



Content	Page
Message from the Leader	3
Introduction	4-5
How we are managing our money (Financial Summary) 2016/17	7
Summary of Progress - Well-being Objectives 2016/17	14
Final update of our longer term priorities 2013-2017	19
The Annual Self-Assessment of Performance 2016/17 for:	
Directorate of Education	46
Directorate of Communities	50
Directorate Social Services	57
Directorate of Corporate Services	62
Performance of our National Indicators for 2016/17	66
Reviewing our services - What our Regulators told us about our services	69
How we are promoting Equalities and the Welsh Language	72
Progress on the Well-being and Future Generations (Wales) Act 2015	74
Useful Web Links	77
How to Contact us and how you can be involved	78





Message from the Leader

Cllr. David Poole

This is my first 'Annual Performance Report' update as the new leader of the authority following the sad passing of the former leader, Cllr Keith Reynolds.

Keith left a lasting, positive impression on this council and I am honoured to have the opportunity to build upon his legacy. That said, I also have my own clear vision for the organisation and I have assembled a very capable and enthusiastic team of Cabinet Members to help me deliver our ambitions over the coming years.

Looking back over the 2016/17 financial year, it is evident that Caerphilly County Borough Council has continued to make good progress, despite the turbulent economic climate which is impacting public services across Wales.

It's encouraging to see that we remain a well-run and stable local authority that strives to deliver quality services in the face of reduced budgets and challenging savings targets.

We always do our best to put residents first and we always try to deliver services that match the needs and aspirations of the community. Our committed workforce is instrumental in achieving this and staff at all levels work hard to ensure that residents benefit from the services they need.

There have been a number of major developments taking place over the past 12 months and one of the most notable is the launch of the Cardiff Capital Region City Deal. This ambitious project is a 'game changer' for South East Wales and is moving forward at a rapid pace now that all 10 councils are formally backing the initiative. We will ensure that Caerphilly is a key player so that this area enjoys its fair share of benefits resulting from the £1.2 billion investment and 25,000 new jobs that will be created under the City Deal.

Another important agenda is the proposal to reform local government in Wales. The landscape looks set to change considerably over the next few years and it is clear that collaboration and a greater focus on regional working is going to be the way forward. We need to be at the forefront of this change to ensure that Caerphilly is a key contributor when any new partnership arrangements are being forged.

This report discharges the Authority's duty under the Local Government Measure 2009 section 15.1-15.5 publication of improvement information.



Message from the Leader

Cllr. David Poole



We continue to pour significant investment into our housing stock in order to help transform lives and communities across the county borough. Our Welsh Housing Quality Standard (WHQS) improvement programme is having a major impact on council homes and the transformation of these properties is clear to see. We are now focusing our efforts on ensuring that the 2020 deadline for completion of the WHQS works is met.

Pupils have benefitted from an unprecedented level of investment over recent years culminating in a number of exciting school developments as part of the Welsh Government's 21st Century Schools programme. Notable examples include the recently completed Islwyn High School development in Oakdale, Y Gwyndy Welsh Language campus in Caerphilly and the ongoing development of a new 3-18 school in Abertyswg.

Last year we continued with our commitment to support and protect the most vulnerable people in our society. This council has also agreed that £3.5million should be allocated in the 2017/18 budget to meet ongoing financial pressures for Social Services in order to achieve this aim.

As part of the important 'green agenda', residents across the area are helping us to recycle more and more household waste as well as garden and food waste. We have invested in a fleet of new vehicles to make our collections more efficient so that we can achieve ambitious recycling targets that are set by the Welsh Government. I would like to thank everyone who is doing their bit to make the county borough cleaner and greener.

We are also mindful of the financial pressures facing local residents so we are working hard to keep Council Tax bills to a minimum. The authority agreed the lowest Council Tax increase in Wales in 2016/17 at just 1% and the same low rate was also agreed for 2017/18. This equates to an increase of just 19p per week for an average band D property.

There are many positive things going on across the whole county borough – too many for me to reflect here, but hopefully this annual report will give readers a flavour of the progress that is being made. It also shows those areas of improvement that we need to focus a bit more on too, as we recognise that there is always room for improvement.

Please get in touch if you have any comments on the content of this report or on any of the services provided by the council as we always welcome all feedback.

Thank you

A handwritten signature in blue ink, appearing to read 'D. Poole'.

Cllr David Poole

Introduction



Every year we publish a report on how we as an Authority (Council) have performed during the previous year. This report tells the reader about our performance during 2016/17. 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 sometimes 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 residents, 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 undertakes 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 residents and communities. For example, the Viewpoint Panel, Youth Forum and the 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 2016/17, the outcome of this is reported on page 69.
- 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 reviewed and scrutinized.
- The Council has in place several tiers of information reporting between officers and councillors 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 in more detail, the ways in which we work to see where waste can be eliminated and services improved.



In providing an insight into Council performance it is important to know that the Council is very diverse, with over 600 types of services and 8,767 staff providing services from 'cradle to grave'.

So to structure our self-evaluation and subsequent report for 2016/17 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.
- ◆ A summary of how we have performed against our Well-being Objectives for 2016/2017. The performance progress for our Well-being Objectives uses an overall assessment of: **Successful**, **Partially Successful** and **Unsuccessful**.
- ◆ A final assessment of the progress we made against our 2013-17 Corporate Priorities .

For ease of reading, we cover in greater detail under the section **Our Performance**, a detailed assessment of each Directorate for 2016/17.

We then have an overall summary of our performance against national indicators (these are indicators that are collected by all other authorities so we can compare) and information on what our regulators have told us and where they think we can improve further. We conclude with greater details of these indicators and they are attached as an appendix to the overall Report.

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 'How to Contact us' on page **78**



How we are managing our money

(Financial Summary 2016/17)



The Council is the largest employer in the area with 8,767 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 826 buildings, including 89 Schools, 10 Leisure centres and 18 Libraries. These vital public services are funded from the Council's Revenue and Capital budgets, which for 2016/17 totalled £418million.

The Council 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.

Due to the ongoing programme of austerity and increasing demand for a number of services, the financial position for Local Government has been very challenging in recent years. During the period 2008/09 to 2016/17 the Council has delivered savings of £73.12m to address reductions in funding and inescapable cost pressures. 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.
- increase fees and charges where appropriate.
- reduce, rather than remove services where possible.
- focus on our priorities.
- look at alternative ways of delivering services such as collaboration, partnerships, and community trusts.

In 2016/17 the Council was faced with a further 0.9% cut in the funding it receives from the Welsh Government (WG) and also had to deal with a range of additional unavoidable cost and service pressures. As a consequence of these funding reductions and cost/service pressures, the Council agreed savings totaling £11.11m for the 2016/17 financial year. 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 2016/17 budget and approved savings can be found in the 'Budget Proposals 2016/17 and Medium Term Financial Strategy 2016/2021' report, available through the following links:-

<http://www.caerphilly.gov.uk/CaerphillyDocs/Council-and-democracy/Budget/BudgetProposalsReport201617.aspx>



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 (Business Rates).

We also receive money from various specific grants and draw down money from the reserves that we hold when appropriate.

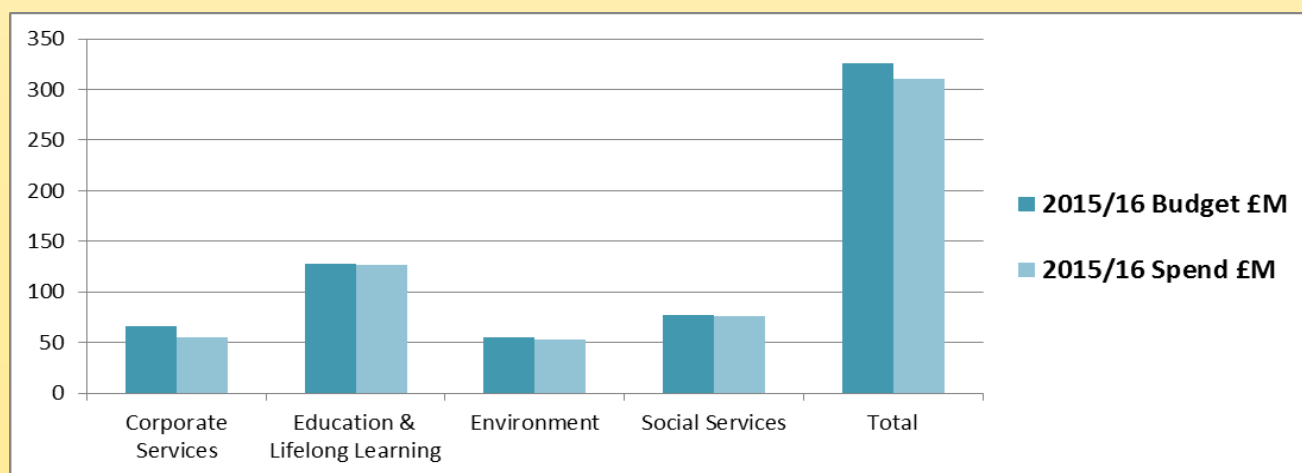
The table below shows the income received over the last 3 financial years: -

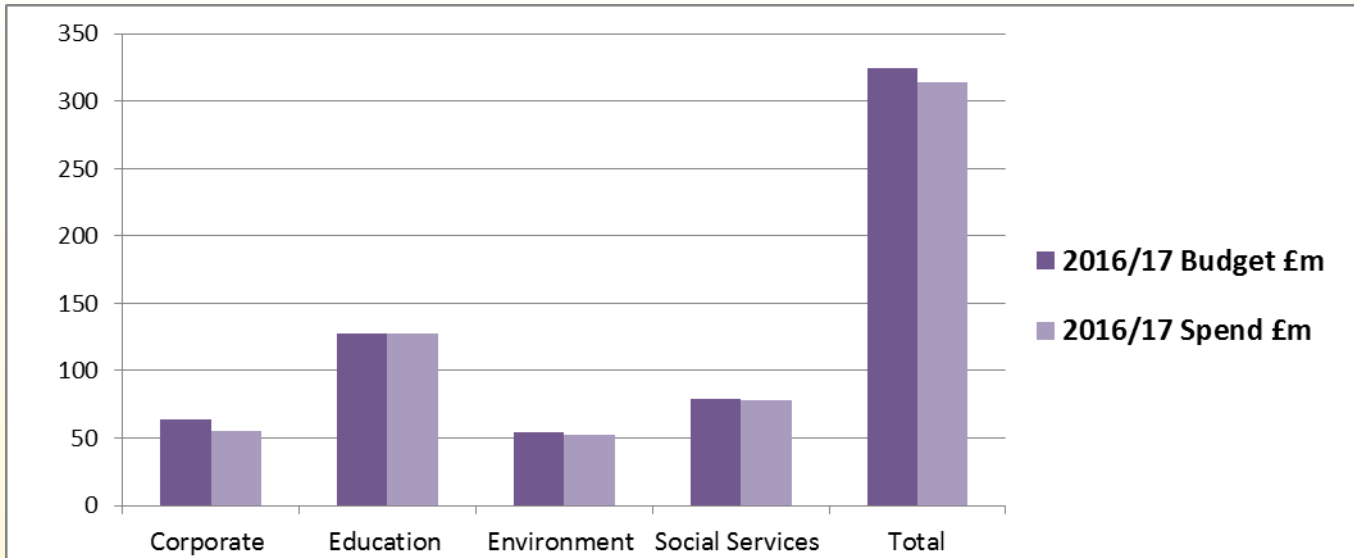
Income	2015/16		2016/17		2017/18
	Budget £m	Actual £m	Budget £m	Actual £m	Budget £m
Revenue Support Grant	212.84	212.84	210.12	210.12	205.96
Business Rates	50.85	50.85	53.18	53.18	57.67
Council Tax	58.85	60.28	59.69	61.33	60.40
Other Grants	1.88	1.88	0.00	0.00	0.00
Contribution from Reserves	1.20	1.20	1.40	1.40	1.40
Total	325.62	327.05	324.39	326.03	325.43

How do we manage our money?

