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**Date: 23rd September 2015**

Dear Sir/Madam,

A meeting of the **Cabinet** will be held in the **Sirhowy Room, Penallta House, Tredomen, Ystrad Mynach** on **Wednesday, 30th September, 2015** 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

	Pages
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 2nd September 2015.	1 - 4

To receive and consider the following reports on which executive decisions are required: -

A greener place Man gwyrddach



4	Rural Development Plan (RDP) Funding 2014-2020.	5 - 28
5	Proposed Inspection Programme for Council Properties.	29 - 38

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

6	Local Development Plan 2015 Annual Monitoring Report.	39 - 50
7	Bute Town Conservation Area Appraisal and Conservation Area Management Plan (CAA and CAMP) Final Draft 2015.	51 - 56
8	Annual Performance Report 2014/15.	57 - 214

**Circulation:**

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

And Appropriate Officers.



## CABINET

### MINUTES OF THE MEETING HELD AT PENALLTA HOUSE, TREDOMEN ON WEDNESDAY 2ND SEPTEMBER 2015 AT 2.00 P.M.

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#### PRESENT:

Councillor K.V. Reynolds - Chair

#### Councillors:

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

#### Together with:

C. Burns (Interim Chief Executive), C. Harray (Corporate Director Education and Community Services), N. Scammell (Acting Director of Corporate Services)

#### Also in Attendance:

C. Jones (Head of Performance and Property Services), H. Morgan (Senior Committee Services Officer)

#### 1. APOLOGIES FOR ABSENCE

Apologies for absence had been received from D. Street, Corporate Director Social Services.

#### 2. DECLARATIONS OF INTEREST

Councillor D.V. Poole sought advice as to whether, as he had previously met its representatives, he was required to declare an interest in the report on Fleur De Lys Boxing Club. He was advised that as his interest was neither personal or prejudicial he was not required to declare an interest.

There were no declarations of interest received at the beginning or during the course of the meeting.

#### 3. MINUTES - 29TH JULY 2015

RESOLVED that the minutes of the meeting held on 29th July 2015 (minute nos. 1 - 9) be approved and signed as a correct record.

## **MATTERS ON WHICH EXECUTIVE DECISIONS WERE REQUIRED**

### **4. FLEUR DE LYS BOXING CLUB**

Consideration was given to the report which sought approval to grant a further 24 month period of occupation via a Licence to Fleur De Lys Boxing Club to enable them further time to secure the necessary funding to undertake building improvements and an extension. Should they be successful during this period, it is recommended that the site be leased to the Boxing Club on terms to be agreed (as approved at Cabinet on 2nd July 2013).

Members were reminded that at its meeting on 2nd July 2013, Cabinet had agreed in principle that the Former Pengam Boys and Girls Club be leased to Fleur De Lys Boxing Club on terms to be agreed by the Head of Performance and Property Services and that a Licence be granted to formalise the occupation and to set out the building management responsibilities. It was also agreed at that time that in the event that the Boxing Club fail to develop a suitable business case and secure the necessary funding within 24 months of the agreement in principle, a further Cabinet report would be presented.

The Club were granted a lease and occupy the premises for the purposes of a boxing club. However, in that further work is required to develop the business case prior to the relevant funding applications being submitted, it is requested that the current licence be extended for a further 24 month period. This will enable the Club to continue developing their plans with the view of securing the necessary funds to undertake the proposed building improvements, and in the event that they are successful, enable the lease to be formalised. In the interim period, it is proposed that the Licence be extended and the building management arrangements continue as per the current provisions.

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 report:-

- (i) the club be granted a further 24 month period in which to continue to develop their plans;
- (ii) the Licence be extended for a further 24 months from the expiration of the original 2 year period, and all other arrangements, including building management arrangements, continue as per the current provisions;
- (iii) the details of the terms of the lease be delegated to the Head of Performance and Property, in consultation with the Cabinet Member for Performance, Property and Asset Management.

### **5. CABINET FORWARD WORK PROGRAMME**

The report sought Members' approval of the updated Cabinet Forward Work Programme for the period September to December 2015.

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 report, the Forward Work Programme, as detailed in Appendix 1, be endorsed.

The meeting closed at 2.15pm

Approved and signed as a correct record subject to any corrections made at the meeting held on 30th September 2015.

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CHAIR

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## CABINET – 30TH SEPTEMBER 2015

**SUBJECT: RURAL DEVELOPMENT PLAN (RDP) FUNDING 2014-2020**

**REPORT BY: CHIEF EXECUTIVE**

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### 1. PURPOSE OF REPORT

- 1.1 To update Cabinet on the Rural Development Programme (RDP) and obtain Cabinet's endorsement for the commencement of the RDP within Caerphilly and Blaenau Gwent County Boroughs.

### 2. SUMMARY

- 2.1 Following on from the Cabinet report dated the 12<sup>th</sup> November 2014, the following milestones have been met:
- Since submission of the draft LDS in September 2014 amendments have been made following requests for further information and confirmation has been received from Welsh Government that it has met the required quality threshold.
  - The Welsh Government has approved the Caerphilly and Blaenau Gwent Local Action Group (LAG) status including Caerphilly County Borough Council as the 'Administrative Body'.
  - The European Commission has formally approved the Welsh Government's Wales RDP Programme.
  - Formal Funding Approval Letters have been received from the Welsh Government confirming that the LEADER budget allocation for the RDP in Caerphilly and Blaenau Gwent County Boroughs is £2,642,994.
- 2.2 As officers have now received the formal Funding Approval letters from the Welsh Government, Cabinet is being asked to endorse the commencement of the RDP Programme within Caerphilly and Blaenau Gwent County Boroughs.

Meaning of acronyms used in this report:

- LAG – Local Action Group – The Caerphilly and Blaenau Gwent Local Action Group contains representatives from the public, private and voluntary/community sectors, set up to oversee the delivery of the RDP in Caerphilly and Blaenau Gwent County Boroughs. It is also responsible for making decisions on the allocation of funding for procured projects funded through the RDP's Implementation budget.
- LDS – Local Development Strategy – The over-arching strategy document guiding the RDP in Caerphilly and Blaenau Gwent County Boroughs.
- LEADER - *Liaison Entre Actions de Développement de l'Économie Rurale* – The approach under Axis 4 of the RDP meaning 'Links between the rural economy and development actions'.
- RDP – Rural Development Programme – An investment programme funded through the European Agricultural Fund for Rural Development which aims to improve resilience and promote transformational change in agriculture, forestry and rural communities.

### **3. LINKS TO STRATEGY**

- 3.1 The RDP LEADER programme is a regeneration initiative for rural areas delivered through community engagement and development. It has a broad set of themes including natural and cultural resources, micro enterprise support, basic services for communities and community energy. As such it contributes to a range of local economic, regeneration and social inclusion strategies and a number of priorities within the Single Integrated Plan.

### **4. THE REPORT**

- 4.1 The Welsh Government has confirmed the LEADER budget allocation for the RDP in Caerphilly and Blaenau Gwent County Boroughs as £2,642,994. Amendments were made to the LDS following feedback from the Welsh Government. These amendments included revisions to the Local Action Group Terms of Reference, the production of Statement of Controls and clarifications on match funding. As a result of these amendments the Welsh Government has confirmed that the LDS has reached the required quality threshold. Additionally, the Welsh Government has approved the Local Action Group status and Caerphilly County Borough Council as the 'Administrative Body'. The RDP will run for 6 years to 31<sup>st</sup> December 2021.
- 4.2 The RDP will be overseen by the Caerphilly and Blaenau Gwent Local Action Group (LAG), which will comprise local stakeholders from Caerphilly and Blaenau Gwent County Boroughs, Welsh Government and other organisations. The LAG will oversee the delivery of the Local Development Strategy (LDS) and will focus on working with rural people, communities and businesses to develop projects and ideas and add value through networks and local supply chains within eligible Wards. The LAG will be responsible for making decisions on the allocation of funding for projects funded through the RDP's Implementation budget.
- 4.3 The LAG will be bound by its own Terms of Reference (attached for reference). The LAG is made up of 18 members containing representatives of the private, public and voluntary/community sectors. The CCBC Cabinet Member for Regeneration, Planning and Countryside has a standing membership on the LAG, as will a Member from Blaenau Gwent County Borough Council. In order for the LAG's decisions and meetings to be quorate, a minimum of 8 members or 33% of the voting membership (whichever is the greater), need to be in attendance.
- 4.4 Caerphilly County Borough Council, in its capacity as the 'Administrative Body', has the power to veto LAG decisions if the LAG's decisions are deemed by the Administrative Body to be non-compliant, ineligible or in breach of EU or other Regulations or Legislation. This protects both the LAG and Caerphilly County Borough Council by ensuring that the decisions made by the LAG are compliant and lawful.
- 4.5 Following consultation, the terms of reference will be amended in accordance with the requirements of the Council's Head of Legal Services to strengthen the governance arrangements.
- 4.6 Caerphilly County Borough Council will act as the 'Administrative Body' for the RDP in Caerphilly and Blaenau Gwent. The lead programme management will be undertaken by CCBC Regeneration and Planning and the financial management and compliance undertaken by CCBC Corporate Finance. Officers have been working with colleagues in Blaenau Gwent County Borough and a Service Level Agreement is currently being drafted which will formalise the working arrangement with Blaenau Gwent CBC.

### **5. EQUALITIES IMPLICATIONS**

- 5.1 Equalities issues are addressed through the RDP LEADER programme. Equal Opportunities, Tackling Poverty and Exclusion, and the Welsh Language are all cross cutting themes within the Local Development Strategy and form part of the criteria against which the submission will



be assessed. Current RDP project work also supports the Council in achieving a number of the Council's own Strategic Equality Objectives, particularly SEO 3 (Physical Access) and SEO 4 (Communication Access).

## **6. FINANCIAL IMPLICATIONS**

- 6.1 The LEADER budget has been confirmed as £2,642,994. As previously reported, the new RDP has an agreed match funding budget of £103,410 p/a which has been factored into and agreed in the Medium Term Financial Plan and represents a £11,000 saving on the previous programme.
- 6.2 The £103,410 funding represents Caerphilly County Borough's Council's contribution to the RDP and will cover match funding for staff costs and overheads as well as unfunded/ineligible costs associated with the RDP. Should any other organisations/groups wish to bid in for funding to the RDP LEADER Implementation budget, they will need to provide their own match funding.
- 6.3 The Administrative Body (Running and Animation) costs are 100% funded by RDP and cover officer time and some overheads in Regeneration and Planning and Corporate Finance, together with costs associated with running the LAG and promoting the programme.
- 6.4 The remaining costs (Implementation) are allocated for the delivery of the RDP including delivery staff and procured projects.

## **7. PERSONNEL IMPLICATIONS**

- 7.1 Under the current RDP structure, there are 9 posts employed within the Countryside & Landscape Service on fixed term contracts, in accordance with the funding arrangements.
- 7.2 Other staff from Corporate Finance and Planning and Regeneration will be part-funded through the RDP Programme but are on permanent contracts.

## **8. CONSULTATIONS**

- 8.1 All responses from consultations have been incorporated in the report.

## **9. RECOMMENDATIONS**

- 9.1 Cabinet is asked to endorse the commencement of the RDP Programme in Caerphilly and Blaenau Gwent CBs.

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

- 10.1 To ensure that Caerphilly county borough continues to benefit from the funding and opportunities offered by the RDP LEADER programme.

## **11. STATUTORY POWER**

- 11.1 Local Government Acts 1972 and 2000.

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Consultees: Cllr Ken James – Cabinet Member for Regeneration, Planning & Sustainable Development  
Chris Burns – Interim Chief Executive  
Pauline Elliott – Head of Regeneration & Planning  
Lynne Donovan – Acting Head of Human Resources and Organisational Development  
Mike Eedy – Finance Manager  
Paul Adams – Senior Assistant Accountant  
Phil Griffiths – Manager, Countryside & Landscape Service  
Paul Cooke – Team Leader, Sustainable Development & Living Environment  
Allan Dallimore – Team Leader, Urban Renewal  
Tina McMahon – Community Regeneration Manager, Community Regeneration  
Ian MacVicar – Group Manager, Operations  
Antony Bolter – Group Manager, Strategy and Funding  
Dave Roberts – Principal Group Accountant, Corporate Finance  
Paula Beaman – Grants Manager, Corporate Finance  
Gail Williams – Acting Head of Legal Services & Monitoring Officer  
Lisa Lane – Solicitor, Legal Services  
David Thomas – Senior Policy Officer (Equalities & Welsh Language)  
Shaunna Barnett – HR Officer  
David Ware – Principal External Funding Officer, Blaenau Gwent County Borough Council

Background Papers:

RDP Staff Structure

Caerphilly and Blaenau Gwent Local Development Strategy

Cabinet Report 12<sup>th</sup> November 2014

Welsh Government LEADER Guidance Notes

Appendices:

Appendix 1 Caerphilly and Blaenau Gwent Local Action Group Terms of Reference

# Caerphilly and Blaenau Gwent Local Action Group (CBGLAG)

## Terms of Reference

### 1. Name and Background

**1.1** The name of the Local Action Group is the 'Caerphilly and Blaenau Gwent Local Action Group' hereinafter referred to as 'The CBGLAG'

**1.2** The CBGLAG is a local level strategic group of public, private, local socio-economic partners committed to working together to deliver the Caerphilly and Blaenau Gwent Local Action Group's Local Development Strategy in accordance with the RDP LEADER programme 2014 – 2020.

### 2. Purpose

**2.1** The CBGLAG is concerned with matters relating to the growth, success and development of Caerphilly and Blaenau Gwent's rural economy. The tasks of the LAG are defined by Article 34 of the Commission Regulation 1303-2013.

The functions of the CBGLAG are:

- (a) Building the capacity of local actors to develop and implement operations including fostering their project management capabilities.
- (b) Drawing up a non-discriminatory and transparent selection procedure and objective criteria for the selection of operations, which avoid conflicts of interest, ensure that at least 50 % of the votes in selection decisions are cast by partners which are not public authorities, and allow selection by written procedure.
- (c) Ensuring coherence with the local development strategy when selecting operations, by prioritising those operations according to their contribution to meeting that strategy's objectives and targets.
- (d) Preparing and publishing calls for proposals or an on-going project submission procedure, including defining selection criteria.
- (e) Receiving and assessing applications for support.
- (f) Selecting operations and fixing the amount of support and, where relevant, presenting the proposals to the body responsible for final verification of eligibility before approval.
- (g) Monitoring the implementation of the community lead local development strategy and the operations supported and carrying out specific evaluation activities linked to that strategy.

**2.2** The CBGLAGs appointed Administrative Body is Caerphilly County Borough Council. The Administrative Body's function is to support and advise the CBGLAG on compliance, eligibility and suitability of projects and other aspects of the CBGLAG

operations. The Administrative Body is able to veto a decision by the CBLAG if the CBLAGs decision is deemed to be ineligible, non-compliant or in breach of EU or other Regulations and legislation.

**2.3** The Administrative Body will report on progress of the RDP and the operations of the CBLAG to Caerphilly County Borough Council via Scrutiny or other reporting mechanism.

### **3. Structure and Membership**

**3.1** It is a regulatory requirement for the CBGLAG to be composed of representatives of public and private local socio-economic interests, in which, at the decision-making stage, neither public authorities nor any single interest group can represent more than 49% of the voting rights. Officers and other organisations/partners can be invited for individual meetings in contribution to shared issues and for the purposes of providing advice but will have **no voting rights**. Representatives from the Administrative Body will attend all LAG meetings.

**3.2** The CBGLAG shall have a membership of no less than 18 members drawn from 3 sectors: Public, Private and Third. The CBGLAG must have enough representatives present so that it reflects the breadth of the public organisations, the companies and the Third sector organisations in the CBGLAG area.

**3.3.** Individual members should represent only one organisation for the purposes of the CBGLAG.

**3.4** Applications and opportunities to join the CBGLAG shall be made available through representatives of the Administrative Body, the CBGLAG website, social media and through other suitable forums. Members of the CBLAG will either work, live, have an interest in the CBGLAG area or have valuable experience which can support the CBGLAG in delivering the Local Development Strategy. Members of the CBLAG will be expected to attend all meetings, failure to attend CBLAG meetings may result in the cancellation (by written notice) of membership of the CBLAG.

**3.5** The Chair and Vice-Chair of the CBLAG shall be elected on an annual basis.

**3.6** CCBC Cabinet Member for Regeneration, Planning and Countryside shall have a standing membership representing the public sector Administrative Body. Additionally, a Member from BGCBC will also have a standing membership on the CBGLAG.

### **4. Procedures**

**4.1** In order for any vote to be passed by the CBGLAG, a quorum of at least 8 (or 33.3% whichever is greater) members must be present and ensuring that no single interest group of either public, private or local socio-economic sectors make up more than 49% of the quorum. If a quorum is not reached then a process of written procedure can be enacted – this written procedure will ensure that the no more than 49% single interest rule is maintained. For clarity ‘Single Interest Groups’ shall be defined as including the three main sectors – public, private and local socio-economic but also other ‘Interest Groups’ for example: farming, local authority, an individual company or an individual organisation which may have a number of staff members on the CBGLAG.

**4.2** Details of each application will be circulated to members via written procedure and a timescale of one week be given for response including declaration of interest.

All members are required to declare any conflicts of interest in matters arising at the beginning of each meeting. CBGLAG Members' areas of interest and location will be recorded on initial application forms to become members of the CBGLAG and will be used as reference in identifying conflicts of interest.

**4.3** The CBGLAG will assess any appeals regarding the outcome of a project selection process (for further details see Appendix 1 and 2) at the following CBGLAG meeting. An appeals criteria shall be identified by the CBGLAG and each appeal be assessed using this criteria. Each project application that has failed to receive a favourable vote at its first presentation to the CBGLAG shall have the right to appeal that decision. The decision of the CBGLAG at appeal will be final.

**4.4** Meetings shall occur at least quarterly for the duration of the programme. Additional meetings may be called by the Chair of the CBGLAG as and when necessary. A date for the next meeting will be set at the end of each meeting and an agenda circulated 7 days before the date of the following meeting.

**4.5** An open communication policy will be adopted by the members and if required the administrative body can act as facilitator for these communications.

## APPENDIX 1 – PROJECT ASSESSMENT AND APPRAISAL

The LAG intends to employ a Project Appraisal format to encourage a clear and transparent process conducive to designing and implementing projects to ultimately address issues and improve the quality of life across the LDS area.

The Local Action Group's Local Development Strategy sets out the desired outcomes and vision for the combined Caerphilly and Blaenau Gwent area. The appraisal is a tool to help the LAG choose the best projects and project deliverers to achieve these outcomes.

The format will enable the LAG to make informed decisions when selecting projects which:

- Are deliverable, effective and provide the best value in delivering results
- Contribute effectively to the achievement of the desired outcomes in the Local Development Strategy
- Actively involve key partners, stakeholders and beneficiaries in the rural population covered by the LDS
- Take appropriate account of the needs of people, primarily in the approach of LEADER
- Are sustainable (benefits will continue even when the funding/support ends) and therefore have identified appropriate sources of mainstream or other funding to supplement the LEADER funding and enrich the project's delivery.
- Employ effective and sensible ways of managing risk, especially with highly innovative proposals
- Properly monitored and managed
- Will be monitored and evaluated so the LAG learns what works well and what does not.

In order to consider procurement option, the LAG and its Administrative Bodies recognises the need to answer a set of key fundamental core assessment questions relating to the Programme Objectives, Assessment Criteria and the Application Process:

1. Is the project relevant to the LDS themes?
2. What will be delivered?
3. Is the project feasible?
4. Does the project make sense?

The LAG intends that assessment process should strike the right balance between programme focus and need for details

### **Core assessment criteria:**

In addition, the following key core assessment criteria will be considered during the assessment process.

#### **1. Content-related Criteria Project outcomes and benefits**

- Whether the project has been adequately developed enough by the applicant to deliver outcomes based on the aims and themes of the LDS. For example, hitting one of the 5 priority themes. **The LAG envisages that this will**

**initially be determined at the Expression of Interest (EOI) and associated on-site presentation stage (see process diagram p. 11)**

- The value of the project proposal for the LDS area will be assessed in terms of added value to local investment, cooperation, innovation and the socio-economic effect of the project on the programme area.
- The level of benefit from the activities and outcomes of the project that the LDS stakeholders beyond the immediate project partners will benefit from the activities and subsequent outcomes of the project;
- The range of impacts (taking into account aims and themes of the LDS) the type and potential scale of impacts arising from the project( direct; e.g. job creation, cooperation, technology development, or indirect such as quality of rural life improvements resulting from the project)
- Potential of the project to foster innovation;
- Key indicators either quantitative or qualitative
- The level at which the project proposal will contribute to the wider objectives. The LAG envisage that this will include other strategies and policies at national, regional, local and EU level plus other programmes and projects.
- The activities of the project proposal and their relevance to the LEADER cross-cutting themes

**Potential Project beneficiary involvement**

- Applicants will be asked to outline and confirm the benefits to the beneficiaries as a result of their involvement with the project and the benefits to the delivery of the project delivery and achievements as a result of beneficiary involvement in the application bid process.
- The LAG will be actively seeking evidence of high levels of interaction by beneficiaries in the project development and a substantial buy-in, demonstrating real commitment. Key indicators for assessment would be; involvement in setting the project's objectives, detailed Letter(s) of Support confirming such details from a wide range of partners and beneficiaries. The LAG recognises that these should include appropriate relevant information to the proposal.
- The match contributions made to the project in cash. Applicants will be asked to outline how match will be sought
- The appropriateness, relevancy and level of key beneficiaries involved in the project will be assessed. If the LAG feels that there are key beneficiaries not

involved in the process an explanation will be requested if it is not already indicated in the EOI/Final Application Form.

- The extent to which this interaction may lead to new links and partnerships between beneficiaries and project deliverers.

## **2. Implementation-related Criteria-Mechanisms of Project delivery**

### **Partnership/Management of Project**

- The LAG recognises that a key element in assessing an appropriate and effective Project Deliverer is the applicants proven ability to deliver projects. Therefore, the LAG propose to include a section in the Expression of Interest element inviting the applicant body to outline their '**Previous Track Record**'. The LAG expects this to include such details as:
  - *Summary of recent knowledge*
  - *Specific expertise within the delivering body?*
- Applicants will be requested to ensure that appropriate management is in place to ensure best possible success. The LAG will ensure that there will be opportunity for applicants to confirm this by outlining relevant systems and staffing.
- In tandem with this, LAG will expect to see how potential Project deliverers will ensure the effectiveness of methods and associated activity plus the project's range and scope.

### **Methodology (work programme)**

- The LAG will ensure that all applicants have adequate opportunity to outline an appropriate and detailed work programme (FULL APPLICATION); this will be in the form of a template or Gantt Chart outlining activities including; milestones and details of any activities to be undertaken by project partners.
- As a result, the LAG will be able to assess and appraise clearly whether the project can be delivered within the time-frame and with the resources requested.
- The LAG envisage that this 'Description of proposed work' section (as it shall be known) should include:
  - *Background to the proposed work, including a description of any previous initiative built on.*
  - *Key objectives – tying in with relevant themes and priorities including cross-cutting themes etc.*
  - *Anticipated outputs*



- *Summary of contributions from partner's cash, in-kind etc.*
- *A firm justification of resources*

### **Budget**

- Is the amount requested in reasonable relation with proposed outcomes? The LAG will require applicants to address key questions on financing the project proposal including whether the project is affordable; Potential funding splits between LEADER funds and project deliverers etc. and whether there is scope for additional financing sources for the proposed project.

### **Communication**

- Will the project be effectively communicated? The LAG will need to see a consistency of communication activities following themes, beneficiary needs, proposed activities and outcomes. As well as illustrating their own Strategy, applicants will also be expected to be fully engaged with the proposed LDS Communications Plan including dissemination of activities.

### **Project Sustainability**

- Applicants will be assessed on how they envisage the uptake and use by users after the proposed project's end, or LAG involvement, will be ensured. The LAG recognises its role in signposting other funding sources, including other European funding streams as part of its commitment to mainstreaming.
- The LAG will expect to see commitment to long-term updating of data through the project and continual appraisal.
- The LAG will expect to see that the applicants have taken into consideration the beneficiary's demand for the project and whether it is likely to increase, decrease or remain constant (depending on aims and focus of the project);

### **Project Risk Management**

The LAG recognises that achieving the value for money that justifies a proposed project also depends on the ability of the deliverer to identify analyse and allocate project risks adequately. This is likely to be the case with more innovative projects so in order to instil confidence in not only potential project partners, but also the LAG, applicants will therefore be required to evidence that they have taken this into account by answering the fundamental questions of:

- *What are the key sources of risk in the proposed project?*
- *What is the optimal risk allocation and risk management strategy?*

Thus, at the project identification stage, the LAG and its advisers need to undertake a broad assessment of the risks that arise from the project requirements. Applicants

will also be made aware that risk management is an on going process which continues throughout the life of a project. As part of the Guidance Notes in the application pack , applicants will be asked to consider these five stages:

- **Risk identification:** *the process of identifying all the risks relevant to the project*
- **Risk assessment:** *determining the likelihood of identified risks materialising and the magnitude of their consequences if they do materialise;*
- **Risk allocation:** *allocating responsibility for dealing with the consequences of each risk to one of the parties to the contract, or agreeing to deal with the risk through a specified mechanism which may involve sharing the risk;*
- **Risk mitigation:** *attempting to reduce the likelihood of the risk occurring and the degree of its consequences for the risk-taker*
  - **Risk monitoring and review:** *monitoring and reviewing identified risk*

### **Project Proposal Application process**

It is the aim of the LAG to ensure a clear and transparent process in order to successfully procure projects. Therefore, we aim to make the Application process as user-friendly as possible by applying the following methodology to the application paperwork both for the Expression of Interest and Final Application forms;

- Coherent terminology (Objectives, aims, beneficiaries) backed up with a 'Glossary of Terms' if necessary.
- User-friendly language – for applicants and LAG members to ensure a clear appraisal and fair assessment for both. Ensuring a clear difference between questions (what is required in each section, not to repeat answers, clearer for LAG and applicants)
- Overview tools (tables, summaries)

### **Project Proposal 'checklist' for applicants**

The LAG believes it important to include this element in the Application process as not so much a checklist but more of an aid memoir or even 'self-assessment' mini-process. This also contributes to making the appraisal criteria accessible to applicants in the interests of transparency.

In order to ensure a productive and positive application, assessment and appraisal process, the LAG will ensure that applicants will be aware of the type of issues the assessment and appraisal process will be focusing on.

Applicants will be encouraged to take these into account and this will be in addition to straightforward EOI/Application Form questions. It is envisaged that this will encourage applicants to think carefully not only about their Final Application but also and arguably most importantly, on ensuring a strong EOI/Presentation proposal.

Applicant's self-assessment questions will be as follows:

1. *Is the proposal clear in its focus and beneficiary community?*

2. *Is the proposal clearly driven by beneficiary need?*
3. *Has the applicant checked that the proposed activities are eligible?*
4. *Is it clear that partners, stakeholders and other users as appropriate, have been involved in working up the project proposal?*
5. *Is the proposal focussed on impact? Will the work result in clear outputs/outcomes?*
6. *Does the proposal clearly demonstrate the proposal's potential impact and is in line with the principles, aims and targets of the LDS?*
7. *Does the proposal acknowledge any similar activities being undertaken in the same thematic/geographic LAG area? If the same or similar are available elsewhere, how does the application add value? N.B. The LAG are aware that this mainly applies to non-restricted 'open call' projects.*
8. *Is there a robust project management structure and processes in place?*
9. *Is there a clear and realistic timescale?*

### **Procurement Call for Projects and Process**

The LAG proposes an 'Open Call' with deadline and two-step approach incorporating both Expression of Interest Stage and a Final Application Stage for its procurement of projects.

The LAG believes that this will have advantages in that

- *Condition can be changed (themes, manual etc.)*
- *It will allow more publicity per theme and have a definite deadline.*
- *More focused LAG meetings for assessment etc. therefore ensuring a level of consistency in appraisal*

The format has been devised to coincide with Quarterly meetings of the Local Action Group to assess and appraise final applications in the process. These will also tie in with four predetermined themes, which although at first appear restrictive, will incorporate enough flexibility to accommodate a wide range of projects. (to tie in with 4 x LAG cycles and theme)

The LAG does however recognise that this method would have implications of:

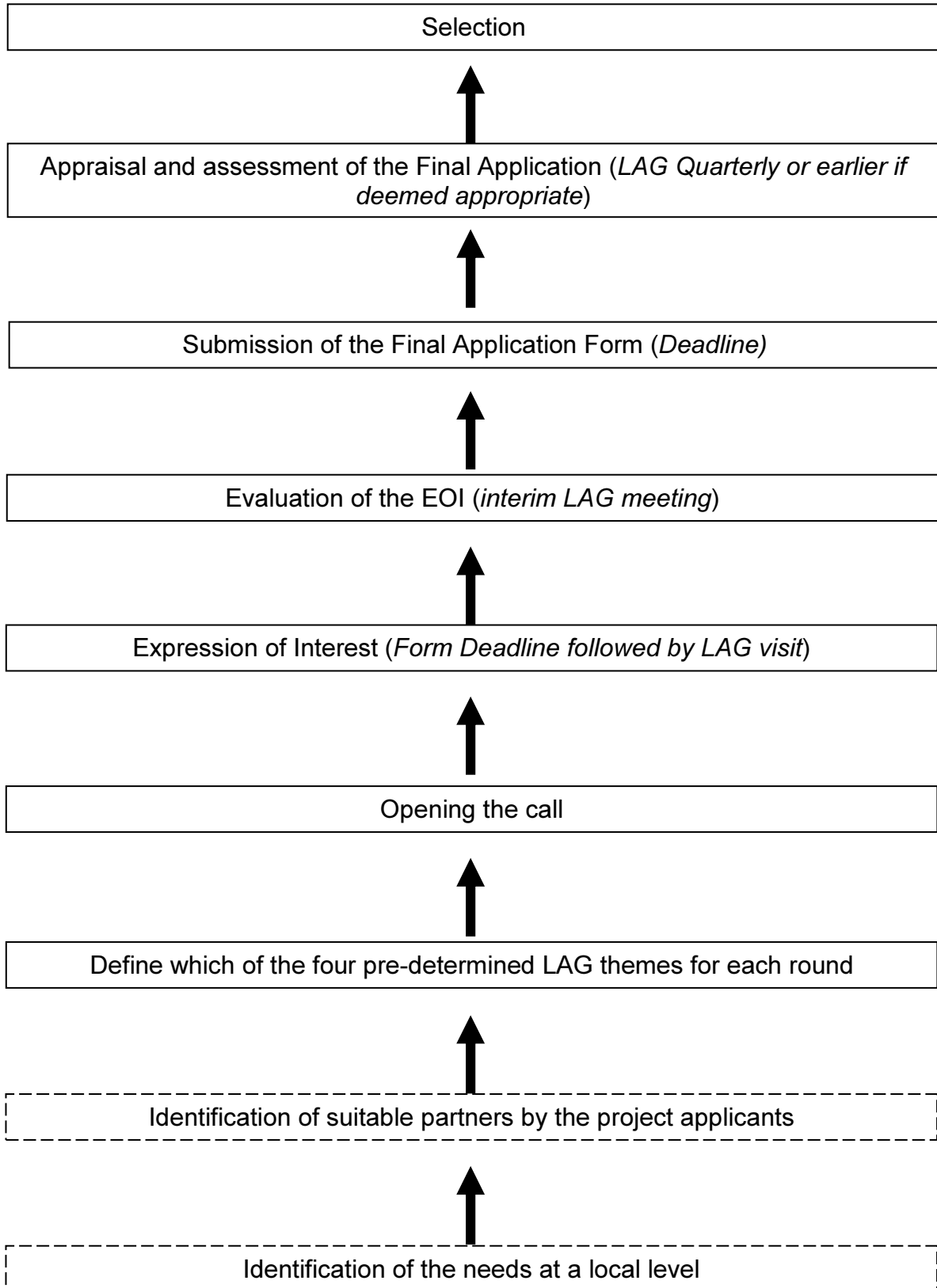
- *Workload peaks during the Quarterly assessment period*
- *Monitoring peaks generated through the deadlines*
- *Less user friendly to applicants as they are tied to fixed deadlines (arguably).*

The LAG also recognises that by focusing application cycles around themes we are introducing a slight element of a restricted/strategic approach, however as stated there is scope for flexibility within these themes.

Following the theme of innovation, the LAG is introducing an original element to the Expression of Interest stage in the form of an invitation to present proposals to the LAG in person. Rather than this being in the sterile confines of a meeting room, LAG members will meet prospective applicants in the environs of their project or organisation. The LAG believes this will give a clearer overview of the project, dispel any fears of a closed process and potentially allow members to see the potential at first hand. By having this element at the Expression of Interest stage it will keep the process on a positive footing as projects which are seen to need to be worked –up can be encouraged to try again at a later stage, or indeed redirected to other more appropriate sources of support, without going to the effort at the final stage only to be turned down.

The flow diagram below outlines each stage of the ‘two-step’ procurement of projects via open call:

LAG LEADER Project Proposal Call-Out Methodology



### **Preparation by potential Project Deliverers:**

The process is preceded by two elements which the LAG would hope would be in place before embarking on the application process:

- **Identification of the needs at local level** – this is an important part of the assessment and appraisal process and could well have been identified as part of a LAG initiated procured project.
- **Identification of suitable partners by the project applicants** – again, this is an important part of both the Content related and Implementation assessment criteria.

### **Preparation by LAG:**

- **Define which of the four pre-determined LAG themes for each round** – these will enable the LAG to be focused in assessment but retain a certain level of flexibility
- **Opening the call** – using the comprehensive channels as outlined to ensure adequate accessibility to the process.

Prospective applicants will be issued with a full pack with a proviso to only complete EOI but be made aware of the expectations of the Final App as a guide. The LAG envisage that the pack will contain additional documents including Background to LEADER and key themes/aims, Terms and Conditions, Glossary of LEADER terms, 'Guide' to completing the (EOI/Final) process, outline of timetable ( from enquiry to selection process), the strongly advised opportunity to discuss with a LAG RDP Officer, 'Checklist' for additional information and assessment criteria.

### **First Step:**

- **Expression of Interest:** Submission of EOI form for the proposal followed by arranged 'site' visit by LAG members. This introduces a positive and motivational face to face element to the proceedings and maintains a clear, fair, open and transparent process.
- **Evaluation of the EOI:** Interim meeting of the LAG to appraise and assess the proposal. The LAG envisage this scoring matrix will cover such areas as links to LDS and other RDP priority themes, showing awareness of other operations and eligibility. The LAG will then make recommendations for either Full Application or possible work-up for submission in a later round. The offer will also be made for assistance from RDP Development Officers appropriate to the outcome.

## Second Step:

- **Submission of the Final application form:** Following issue of the Application Pack, detailed Project Proposal(s) submitted by deadline in preparation for relevant Quarterly LAG meeting or earlier if deemed appropriate.
- **Appraisal and Assessment of the Final Application:** On a Quarterly basis and following the set criteria, the LAG scores the proposal(s) in preparation for procurement. As the process is quarterly the LAG would expect a number of applications so a multiple scoring matrix and framework will be used with pre-determined 'weighting' to sections such as Project Management, Previous experience, Outputs, Value for Money, Work Plan, Cross-cutting themes etc.
- **Selection:** Successful projects and their delivery bodies are selected.

## **APPENDIX 2 - How will operations/project be aligned with the 5 LEADER themes and the focus areas of the Wales Rural Development Plan**

The Rural Development Programme in Caerphilly and Blaenau Gwent is guided by the Community Led Local Development Strategy (the LDS). The LDS is based on consultation with and an analysis of the needs of our local stakeholders and has been compiled by the Caerphilly and Blaenau Gwent Local Action Group (LAG) in accordance with the principles of LEADER. The LDS outlines the approach and priorities of the LAG to facilitate and create vibrant, resilient and prosperous rural communities that is underpinned by our values of;

- **Integrity** – Sharing knowledge and views to build trust and integrity from our stakeholders and partners
- **Innovation** – Encourage development of new concepts and ways of doing things whilst embracing our rural communities and stakeholders
- **Accountability** – Take responsibility for our own skills and knowledge to bolster the delivery and reach of LEADER
- **Fairness** – Working together in a supportive way, ensuring that the programme is equally accessible to all stakeholders, partners and participants
- **Effectiveness** – We will understand our own development needs in order to make a positive contribution to both the RDP and LEADERs aims and objectives

To ensure that the LAG meets its agreed output targets and priorities identified within the Local Development Strategy in addition to the six priority areas of the Wales Rural Development Plan, the five themes of LEADER and the cross cutting themes (CCT) identified by the Welsh Government, the LAG proposes the use of a thematic project appraisal process that provides opportunities for rural stakeholders to access support that supports the aims of the LDS, LEADER and the wider WRDP and CCTs.

To ensure that the LAG meets its commitments identified within its LDS document, an open call or project procurement process will be undertaken on a quarterly rotation under the following themes;

- *Innovation and Co-operation*
- *Skills, Business and Growth*
- *People and Places*
- *Resources, Heritage and Culture*

The LAG, through its use of its four themes will seek expressions of interest, applications or call for projects and operational support that progress the aims and objectives of the LDS and the wider RDP.

The four themes have been selected to provide opportunities for projects to be suitable under a number of different application rounds, reducing the possibility of ideas, initiatives or activities being excluded and waiting for the appropriate



application period. The LAG believe that this approach is inclusive and accessible, offering a wide scope for possible projects, but specific and targeted to provide a framework and a direction that will explicitly encourage applications under a specific theme that contributes to the overall LDS.

The LAG recognises the need to ensure that the delivery of its activities needs to positively progress the development of LEADER, the WRDP and the CCTs in addition to the Higher Level Objectives (HLO) identified through local consultation and documented in sections

*3.1 description of the strategy and hierarchy of objectives;*

*7.1 Description of community involvement in the development of the strategy; and*

*7.2 SWOT analysis to show development needs and potential of the proposed area.*

The following diagram highlights the strategic fit of the proposed thematic rounds to the HLO, LEADER, WRDP and CCTs and presents the format of how the LAG will use the four themes to ensure effective project and operational delivery that addresses a broad base of priorities. In addition to the priorities listed previously the LAG supports and endorses the spirit of LEADER and have included LAG CCT of *Knowledge, Information and Experience Exchange*, where activity supported through the LAG needs to demonstrate its compliance with the integrated communication strategy and contribute to the knowledge basis of LEADER across Wales and Europe.

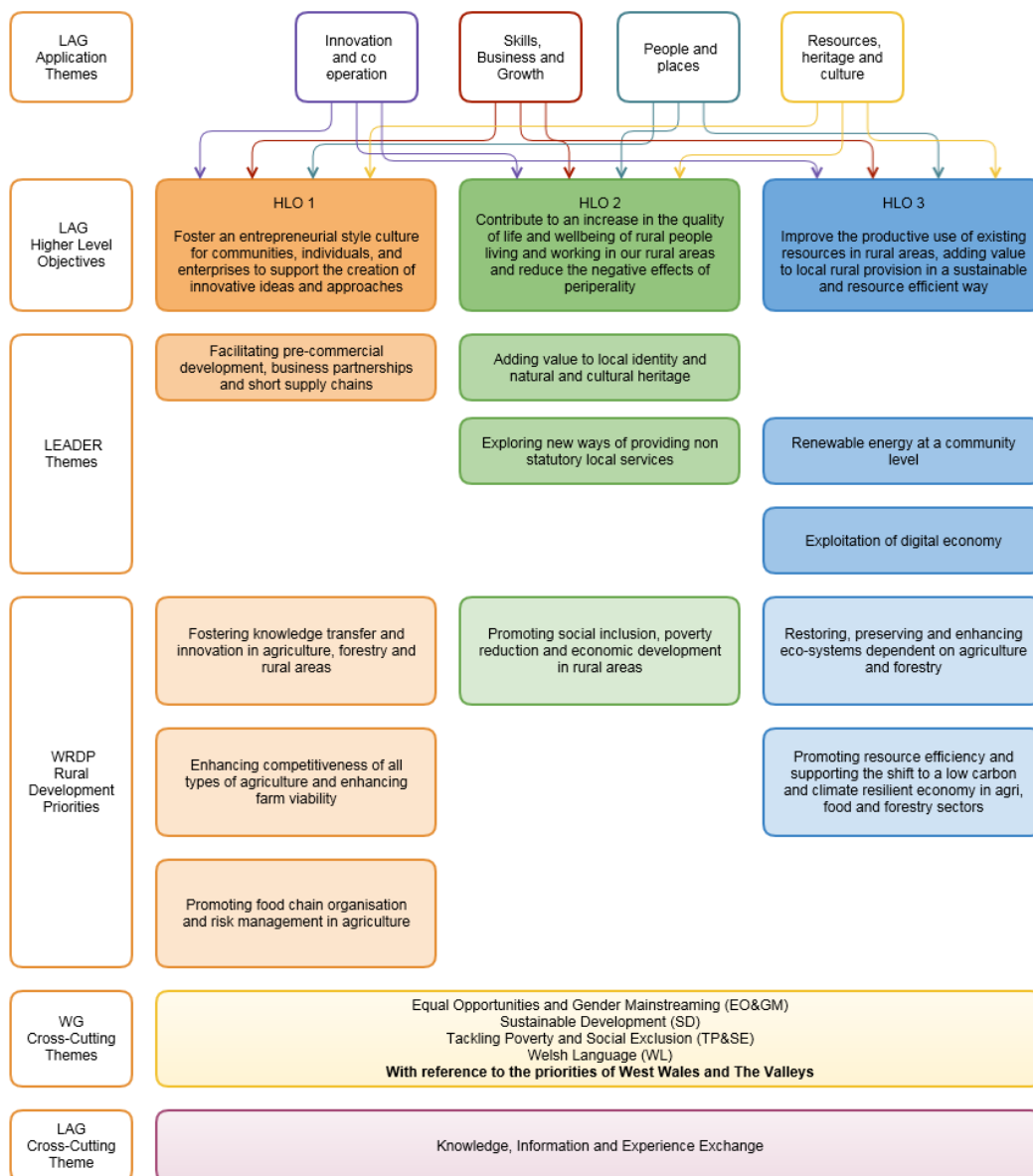


Diagram 1: Strategic fit of objectives and priorities

Applications and expressions of interest will be appraised by the appraisal and selection process outlined and proposed by the LAG in this document. Applications, expressions of interest and open call received through a thematic round will be allocated towards one or more of the LAG HLO and contribute to the delivery of at least one of the five LEADER themes, one of the WRDP priorities, one of the Welsh Governments CCTs in addition to the LAG CCT. The LAG are aware that there is scope for projects and operations that deliver across more than one of the LAG HLOs and subsequently provide greater scope to deliver across a wider spectrum of our joint priorities.

The LAG proposes the implementation of a regular 'Output and Activity Review' (either 6 monthly or annually depending on the need), whereby the agreed programme outputs achieved or being delivered are mapped to those agreed providing a visual cue to where progress has been achieved.

Thematic rounds will assist the LAG in identifying where its directed support is delivering against its agreed outputs, themes and priorities and where activity is still needed. If open call and applications are resulting in projects and operations that address a narrow or consistent range of themes and priorities and leaving others untackled, the LAG will use the thematic rounds to undertake a more targeted range of promotion and engagement with potential stakeholders with inherent interests in a particular area. The LAG believe that effective and regular monitoring of project activity in this manner will provide a robust base from which to open call, procure or develop and build projects that can address particular areas of concern through a collaborative approach with relevant stakeholders and interested parties. The combination of LAG 'themes' and 'Review' will create the evidence base by which future support will be targeted and adapted.

### **How will the 'selection, appraisal and approval' process be made available to the public?**

The process will adhere to and be underpinned by our values of Integrity, Innovation, Accountability, Fairness and effectiveness and the LAG will seek to build on these foundations to engage with rural stakeholders and potential participants by encouraging a high level of dialogue, engagement and awareness of the LAG, its aims, objectives and activities.

The LAG recognises that this is particularly relevant to the process of making publicly available the selection, approval and appraisal aspects of the project development process. With regards to project procurement, open call and our thematic approach opportunities and processes will be communicated in a clear and consistent way.

