

# Annual Performance Report

## Caerphilly County Borough Council

### 2015/16



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*

<b>Content</b>		
An update from the Leader		3
Introduction		5
How this Report is Structured		6
The Authority's Financial Summary		7
Progress update of our 2015-2016 Improvement Objectives		11
Progress update of our longer term priorities		14
<b>Our Performance - 2015/16 Annual Self-assessment of our performance</b>		
<b>1</b>	<b>Education</b>	41
<b>2</b>	<b>Directorate of Communities</b>	50
<b>3</b>	<b>Directorate Social Services</b>	59
<b>4</b>	<b>Directorate of Corporate Services</b>	70
Overall Statutory Indicator Performance for 2015/16		75
Reviewing our services - What our Regulators told us about our services in 2015/16		77
Promoting Equalities and Welsh Language		79
Well-being and Future Generations Act 2015		81
Other Policy and Legal Developments		84
Useful Web Links		86
How to Contact us		87



## Message from the Leader

Cllr. Keith Reynolds

Welcome to the Council's, yearly Performance Report, the past 12 months have been a turbulent time for local authorities across Wales and Caerphilly has faced its fair share of challenges.

The ongoing period of austerity has placed significant pressure on our budgets, but we are committed to protecting jobs and protecting frontline services. In fact, over 80% of the savings we had to make last year came from efficiencies in administration and less than 20% were from proposals which affected front line services.

On a wider note, it seems that plans to redraw the map of local government in Wales are being reconsidered and the new Minister for Finance and Public Services will be meeting Council Leaders before presenting his revised proposals in the autumn. Despite these challenges, 2015/16 was a very productive time for the authority and we saw a number of success stories that have helped deliver positive benefits to our residents.

We have made significant investment across many areas to help transform lives and communities within the Caerphilly county borough, such as in **Housing Improvement**. One of our top priorities is to continue transforming the council's housing stock to meet the Welsh Housing Quality Standard by 2020. We spent £25 million on our WHQS programme last year, with some 1,500 separate homes benefitting from that investment.

**Education** - Our 21<sup>st</sup> Century School programme went from strength to strength with the official opening of the £20 million Y Gwyndy campus in Caerphilly and the start of work on the new Islwyn High School in Oakdale. We also progressed plans for a new primary school in Rhymney, to replace the Pontlottyn and Abertysswg primary schools. We also agreed to invest more than £4million over the next 3 years on school improvements across a large number of our schools, as part of the authority's Education Capital Programme.

**Economic Development** - Job creation and regeneration is another high priority area for the council. I am working closely with the other nine Leaders of councils across the Cardiff Capital Region to secure the £1.2 billion City Deal for this area. I signed the memorandum of understanding with those other councils, together with the UK and Welsh Government, in March.

**Social Services** – We heard that ‘good progress was being made within Social Services’ when we received positive feedback from the Care and Social Services Inspectorate Wales (CSSIW) as part of its annual performance evaluation review. The report reinforces our commitment to providing quality Social Services to all sections of our community. We have also continued to invest heavily in social care and allocated an additional £2.5 million for those services, the only area of growth within a reducing budget for the council as a whole.

**Recycling** - I am pleased to say that we have hit our 58% recycling target this year thanks to the efforts of our green residents and the excellent work of our staff in that service. There is still more work to do, especially around tackling contaminated waste in wheelie bins, if we are to hit the increasingly challenging recycling targets for the future.

**Healthy living** -We saw almost 1.4 million customer visits at our popular leisure facilities last year. These impressive figures were collated across all 11 leisure centres where we undertook further improvements including improvements to the fitness suite, dance studio, changing rooms and poolside facilities at Caerphilly Leisure Centre.

**Transport** - Funding to the tune of over £1.2 million was secured for a series of transport and road safety projects across Caerphilly county borough, thanks to financial support from the Welsh Government. The cash will provide safer routes in the community, road safety initiatives, traffic calming schemes and public transport improvements.

Caerphilly also received excellent results last year in the major national survey published by the Welsh Government. We came top in 4 key questions that compared the performance of all local authorities across Wales. This independent feedback shows the high level of public confidence in this authority and the services we provide.

This is just a ‘snapshot’ of some of the excellent work that has been done within the county borough and I could fill many more pages listing other achievements. I hope that, like me, you will feel proud of our many achievements this year, but also that you will share my passion that we continue to strive to do even better in the years to come.

One final thing worth noting is that I am very proud that we became one of the first Welsh authorities to respond to the Syrian refugee crisis, taking in a small number of young families who were fleeing the Syrian war zone. We are committed to taking in further families over the next 4 years. I’m proud to be part of an authority which shows such compassion and hospitality to desperate and vulnerable people regardless of race, nationality or religion. I hope you enjoy reading our report this year and if you want to know more or make any comments on this report then we look forward to hearing from you.



# 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 2015/16. 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 of our information is comprehensive and statistical so we also produce a 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 and for 2015/16, the outcome of this is on page **77**.
- Each Service Area carries out a Self Evaluation using a range of evidence to judge how they are performing and then produce 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 continuing to study further in more detail the ways in which we work to see where waste can be eliminated and services improved.

## How the Report is Structured

In providing an insight into authority performance it is important to know that the Authority is very diverse (providing over 600 types of services and has 9,500 staff) providing services from 'cradle to grave'. So to structure our self-evaluation and subsequent report for 2015/16 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 within our Directorate Statements.

The report begins with introductions followed by a financial summary of how we are performing within our budgets.

We then summarise how we have performed against our Improvement Objectives for 2015/216 (these will now be called our Well-being Objectives for 2016/17). Our performance progress for our Improvement Objectives uses an overall assessment of: **Successful**, **Partially Successful** and **Unsuccessful**.

For ease of reading, we then cover in greater detail under the section **Our Performance**, a detailed assessment of each Directorate for 2015/16.

Each Directorate assessment will include the following information:

- The Directorate's overall annual performance statement
- Financial information and analysis relating to the Directorate for 2015/16
- Analysis of National Strategic Indicators (NSI) and Public Accountability Measures (PAM) for the Directorate for 2015/16
- Assessment of our progress with our longer term priorities 2013-2017 (as of 2016) by Directorate

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 **87** and we will tell you how you can do that.

# The Authority's Financial Summary

The Council is the largest employer in the area with over 9,300 staff providing a wide range of services from Social Services, Education and Housing to Highways Maintenance, Waste Disposal and Street Cleaning to name but a few. We also maintain approximately 1,168 buildings, including 92 Schools, 9 Leisure centres and 8 Libraries. These vital public services are funded from the Authority's Revenue and Capital budgets, which for 2015/16 totalled over £485million.

The Authority plans and approves its budgets on a 5-year 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.

Over the past few years the Authority, along with many other Local Authorities in Wales, has been faced with the challenge of maintaining a balanced budget at a time of growing financial constraints. This has not been an easy task; however, the Council has approached the challenge proactively and prudently and agreed a number of principles to help guide its decision-making. These principles are: -

- ◆ to protect front-line services where we can and reduce expenditure on management and administrative costs;
- ◆ to increase fees and charges where appropriate;
- ◆ to reduce, rather than remove services where possible;
- ◆ to focus on our priorities, and
- ◆ to look at alternative ways of delivering services (collaboration, partnerships, community trusts, etc.).

In 2015/16 the Council was faced with a 3.3% (£8.892m) cut in the funding it receives from the Welsh Government and also had to deal with additional unavoidable cost pressures of £5.721m. As a consequence of these funding reductions and cost pressures, for the financial year 2015/16 the Council agreed savings which amounted to £11.960m. The savings were selected on the basis that they would have a limited impact on front-line services and would protect the priorities agreed by the Council.

Full details of the 2015/16 savings and the comprehensive consultation process that was carried out can be found in the 'Budget Proposals 2015/16 and Medium Term Financial Strategy 2015/2018' report, available through the following link:-

<http://www.democracy.caerphilly.gov.uk/documents/s7131/Budget%20Proposals%202015-2016%20and%20Medium%20Term%20Financial%20Strategy%202015-2018.pdf>

For the 2016/17 financial year the reduction in Welsh Government funding is less than originally anticipated but the financial outlook for Local Government across Wales for future years remains uncertain. The Council has adopted a prudent approach to its financial planning and has made an assumption that annual cash reductions of 1.4% will be experienced from 2017/18 to 2019/20 and that there will be no increase or decrease in funding in 2020/21. Work is already underway to identify additional savings to meet a further projected financial shortfall of £25m arising from these anticipated funding reductions and ongoing unavoidable cost pressures. The position will be kept under close review over the coming months and years, and residents of Caerphilly county borough will be kept fully informed, actively engaged and consulted on future savings proposals.

### Where does our money come from?

The majority of the money that the Council receives comes from the Welsh Government in the form of a Revenue Support Grant. Added to this is the money we collect from our residents and businesses in the form of Council Tax and National Non-Domestic Rates. We also receive money from various specific grants and draw down money from the reserves that we hold when appropriate.

The table below shows the income received over the last 3 financial years: -

Income (£m)	2014/15		2015/16		2016/17
	Budget	Actual	Budget	Actual	Budget
Revenue Support Grant	217.20	217.20	212.84	212.84	210.12
Business Rates (share)	55.38	55.38	50.85	50.85	53.18
Council Tax	56.34	57.75	58.85	60.28	59.69
Other Grants	1.91	1.91	1.88	1.88	0
Contribution from Reserves	1.20	1.20	1.20	1.20	1.40
<b>Total Net (£m)</b>	<b>332.03</b>	<b>333.44</b>	<b>325.62</b>	<b>327.05</b>	<b>324.39</b>

### How do we manage our money?

The Authority manages two main categories of finances i.e. **revenue** (everyday running costs for services) and **capital** (specific costs for updating and maintaining key assets and Implementing major new projects).

The following table provides a summary of **revenue budgets** and revenue expenditure for the period 2014/15 to 2016/17:-

Expenditure (£m)	2014/15		2015/16		2016/17
	Budget	Spend	Budget	Spend	Budget
Corporate Services	68.26	57.57	66.14	55.21	67.28
Education & Lifelong Learning	127.30	125.92	127.42	126.26	128.01
Environment Services	58.16	57.31	54.74	52.99	52.91
Social Services	78.31	74.59	77.32	75.83	76.19
<b>Total Net (£m)</b>	<b>332.03</b>	<b>315.39</b>	<b>325.62</b>	<b>310.29</b>	<b>324.39</b>

**Capital Expenditure** varies year-on-year and budgets are allocated from specific funding sources. The table below provides a summary of capital budgets and capital expenditure for the period 2014/15 to 2016/17: -

Capital (£m)	2014/15		2015/16		2016/17
	Budget	Spend	Budget	Spend	Budget
Education	22.44	8.61	23.77	14.86	10.39
Highways	11.05	7.50	10.45	6.67	6.39
Housing Stock (Public)	15.34	15.34	36.29	28.86	38.59
Private Housing Grants	3.66	3.05	4.23	2.47	3.97
Social Services	0.85	0.65	0.84	0.65	0.54
Community & Leisure	3.49	1.39	3.34	0.94	2.84
Other	13.95	6.61	14.20	6.54	15.71
<b>Total (£m)</b>	<b>70.78</b>	<b>43.15</b>	<b>93.12</b>	<b>60.99</b>	<b>78.43</b>

The 2015/16 capital underspend of £32.1m is mainly due to slippage (delays in progressing schemes) and this funding has been carried forward into the 2016/17 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 (£8.8m), the Engineering Division (£3.8m), Community and Leisure Services related schemes (£2.4m), Land Reclamation (£1.9m), Private Housing (£1.8m) and the Welsh Housing Quality Standard programme (£7.4m).

#### Areas where we have performed well and areas for improvement

During the 2015/16 financial year the Authority has: -

- √ Delivered approved savings of £11.960m.
- √ Delivered underspends within service directorates of £6.101m (3.45% of net directorate budgets), much of which relates to savings achieved in advance to support the Authority's Medium-Term Financial Plan (MTFP) going forward.
- √ Increased the % of Council Tax for the financial year which was collected by the Authority to 97%. This is an improvement on the previous year's figure of 96.7%.
- √ Increased the % of National Non-Domestic Rates (NNDR) for the financial year which was received by the Authority to 97.7% (previous year 97%).

In April 2016, the Authority received a 'Financial Resilience Assessment' report from the WAO. This was a generally positive report which concluded that the Council has effective financial control arrangements and a track record of achieving savings in advance. However, it also reported that we do not have a comprehensive Medium-Term Financial Plan and that the monitoring of progress on delivering savings is fragmented. This has since been rectified with a 5-year Medium-Term Financial Plan now in place and a 'whole authority' mid-year budget monitoring report being scheduled for October 2016 in addition to the current budget monitoring reports that are reported on a regular basis.

#### Who do I contact for more information?

If you would like any further information on local authority finances, details can be found on the Caerphilly County Borough Council Website [www.caerphilly.gov.uk](http://www.caerphilly.gov.uk) or by contacting Stephen Harris, Interim Head of Corporate Finance on Tel: 01443 863022 or E-mail: [harrisr@caerphilly.gov.uk](mailto:harrisr@caerphilly.gov.uk).

# Summary Progress of our 2015/2016 Improvement Objectives

During 2015/16, the Authority identified five specific priorities called Improvement Objectives, and the summary below briefly outlines how successful we believe we were in achieving them. The judgement was agreed by Council as part of our Corporate Plan.



## 1. To help people make the best use of their household income and manage their debts

Overall, delivery of this objective was judged to be **partially successful**. We achieved much but as this is a long term objective there is more to do. Specifically we are working well towards achieving and exceeding the target for referring residents for support with managing debts and accessing benefits. We are on target in supporting children to access placements and this is significant in view of engagement in the new Flying Start areas.

We are continuing to actively promote take up of Free School Meals, using established media channels, and also working with schools and other partners. The information issued highlights the benefits to families and schools of eligible parents/carers completing Free School Meal applications. Uptake of Free School Meals in Secondary Schools has increased compared with the same period last year, although uptake remains below our target in both the Secondary and Primary school sectors.

2252 Council tenants affected by welfare reform changes were visited in their own home and provided with advice and support; and 2743 residents were referred for to money advice. The value of financial savings generated for tenants as a direct result of face to face support was £493,910. Also £152,847 of additional income has been generated for residents via social services as a direct result of support.

## 2. Improve outcomes for all learners, particularly those vulnerable to underachievement

Overall, delivery of this objective was judged to be **partially successful** at this stage.

All actions have been initiated but are at an early stage of development, performance data at KS4 has yet to be verified and new targets are due to be set in October 2016. A System for Tracking and Reporting Identified Vulnerability in Education (STRIVE) has been developed and utilised to inform all managers in the their work with children and young people.

### **Improve outcomes for all learners, particularly those vulnerable to underachievement cont...**

An education group has been established in order to improve learning opportunities in the St James area. A draft plan has been produced and will be finalised in early November. A family worker has been approved and schools are working closely with other agencies to ensure services are streamlined. The Education Achievement Service have worked closely with schools that strategies to close the gap in performance between those in receipt of free school meals, and those who are not.

### **3. Close the gap in life expectancy for residents between the most and least deprived areas in the borough**

Overall, delivery of this objective was judged to be **partially successful**, as some of the projects are in the early stages of development due to the nature of this long-term health objective. However, Aneurin Bevan University Health Board (ABUHB) have secured funding to deliver the Living Well Living Longer programme, which started in the north of the Borough in November 2015. This is a Welsh Government Tackling Poverty priority and is being delivered on a pilot basis by ABUHB and Public Health Wales. Launched in February 2015 over 2000 individuals have already been seen in Blaenau Gwent West. Within Caerphilly County Borough, it will cover selected GP practices from Rhymney down to Ystrad Mynach and Markham (Neighbourhood Care Network North). In addition it has also been agreed to deliver the programme in Lansbury Park. The programme invites residents aged 40-64 (who are not currently on a chronic disease register), who live in the most deprived areas of ABUHB, to receive a cardiovascular risk assessment (a midlife MOT). In Caerphilly County Borough, it is anticipated that this will be around 7000 residents; assessments will take place in local community venues.

### **4. Carbon Management: Reduce our carbon footprint**

We judged this objective to be **successful** for 2015/16 because we believe we have managed to make good and steady progress across all the elements of the objective, which has led to: Greatly improved energy management awareness, knowledge, understanding and control within our organisation. We have quantified reductions in energy consumption, carbon and costs through Invest-to-Save schemes and better property/house management and reduced our carbon emissions through improved technologies, better control on consumption, improving energy awareness and better building management through good housekeeping.

We have safeguarded against significant future energy cost uplifts where energy conservation activities took place and improved the quality of our environments for example in school classrooms and improved the longevity of appliances. We have secured and implemented significant investment in solar PV arrays for Homes For The Elderly and improved local site meter reading, monitoring and reporting (a good house keeping technique).

