has been placed on ensuring the main strategic arteries consisting of the A, B and C road network have received priority for preservation to limit any further deterioration but there is still a significant budget shortfall to try and achieve a steady state maintenance regime. However, Caerphilly compares well to other authorities in Wales in relation to the condition of its highway network.

The focus on resurfacing changed in 2013/14 where a significant amount of the A, B and C road network had received treatment over previous years, resources were diverted to the unclassified network which accounts for 65% of the overall highway within the authority. The strategy of preservation has continued to work well and the developed Highway Asset Management tools and techniques have been utilised effectively to allocate resources appropriately.

## Improvement Objective (13/14) – Improve awareness, access, variety and use of leisure, community and sporting facilities (IO 4)

### In 2013/14 we said we would:

- Build a Centre for Sporting Excellence in Ystrad Mynach. This will be developed with a programme of activities for the use of both professional sporting bodies and the local community.
- Develop a Leisure Facilities Strategy to inform priority investment in sports and leisure facilities
- Engage with schools and parents to ensure that children have the opportunity to learn to swim by the age of 11 years
- Retain users by developing and implementing a scheme that rewards customer loyalty
- Grow a skilled and enthusiastic workforce, which includes coaches, tutors and volunteers
- Introduce a programme to identify and support those who are more able and talented in sport
- Promote the well-being benefits of being physically active
- Introduce a 5 a-side soccer arena in Risca.

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We assessed this Improvement Objective and concluded we were **Successful** in its delivery in 2013/14. The reason for this is that we have made good progress during the year with all our actions and much of our evidence shows that improvements have been made.

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

- The Centre for Sporting Excellence in Ystrad Mynach is now complete and we have established partnership agreements with the Newport Gwent Dragons, the Welsh Rugby Union and Cardiff City Football club with regards to the use of these facilities.
- A new 5 a-side soccer arena in Risca was opened in October 2013 by the Minister for Culture and Sport and is well used by both the school and the community.
- Also in October 2013 we launched a customer incentive scheme called SmartRewards. Customers and staff have positively received this. By 31<sup>st</sup> March 2014 we had over 11,000 more Smartcard holders than a year ago, with 112,797 Smartcard holders in total at the year-end. Our Leisure Centres have seen a rise in customers with a record number of direct debit memberships, almost a 19% (18.8%) increase on 2012/13.
- According to the School Sport Survey undertaken by Sport Wales, the percentage of school pupils participating in sport 3 times a week has significantly improved in the 2 years since the last survey was completed in 2011. Years 3 to 6 school pupils and years 7 to 11 pupils who said they participate in sport 3 times a week increased by 14% and 9% respectively between the two surveys.

- The number of adults who took part in WG's Free Swim programme rose by more than 8% or 3,500 in 2013/14 compared to 2012/13.
- 2013/14 was a fantastic year for the number of people who took part in Sports Caerphilly activities. Over 87,000 people took part during the year which was almost 9,000 more people than in 2012/13 and also above the number achieved during the Olympic year 2012. This was largely due to a partnership approach where we targeted to work more closely with some of the National Governing Body's of Sport to increase visitor participation and also due to the Sport Relief Mile event held at Caerphilly Castle in March 2014.

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

- Major refurbishments at 2 of our swimming pools during the year had an effect on our visitor numbers and free swim targets during the first half of the year 2013/14. Measures were put in place to reduce the impact of this and performance levels improved month on month as a result.
- We are continuing to implement our swimming programme for children and engagement with this programme is good. However, we need to improve pupil performance if we are to meet the national targets set out by WG. The percentage of children who are able to swim a minimum of 25 meters at age 11 years is 58%, which is significantly lower than the national target to reach 91% by 2020. We are also the lowest performing local authority within the 'Gwent' region by some way.





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

- Our swimming programme needs a radical overhaul if we are to meet the targets set by WG. For this to improve we need to introduce specialist teachers and intensive swimming lessons but this is dependent on further resources and funds becoming available.
- Community Sports Club participation is below the national average and we need focus more on increasing community engagement in such clubs`.
- Whilst progress is pleasing we recognise that significantly more is required within current resources to improve the quality of life and health of our residents.

**Additional information on our Improvement Objectives can be found in Appendix A**

## Analysis of National Strategic Indicators (NSI) and Public Accountability Measures (PAM) for 2013/14 - Environment Services

Our performance key shows:			
Current year results compared to previous year results		L	Worse than the previous year
		K	Same as the previous year
		J	Better than the previous year
		☆	Performance maintained at the best it can be
		N/A	Data not available or comparable – see individual comments for explanation

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Ref	Description	2012/13		2013/14			
		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. <b>(NSI)</b> <b>Improvement Direction: Higher result is better</b>	7,715	14 <sup>th</sup> out of 22	8,184	<b>7,554</b>	17 <sup>th</sup> out of 22	8,954
L	The numbers reported for this measure declined slightly in 2013/14 when compared to 12/13 and we did not hit our 13/14 target. However, there were still 1,352,274 visits to the authority's sports and leisure facilities during 13/14. Although not in the description this measure records visits to both leisure centre and parks (indoor and outdoor facilities). In 13/14 there were 1,252,956 visits to leisure centres compared to 1,219,135 visits in 12/13 and 99,318 visits to park facilities in 2013/14. However, the way Welsh Government require this measure to be counted means it is not representative of all park visits, nor leisure centre visits, during the year as certain categories of visits are excluded by WG in the above data.						



Ref	Description	2012/13		2013/14			
		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. <b>(NSI)</b> <b>Improvement Direction: Higher result is better</b>	42.02%	11 <sup>th</sup> out of 22	*	41.62%	7 <sup>th</sup> out of 22	37%
L	<p>Whilst we have maintained a proportion (42%) of affordable housing at the same level over the past two years, it should be noted that the actual numbers provided were: 144 out of 346 units in 2013/14 compared to 108 out of 257 in 2012/13. House building rates are linked to economic conditions; therefore this year's increase in economic circumstances is partly due to improvements in economic conditions. Affordable housing is linked to overall house building rates and provision of Welsh Government grants.</p> <p>*No formal target was set for this measure for 2013/14 as the Authority does not have direct control over the development of additional affordable housing.</p>						
PTHS 007	The percentage of adults aged 60+ who hold a concessionary bus pass. <b>(NSI)</b> <b>Improvement Direction: Higher result is better</b>	88.4%	6 <sup>th</sup> out of 22	90%	89.6%	4 <sup>th</sup> out of 22	84.3%
J	<p>Of the 42,198 60+ population in Caerphilly 37,822 have concessionary bus passes. Our aspiration was to reach our target of 90%, but despite best efforts to promote uptake, the ultimate result is determined by citizen applications. Performance for 2013/14 still improved on 2012/13 and we are doing better than the all Wales average</p>						
STS 006	The percentage of reported fly tipping incidents cleared within 5 working days. <b>(NSI) Improvement Direction: Higher result is better</b>	99.05%	3 <sup>rd</sup> out of 22	99%	99.12%	3 <sup>rd</sup> out of 22	95.03%
J	<p>Our response rates have improved between 2013/14 when compared to 12/13 and our levels of performance exceeded our target for 13/14. The Authority issued Personal Digital Assistants (PDA's) to cleansing crews, so the figure is far more accurate than in previous years, with almost all incidents of fly tipping now recorded. There were 2,609 fly tipping incidents reported in 2013/14 and of those 2,586 were cleared in 5 days. This was 930 more reported incidents compared to 2012/13, 1,679 and 923 more cleared compared to the 1,663 cleared in 5 days in 2012/13.</p>						

Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
WMT 004b	The percentage of municipal wastes sent to landfill. <b>(NSI)</b> <b>Improvement Direction: Lower result is better</b>	42.01%	10 <sup>th</sup> out of 22	40%	38.49%	11 <sup>th</sup> out of 22	37.72%
J	Target exceeded for 13/14 and performance also improved on previous year as we sent less municipal waste to landfill than in 12/13 in terms of tonnage and percentage of waste landfilled. 37,481 tonnes of the 97,366 municipal waste collected was sent to landfill in 2013/14. In 2012/13 of the 98,431 tonnes of municipal waste was collected and 41,103 tonnes was landfilled.						
WMT 009b	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>	57.07%	3 <sup>rd</sup> out of 22	57.5%	57.61%	5 <sup>th</sup> out of 22	54.33%
J	In 2013/14 of the 97,366 tonnes collected 56,085 tonnes was recycled, 87 tonnes less than in 2012/13. However, in percentage terms this was still better than both the target we set ourselves and our performance last year.						
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>	97.4%	7 <sup>th</sup> out of 22	97%	97.9%	11 <sup>th</sup> out of 22	96.8%
J	Out of the 1,596 inspections of our highways during 2013/14, 1,563 were identified as having or being of a high or acceptable level of cleanliness. This was a slight improvement over the levels reported in 12/13 and is better than the all Wales average.						
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>	8.6%	8 <sup>th</sup> out of 22	8.3%	8.8%	10 <sup>th</sup> out of 22	13.2%

Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
L	Our survey result for 2013/14 shows a marginal worsening in the level of quality of the roads within our borough, when compared to the result obtained in 12/13. Also, we did not meet our target in 13/14. During the year we surveyed 513km of our A, B & C roads, of which, 45km were reported to be in poor overall condition (worse than or equal to a standard known as the RED threshold). This compares 42km out of 487km reported in 12/13. . It should be noted that local authorities are currently working with Welsh Government on these measure's as they do not fully take into account the use of preventative maintenance techniques that are being widely used. Maintaining our roads at a sufficient standard continues to be a challenge for the authority, despite cyclical maintenance, annual surveys, routine inspections, and responsive repairs.						
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>	87.26%	11 <sup>th</sup> out Of 22	80%	92.06%	9 <sup>th</sup> out of 22	90.33%
Page 85 J	Our results show an improvement in 'compliance' in 2013/14 when compared to 12/13 and the result was well above our anticipated target for 13/14. For 13/14, the result represents 1,369 of the 1,487 establishments in Caerphilly Borough were broadly compliant. Due to the food hygiene-rating scheme, most businesses are now keen to get a high food hygiene rating and officers are working closely with poor performing businesses to assist them in improving their rating.						

Source: Data Unit Wales – How did we do? 2013-14 Performance Information version dated 20/21 August 2014

## Evaluation of other performance information for the year 2013/14 - Environment

### Community & Leisure Services

- J** Our customer satisfaction results are improving across our services. From our most recent survey, 82% of survey respondents were satisfied with the condition of their local park and play facilities. This exceeds the target of 65% for 2013/14 and is also over 20% better than the results from the previous biennial Public Services Survey (2011/12), when the result was 60.7%. Also, 99% of respondents were satisfied with our Sport and Leisure Service. This is higher than the target we set ourselves of 93% for 2013/14 and also exceeds the 2012/13 customer satisfaction survey results for this service when we achieved 90% satisfaction. Also, consultation with stakeholders and bereaved families resulted in an overall satisfaction rate of 94% with our Bereavement Services.
- J** Our 'clean up' campaigns (local campaigns involving authority staff and community volunteers where joint efforts help to clean up unkempt areas while also attracting media interest with the aim of preventing problems recurring) encourage people to take pride in their local environment; helping Caerphilly county borough to become an even cleaner and greener place to live, work and visit. During 2013/14 we undertook 13 clean up campaigns. This was 9 more than we planned for in 2013/14 and 3 more than we completed in 2012/13. In May and June 2013 we worked in partnership with McDonald's to clean up the areas around Glan yr Afon, Newbridge and Cliff Road, Blackwood. March 2014 saw a clean up campaign take place on Caerphilly Mountain.
- J** In 2013/14 it cost us less per household to collect domestic refuse. During the year we collected 25,515 tonnes of domestic refuse from 77,614 properties and this cost almost £1.5m. However, the average cost of these refuse collections, per household, was £19.32 – less than last year and our 2013/14 target of £21.12. The average cost per tonne of domestic refuse collected also declined in 2013/14. This reduced by almost £20.00 to £58.77 in 2013/14 compared to the average cost per tonne collected in 2012/13 of £77.92.
- J** We retained the Green Flag Award status at 3 of our parks in 2013/14 and these were; Morgan Jones Park in Caerphilly, Waunfawr Park in Crosskeys, The Wern, woodland park in Nelson. The Green Flag Award Scheme is a national accreditation standard given to the best parks and green spaces in the country.
- K** 1,296,503 visits were made to our Leisure Centres during the year ended March 2014. However, we lost the use of the swimming pool in Newbridge Leisure Centre for 3 months and the swimming pool at Risca Leisure Centre for a further 1-month due to essential maintenance at both the centres. Due to these temporary closures by September 2013 we were more than 50,000 visits down on our predicted target for the whole year. However a strong recovery during the second half of the year has meant that we were only 7,000 visits off target at the year-end. It is also important to note that even with the temporary pool closures, during 13/14 the service has had in excess of 18,500 more visits in 13/14 (1,296,503) compared to 12/13 (1,277,952).

**K** We recycled just over 445 tonnes from our council offices and buildings in 2013/14. Whilst this was less than in 2012/13 (605 tonnes) and our 13/14 target (650 tonnes) we believe that we have actually recycled less because we have put in place more effective waste minimisation practices in our offices, such as setting up the paperless office and having better printing protocols. These initiatives have affected the actual volume of waste created for possible recycling; meaning that essentially we have produced less waste.

## Engineering Services

An extract from our 2013 Household Survey shows:

**J** 65% of households were very, fairly satisfied with the Neighbourhood Road Network for - Highway Management (59% in 2011).

**J** 69% of households were very, fairly satisfied with the Neighbourhood Road Network for - Winter Maintenance (46% in 2011).

**J** 63% of households were very, fairly satisfied with the Neighbourhood Road Network for - Pavement surfaces (52% in 2011).  
Even though this was a significant increase, and despite investments, the result is considered to be average.

**J** 43% of households were very, fairly satisfied with the Neighbourhood Road Network for - Road surfaces (28% in 2011).  
Even though this was a significant increase, and despite investments, the result is still considered to be low.

**J** 85% of households were very, fairly satisfied with the Local Bus Service overall (83% in 2011).

**J** 82% of households were very, fairly satisfied with the Local Bus Service - Provision of public transport information (80% in 2011).

**J** 79% of households were very, fairly satisfied with the Local Bus Service - State of bus stops, shelters (73% in 2011).

**K** 83% of households were very, fairly satisfied with the Local Bus Service - Frequency of busses (83% in 2011) with 81% satisfied with timeliness of busses (81% in 2011). This result however, is perceived to be good, in light of Welsh Government finance and service cut-backs experienced during the year, as well as some impact from the authorities medium term financial plan proposals at the start of the year.

Other local performance shows:

**J** The average time taken to rectify highway surfaces defects for 13/14 was 25.75 days, (against our target of 28 days).  
This was an improvement over the 26.9 days for 12/13.

**J** The percentage of dangerous incidents repaired within 24 hrs (Highways) was 99% in 13/14 (against a target of 99%). The result for 12/13 was 98%. However, there were 2,312 incidents reported for 13/14, compared to 3,506 incidents reported for 12/13.

**K** 2.7% of our footways were resurfaced in 13/14 (against a target of 3%). Compared to 2.81% for 12/13.

## Public Protection Services

An extract from our 2013 Household Survey shows:

**J** 76% of households felt that that the levels of crime have got better or stayed the same in their community in the last 2 years (new measure for 2013).

**J** 64% of households strongly or tended to agree that the Police and Caerphilly CBC are dealing with anti-social behaviour and crime issues that matter in this area (58% in 2011).