LEADER is a programme that is built on people and responds to specific needs and priorities and the LAG will use the principles of LEADER as the bedrock of its strategy to promote its work and the opportunities it offers through its members, partners and Rural Development Officers (RDOs). The creation of thematic rounds facilitate an effective communication process that can be instigated by the LAG and delivered to interested sectors, participants and the wider public in accordance to the LAGs integrated communication strategy, highlighted at Section 7.1 of the LDS; Principally, the creation of LAG application and support materials that will be made available and distributed, and promoted via the LAG website, social media channels, e-zine and press releases and in hard copies upon request.

The LAG will encourage its members, through their selection process, to become 'Rural Ambassadors' for the areas covered by the LAG, and through their involvement with the LAG will promote its aims and objectives and the mechanism and process by which applications for support can be made.

Additionally, the LAG will encourage and promote the use of Rural Development Officers through their role in the animation and delivery of the LEADER project and

task them to actively promote and seek out potential interested parties that may wish to develop ideas that will deliver against the LAGs objectives.

A triple process of i) Rural Ambassadors ii) Thematic Application rounds, and iii) Rural Development Officers will provide a robust, accountable and open process to engage, facilitate and encourage a high level of interaction between the Rural Development Programme in Caerphilly and Blaenau Gwent and the objectives of the LAG and the WRDP.

The LAG proposes that through the work of Rural Development Officers, the LAG will work with prospective applicants for support and to identify other sectors of the rural community where additional value can be added. The LAG recognise that formal applications and expressions of interest are not always accessible for all sectors of our rural stakeholders, and in such cases where accessibility is limited we will actively seek to support, assist and engage with marginalised or under represented groups that can often add significant value to creating a more vibrant, secure, safe and prosperous Rural Community. Through this process the LAG will aim to work to collaboratively deliver and progress activity that address a number of High Level strategies developed and identified by the Local Authority, Welsh Government and the European Commission – including measures to engage with marginalised and minority groups, tackling social exclusion and poverty and creating opportunities for skills development and greater entrepreneurship.

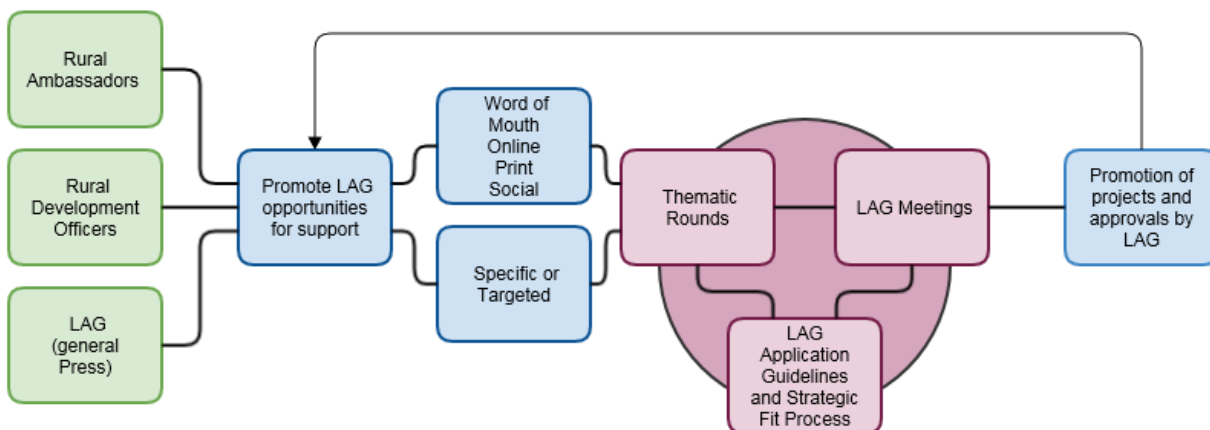


Diagram 2: Communication process

In addition to the communication channels available to the LAG, the LAG recognise the breadth of experience and expertise that is available locally that can add significant reach into various sectors of the civil and business communities, and that collaboration, sharing and dissemination of information can be of benefit to multiple stakeholders. The LAG will build and maintain links with relevant bodies and organisations that can effectively share the opportunities that the RDP can offer and will play a significant role to the LDS and the WRDP through the process of mainstreaming. The LAG will regularly review the projects submitted and will map where supported projects and operations or activity is delivering the LDS, LEADER and WG objectives. If, during this review process, it is revealed that there are gaps in coverage emerging, the LAG will take measures to address this by undertaking

targeted marketing to communities, enterprises, organisations that can work to address this. Through this activity, the work of the Rural Development Officers and the Rural Ambassadors, the LAG can develop and instigate innovative responses to opportunities and issues that add value to the Wales Rural Development Plan and cover the objectives and themes of LEADER and the LDS.

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## CABINET - 30TH SEPTEMBER 2015

**SUBJECT: PROPOSED INSPECTION PROGRAMME FOR COUNCIL PROPERTIES**

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

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- 1.1 The report, which was considered by the Policy and Resources Scrutiny Committee on 14th July 2015 (when representatives of the Caerphilly Homes Task Group were invited to give their views), was also considered by the Caerphilly Homes Task Group (CHTG) on the 17th September 2015. It proposed the introduction of regular property and tenancy inspections for Caerphilly Homes and sought the views of the Task Group prior to its consideration by Cabinet.
- 1.2 The Caerphilly Homes Task Group highlighted concerns for the privacy of tenants and raised concerns about the inspection programme and standards. Officer's clarified that the inspections would be conducted by a variety of existing officers including Tenancy Enforcement Officers and Estate Management Officers, as part of their normal role and are intended to ensure that properties are being maintained to an acceptable standard, and identify any tenancy related issues, such as Health and Safety, Mental Health and Child Protection and signpost for support where required.
- 1.3 Having fully considered the report and the recommendations contained therein, the Caerphilly Homes Task Group recommended that Cabinet adopt the Proposed Inspection Programme for Council Properties.

By a show of hands, and in noting there was 1 against and 1 abstention, the recommendations were supported by the majority present.

RECOMMENDED to Cabinet that : -

- (i) Members note the views of the CHTG as detailed in the covering report.
  - (ii) Consideration be given to pursue the introduction of regular property inspections, for all Caerphilly Homes tenants, as per the proposed procedure outlined in section 4.4 of the Officer's report;
  - (iii) Implementation of the proposal be reviewed, and further annual reports be submitted to the Caerphilly Homes Task Group, in order to monitor progress and evaluate the success of the procedure.
- 1.4 Members are invited to consider the report and the above recommendations.

Author: C. Evans, Committee Services Officer, Ext 4210.

Appendices:  
Appendix 1 Caerphilly Homes Task Group Report – 17th September 2015

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## CAERPHILLY HOMES TASK GROUP – 17TH SEPTEMBER 2015

**SUBJECT: PROPOSED INSPECTION PROGRAMME FOR COUNCIL PROPERTIES**

**REPORT BY: INTERIM CHIEF EXECUTIVE**

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- 1.1 The attached report, which proposed the introduction of regular property and tenancy inspections for Caerphilly Homes, was considered by the Policy and Resources Scrutiny Committee on 14th July 2015, prior to its presentation to the Caerphilly Homes Task Group and thereafter Cabinet.
- 1.2 The report outlined the existing inspection arrangements and considered the option of introducing more formal arrangements for regular property and tenancy inspections for Caerphilly Homes. The report highlighted the potential benefits of a regular inspection programme to both tenants and Caerphilly Homes, the need for a structured approach and the proposed procedure to be implemented. Full details of the proposals were appended to the report.
- 1.3 Representatives of the Caerphilly Homes Task Group were invited to the Policy and Resources Scrutiny Committee meeting to summarise their views arising from the proposed inspection arrangements. They expressed concerns that the new programme could lead to an invasion of privacy and result in added cost pressures for tenants in respect of them carrying out repairs prior to an inspection. Representatives cited the additional resources that would be needed to inspect all Caerphilly Homes and the possible duplication of work (in that they had already been inspected as part of the WHQS programme). They suggested that instead of regular inspections, tenants who did not leave their homes in acceptable condition at the end of the tenancy should be charged for remedial works.
- 1.4 Officers gave assurances that they were not proposing a brand new inspection process but were seeking to make better use of the existing arrangements in place, and provided examples of how the process would be conducted. It was explained that formal arrangements would assist in early intervention measures and allow the Council to carry out their duty of care to tenants. A concern was also raised regarding the impact of these proposals on existing staff resources and it was confirmed that Officers would provide a progress update to Members in 12 months' time.
- 1.5 Following consideration of the report, and in taking into account the views of the Caerphilly Homes Task Group representatives, the Policy and Resources Scrutiny Committee unanimously recommended to the Caerphilly Homes Task Group (and thereafter Cabinet) that for the reasons contained therein:-
  - (i) consideration be given to pursue the introduction of regular property inspections for all Caerphilly Homes tenants as per the proposed procedure outlined in Section 4.4 of the Officer's report;
  - (ii) implementation of the proposal be reviewed and further annual reports be submitted to the Caerphilly Homes Task Group in order to monitor progress and evaluate the success of the procedure.

1.6 Members are asked to consider the recommendations.

Author: R. Barrett, Committee Services Officer, Ext. 4245

Appendices:

Appendix 1 Report to Policy and Resources Scrutiny Committee on 14th July 2015 – Agenda Item 9



## **POLICY AND RESOURCES SCRUTINY COMMITTEE – 14TH JULY 2015**

**SUBJECT: PROPOSED INSPECTION PROGRAMME FOR COUNCIL PROPERTIES**

**REPORT BY: INTERIM CHIEF EXECUTIVE**

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

- 1.1 To consider the introduction of regular property and tenancy inspections for Caerphilly Homes.
- 1.2 This report is being presented to the Policy and Resources Scrutiny Committee for consideration and thereafter submitted to Caerphilly Homes Task Group.

### **2. SUMMARY**

- 2.1 The report outlines the existing inspection arrangements and considers the option of introducing more formal arrangements for regular property and tenancy inspections for Caerphilly Homes.
- 2.2 The report highlights the potential benefits of a regular inspection programme to both tenants and Caerphilly Homes.

### **3. LINKS TO STRATEGY**

- 3.1 The Welsh Housing Quality Standard is intended to ensure that all local authority and housing association homes are improved and maintained to achieve specified standards.
- 3.2 The Single Integrated Plan 2013-2017 has a priority to “Improve standards of housing and communities, giving appropriate access to services across the County Borough.
- 3.3 The Council’s Local Housing Strategy “People, Property, and Places” has the following aim:  
  
“To provide good quality, well managed houses in communities where people want to live, and offer people housing choices which meet their needs and aspirations.”

### **4. THE REPORT**

- 4.1 At a recent Policy & Resources meeting Members requested Housing Management pursue the option for introducing regular tenancy inspections to improve the general management of properties, identify support for tenants and to monitor conditions.

## 4.2 Existing Arrangements

- 4.2.1 The Caerphilly Homes tenancy agreement states that the tenant is responsible for keeping the property, including garages and outbuildings, in a good state of interior decoration, repair and cleanliness. There is also a requirement to keep any garden, yard or forecourt, including hedges, which form part of the property in a cultivated and tidy condition.
- 4.2.2 Detailed property inspections are currently undertaken by Estate Management Officers (EMO's)/Surveyors when tenants notify of their intention to terminate their tenancy, as properties become vacant or when tenants request a mutual exchange or a housing transfer. This equates to detailed inspections being carried out to approximately 15% of the housing stock per annum.
- 4.2.3 EMO's/Surveyors also carry out general visits for other tenancy management purposes, for example when tenants request landlords consent to undertake alterations at the property, chasing outstanding debt, garden inspections or following up on complaints and will identify and report any issues or concerns relating to the property or tenancy during these visits. These issues may be dealt with as a breach of Conditions of Tenancy, or depending on the circumstances for referral to support agencies.
- 4.2.4 Repair Surveyors visit when necessary to inspect for repairs when they are reported by tenants. This could result in visits to approximately 30% (3,500) of the housing stock and again will result in the Surveyors identifying and reporting back to the EMO's any issues or concerns relating to the properties.
- 4.2.5 Tenant Support Officers visit to offer financial guidance and support for tenants who are in rent arrears, impacted by Welfare Reform or to assist those who request financial advice in order to prevent financial hardship. They report back any concerns identified with property conditions to EMO's. Visits are conducted to approximately 2500 properties per annum, which equates to 23% of the stock.
- 4.2.6 Garden inspections are currently undertaken by EMO's during the summer months. This is undertaken proactively whereby tenants receive prior notification of an inspection by letter. Any gardens identified as being unsatisfactory will be recorded and the garden procedure will be implemented. Gardens can also be identified whilst visiting an area for other reasons, or to follow up on complaints.
- 4.2.7 New tenants are visited one month after their tenancy start date by the EMO to ensure they are occupying the property and to provide detailed advice and guidance in relation to their Tenancy Agreement and their responsibility for tenancy conditions and requirements.
- 4.2.8 Annual gas servicing inspections are undertaken as a legal requirement. Although this service is carried out by external contractors, they may provide information to the Housing office if there are any particular concerns in relation to property or tenancy issues, but there is no contractual requirement for them to do so.
- 4.2.9 Currently internal property surveys are carried out in line with the investment programme for the purpose of WHQS improvement works. It is anticipated that Surveyors will visit approximately 3,500 properties per annum to undertake internal and external surveys. This provides a further opportunity for staff to report back to the relevant Housing office if any concerns are identified with property conditions, tenants or members of the household.
- 4.2.10 Estate walkabouts have been held in two neighbourhood housing areas to date. Tenants are invited to join housing officers on a walk to identify any issues with the general environment rather than with individual properties. However, there is potential to identify any problems with garden conditions, or unreported repairs. Further walkabouts are to be arranged.
- 4.2.11 Ad hoc inspections and visits are undertaken by various officers as and when any need is identified or on request as matters arise. This would include Tenancy Enforcement Officers

who attend properties for a variety of reasons often linked to Anti-Social Behaviour, breaches of tenancy or complaints. This would entail officers visiting approximately 1200 properties per annum with any tenancy/property concerns being reported back to the relevant EMO.

#### 4.3 Structured approach

- 4.3.1 Although it is clear from the above information that regular property inspections are undertaken, these tend to be on an ad-hoc basis by different officers and could include repeat visits to some properties although some properties may not be visited at all. It is proposed that a more structured approach is adopted to tenancy inspections for the long term benefit of tenants and Caerphilly Homes and a consistent process introduced to record and monitor any issues raised.
- 4.3.2 A more structured approach of regular tenancy inspections in all properties will enable Caerphilly Homes to encourage the development of better relationships with tenants, support tenancy sustainment, promote tenant involvement and raise tenants' awareness as to their obligations.
- 4.3.3 The inspections will provide data and records of conditions internally and externally at the properties and identify any other tenancy related issues to enable tenant information to be updated on the housing database.
- 4.3.4 Visiting personnel will be able to identify any unreported repair concerns, enquire as to the welfare of the tenant, make referrals or signpost the tenant for any necessary support services or assistance they may need.
- 4.3.5 There will be opportunities for housing staff to work positively with tenants for addressing rechargeable repairs and unauthorised tenant alterations.
- 4.3.6 The inspections will assist the housing staff in getting to know their tenants and confirm who is occupying the properties. There would also be the opportunity for identifying non-occupation, subletting and tenancy fraud concerns.
- 4.3.7 The housing staff will be able to build stronger relationships with tenants and provide potential opportunities for obtaining information for future tenant profiling.
- 4.3.8 As WHQS improvements progress, the inspections will assist in monitoring that these standards are maintained by the tenant and Caerphilly Homes.
- 4.3.9 The inspections will provide an opportunity to further develop the Authority's Accessible Housing Register by ascertaining the level of accessibility of the property for disabled tenants, thereby assisting in the future allocation of properties.
- 4.3.10 There will be a requirement for Caerphilly Homes to notify the tenant giving appropriate notice of its intention to carry out an inspection of the property.
- 4.3.11 A formal procedure and agreed record keeping arrangements will need to be introduced to complement this work so it is consistently applied across the borough.

#### 4.4 Proposed Procedure

- 4.4.1 Due to the number of properties in Council ownership, it is not considered practical to undertake annual inspections to every property utilising existing resources. However, as explained previously, inspections are already being undertaken for a large percentage of our stock on a regular basis and it is therefore proposed that such inspections are carried out in a more co-ordinated way with any issues recorded and actions monitored.
- 4.4.2 The procedure will involve sending out letters to advise tenants that an inspection will be taking place or by making appointments with tenants at the point of contact. However there

are concerns that there may be a number of instances where no access is provided to officers. This will require a follow up procedure which will add delays to the inspection and impact further on staff resources.

- 4.4.3 Continued no access may also have legal implications which again will incur costs and additional delays, but it is considered important that access to such properties is gained and the current Tenancy Agreement makes provision for this.
- 4.4.4 A revised procedure will provide a more co-ordinated approach with all relevant information gathered from inspections being recorded and held on a centralised database within each area office and on the individual property file. Any actions deemed necessary will be progressed and monitored by the relevant Housing Manager.
- 4.4.5 Where any issues are identified, these will be the responsibility of the EMO to address in conjunction with the appropriate service area or support agency. In relation to tenancy or property condition issues, it may be necessary for a further visit to be made by the relevant EMO, who will then be responsible for following the issues through to a satisfactory conclusion.
- 4.4.6 A new procedure is in the process of being developed for dealing with garden related issues to improve the process currently explained under item 4.2.5 which will include improved reporting mechanisms. The condition of gardens may also raise concerns in relation to internal property conditions and where poor gardens are identified, even if there is no answer at the property, a follow up inspection will be arranged to check on other property conditions. A monthly report is also being developed which will be made available to the Cabinet Member for Housing and relevant officers.
- 4.4.7 There will be a need to review our I.T. systems to ensure that any information gathered is accessible and highlights key information to system users to assist them in the way services are delivered.

## **5. EQUALITIES IMPLICATIONS**

- 5.1 Following on from 4.4.7 above, any review of I.T. systems must, under Equalities and Welsh Language legislation, be able to record the full range of protected characteristics and language requirements of all tenants. This is in order to be able to deal with any specific physical requirements regarding the tenancy and any inspection visit, and also around the way we communicate with tenants who have language or format requirements.
- 5.2 This ensures that the proposed inspection programme complies with specific Disability and Language duties under UK and Welsh legislation and the Council's own Strategic Equality Objectives 2 and 4, Physical Access and Communication Access.

## **6. FINANCIAL IMPLICATIONS**

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

## **7. PERSONNEL IMPLICATIONS**

- 7.1 There will be a requirement for existing staff within Caerphilly Homes to be made aware of these changes and their responsibilities to consider the issues contained with this report as part of their normal day to day duties.
- 7.2 The additional workload may have an impact on the performance of other routine housing management tasks and this will be monitored.

7.3 These inspections will be regarded as part of the existing roles and responsibilities of the officers concerned.

## **8. CONSULTATIONS**

8.1 There are no consultation responses that have not been reflected in this report.

## **9. RECOMMENDATIONS**

9.1 That consideration is given to pursue the introduction of regular property inspections for all Caerphilly Homes tenants as under item 4.4.

9.2 That implementation of the proposal be reviewed and further annual reports be submitted to the Caerphilly Homes Task Group in order to monitor progress and evaluate the success of the procedure.

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

10.1 To improve tenant/landlord relationships and ensure properties are maintained to an acceptable standard.

10.2 To raise tenant awareness and promote full compliance with their conditions of tenancy.

10.3 To identify where tenant support is needed and to promote tenancy sustainability.

## **11. STATUTORY POWER**

11.1 There are no Statutory Powers associated with this report.

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Consultees: Shaun Couzens, Chief Housing Officer.  
Cllr Hefin David, Chair (Policy & Resources Scrutiny Committee).  
Cllr Sean Morgan, Vice-Chair (Policy & Resources Scrutiny Committee).  
Chris Burns, Interim Chief Executive.  
Cllr David Poole, Deputy Leader & Cabinet Member for Housing.  
Julie Reynolds, Area Housing Manager.  
Debbie Bishop, Area Housing Manager.  
Joanne Green, Older Persons Housing Manager.  
Rachel Thornett, Tenancy Enforcement Manager.  
Sandra Isaacs, Rents Manager.  
Mandy Betts, Tenant & Community Involvement Manager.  
Karen James, Neighbourhood Housing Manager.  
Angela Hiscox, Neighbourhood Housing Manager.  
Gail Williams, Interim Head of Legal Services/Monitoring Officer.  
David A. Thomas, Senior Policy Officer (Equalities & Welsh Language).  
Rhys Lewis, Systems & Performance Manager.  
WHQS Project Board

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## CABINET – 30TH SEPTEMBER 2015

**SUBJECT: LOCAL DEVELOPMENT PLAN 2015 ANNUAL MONITORING REPORT**

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

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- 1.1 The attached report was considered by the Regeneration and Environment Scrutiny Committee on 15th September 2015, prior to its presentation to Cabinet and thereafter Council. It outlines the findings and recommendations of the Caerphilly County Borough Local Development Plan (LDP) 2015 Annual Monitoring Report (AMR).
- 1.2 Members were asked to note the overview of the LDP Monitoring Data for the 2015 AMR, which provides an oversight into the implementation of the LDP over the monitoring period. For the first time, the AMR also provides information on the implementation of the Community Infrastructure Levy (CIL), which was introduced on 1st July 2014. Due to this recent introduction, only planning applications approved after that date would be CIL liable and only those that have commenced on site would have generated income. Therefore no income was raised in the monitoring period 1st April 2014 to 31st March 2015 and consequently no schemes have been undertaken.
- 1.3 The 2015 AMR concludes that substantial progress has been made in implementing the LDP up to 2021. However, the 2013 AMR triggered the first review of the LDP in October 2013 as a result of these findings, and these issues remain the same for the 2015 AMR. The lack of a five-year supply is a matter of concern that needs to be addressed, as evidence indicates that it is unlikely that this position will improve in the next few years. There could be a need to release limited greenfield sites in the short term to address the supply issue. The review of the LDP will further address the land supply issue through the allocation of sites that are capable of being delivered in viable parts of the county borough.
- 1.4 The 2015 Annual Monitoring Report recommendations are as follows:-
  - R1 The 2015 Annual Monitoring Plan has indicated that substantial progress has been made over the plan period in implementing the Caerphilly County Borough Local Development Plan up to 2021.
  - R2 The 2015 Annual Monitoring Report has indicated that there is a continuing need to release limited greenfield sites in the short term to address the lack of a five year housing land supply.
- 1.5 During the course of the debate, discussion took place in respect of the use of those brownfield sites previously identified for development, prior to the consideration of any future greenfield allocations. Alternative sources of land supply were also suggested by Members. Officers outlined the reasons why the brownfield sites identified were not currently a feasible source of land supply, and gave assurances that all potential releases would be determined on their individual merit following a detailed assessment of the sites against the Caerphilly County Borough Local Development Plan and taking into account all other planning and material considerations.

1.6 Following discussion on the content of the report, Members considered and noted the findings of the 2015 Annual Monitoring Report and the implications of the recommendations detailed therein. By a show of hands and the majority present (and in noting there were 3 against) the Regeneration and Environment Scrutiny Committee recommended to Cabinet (and thereafter Council) that:-

- (i) the findings of the 2015 Annual Monitoring Report and the implications of the recommendations contained therein be noted;
- (ii) the 2015 Annual Monitoring Report be approved;
- (iii) the 2015 Annual Monitoring Report be submitted to the Welsh Government before the deadline of 31st October 2015.

1.7 Members are asked to consider these recommendations.

Author: R. Barrett, Committee Services Officer, Ext. 4245

Appendices:

Appendix 1 Report to Regeneration and Environment Scrutiny Committee on 15th September 2015 – Agenda Item 8



## REGENERATION AND ENVIRONMENT SCRUTINY COMMITTEE – 15TH SEPTEMBER 2015

**SUBJECT: LOCAL DEVELOPMENT PLAN 2015 ANNUAL MONITORING REPORT**

**REPORT BY: INTERIM CHIEF EXECUTIVE**

### 1. PURPOSE OF REPORT

- 1.1 For members to consider the findings and recommendations of the Caerphilly County Borough Local Development Plan 2015 Annual Monitoring Report (AMR).
- 1.2 To recommend that the 2015 Annual Monitoring Report be approved by Cabinet and thereafter Council.
- 1.3 To recommend to Cabinet and thereafter Council that the 2015 Annual Monitoring Report be submitted to the Welsh Government (WG) in order to satisfy the Council's statutory requirements
- 1.4 Glossary of terms used in this Report

LDP	Caerphilly County Borough Local Development Plan up to 2021 (Adopted November 2010)
Replacement LDP	Caerphilly County Borough Replacement Local Development Plan up to 2031
2015 AMR	Caerphilly County Borough Local Development Plan 2015 Annual Monitoring Report
WG	Welsh Government
SEA/SA	Strategic Environmental Assessment /Sustainability Appraisal
CIL	Community Infrastructure Levy

### 2. SUMMARY

- 2.1 It is a statutory requirement that the Council submits an Annual Monitoring Report to the Welsh Government that monitors whether or not the LDP is being implemented successfully. The overall purpose of the AMR is to identify whether the LDP Strategy, or any the Strategy Policies are not being implemented and if they are not identify steps to rectify this.
- 2.2 This is the fourth AMR to be prepared for Caerphilly County Borough Local Development Plan up to 2021 (LDP) and it monitors the period from 1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2015. The Council is required to submit the 2015 AMR to Welsh Government by the 31<sup>st</sup> October 2015.
- 2.3 Monitoring of the plan for 2014/15 indicates that one new Strategy Policy has been triggered, specifically SP4 Settlement Strategy. Specifically monitoring indicates that one of the five Principal Towns vacancy rates exceeded 20% for the first time during this monitoring period.

- 2.4 The 2015 AMR also includes the results of the SEA/SA monitoring, which is required by the SEA Directive and national guidance. The SEA/SA monitoring found an overall positive change in the state of the environment, meaning that the environmental position has improved slightly since the adoption of the LDP in 2010.
- 2.5 The 2015 AMR is also required to include information relating to 12 mandatory indicators, which are specified by Welsh Government. These indicators are included in Section 6 of the 2015 AMR.
- 2.6 An overview of the LDP Monitoring Data for the 2015 AMR provides an interesting insight into the implementation of the LDP over the monitoring period. Of particular note for 2014/15 is the following:
- The annual house-building rate increased slightly from 344 in 2013 to 351 dwellings in 2014 and to 414 dwellings in 2015.
  - The housing land supply figure decreased from 2.9 in 2013 to 2.5 years in 2014 and to 1.9 in 2015 using the Welsh Government preferred residual method.
  - To date 4052 units (49% of the total housing requirement) has been delivered.
  - The average house price increased from £94,272 in 2014 to £98,881 in 2015.
  - Unemployment rose from 8.4% to 8.6%.
  - The number of residents in employment decreased from 78,700, to 76,600.
  - There was a general drop in commuting rates as a percentage of all commuting both in terms of out commuting for work (36% to 30%) and out commuting generally from 50% to 49%.
  - Vacancy rates in the Principal Towns of Caerphilly and Risca/Pontymister decreased over the period whereas vacancy rates in, Blackwood and Bargoed increased. Vacancy rates in Ystrad Mynach remained the same.
  - Footfall in the Principal Town Centres in general increased.
  - Customer satisfaction with the countryside recreation on offer in the county borough was sustained at 83%.
  - The use of aggregates within the construction industry continued to fall.
- 2.7 For the first time the AMR also provides information on the implementation of the Community Infrastructure Levy, which was introduced in the county borough on the 1<sup>st</sup> July 2014.
- 2.8 As CIL was only introduced on the 1 July 2014, only planning applications approved after that date would be CIL liable and further, only those that have commenced on site would have generated income. Unsurprisingly therefore, no income was raised in the monitoring period 1 April 2014 to 31 March 2015 and consequently no schemes have been undertaken.
- 2.9 The 2015 AMR concludes that substantial progress has been made in implementing the Caerphilly County Borough Local Development Plan up to 2021. However it is important to note that the 2013 AMR triggered the first review of the LDP in October 2013 as a consequence of its findings. These issues remain the same for the 2015 AMR.
- 2.10 The lack of a five-year land supply is a matter of concern that needs to be addressed, as the evidence available indicates that it is unlikely that this position will improve in the next few years. There could be a need to release limited greenfield sites in the short term to address the supply issue. The review of the LDP will further address the land supply issue through the allocation of sites that are capable of being delivered in viable parts of the county borough.
- 2.11 The 2015 AMR recommendation is therefore as follows:

## **Recommendations**

- R1** *The 2015 Annual Monitoring Plan has indicated that substantial progress has been made over the plan period in implementing the Caerphilly County Borough Local Development Plan up to 2021.*

**R2** *The 2015 Annual Monitoring Report has indicated that there is a continuing need to release limited greenfield sites in the short term to address the lack of a five year housing land supply.*

### **3. LINKS TO STRATEGY**

- 3.1 The Council has a statutory duty to prepare and review a Local Development Plan for its area to provide the policy framework for the development and use of land within the County Borough. On 23 November 2010, the Council formally adopted the Caerphilly County Borough Local Development Plan up to 2021(LDP) and has since been monitoring the progress of the plan through its Annual Monitoring Report (AMR).
- 3.2 The submission of the 2015 AMR to Welsh Government is a statutory procedure associated with the Adopted LDP. The LDP has, through its preparation, incorporated the Council's land use objectives and the AMR monitors whether the LDP, and therefore the Council's Land Use Objectives, are being successfully implemented.

### **4. THE REPORT**

#### **Background**

- 4.1 The Council formally adopted the Caerphilly County Borough Local Development Plan (LDP) on the 23 November 2010. Following the adoption of its LDP, the Council has a statutory obligation, under section 61 of the Planning and Compulsory Purchase Act 2004 to keep all matters under review that are expected to affect the development of its area. Further, section 76 of the Act requires the Council to produce information on these matters in the form of an Annual Monitoring Report for submission to the Welsh Government. The 2015 AMR monitors the period from 1st April 2014 to 31st March 2015 and it is required to be submitted to WG by the 31 October 2015.
- 4.2 The 2015 AMR once again considers whether the Development Strategy that underpins the LDP remains valid; and whether or not the Strategy Policies contained in the LDP are being effective in delivering the Development Strategy and meeting the objectives of the plan until such time as the Replacement LDP is adopted.
- 4.3 It is important to note that the 2013 AMR triggered the first review of the LDP in October 2013 as a consequence of its findings. The issues highlighted within the 2013 AMR that triggered the first review of the LDP remain the same for the 2015 AMR.
- 4.4 The Town and Country Planning (Local Development Plan) (Wales) Regulations 2005 and the LDP Manual (available on the Welsh Government web site) specify what the 2015 AMR is required to include as follows:
- An Executive Summary.
  - Review of changes to national and regional policy and guidance and their implications for the LDP.
  - SEA/SA Monitoring based on the SEA/SA Monitoring Framework (LDP Appendix 18).
  - LDP Monitoring based on the LDP Monitoring Framework (LDP Appendix 19).
  - Statutory Indicators.
  - Recommendations on the course of action in respect of policies and the LDP as a whole.
- 4.5 In addition to the above, the 2015 AMR also considers external influences which impact on the implementation of the LDP but which are very much outside of the Council's control. Nevertheless the Council should consider whether or not a change in its policy framework could serve to alleviate some of the issue raised by these external factors.

- 4.6 Copies of the full 2015 AMR entitled “Caerphilly County Borough LDP Annual Monitoring Report 2015” together with the background statistical tables have been placed in the resource library for members’ information.

### ***Report of Findings***

#### ***External Conditions***

- 4.7 As the review of the plan has already been triggered, the contextual changes that may affect the AMR and any policies within the plan will be considered as part of this process in a comprehensive and holistic way. These contextual considerations will include, but are not exclusive to, the introduction of the Planning (Wales) Bill, the updating of Planning Policy Wales, the revision of Technical Advice Note 1, Technical Advice Note 12, Technical Advice Note 21 and the introduction of Technical Advice Note 23.
- 4.8 The downturn in the economy continues to have a marked effect on house building rates and therefore on the delivery of affordable housing. Viability continues to be an issue in overall house building and this has an adverse impact on the levels of affordable housing that can be delivered through the planning system.
- 4.9 All neighbouring local planning authorities are well advanced with the preparation of their respective development plans providing a local policy framework for development decisions within the region.
- 4.10 The Cardiff LDP identifies land for the provision of 41,000 dwellings, including 18,000 on greenfield sites in north Cardiff; and Newport LDP allocates 10,350 dwellings, 1,540 of which are in the east of Newport on the boundary with Risca / Pontymister. This provision could undermine the development strategy for the Southern Connections Corridor, which advocates new development on brownfield land.

#### ***Local Considerations***

- 4.11 The 2013 AMR (2012-13) recommended that an early review be instigated in light of the following significant local considerations. Specifically:
- The lack of a five-year housing land supply is a matter of concern that needs to be addressed, as the evidence available indicates that it is unlikely that this position will improve in the next few years; and
  - The need to identify suitable sites for new schools as a consequence of the Council’s ambitious school rationalisation programme.
- 4.12 The LDP is currently under review with an anticipated adoption date for the Replacement LDP of October 2017.

#### ***Strategic Environmental Assessment/Sustainability Appraisal Monitoring***

- 4.13 The Strategic Environmental Assessment Directive requires local authorities to undertake Strategic Environmental Assessment (SEA) as part of the preparation of the LDP. In addition to this the LDP Regulations requires a Sustainability Appraisal (SA) to be undertaken. In preparing the LDP the council undertook joint SEA and SA and produced and published its SEA/SA Report in conjunction with the LDP.
- 4.14 The SEA Directive also requires that the council monitor the state of the environment through monitoring the sustainability objectives set out in the SEA/SA Report. This forms an integral part of the AMR and is contained in Section 4.

#### ***LDP Policy Monitoring***

- 4.15 The LDP Monitoring considers each of the 22 Strategy Policies against the LDP monitoring Framework to identify whether the policies are being effective and to identify any policies that

are not being implemented. The Framework consists of 29 Indicators (overarching measures considered against time related targets) and 53 Factors (specific measures considered against a fixed Trigger Point). Both the Indicators and Factors are statistical measures relating to the delivery of a specific Strategy Policy and consideration of the Indicators and Factors will indicate whether the Policies are being implemented. Where an indicator does not meet a target, or a factor reaches a trigger point, it could indicate that the policy is not being implemented.

- 4.16 An overview of the LDP Monitoring Data for the 2015 AMR period provides an interesting insight into the implementation of the LDP over the past 12 months. Of particular note for 2014/15 is the following:
- The annual house-building rate increased slightly from 344 in 2013 to 351 dwellings in 2014 and to 414 dwellings in 2015.
  - The housing land supply figure decreased from 2.9 in 2013 to 2.5 years in 2014 and to 1.9 in 2015 using the Welsh Government preferred residual method.
  - To date 4052 units (49% of the total housing requirement) has been delivered.
  - The average house price increased from £94,272 in 2014 to £98,881 in 2015.
  - Unemployment rose from 8.4% to 8.6%.
  - The number of residents in employment decreased from 78,700, to 76,600.
  - There was a general drop in commuting rates as a percentage of all commuting both in terms of out commuting for work (36% to 30%) and out commuting generally from 50% to 49%.
  - Vacancy rates in the Principal Towns of Caerphilly and Risca/Pontymister decreased over the period whereas vacancy rates in, Blackwood and Bargoed increased. Vacancy rates in Ystrad Mynach remained the same.
  - Footfall in the Principal Town Centres in general increased.
  - Customer satisfaction with the countryside recreation on offer in the county borough was sustained at 83%.
  - The use of aggregates within the construction industry continued to fall.
- 4.17 Monitoring of the plan for 2014/15 indicates that one new Strategy Policy has been triggered, specifically SP4 Settlement Strategy. Specifically monitoring indicates that one of the five Principal Towns vacancy rates exceeded 20% for the first time during this monitoring period.
- 4.18 Given the importance of housing delivery to the strategy there is a need to consider the following key policies as part of the 2015 AMR.
- SP14 Total Housing Requirements.
  - SP15 Affordable Housing Target.
- 4.19 The 2014/15 JHLAS indicates that the housing land supply has fallen to 1.9 years using the residual method. Where the land supply is less than 5 years, TAN 1 states that local authorities must take steps to increase the supply of housing land. This may include reviewing the development plan, releasing land in its ownership, expediting planning applications or securing the provision of infrastructure for particular sites.
- 4.20 The review of the adopted LDP is underway and this will look in-depth at the identification of additional development land to satisfy the 5-year land supply requirements of TAN1. However in the intervening period there could be a need to release limited greenfield sites in the short term to address the supply issue.
- 4.21 Further the Council should seek to release housing land in its control to the market and should ensure that planning applications are expedited as far as is practical to make land readily available for development.
- 4.22 No further intervention is necessary at this time, as all policies will be reassessed as an integral part of the review process along with all other policies contained within the plan.

### **Statutory Indicators**

- 4.23 The LDP Manual requires that the AMR include information relating to 12 specific indicators. The information in respect of these is already contained within the LDP and SEA/SA monitoring frameworks and has been taken into account through the monitoring process.
- 4.24 The LDP Regulations also require that the AMR sets out information in respect of housing delivery in the County Borough since the Adoption of the plan. In particular the Regulations require that the AMR includes:
- The housing land supply taken from the current Housing Land Availability Study; and
  - The number (if any) of net affordable and general market dwellings built in the LPA's area.
- 4.25 Housing land availability information is monitored for the period April to end of March annually through the Joint Housing Land Availability Study (JHLAS). Information must be provided for the period in respect of which the AMR is made; and the period since the LDP was first adopted or approved. This information is set out in Appendix 1.

### **Community Infrastructure Levy**

- 4.26 The Community Infrastructure Levy CIL was introduced in Caerphilly County Borough on 1 July 2014. It is a mandatory charge that is levied against all new qualifying development.
- 4.27 In order to ensure that the implementation of the Community Infrastructure Levy is open and transparent, the Council must prepare an annual report on CIL. This can be a bespoke report or can be included in an existing reporting mechanism, such as the annual monitoring report which reports on the LDP. This is a sensible mechanism for reporting on CIL as it is inextricably linked to the LDP. The 2015 AMR is the first AMR therefore to also report on the implementation of CIL.
- 4.28 The CIL Report must be published on the Council's website by 31 December each year, for the previous financial year, i.e. in this instance for the reporting period 1 April 2014 to 31 March 2015.
- 4.29 It is important to note that CIL only becomes payable on the commencement of the chargeable development, therefore it is inevitable that there is a delay between the formal introduction of the levy and funding being secured. As CIL was only introduced on the 1 July 2014, only planning applications approved after that date would be CIL liable and further, only those that have commenced on site would have generated income. Unsurprisingly therefore, no income was raised in the monitoring period 1 April 2014 to 31 March 2015 and consequently no schemes have been undertaken.
- 4.30 For completeness, there is a requirement for the Charging Authority to pass 15% of the CIL income to the relevant Community Council and for this also to be reported through the AMR. Clearly as no income was raised during this monitoring period no funds have been passed to any of the community councils in the county borough.

### **AMR Conclusions & Recommendations**

- 4.31 The AMR concludes that whilst the LDP Development Strategy remains sound, the downturn in the economy has had a marked effect on house building rates. Viability continues to be an issue in overall house building and this has an adverse impact on the levels of affordable housing being delivered through the planning system.
- 4.32 The lack of a five-year land supply is a matter of concern that needs to be addressed, as the evidence available indicates that it is unlikely that this position will improve in the next few years. There could be a need to release limited greenfield sites in the short term to address the supply issue. The review of the LDP will further address the land supply issue through the allocation of sites that are capable of being delivered in viable parts of the county borough.



4.33 The 2015 AMR recommendation is therefore as follows:

#### **Recommendations**

**R1** *The 2015 Annual Monitoring Plan has indicated that substantial progress has been made over the plan period in implementing the Caerphilly County Borough Local Development Plan up to 2021.*

**R2** *The 2015 Annual Monitoring Report has indicated that there is a continuing need to release limited greenfield sites in the short term to address the lack of a five year housing land supply.*

#### **5. EQUALITIES IMPLICATIONS**

5.1 There are no direct implications associated with this report. However any future review of policies and proposals contained within the LDP will require an equalities impact assessment to be carried out.

#### **6. FINANCIAL IMPLICATIONS**

6.1 There are no new financial implications as a consequence of this report.

#### **7. PERSONNEL IMPLICATIONS**

7.1 There are no direct personnel implications as a result of this report.

#### **8. CONSULTATIONS**

8.1 All comments have been taken into account in the Committee Report.

#### **9 RECOMMENDATIONS**

9.1 To consider and note the findings of the 2015 Annual Monitoring Report and the implications of the recommendations contained therein.

9.2 To recommend that the 2015 Annual Monitoring Report be referred to Cabinet and Council for consideration.

9.3 To recommend to Cabinet and thereafter Council that the 2015 Annual Monitoring Report be submitted to the Welsh Government before the deadline of 31 October 2015.

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

10.1 To comply with the requirements of the Planning and Compulsory Purchase Act 2004, the LDP Wales Regulations 2005 and the SEA Directive.

10.2 To comply with the requirements of the Planning and Compulsory Purchase Act 2004, the LDP Wales Regulations 2005 and the SEA Directive.

10.3 To comply with the requirements of the Planning and Compulsory Purchase Act 2004, the LDP Wales Regulations 2005 and the SEA Directive

## 11. STATUTORY POWER

- 11.1 The Planning and Compulsory Purchase Act 2004 requires the Council to prepare and keep under review a Local Development Plan for the County Borough to act as a single framework for the control and use of land within its administrative boundary.
- 11.2 The Local Government Act 1998. The Local Government Act 2003. The Town and Country Planning (Local Development Plan) (Wales) Regulations 2005.

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Consultees: Cllr Ken James, Cabinet Member For Regeneration, Planning & Sustainable Development  
Cllr Tudor Davies, Chairman, Regeneration & Environment Scrutiny Committee  
Chris Burns Interim Chief Executive  
Pauline Elliott, Head of Regeneration and Planning  
Gail Williams, Interim Head of Legal Services/ Monitoring Officer  
Mike Eedy, Finance Manager, Environmental Finance Group

### Appendices

Appendix 1 Mandatory Indicator – New Dwelling Completions and Land Supply

### Background Papers:

Caerphilly County Borough LDP Annual Monitoring Report 2015

*[made available in the resource library]*

Caerphilly County Borough LDP Annual Monitoring Report 2015 – Background Tables

*[made available in the resource library]*

*Agenda Item 5 Report to Council, 23 November 2010*

*Agenda Item 6(1) Report to Council, 8 October 2013*

- **APPENDIX 1: MANDATORY INDICATOR - NEW DWELLING COMPLETIONS AND LAND SUPPLY**

**New Dwelling Completions  
Private /Affordable Split and Housing land Supply**

	<b>2007 JHLAS</b>	<b>2008 JHLAS</b>	<b>2009 JHLAS</b>	<b>2010 JHLAS</b>	<b>2011 JHLAS</b>	<b>2012 JHLAS</b>	<b>2013 JHLAS</b>	<b>2014 JHLAS</b>	<b>2015 JHLAS</b>	
	Apr 2006 Mar 2007	Apr 2007 March2008	Apr 2008 Mar 2009	Apr 2009 Mar 2010	Apr 2010 Mar 2011	Apr 2011 Mar 2012	Apr 2012 Mar 2013	Apr 2013 Mar 2014	Apr 2014 Mar 2015	<b>Total</b>
Private Sector	835	554	265	189	241	275	236	189		
H.A. Public	17	102	122	111	117	115	108	162		
<b>Total</b>	<b>852</b>	<b>656</b>	<b>387</b>	<b>300</b>	<b>358</b>	<b>390</b>	<b>344</b>	<b>351</b>	<b>414</b>	<b>4052</b>
<b>Land Supply Residual method</b>	<b>17.3*</b>	<b>22.5*</b>	<b>21.2*</b>	<b>14.2*</b>	<b>4.3</b>	<b>3.5</b>	<b>2.9</b>	<b>2.5</b>	<b>1.9</b>	

Figures taken from Joint Housing Land Availability Studies  
 \* *Figures realised under the Caerphilly UDP (LDP Adopted November 2010)*

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## CABINET – 30TH SEPTEMBER 2015

**SUBJECT: BUTE TOWN CONSERVATION AREA APPRAISAL AND CONSERVATION AREA MANAGEMENT PLAN (CAA AND CAMP) FINAL DRAFT 2015**

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

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- 1.1 The attached report was considered by the Regeneration and Environment Scrutiny Committee on 15th September 2015, prior to its presentation to Cabinet and thereafter Council. It sought the views of Members on proposals to adopt the Bute Town Conservation Area Appraisal and Conservation Area Management Plan 2015 (CAA and CAMP) as supplementary planning guidance to the Caerphilly County Borough Local Development Plan up to 2021 (LDP).
- 1.2 Members were advised that Bute Town was first designated a Conservation Area on 20th October 1972. An Article 4 Direction for Bute Town has also been in place since 23rd April 1979. As a consequence of work associated with the bid for Heritage Lottery Funding for Bute Town, the Conservation Area has been reassessed, and on 11th February 2015 the Planning Committee resolved to extend and re-align the Conservation Area. They further resolved to replace the Article 4 Direction with a new, extended Article 4(2) Direction boundary, for the proper and sustainable management of the historic environment.
- 1.3 A Conservation Area Appraisal and Management Plan (CAA and CAMP) for Bute Town has now been produced which reflects the updated Conservation Area Boundary, and approval is sought to adopt this as supplementary planning guidance to the Caerphilly County Borough Local Development Plan up to 2021 (LDP). As this will supersede existing guidance, approval is also sought for the current 'Bute Town Conservation Area Design Guide' and 'Bute Town Conservation Area Enhancement Plan (August 2005)' to be consequently cancelled.
- 1.4 Following consideration and discussion of the report, the Regeneration and Environment Scrutiny Committee unanimously recommended to Cabinet (and thereafter Council) that for the reasons contained therein:-
  - (i) the Bute Town Conservation Area Appraisal and Conservation Area Management Plan 2015 (CAA and CAMP) be formally adopted as supplementary planning guidance to the Caerphilly County Borough Local Development Plan up to 2021 (LDP);
  - (ii) the 'Bute Town Conservation Area Design Guide' and 'Bute Town Conservation Area Enhancement Plan (August 2005)' be consequently cancelled.
- 1.5 Members are asked to consider the recommendations.