## **5. Investment in Council homes to transform lives and communities**

Overall, delivery of this objective was judged to be **partially successful**, as we did not deliver all the planned improvements and meet all of our targets for the year. Major slippage has arisen within this multi-year programme, and exercises to re-profile the programme are undertaken on an annual basis. Additional measures are being implemented to increase capacity and mitigate risks to ensure the final Welsh Housing Quality Standards (WHQS) target date of 2020 can still be achieved. However, for the works completed in 2015/16, we can demonstrate significant improvements to both internal and external provisions to our housing stock and show that overall tenant satisfaction of tenants whose homes have been improved internally through the WHQS programme is 84%.

### **In Summary**

This year of our 5 Improvement Objectives 4 were partly successful and one was fully successful. The objectives set for 2015/16 are longer term in what they need to achieve (for example reducing the gap in health will take many years) so it is normal for them to be judged as partly successful as there is more work to do in order to make significant progress. Our year end objective progress went to our Scrutiny's for members to scrutinise and check our progress and the summary was published in our [Corporate Plan 2016-17](#). Full details of the objectives along with their measures and actions plans are available on our website.

## 2015/16 Progress update of our medium term priorities 2013-17

Directorate	Medium Term Priorities
Social Services	1 Peoples social care needs are identified and met in a timely and appropriate way.
	2 Children and Adults are safeguarded from abuse.
Education	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.
Community Services	7 Invest in our Council Homes and their communities to transform lives
Corporate Services	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

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

- An improvement in the timeliness of assessments; 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 2015-2016**

Improving the timeliness and quality of care will always be of paramount importance to the Directorate and the efforts made throughout 2015/16 is a reflection of its continued importance to all those who work within adult social care. Our performance in this area was as follows:

- The % of adult services assessments started on time - Performance in this area has been consistent over several years and has shown a slight increase from 77.9% in 2014/15 to 78.8% in 2015/16.
- The number of adults waiting for an assessment outside of the time scale (28 days). This was an area of concern in relation to mental health services. Performance here has shown a significant improvement from 82.7% in 2014/15 to 87.6% in 2015/16.
- % of all adult reviews started on time. Performance in this area remains consistent at 76.30% in 2015/16.
- Number of people awaiting personal care for more than 14 days. Nobody waited more than 14 days for provision of personal care following an assessment.

Taking account of the work that has been outlined throughout 2015/16, the Directorate would conclude that we have been **partially successful** in achieving the priority. We have adopted a new way of thinking called a 'systems thinking approach' where we look at the service from when we are contacted to when the problem is resolved, that is end to end (the whole process from the clients point of view). This system has been applied to the Occupational Therapy team which has seen a significant reduction in waiting time by the removal of unnecessary processes. This has created capacity within administration and enabled all target times for commencing assessments to be met.

Work started at the first point of contact for the public (called our front door) within our Information, Advice and Assistance Team to enable staff to have a better conversation and sign post people appropriately, enabling them to meet their own needs, retain their independence and choice and control. This is reducing the need for statutory interventions, which is a key feature of the Social Services and Well-being (Wales) Act introduced in April 2016.

This year we are moving to record more about qualitative data relating to people service outcomes : This will link to the new performance indicators required by Welsh Government as part of the implementation of the Social Services and Well-being (Wales) Act 2014.

We are working on gathering this information though it has yet to be implemented, we are planning to run these surveys between September and November in 2016 and so will be able to report on these results in our 2017 Performance Report.

## 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.

### **Summary of Progress in 2015-2016**

Safeguarding remains at the very heart of what we do. This includes preventing abuse, minimising risk and responding proportionately where abuse or neglect has occurred. As a directorate we believe that we are responding well to safeguarding concerns in a timely manner and raising awareness of safeguarding responsibilities by all partners and the community.

- The evidence we have that supports this is: For Children's Services;
- 100% of referrals to Children's Services had a decision made within 24 hrs;
- 99% of Child Protection Conferences were held within timescales;
- 100% of Children's Services Core Groups were held within timescale;
- A Corporate Safeguarding Policy has been developed in response to the Wales Audit Office National Review of safeguarding arrangements, and 100% of children who are on the child protection register have an allocated social worker.

### **In Adult Services:**

- A Regional Adult Safeguarding Conference was held in response to “In Search of Accountability” following Operation Jasmine;
- The number of protection of vulnerable adults (POVA) cases being received referrals for 2014/15 was 276, this reduced in 2015/16 to 224. This has been a steady 4 year trend in reduction in the number of referrals, and
- The number of adult protection referrals completed where risk has been managed for 2015/16 is 95.3% against the Directorate target of 93%.

In addition to the above, plans are in place to develop a joint Safeguarding Unit across Adult Services, Children’s Services and Education, and regional discussions are underway to consider the development of a Multi-agency Safeguarding Hub (MASH) across the Gwent Police and Aneurin Bevan University Health Board region.

The continued effectiveness of the regional Safeguarding Boards – Gwent Wide Adult Safeguarding Board (GWASB) and South East Wales Safeguarding Children Board (SEWSCB) play a critical role in supporting and promoting the safeguarding agenda, with the co-ordination of regional multi-agency training and awareness raising sessions for all staff and partner agencies.

### **In Public Protection:**

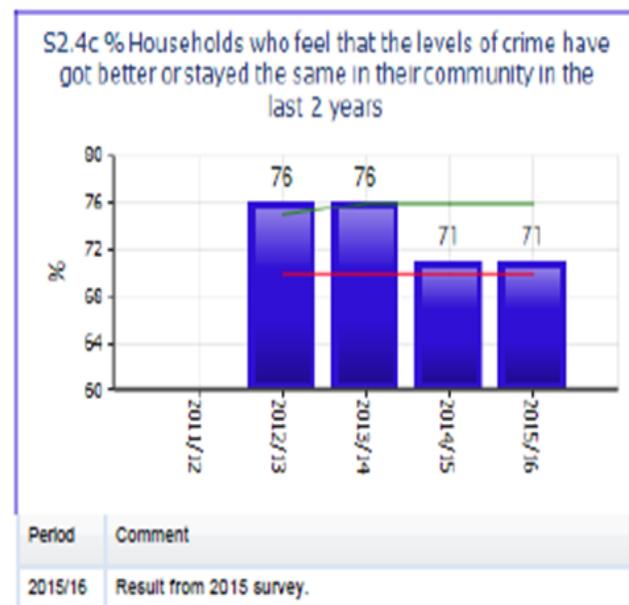
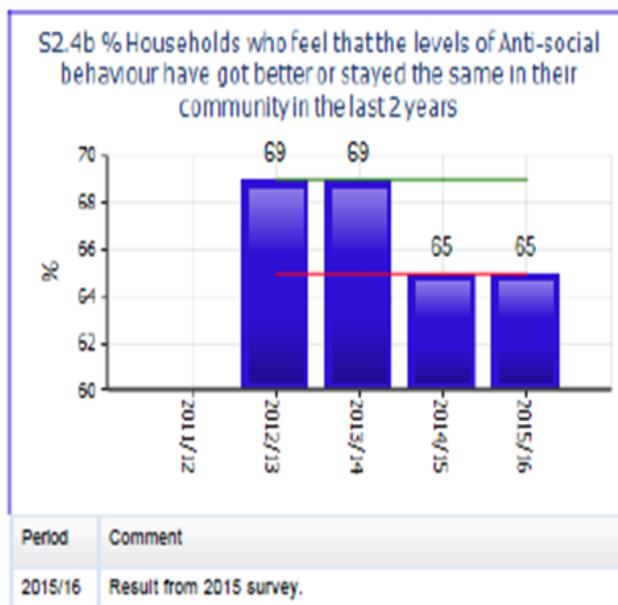
Every two years the Council carry out a resident’s survey to determine levels of satisfaction with council services as well as establishing current perceptions on crime and anti-social behaviour and how the Council and Police deal with these issues across the area. The following three questions have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

Percentage of households who strongly or tend to agree that the Police and Caerphilly County Borough Council are dealing with anti-social behaviour and crime issues that matter in this area – The result from the 2015 survey for this question was 63% [see graph referenced S2.4b on page 19).

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 2015 survey for this question was 65%.

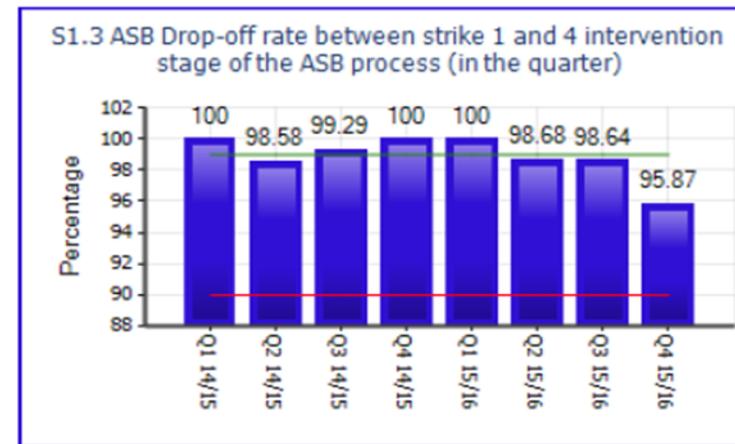
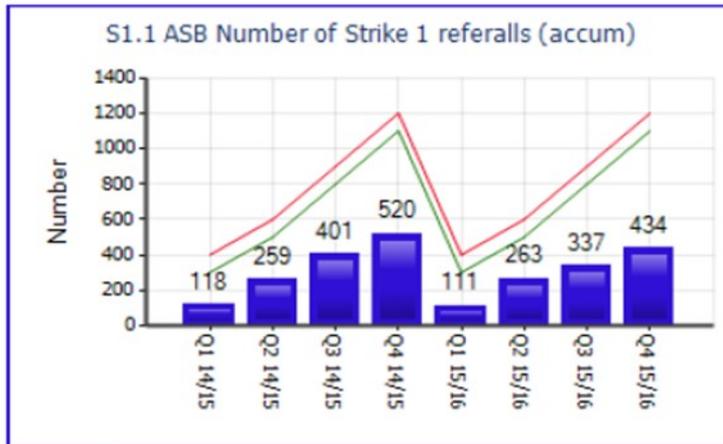
Percentage of households who feel that the levels of crime have got better or stayed the same in their community in the last 2 years – The result from the 2015 survey for this question was 71%, which is a reduction from the 2013 survey results which were 76%.

*See graphs on next page:.*



The new tools and powers introduced by the Anti-Social Behaviour, Crime and Policing Act 2014 continue to be utilised via the Safer Caerphilly Anti-Social Behaviour 4 Strike Process. The process aims to modify an individual's behaviour and prevent further anti-social behaviour which can have a detrimental effect on communities. Throughout 2015/16 there were 434 referrals made into the process and 632 interventions carried out to address perpetrators behaviour. Unfortunately some people fail to engage with the process or to moderate their behaviour and it is necessary to escalate them to the fourth strike of the process which consists of enforcement options. A total of 7 people escalated to a Civil Injunction in court. This equates to a 98% drop off between strike 1 and 4 of the process which shows that over 98% of people coming through the process modified their behaviour.

The below graphs show the number of referrals received at the first strike stage of the process and the percentage drop off rate between strike 1 and 4 of the process. These figures illustrate the of the first 3 strikes of the process in deterring future anti-social behaviour.



Gwent Police have recorded a 37% reduction in reported anti-social behaviour incidents throughout the year. There has been a slight increase in all crime of 2% compared to the previous year. However this could be attributed to the introduction of new practices which has made crime recording more consistent across the Borough, and has led to more crime being recorded. The numbers of reported domestic abuse crimes have also risen this year. Crimes and incidents of domestic abuse are hugely under reported and the actual volume of domestic abuse crime may well be significantly higher. Daily conference calls have been held between partners to ensure victims of domestic abuse are identified and provided with the necessary assistance from the right organisations.

The Safer Caerphilly partners continue to raise awareness of domestic abuse and encourage reporting. Training of frontline staff is a key priority to raise awareness and understanding of domestic abuse issues. Throughout 2015/16 a total of 265 staff have received training. Sessions have also taken place in schools to educate young people on healthy relationships. The aims of the sessions were to consult with young people and scope their views on issues around healthy relationships, substance misuse, sex education and safety with technology. A small project has also been commissioned to work 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. Throughout 2015/16 a total of 17 young people were engaged through the project and received support.

# 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.

## Summary of progress in 2015/16

The results highlighted within this report were achieved by pupils in July 2015, which is the most recent complete academic year.

The performance of pupils at each Key Stage continues to show improvement. At Key Stage 2, when pupils are assessed at age 11, 87.4% achieved the expected level for the core subject indicator (language, mathematics and science). This was an increase from 85.8% in July 2014. The continued focus upon improvement in literacy, resulted in 89.3% of pupils achieving the expected level in English (up from 88%) and 90.7% achieving the expected level in Welsh (up from 89.9%).

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 Indicator (CSI - language, mathematics and science) an increase of 2.7% from 77.6% in July 2014 to 80.3% in July 2015.

The performance of pupils undertaking examinations at age 15 continued to improve in 2015. 52.6% pupils achieved the level 2+ indicator of 5 GCSEs at grades A\*-C including language and mathematics, an increase from 50% in 2014. With more accurate data now available, we have set an ambitious target of 58.4% for July 2016 (the official results will not be available until December 2016).

The gap in performance between boys and girls, continued to close across Key Stages 3 and 4, though it widened at Key Stage 2.

Key Stage 2: The gap in performance between girls and boys achieving the Core Subject Indicator (CSI) = - 9.42%

Key Stage 3: The gap in performance between girls and boys achieving the Core Subject Indicator (CSI) = - 6.99%

Key Stage 4 : The gap in performance between girls and boys achieving the Core Subject Indicator (CSI) = -11.68%

We believe that this priority is making some progress but, although continuous improvement is being made, it is not reflected in our position within Wales as a whole, which remains consistent. We continue to work closely with schools and our partners in the \* Education Achievement Service (EAS) to set ambitious targets for the forthcoming academic year with the raising of standards across all Key Stages continuing to be a key priority for the Directorate.

\* Education Achievement Service (EAS) is a service designed to raise education standards in South East Wales and has been formed through the five local authorities: Blaenau Gwent, Caerphilly, Monmouth, Newport and Torfaen.

# 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.

## Summary of progress in 2015/16

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 information 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 using this 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 5.9% to 6.2%, engaging 398 young people (up from 377 last year). The range of accreditation activities has been broadened to provide young people with a curriculum that is both engaging and rewarding.

The STRIVE system is now being further developed to enable the early identification of pupils with complex Additional Learning Needs who may require special educational provision.

The number of pupils leaving compulsory education, training or work based learning at age 16 without an approved external qualification has remained generally constant since 2011. We continue to work 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.

The percentage of young people Not in Employment, Education or Training (NEET) has decreased for the third consecutive year, from 5.9% in 2012, dropping to an all time low of 2.1% in 2015. 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 have set a challenging target of 1.5% for July 2016.

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.

\* Welsh Government Engagement and Progression Framework: This is a Welsh Government national programme **aimed at reducing the number of young people not in education, employment or training (NEET).**

# 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.

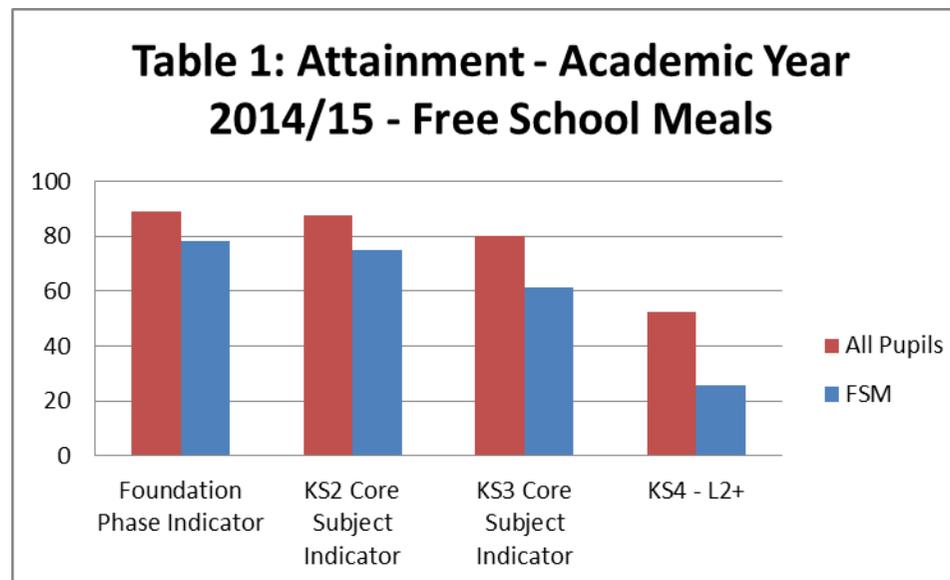
### Summary of progress in 2015/16

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.

We have supported parents to value what our schools do and encourage positive views about learning and achievement by delivering Parenting programmes across the borough funded through Flying Start and Families First. Literature is appropriate for parents and available for schools to promote the provision to parents. Many schools have had staff trained to deliver Family Lives short course modules and they deliver these locally for parents within their school catchment area. They then refer if the parents require longer more in depth courses.