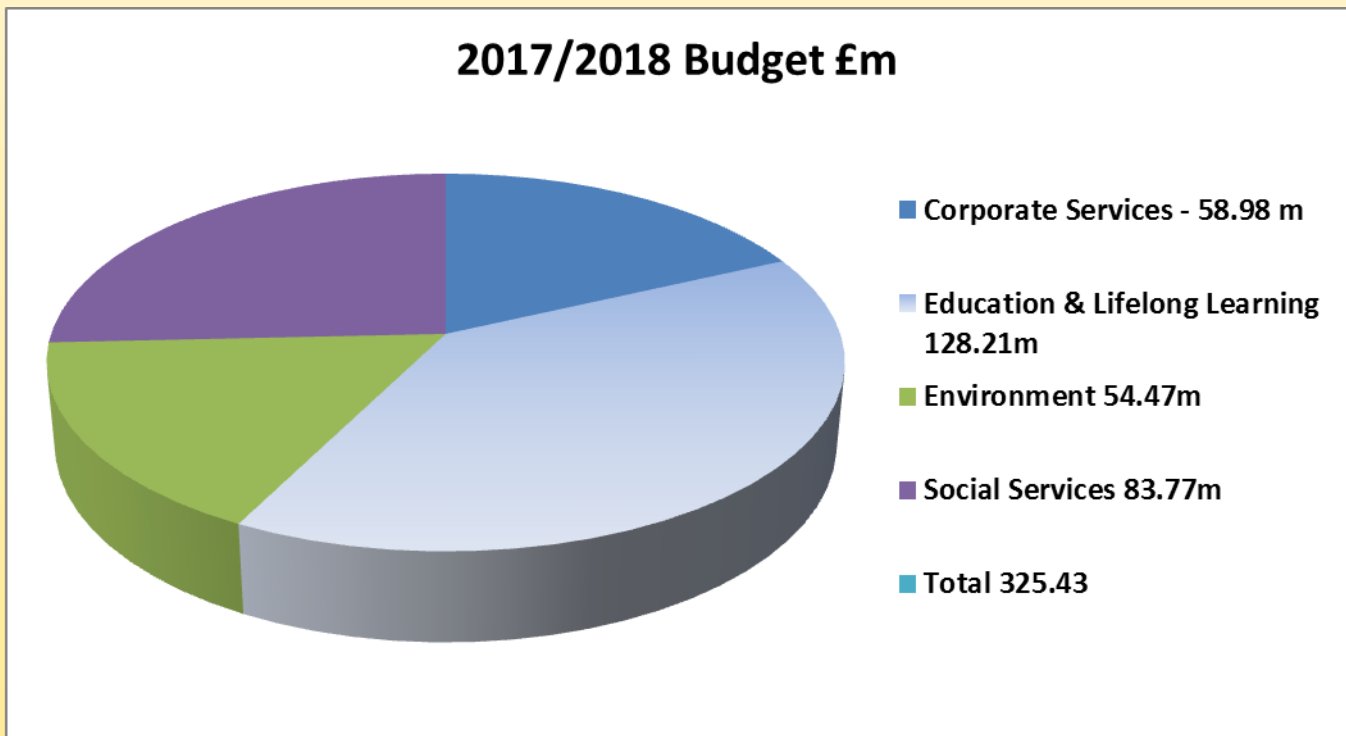
The Council manages two main categories of expenditure i.e. **revenue** (everyday running costs for services) and **capital** (specific costs for updating and maintaining key assets and implementing major new projects).

The following graphs provide a summary of **revenue budgets** and revenue expenditure for the period 2015/16 to 2017/18: -





The chart below shows our 2017/18 budget allocation by Directorate





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 2015/16 to 2017/18: -

Capital	2015/16		2016/17		2017/18
	Budget £m	Spend £m	Budget £m	Spend £m	Budget £m
Education	23.77	14.86	22.93	20.09	3.58
Highways	10.45	6.67	9.71	5.47	6.86
Housing Stock (Public)	28.86	28.86	38.59	32.32	59.86
Private Housing Grants	4.23	2.47	4.81	3.39	3.63
Social Services	0.84	0.65	3.65	0.50	3.51
Community & Leisure	3.34	0.94	4.67	2.58	2.52
Other	12.24	6.54	9.72	2.96	16.15
Total (£m)	83.73	60.99	94.08	67.31	96.11

The 2016/17 capital underspend of £26.8m is mainly due to slippage (delays in progressing schemes) and this funding has been carried forward into the 2017/18 financial year to enable schemes to be completed. The most significant areas of slippage relate to Social Services Children's Centre (£3.10m), Education and the 21st Century Schools Programme (£2.78m), the Engineering Division (£1.51m), Land Reclamation (£1.91m) and Property Services (£2.1m).



Financial Performance for 2016/17

For the 2016/17 financial year a revenue budget underspend of £12.35m was reported as summarised in the table below: -

Service Area	Underspend/ (Overspend) £m	Underspend/ (Overspend) £m
Service Directorate Underspends: -		
- Education & Lifelong Learning	0.72	
- Social Services	0.27	
- Environment	1.34	
- Corporate Services	1.48	3.81
Miscellaneous Finance Underspend		3.47
Council Tax Surplus		1.64
Housing Revenue Account Underspend		3.98
Schools Overspend		(0.55)
Total		12.35

The Service Directorate underspend of £3.81m represents 2.18% of net Directorate budgets.

During the year budget holders have been mindful of the continuing programme of austerity and expenditure has been curtailed in a number of areas to support anticipated savings requirements for future years.

This prudent approach has resulted in a number of savings being achieved in advance and underspends therefore being higher than would normally be the case.

Much of the £3.47m Miscellaneous Finance underspend, is due to borrowing to support the Council's Capital Programme being deferred to future years as there are cash balances that can be used in the short term. A further significant element of the underspend is improved returns on investments in accordance with the Council's revised Treasury Management Strategy.



During 2016/17 the Council collected 97.1% of the Council Tax due during the year which is the highest in-year amount collected since Caerphilly County Borough Council was formed in 1996.

The Council Tax Team also proactively pursues Council Tax arrears and over a typical 3-year period the collection rate rises to 99.5%, which means that the vast majority of residents do pay in full. This robust approach to Council Tax collection has generated an overall surplus of £1.64m for 2016/17.

The Housing Revenue Account (HRA) is a statutory ring-fenced account representing the rent paid to the Council for its housing stock and the expenditure to fund the upkeep of these properties.

The £3.98m underspend in 2016/17 will be carried forward into 2017/18 and will be used to partially fund the circa £200m investment being made by the Council to achieve the Welsh Housing Quality Standard (WHQS) by 2020.

The 2016/17 overspend of £0.55m for schools has been funded from accumulated school balances held from previous financial years. Full details of the 2016/17 underspend for the Authority is provided in the 'Provisional Outturn for 2016/17' report which is available through the following link: -

<http://www.democracy.caerphilly.gov.uk/documents/s20726/Provisional%20Outturn%20for%202016-17.pdf?LLL=0>



Financial Outlook for Future Years

The Council's budget proposals for the 2017/18 financial year were approved by Council on the 22nd February 2017. Although there was a small increase of 0.12% in the funding received from the Welsh Government (WG), further savings of £9.05m were still required to ensure that financial commitments can be met and a balanced budget can be achieved.

The agreed savings for 2017/18 will have limited impact on front-line services and wherever possible Council priorities are protected from cuts. Full details of the 2017/18 budget and approved savings can be found in the 'Budget Proposals 2017/18 and Medium Term Financial Strategy 2017/2022' report, available through the following link:-

<http://www.democracy.caerphilly.gov.uk/documents/s19344/Budget%20Proposals%202017-18%20and%20Medium-Term%20Financial%20Strategy%202017-2022.pdf?LLL=0>

The funding situation for Local Government is unlikely to improve for some time so the Council has adopted a prudent approach of producing an indicative five-year Medium-Term Financial Plan. In addition to the approved savings of £9.05m for the 2017/18 financial year it is currently anticipated that further savings of circa £29m will be required for the four-year period 2018/19 to 2021/22.

Given the extent of savings already delivered to date it is likely that difficult decisions will be required to ensure that balanced budgets can be delivered during this four-year period.

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. Once firm savings proposals have been worked up there will be a consultation process that will give members of the public the opportunity to give their views before final budgets are approved.

Who do I contact for more information?

If you would like any further information on the Council's finances please contact Stephen Harris, Interim Head of Corporate Finance (Tel: 01443 863022 or E-mail: harrisr@caerphilly.gov.uk)

Summary of Progress - Well-being Objectives 2016/17



During 2016/17, the Council identified five specific priorities called Well-being Objectives, and the summary below outlines how successful we believe we were in achieving them.

Three of these objectives were judged to be partly successful and two fully successful.

It is not unusual for some objectives to be partly successful as they are set over the longer term and there is more work to do in order to make significant progress.

Progress made against the objectives was reported to Scrutiny Committee Members to scrutinise and agree the outcomes achieved. Full details of the objectives along with their measures and actions plans are available on our website;

<http://www.caerphilly.gov.uk/My-Council/Strategies,-plans-and-policies/Improvement-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 **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 have exceeded our targets in supporting children to access placements and this is significant in view of engagement in the 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 is slightly lower than last year whilst Primary School uptake is up by over 2% on the same period last year.

We visited 2,183 Council tenants affected by welfare reform changes and provided them with advice and support in their own homes. We supported 3,273 people to access benefits they are entitled to, this is well above our target for the year. The value of financial savings generated for tenants as a direct result of face to face support was £338,143.





2. Improve outcomes for all learners, particularly those vulnerable to under-achievement

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

A System for Tracking and Reporting Identified Vulnerability in Education (STRIVE) has been developed and utilised to inform/support all managers in their work with children and young people, to identify vulnerable pupils. STRIVE now holds the data from September 2016 for all Flying Start children which will allow tracking of interventions and outcomes longer term. This is currently being developed further to include early preschool Additional Learning Needs (ALN) data which will enable planning for school placements. This is being extended and adapted to also include the details for the new Childcare Offer for Wales starting September 2017 to enable all children's records to be kept in the same system for improved and smoothed transitions between provision.

An education group has been established in order to improve learning opportunities in the St James area. The action plan identifies interventions which have improved engagement. Both St James Primary and St Martins Comprehensive have Family Engagement Workers, funded through Education and Communities First, who work closely with the Hub team and Flying Start family support team to deliver coordinated support for families in St James area. They work together closely to ensure good communication and partnership working as well as prevent duplication for families. Attendance data for St Martins has shown improvements and attainment has shown significant improvement across the school.

This community was successfully chosen for the new pilot of Children First areas, and will be overseen by a new Coalition for Change Board. The Board consists of key public sector bodies and other key agencies and partners who collectively aim to work with the community of Lansbury Park to re-generate it both physically and socially. There will be an operational sub group so there is a focus on Education and will build on the successful existing provision and develop further with families and their community.

We have worked closely with schools regarding 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 **successful**.

The latest data published by Public Health Wales shows an improving picture for Caerphilly County Borough residents. The gap in years in the life expectancy and healthy life expectancy* at birth of males between the most and least deprived in the county has reduced. The healthy life expectancy gap in males reduced from 18.6 years to 13 years. For females, whilst the gap in overall life expectancy has increased by 0.2 years, the gap in years for healthy life expectancy has reduced by 1.6 years. This improvement is noteworthy.

** This represents the number of years a person might be expected to live in a good or very good health.*

The proportion of adult smokers continues to decline and latest data shows that Caerphilly's rate has decreased to 18% (from 27% 07/08), which is slightly lower than the Welsh average of 19%. The national target is to reach 16% by 2020. There has been year on year improvements in the percentage of smokers being treated by smoking cessation services with 3.1% of adults becoming treated during 2016/17. This improvement is due to an increase in numbers being treated by Community Pharmacists.

Considerable project success has been achieved through Council initiatives including The Welsh Network of Healthy Schools Scheme, The Healthy and Sustainable Pre-Schools Scheme, The Schools Cycling Programme, Communities First and Get Going Around Caerphilly. We have also launched The Daily Mile with all primary schools.

We have also supported the delivery of the Living Well Living Longer initiative, delivered by Aneurin Bevan University Health Board and Public Health Wales within our most deprived communities. Over 3900 residents took up the opportunity to complete a cardiovascular risk assessment which is a mid-life MOT. 514 residents are receiving onwards support.