Author: R. Barrett, Committee Services Officer, Ext. 4245

Appendices:

Appendix 1 Report to Regeneration and Environment Scrutiny Committee on 15th September  
2015 – Agenda Item 7



## REGENERATION AND ENVIRONMENT SCRUTINY COMMITTEE – 15TH SEPTEMBER 2015

**SUBJECT: BUTE TOWN CONSERVATION AREA APPRAISAL AND CONSERVATION AREA MANAGEMENT PLAN (CAA AND CAMP) FINAL DRAFT 2015**

**REPORT BY: INTERIM CHIEF EXECUTIVE**

### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek the views of Members on proposals to adopt the Bute Town Conservation Area Appraisal and Conservation Area Management Plan 2015 (CAA & CAMP) as supplementary planning guidance to the Caerphilly County Borough Local Development Plan up to 2021 (LDP) prior to its presentation to Cabinet and Council.

### 2. SUMMARY

- 2.1 Bute Town was first designated a Conservation Area on 20th October 1972. An Article 4 Direction for Bute Town has also been in place since 23rd April 1979 (confirmed 31st December 1979 by the then Welsh Office).
- 2.2 As a consequence of work associated with the bid for Heritage Lottery Funding for Butetown, the Conservation Area has been reassessed; and on the 11th February 2015 the Planning Committee resolved to extend and re-align the Conservation Area. They further resolved to replace the Article 4 Direction with a new, extended Article 4(2) Direction boundary, for the proper and sustainable management of the historic environment.
- 2.3 A Conservation Area Appraisal and Management Plan (CAA & CAMP) for Bute Town has now been produced which reflects the updated Conservation Area Boundary and this report seeks approval to adopt this as supplementary planning guidance to the Caerphilly County Borough Local Development Plan up to 2021 (LDP).

### 3. LINKS TO STRATEGY

- 3.1 The Caerphilly County Borough Council Local Development Plan up to 2021 (Adopted Nov 2010) is the statutory framework for the development and use of land in the county borough. It seeks to reconcile the development needs of the population with the wider environmental concerns for the conservation of the man made and natural environment. The Key Objectives of the LDP of relevance are to:-

22 Maintain the vitality, viability and character of the County Borough's town and village centres and re-establish them as a focus for economic activity and community pride.

23 Maintain, enhance and develop a hierarchy of town and village centres which are easily accessible, and which meet the needs of all sections of the population.

24 Protect and enhance the overall quality of the historic natural and built environment of the County Borough.

- 3.2 Bute Town is an important 'Gateway' to the County Borough. The settlement has a high profile both in terms of its heritage importance and its strategic location, just south of the Heads of the Valleys Road.

The Welsh Government has several objectives, which include:-

- Enhancing the historic environment,
- Safeguarding historic buildings, and
- Ensuring that conservation areas are protected and enhanced.

- 3.3 Under Section 69(1) of the Planning (Listed Buildings and Conservation Areas) Act 1990, the local planning authority has a duty to determine from time to time, which parts of their area are of special architectural or historic interest, the character or appearance of which it is desirable to preserve or enhance, and to 'designate those areas as conservation areas.'

- 3.4 In addition, under Section 69(2) of the Act it is also the duty to review those parts that have been designated conservation areas under this section to establish whether the conservation area should be varied or cancelled as a result of such reviews.

## **4. THE REPORT**

### **Background**

- 4.1 Bute Town was first designated a Conservation Area on 20th October 1972. An Article 4 Direction for Bute Town has also been in place since 23rd April 1979 (confirmed 31st December 1979 by the then Welsh Office).
- 4.2 As a consequence of work associated with the bid for Heritage Lottery Funding for Butetown, the Conservation Area has been reassessed; and on the 11th February 2015 the Planning Committee resolved to extend and re-align the Conservation Area. They further resolved to replace the Article 4 Direction with a new, extended Article 4(2) Direction boundary, for the proper and sustainable management of the historic environment.
- 4.3 A Conservation Area Appraisal and Management Plan (CAA & CAMP) for Bute Town has now been produced which reflects the updated Conservation Area Boundary and this report seeks approval to adopt this as supplementary planning guidance to the Caerphilly County Borough Local Development Plan up to 2021 (LDP).
- 4.4 The CAA and CAMP have been derived from consultation with the residents of Butetown and the surrounding area. The results of the consultation were appended to the Committee Report that was considered by the Planning Committee on 11th February 2015.
- 4.5 There is now a need to formally adopt the Bute Town Conservation Area Appraisal & Conservation Area Management Plan (2015) as supplementary planning guidance to the Caerphilly County Borough Local Development Plan up to 2021 (November 2010). Once adopted this will supersede the 'Bute Town Conservation Area Design Guide' and 'Bute Town Conservation Area Enhancement Plan (August 2005).'

## **5. EQUALITIES IMPLICATIONS**

- 5.1 An EIA screening has been completed in accordance with the Council's Strategic Equality Plan and supplementary guidance. No potential for unlawful discrimination and / or low level or minor negative impact has been identified, therefore a full EIA has not been carried out.

## **6. FINANCIAL IMPLICATIONS**

- 6.1 None



## **7. PERSONNEL IMPLICATIONS**

7.1 None.

## **8. CONSULTATIONS**

8.1 All comments have been taken into account in the Committee Report.

## **9. RECOMMENDATIONS**

9.1 To recommend to Cabinet and thereafter Council that the Bute Town Conservation Area Appraisal and Conservation Area Management Plan 2015 (CAA & CAMP) be formally adopted as supplementary planning guidance to the Caerphilly County Borough Local Development Plan up to 2021 (LDP).

9.2 To recommend to Cabinet and thereafter Council that the 'Bute Town Conservation Area Design Guide' and 'Bute Town Conservation Area Enhancement Plan (August 2005)' be consequently cancelled.

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

10.1 To enable the Bute Town Conservation Area Appraisal and Conservation Area Management Plan 2015 (CAA & CAMP) to be used as supplementary planning guidance to the Caerphilly County Borough Local Development Plan up to 2021 (LDP).

## **11. STATUTORY POWER**

11.1 S. 69(1), 69(2) & S. 71 of the Planning (Listed Buildings and Conservation Areas) Act 1990.

Author: Patricia Martin, Principal Conservation & Design Officer  
Consultees: Pauline Elliott, Head of Regeneration and Planning  
Tim Stephens, Group Manager, Development Management  
Rhian Kyte, Team Leader, Strategic and Development Planning  
Allan Dallimore, Team Leader, Urban Renewal

Background Papers:

Bute Town Conservation Area Appraisal & Bute Town Conservation Area Management Plan (CAA & CAMP) Final Draft 2015

**Bute Town Conservation Area Appraisal & Conservation Area Management Plan Final Draft 2015** has been made available in the Members' Resource Library.

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## CABINET – 30TH SEPTEMBER 2015

**SUBJECT: ANNUAL PERFORMANCE REPORT 2014/15**

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

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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 2014/15 and to seek the views and approval of Cabinet prior to its presentation to Council on the 6<sup>th</sup> October 2015.

### 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 2014/2015.

### 3. LINKS TO STRATEGY

- 3.1 The Annual Performance Report contributes towards the Single Integrated Plan, called 'Caerphilly Delivers'. The Annual Performance Report also details progress of the council's medium term priorities outlined in the CCBC Corporate Plan 2013-17, namely:

- 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 30<sup>th</sup> 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 libraries.

- 4.2 Whilst the document is kept in as plain a language as possible, it is a comprehensive sometimes, technical document so a summary of the 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 directorates; financial statements, progress and achievements made against our 5 Improvement Objectives and performance statistics with progress comments against the National Strategic Indicators and Public Accountability Measures (as prescribed by the Welsh Government) for 2014/15 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 are attached as an appendix with the report.
- 4.5 **What does the Annual Performance 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 and the Performance Report reflects that.

4.5.2 The council's Improvement Objectives (I.O.) for 2014/2015 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 / closed for 15/16
I.O.2	Improve job opportunities by implementing the Council's Passport Scheme.	Successful / closed for 15/16
I.O.3	Develop an effective and accessible Youth Service that supports the personal and social development of young people	Successful / closed for 15/16
I.O.4	Improve Awareness, access, variety and use of leisure community and sporting facilities	Partially successful/ closed for 15/16
I.O.5	Investment in Council homes to transform lives and communities	Partially Successful / carried forward to 15/16
I.O.6	Improve the availability of private and public sector housing to reduce the number of residents who may become homeless	Successful / closed for 15/16

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 2015. IO4 was judged as partially successful as we didn't make enough progress on our action plan and some of our key participation targets. IO 5 was judged as partially successful due to the slippage of the planned programme, which resulted in several targets not being met for some of the indicators that measure performance. The progress and mitigating actions on the Welsh Housing Quality Standard is reported on regularly to Policy and Resources Scrutiny and to the Caerphilly Homes Task Group.

- 4.5.4 There are several ways to view data, performance against performance or performance against other authorities or moving up and down the rankings. For example some indicators although having moved down or stayed at a low ranking but have still improved year on year, or performance has declined but can still improve on the all Wales ranking. As such our Performance Report focuses on how well we have improved year on year but also gives explanations for deteriorating or improving performance in an all Wales context.
- 4.5.3 A summary of the national picture using the Welsh Government's National Measures shows the picture is mixed. Of the 43 National indicators, 42 were used as a comparison to create the

national picture across Wales. Of those measures Caerphilly saw (20) 48% of those improve upon their 2013/14 results and (18) 43% decline in performance compared to the 2013/14 result. 4 indicators (9%) maintained maximum performance levels (at the best they can be). Although statistically classed as 'maintained', if the 4 are added to the 20 indicators that improved it would bring the total number improved to 57% compared to the 2013/14 performance results.

#### 4.5.4 Below is a break down of year on year improvement of National Indicators by Directorate

2014/15 year on year Performance Improvement by area compared to 2013/14							
	No.	Improved		Deteriorated		Maintained	
<b>Education</b> Including Library services	<b>12</b>	<b>8/12</b>	<b>66.6%</b>	<b>2/12</b>	<b>16.6%</b>	<b>2/12</b>	<b>16.6%</b>
<b>Social Services</b>	<b>18</b>	<b>4/18</b>	<b>22%</b>	<b>12/18</b>	<b>67%</b>	<b>2/18</b>	<b>11%</b>
Adult	7	2/7	29%	5/7	71%		
Children	11	2/11	18%	7/11	64%	2/11	18%
<b>Environmental</b> Including Affordable homes Food hygiene	<b>12</b>	<b>8/12</b>	<b>67%</b>	<b>4/12</b>	<b>33%</b>		
<b>Total</b>	<b>42</b>	<b>20</b>	<b>48%</b>	<b>18</b>	<b>43%</b>	<b>4</b>	<b>9%</b>
<i>This calculation does not include sickness absence per FTE (CHR002) as the measure was new to set for 2014/15</i>							

Reasons for performance of the individual indicators are included within the performance report.

#### 4.5.4 Twelve of the indicators are in the "Upper Quarter" in Wales including 5 which are the best (1<sup>st</sup>) in Wales, some of these (including the 5) are:

- The percentage of pupils in LA care in an LA maintained school, aged 15 as at the 31<sup>st</sup> August who leave compulsory education, training or work based learning without an approved qualification moved to 1<sup>st</sup> in Wales after being 5<sup>th</sup> in Wales last year.
- The percentage of final statements of special education needs issued within 26 weeks **excluding** exceptions maintained 1<sup>st</sup> in Wales for the second year running.
- The percentage of young people formerly looked after with whom the authority is in contact at the age of 19 maintained its 1<sup>st</sup> place in Wales.
- The percentage of young people formerly looked after with whom the authority is in contact at the age of 19, who are known to be in suitable, non-emergency accommodation. Moving from 9<sup>th</sup> last year to 1<sup>st</sup> in Wales for 14/15
- The percentage of eligible, relevant and former relevant children that have pathway plans as required, also maintained a 1<sup>st</sup> position
- The percentage of looked after children, who experienced one or more changes of school during a period of being looked after, was 2<sup>nd</sup> in Wales last year moving to 5<sup>th</sup> in Wales although this represents a difference of 0.2%.
- The rate of older people (65+) whom the Authority supports in the community per 1,000 population maintained a 3<sup>rd</sup> position in Wales.
- The rate of older people (65+) whom the Authority supports in care homes per 1,000 population maintained a position of 6<sup>th</sup> in Wales
- The average external point score for 16 year old looked after children, in any LA maintained learning setting moved from 15<sup>th</sup> last year to 5<sup>th</sup> in Wales this year
- The number of visits to public libraries during the year per 1,000 population was 4<sup>th</sup> in Wales from 9<sup>th</sup> last year.

#### 4.5.5 Eighteen of the indicators are in the "Middle Quarters" and some of these include:

- The percentage of municipal waste sent to landfill was 10<sup>th</sup> in Wales, moving up one from 11<sup>th</sup>

last year and the percentage of municipal waste recycled was **15<sup>th</sup>** in Wales down from **5<sup>th</sup>** in the ranking last year.

- The percentage of highways inspected of a high or acceptable level of cleanliness moved up the ranking to **9<sup>th</sup>** from **10<sup>th</sup>** last year.
- The percentage of reported fly tipping incidents cleared within 5 working days was **16<sup>th</sup>** in Wales where previously had been ranked **3<sup>rd</sup>** (this represents a percentage decline of 5% although performance is still high at 94%)
- The percentage of A,B & C roads that are in overall poor condition was **8<sup>th</sup>** in Wales, moving up from last years position of **10<sup>th</sup>**.
- The percentage of pupils assessed at the end of key stage 2 achieving the Core Subject Indicator, as determined by teacher assessment is **15<sup>th</sup>** in Wales from **16<sup>th</sup>** last year but performance has improved 3 years running.
- The rate of delayed transfers of care for social care reasons per 1,000 population aged 75+ is this year **13<sup>th</sup>** in Wales. This has improved from **22<sup>nd</sup>** in Wales last year.
- The number of additional affordable housing units provided during the year improved in performance but declined in ranking from **7<sup>th</sup>** to **8<sup>th</sup>** in Wales.
- The percentage of visits to sports and leisure facilities per 1,000 population was **16<sup>th</sup>** in Wales moving up one from **17<sup>th</sup>** last year.

4.5.6 Twelve of the indicators are in the “Lower Quarter” some of 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. Maintains **20<sup>th</sup>** in Wales although improved on last year.
- 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 maintained **18<sup>th</sup>** in Wales from last year although there has been nearly a 10% improvement on performance over the last 3 years.
- Percentage of pupil attendance in *primary* schools stays at **18<sup>th</sup>** in Wales. There is no change in the ranking for the last 3 years although performance has improved year on year.
- Percentage of pupil attendance in *secondary* schools stays the same at **19<sup>th</sup>** in Wales for the last 3 years although performance has improved year on year.
- The percentage of all pupils in any LA maintained school, aged 15 at 31<sup>st</sup> August who leave compulsory education, training or work based employment without an approved qualification was **20<sup>th</sup>** in Wales having moved from **14<sup>th</sup>** in 13/14.
- The average external qualifications points score for all children, in any local authority maintained learning setting dropped to **22<sup>nd</sup>** in Wales, although performance has improved year on year.
- The percentage of adult protection referrals completed where risk has been managed is **21<sup>st</sup>** in Wales from **19<sup>th</sup>** in 13/14.
- The percentage of adult clients who are supported in the community during the year was **20<sup>th</sup>** in Wales, dropping from **1<sup>st</sup>** in Wales in 13/14.
- The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by a social worker moved from **13<sup>th</sup>** last year to **17<sup>th</sup>** in Wales this year
- Average number of calendar days taken to deliver a disabled facilities grant maintains its position **19<sup>th</sup>** in Wales although performance has a slight decline.
- The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence cannot be compared against last year due to it being placed back in the national set this year after having been removed for 3 years. We were ranked **16<sup>th</sup>** in Wales for 14/15.

Details of Caerphilly’s performance in relation to Wales for all 43 indicators are 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 Chief Executives: page 17

- Directorate Corporate Services: page 31
- Directorate of Education and Community Services: page 37
- Directorate of Social Services: page 56

## **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 2014/15.

## **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.

## **11. STATUTORY POWER**

- 11.1 Local Government Act 2009.

Author: Ros Roberts, Performance Manager, Performance Management

Consultees: Colin Jones, Head of Performance & Property Services  
 Chris Burns, Chief Executive  
 Christina Harry, Corporate Director, Education, Community & Leisure  
 Dave Street, Corporate Director Social Services  
 Nicole Scammell, Acting Director of Corporate Services  
 Cllr. D. Hardacre, Cabinet Member for Performance, Property & Asset Management  
 Gail Williams, Interim Head of Legal Services and Monitoring officer  
 Angharad Price, Interim Deputy Monitoring Officer/Barrister

Background Papers:

Appendices:

Appendix 1 Final Year Performance Report 2014/15



# Annual Performance Report

## Caerphilly County Borough Council

2014/15

Draft

Page 63

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



*This report discharges the Authority's duty under the local government measure 2009 section 15.1-15.5 publication of improvement information*

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## Message from the Leader

Cllr. Keith Reynolds

This Performance Report is an important document which is produced every year as a way of reviewing how the Council is doing in a number of key areas.

Page 66 We are always working hard to do things better and raise standards in the way we deliver services to our residents. It is also important during these tough economic times that we demonstrate value for money in everything that we do.

Our dedicated workforce play a key role in helping us to achieve this and I would like to thank staff at all levels for their commitment to improving performance and delivering our priority objectives.

We are doing well in a number of areas, but it is also important that we acknowledge there are some things that need further improvement. We will remain focussed on addressing these issues in the future.

I would like to thank everyone who is involved in our ongoing improvement process, and I look forward to seeing the organisation achieve positive results in the future to benefit all sections of our community.

# Introduction

Every year we publish a report on how we as a Council have performed during the previous year. This report tells the reader about our performance during 2014/15. Performance of the Council is routinely published in various forms however this is our opportunity to pull all information together to give the reader an overall picture. Some information is comprehensive and statistical so we also produce a user-friendly summary that is available in November each year.

When we ask whether we are making a difference to the communities we serve, addressing the priorities that are important to our citizens, we use some of the activities below to help us determine this. The following list is not exhaustive, but has been provided to give you an idea of the types of activities that the authority does to learn 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 2014/15 our regulators were; Wales Audit Office, Estyn and Care and Social Services Inspectorate Wales (CSSIW).
- Each Service Area carries out a Self Evaluation using a range of evidence to judge how it is performing and produces an annual Service Plan, to take forward and monitor its improvement actions.
- Each Service 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.
- Budget monitoring and financial statements of accounts are routinely and robustly reviewed.
- The Authority has in place several tiers of information reporting between officers and Councilors such as Scrutiny, Cabinet and Audit Committee. Our Audit Committee routinely monitors aspects of Risk and Complaints reporting. 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.
- We are beginning to study further in more detail the ways in which we work to see where waste can be eliminated and services improved.

# How this Report is Structured

In providing an insight into authority performance it is important to know that the Authority is very diverse (providing over 500 types of services and has 9,500 staff) providing services from 'cradle to grave'. So to structure our self-evaluation and subsequent report for 2014/15 we provide an overview, and then focus on what we have done well, what has not gone so well and where we think we need to do better.

The report begins with introductions and a financial summary and contextual information on customer service, consultation results and our work in equalities and wider partnerships.

For ease of reading, we then cover in greater detail under the section **Our Performance**, a detailed assessment of each Directorate for 2014/15.

Each Directorate assessment will include the following information:

- Page 68
- The Directorate's overall annual performance statement
  - Financial information and analysis relating to the Directorate for 2014/15
  - 2014/15 Improvement Objectives for the Directorate\*
    - Analysis of National Strategic Indicators (NSI) and Public Accountability Measures (PAM) for the Directorate for 2014/15
    - Assessment of our progress with our longer term priorities 2013-2017 (half time update) by Directorate

Our performance progress for our Improvement Objectives and our Outcome Agreements uses an overall assessment key of : **Successful**, **Partially Successful** and **Unsuccessful**. Also we provide the reader with a summary of progress and success for each of our Improvement Objectives for 2014/15. In the Appendix, we include full details on all the actions and measures for each Improvement Objective.

We conclude with an overall summary of our statutory performance (national indicators we are required to collect by the Welsh Government) and information on what our regulators have told us and where they think we can improve further.

We hope you enjoy reading about how your Authority is working to make a difference and welcome any comments or feedback that you may wish to make, whether on future content that you would like to see, thoughts on how you would like to see it or any questions on the report itself. If you would like to get involved please see the section called 'How to Contact us' on page 130 and will tell you how you can do that.

# The Authority's Financial Summary

The Authority plans and approves its budgets on a 3 year medium-term financial planning cycle, 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).

The financial outlook continues to be bleak and on top of significant savings already delivered in recent years, the Council has been working hard in recent months to identify further savings of £26m to enable balanced budgets to be delivered for the 2016/17 and 2017/18 financial years. Unfortunately, recent announcements by the UK Government on public expenditure suggest that the financial situation may worsen which will require even more savings to be found.

The Council's Cabinet will receive a report in October 2015 outlining draft savings proposals for the 2016/17 financial year. These proposals will then be subject to a period of consultation ending in January 2016, with firm budget proposals being put to Council in February 2016.

The Authority manages two main categories of finances i.e. **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 2013/14 to 2015/16.

Expenditure (£m)	2013/14		2014/15		2015/16
	Budget	Spend	Budget	Spend	Budget
<b>Corporate Services</b>	<b>70.26</b>	<b>56.98</b>	<b>68.26</b>	<b>57.57</b>	<b>66.14</b>
<b>Education</b>	<b>128.23</b>	<b>128.90</b>	<b>127.30</b>	<b>125.92</b>	<b>127.42</b>
<b>Community Services</b>	<b>60.37</b>	<b>59.94</b>	<b>58.16</b>	<b>57.31</b>	<b>54.74</b>
<b>Social Services</b>	<b>78.61</b>	<b>76.74</b>	<b>78.31</b>	<b>74.59</b>	<b>77.32</b>
<b>Total Net (£m)</b>	<b>337.47</b>	<b>322.56</b>	<b>332.03</b>	<b>315.39</b>	<b>325.62</b>

## Revenue:

Where does our money come from?

Income (£m)	2013/14		2014/15		2015/16
	Budget	Actual	Budget	Actual	Budget
Revenue Support Grant	218.74	218.74	217.20	217.20	212.84
Business Rates (share)	54.38	54.38	55.38	55.38	50.85
Council Tax	53.94	55.21	56.34	57.75	58.85
Other Grants	10.41	10.41	1.91	1.91	1.88
Contribution from Reserves	0	0	1.20	1.20	1.20
<b>Total Net (£m)</b>	<b>337.47</b>	<b>338.74</b>	<b>332.03</b>	<b>333.44</b>	<b>325.62</b>

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The table opposite summarises the key cost pressures and investments that were included in the 2014/15 revenue budget.

Service Area	Amount	Description
All	£3.8m	Whole Authority cost pressures including inflationary increases and revenue support for the Council's Capital Programme
Social Services	£1.0m	Additional funding to meet the increasing demand for services.
Corporate Services	£0.1m	Welfare Reform Implementation Costs



**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 2013/14 to 2015/16: -

Capital (£m)	2013/14		2014/15		2015/16
	Budget	Spend	Budget	Spend	Budget
Education	22.51	7.05	22.44	8.61	15.28
Highways	10.96	6.54	11.05	7.50	5.94
Housing Stock (Public)	14.65	14.65	15.34	15.34	36.30
Private Housing Grants	3.85	3.73	3.66	3.05	2.90
Social Services	1.23	1.10	0.85	0.65	0.55
Community & Leisure	4.37	2.05	3.49	1.39	2.63
Other	22.94	18.02	13.95	6.61	15.22
<b>Total (£m)</b>	<b>80.51</b>	<b>53.14</b>	<b>70.78</b>	<b>43.15</b>	<b>78.82</b>

The 2014/15 capital underspend of £27.63m is mainly due to slippage (delays in progressing schemes) and this funding has been carried forward into the 2015/16 financial year to enable schemes to be completed. The most significant areas of slippage relate to Education and the 21<sup>st</sup> Century Schools Programme (£13.4m), Urban Renewal (£4m), the Engineering Division (£3.6m), Property Services (£2.4m) and Community and Leisure Services related schemes (£2.1m).

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

# Listening to our Customers

Over the last 2 years the most significant growth in internet usage has been in the use of tablet devices, particularly amongst older users. Our website has now been redesigned so that it works better on tablet devices and smart phones and over half our website visits are now on tablets and mobile devices.



During 2014 there were 12 million hits on our websites including 8.6 million on the main CCBC site and 1.2 million on the Leisure Lifestyle site. Visits to our website have grown by 40% since 2011. In UK \* wide benchmarking of local government websites our website has been in the top 10 for customer satisfaction for the last 5 years and was the 4th best in the UK for information and service finding. We still receive much contact by phone with over 1.9 million calls last year, 82% of which were answered within 20 seconds.

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As part of the Medium Term Financial Plan Councillors have recognised the importance of local offices where customers can deal with the council in-person. As a result they have decided to retain the Council's local presence of Customer Service Centres and Libraries. However, to reduce costs opening times will be reduced and the Blackwood Customer Service Centre will move into Blackwood Library to match the services provided in Caerphilly, Bargoed and Risca town centres.

Satisfaction with the Customer Service Centres and the Contact Centre has consistently been above 90%. The December 2014 survey showed 95% of visitors to Customer Service Centres satisfied or very satisfied with the service provided in the centre, 92% were satisfied with the overall service provided (including back office actions and service delivery) and 86% thought that the waiting time was acceptable. 92% of customers were satisfied or very satisfied with the Contact Centre service.

\* Source SOCITM (The Society of IT Management) called Better Connected April 2015

## Household Survey

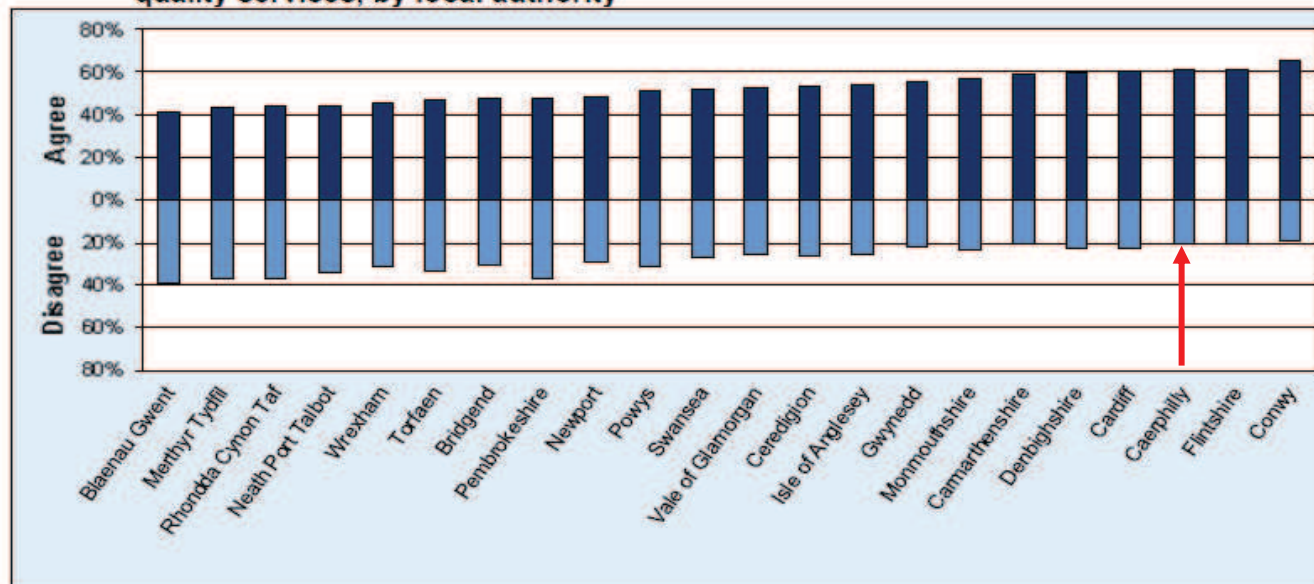
Every two years we carry out a detailed household survey. Previously we've sent a survey to every household in the borough, however this year to broaden the ways that people can reply and to save costs we advertised the survey in our Council magazine 'Newline' and made it available online, however this change has reduced the response rate slightly. Overall there was a 78% satisfaction rate with services we provide. Although this is a decline from 82% in 2013 the proportion of those who are very satisfied increased by 4%. We are still analysing the information received and the full results will be available on line in November.

## National Survey for Wales

The National Survey for Wales is a face-to-face survey of people across Wales run by the Welsh Government. Each year over 14,000 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. The most recent survey was April 2014 – March 2015 and extracts are shown below. The full details are available from the Welsh Government website.

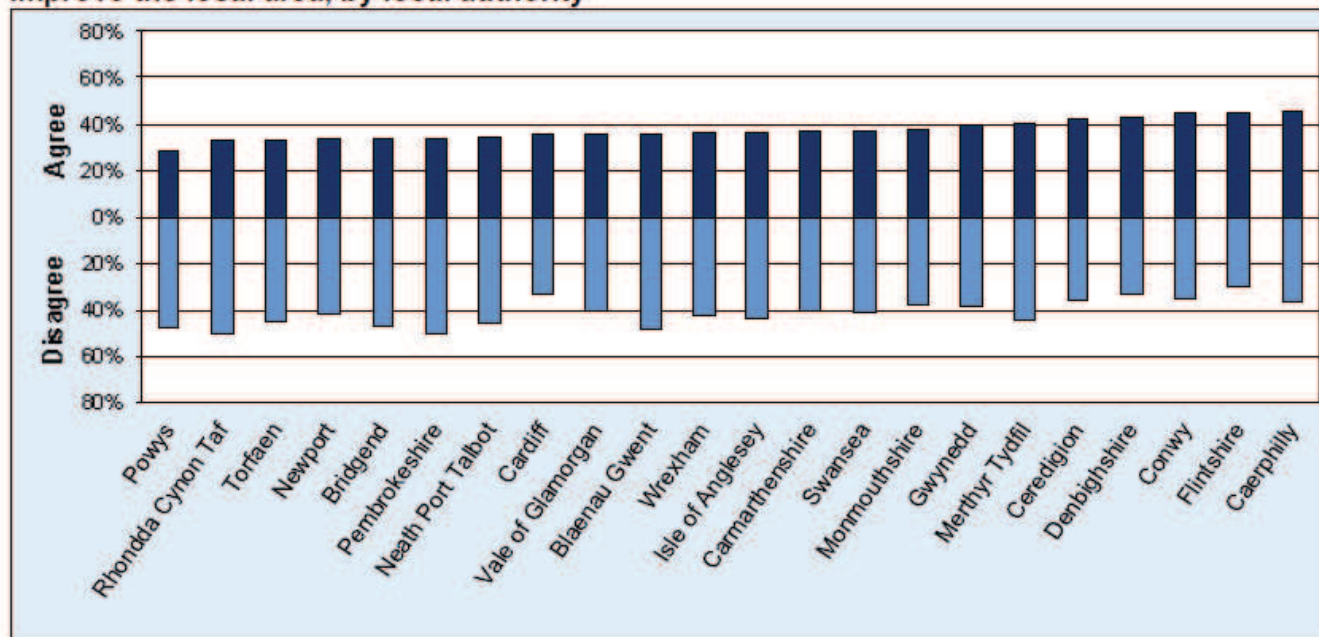
Of the whole survey 53% of respondents agreed that their council provides high quality services, a lower proportion than in 2012-13 and 2013-14 when in both years, 57% agreed with the statement across Wales, however the Caerphilly figure stayed above this year's Welsh average at 61% (although this was down on last year's figure of 66%).

**Chart 4: Proportion of people who agree or disagree that their council provides high quality services, by local authority**



In 2014-15, a new question was included on whether people agree or disagree that their council 'does all it can to improve my local area'. Overall, a smaller proportion of people agreed with this statement (37%) than agreed that their local council provides high quality services (53%). The proportion agreeing that their council does all it can to improve the local area varied from 29% in Powys to 45% in Caerphilly.

**Chart 5: Proportion of people who agree or disagree that their council does all it can to improve the local area, by local authority**



Extracts above were taken from the 'First Release' Reference **SDR 92/2015 June 2015**. The full document is available at the link below:  
<http://gov.wales/docs/statistics/2015/150611-national-survey-wales-2014-15-headline-results-en.pdf>

# Promoting Equalities and the Welsh Language

Our goal is to continue ensuring Equalities work is mainstreamed into day-to-day practice and below we provide a summary **update** of our progress during **2014/15**. The extracts below are from our Strategic Equality Plan Annual Monitoring and Improvement Report 2014/15. Our latest annual report not only contains the usual statistical data on staffing issues and complaints, but also has an increased focus on case study examples so it can be seen how this is put into practice. The full report can be accessed at:

<http://www.caerphilly.gov.uk/CaerphillyDocs/Equalities/Strategic-Equality-Plan-Annual-Report-2014-2015.aspx>

The Council has continued to work in partnership with organisations from the public, health, voluntary and private sectors and continues to be creative and innovative in delivering against its statutory duties. Caerphilly CBC now undertakes Equalities and Welsh language training, and Welsh language translation services, for 4 partner organisations under formal service level agreements. We have updated a range of guidance and are developing new guidance, below are a few examples of the kind of guidance that is available:

- 2011 Census – Local Equalities Data for Caerphilly County Borough
- Accessible Voting Guidance
- Equalities Guidance for Landlords
- Guidance on Equalities in Design and Printing

We are working to make a real change in supporting schools deal with school bullying. In all its forms it has a deeply negative effect on the pupils who are its victims, but discriminatory bullying can add an even more personal and hurtful element to the bullying that goes on, so we are working on a range of improvements such as ensuring discriminatory bullying incidents are properly recorded, or the true nature of that bullying could get overlooked. For example during the academic year 2013/14, 16 primary schools, 8 comprehensive schools and 22 youth clubs were provided with Show Racism the Red Card training. Show Racism the Red Card is an anti-racism charity, which aims to raise awareness amongst young people about racism in society. They make use of the powerful position of professional footballers and other sports stars as role models to deliver an anti-racism message. **2,629** pupils in total received this training across the county borough.

Another charity that the Council worked with during the year for the first time was the **Sophie Lancaster Foundation**. It was established and became a registered charity in 2009 with the aim of providing workshops that would challenge the prejudice and intolerance towards people from alternative subcultures. It was set up by Sylvia Lancaster, a youth worker herself, and was named after her daughter who was attacked and murdered due to her appearance and mode of dress. A session was arranged for members of staff from the Youth Service, with a view of up skilling existing staff with the knowledge to be able to deliver further sessions within youth clubs and schools across the county borough. This resource is now being actively used at sessions being held within the county borough with young people.

Gwent Police through the 5 School Community Police Officers within the County have delivered a very high number of lessons on respect, bullying and diversity issues:-

- 86 Right or Wrong Lessons
- 88 Sticks and Stones Lessons at Primary Level
- 84 Save Me lessons at Secondary Level

Support materials for all these lessons for both teachers and pupils can be found on [www.schoolbeat.org](http://www.schoolbeat.org).

In total, **3,517** course places were taken up across the range of Equalities and Welsh Language courses that we provide, making the year the most successful yet in delivering against the statutory duties.

The Council's Corporate Property Services Division continues to deliver improvements to make public buildings accessible for all via the DDA Work Programme. Each year a programme of work is arranged to update and improve the physical access capacity of a range of Council-owned buildings. During 2014/15, £42,000 of capital funding and £200,000 of revenue funding was used to upgrade properties across the county borough and 110 disability access audits were undertaken.

## Welsh Language Scheme Annual Improvement Report 2014/15

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We have 2 pieces of legislation that we work to and we have blended them both into our Single Equalities Action Plan, however we are required to report on them separately as the annual performance reports are to two different bodies, below is a brief summary of progress.

The full report can be found at:

<http://www.caerphilly.gov.uk/CaerphillyDocs/Equalities/Welsh-Language-Scheme-Annual-Report-2014-2015.aspx>

We hosted the Urdd Eisteddfod in May 2015 (at Llancaiach Fawr Manor) and in preparation a Mynediad 1 Welsh course was arranged for the staff there in order to assist them in dealing with the Welsh speaking visitors to the national event and to increase their skills longer term for future visitors.

Our corporate website was re-launched in November 2014 with a new design and updated content. It is now estimated that over 50% of the new site is bilingual with more sections going online each month.

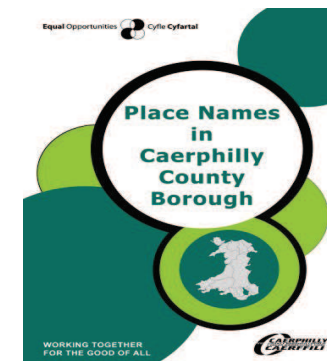
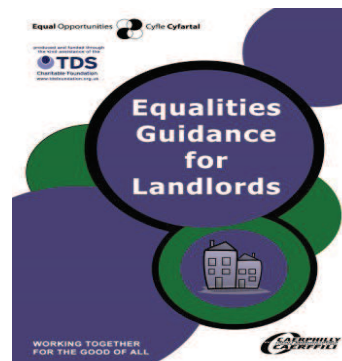
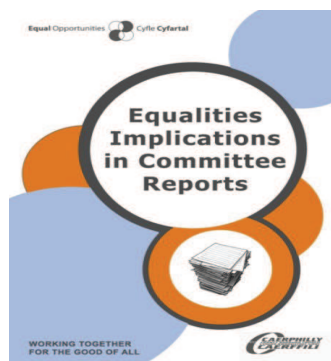
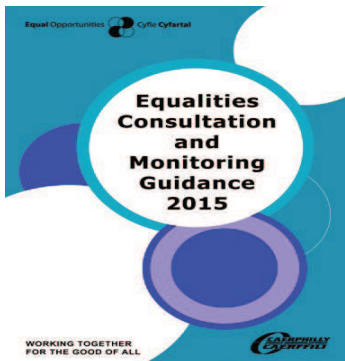
In 2014/15 we received **26** Welsh Language complaints, 22 of the 26 Welsh Language complaints can be classed as “process” issues, where Council policy has not, or allegedly had not, been followed properly in terms of providing written material, or web pages, in Welsh for example. The remaining 4 can be classed as “prevention”, where an individual has alleged that the Council's failure to provide a Welsh language face-to-face or telephone service in Welsh has prevented them being able to speak Welsh with a Council employee or representative. We welcome citizen feedback and we continue to make improvements where needed.

One particular success this year is the Landlords project and guidance programme, where we secured funding from the Tenancy Dispute Service, known as the TDS Charitable Foundation. TDS is the UK's leading provider of insurance based tenancy deposit protection, and works to advance education amongst landlords and tenants about private rented housing rights and obligations. Little has been offered in the past around Equalities and Welsh Language related guidance and those aspects of the relationship between landlords, tenants and even neighbours. Training courses were provided to support the guidance with 39 people attending including 26 private landlords. There has been very positive feedback from a range of audiences including the local homelessness forum.

## Welsh Language Standards

The Welsh Government has introduced a set of 176 Welsh Language standards as a 'duty' to Public Services. The aim of the standards (which will replace the previous language policies) is to improve the services Welsh-speakers can expect to receive from organisations in Welsh, increase the use people make of Welsh-language services, make it clear to organisations what they need to do in terms of the Welsh language and ensure there is an appropriate degree of consistency placed on bodies in the same sectors. To prepare for this, the Council's Strategic Equality Plan will need to be updated by 1<sup>st</sup> April 2016, including how we will meet the new duties required by the Welsh Language Standards. A draft document, together with a related action plan, will be widely circulated for consultation and comments, from the end of September 2015 to the end of November 2015. Final versions will progress early in 2016 to be in place by the April deadline date.

A great deal of the Council's Equalities related information is already published in greater detail on the Equalities pages of the Council's website, available at:- [www.caerphilly.gov.uk/equalities](http://www.caerphilly.gov.uk/equalities).



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**The following sections of this Performance Report will give you an overview of the Authority and how we are performing in the following areas:**

- Directors Statement of Overall Performance
- Financial Information and Analysis by Directorate
- 2014/15 Update of Improvement Objectives
- National Performance Indicators by Directorate





# 1

## Interim Chief Executive

### Director's Statement of Overall Performance for 2014/15



**Chris Burns**

Interim Chief Executive

During 2014/15 we revised some of our internal organisation structure, their lines of reporting and general management arrangements. For example, **Regeneration and Planning Services** and **Housing Services** (once part of the Directorate of the Environment) currently report directly to the Chief Executive, along with the relatively new service programme called the **Wales Housing Quality Standards (WHQS)**.

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Our financial arrangements for 2014/15 and current Medium Term Financial Plan (MTFP) are still structured across the historical four Directorate themes (Corporate, Education, Environment, Social Services) and are further reported on throughout this annual Performance Report. More detailed information on Finances can be found under the Authority's Financial Summary within this report on page 7.

For overall performance we start with **Regeneration and Planning Services**, which has nine distinct service groups and whose progress for the year is shown below:

The **Countryside & Landscape Service** has submitted an application for a continuation of Rural Development Programme (RDP) funding for the period up to 2021. This is a Partnership proposal with Blaenau Gwent CBC and should result in some £2.6m of funding being made available. Caerphilly will act as the Administrative Body and has established a Local Action Group in preparation for the new round of RDP, which is anticipated to start during the summer of 2015. In addition to obtaining direct funding from Natural Resources Wales (NRW) for Rights of Way and land management a number of partnership projects, where CCBC are the lead body, are also being supported including the Upper Sirhowy Valley, Mynydd Maen/Twmbarlwm and tackling Invasive Plant Species. Partnership working has also been undertaken using the Welsh Government NATURE fund, where works have been undertaken to benefit our uplands and pollinators. The PLANT initiative was ongoing at Phillipstown, Abertysswg and Panside and the Landscape section designed and managed the implementation of the new Newbridge Riverside Park on behalf of Urban Renewal.