The identification of learners vulnerable to underachievement has been a focus for the local authority; however the factors that affect 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).

The measure that is commonly used to measure deprivation is a pupil's eligibility to receive Free School Meals. The data across Table 1 below, 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 **I**dentified **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 Education Achievement Service (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 2015/16**

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

Our Trading Standards Officers undertake alcohol Test Purchase exercises, where there is intelligence to suggest that under age sales are taking place. All intelligence is acted upon. During 2015-16, there was 1 sale from 8 attempts at a licensed premise, 12.5% positive sales; 5 sales from 40 attempts at off licences, 12.5% positive sales. There was a positive reduction in sales compared to last year, which reflects that the message is getting through to all premises in the Borough. However the low numbers of sales that still occur are down to poor judgement/lack of training on the part of the premise owner as opposed to any negligent attitude.

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

Our test purchases are all intelligence led and some premises get reported to us on a frequent basis. We believe this is down to a hard-core of businesses that deliberately sell to children. During 2015-16 one such premises was taken to License Review & had their licence to sell alcohol revoked. This was achieved due to a joint surveillance operation between Trading Standards and the Police. We had tested this off licence on numerous times, but were never sold.

Alcohol misuse remains a major threat to public health in Wales. It is a major cause of death and illness with high costs to the NHS, society and the economy. Alcohol related deaths are more in the most deprived areas of Wales. Caerphilly Council are supporting the delivery of the '*Have a Word*' Brief Intervention Initiative. Individuals in any profession are trained to deliver a one to one intervention providing an opportunity for individuals to explore their lifestyle habits which could impact negatively on their health. On average for every eight people who receive an alcohol brief intervention, one will reduce their alcohol consumption to safer levels.

## **Increase Physical Activity**

In 2015-16 opportunities to undertake physical activity in the local community have increased. Caerphilly Communities First now has a team of officers that deliver door step activity opportunities. Additional opportunities have also been created through the development of programmes such as Street-games, Us Girls and Positive Futures which is delivered by the authority's Sports Development department Sports Caerphilly. 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.

As part of CCBC'S 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. 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% by 2022 but is currently at 64% 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.

Other physical activity classes, such as dance classes, were productive and well attended. Street-Games projects, delivered by Communities First, in partnership with Sport Caerphilly have proved popular with children and young people. There are 14 sites providing doorstep sport opportunities to young people across the borough. 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. The results from the most recent 'Active Adults' survey showed that 41.9% of adults in Caerphilly County Borough are 'Hooked on Sport'. The results from the survey are promising, but more need to be done, adults in Caerphilly having an understanding of the importance that sport and physical activity has on their health.

## **Increase Physical Activity (cont'd)**

In our quest to get “more people, more active, more often” Sport Caerphilly delivers various initiatives in schools and the community in partnership with Sport Wales and National Governing bodies. In 2015-16 Sport Caerphilly recorded over 80,000 attendances at various community and school based activities. 2015-16 saw the launch of the Tots programme which provides opportunities for 3-6year olds to take part in sport and physical activity and learn fundamental movement skills. The programme has an average of 25, 3-6yr olds attend over 10 sessions in a variety of leisure centres across the authority.

Sport and physical activity not only contributes to a healthy lifestyle but also a change in behaviour. The Positive Futures programme in Caerphilly provides young people who are disengaged opportunities to take part in sport. In Blackwood ASDA, the alternative sport engagement sessions has reduced the local crime rate by 22%. There has also been a considerable reduction in theft at the ASDA store as a result.

The Sports Development team have been working with Schools and community clubs to increase membership at community clubs with 52% of Caerphilly pupils now members of a sports club. The 2015 School Sport Survey results showed the number of young people hooked on sport has increased from 39% to 47% since 2013.

Over 2,300 people took part in the Caerphilly 10k race on Sunday 19th June 2016. Now in its fourth year, the event saw thousands travel to Caerphilly to compete in the annual race which attracts people from all across the country. The race saw an extra 300 people partake compared to last year which saw just over 2,000 participants. The 2k fun run race also saw a rise in numbers with 427 runners participating compared to last year's 345.

In 2015 community chest in Caerphilly funded over £85,000 worth of applications from community groups in and sports clubs to increase opportunities for people in the authority to take part in sport and physical activity. Community chest offers grants of up to £1500 in any 12 months towards increasing participation.

During National School Sports Week (20th -24th June) 600 pupils from primary schools across Caerphilly county borough took part in the Legacy Games event. Sport Caerphilly hosted yet another successful Legacy Games as part of the Youth Sport Trust National School Sports Week (NSSW) at the National Indoor Athletic Centre, Cardiff. This is the sixth year Sport Caerphilly has delivered the annual event with over hundreds of year 5 & 6 primary school children taking part. Each of the 40 schools that attended adopted an Olympic country and they did not disappoint with their efforts to represent, arriving to the event dressed in their chosen country's colours, banners and flags.

The day consisted of an opening ceremony followed by an action packed day of sporting activities, which was delivered in partnership with Community Clubs, National Governing Bodies, Sainsbury's, Sports Leaders from Secondary schools and Colleges. Children of all abilities had the opportunity to try out new and quirky sports as boccia and seated volleyball, in addition to football, hockey, rugby, tennis, golf, athletics and netball which also featured during the day. It's hoped that by trying a variety sports activities children will join their local sports club and become hooked on sport for life.

## **Reduce the Prevalence of Smoking**

Smoking prevention continues to reduce in Caerphilly County Borough in line with targets by Welsh Government to reduce smoking rates to 16% by 2020 across Wales. In 2014/15 smoking prevalence was 21% in Caerphilly. This is similar to other areas in Gwent and the Wales average at 20%. The rate of adult smokers in Caerphilly County Borough has fallen from 27% in 2007/08. The Caerphilly Tobacco Action Plan 2015/16 was developed and implemented to include elements of prevention, smoking cessation and the promotion of smoke free environments. This work will continue through 2016/17.

Stop Smoking Champions Initiative - Smoking cessation was identified as a GP Cluster Network Plan priority in 2014-15. All NCN surgeries have been asked to nominate a Stop Smoking Champion/s to represent to improve systematic referral of patients to Stop Smoking Wales on a regular weekly basis using a designated e-referral system. In excess of 90 Stop Smoking Champions have been trained across ABUHB with 21 of these from Caerphilly Borough.

Community Pharmacy Level 3 Enhanced Service - Trained and accredited Community Pharmacists and technicians are now offering specialist advice on stop smoking treatments and intensive behavioural support on a one to one basis. The Community Pharmacy Level 3 smoking cessation service has been expanded with a total of 17 pharmacies now delivering the scheme in Caerphilly, compared with 4 in 2015-16.

Help 2 Quit Campaign - The Aneurin Bevan Gwent Public Health Team launched a Gwent wide Help 2 Quit Campaign. The 10 week campaign aimed at the general public was designed to raise awareness across Gwent of smoking cessation services available to help and support an individual to successfully stop smoking. The campaign was developed following insight and focus group work with a range of target groups. The theme of the campaign reinforced stopping smoking and saving money, to be able to afford aspirational items, such as a dream car or a luxury holiday.

Smoking cessation services available include groups, telephone support and on-line support provided by Stop Smoking Wales, and a 1 to 1 service provided by participating Community Pharmacies. The campaign was designed to appeal to a range of target groups, using a variety of different mediums which included digital/social media, outdoor media, radio adverts and pop up shops. The campaign ran from Monday 25th January – 31st March 2016 and is currently being evaluated. Caerphilly Trading Standards & Health Challenge Caerphilly developed and co-ordinated an Illegal Tobacco Campaign to reduce availability within the borough. The team has received 22 intelligence reports in relation to 16 individual's targets, of these 11 are ongoing investigations.

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. The 41 Pre school settings are now part of the Smoke Free zone initiative and display 'Young Lungs at Play' signs.

## **Promote Healthy Eating**

In Caerphilly, 62% of adults can be categorised as overweight or obese. This is one of the highest rates in Wales according to the Welsh Health Survey 2014-15, with the Welsh average at 58%, and the Welsh average is itself at a low level of health. The Child Measurement Programme for Wales reported in 2013/14 that 27.1% of children in Caerphilly County Borough aged 4-5 are overweight or obese. This is above the Welsh average of 26.5%, which is again not considered to be at a good level.

Less than one third of adults (26%) eat the recommended 5 a day of fruit and vegetables. This is less than the Welsh Average at 32% (Welsh Health Survey 2014-15). The amount of people, reporting that they eat 5 portions of fruit and vegetables a day has decreased over the past years. A high number of people are now accessing lifestyle changing projects in our most deprived communities. Projects such as weight management (Food Wise), prevention of diabetes, cooking skills, physical activity opportunities and schemes to improve mental well-being, are now available, on a regular basis. Good relationships are being developed with GP surgeries. Demand for community classes on both managing and preventing diabetes has increased.

Gwent Childhood Obesity Strategy - "Fit for Future Generations – a childhood obesity strategy for Gwent to 2025" This draft strategy presents a vision of healthier, fitter future generations – where obesity will not be harming children and limiting the well-being of future generations of Gwent as it is today. It recommends areas for action for ABUHB, Local Authorities and Public Service Boards. The strategy is a 'call to co-ordinate' and suggests shared governance and accountability and scrutiny within both organisations and Local/Public Service Boards.

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

Schools continue to be keen to integrate 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 eight clubs in the Borough.

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

Intergen clubs in schools are warmly received by all those attending and of course Head teachers 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 and on the mobility of the older persons. Efforts are always made to break down these barriers in partnership with housing and social services.

## **Work in partnership with Aneurin Bevan Local Health Board 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 Public Services 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 energy 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 (WHQS) 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 2015/16

**Energy Company Obligation (ECO)** - This is funding provided by energy suppliers for the provision of various energy efficiency works to domestic properties to reduce carbon emissions and utility costs.

During 2015/16, a procurement exercise was undertaken to establish contract arrangements for the first phase of works to carry out external wall insulation to 184 'Wimpy No-Fines' homes (a certain type of property design) at Gelligaer, Pontlottyn and Gilfach. **Eon** was the successful supplier and the funding will be targeted at non-traditional type properties and will provide part funding for both council and privately owned properties. Works are not anticipated to commence 'on site' until April 2016. This work will help residents that are in fuel poverty, whilst improving the aesthetic appearance of properties and tenants' satisfaction with their homes.

## **Bid for grant funding to qualifying areas within the new ECO Public and Private Sector grant.**

During 2015/16, a procurement exercise was carried out to have an ECO framework in place until March 2017 (the end of ECO2). However, there were no site works delivered and no other bids for private sector grants were undertaken (partly influenced by the changes in the government/political arenas during this reporting year).

We wanted to raise the awareness of residents in the borough to the Green Deal and ECO grant schemes, however, Central Government has now disbanded the Green Deal Programme so we are unable to take this forward.

Throughout the period 2013/15; Several Arbed /ECO schemes were delivered to include improvements to; gas mains, new central heating systems, external wall insulation and Voltage Optimisers. Some of the area's that have benefitted from such investments (over £2m) and improvements since 2013 are; Fochriw and Hollybush (250 properties) and Phillipstown (317 properties).

Welsh Government have previously offered us a bidding opportunity to be part of the Welsh Government (WG) Warm Homes Project, but in 2015/16 this bidding opportunity wasn't offered so we were not able to progress this.

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

We have faced major slippage in the programme which has resulted in us revisiting our targets to reflect the delays. The slippage is due to a number of reasons including inability to gain access to properties, contractors' under performing, delays with external asbestos surveys and a backlog of Occupational Therapy referrals.

During the year there has been concerted effort to improve the position on a number of fronts. However, inability to access some properties is a growing problem which represents around 40% of the slippage. With the exception of rewires (where access will be enforced on safety grounds) on the third attempt to gain access the tenant will be advised that no response will be taken to mean that they have declined improvement works and the property will be recorded in the database as an acceptable fail on the basis of tenants choice.

During the course of 2015/16 we hoped to make internal improvements to 1835 properties. We were able to achieve 77% of this target, which meant 1415 benefitted from internal improvements to their homes this year. Internal improvements include ensuring homes have heating systems that are economical to run and are capable of heating the whole house to a comfortable level. We also ensure that the loft insulation is either replaced or existing insulation topped up to meet the standard.

We have made external improvements to 203 properties in Markham, Argoed, Oakdale and Hengoed. This is well below our target of 1520. Concerns about escalating costs of the external works programme led to review of the work specification resulting in the need for re-surveys. This set back the 2015/16 programme. However, there is significant pipeline of external works on the ground, at contract award stage or being tendered. The external works are a major risk to the programme meeting its deadline and slippage will take time to be resolved which will put extra pressure on the delivering the 2016/17 programme. Our ability to speed up the programme is constrained by the availability of resources. Contract Management proves a challenge. In 2015/16 an additional 93 voids (houses that need to be repaired before they can be re-let) have been brought to the WHQS (internally) by Housing Repair Operations (HRO), this brings the overall position for the year to 1508.

Whilst the slippage situation needs to be minimised it is unlikely to be completely eradicated as there will always be issues affecting individual properties and tenants when work is being planned. Based on the performance levels achieved during 2015/16 there is sufficient flexibility to complete the internal works programme by March 2020.

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

- During 2015/16 84% of our tenants whose homes were improved internally through the WHQS programme were satisfied with the completed works. Although satisfaction generally remains high, this year the percentage has dropped when compared with the 90% reported in 2014/15. This could be due to particular problems in one area due to under resourcing by the contractor. Limits have now been placed on the number of properties the contractor has open at any time.
- The percentage of tenants satisfied with the Housing Allocations and Letting Service: 2015/16 =91.06%, 2014/15 =90.16%
- The tenant satisfaction with the information received in relation to the Rents Services (rating good/very good): 2015/16 =86.81%, 2014/15 =89.89%
- The level of tenant satisfaction with the condition of their new home: 2015/16 =72.93%, 2014/15 =73.12%

**Tenant 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 2015/16:

- 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 2,252
- 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 215
- The value of financial savings generated for tenants as a direct result of face to face support on the affect of welfare reforms was £493,910
- Tenant Support Officers have also been trained and certified to provide energy advice and during visits tenants are shown how to use their heating systems more efficiently. Additional energy saving advice for all their energy measures including heating, electric and water id s provided including checks to ensure tenants are on the correct tariff for their circumstances.

The success of this support has not only assisted our tenants reducing their expenditure and maximising income, but has also resulted in tenancies being sustained which is reflected in the low numbers of evictions that have been progressed which is comparable with previous years. It is pleasing that Caerphilly Homes has not evicted any tenant solely as a direct result of the so called 'bedroom tax'.

## 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 programs 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 Freephone number **0808 808 2244** or you can visit the **Nest Website** (external link): <http://gov.wales/topics/environmentcountryside/energy/fuelpoverty/?lang=en>

In 2015/16 ad-hoc advice continues to be given to residents that contact the council; the Welsh Governments NEST team are keen to work in partnership with the council on a range of promotions including mail out. This however has yet to successfully be put in place.

The purpose of the scheme is to help low income and vulnerable households to reduce their energy bills and heat their home 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 you 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.

Through grant processes and links through the WHQS programme, during 2015/16, we also delivered the following property improvements; 55 External Wall Insulations and 415 Boiler replacements.



## **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 2015/16**

Overall the Authority continues to successfully manage its financial affairs and has a strong track record of balancing its budgets. Despite large scale cuts in funding and the resultant need for significant savings, there has been a limited impact on front-line service provision due to the budget strategy adopted by the Council. Savings of £11.96m were required as part of the 2015/16 budget approved by Council in February 2015. This package of savings was successfully delivered and actual expenditure for the 2015/16 financial year was within the approved budgets for all Directorates.

For the 2016/17 financial year the funding that Caerphilly CBC receives from the Welsh Government has been cut by a further 0.9%, which is a cash reduction of £2.275m. However, to meet all of the unavoidable cost pressures faced by the Council significant additional savings were required to ensure that a balanced budget could be achieved for 2016/17. Consequently, at its meeting on the 24<sup>th</sup> February 2016 Council approved a further package of savings totalling £11.1m. The agreed savings for 2016/17 will have limited impact on front-line services and wherever possible Council priorities are protected from cuts. Full details of the 2016/17 savings and the comprehensive consultation process that was carried out can be found in the 'Budget Proposals 2016/17 and Medium-Term Financial Strategy 2016/2021' report, available through the following link: -

<http://www.democracy.caerphilly.gov.uk/documents/s14240/Budget%20Proposals%202016-17%20and%20Medium%20Term%20Financial%20Strategy%202016-21.pdf>

The funding situation across Wales for future years remains uncertain so the Authority has adopted a prudent approach of producing an indicative 5 year Medium-Term Financial Plan. In addition to the confirmed 0.9% cut in funding for 2016/17 this plan makes an assumption that annual cash reductions of 1.4% will be experienced from 2017/18 to 2019/20 with no increase or decrease in funding in 2020/21. The plan also identifies the cost pressures that will need to be met as we move forward. It is anticipated that the Authority will need to find further total savings of around £25m for the period 2017/18 to 2020/21.