4. Carbon Management: Reduce our carbon footprint

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

This Well-being Objective focused on four priorities to reduce emissions:

Good Housekeeping: Improvements have been made in awareness of water conservation and this has resulted in cost savings and rebates in excess of £18k. We advise daily on good energy and water conservation practice. Awareness raising activities are proving beneficial and are gratefully received by the recipients such as head teachers.

Invest to Save: The authority has installed technology that has resulted in carbon and cost reduction. We have implemented projects that have reduced annual carbon figures by circa 125 tonnes.

Asset Management: Three energy inefficient comprehensive schools and two primary schools are being replaced with more efficient schools, and guidance is provided to building managers to improve efficiency of buildings.

Renewable technology: At the start of the reporting period no funding was available for renewables. By the end of the period funding had been approved for photovoltaic panels to be installed at Newbridge and Caerphilly leisure centres and Tir Y Berth depot.



5. Investment in Council homes to transform lives and communities



The Council has a housing stock of 10,822 properties comprising 13,000 tenants and we will be investing over £200m in bringing all homes up to WHQS by 2020. Since embarking on the delivery of the programme, it has always been our intention to use this investment, not just to improve homes, but to also transform people's lives and the communities in which they live.

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

We were unable to deliver all the planned improvements and meet all of our targets for the year. Although slippage has arisen within this multi-year programme, 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 Standard (WHQS) target date of 2020 can still be achieved.

We can demonstrate significant improvements to both internal and external provisions to our housing stock and show that the overall satisfaction levels of tenants whose homes have been improved internally through the WHQS programme is 90%.

The WHQS requires properties to meet the specific needs of the household which aims to not only assist with individual's health and well-being, but also helps to reduce accidents within the home. To deliver on this requirement, a number of occupational therapists have been appointed and work alongside our surveyors to provide a needs assessment. This has resulted in specific adaptations being made to tenant's homes to help with any medical or physical conditions they may have. To date we have adapted 430 houses (from 120 in 2014).

- The number of homes that have achieved WHQS standard 'full compliance' at the year ending 2016/17 was 270.
- The number that are compliant in terms of the 'external' components is 1,320. Whilst this is significantly behind the numbers programmed, there has been a significant improvement recently, following the introduction of new contractual arrangements.
- The number that are compliant in terms of the 'internal' components is 5,874 (from 657 in 2014)



Final progress updates of our Corporate Priorities 2013-17

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.
Community Services	6	Promote the benefits of an active and healthy lifestyle.
	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

Peoples 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.

Conclusion of Progress

Improving the timeliness and quality of care will always be of paramount importance to the Council. The table below demonstrates the performance achieved over the 4 years of this objective.

	2013-14	2014-15	2015-16	2016-17
The number of adults waiting for an assessment outside of the timescale (28 days)	69	71	54	47
The percentage of assessments started on time	74.20	81.30	79.70	85
The percentage of reviews started on time	78.60	76.60	76.70	70.50
The percentage of clients care plans that have been reviewed	92.70	90.20	91.20	86.30
Number of people awaiting personal care for more than 14 days	0	0	0	0
The percentage of adult clients who are supported in the community during the year	91.63	79.70	91.28	90.46

1

Peoples social care needs are identified and met in a timely and appropriate way.

Specific performance details includes

- The number of adults waiting for an assessment to start outside the timescale of 28 days has reduced significantly, analysis of those specific cases showed this was often due to individual choice or non-availability of carers/family.
- The percentage of assessments started on time within 28 days, has increased steadily year on year increasing from 74.20% in 2103/14 to 85% in 2016/17.
- The percentage of reviews started on time has dropped from 76.70% in 2015-16 to 70.50% in 2016-17, this can be attributed to the new ways of working that have been required due to the introduction the Social Services and Well-being (Wales) Act 2014.
- The percentage of care plans that have been reviewed, showed a slight reduction in 2016-17 although performance remains high and well above the national average.
- Performance has been consistent over the four years for the number of people awaiting personal care for more than 14 days with nobody waiting more than 14 days for a personal care service to start. This is a significant achievement in these challenge times in terms of availability of domiciliary care.
- The percentage of adult clients who are supported in the community during the year has decreased slightly from 91.28% in 2015-16 to 90.46% in 2016-17. This is positive and what we would expect to see given the focus of the Information Advice and Assistance Team to promote peoples independence, choice and control enabling them to meet their own needs.

The introduction of the Social Services and Well-being (Wales) Act 2014, has changed the way we work with people and changed the way we measure how successful we have been. Taking this into account we concluded that we have been largely successful in achieving this priority.

We have established the Information, Advice and Assistance Team who have a different conversation with people and complete part 1 of the integrated assessment when further intervention is required by the Assessment Care Management Teams. Assessments are now completed proportionally with a focus on outcomes and what matters to people.

2016-2017 has been a shadow year in terms of the new performance indicators with an increased focus on quality and outcomes as opposed to traditional numbers, hence we haven't had to submit information for benchmarking or target setting. Future reports will focus on reporting responses to

the quality questionnaires and new performance data.



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.
- Residents 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.

Conclusion of Progress

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

Performance data confirms that the Council is responding to safeguarding concerns in a timely manner and that safeguarding processes are compliant with statutory timescales:

- 100% of referrals have a decision made within 24 hours
- 99% of *Child Protection Conferences were held in timescale
- 100% of *Child Protection Core Groups were held within timescale
- 100% of children on the Child Protection Register are allocated to a Qualified Social Worker

Safeguarding children and adults is a statutory responsibility for the Council and is discharged through the Social Services Directorate. Performance throughout this period has been consistently high and external regulators (CSSIW and WAO) have confirmed that operational procedures and practice are robust and effective in Caerphilly. As a result, this priority has been achieved. However, safeguarding will continue to be a priority for Social Services going forward.

** **A Child Protection Conference** is arranged to share information and plan what needs to happen when there are concerns that a child is or may be at risk of harm. **Child Protection Core Groups** are held to review whether the child protection plan is working (or change them if they are not) and are held until the child is no longer at risk of significant harm.*

If a child's name is added to the child protection register, they will need to be subject of a child protection plan. The child protection plan is developed at a core group meeting (attended by key professionals and family). Core groups are held at regular intervals to ensure that the child protection plan is meeting the child's needs and achieving the outcomes that have been determined.

In 2013/14 the average number of children on the Child Protection Register was 218. This was the highest level the Register had ever been at and over the course of the following years, numbers have been reduced to the current level at the end of 2016/17 of 161.

We would like to see a reduction in the number of protection of vulnerable adults (POVA) cases being received and between 2013 and 2016 there was a slow but steady reduction in referrals to 210. However, in 2016/17 referrals increased to 287. Whilst there is no discernible rationale for this increase, raised awareness of Adult Safeguarding throughout the Council as a result of the Corporate Safeguarding Policy could have played a role.

However, reductions in the rates of safeguarding referrals or the numbers of children on the Child Protection Register are not measures of success. The numbers are simply indicators of activity levels and it could be argued that increased rates of referral, particularly after awareness raising activity, demonstrates that more people are being safeguarded appropriately.

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

- Adults, Children's and Education Safeguarding Leads are now all situated and managed within Children's Services.
- A Corporate Safeguarding Policy has been launched and practice development is being improved through a Corporate Safeguarding Group.
- Regional Safeguarding Boards – the Gwent Wide Adult Safeguarding Board (GWASB), South East Wales Safeguarding Children Board (SEWSCB) and the Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Board – ensure partnership working is supported and awareness is raised across all partner agencies.
- Effective sub-groups of the Boards ensure procedures, practice and training is continually reviewed and improved to support operational delivery of safeguarding responsibilities.

Welsh Government, CSSIW and the WAO recognise that the regional partnerships in place across the five Local Authorities comprising the Gwent region are well established and effective. As a result, this priority has been achieved. Ongoing partnership working is critical to ensuring the most vulnerable groups in society are safeguarded and protected and this will continue to be a priority for Social Services.



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

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 results of the survey are yet to be published for 2017. The following three questions are included to measure the perception of residents on community safety issues:

- Percentage of households who feel that the levels of anti-social behaviour (ASB) have got better or stayed the same in their community in the last 2 years – The result from the 2015 survey for this was 65% (a decrease from the 2013 survey where 69% of households responded said that they felt the levels of ASB got better).
- Percentage of households who strongly or tend to agree that the Police and the Council are dealing with anti-social behaviour and crime issues that matter in this area – The result from the 2015 survey was 63% (a minimal decrease from 2013 where 64% agreed)
- Percentage of households who feel that the levels of crime have got better or stayed the same in their community in the last two years – The result from 2015 Survey was 71% (the same as in the previous biennial survey).

The Community Safety Team administers the Anti-Social Behaviour 4 Strike multi-agency problem solving 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 the whole period 2013-2017 there were 2111 referrals made into the process and interventions were 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 8 people escalated to a civil injunction in court. This equates to a 99% drop off between strike 1 and 4 of the process which shows that over 99% of people coming through the process modified their behaviour. This has been consistent through the reporting period. The drop off rate has not been less than 99% year on year which highlights how successful the process is.

Gwent Police recorded ASB has shown a downward trend over this period, total ASB incidents for each financial year were:

2014/15	7871
2015/16	6403
2016/17	5824



2

Children and Adults are safeguarded from abuse.

Anti-social behaviour reductions are achieved by concerted partnership working to deal with hot spots and problem individuals.



Consistently over the reporting period there have been in the region of 7000 requests each year for assistance with domestic anti-social behaviour issues. Last year saw the highest number of requests at 7432. However, this basket of measures includes incidents that partner agencies can only react to, rather than those that they can have much influence in reducing before they occur e.g. domestic noise, barking dogs etc.

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

This question was removed from the 2013 survey and replaced with the three questions that better measure perception of crime and disorder



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

During the period 2013 – 2017 the Community Safety Team and wider partnership have been very successful with engaging with the public through their campaigns and community engagement events, most notably, at the Eisteddfod held at Llancaiach Fawr in 2015. Other campaigns have included: White Ribbon Day for domestic abuse awareness; Project Bernie for grass arson reduction; A day in the life of community safety; Internet Safety with children and young people, to name a few.

Until March 2016 the Community Safety Partnership employed the services of an ASB Victim Services Manager, who offered one-to-one support to a total of 274 victims in 2015-2016. The post, which was part funded by the Gwent Police and Crime Commissioner and the Youth Crime Prevention Fund, lost its funding on 2016 due to a general reduction in external funding sources. Victims contacting the partnership members are now signposted to Connect Gwent, where their Victims Support advisors now pick up the victim referrals.

A partnership response to disorder and crime concerns is coordinated and delivered through what was previously the Partnership Tasking Forum and the Victim Problem Solving Group. Both Groups have now been merged to create the newly formed Caerphilly Community Well-being Forum.



3

Improve standards across all year groups particularly key stage 3 & 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.



Conclusion of progress

The results highlighted within this report were achieved by pupils in July 2016, 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, 90.4% 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 92.4% of pupils achieving the expected level in English (up from 88%) and 91.8% 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 4.4% from 77.6% in July 2014 to 82.0% in July 2017.

The performance of pupils undertaking examinations at age 15 continued to improve in 2016. 53.1% of 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 56% for July 2017 (the official results will not be available until December 2017).

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) = - 5.3%
- Key Stage 3: The gap in performance between girls and boys achieving the Core Subject Indicator (CSI) = - 10.9%
- Key Stage 4 : The gap in performance between girls and boys achieving the Core Subject Indicator (CSI) = -10.4%



3

Improve standards across all year groups particularly key stage 3 & 4.



We believe that this priority is making some progress and although continuous improvement is being made, it is not reflected in our position within Wales.

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.

The performance of pupils in vulnerable groups has continued to improve over the last 4 years. The focus upon literacy has seen the skills of year 4 pupils improve significantly – with a 4.4% increase in the number of pupils achieving the expected level in English. The gap between boy’s and girls’ achievement has continued to narrow, but a wider gap remains at key stage 3 and 4 which will require further intervention.