**K** 69% of households felt that the levels of anti-social behaviour have got better or stayed the same in their community in the last 2 years (new measure for 2013).

**L** 95% of households felt there is an issue affecting the appearance of their neighbourhood, streets and local town for  
- Dog Fouling (86% in 2011).

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Other local performance shows:

**J** In 2013/14 our primary school meal-take up was 42% compared to 38% in 2012/13. Overall, meal uptake has significantly improved despite the implementation of the Appetite for life scheme in our schools. The latest result shows that we achieved our 2013/14 target of 42%.

**J** In 2013/14 our secondary school meal-take up remained at 50% for the second year, despite the implementation of the Appetite for life scheme in our schools (healthy meals), meeting our target of 50%.

**J** We have improved the number of CCTV camera patrols undertaken in town centres to 20,358 for 13/14 (against a target of 14,000). Our result in 2012/13 was 15,695.

**J** We increased the Total Number of Community Safety Wardens (CSWs) visits to hotspot locations within Caerphilly County Borough to 5,729 in 2013/14 (against our target of 3,700). Our result in 2012/13 was 4,651.

**J** The percentage of food establishments which are broadly compliant with food hygiene standards, improved in 2013/14 to 92% when compared to the 87% reported in 2012/13.

- J 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 for animal health were also rectified.
- J Trader and business satisfaction with service delivery (for Trading Standards) remained at 100% and consumer satisfaction levels increased from 96% in 2012/13 to 100% last year.
- J 100% of customers surveyed by the Registration Service stated they were satisfied with the overall level of service with 92% stating they were very satisfied.
- J Targets for test purchase attempts of age-restricted products were met, 51 attempts for alcohol and 28 for other products. Only 4 sales were made of alcohol to children under the age of 18 showing a marked decrease in sales compared to previous years.
- J The percentage of licences and registrations issued within target times generally improved last year. Overall 92% were issued by the target date with 100% achieved for Hackney Carriage and Private Hire vehicles and licensed premises.
- L In 2013/14 the level of service users satisfaction with service delivery for our Licensing Services that were deemed fairly or very satisfied, reduced to 85.5% compared to the 99% achieved in 2012/13 (and missed our target of 90%).
- L We experienced a reduction in the number of enforcement actions issued for Dog Fouling (61 in 2013/14 compared to 123 in 2012/13) and attribute this partly to having 2 less officers this year compared to last year and our campaigns/directed interventions are now showing some positive signs in our communities.
- L Only 59% of medium-risk trading standards inspections and 58% of medium-risk food inspections were completed in 13/14, as resources were diverted to other areas such as criminal complaints and investigations and, in particular a marked increase in problems associated with animal health.

## Regeneration and Planning Services

An extract from our 2013 Household Survey shows:

- J 72% of households felt very, fairly satisfied with the appearance of the streets in their neighbourhood and local town centre (59% in 2011).
- J 62% of households felt very, fairly satisfied with their local town centre for – Shopping (58% in 2011).
- J 71% of households felt that the Quality of Life has got better or stayed the same in their local town centre (64% in 2011).

- J 28% of households felt very, fairly satisfied with their local town centre for – entertainment (23% in 2011).
- J 68% of households felt that there is an issue affecting the appearance of their neighbourhood streets and local town for – pavements, walkways and thoroughfares (79% in 2011). Although this is not really a good result, it is an improvement between surveys.

Other local performance shows:

- J Building Control customer satisfaction (rating service good or better) was 97.6% for 2013/14, an improvement over the 92.5% achieved in 2012/13
- J The percentage of householder planning applications determined during the year within 8 weeks was 89.8% for 13/14, compared to the 87.9% reported in 12/13.
- J There were 36 new business start-ups supported by the Authority (Business Enterprise Services - grants) in addition to 77 reported in 12/13.
- J There were 134 jobs created (by grants in the County Borough) and 1086 jobs safeguarded (by Grant Schemes) in 13/14 in addition to the 139 and 1130 reported in 12/13.
- J There has been a continued increase in the levels of customer satisfaction - Arts Development to 88% in 13/14 compared to the 68% reported in 11/12 and 65% in 9/10.
- J There has been 5 consecutive years increase in the 'total number of visitors' to CCBC key visitor venues. This reached 550,810 in 13/14 for Cwmcarn, The Winding House, Llancaiach Fawr and the Caerphilly visitor centre.
- J We retained the Green Flag Award status at 2 of our country parks: Cwmcarn Fforest Drive and Parc Cwm Darrren, near Deri.
- K The number of visitors however, at two of our key attractions: Llancaiach Fawr and the Winding House Museum, has seen a slight reduction between 2013/14 and 2012/13, despite wider marketing and publicised activity and event campaigns.
- L For 3 consecutive years, we have seen a reduction in the number of people visiting our town centres of: Caerphilly, Bargoed and Blackwood.
- L There are 847 km of public rights of way across the authority, of which, random sampling is taken each year to assess the percentage of rights of way, which are considered easy to use by members of the public. For 13/14, this was considered to be 73%, a reduction when compared to the 84% reported for 12/13, but similar to that reported in 11/12.



## Directorate of Social Services

### Director's Statement of Overall Performance for 2013/14

Dave Street

Director Social  
Services



In 2013-14 the Mental Health Measure was implemented as required in **Adult Services**. There is new guidance being issued in respect of Continuing Health Care and with partners we have successfully attained funding from the Intermediate Care Fund for a small team of multi-agency staff to provide training for all staff on the new guidance, which has clear timelines for assessments.

Improving the timeliness of assessments has been a consistent priority for us. Feedback from individuals in respect of the timeliness of assessments illustrates this is only part of the process and can be dependent on individual circumstances. Practices are continually developing in relation to engagement with people regarding completion of assessments and during 2013 different forms of recording were being considered by our Systems Thinking and Redesign Team (START) to inform future practice.

To safeguard vulnerable people, the joint Protection of Vulnerable Adults (POVA) Coordinator post, funded by Caerphilly county borough Council and ABUHB was evaluated in 2013 and is now a permanent jointly funded position. This post continues to facilitate the sharing of skills between Health and Social care practitioners who are employed to protect vulnerable adults. It also provides essential nursing knowledge to the POVA Team to enhance the POVA advice service, and the coordination of referrals and completion of investigations.

Our Local Carers Strategy and the Gwent Partnership Carers Information & Consultation Strategy was launched during 2013 and work started in earnest on the first year of a 3 year action plan. This first year has seen the production of an e-learning tool for staff with regards to raising awareness of Carers needs, identifying solutions and the support available. This will be available from Autumn 2014. A General Practitioner (GP) Local Enhanced Service has also been developed in recognition of the central role played by a GP in identifying and supporting Carers. In 2013-14, a total of 56 General Practices have signed up to this service. A significant commitment during the year has been given to helping identify Carers and to support them through the provision of information and advice. Information stands have been set up at various events and posters have been displayed in prominent locations throughout the borough and in health settings.

**For Children's Services**, one of our priorities in 2013/14 was to review the assessment document and business process on the IT system known as the Integrated Children's System (ICS). This has now been completed and the assessment document has been updated on the system following consultation and in partnership with other local authorities. It has been updated to clearly record parents/child's views and the parenting assessment completed on a family when/if required.

A fundamental requirement of all assessment and care planning undertaken is that the child or young person, together with their family, is involved in the planning to meet their agreed needs. Wherever appropriate to do so, children and young people are seen alone during the assessment and all relevant family members are encouraged to participate in this activity.

A key priority identified for 2013-14 was the establishment of a Sixteen Plus Team incorporating the Leaving Care Service. The new Team has been operational since September 2013 and responds to young people assessed as being at risk of becoming homeless. The Personal Advisor Service was brought in house and funding has been secured to recruit a fourth Personal Advisor on a permanent basis from 1<sup>st</sup> April 2014. In addition, a Homelessness Protocol has been developed with Housing Services. The protocol has ensured improved relationships between Housing and Children's services and is working to prevent young people being placed in Bed and Breakfast by ensuring appropriate support is offered. The Sixteen Plus Service is now responsible for the 'Shout Out Group' for looked after children and young people. This group meets on a monthly basis with set themes to discuss and activities.

The key priority for Children's Services in 2013-14 was to ensure that Personal Education Plans for all looked after children were in place within statutory timescales. Through working in partnership with our Education colleagues and the Independent Reviewing Service, performance for 2013-14 has continued to improve to 95%.

Concluding the review of services for disabled children and young people was a key priority for Children's Services in 2013-14. As planned, Blackwood Resource Centre transferred back to Children's Services and significant improvements continue to be implemented as a result. During the year discussions have commenced with Education, Health and third sector partners to scope the possibility of further improvements for children and young people through the integration and co-location of key services. These proposals will continue to be developed in 2014-15.

The new purpose built residential unit for children and young people called Ty Ni was completed and opened in October 2013. Ty Ni offers additional bed capacity including a semi-independent flat aimed at supporting independent living skills. Feedback from young people who live there has been very positive.

In summary, 2013-14 was extremely challenging for everyone working within Social Care in Caerphilly county borough. The impact of the financial climate is well known and staff have done well to make savings of over £2million pounds whilst minimising the impact on front line services delivery. The continuing financial challenges, demographic pressures and the preparation for the Social Services & Wellbeing (Wales) Act means that 2014-15 will be an extremely challenging year for all of us delivering Social Services in Caerphilly County Borough Council.

Despite this we are confident to report that this Social Services Directorate continues to perform well and that we have continued to deliver improvements to people's lives and begun our journey to transform the way we deliver our services.

Although we have had to make some hard decisions in 2013-14, through strong leadership, effective stewardship and commitment from all teams, we have continued to deliver efficient, effective and safe services to the residents of Caerphilly county borough while maintaining a balanced budget.

We continue to be confident that with the support of everyone involved in the delivery of social care services we will be able to meet these challenges and ensure that our services continue to meet the needs of some of the most vulnerable members of our communities.

## 2013/14 Financial information and analysis for the Directorate of Social Services

The Directorate of Social Services has a strong track record of managing expenditure within its approved budget. This has continued during the 2013/14 financial year with the Directorate reporting an under-spend of £1.91m against an approved budget of £78.65m. This level of underspend is higher than in previous years and is largely due to a number of savings being delivered in advance of the 2014/15 financial year to address budget cuts arising from reductions in Welsh Government funding.

Around £900k of the 2013/14 underspend can be attributed to vacancy savings across the Directorate's Management, Fieldwork & Administration staffing structure with many posts held vacant in anticipation of savings requirements for the 2014/15 financial year.

An under-spend of £705k occurred against childcare placement budgets. This is a very volatile budget area and an under-spend of this size could be easily eradicated by a small change in the number of placements. An underspend of £98k also occurred as a result of the provision of respite care for children within the Blackwood Resource Centre being brought in-house.

Total spending on packages of care for adults was largely in line with budget provision other than an underspend of £268k within the in-house Home Care service and £70k against contracts with voluntary organisations. Much of these underspends relate to savings made in advance of the 2014/15 budget strategy. These underspends were partially offset by overspends of £107k in respect of costs associated with the North Resource Centre in Rhymney and £290k in respect of costs associated with the termination of leases for buildings previously occupied by Social Services.

Other budgets across Social Services reported a net underspend of £265k

The financial outlook is challenging with Social Services savings of £2.06m already approved for the 2014/15 financial year. Budget reductions for future years will also impact on the Directorate and work is already underway to develop a range of savings proposals to meet anticipated savings targets.

## Improvement Objective – Ensure children and young people who are looked after are supported to achieve their full potential (IO 1)

### In 2013/14 we said we would:

- Recruit and support sufficient foster carers to provide placements for looked after children and improve placement stability.
- Carry out a review of the Gwent Adoption Service to ensure adoptive placements are available for children for whom adoption is the plan.
- Monitor all looked after children (LAC) and ensure that each child has a personal education plan in place, to ensure that all LAC have the opportunity to achieve well in school.
- Build on the existing leaving care team by developing a 16 Plus Team and ensure the Council remains in contact with and supports the children leaving care.
- Contribute to the development of a single, integrated Adoption Service for Gwent.

J Page 55  
We assessed this Improvement Objective and concluded we were **Successful** in its delivery in 2013/14. The reason for this is that we have made positive progress in supporting our children and young people over the last 12 months.

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

- Formally launched the new 16 Plus Service in September 2013.
- Implemented the revised Homeless Protocol for 16/17 year olds in partnership with Housing and the Third Sector.
- Confirmed commitment to the development of the South East Wales Adoption Service (SEWAS), which will now become fully operational in 2014.
- Improved performance in respect of completion of reviews for Looked After Children – 97.50% compared to 96.50% for the same period last year.
- % Of LAC with a personal education plan in place has increased to 95.20% compared to 85.40% last year.
- The average external qualification points score for LAC is 238 compared to 157 last year.
- % Of eligible children that have pathway plans has increased to 100% compared to 99.30% last year.
- We recruited an additional 23 Foster Carers, this has had a positive effect on improving placement choice.

## **What did not go well? What do we need to do better?**

### **SCC/033f – Percentage of former LAC in education/ training/ employment at age 19:**





Members will clearly focus on the need to encourage young people to gain employment or engage in education and training. However, the number of young people that fall into this PI category is very small –30 young people, so the percentage can be distorted by small variations. The reality is that the current cohort of young people, 18 out of 30 young people that this PI relates to, have particular issues in their lives or such complex needs or high levels of vulnerability that they are unable to engage. However, we continue to be in regular contact with the individual young people concerned and continue to offer support and advice to assist them to enter education, training or employment. Furthermore, the remaining young people are in contact with the 16 Plus Service and are actively being encouraged to engage in meaningful daytime activities.

### **SCC/004 – Percentage of LAC who have had more than 3 placements during the year:**

Out of a total of 275 looked after children, 26 had more than one placement during the year. There are a number of issues relating to the data informing this PI including: a planned return home to family or a move to an adoptive placement is counted as a move for the purposes of this PI despite the fact that it ends the period of the child being looked after and is therefore a positive move. In addition, all Looked After Children on 1st April are automatically counted as having had one placement move even if they are in long term and stable placements. As a result our performance of 9.50% is actually very positive and remains under the Welsh average of 10%.

**Additional information on our Improvement Objectives can be found in Appendix A**

## Analysis of National Strategic Indicators (NSI) and Public Accountability Measures (PAM) For 2013/14 - Social Services

Our performance key shows:			
Current year results compared to previous year results		L	Worse than the previous year
		K	Same as the previous year
		J	Better than the previous year
		☆	Performance maintained at best it can be
		N/A	Data not available or comparable – see individual comments for explanation

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Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
SCA001	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>	9.32 days	20 <sup>th</sup> out of 22	8 Days	11.99 Days	22 <sup>nd</sup> out of 22	4.70
L	There were a total of 158 delays for Social Services reasons in 2013/14 compared to 121 in 2012/13. In 2013/14 our performance declined to 11.99 days compared to 9.32 days the previous year. Our position in Wales has decreased from 20 <sup>th</sup> to 22 <sup>nd</sup> . We are also above the all Wales average of 4.70 days. This indicator is post-populated with information, which is taken from the HOWIS (Health of Wales Information Service) system, operated by the Local Health Board, and consequently the information cannot be validated.						

Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
SCAO 02a	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>	151.67	1 <sup>st</sup> out of 22	145	120.97	3 <sup>rd</sup> out of 22	74.48
Page 98	Although the rate of older people has reduced slightly, we continue to be a top performing authority. The service continues to focus on the signposting of people to community-based services, increasing the use of frailty services, volunteers and community connectors. The WG guidance for this PI does not include these services. 3,738 were supported in 2013/14 compared to 4,524 in 2012/13. In 2013/14 our performance declined slightly to 120.97 compared to 151.67 the previous year. Our position continues to be significantly above the Welsh average.						
SCAO 02b	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>	19.41	7 <sup>th</sup> out of 22	21	17.57	6 <sup>th</sup> out of 22	19.84



Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
J	In 2013/14 there were 543 older people supported in care homes compared to 579 in 2012/13. In 2013/14 our performance has improved slightly to 17.57 compared to 19.41 the previous year. Our position has improved from 7 <sup>th</sup> to 6 <sup>th</sup> in Wales. We are performing slightly better than the All Wales Average.						
SCAO 19	The percentage of adult protection referrals completed where the risk has been managed (NSI) <b>Improvement Direction: Higher result is better</b>	89.3%	18 <sup>th</sup> out of 22	90%	90.59%	19 <sup>th</sup> out of 22	94.45%
J	Of the 340 adult protection referrals completed in 2013/14, 308 referrals had their risk managed. The remaining are as a result of the alleged victims, not wishing to proceed with the POVA process, and therefore managing the risks themselves. Our position in Wales has gone from 18 <sup>th</sup> to 19 <sup>th</sup> in Wales and we are also below the all Wales average.						

Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
SCA0 07	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>	93.4%	3rd out of 22	95%	92.72%	4 <sup>th</sup> out of 22	81.1%
L	Our position in Wales has gone from 3 <sup>rd</sup> to 4 <sup>th</sup> , and we continue to perform well above the all Wales average.						
SCA0 18a	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>	90.0%	13 <sup>th</sup> out of 22	90%	88.24%	15 <sup>th</sup> out of 22	85.8%
L	There were 1,454 carers aged 18+ known to social services in 2013/14 and 1,283 were offered assessments or reviews in their own right. We performed slightly worse than last year. Our position in Wales has gone from 13 <sup>th</sup> to 15 <sup>th</sup> , but we are still above the all Wales average.						

Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
SCAO 20	The percentage of adult clients who are supported in the community during the year <b>(PAM)</b> <i>Improvement Direction: Higher result is better</i>	91.87%	1st out of 22	90%	91.9%	1 <sup>st</sup> out of 22	86.33%
J	Out of the 7,676 adult clients, 7054 were supported either in the community in 2013/14 and performed slightly better than last year. Our position remains 1 <sup>st</sup> in Wales and above the all Wales average.						
SCC0 02	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> <i>Improvement Direction: Lower result is better</i>	6.0%	1st out of 22	8%	8.3%	2 <sup>nd</sup> out of 22	13.8%
L	Out of the 218 looked after children of compulsory school age, 18 children experienced 1 or more changes of school in 2013/14 compared to 14 out of 232 children in 2012/13. As a result we have gone from 1 <sup>st</sup> to 2 <sup>nd</sup> in Wales, but we are still performing better than the all Wales average.						

Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
SCC0 04	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>	6.9%	5 <sup>th</sup> out of 22	6.2%	9.4%	13 <sup>th</sup> out of 22	8.3%
I	Of the 276 looked after children 26 had 3 or more placements during the year. Compared to 21 out of the 304 in 2012/13. Although performance has got worse there are particular issues regarding WG data requirements. On the 1st April all LAC children are counted as having had 1 placement move even if they are in long-term placements. A planned return home, or a move to an adoptive placement are also counted despite ending the child's period of being looked after. Our position in Wales has gone from 5 <sup>th</sup> to 13 <sup>th</sup> and we are performing worse than the all Wales average.						
SCC0 11b	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>	36.9%	13 <sup>th</sup> out of 22	45%	42.7%	13 <sup>th</sup> out of 22	42.9%
J	Compared to the 1,998 initial assessments completed in 2012/13, 1,804 were completed in 13/14. Of those there was evidence that 770 children were seen alone by a social worker compared to 737 in 2012/13. We remain 13 <sup>th</sup> in Wales and are slightly below the all Wales average.						

Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
SCC0 33d	The percentage of young people formerly looked after with whom the authority is in contact at the age of 19. <b>(NSI)</b> <i>Improvement Direction: Higher result is better</i>	100%	1 <sup>st</sup> out of 22	100%	100%	1 <sup>st</sup> out of 22	93.4%
★	All of the 19 yr olds formerly looked after, were still in contact by the Authority in 2013/14. We have maintained our position as 1 <sup>st</sup> in Wales out of the 22 local authorities and we are also above the all Wales average.						
SCC0 33e	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> <i>Improvement Direction: Higher result is better</i>	95.8%	11 <sup>th</sup> out of 22	95.8%	93.3%	9 <sup>th</sup> out of 22	92.7%
L	Out of the 30 young people, 28 were in suitable non-emergency accommodation at the end of 2013/14. We performed slightly worse than last year, but have improved from 11 <sup>th</sup> to 9 <sup>th</sup> in Wales and are performing above the all Wales average. It should be note that each year, the cohort of 19 year olds change, which impacts on the % figures, reported. In 2012/13 there were 24 19 year olds. Of those 23 were in suitable non-emergency accommodation. Therefore in 2013/14 the drop in % terms equates to 1 young person.						

Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
SCC0 33f	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>	75%	5 <sup>th</sup> out of 22	75%	60%	9 <sup>th</sup> out of 22	54.8%
Page 104	Out of 30 young people, 18 are engaged in education, training & employment. The remaining young people are in contact with the 16 Plus Service and are actively being encouraged to engage in meaningful day time activities. We performed slightly worse than last year and have gone from 5 <sup>th</sup> to 9 <sup>th</sup> in Wales. However, we are still performing above the all Wales average. Again it should be noted that the cohort of 19 year olds change on an annual basis thereby impacting the % reported. In 2012/13 there were 24 19 year olds. Of those 18 were engaged in education, training and employment. It could be therefore, that performance has remained static in 2013/14.						
SCC0 37	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>	157	20 <sup>th</sup> out of 22	198	238	15 <sup>th</sup> out of 22	262

Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
J	27 Looked after children aged 16, received 6,428 points with an average point score of 238.07 (All 2280 pupils aged 15 on the 31st August attained 1,037,296 points with an average score of 454.95). Our performance has improved compared to last year and we have moved from 20 <sup>th</sup> to 15 <sup>th</sup> in Wales. However, we are performing slightly below the all Wales average of 262.						
SCC0 41a	The percentage of eligible, relevant and former relevant children that have a pathway plans in place. <b>(NSI)</b> <i>Improvement Direction: Higher result is better</i>	99.3%	11 <sup>th</sup> out of 22	99%	100%	1 <sup>st</sup> out of 22	89.2%
J	All of the 145 eligible, relevant and former relevant children had pathways plans in place as required. In 2013/14 our performance improved to 100% compared to 99.3% the previous year. Our position in Wales has increased from 11 <sup>th</sup> to 1 <sup>st</sup> . We are still above the all Wales average of 89.2%.						
SCC0 01a	The percentage of first placements of looked after children during the year that began with a care plan in place. <b>(PAM)</b> <i>Improvement Direction: Higher result is better</i>	100%	1 <sup>st</sup> out of 22	100%	100%	1 <sup>st</sup> out of 22	90.9%

Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
★	For the past 5 years 100% of 1st placements for looked after children have begun with care plans in place. There has been a decrease in the looked after children population with 92 first placements in 2013/14 compared to 122 in 2012/13. We have maintained our position as 1 <sup>st</sup> in Wales out of the 22 local authorities and we are also performing above the all Wales average.						
SCC0 11a Page 106	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> Improvement Direction: Higher result is better	67.5%	20 <sup>th</sup> out of 22	60%	77.3%	15 <sup>th</sup> out of 22	78.9%
J	Of those 1,804 initial assessments completed in the year, 1,394 had evidence to show the child had been seen by a social worker. We have performed better than last year and have gone from 20 <sup>th</sup> to 15 <sup>th</sup> in Wales. However, we are still performing slightly below the all Wales average.						
SCC0 25	The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations. <b>(PAM)</b> Improvement Direction: Higher result is better	74.0%	17 <sup>th</sup> out of 22	90%	95.5%	2 <sup>nd</sup> out of 22	85.3%



Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
J	There were 1,501 statutory visits to Looked After Children due in the year and 1,434 took place in accordance with regulations. This is an improvement on last year's performance, as a result we have moved from 17 <sup>th</sup> to 2 <sup>nd</sup> in Wales and performed above the all Wales average.						
SCC0 30a	The percentage of young carers known to social services who were assessed during the year. <b>(PAM)</b> Improvement Direction: Higher result is better	96.9%	14th out of 22	95%	100%	1 <sup>st</sup> out of 22	85.9%
J	All of the 65 young carers known to social services in 2013/14 received assessments. This is an improvement on last year's performance, as a result we have moved from 14 <sup>th</sup> to 1 <sup>st</sup> in Wales and performed above the all Wales average.						
SCC0 45	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> Improvement Direction: Higher result is better	90.6%	8th out of 22	87%	96.6%	3 <sup>rd</sup> out of 22	89.6%

Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
J	<p>A total of 2131 children had their care plans reviewed within the statutory timescales. Of those children 2207 plans are due for review in the year. Of the 2,207 children 649 were looked after children of which 633 had plans reviewed, 523 were on the child protection register with 519 having plans reviewed and 1,035 were children in need, 979 of those had their plans reviewed. This is an improvement on last year's performance, as a result we have moved from 8<sup>th</sup> to 3<sup>rd</sup> in Wales and performed above the all Wales average.</p>						

Source: Data Unit Wales – How did we do? 2013-14 Performance Information version dated 20/21 August 2014

## Evaluation of other performance information captured for 2013/14 - Social Services

- J At the end of 2013-14, there were no service users awaiting personal care for more than 14 days.
- L Out of a total number of 7410 assessments in Adult Services, 5495 were started on time. Whilst this represents an improvement on last years figure, it is below our target and therefore remains a priority for the directorate.
- L Despite an improvement in 2013/14 in the number of delayed transfers of care (DTC) for social care reasons compared to 2012/13. It is recognised that performance on DTC is not as good as it could be and will remain a priority for the Directorate. The information supporting this indicator is taken from the HOWIS system operated by the Local Health Board and consequently the information cannot be validated.
- J At the end of 2013-14, we recruited 23 Foster Carers compared to 18 the previous year. We also exceeded our target by placing 47% of our children with Caerphilly Foster Carers.
- J A key priority identified for 2013-14 was the establishment of a 16 Plus Team incorporating the Leaving Care Service and responding to young people assessed as being in need due to the risk of homelessness. The new team has been operational since September 2013.
- J A key priority in 2013-14 was to ensure that Personal Education Plans for all looked after children were in place within statutory timescales. Through working in partnership with our education colleagues and the Independent Reviewing Service, performance for 2013-14 has continued to improve to 95%, compared to 85% the previous year.

# Summary of Performance for 2013/14

## For the National Strategic Indicators and Public Accountability Measures

It is important for the Welsh Government to understand how well local authorities are performing. As a way gauging local authority performance the Welsh Government uses a set of national performance indicators and the set for 2013/14 included 44 of these national measures. These measures are called National Strategic Indicators (NSI) and Public Accountability Measures (PAM). These 44 indicators cover the main areas of Government Policy, Social Services, Education and the Environment. The following summary shows how we 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, all the NSI and PAM data is reported with analysis in each of the directorate sections of this report.

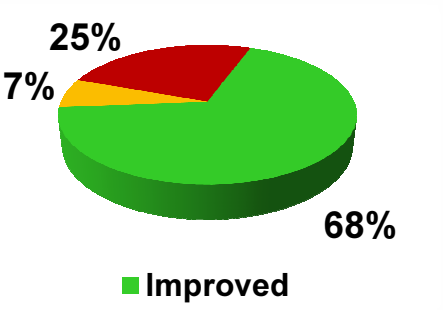
In 2013/14, 30 of the 44 national indicators improved on their previous year's performance and 11 deteriorated compared to 2012/13. As in 2012/13, 3 indicators maintained performances of 100%. Of the 30 indicators that improved, 13 moved up the Welsh ranking, 8 maintained their positions and 8 dropped in rank compared to the rest of Wales. Of the 3 indicators maintaining a performance of 100%, each maintained a position of 1<sup>st</sup> in Wales (2 indicators in Social Services and 1 in Education). Of the 11 indicators that deteriorated, they also fell in their Welsh ranking positions. 4 of our Education indicators are in the top 10 in Wales and 8 are in the bottom 10. 13 of our Social Services indicators are in the top 10 and 7 are in the bottom 10. 2 of our 3 Corporate Services indicators are in the bottom 10 and both are ranked 19<sup>th</sup> in Wales. 5 of our Environment indicators are in the top 10 in Wales and 3 are in the bottom 10.

We had 17 indicators that did not meet our 2013/14 targets, although 7 improved on 2012/13 performances; such as the percentage of adults aged 60+ who hold a concessionary bus pass, which is 4<sup>th</sup> in Wales and the percentage of final statements of special educational need issued within 26 weeks (including exceptions) is 9<sup>th</sup> in Wales and in the upper middle quarter. There are occasions when it is not appropriate to set targets for indicators. For example, the indicator that measures Affordable Housing. For a full explanation as to why, please refer back to page 87.

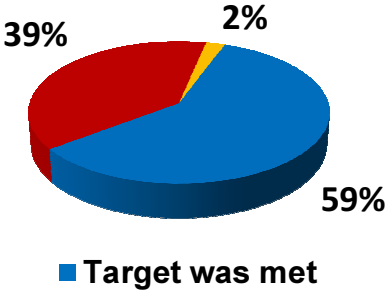
	How did we perform when comparing 2013/14 to 2012/13?				How did we perform compared to Wales in the 4 quarters?					How did we perform against our Targets?		
	Improved	Declined	Maintained	Non-comparable	Upper	Upper Middle	Lower Middle	Lower	N/A	Met Target	Missed Target	No target set
<b>Corporate</b>	3	0	0	0	0	0	0	2	1	2	1	0
<b>Education</b>	11	0	1	0	2	4	1	5	0	8	4	0
<b>Environment</b>	6	3	0	0	3	3	2	1	0	5	3	1
<b>Social Services</b>	10	8	2	0	11	3	4	2	0	11	9	0
<b>Total</b>	<b>30</b> (68%)	<b>11</b> (25%)	<b>3</b> (7%)	<b>0</b> (0%)	<b>16</b>	<b>10</b>	<b>7</b>	<b>10</b>	<b>1</b>	<b>26</b>	<b>17</b>	<b>1</b>
<i>Source: 'Data Unit Wales – How did we do? 2013-14 Performance Information version dated 20/21 August 2014'</i>										<i>Source: Internal</i>		87

# Caerphilly's 2013/14 performance compared to Wales in Quarters (NSI and PAM)

## Our performance compared to 2012/13



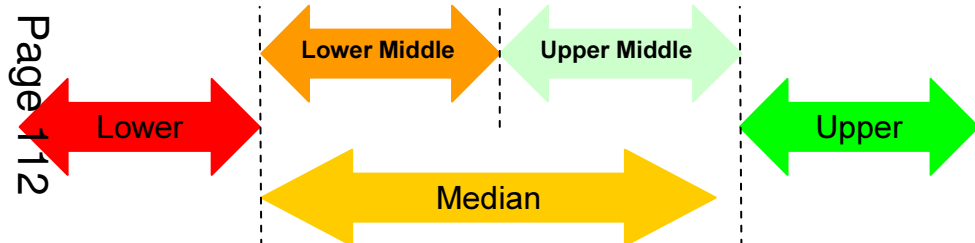
## Our 2013/14 performance against our targets



## Measuring Performance Statistics and comparing positions of achievement

When the Welsh Government and Data Unit Wales analyse, report and rank performance data for the 22 local authorities in Wales, they often compare them against each other using quartiles or quarters. Quoting who is in the upper quarter, middle upper quarter, lower middle quarter and lower quarter. The data for each of the 22 local authorities has simply been split into 4 quarters to show where each local authority sits compared to the rest of Wales.