Parc Cwm Darran retained Green Flag Status and we have undertaken or supported a wide variety of some 50 events, throughout the Borough, including walking, biodiversity and seasonal events at countryside locations. The effects from the introduction of car parking charges at country parks is being monitored, however, it is providing an income stream for the Authority.

Further significant inroads have been made addressing the issue of invasive plant species with 49 hectares of land under treatment. The majority of larch trees affected by the recent outbreak of *Phytophthora Ramorum* have been felled and a study is being undertaken, to identify new opportunities of using Natural Resource Wales (NRW) owned woodlands adjacent to Parc Cwm Darran, Sirhowy Valley Country Park, and Markham.

Using previously secured Heritage Lottery Funding (HLF) development funding during 2014/15, we have, with HLF support, progressed preparation of the detailed regeneration proposals for Butetown in Rhymney in readiness for a further HLF funding application in 2015/16.

Our **Strategic & Development Planning team** finalised the work necessary for the implementation of the Community Infrastructure Levy (CIL) from 1<sup>st</sup> July 2014. The introduction of CIL will enable the Council to secure funding for vital infrastructure projects across the whole of the county borough in the coming years to support planned new development. Our primary focus however has been undertaking work to update the planning policy framework for the county borough through the preparation of a Replacement Local Development Plan. The Replacement Local Development Plan when finalised, will provide the land use strategy of the Council up to 2031. Significant progress was made in 2014/15 on this key strategy with the preparation of the Draft Preferred Strategy, which was subject to a significant number of stakeholder and public engagement events across the county borough. The invaluable feedback obtained through these events will inform the way in which the county borough will be planned for the next 15 years.

The **Development Management and Building Control teams** have continued to regulate and deliver sustainable development within the borough. The two largest projects under consideration have been the Islwyn West Secondary School at Oakdale, granted permission in March, and the Nant Llesg surface mine, which at the time of the preparation of this report has been to a special Planning Committee but had not been determined. Also undecided is an application for a large industrial unit at Plateau 1 at Oakdale from a door manufacturer, which has been the subject of considerable pre-application support. The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year was 47% and this was an increase on last year at 42%. Although performance improved year on year we moved from 7th in Wales to 8th in Wales 14/15. The top performance in Wales was 49%.

In terms of trends, we are receiving an increasing number of applications for wind turbines and solar farms reflecting the need to move to renewable forms of energy generation. In view of the limited housing land supply, applications for housing estates on sites outside settlements have also been received, testing the Council's adopted local development plan.

Our education for **Sustainable Development** work has led to 71% of schools in the county borough (64 of 90) achieving Green Flag status under the Eco Schools scheme. Sixteen 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 the whole of the river in the county borough being navigable to salmon. A study has been undertaken to identify climate change impacts across all of the Authority's 18 Services.

During the year, the general economy has continued to improve, our **Business Enterprise Support** have noticed a definite improvement in investment and potential investment levels in the county borough. All funding for grants has been fully used during the year (Local Investment Fund, UK Steel Start Up Grant, Business Development Grant). Local Investment Fund targets for job creation, safeguarded and social enterprises created were all exceeded. However it was disappointing to note that Welsh Government refused to support an extension to the EU Funded Local Investment Fund scheme and South East Wales Community Enterprise Development projects under the new 2014-2020 ERDF West Wales and the Valleys Operational Programme.

ICT Consultations to support and assist ICT companies, stopped in October 2014 as we were no longer able to provide a service within the Business Enterprise Support Team and the Go2 project had to be closed. There is no longer a BisNet Team to offer these services.

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However, the Business Support Team continues to provide mainstream business advice and assistance and works collaboratively with Business Wales and their contractors Centre for Business and Business in Focus. We are continuing to promote the availability of Broadband to businesses and play an active role in the Super Connected Cities programme that provides financial assistance for broadband connectivity to SME's the Third Sector and Sole traders.

In 2014/15 the Council continued to support Caerphilly Business Forum and forge better links where the principal aim is to increase membership and to ensure the Forum becomes a leading voice for the private sector particularly with Welsh Government initiatives and the City Region / City Deal.

Two youth employment officers were funded by **Communities First** to support young people aged 16-24 to access volunteering, training, Jobs Growth Wales (JGW) opportunities and employment. The staff are members of the youth engagement and progression framework to ensure the right support is provided at the right time. From April 2014 to March 2015, 429 young people have been supported. Of these, 101 have secured a JGW placement and 105 and have entered employment.

Through our Communities First Programme, two digital inclusion officers are employed to support people to gain essential basic IT skills. During 2014/15, 641 people were supported to get online and learn basic IT. The team have supported 257 people to gain employment related qualifications and 171 people into work.

Our Communities First team, work in partnership, on a project called StreetGames, to provide doorstep sport opportunities to young people living in disadvantaged areas. During 2014/15, 397 young people participated across the Caerphilly borough. Other projects such as, Foodwise and X-pod programmes, were delivered to community members to increase their knowledge of healthy lifestyles and support behaviour changes. From these, in 2014/15, 136 people reported eating fresh fruit and vegetables daily.

**Town Centre Management** continues to work across the five principal town centres (Caerphilly, Blackwood, Bargoed, Risca and Ystrad Mynach) using the Council's 'Unique Places' model. The year saw the successful launch of a new initiative to encourage shoppers and businesses to "Choose the High Street". At Christmas, a "Choose the High Street @ Christmas" voucher promotion offered all retailers the opportunity to participate and generate additional sales in a crucial trading period. April 2015 will see the launch of the "Choose the High Street' Past and Present" initiative. This campaign will seek to reconnect residents with their local town centre by encouraging them to visit libraries in each of the towns to view exhibitions of local historic photographs, maps and artwork.

During 2014/15 the **Urban Renewal** team brought forward £3 million of EU funded projects at Newbridge and Bargoed that are scheduled for completion by June 2015. These ongoing projects will enhance the existing infrastructure and Public Realm (publicly owned streets, pathways, right of ways, parks, publicly accessible open spaces and any *public* and civic building and facilities) within each town centre, create new community open spaces and will afford opportunity to work with the owners of private sector commercial buildings through provision of substantive grants to facilitate building improvement works.

There was peer recognition of the infrastructure improvements delivered by the Bargoed Regeneration Programme with the Project being shortlisted by the Institution of Civil Engineers (ICE) Wales and being awarded "highly commended" status within the Placemaking Awards for Wales.

The year has seen significant progress towards the completion of restoration works at the Grade II\* Celynen Collieries Institute and Memorial Hall. Through partnership working with the "Memo" Trustees and the allocation of over £1.6m of EU funding this has allowed these nationally important buildings to be reinvigorated and re-established as a central hub for social, heritage and learning activities within the community.

The letting of the unit shops adjacent to Morrisons food store in Bargoed remains an ongoing issue. During 2014/15 retail tenancies were agreed with Greggs and Subway. However, whilst negotiations are ongoing with a number of national retailers confirming any private sector commitment to the unoccupied units continues to be exceedingly challenging in the current economic climate.

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 Food Festival in May, Caerphilly 10k run (June), Blackwood Beach Party (June) Welsh Model show at Llancaiach (July) and the Big Cheese weekend (July). In August the Council opened a major new exhibition at the Winding House Museum and Heritage Centre to mark 100 years of the commencement of the First World War. 'Our Duty to Bear' was well received and continued to attract new visitors and audiences. Blackwood Miners Institute hosted a number of new and exciting performances, which saw a rise in visitor and audience numbers.

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 £113m (a 6% increase from 2013) with 1.71m visitors during the year (an increase of 2.6%). The number of visitors to Llancaiach Fawr, Winding House Museum, Cwmcarn and Visit Caerphilly was 546,622 nearly 17.5% above target.

The **Industrial Property Portfolio** continues to have high occupancy levels, particularly compared to the private sector. Overall, 93.4% of all our industrial units and offices were occupied, slightly down on target due to a drop in the occupancy of the office portfolio. However, new marketing and promotion and new offers will help address this decline. The above-mentioned additional EU funding for Newbridge and Bargoed contributed to a total amount of £40m brought into the County Borough during the 2007-14 Convergence Programme, with a total project value exceeding £70m, supported by the Specialist European Team, who worked to ensure that all projects complied with the rules and regulations.

The **Housing Service** consists of 3 main service areas: Public Sector Housing, Private Sector Housing and Housing Repairs.

Throughout 2014/15 our key highlights were:

**Public Sector Housing** maintained high levels of tenant satisfaction in both the Housing Management and Rents Services (see page 99) despite dealing with the impact and challenges facing some of our citizens in light of welfare reforms.

We continued to improve access to services and support for those in need, better accommodating face to face or home visit support and have been showcased as an example of best practice by the Citizens Advice Bureau (CAB) for the support offered to our tenants in relation to welfare reform.

We successfully implemented a new service delivery model for our elderly persons within our sheltered housing schemes and by providing a floating support service to other elderly persons residing in Council housing within the communities.

We were the first local authority in Wales to use the closure order provisions of the Anti Social Behaviour, Crime and Policing Act 2014 to remove a tenant from their home for unacceptable levels of anti-social behaviour, which was to the benefit of neighbours and the local community.

Tenant participation and engagement continued to grow, as well as supporting a number of other specific working groups. Tenants also participate as Caerphilly Service Improvement Monitors, undertake mystery shopping exercises and two new groups have been established; the Housing Improvement Partnership, which has since begun to collate and evaluate evidence relating to service provision in order to provide the Council with insight into what tenants want and value from a service, and a group that has been focusing on the impact of Housing Services on those with sensory loss. The work of this latter group has resulted in the launch of a national guidance document which is supported by Welsh Government.

A repairs and improvements working group has been established to facilitate meaningful consultation with tenants.

We were successful in maintaining our policy of prevention of people who may be potential homeless households for 2 consecutive years (90%).

We maintained the level of 'Enquiry to approval times for Public Sector Housing Adaptations' for two consecutive years at 67 days

However, we faced challenges to maintain high levels of tenant satisfaction with the general condition of their properties/new homes and we experienced an increase in issues when dealing with rent arrears compared to 2013/14.

There was also an increase in properties classified as 'hard to let'.

In **Private Sector Housing** we maintained our period of waiting time from enquiry to when we approve a Disabled Facilities Grants (DFG), for two consecutive years at 156 days, however the average number of calendar days taken to deliver a DFG (i.e. when the work is completed) went from 292 to 302 days and we give an explanation for this on page 29.

We maintained the level of grant recipients who were satisfied with the length of time it took to complete grant works at 96% with the conduct of builders at 98% and the quality of work at 99%.

Where Disabled Facilities Grants were not used, we improved our delivery times for low-cost adaptations, averaging 37 days.

New legislation in the Housing (Wales) Act 2014, introduced in February 2015, placed a duty on all local councils in Wales to carry out accommodation assessments for Gypsies and Travellers and where identified, make provision for any unmet need.

We improved our performance by increasing the number of long term empty homes brought back into beneficial use via direct action.

The Housing (Wales) Act also introduced new legislation for homelessness with an increased focus on homeless prevention and the requirement for Local Authorities in Wales to provide support and advice to all those threatened with homelessness. We have strengthened and realigned our services to meet these new obligations.

We reduced our dependence on the use of Bed and Breakfast accommodation for homelessness purposes by facilitating, in partnership, the development of a new 18 unit supported facility at Tredomen.

We were successful in securing £1.6m of social housing grant funding to assist with the deliver of a smaller properties scheme involving twenty two, 1 and 2 bed properties to assist those households affected by welfare reform.

Our ongoing mortgage rescue programme assisted 5 families to remain in their homes following the threat of repossession.

We assisted 250 homeowners to undertake essential repairs and improvements via the Council's grant, group repair and loan programmes.

The Housing (Wales) Act introduced legislation applicable to the Private Rented Sector, whereby landlords will now be required to register and where necessary, undertake training to ensure they are fit and proper persons to let properties and manage tenancies within Wales.

Our Local Housing Market Assessment was completed last year inline with WG requirements. This was a significant piece of research to establish housing demand and needs within our borough, including the type, size and location of properties. This information helps to inform the local development plan for the provision of new homes.

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Further information regarding assistance and improvements to homes in our communities, is reported in this document under the section titled: **Corporate Priority: 7. Invest in our council homes and their communities to transform lives**

The **Housing Repairs** Team completed approximately 34,000 repairs last year to the Council's housing stock, with 96% of these being carried out by appointment at a date and time that was convenient to our tenants.

An increased number of customer satisfaction surveys were conducted which revealed that 98% of tenants were satisfied with the level of service received.

1,000 void properties were brought back into use in compliance with our re-let standard which was established in consultation with tenants.

In 2013/14 seven apprenticeship posts were established with a further five in 2014/15 to provide training opportunities for young people with the prospect of securing permanent employment. These were: 4 Plumbers, 2 Electricians, 1 Carpenter, 3 Plasterers and 2 Clerical/Administrative Office apprenticeship posts.

A new handyerson service has been introduced which is available to all tenants above the age of 60 years and to those with a disability. This service is provided by the Council's in-house maintenance team to assist tenants with DIY tasks within the home.

## 2014/15 Financial Information & Analysis for the Chief Executive's Departments

### Regeneration and Planning Services

We reported an under-spend of £522k at the end of 2014/15, 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. Further analysis can be found under the Directorate of Community, Leisure and Learning.

### Housing Services

The Housing General Fund had a budget of £1.43m, although £1.48m was expended during 2014/15 in the provision of housing advice, homelessness prevention and support, area renewal schemes as well as the development of housing strategy.

The Housing Revenue Account (HRA) had a budget of £45m (SIP) which is utilised to manage and maintain our properties and provide housing related support services. At the year-end, a balance of £6.8m was remaining which has been earmarked for reinvesting into the housing stock to support the delivery of the WHQS programme.

### WHQS Programme

The WHQS programme had a Capital budget of £28.8m, we spent in the year £15.3m, leaving an underspend of £13.5m due to programme slippage. The under-spend will roll in 2015/16 to continue delivery of the WHQS programme and meeting the standards.



# Improvement Objective 5

## Investing in Council homes to transform lives and communities

### In 2014/15 we said we would:

Everyone in Wales should have the opportunity to live in a good quality home within a safe and secure community. To help achieve this, the physical standard and condition of existing housing must be maintained and improved to the Welsh Housing Quality Standard (WHQS). The WHQS is a minimum standard for homes

We aim to ensure all council homes meet WHQS, which will improve the quality of life for people who live in those homes. We will develop long-term arrangements, which will help sustain local jobs, offer skills development and training opportunities and deliver wider community benefits.

By 2020, we want our communities to know:

- We delivered the best quality home improvements scheme to our tenants as promised in the Offer Document
- We did it with them and not to them
- Their homes created real jobs in our communities
- We delivered the whole project on time and in budget

These ambitions can only be achieved with the entire Council and tenants and other key stakeholders working together and we are confident that with their support, this programme will transform Council homes, the lives of our citizens and our communities.

For the priorities set for 2014/15, our delivery and achievements to date are deemed to be **Partially Successful**, because the original planned programme for this objective has faced major slippage resulting in revised targets to reflect the delays in contracts commencing.

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

The most progress made has been on the internal works programme. The standard of workmanship is consistently very good and tenant satisfaction with the completed works remains high. The in house team commenced external works in the Lower Rhymney Valley but during the year resources were deployed to Rowan Place, Rhymney. As a result only 88 properties were completed externally. The in house team is the main contractor for the major refurbishment work at Rowan Place, Rhymney. Welsh Government has approved grant funding of £1m Vibrant and Viable Places towards Hafod Deg and environmental works at Rowan Place. The WHQS budget for Rowan Place is £4.2m. This is now a major project in its own right. Work commenced on 15<sup>th</sup> October and will be phased over 2 years. 22 properties in Rowan Place have been completed internally. The internal works contractors all commenced late in the financial year. The three contractors completed 171 properties.

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

Due to the slippage a revised programme of 1,683 properties was agreed but the outturn is 700 (42% of the revised programme). The capital programme had a budget of £28.8m but the slippage has resulted in an under-spend of £13.5m. The main reasons for the slippage are the delays in the commencement of the internal works contracts; the decision to retender the external works contracts in the Upper Rhymney Valley; the curtailment of the small lots programme in the Eastern Valleys to a more manageable number of contracts; and surveying issues that have slowed the external works in the Lower Rhymney Valley; together with the deployment of the in house work force to Rowan Place, Rhymney. The slippage will need to be incorporated into the future years. In reality this will require an acceleration of the programme to ensure the WHQS is still achieved by the fixed deadline of March 2020. This has a number of ramifications but in particular the staff resources to manage the volume of work against the timescale.

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

The WHQS Project Board is mindful of the growing pressures on the programme. Action has been taken to strengthen the senior management. There has been a reconfiguration of the project teams with greater clarity in respect of accountabilities. Additional staff resources in all critical areas are under review but will be dependent on the ability of the Housing Revenue Account (HRA) to absorb the additional cost.

The forward investment plan between 2015/16 and 2019/20 has been reviewed and there are some changes to the community sequence particularly affecting the external works. To ensure the programme can be fully delivered by 2020 will require an average rate of 80 completions a week across both internal and external works. Some additional measures are also being undertaken including:-

- The external works to 200 blocks of flats in the Lower Rhymney Valley will be managed by the Private Sector Housing Team.
- The sheltered housing schemes will be outsourced to a suitable multi-disciplinary consultancy to manage the WHQS improvement works.
- The HRA garage programme has been allocated to the Council's Building Consultancy.

## Improvement Objective 6

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

### In 2014/15 we said we would:

Plan to introduce a person centred approach to the Housing Options and Homelessness Advice Service in which customers will engage with one caseworker who will assess their housing need and their ability to either maintain an existing tenancy or access alternative suitable, affordable and sustainable accommodation and wherever possible, prevent homelessness.

We assessed progress on this Improvement Objective for 2014/15 to have been **Partially Successful** because there are areas or work we need to improve on.

### Page 89 What did we do well and what difference did it make?

The Housing Advice and Homelessness Teams have been re-structured and re-located to provide an holistic person centred casework service. Also, specialist support has been introduced to the team, which dealt with 128 new requests for support from households at risk of becoming homeless.

Traditionally, those approaching the Council for help and advice relating to homelessness or a potential homelessness situation have been households and individuals considered more vulnerable or with greater needs than the average household. However, due to the many and varied external pressures for example unemployment, home owners in negative equity, higher levels of household debt, ease of access to credit and high interest loans, we now find that a range of households find themselves at risk of losing their home. The stresses brought on by such external factors also have wider effects, e.g. relationship breakdown and increased levels of domestic abuse. Housing and health are intrinsically linked to the quality of housing provided, as does a household's ability to reside in a settled home. Access to good quality, affordable housing and sustainable tenancies positively impacts on a household's health and wellbeing and helps to develop a sense of community.

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

We need to revise pre-release prison protocol to empower prisoners to plan for their accommodation needs on release from prison. This is being progressed at a national level.




We need to increase the level of affordable accommodation available through the development of social lettings agency. Welsh Government grant funding will assist to progress this, with a more cost effective option being, to use the service of an existing social lettings agency.


# Chief Executive

National Performance Information

## Our performance keys shows:

Current year results compared to previous year results		Better than the previous year
		Worse than the previous year
	N/A	Data not available or comparable – see individual comments for an explanation.

Ref	Description	2013/14		2014/15			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
HHA013	The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months. (NSI) <a href="#">Improvement Direction: Higher result is better</a>	90.7%	N/A	85%	90.9%	Welsh Government have not compared this data across Wales and it has not been included in the year on year comparison for authorities.	
	Of the total 362 potentially homeless households this year 329 were prevented from homelessness and 33 (9.1%) were not in 2014/15, compared to 235 homeless preventions in 2013/14 out of a total 259 potential households, where 24 (9.3%) were not prevented. We have taken on 3 homeless prevention officers this year and are encouraging landlords & housing providers to advise the Authority when they are taking enforcement action, giving the Authority time to work with tenants to prevent homelessness. This PI has been deleted from national data sets for 2015/16 and therefore will not be reported next year.						
PSR002	The average number of calendar days taken to deliver a Disabled Facilities Grant. (NSI) <a href="#">Improvement Direction: Lower result is better</a>	292	19	288	302	19	231
	A study of the case files indicates that during 2014/15 we undertook several of the more complex adaptations and also some that required more than one adaptation, to assist the client, within a single grant approval. We also completed fewer of the less complex cases that are quicker to turn around. We are, however, actively undertaking a review of our practices when processing DFG's in an effort to regain our momentum in reducing waiting times.						
PSR004	The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority. (NSI) <a href="#">Improvement Direction: Higher result is better</a>	3.83%	19	4%	4.51%	14	11.76%
	There has been a higher level of grant aided activity this year compared to the previous year. Of the 932 homes that had been vacant for more than 6 months, 42 were returned to occupation in 2014/15, compared to 35 of 914 in the previous year 2013/14.						

Ref	Description	2013/14		2014/15			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
PLA06b	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year. (NSI) <a href="#">Improvement Direction: Higher result is better</a>	41.62%	7	*	47%	8	41%
	An increase in this years house building rates is partly due to improvements in economic conditions. This measure is no longer a part of the PAM set of measures, as feedback from LAs suggested the indicator is no longer robust following changes to the Welsh Government (WG) data sources. However it has stayed as an NSI. (This PI is a pre-populated by the New build data collection return & National House Building Council) *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						

# 2

## Directorate of Corporate Services

### Director's Statement of Overall Performance for 2014/15



**Nicole Scammell**

Acting Corporate Director of Corporate Services

The Directorate of Corporate Services comprises a number of services, both frontline services to the public, such as Customer Services, Housing Benefits and support functions covering professional services such as Finance, Legal, Information Communications and Technology (ICT), Property, Performance Management, Procurement and Human Resources. We have up to 552 employees across the Directorate helping to support services and citizens in a wide range of ways.

Our Legal and Democratic Services in partnership with ICT launched webcasting of Council meetings towards the end of the financial year. Since the live launch we have had 807 view of the webcast in total.

In respect of Corporate Governance, a follow up to the Corporate Governance inspection was reported to Council by Wales Audit Office (WAO) in January 2015. This recognised the good progress made by the Authority, A small number of outstanding proposals will be closely monitored to ensure the delivery by the end of 2015. A full review of Scrutiny arrangements is being undertaken and is a key area for improvement raised by the WAO.

Our Communications Unit has worked hard to promote the work undertaken by the Authority at all levels. This work for 2014/15 included an extensive Public Engagement Strategy in respect of the Budget proposals for 2015/16. In addition, ICT working with service areas across the Authority launched a new up to date public friendly website. This, it is hoped, will make it easier (and more cost effective) for citizens to get information about the Authority's services.

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 to the Medium Term Financial Plan (MTFP) and reduction to the Authority's Capital Programme. The period of austerity continues so further savings will be required for the next 4 to 5 years. These savings will impact on service delivery. The financial outturn position for the Authority for 2014/15 showed all Directorate areas spending within budget, in addition a balanced budget was set by Council in February for 2015/16. Hence, we have a sound basis to proceed with what will be a much more challenging period.

During 2014/15, further progress was made on the £20m St Ilan 3-18 years Welsh medium campus. This school is scheduled to open on time and within budget. There are a number of challenges moving forward as there is a need to rationalise the Authority's assets as the cost of running and maintaining these assets is not sustainable. Property Services is playing a key role in developing a programme to streamline our buildings beginning with the council decision to close our offices at Pontllanfraith House making better use of our building assets.

Our Human Resources Service developed and implemented a range of new policies, specially key policies relating to managing the workforce down to deliver the financial savings required to balance the budget. Costs associated with redundancy and severance costs as reported by WAO were the lowest amongst Welsh Local Authorities. Moving forward, there is a significant amount of work required to continue to manage the workforce down. It is anticipated that over 230 posts will need to be saved in the next 2 years. We need to ensure that employees have the right skills and training to enable them to deal with alternative ways of working and reductions in service provision.

The Performance Management Unit has ensured that the authority has complied fully with our statutory performance requirements and the way we communicate the council's performance to residents has been recognised as best in Wales in a survey undertaken by Welsh Government.

Finally, staff from Procurement, along with staff from ICT, have worked with colleagues from Housing to support the delivery of the Authority's £200m Welsh Housing Quality Standard Programme. ICT have equipped key workers in Housing with advanced mobile devices to enable them to spend more time out of the office providing customer based services. Procurement on behalf of the Housing Service has seen a significant increase in local contractors electronically tendering and successfully securing contracts. 37 local contractors were awarded contracts at an estimated value of £25m, whilst also creating social and economic benefits across the Borough. More recently Procurement have supported the development of a consortia which has seen four local small contractors working together in order to secure work.



## 2014/15 Financial Information & 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 2014/15 underspend of £9.465m.

- Core Corporate Services budgets accounted for £0.944m 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 2015/16 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 a reduction in maintenance and energy costs.
- Budgets in Miscellaneous Finance underspend by £1.707m with the most significant variations being the following:-
  - The Authority underspent by £1.715m on debt charges due in the main to a planned delay in borrowing at preferential rates.
  - Returns on investments were better than anticipated resulting in an additional £0.244m of investment income
  - A number of budget heads were identified as Medium-Term Financial Plan savings in advance contributing £0.452m to the 2014/15 underspend.
  - The reported underspends were partially offset by setting aside funding to meet a potential repayment of grant in relation to the Oakdale Land Reclamation scheme.
- The Housing Revenue Account (HRA) underspent by £6.814m and over half of this is attributable to unrequired revenue contributions to the Welsh Housing Quality Standard (WHQS) Capital Programme (£3.8m). This was anticipated throughout the year as it became apparent during surveys that a high level of previously achieved works had already been carried out (36% of the Programme). There were also delays in awarding internal works contracts and issues with small lots contracts. These underspends will be carried forward into the 2015/16 financial year to support the ongoing WHQS Programme.

The Council continues to face unprecedented financial challenges during the coming years due to the extent of ongoing 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 2

## Improve job opportunities by implementing the Council's Passport Schemes

### In 2014/15 we said we would:

- Further implement the Caerphilly Passport Programme which is aimed at helping 16-24 year olds within the Caerphilly borough into employment.
- Support young people who are not in Education, Employment or Training (NEET) in accessing work experience and training opportunities.
- Support the Council in dealing with the future challenge of its own potential skills gaps across the organisation.
- Assist Local Service Board partners and private sector partners who tell us that they have job opportunities but cannot find people with the right skills and knowledge to join their businesses.

We assessed this Improvement Objective to have been **Successful** for 2014/15 as all the objectives we set have been met.

This was one of our improvement objectives in 2013/14, and as such our action plans to set up the scheme and to work in partnership with the Job Centre Plus were completed during 2013/14. An external evaluation of progress has already taken place so our main action for 2014/15 was to maintain the programme and improve where possible, using feedback from participants, employers and partners.

We have developed relationships with partners, which have been crucial to the success of the scheme, such as our LSB partners, Job Centre Plus, Groundwork Caerphilly, Careers Wales, local training providers and built on links with our Education providers. The Passport Scheme Team have also established strong links with the Private Sector, through the Caerphilly Business Forum and our LSB partners to promote the use of traineeships not just as a vehicle for workforce planning but also as a means of delivering on the wider social responsibility agenda.

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

The success of the programme can be measured by a total of 80% of young people completing their Tier 2 placement (Jobs Growth Wales paid placement) achieving a positive outcome.

As at 31 March 2015, 249 young people followed the complete model and 199 of these gained a successful outcome. 83 are working with external organisations, 112 are within Caerphilly Council and 4 have returned to education.

Also during the year we met/exceeded our targets:

- We said we would create at least 150 work experiences during the year and during 2014/15 we created 154.
- We created 25 apprenticeships opportunities
- We planned to create 40 employment opportunities and we created 51 during the year.

Overall, 100 % of participants now feel they are more work ready from being part of the Passport Programme.

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

In December 2014 funding for the scheme from both the European Social Fund (ESF) and Jobs Growth Wales came to an end so it was not possible to offer the scheme for the final quarter of the year. However, we still met and exceeded our annual targets for 2014/15.

## **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 for the scheme ended in December 2014 so we need to explore the possibilities of regional opportunities for setting up and sharing the success of this programme in the future.

# Corporate Services

## National Performance Information

### Our performance keys show:

Current year results compared to previous year results		Better than the previous year
		Worse than the previous year
		New Measure
	N/A	Data not available or comparable – see individual comments for an explanation.

Ref	Description	2013/14		2014/15			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
CHR002	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence. (PAM) <a href="#">Improvement Direction: Lower result is better</a>	N/A	N/A	10.4	10.7	16	9.9%
	NEW Measure: This measure has been re-introduced into the PAM set of measures from 2014/15. The last time this measure was a part of a national set in 2011/12, the year end figure was 10.2. However this measure continued to be collected by the Council and last year's figure was 10.79. During 2014/15, 43.83% of employees did not lose any days due to sickness and a further 25.62% lost between 1 and 5 days. The Council will continue to manage sickness absence with the aim of reducing the number of days lost.						

# 3

## Directorate of Education & Community Services

### Director's Statement of Overall Performance for 2014/15



**Christina Harray**

Corporate Director of Education & Community Services

The Directorate of Education and Community Services is made up of a diverse range of services, which impact upon the lives of all of our citizens, whether that be educating your children, maintaining the parks you visit or ensuring the roads you travel upon every day are kept in a safe condition. Overall the directorate has performed well with many of our services reporting overall improvements. However, areas which we need to focus upon in future years, to ensure we improve at a more rapid pace, includes: our education attainment, children under 11 swimming levels and our recycling performance.

We start our overall progress update with the Education service whose vision is to ensure: *“Every child should have the best start in life, and the opportunity to achieve success as a young person and as an adult”*

**Education** has 92 Schools and borough wide with an **Additional Learning Needs** and **Social Inclusion Service** to 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 publicly 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** comprises of over 200 staff and provides services, which engage with young people and offer opportunities for formal and non-formal accreditation.

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, the monitoring concluded that we, the *“authority has moved swiftly to address the recommendations”*. Of the remaining actions it noted that we needed to improve the outcomes of key stage 4 learners and continue with the secondary school rationalisation programme. Progress in both of these areas are summarised in the review of performance, and will remain a priority for the coming year.

## 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. The performance of pupils undertaking examinations at age 15 years continues to improve across the authority. The 3-year trend shows improvement in every indicator. However this improvement is not reflected in our position within Wales, which remains consistent. The table below provides a summary of the indicators, showing a 3-year trend and highlighting the targets set for 2015/16, which is the academic year that is completed in July 2015.

Academic Year	Key Stage 2		Key Stage 3		Key Stage 4							
	Percentage achieving Key Stage 2 – Core Subject Indicator	Rank	Percentage achieving Key Stage 3 – Core Subject Indicator	Rank	Percentage achieving the Level 1 threshold	Rank	Percentage achieving the Level 2 threshold	Rank	Percentage achieving the Level 2 threshold incl. English/Welsh and Maths	Rank	Average Capped Wider Points Score	Rank
<i>2014/15 TARGET</i>	87.2%		83.3%		96.4%		82.3%		60.4%		335	
2013/14	85.8%	15	77.6%	18	93.6	16	74.1	20	50.0	20	326.3	21
2012/13	84.2%	14	73.5%	17	92.4	17	69.1	21	46.3	19	318.5	21
2011/12	82.7%	14	68.4%	18	91.5	15	64.1	21	45.1	19	311.4	18

Attendance at school is another key factor in ensuring that children and young people reach their potential. Between 2011/12 and 2013/14 there has been an increase in attendance. In Primary Schools there is an improvement of 1.3 and Secondary Schools of 1.2 percentage points. However these improvements have only maintained our position within Wales 19<sup>th</sup> and 20<sup>th</sup> respectively.

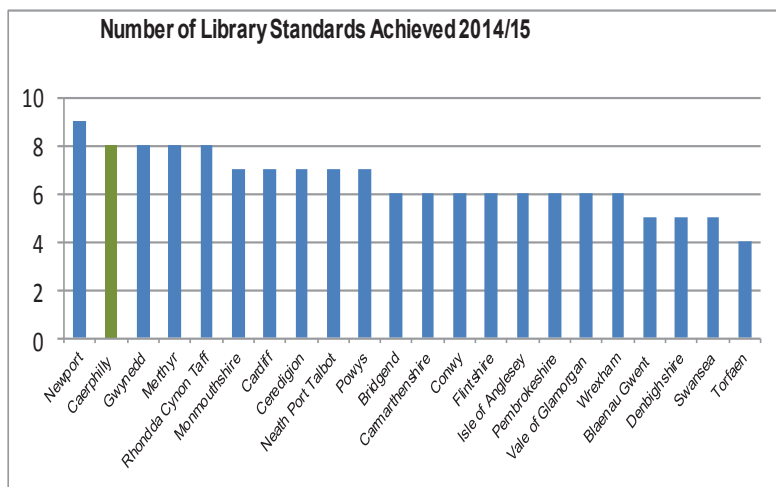
Data shows there have been no permanent exclusions in primary schools for three consecutive years, and in secondary schools the number of permanent exclusions has increased slightly from the previous year. The challenge facing these pupils is to find suitable alternative provision. In both primary and secondary schools 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.

Estyn highlighted the need to reduce surplus places within our schools, with a particular focus on secondary schools. For the Primary Schools Sector, there has been a reduction in surplus places of 5.1 percentage points over a 3 year period from 19.02% in 2012/13 to 13.92% in 2014/15. In the Secondary School sector, surplus places remained consistent in 2012/13 and 2013/14, at 18.62%. In 2013/14 the figure increased to 22.76%, however this is due to the opening of a new Welsh Medium Secondary School site, which is undertaking a phased enrolment.

In 2014/15 Caerphilly's Library service achieved 8 of the 9 Welsh Public Library Standards, compared to 6 in March 2013. Welsh Government credited this, as commendable progress of a significant and sustained nature, achieved through careful planning and the implementation of a development plan closely allied to the requirements of the Standards Framework. For the purpose of comparing performances with that of other Welsh public library authorities, the average number of Standards being met by all authorities in 2014-15 was 6.5, the highest number achieved was 9, and the lowest 4. Caerphilly's performance is therefore above average when compared with others in Wales, being 1 of 4 authorities to achieve the second highest score of 8 standards.

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The number of learners achieving Basic Skills qualifications through Adult Community Learning has increased from 259 in 2012/13 to 344 in 2014/15. In order to support people into employment, 1919 people achieved a qualification through Working Skills for Adults (2014/15). In addition, 370 people were supported in employment by the Bridges into Work project (2014/15). These projects were both funded by the European Social Fund and are currently under revision.



The number of young people engaged in the Youth Service has fluctuated over the last 3 year period, which is reflective of the types of projects that have been delivered by the service. In 2012 -2013, participation peaked at 8376, which calculates to 42% of the 11-19 year old population engaging with the service, in 2013-14 this reduced to 34%. There has been a drive to increase the number of accredited outcomes for young people, following the Estyn inspection in 2012.

Figures have improved for both local and national accredited outcomes rising from 1089 in 2012/13 to 1871 in 2013/14 for local accredited outcomes and from 84 to 334 over the same period for national accredited outcomes. (Data Source: National Youth Service Audit)

## Community & Leisure

Our **Waste Collection Services** in Caerphilly continue to deliver high levels of performance but we recognise that it will be difficult for us to maintain current service levels with reducing budgets and ever more stringent (recycling) targets to attain. In previous years Caerphilly has maintained its position in the best performing quartile for Municipal Waste reused or recycled. However, in 2014/15 whilst we exceeded our statutory targets for recycling (52%) with a performance of 54.58% this was lower than 2013/14 which was 57.61% slipping from 5th to 15th in the All Wales Averages. Fly tipping cleared within 5 working days has slipped slightly from 99% to 94% due to technical problems that have now been resolved. Positively Street Cleansing has moved up the all Wales Ranking from 10th to 9th still performing at 98%.

The National Survey for Wales is a face-to-face survey of people across Wales. Each year over 14,000 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. Overall, 82% of people were satisfied with the recycling collection service provided by their council. This varied from 69% in Torfaen to 88% in Caerphilly which was the highest level achieved by any Welsh local Authority.

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Performance of the **Parks & Bereavement Service** is good overall which is recognised by a number of external bodies, stakeholders and service users. Three Parks are recognised as places of excellence by Green Flag assessors and awarded Green Flag status. Five playgrounds retained RoSPA (The Royal Society for the Prevention of Accidents) Play Safety Awards in 2014/15. The service holds a Bronze award for its Charter for the Bereaved which is promoted by the Institute of Cemetery and Crematorium Management.

The **Sport & Leisure Service** is performing well against national, regional and corporate performance measures with improvements year on year. The Local Authority Services Performance 2013-14 highlights a significant challenge to impact upon the health and wellbeing of Caerphilly CBC residents. Caerphilly is in the worst performing quartile in Wales for the percentage of overweight adults and in the worst performing quartile for 'active adults' (adults taking part in activity 5 times or more a week). Making an impact on these figures will require a partnership approach across a number of service providers in Caerphilly. An extract from The Welsh Health Survey (every two years) shows: the percentage of overweight adults in Caerphilly was 64% in 2012, and 62% in 2014. The all Wales average between 2003 and 2014 has increased from 54% to 58%. Adults who reported being physically active on 5 or more days in the past week in Caerphilly: 29% (2010), 28% (2012) and 27% (2014). The all Wales average between 2003 and 2014 has increased from 28% to 30%.

The challenge for children learning to swim 25 meters by the age of 11 is that school swimming assessments are not undertaken until they are in year 6. The assessment year has not changed, however the focus now is to teach children to swim at a younger age through the intensive school swimming programme. Children are now accessing swimming from years 3 and 4, this in turn will allow them to gain the skills required by the time they are assessed in year 6.



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.
- Rhymney Park & Ride scheme expanding the existing facility by 25 spaces to a total of 50 spaces.

Continued focus during 2014/15 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 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 2014/15, 6.7% of the principal road network was re-surfaced. There was 98km of carriageway resurfaced in 2014/15 compared to 76km in 2013/14. There were also 7,324 potholes filled last year compared to 9,293 the previous year.

Whilst we await the outcomes of the Household Survey for 2015, results from the 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.

Street lighting was further improved during 2014/15 when a further £74,093 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%. Capital funding via the Local Government Borrowing Initiative of £250,000 to continue LED replacement programme was also utilised in full in 2014/15.

2014/15 saw the continuation of the Cardiff Capital Region Board and the decision by Welsh Government to lead on delivering of strategic transport improvements. However, Welsh Government intend to set up a transport company to initially take on the major delivery of rail projects as well as considering seeking powers to allow it to develop into an overall Passenger Transport authority. The interface with local government is unknown but the council is seeking to play its full part in developing and improving the transportation service for its residents.

Significant Transportation achievements include: -

- The development of the Caerphilly Basin highway obligation has been successful in attracting over £2m of additional funding since 2006 for strategic highway improvements, and schemes are being delivered/progressed.
- A major retendering for home to school/college transport contracts will result in an annual financial saving of approximately £400,000. Investment in new vehicles for Social Services transport has reduced vehicle maintenance costs in the order of £70,000.
- Patronage on the subsidised local bus network has grown consistently, in contrast with national trends, with the Sunday network in particular experiencing almost 50% growth since 2011, achieved through network review and a comprehensive marketing and publicity strategy.

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.

In the context of ongoing reductions in public sector funding, it will be important that we (the Directorate of Education and Community Services) continue to explore new ways of working to ensure we continue to be as efficient and effective as we can be, whilst ensuring our performance in our key areas continues to improve.

## 2014/15 Financial Information & Analysis for the Directorate of Education & Community Services

Overall the Directorate (including Schools) is reporting an underspend of £1.443. This includes an underspend of £312k for Schools, which will be taken to earmarked balances, and an underspend on central Education functions of £899k. The most significant variances (over £100k) are as follows: -

	(Over)/Under £000
Home to School/College Transport	(167)
Behaviour Support	(115)
Relief/Supply Cover	109
Additional Support (Primary & Secondary)	(162)
SEN Out-of-County Recoupment	1,043
Grant Clawback (Ynys Hywel)	(104)
Community & Leisure Services	128
Engineering & Transport Services	104

The Transport budget for Education has reported an overspend of £167k, which is due to increased demand, primarily in relation to ALN (Additional Learning Needs) and SEN (Special Educational Needs) transport and a lack of capacity from taxi and minibus providers to compete for contracts. The transport protocol for Inclusion is currently being reviewed.

The overspend on the Behaviour Support budget is due in the main to a planned investment in Behaviour Support training across Primary and Secondary Schools. To date, an amount of £62k has been spent to address behavioural issues that are giving rise to increasing cost pressures across Additional Support, EOTAS (Education Other Than at Schools) and an increase in potential Tribunal cases. This one-off investment which will run into 2015/16 is essential to assist in Medium-Term Financial Plan savings targets moving forward.

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 year-on-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) includes a one-off saving arising from the release of £611k of Out-of-County accruals from previous financial years. The in-year underspend of £432k should be considered alongside the Additional Support budget. Whilst the Additional Support budget is overspent, this cost is significantly less than the cost of an Out-of-County placement.

During the 2014/15 financial year a payment £104k was made to the Big Lottery Fund following a breach of grant terms and conditions in relation to Ynys Hywel Outdoor Education facility. The breach related to the disposal (sale) of this asset, for which grant funding had been received dating back to project commencement in 2003 and final claim completion in 2007. Funding of £348k had been received from the Big Lottery and the asset retention period was 20 years.

During the 2014/15 financial year £150k was used to purchase IT equipment for Schools. This will be repaid by Schools over a period of 5 years and represents better value for money than using external leasing arrangements.

Welsh Government has supported a £1.5m bid for a permanent extension to Islwyn High School to accommodate 5 additional classrooms, additional toilet facilities and an extended dining hall. This approval is part of the Councils 21st Century Schools funding (Band A programme) and as such we are required to match fund with WG on a 50/50 basis. It is proposed that the 50% share (£750k) is funded from accumulated Education & Lifelong Learning service reserves.

We are currently working with Torfaen CBC (Lead Sponsor) and other Partners to secure European Social Fund (ESF) funding for the continuation of Bridges into Work (BIW) and Working Skills for Adults (WSFA). BIW (non Communities First Areas) will work with participants aged 25 years and older who have been unemployed for at least 3 years or economically inactive. The project aim is to support residents to achieve qualifications, access volunteering opportunities and gain paid employment (anticipated participants of 520 over 3 years). The WSFA project aims to upskill working people aged 16 years and over to gain accredited qualifications. These will include essential skills, ICT and relevant vocational qualifications (anticipated participants of 240 over 3 years).

The 2 projects will attract ESF funding of around £1.5m for Caerphilly CBC covering a 3 year period and the funding offers will need to be accepted in early August 2015. However, to receive this funding we have to provide total cash-backed matched funding of up to £543k over the three-year period.

Community and Leisure Services under spent by £128k. This included a £215k over spend in relation to waste and cleansing primarily due to ongoing increases in costs of dry recycling treatment and costs associated with dealing with recyclable waste at Civic Amenity Sites. There was a £406k under spend in relation to Parks, Cemeteries and Outdoor Facilities primarily relating to cemeteries where under spend is used for future investment in cemetery provision and an over spend of £63k for Leisure services primarily due to increased staffing costs.

Engineering and Transportation Services had an underspend of £104k, primarily from General Engineering and Transportation Services (mainly in vacancies savings in advance), with some additional income from Consultancy & Passenger Transport Services. These underspends also offset an overspend on Highways Operations due to ongoing pressure on our road infrastructure leading to increased road maintenance.

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. 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 2014/15 we achieved a recycling and composting rate of 54.58% against a Welsh Government target of 52%.

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. Thanks to the Prosiect Gwyrdd waste partnership we have performed favourably against our landfill allowance target, particularly in quarter 4, 2014/15. This performance will improve when the site is fully commissioned.

The highway asset is the largest authority asset valued at around £1.75 billion. With the loss of the Welsh Government's "Local Government Borrowing Initiative" and the savings required from the Medium Term Financial Plan in 2015/16, the highway asset will continue to deteriorate. Key focus will be 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 degradation, but with this significant budget shortfall it will become increasingly challenging to achieve a steady state maintenance regime. However, Caerphilly still compares well to other authorities in Wales in relation to the condition of its highway network.