We have seen improvement in expected levels at Key Stage 3 with 82% pupils achieving the core subject indicator (up from 77.6% in 2014). We have seen progress at Key Stage 4 with 53% pupils achieving level 2+ (5 GCSEs including language and maths) up from 50% in 2014, though this progress is slow in accordance with the rest of Wales.

The following list of indicators demonstrate that over the last 4 years, although there has been improvement in many of the indicators, the pace of success has been too slow, particularly in comparison to the rest of Wales. It is vital in the next phase that we focus sharply on this area and work closely with the EAS to achieve better outcomes.

- The percentage of pupils achieving the Core Subject Indicator (CSI) at Key Stage 3 increased from 73.5 in 2013 to 82.0 in 2016
- The percentage of pupils achieving Level 1 at Key Stage 4 increased from 92.4% in 2013 to 95.1 in 2016
- The percentage of pupils achieving Level 2 at Key Stage 4 increased from 69.1% in 2013 to 76.5% in 2016
- The percentage of pupils achieving Level 2 + (including language and mathematics) increased from 46.3% in 2013 to 53.0% in 2016
- The capped points score average has fluctuated, with an overall rise from 314.7 in 2014 to 324.7 in 2016.
- The percentage gap between boys and girls achieving the Core Subject Indicator (CSI) at Key Stage 4 has fluctuated since 2013 – reaching an all time low of -4.4% in 2013, rising to -11.7% in 2014. This was been reduced to -10.4% in 2016.



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.



Conclusion of progress

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 Youth Service has been using this system to identify potential pupils who are Not in Employment Education or Training (NEET) and coordinate suitable help by the Youth Service and its partners and consequently, the percentage of young people NEET has decreased for the fourth consecutive year, from 5.9% in 2012, dropping to an all time low of 1.9% in 2016. The embedding of Engagement and Progression arrangements within the Youth Service has significantly contributed to this success. We have set a challenging target of 1.5% for 2017 (figures not released until May 2018).



4

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



As a consequence of the redirection of resources towards this area, fewer forms of national accreditation are now being delivered by the Youth Service, who are instead successfully signposting NEET/potentially NEET young people to other providers to achieve these.

The percentage of pupils engaged by the Youth Service gaining nationally recognised forms of accreditation has correspondingly reduced from 6.2% to 3.5%, though a focus on local accreditation forms has been reinforced and the percentage of young people achieving these has risen from 11% to 18.5%. The range of accreditation activities remains broad, reflecting the breadth of the Youth Service curriculum.

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 an approved external qualification.



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.

We have worked collaboratively with the EAS, schools and other partners to increase levels of engagement for our learners in all settings. Processes have sharpened considerably and identification of needs has become more sophisticated. Multi-agency working has developed to ensure that young people have a clear pathway when coming to the end of their education. However, although NEETs has decreased to 1.9% our lowest ever, there is still work to be done to further develop links with business and work-based training providers to expand opportunity.



5

Reduce the gap in attainment between pupils in advantage 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.



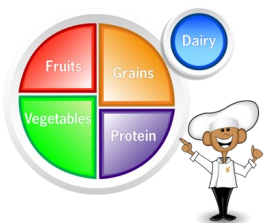
Conclusion of progress

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. We provide appropriate literature which is available for schools to promote what can be provided 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. If parents require longer more in depth courses, staff can refer them for more detailed support.

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.

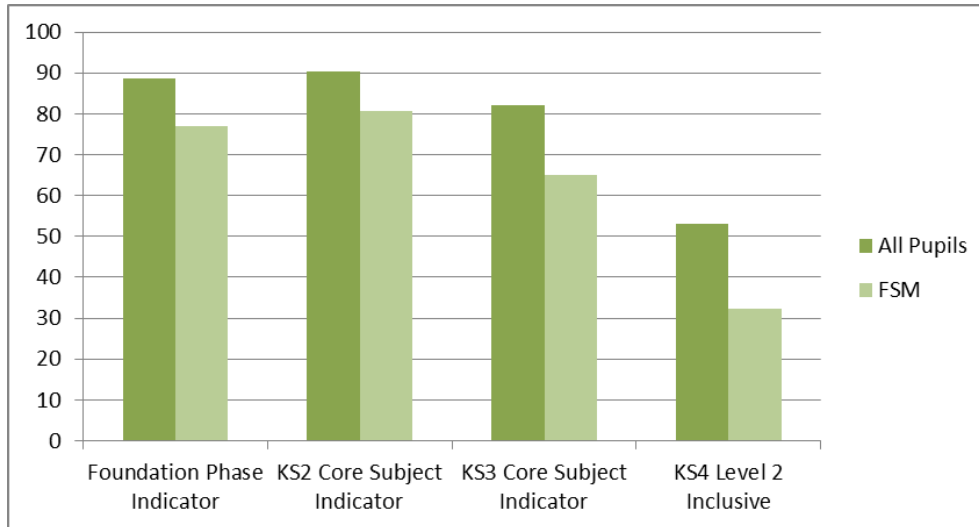
The measure that is commonly used to measure deprivation is a pupil’s eligibility to receive Free School Meals. The data across Table 1 (page 31), provides an insight into the performance of all pupils in comparison to the pupils in receipt of Free School Meals. This also highlights that the gap in performance 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.



5

Reduce the gap in attainment between pupils in advantage and disadvantaged communities.

Table 1 : Attainment – Academic Year 2015/16 – Free School Meals



The development of the database STRIVE in Education, 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 to ensure that schools are setting ambitious targets and aspiring for the best outcomes for all pupils.

Conclusion of progress

Over the last four years reduction in the gap of attainment between pupils in advantaged and disadvantaged communities has been a priority. Emphasis has been upon using poverty programmes and multi-agency working to narrow the gap.



Performance of FSM pupils has improved over the last 4 years:-

% FSM pupils achieving Foundation Phase Indicator 2013 = 69.9%, 2016 = 77.2%

% FSM pupils achieving Core Subject Indicator at KS2 2013 = 68.6%, 2016 = 80.8%

% FSM pupils achieving Core Subject Indicator at KS3 2013 = 52.3%, 2016 = 65.1%

The use of the Pupil Deprivation Grant (PDG) is monitored carefully to ensure maximum impact. This priority has been partially successful as there is still much to be achieved.

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.

Conclusion of progress

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 Harm Prevention/Licensing officers monitor calls and investigate any matter relating to licensed premises. The Safer Caerphilly Community Safety Wardens have, during 87 occasions confiscated 270 items of alcohol from either underage drinkers or street drinkers.

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 2016-17, there were 5 sales from 6 attempts at a licensed premise, 83.3% positive sales; 6 sales from 19 attempts at off licences, 31.6% positive sales.

There was a large increase in sales compared to last year. This is on the face of it a worrying trend, however test purchases can only be undertaken at premises where Trading Standards receive sufficient good quality intelligence to persuade a Justice of the Peace to authorise the test purchase. The number of intelligence reports received have however decreased year on year. This indicates that the premises now targeted are more likely to be ones that serve alcohol to under age persons reflected in the number of sales occurring.

Appropriate action has been taken against all individuals responsible for the sales. Investigations revealed that all had received adequate training from the Premises Licence holders, indicating that the supply was due to poor judgement on behalf of individual employees, as opposed to systemic failures or deliberate supply of alcohol. 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 greater in the most deprived areas of Wales.

6

Promote the benefits of an active and healthy lifestyle.



Increase physical activity

Over the past 4 years the Sports Development Team have been working towards getting “more people, more active, more often”. In 2013 39% of young people were hooked on sport in Caerphilly, the most recent survey in 2015 has shown an increase to 47% and we are aiming to achieve 52% from the 2018 survey.

Since 2013 there has been a continuous reduction in Sport Wales grant funding, and despite this, we have maintained our delivery without a detrimental effect on performance and impact.

Our focus on supporting community sport has increased with 5 Sports development officers now working directly with 8 National Governing Bodies of Sport and the local community clubs to increase membership and participation in Caerphilly. Using our strong links with schools and various community groups we have increased club membership from 39% to 47%.

In 2013 we allocated £96,000 of community chest funding to community clubs, with our new focus on supporting community sport we allocated over £112,000 in 2017 to allow clubs and community groups in Caerphilly to grow their membership and enhance the quality of delivery. School Sport still remains a vital component to increase participation and engaging young people into physical activity.

Since 2013 we have worked with schools to cope with the impact that budget pressures are having on allowing schools to attend events. Our schools competitions calendar is now tailored to meet the needs of the schools and we have had some great success with over 50 primary schools attending the champions league final day held at the Centre for Sporting Excellence. Since 2013 the number of people engaging with Sport Caerphilly has risen from 78,089 to 83,516 in 2017, this is partly due to the delivery of a comprehensive extra-curricular school sport programme being delivered by Sport Caerphilly staff in secondary schools.

Our Disability Sport Officer has forged strong links with the local community groups and integrated the InSport principles of inclusion throughout the whole department and service gaining the Disability Sport Wales “Ribbon” accreditation award and are the first Local Authority in Wales to deliver Autism awareness training for all Sport & Leisure employees.

The most recent programme to be delivered by Sport Caerphilly is Positive futures. This is an alternative education programme which provides opportunities for the most vulnerable young people who aren't quite suited to mainstream school to gain qualifications through the use of sport.

There are now 34 young people being directly referred to the programme, gaining a variety of qualifications. The use of sport in the community to divert young people away from crime and anti-social behaviour is proving to be a success; over 500 young people have taken part in sport in the community, reducing ASB by up to 20%.

6

Promote the benefits of an active and healthy lifestyle.

Our skilled and passionate workforce are integral to achieving our mission of getting “more people, more active, more often”. Since 2013 we have aligned additional support and resources to our workforce, designing and implementing a full workforce pathway to give our coaches and volunteers the best possible opportunity to learn and develop. We now have over 450 paid staff, coaches and volunteers supporting the delivery of sport in Caerphilly both in community, club and school sport.

Since 2013 our school holiday programme has increased from 1 site and 264 people attending to 14 community and leisure centre based sites and 2059 individual attendances in 2016.

We also now boast a comprehensive range of activities available at a variety of leisure centres during October, February, Easter and Whitsun half terms, which has never been offered before. Coupled with our fantastic physical literacy “Tots” programme aimed at 3-6 year olds, we make for a well-rounded offer for the young people of Caerphilly to access high quality provision at their local leisure centres.

The Sport and Leisure Service continues to see growth in the number of people participating in sport and leisure activities. We’ve recorded more than 1.31 million customer visits to our leisure centres during 2016/17. This is slightly down on last year due to the major refurbishment to the health suite at Caerphilly Leisure Centre and the resultant closure. However we have seen the number of visitors to undertake sport activities increase this year by 3% to 83,516 people.

The School Swimming programme is working towards the national target of 91% by 2020 but is currently performing at 56% (of children to be able to swim 25 metres by the time they are aged 11), targeting year 3 and 4 will impact on the target in the short term.

The Caerphilly 10K has grown since its conception in 2013; the race has grown from 1800 runners to over 2,500 people taking part in the race on Sunday 18th June 2017. Now in its fifth year, the event saw thousands travel to Caerphilly to compete in the annual race which attracts people from all across the country. The 2k fun run race also saw a rise in numbers since its introduction in 2015 with 700 runners participating this year compared to 250 runners in 2015.



6

Promote the benefits of an active and healthy lifestyle.



Reduce the prevalence of smoking

Recently released data from Welsh Government indicates that Adult smoking rates have again reduced to 18% in 2016/17. 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. This is just below the Wales average at 19%.

The rate of adult smokers in Caerphilly County Borough has fallen from 27% in 2007/08. Aneurin Bevan University Health Board (ABUHB) has developed integrated smoking cessation services consisting of Community Pharmacy level 3, Stop Smoking Wales, Hospital Smoke Free Support Service and Prisons. Year-on-year improvements in percentage of smokers being treated by smoking cessation services, with 3.1% (3043 Residents in Gwent) of adults becoming treated smokers during 2016/17.

This is a substantial improvement with the services treating 850 more individuals (across Gwent) during 2016/17 than 2015/16. This continuous improvement in the proportion of smokers being treated is due to an increase in the number of smokers being treated by the newly funded level 3 Community Pharmacy smoking cessation service.