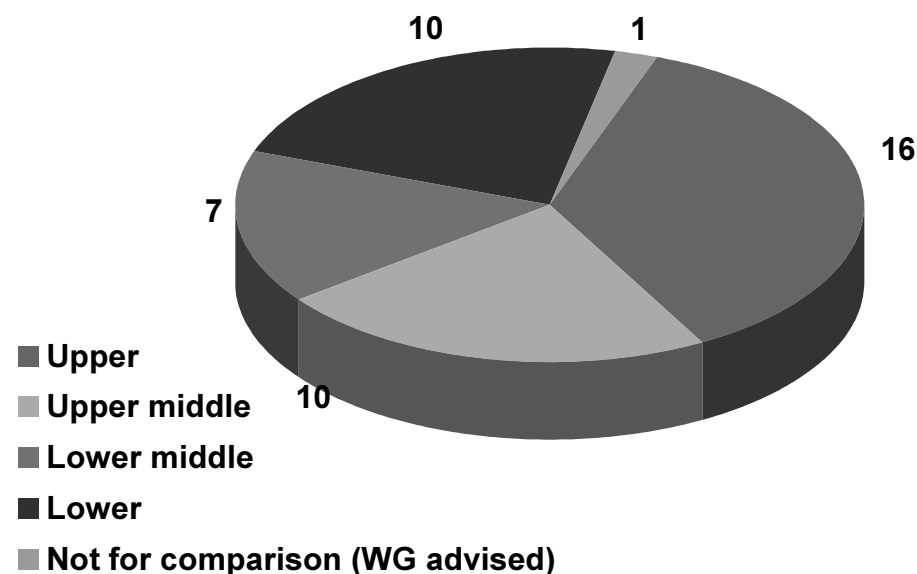
Where quartiles are used, the upper middle and lower middle quarters become the median. Giving an indication of the 'best 25%', the 'worst 25%' and those who are in the mid-range (average performers) or median. This is also done by ranking each indicator for each LA out of 22. The chart below illustrates the 'quarter' v's 'quartile' representation:



1 of the 44 indicators moved 3 quarter positions from the lower quarter to the upper quarter and 4 moved up 2 quarter positions. 2 Education Indicators moved from the lower quarter to the middle upper, 2 from Social Services moved from the middle lower to the upper quarter and the percentage of statutory visits to looked after children that took place in accordance with regulations moved 3 quarter positions from the lower to the upper as well as improving its position in Wales from 17<sup>th</sup> to 2<sup>nd</sup> place between the years. 5 indicators moved up 1 quarter position, 28 maintained their 2012/13 quarter positions, 4 moved down 1 and 1 indicator dropped 2 quarter positions. It has been advised by the Welsh Government that the indicator that measures the percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months is not compared across local authority boundaries this year. The Wales Audit Office found in 2013 that there was a wide disparity in the way local authorities were interrupting the nationally prescribed guidance used for collection of this performance indicator.

Of the 16 indicators that we have in the upper quarter 2 belong to Education, with 3 of their remaining indicators in the middle upper quarter, 1 in the middle lower and 5 in the lower quarter. The Environment has 3 indicators in the upper quarter, 3 in the middle upper, 2 in the middle lower and 1 in the lower quarter. Social Services have 11 of their 20 indicators in the upper quarter, 3 in the middle upper, 4 in the lower middle and 2 in the lower quarter. Of the 3 indicators belonging to Corporate services, 2 are in the lower quarter with the 3<sup>rd</sup> Homelessness prevention indicator not being comparable across Wales for 2013/14.

## Our performance compared With the rest of Wales 2013/14



## Outcome Agreement 2013-16

We hold a 3-year agreement with the Welsh Government (WG) that started in 2013. Our agreement is to improve in the five key areas listed below as chosen from a list of WG national priorities. Summary details of the agreements and our progress in the year 2013/14 are set out below. The Welsh Government will be reviewing our self-assessment of the agreements and if they agree with our assessments, this will lead to the allocation and payment of grant funding of £1.8m, if successful.

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Strategic Theme (AS SET BY WG)	Broad Outcome (Area of focus)	Main Projects/Programmes (Specifically what we will do)	Service Self-assessment for 2013/14 (How we think we performed)
1. Growth and sustainable jobs	Supporting the economy and business	<ul style="list-style-type: none"> <li>• Bargoed town centre regeneration</li> <li>• Re-development and improved landscape/facilities in the local environment and to its infrastructure</li> <li>• Digital inclusion programme</li> </ul>	<p><b>Successful</b> 18 of the 20 agreed targets were met or exceeded. Further evidence shows that we have helped to increase the vitality and viability of 2 town centres.</p>
2. Education	Improving early years	<ul style="list-style-type: none"> <li>• Expansion of the Flying Start programme</li> </ul>	<p><b>Successful</b> Of the 45 pieces of evidence we met or exceeded 34 of our targets. Under the 'what difference have we made' section of the agreement we met 19 of the 21 targets. The Flying Start programme is on track and now being fully delivered in 18 areas across the borough</p>

Strategic Theme (AS SET BY WG)	Broad Outcome (Area of focus)	Main Projects/Programmes (Specifically what we will do)	Service Self-assessment for 2013/14 (How we think we performed)
3. Welsh homes /supporting people	Welsh homes – Improving quality	<ul style="list-style-type: none"> <li>• Welsh Housing Quality Standard (WHQS)</li> </ul>	<p><b>Partially Successful</b></p> <p>We have not met 6 of our 9 key targets for 13/14. The number of homes complaint with the WHQS did not reach its target by some way due to programme slippage</p>
4. Safer communities for all	Improving safety in communities	<ul style="list-style-type: none"> <li>• Reduce incidents of anti-social behaviour and reduce the fear of becoming a victim of anti-social behaviour for residents</li> <li>• Reduce crime and the fear of crime for the residents of the county borough</li> <li>• Reduce the harm caused to communities through substance misuse</li> </ul>	<p><b>Partially Successful</b></p> <p>We have met 7 out of 11 of our key targets for 13/14. Early interventions for anti-social behaviour continues to show positive results and we supported 332 victims of crime and anti-social behaviour during the year. We raised the profile/use of support available for domestic abuse/violence.</p>
5. Tackling poverty	Tackling worklessness and raising household income	<ul style="list-style-type: none"> <li>• Implement Passport Programme</li> <li>• Implement the Tackling Poverty action plan</li> <li>• Implement the Get Caerphilly Online programme</li> <li>• Implement scheme to help tenants with financial, job and energy saving advice</li> <li>• Supporting people to implement a new scheme to help vulnerable people with claimant appeals</li> </ul>	<p><b>Successful</b></p> <p>We exceeded or achieved 8 out of 10 of our key targets. Our main success criteria was met with more people in employment via the passport scheme, 533 young people referred to the programme up to March 2014.</p>





## Collaboration

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 Services

#### Minister's praise for joint scheme

The Minister for Finance has praised Caerphilly, Merthyr Tydfil and Rhondda Cynon Taf county borough councils for their collaborative public procurement work on a town centre regeneration project. Jane Hutt AM, Welsh Government Minister for Finance, heaped praise on the three local authorities for their partnership work on the River Taff Central Link and Penderyn Square project in Merthyr Tydfil. The Minister labelled the joint initiative a 'shining example of what can be done through collaboration and professional procurement.'

The River Taff link and Penderyn Square project is part of the ongoing regeneration of Merthyr Tydfil town centre, and was undertaken by a team including trainees provided by Value Wales' Trainee Procurement Executive Programme, which is part of the European-funded Home Grown Talent Project. The Home Grown Talent Project aims to raise procurement skills and capability across Wales by providing trainees with mentoring and workplace opportunities in different parts of the public sector.

#### 2,500 Caerphilly residents helped to Get Online

The 'Get Caerphilly Online' campaign reached a major milestone recently, by successfully supporting its 2,500<sup>th</sup> client in Caerphilly county borough to use the Internet. However, now over 4,000 people have been helped

Learning any new skill can be a daunting prospect, but this campaign aims to take that fear away so that getting online is easy whether a client is a complete beginner or someone who just needs a refresher or a confidence boost.

Get Caerphilly Online is a partnership between existing initiatives supported by the Welsh Government Communities 2.0 programme, Caerphilly Borough Council and Get IT Together - a nationwide digital inclusion programme run by national charity Citizens Online with support from BT, Nominet Trust, Communities 2.0 and a variety of local partners.

### **Turning a problem into a resource – Contract signed with Viridor**

Prosiect Gwyrdd, a consortium between five South Wales councils, has signed a contract with Viridor to create green energy from the rubbish remaining after recycling and composting.

The project is a partnership between Caerphilly County Borough Council, The County Council of the City and County of Cardiff, Monmouthshire County Council, Newport Council and the Vale of Glamorgan Council, whom together produce 40% of the total municipal waste of Wales. Together the partner councils have made a commitment to find the best environmental, cost effective and practical solution for waste after recycling and composting has been maximized in each area.

Prosiect Gwyrdd has signed a contract with Viridor that will save the partner authorities £11m in the first year of operation and £500m over the lifetime of the contract compared to current arrangements. During the commissioning stage of the contract, the partner Councils will start sending waste from September 2015 with the full service starting on 1st April 2016.

## **Education & Lifelong Learning**

### **Giving young people a PASSPORT to employment**

An innovative training and employment scheme in Caerphilly county borough was launched on Friday 5<sup>th</sup> April 2013 by the Deputy Minister for Skills, Jeff Cuthbert.

The Caerphilly PASSPORT Programme, aimed at ensuring young people have the right skills to get a job, has been developed by the Caerphilly Local Service Board, consisting of Caerphilly County Borough Council, Gwent Police, Aneurin Bevan Health Board, Caerphilly

Business Forum and the Voluntary Sector. The innovative programme is aimed at addressing local skills gaps by providing employment opportunities for young people. £372,000 funding has been awarded to the programme through the Welsh Government's Local Service Board (LSB) initiative, which is backed by the European Social Fund and aims to maximise the impact of public services through collaborative projects. See page 18 for further information.

### **Education Achievement Service**

The five local authorities of Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen have formed an Education Achievement Service (EAS), which is designed to raise education standards in South East Wales.

Standards in schools have got progressively worse and recent secondary school banding information revealed that South East Wales had the highest number of schools in the lower bands. This information highlights the underperformance in schools, and the need for a significant shift in the way that education services are structured to support improvement. It also shows where the greatest need is in the region and where the EAS will need to focus its resources.

The EAS has been created by the five local authorities, in order to raise education standards. By working together as part of an integrated service to support and challenge schools effectively, enhance front line services and make the most of the available resources, progress will take place quickly and effectively.

The service will intensely monitor, support and challenge schools. Benefits of the service include increased capacity to support schools that require challenge, using data more effectively to focus on outcomes, identifying good practice across schools that can be used to improve outcomes, more efficient administration and facilitating professional learning communities.

## **Environment**

### **Flagship facility for future stars**

A top class sports facility, which is to be used by elite sports teams and community groups, has been built in Ystrad Mynach on the site of the former Ystrad Mynach Hospital. Caerphilly County Borough Council's new £6.8m Rugby/Football Centre for Excellence, which features 3G rugby and football pitches and a gymnasium, has been completed and as part of the usage for the complex, key partners such as Gwent Dragons, Welsh Rugby Union (WRU) and Cardiff City Football Club will share use of the facility during the day between Monday and Friday, while community clubs will have use of the Rugby/Football Centre for Excellence in the evenings and at weekends.

The Gwent Dragons senior team and WRU Dragons Region Age Grade and Coach Development Structure have already signed up to use the facility, resulting in the Dragons' coaching team and players, and WRU Dragons Region Age Grade management being based at the site. Cardiff City Football Club's Community Foundation will deliver their advanced development centres for the more able and talented players within Caerphilly county borough from the Ystrad Mynach centre.

There are also ambitious plans to attract big name autumn international touring teams such as New Zealand, South Africa and Australia to use the Centre of Excellence as a training base, in collaboration with accommodation provided by local hotels with an appropriate level of quality leisure facilities. In addition, it is hoped the WRU and FA of Wales will host future junior and under 20/under 21 internationals at Ystrad Mynach.

### **Caerphilly joins innovative partnership to tackle scams**

Caerphilly County Borough Council's Trading Standards team joined forces with others from across the UK to form an innovative 'National Scams Hub', which aims to prevent residents from falling prey to scams.

Caerphilly is one of 27 Trading Standards teams from across the UK to become a member of the 'Hub', which collectively receives intelligence about scam victims across the country from so-called 'suckers lists', before passing referrals on to each local council. Trading Standards Officers from Caerphilly County Borough Council will then pay a visit to all Caerphilly county borough residents on the list, and advise them against falling victim to scams, with the ultimate aim of stopping them being targeted by scammers.

### **Safer Caerphilly strikes out anti-social Behaviour**

For the first quarter of 2013/14, all of the people in Caerphilly county borough who reached the first stage of Safer Caerphilly's '4 Strikes and you're out' warning system didn't get to strike 4, the final stage before court action.

The extremely well established "4 Strikes" process has been developed by the Safer Caerphilly Community Safety Partnership and allows early intervention when anti-social behaviour first becomes a problem. Strike 1 and 2 see warning letters sent to the home address of the perpetrator, strike 3 sees multiagency intervention to deter individuals from continuing to act in an anti-social way, while strike 4 could see the person involved being granted with an Anti-Social Behaviour Order (ASBO) from the courts.

In 2012/13, 99.06% of people who were served with an initial warning letter did not reach strike 4 of the anti-social behaviour process. For the first quarter of 2013/14, there have been no incidents which have seen a person advance from strike 1 to strike 4.

The Safer Caerphilly Community Safety Partnership is a joint, statutory partnership between Caerphilly County Borough Council, Gwent Police, Aneurin Bevan Local Health Board, South Wales Local Fire and Rescue Authority and Wales Probation Trust.

## Partners tackle hate crime

Partner agencies joined forces to tackle hate crime in Caerphilly county borough.

Figures released during Hate Crime Awareness Week, showed that between January 2012 and January 2013 there were 141 reports of hate crime and hate incidents in the borough.

A hate crime or incident is an offence committed against a person or property because they are seen as being different in some way; race, religion, disability, age, sexual orientation or gender identity. Incidents or offences can come in a number of different forms, from abusive behaviour and language, to graffiti or bullying.

The Hate Crime and Incident Mapping Report showed that during a 12-month period verbal abuse and threats accounted for 48% of hate crime in the county borough, and that 70% of all victims were subjected to some form of racial abuse.

Caerphilly County Borough Council is working closely with partners including Gwent Police, the Crown Prosecution Service, local colleges, and the Youth Offending Service as part of a multi-agency Community Cohesion Forum and specifically the Caerphilly Hate Crime Group to raise awareness and encourage victims to report incidents of hate crime in the area.