With a significant amount of the A, B and C road network having received treatment by 2013 the resurfacing resources were diverted to the unclassified network, which accounts for 65% of the overall highway within the authority. The strategy of preservation has continued for 2014-15 and it still effectively utilised as part of the available Highway Asset Management tools and techniques with 11.8% of surfacing was on A roads and 79.4% on unclassified roads.

## Improvement Objective 3

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

### **In 2014/15 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 appropriate recommendations would be implemented to improve the service. The review would lead to a strategy to deliver a wide range of formal and non-formal accreditation opportunities across all youth services by working collaboratively with other services delivering to this age group and improve the number of young people being engaged in learning opportunities.

Overall we have assessed this Improvement Objective and judged it to be **Successful** for the year 2014/15. All actions linked to this objective are complete and overall, our performance indicators are achieving the targets we set. The only exception relates to EDU002i, which is a national indicator measuring the pupils who leave school without an approved external qualification. The Education Achievement Service (EAS) has undertaken the role of challenging all secondary schools to improve performance, which includes this measure.

The Welsh Government demonstrated their commitment to youth work by publishing the National Youth Work Strategy in February of this year. The CCBC Youth Service will focus on delivering in response to this through the Caerphilly Youth Service Strategy and Operational Plan 2014- 2019 to ensure a consistent drive on the previous year's achievements but in a more specific and measurable way.

Effective youth work practice can build the capacity and resilience of young people. Youth Services have a strong track record in engaging young people in positive activities that are participative, empowering and encouraging. Through non-formal and informal learning, which supports personal and social development, Youth Services help young people to develop the skills and qualities they will need in adulthood.

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

The improvements that have taken place between 2013 and 2015 have provided a strong foundation from which to continue developing effective youth work practices. This is an important area of work for the Authority, and a joined up approach in supporting young people to reach their potential has been recognised as an area for on going development which will be reported through the annual service plans. We increased our number of visits with younger people from 64,033 in 2013/14 to 71,541 in 2014/15, which is an increase from 8.2 average visits per registered user in 2013/14 to 11.3 in 2014/15.

The number of young people achieving formal and non- formal, national and local qualifications increased on last year. The Youth Service has a responsibility to deliver universal and targeted youth work in line with the above strategy. Selected youth work staff have contributed to both the Lead Worker role to focus on supporting young people who are the hardest to reach which requires more quality and intensive intervention.

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

The national indicator measuring the pupils who leave school without an approved external qualification, training or work based learning increased slightly from 0.4% to 1%. This figure is calculated from 22 people who left without a qualification from a cohort of 2,152.

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

There are no particular significant areas of improvement with regard to this objective other than the work to improve the number of pupils who stay engaged in learning opportunities and although this objective has been met (the strategy has been implemented) elements of this work will also be captured as part of the new suite of improvement objectives, one of which focuses on improving outcomes for all learners, particularly those vulnerable to under achievement, this means the work will continue in other areas.

# Improvement Objective 4

Improve awareness, access, variety and use of leisure, community and sporting facilities in our borough

## In 2014/15 we said we would:

- The key outcome for this objective is, that people in Caerphilly lead active lifestyles. The vision is to get more people, more active, more often.
- People would be clearly aware of what leisure facilities and programmes of activity were available for them across our county borough.
- New sporting facilities would be built that cater for all sections of the community.
- All facilities would be maintained to an excellent standard and people would have a choice of good quality facilities and programmes to suit their individual needs or desires.
- The number of people visiting our sports and leisure facilities would increase.

Good progress has been made against all the actions and we assess it as **Partially Successful** against the Improvement Objective overall. Our progress during 2014/15 clearly shows that improvement has been made to our facilities and to increasing levels of participation. However, it also recognises that more is required, within current resource constraints. While service budgets are under pressure through the challenges of the Medium Term Financial Plan, significant grant aid money has been secured to help support service and community initiatives. This grant funding has resulted in enhanced facilities and improved provision for disadvantaged groups.

This year our regional collaboration as part of Active Gwent has been particularly successful in helping us to grow our 'Thriving Clubs'. This scheme provides intensive support to help grow the infrastructure, increase capacity and increase participation and membership of Community Clubs across our county borough. This has resulted in a significant increase in the number of members participating and improvements in the quality of provision at Community Clubs level. Some clubs have seen their membership triple in numbers. One example is Rhymney Valley Athletic club that was on the brink of closure with only 10 members previously to now having over 100 registered members training and competing on a weekly basis. The 'Thriving Clubs' scheme will now need to be expanded to support a wider variety of community sports clubs in the future. It is hoped this will help to contribute to improving the participation in sport clubs over the longer term. The number of customers using our Leisure Centres is at an all time high with direct debit membership of regular users at record levels. Our customer retention is at it's highest ever level and has increased from 3.2 months to 9.2 months. This compares very favourably with the industry average for the retention of its customers.



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

This is as a result of a variety of initiatives introduced to improve provision, increase usage, provide flexible payment options and enhance the customer experience. We have made significant investments in improving facilities across the service. To date these include;

- A new spinning studio, an updated changing room and external re-decoration at Heolddu Leisure Centre.
- A new Fitness Suite and a Health Suite at Risca Leisure Centre.
- A new gym at Newbridge Leisure Centre.
- We have re-used other surplus gym equipment at Sue Noakes Leisure Centre to provide a fitness facility that was not available at this centre previously.

The opening of the new Centre for Sporting Excellence has provided a unique opportunity to identify and support the next generation of elite sportsmen and women. Our mission is that through our programmes we want every player to have the opportunity and support to play for Wales. A range of programmes are in place to ensure we achieve this mission. These programmes are being supported by Cardiff City, the Dragons and other National Governing Bodies.

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Significant grant aid has been secured to support community groups for 2015/16. However, future grant investment through Sport Wales is under review and alternative delivery methods are being considered for 2016/17 & 2017/18.

Evidence from the mentoring programme is proving how influential this scheme is by the confidence and competence of staff, coaches and volunteers. If we are to increase the number of people being physically active we also need to increase the number and quality of coaches and volunteers. This is an example of excellent practice that is now being rolled out across Wales.

We are using new social media techniques to improve our communication message to residents. We have over 1,500 followers on Twitter and 1,600 Facebook friends. Our innovative methods are being used to continually promote the benefits of an active lifestyle to our target audience.

## What did not go well?

The % of children age 11 years who are able to swim 25 metres only achieved 53%, when we set ourselves a target of 63.5% for the year. This is well under the national target and less than our performance in the previous year (2013/14). We recognise that we need to make improvements to our aquatic provision and significant changes are being introduced in an effort to improve current under performance. The introduction of this new approach will ensure that in the near future every child will be able to swim when they leave primary school.

## Where do we need to do better?

The main area to focus on improvement is our aquatic provision, particularly the school swimming and lesson programme. We have introduced new initiatives that will have positive results over the longer term. This year has seen the phased introduction of our new intensive lesson programme. Pupils are now swimming at years 3 and 4 to ensure they start learning at an earlier age. All lessons are being delivered by qualified swim teachers and the lesson delivery plan is also consistent across all centres, within both schools lessons and the leisure centre swimming programmes.




This programme has been very successful at 5 of our 6 pools with the average % of children 11 years of age running at 63% for these 5 pools, which shows good progress and on target for this year. Our focus will be on significant improvement, targeted support and development where required to help all 6 pools improve their performance during 2015/16.

There will be some difficult decisions required over coming years regarding leisure facility provision. The Sport & Leisure Services facilities strategy will ensure consistency and clarity of approach and provide an evidence base for robust and consistent decision making going forward.




# Education and Community Services







## National Performance Information





### Our performance keys show:




Current year results compared to previous year results		Better than the previous year
		Worse than the previous year
		Performance maintained at the best it can be (and / or best in Wales)




Performance Year 2014/15 represents Academic Year September 2013 - July 2014

Ref	Description	2013/14		2014/15			
		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. (NSI) <a href="#">Improvement Direction: Lower result is better</a>	0.39%	14	0.3%	1.0%	20	0.4%
	22 children left full time education with no qualifications in August 2014, compared to 9 in 2013, 9 in 2012 and 8 in 2011. The EAS (Educational Advisory Services) have undertaken the role of challenging all secondary schools in order to improve their performance. They have a number of school advisers who challenge our secondary schools on a number of elements including attainment and attendance. Each school is colour coded either green, amber or red depending on their performance.						
EDU002ii	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. (NSI) <a href="#">Improvement Direction: Lower result is better</a>	0%	1	0%	0%	1	1.2%
	All of the 27 pupils in Local Authority Care in 2014 left with an approved qualification.						
EDU003	The percentage of pupils assessed at the end of key stage (KS) 2, in schools maintained by the local authority, achieving the core subject indicator, as determined by teacher assessment. (NSI) <a href="#">Improvement Direction: Higher result is better</a>	84.2%	14	84%	85.8%	15	86.4%
	Of the 1,994 pupils assessed at the end of KS 2, 1,710 achieved the Core Subject Indicator as determined by teacher assessment.						

Ref	Description	2013/14		2014/15			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
EDU004	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. (PAM) <a href="#">Improvement Direction: Higher result is better</a>	73.5%	18	76%	77.6%	18	81.2%
	Of those 2,041 pupils assessed at the end of KS 3 in 2014 1,583 achieved the Core Subject Indicator. 1,526 out of 2,076 achieved the CSI in 2013.						
EDU006ii	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. (NSI) <a href="#">Improvement Direction: Higher result is better</a>	11.4%	11	11%	11.7%	10	17.2%
	239 of the 2,041 pupils at the end of KS 3 received an assessment in Welsh in 2014, compared to 236 of the 2,076 in 2013.						
EDU011	The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority. (NSI) <a href="#">Improvement Direction: Higher result is better</a>	455	20	495	467.3	22	530.4
	2,152 pupils scored 1,005,634 points						
EDU015a	The percentage of final statements of special educational needs issued within 26 weeks, including exceptions. (NSI) <a href="#">Improvement Direction: Higher result is better</a>	90.6%	9	95%	90.1%	9	64.5%
	The % of statements issued on time, including exceptions has remained consistent. However analysis of the data shows a change in the profile of those statements issued. The number of statements being issued to pupils in Secondary schools in 2013 was 19 of the 85 (22%), which changed to 9 out of 71 (13%) in 2014						
EDU015b	The percentage of final statements of special educational needs issued in 26 weeks, excluding exceptions (NSI) <a href="#">Improvement Direction: Higher result is better</a>	100%	1	100%	100%	1	95.6%
	All 25 pupils had their final statements including exceptions issued on time in 2014, compare to 43 pupils in 2013. This has been reduced following improved processes within Health, and the ability to produce the appropriate documentation within the timescale, meaning that exceptions are not always required.						
EDU016a	Percentage of pupil attendance in primary schools (PAM) <a href="#">Improvement Direction: Higher result is better</a>	93.2%	18	94.5%	94.4%	18	94.8%
	Of the 4,645,829 sessions in Primary school, 258,371 were missed in 2014.						

Ref	Description	2013/14		2014/15			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
EDU016b	The percentage of pupil attendance in secondary schools (PAM) <a href="#">Improvement Direction: Higher result is better</a>	92.0%	19	93.5%	92.9%	19	93.6%
	Of the 3,118,818 sessions in Secondary schools, 220,270 were missed in 2014.						
EDU017	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. (NSI) <a href="#">Improvement Direction: Higher result is better</a>	46.3%	20	51.8%	50%	20	55.5%
	1,076 of the 2,152 pupils aged 15 at the preceding 31 August achieved the level 2 threshold including GCSE A*-C in English or Welsh and Mathematics, compared to the 1,055 pupils who achieved the level 2 threshold in the previous year 2013/14.						
LCL001b	The number of visits to public Libraries during the year, per 1,000 population. (NSI) <a href="#">Improvement Direction: Higher result is better</a>	5,974	9	4800	6,424	4	5,526
	We had 82,102 more visits to our libraries in 2014/15, which was achieved by the relocation of Caerphilly Library to a better location in a fit for purpose site in the town centre and included Customer Services. Coupled with the relocation of Newbridge library to the Memo and the reopening of Aberbargoed. We have also seen a large increase in our number of online/web visitors due to an improved offer on the virtual domain and better recording of our unique hits.						
THS007	The percentage of adults aged 60+ who hold a concessionary bus pass. (NSI) <a href="#">Improvement Direction: Higher result is better</a>	89.6%	4	90%	91.2%	5	85.8%
	1,326 more residents over the age of 60 have bus passes compared to 2013/14. The system is periodically cleansed of those residents that maybe deceased.						

Ref	Description	2013/14		2014/15			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
THS012	The percentage of A, B & C roads that are in overall poor condition. (PAM) <a href="#">Improvement Direction: Lower result is better</a>	8.8%	10	8.3%	7.0%	8	11.9%
	Additional funding due to the Local Government Borrowing Initiative has allowed greater investment in carriageway resurfacing programmes over the last three years and has improved the overall condition of the roads. A cleansing exercise has been undertaken on our network eliminating a large number of duplicate sections, hence there has been a reduction in surveyed lengths of road.						
<b>Additional Information only</b>							
THS012a	The percentage of A roads that are in overall poor condition. <a href="#">Improvement Direction: Lower result is better</a>	5.4%	18	4.5%	4.2%	14	4.1%
THS012b	The percentage of B roads that are in overall poor condition. <a href="#">Improvement Direction: Lower result is better</a>	4.8%	4	6.0%	3.4%	3	5%
THS012c	The percentage of C roads that are in overall poor condition. <a href="#">Improvement Direction: Lower result is better</a>	12.8%	10	13.0%	9.9%	8	17.2%
STS005b	The percentage of highways inspected of a high or acceptable standard of cleanliness (PAM) <a href="#">Improvement Direction: Higher result is better</a>	97.9%	10	97%	97.8%	9	96.9%
	There was a de-crease in the number of sites inspected this year 1073 compared to 1596 in the previous year, although the size of the sites inspected increased.						
STS006	The percentage of reported fly tipping incidents cleared within 5 working days. (NSI) <a href="#">Improvement Direction: Higher result is better</a>	99.12%	3	99%	93.61%	16	93.05%
	There have been numerous problems with the Public Services Waste Management dashboards, which collates the information which has resulted in incorrect dates being issued. There have also been issues with the personal handheld devices (PDA's) working correctly.						

Ref	Description	2013/14		2014/15			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
WMT004b	The percentage of municipal wastes sent to landfill. (NSI) <i>Improvement Direction: Lower result is better</i>	38.49%	11	41%	28.26%	10	29.38%
	This year 28.26% (27,313 tonnes) of the Authority's municipal waste was landfilled a marked improvement of 10.23% (10,168 tonnes) on the previous year, when 38.49% (37,481 tonnes) of the Authority's waste was sent to landfill . In 2013/14 the Authority collected 97,366 tonnes of municipal waste compared to an overall collection of 96,650 tonnes in 2014/15.						
WMT009b	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. (NSI) <i>Improvement Direction: Higher result is better</i>	57.61%	5	57.5%	54.58%	15	56.23%
	We have had some issues with the kerbside dry recycling MRF (Materials Recovery Facility) outlets and as a result of changes to the MRF market and coupled with some contamination issues which had an effect on the percentage of materials we've recycled. A change to the legislation regarding the classification and treatment of wood collected at the Household Waste Recycling Centres has also meant a reduction in the percentage of wood recycled. Last year In 2013/14 we recycled 57.61% (56,093 tonnes) of our municipal waste, compared to 54.58% (52,749 tonnes) this year showing depreciation of 3.03% (3,344 tonnes).						
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. <i>(Improvement Direction: Higher result is better)</i>	7,554	17	8,184	7,773	16	8,662
	For this particular indicator only those visitors taking part in physical activity can be included. There were 40,946 more visitors to our sporting facilities in 2014/15 taking part in physical activities.						

# 4

## Directorate of Social Services

### Director's Statement of Overall Performance for 2014/15



**Dave Street**

Corporate Director of Social Services

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Caerphilly County Borough Council's Social Services are here to help all residents who find difficulty in sustaining an acceptable quality of living due to mental and physical conditions suffered by themselves or loved-ones. We work in partnership with Health Services, the Police and many other key organisations to improve the quality of life of our citizens, whether Adults or Children. These partnerships are vital components in the provision of high quality Social Services, because they provide the secondary support and expertise that are often required by clients of Social Services. We are here to help people, keep them safe, independent and ensure that they get the best out of life.

In June 2014 the Adult Services Duty Information Team and the Children's Services Contact and Referral team merged to form the Information, Advice and Assistance (IAA) Service, which serves as the main point of contact for Social Services and streamlines contact for people who use our service in line with the new statutory regulations included in the Social Services and Well-being Act.

**Children's Services** provides a range of services for children, young people, and their families, in partnership with many other agencies and voluntary organisations. Our overall aim is to support and protect children within their families, wherever that is possible without risk of harm to them. Children's Services have completed a number of activities to strengthen and improve the quality and effectiveness of assessment and care planning, these include restructuring teams to minimise transfer points for families, offer flexibility so that fluctuating demands across the county borough can be managed and creation of a dedicated senior practitioner role to over see Looked After Children / Child Protection / Court proceedings and to undertake a quality assurance role in respect of this.

We have reconfigured a model called Team Around the Family (which is a group of multi agency professionals who help young people and their families) and merged this with 'Supporting Family Change' Projects. They are now both managed by a single manager and this means that support workers within the team are now able to be allocated as lead professionals and provide one to one support to families. The new team is called 'Supporting Family Change'.



In September 2014, a proposal was put forward that would see the creation of an Integrated Service for Disabled Children and Young People. Since this time, plans have been put in place to co-locate the Children with Disability Team in the Children's Centre by end of the calendar year in order to enhance access to services and the exchange of information and skills across professional boundaries. There is a need to invest in the IT infrastructure in order to support the Team's move but the long term benefits will more than outweigh the immediate costs. Building on the success of the Integrated Service for Children with Additional Needs (ISCAN), it is proposed to develop a single point of contact/one stop shop for families, parents and carers which will have strong links to the Family Information Service, Contact and Referral Service and Families First Services. All referrals for disability services will be considered by ISCAN in order to reduce duplication and ensure effective use of resources.

**Adult Services** provide a wide range of specialist services to members of the community over eighteen who experience difficulties on a day-to-day basis due to problems ranging from physical or sensory disability to drug and alcohol misuse. We work in partnership with adults, carers and key organisations to organise the most appropriate care-package to enable some of the most vulnerable members of our community to live as independently as possible through provision of residential, day-care and home care services.

Within Adult Services the review of the Gwent Frailty Programme has confirmed the direction of travel and focus on prevention of admission to hospital via rapid intervention from both Health and Social Care services. As a result a pilot commenced early in 2014 regarding the development of an Elderly Frail Unit (EFU) at Ysbyty Ystrad Fawr Hospital for rapid intervention by the Community Resource Team (CRT) staff. Following a review of the pilot, an EFU was established and is running successfully.

The Intermediate Care Fund (ICF) has been used to appoint Community Connectors (One Senior Community Connector, three Community Connectors, three Community Connectors for Carers) to operate as part of the IAA service to identify and develop community based services to enable people to remain independent and meet their own needs. The Community Connectors work with people who are deemed to be socially isolated, the ethos being to respond appropriately to members of the public in the right place, at the right time, with the right service. Interventions are increasing thus reducing the need for statutory intervention. The ICF has also been used to provide step up/step down beds to enable people to remain in their own homes for as long as possible by providing accurate assessments and interventions via a small dedicated multi-professional team.

The pilot Mental Health Initiative 'Listen, Engage, Act and Participate' (LEAP) in the north of the county borough was developed to test new ways of working with people with mental health needs. A multi-agency team including a wide range of competencies has been established with a principle of working with individuals in a different way, focussing on what is important to them and setting outcomes related to this. It is now in the second phase of the pilot, the first phase was successful and an interim report produced to inform phase two. On completion of phase two, which is due to complete in June 2015, a final evaluation report will inform the future shape and delivery of Adult Mental Health. Whilst too early to tell, we believe that the LEAP initiative will help us to better understand the kind and type of service provision and competencies that will be needed to deliver future mental health services.

More information on performance indicators is shown both in this section and where we provide an update against our Council Priorities.

We started looking at new ways of working and completed initial testing in April 2014. It was then decided due to its success to extend this way of working to a larger area. We have worked with 220 individuals to fully evidence the benefits to service users of this way of working. We have reduced unnecessary duplication and bureaucracy, freeing up staff capacity and allowing more time to explore with individuals what matters most to them. In October 2014 the team commenced a learning and development programme to a wider group of staff within Adult Services as the start of expanding this way of working.

For the future we have a strategic priority for the coming years and this will be the implementation of the Social Services and Well-being (Wales) Act 2014. The Act will come into place in April 2016 and will transform the way social care services are delivered across Wales. Work has already started within the Directorate to assess our 'preparedness' for implementation, and while there are areas for development, in general the Directorate finds itself well placed to manage the changes the new Act will bring.

There is more on the Social Services (Wales) Act 2014 on page 127.

## Public Protection

Our **Registration Service** continues to meet or exceed national targets with the General Registration Office congratulating the service on the performance and standards achieved during 2014/15. Customer satisfaction with the service remains extremely high with 100% of customers stating that they received a Very Good level of service and 94% stating it was Excellent. The project to digitise the indexes for Births, Deaths and Marriages from 1837 onwards continued during the year and the birth and marriage indexes are now complete and deaths as far as 1910. This reduces back office time in locating historic certificates and enables customers to search indexes via our Website.

The **Trading Standards Service**, dealt with 1,793 requests for in-depth consumer advice during 2014/15. Consumer complaints are categorised by trade sector with home improvements and second-hand cars continuing, by far, to be the main source of complaints. The total value of all goods and services complained about for the financial year was £1,769,054. Over 40 formal actions (prosecutions, Simple cautions and Fixed penalty notices) were taken last year. Targets for test purchases for underage sales of alcohol and other products were met in 2014/15. Trading Standards' teams completed 100% of high risk inspections for food standards and animal health during the year.

The **Licensing Service** receives approximately 1500 licence applications a year. During 2014/15 the service experienced an unprecedented increase in demand for Hackney Carriage licence applications from applicants outside of the County due to a recent test case. This led to some complaints about waiting times for appointments. A number of changes were introduced to application requirements, policies and procedures, to address the situation. The Service licences hackney carriage and private hire drivers, vehicles and operators to ensure provision of safe, reliable, comfortable clean public transport for the fare paying public within the County Borough. To promote the Council's objectives and obligations in respect of public safety a number of policy changes have also been introduced during the year including a Knowledge Test, revised Vehicle Standards, and updated Medical Fitness requirements.

Our **Catering Services** have remained 100% compliant with Welsh Government's Appetite for Life scheme and Regulations regarding healthy eating in schools. In the last year primary and secondary paid school meal numbers have increased slightly, however we are still working towards our free school meal uptake target. Working with Education and other partners we have implemented a campaign to promote free school meals, which has served to increase the number claiming.

Within our **Environmental Health Team** 100% of all programmed inspections of high-risk food businesses to assess food hygiene and safety and 100% of high risk health and safety inspections were completed during 2014/15. The continued implementation of the Food Hygiene Rating Scheme (FHRS) and the mandatory display of hygiene ratings has delivered further improvements in food hygiene standards with the percentage of premises being broadly compliant with food safety requirements increasing from 92% to 95%. 2014 also saw the extension of the FHRS to include business to business trade premises e.g. manufacturers. 3 prosecutions were also taken against 3 unregistered tattooists/body piercers. The Wales Audit Office report, "Delivering with less – the impact on Environmental Health Services and citizens", concluded that the Council is delivering most of its environmental health services at the highest levels but due to cuts in resources and mixed views on the quality of current services, the Council will find it difficult to take on new statutory duties that protect the public and the environment in the future.

The **Emergency Planning Team** have led and coordinated business continuity planning arrangements across the Council to ensure that the impact upon critical Council services in the event of a business disruption is minimised.

During 2014/15 the **Health Improvement Team** continued to lead the local response to Health Challenge Wales and Change 4 Life as well as delivering the Healthy Schools programme. Such work involves initiatives around the most prevalent health challenges including, smoking, obesity, physical activity, and substance misuse. We are leading the way in recruiting and training community health champions.

**Enforcement Officers** have been actively ensuring compliance with dog fouling, littering, and fly-tipping legislation with 44 fixed penalty notices issued for dog fouling and 268 issued for littering. There were also 10 prosecutions for dog fouling and littering and 10 prosecutions for fly-tipping offences during the year. The team have also worked with Caerphilly Junior Forum on a poster campaign to deter dog fouling.

The **Community Safety Service** is currently performing well with all community safety partners contributing to the overall Safer Caerphilly outcomes. Within the Anti Social Behaviour 4 Strike Process there was a 100% drop off rate between Strike 1 and 4 during 2014/15. This means that of the 520 individuals referred into our anti social behaviour processes all moderated their behaviour before reaching Strike 4 (ASBO). The process was revised during the year as a result of the introduction of the Anti-Social Behaviour, Crime and Policing Act 2014 and this has been promoted to all agencies within the process and staff training has taken place.

More performance Information is available in our performance tables for this section and within the corporate priorities.

## 2014/15 Financial Information & Analysis for the Directorate of Corporate Services

Like many public bodies the financial climate for Caerphilly County Borough Council has been extremely challenging. However the Directorate has managed its budget well, with an underspend projected for the 2014/15 financial year, which places the Directorate in a relatively positive financial position. The achievement of a sound financial position is testimony to the hard work of all those working within Social Services. Unfortunately the financial picture for 2015/16 is not an improving one and will continue to test our capability and capacity to deliver quality services within the County Borough.

On 25th February 2015 a special Council meeting was held to agree the 2015/16 budget, which included a range of savings for the Directorate of Social Services. The majority of these savings will be achieved by reviewing the way we deliver our services and having in place good vacancy management practices. The savings put forward and approved by Council are as follows;

General savings that have no direct impact on service users.	£1,548,000
Reduction of 3 social workers per division with the intention to achieve by vacancy management.	£219,000
Removal of £1m of demographic growth for 2015-16.	£1,000,000
Independent Sector Domiciliary Care - Elderly - Review of shopping service.	£40,000
Meals on Wheels - An increase of 50p per meal.	£44,000
Own Day Care - Review of day centre provision.	£128,000
Home Assistance and Reablement Team - Review of domiciliary care provision.	£85,000
	£3,084,000

Continued focus on budget management has helped to ensure that the Directorate has delivered the majority of the savings targets that were agreed in the 2014/15 budget strategy and has helped to identify potential savings for inclusion in the 2015/16 budget strategy.

# Improvement Objective 1

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

## In 2014/15 we said we would:

- Continue to recruit sufficient foster carers in order to meet the placement needs of our Looked After Children (LAC). We plan to reduce the reliance on Independent Fostering Agency placements and maintain placement stability for children, to promote more positive outcomes.
- Improve the timeliness for children who require adoptive placements to be matched with and placed with adoptive families
- Hope to increase the education attainment levels of all Looked After Children (LAC) in an education setting
- Improve the engagement of young people leaving care, in education, training and employment in order to give them the best opportunities
- Continue to improve the range of accommodation options for young people leaving care and those facing homelessness.

We assessed this Improvement Objective to have been **Successful** for 2014/15 as all the objectives we set have been met. We have made this judgement for the following reasons:

- Numbers of Looked After Children have reduced and stabilised.
- Numbers of children on the child Protection Register continue to be stable.
- Recruitment of foster carers over the period of this Improvement Objective has exceeded the target set.
- South East Wales Adoption Service (SEWAS) has been fully operational throughout the year and through effective joint working a small number of children who had been waiting for adoptive placements, have all been successfully placed.
- 94% of LAC have a Personal Education Plan in place within 20 days of starting school – this performance has been maintained from 2013/14.

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

The fostering team continues to actively recruit potential foster carers and over the three year period that we have had this has an Improvement Objective we have recruited 33 new carers which significantly exceeds the original target of 25.

SEWAS has been fully operational since April 2014 and working practices are now well embedded. We have successfully placed 12 children for adoption during 2014/15 which exceeded the original target of 3. Over a 3 year period, 53 children have been adopted. Overall academic attainment has increased with the average external qualifications points score rising from 238 in 2013/14 to 322 for the current year.

The Sixteen Plus Team, working closely with Housing and Supporting People continue to identify and develop a wide range of accommodation options for young people leaving care and homeless 16/17 year olds. Performance to date confirms that 100% of young people known to Children's Services are placed in appropriate accommodation that meets their identified needs.

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




Performance needs to be maintained in the context of potential cuts in the service.





Implementation of the revised Foster Care Recruitment Strategy will continue to be monitored closely to ensure adequate numbers of carers are approved to meet the demand.

# Social Services

## National Performance Information






### Our performance keys show:






Current year results compared to previous year results		Better than the previous year
		Worse than the previous year
		Performance maintained at the best it can be (and / or best in Wales)

Ref	Description	2013/14		2014/15			
		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) <a href="#">Improvement Direction: Lower result is better</a>	11.99	22	8	4.54	13	4.83
	We achieved an improved result by refocusing our resources, transferring more staff to the area and holding regular meetings with the 3 hospital trusts to ensure that all were using the same processes to discharge patients. We also used additional care funding to provide extra assessment beds, which assisted in the movement of patients alongside working closely with the Caerphilly Resolutions Team to look at the prevention of admissions, meaning less people would need input of discharge.						
SCA002a	The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March (NSI) <a href="#">Improvement Direction: Higher result is better</a>	120.97	3	125	109.04	3	67.3
	Although the rate of older people has reduced, this should be seen as positive from a Caerphilly perspective. Our service is focusing on the signposting of people to community based services and increasing the use of frailty services. Promoting independence with volunteers and community connectors who could improve their well-being by improving a persons emotional and physical well-being, reducing social isolation & promoting independence.						
SCA002b	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 (NSI) <a href="#">Improvement Direction: Lower result is better</a>	17.57	6	21	16.18	6	18.85%
	Due to the promotion of independence and the signposting of people to community based services, increased use of the frailty service, volunteers and community connectors. As a result there has been a reduction in the number of people in receipt of the services.						
SCA007	The percentage of clients with a care plan at 31 March whose care plans should have been reviewed during the year (PAM) <a href="#">Improvement Direction: Higher result is better</a>	92.7%	4	95%	90.2%	4	80%
	1,877 of the 2,080 clients with a care plan had them reviewed during the year.						



Ref	Description	2013/14		2014/15			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
SCA018a	The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year (PAM) <a href="#">Improvement Direction: Higher result is better</a>	88.24%	15	90%	87.2%	16	88.3%
	As part of the integration with Health, new ways of working with carers have been experimented with, our careers assessment officer is now located at the front door of the information, advice and assistance service to respond quickly to any enquiries received as carers want someone who will listen to them rather than the assessments. Feedback has been very positive to our new way of working and prevents carers having to go through the system. Responding proactively rather than reactively stopping a crisis arising in the first place.						
SCA019	The percentage of adult protection referrals completed where the risk has been managed (NSI) <a href="#">Improvement Direction: Higher result is better</a>	90.59%	19	90%	86.96%	21	95.6%
	Out of a total of 276 adult protection referrals, 240 referrals were managed for risk, which equates to 87%. In the remaining number of cases (26), people failed to fully engage with the POVA (protection of vulnerable adults) team after the original referral was made, which means that in these cases risks could not be managed as the referral process could not be completed.						
SCA020	The percentage of adult clients who are supported in the community during the year (PAM) <a href="#">Improvement Direction: Higher result is better</a>	91.9%	1	90%	79.69%	20	85.2%
	In accordance with guidance the performance direction of this measure shows a decline as the measure only takes into account those people who are receiving a package of care provided by the Authority or has been commissioned by the Authority. However the number of people in receipt of services has decreased due to the promotion of independence; which is the signposting of people to community based services alongside an increased use of the frailty service, volunteers and community connectors.						
SCC002	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. (NSI) <a href="#">Improvement Direction: Lower result is better</a>	8.3%	2	13.7%	8.53%	5	13.5%
	There has been an increase in the number of children looked after this year. 135 compared to 92 in 2013/14.						
SCC004	The percentage of children looked after on 31 March who have had three or more placements during the year. (NSI) <a href="#">Improvement Direction: Lower result is better</a>	9.4%	13	10%	10.7%	16	9%
	29 of the 272 looked after children had 3 or more placements in 2014/15. Although performance has deteriorated there are particular issues regarding WG's 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 is also counted despite ending the child's period of being looked after.						

Ref	Description	2013/14		2014/15			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
SCC011a	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. (PAM) <a href="#">Improvement Direction: Higher result is better</a>	77.27%	15	60%	72.1%	17	78%
	Out of 1593 initial assessments that took place in the year, 1149 children were seen by a social worker. The remaining children (444) were seen by a qualified child care support worker, therefore there were no children who were not seen. This indicator only counts the number seen by social workers and not qualified child care support workers.						
SCC011b	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. (NSI) <a href="#">Improvement Direction: Higher result is better</a>	42.7%	13	40%	38.7%	17	44.8%
	There was a reduction in the number of overall initial assessments needing to take place this year. We believe this could be attributed to more robust preventative services.						
SCC025	The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations. (PAM) <a href="#">Improvement Direction: Higher result is better</a>	95.54%	2	90%	91.1%	8	87.7%
	A greater number of statutory visits has been required this year.						
SCC033d	The percentage of young people formerly looked after with whom the Authority is in contact at the age of 19. (NSI) <a href="#">Improvement Direction: Higher result is better</a>	100%	1	100%	100%	1	93.3%
	The Authority remained in contact with all 33, 19 year olds who were formerly looked after.						
SCC033e	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. (NSI) <a href="#">Improvement Direction: Higher result is better</a>	93.3%	9	95%	100%	1	93.1%
	All 33, 19 year olds are known to be living in suitable non-emergency accommodation.						

Ref	Description	2013/14		2014/15			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
SCC033f	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. (NSI) <a href="#">Improvement Direction: Higher result is better</a>	60%	9	50%	54.5%	16	59.5%
	Only 18 of the 33, 19 year olds are engaged in education, training or employment.						
SCC037	The average external qualifications point score for 16 year olds looked after children, in any local authority maintained learning setting. (NSI) <a href="#">Improvement Direction: Higher result is better</a>	238	15	200	322	5	276
	The number of looked after children at the age of 16 in 2014 was once again 27. This year's cohort of 27 gained better results, compared to the 27 children in 2013 they gained 8,681 points in total compared to the 6,428 points gained by those children in 2013.						
SCC041a	The percentage of eligible, relevant and former relevant children that have a pathway plan in place. (NSI) <a href="#">Improvement Direction: Higher result is better</a>	100%	1	100%	100%	1	91.2%
	There has been a reduction in the number of young people in the cohort this year. 112 compared to 145 in 2013/14 (-33)						
SCC045	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. (PAM) <a href="#">Improvement Direction: Higher result is better</a>	96.6%	3	87%	94.8%	8	88.9%
	Whilst there has been less reviews required for children Looked After, there has been an increase in the number of reviews for children on the Child Protection Register and Children in Need.						
PPN009	The percentage of food establishments, which are 'broadly compliant' with food hygiene standards. (PAM) <a href="#">Improvement Direction: Higher result is better</a>	92.06%	9	80%	95.01%	8	94.19%
	Of the 1,503 food establishments trading in 2014/15, 1,428 were 'Broadly Compliant' during the year.						

## 2014/15 Progress update of our medium term priorities 2013-17

Directorate	Medium Term Priorities	
<b>Social Services</b>	1	Peoples social care needs are identified and met in a timely and appropriate way.
	2	Children and Adults are safeguarded from abuse.
<b>Education &amp; Community Services</b>	3	Improve standards across all year groups particularly key stage 3 & 4.
	4	Identify vulnerable groups of learners and develop interventions to ensure needs are met.
	5	Reduce the gap in attainment between pupils in advantage and disadvantaged communities.
	6	Promote the benefits of an active and healthy lifestyle.
<b>Chief Executive</b>	7	Invest in our Council Homes and their communities to transform lives
<b>Corporate Services</b>	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

# 1 People's social care needs are identified and met in a timely and appropriate way

Making sure that people get the right support, in the right way, when they need it most are essential components of delivering a quality social care service. In the Corporate Plan for 2013-2017, Adult Services agreed that ensuring 'Peoples social care needs are identified and met in a timely and appropriate way' would be one of its corporate priorities. To help the division to monitor its progress specific 'success criteria' was established:

## We said success would look like

- The timeliness of assessments would improve; all Care Plans are current and reflect the needs of our service users.
- Users of our service would receive a more-timely and appropriate response.
- The number of assessments completed within the timescale would increase and the quality of assessments completed by our Social Workers will continue to be high.
- We would speed up how long a client has to wait from the time they were assessed to the time they receive the services agreed.
- The standards of care we provide would improve the quality of life for all service users.

## Summary of progress in 2014/15

A 'Delayed Transfer of Care' (DToC) is experienced by a person in a hospital, who is ready to move on to the next stage of care but is prevented from doing so for one or more reasons. Timely transfer and discharge arrangements are important, so that the person receives the right care in the right setting. The arrangements for transfer to a more appropriate care setting will vary according to the needs of the person but can be complex and sometimes lead to delays. The DToC for Social Care reasons indicator continues to be challenging, however significant improvements have been made in 2014/15. The rate of DToC for social care reasons for March 2015 was 4.54 (per 1,000) of the population. This equates to 3 people, which is a significant improvement when compared to the end of March 2014 position when the figure stood at 15 people.

Steady progress has been made over the year due to a number of improvements that have been made to the DToC process, such as more thorough validation and closer working with our Health colleagues, for example, the Joint Hospital discharge team are now responsible for contracts for long term care which speeds up the discharge process and the Intermediate Care Fund has been used to develop schemes to look at winter pressures to reduce lengths of stay in hospital and DToC. The changes have resulted in a reduction of 60% in number of DToC's for social care reasons over the year. The challenge going forward will be to maintain these high standards, greater validation and continue our good working relationship with Aneurin Bevan University Health Board.

The pilot Mental Health Initiative 'Listen, Engage, Act and Participate' (LEAP) in the north of the county borough was developed to test new ways of working with people with mental health needs. A multi-agency team, which includes a wide range of competencies, has been established with a principle of working with individuals in a different way, focussing on what is important to them and setting outcomes related to this. The first phase of the pilot was successful and an interim report produced to inform phase two – phase two of the pilot is now underway. On completion of phase two, a final evaluation report will inform the future shape and delivery of Adult Mental Health. Whilst too early to tell, we believe that the LEAP initiative will help us to better understand the kind and type of service provision and competencies that will be needed to deliver future mental health services.

The Carers Assessment documentation was also amended in 2014/15 to make it more user friendly, understandable for the Carer and more focused on what the Carer feels would meet their needs.

The Intermediate Care Fund (ICF) has been used to appoint Community Connectors to operate as part of the Information Advice and Assistance service, to identify and develop community based services to enable people to remain independent and meet their own needs where possible. The Community Connectors work with people who are deemed to be socially isolated, the ethos being to respond appropriately to members of the public in the right place, at the right time, with the right information. Over 2014/15 we have seen an increase in the amount of interventions undertaken by the Community Connectors, which has helped to reduce the need for statutory intervention.

The ICF has also been used to provide step up/step down beds to enable people to remain in their own homes for as long as possible by providing accurate assessments and interventions via a small dedicated multi-professional team.

Having access to good quality information is essential if people are to remain self-sufficient. With this in mind the Council has redesigned its website which now includes a Community Directory. This Directory provides a wealth of information to residents of the county borough on a number of services, organisations and groups within the area. This Community Directory will be continually updated in order to ensure that people are able to access good quality information and advice to assist them to resolve their own problems where possible. The Community Directory will also be a vital information point for professionals in an attempt to reduce dependency on statutory services.

The Authority has taken a regional approach to the development of an Integrated Assessment for Older People with Complex Needs. It was agreed that Monmouthshire county council would be the lead authority on its development and subsequent pilot of an assessment tool with health colleagues. Results from the pilot showed success in terms of use by community staff and accordingly it was agreed regionally to use the ICF to establish a post to ensure the document and training was rolled out across Gwent. By agreement this post has been extended for a further year and smaller partnerships have now been formed based around current I.T. systems in use. Caerphilly are working with Newport City Council to implement the integrated assessment.

The Systems Testing And Redesign Team (START) have been testing new ways of working with people to come up with individual outcomes in an effort to give control and choice back to people. The team is also working differently with commissioned providers and making greater use of volunteers and befrienders in an effort to reduce dependency on statutory services. The initial testing phase was completed in April 2014 and it was then decided that it was necessary to extend this way of working to a bigger area in order to fully test this new approach. The team worked with approximately 220 individuals to evidence the benefits to service users of this way of working. In October 2014 the team started the roll out of a learning and development programme to include a wider group of staff within Adult Services in order to expand this way of working.

From March to June 2014 a Review of the Gwent Frailty Programme (GFP) was undertaken by Cordis Bright. The results published in September 2014 concluded that:

- People are receiving a very good service, which is timely, responsive and helps them to achieve their aspirations for remaining independent.
- Overall, stakeholders think that the service has reduced pressure on acute services and is effective at both avoiding hospital admissions in the first place and reducing length of stay.
- Stakeholders are overwhelmingly of the view that the direction of travel is right.

However the Review also identified that:

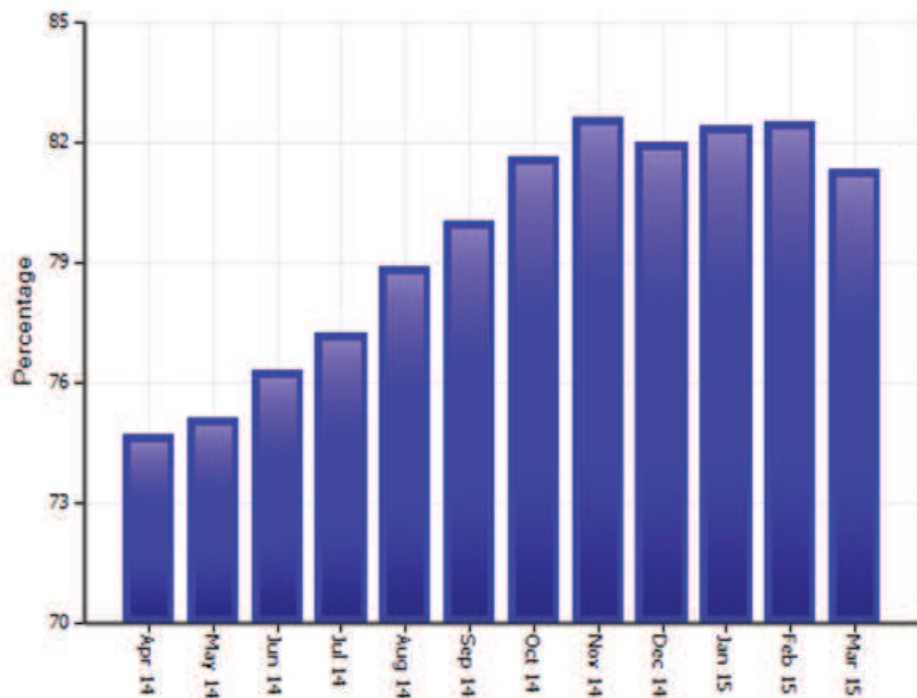
- The programme has not achieved cashable savings as envisaged management of the service is not as effective as it could be.
- The impact on hospital admissions, length of stay and DTOC, residential and nursing care admissions and intensive home care packages is not yet proven.
- There is considerable room for improvement regarding the information currently collected for evidence-led decision-making and service planning.

The Gwent Frailty Partnership will lead on the development and implementation of an action plan that will take this work forward and address the recommendations arising from the Review.