There has been limited improvement in the number of smokers treated by Stop Smoking Wales over the last 3 years, despite initiatives to increase referrals to NHS smoking cessation services.

JustBSmokeFree is a national school based smoking prevention programme for Year 8 (12-13 year olds) students to enable them to discuss the risks of smoking and the benefits of being smoke free. It aims to build a community of young people that are knowledgeable about the tactics of the tobacco industry and empowered to inform others.

This programme was delivered in 6 comprehensive schools across Caerphilly during the last year. The programme was offered to 7 schools and 1 comprehensive school declined the programme.

6

Promote the benefits of an active and healthy lifestyle.



Promote healthy eating

In Caerphilly 63% 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 59%, and the Welsh average itself at a low level of health. The Child Measurement Programme for Wales reported in 2014/15 that 27% of children in Caerphilly County Borough aged 4-5 are overweight or obese. This is higher than the Gwent average of 26% and also higher than any English region.

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. Projects such as weight management (Food Wise), prevention of diabetes, cooking skills, physical activity opportunities and schemes to improve mental well-being have been provided in our most deprived communities through the Communities First programme.

However the uncertainty that has existed this year regarding the future of Communities First has inevitably led to a reduction in the ability to deliver the same level of provision as we have previously. Since the confirmation in February that the programme is indeed to be phased out, plans have been put in place to reduce services steadily.

We continue to promote Free School Meals across Primary and Secondary sectors. Those who access the free meals are 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.

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 Intergenerational 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.

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.

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 Well-being 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 Standard (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 the borough.

Conclusion of progress

We believe that we have been partially successful in achieving our ambition to invest in council homes and their communities to transform lives over the period of this priority. The reason for this is because some elements of the WHQS programme remain behind schedule, although, we have recently put in place new arrangements to address this. We were also unable to undertake some of our planned actions due to a change in direction of Central Government which resulted in the removal of ECO funding which was beyond our control. However, over the life of the priority we have successfully managed to:

- Access several million pounds of external funding to carry out improvements to homes in the social and private sectors.
- Reduce the amount of money people spend on heating their homes through the improvements undertaken.
- Improve the visual appearance of people's homes by carrying out external wall insulations
- Through investment in the WHQS programme provide opportunities for local business, thereby maximising support for the local economy.
- Through the inclusion of community benefits into WHQS contracts we have helped provide 175 permanent full time opportunities (with contractors or the Council) and created 63 apprenticeships (with contractors and the Council).
- Adapt the homes of council tenants to meet the specific needs of the household.
- Provide a range of mechanisms to measure tenant satisfaction with their homes and related services they may receive.
- Made council tenancies more sustainable by providing advice and support to help tenants reduce their expenditure and maximise income; and
- Put in place a referral system to the Nest scheme, which offers further information and advice to help reduce the number of households who are struggling to keep their homes warm and cope with high energy bills.

7

Invest in our Council Homes and their communities to transform lives

Progress made against the individual aspects of the priority is covered in the following paragraphs:

The Energy Company Obligation (ECO) grant will run to provide energy saving improvements to properties so council homes be more energy efficient helping to reduce fuel poverty.

Bid for grant funding to qualifying areas and raise the awareness of residents in the borough to the Green Deal and ECO grant.

ECO is a funding scheme provided by energy suppliers, for the provision of various energy efficiency works to domestic properties to reduce carbon emissions and utility costs. During the period of this priority 876 properties had an energy efficiency measure carried out (excluding boiler replacement) and/or residents received energy advice. A total of 569 external wall Insulations were completed across all tenures, including 376 council properties.

Some specific achievements in this period include:

- Completed a procurement exercise 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. Energy company, **Eon**, was the successful supplier. The funding was targeted at non-traditional type properties and provided part funding for both council and privately owned properties. The works were planned to help residents in fuel poverty and improve the appearance of their properties and are now satisfactorily completed.
- In Phillipstown, £2.4m of Arbed funding was accessed to carry out energy advice to 162 privately owned or rented properties. 107 Council properties were provided with energy advice and 145 privately owned or rented properties and 86 social rented (council) properties received external wall Installations.
- 250 properties in Fochriw and Hollybush and 317 properties in Phillipstown have benefitted from over £2m investment since 2013, including improvements to the gas mains, new central heating systems, external wall Insulation or voltage optimisers.
- As part of the WHQS programme we have undertaken in total 376 external wall insulations and 798 boiler replacements to council properties.
- We have recently started a contract to undertake external wall insulations to 320 properties in Lansbury Park (Phase 1) and successful bid for funding from Welsh Government, through the WG Vibrant and Viable Places (VVP) / Arbed schemes, to undertake external wall insulations to 76 privately owned homes in Lansbury Park.

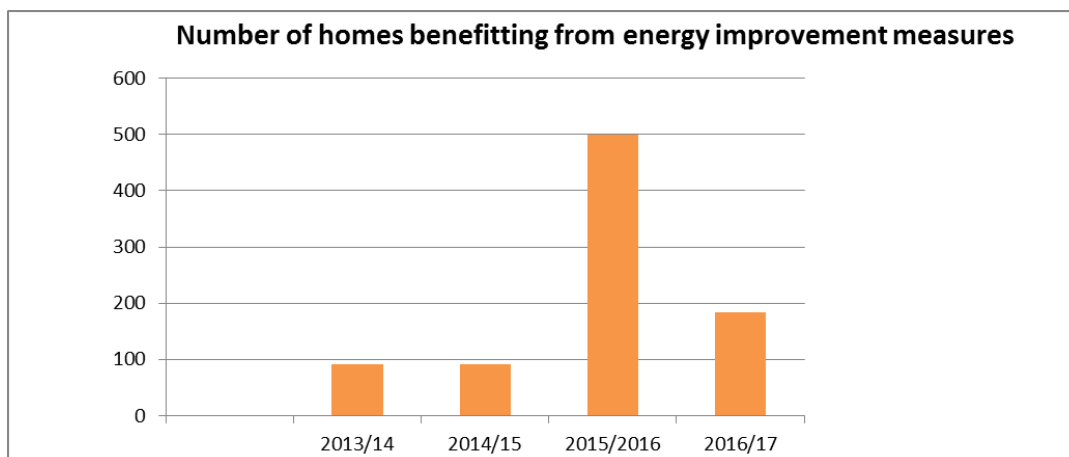


7

Invest in our Council Homes and their communities to transform lives

We were unable to make progress on some aspects of the priority for the following reasons:

- A procurement exercise was carried out on an ECO framework that would have been in place until March 2017 (the end of ECO2). Despite putting specifications and scheme designs in place, for properties in Gelligaer, Pontlottyn and Gilfach, there were no site works delivered and no other bids for private sector grants were undertaken (partly influenced by the changes in the government funding 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 were unable to take this piece of work forward.



Further works to 320 council properties and 76 Private properties at Lansbury Park ongoing.

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

A contract has begun to upgrade loft insulation in properties where insulation level is below 200mm. To date 89 properties has been upgraded with a further 612 programmed.



7

Invest in our Council Homes and their communities to transform lives

The WHQS requires properties to meet the specific needs of the household which aims to not only assist with individual’s health and well-being, but also helps to reduce accidents within the home. To deliver on this requirement, a number of Occupational Therapists have been appointed and work alongside our surveyors to provide a needs assessment. This has resulted in specific adaptations being made to tenant’s homes to help with health conditions that they may have.

More detailed information on progress against the WHQS Programme is shown within Well-being Objective No 5 - Investment in council homes to transform lives and communities.

Tenants will be happy with their homes

Through frequent engagement, discussions, consultations, and general communications with our tenants, our records show, that generally, tenants are happy with their homes and related housing services.

We monitored	2013/14	2014/15	2015/16	2016/17	Comment
% of our tenants whose homes were improved internally through the Welsh Housing Quality Standard (WHQS) programme who were satisfied with the completed works	92%	90%	84%	90%	This measure captures tenants’ views and satisfaction on completion of the works to their property.

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


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



7

Invest in our Council Homes and their communities to transform lives

Our tenancy support officers have been trained and certified, to provide energy advice. During home visits, tenants are shown how to use their heating systems more efficiently as well as being given additional energy savings advice for all their energy measures including heating, electric and water, with further checks to ensure tenants are on the correct tariff for their circumstances.

Welfare Support 				
Measures	2013/14	2014/15	2015/16	2016/17
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	335	187	215	197
The number of council tenants affected by welfare reforms who were visited in their own homes and provided with advice and support to minimise the impact of the changes	1,666	2,309	2,252	2,183
The value of financial savings generated for tenants as a direct result of face to face support on the effect of welfare reforms	£458,709	£283,152	£493,910	£338,143

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 council has reported above, the Welsh Government Fuel Poverty Scheme known as **Nest**, which started in April 2011, offers further information and advice to help reduce the number of households in Wales who are struggling to keep their homes warm and cope with high energy bills. Residents can access the **Nest** scheme on a **freephone number 0808 808 2244** or by visiting the [Nest Website](https://www.nestwales.org.uk/) (external link): <https://www.nestwales.org.uk/>

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 on behalf of 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.



7

Invest in our Council Homes and their communities to transform lives

Throughout the period of this priority, ad-hoc advice has been given to residents who contacted the council. The Nest team have been keen to work in partnership with the council on a range of promotions including a mail out. This however, has yet to successfully be put in place by CCBC. Despite this, Nest improvements and initiatives delivered by British Gas in the Caerphilly area to date, reports:

Scheme Year	Enhanced Insulation	Heating	Heating & Enhanced Insulation	Heating & Insulation	Heating & Solar	Insulation	Grand Total
11/12	1	148	3	29	1	1	183
12/13		225	1	25			251
13/14	1	178	1	21			201
14/15		265		18			283
15/16		370	1	17			388
16/17	2	194	1	28			225
Total	4	1380	7	138	1	1	1531

A large contributing factor for encouraging energy efficiency improvements in social housing is currently through our WHQS programme and the Nest scheme, and is complemented by Welsh Government area-based scheme, Arbed investments (page 38). These schemes enable us to support households in fuel poverty whereby WHQS/Nest provides support for households, and Arbed helps to provide targeted improvements for communities in the most deprived area (in Wales).

In conclusion

We have made some real improvements to the fuel efficiency of our housing stock and helped generate support for council tenants affected by welfare reform by helping to generate financial savings. However, we have been slower than we would have liked in bringing Council Homes up to the WHQS.

Our Well-being Objective (No5) focused on the WHQS programme, where as this priority focused on wider matters such as the energy side of housing in both public and private sector. For 2017 onwards we are bringing together both aspects into one new priority that will include more about housing related support services and the work we want to do to help those who are homed in the private sector.



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

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

Conclusion of progress

The Council has faced significant financial challenges in recent years due to cuts in funding and increasing demand for services, particularly in Social Services. During the period 2013/14 to 2016/17 savings totalling £41.84m have been required to ensure that balanced budgets have been set on an annual basis. These savings have had limited impact on front-line service provision and have been agreed in line with the following principles previously approved by Council: -

- 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, for example; collaboration, partnerships, community trusts.

The Council has continued to manage its financial affairs effectively and expenditure continues to be managed within approved budgets on an annual basis.

For the 2017/18 financial year the funding that the Council receives from the Welsh Government increased marginally by £326k (0.12%). 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 2017/18. Consequently, at its meeting on the 22nd February 2017 Council approved a further package of savings totalling £9.05m. The agreed savings for 2017/18 will have limited impact on front-line services and wherever possible Council priorities are protected from cuts.

The funding situation across Wales for future years remains uncertain so the Authority has adopted a prudent approach of producing an indicative five-year Medium-Term Financial Plan.



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

In addition to the savings of £9.05m already approved for the 2017/18 financial year, it is anticipated that further savings of £28.79m will be required for the period 2018/19 to 2021/22. Work is already underway to identify further savings proposals to meet this projected financial shortfall for future years and the position will be kept under close review. Given the scale of savings already delivered in recent years it is inevitable that more difficult decisions will need to be made as we move forward. The savings principles referred to above have worked well to date but these will need to be reviewed due to the significant further savings that will be required.