Significant work is already underway to identify further savings proposals to meet the projected financial shortfall for future years and the position will be kept under close review. The financial challenges faced by the Authority are significant but the Council remains committed to its previously agreed principles of: -

- 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.).

In March 2015 the Authority received a draft 'Financial Position Assessment' report from the WAO. This was a generally positive report and concluded that: -

- The Council has good financial management arrangements in place and recognises that it needs to address some areas for improvement to help deliver its future savings plans.
- The Council has a good track record of operating within its budget and has developed a framework to monitor the delivery of its proposed savings in 2014/15.
- The Council's future plans and arrangements to deliver savings are adequate and improvements are currently being implemented.

During the period May to December 2015 the WAO completed a follow-up review on the financial resilience of Local Authorities in Wales. This review focussed on answering the following question: - ***"Is Caerphilly County Borough Council managing budget reductions effectively to ensure financial resilience?"***

The review also considered whether: -

- financial planning arrangements effectively support financial resilience;
- financial control effectively supports financial resilience; and
- financial governance effectively supports financial resilience.

The final WAO report on the outcome of the review was released in April 2016 and overall it concludes that: -

*“Caerphilly CBC has effective financial control arrangements and a track record of achieving savings in advance. However, it does not have a comprehensive medium- term financial plan and monitoring progress of savings is fragmented”.*

The report also provided a risk rating for financial planning, financial control and financial governance. The descriptors for risk ratings we were given are as follows: -

<b>Financial Planning</b>	<b>Medium risk</b>	There are some shortcomings in the systems, processes or information that may affect the authority’s ability to deliver the desired outcomes of its financial plan
<b>Financial Control</b>	<b>Low risk</b>	Arrangements are adequate (or better) with few shortcomings in systems, processes or information. Impact on the authority’s ability to deliver its financial plan may be minimal
<b>Financial Governance</b>	<b>Low risk</b>	Arrangements are adequate (or better) with few shortcomings in systems, processes or information. Impact on the authority’s ability to deliver its financial plan may be

These risk ratings are a positive reflection of financial management within the Council but the WAO report does include the following proposal for improvement: -

*The Council should strengthen its financial resilience by: -*

- *developing more explicit links between the Medium-Term Financial Plan (MTFP) and its corporate priorities;*
- *developing a longer-term MTFP with comprehensive multi-year savings plans to cover the period of the MTFP;*
- *continuing to develop a more strategic asset management plan which is aligned to its MTFP;*
- *reporting ‘Whole Council’ financial and savings progress reports to Members on a regular basis; and*
- *developing income generation/charging policies.*

The Council's response to the WAO proposal for improvement is as follows: -

- The Acting Director of Corporate Services & Section 151 Officer will maintain a dialogue with the WAO regarding the most effective way to demonstrate a link between the MTFP and corporate priorities.
- In February 2016, Council approved an updated Medium-Term Financial Plan covering the five-year period 2016/17 to 2020/21.
- Asset management will continue to be dealt with through the Strategic Asset Management Group. An Asset Management Strategy will be presented to the Policy & Resources Scrutiny Committee on the 4<sup>th</sup> October 2016.
- A 2016/17 'Whole-Authority' mid-year budget monitoring report will be presented to Cabinet outlining projected expenditure for the year and details of progress in achieving savings targets. This report will be in addition to the budget monitoring reports that are already prepared for individual Scrutiny Committees and the 'Whole-Authority' budget monitoring report that is currently prepared in January each year for the Policy & Resources Scrutiny Committee.
- A corporate policy on income generation/charging will be progressed once the WAO produces a final report on its "All Wales Local Government Improvement Study: Strategic approach to income generation and charging".

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

- The Directors will provide a statement of Overall Performance, what went well and what did not go so well in 2015/16
- Financial Information and Analysis by Directorate
- National Performance Indicator performance by Directorate

**1**

**Education**

**2**

**Community  
Services**

**3**

**Social  
Services**

**4**

**Corporate  
Services**

# 1

## Directorate of Education Services Director's Statement of Overall Performance for 2015/2016



**Chris Burns** Chief Executive

**Keri Cole** Chief Education Officer

The Directorate of Education and Lifelong Learning is made up of a diverse range of services. Education has 91 Schools 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.

### **How we performed in 2015/2016**

This has been a busy year for the Directorate and below, we detail some of our achievements and areas upon which we need to improve.

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, except for at the level 1 threshold at Key Stage 4 where, in 2015 we rose to 7<sup>th</sup> place from 16<sup>th</sup> (All Wales position - Rank).

The table below provides a summary:-

Academic Year	Key Stage 2		Key Stage 3		Key Stage 4							
	% Achieving Key Stage 2 Core Subject Indicator	Rank	% Achieving Key Stage 3 Core Subject Indicator	Rank	% Achieving the Level 1 Threshold	Rank	% Achieving the Level 2 Threshold	Rank	% Achieving the Level 2 + threshold incl. English /Welsh and Mathematics	Rank	Average Capped Wider Points Score	Rank
<b>2015/16 Target</b>	89.6		84.1		96.5		80.6		58.4			
<b>2014/15</b>	87.4	16	80.3	20	96.7	7	80.1	20	52.6	19	339.12	15
<b>2013/14</b>	85.8	15	77.6	18	93.6	16	74.1	20	50	20	326.3	21
<b>2012/13</b>	84.2	14	73.5	17	92.4	17	69.1	21	46.3	19	318.5	21

We continued to focus our attention on the identification of our most vulnerable groups of learners working with schools and our partners within the Education Achievement Service (EAS) to target these learners and to identify appropriate interventions according to their need. We have implemented strategic changes to improve the outcomes for all of our pupils within the county borough who are Educated Other Than At School (EOTAS) and this has enabled us to secure improvements in their learner outcomes. Completing a review of EOTAS is one of our priorities for 2016/17.

Our data over the last 3 years has indicated that there has been continued challenge around the management of behaviour in our schools and settings. In light of this data, we carried out a review of our behaviour strategy and reviewed all of our relevant policies. We also funded and rolled out an authority-wide whole school behaviour management training programme for all staff in all schools and settings. It is hoped that this will continue to support the downward trend we have seen in the number of permanent exclusions from our secondary schools. There have been no permanent exclusions for 4 consecutive years in primary schools. The number of fixed term exclusions and the number of days lost due to fixed term exclusions however, continues to be a cause for concern and a priority for the Directorate.

In order to support our work with schools, we have delivered parenting programmes across the borough funded through Flying Start and Families First. Many schools have had staff trained to deliver Family Lives short course modules and they deliver these locally for parents within their school catchment area.

The findings of the review of the Additional Learning Needs Review have been considered and following a consultation process, agreement has been granted to close the Specialist Resource Base at Hendre Junior School and to re-designate the Social Inclusion class at Cefn Fforest Primary School. Further consultations will also be planned. A working group has been established to develop more effective use of data to enable the early identification and forecasting of the number of children with complex Additional Learning Needs who may require specialist educational provision.

Over the past year, we have worked closely with our partners in Catering Services and Housing Benefits team to align services in the promotion of free school meals. As a result, 150 additional pupils were identified as eligible for free school meals.

In order to support the development of an effective and accessible Youth Service, we developed a thematic curriculum framework to guide and define the nature of youth work delivery in Caerphilly. This has now been embedded throughout the service's projects and clubs. The breadth of attendance at the junior and youth forum has been expanded to include children and young people from a wider number of projects.

Much work has been done this year to reduce the number of young people Not in Education, Employment or Training (NEET). As a result, we have seen a dramatic reduction in the number of NEETS with the indicator dropping from 4.4% in 2013/14 to 2.1% in 2014/15.

This academic year has seen an increase in the number of essential skills enrolments for Adult learners. It was hoped that we could increase enrolments to 1000, but in the academic year 2014/15 we saw 1348 essential skills enrolments. In addition to this, a target was set for 300 learners to achieve essential skills qualifications and this was exceeded with 325 adults achieving.

The Library Service continues to work closely with a number of partners in delivery of services. During December 2015 Customer Services completed their co-location of services into Blackwood Library bringing the number of libraries also offering Customer Services facilities up to five.

The Authority's 21<sup>st</sup> Century Schools programme continues to progress. This year has seen the completion of phases 2 and 3 at the former St. Ilan site and phase 4 has commenced. Building progresses at the new Islwyn High School site in Oakdale.

## 2015/16 Financial information and analysis for the Directorate of Education

Overall the Directorate (including schools) is reporting an underspend of £1.419m. Schools had an overspend of £171k and Central Education & Lifelong Learning had an underspend of £1.590m, leaving an underspend total of £1.419m.

The significant variances (over £100k) against budgets are the following: -

	(Over) / Under £000's
Prior Year Accruals	483
Home to School/College Transport	251
Psychological Service	106
Behaviour Support	(227)
Additional Support/Out of County Charges	242
EOTAS (Education Other Than At School)	(163)
Community Education (Adult & Youth)	105

From a review of balances we identified sums of money that are no longer needed to be held to meet anticipated financial commitments that we had identified in previous financial years. This released £483k which is termed 'prior year accruals' above.

The Transport budget, which is managed by the Engineering Division in the Environment Directorate (with variances ring-fenced to Education), has reported a £251k underspend on its core budget. This is positive news and consistent with the £250k Medium Term Financial Plan (MTFP) contract efficiency saving agreed for 2016/17. However, transport expenditure can be volatile due to variations in demand and the budget will need to be closely monitored during the 2016/17 financial year to ensure that contract efficiencies are achieved.

The Psychology Service underspend of £106k is the direct consequence of a number of in-year vacancies. This is a one-off saving as the service is progressing recruitment with regards to these posts due to the recognised demands on the service.

The overspend of £227k on the Behaviour Support budget has been reported in-year and is due to a planned investment in Behaviour Support training across Primary & Secondary schools. In 2015/16 an additional amount of £225k 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 commenced at the end of 2014/15 will run a little way into 2016/17 and this strategy is essential to support MTFP savings targets moving forward.

The spend on Additional Support (Primary & Secondary) for pupils in mainstream schools increased during the 2015/16 financial year. This has been a consistent trend in recent years and is closely linked to an increase in Statements around ASD (Autistic Spectrum Disorder). However, this cost pressure is off-set by a reduced spend on the more expensive (daily or residential) Out of County Placements. Collectively, spend in this area has resulted in a net in- year underspend of £242k. The 2016/17 budget includes a net savings target of £194k for these service areas.

The overspend of £163k for EOTAS (Education Other Than at Schools) has been anticipated throughout the financial year. This service accommodates learners who are unable to attend and learn through mainstream school and the service experienced a recent increase in referrals for children with challenging behaviour.

The underspend of £105k within the Community Education budget relates to a number of variances across the service. The most notable relates to in-year savings on staffing costs, an underspend on premises costs and additional income generation (including grant income). In 2016/17 the MTFP savings target for this service area totals £137k.

Additional income received in-year, in-year vacancies and other savings in advance linked to the Directorate's Medium Term Financial Plan (MTFP) have also contributed significantly to the overall 2015/16 underspend for the Directorate.

# Education

## 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 2015/16 represents Academic Year September 2014 - July 2015

Ref	Description	2014/15		2015/16			
		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>	1.0%	20	0.60%	0.51%	21 out of 22	0.2%
	Of the 1,977 children who left school, training or work based learning in 2015, 10 of those left with no qualifications. Compared to 22 of the 2,152 children in 2014. The Education Advisory Services (EAS) has the role of challenging all secondary schools to improve their performance, which includes ensuring all pupils leave with an approved qualification.						
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%	5.71%	22 out of 22	0.5%
	Of the 35 children in local authority care, 2 left school, training or work base learning with no qualifications. All other Authorities were joint 1 <sup>st</sup> in Wales as there was no children in care leaving with no qualifications at this time						
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>	85.8%	15	85.76%	87.43%	16 out of 22	88.1%
	Of the 2,076 children at key stage 2, 1,815 achieved the core subject indicator, compared to 1,710 children out of 1,994 in 2014/15 (Academic year 2013/14), although our position in Wales has dropped we have improved last year and exceeded target.						

Ref	Description	2014/15		2015/16			
		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>	77.6%	18	83.30%	80.21%	20 out of 22	84.1%
	Of the 1,959 children who were assessed at key stage 3 1,573 achieved the core subject indicator, compared to 1,584 of 2,041 in 2014/15 (academic year 2013/14)						
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>	11.7%	10	11.71%	10.57%	13 out of 22	17.8%
	Within the LA there is only one Secondary school where pupils are able to receive teacher assessment in Welsh first language. This indicator is entirely dependent upon the size of the cohort within the school as a percentage of Caerphilly's overall school population. 207 of the 1,959 children at the end of Key stage 3 were assessed in Welsh 1st language.						
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>	467.3	22	467.30	500.71	19 out of 22	538.6
	1,977 pupils scored a total of 989,900 points compared to the previous year when 2,152 pupils scored 1,005,634 points. This PI has improved steadily since 2003/04, when the average point score was 298.6. This means more pupils are achieving a higher grade within the range of attainment.						
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>	90.1%	9	90.14%	88.54%	8 out of 22	68.1%
	Of the 96 pupils who had statements of special educational needs issued, 85 had those statements issued within the 26wks. There has been an increase in the amount of exceptions allocated to statutory cases. The LA was informed that the main Community Paediatrician had taken maternity leave and therefore Health Advice was submitted outside of the statutory timescales (covered by medical exceptions). This has led to the increase in exceptions. 11 of the 96 pupils were issued statements outside of the 26weeks 9 were completed within 27 to 36 weeks.						
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 out of 22	94.5%
	Even though there were more pupils for whom statements of Special Educational Needs were required in 2015/16 when compared to 2014/15, all pupils requiring statements of SEN without exceptions had their statements issued within 26 weeks.						

Ref	Description	2013/14		2014/15			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
EDU016a	Percentage of pupil attendance in primary schools (PAM) <a href="#">Improvement Direction: Higher result is better</a>	94.4%	18	93.21%	94.52%	21 out of 22	95%
	Of a total 4,743,509 possible sessions 259,904 were missed when compared to 258,371 missed sessions from a possible 4,645,829 in 2014/15. Although we have slipped down the All Wales ranking we have improved on last year and exceeded our target.						
EDU016b	The percentage of pupil attendance in secondary schools (PAM) <a href="#">Improvement Direction: Higher result is better</a>	92.9%	19	95%	92.75%	22 out of 22	93.9%
	Of a total 3,091,667 possible sessions 224,244 were missed in secondary schools in 2015/16 compared to 220,270 from a possible 3,118,818 in 2014/15.						
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>	50%	20	46%	52.60%	19 of out 22	58.3%
	Of the 1,977 pupils 1,040 achieved the level 2 threshold including A* to C at GCSE. Monmouthshire were 1 <sup>st</sup> in Wales with 66.9% and Blaenau Gwent the lowest at 22 <sup>nd</sup> in Wales with 47.7%						
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>	6,424	4	5,700	5,701	6 out of 22	5,374
	In comparison to 2014/15 (1,151,455) Caerphilly's libraries saw a shortfall of 125,584 visitors when compared to 2015/16 visitor numbers of 1,025,781, which was anticipated due to the reduction in our opening hours (from 570.5 per week to 496) which took place in October 2015. As this is the effect of a half year reduction in opening hours we would anticipate a further drop in visitor figures for 2016/17, although perhaps not of the same magnitude						

# 2

## Directorate of Communities

### Director's Statement of Overall Performance for 2015/16



#### Christina Harry Corporate Director of Communities

The Communities Directorate consists of a diverse range of services, which impact directly upon the lives of our citizens, whether that be collecting waste, maintaining homes and parks, protecting our countryside, promoting the area as a great place to live, visit and work, or keeping traffic moving within and across the county borough. Once again, this has been a busy year for the Directorate and overall we have performed well. This report provides a summary of the highlights and achievements, as well as the areas we know we need to improve

**Housing** -We have continued to progress the £200m improvement programme across the county borough. Over the past 12 months £25m has been spent on 1,500 separate homes. The internal works programme, consisting of kitchen and bathroom refurbishment is progressing well and the external works is increasing in activity with 8 projects completed and another 12 in the pipeline. £10m is also allocated to carry out environmental improvements – over the next 12 months we will be working with local people on each estate to design and deliver environmental improvements for their areas.

The service is not just about providing high quality housing, wrapped around this core is a network of housing related services, and the way in which we provide these services are wide ranging and involve many different partners. We provide management and support services to council tenants, carrying out repairs and improvements to their homes, providing adaptations to homes in public and private sectors, and improving the condition, management standards and availability of housing in the private sector.

We have 10,825 council owned houses and 947 garages and an annual turnover of £7.8 million. There is a further budget of some £5.5m, which relates to response projects. We have modernised our day to day repairs service using the latest mobile technology and now offer an excellent repairs service. We dealt with around 30,000 repairs this year and customer satisfaction was well over 90%. The repairs service was shortlisted as one of three UK national finalists in the National Association of Public Service Excellence awards (APSE).