## Social Services

The **South East Wales Adult Placement 'Shared Lives' Scheme** is a partnership venture with Blaenau Gwent, Torfaen, Newport, Monmouth and Merthyr Tydfil local authorities. Caerphilly is the host of this scheme. Across the six counties, approved adult placement carers provide a number of services for a range of vulnerable adults with learning disabilities, physical disabilities, and mental health problems or for older people. There are three main services provided. Long-term care offers an individual a permanent placement within a carer's home. Respite offers short term stays in a carer's home and sessional support involves taking individuals out into the community, or visiting them in their own home to encourage social contact and independence. The overall aim of the scheme is to promote independent living within the local community. Each placement is tailored to meet the specific needs of the individual and it utilises the skills and knowledge of each carer to help improve and promote independence for those that access the scheme.

The Community Resource Team (CRT), which underpins the **Gwent Frailty Programme**, continues to develop alternative ways of working to prevent unnecessary admission to hospital, or emergency respite placement, and aid timely discharge from hospital. The team has piloted a number of new ways of working with the Medical assessment unit in Ysbyty Ystrad Fawr, which has seen significant improvements in patient flow and allowed medical governance to be managed. A specific Occupational Therapy post has been established to coordinate this work and improve outcomes for individuals. The scheme continues to receive a high level of praise for their work.

The **Gwent Wide Adult Safeguarding Board** is a multi agency partnership comprising of statutory representatives from the 5 Local Authorities, Gwent Police, Wales Probation Trust, Care and Social Services Inspectorate Wales (CSSIW) and the Aneurin Bevan Local Health Board (ABLHB). The Board is currently chaired by Caerphilly. This arrangements will continue for 3 years to ensure consistency and enable the Board to build on the recent work undertaken to ensure the implementation of the Social Services and Well-being (Wales) Bill and the focus on prevention, with appropriate outcomes that can measure the impact made by the Board.

The **South East Wales Safeguarding Children Board** (SEWSCB) continues to develop effective partnership working involving the key statutory agencies of Health, the Police, Probation and the 5 Gwent Local Authorities together with third sector partners. The work of the Board is underpinned by a set of sub-groups taking lead responsibility for key areas of safeguarding business. In addition, each Local Authority area has established a Learning and Review Group where operational issues can be considered and thematic audits undertaken. The audit theme for 2013-14 was 'Neglect' and the key learning will be developed into an action plan for the Board moving forward into 2014-15.

The plans to develop a **Regional Adoption Service** in order to meet the requirements of the Social Services and Well-being (Wales) Bill continued to make considerable process throughout 2013-14. Early in the year, it was agreed that Blaenau Gwent County Borough Council would host the new service on behalf of the Gwent Local Authorities and the new service name was agreed as the South East Wales Adoption Service (SEWAS). With considerable support from Council Officers including Finance and Human Resources, funding was confirmed and staff transfers into the new service to place. The new service has been fully operational from 1<sup>st</sup> April 2014.

The **Children and Young People Partnership Board** has been established by ABUHB in partnership with the 5 Local Authorities to provide strategic direction to the development and delivery of co-ordinated services for vulnerable children, young people and their families. Although still in its infancy, the Partnership has identified key priorities for its future work including a review of services for emotional well-being and mental health across the region.

### **Joint Workforce Development Team**

In my report for 2013-14 I made reference to the fact that the integration programme between Caerphilly and Blaenau Gwent Social services departments did not proceed as intended. However, one aspect of the work that did proceed was the establishment of a joint workforce development team. Over the year we have appointed a Joint Team Manager for the service and are now offering courses to staff across both Councils, and to the independent and third sector in both areas. This joint service has had a considerable impact on the way we deliver training and has not only allowed us to increase our capacity to offer training courses but has allowed us to utilise our training budgets in a more effective way.

## Reviewing our Services (Self-Assessment)

The Council has a wide range of ways 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, in line with the available budget. This year we have piloted a new ‘self-evaluation’ process where we identify and evidence where we have strengths and more importantly where we need to improve and each service participates in this improvement process.

**Performance scorecards:** Each service has electronic ‘cards’, which capture key performance data for the service. This is analysed and reviewed regularly 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 each year. 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 and some of these are noted on page 9. 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 by clicking here: [Caerphilly Annual Directors Report for Social Services](#)

## What our Regulators told us about our Service's in 2013/14

Our Regulators concluded in their Annual Improvement Report in 2014 the following summary assessment:

- 1 In 2012-13 the Council made steady progress in delivering improvements in most of its priority areas but some key challenges remained
- 1 The Council's evaluation and reporting of performance for 2012-13 improved but underpinning arrangements need to be strengthened
- 1 The Council is involved in a range of collaborations and, historically, its financial planning has been sound but in 2013-14 it failed to discharge some of its improvement planning duties under the Measure
- 1 During 2013-14 we found that a combination of a number of weaknesses inevitably led to governance failings at the Council and whilst it is making encouraging progress in improving its governance arrangements, it is too early to conclude whether these improvements can be sustained
- 1 Given the uncertainty around the sustainability of its improved governance arrangements, the Auditor General is not yet able to conclude whether the Council is likely to comply with its requirement to make arrangements to secure continuous improvement for 2014-15

The full report can be accessed from: [WAO Caerphilly Reports](#) or from the contact details on page 103

## Special Inspection January 2014

In September 2013, the Auditor General conducted a special inspection into the Council's corporate governance arrangements, which concluded in January 2014. This was to follow up the findings of the Appointed Auditor who issued a *Report in the Public Interest* in March 2013. This report highlighted failures in governance arrangements and inadequacies in the processes followed by the Council to set the pay of chief officers. There was also a desire to follow up the wider governance issues highlighted in last years Annual Improvement Report. The Special Inspection was published in January 2014 and can be found on the Wales Audit Office's website. The main recommendations for improvement are detailed below:

The Council must show it:

<b>R1</b>	Clarifies, in an easily understandable format, governance and decision-making roles, specifically of the Cabinet; Chief Executive; Corporate Management Team; corporate directors; scrutiny committees; and Audit Committee.
<b>R2</b>	Ensures that appropriate documentation is maintained of all decisions made, and by whom to provide further assurance that decision- making is undertaken appropriately and transparently.



<b>R3</b>	Continues to implement the Improving Governance Programme Board action plan to enhance governance arrangements for the future.
<b>R4</b>	Strengthens its risk management processes further to embed risk management across the Council. Specifically there should be: <ul style="list-style-type: none"> <li>• more frequent review of the corporate risk register by Corporate Management Team;</li> <li>• explicit action planning for the key risks identified;</li> <li>• more oversight of, and consistency in, approach to directorate risk registers;</li> <li>• clarification of the role and remit of the Risk Management Group; and</li> <li>• enhanced training for Audit Committee members.</li> </ul>
<b>R5</b>	Clarifies roles and responsibilities for whistle-blowing procedures and ensures that the new policy is updated to reflect recent legislative changes.
<b>R6</b>	Reassesses its expectations of the Internal Audit service and puts in place a programme for its Internal Audit service to address the findings of this inspection.
<b>R7</b>	Ensures that the actions identified to improve the HR function and workforce planning are implemented.
<b>R8</b>	Emphasises the importance of following appropriate procurement procedures and ensures that relevant key performance indicators are set for the procurement function

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The Council has established an Improving Governance Programme Board and implemented the majority of actions that we identified to improve governance based on the recommendations above. We have made good progress but are still working on areas to improve. Our Improving Governance Board reports its progress to our Audit Committee and our updates can be found on the Councils Website.

The Wales Audit Office reviews a range of topics, some are national studies and others are local to the authority or region. Below are some of the studies that took place in the year

<b>Planned Work Programme 2013/14</b>	<b>Position</b>	<b>National Study and Improvement Studies 2013/14</b>
Corporate Assessment – Has the council complied with improvement legislation?	Completed	Safeguarding Children
Data Quality Review – How accurate are our systems for recording performance indicators?	Completed	Welfare Reform
Assessment of Performance – How we performed in the year 2013-14	Completed	Delivering with less
Gwent wide - sustainability of Social Services	Not completed	
Follow-up review of the Human Resources function	Completed	

## Future Local Government Work planned for 2014/15 is:

Managing the Financial Challenge

Annual Governance Statement

Scrutiny Arrangements

Performance Management arrangements

The WAO will be following up on our previous Corporate Governance Inspection in the autumn of 2014 to monitor what progress has been made since the special inspection of January 2014.

The 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). Wales Audit Office can be contacted by e-mail at [info@wao.gov.uk](mailto:info@wao.gov.uk) or by writing to WAO, 24 Cathedral Road, Cardiff, CF11 9LJ

## Other Regulatory News

We explain more about our progress against our **ESTYN** inspection recommendations within the EDUCATION Section of our Performance Report. However we are pleased to note that in January 2014 ESTYN reviewed our progress against the remaining two out of the five recommendations arising from the inspection, and to consider the overall performance of the authority against its post-inspection action plan.

Their findings were “*The authority has moved swiftly to address the recommendations from the 2012 Estyn inspection. During a period of significant change of senior management, the council has demonstrated a strong commitment to improve its education services for children and young people. The Leader, together with the Cabinet Member for Education and Lifelong Learning, the Interim Chief Executive, the Director of Education and Lifelong Learning and the regional consortia school improvement service, have ensured that this work has progressed well. The authority has established better foundations to continue the drive for improvements in attainment and achievement for all learners*” The full report can be accessed at: [Estyn Caerphilly Inspection Report](#)

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 as this is due in October 2014 but will be reported with more details about our Social Care Services at the following website: [CSSIW Caerphilly Inspection Report](#)

## ‘CAERPHILLY DELIVERS’ – the Local Service Board Single Integrated Plan

In 2004 Caerphilly County Borough Council (CCBC), 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 established to deliver the strategy. These Partnerships were:

- § 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 evolved and developed over the years, and had 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 change.

This work programme 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 provided statutory guidance and required LSB’s to rationalise their respective Partnership “landscapes” and produce a **Single Integrated Plan**. Caerphilly LSB endorsed and approved its Single Integrated Plan, which is entitled “**Caerphilly Delivers**” at its meeting on 17<sup>th</sup> April, 2013.

“**Caerphilly Delivers**” replaced a number of previous plans that 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. “**Caerphilly Delivers**” outlines a determined commitment by all involved to accelerate change, strengthen partnership working, multi-agency collaboration, and be accountable for its delivery, via a “rationalised partnership landscape”.

Implemented from April, 2013, “**Caerphilly Delivers**” is a high level partnership strategy builds on the proven record of successful partnership working between all sectors involved in delivery of services to our communities. The Plan is premised on the LSBs primary objective of “Tackling the Impact of Poverty” and in doing so acknowledges the synergies, inter-relationships and complexities of tackling the “causes and symptoms” of poverty.

In order to realise its “vision”, the LSB has identified the following Outcomes:

- Prosperous Caerphilly

- Safer Caerphilly
- Healthier Caerphilly
- Learning Caerphilly
- Greener Caerphilly

These Outcomes, aligned to one of the key Welsh Government anti-poverty programmes, i.e. the Communities First outcomes, will each be achieved by the delivery of a number of Priorities and supporting action plans, established under each Outcome. The Lead Officer (from a partner organisation) for each Outcome, working with their Delivery Officers, have established Priorities to be delivered to achieve their respective Outcomes using “Results Based Accountability” methodologies identifying *“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”*.

During 2013-14 the transition to the new “rationalised partnership landscape” has been reinforced via the “**Caerphilly Delivers**” Performance Framework, with each Lead Officer, working through the Delivery Group and the Leads Group, being responsible and held to account by the LSB for the delivery of action plans to achieve each priority, and its identified outcomes. Outcome scorecards are used to monitor progress and delivery, reporting by use of Highlight/Exception Reports, from the Delivery Group, to the Leads Group, onwards to the LSB, who in turn are scrutinised, via CCBC’s Scrutiny Work Programme, by the CCBC Policy & Resources Scrutiny Committee and also by the Caerphilly LSB Standing Conference (a stakeholder network).

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>

## Council Priorities 2013-17 and Improvement Objectives 2014/15

We have selected 8 priorities for the next four years to run from 2013-17. These are our **Council Priorities** and they were chosen for a wide range of reasons. Some because we wanted to perform better and some containing projects and areas of work that would be financially or politically important, for example, Manifesto commitments from the current administration. These 4-year priorities have been used as a basis for setting our more short-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.

Our **Improvement Objectives** detail 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'. Here at Caerphilly Council we have 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 our other partner organisations.

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Our priorities 2013-17 and our Improvement Objectives 2014/15 are listed in the table below. Further details about these can be found in our Corporate Plan 2014-17 (Priorities) and our Improvement Plan 2014/15 (Improvement Objectives). Both Plans can be found on our website at [www.caerphilly.gov.uk](http://www.caerphilly.gov.uk)

	<b>Council Priorities 2013-17 (Medium term priorities)</b>	<b>Improvement Objectives 2014/15 (Short term priorities)</b>
<b>Social Services</b>	<ol style="list-style-type: none"> <li>1. Peoples social care needs are identified and met in a timely and appropriate way</li> <li>2. Children and adults are safeguarded from abuse</li> </ol>	IO1 - Ensure children and young people who are looked after are supported to achieve their full potential.
<b>Education</b>	<ol style="list-style-type: none"> <li>3. Improve standards across all year groups particularly key stage 3 and 4</li> <li>4. Identify vulnerable groups of learners and develop interventions to ensure needs are met</li> <li>5. Reduce the gap in attainment between pupils in advantaged and disadvantaged communities</li> </ol>	103 - Develop an effective and accessible Youth Service that supports the personal and social development of young people
<b>Environment</b>	<ol style="list-style-type: none"> <li>6. Promote the benefits of an active and healthy lifestyle</li> </ol>	IO4 - Improve awareness, access, variety and use of leisure, community and sporting facilities.
<b>Corporate Services</b>	<ol style="list-style-type: none"> <li>7. Invest in our council homes and their communities to transform lives</li> </ol>	<p>IO5 - Investment in council homes to transform lives and communities</p> <p>106 - Improve the availability of private and public sector housing to reduce the number of residents who may become homeless</p>
	<ol style="list-style-type: none"> <li>8. Affordability - deliver a medium term financial plan aimed at ultimately providing a period of stability that helps the authority to have a range of services in the future that are sustainable</li> </ol>	
		IO2 - Improve job opportunities by implementing the Council's Passport Scheme

# How to contact us

Your views and opinions on the content of our performance reports and the priorities that we set each year are important to us. We welcome your input so that we can continue to provide meaningful information that helps inform you of the service focus, ensuring that we are 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: [Caerphilly weblink](#) and follow the instructions on screen:

Alternatively, please contact:

## Ros Roberts

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Corporate Performance Management Unit  
Caerphilly County Borough Council  
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This document is also available in different languages and formats upon request. Further information can also be found on our website: [www.caerphilly.gov.uk](http://www.caerphilly.gov.uk)



The screenshot shows the Caerphilly County Borough Council website header with the logo and name in Welsh and English. Below the header is a navigation bar with a 'home' link. The main content area is titled 'Improvement Objectives - feedback'. A note states 'Fields marked \* are mandatory'. The first question is 'Do you agree that the priorities the council has set are the right priorities? (these are called Improvement Objectives) \*' with radio button options for 'Yes', 'Partly', and 'No'. The second question is '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?)' followed by a text input field. Below the form, there is a statement: '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.' At the bottom are 'Submit' and 'Cancel' buttons.

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# Appendix A: Annual Performance Report 2013/14

The Improvement Objectives for 2013/14 were:

IO 1 - Ensure children and young people who are looked after are supported to achieve their full potential

IO 2 - Improve job opportunities by implementing the Councils Passport Scheme

IO 3 - Develop an effective and accessible youth service that supports the personal and social development of young people

IO 4 - Improve awareness, access, variety and use of leisure, community and sporting facilities

IO 5 - Investment in Council homes to transform lives and communities

IO 6 - Improve the availability of private and public sector housing to reduce the number of residents who may become homeless

The following pages, outline key operational activities (actions and performance measures) that were selected and used during 2013/14, to drive and determine changes as planned in our Improvement Objectives.