In recent years, the Wales Audit Office (WAO) has carried out financial resilience assessments of all councils in Wales and their latest review undertaken between June and December 2016, focussed on the extent to which councils achieved their 2015/16 Savings Plans, the quality of Medium-Term Financial Plans (MTFP's) and the robustness of Savings Plans for 2016/17. The WAO report detailing the findings of the latest review for ourselves was issued in March 2017 and the main conclusions of the report were as follows:

- The council has an effective and improving savings planning approach, which is supporting future financial resilience.
- The council has reported achievement of 96% of its planned 2015/16 savings in year and can demonstrate that individual savings have been delivered.
- The council has an effective corporate framework for financial planning and whilst the Council has well considered savings plans, some savings proposals are insufficiently developed when the budget is agreed.
- The council has detailed savings plans and is forecasting that 96% of its 2016/17 savings plan will be achieved in year.

The WAO report acknowledges that this is an improving picture, that the council has developed a more comprehensive Medium-Term Financial Plan (MTFP) covering a five-year period and that the council has identified indicative high-level savings plans to fill the gap for the earlier years of the Medium-Term Financial Plan.

The WAO report does contain one proposal for improvement which is to strengthen financial planning arrangements by ensuring that savings plans are underpinned by robust business cases. In response to this a new template has been developed to capture detailed information on future savings proposals. This will ensure that all relevant information is available to assess the robustness of proposals and to aid the decision-making process.



The following pages of this performance report will give you an overview of 'how the council performed' in 2016/17 across its four Directorates:

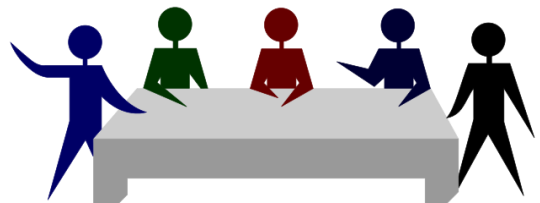
- What went well, and
- What did not go so well.

1. Directorate of Education

2. Directorate of Communities

3. Directorate of Social Services

4. Directorate of Corporate Services



1. Directorate of Education

Director's Statement of Overall Performance for 2016/17

Chris Burns Chief Executive

Keri Cole Chief Education Officer

It has been a busy year in the Education Directorate as we work towards delivering on our eight priorities and one of our most important priorities is to raise standards, particularly for those vulnerable to achieving them. Some children and young people face many obstacles in their learning and we are determined to help them wherever we can.



What we did in 2016/17

We were pleased with a modest improvement in most indicators; however, within our measures on standards, we need to improve further and compare better with the performance of other local authorities. Performance in the foundation phase and key stage is strong, with 88.6% pupils achieving the Foundation Phase indicator and performance in Key Stage 2 is good at 90.4% and continues to be higher than expected, given where we rank within the Free School Meals ranking. Our performance at Key Stage 3 is adequate but continues to improve, with 82% pupils achieving the Core Subject Indicator in July 2016 a significant increase from 77.6% in 2014. Our performance at Key Stage 4 (KS4) requires accelerated improvement, with 53% of pupils achieving the Level 2+ indicator in July 2016 and this is below the Welsh average.

The Authority is working closely with the Education Achievement Service (EAS) and Head Teachers to improve standards at KS4 and has invested additional funds to support progress.

Attendance has improved this year and Primary school attendance increasing from 94.5% in 2014/15 to 94.6% in 2015/16 (i.e. 0.1% increase). During this period, Caerphilly moved from 21st position to 17th in Wales. Our Secondary school attendance has also increased from 92.7% in 2014/15 to 93.4% in 2015/16* (i.e. 0.7% increase), moving from 22nd position to 20th in Wales. We want to make better use of available data from the Education Welfare Service and schools to build on this improvement and implement the South East Wales Consortium (SEWC) 'Common Attendance' Strategy.

It is well documented that many children and young people's educational success is affected by poverty and so we have made the reduction of the 'impact' of poverty one of our priorities for this year. One initiative was the setting up of family liaison workers who are based in St James Primary and St Martins Secondary Schools. Case studies from their work showed sustained improved attendance and engagement for a targeted group of children and young people.



Academic year 2015/16 (exams finished by the summer of 2016) are reported in the Financial year 2016/17

Director's Statement continued ...

We have set up a way for families to 'assess their own strengths and needs' using a model called 'Family Learning Signature' and the results help staff to provide additional ways to support the child. The initial feedback showed that Family Learning Signature has been positive in helping Year 6 pupils make the transition to Year 7 (Secondary School), particularly as the assessment moves with the child so the next school can continue and build on the support. However, it has less of an impact for much younger children (Flying Start children to Foundation Phase provision) and this will need to be looked at in a different way.



We have finished a long-term collaboration between the Anti-Poverty Programmes to develop and implement a 'Joint Assessment Family Framework (JAFF)'. What this means; is that all providers are now using a single process and point of contact to access help and support for families and this has streamlined the process to ensure the right help is provided.

For new and expectant parents, we offer pre and post educational and well-being support to parents aged 16 and younger by our Youth and Education Other Than at School Services. Crèche facilities have also been available to support the parents to continue their education. We have successfully relocated this service to Cross Keys Youth Centre and this has been operating well with positive feedback from learners.

A minority of our children and young people need to access education in specialist settings where their needs can be met more effectively. We have conducted a comprehensive review and plans will now be made to adjust current provision.

In the coming months, there will be a strong emphasis on working together to reduce exclusion rates within schools. This year we established a dedicated team with responsibility for reducing young people who are not in education, employment or training. By April 2017 there was a further year on year reduction from 2.1% (academic year 14/15) to 1.9% (academic year 15/16).

We have been working on reviewing what we provide for our pupils with Additional Learning Needs (ALN) and have set up a satellite for Key Stage 3 pupils for children with special needs to be educated with a specialist group of staff from Trinity Fields at one of our main stream Secondary Schools. This provides an opportunity to receive appropriate opportunities within a main stream school setting and support better pupil integration. 100% of statements of Special Educational Needs including those with exceptions were completed within 26 weeks.

The implementation of the forthcoming ALN reform will mean many changes for the council and our schools. We are working hard to prepare everyone for how this will affect them.



The **21st Century Schools Programme** funds major building projects in schools across Wales. It is funded jointly by Welsh Government and Local Authorities. Its major, long-term aim is to create a generation of 21st century schools in Wales and focuses resources on the 'right schools in the right places', for early years through to post 16. This year, the plans went well, projects were delivered under budget and often to tight timescales.



Some of the successes are:

- The Welsh Medium School -Y Gwyndy (scheme in Caerphilly) and an additional site to Cwm Rhymney, were completed in November 2016.
- Islwyn High School was completed in April 2017 and staff and pupils will have moved to the new school in the Summer of 2017.
- Abertysswg and Pontlottyn Primary will become a new school on the Rhymney Comprehensive site, and this is progressing well with completion due December 2017, opening in January 2018. Members agreed on the 5th July, 2017, following extensive consultation, for the school to become a 3-18 school.
- Proposals have been agreed for a £2m spend at Blackwood Comprehensive School and works are planned over the next 18 months.

Surplus places in schools have been an area of concern in the past and we have been working to reduce them over the last few years. With the new 'state of the art' purpose built schools opening and Cwmcarn High School closing, we will see a reduction in surplus places over the next 2 years.

We deliver Adult Community Learning in partnership with 4 other authorities and colleges to improve the level of essential skills and provide opportunities to gain qualifications (formal and non-formal) and to focus on essential skills enrolments despite a reduction in available funding of 55% in the last two years. This year we had 756 enrolments in essential skills programmes of which 415 learners gained an accreditation. This is less enrolments than last year (1348) but a higher number of qualifications (96% successful completions).

We have changed some of our learning models by going into homes to help with learning for those who cannot come to a community venue; this means we are providing to less numbers but giving a more targeted approach. Of the non-accredited courses we had 93% of learners who met their individual targets. We were awarded with the title of 'Best Performing Local Authority' within the Gwent 5 County Adult Learning Partnership in June 2017 for our work in adult education.

Director's Statement continued ...

Whilst attainment results are an important part of education we recognise that traditional routes do not work for everyone and sometimes people need help to gain skills into employment. We are running three regional work programmes, Inspire to Work, for 16-24 year olds who are not in education, training or employment. Participants are offered a tailored package of 1-1 support to gain a Qualifications and Credit Framework (QCF) qualification, or, access volunteering opportunities.



Bridges into Work is for participants 25+ and Working Skills for Adults is for those who are employed or self employed at 16+ to help provide more skills to help them progress in learning and gain qualifications. We do not have a full years worth of data as some of the programmes started later in the year, but so far we are meeting and in some cases exceeding our targets in the helping participants gain qualifications.

Our visitor numbers to **Libraries** increased in 2016/17 to 6,391 (per 1000 population) and the digital usage continues to rise. Facebook & Twitter 'followers' have increased.

Caerphilly Library Service was the winner of three Marketing Excellence Awards 2017 for their work with Coding Clubs and Social Media promotion. Library stock issues for 2016 / 2017 have increased by 10.89% and Ystrad Mynach Library refurbishment was completed on time and within budget.

Education had a savings target of £1.6m for 2016/2017 and in the main, all savings proposals for 2016-17 were achieved. Our savings target for 17/18 is £867k.

2. Directorate of Communities

Director's Statement of Overall Performance for 2016/17



Christina HARRY Corporate Director of Communities

The Directorate of Communities consists of a diverse range of front line services, which directly impact upon the lives of our residents, for example, 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 throughout the county borough. 2016/17 was a positive year in terms of overall service performance. However, a number of future challenges have been identified for 2017/18, with the biggest challenge across our services being; how to balance the demands of increasing legislation and meeting public expectations against reducing budgets. We are reasonably well placed to respond to these challenges, but, we must also recognise that reductions to some current service delivery standards over the next few years may be inevitable.

What we did in 2016/17

Caerphilly Homes (Housing)

The performance of Caerphilly Homes for 2016/17 is considered to be good overall, although we accept that there are some aspects of the service which require improvement. A recent Wales Audit Office report highlighted a number of areas for improvement that we have responded to through a series of action plans which are being developed to address them. The main challenge moving forward relates to our continued ability to provide a high quality service that meets the needs and aspirations of our service users, whilst continuing to satisfy financial plan priorities and changing legislation. The service is regarded to be well placed to respond to this challenge.

The Council has a housing stock of 10,822 properties. We are currently investing over £200m in bringing all these homes up to the Welsh Housing Quality Standard (WHQS) by 2020.

This ambitious investment programme is not just to improve homes, but to also transform people's lives and the communities in which people live. In 2016/17 we spent over £31M and completed internal improvement works to 2171 properties and also completed external improvement works to 950 properties, with 430 properties receiving specific need adaptations. 90% of tenants said they were satisfied with the work that has been done.

Our Housing Repairs Operations Team continues to provide, in the region of 30,000 repairs per year. Performance in this area is very good and this year, we introduced a text facility to provide tenants with confirmation of their repair being recorded and to provide a reminder for their agreed appointment. This year, the team were recognised for their work in the Association of Public Service Excellence (APSE) National Awards, which we were honoured to be presented with the overall UK winner award.



Director's Statement continued ...

Work in partnership with Cartrefi Hafod continues to increase access into the private rented sector for those people who are either homeless or threatened with homelessness. We have also utilised an under-occupied residential block of flats in Rhymney to provide a Supported Housing Options Scheme, for predominantly single people aged 16 plus. Work also continues in partnership with the local churches and a contracted support provider over the winter months to provide shelter and support in the borough for a number of rough sleepers.



Under the Housing (Wales) Act 2014 there are legal obligations on social landlords who have rental properties in Wales. We have increased awareness of the Rent Smart Wales (RSW) service including newspaper adverts, posters/flyers and merchandise. Rent Smart Wales is a service provided by Cardiff Council, to administer the requirements for landlord registration and agent and landlord licensing. We increased the number of long term empty private sector homes brought back in to beneficial use by 65 (6.41% of total properties identified) by taking direct action, and we also completed an Area Renewal Scheme in Senghenydd.

Rent loss from empty/or under repaired properties remains high, as does the number of tenants requesting transfers, although the number of private sector homes that were returned to occupation improved from 3.9% to 6.5% in 2016/17. Demand for certain property types and areas is challenging, particularly in some areas in the north of the borough. A new marketing strategy has been implemented along with the comprehensive WHQS works to void properties rather than routine repairs, which should improve the outcome of prospective tenants.