Support staff from Housing visited over 2,000 tenants and was successful in helping those people secure an additional £494,000 in benefits. We have also this year, started work on a specific project at Lansbury Park to address the long standing problem of deprivation in that area. We are investing close to £10m in housing and environmental improvements on the estate and are committed to working with local people to make it a place where people are genuinely proud to live. Homelessness has been an increasing challenge but this year we opened a new 17 person facility and we have reduced the use of bed and breakfast accommodation to a very small number .

## Planning and Regeneration

As you may have seen for the local news the Council recently decided to withdraw the review of the deposit Local Development Plan, and to work with the other 10 local authorities and WG across the region to develop a regional development plan, so that matters such as housing, transport, strategic employment sites, can be considered on a wider regional basis, linking with the plans of the City Deal, which aims to improve the economic performance of the region.

The draft local development plan required several special Council meetings and the public were fully engaged and the sessions were long, vocal and sometimes emotional and the public gallery was always full. The draft Plan was subject to an extensive consultation which concluded on April 2016. There was support and opposition to some of the proposed development sites and this was reflected in the hundreds of comments received. In response to the consultation on 19<sup>th</sup> July councillors voted to formally withdraw the draft plan. The Council is now working with Welsh Government to consider forming a different kind of plan that would take into account more regional working.

Our performance dealing with Planning applications is monitored closely and the Welsh Government expects 80% of planning applications to be determined within 8 weeks. There are 25 Local Planning Authorities in Wales. Presently we are ranked thirteenth in terms of overall performance, but our actual figures over the past four quarters have been 79%, 68%, 59% and 62%, which is a positive sign of improvement. 78% of respondents considered that the advice received from the Planning Officer dealing with their application was good or excellent; 55% considered that the time taken to reach a decision on their application was good or excellent; and 84% considered the general courtesy and professionalism of the staff of the Planning Division dealing with their application was good or better. This data indicates we need to do more to improve our turnaround times for applications but without losing the quality aspect that people value. The Wales Planning Act, and legislation, will introduce a number of changes to the planning process, which we are currently considering and will be addressing.

The **Regeneration** team has over the past year assisted 25 business start-ups and provided grant aid to support the creation of 81 new jobs, as well as safeguarding 334 existing jobs. We have also facilitated the construction of a major new factory for IG Doors on the Oakdale Business Park. A major manufacturer of doors in the UK and they also supply our own WHQS programme. We continued with our rolling programme of investment in local town centres – this year we completed Newbridge and Bargoed with considerable funding support from the European Regional Development Fund. We also continued to invest in Tourism and we hosted the Velothon, the Big Cheese and coupled with our tourism attractions across the county borough we saw a 3.8% increase in visitors to the county borough (a total of 1.77 million!).

## Community and Leisure Services

Turning to our **Waste Services**, this year saw the material we previously sent to landfill be treated via the Energy from Waste facility in Cardiff. Through a collaborative 25 year contract our rubbish is taken to be treated and once heated converts it into energy. The £225m facility is really impressive. It's clean, very technical and highly specialised and through this process, our rubbish is converted into energy which is sold onto the national grid and heat which will in the future, be used to power local heating systems.

We are on course to hit our 58% recycling target, with our year end estimate coming in at 62%. There is still much more work to do if we are to hit the increasingly challenging recycling targets for the future and we have been discussing with neighbouring authorities and Welsh Government to learn from their experiences. The 2015 survey revealed that customer satisfaction has generally remained high although there was a slight dip in the garden waste and CA Site services which may be due to certain charging policies introduced by the Authority. Customer satisfaction feedback trend has shown consistent improvement since 2007 but in the 2015 survey we saw a levelling off of certain items, although the satisfaction levels remain very high. Recycling services was also ranked the best in Wales by WG after its own Living in Wales Survey 2015.

We are currently reviewing our waste service, as we know that in order to achieve the 70% recycling target by 2024/25 we will need to increase the amount of food waste recycled and improve the contamination levels we currently have in our recycling. This review will continue to be a priority for the next twelve months and the public will be engaged in the process once developed.

Attendance at the **parks** exceeded a million in 2015/16 but this was 10% down on the previous year. However, factors such as the weather and the economy can impact on visitor numbers. We successfully gained "Green flag" awards for some of our parks which highlights the exemplary condition and value associated with our parks and open spaces. We are under pressure to provide burial space to serve the Caerphilly Basin and we are developing plans to create a new cemetery, subject to the necessary planning permission being obtained.

Within **Leisure** we have 11 leisure centres and staff have been really busy supporting the public in the important role of getting fitter and healthier particularly via the GP referral programme. We have undertaken improvements across our 11 leisure centres, including improvements to the fitness suite, dance studio, changing rooms and poolside facilities at Caerphilly Leisure centre and we also established a new group cycling studio at Newbridge.

This work is paying off with more than 1.36 million customer visits recorded across our leisure centres during 2015/16. Although this is slightly down on last year because we needed to close some premises to make the refurbishments, but visitor numbers are on the rise again.

We recognise the value of a good Sports & Leisure Service and we want to ensure it remains "fit for purpose" and continues to meet the needs of our citizens. As such we are currently reviewing the Sports & Leisure Service and over the next few months we will be considering what the service should focus on over the next 5 to 10 years.

Our internal support services, such as Fleet and Building cleaning have continued to provide effective services ensuring our fleet remains operational throughout the year and our buildings remain clean. Over the next year we will be looking at how these services can maximise income opportunities.

## **Highways and Engineering**

The Highways and Engineering team have been busy this year – some key projects included: the re-lining of sections of the Mon and Brecon canal; the extensive engineering works between Tirphil and Pontlloyn that were undertaken to protect the road from slipping away; Hafodrynys lights junction improvements, Bargoed town centre regeneration works, as well as the various Park and Ride improvement works to our train stations.

The highway asset is the largest authority asset valued at around £1.75 billion. The condition of the highway network is of importance to everyone who uses it. We aim to carry out pothole repairs within 28 days and our response rate over the last year has not been as good as previous years. Interventions have been put in place and it is expected that this will improve again over the next 12 months. Overall, our road condition across the county borough is ranked as being in the lower top quartile across Wales.

An innovative project that was undertaken included the design and installation of reed beds in Nelson. We dispose of our gully emptying waste through an environmentally friendly series of reed bed ponds which act as filters and once the water is cleansed the water is recycled. Through this creative solution we have resolved a costly problem. Even more impressive was the specifically designed “duck houses” that staff constructed for the resident ducks who live on the ponds.

Lots of activity has taken place across the traffic and road safety teams, who through an intensive education programme ensure our younger people, remain safe. Overall our road casualty statistics have continued to reduce – a positive outcome.

## **Future Priorities**

This year the Council agreed to sign the Terms of Reference for the City Deal on behalf of the Council. The Cardiff City Deal is a partnership between UK Government, WG and the 10 local authorities, with a total funding package of £1.28 billion being invested across the region into transport and digital infrastructure, skills development and community regeneration. This will include £734m of investment towards the Metro, an integrated transport system which will see, amongst other things, increased frequency of trains along the Rhymney valley rail line.

Whilst it is very exciting, it is also a big challenge, getting 10 local authorities, UK Government, WG and the business community to all agree on how the funding should be allocated across the region. However, we will continue to help shape this agenda and ensure that the county borough remains a pivotal place within the region.

The financial challenges remain very real over the next 12 months and the emphasis will continue into how we can make our services more efficient, effective and customer focussed. Challenging but exciting times ahead!

## 2015/16 Financial Information & Analysis for the Directorate of Community Services

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

The 2015/16 outturn position for the Directorate of the Environment was an overall under spend of **£1,791k** on a net revenue budget of **£55.09m**. The budget under-spend is attributed to a range of services, many associated with savings made in advance, to achieve Medium Term Financial Plan (MTFP) budget savings: -

Regeneration and Planning reported an under spend of **£212k**, which was due to staff posts being vacant, reduced operational costs and increased income generation, particularly in relation to tourist visitor centres and events.

Community and Leisure Services under spent by **£523k**. This included however a **£97k** over spend in relation to waste and cleansing primarily due to ongoing increases in dry recycling treatment costs. There was a **£447k** 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 under spend of **£21k** for Leisure services, primarily due to staff vacant posts and reduced energy costs partly offset by under achievement of income targets at some Leisure Centres. The Fleet Management & Vehicle Maintenance service reported an under spend of **£78k** and the Building Cleaning service an under spend of **£74k**.

Engineering and Transportation Services had an under spend of **£576k**, primarily in relation to winter maintenance due to a mild winter, transport engineering and passenger transport and also including a net under spend of **£115k** for Network Contracting Services (NCS). These under spends were partly offset by an over spend on Highways Operations due to ongoing pressure on our road infrastructure including road maintenance, flooding & drainage issues.

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. Also this year the Council started to send non recyclable residual waste to a new Energy from Waste (EfW) facility as part of the Prosiect Gwyrdd collaborative contract with 4 other local authorities. This has significantly reduced 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 has also removed the risk of not meeting European Landfill diversion targets and incurring European fines for exceeding landfill directive targets.

## 2015/16 Financial Information continued....

### Housing Finance

The Housing General Fund had a budget of £1.4m, and just under £1.4m was expended during 2015/16 for 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 £46m which was utilised to manage and maintain our properties and provide housing related support services. At the year-end, a balance of £6.8m was remaining. The most significant underspends are as follows:-

- **£1.9m** of the Housing Revenue Account (HRA) underspend is in Capital Financing Recharges due to the Minimum Revenue Provision (MRP) on the HRAS buy-out not being required in its first year.
- **£2.4m** of the reported underspend was in the Building Maintenance budget, in particular the budget for works completed by external contractors, which was not fully used due to the in-house response team undertaking more work directly rather than needing support from external contractors.
- A further underspend of **£2.5m** was reported across HRA pay and non pay budgets in 2015/16.

These HRA underspends will be carried forward into the 2016/17 financial year and earmarked for reinvestment into the housing stock to support the delivery of the WHQS programme.



### WHQS Programme

The WHQS programme had a Capital budget of £36.3m, we spent in the year £28.9m, leaving an underspend of £7.4m due to programme slippage. The under-spend will roll in 2016/17 to continue delivery of the WHQS programme.

# Communities Services

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	2014/15		2015/16			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
PSR002	The average number of calendar days taken to deliver a Disabled Facilities Grant. (NSI) <a href="#">Improvement Direction: Lower result is better</a>	302	19	288	271	17 out of 22	241
	It took 47,934 calendar days to deliver 177 DFGs in 2015/16 compared to 59,252 calendar days in 2014/15 to deliver 196 adaptations. A almost fully resourced adaptations team is now operating, following a complete review of policies and procedures.						
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>	4.51%	14	4.3%	3.86%	17 out of 22	11.08%
	958 private properties were vacant for more than 6 months in 2015/16, 37 of these were returned to occupation.						
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>	47%	8	42%	51%	6 out of 22	36
	Of the 352 houses built in Caerphilly in 2015/16 , 177 were deemed to be affordable, compared to the 189 houses built in Gwynedd (96%) of which 182 were affordable.						

Ref	Description	2014/15		2015/16			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
THS007	The percentage of adults aged 60+ who hold a concessionary bus pass. (NSI) <a href="#">Improvement Direction: Higher result is better</a>	91.2%	5	90	86.06%	12 out of 22	85.6%
	National Fraud Initiative (NFI) audited CCBC in 2014/15 and the deceased records identified were removed from the system in April 2015, which explains the overall decrease in over 60 passes on issue.						
THS012	The percentage of A, B & C roads that are in overall poor condition. (PAM) <a href="#">Improvement Direction: Lower result is better</a>	7.0%	8	8.3%	6.61%	10 out of 22	11.2%
	Improved scanner coverage has resulted in higher lengths of road in each condition category. The actual percentage of A roads in the red category has only increased by 0.3% and B roads in the red category increased by 0.7%. Scanner survey coverage has improved to over 81% of possible survey length of A roads compared to 62% last year and improved to over 75% of possible survey length of B roads compared to 59% last year. Roads that are equal to or above the RED Threshold are those roads that are in a poor overall condition and will require planned maintenance soon within the year or on a 'worst first' basis.						
<b>Additional PIs for Information only</b>							
THS012a	The percentage of A roads that are in overall poor condition. <a href="#">Improvement Direction: Lower result is better</a>	4.2%	14	4.5%	4.5%	17 out of 22	3.7%
THS012b	The percentage of B roads that are in overall poor condition. <a href="#">Improvement Direction: Lower result is better</a>	3.4%	3	6.0%	4.1%	10 out of 22	4.3%
THS012c	The percentage of C roads that are in overall poor condition. <a href="#">Improvement Direction: Lower result is better</a>	9.9%	8	13.0%	9.2%	10 out of 22	15.9%
STS005b	The percentage of highways inspected of a high or acceptable standard of cleanliness (PAM) <a href="#">Improvement Direction: Higher result is better</a>	97.8%	9	97	96.78%	9 out of 22	96.5%
	Of a total 1,056 highways inspected 1,022 had a higher or acceptable level of cleanliness. Compared to 1,049 acceptable highways out of a total 1,073 in 2015/16.						
STS006	The percentage of reported fly tipping incidents cleared within 5 working days. (NSI) <a href="#">Improvement Direction: Higher result is better</a>	93.61%	16	99	97.95%	3 out of 22	95.26%
	The number of incidents of fly tipping has increased over 2014/15 partly due to improvements in data collection and partly due to an actual increase in tipping. However whilst there has been an increase in numbers there has been an improvement in clearing of materials.						

Ref	Description	2014/15		2015/16			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
WMT004b	The percentage of municipal wastes sent to landfill. (NSI) <a href="#">Improvement Direction: Lower result is better</a>	28.26%	10	41%	9.57%	4 out of 22	18.14%
	The amount of waste sent to landfill saw a huge decrease in 2015/16 as it was the first year an entire years worth of landfill was sent to the Viridor plant in Cardiff, for incineration with energy recovery under Prosiect Gwyrdd. A total of 102,755.80 tones of municipal waste was collected in Caerphilly in 2015/16. Of that tonnage 9,830.85 tones was sent to landfilled. Compared to 27,313/96,650 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) <a href="#">Improvement Direction: Higher result is better</a>	54.58%	15	58%	61.86%	4 out of 22	60.19%
	As above the amount of waste sent to landfill saw a huge decrease in 2015/16 as it was the first year an entire years worth of landfill was sent to the Viridor plant in Cardiff, for incineration with energy recovery under Prosiect Gwyrdd, increasing the amount of waste used for energy recovery. Of the 102,755.80 total municipal waste collected, 63,564.78 tonnes was recycled, reused and composted. In 2014/15 the council recycled, reused and composites a total of 52,749 tonnes of the municipal waste 96,650 collected.						
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. <a href="#">(Improvement Direction: Higher result is better)</a>	7,773	16	8078	7592.99	15 out of 22	8,409
	Overall there was a decrease in visitor numbers to both indoor and outdoor sporting facilities of 26,929 in comparison to 2014/15. Both Risca and Caerphilly Leisure Centres had pool closures for a number of months in 2015/16 for refurbishment work to take place, which had a significant impact on Leisure Centre usage. The particularly wet autumn / winter (wettest December on record) resulted in many fixtures being cancelled and a lower number of users to our outdoor facilities.						

# 4

## Directorate of Social Services

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



#### **Dave Street** Corporate Director of Social Services

The introduction of the Social Services & Well-being (Wales) Act 2014 is a landmark for Social Services across Wales. Throughout 2015 the Directorate has been preparing for its introduction with significant training events for staff. A key element of our preparation for the Act has been our joint work with the four local authorities in the 'Gwent' region and other key partners, particularly in terms of the ongoing development of our population needs assessment. The Act means that the way our performance will be measured will change significantly and the work we do in 2016/17 will be fundamental in ensuring that we have mechanisms in place to move to these new performance measures.

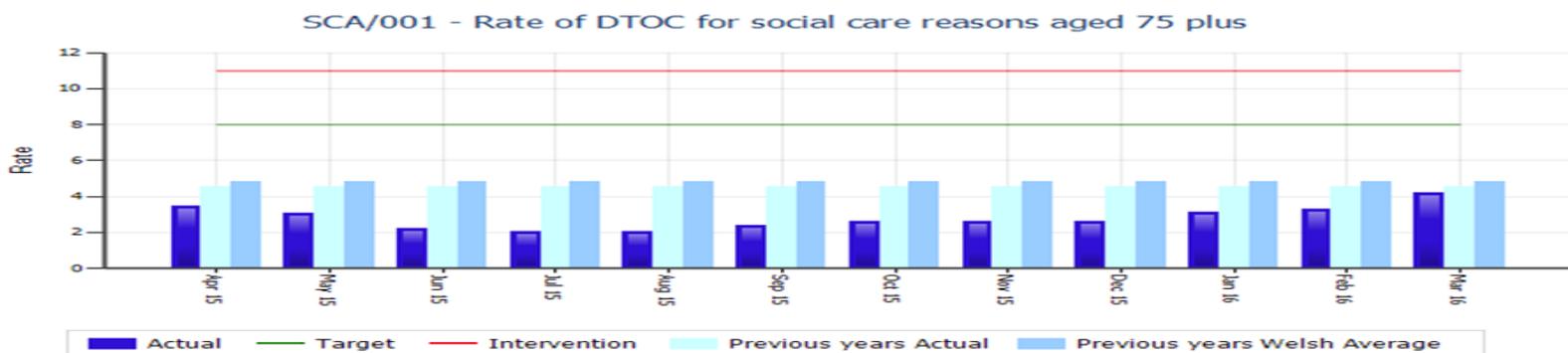
In my 2014/15 update I referenced the impact of the current financial climate on how we provide Social Services. It is clear that financial austerity will be with the public sector for the foreseeable future and will continue to present a formidable challenge to providing quality services. In 2015/16 the Social Services Directorate made savings of around £3.1million and was able to do this in a way that minimised the impact on the public by targeting back office areas and general efficiencies. Despite these budget reductions, it is of great credit to staff that they have been able to maintain performance levels throughout the year.