## Action (RAG) keys:

	<b>Un-successful:</b> No, little progress/achievements
	<b>Partially Successful:</b> Some progress/achievements
	<b>Fully Successful:</b> Good progress/achievements

## Performance (RAG) keys:

Current year <u>RESULTS</u> compared to our <u>TARGETS</u>		Well below
		Marginally below
		Better than

A greener place to live, work and visit  
Man gwyrddach i fyw, gwerthio ac ymweld










**Improvement Objective 1:****Ensure children and young people who are looked after are supported to achieve their full potential****In 2013/14 we wanted to:**

1. Recruit and support sufficient foster carers to provide placements for looked after children and to improve the placement stability
2. Carry out a review of the Gwent Adoption Service to ensure adoptive placements are available for children for whom adoption is the plan
3. Monitor all looked after children (LAC) and ensure that each has a personal education plan in place, to ensure that all LAC have the opportunity to achieve well in school.
4. Build on the existing leaving care team by developing a 16+ team and ensure the council remains in contact with and supports the children leaving care

**Our priority actions, progress and achievements were:**

Title	Comment	RAG	Overall Status
1. To recruit and support sufficient foster carers to provide placements for Looked After Children (LAC) and to improve placement stability.	Recruiting foster carers for LAC continues to be a priority. Marketing campaigns target potential foster carers who are able to care for children, particularly sibling groups and older children. The Placement Unit plays a critical, active role in ensuring that placements for children and young people meet these priorities.		Complete
	Regular Out of Authority meetings review placements made with Independent Fostering Agencies and where opportunities exist and where appropriate plan for those children in placement be matched to in house carers.		
	The target to recruit 25 additional foster carers relates to the timeframe of the Improvement Objective and proportionately has been exceeded in 2013/14.		
2. Carry out a review of the Gwent Adoption Service to ensure adoptive placements are available for children for whom adoption is the plan.	The review of the Gwent Adoption Service has taken place, as a result of the review it has been agreed that a single integrated Adoption Service for Gwent should be developed. Refer to action 5.		Complete
3. To monitor all looked after children (LAC) and ensure that each child has a personal education plan in place, to ensure that all LAC have the opportunity to achieve well in school.	Processes now set up to ensure Personal Education Plans for LAC are in place. As at March, we had 95.20% of LAC receiving a personal education plan within the first 20 school days. These are also addressed via regular LAC reviews. As at March, we carried out 97.50% of LAC reviews within the timescale. Although the planned end date is 31st March 2014, this is an ongoing priority of the division to regular monitor LAC and their personal education plans.		Complete
4. Build on the existing leaving care team by developing a 16+ team and ensure the Council remains in contact with and supports the children leaving care.	The 16+Team was officially launched in September 2013. Following a period of transfer of cases, the team have now assumed responsibility for all LAC aged 16+ years and their work with vulnerable young people has already received credit from CSSIW. The percentage of eligible young people with Pathway Plans in place has increased to 100% in 2013/14 and the percentage of young people 'in contact at age 19 yrs' has been maintained at 100%. Supporting young people Looked After, Leaving Care and/or facing homelessness will continue to be a priority for the Division going forward in 2014/15.		Complete
5. Contribute to the development of a single, integrated Adoption Service for Gwent	Work continued throughout 2013/14 to develop a regional Adoption Service covering the five Local Authorities in Gwent. Everything is in place for the new service called the South East Wales Adoption Service (SEWAS) to be fully operational on 1st April 2014.		Complete



## The following tables show what has changed as a result of our actions during 2013/14:

### How much have we done?

Title	Comment	Actual	Target	RAG	Result 12 Months Ago
The % of pupils in local authority care aged 15, who leave compulsory education, training or work based learning without an approved external qualification	Annual Indicator.	0.00	0.00		6.06
% Of Children placed with Caerphilly Foster Carers.	Local annual indicator.	47.00	40.00		44
% of LAC that began with a care plan in place	Final - 92/92	100.00	100.00		100
% of LAC with a plan for permanence at due date	Final - 67/67	100.00	100.00		100
The Number of Foster Carers recruited.	Local indicator. New for 13/14	23.00	25.00		N/A

### How well did we do it?

Title	Comment	Actual	Target	RAG	Result 12 Months Ago
% of LAC achieving the Core Subject Indicator at KS3	Final - 6/14	42.90	33.33		34.6
% of LAC achieving the Core Subject Indicator at KS2	Final - 10/14	71.40	64.28		58.3
Average external qualifications points score for LAC	Final - 6428/27	238.10	198.00		157





### Is anyone better off?

Title	Comment	Actual	Target	RAG	Result 12 Months Ago
% Of Children placed with adoptive families during the financial year.	13/276 Local indicator.	4.70	3.00		
% of former LAC in contact at age of 19	Final - 30/30	100.00	100.00		100
% of former LAC in educ/training/employment at 19	Final - 18/30	60.00	75.00		75
% of former LAC in suitable accommodation at 19	Final - 28/30	93.30	95.80		95.8
% of LAC who have had more than 3 placements during the year	Final - 26/276	9.40	6.20		6.9

**Improvement Objective 2:****Improve job opportunities by implementing the Council's Passport Scheme****In 2013/14 we wanted to:**





- Implement the Council's Passport Scheme to create employment and training opportunities

**Our priority actions, progress and achievements were:**

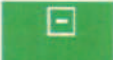

Title	Comment	RAG	Overall Status
2. Action to meet jobs growth Wales target	Our targets have been achieved but further allocation has been given to the team due to volumes of participants waiting to come through the passport model.		Complete
3. Evaluation tender for project evaluation developed and let	Evaluation Tender was completed and Wavehill was the company chosen to evaluate the success of the project. The evaluation started with use of case studies and interviews and has identified some positive key messages and areas to develop. Evaluating further case studies will continue to the end of the project in December 2014.		Complete
4. Implementation of MIS system for report and monitoring of trainees	A Performance Management module has been purchased as part of our existing system and is being used by the team to help monitor and track the outcomes of trainees.		Complete
5. Passport model reviewed and documented	There has been a continuous review of the passport model and any changes are agreed through team meetings, working group and the project board.		Complete

**The following tables show what has changed as a result of our actions during 2013/14:**

**How well did we do it?**

Title	Comment	Actual	Target	RAG	Result 12 Months Ago
% of participants that now feel they are more 'work ready' from being on the Passport Programme	From survey of each participant at the end of their work experience.	100.00	80.00		N/A
Create at least 150 work experiences opportunities each year	Year end result	176.00	150.00		N/A
Create at least 25 apprenticeship opportunities	Year end result	25.00	25.00		N/A
Create at least 40 employment opportunities	Year end result	68.00	40.00		N/A

**Is anyone better off?**

Title	Comment	Actual	Target	RAG	Result 12 Months Ago
% of positive outcomes achieved	Positive outcomes are: participants who have gained employment or gone onto further Education following successful completion of the Passport Programme.	77.00	70.00		N/A
Reduce NEETS - percent of 16 year olds who are not in education, employment or training (NEET)	The Welsh Government's Tackling Poverty Action Plan, published in July 2013, sets a target that the proportion of 16 to 18 year olds not in education, employment or training reduces to 9 per cent by 2017.	4.40	4.00		5.9



**Improvement Objective 3:****Develop an effective and accessible Youth Service that supports the personal and social development of young people****In 2013/14 we wanted to:**

1. We will undertake a comprehensive review of the Youth Service to identify areas of best practice and areas for development. Following the review appropriate recommendations will be implemented in order to improve the service.
2. We will implement a data management system and use data analysis techniques to make evidence based decisions to inform service improvements
3. Deliver a wide range of formal and non-formal accreditation opportunities across all youth service provision by ensuring that we work collaboratively with other services delivering to this age group
4. Work closely with schools and other agencies to identify vulnerable groups and maximise the use of additional resources to provide support to learners
5. Put in place improvement strategies and specific actions to improve outcomes for learners especially at key stages 3 and 4 in order to ensure that pupils gain formal qualifications prior to leaving statutory education.
6. Develop multi-agency working with schools to target identified young people to improve attainment and increase the percentage of young people achieving 5 GCSE's A\*-C, including English and Maths, in order to increase the opportunities to progress into further education or employment.





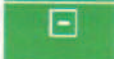
## Our priority actions, progress and achievements were:

Title	Comment	RAG	Overall Status
1. We will undertake a comprehensive review of the Youth Service to identify areas of best practice and areas for development. Following the review appropriate recommendations will be implemented in order to improve the service.	A review of the Youth Service completed and recommendations shared with Senior Management Team, Corporate Management Team and Elected Members in Scrutiny Committee in September 2013. The recommendations have been included within the draft Caerphilly Youth Service Strategy as priorities for action.	-	Complete
2. We will implement a data management system and use data analysis techniques to make evidence based decisions to inform service improvements	Youth Service managers identified the data required to make informed decisions on the future development of personal and social education. Improved information around attendance and the quality of premises is now being collected. A data management system is now in place and is being continually evaluated to ensure that it is an appropriate tool to monitor youth service engagement.	-	Complete
3. Deliver a wide range of formal and non-formal accreditation opportunities across all youth service provision by ensuring that we work collaboratively with other services delivering to this age group	An Accreditation Officer now in place and has increased the number of young people accessing formal and no formal accreditation. Youth workers can also offer qualifications including Duke of Edinburgh, ASDAN, Childrens University, Agored Cymru and local accreditations	-	Complete
4. Work closely with schools and other agencies to identify vulnerable groups and maximise the use of additional resources to provide support to learners	Community Education Managers have established an alignment between Youth Service and EOTAS (Educated Other than at School) to ensure a seamless transition between formal, non-formal and informal learning. The Information Sharing Protocol has been developed and is currently in the final stages of completion. Connecting Communities are now organising joint programmes that will benefit schools and young people.  The joint funding application with Communities First was submitted to Welsh Government in November 2013 and the funding has been granted to employ a youth worker and a family worker, in 4 schools to work with young people using a youth work methodology to actively encourage them to engage in education, employment, training or enrichment activities to develop and enhance their learning.	-	Complete
5. We will put in place improvement strategies and specific actions to improve outcomes for learners especially at key stages 3 and 4 in order to ensure that pupils gain formal qualifications prior to leaving statutory education	Community Education Managers have established an alignment between Youth Service and EOTAS (Educated Other than at School) to ensure a seamless transition between formal, non-formal and informal learning. The New and Expectant Parents project has supported a number of Key Stage 4 girls through formal accreditation, successfully gaining GSCE's in a number of subjects.	-	Complete
6. Develop multi-agency working with schools to target identified young people to improve attainment and increase the percentage of young people achieving 5 GCSE's A*- C, including English and Maths, in order to increase the opportunities to progress into further education or employment	The "Raising Aspirations" project has highlighted the benefits of youth work to support learning and has resulted in a bid to WG, together with Communities First, for "Youth Workers in Schools". This approach of a youth worker, family worker and school, working together based on the school site will be unique to Caerphilly, and aims to collectively support the attainment of young people.	-	Complete





## The following tables show what has changed as a result of our actions during 2013/14:





### How much have we done?

Title	Comment	Actual	Target	RAG	Result 12 Months Ago
Number of young people achieving national accreditation (non-formal and formal)		399.00	160.00		129
Adult Basic Skills enrolments in an academic year	Data is for academic year 2012/2013 ending August 31st 2013.	1463.00	1046.00		1046
Number of young people achieving local accreditation (non-formal and formal)	Information is reported on the previous academic year.	2331.00	1200.00		1188

### How well did we do it?

Title	Comment	Actual	Target	RAG	Result 12 Months Ago
99. % local inspections of selected youth service projects and clubs graded as adequate or above (wording revised 13-14)	A small number (5) of youth clubs were found to be performing under the expected level during the peer assessment process. Interventions were put in place to raise standards, provide support and increase resources	75.00	85.00		N/A
% of pupil attendance in secondary schools	This result is for the Academic Year 12/13	92.00	92.00		91.70

### Is anyone better off?

Title	Comment	Actual	Target	RAG	Result 12 Months Ago
% of 16 year olds who are not in education, employment or training (NEET) in October	The Welsh Government's Tackling Poverty Action Plan, published in July 2013, sets a target that the proportion of 16 to 18 year olds not in education, employment or training reduces to 9 per cent by 2017.	4.40	4.00		5.9
% of new and expectant parents engaged by the service achieving a formal accreditation (pre-16)	New indicator for 13/14 Information is reported on the previous academic year.	100.00	80.00		
% of new and expectant parents engaged by the service achieving a non-formal accreditation (pre and post-16)		100.00	60.00		
% of pupils (including those 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 based learning without an approved external qualification		0.40	0.40		0.42 (9 / 2155)



**Improvement Objective 4:****Improve awareness, access, variety and use of leisure, community and sporting facilities****In 2013/14 we wanted to:**

1. Build a Centre for Sporting Excellence in Ystrad Mynach. This will be developed with a programme of activities for the use of both professional sporting bodies and the local community
2. Develop a Leisure Facilities Strategy to inform priority investment in sports and leisure facilities
3. Engage with schools and parents to ensure that children have the opportunity to learn to swim by the age of 11 years
4. Retain users by developing and implementing a scheme that rewards customer loyalty
5. Grow a skilled and enthusiastic workforce, which includes coaches, tutors and volunteers
6. Introduce a programme to identify and support those who are more able and talented in sport
7. Promote the well-being benefits of being physically active
8. Introduce a 5 a-side soccer arena in Risca






**Our priority actions, progress and achievements were:**

File	Comment	RAG	Overall Status
Build a centre for sporting excellence in Ystrad Mynach	Official launch of new facility May 2014.		Complete
1. Develop a programme of activities at the centre for sporting excellence the use of both professional sporting bodies and the local community	Organisations are being invited to use the new facility which will result in a broad programme of activities to support excellence.		Complete
3. Develop a Leisure Facilities Strategy (to inform priority investment in sports and leisure facilities)	The draft Leisure Facilities Strategy is in circulation for consultation.		In Progress
4. Engage with schools and parents to ensure children are provided the opportunity to learn to swim by the age of 11 years (through the delivery of the Learn 2 Swim scheme)	The new Learn 2 Swim programme has been introduced in all our Swimming Pools. This will contribute to more pupils being able to swim.		In Progress
5. Develop and implement a scheme that rewards customer loyalty	The Smart Rewards scheme is fully operational and aiding retention.		Complete
6. Grow a skilled and enthusiastic workforce, which includes coaches, tutors and volunteers	Volunteers donated almost 8,000 hours of their time which contributes significantly to the delivery of sport in our schools and communities.		Complete
7. Introduce a programme to identify and support those who are more able and talented in sport	The new Centre for Sporting Excellence will support this programme, however, the MAT (More Able & Talented) Scheme has improved in quality and sustainability.		In Progress
8. Promote the well-being benefits of being physically active	The improved use of Social Media has contributed to promoting the service to residents.		In Progress
9. Introduce a 5 a side soccer arena in Risca	The building is complete and is very well used by both the School and the Community.		Complete