The number of homeless people in our county borough has reduced significantly due to the introduction of additional appropriate accommodation for those who find themselves in need of urgent accommodation. The Caerphilly Homes housing stock is constantly under review to identify 'fit-for-purpose' provisions to meet the ever changing society demands. To that end, some of the stock requires a significant 'rethink' regarding investments, adaptations and considered change of use. For example, some of our sheltered housing accommodation suffers from low demand and is not suitable to meet the needs and expectations of current and future tenants. We need to consider options to improve the quality and accessibility of this accommodation to increase demand, or consider alternative uses. We are also currently considering how we can obtain more homes either through our partners or directly ourselves, in order to meet the needs of our tenants.

Our tenants, their families and wider community views, are essential to better understand community needs and enable the delivery of quality, life changing and vital public services. To that end, we welcome the opportunities to improve public engagement and consultation and this is an area we intend to improve upon over the next 12 months.



Planning and Regeneration

During 2016/17, visits to our country parks have increased by over 10% compared to the previous year and now exceed 1.2 million. A survey showed that 85% of those using our countryside parks at Penallta, Cwm Darran, Bargoed, Pen-y-Fan, and Sirhowy were very or fairly satisfied with the facilities. Whilst this percentage is slightly down from the previous survey, it nevertheless, shows high levels of satisfaction. Parc Cwm Darran retained its Green Flag status.



Over the last five years there has been a 19.5% increase in the overall number of visitors to the county borough with 1.81million visitors recorded during 2016. There were a number of successful events held during the year including the Big Cheese, Armed Forces Day, Christmas Markets and through partnership working, the Caerphilly 10K run and Velothon Wales, from which, positive visitor and local retailer feedback was received. The Christmas Pantomime at Blackwood Miners Institute attracted an audience of 15,377, significantly exceeding all previous ticket sales records.

Welsh Government (WG) confirmed in February 2017 that the Communities First Programme will be phased out. Despite this, we have continued to maintain a strong collaborative focus on tackling poverty, delivering to a high level, with excellent outcomes against a range of key indicators set by WG. Whilst the exact scale of the changes we face in this area remains unclear, we do know that we will continue to focus on employability, which is in-line with recent WG directives. Employability has been a strong focus of the work carried out during 2016/17 and will continue to be the focus of future work following the transition period to provide those who are unemployed across the borough access to support. During 2016/17, over 5,800 people were recorded as Community First Programme participants in the Caerphilly borough, with satisfaction levels at over 88%.

The Council has agreed to focus upon improving the lives of those living in the Lansbury Park area, as the area was highlighted as the most deprived ward in Wales. We intend to achieve this through an integrated “deep place” based approach, which considers the social, environmental and economic challenges and seeks to address them through a collaborative approach, working with the community and with public service colleagues. A strategy has been developed and we now aim to deliver it working closely with the community.

During the year WG changed the way it measures some of Planning Services performance. However, we can report: good levels of Building Control customer satisfaction levels of 86% and the percentage of householder planning applications determined during the year within 8 weeks being 95%. Additional affordable house units provided (as a percentage of all additional housing units provided) increased from 51% last year to 75% placing the council as 2nd top performer in Wales.

Following the annual monitoring report of the Local Development Plan (LDP) in 2013, a full review of the Plan was triggered. Following consultation, Council resolved to withdraw the plan, subject to steps being taken to progress a Strategic Development Plan (SDP) with other authorities within the Cardiff Capital Region. This work is progressing and the Cardiff Capital Region Board, will determine in the next few months, how they wish to develop a regional planning framework for the region.



Community and Leisure Services

Waste Collection Services continue to deliver high levels of performance for waste prepared for reuse and/or recycling at 65.52% in 2016/17, exceeding statutory targets set by Welsh Government. However, the service continues to be faced with multiple challenges relating to a high amounts of contamination in dry recycling waste which will be reviewed over the summer 2017 period with an additional door stepping campaign. This contamination is contributing to the relatively high costs for delivering the service when compared with other authorities.

Challenges associated with increasing the participation of food waste recycling are also being faced, although, as a result of a successful campaign last summer (2016) there has been an increase in participation to 47% (which is comparable to other Local Authorities).

Results of the last household survey show citizen satisfaction levels maintained at:

- 74% for Civic Amenity Sites
- 93% for Domestic Refuse
- 91% for Recycling.
- 78% for Food Caddy.
- 74% for Green Waste
- 77% for Street Cleansing.



The service will need to ensure that it is equipped to meet the future Welsh Government statutory recycling targets of 64% by 2019/20 and 70% by 2024/25, as well as ensuring the service remains affordable in the context of reducing budgets. As such we have commenced a review of this service and will be considering the outcome of the review over the forthcoming year.

Our Parks and Bereavement Services have reduced the grass cutting frequencies from once every fortnight to once every three weeks to achieve financial savings, which has led to a slight drop in satisfaction levels. Three of our parks have been recognised as places of excellence by Green Flag assessors and awarded Green Flag status. Most recently Ystrad Mynach park and Brithdir cemetery were also successful in achieving Green Flag status.

Bereavement Services has recently obtained planning permission to develop a brand new municipal cemetery in the Caerphilly basin to provide additional burial capacity for the county borough. The service continues to hold a Bronze award with Charter for the Bereaved.

The management of the Council's extensive tree stock is a challenge for us but in order to address this, a report is to be considered by Regeneration & Environmental Scrutiny committee in October 2017. Other pressures include climate change, which has an effect on both the tree stock and sport pitches.



Director's Statement continued ...

The **Sport and Leisure** Service continues to see growth in the number of people participating in sport & leisure activities. We've recorded more than 1.31 million customer visits to our leisure centres during 2016/17. This is slightly down on last year due to the major refurbishment to the health suite at Caerphilly Leisure Centre and the resultant closure. However we have seen the number of visitors to undertake sport activities increase this year by 3% to 83,516 people.



There has been an increased focus upon Learn to Swim programmes and performance has improved over the last 12 months. The number of free swim sessions for children aged 16 has improved against this time last year.

An aquatic marketing plan is currently being developed with the aim of increasing participation within all aspects of aquatic delivery. As part of the plan, we want to focus on the provision of free swimming and aquatic programmes available to under 16's more generally.

This year we have seen a reduction in the number of children age 11 years able to swim 25 metres as some schools have decided not to take up the swimming offer. However, we are working with our education colleagues to improve upon this in the forthcoming year.

Welsh Government has set a National Target of 91% of all children aged 11 being able to swim 25 metres by the year 2020, and the council is working towards achieving this target.

Adult swimming, 60+ (50,119) was above target for 2016/17 and an improvement on last year's performance.

Customer satisfaction levels remain high with 97% of sport and leisure customers reporting they are satisfied with the service.

Our internal support services, such as Fleet Management and Maintenance continued to provide effective services ensuring our fleet remains safe and operational throughout the year.

To ensure the sustainability of our fleet vehicles, making sure they are fit-for-purpose, well maintained, reliable, safe, efficient, and roadworthy, the management, maintenance and procurement is constantly monitored and reviewed to strict quality assured methods.



Highways and Engineering

The Engineering Services provides services that affect all that use our highway network across the County Borough.



The Council's highway network is its biggest corporate asset, both physically and financially. The provision of a safe, sound and effective means of transport is fundamental to the borough's economic stability, vitality and viability. The percentage of principal A roads that are in poor condition is 4.3% based on 16/17 condition surveys, this is marginally better than last year at 4.5%.

The survey showed that the percentage of B roads that are in poor condition was 3.7% in 2016/17 (decreasing from 4.1% in 2015/16) and just below all Wales average of 4.2%. The condition of our C roads also improved from 9.2% reducing to 8.7% in poor condition against an all Wales average of 15%.

In 2016/17 we repaired 100% of all dangerous incidents with 24 hours. This demonstrates our continued commitment in responding to and addressing emergency situations. We have also improved the percentage of programmed highway safety inspections that are carried out with timescales (2 weeks) at 100%.

We aim to carry out pothole repairs (non-emergency repairs) within 28 days and although our response rate over the last year has improved, it takes us on average 33 days to rectify defects with 46% of repairs completed with 28 days. We recognise that we are still underperforming in this area and as a result, several control measures have been introduced and it is expected that further improvements will be made in the next 12 months.

The Cardiff Capital Region City Deal was formally agreed in March 2017. The Cardiff City Deal is a partnership between UK Government, WG and 10 local authorities, with a total funding package of £1.28 billion being invested across the region.

The aim is to create jobs and boost economic prosperity by improving productivity, tackle worklessness, build on foundations of innovation, invest in physical and digital infrastructure, provide support for business, and ensure that any economic benefits generated as a result are felt across the region.

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. We have now reached the stage where we can begin the work of delivering the projects that will make a real difference to the economy of the region and ultimately to people's lives.

Director's Statement continued ...

We will continue to introduce LED street lighting across the borough. The new lights are more energy efficient than traditional street lights and will help reduce energy costs and carbon emissions. Old and faulty lights are being replaced by modern energy efficient light sources during routine maintenance operations.



LEDs now provide substantially more value for money and equate to a reduction in the amount of energy required to operate each light. Together with the reduction in energy usage, the better control of unwanted light into the night time environment provides a positive benefit and assist in contributing to National Government targets.

Unfortunately, despite regular inspections, faults with our street lights inevitably occur. In 2016/17 we rectified 3200 faults and it took us an average of 3.94 days. This is better than our target of 4 days and an improvement when compared to the 2015/16 result of 4.53 days.

We are making good progress towards the Welsh Government road safety targets for 2020 as we continue to maintain a low level of injuries and overall our road casualty statistics have continued to reduce. Traffic and road safety teams, who, through an intensive education programme, continue to help to ensure our younger people, remain safe.



From the councils Household Survey (every two years) and service specific benchmarking club survey, our records show the highest satisfaction for the provision of local bus service information, bus service reliability and overall satisfaction in the local bus network.

We have also recorded the second highest recorded satisfaction in the frequency of bus services and the bus stops and shelters.



3. Directorate of Social Services

Director's Statement of Overall Performance for 2016/17



Dave Street Corporate Director of Social Services

What we did in 2016/17

As I mentioned last year in my Statement of Overall Performance in 2015/16, the implementation of the Social Services & Well-being (Wales) Act 2014 (effective from April 2016) was a landmark for Social Services provision across Wales. Consequently, a lot of our efforts during 2016/17 have been centred on establishing the principles of the Act and ensuring staff are beginning to embrace the principles of the new legislation, particularly in relation to early intervention and preventative services.

At the same time as the introduction of this legislation, all staff have also had to respond to a number of other significant issues and pressures;

As you would expect in the current climate financial pressures remain significant. As a result of substantial corporate investment in the Social Services we were able to come in just within budget. An underspend of around £250,000 equated to a 0.03% underspend and demonstrates that financial pressures continue to emerge both in terms of costs of services and the numbers of people presenting with needs.

This is particularly the case within Children's Services where increases in numbers of Looked after Children are placing significant demands on the service. These demands are not simply financial but also relate to difficulties in finding suitable placements for children with very complex needs. Whilst this is a UK wide problem it is putting demands on staff within the service, whom often have to ring around providers across the UK before a suitable placement can be identified.

In Adult Services there are also significant issues. Legislative changes around National Minimum Wage, National Insurance, Pensions and Holiday Entitlement, have all pushed up provider costs. Some providers have been reluctant to take on new cases, causing difficulties in getting additional services, particularly to help people get discharged from Hospital. Despite this the authority's improvement in terms of delayed discharge continued moving us to 10th best in Wales.

I mentioned last year the Directorate was 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. The work is very complex and time consuming, but working alongside other local authorities and health boards, it is our intention to introduce this system into the Council during 2017/18.



Director's Statement continued ...

Due to the implementation of the Social Services & Well-being (Wales) Act, the Directorate has had to look at the way it performs very differently. Rather than measure, how much or, how quickly we do things, the emphasis is now, on what difference our services make to people's lives.