The safeguarding of children and adults in our communities has been, and will remain, our most significant objective as a Directorate. In July 2014, Dr. Margaret Flynn published 'In Search Of Accountability - A review of the neglect of older people living in care homes investigated as Operation Jasmine'. These events occurred in South East Wales and many of them within the geographical boundaries of Caerphilly. Whilst work has been ongoing to improve the care of older people in care settings, the publication of Dr. Flynn's report has brought about the opportunity for further reflection on our position. Accordingly, as a result of this report, two learning events for managers and practitioners were held and the Gwent Wide Adult Safeguarding Board has made residential care for older people one of its three key priorities. Internally, the authority has established a Corporate Safeguarding Group which brings key representatives from all parts of the authority together. This reinforces the message that safeguarding is the responsibility of all staff within the local authority.

One major area of concern at the moment is the fragility of the care sector across Wales. Caerphilly, like almost all other authorities, is experiencing a series of service closures that appear to have occurred as a result of Providers experiencing financial difficulty, and finding it difficult to recruit and retain particular groups of staff. These issues are by no means unique to Caerphilly and we are working hard in partnership with the Welsh Government to identify a sustainable solution. In addition, whilst the implementation of the increases in the National Minimum Wage from April 2016 is welcomed, it has increased the financial pressures on Providers. To this end the authority has uplifted its fees to providers by around £1.4million to help ease the difficulties in this area.

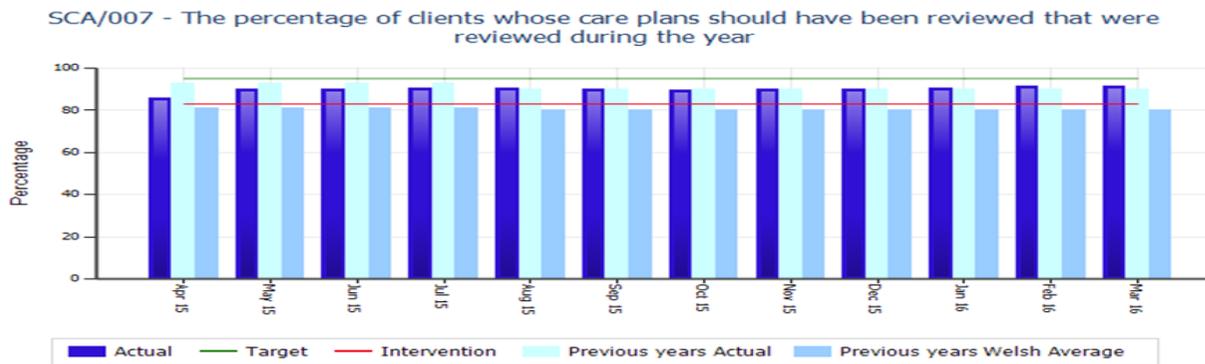
A stable provider market is essential in allowing the authority to maintain the improvement it has made in Delayed Transfers of Care (DToC). 2015/16 has seen significant pressures in this area with substantial staff resources being used to keep DToC numbers as low as possible. (see graph below).

The focus on integrated services with Aneurin Bevan University Health Board continues to be strong and 2015/16 saw the implementation of the Regional Partnership Board for Health and Social Care. Whilst still in its early stages, the Board will be the key mechanism for progressing integrated working. We know that one of the fundamental difficulties in integrated working is information sharing between partner agencies. Consequently, Health Boards and Local Authorities across Wales are currently beginning to implement the Welsh Community Care Information System (WCCIS). This will be a single IT system giving Health and social care practitioner's access to shared information and help to avoid situations where users of our services have to provide the same information on more than one occasion. We will continue to work with other agencies to develop this system with implementation likely to take place in 2017.



**Comments:**

There were 58 delayed transfers of care in total for 2015/16, this is an improvement on the previous years figure of 61. A number of improvements have been made to the DToC process including 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.



**Comments:**

The Directorate has reviewed 91% of their clients care plans, which is an improvement on last years figure of 90%.

Updates from **Children's** Services

The Welsh Government/Social Services Improvement Agency (SSIA) National Outcomes Framework (NOF) Pilot concluded in September 2015 and Caerphilly was chosen to present their experiences at a National Conference. Training is being rolled out across Wales with the aim that all staff will be trained over the next two years. However, within Caerphilly, the NOF continues to be operated within the North Cluster area i.e. Bargoed and Rhymney. We are continually reviewing our Foster Care Recruitment Strategy and have held consistent marketing campaign across the county borough using a variety of methods including; Facebook, the media, adverts in all public buildings and Health Centres, banners in parks and on school railings, leaflet drops and coffee morning drop-ins in key locations. This work will continue in 2016/17. In 2014-15 our Children's Services Division underwent a National Inspection in relation to 'Safeguarding and Care Planning of Looked After Children and Care Leavers Who Exhibit Vulnerable or Risky Behaviours'. The findings of the Inspection report for Caerphilly identified many positive areas of practice, however a number of areas for improvement were also noted. A comprehensive Action plan was developed to address these issues in 2015- 16 and all outstanding actions were completed by the end of March 2016.

The Director of Social Services produces a yearly report called the Annual Directors Report on the effectiveness of social care services 2015/2016 and this provides fuller details of the service and its progress. This will be available from the Council Website [www.caerphilly.gov.uk](http://www.caerphilly.gov.uk) between October - November 2016.

Within **Public Protection** the Registration Service continues to achieve excellent levels of customer satisfaction and a consistent theme from the comments and letters received, and in response to surveys, is the high standard of customer service provided by officers at all levels within the service. In all areas of work 99.51% of customers who responded to surveys stated the service received was very good with 87% stating it was excellent, the remaining 0.49% stated it was good. An electronic booking system for appointments and ceremonies was introduced in June 2015. This creates a much improved database of customers and has significantly assisted office procedures in the gathering and updating of information. In June 2016, the system will allow for new parents wishing to make an appointment to register a birth to do so via an online booking option. Looking forward our reporting to the General Registration Office will have a focus on the Public Protection Counter Fraud aspects of the work of the Registration Service to meet Home Office control and compliance requirements.

100% of high risk businesses that were liable to a programmed inspection were inspected for Food Hygiene, Food Standards, and Health & Safety. The percentage of food establishments which are broadly compliant with food hygiene standards has continued to increase rising to 96% from 95% in 2014/15 and 92% in 2013/14. The service operates the Welsh Food Hygiene Rating Scheme which made it mandatory for businesses to display the hygiene rating awarded to the business from 28th November 2014. All businesses within the scope of the scheme are issued with a food hygiene rating following an unannounced inspection. All businesses inspected under the voluntary scheme have been transferred to the mandatory scheme during 2015/16. Our food law enforcement activity was the subject of an audit by the Food Standards Agency in January 2016; the findings were positive and the final report is still awaited.

Whilst 100% of high risk businesses that were liable to a programmed inspection were inspected for Food Hygiene and Food Standards not all inspections or assessments were completed in relation to medium and low risk businesses, or new businesses for Food Standards. This was due to increasing demands upon the service and a vacancy due to staff turnover. The introduction of new legislation requiring food businesses to provide allergy information on food resulted in an increase in the number of significant breaches for and a reduction in the percentage that were rectified by Trading Standards.

The number of children accessing school meals across both the Primary and Secondary sectors, paid and free, has increased. More children are enjoying eating a nutritious balanced meal which will benefit them throughout the school day. Evidence shows that eating a healthy school meal improves children's concentration during lessons and can have a positive impact on classroom behaviour. Nutritious school meals for disadvantaged children can also help children to develop healthy eating habits and have the potential to decrease health inequalities.

We were able to invest in our CCTV system in transferring town centre CCTV cameras which were transmitted via BT fibre onto the Public Sector Broadband Aggregation (PSBA) network, reducing annual running costs in the process, for which we won the Recognising Excellence – CCTV Management and Innovation award. CCBC CCTV Control Room continues to be accredited by the National Security Inspectorate (NSI) for The Management and Operation of a CCTV. It is also the first to be accredited under BS7958:2015. The Control Room will also be looking for Accreditation of the Surveillance Camera Commissioners certification scheme against the Surveillance Camera Code of Practice in November 2016. This is normally a 2 step process with a 1 year 12 month certification followed by a full 5 year accreditation at step 2. Following the recent National Security Industries audit, they recommend that CCBC apply for the 5 year accreditation as we are more than sufficiently placed to achieve it, without the need for stage 1.

Addressing enviro-crime remains a priority particularly with regard to dog fouling, which in the 2015 Household Survey 45% of respondents felt was a big problem affecting the appearance of streets in their neighbourhood and local town centre (49% in 2011 and 45% in 2013). We need to move forward with proposals for additional dog control measures in the shape of Public Space Protection Orders following the completion of the informal public consultation.

We intended to sustain our enforcement resource and take advantage of organisational changes which have seen the Community Safety Wardens service brought together with the General Enforcement Team within Environmental Health. We are also developing a new campaign to promote responsible dog ownership.

Some organisational changes were implemented to bring together a number of roles within a strengthened Corporate Policy function within Public Protection. This has already proved beneficial in addressing the requirements of the Well-being of Future Generations (Wales) Act 2015. Also, as part of these changes the Community Safety Warden service now operates within Environmental Health allowing the opportunity to identify and take advantage of better working together with the General Enforcement Team.

## 2015/16 Financial Information & Analysis for the Directorate of Social Services (including Public Protection)

Despite the challenging target of delivering savings of £2.084m, sound financial management across the Directorate helped to ensure that an underspend of £1.547m was achieved in 2015/16 for Social Services. This included £0.632m in respect of partnership arrangements for which the Directorate does not hold sole budget responsibility and cannot depend on a recurrence of these underspends in future years.

An analysis of the £1.547m underspend for Social Services is provided in the following table:

	<u>£000s</u>
<b>Savings made in preparation for 2016/17:-</b>	
Vacancy management	663
Budget realignment	679
Day services	127
Shopping service	48
<b>Underspent Partnership arrangements:-</b>	
Gwent Frailty Partnership	195
Minor Works of Adaptation	121
Workforce Development	21
Mental Health Services	140
GWCES - Community Equipment	96
Integrated Transport Unit	59
<b>Other non recurring underspends</b>	51
<b>Sub Total</b>	<u>2,200</u>
<b>Add back overspends:-</b>	
Late announcement of W.G. grant reduction	373
One-off invest to save expenditure	280
<b>Overall Underspend</b>	<u>1,547</u>

This underspend position places Social Services in a relatively positive financial position as we move into another year of austerity across public sector services. Again, the Council has set a challenging savings target of £1.509m for the Directorate for the 2016/17 financial year but thanks to the prudent approach to financial management adopted by the Directorate these savings have already been delivered through back-office restructurings and budget realignments that will have no direct impact upon the public.

Nonetheless, we can not be complacent. The introduction of the National Living Wage and other changes to employment law is likely to have a significant impact upon the care sector and result in sizeable cost pressures for all Social Services departments. Demographic changes in Caerphilly's population are likely to add further cost pressures for the Directorate and this is all set against a background of continuing austerity. Therefore, the Directorate will need to maintain its prudent approach to financial management and continue to work in partnership with other agencies in order to respond to the emerging cost pressures and to deliver cost effective public services.

Public Protection Services reported an overall under spend of **£480k**. The most significant underspends were in Trading Standards, Licensing and Community Safety (95k) Environmental Health (£144k) and Catering (£189k). These under spends are mainly due to a combination of staff vacancies, reduced operational costs and income generation in schools catering.

# 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	2014/15		2015/16			
		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>	4.54	13	8	4.20	10 out of 22	4.87
	This will continue to be a priority for adult services due to the significant interest from Welsh Government and the provision of Intermediate Care Funding to further improve performance in this area. There were 58 delayed transfers of care in total for 2015/16, this is an improvement on the previous years figure of 61.						
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>	109.04	3	125	98.33	*	64.12
	<p>This is a good news story as we need to promote peoples independence, choice and control in terms of solving their own problems. It is illustrating the outcomes of working with people differently, impact of community connectors and frailty. Although the rate of older people has reduced, this should be seen as positive. The service is focusing on the signposting of people to community based services, increasing the use of frailty services, volunteers and community connectors. The WG guidance for this PI does not include these services. Last year 2014/15 3,471 older people were supported in the community, compared to a difference of 257 less in 2015/16, with 3,214 supported in the community.</p> <p>* Due to data consistency issues with SCA/002a, Data Unit Wales agreed that this indicator should not be compared between local authorities. However, comparisons can be made over time within a local authorities.</p>						
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>	16.18	6	21	16.34	7 out of 22	18.02
	We are still below the welsh average in terms of number of people supported in a care home illustrating continued success of keeping people at home. The increase in number relates to the increasing complexities of older people, the needs of their informal carers and those people who are no longer self funding their care as their income has dropped below the threshold. 19 more older people were supported in care homes in (534) 2015/16 than (515) 2014/15.						

Ref	Description	2014/15		2015/16			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
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>	90.2%	4	95%	91.17%	5 out of 22	83%
	Of the 1,983 clients with a care plans that should have been reviewed, 1,808 were reviewed in 2015/16. Compare to 1,877/2,080 in 2014/15.						
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>	87.2%	16	90%	94.52%	13 out of 22	91.4%
	These figures are based on our existing / historical reporting mechanisms and are not an accurate reflection of the numbers of carers. In line with the development of the Information, Advice and Assistance service we are developing our processes in relation to recording information on the Carer's record and will be reviewing our management information reports to monitor in line with these developments.						
SCA019	The percentage of adult protection referrals completed where the risk has been managed (NSI) <a href="#">Improvement Direction: Higher result is better</a>	86.96%	21	90%	95.26%	16 out of 22	97%
	Over the last 4 years there has been a year on year decrease in the number of pova referrals that have met the threshold of significant harm.						
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>	8.53%	5	13.7%	5%	3 out of 22	11.9%
	Of the 220 children of compulsory school age, 11 experienced 1 or more changes of school.						
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>	10.7%	16	10%	13.41%	20 out of 22	9.8%
	Of the 276 looked after children of school age, 37 had 3 or more changes of school in 2015/16. Although performance has deteriorated there are particular issues regarding WG's data requirements. On the 1st April all looked after children are counted as having had 1 placement, even if they are in a long term placement. A planned return home or move to an adoptive placement is also counted, despite ending the child's period of being looked after. The main reasons for placement breakdowns are violent and aggressive behaviour towards carers, persistent absconding and safeguarding concerns in relation to risky behaviours. The circumstances relating to each of these are closely reviewed. Carmarthen performed the worst at 14.9% and RCT the best at 5.9% .						

Ref	Description	2014/15		2015/16			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
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>	38.7%	17	40%	36.9%	20 out of 22	49.5%
	2015/16 saw an increase in the demand of initial assessments, from a total of 1,593 in 2014/15 to 1,832 in 2015/16. Of these total assessments completed, 676 children were seen alone by a social worker, compared to 617 in 2014/15. A number of assessments are undertaken by skilled and experienced Support Workers and if these were able to be included, performance would be 47%. Reasons why children are not seen alone are clearly recorded and include; children under the age of 4 yrs (accounting for 25% of all assessments undertaken), refusal by child, refusal by parent and where the referral concern is clearly unsubstantiated through the observation of the worker. 96% of children are seen as part of their assessment. Pembrokeshire saw 88.8% of children alone and the Vale of Glamorgan just 19.8%						
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>	91.1%	8	90%	95.84%	4 out of 22	88.1%
	More visits required as more children have become looked after, and moved placement during the 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 out of 22	93.2%
	The Authority is still in contact with all 25 young people formerly looked after at the age of 19.						
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>	100%	1	95%	100%	1 out of 22	93.5%
	Of those 25 young people for whom the Authority is still in contact with at 19, all are in suitable non-emergency accommodation.						
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>	54.5%	16	50%	52%	18 out of 22	60.7%
	13 of the 25 young people still in contact with the Authority are known to be engaged in education, training or employment. Of the remaining 12 young people, 5 have a disability and 7 are unable to work due to illness, pregnancy or being a parent. The best performer in Wales is Flintshire with 100% of former looked after in Education, training & employment 87.5% and Torfaen were the lowest at 30.8%						

Ref	Description	2014/15		2015/16			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
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>	322	5	200	238.72	15 out of 22	269
	There were less children in Cohort in 2015/16 including 5 children with significant differences in ability. 18 children scored a total of 4,297 points, compared to the previous year 2014/15 when 27 children scored 8,681 points.						
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 out of 22	93.5%
	There was a reduction in the number of young people in the cohort in 2015/16 (84 young people) compared to 2014/15 (112 young people in the cohort).						
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>	94.8%	8	90%	96.9%	4 out of 22	90.3%
	2,313 reviews of looked after children, children on the child protection register and children in need were due in 2015/16 and of those 2,241 reviews were carried out in timescale. The performance for each category of review is as follows; 99% of LAC Reviews, 99% of CPR Reviews and 94% of CIN Reviews took place in timescale.'						