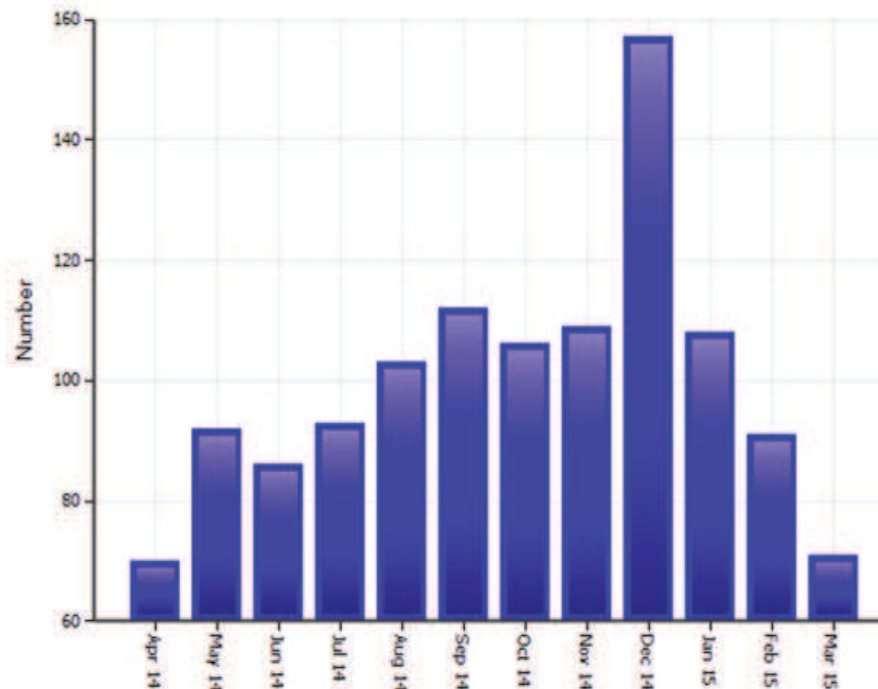
In early 2014 a pilot commenced regarding the development of an Elderly Frail Unit (EFU) at Ysbyty Ystrad Fawr Hospital for rapid intervention by the Community Resource Team (CRT) staff. Following a review of the pilot the EFU was formally established and continues to run successfully.

The Division has a wide range of performance indicators to help monitor how well we are identifying and responding to people's needs. Our performance in these areas for 2014/15 is shown below:

ASPI 03 - The % of adult services assessments started on time



ASPI 02 - Number of adults waiting for an assessment outside of the timescale (28 days)

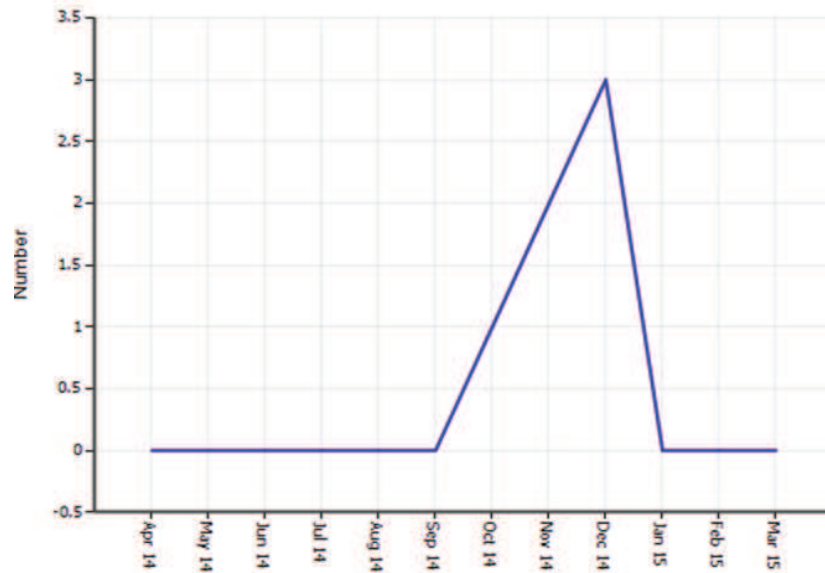


The percentage of adult assessments started on time has steadily increased over the year to a high in November 2014 of 82.6%. Performance in 2014/15 has fallen slightly below the target set for the year of 85%, however performance has remained in the 80% plus range for the previous 5 months (Nov '14 to Mar '15). This indicator has also been impacted upon by the introduction of the START initiative, whereby assessments are completed at a suitable time for the service user rather than the professional, which may mean an assessment being completed outside of the 28 day timescale.

Over the 2014/15 period the number of adults waiting for an assessment outside of the 28 day timescale increased from a low in April 2014 of 70 to a high in December 2014 of 157. At this time the highest proportion of service users (79) were waiting for an Occupational Therapy assessment due to an increase in requests for this type of specialised assessment. Since December 2014 the number has gradually fallen again to 71 as at March 2015.

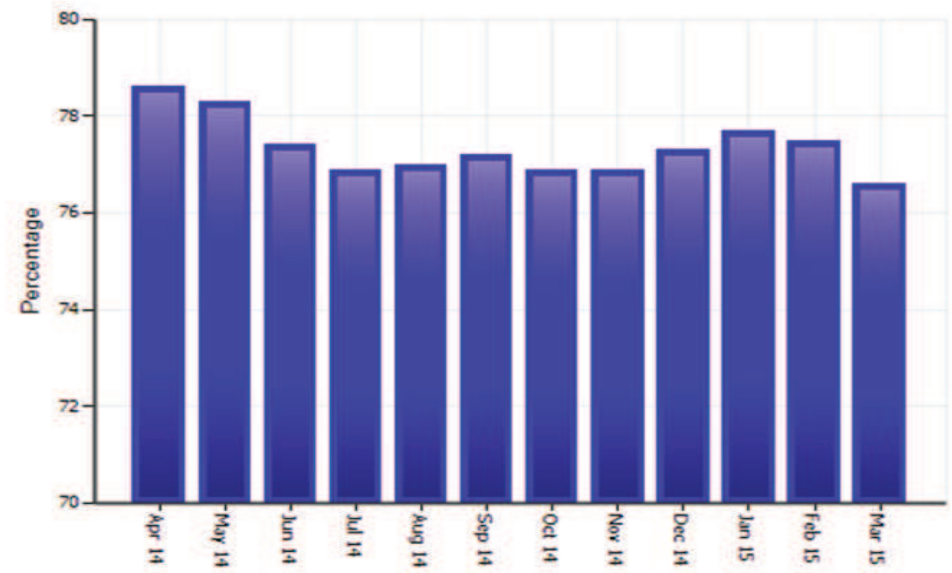


ASPI 42 - Number of people awaiting personal care for more than 14 days



During 2014/15, for 9 out of 12 months no one waited more than 14 days for personal care. October saw 1 person delayed, November 2 people delayed and December 3 people incurred a delay.

ASPI 24 - % of all adult reviews started on time



The number of reviews started on time has seen a decrease in performance from 78.6% in April 2014 to 76.6% in March 15. The target set for 2014-15 was 85% and therefore performance is lower than expected but still above the national average.

In addition to the indicators, the Division also wished to monitor the:

- Percentage of service users who stated they were happy with the service will increase
- Percentage of assessments that were service user and outcome focused will increase
- Percentage of assessments where the risks have been evaluated and managed will increase

Unfortunately, a process for gathering this information has yet to be implemented. This will be an area of work for the Division in 2015/16.

Improving the timeliness and quality of care will always be of paramount importance to the Division and the efforts made throughout 2014/15 is a reflection of its continued importance to all those who work within adult social care. Taking account of the work that has been outlined throughout 2014/15, the Division would conclude that we have been partially successful in achieving the priority set. We have come to this conclusion on the basis that significant operational changes are being made to the way in which services are delivered such as the START and LEAP initiatives. While this work is still in its early stages and the learning to be improving the percentage of reviews carried out on time, managing the demand for Occupational Therapy assessments and continue to redirect and support people to access community services where possible, thereby reducing the need for statutory interventions – a key feature of the Social Services and Well-being (Wales) Act in April 2016.

## 2 Children and adults are safeguarded from abuse

### **We said success would look like**

- Our commitment to prevent abuse to vulnerable children and adults within the community will ensure a quick and effective response to allegations of abuse when they occur and our awareness raising will help.
- Increased awareness of safeguarding responsibilities by all partners and an increased community understanding of safeguarding.
- Residents of Caerphilly feel safe in their homes and out in the community.
- Citizens are reassured that they will be listened to by community safety agencies and encouraged to report crime and disorder concerns.
- Public access to community safety agencies, their campaigns, education, training, mediation and victim support services will be secured and people who are affected by crime, disorder and environmental issues are supported and their concerns receive an efficient partnership response.

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### **Summary of progress in 2014/15**

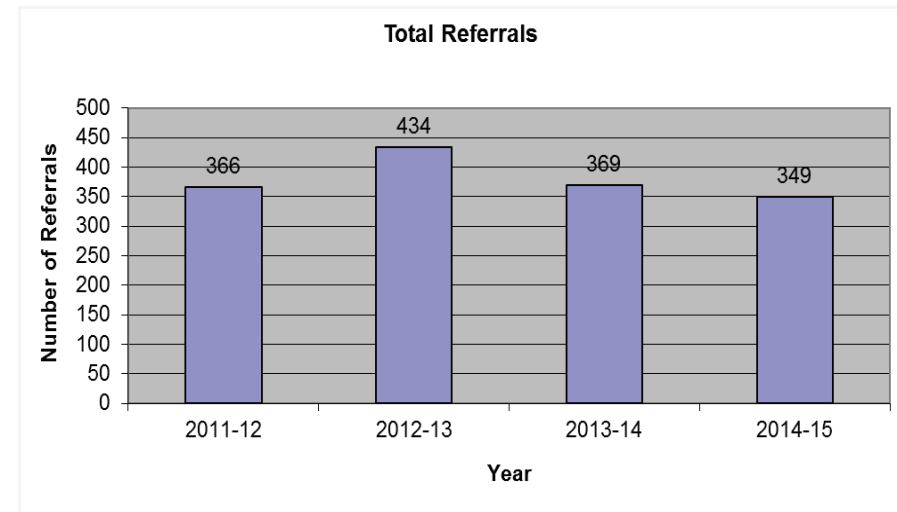
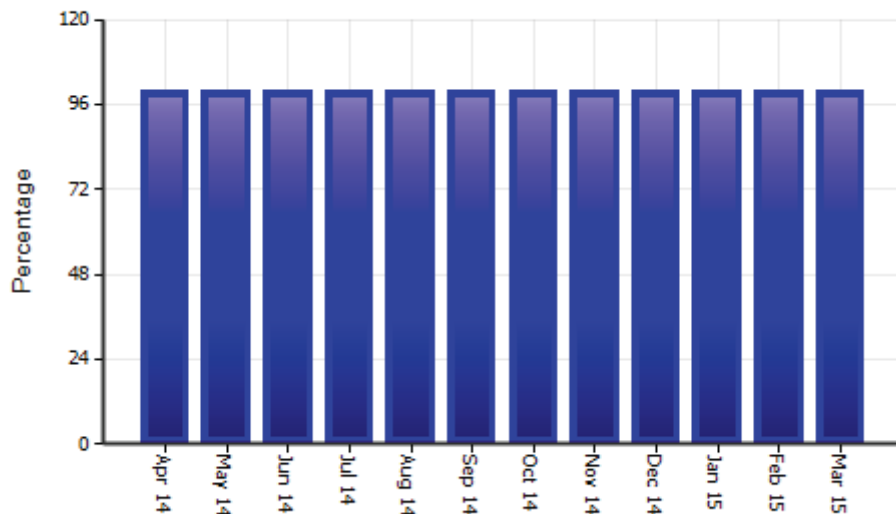
#### **Our commitment to prevent abuse to vulnerable children and adults within the community will ensure a quick and effective response to allegations of abuse when they occur and our awareness raising will help**

Response rates to safeguarding concerns for children remain the priority for the Division. 100% of decisions on referrals are made within 24 hrs in line with statutory requirements. Referral rates to Children's Services remain stable and the completion of initial assessments within prescribed timescales are maintained.

The numbers of children on the Child Protection Register (CPR) rose during 2013/14 to 218, but reduced and returned to the average historical trend levels of 200 during 2014/15. A reduction in the number of children on the CPR is not necessarily positive. It is more important to consider trend data and rates per child population with comparable authorities and across Wales in order to determine the appropriate rate for Caerphilly. In terms of this data, Caerphilly compares favourably with Wales.

The tables below demonstrate Caerphilly's continued commitment to allocating all children on the Child Protection Register to qualified Social Workers placing us at number 1 across Wales;

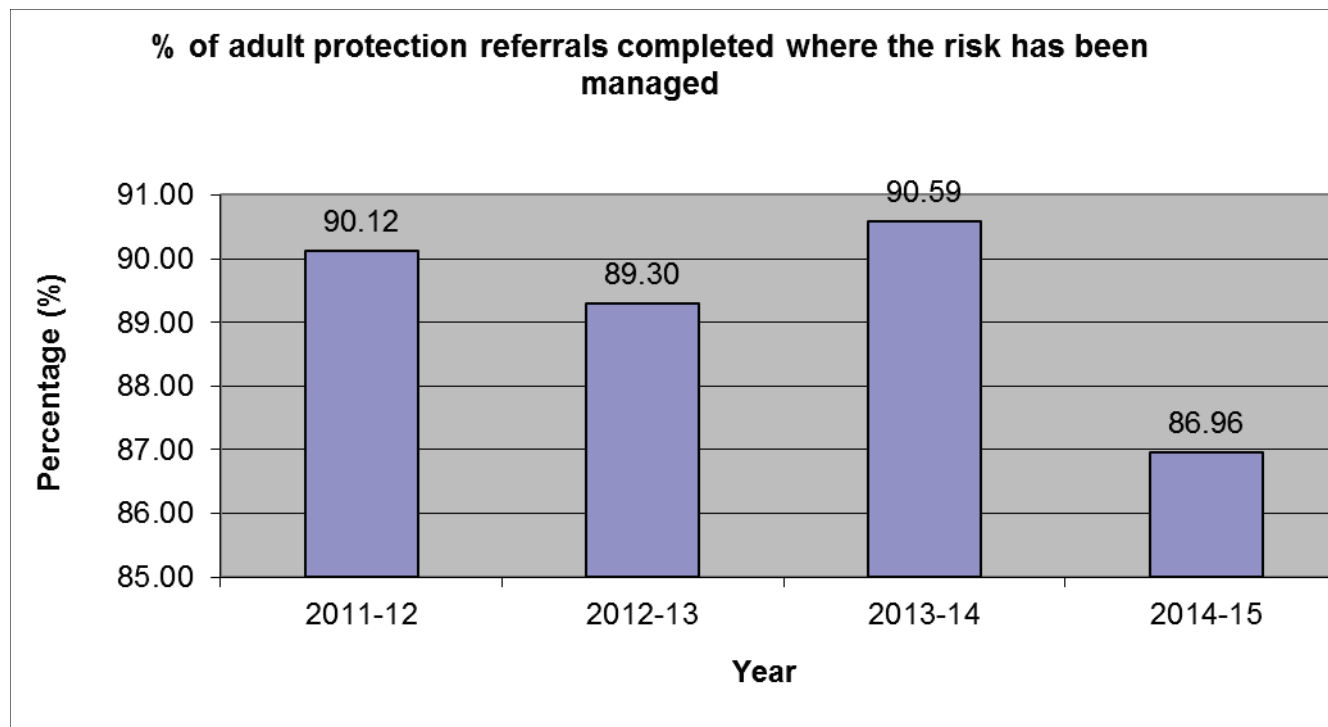
SCC/013ai % of children with an allocated social worker - Children on CPR



Ensuring a quick and effective response to concerns raised is a crucial part of the work we do. Our Protection of Vulnerable Adults (POVA) Team aim to respond to all communications received, via phone or email within the same day. In 2014/15 the team were successful in achieving this aim. 2014/15 also saw the POVA Team undertake a review of their processes within the service in an effort to streamline practice and remove unnecessary bureaucracy and duplication. The improvements identified will help us to continue to improve the service we provide and provide a quick and effective response to concerns raised.

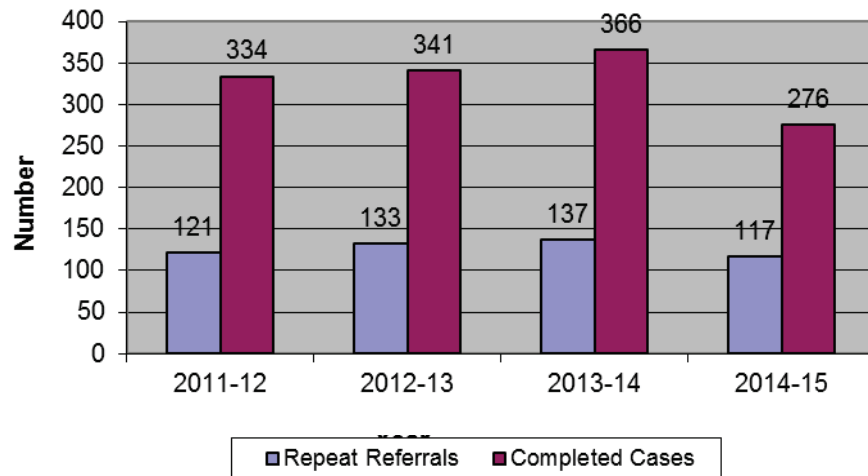
While eradicating adult abuse completely is an unlikely reality, we closely monitors the number of protection of vulnerable adults (POVA) referrals being received, where risk has been managed and the number of repeat referrals. Our performance in these areas for 2014/15 is shown below:

Over the last 3 years the number of referrals to the POVA team has seen a gradual decrease, with referrals falling from a high in 2012/13 of 434 to a low in 2014/15 of 349. This gradual decrease in referrals could indicate a reduction in abuse within the community – a positive outcome, or that abuse is still happening but is not being reported – a negative outcome. Accordingly, using referral data in isolation is unreliable and therefore the division uses additional indicators as shown below to shed light on how well vulnerable adults are being protected.

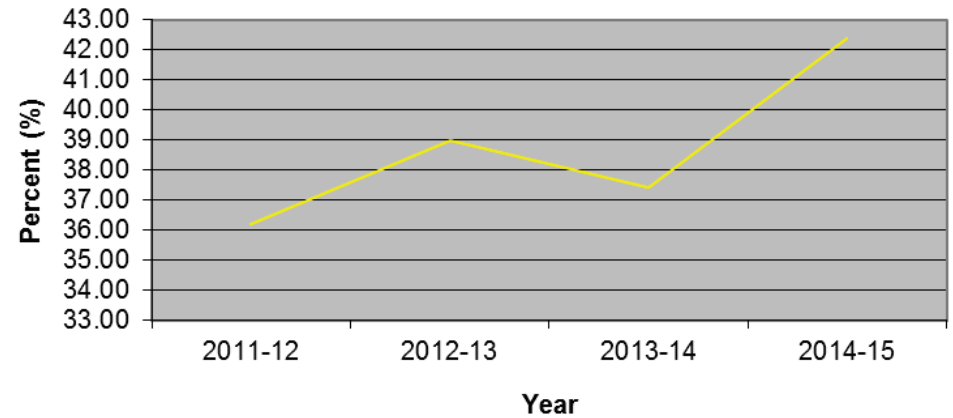


One of the most important indicators measures where risk has been managed. This indicator tells us the percentage of completed cases that had protective measures put in place to prevent abuse from reoccurring. For 2014/15, out of a total 276 completed adult protection referrals, 240 referrals were managed for risk, which equates to 87%, against an All Wales average of almost 96%. The target set for 2014/15 was 80%, therefore performance continues to be of a high level. The remaining number of cases, (13%) fail to fully engage in the POVA process after the original referral. As a service we are unable to control this part of the process.

**Alleged victims who had a record of a previous referral**



**% of alleged victims who had a record of a previous referral**



In addition to those where cases have been managed for risk, it is important that we work to prevent abuse reoccurring. Accordingly, we also measure those who have had a previous referral. Over the last 4 years while the number of completed cases and referrals have gradually fallen the overall percentage of repeat referrals has increased. This figure includes those that may have been subject to the same or different type of abuse at any time since 2008. Further investigation on repeat referrals showed the following:

## **Increased awareness of safeguarding responsibilities by all partners and an increased community understanding of safeguarding**

Following on from the Wales Audit Office National Inspection into Safeguarding Arrangements, a Corporate Safeguarding Group was established. Key tasks include the development of a Corporate Safeguarding Policy, identification of Designated Safeguarding Officers in each Council Service area, improved governance arrangements and the development of a training programme to support staff. The final policy will be ratified politically in the first half of 2015/16.

The Regional Children's and Adults Safeguarding Boards are the appropriate forums to raise awareness and facilitate improved partnership working. Both Boards are strengthened through the implementation of the Social Services and Well Being Act (Wales). Both Boards will be working closely to ensure consistency and equity of support going forward.

The Gwent wide Violence Against Women, Domestic Abuse and Sexual Violence (VAWDA&SV) Board has been established in response to the Act of the same name and to drive forward the regional work programme previously held by the Domestic Abuse, Multi-Agency Risk Assessment Conference (MARAC), Multi-Agency Public Protection Arrangement (MAPPA) and Domestic Abuse Counselling Centre (DACC) Boards.

A key aspect of the success criteria focuses on raising awareness and increasing community understanding of adult abuse. In 2014/15 the POVA team working with our Development Officer for Older People undertook an exercise to see whether POVA safeguarding training could be more effectively delivered to vulnerable adult groups through 'Peer to Peer' presentations and discussion. The 'Peer to Peer' nature of this project was designed to acknowledge that people often learn better from someone they can relate to or share common ground with. The Caerphilly County Borough 50+ Forum were invited to be a key partner and three members volunteered to be 'Peer to Peer' trainers.

In addition to the training, and as a way of targeting those who could be socially isolated and vulnerable, a DVD was created called 'Keeping Safe - What is Abuse and Who Can Help'. The DVD has been well received and a fully bilingual version is currently being developed.

To date approximately 2000 DVD's have been distributed throughout the county borough to a range of partners and members of the public via the Gwent Frailty Team, Police, Social Workers, Day Centres and Residential Care Homes. Raising awareness will be an ongoing priority for the POVA team and Adult Services as a whole.

Working in Partnership is a key component of the Social Services and Wellbeing (Wales) Act that will come into force on the 6<sup>th</sup> April 2016. Across the Gwent region the Gwent Wide Adult Safeguarding Board (GWASB) has been in operation for a number of years and provides the forum for strategic leadership, shared learning and information sharing. Members of the GWASB include senior representatives from the Aneurin Bevan University Health Board, all 5 local authorities, Probation Services, the Police force, Fire service, Housing and the Ambulance service. Dave Street, Corporate Director Social Services in Caerphilly is the Chair of the Board.

In 2014/15 the pace of work has increased in order to meet the demands of the new Social Services and Wellbeing Act. This work has seen the creation of a new strategic plan for 2015-16 and the establishment of new sub groups: Quality Assurance, Training, Communication and Engagement and Adult Practice Review. The Quality Assurance sub group is responsible for identifying possible patterns and trends that may impact on the quality of care provided. The Training sub group considers the training needs across Gwent and during 2014/15 has designed a Gwent wide training package suitable for all staff who work with vulnerable adults with the aim of raising awareness, clarifying roles and responsibilities and giving advice on what to do should concerns arise. The Communication and Engagement group disseminates the work done by the Board, while the Adult Practice Review group considers serious cases (death or hospitalisation as a result of abuse) and makes recommendations to the Board on areas to be improved or developed further.

Working on a Gwent wide basis pays dividends in terms of increased awareness of safeguarding responsibilities among partners and ensures a consistent and joined up approach to safeguarding practice.



## **Residents of Caerphilly feel safe in their homes and out in the Community**

**Citizens are reassured that they will be listened to by community safety agencies and encouraged to report crime and disorder concerns**

**Public access to community safety agencies, their campaigns, education, training, mediation and victim support services will be secured and people who are affected by crime, disorder and environmental issues are supported and their concerns receive an efficient partnership response.**

Every two years the Council carry out a resident's survey to determine levels of satisfaction with council services as well as establishing current perceptions on crime and anti-social behaviour and how the Council and Police deal with these issues across the area. The following three questions have been included to measure the perception of residents on community safety issues:

- Percentage of households who feel that the levels of anti-social behaviour have got better or stayed the same in their community in the last 2 years – The result from the 2013 survey for this question was 69%.
- Percentage of households who strongly or tend to agree that the Police and Caerphilly CBC are dealing with anti-social behaviour and crime issues that matter in this area – The result from the 2013 survey for this question was 64%.
- Percentage of households who feel that the levels of crime have got better or stayed the same in their community in the last 2 years – The result from the 2013 survey for this question was 76%.

At the time of publication, we are still analysing the results of the 2015 Household Survey although overall 63% of respondents agreed that the Police and Council are dealing with anti-social behaviour and crime issues that matter, this is down 1% on the last time the question was asked in 2013.

The Anti-Social Behaviour, Crime and Policing Act 2014 came into force on the 20th of October 2014. Work throughout the year has taken place to develop the processes and documentation to support the new tools and powers within the legislation. Training was arranged in December 2014 for all members of the Four Strike Process on the new Caerphilly County Borough Council practices. The new tools and powers are now in force and the partnership was one of the first in Wales to obtain a closure order on a family for their anti-social behaviour.

The Four Strike Anti-Social Behaviour Process continues to implement early interventions to help reduce anti-social behaviour in our communities. During 2014/15 we carried out interventions at the following strike levels: Strike 1 = 520, Strike 2 = 108, Strike 3 = 38, Strike 4 = 3. We also offered support to victims suffering from anti-social behaviour, through the ASB Victim Services Manager. Throughout this period a total of 274 victims were supported.

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Due to a successful recruitment period this year, a number of volunteers have joined the scheme which has enabled the service to provide outreach sessions. This will be expanded further in 2015/16. Many victims are also provided with target hardening equipment (such as personal alarms and other safety devices) to provide reassurance and secure their properties. This has been a successful addition to the anti-social behaviour process.

Requests for service made to Caerphilly County Borough Council for matters of anti-social behaviour reduced by 7.2% during 2014/15 when compared to the previous year. Gwent Police have recorded slight increases in all crime (3%) and anti-social behaviour (3.5%) for 2014/15 compared to the previous year. This should be viewed in the context of longer term reductions in both crime and ASB. The introduction of new practices has made crime recording more consistent across the Borough, which has led to more crime being recorded.

One key development this year has been the recognition gained by the local authority in achieving White Ribbon status for the organisation, which will complement the status gained by Gwent Police in 2011. The White Ribbon campaign seeks to end men's violence against women through altering social attitudes and norms. While the campaign has been supported for a number of years the recognition reflects recent work to support the Welsh Government 10,000 Safer Lives agenda and the development of a White Ribbon Action Plan to further embed work. The local authority has also developed a new workplace Domestic abuse, gender based violence and sexual violence policy. The Caerphilly Domestic Abuse Multi Agency Centre, in Ystrad Mynach, was successfully re-launched on the 25th of November, White Ribbon Day.

A new service has been commissioned to support the work of the Youth Offending Service in dealing with young people who are displaying abusive and controlling tendencies in their intimate and familial relationships. It has been identified through the multi-agency ASB processes that very often normal behavioural boundaries have broken down and the parental figure in the family, often a mother or grandmother, is in fear of the young person and therefore unable to exert any control. The current domestic abuse perpetrator programmes only work with over 18s and so a small project has been commissioned with Barnardos to work with a YOS client group. The project has been funded using Welsh Government Youth Crime Prevention Funding.

# 3 Improve standards across all year groups particularly key stage 3 and 4

## We said success would look like

- Performance of pupils in vulnerable groups continues to improve.
- Literacy will be raised for all but specifically for year 4 pupils.
- The gap between boys and girls achievements narrows.
- There is improved level of performance across all key stage 3 and key stage 4 pupils.

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## Summary of progress in 2014/15

The results highlighted within this report were achieved by pupils in July 2014, which is the most recent complete academic year.

The performance of pupils at each key stage continue to show improvement. At key stage 2, when pupils are assessed at age 11, 85.8% achieve the expected level for the core subject indicator of English/Welsh, Maths and Science. The focus on improvement in literacy resulted in 88% of pupils achieving English and 89.9% achieving Welsh, at the expected level which is an increase of 1.1 and 0.7 percentage points respectively from the previous year. At key stage 3, when pupils are assessed at age 14, there was a significant improvement in the percentage of pupils achieving the expected level for the core subject of English/Welsh, Maths and Science, increasing 4.1 percentage points from 73.5% in July 2013 to 77.6% in July 2014.

The performance of pupils undertaking examinations at age 15 years continued to improve across the Authority. The 3 year trend shows improvement in every indicator with the percentage achieving Level 1 (5 GCSE's A\*-G) increasing by 2.1 percentage points between July 2012 and July 2014, and Level 2 (5 GCSE's A\*-C) increasing 10 percentage points over the same period. However, the key focus has been on improving the percentage of pupils achieving the Level 2+ threshold which is the achievement of 5 A\*-C GCSE's which is inclusive of English/Welsh and Maths. There was an increase of 3.7 percentage points between July 2013 and July 2014, with an ambitious target of 60.4% set for July 2015.

The gap in performance between boys and girls narrowed across 2 of the 3 key stages. It is important to recognise that we must measure the performance of each cohort of pupils, as opposed to looking at the trend data for this indicator, as each year the indicator considers a different group of pupils. In the current year at:

- Key Stage 2, 83% of boys and 88.9% of girls achieved the CSI, highlighting a gap in performance of -5.9. The gender gap for this cohort was -10.4 at the end of the Foundation Phase in 2009/10.
- Key Stage 3, 72% of boys and 83.9% of girls achieved the CSI, highlighting a gap in performance of -11.9. The difference in performance for this cohort was -9.1 at the end of the Key Stage 2 in 2010/11.
- Key Stage 4, 41% of boys and 53% of girls achieved the CSI, highlighting a gap in performance of -12.0. The difference in performance for this cohort was -14.2 at the end of the Key Stage 3 in 2011/12.

We believe that this priority is making some progress, as although continuous improvement is being made, the developments are not reflected in our position within Wales, which remains consistent. We have worked with schools and the Education Advisory Service (EAS) to set ambitious targets for the academic year ending July 2015, and raising standards across all key stages remains a priority for the Directorate

# 4 Identify vulnerable groups of learners and develop interventions to ensure needs are met

## We said success would look like

- We will have created a wide range of learning opportunities, appropriate for all, to encourage young people to engage in learning.
- We will improve prevention by increasing the number of pupils who are identified as needing appropriate support earlier and in a timely manner.
- We aim to reduce the number of young people leaving compulsory education, training or work based learning without an approved external qualification.

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## Summary of progress in 2014/15

The identification of learners vulnerable to underachievement has been a focus for the local authority. When Estyn undertook a monitoring visit in January 2014 they recognised that we had:

*“introduced a comprehensive target setting process that links school performance targets to the progress of individual learners. Schools are required to identify potential barriers to success for individual learners in years 10 and 11. The targets produced by schools are very challenging and clearly set the ambition for improvement across the Authority. The target setting process leads to coordinated and well-resourced programmes of support for learners. There is a suitable focus on working with families of targeted learners and, where appropriate, support includes links to Communities First and Family First programme”.*

In addition to this development the Authority has developed a database known as STRIVE (**S**ystem for **T**racking and **R**eporting **I**dentified **V**ulnerability in **E**ducation). This tool draws together a collection of data including attendance, exclusions, Free School Meal status, any Additional Needs and other key pieces of data to produce a vulnerability score. Pupils who achieve a high vulnerability score are further analysed by the school and support services to provide intervention and support to reduce the risk of underachievement.

The STRIVE system also has the capacity to look holistically at the pupils' engagement in registered extra curricular activity. The Youth Service has been working with the system to record pupils gaining national accreditation through youth clubs and projects. The percentage of pupils engaged by The Youth Service gaining this type of accreditation has increased from 5% to 5.9%, engaging over 350 young people each year. The range of accreditation activities has been broadened to provide young people with a curriculum that is both engaging and rewarding.

In July 2014 there was a small increase in the number of pupils leaving compulsory education, training or work based learning at age 16 without an approved external qualification. In 2013 the percentage was 0.4% which rose to 1.0% in July 2014, an increase from 9 pupils to 22 pupils. We have worked in partnership with the Education Achievement Service (EAS) who have undertaken the role of challenging all secondary schools to improve performance, which includes ensuring that all pupils leave with a approved external qualification. However, the percentage of young people Not in Employment, Education or Training (NEET) has decreased for the second consecutive year, from 5.9% in 2012, to 4.4% in 2013 and 3.5% in 2014. The introduction and implementation of the early identification tool has supported this improvement, alongside the delivery of the Welsh Government Engagement and Progression Framework.

We believe that this priority is making good progress so far, as the early identification tools we have developed allow us to work proactively with young people to ensure that appropriate interventions are put in place to support them to achieve their potential.

# 5 Reduce the gap in attainment between pupils in advantaged and disadvantaged communities

## We said success would look like

- Parents will be supported to value what our schools do and encourage positive views about learning and achievement.
- Timely support will be provided to pupils who do not attend school regularly and we will help to raise aspirations by promoting and developing a mobile outreach provision for isolated communities.
- A strategy will be developed to reduce the gap in attainment for children on Free School Meals to target resources appropriately so that ultimately regardless of the child or young persons social background they achieve their full potential.

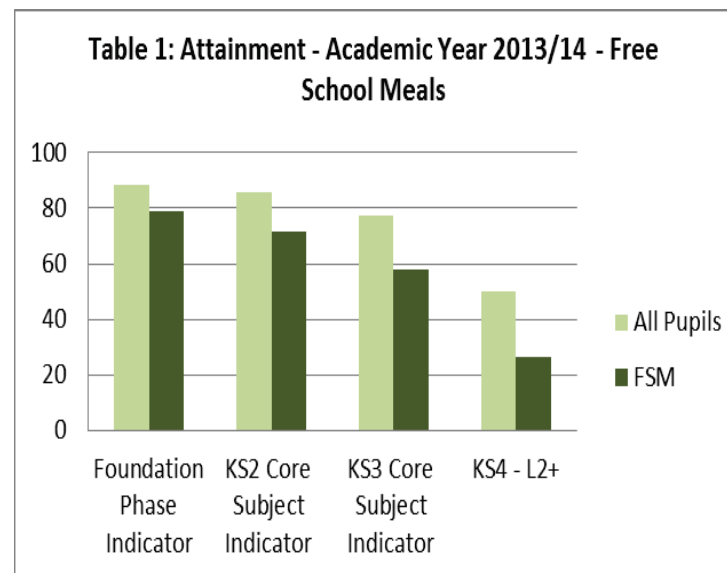
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## Summary of progress in 2014/15

In line with the Council priority that *“every child should have the best start in life, and the opportunity to achieve success as a young person and as an adult”* we are working with schools and other services that provide educational opportunity to children and young people to ensure that regardless of personal circumstances they are provided with the support and opportunity to succeed.

The identification of learners vulnerable to underachievement has been a focus for the local authority; however the factors that effect vulnerability have been evaluated in greater detail. Vulnerability in education can be determined by a number of different factors including deprivation. However, it can also be determined by whether the child or young person has additional learning needs, or is a Looked After Child (LAC). For this reason the Improvement Objective that has been selected for 2015/16 focuses on improving outcomes for all learners, particularly those vulnerable to underachievement. The plan recognises that small groups of children and young people can face more challenges than others and aims to identify groups of learners vulnerable to underachievement, and work proactively to remove the barriers to learning





The measure that is commonly used to measure deprivation is a pupil's eligibility to receive Free School Meals. The data across (Table 1) provides an insight into the performance of all pupils in comparison to the pupils in receipt of Free School Meals. This also highlights that the gap in performance increases throughout school life, and when moving from internal assessment at Foundation Phase, key stage 2 and 3, to external assessment through examination at Key Stage 4.

The development of STRIVE (**S**ystem for **T**racking and **R**eporting Identified **V**ulnerability in **E**ducation), which considers Free School Meal status as a contributing factor to vulnerability allows both schools and support services to identify pupils and ensure they are provided with the appropriate interventions, including family support, to allow them to achieve success.

We believe that although we are continuing to focus on the achievement of vulnerable learners we must continue to raise the achievement levels of all learners within the Authority in order to ensure that every child and young person is given the opportunity to succeed. We are continuing to work in partnership with the EAS to ensure that schools are setting ambitious targets and aspiring for the best outcomes for all pupils.

# 6 Promote the benefits of an active and healthy lifestyle

## We said success would look like

- Reduce the harm caused by alcohol.
- Increase physical activity.
- Reduce the prevalence of smoking.
- Promote healthy eating.
- Support intergenerational schemes that promote community cohesion.
- Carry out a consistent needs based approach across the Authority for the use of intergenerational facilities.
- Work in partnership with Aneurin Bevan University Health Board to make sure that the services provided at the new hospital at Ystrad Fawr are meeting local needs.

## Summary of progress in 2014/15

We are actively promoting our Community Health Champions programme, which provide an effective way of raising awareness and gaining support for changing health behaviours. 2014/15 saw an increase in the number of Champions we had across the borough to 141.

In 2014/15, 95% of our schools have completed Phase 3 of the Healthy Schools Scheme, and 62% have completed Phase 5, with 5 schools now having achieved the National Quality Award. 48 childcare settings are currently undertaking the Caerphilly Healthy Early Years Scheme, which has been mapped to the Welsh Government's Healthy and Sustainable Pre School Scheme. Settings are undertaking Phase 1, 2 or 3, with a further 2 settings completing all three phases of the scheme.

## **Reduce the harm caused by alcohol**

Caerphilly Council continues to support the work of the Gwent Substance Misuse Area Planning Board in tackling substance misuse issues that affect communities.

The Safer Caerphilly After Dark initiative has been developed to address night-time economy issues and was launched in December 2013.

Gwent Police licensing officers and the Night Time Economy Officer monitor calls and investigate any matter relating to licensed premises.

Our Trading Standard Officers undertake Test Purchase exercises, where there is intelligence to suggest that under age sales are taking place. All intelligence is acted upon. During 2014/15 there were 3 sales from 8 attempts on licensed premises, 37.5% positive sales; 5 sales from 34 attempts off licences, 14.7% positive sales.

Our Community Safety Wardens confiscated 181 items of alcohol during 2014/15 in connection with drinking in public places.

## **Increase physical activity**

We are implementing our Creating an Active Caerphilly (2011-14) Plan. This plan identifies actions to encourage residents to be more physically active and as a result improve the health and well-being of all children and young people.

As part of our Play Sufficiency Action Plan we are working in partnership to deliver:

Adventure Play sessions (funded through Families First and Communities First) are staffed and provision delivered by trained play workers, who work outdoors in areas throughout the county borough.

- Tri County play workers (funded through the Big Lottery until October 2014) provided outdoor play opportunities for children and young people in the following areas:- Newbridge, Pentwynmawr, Springfield, Tir- y-berth, Bargoed and Aberbargoed.
- Inclusive Play who support disabled children to access play provisions in areas suitable and accessible to them.
- GAVO's Creative Play and Homestart teams run "Pop in and Play" groups (funded through Families First and Flying Start) for children aged 0-3 years and their families.

The School Swimming programme is working towards the national target of 90% of children to be able to swim 25 metres by the time they are aged 11, targeting years 3-4 which will then have a knock on effect on older year groups.

Communities First deliver a variety of physical activity projects across the borough aimed at parents and children and community members to break down the barriers to physical activity and utilise our outdoor spaces. In 2014/15, 584 people reported an increase in physical activity following involvement in projects such as disability horse riding, walking groups and exercise classes.

As part of these projects, a boxing club was developed and is now run as a social enterprise. It is now a registered club competing in Welsh Amateur Boxing Association (WABA) and meets each month. This club attracted the most number of individuals to the physical activity classes with over 50 people each week. 2 volunteers were also identified and introduced into supporting the boxing club and now are working at the new gym each week.

Other physical activity classes, such as dance classes, were productive and well attended.

StreetGames projects, delivered by Communities First, have proved popular with children and young people. There are 14 sites providing doorstep sport opportunities to young people across the borough. In 2014/15, 457 sessions were delivered and 503 young people reported an increase in physical activity. This was supported through a partnership with Police, Youth Service, Community Safety and Sports Development, with Communities First leading on coordination but working in partnership to share objectives, resources and outcomes.

A number of young people from the borough took part in the Caerphilly StreetGames sensation event in January, which attracted over 350 young people and was shown live on ITV news with good press coverage for CCBC. We have also taken young volunteers on the national volunteer residential and a couple have even been identified to attend the national volunteers evening in England.

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The results from the most recent 'Active Adults' survey showed that 38% of adults in Caerphilly County Borough are 'Hooked on Sport'. 63% of the adults who took part in the survey also suggested that their health was 'good' or 'very good'. Finally, 38% of respondents also encourage their family to take part in sport and physical activity. The results from the survey are promising, with adults in Caerphilly having a clear understanding of the importance that sport and physical activity has on their health.

Sport and physical activity not only contributes to a healthy lifestyle but also a change in behaviour. The Positive Futures programme in Caerphilly has recently launched, providing young people who are disengaged opportunities to take part in sport. In Caerphilly town centre, the start of evening sports engagement sessions between December 2014 and March 2015 has coincided with a reduction in the local crime rate of 36%. There has also been a 50% reduction in anti-social behaviour calls within the area.

We are actively promoting walking or cycling to school. We have 17 "Walking Buses" which equates to hundreds of the borough's children walking to school. Ysgol Gyfun Gymraeg Caerffili celebrated 10 years of their "Walking Bus" during 2014/15. Ysgol Y Lawnt, Rhymney is the largest "Walking Bus" with 350 participants walking. We have implemented the National Standards Cycling in Schools through providing intensive training at a number of borough schools.

With around 80% identified as countryside, the county borough is blessed with some of the most attractive landscapes and valuable environment in Wales. We have worked with our partners and the community to maximise the use of the environment for health benefits for residents of the county borough. Using our natural resources we are delivering the following programmes:

**Come Outside!** The Natural Resources Wales co-ordinated ‘Come Outside!’ programme inspires and enables community, youth and health officers to support less active people to become regularly involved in outdoor activity to enjoy the outdoors, and to experience the benefits, and value and care for the natural environment. The programme supported over 1,300 people to develop a more physically active lifestyle. In July 2014 the Come Outside! Summer Celebration was hosted at Parc Penallta to celebrate the achievements of the programme.

**Caerphilly Lets Walk Cymru** In partnership with the Aneurin Bevan University Health Board (ABUHB), the Lets Walk Cymru project promotes healthy walking and supports local healthy walking groups. There are now 14 led walking groups that meet regularly in Caerphilly County Borough with 2,846 registered walkers. In 2014/15 there were 671 led walks in the county borough.

**Self-Led Walk Guides** There are now 19 guides for walkers to take 30 – 90 minute walks in the county borough. There are a further 12 trail guides for walks up to 8 hours.

**Walk Event** In 2014 the Caerphilly Challenge Series continued with “The Wild Boar Walk” on the 10<sup>th</sup> May. It was organised by Caerphilly’s walking steering group, which is made up of 13 partner organisations. 505 entrants took part in the 9, 14 and 22 mile walks. A further 50 entrants took part in the 1-5 mile Lets Walk Cymru led walk.

**ELF Walk** On Saturday 13<sup>th</sup> December 2014 residents and visitors of Caerphilly County Borough were encouraged to put their best foot forward to take part in a festive charity Elf and Well-being Walk in the lead up to Christmas. In total 105 people, with age ranges of between 2 and 83, took part in the 5K walk in Penallta Park that raised money for the Mayor’s charities – Caerphilly Home Start and the Royal British Legion.

**Community Pedometer Challenge.** Building on the success of the Council and Health Board run pedometer challenges, a Community Pedometer Challenge has been established with partnership work between CCBC, ABUHB, Let’s Walk Cymru and local walking groups.

### **Reduce the prevalence of smoking**

22% of adults smoke in our borough, which is the same as the Welsh average (Welsh Health Survey 2013 & 14), however Welsh Government have set a target to reduce smoking levels in Wales to 16% by 2020. We are working with our partners to increase referrals to Stop Smoking Wales. Stop Smoking Wales have taken steps to increase accessibility and a number of pharmacists in the county have been trained and accredited to enable them to run a full behavioural support service for smoking cessation.

The 2014 Stoptober campaign has been supported by CCBC and promoted throughout the County Borough. CCBC staff and community members were encouraged to sign up to Stoptober. A member of CCBC staff was the Stoptober Local Hero posting weekly blogs on progress.

We have banned smoking in enclosed children's play areas in our parks and in multi use games areas. All 77 primary schools in the borough are now displaying the 'Young Lungs at Play' signs. 41 Pre school settings are now part of the Smoke Free zone initiative and display 'Young Lungs at Play' signs.