**The following tables show what has changed as a result of our actions during 2013/14:**

**How well did we do it?**

Title	Comment	Actual	Target	RAG	Result 12 Months Ago
Number of Visitors to Sport Caerphilly Activities	This is a fantastic year in terms of participation. This final number is 8540 above what was achieved in 2012-2013 and above what was achieved in 2012 (Olympic Legacy year). This is largely due to a target approach working with National Governing Body's of sport and the Sport Relief Mile event at Caerphilly Castle.	86629.00	81000.00		78089
Number of visits to indoor sport facilities (Leisure Centres)	The strong recovery from 3 months lost usage at Newbridge pool and a months pool closure at Risca has resulted in turning round a 52,000 visits off target in September to only 7,000 off target at the end of the year. Even with the pool closure the service has had more actual visitors this year compared to last year.	1296503.	1303510.		1277952
Number of free swim sessions - adults aged 60 yrs and above	Target achieved. Performance on target and above last years actual even with the closures at Newbridge pool for 2 months and Risca pool for a month.	42544.00	42708.00		41871
Number of free swim sessions - children aged 16 yrs and under	Period 6 Feb/Mar - with closures at Risca and Newbridge leisure centres pools resulting in lower free swim numbers for children. Also, Caerphilly LC pool was closed for 2 weeks in December.  A turnaround from almost 4,000 swim off the target in September (month after pool closures) to only 3,200 off target.	24710.00	27963.00		27415
Number Smartcard Holders	Achieved target.	112797.0	112000.0		101211

### Is anyone better off?

Title	Comment	Actual	Target	RAG	Result 12 Months Ago
Number of people participating in the health referral scheme	Achieved target. An increased number of cases with more complex requirements, which can take longer has meant that less overall referrals can be dealt with per year, due to limited instructor time.	910.00	880.00	↑	982
% Pupils in school years 3-6 who report participation in a Sports Club	It is evident that while there appears to be a high number of pupils engaged in clubs outside of school, we have not achieved the overly ambitious target and there needs to be a focus on increasing community engagement.	78.90	88.00	↓	84
% Pupils in school years 7-11 who report participation in a Sports Club	It is evident that while there appears to be a high number of pupils engaged in clubs outside of school, we have not achieved the overly ambitious target and there needs to be a focus on increasing community engagement.	69.50	73.00	↓	68
% Pupils achieving level 5 in KS3 PE assessments	Standards continue to improve in Physical Education.	82.30	83.50	↓	Not recorded.
% Children age 11 yrs able to swim 25 meters	The 58% achieved this year is well under the National target of 91% by 2020. The programme needs a radical overhaul if it is to meet the National Targets set out by Welsh Government. Caerphilly are the lowest performing LA within the Gwent region by some way. For this to improve we need to introduce specialist teachers and intensive swimming lessons but this is dependent on resources becoming available.	58.00	91.00	↓	Not recorded
% School years 3 - 6 participating in sport 3 times per week	This is an increase of 14% from 2011. School Sport Survey Results are biennial.	41.00	30.00	↓	26
% School years 7 - 11 participating in sport 3 times per week	This is an increase of 9% from 2011. School Sport Survey Results are biennial.	38.00	35.00	↓	29
% Young People attending 30 or more sessions in an academic year	We are just below target. Result 1.65% increase on last year and a 5.6% increase over the past 5 years. This indicator is being measured across the region.	7.96	8.00	↓	6.31











**Improvement Objective 5:****Investment in council homes to transform lives and communities****In 2013/14 we wanted to:**







1. work with tenants to actively involve them in achieving the Welsh Housing Quality Standard (WHQS) by running Caerphilly Homes Task Group
2. Implement actions from the Communications Strategy, which is designed to cover the first three year period with monitoring and evaluation of its achievements. It will also set in place development of a clear brand identity
3. The Community will benefit from clauses in contracts that will help local people receive training and gain employment. contracts given to improve the standards of housing will include targeted recruitment and training to create employment and training opportunities for local people
4. Implement environmental improvement programmes that will mean that our Council estates will be safe and attractive environments to live in, complimenting quality houses
5. Select one supplier on a 10 year contract to supply our materials ensuring improved efficiency and our commitment to the local economy. A managed 10 year arrangement will enable a long-term relationship to be developed, helping to sustain local jobs.
6. Develop a programme of community engagement with residents to identify the priorities for improvement from the residents point of view
7. Launch a community Improvement Fund of up to £5,000 per project to support local people to make environmental improvements
8. Ensure Council estates are linked to the wider countryside areas of open green space by enhancing public rights of way or the creation of new access routes.
9. Encourage residents to volunteer to assist in the maintenance of environmental improvements
10. Provide training for Tenant Liaison Officers so they are able to signpost tenants to other support and benefits
11. Ensure there is greater alignment and coordination between WG programmes such as Communities First, Families First and Supporting People and key strategic CCBC initiatives such as the Caerphilly Passport Programme to maximise the social and economic impact
12. Establish a 'Lives and Communications' working group with input from a number of sources, such as Gavo, to help ensure increased resources are ploughed into those areas that need it the most.



## Our priority actions, progress and achievements were:

Title	Comment	RAG	Overall Status
01. The WHQS programme is subject to management and monitoring at a number of levels including work stream lead officers, WHQS project managers, project board, Caerphilly Homes task group / Cabinet sub committee.	Action completed. A programme structure is in place and needs to be sustained.		Complete
02. Procure and award works contracts - Internal and external works contracts at tender stage due to be awarded by December 2013	This action is incomplete. Contract awards remain on hold causing ongoing programme slippage. Report to CHTG (May 2014) and Cabinet (June 2014)		In Progress
03. Procure and award works contracts - DLO Sub Contract	Action completed, Sub Contract Framework is operational and was awarded Sept 13.		Complete
04. Procure and award works contracts - small lots arrangements are under consideration	Action partially completed. Pre Qualification Questionnaire completed, contractors awarded to value bands - first tender anticipated May 2014.		In Progress
05. Develop an engagement plan as a prelude to environmental programme working with residents on the council's housing estates. Commitment has been given to develop priorities for environmental improvements working with residents on the council's housing estates	Action incomplete. No progress due to environmental programme being deferred to 2019/20.		Not Started
06. Additional staff resources need to be recruited to strengthen the WHQS team and manage the large increase in the volume of works	Action partially completed. Staff resources remain under review. Approval given to appoint some additional resources. Appointment of environmental officers deferred. New critical areas are Tenant Liaison Officers, Clerk of the Works and Surveyors.		In Progress
07. We will work with tenants to actively involve them in WHQS by running Caerphilly Homes Task Group (CHTG) and other key work groups.	Action completed. Tenants are actively involved through the CHTG, the Repairs and Improvement Group, the Caerphilly Service Improvement Monitors (CSIMS) and the Older Persons Group. They have all met on a number of occasions during 13/14.		Complete
08. Implement actions from Communications Strategy, which is designed to cover the first three-year period with monitoring and evaluation of its achievements. It will also set in place development of a clear brand identity.	<p>The CHTG meets every 6 weeks to review and make recommendations on the overall strategic direction and allocation of WHQS and Housing Service resources. The group is a consultative group relating to all public housing services, monitors WHQS progress and service improvement commitments, ensures WHQS is consistent with the council's regeneration strategy. The group makes recommendations to Policy and Resources/ Cabinet as appropriate.</p> <p>The Repairs and Improvements Group meets every two weeks has been established to ensure that all repairs and WHQS improvement work is carried out to a high standard and that tenants are getting value for money. Members are involved in the planning, programming, procurement, design, specification, selection and monitoring for all repair and improvement works.</p> <p>Caerphilly Service Improvement Monitors (CSIMS) was set up to monitor the service provided to tenants and feedback the results. The CSIMS are looking at the experience tenants have had with their WHQS</p> <p>Action completed. A communications strategy action plan is required for 2014. Actions implemented during the year included activities to increase methods of engaging informally with tenants, e.g. community events, social media etc. Work is also ongoing to develop a consistent brand for Caerphilly Homes, with the production of numerous communications materials to support work of housing service. Work has also commenced in reviewing the existing structure and content of Caerphilly Homes Internet pages.</p>		Complete



Title	Comment	RAG	Overall Status
09. The community will benefit from clauses in contracts that will help local people receive training and gain employment. Contracts given to improve the standards of housing will include targeted recruitment and training to create employment and training opportunities for local people.	Action partially completed. Progress made in respect of supply partner contract. Further action dependant on decisions regarding internal and external works contracts. Reports on the latter to CHTG (May 2014) and Cabinet (June 2014).		In Progress
10. We will implement environmental improvement programmes that will mean that our Council estates will be safe and attractive environments to live in, complimenting quality houses.	Action incomplete. No progress was made due to the uncertainty that arose over the environmental programme. The timing of the latter has been put back to 2019/20 and the related actions are now likely to be deferred to later in the programme.		Not Started
11. We will select one supplier on a 10-year contract to supply materials ensuring improved efficiency and our commitment to the local economy. This will enable a long-term relationship to be developed, helping to sustain local jobs and provide consistent high quality materials for our homes.	Action completed. The supply partner contract was implemented in June 2013 following a competitive tender process. Robert Price, a local SME was awarded the 10-year contract, and have implemented a local supply chain (for many product ranges) providing local jobs for local people. Community benefits and targeted recruitment and training is a key element of this contract. Robert Price have taken on several young people from the council's Passport Programme, taking one through to permanent employment. This contract is supplying all materials required for the WHQS programme and is an integral part of the programme, a partner at the heart of our delivery. Many new processes and procedures have been implemented in order to achieve a much more streamlined operation, working towards Just-In-Time principles. Since implementing the contract, some 300 properties have been updated using materials purchased via the supply partner, thus supporting the council in continuing to ensure that once the standard is met, it is maintained. The next 12 months will see more changes, which includes supplying all products for reactive maintenance. There are challenging times ahead, but Robert Price are committed to working with the council to achieve the targets set.		Complete
12. Following the appointment of the supply partner, we will review the systems and invest in technology to maximise efficiencies.	Action incomplete. Action will need to be rolled forward into 2014/15.		In Progress
13. We will develop a programme of community engagement with residents to identify the priorities for improvement from the resident's point of view.	Action incomplete. No progress was made due to the uncertainty that arose over the environmental programme. The timing of the latter has been put back to 2019/20 and the related actions are now likely to be deferred to later in the programme.		Not Started
14. We will launch a Community Improvement Fund of up to £5000 per project to support local people to make environmental improvements.	Action completed. The fund was launched in April 2013. Since its launch, over 15 applications have been received from community groups and voluntary organisations. The CHTG has approved only 3 in total because some of the applications required planning permission or failed to demonstrate that their activities would benefit the wider population of tenants and residents. In order to promote the availability of the fund to communities, new promotional material has been developed in order to encourage applications. A feature of the fund was included in the Caerphilly Homes Tenants' Newsletter and regular posts have been made on social media. Members of the team will become more proactive during 2014/15 in promoting the fund at community events and helping organisations complete the application forms in attempt to ensure greater take up.		Complete



Title	Comment	RAG	Overall Status
15. Ensure Council estates are linked to the wider countryside areas of open green space by enhancing public rights of way or the creation of new access routes. The access issues will be incorporated as part of the development of the environmental programme.	Action incomplete. No progress was made due to the uncertainty that arose over the environmental programme. The timing of the latter has been put back to 2019/20 and the related actions are now likely to be deferred to later in the programme.	-	Not Started
16. Encourage residents to volunteer to assist in the maintenance of environmental improvements. This will be part of the engagement process with residents to secure active involvement in project implementation and ongoing maintenance.	Action incomplete. No progress was made due to the uncertainty that arose over the environmental programme. The timing of the latter has been put back to 2019/20 and the related actions are now likely to be deferred to later in the programme.	-	Not Started
17. Provide training for tenant liaison officers (TLOs) so they are able to signpost tenants to other support and benefits.	Action completed. A series of awareness and training sessions have been held for the tenant liaison officers throughout the year in order to enhance their ability to help support and sign post tenants to services that may help meet their needs. 3 days of intensive awareness sessions were held in April 2013 and a further 2 days in June 2013. Topics covered included benefits, mental health, disabilities, drug and alcohol abuse, debt, POVA, Safeguarding Children, Home Safety, Communities First, the Family Information Service, Team around the Family and Health Improvement. Further awareness sessions will be scheduled throughout 2014/15 to ensure that TLO's are able to offer a holistic support and sign posting service to tenants based on the most up to date information.	+	Complete
18. Ensure there is greater alignment and coordination between WG programmes such as Communities First, Families First and Supporting People and key strategic CCBC initiatives such as the Caerphilly Passport Programme to maximise the social and economic impact.	Action partially completed. Informal linkages developed but a new working group unlikely to be established due to the deferment of environmental programme.	-	Partially Completed
19. A "Lives and Communications" working group will be established with input needed from a number of sources, such as Communities First, Families First, Groundwork Caerphilly, GAVO etc to help ensure increased resources are ploughed into those areas that need it the most.	Terms of Reference considered at WHQS Project Board in Nov 13. No further progress made due to the uncertainty that arose over the environmental programme. The timing of the latter has been put back to 2019/20 and the related actions are now likely to be deferred to later in the programme.	-	In Progress



## The following tables show what has changed as a result of our actions during 2013/14:

### How well did we do it?

Title	Comment	Actual	Target	RAG	Result 12 Months Ago
Number of homes brought to WHQS as recorded on annual return to Welsh Government (The number of houses that have achieved WHQS standard in the year)	Awaiting confirmation of final figures for 2013/14. The original target published at the beginning of 2013/14 (of 891) was incorrect, the actual target should have been 80 homes.		80.00		63.00
Number of organisations making successful applications to the Community Improvement Fund (Number of local residents who use the Community Improvement Fund which will make environmental improvements to their external surroundings)		3.00	10.00	<span style="color: red;">-</span>	N/A
The number of local people that have received training as a result of a contract containing a community benefit clause	Only one contract awarded to date for supply partner that requires training opportunities as part of community benefits plan. Similar requirements will be imposed on the works contracts currently subject to due diligence.  This figure includes the number of Jobs Growth Wales opportunities and unwaged work experience opportunities.	5.00	5.00	<span style="color: green;">-</span>	N/A

### Is anyone better off?

Title	Comment	Actual	Target	RAG	Result 12 Months Ago
The number of residents who volunteer to assist in the maintenance of environmental improvements to compliment quality housing	12 applications have been received for grant support under the Community Improvement Fund (CIF). Two CIF applications approved at CHTG Sept 13. A third application approved Dec 13. However, two of the three approved applications cannot be delivered.	1.00	10.00	<span style="color: red;">-</span>	N/A
% of tenants whose homes have been improved internally through the WHQS programme are satisfied with the completed works (The percentage of tenants who's house meets the WHQS standard that are satisfied)	Customer satisfaction surveys have recommenced for the 2013/14 programme. A survey form was finalised following consultation with tenants and the tenant liaison officers. Postal survey and Caerphilly Service Improvement Monitors (CSIMS) face-to-face surveys carried out.	92.00	80.00	<span style="color: green;">-</span>	
The number of local people who have gained employment as a result of a community benefit clause	Only one contract awarded to date for supply partner that requires training opportunities as part of a community benefits plan. Similar requirements will be imposed on the works contracts currently subject to due diligence.  This figure includes the number of Jobs Growth Wales opportunities and unwaged work experience opportunities.	1.00	10.00	<span style="color: red;">-</span>	N/A













**Improvement Objective 6:****Improve the availability of private and public sector housing to reduce the number of residents who may become homeless****In 2013/14 we wanted to:**