## Public Protection

PPN009	The percentage of food establishments, which are 'broadly compliant' with food hygiene standards. (PAM) <a href="#">Improvement Direction: Higher result is better</a>	95.01%	8	85%	95.79%	6 out of 22	94.22%
	Of a total 1,501 food establishments in 2015/16 1,436 were deemed to be broadly compliant. Compared to 1,428 of the 1,503 establishments in 2014/15						

The new Social Services and Well being Act 2014 sets out a new list of 35 indicators that replace the Social Service indicators above. Half of the new indicators are survey based and ask adults, children and carers about their experiences. This means that next year it is unlikely we will be using most of these indicators to measure improvement and with a few exceptions will be using the new indicators and this will affect comparisons across Wales and the way they are reported.

# 4

## Directorate of Corporate Services

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



#### Nicole Scammell Acting Corporate Director of Corporate Services

Corporate Services provides a mixture of services directly to the public such as Customer Services and Housing Benefits and back up support to help other departments carry out their work within the Council such as providing all information technology, managing our finances, helping to purchase effectively and managing our range of properties so they are fit for their purpose.

**What we did in 2015/2016** The various teams within **Corporate Finance** continued to perform well during the 2015/16 financial year and all statutory targets were met. This has been achieved against a backdrop of downsizing many teams to address budget cuts. The various Corporate and Accountancy Teams have played a pivotal role in supporting services to identify and develop savings proposals to support the Council's Medium-Term Financial Plan (MTFP). Effective financial planning and robust budget monitoring arrangements have helped the Authority to manage its financial affairs. We have continued the trend of delivering balanced budgets and identifying many savings in advance of need, the majority to date have had limited impact on the public. Some of our key indicators are noted below:

<b>Key Performance Indicators</b>	<b>2014/15</b>	<b>2014/15</b>	<b>2015/2016</b>	<b>2015/2016</b>
	<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>
Percentage of total Council Tax due for the financial year received by the Authority.	96.5%	96.7%	96.8%	<b>97.0%</b>
Percentage of total non-domestic rate (NNDR) due for the financial year received by CCBC.	97.0%	97.0%	97.2%	<b>97.7%</b>
Time taken in days to process housing benefit change events and new claims.	14	9.90	14	<b>12.54</b>
Percentage of undisputed invoices which were paid within 30 Days	95%	95.5%	95%	<b>94.01%</b>
Average number of calendar days to make payment of undisputed Invoices to small and medium size businesses.	13.00	12.2	13	<b>13.93</b>

It is pleasing to report that 97% of all council tax bills issued for the 2015/16 financial year were collected in full, which is the highest amount achieved since Caerphilly CBC was formed in 1996. In each of the last 2 years the amount collected has increased by 0.3% and over a 3 year period collection rises to 99.5%, which means that the vast majority of residents do pay in full.

Following the external audit of the Authority's 2014/15 financial statements, the auditors (PwC) included the following comments in their ISA260 Report to the Audit Committee: -

*"We have no concerns about the qualitative aspects of your accounting practices and financial reporting. We found the information provided to be relevant, reliable, comparable, material and easy to understand. We concluded that accounting policies and estimates are appropriate and financial statement disclosures unbiased, fair and clear." And "We did not identify any material weaknesses in your internal controls"*

The Council's **Insurance Team** now handle motor claims in-house, dealing with in excess of 500 claims per annum with a value of circa £1.5m. Our claims handling processes were recently subject to an external review by Gallagher Bassett. This resulted in an exemplary rating with an overall assessment score of 97.7%, which is a significant achievement.

The ongoing austerity programme will require additional savings to be delivered. It is anticipated that the Authority will need to find further total savings of around £25m for the period 2017/18 to 2020/21.

Our **Communications** team have been busy this year with the Council leading the way in Wales with its successful use of social media and other digital channels to engage and communicate with residents and other key stakeholders. The Communications team has played a key role in leading the Authority's public consultation and engagement agenda on major pieces of work including the consultation on the Budget, Household Survey and the Velothon consultation. Social media continues to grow with residents commenting by Facebook and Twitter.

**Property Services** continued to carry on streamlining our offices and this has gone extremely well. Pontllanfraith House was closed as planned in February 2016 realising a saving of £600k per annum. The site is currently being advertised for sale and the interest level is high. Other departments have successfully been relocated to Penallta, Tredomen, and Tir-y-Berth. Dyffryn House has been sold (subject to contract) to a large manufacturer, securing jobs in the borough. The value of Capital receipts from the disposal of land and buildings for 2015/16 was £883,710. Office accommodation costs have reduced by 18.18% between 2014/15 and 2015/16. The condition of our worst performing buildings has improved by 61% from 2014/15 to 2015/16.

Property Services has worked with Natural Resources Wales (NRW) to bring forward the Risca Flood Alleviation Scheme. Works commenced in September 2015 and are now complete. The scheme was part funded by the Council and on completion will reduce the number of properties in Risca subject to flooding in an extreme event from 752 to 459, a difference of 293 properties.

Phases 1-3 of the secondary school development at Y Gwindy (formerly St Ilan) have been completed. The project was designed and project managed by the Authority's Building Consultancy Team and was completed on time and within the budget of £20m. This project is particularly interesting as it combines the architectural challenges of the refurbishment of an abandoned listed structure, refurbishment of a former 1980s teaching block and construction of new facilities and bringing them all together as a cohesive development

**Procurement** continues to use the Caerphilly Community Benefits guide which actively aims to consider initiatives that are linked to targeted recruitment & training. This means we aim to use our purchase of goods and services to provide additional apprenticeships and training opportunities wherever possible. Some recent examples include improving our housing stock and the Construction of Islwyn High School, which included 17 work experience placements, 2 trainees and 7 apprentices.

It has been a busy time for **Electoral Services**, who ran 5 by-elections, the recent Welsh Assembly and Police and Crime Commissioner Elections and the EU Referendum. The later had a 70.7% turn out making our polling stations very busy throughout the year.

We retained our Lexcel accreditation for our **Legal Services** and the inspection recognised several areas of good practice.

**IT and Central Services** provides a complex range of services underpinning the Authority's and its schools' information and communications technology (ICT) requirements. We improved our compliance with FOI request response times and replaced technologies affecting approximately 4,000 desktop computers and 450 servers.

	2015/16 Actual	2015/2016 Target
IT Network & System Availability	99.71%	99.70%
Data Protection Act Subject Access Requests answered within 40 calendar days	64.00%	70.00%
FOI/EIR Act requests responded to within 20 working days	85.00%	80.00%

**The Human Resources Service** has continued to support managers to reduce the workforce numbers due to savings required to try to avoid compulsory redundancies. Excluding the end of fixed term contracts, there were 2 compulsory redundancies of the 82 leavers required to deliver savings proposals. **The Health and Safety Team** offered an additional service to primary schools for the first time. 65 primary schools bought this service with 99% overall satisfaction rates from these schools.

Our 6 **Customer Service Centres** performed well over the last year, with high levels of customer satisfaction (98% of customers satisfied with the service they received in Customer Service Centres) and very few complaints (800,000 contacts generated 2 corporate complaints).

More than 275,000 visits were made to the Customer Service Centres during 2015, including 220,486 visits to make payments with a total value of £26.1 Million. This is down from the 290,782 visits made in 2011 as more customers pay online or over the phone. The changes to opening hours in October 2015 as part of our efficiency savings were implemented with very few problems. Waiting times remained within target for almost all of 2015.

The Contact Centre answered 166,300 phone calls, replied to 35,000 e-mails from customers and forwarded 250,000 switchboard calls. Call answering performance remained within target values during every month of 2015 apart from September when the % of calls answered within 20 seconds dropped to 66.7% [Target=70%] and Unanswered calls rose to 5.3% [Target=5%].

During 2015 nearly 5,000 Blue Badges were issued to residents. In a survey of customers all respondents said that they had been well treated during the process. We are working closely with Welsh Government to improve the Blue Badge scheme and implement the improvements across Wales.

Blackwood Customer Service Centre moved into the Blackwood Library and the new Customer Service Strategy was approved.

<b>Our performance for 2015/16 was</b>	<b>Actual</b>	<b>Target</b>
% Calls unanswered – year to date (YTD)	5.07	5.00
Average Waiting time at Customer First Centres (minutes) YTD	5.30	10.00
Average Speed of Answer in the Contact Centre (seconds) YTD	4.67	20.00

For 2016 the service will be looking at more ways to provide services online to meet the needs of the customer whilst still continuing with a face to face presence.

Overall our Sickness levels are just below the corporate target with performance at 3.98%.

An Administrative Cost review in June 2015 (held by external auditors KMPG) showed our costs overall for Corporate Services as below the Welsh average.

Our main future challenge not surprisingly is how we continue to manage and provide services people need within the Austerity agenda, as it is anticipated that the Authority will need to find further total savings of around £25m for the period 2017/18 to 2020/21. There is more information about this in our Corporate Priority 8 – Affordability and in our Financial Summary on page 7.

## 2015/16 Financial summary and analysis for the Directorate of Corporate Services

The Directorate of Corporate Services continues to deliver within 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 2015/16 underspend of **£10.573m**.

Corporate Services reported a 2015/16 underspend of **£1.173m** as follows:-

- Corporate Finance reported an overall underspend of **£421k**. This relates in the main to delays in appointing to vacant posts, vacancies that have been held to support MTFP savings requirements for the 2016/17 financial year and additional one-off grant funding.
- Legal & Governance reported an underspend of **£195k** due to delays in filling posts and withholding vacancies to support MTFP savings requirements for 2016/17.
- Procurement reported an underspend of **£102k** which again is due in the main to vacancies that have been held to support MTFP savings requirements for the 2016/17 financial year.
- Performance & Property reported a net underspend of **£86k**. The main underspends are on Corporate Buildings and reduced planned maintenance spend. Building Consultancy also reported additional fee income during the 2015/16 financial year.
- Human Resources and Health & Safety reported a combined underspend of **£319k** again due in the main to vacancies being held to support the MTFP. An element of the underspend is also due to vacancies within the Occupational Health Section but these are now in the process of being filled.
- Other budgets within Corporate Services reported a net underspend of **£50k**.

Budgets in Miscellaneous Finance underspent by £2.638m, the most significant element of which was an underspend of £2.113m on capital financing budgets due to the following:-

- Changes to debt pooling arising from the Housing Revenue Account Subsidy (HRAS) buy-out. This saving has now been factored into the budget for the 2016/17 financial year.
- Deferral of borrowing to future years.
- Improved return on investments.

# Corporate Services

## National Performance Information

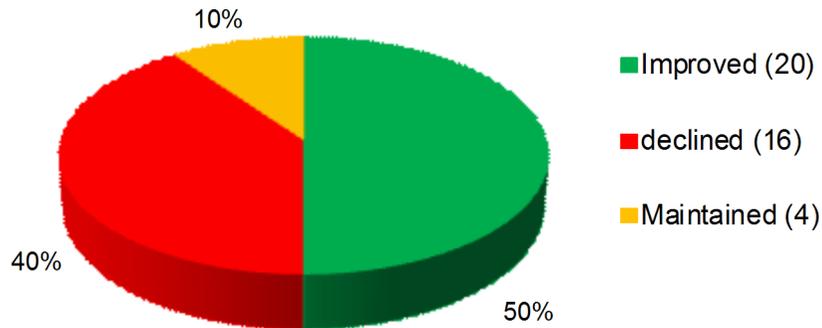
### Our performance keys show:

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	2014/15		2015/16			
		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>	10.7	16	10.4	11.7	17 out of 22	9.9
	25,881 days/shifts were lost in 2015/16 to short term sickness absence and 50,839 days/shifts were lost to long term sickness for both staff and teachers, a total of 76,719 days/shifts lost. For an average 6,565 full-time equivalent employees.						
CAM037	The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres. (PAM) <a href="#">Improvement Direction: A positive number is better</a>	N/A	N/A	N/A	1%	17 out of 22	3.0%
	<p>This measure is new to the Welsh Government Public Accountability Measure (PAM) data set for 2015/16. The reporting year results are for the previous operational year (i.e. 2014/15 actual result is reported in 2015/16). Through our Carbon Reduction Strategy, our corporate Energy Team continues to work with and support our property managers to secure good energy management principles and energy saving investments wherever possible.</p> <p>For those properties where a DEC was lodged/registered between 2013/14 and 2014/15 operational years, we have seen a 1% improvement to the percentage change in average DEC score (average score changed from 94.81 to 93.89).</p> <p>DEC ratings are categorised: A (score 0-25) B (26-50) C (51-75) D (76-100) E (101-125) F (126-150) G (over 150). Where A is more energy efficient.</p>						

# Overall Statutory Performance for 2015/16

## Our 2015/16 performance compared to previous year

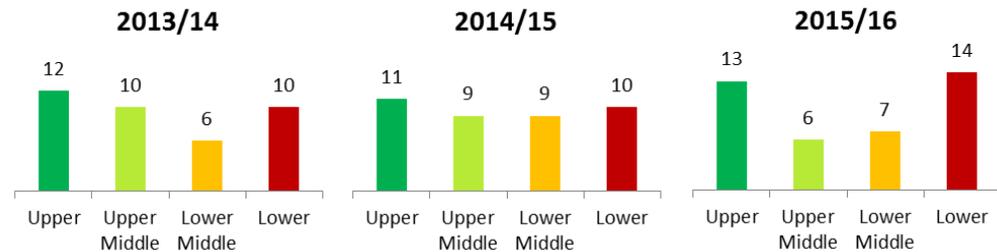


Source: Data Unit Wales

All 4 (10%) maintained indicators have maintained a performances of 100%.

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). Over the last 2 years, there are 40 comparable measures covering the main areas of Government Policy, Social Services, Education and the Environment (Communities). The chart shows how we performed against those measures in 2015/16 where performance improved, fell or stayed the same when compared to the previous year.

### Number of PIs per quarter per year



	How did we perform when comparing 2015/16 to 2014/15?			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
Education	6	5	1	2	1	2	7	7	5	-
Communities	6	4	-	3	3	2	2	5	5	-
Social Services	8	6	3	8	2	3	3	13	7	-
Corporate	-	1	-	-	-	-	2	-	1	1

Source: Data Unit Wales

Source: Internal

## Indicators where performance has fluctuated significantly and those who are performing well

- The percentage of waste we send to landfill has decreased considerably over the last year and our performance has moved from the upper middle quarter to the upper quarter in Wales, with 9.57% of waste being sent to landfill compared to 28.26% in 2014/15. We were able to achieve this in 2015/16 as we have been able to send an entire year's worth of waste to the Viridor plant in Cardiff for disposal. **(Communities - WMT004b)**
- While we needed to reduce the opening hours of our libraries, which resulted in the average number of visits declining per 1,000 population our performance has maintained its position in the upper quarter and 6th in Wales. **(Communities - LCL001b)**
- Whilst the number of fly tipping incidents has been on the increase in 2015/16 we were still able to improve the amount of materials we cleared within the 5 working days, from 93.61% in 2014/15 to 97.95% in 2015/16. Moving us from the upper middle quarter in Wales to the upper quarter and from 16th in Wales to 3rd. **(Communities - STS006)**
- Over the past four years we have seen a significant decrease in the number of POVA (protection of vulnerable adults) referrals, meeting the threshold of significant harm, therefore we have been able to increase the percentage of adult protection referrals completed where the risk was managed to 95.26% from 86.96% over the year, taking Caerphilly from 21st in Wales to 16th. **(Social Services - SAC019)**
- Although just 2 of the 35 pupils in care leaving education, training or work based learning in academic year 2014/15 (performance year 2015/16) left with no qualifications, our overall performance decreased from 0% in 2014/15 to 5.71% in 2015/16. Taking us from 1st in Wales to 22nd, and from the upper quarter to the lower quarter. **(Education - EDU002ii)**
- There were significant differences in the abilities of this year's group of looked after 16 year olds and the average external point score for those 16 year olds decreased in 2015/16 to 239 pts from 322 pts in 2014/15, taking us from 5th in Wales in 2014/15 to 15th in 2015/16. **(Social Services - SCC037)**
- For the past 4 years we have completed a 100% of the final statements of special education needs issued excluding exceptions within the 26 week statutory deadline. Although we had more pupils requiring Statements of Education Need (SEN) this year, we still completed all of them 100% within the statutory timescale making us 1st in Wales. **(Education - EDU015b)**
- The Authority has remained in contact with 100% of formerly looked after children at 19 years for the past 4 years remaining 1st in Wales from 2012/13. For the past 2 years 100% of those 19 year olds have been in suitable accommodation and the Authority has remained 1st in Wales during that period 2014/15—2015/16. **(Social Services - SCC033d, SCC033e)**

***All performance indicators referenced above can be found in the Directorate section of this report.***

## Reviewing our Services — What our Regulators told us about our services in 2015/16

Each year we receive an Annual Improvement Report from the Wales Audit Office. For 2015/2016 the Auditor General concluded:

“Based on, and limited to, the work carried out by the Wales Audit Office and relevant regulators, the Auditor General believes that the Council is likely to comply with the requirements of the Measure during 2016-17

The Auditor General has reached this conclusion because:

- The Council complied with its improvement planning and reporting duties under the Measure.
- CSSIW reported that the Council continued to take a structured and planned approach to develop and transform services in readiness for the Social Services and Wellbeing (Wales) Act (SSWB Act), and this was also reflected in the objectives set out in the local single improvement plan.
- The Council had effective financial control arrangements and a track record of achieving savings in advance. However, it did not have a comprehensive medium-term financial plan, and monitoring progress of savings was fragmented.
- The Council responded to its financial pressures in 2012 by reviewing its leisure centres and outdoor recreation and leisure facilities, but given its stronger financial position for 2016-17 onwards, the Council can now take stock to adopt a more holistic and strategic approach to reviewing its sports and leisure services to ensure that together they can meet the future needs of its citizens.
- The Gwent Frailty Programme had demonstrated positive regional cross-sector partnership working to tackle growing community-based needs, but it had not evidenced tangible improved outcomes, which would be important as partners determine the future of the programme.
- The Council had further improved its data quality assurance arrangements, resulting in increasingly robust data quality
- 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, there are a number of interim or acting posts at senior management level, and a degree of uncertainty remains at the Council until the disciplinary proceedings are concluded”.