We also launched an Illegal Tobacco campaign in March 2015 to coincide with No Smoking Day 2015. This is a 12 month campaign supported by Stop Smoking Wales including use of posters, postcards, business cards, social media, shop adverts, plasma screens, local publications, newspapers, websites, and an Urdd Eisteddfod event with Tobacco Detection Dogs.

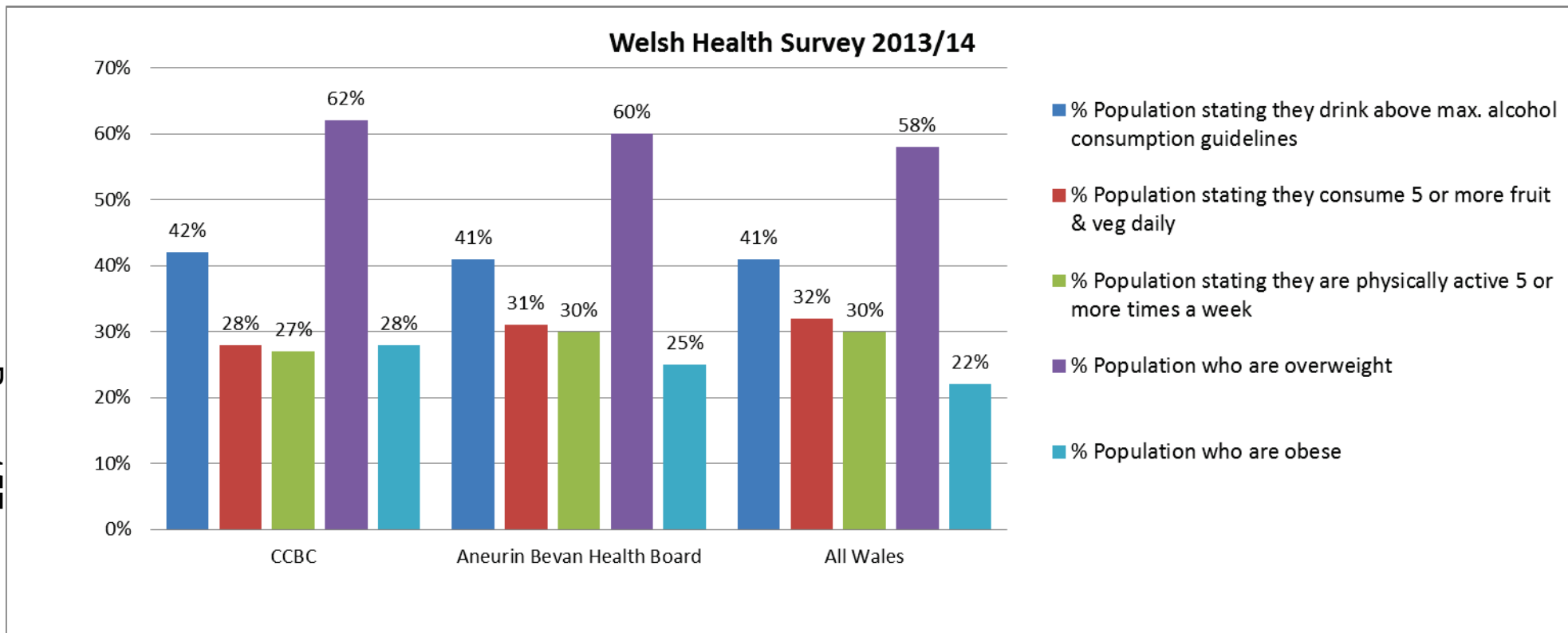
### **Promote healthy eating**

We serve 15,000 school meals daily in the county borough. All county borough schools are 'Appetite for Life' compliant and CCBC was the first local authority in Wales to secure this compliance. The Caerphilly Healthy Schools Scheme (CHSS) works closely with every school to promote "Healthy Lunchboxes". WG information leaflets are distributed to all new intake parents and CHSS work closely with School Councils to ensure that Healthy Lunchboxes are high on their agenda. All schools have previously received training and development to write and implement a School Food & Fitness Policy. 'Skill Up – Start Cooking' was rolled out in 2014/15 to include training for teachers who will in turn train parents and children with special toolkit /packs

Communities First, Flying Start and Families First work collaboratively with parents, families and young people, to deliver healthy cooking skills sessions and courses. In 2014/15 over 150 community cooking sessions were delivered as well as 21 Foodwise courses. Community Allotment sessions were also delivered in Senghenydd on growing and cooking with fresh produce.

In 2014/15, 187 people have reported eating fresh fruit and vegetables daily following Communities First support. Communities First Health and Well Being Officers have been trained to deliver X-Pod and Healthy Hearts, providing targeted programmes to individuals at risk of diabetes or heart disease. These courses will be delivered in 2015/16.

The results of the most recent Welsh Health Survey below shows how we compare in key areas with the rest of the Aneurin Bevan University Health Board and Wales as a whole.



### **Support intergenerational schemes that promote community cohesion**

We are placing a great emphasis on continuing to integrate schools into the community. One example of this is the creation of Intergen clubs on school sites. These are formed to provide mutual activities, interests, understanding and tolerance between pupils and older persons. There are currently ten clubs in the borough and we are planning to open more clubs during 2015/16.

### **Carry out a consistent needs based approach across the Authority for the use of intergenerational facilities**

Intergen clubs in schools are always a welcome addition for a Headteacher as schools derive great benefit from their presence. A club will be formed at a school based on the availability of existing older persons groups within the locality that can use the school facilities. We also consider the accessibility of the school site and the mobility of the older persons using it. Efforts are always made to break down these barriers and we work in partnership with housing and social services to help deliver these schemes.

### **Work in partnership with Aneurin Bevan University Health Board (ABHUB) to make sure that the services provided at the new hospital at Ystrad Fawr are meeting local needs.**

We continue to work with our partners as appropriate regarding the delivery of healthcare services. In particular we are working with ABUHB to protect and improve the wellbeing of our communities and the Chief Executive of ABUHB is a key member of the Caerphilly Local Service Board.



# 7 Invest in our Council Homes and their communities to transform lives

## We said success would look like

- The Energy Company Obligation (ECO) grant will run to provide energy saving improvements to properties. These will help Council homes be more efficient which will help reduce fuel poverty. This is one of our contributions towards tackling poverty so that fewer residents will be living in fuel poverty.
- Bid for grant funding to qualifying areas within the new ECO Public and Private Sector grant.
- Raise the awareness of residents in the borough to the Green Deal and ECO grant.
- Our homes will ultimately meet the Welsh Housing Quality Standards and will become more energy efficient with the installation of improvements such as new boilers and loft insulation.
- Tenants will be happy with their homes.
- Tenancy Support Officers provide advice to households to help them reduce their expenditure, this will include assessments and help with utilities such as water savings.
- Increase awareness of the Welsh Government Fuel Poverty Scheme to obtain greater take-up within CCBC.

## Summary of progress in 2014/15

### Energy Company Obligation (ECO)

The first ECO phase that was completed in 2013/14 funded energy efficiency works to 334 flats in Gelligaer. Whilst no actual works were carried out with ECO in 2014/15 a procurement process was undertaken to set up a framework to carry out ECO works. This framework agreement is now in place to undertake external wall insulation and loft insulation within specific lower super output areas, although CCBC will contribute funding to the scheme, the cost of the works will be subsidised via the carbon savings generated. This framework has 2 energy suppliers Eon (rank 1) and SSE (rank 2). This agreement is in place until end of March 2017.

Proposed works for 2015/16 is for 191 properties to receive external wall insulation. Properties with less than 200mm loft insulation will receive loft insulation upgrades. Further investigations will be undertaken to evaluate if properties at Lansbury Park and Trecenydd Caerphilly would qualify for ECO funding and be programmed for 2015 /16 – 2017.

#### **Other schemes:**

##### **Arbed Scheme at Phillipstown**

The Arbed scheme is a strategic energy performance investment programme. *Arbed* (meaning 'to save' in Welsh) is a Welsh Government project which aims to reduce the amount of energy we use in our homes, to reduce energy bills and to make homes warmer and more comfortable.

This is the third Arbed project that Caerphilly has been successful with. Currently, works are on site undertaking external wall insulation and voltage optimisers to approximately 400 properties at Phillipstown with an estimated cost around £2.5 million. The project has recently been extended to undertake external wall insulation works at Jones Street, Phillipstown and it is anticipated that all works will be complete by end of October 2015.

##### **Welsh Government Warm Homes Project**

A bid was submitted to the Welsh Government Warm Homes project to improve 178 (primarily private sector) homes within several Lower Super Output Area's (LSOAs) across Caerphilly that have not benefitted from previous schemes. Unfortunately, this bid was unsuccessful.

**Our homes will ultimately meet the Welsh Housing Quality Standards (WHQS) and will become more energy efficient with the installation of improvements such as new boilers and loft insulation.**

The original planned programme for this objective has faced major slippage resulting in revised targets to reflect the delays in contracts commencing. Although it has only been possible to complete improvements to a smaller number of homes, tenant satisfaction remains high at 90% (well above the target of 80%) and service standards have achieved 93% again above target.

The in house team is the main contractor for major refurbishment work at Rowan Place, Rhymney. This is more extensive work than originally planned and with deployment of a significant part of the work force to this scheme. This is one of the contributory reasons for less progress elsewhere. Welsh Government has approved grant funding of £1m (VVP) towards Hafod Deg and environmental works at Rowan Place. The WHQS budget for Rowan Place is £4.2m.

The slippage will need to be incorporated into the future year's programme. In reality this will require an acceleration of the programme to ensure the WHQS is still achieved by the fixed deadline of March 2020. The staff resources have been strengthened to manage the larger volume of work against the timescale. The forward investment plan between 2015/16 and 2019/20 has been reviewed and there are some changes to the community sequence particularly affecting the external works. To ensure the programme can be fully delivered by 2020 will require an average rate of 80 completions a week across both internal and external works. A further review of the programme will be undertaken during the course of 2015/16.

Further information on this can be read on pages 17 and 25 (Chief Executive Statement and Improvement Objective: IO5).

### **Tenants will be happy with their homes**

In 2014/15:

- The percentage of tenants whose homes have been improved internally through the WHQS programme who were satisfied with the completed works was 90%.
- The percentage of tenants satisfied with the Housing Allocations and Letting Service was 90.16%.
- The tenant satisfaction with overall Rent Services (rating good/very good) was 89.89%.
- The level of tenant satisfaction with general condition of the property was 75.66%.
- The level of tenant satisfaction with their new home was 73.12%.

### **Tenancy Support Officers provide advice to households to help them reduce their expenditure; this will include assessments and help with utilities such as water savings**

In 2014/15:

- The number of council tenants affected by welfare reforms that were visited in their own homes and provided with advice and support to minimise the impact of the changes was 2,309.
- 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 was 187.
- The value of financial savings generated for tenants as a direct result of face to face support on the affect of welfare reforms was £283,152.

The tenancy support officers received additional training in December 2015 to enable them to provide energy efficiency advice to tenants, which has been very popular with our tenants. We have noticed an increase in the number of tenants requesting visits and have received excellent feedback. The following quotes are examples of the feedback being received:

*“She has been marvellous, I can not fault the service that tenancy support has provided and the help they have given me”*

*“She was very helpful and helped me save money. She has helped to make my life a lot better and it has helped take the pressure off. It is nice to know that there is someone out there to help. The help has been tremendous”*

*“I was in such a bad place at the time. I didn’t know there was any help. I could not see any light at the end of the tunnel. From a very negative frame of mind you have helped me become more positive, good support”*

### **Increase awareness of the Welsh Government Fuel Poverty Scheme to obtain greater take-up within CCBC**

In addition to the support already offered to our tenants and the other programmes the Authority has reported above, the Welsh Government fuel poverty scheme known as Nest, which started in April 2011, offers further information and advice on the Free phone number **0808 808 2244** or you can visit the [Nest Website](#)

The Welsh Government has identified; a household is in fuel poverty if they spend 10% or more of their income on energy costs, including Housing Benefit, Income Support or Mortgage Interest or Council Tax benefits on energy costs and they are in severe fuel poverty if they have to spend 20% or more.

The purpose of this scheme is to help low income and vulnerable households to reduce their energy bills and heat their homes more affordably through the Nest scheme. The Nest scheme is managed by British Gas and no cold calling is done by the scheme. The scheme expects to help households with energy advice and support on:

- ways to save energy and make your home more energy efficient
- energy tariffs and to ensure you are on the most appropriate tariff for your situation
- benefit entitlement checks.

Nest will also improve the energy efficiency of privately owned and privately rented properties for those who meet the eligibility criteria and packages could include:

- loft or cavity wall insulation
- solid wall insulation
- new boiler
- central heating
- renewable technologies

A large contributing factor for encouraging energy efficiency improvements in social housing is currently through our **Welsh Housing Quality Standard (WHQS)** programme and the Nest programme is complemented by our area-based scheme, **Arbed**. Both schemes enable us to support households in fuel poverty whereby WHQS/Nest provides support for households whereas Arbed helps to provide targeted improvements for communities in the most deprived area in Wales.

### **Cyd Cymru**

This is a scheme to help save money on your energy bills. Worried about switching supplier? Cyd Cymru / Wales Together could be the answer. Cyd Cymru is a collective energy switching scheme created to offer people in Wales an opportunity to save money, by coming together to buy fuel “in bulk”. The scheme has been developed by Cardiff Council and the Vale of Glamorgan Council, with support from the Welsh Government’s “Regional Collaboration Fund”, which started in the Autumn of 2013. Caerphilly CBC signed up to the programme in January 2015 to actively promote the scheme just before Cyd Cymru commenced with its 3<sup>rd</sup> phase of switching energy supplies for those that registered. Following the successful completion of the 3<sup>rd</sup> switch, Cyd Cymru has reported that over 5,600 households registered for the scheme, with just over 2,000 households switching (36% conversion rate) energy supplier and the average savings per household was just over £250 per annum, resulting in savings across Wales of over £525,000.

Further information about this scheme can be obtained by contacting CCBC Housing Services or through the [Cyd Cymru](#) website.



## **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.**

### **We said success would look like**

- The implementation of savings proposals at Council each year when the budget is set in late February, will ensure that at the start of each financial year, a balanced budget is achievable
- Over a 2-3 year period, a reduction in expenditure that allows the services still retained by the Authority to have sufficient budgets to allow for service improvement

### **Summary of progress in 2014/15**

The Council is facing unprecedented financial challenges due to cuts in funding from the Welsh Government and savings of £14.7m were required as part of the 2014/15 budget approved by Council in February 2014. This package of savings was successfully delivered and actual expenditure for the 2014/15 financial year was within the approved budgets for all Departments.

For the 2015/16 financial year the funding that Caerphilly CBC receives from the Welsh Government has been cut by 3.3%, resulting in a cash reduction of £8.89m. In light of this the Authority's Medium Term Financial Plan has been reviewed on the assumption that similar cash reductions will be experienced in 2016/17 and 2017/18. This review has also considered cost pressures that will need to be met as we move forward and it is anticipated that the Authority will need to find savings of around £39m for the three-year period 2015/16 to 2017/18.

At its meeting on the 25<sup>th</sup> February 2015 Council agreed a budget for the 2015/16 financial year, which included savings totalling £11.96m. Prior to this, proposed savings for 2015/16 had been subject to an extensive consultation process that consisted of two public surveys, 'drop-in' sessions for members of the public to attend and separate consultation events with the Youth Forum, the Viewpoint Panel, the Voluntary Sector Liaison Committee and the 50+ Forum. In addition, Town and Community Councils were also invited to comment upon the proposed savings. This thorough consultation process was invaluable in helping firm savings proposals to be put to Council for approval in February 2015.

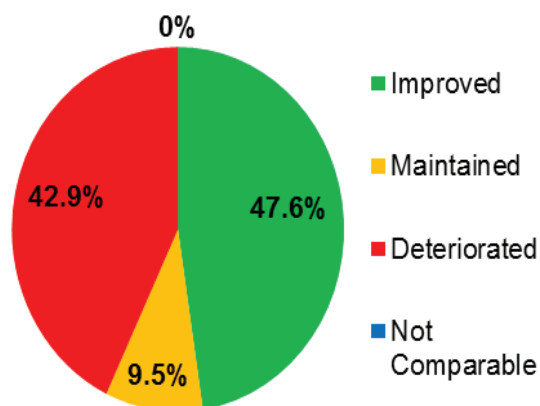
The agreed savings for 2015/16 have had limited impact on front-line services and wherever possible Council priorities have been protected from cuts. Looking ahead the Authority still has to find anticipated savings of circa £26m for 2016/17 and 2017/18 and this position may worsen. This will prove to be extremely challenging and as part of the process for identifying the savings required Council has agreed the following principles: -

- Protecting front-line services where we can and reducing expenditure on management and administrative costs.
- Increasing fees and charges where appropriate.
- Reducing, rather than removing services where possible.
- Focussing on priorities.
- Looking at alternative ways of delivering services (collaboration, partnerships, community trusts, etc.).

Detailed work is underway to meet the financial challenges that lie ahead and savings proposals for the 2016/17 financial year will be subject to a further period of extensive consultation between October 2015 and January 2016 prior to proposals being presented to Council in February 2016.

# Overall Statutory Performance for 2014/15

## Summary of 2014/15 CCBC Performance



It is important for the Welsh Government to understand how well local authorities are performing. In order to do this they use 2 sets of National Performance Measures; the National Strategic Indicators (NSI) and the Public Accountability Measures (PAM). The 43 measures cover the main areas of Government Policy, Social Services, Education and the Environment. The chart shows how we performed against 42 of those measures in 2014/15, where performance improved, fell or stayed the same when compared to the previous year. The percentage of sickness days lost per FTE (CHR002) is not included in the CCBC summary of 2014/15 performance because it was new to the PAM set for 2014/15.

Because the percentage of all potentially homeless households prevented for at least six months (HHA013) is not being calculated the same across Wales, it cannot be compared across the 22 Welsh Authorities and is not included in the 4 quarters.

Source: Data Unit Wales 'How did we do..' data comparison sheet 2015 v5

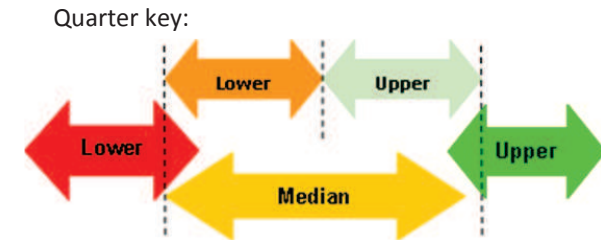
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	How did we perform when comparing 2014/15 to 2013/14?			How did we perform compared to Wales in the 4 quarters?				How did we perform against our Targets?		
	Improved	Deteriorated	Maintained	Upper	Upper Middle	Lower Middle	Lower	Met Target	Missed Target	No target set
Chief Executive	3	1			1	1	1	2	1	1
Corporate Services							1		1	
Education & Community Services	12	5	2	4	5	4	6	10	9	
Social Services	5	12	2	8	3	4	4	12	7	
Source: Data Unit Wales – How did we do..' data comparisons sheet 2015								Source: Internal		

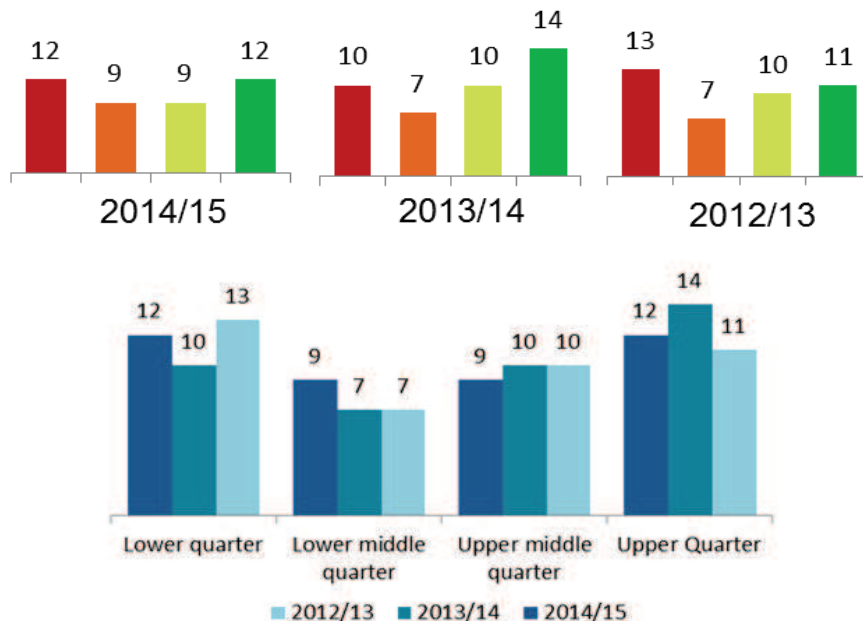


## Our position compared across Wales

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 quarters. This means that 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. Quoting who is in the upper quarter, upper middle quarter, lower middle quarter and lower quarter. Sometimes the upper middle and lower middle quarters are combined to show the median. Where this happens authorities are compared using 3 quartiles, Lower, Median and Upper.



### 3yr trend for the number of measures in the 4 quarters



5 of our national measures, have moved up 1 position, 3 from the lower quarter in Wales up to the lower middle quarter (PSR004, SCA001, LCS002b) and 2 (SCC033e, LCL001b) have moved from the upper middle to the upper quarter. SCC037 has moved up 2 quarter positions from lower middle quarter to the upper quarter. The majority of our national measures (25) have maintained their quarter positioning over the last year, with 9 of those remaining in the top quarter in Wales, although 1 fell from the top quarter to the bottom quarter (SCA020), and 2 fell from the top quarter to the lower middle quarter (STS006, WMT009b). The remaining 6 (SCC011a, SCC011b, SCC025, SCC033f, SCC045 and EDU002i) have dropped down one quarter position in Wales.

***All the National Performance Measures referenced within the paragraph above, can be found with their full descriptions in the performance tables in the Directorate sections of this Report.***

**Many of our measures have moved in 2014/15 when we compare our performance to that of the rest of Wales. The biggest movers are highlighted below:**

**Delayed Transfers of Care (DTCOC)** - We knew from last years figure (rate of) 11.99 that we needed to improve in this area. We did this by refocusing our resources, transferring more staff to the area and holding regular meetings with the 3 hospital trusts to ensure that all were using the same processes to discharge patients. We also used additional care funding to provide extra assessment beds, to assist in the movement of patients and we worked alongside the Caerphilly Resolutions Team to look at preventing hospital admissions. This work has brought our DTCOC rate down to 4.54 this year, bringing us closer to the All Wales average of 4.83 and moving us from 22nd in Wales to 13th (SCA001a).

**Library visits** - We had 82,102 more visits to our libraries in 2014/15, compared to 2013/14. This was achieved by the relocation of Caerphilly Library to a better location in a fit for purpose site in the town centre including our Customer Services. Coupled with the relocation of Newbridge Library to the Memo and the reopening of Aberbargoed. We have also seen a large increase in our number of online/web visitors due to an improved offer on the virtual domain and better recording of our unique hits. Caerphilly is now in the top quarter and 4th in Wales (LCL001b).

**Average external points score for all looked after children** - Compared to last year the average external qualification points score for all those children we look after has risen by 84 points, from 238 average points in 2013/14 to 322 this year with the same number of children taking part, moving Caerphilly from 15th in Wales to 5th. (SCC037).

**Maintaining contact with formerly looked after children** - Once again in 2014/15 we stayed in contact with all formerly looked after 19 year olds, maintaining at 100% and 1st in Wales. We also made sure all 33 formerly looked after children (100%) were in suitable non-emergency accommodation, compared to 2013/14 when 2 of the 30 formerly looked after children (93.3%), we were in contact with were not in suitable accommodation. This measure has moved from 9th in Wales in 2013/14 to 1st in 2014/15. (SCC033e).

**Percentage of adult clients aged 18+ supported in the community** - We have seen a decrease from 91.9% in 2013/14 to 79.69% in 2014/15, moving Caerphilly from 1st in Wales (2013/14) to 20th (2014/15) against an All Wales average of 85.2%. We know that the number of people receiving this service has decreased because there has been an increase in the use of frailty services, which promote independence. The promotion of independence is signposting people to community based services, volunteers and community connectors. These improve a person's well-being and reduces their social isolation which help them to live more independent lives (SCA020).

**Percentage of household waste recycled** - We recycled less, in terms of overall percentage recycled in 2014/15 at 54.58% when compared to 2013/14 when we recycled 57.61%. This was due to changes in the market for recycled products and issues with contamination in the recycling process that resulted in lower amounts of dry kerbside recycling. A change to the legislation regarding the classification and treatment of wood collected at Household Recycling Centres, also affected the percentage of wood we recycled in 2014/15. This resulted in moving us from 5th in Wales to 15th and from the top quarter to the lower middle quarter between the 2 years (WMT009b).

**Percentage of fly tipping incidents cleared within 5 working days** - We saw a 5.5% dip in our performance of fly tipping incidents cleared within 5 working days during 2014/15. This is due to numerous technical problems with our Public Services Waste Management system and our personal handheld devices (PDA's) (STS006).

**Percentage of initial assessments completed on time** - Because we now have a more robust preventative service our percentage of initial assessments that we completed during the year, where there was evidence that a child was seen alone by a social worker fell by 4% to 38.7% from 42.7% in 2013/14, taking us from 13th in Wales to 17th and 6% lower than the All Wales average of 44.8% (SCC011b).

**Percentage of formerly looked after children who are known to be in education, training or employment** - Although the total number of formerly looked after children that we have remained in contact with at the age of 19 has increased from 28 in 2012/13 to 33 in 2014/15, the number of those who are in education, training or employment has remained at 18 for the past 3 years, which has seen our performance move from the top quarter performers in Wales to the lower middle (SCC033f).

**Percentage of children leaving compulsory education with no approved qualification** - The Educational Advisory Service (EAS) has undertaken the roll of challenging all secondary schools to improve their performance. They have a number of school advisers who challenge our secondary schools on a number of elements including attainment and attendance and use a colour coding method of green, amber or red to classify the schools performance. The number of children leaving compulsory education at 15 with no approved qualification has increased to 22 (1.02%) in 2014 compared to 9 (0.39%) in 2013 and 9 (0.42%) in 2012, taking Caerphilly from 14th to 20th in Wales against an All Wales average of 0.36% for 2015. (EDU002i)

**Percentage of final statements of special educational need (SEN) issued** - This has remained at 100% and 1st in Wales over the past 3 years. (EDU015b)

**Percentage of children who require a pathway plan** - For 2 years 100% of our eligible, relevant and former relevant children who required a pathway plan have had one in place (SCC041a)

**Percentage of children in care leaving education without an approved qualification** - Over the last 2 years there has not been any children who were in care of Caerphilly and who left compulsory education without an approved qualification keeping Caerphilly in the top quartile and 1st in Wales. (EDU002ii)

# Outcome Agreements 2013 - 16 (2014/15 Update)

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 since they started are set out below. The WG monitors and reviews our annual progress and if they agree with our assessment, this will lead to the payment of an annual grant funding, if positive progress has been achieved over the period of the agreement. We received £1.91m for 2013/14 and anticipate £1.89m for 2014/15 if WG agree with our assessment.

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<b>Strategic Theme</b> (Set by Welsh Government)	<b>Broad Outcome</b> (Area of focus)	<b>Main Projects/ Programmes</b> (Specifically what we will do)	<b>Service Self-assessment for 2013/14</b> (How we performed)	<b>Service Self-assessment for 2014/15</b> (How we performed)
1. Growth and sustainable jobs	Supporting the economy and business	<ul style="list-style-type: none"> <li>Regenerate Bargoed town centre. Re-development and improved landscape works in Newbridge and in the local environment and its infrastructure. Run a digital inclusion programme to help business online.</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>	<p><b>Partially Successful</b>                      Only 5 out of 15 agreed targets were met or exceeded, 7 just missed and 3 were considerably missed</p> <p>Investments continued in Newbridge and Bargoed towns. We helped support local business, which created and safeguarded jobs. We ran a 'Choose the High Street Campaign'. Unfortunately, certain grant/funding streams have changed and impacted on our ability to continue high levels of local business support.</p>

<b>Strategic Theme</b> (Set by Welsh Government)	<b>Broad Outcome</b> (Area of focus)	<b>Main Projects/ Programmes</b> (Specifically what we will do)	<b>Service Self-assessment for 2013/14</b> (How we performed)	<b>Service Self-assessment for 2014/15</b> (How we performed)
2. Education	Improving early years experiences	<ul style="list-style-type: none"> <li>Expansion of the Flying Start programme</li> </ul>	<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	<b>Successful</b> We met or exceeded 14 out of our 18 key targets (what difference have we made). Flying Start is now being delivered in 19 areas, with a substantial increase in numbers accessing, engaging and completing key parts of the programme and our schools are reporting better transition of children.
3. Welsh homes / supporting people	Welsh homes – improving quality	<ul style="list-style-type: none"> <li>Welsh Housing Quality Standard (WHQS)</li> </ul>	<b>Partially Successful</b> 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	<b>Partially Successful</b> We have met 4 of our 9 key targets. Due to major programme slippage, our original targets for both internal and external works have not been met. However, the focus this year was to establish and implement a revised investment strategy to secure future programme development.

Strategic Theme (Set by Welsh Government)	Broad Outcome (Area of focus)	Main Projects/ Programmes (Specifically what we will do)	Service Self-assessment for 2013/14 (How we performed)	Service Self-assessment for 2014/15 (How we performed)
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 key targets for 2013/14. 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>	<p><b>Successful</b></p> <p>We have met 6 out of 10 of key targets. Early interventions for anti-social behaviour continues to show positive effects. White Ribbon Status was achieved (violence against women programme). A new service was commissioned (to deal with Youth offending). Our 'town-safe' operations continues to show positive improvements in our communities.</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>	<p><b>Successful</b></p> <p>We exceeded or achieved 12 out of 18 of our key targets. We continue to show positive progress and support with: Welfare Reform Issues. Getting people into work experience. apprenticeship/employment opportunities. Money and debt advice. Assisting those in need with basic IT literacy skills and confidence. Appeals on DLA and ESA claims. Targeted recruitment and training opportunities in new public sector contracts.</p>

# Working in Partnership

Local government faces increasingly demanding and complex community needs and expectations, and with limited resources effective collaborations and partnerships are some of the ways that councils can respond to these challenges. Partnership and collaborative working can bring real benefits in achieving more with better use of resources than organisations can deliver alone. The power of partnerships in achieving community benefits is recognised by both the Welsh Government, and the Commission on Public Service Governance and Delivery. The Well-being of Future Generation (Wales) Act 2015 also places emphasis on public bodies developing *collaborative solutions* through forming well-being plans for their localities<sup>1</sup>. However, it is also acknowledged by the Commission on Public Service Governance and Delivery that the current system of collaborative working is complex, burdensome and is in need of an overhaul to ensure purposeful and effective partnerships with clear remits for delivery.<sup>2</sup>



Caerphilly County Borough Council is proactively responding to the challenge to ensure its partnerships and collaborations are fit for purpose. We have introduced a new 'Protocol', which sets a partnerships and collaborations framework to ensure there is a clear structure for partnership work, and provides a twelve-month action plan for ensuring a robust structure for partnership working.

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## Identifying Partnerships and Collaborations

Our Policy Unit undertook a comprehensive review of Caerphilly County Borough Council's partnerships and collaborative working and at that time the total number of significant partner organisations for CCBC is 146, with 35 formal partnerships, 25 collaborations, and CCBC lead in 8 of the collaborative arrangements. 25 of the partnerships/collaborations are either statutory or deemed as good practice or in receipt of Welsh Government collaboration funding. We have a strong base of working in partnership in a Gwent wide/ South Wales / South East Wales footprint.

The Framework for effective Partnership working will be implemented through our twelve month action plan and regular review and monitoring of progress will be undertaken by the Corporate Governance Review Panel and the Improving Governance Programme Board and an annual summary report will be made on CCBC's partnership work to the Council's Audit Committee.

This Partnership Governance Toolkit is designed to ensure that Caerphilly County Borough Council has purposeful and effective partnerships with clear remits for delivery. The toolkit provides guidance for building and maintaining effective partnership governance arrangements, and in achieving a high level of partnership performance.

Partnership and collaborations will continue to evolve as a result of the new Future Generations Act 2015, which will be come into force in April 2016, you can read more about this on the following pages.

1. Welsh Government (July 2014) Well-being of future Generations (Wales) Bill Explanatory Memorandum Incorporating the Regulatory Impact Assessment and Explanatory Notes
2. Commission on Public Service Governance and Delivery (January 2014) Crown Copyright



# 'Caerphilly Delivers' - the Local Service Board Single Integrated Plan

Implemented from April, 2013, '**Caerphilly Delivers**' is a high level partnership strategy which builds on the proven record of successful partnership working between all sectors involved in delivery of services to our communities. '**Caerphilly Delivers**' outlines a determined commitment by all involved to accelerate change, strengthen partnership working, collaborate between different agencies and be accountable for its delivery. The Plan is premised on the Local Service Board's (LSBs) primary objective of "Tackling the Impact of Poverty" and in doing so acknowledges the connections, 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

The LSB is committed to achieving these Outcomes 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 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 2014/15 the '**Caerphilly Delivers**' Performance Framework has reinforced delivery, with all being held to account by the LSB for the delivery of action plans to achieve each priority, and it's identified outcome. Outcome scorecards and Highlight/Exception Reports have been used to monitor progress, reporting from the Delivery Group, to the Leads Group, onwards to the LSB, who in turn are scrutinised by 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 and access to all the documentation which supports the above and the implementation of "**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>

# The Well-being of Future Generations Act (Wales) 2015

A new Act has been introduced by the Welsh Government, which will change some aspects of how we work. The general purpose of the Act is to ensure that the governance arrangements of public bodies for improving the well being of Wales take the needs of future generations into account. The Act is designed to improve the economic, social and environmental well being of Wales in accordance with the sustainable development principles

## Well-being Goals

The Well-being of Future Generations (Wales) Act is about encouraging public bodies to think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. This will help us to create a Wales that we all want to live in, now and in the future. To make sure we are all working towards the same vision, the Act puts in place **seven** well-being goals, which are noted below.



## Well-Being Goals description

### **A prosperous Wales**

An innovative, productive and low carbon society which recognizes the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

### **A resilient Wales**

A nation, which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).

### **A healthier Wales**

A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

### **A more equal Wales**

A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).

### **A Wales of cohesive communities**

Attractive, viable, safe and well-connected communities.

### **A Wales of vibrant culture and thriving Welsh language**

A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation

### **A globally responsible Wales**

A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being and the capacity to adapt to change (for example climate change).

## The definition of Sustainable Development

The Act starts by giving a **definition** of what is meant by sustainable development:

*In this Act “sustainable development” means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the well-being goals.*

The Act places a duty that the public bodies will be expected to carry out. A duty means that we have to do this by law.

The well-being duty states: **“Each public body must carry out sustainable development.** The action a public body takes in carrying out sustainable development must include:

- Setting and publishing objectives (“well-being objectives”) that are designed to maximise its contribution to achieving each of the well-being goals, and
- Taking all reasonable steps (in exercising its functions) to meet those objectives.

## What do we have to do to comply with the Future Generations Act?

We will need to carry out an assessment with our partners to know what the main needs for our citizens are within the borough. We do this already, however we may consider how this could be done at a regional level and we are currently discussing this now. When we have carried out a needs assessment we will need to develop and write a ‘well-being’ plan to address these needs for our borough and this will involve working together across the public sector. In this plan we must publish a statement when setting well-being objectives explaining why we believe the objective will help us achieve the overall goals (detailed previously on page 115) and how we have applied the sustainable development principles. This process must also involve people interested in achieving the goals and that those people reflect the diversity of their area.

We will also be set performance measures to know if we are achieving our goals and publish an annual report showing the progress we are making. The annual report will be subject to audit by our external auditors.

## How is Caerphilly County Council getting ready to implement the Act?

We have a strong background in Sustainable Development principles and working with partner organisations. Our single plan was based on a needs assessment and is currently monitored by our Local Service Board (who will become a statutory public sector board as part of this Act). We have already set partnership goals, performance measures and monitor our performance so we are well placed to refine our current work to help meet the Future Generations Act. We are preparing now, attending a range of seminars and reviewing our processes. The Act comes into being on April 2016 and we are waiting for guidance to be published (due in September) by Welsh Government and this will give advice and support on how to implement the Act and carry out the statutory duty. For more information see this link:

[The Wales we want / Well-being of Future Generations \(Wales\) Act 2015](#)

# Reviewing our Services

The Council has a wide range of ways to assess its performance, below are some of the ways in which we do this.

This year we have been further developing a 'self-evaluation model' that asks questions like are we any good? And how do we know? (What is the evidence behind that judgment?)

The process starts with each service carrying out a '**self-evaluation**' process to determine how they are currently performing and identifying where they could do better in a range of areas from Financial Management to Customer Care. These judgments are then subject to a peer group challenge. Following the challenge areas for improvement are identified and they will form the basis of a high-level action plan. We are still in the process of finishing our challenge sessions at the time of writing this report but we will provide further updates in our future performance reporting.

Page 100  
Once the self evaluation is finished each service writes a detailed plan called a 'Service Plan' this identifies the improvements the service wants to make that year, based on areas their self-evaluation identified for improvement and in line with the available budget. Each service has **Performance Scorecards**, these are electronic places that captures and displays key performance data for the service. This is analysed and reviewed regularly at different levels throughout the organisation. Our risk registers; complaints and consultations also form part of our self-assessment.

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.

Our Councillors scrutinise the services we provide and our performance. These are called "**Scrutiny**" meetings 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 such as complaints and reports from our regulators.

We have a range of methods to find out how our customers think we are doing and some of these are noted on page 10-11. These range from a formal **consultation** in our Household Survey to smaller more instant feedback routes, such as asking customers about their experience in our contact centres. We also conduct exit polls from our contact centre and we analyse our complaints data to identify if any trends are emerging. Complaints numbers are reported to our Audit Committee twice a year for monitoring.

## Other types of Assessment

Using our **Risk Management processes** each Service identifies a range of risks that may affect their business. Any risks that maybe significant are captured at a Directorate level. If the risk is more extreme or could affect areas of business it is captured in our highest-level risk register and monitored on a monthly basis. Updates of our high-level risk register are updated on the CCBC intranet routinely throughout the year.

Different Directorates have different types of inspectorate bodies; our Education Directorate is inspected by **ESTYN** although we have received no inspections this year to inform you of. Our last formal inspection was in 2012 and we received subsequent follow up visits but there have been no further outcomes.

The Care and Social Services Inspectorate Wales (**CSSIW**) regulates Social Service performance. As part of the regulation the Director of Social Services produces a report, which shows whether progress has been made over the past year and highlights strengths and areas we want to improve upon for 2015/16.

The full report is available and can be found here: [Annual Directors Report 2014/15](#)

# What our Regulators told us about our services in 2014/15

The Wales Audit Office (WAO) carry out an annual review called the 'Annual Improvement Report' more commonly known as the AIR. We received our last AIR in August 2015, which gives a view of how we have performed based on a range of regulatory work for 2014/15. The WAO judgement on our services and their reasons for those conclusions are listed below:

Based on the work of the Wales Audit Office and relevant regulators, the Auditor General considers that the Council is likely to comply with the requirements of the Local Government Measure during 2015-16: The Auditor General has reached this conclusion because:

The Council has responded swiftly and effectively to address most of the recommendations made in our Special Inspection Report issued in January 2014. Improvements have been made to the Council's governance arrangements.

The Council has good financial management arrangements in place with a prudent approach that has delivered a surplus on its budget each year. The financial outlook for the Council is challenging but it is addressing areas for improvement to help deliver its future savings plans.

- The Council has an interim chief executive in post who is clear of his objectives and priorities for the Council. The interim responsibilities of members of the Corporate Management Team have been reviewed and changed, and are considered by the Council to be more logical and manageable.
- Social Services has built on its previous good performance and explored opportunities to further develop services to reflect local need and respond to national legislative change.
- Estyn has not identified any significant concerns about the Council over the past 12 months and continues to work closely with the Council to monitor and challenge the performance of all education services for children and young people in the area.
- The Council complied with its improvement planning and reporting duties under the Measure.
- The Appointed Auditor issued an unqualified opinion on the Council's accounting statements stating that they present a true and fair view of the Council's financial position and transactions.





However, we have identified some key areas where further improvement is needed. This includes the need to address: the effectiveness of scrutiny, internal audit, and the more strategic aspects of Human Resources (HR) and workforce planning; and to develop the Council's self-evaluation arrangements.

Court proceedings and disciplinary investigations are continuing in relation to the issues about senior pay identified in the Report in the Public Interest issued in March 2013. Consequently, a degree of uncertainty remains at the Council until these proceedings are concluded.

That said, over the past two years the Council has demonstrated that despite this uncertainty it has continued to deal with normal business, and responded to increasing financial challenges. However, we are aware that the Council is now facing challenges in relation to the delivery of its leisure and waste services. We will assess the progress made by both services as part of our 2015-16 performance audit work at the Council.

The full report can be accessed from: [www.audit.wales](http://www.audit.wales) or from the contact details on page 125.

The Wales Audit Office undertook improvement assessment work under three themes: use of resources; governance; and performance in 2014. The work carried out since the last time we reported on this is set out below and also includes other relevant regulator reviews and reports:

<b>Project name</b>	<b>Brief description</b>	<b>Dates when the work was undertaken</b>
Delivering with Less – Environmental Services	Review of the impact of cuts in resources on environmental services.	November 2013 to January 2014
Welfare Reform	Review of arrangements to manage the impact of welfare reform.	December 2013 to March 2014
CSSIW National Inspection: Safeguarding and Care Planning of looked after children and care leavers, who exhibit vulnerable or risky behaviours	Assessment of the quality of Safeguarding and Care Planning.	January to May 2014, published in August 2014
Arrangements to support safeguarding of children	Review of the Council's governance and management arrangements to provide assurance that children are safeguarded and that any concerns can be highlighted effectively and efficiently.	March to May 2014, published in October 2014
Wales Audit Office Annual 'Improvement Plan' Audit	Review of the Council's published plans for delivering on improvement objectives.	June 2014
Wales Audit Office Financial Position Assessment	Review of the Council's financial position and how it is budgeting and delivering on required savings.	July to September 2014
Audit of the Council's Accounts	Audit to ensure that the Council's accounts are prepared in accordance with the appropriate guidance and present a true and fair view of the Council's financial position and transactions for the year ending March 2014.	July to September 2014
Wales Audit Office Annual 'Assessment of Performance' Audit	Review of the Council's published performance assessment, including testing and validation of performance information.	October 2014
Data Quality Review	Review of the Council's data quality arrangements.	October 2014

Project name	Brief description	Dates when the work was undertaken
CSSIW Annual Review and Evaluation of Performance 2013-14	An evaluation of the key areas of progress and areas for improvement in the Council's Social Services for the year 2013-14.	October 2014
Corporate Governance Inspection follow-up	Review of the Council's progress in addressing the recommendations made in the Corporate Governance Inspection published in January 2014 and the two Reports in the Public Interest published in March and September 2013.	October to December 2014
Sustainability of Social Services	Gwent-wide review, undertaken with CSSIW, of the sustainability of Social Services considering performance, management, and revenue expenditure over multiple years.	April 2014 to January 2015
Welsh Language Commissioner	Response to the Council's 2013/14 Annual Monitoring Report on its Welsh Language Scheme.	February 2015

## Headlines – a summary of the key findings for 2014/15

The table below summarises the key findings of reports issued since the last AIR by the Wales Audit Office, the CSSIW, and the Welsh Language Commissioner.