1. Offer housing grant to vulnerable households
2. Enforce minimum standards within the private rented sector
3. Engage with private sector landlords via a vibrant landlord forum and the opportunities that will present themselves as a result of the impending mandatory licensing scheme for Welsh landlords and managing agents
4. Successful completion of the active renewal areas at Llanbradach and Senghenydd
5. Provide major and minor works of adaptation to private sector residents
6. Support for mortgage rescue with a range of partners
7. Secure funding to assist an estimated 15 to 20 homeowners over the next 12 months, helping us to intervene with direct payments to prevent repossession
8. Work regionally with local authorities in Gwent on Houses into Homes scheme to increase the number of long term empty private sector properties returned to beneficial use. This will enable landlords to renovate empty run-down residential properties and return them for use as homes for sale or rental
9. Contribute towards the alleviation of homelessness in the borough through the provision of new homes developed in partnership with our housing association partners, including supported/temporary accommodation
10. Consider the impact of welfare reform on council housing tenants and work proactively with tenants affected by the reform, by providing advice and assistance, to minimise the risk of financial hardship and the threat of homelessness
11. Use the housing advice service to promote social lettings accommodation as an alternative form of accommodation to traditional social housing
12. Continue to support the bond scheme to facilitate access into the private rented sector for people unable to find a deposit and advance rent
13. Set up a working group to agree a new administration system for discretionary housing payments used to top up rent shortfalls. The group has agreed to award payments for a maximum time of 3 months, and assist claimants to secure more affordable accommodation
14. Secure the provision of more suitable emergency accommodation
15. Return more empty properties back into beneficial use
16. Work in collaboration with Registered Social Landlords to improve provision








## Our priority actions, progress and achievements were:

Title	Comment	RAG	Overall Status
01. Maintaining the provision of Disabled Facilities Grants in line with demand and improving operational practices to continue the reduction in waiting times.	Action completed. Waiting time in first half of 2013/14, 5.1% lower than in 2012/13 (283.7 days compared with 299 days). Waiting time for 2013/14 to end of Q4 is 292.22 days, 2.27% lower than in 2012/13. Annual target 284 – see evidence table, indicator number 5. Completion date Mar 2014.		Complete
02a. Amendment to procurement practices in respect of Minor Works of Adaptation in an effort to further reduce waiting times for clients.	Action completed. Amended practices piloted during Q1. Formally implemented in Q2. Completed Sept 2013.		Complete
02b. Consider the redirection of recommendations for minor works of adaptation for RSL tenants to the RSL's themselves, thereby increasing available funding for private sector recipients.	Action completed. Piloting a procedure for redirection of referrals relating to RSL tenants to be undertaken during Q1. Amended procedure fully implemented in Q2. Completed Sept 2013.		Complete
03. Develop a Caerphilly landlords website to act as a one-stop-shop for local private landlords for support and information. It will bring together an array of information and will link in our existing council web based services to private landlords.	Action completed. Website launched on 21st October 2013 - <a href="http://caerphillyprivatelandlords.co.uk/about-us/">http://caerphillyprivatelandlords.co.uk/about-us/</a>		Complete
04. Set up an in-house, social lettings agency (SLA) to improve access to private rented accommodation for people in housing need.	Action partially completed. Work on-going. We have met with Carmarthenshire CC SLA manager and have drafted proposals for staffing arrangements. SLA progression will be subject to members' approval. Completion date Mar 2014. A report is expected to go to Policy & Resources scrutiny committee in early 2014/15.		Partially Complete
05. Reconfigure the housing advice section to enhance its focus on homelessness prevention. Recruit a homelessness prevention officer	Action completed. Physical office moves have taken place. A homeless prevention officer recruited and in post since March 2013. Housing pathways interviews have been set up to direct clients to more detailed case specific officers and take preventative homelessness actions. Completion date April 2013.		Complete
06. Improve the emergency accommodation planning for young homeless people (16/17yrs) by transferring the responsibility for the function from social services and partner agencies into one coordinated service hosted by the housing advice centre.	Action completed. Officer in post Oct 2013. Responsibility for the emergency accommodation planning for young homeless people (16/17yrs) has successfully been transferred from social services and partner agencies into one coordinated service hosted by the housing advice centre.		Complete
07. Offer housing grant assistance to vulnerable households to enable them to live safely and independently. (minor works grants)	Action completed. Grants awarded in accordance with the private sector housing renewal strategy. At the end of Q4, we had received 731 enquiries, with 135 Minor Works Grant applications approved. Completion date March 2014.		Complete
08. Where required we will enforce legislation to encourage high standards of accommodation, repair and good management in the private rented sector where properties fall below minimum standards.	Action completed. Where appropriate we take action to ensure that minimum standards are enforced. At the end of Q4, we had responded to 432 service requests. Completion date March 2014.		Complete
09. We will increase engagement with private sector landlords via continuous improvement of a vibrant landlord forum.	Action completed. Landlord forum recently celebrated its 6th anniversary and continues to expand its knowledge on the local Private Rented Sector scene in readiness for the changes due to be introduced by the Housing Bill. Caerphilly private sector landlord website launched on 21st October 2013 - <a href="http://caerphillyprivatelandlords.co.uk/about-us/">http://caerphillyprivatelandlords.co.uk/about-us/</a> Completion date Mar 2014.		Complete



Title	Comment	RAG	Overall Status
10. Implement an exit strategy for the renewal area in Llanbradach.	Action completed. The exit strategy at Llanbradach has worked to plan to meet the formal termination date of 20th April, when the renewal area status terminates.		Complete
11. Offer assistance to those people in threat of losing their home due to mortgage arrears by working with a range of partners under our mortgage rescue scheme.	Action completed. Mortgage rescue partnership with Shelter, CAB and the two housing associations continues and we are now exploring a private rented model for certain mortgage rescue cases. In terms of the model, we are developing independent financial advice and a mechanism to manage properties through the social lettings agency. Independent mortgage adviser appointed on a case-by-case basis to visit and examine in detail the possibility of a mortgage rescue option for 8 clients. In the majority of cases, the level of mortgage arrears and value of the property excludes the option for mortgage rescue.		Complete
12. Funding has been secured to assist an estimated 15 to 20 homeowners with mortgage arrears over the next 12 months; this will enable us to intervene with direct payments to prevent repossession.	Action completed. £10k was obtained to assist mortgage rescue cases. We have used this money to assist 8 households this year. Whilst requests for assistance continue to be received, many affected households are applying too late for this type of help. A comprehensive mortgage rescue brochure has been developed and circulated to relevant teams and partners to mitigate this.		Complete
13. Consider the impact of welfare reform on council housing tenants and work proactively with tenants affected by the reform, by providing advice and assistance, to minimise the risk of financial hardship and the threat of homelessness.	Action completed. Reports on specific actions to mitigate the impact of the welfare reform changes on tenants will be presented to CHTG in January and March 2014. This will include: January - Tenancy review panel terms of reference and procedure, and financial assistance to assist tenants to move. March - Arrears processes and update on impacts of welfare reform. The rents team is making good progress on the target to visit tenants in their homes who are affected by welfare reform. The amount of additional income generated for tenants because of these visits has exceeded its quarterly target. Funding for the support posts, however, has only been secured until March 2015. Although this action has been completed, the visits to tenants will continue during 2014/15.		Complete
14. Continued support for the bond scheme to facilitate access into the private rented sector for people unable to find a deposit and advance rent.	Action completed. The Caerphilly bond scheme continues to be an essential partner for us to work alongside and direct potentially homeless households into affordable accommodation. 66 bonds have been placed this year. On the introduction of the Housing Bill and the discharge of homelessness duty to the Private Rented Sector, there will be a greater than ever need to maintain this partnership. We have further developed the homelessness prevention service by appointing a admin/clerk officer and a tenancy sustainability officer.		Complete
15. Set up a working group to agree a new administration system for discretionary housing payments used to top up rent shortfalls. The group have agreed to award payments for a maximum time of 3 months, and assist claimants to secure more affordable accommodation.	Action completed. The working group has been very effective in the administering discretionary housing payments (DHP) based on the new criteria. The DHP allocation increased ten-fold during the year to accommodate the increase in potentially homeless households due to welfare reform. Housing associations now attending meetings, which take place quarterly.		Complete



Title	Comment	RAG	Overall Status			
16. Secure the provision of more suitable emergency accommodation for people who find themselves homeless.	Action completed. Ty'r Fesen, the short-term family scheme in Caerphilly town centre, opened in April 2013, providing 13 units of accommodation. Ty Croeso has been refurbished to provide a 10 bed emergency homeless supported accommodation for single people aged over 25 years. Ty Croeso handover to the appointed support provider (The Wallich) planned for May/June 2014.		Complete			
17. Contributing towards the alleviation of homelessness in the borough through the provision of new homes developed in partnership with our housing association partners, including supported / temporary accommodation.	Action completed. There are currently three homeless projects in the pipeline, which will, once completed, provide 36 units of supported accommodation for young people (built to meet temporary accommodation standards). Planning has been approved for the Maes y Derwen scheme, which will provide 18 units of supported accommodation. United Welsh Housing Association is currently working with the contractor appointed to deliver the project. The project will take between 12 and 18 months to complete. The nomination agreement between the council and the housing association requires 50% of new developments to be allocated to homeless applicants.			Complete		
18. Work regionally with local authorities in Gwent on "Houses into Homes" scheme to increase the number of long-term empty private sector properties returned to beneficial use. This will enable homeowners to renovate empty run-down residential properties and return them to beneficial use.	Action completed. We are continuing to make use of the Houses Into Homes loans as a viable option for bringing empty properties back into use. We have currently paid out on 5 separate loans valuing in total £291,893.52 and which will provide 13 units of accommodation. Further loan funding totalling £34,549.02 has been drawn down from the central pot in anticipation of the completion of 2 further loans, which will provide 2 further units of accommodation.				Complete	
19. Improving the quality and availability of housing by returning more long-term (6 months and over) empty properties back into beneficial use.	Action completed for 2013/14. This action is an annually recurring action. Work will continue to bring back long term empty properties into use. This will be carried out via the use of loans, on-going grants, advice and guidance for owners and, if need be, the use of legislative powers to enforce sales or compulsory purchase properties. We will continue to work in partnership with United Welsh Housing Association to offer support, advice and other help to owners of empty properties. In conjunction with Empty Homes Wales, we took part in a scheme "#loveyouremptyhome" which provided advice to owners of empty homes, highlighted problems that occur due to properties being left empty and promoted the services we may be able to provide to assist in bringing the properties back into use.					Complete
20. Improve the provision of good quality, affordable housing by working in collaboration with our housing association partners.	Action completed. In 2013/14, our housing association partners will draw down funding from Welsh Government to commence work on the building of 140 units of affordable housing. Construction of these units is currently at different stages of development and we expect some of these units will not be delivered until 2014/15.					



## The following tables show what has changed as a result of our actions during 2013/14:

### How much have we done?


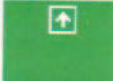

Title	Comment	Actual	Target	RAG	Result 12 Months Ago
The number of council tenants affected by welfare reforms who were visited in their own homes and provided with advice and support to minimise the impact of the changes	The total amount of tenants visited and engaged with during April 2013 to March 2014 amounted to 1666.  Face-to-face support has been provided to tenants: <ul style="list-style-type: none"> <li>• Assistance in completing Discretionary Housing Payment Applications;</li> <li>• Referrals to CAB for money and debt advice appointments; and</li> <li>• Referrals for fast-track employment support to Job Centre Plus</li> </ul>	1666.00	1500.00	↑	N/A
The number of council tenants referred for money and debt advice as a direct result of face to face support on the impact of welfare reforms	A partnership model for provision of money and debt advice is being piloted with the Caerphilly County CAB and key data on the pilot is being collected. The demand for the CAB debt clinics continue to increase. A full review and outcome report has been undertaken of the debt clinic provision.	335.00	120.00	↓	N/A

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### How well did we do it?

Title	Comment	Actual	Target	RAG	Result 12 Months Ago
The average number of calendar days taken to deliver a Disabled Facilities Grant	Qtr 4 figure - a number of complex DFGs were completed in Q4 which take longer to undertake. Also, several adaptations that had been delayed by clients were also completed, which also increased the average time taken. This years cumulative figure for year is 292.22 Last years cumulative figure for the year was 299, so although we did not reach our target for this year, we have achieved a 2.27% increase in our performance compared to 2012/13.	302.80	284.00	+	296
The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the Disabled Facilities Grant process is not used	Qtr 4 figure. Cumulative figure for year is 39.37 days.	38.17	40.00	↑	39

### Is anyone better off?

Title	Comment	Actual	Target	RAG	Result 12 Months Ago
The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	Qtr 4 figure. Cumulative figure for year is 90.73%, which exceeds the target of 85%. The drop in performance in Q4, can be explained by the fact that there were more cases in Q4 where homelessness was not preventable and those clients were in priority need and requiring immediate emergency accommodation. This is reflected in our B&B figures which are in the low 40s now - the highest they've ever been. In addition, the welfare reform cuts for housing benefit to under 35s has started having effect and affordability of accommodation in the private rented sector.	84.78	85.00		82.22
Percentage private sector dwellings returned to occupation that had been unoccupied for more than 6 months due to direct action from CCBC	Quarterly cumulative - target apportioned over each quarter.	3.83	3.60		3.10
The value of financial savings generated for tenants as a direct result of face to face support on the affect of welfare reforms	The total value of savings generated for tenants as a direct result of face to face visits for the year, amounts to £458,709.27. This does not include savings generated for tenants as a direct result of signposting only savings that can be quantified.	458709.2	150000.0		N/A





## CABINET – 17TH SEPTEMBER 2014

### PUBLIC INTEREST TEST – EXEMPTION FROM DISCLOSURE OF DOCUMENTS PARAGRAPHS 14 & 16 SCHEDULE 12A LOCAL GOVERNMENT ACT 1972

**SUBJECT: UPDATE ON ONGOING LITIGATION IN RESPECT OF A  
PROCUREMENT RELATED MATTER**

**REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES**

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I have considered grounds for exemption of information contained in the report referred to above and make the following recommendations to the Proper Officer:-

#### **EXEMPTIONS APPLYING TO THE REPORT:**

Information relating to the financial or business affairs of any particular person (including the Authority holding that information) (paragraph 14).

Information in relation to which a claim to legal professional privilege could be maintained in proceedings (paragraph 16).

#### **FACTORS IN FAVOUR OF DISCLOSURE:**

There is a public interest in the way in which the Council enters into contractual arrangements and manages its financial affairs.

(Paragraph 16 is an absolute exemption)

#### **PREJUDICE WHICH WOULD RESULT IF THE INFORMATION WERE DISCLOSED:**

The report contains detailed sensitive information in relation to the proposed mediation in ongoing litigation in respect of a procurement related matter. The disclosure of the information contained in the Report is considered to be prejudicial to the interests of the Council in this matter as revealing this information at this stage has the potential to prejudice the successful outcome.

#### **MY VIEW ON THE PUBLIC INTEREST TEST IS AS FOLLOWS:**


That paragraphs 14 and 16 should apply. I am mindful of the need to ensure the transparency and accountability of public authorities for decisions taken. However disclosure of the sensitive information contained in the report at this stage could be prejudicial to the interests of the Council in this matter. Furthermore the report contains details of the legal advice received in this matter which is legally privileged.

The information is not affected by any other statutory provision which requires the information to be publicly registered.

On that basis I feel that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider these factors when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.

**RECOMMENDED DECISION ON EXEMPTION FROM DISCLOSURE:**

On the basis set out above I feel that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, and that the report should be exempt.


Signed: 

Dated: 4th September 2014

Post: Interim Deputy Monitoring Officer

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I accept the recommendation made above.

Signed:   
\_\_\_\_\_  
Proper Officer

Date: 4/9/14



By virtue of paragraph(s) 14, 16 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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