The recommendations from the AIR 2015/16 were to take forward improvements that have been suggested by the Care and Social Services Inspectorate Wales following their evaluation of our Performance in 2014/15 and these are being acted on.

**The specific work undertaken this year is noted below:**

<b>Project name</b>	<b>Brief description</b>
Wales Audit Office Financial Resilience Assessment	Review of the Council's financial position and how it is budgeting and delivering on required savings.
Wales Audit Office Annual 'Improvement Plan' Audit	Review of the Council's published plans for delivering on improvement objectives.
Wales Audit Office Annual 'Assessment of Performance' Audit	Review of the Council's published performance assessment, including testing and validation of performance information.
Wales Audit Office Corporate Governance progress review	Review of arrangements to address external audit, inspection and regulation recommendations, and proposals for improvement
Wales Audit Office: Sports and Leisure Review	Review of the development of a sport and leisure strategy.
Wales Audit Office: Waste Review	Overview of the Council's progress in considering changes to its waste and recycling service to meet future statutory targets.
Wales Audit Office: Gwent Frailty Programme	A review of the Gwent Frailty Programme to assess whether the Programme had delivered improvements in line with individual organisations' expectations.
Estyn: Evaluation of schools performance	A review of performance across a range of areas within schools in the Council.
CSSIW: Annual Review and Evaluation of Performance	An evaluation of the Council's performance in delivering its social services functions.
Welsh Language Commissioner	The Welsh Language Commissioner's response to the Council's 2014-15 Annual monitoring Report.

The outcomes of the reports above can be found on the Website address below.

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

Additionally the Council monitors the progress of agreed suggestions and recommendations made by our Regulators through a register which is reported to the Councils Audit Committee twice a year. The monitoring of these can be found on the Councils Internet under [Audit Committee Meetings](#).

# Promoting Equalities and the Welsh Language

The Council is committed to identifying and eradicating any form of discrimination, whether direct or indirect, institutional or other, in employment, training and in the procurement and delivery of its services. The Council's equalities statement makes its commitment clear:

*This Council recognises that people have different needs, requirements and goals and we will work actively against all forms of discrimination by promoting good relations and mutual respect within and between our communities, residents, elected members, job applicants and workforce.*

*We will also work to create equal access for everyone to our services, irrespective of ethnic origin, sex, age, marital status, sexual orientation, disability, gender reassignment, religious beliefs or non-belief, use of Welsh language, BSL and other languages, nationality, responsibility for any dependents or any other reason which cannot be shown to be justified.*

As part of meeting its ongoing duties under the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011, Caerphilly County Borough Council updated its Equalities Objectives in readiness for 1<sup>st</sup> April 2016, and also updated the action plan that sets out how these objectives will be met.

This document sets out those Equalities Objectives and related actions that Caerphilly County Borough Council has chosen, following extensive consultation and engagement with the public and other stakeholders. We also have introduced actions under the new **Welsh Language Standards (WLS)**. These are statutory duties around Welsh Language issues under the Welsh Language (Wales) Measure 2011, the regulations of which were agreed in March 2015. For Caerphilly County Borough Council this means that they begin to come into force from 30<sup>th</sup> March 2016.

The Council has also included actions around the **Armed Forces Covenant (AFC)** under this scheme as so much of the work runs in parallel and is related. It has also linked in with existing partnership working so as to take advantage of work already ongoing in the county borough and not create additional work where good practice is already being achieved. This has resulted in 11 “umbrella” themes under which the Council can show its commitment to as wide a range of issues as possible.

9 of our objectives can be classed as outward-facing and involve a great deal of partnership working, whilst the final 2 are more inwardly focused and show how the council's own internal practices continue to develop.

The full report can be accessed at:

<http://www.caerphilly.gov.uk/My-Council/Strategies,-plans-and-policies/Equalities/Strategic-Equality-Objectives-and-Action-plan>

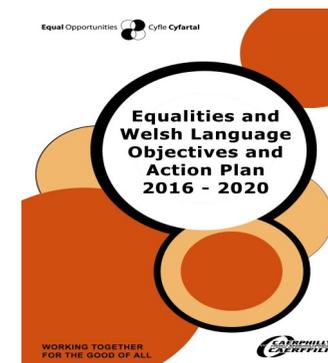
An update of our progress against our Strategic Equality Plan can be found at <http://www.caerphilly.gov.uk/CaerphillyDocs/Equalities/Strategic-Equality-Plan-Annual-Report-2014-2015>. Although this is noted at June 2015 it was written in advance and is not due to be updated until March 2017 so this is the most recent update against our action plan.

This year we received an award for Stonewall (is a lesbian, gay, bisexual and transgender rights charity in the United Kingdom) as most improved Local Authority by promoting access of services for all young people regardless of gender and sexual orientation. All schools in the borough have been provided with written guidance in relation to prejudice based bullying with future lessons to include these issues in the curriculum.

We run a range of training and development and last year enrolled 142 members of staff, partners, elected members and so forth in Welsh Language training and delivered courses which included Saturday and Weekend Welsh Schools, Lampeter Residential Course and any revision courses required to prepare staff for examinations in the summer each year. In the academic year 2014-2015 (reporting year 2015/16) a total of 32 people booked to attend a variety of British Sign Language (BSL) Courses, ranging from taster courses to 30 week courses Welsh Government funded Gypsies and Travellers Equalities and Inclusion Training and Caerphilly was selected as a pilot area to run a session pan Gwent. The course is designed for Health, Housing and Social workers in partnership with Gypsies and Travellers. As part of a National Welsh Government funded project, Victim Support delivered Hate Crime Awareness training to key service areas within West Gwent. This free opportunity was made available to those Local Authority services who may encounter possible cases.

We continue to deliver improvements to make public buildings accessible for all. In 2013, we reviewed our original disability access policy dating from 2006 and implemented an updated internal policy titled '**Disability Legislation and Access to Council Properties Policy 2013**'. Each year, a programme of Disability access work is arranged to improve the physical access capacity of council owned buildings and since 2010, we have completed 145 'Disability Access Surveys' and with other property/site knowledge and continued investments, we have now improved public access for 210 properties (up from 140 back in 2010).

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)



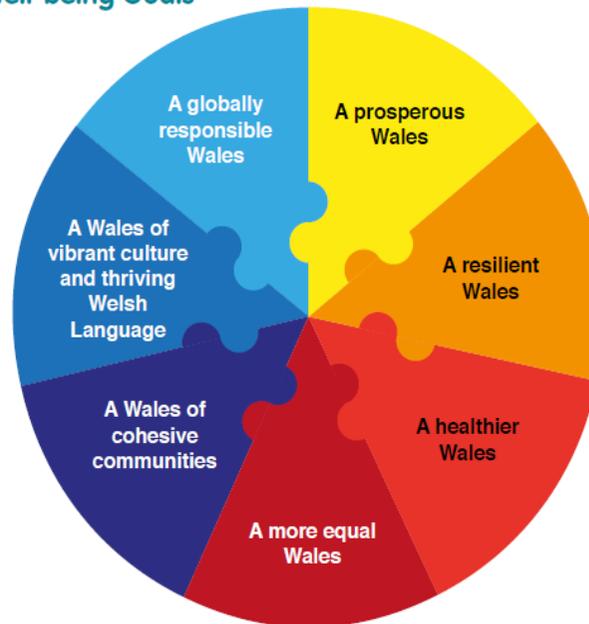
# The Well-being of Future Generations Act (Wales) 2015

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, cultural 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. On page 81 there is a description of what the seven goals mean.

### Well-being Goals





## Well-being Goals

The seven well-being goals ('the goals') show the kind of Wales we want to see. Together they provide a shared vision for the public bodies listed in the Act to work towards.

They are a set of goals; the Act makes it clear the listed public bodies must work to achieve all of the goals, not just one or two.

Goal	Description of the goal
<b>A prosperous Wales</b>	An innovative, productive and low carbon society which recognises 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.
<b>A resilient Wales</b>	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).
<b>A healthier Wales</b>	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.
<b>A more equal Wales</b>	A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).
<b>A Wales of cohesive communities</b>	Attractive, viable, safe and well-connected communities.
<b>A Wales of vibrant culture and thriving Welsh language</b>	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.
<b>A globally responsible Wales</b>	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).

Below are 5 ways of working that Public Bodies including the local authority need to work towards and consider all these factors in our decision making

There are 5 things that public bodies need to think about to show that they have applied the sustainable development principle. Following these ways of working will help us work together better, avoid repeating past mistakes and tackle some of the long-term challenges we are facing.

- 

**Long term**  
The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.
- 

**Prevention**  
How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.
- 

**Integration**  
Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.
- 

**Collaboration**  
Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.
- 

**Involvement**  
The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

## Progress so far.....

### *Well-Being Future Generations Act 2015*

We are currently having conversations with a wide range of people and groups on behalf of the Caerphilly Public Services Board, to ask people about the Caerphilly they want in the future and to gain an understanding of whether peoples experience of living and working here supports or disagrees with what the statistics tell us.

We have run several workshops, across 5 specific community areas so we can gain peoples opinion on the 'Caerphilly they want' so we can ensure a richer narrative and understanding along with the data so our assessments build on a range of information, not just statistics.

We will also use 9 statutory data sets with additional data to pull together a qualitative and quantitative picture for the 'local well-being assessment' of the area. From that picture we will pull together a 'well-being plan' which will help all partners to work together to priorities and take actions to improve quality of life for those who live and work in the borough.

We have targeted events running with organisations to look at future trends, long term and preventative approaches, and multi-generational challenges facing the Caerphilly county borough to have a better understanding of what the borough will look like in 2040.

Internally we are working on a range of changes and improvements based on the 5 ways of working, to 7 organisational structures, which are: Corporate, Financial and Workforce Planning, Procurement (the way we purchase goods and services) the way we manage our Assets, Performance Management and Risk Management. For example we are looking more closely at how we identify and capture longer term risks that will affect the population whilst retaining the appreciation of short term and immediate risks.

In thinking differently we will be running a range of staff awareness and training sessions and looking at how our decision making is made and recorded to show we have considered the 5 ways of working when we make Council decisions for example on expenditure. Another example in our Financial Planning is where we have introduced a tool to make sure that any savings proposals are impact assessed to ensure the 5 ways of working are taken into account and how delivery towards the Well-being goals would be impacted against the individual savings proposals.

If you wish to know more about the Well-being and Future Generations Act and our work towards meeting it please contact Kathryn Peters, Corporate Policy Manager on [peterk@caerphilly.gov.uk](mailto:peterk@caerphilly.gov.uk) or call 01495 235108

## Other Policy and Legal Developments

Welsh Government produces a range of legislation in which we as an Authority have a duty to implement. This year the **Social Services and Well being Act 2014** came into place April 2016.

The intention of the Act is to:

- Transform the way social services are delivered, mostly 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 we are working regionally with 5 Local Authorities across the region and the Health Board to produce a Population Needs Assessment report *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 and the assessment will inform a regional report. 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. 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. We are working on consulting with users of social services to gain their opinion on the service provided and this consultation will run between September - November 2016 with the results being published the end of March 2017.

The **Environmental (Wales) Act 2016** came into place this year and has 7 different parts to it, the main areas that concern us will be Part 1: Sustainable management of natural resources which 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 and 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 and we discuss this within the Communities Directorate statement.

Other duties will involve a requirement to report on our biodiversity activities and outcomes as Local authorities will also be required to meet the new biodiversity and resilience of ecosystems duty.

## **Developments to Improve our Services**

Local government is at a crossroads. The reduction in funding during the austerity programme over the next five years is widely felt to be more than just a reduction in budgets: it is a 'tipping point' and a watershed, where local government will have to fundamentally redefine what we do; what services we provide and how we provide them. It will require a new relationship and understanding with our communities as to what we do, why we exist and what our residents can expect.

To cope with this challenge we need to have a clear picture of what sort of council we want to be. We want to be an organisation that knows where it is going and how we are going to get there - not one that is simply swept along by events.

Caerphilly has a proud record of being recognised as a high performing authority with good resident satisfaction levels and maintaining this proud record is something we want to preserve. Some things are certain in that we will have considerably less money to spend on services than we do now. Assuming school and health budgets are protected, all other services will probably have 20 – 25% less money than they currently do. At a UK level the Government has spoken of reductions in spending of up to 40%, so this estimate (20 – 25%) may prove to be an underestimate. We hope to know more following the Government's Autumn budget statement announced in November 2016

We also have demographic changes, particularly with the growing proportion of older people within the community. After schools, social care is by far our largest budget and the aging population may bring added pressures to this service. Meanwhile public expectations continue to change. More and more people are used to high quality, responsive on-line digital services from the organisations and businesses they deal with, and they expect local authorities to be capable of offering the same service.

We operate against a backdrop of a relatively weak local economy and high levels of deprivation. Recent evidence shows that Caerphilly has the highest percentage of 'workless' households of any authority in Wales. We also have some of the worst ill-health indicators in the UK. This impacts on demand for services and on key outcomes such as educational attainment. The government's austerity programme and reductions in benefits and welfare spending will take considerable sums out of the local economy and has the potential to hurt many local people significantly and push many families into crisis.

Therefore we have set up Business Improvement Teams across a wide range of areas as part of our Improving Service Programmes to look at new ways of working. Improvements take place routinely but this is an opportunity to provide a structure our programme. These programmes will be lead by in-house expertise rather than use consultants so we do not increase costs. We have 12 programmes some of which include alternative ways of working (are we working in the best way we could), asset rationalisation (are we making the best use of our property portfolio of over 800 buildings), reviewing our customer services strategy to offer more services online and Waste services (to meet the challenges of recycling targets).

We will update you next year, through Newslines and through more formal publications on our successes and will no doubt be seeking your views on some of our suggestions for improvement in some of these areas.

## Useful Web Links



### [Council's Improvement Objectives 2015-2016—Full details](#)

<http://www.caerphilly.gov.uk/My-Council/Strategies,-plans-and-policies/Improvement-Plan/Improvement-Objectives>

### [Caerphilly's Public Services Board](#)

<https://your.caerphilly.gov.uk/publicservicesboard/>

### [Future Generations Commissioner](#)

<http://www.thewaleswewant.co.uk/future-generations-commissioner>

### [Stats Wales](#)

<https://statswales.gov.wales/Catalogue>

### [Human Rights Commission \(Equalities\) - Wales](#)

<https://www.equalityhumanrights.com/en/commission-wales>

### [Welsh Language Standards](#)

<http://gov.wales/about/welshlanguagestandards/?lang=en>

### [Wales Audit Office](#)

<http://www.audit.wales/>

### [Care and Social Services Inspectorate wales \(CSSIW\)](#)

<http://cssiw.org.uk/splash?orig=/>

### [ESTYN](#)

<https://www.estyn.gov.wales/language>

## 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:**

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The screenshot shows the Caerphilly Council website's Performance Management Unit contact page. The header includes the Caerphilly logo, 'STAY CONNECTED', and a search bar. The main navigation menu has options for 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 Manager, including a telephone number and an address.

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### Performance Management Unit

If you have any comments you would like to make about our performance report or if you would like to suggest any future areas for improvement that should be a priority of the council please contact us.

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- Corporate Plan
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