<b>Audit of accounts</b>	The Appointed Auditor issued an unqualified opinion on the Council's financial statements on 30 September 2014, stating that they presented a true and fair view of the Council's financial position and transactions – September 2014.
<b>Improvement planning and reporting audits</b>	We issued audit certificates stating that the Council had discharged its duties under the Local Government Measure.
<b>Use of resources</b>	<p>The Council had good financial management arrangements in place and recognised that it needed to address some areas for improvement to help deliver its future savings plans.</p> <p>The Council had a good track record of operating within its budget and had developed a framework to monitor the delivery of its proposed savings in 2014-15.</p> <p>The Council's future plans and arrangements to deliver savings were adequate and improvements were being implemented. Wales Audit Office – May 2015.</p>
<b>Governance</b>	<p>The Council had made good progress in addressing most of the recommendations from the Special Inspection Report and Public Interest Reports but still needs to further improve other aspects of its governance arrangements. Wales Audit Office – January 2015 full report available at <a href="http://www.audit.wales">www.audit.wales</a></p> <p>The Wales Audit Office reported on the Council's arrangements to support safeguarding of children in October 2014. The governance, accountability and management arrangements for overseeing whether the Council is meeting its safeguarding responsibilities to children had some weaknesses, which the Council is addressing.</p> <p>The Council's arrangements for monitoring and evaluating its safeguarding responsibilities to children had some weaknesses, which the Council must address.</p> <p>The Council's approach to identifying and acting on improvements in its safeguarding arrangements had some weaknesses, which the Council was addressing in October 2014.</p>

**Performance**

Most of the Council's environmental health services were performing well but due to cuts in resources the Council will find it difficult to fulfil new statutory duties to protect the public and the environment in the future – December 2014.

The Council had committed most of its Discretionary Housing Payments allocation but because of weaknesses in its management and monitoring of funds, it was not clear if those in the greatest need are receiving help. January 2015.

The Council had further improved its data quality arrangements - October 2014.

Caerphilly Social Services built on its previous good performance and explored opportunities to further develop services to reflect local need and respond to national legislative change.

**CSSIW Annual Review and Evaluation of Performance 2013-14** – October 2014. The full report is available at [www.cssiw.org.uk](http://www.cssiw.org.uk) for both this and the one noted below on the safeguarding of care leavers.

CSSIW also undertook a National Inspection of safeguarding and care planning for looked after children and care leavers, who exhibit vulnerable or risky behaviour in August 2014.

The Council was considering how to use financial and performance data from our Social Services Sustainability work across the five Gwent councils to plan for future social services provision. February 2015.

The Welsh Language Commissioner commented in February 2015 that the Council had taken steps to improve the use of Welsh in the workplace but had made slow progress to increase the bilingual content of their website.

[www.comisiynyddygydraeg.org](http://www.comisiynyddygydraeg.org)

Estyn did not undertake any specific reviews at the Council this year, but continues to monitor and challenge the Council's education services.

From the Annual Improvement Report 2014/15 one recommendation was made by the WAO and that was:

The Council should take a lawful decision on the annual leave and essential car user allowances. This recommendation was made in January 2015 and has now been addressed. The AIR states " *A lawful decision on the buy-out of the essential car user and annual leave allowances was taken by the Council on 27 January 2015*".

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 [audit.wales/contact-us](mailto:audit.wales/contact-us) or writing to WAO 24 Cathedral Road, Cardiff CF11 9LJ

CSSIW (Care and Social Services Inspectorate in Wales) recommended the following improvements for 2014/15:

R1 Develop the commissioning strategy for older people.
R2 Interrogate the reasons for delayed discharge and put in place strategies to monitor and improve the progress of this.
R3 Continue to develop methods for supporting and developing skills of foster carers.
R4 Examine factors contributing to the rise in children placed on the child protection register.
R5 Continue to develop outcome measures for new services.
R6 Continue to develop method/frameworks for quality review.
R7 Continue to develop mechanisms to improve corporate oversight.
<i>Action plans have been put together and this work has either been completed or is in the process of being completed</i>

The Council established an **Improving Governance Programme Board** and implemented the majority of actions that were identified to improve governance based on the recommendations made in the Special Inspection Report and Public Interest Reports – follow up January 2015. The Governance Board continues to action plan and monitor a range of additional areas we want to improve upon in our governance processes. We report our progress to CCBC Audit Committee and our updates can be found on the Council’s website.

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## Local / National Reports 2014

The WAO carries out a range of reviews at a national level although some of the casework is carried out locally to build a national picture, such as those noted earlier. Below are the links to the full reports. The proposals for improvement are made based upon findings at a national level so we may act on some but not others either because we already work this way or because we have different working practices that make the suggestion less relevant. Those reports can be accessed at the WAO links below.

[Good Scrutiny? Good Question!](#)

[Delivering with less – the Impact on environmental health services and citizens](#)

[Managing the Impact of Welfare Reform Changes on Social Housing Tenants in Wales](#)

[Young People Not in Education, Employment or training](#)

# Future Developments

Welsh Government produces a range of legislation in which we as an Authority have a duty to implement. Below we list some of the legislation and our own strategies that we will have to plan for and in some cases change working practises in the coming year.

## Social Services and Wellbeing Act 2014

The new Act provides a statutory framework to deliver the Welsh Government's commitment to integrate social services to support people of all ages, and support people as part of families and communities. The intention of the Act is to:

- Transform the way social services are delivered, primarily through promoting people's independence to give them a stronger voice and control.
- Integration and simplification of the law to provide greater consistency and clarity for people who use social services, their carers, local authority staff and their partner organisations, the courts and the judiciary.
- Promote equality, improve the quality of services and the provision of information people receive, as well as ensuring the right incentives for commissioners to achieve a shared focus on prevention and early intervention.
- Integrate and align arrangements so that there is a common set of processes, *for people*.

There is a clear emphasis on wellbeing and a requirement for Local Authorities to gain a better understanding of who needs care and support in their community and a recognition that improving wellbeing is a combined effort.

As such there is a joint duty on the 5 Local Authorities across the region and the Health board to produce a Populations Needs Assessment report on *the extent to which there are people who need care and support and carers who need support* and a single partnership arrangement must be established. Each local authority area will be required to undertake a population needs assessment before informing a regional report. There are potential synergies with the Wellbeing of Future Generations Act, which also requires Authorities to produce an assessment of the state of economic, social and environmental wellbeing.

There are several different parts to the Act some of which include new duties on local authorities to promote the development of new ways of working such as through social enterprises, co-operatives and voluntary sector services. This could include the local authority assisting in the setting up of a new business which can be classed as a social enterprise or supporting people who use our service in setting up a co-operative arrangement for helping each other with low level day-to-day needs. We are also required to promote the availability of preventative services from the third sector in the arrangements it makes for providing care and support, and informing people what services are available.

## Environmental and Planning Bill 2015

The Purpose of the Environmental Bill (which is due to receive Royal Assent in May 2016) are to put in place legislation that will enable Wales' resources to be managed in a more proactive, sustainable and joined-up way and to establish the legislative framework necessary to tackle climate change. It is broken down into 7 parts as noted below:

- Part 1: Sustainable management of natural resources – provides a modern legislation for managing Wales' natural resources that helps to tackle the challenges we face and is focused on the opportunities our resources provide.
- Part 2: Climate change- provides the Welsh Ministers with powers to put in place statutory emission reduction targets and carbon budgeting to support their delivery.
- Part 3: Charges for carrier bags – provides the Welsh Ministers with the necessary powers to address issues in implementing the successful carrier bag charge.
- Part 4: Collection and disposal of waste – improves waste management processes by helping us achieve higher levels of business waste recycling, better food waste treatment and increased energy recovery.
- Parts 5 & 6: Fisheries for shellfish and marine licensing – clarifies the law in relation to shellfisheries management and marine licensing.
- Part 7: Flood & Coastal Erosion Committee and land drainage – clarifies the law for other environmental regulatory regimes including flood risk management and land drainage.

National Resources Wales (NRW) may carry out Area statements and it is hoped this will provide \*local authorities with a clear and consistent evidence base, which they can take into consideration when carrying out their activities and can clearly identify the opportunities, risks and constraints presented by natural resources in their area.

The Bill suggests that *Area statements will be an important evidence base for the local development plans, and will contribute to and inform delivery of the Well-being objectives and Well-being plans. Local authorities will also be required to meet the new biodiversity and resilience of ecosystems duty.*

Other duties will involve a requirement to report on our biodiversity activities and outcomes. Some of the Parts above will affect how we do things as a local authority more than others such as part 4 and part 2

\* extracts from the: [Environmental \(Wales\) Bill Factsheet](#)



## The Well-being of Future Generations Act 2015

We have talked about the Future Generation Act (FGA) earlier and the mechanisms of setting objectives and writing plans, however the FGA requires us to look at our decision making in the long term, to consider how the decisions we make today will impact future generations in 20 years or longer. The governance aspect of this requires considerable thought in terms of evidencing how we do this, particularly when outside processes such as budget settlements have a short term time period against long term impacts of decisions. The Future Generations Act also requires us to carry out a 'needs assessment' of our area to establish priorities for improvement for the area.

There is overlap between the Future Generations Act, the Environmental Bill, the Planning Bill in the way they contribute to the goals of the FGA and with the Social Services Act, as they all require an assessment of either place or people or broader data. Further information on the connections of the first 3 legislations is available from the link above at the Wales Government website.

## Welsh Language Standards

176 Welsh language standards have been introduced (to replace previous Welsh Language Schemes) and are underpinned by two key principles:

1. In Wales, the Welsh language should be treated no less favourably than the English language
2. Persons in Wales should be able to live their lives through the medium of the Welsh language if they choose to do so.

The standards cover the areas of Service delivery, • Policy making, • Operational areas, • Promotion, • Record keeping.

Public organisations, some private companies and third sector organisations must comply with these standards and the Welsh Language Commissioner has the power to launch an investigation if members of the public feel that there has been interference with their freedom to use the language whilst dealing with these bodies. There is more information about the standards in our equalities section.

## Caerphilly Councils Anti - Poverty strategy

Following public consultation we launched our Anti-poverty strategy this year to show our commitment to tackling poverty. Our plan explains how important it is we all tackle poverty as it harms people's prospects and damages their long-term future and this can place a burden on public resources and services. Our strategy is largely about joining up the many varied and existing work, which you can read more about at <http://www.caerphilly.gov.uk/My-Council/Strategies,-plans-and-policies/Anti-poverty-strategy>

## 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: [Council Performance](#) and follow the instructions on screen:

### Alternatively, please contact:

**Ros Roberts**

Performance Manager

Corporate Performance Management Unit

Caerphilly County Borough Council

Penallta House

Ystrad Mynach

Hengoed CF82 7PG

Tel: 01443 864238

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

The screenshot shows the Caerphilly Council website's Performance Management Unit contact page. The header includes the council logo, 'STAY CONNECTED', and a search bar. The main navigation menu has options like 'Popular tasks', 'Resident', 'Business', 'Things to do', 'The council', and 'Get involved'. The page title is 'Performance Management Unit'. Below the title, there is a text box for comments and a 'Submit' button. To the right, there is a sidebar with the heading 'Are you looking for' and three links: 'Corporate Plan', 'Improvement Objectives', and 'Performance Report'. At the bottom, there is contact information for the Performance Management Unit, including a telephone number (01443 864382) and an address (Penallta House, Tredomen Park, Ystrad Mynach, Hengoed, CF82 7PG).

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

# Appendix

## 2014/15 Improvement Objectives






## Improvement Objective 1

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

In 2014/15 we wanted to:

- Continue to recruit sufficient foster carers in order to meet the placement needs of our Looked After Children (LAC). We plan to reduce the reliance on Independent Fostering Agency placements and maintain Placement Stability for children, to promote more positive outcomes.
- We want to improve the timeliness for children who require adoptive placements to be matched with and placed with adoptive families.
- We hope to increase the education attainment levels of all Looked after children (LAC) in an education setting.
- We want to improve the engagement of young people leaving care, in education, training and employment in order to give them the best opportunities.
- Continue to improve the range of accommodation options for young people leaving care and those facing homelessness.

## Our priority actions, progress and achievements were:

Title	Comment	RAG	Overall Status
06. Continue to recruit sufficient foster carers in order to meet the placement demands of Looked After Children (LAC) to reduce reliance on Independent Fostering Agency placements and maintain Placement Stability levels below the Welsh Average of 10%	<p>The Fostering Team continues to actively recruit potential foster carers and over the three year span of this Improvement Objective have recruited 33 new carers, significantly exceeding the original target of 25.</p> <p>Placement stability has increased by one percentage point from 9.4% in 2013/14 to 10.4 for 2014/15. Whilst this is disappointing, it still places us at the Welsh average.</p>		Complete
08. Ensure that children requiring adoptive placements are suitably matched and placed with adoptive families in a timely manner	<p>South East Wales Adoption Service (SEWAS) has been fully operational since April 2014 and working practice is now well embedded. We have successfully placed 12 children for Adoption this year significantly exceeding the original target of 3. Over the three year period, 54 children have been adopted.</p>		Complete
09. Improve the educational attainment levels of Looked After Children.	<p>A key success indicator for ensuring children's educational needs are being met in school is the completion of the Personal Education Plan and performance has been maintained this year at 94.10%.</p> <p>School attendance levels for LAC have also been maintained at 95.5% in Primary Schools and 91.7% in Secondary Schools</p> <p>Overall academic attainment has increased with the average external qualifications points score rising from 238 in 2013/14 to 322 for the current year. It is important to note that the number of children included in this cohort is small and small variations in ability will have significant impact on the scores.</p>		Complete
10. Improve the engagement of young people leaving care in education, training and employment.	<p>The number of young people in this cohort is relatively small (8 young people out of a possible 33). The young people not engaged include young people with significant and complex disability, young parents, young people in prison or remand, all of whom are unable to engage in education, training or employment but have to be reported in this data set. 100% of Care Leavers have Pathway Plans in place and are in contact with the Local Authority.</p>		Complete
11. Continue to improve the range of accommodation options for young people leaving care and those facing homelessness.	<p>The Sixteen Plus Team, working closely with Housing and Supporting People teams, continue to identify and develop a wide range of accommodation options for young people leaving care and homeless 16/17 yr olds. Performance to date confirms that 100% of young people known to Children's Services are placed in appropriate accommodation that meets their identified needs.</p>		Complete

The following tables show what has changed as a result of our actions during 2014/15:

#### How much did we do?

Title	Comment	Actual	Target	RAG	Result 12 Months Ago
% Of Children placed with Caerphilly Foster Carers.	135/272	49.63	45.00	–	47
% of LAC that began with a care plan in place	Final - 135/135	100.00	100.00	–	100
% of LAC with a plan for permanence at due date	Final - 76/76	100.00	100.00	–	100
The % of pupils in local authority care aged 15, who leave compulsory education, training or work based learning without an approved external qualification	This is FINAL data and refers to the Academic Year 2013/14.	0.00	0.00	–	
The Number of Foster Carers recruited.	Local Indicator (quarterly)	33.00	25.00	–	23

#### How well we are doing?

Title	Comment	Actual	Target	RAG	Result 12 Months Ago
% of LAC with one or more changes of school	Final - 18/211	8.50	13.70	–	8.3
% of LAC reviews carried out within statutory timescales.	Final - 539/566	95.20	90.00	+	97.5
% of LAC achieving the Core Subject Indicator at KS2	Final - 7/11	63.64	78.57	+	71.4
% of LAC achieving the Core Subject Indicator at KS3	Final - 8/23	34.78	41.66	+	42.9
Average external qualifications points score for LAC	Final - 8861/27	322.00	200.00	–	238.1

#### Is anyone better off?

Title	Comment	Actual	Target	RAG	Result 12 Months Ago
% of eligible children that have pathway plans	Final - 112/112	100.00	100.00	–	100
% Of Children placed with adoptive families during the financial year.	Final - 12/272	4.41	3.00	–	4.70
% of eligible children with a personal advisor	Final - 149/149	100.00	100.00	–	100
% of former LAC in educ/training/employment at 19	Final - 18/33	54.50	50.00	+	60
% of LAC who have had more than 3 placements during the year	Final - 29/272	10.60	10.00	+	9.5
% of former LAC in contact at age of 19	Final - 33/33	100.00	100.00	–	100
% of former LAC in suitable accommodation at 19	Final - 33/33	100.00	95.00	+	93.3
% of LAC receiving a PEP within 20 school days	Final - 48/51	94.10	85.00	+	95.2

## Improvement Objective 2


### Improve job opportunities so people can live better lives by implementing the Council's Passport Scheme

In 2014/15 we wanted to:

Further implement the 'Caerphilly Passport Programme' which is aimed at helping 16-24 year olds within the Caerphilly Borough into employment, and to:

- Support young people who are not in Education, Employment or Training (NEET) in accessing work experience and training opportunities.
- Support the Council in dealing with the future challenge of its own potential skills gaps across the organization.
- Assist Local Service Board partners and private sector partners who tell us that they have job opportunities but cannot find people with the right skills and knowledge to join their businesses.

Our priority actions, progress and achievements were:

Title	Comment	RAG	Overall Status
Blank			
<p>We will maintain and improve where possible on the mechanics of the passport scheme using the feedback participants, employers and partners give us.</p>	<p>As this was one of our objectives last year, our action plans to set up the scheme and work in partnership with the Job Centre, were established in 2013/14. An external evaluation of progress has already taken place so our actions now are to maintain and to improve where possible on the mechanics of the scheme using the feedback participants, employers and partners give us.</p> <p>We have developed relationships with partners, which have been critical to the success of the scheme so far, such as LSB partners, Job Centre Plus, Groundwork Caerphilly, Careers Wales, local training providers and built on links with Education providers. The passport team have also established strong links with the Private Sector (through the Caerphilly Business Forum) and our LSB partners to promote the use of traineeships not just as a vehicle for workforce planning but also as a means of delivering on the wider Social Responsibility agenda. This is now day to day business.</p>		Complete



The following tables show what has changed as a result of our actions during 2014/15:

**How much did we do and how well did we do it?**

Title	Comment	Actual	Target	RAG	Result 12 Months Ago
Create at least 150 work experiences opportunities each year	As the ESF funding for this project ended in December 14, the Passport Programme were unable to take additional work placements through the Passport model in Q4. Targets for the year however, were met.	154.00	150.00	↑	178
Create at least 25 apprenticeship opportunities	These are Jobs Growth Wales formal targets. Although we have exceeded our formal target requirements the Jobs Growth Wales funding element ends in DEC 14 so we have not set further local targets as this will impact what we can deliver.	25.00	25.00	↑	25
Create at least 40 employment opportunities		51.00	40.00	↓	68

**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. This is an annual PI and was 80% at the end of the project who gained a successful outcome following their completion of the programme.	80.00	77.00	↓	77
% of participants that now feel they are more 'work ready' from being on the Passport Programme	Annual PI and target met.	100.00	80.00	↓	100

## Improvement Objective 3

### Develop an effective and accessible Youth Service that supports the personal and social development of young people

#### In 2014/15 we wanted to:

The Welsh Government demonstrated their commitment to youth work by publishing the National Youth Work Strategy in February of this year. The CCBC Youth Service will focus on delivering in response to this through the Caerphilly Youth Service Strategy and Operational Plan 2014- 2019 to ensure a consistent drive on the previous year's achievements but in a more specific and measurable way.

Effective youth work practice can build the capacity and resilience of young people. Youth Services have a strong track record in engaging young people in positive activities that are participative, empowering and encouraging. Through non-formal and informal learning, which supports personal and social development, Youth Services help young people to develop the skills and qualities they will need in adulthood.

The improvements that have taken place between 2013 and 2015 have provided a strong foundation from which to continue developing effective youth work practices. This is an important area of work for the authority, and a joined up approach in supporting young people to reach their potential has been recognised as area for on going development which will be reported through the annual service plans. Elements of this work will also be captured as part of the new suite of improvement objectives, one of which focuses on improving outcomes for all learners, particularly those vulnerable to under achievement.

## Our priority actions, progress and achievements were:

Title	Comment	RAG	Overall Status
A1 Consult, publish and implement the Youth Service Strategy	<ul style="list-style-type: none"> <li>- Following consultation and refinement, publication was made in January 2015, with implementation of associated operational plan following.</li> <li>- Officers have prepared an annual progress report on the outcomes and impact on the objectives and tasks in the operational plan.</li> </ul>	🟢	Complete
A2 Increase the numbers of young people engaged by the Youth Service in comparison to the youth population	<ul style="list-style-type: none"> <li>- The number of contacts (visits) has increased from 64,033 in 2013/14 to 71,541 to 2014/15, which is an increase from 8.2 average visits per registered user in 2013/14 to 11.3 in 2014/15.</li> <li>- The Youth Service has a responsibility to deliver universal and targeted youth work in line with the above strategy. Lead workers have focused on supporting young people who are the hardest to reach which requires more quality and intensive intervention.</li> <li>- The Youth Service is currently identifying savings in line with MTFP. Officers are attempting to reduce expenditure which has a minimum impact on front line delivery but there is a risk that significant reductions will prevent us from increasing our engagement in the future.</li> </ul>	🟢	Complete
A3 Introduce a "Youth Work in Schools" project to engage young people experiencing poverty and deprivation, to improve	<ul style="list-style-type: none"> <li>- Youth Work in Schools had been introduced into 4 (Lewis School, Pengam, Pontllanfraith, Rhymney and St Martin's) schools as a pilot project and this has secured additional funding for 2015/16: This will be delivered via a refined management structure.</li> <li>- The outcomes and impact of the project will not be fully realised until the end of the academic year but has nevertheless achieved all Welsh Government targets to date.</li> </ul>	🟢	Complete
A4 Increase the numbers of young people securing non-formal learning qualifications.	<ul style="list-style-type: none"> <li>- A number of young people at any given time are enrolled on national accreditations and are undertaking modules and credits, working towards final accreditation.</li> <li>- Alongside more standard forms of accreditation such as Agored, Asdan and Duke of Edinburgh, the Youth Service offers children and young people the opportunity to engage in a number of achievement-related activities that enrich their lives and reduce barriers to learning. An example of this is the Junior Youth Leadership programme, delivered from July 2014-January 2015 with 11 young people gaining accreditation. Further delivery is scheduled for Autumn 2015.</li> <li>- A young person has been employed initially through the Passport Programme as an apprentice youth worker. This young person is currently undergoing a work based learning placement within the Youth Service. He has secured a contract for a year experience, the opportunity to secure qualifications and potential career advancement within this field of work.</li> </ul>	🟢	Complete
A5 Improve equality of access to Youth Service provision, by widening delivery of Youth Work. Expand youth work methodology and settings in order to meet the needs of young people.	<ul style="list-style-type: none"> <li>- Partnership established with schools and Communities First to deliver Youth (and Family) Workers in Schools Programme, as referenced in A3.</li> <li>- Delivery has been extended to include Caerphilly town centre, and current discussions in relation to a partial service restructure includes the widening of delivery options, to include more flexible, outreach methods.</li> </ul>	🟢	Complete
A6 Refining methods of data collection, embracing current technology and aligning with other educational data, to better track the engagement and progression of young people.	<ul style="list-style-type: none"> <li>- Officers have developed a MIS structure that is compatible with Educational, National and Regional youth Service data collection methods. This has reached the point of operational use.</li> <li>- Additionally, an electronic identification system has been introduced to aid schools and key officers to target appropriate intervention and support NEETs or potential NEETs (Not in Education, Employment or Training).</li> <li>- A Caerphilly Information Sharing Protocol has been written and ratified by the endorsing body (WASPI). This will enable offices to share information and assist young people to secure destinations and realise their potential.</li> </ul>	🟢	Complete

### How much did we do?

Title	Comment	Actual	Target	RAG	Result 12 Months Ago
Number of young people achieving local accreditation (non-formal and formal) - Yrly	Whilst we have not achieved in numbers expected this year we wanted to achieve at least 30% of young people engaged achieving a local accreditation (2400/8000). We exceeded this target achieving 35% (2224/6347).	2224.00	2400.00	+	
Number of Young People engaged by Youth Services	The performance of last year (2013-14) is inclusive of circa 1900 young people who were engaged by the youth service, and are now engaged by other grant youth projects. In addition to this indicator the number of contacts (visits) has increased from 64,033 in 2013/14 to 71,541 in 2014/15, which is an increase from 8.2 average visits per registered user in 2013/14 to 11.3 in 2014/15. This identifies that young people are using the service more frequently.	6347.00	6100.00	↑	7848
Number of young people achieving national accreditation (non-formal and formal) - Yrly	Again, whilst we did not hit our numbers we set ourselves a target to achieve 5.5% of young people engaged achieving a national accreditation (440/8000), however we have exceeded this target achieving 5.9% (377/6347).	377.00	440.00	+	

### How well did we do it?

Title	Comment	Actual	Target	RAG	Result 12 Months Ago
% local inspections of selected youth service projects and clubs graded as adequate or above (wording revised 13-14)	This PI changed its name in 2014/15 from "% of peer observations judged as good or above all youth service provision based on a planned observation cycle per year."	100.00	100.00	↑	75
Customer Satisfaction - Youth Services - % Young People rating the quality of service to be good or above (Annual)	93% of young people said they were Very Happy or Happy with the Service, 6% of young people marked it as "OK" and 1% marked Unhappy.	93.00	90.00	↑	90.00
Percentage of pupil attendance in secondary schools (EDU016b)	The provisional data indicates the attendance is 92.9%. This will be confirmed via the publication of WG National PAM data.	92.94	93.50	+	92.02

### Is anyone better off?

Title	Comment	Actual	Target	RAG	Result 12 Months Ago
The percentage 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 (04a EDU002i)	This figures is calculated from 22 people who left without a qualification from a cohort of 2152.	1.00	0.30	+	0.4
% of 16 year olds who are not in education, employment or training (NEET) in October (Yr 11)	This is a reduction of 0.9% on the previous year (4.4%), and is the 3rd successive year of improvement. The Wales average for 2014/15 was 3.1%.	3.50	4.00	↑	4.4

## Improvement Objective 4

Improve awareness, access, variety and use of leisure, community and sporting facilities in our borough

In 2014/15 we wanted to:

- Ensure that people in Caerphilly lead active lifestyles. The vision is to get more people, more active, more often.
- People would be clearly aware of what leisure facilities and programmes of activity were available for them across our county borough.
- New sporting facilities would be built that cater for all sections of the community.
- All facilities would be maintained to an excellent standard and people would have a choice of good quality facilities and programmes to suit their individual needs or desires.
- The number of people visiting our sports and leisure facilities would increase.

## Our priority actions, progress and achievements were:

Title	Comment	RAG	Overall Status
01. We will ensure all activities are in a fun and safe environment	We take the safety of our customers seriously, accident trends are recorded and actioned as appropriate. All our activities are risk assessed and reviewed through the Health & Safety Group. Safeguarding update training was delivered for all staff December 2014.		Complete
02. We will source additional investment	Significant grant aid has been secured to support community groups for 15/16. However, future grant investment through Sport Wales is under review and alternative delivery methods are being considered for 16/17 & 17/18		Complete
03. Develop a Leisure Facilities Strategy (to inform priority investment in sports and leisure facilities)	The Leisure Facilities Strategy has been shared with CMT and Members and the period of public consultation has come to an end. Approval for the formal adoption of the strategy is being sought at present.		In Progress
04. 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)	A draft Aquatics action plan has been developed to support the improvements we need to make to achieve our aim of 'more swimmers, better swimmers'.		In Progress
05. We will retain users by fully implementing a scheme that rewards customer loyalty and improves communication with customers	Our customer retention has improved with our best retention in recent years, up from 3.2 months to 9.2 months. This year we purchased the retention package software called 'Communicate'. All staff members are now using analysis from Communicate to further enhance our engagement with our customers.		In Progress
06. We will grow a skilled and enthusiastic workforce (includes coaches, tutors and volunteers) and increase the number of volunteers	We are continuing to deliver both formal and informal CPD training for staff through a number of different channels. We have implemented a Performance Wheel across the service and quarterly 1-1's and annual PDR's are completed with all staff. We have also rolled out a mentoring scheme this year and we are using specialist software to capture and report training and CPD activity and maintain staff profiles.		In Progress
07. Introduce a programme to identify and support those who are more able and talented in sport	More Able and Talented programmes have been implemented. For example; Cardiff City Football Club is now using the Centre for Sporting Excellence in Ystrad Mynach as an Advanced Coaching Centre and an Advanced Development Centre. This programme provides a pathway for the More and Able and Talented in Football across Caerphilly		In Progress
08. Promote the well-being benefits of being physically active	We are using social media to communicate with our users and we have over 1,500 followers through Twitter and 1,590 Facebook friends.		In Progress
09. We will improve pathways to reduce drop off, improve community links and a wider choice of activities	This year we introduced the LOL (Love Our Lives) programme to help reduce drop off in participation amongst women and girls. We are also working in partnership with Street Games so that over the next 12 months we can deliver the best opportunities for residents of Caerphilly. Also, along with the Police and Education, we launched the Positive Futures scheme which is a referral programme to engage disaffected youth in sport and active recreation.		In Progress
10. We will support sustainable community clubs through 'Thriving Clubs' scheme	Our outreach work continues to develop formal links to National Governing Bodies for additional funding streams to support Community Clubs. We have also targeted working with 'Thriving clubs', community clubs that can grow and support participation. This is now being implemented across the Active Gwent region.		In Progress
11. We will invest in improving facilities for customers	We have made significant investments in improving facilities across the service. To date these include; - A new spinning studio, an updated changing room and external re-decoration at Heolddu Leisure Centre - A new Fitness Suite and a Health Suite at Risca Leisure Centre - A new gym at Newbridge Leisure Centre and we have re-used other surplus gym equipment at Sue Noakes Leisure Centre to provide a gym facility that was not available at this centre previously.		In Progress

The following tables show what has changed as a result of our actions during 2014/15:

**How much did we do?**

Title	Comment	Actual	Target	RAG	Result 12 Months Ago
Number of free swim sessions - children aged 16 yrs and under	There was a reduction in the number of 'free swims' during the Summer holiday period. This is due in the main to the new Learn to Swim programme running 50 weeks of the year at Newbridge this August and has resulted in a 50% lower programme offered to public swimming at the site and therefore less free public swims. Even with this reduction in the amount of free public swimming at Newbridge the leisure centre and all other pools are offering at least the minimum requirement of 'free' pool time as per WG guidelines. Risca Leisure Centre also ran a week long Aquacise course which again reduced the available public swimming times compared to the previous year	25210.00	28522.00	-	24710
Number of free swim sessions - adults aged 60 yrs and above	Continued to perform above last years actual Following customer feedback at Caerphilly and Cefn Fforest we have amended our early morning opening times. This has resulted in a noticeable increase in 60+ swims at these centres. Newbridge is currently undergoing a customer engagement process to establish if there is demand for a similar change to opening times.	45213.00	46320.00	+	42544

**How well did we do it?**

Title	Comment	Actual	Target	RAG	Result 12 Months Ago
02. LCS002b - Number of visits to indoor & outdoor sport facilities per 1,000 population	This is an improvement on 2013/14 performance. The service did not meet the anticipated target due to a decrease in users to Outdoor Facilities and a further change to WG NSI guidance. 2015/16 target will need to be reviewed due to the changes to NSI guidance.	7773	8184	-	7553.67
Number of Visitors to Sport Caerphilly Activities	Sport Development have exceeded the 2014 - 2015 annual cumulative target by over 9%, which is an exceptional achievement for the department. Performance is also up on 2013-2014 figures with nearly 4000 extra participants (4.6%) attending sporting opportunities in CCBC.	90598	83000	-	86629
Number Smartcard Holders	The introduction of a 'Smart Rewards' scheme and the launch of the new Caerphilly Library have increased awareness of SmartCard customer benefits which has resulted in current high performance.	123709	122000	+	112797

### Is anyone better off?

Title	Comment	Actual	Target	RAG	Result 12 Months Ago
% Children age 11 yrs able to swim 25 meters	The 53% achieved this year is well under the national target and has decreased from last year. This year has seen the phased introduction of our new intensive lesson programme. This programme has been very successful at 5 of our 6 pools with the average % of children 11yrs of age running at 83% for these 5 pools, which shows good progress and on target for this year. Our focus will be on significant improvement, support and development where required to help all 6 pools improve their performance during 2015/16. Target of 91% to be achieved by 2020.	53.00	83.50	⬇️	58
% Pupils achieving level 5 in KS3 PE assessments		88.30	84.50	⬆️	82.30
% 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. Results are from 2013/14 biennial School Sport Survey.	78.90	88.00	⬇️	78.90
% 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. Results are from 2013/14 biennial School Sport Survey.	69.50	73.00	⬇️	69.5
% School years 3 - 6 participating in sport 3 times per week	Results are from 2013/14 biennial School Sport Survey.	41.00	30.00	⬇️	41
% School years 7 - 11 participating in sport 3 times per week	Results are from 2013/14 biennial School Sport Survey.	38.00	35.00	⬇️	38
% Young People attending 30 or more sessions in an academic year		11.94	10.00	⬆️	7.98
Number of people participating in the health referral scheme	An increase of 323 at end of year in Exercise Referral is due to a programme and activity review in October 2014. New class timetable has enabled the service to support more participants.	1163.00	840.00	⬇️	910



## Improvement Objective 5

WHQS Investment will transform Council homes and act as a catalyst to also transform lives and communities throughout the county borough

### In 2014/15 we wanted to:

Everyone in Wales should have the opportunity to live in a good quality home within a safe and secure community. To help achieve this, the physical standard and condition of existing housing must be maintained and improved to the Welsh Housing Quality Standard (WHQS). The WHQS is a minimum standard for homes. The core elements are that homes are:

- In a good state of repair
- Safe and secure
- Adequately heated
- Fuel efficient and well insulated
- Contain up-to-date kitchens and bathrooms
- Well managed (for rented housing)
- Located in attractive and safe environments
- As far as possible suit the specific requirements of the household, for example, catering for specific disabilities.







We aim to ensure all council homes meet WHQS, which will improve the quality of life for people who live in those homes. We will develop long-term arrangements, which will help sustain local jobs, offer skills development and training opportunities and deliver wider community benefits.

By 2020, we want our communities to know:

- We delivered the best quality home improvements scheme to our tenants as promised in the Offer Document
- We did it with them and not to them
- Their homes created real jobs in our communities
- We delivered the whole project on time and in budget

These ambitions can only be achieved with the entire council and tenants and other key stakeholders working together and we are confident that with their support, this programme will transform council homes, the lives of our citizens and our communities."

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

Title	Comment	RAG	Overall Status
Achieve high levels of tenant satisfaction with the work undertaken to their homes	Overall satisfaction rates remain high and above target.		Complete
Adhere to the standards set out in the Charter for Trust. This applies to both the in house workforce and contractors	Compliance levels remain high and above target.		Complete
Carry out adaptations to meet specific needs of individual households	233 properties have had adaptations incorporated where this has been identified as a requirement for the tenants. Action on-going in response to need.		Complete
Delivery of the 2014/15 capital investment programme in respect of internal and external repairs and improvements	Significant underspend on planned programme due to slippage.		Not Met
Promote the Community Improvement Fund to benefit projects within the communities across the county borough	Only 2 projects supported during the year.		Not Met
Pursue external funding opportunities to support energy improvement measures under the Energy Companies Obligation (ECO), Arbed or similar Government initiatives).	Successful Arbed bid for Phillipstown. Scheme extended to June 2015. The scheme covers 317 properties of which 92 are Council properties. The funding of £2.7m will meet the cost of external wall insulation and replacement of inefficient boilers.		Partially Met

The following tables show what has changed as a result of our actions during 2014/15:

How much did we do and how well did we do it?

Title	Comment	Actual	Target	RAG	Result 12 Months Ago
Charter for Trust Standards - The Charter for Trust developed in consultation with tenants and staff sets out the standards that tenants can expect when work is being undertaken in their homes, which will be assessed by specific questions on the customer satisfaction survey	This measure is reported annually.	93.00	90.00	[-]	85.00
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)	This measure is reported annually in August.	123.00	80.00	[-]	108
Number of homes compliant with WHQS in respect of their external elements	The published target for 2014/15 was 2381 properties. One contract relating to non traditional properties was delayed and there was a need to retender. As a result, this will cause slippage in the programme and will have an impact on the original target. We have therefore set a new target of 1531 for 2014/15, which is still much higher than the 2013/14 target of 38 properties. The review of the investment strategy led to a further downward revision to 834.	103.00	1531.00	[+]	23.00
Number of homes compliant with WHQS in respect of their internal elements	Internal works contracts all started late in the financial year. 471 figure recorded within Keystone but due to valuation issues there are properties which have not been recorded as completed within the system. From other data sources total completions are 599.	471.00	1332.00	[+]	657

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Is anyone better off?

Title	Comment	Actual	Target	RAG	Result 12 Months Ago
% 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)	This measure is reported annually. In 2013/14 the overall satisfaction rate was 92%.	90.00	80.00	[-]	92.00
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)	Four new applications under the Community Improvement Fund have been received. Two of the applications were the subject of consultation with Caerphilly Home Task Group on 30th October 2014. Given the low numbers of applications for CIF this may be discontinued as a measure.	2.00	10.00	[+]	3.00

## Improvement Objective 6






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



### In 2014/15 we wanted to:

Traditionally, those approaching the council for help and advice relating to a homelessness or a potential homelessness situation have been households and individuals considered more vulnerable or with greater needs than the average household. However, due to the many and varied external pressures for example unemployment, home owners in negative equity, higher levels of household debt, ease of access to credit and high interest loans, we now find that a range of households find themselves at risk of losing their home. The stresses brought on by such external factors also have wider effects, e.g. relationship breakdown and increased levels of domestic abuse. Housing and health are intrinsically linked to the quality of housing provided, as does a household's ability to reside in a settled home. Access to good quality, affordable housing and sustainable tenancies positively impacts on a household's health and well-being and helps to develop a sense of community.

We plan to introduce a person centred approach to the Housing Options and Homelessness Advice service in which customers will engage with one caseworker who will assess the their housing needs and their ability to either maintain an existing tenancy or access alternative suitable, affordable and sustainable accommodation and wherever possible, prevent homelessness.

## Our priority actions, progress and achievements were:

Title	Comment	RAG	Overall Status
1. Restructure the Housing Options and Homelessness Advice team functions to offer a person centred casework service	This action was completed on time and within budget. This included the relocation of several officers to form a Homelessness Prevention team, located at Ty Gilfach. As a result of the reorganization, the service is better equipped to deal with the challenges presented by the recent change in homelessness legislation. We plan to undertake a second phase of restructuring during 2015/16 using Welsh Government transitional homelessness funding.		Complete
2. Provide mediation/early intervention support to households at risk of becoming homeless to remain in their homes	Staff have worked proactively throughout the year with tenants and landlords to assist people to maintain their tenancies. We have noted that this approach has resulted in increased confidence for landlords to work closely with the council to prevent instances of homelessness from occurring. In relation to the both actions numbered 2 and 3, during the year, we received 128 new requests for support.		Complete
3. Provide support to households to sustain new tenancies accessed through the Housing Allocations and Advice Centre	We appointed two specialist officers in quarter 1, to assist people sustain new tenancies. In relation to the both actions numbered 2 and 3, during the year, we received 128 new requests for support.		Complete
4. Work with private sector landlords to increase the level of affordable accommodation available through the development of a social lettings agency, accessible to any household regardless of benefit dependency.	Even though preparatory work was undertaken in the first quarter of the year with the drafting of business case to P&R Scrutiny, we deferred this action for 12 months pending the availability of transitional homelessness funding from Welsh Government in April 2015. We are now considering outsourcing the running of the social lettings agency to Cartrefi Hafod because of the experience they have in running a social lettings agency.		Partially Completed
5. Review and, where necessary, revise the existing pre-release prison protocol to empower prisoners to plan for their accommodation needs on release	Initially this task was going to be undertaken on a local level but, because of the complexity of the task, a decision was taken by the homelessness network to escalate this to a national issue. Although the action was consequently closed down as an Improvement Objective action, the council continues to play an active role in the completion of this task. The council has subsequently participated in an all-Wales review of homelessness prison leavers and an assessment of the impact of the removal of the priority need status due to be removed from legislation in 2015. Welsh Government commissioned research, undertaken by the WLGA is currently being considered and an all-Wales prison leaver pathway document will be published this autumn. In addition, local authorities in Gwent, the Police and National Probation Service have drafted a protocol to ensure we respond to the release of prolific offenders to our area and Welsh Government have made some funding available to meet short term accommodation needs and support.		Partially Completed
6. Produce guidance for all landlords (public and private) on the requirements of the Equalities Act 2010 to promote non-discriminatory practice by all housing providers	This action was completed within time and on budget. The guidance has been published and circulated, and training for landlords has been completed.		Complete

Title	Comment	RAG	Overall Status
8. Improve both the working relations with prison accommodation services to prepare prisoners for their release and the level of assistance provided to prison leavers by support agencies on their release.	This is linked to item 5 above. Due to the complexity at the national level, Welsh Government took over the planning of prisoner release arrangements and reconfigured the resettlement process by employing a new Community Rehabilitation Company which is now in place.		Partially Completed
7. Host a specialist domestic abuse support worker to provide early intervention support, target hardening services and person centred support to prevent homelessness in relation to domestic abuse victims and their families.	Hosting commenced in Q4 and is now fully operational. This is a 2-year arrangement with Llamau Women's Service, with an option to extend for a further 12 months. It is now providing much needed support to those people who may be homeless or threatened with homeless due to domestic abuse.		Complete

The following tables show what has changed as a result of our actions during 2014/15:

**How much did we do and how well did we do it?**

Title	Comment	Actual	Target	RAG	Result 12 Months Ago
1. Increase the number of PRS accommodation units accessed by our service users through our social lettings agency which will be introduced within the current year	SLA will now not be introduced until 2015 when transitional funding will be available. Therefore, the number of PRS accommodation units accessed by our service users through our social lettings agency during 2014/15 will be nil.	0.00	30.00	<span style="background-color: red; color: white;">-</span>	N/A
2. Produce and publicise guidance on Equalities Act 2010 in housing	The Equalities guidance was produced and publicised in Q3, with training provided to Landlords.	1.00	1.00	<span style="background-color: green; color: white;">-</span>	N/A
3. Number of credit union rent accounts opened with Smart Money credit union which promotes access to the PRS by service users in receipt of benefits	Q1=54, Q2=3, Q3=2 and Q4=10 It should be noted that CCBC does not have total control and influence over this activity as far as take-up is concerned. However, we are in a position to 'promote' and 'encourage' the use of this facility. Even though we did not reach the target, any increase in numbers is a benefit to our citizens, by enabling them to better manage their finances.	69.00	100.00	<span style="background-color: orange; color: white;">-</span>	N/A
4. Reduction in the number of repeat homeless presentations	We introduced performance indicators 4-7 in advance of the new duties brought about by the change in homelessness legislations (Housing (Wales) Act 2104 – to take all reasonable steps to prevent homelessness). We restructured the service and introduced a tenancy sustainment service in preparation for the introduction of the new duties. Officers regard the outcomes as a positive step towards the acceptance of people remaining in their private rented sector accommodation or accepting an offer of accommodation in this sector with tenancy support, as an alternative to social housing which is in very high demand. Ambitious targets for the year were set not really knowing the extent of demand on the homeless services as a result of the change in legislation. This creates the impression that we have underperformed, which in each of the 4 indicators is not the case. Changes to the way we provide the homelessness prevention service means that we are in a good position to meet the new duties going forward. The success of this, is measured on the number of tenancies sustained for at least 6 months.	12.00	15.00	<span style="background-color: orange; color: white;">-</span>	N/A

### Is anyone better off?

Title	Comment	Actual	Target	RAG	Result 12 Months Ago
5. % of cases who have had their risk of homelessness prevented by assistance to remain in their existing accommodation	Total cases 1,093 of which 401 cases prevented. Refer also, to the first paragraph reported in Q4 of 2014/15 against the measure: Reduction in the number of repeat homeless presentations.	36.68	50.00	-	N/A
6. % of cases who have had their risk of homelessness prevented by accessing alternative accommodation available to them for a min of 6 months	Total cases 1,093 of which 412 cases were prevented by providing alternative forms of accommodation. Refer also, to the first paragraph reported in Q4 of 2014/15 against the measure: Reduction in the number of repeat homeless presentations.	37.69	50.00	-	N/A
7. % of non-priority, intentionally homeless cases not owed any duty, where they have become homeless and we have relieved this homelessness by securing accommodation for a minimum of 6 months	Total cases 35 of which 13 cases secured accommodation. Refer also, to the first paragraph reported in Q4 of 2014/15 against the measure: Reduction in the number of repeat homeless presentations.	37.14	50.00	-	N/A