As a result, Welsh Government required all councils (Local authorities) to undertake a survey of 25-30% of people who had a Care and Support Plan at September 2016. A total of 401 surveys were completed and analysed on a regional basis to determine any consistent messages.

The results were:

Adults:

- 87% said I live in a home that supports my well-being.
- 77% said I feel safe from any kind of abuse, physical harm or from falling both inside and outside my property.
- 74% said I had the right advice and information when I needed it
- 83% said I am happy with the care and support I have had.



Children:

- 89% said I live in a home where I am happy.
- 81% said I feel I belong in the area where I live.
- 92% said I feel safe, for example cared for and safe from anyone who can hurt you or treat you badly both inside and outside your home.
- 77% said I have received the right information and advice when I needed it.

Carers:

- 84% said they knew who to contact about their support
- 70% said they had the right information and advice when they needed it
- 87% said they had been involved in decisions about how the care and support was provided to the person they care for.
- 75% said I feel supported to continue in my caring role.

We will see where we can make improvements from this information (although it is completely confidential) so can only analyse any general emerging themes. We will be running a similar consultation event this year to build on what we learnt from the consultation above.

Within the new Act is a major emphasis on partnership working. The Greater Gwent Regional Partnership Board was established and a Population Needs Assessment completed which will now inform Area Plans that have to be produced. These plans will be the catalyst for further regional working and service design that will increasingly see social care services delivered on a regional footprint.

As the Director of Social Services I produce a yearly report called the Annual Directors Report on the effectiveness of social care services 2016/17 and this provides fuller details of the service and its progress. This will be available from the Council Website www.caerphilly.gov.uk between October-November 2017.



Public Protection

Within **Caerphilly Catering Services** 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. 73% of eligible pupils took up the opportunity to access Free School Meals in Primary Schools and 65% in Secondary. During 2016/17 we implemented further upgrades so that all 9 secondary schools that have their catering service managed by our in house catering team benefit from modern biometric cashless systems. We have also developed a pilot project for cashless catering arrangements in Primary Schools. We have continued our investment in school kitchen improvements to include the installation of fly screens in 36 schools in accordance with Environmental Health Officer recommendations.

The Caerphilly Catering Service operates across 157 sites with over 831 staff and is proud to have achieved the Silver accreditation in the Investors In People Standard in February 2017 in which the assessor found a culture of trust, ownership and commitment of its people to the organisation. All the feedback and evidence gathered during the assessment suggests that Caerphilly Catering Services has a positive impact on the communities and markets it serves.

The **Registration Service** continues to achieve excellent levels of customer satisfaction with comments received highlighting the professionalism, dignity, and empathy of staff and the timeliness of appointments being offered. Of the customer survey responses received in 2016/17, 96% rated the service as very good or excellent with 4% rating it as good. No customers rated it as poor. A new customer engagement strategy was also implemented along with a review of feedback and engagement mechanisms. An electronic booking system for appointments and ceremonies was introduced in June 2015 creating a much improved database of customers and it is intended to introduce online appointments to register a birth initially during 2017.

Environmental Health and Trading Standards Officers, inspected 100% of high risk businesses that were liable to a programmed inspection for Food Hygiene, Food Standards, and Health & Safety. In addition the team participated in a number of targeted regional health and safety projects such as interventions within Care Homes and addressing Gas Safety in Catering Premises. The Care Home Project is seen as being valuable for both providers and regulators and is therefore, being rolled out throughout Wales in 2017/18. The Gas Safety in Catering Project is also continuing across Wales. The percentage of food establishments which are broadly compliant with food hygiene standards currently stands at 95.16% which is marginally less than 95.67% last year. The service operates the Welsh Food Hygiene Rating Scheme which makes it mandatory for businesses to display the hygiene rating awarded to the business.

All businesses within the scope of the scheme are issued with a food hygiene rating following an unannounced inspection. Our food law enforcement activity was the subject of an audit by the Food Standards Agency in January 2016 with the final report being received in February 2017. The findings were positive with some areas for improvement identified. These have been addressed through an Action Plan agreed with the Food Standards Agency.

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 prioritising staffing resources to other areas of activity, but intervention strategies have been put in place and the number of overdue inspections is reducing. The introduction of legislation requiring food businesses to provide allergy information on food has resulted in an increase in the number of significant breaches and a reduction in the percentage that were rectified by Trading Standards.

The team were also involved in the investigation and control of a Hepatitis A outbreak which occurred between 21 April 2016 and 29 September 2016, in which 17 cases were identified. Affecting predominantly school age children, there was evidence of transmission of hepatitis A within household and both primary and secondary school setting. In responding to the outbreak, 137 contacts were identified, 5 of which became cases.

The **CCTV Control Room** continues to be accredited by the National Security Inspectorate (NSI) for The Management and Operation of a CCTV scheme following its latest inspection in July 2016. It is also the first to be accredited under BS7958:2015.

In summer 2016 the service was also given the Recognising Excellence – CCTV Management and Innovation Award for achieving significant cost savings by transferring CCTV cameras from BT fibre onto the Public Sector Broadband Aggregation (PSBA) network. In November 2016, the Control Room also secured accreditation under the Surveillance Camera Commissioners certification scheme against the Surveillance Camera Code of Practice.

With 5,400 live licences currently in existence the **Licensing Service** processes applications for 35 different types of licences, registrations and permits including gambling, alcohol and regulated entertainment, taxis, petroleum, street trading, explosives and animal establishments. The Licensing Service continued streamlining application processes and clarified licensing requirements for all stakeholders by reviewing and updating existing policies.



In 2016/17 the Street Trading Policy and Fitness Criteria for licensed drivers policies were reviewed and a new overarching policy for licensed drivers was introduced bringing all requirements into one specific document. The service also worked in partnership with Gwent Police Safeguarding specialists offering free training to the taxi trade. This is now being expanded to cover licensed premises, late night takeaways, hotels and street traders.

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). Additional dog control measures in the shape of Public Space Protection Orders have been progressed with the formal process due to be completed shortly.

In response to the declaration of an Air Quality Management Area in Hafodyrynys a Steering Group including residents has been established to assist in the development of a draft Air Quality Action Plan (AQAP). Whilst finalisation of the Hafodyrynys AQAP will be outside of statutory timescales it is essential that full and robust consideration of all potential options is undertaken.

The **Corporate Policy Team** has successfully supported the Caerphilly Public Services Board to undertake a Well-being Assessment as required by the Well-being of Future Generations (Wales) Act 2015 and work has commenced on the Well-being Plan (for 2018). We have continued to satisfy the statutory performance reporting requirements of our regulators with, for example, the review and approval of the Council's Well-being Objectives, and approval of the Annual Performance Report.

Following extensive liaison with the Welsh Language Commissioners Office agreement was reached on the Council's Welsh Language Standards Compliance Notice and a programme of work is being implemented.

The team has led on the council's participation in the Syrian Vulnerable Persons Resettlement Scheme working in partnership with the Home Office.

The team is also leading on two pieces of work which offer a tangible sign of the council's commitment to the well-being of future generations with the commencement of an electric vehicles pilot project and the installation of solar panels (solar PV) on a further seven schools with twenty more schools to follow in 2017/18.



4. Directorate of Corporate Services

Director's Statement of Overall Performance for 2016/2017



Nicole Scammell Acting Corporate Director of Corporate Services

Corporate Services provides a mix of services some directly to the public such as Customer Services, Council Tax and Housing Benefit and Support Services that help other departments carry out their work within the council, such as providing all Information Technology, Human Resource support, helping to purchase effectively and managing a range of properties. In addition, key statutory services include Legal, Member Support, Internal Audit and Finance are also provided.

What we did in 2016/17

The various teams within **Corporate Finance** continued to perform well during the 2016/17 financial year and all statutory targets were met. This has been achieved against a backdrop of continuing downsizing in many teams to address budget cuts. The various Corporate and seconded Accountancy Teams have played a pivotal role in supporting the business to identify and develop savings proposals to support the Council's Medium-Term Financial Plan (MTFP). This working relationship has been crucial in recent years due to the need to respond to unprecedented cuts in funding. 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 some savings in advance of need. However, this is becoming far more challenging as the programme of austerity continues.

The following table provides a summary of the key performance measures for Corporate Finance.

Description	2014/15		2015/16		2016/17	
	Target	Actual	Target	Actual	Target	Actual
Percentage of total Council Tax due for the financial year received by the Authority.	96.5%	96.7%	96.8%	97%	97.1%	97.1%
Percentage of total non-domestic rate (NNDR) due for the financial year received by CCBC.	97%	97%	97.2%	97.7%	97.9%	97.9%
Time taken in days to process housing benefit change events and new claims.	14	9.90	14	12.54	12	10.46
Percentage of undisputed invoices which were paid within 30 days.	95%	95.5%	95%	94.01%	95%	94.88%
Average number of calendar days to make payment of undisputed Invoices to SME's. (Small/Medium Enterprises)	13	12.2	13	13.93	13	12.97

It is pleasing to report that 97.1% of all council tax bills issued for the 2016/17 financial year were collected in full, which is the highest amount achieved since Caerphilly County Borough Council was formed in 1996. The Council Tax Team also proactively pursues council tax arrears and over a typical 3-year period the collection rate rises to 99.5%, which means that the vast majority of residents do pay in full.



The average time taken to process housing benefit change events and new claims in 2016/17 was 10.46 days; an improvement of just over 2 days compared with the previous year (12.54 days).

Following the external audit of the Council's 2015/16 financial statements, the auditors (Grant Thornton) 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."

The ongoing austerity programme will require further significant savings to be delivered. In addition to savings of £9.046m already approved for 2017/18, it is anticipated that the Authority will need to find further savings totalling at least £28.8m for the period 2018/19 to 2020/21.

The Council continues to lead 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 Council's Facebook page currently has 14,000 followers and the Council's Twitter account has over 13,000 followers. Caerphilly has the highest Facebook following of all local authorities in Wales thanks to the proactive way we engage residents using social media.

The **Communications Team** has continued to play a strategic role in leading the Authority's public consultation and engagement agenda on major pieces of work. They won the Silver Award for Public Service Communications Excellence and were the only Welsh entry shortlisted.

Over the year, 600 press releases were generated which led to 2,266 separate articles in the local press and media. This clearly demonstrates that each positive article issued by the council is used multiple times by various media outlets. Over 47,000 users have subscribed to GovDelivery, which allows the council to send news, information and advice direct to subscribers. This is a new communication channel for the council, and performance is exceeding initial estimates and this continues to grow.



Our **Health and Safety Team** have supported the asbestos removal project in schools resulting in amosite asbestos products being removed across 37 affected schools, costing £800k. The resulting position is that there is no amosite asbestos product (brown asbestos) within occupied areas of Caerphilly schools.



Our **Human Resources** team continue to support managers to successfully manage service delivery and staff requirements to meet savings targets. This year we have had 37 compulsory redundancies. In the future there is an inevitability that it is going to become far more challenging to maintain low numbers of redundancies in years to come.

Property Services play a key role in the rationalisation and improvement of the council's buildings and land assets. Four major buildings, Pontllanfraith House, Pontllanfraith Comprehensive School (CS), Oakdale CS and Cwmcarn CS are, or will soon be, de-commissioned. These buildings were inefficient, were no longer fit for purpose, required ever greater maintenance and contain asbestos. Furthermore, three of these sites will now be sold and the council will benefit from significant capital receipts.

Property Services also deliver all new building and building improvement projects for the council and the in-house team has earned a reputation for designing impressive and cost effective projects.

In addition the team delivered the last Phase of the £20m Y Gwindy Welsh Medium Campus and completed the £23m Islwyn High School, both of which were delivered within budget and on time. Site work on the £7m Abertysswg and Pontlottyn Primary School was commenced and is currently on programme and forecast to be delivered within budget. All three of these major projects were designed in house.

The Energy Team has had a busy year with £200k spent on 9 invest to save energy reduction projects reducing the council's carbon footprint by some 125 tonnes per annum. The team also audited and validated over 9,000 energy invoices totalling £3.2m and continues to give energy management advice to building users. The Procurement Team during 2016/17 maintained a high level of contracts awarded to local suppliers at 90%, 396 local suppliers were awarded contracts out of a total of 440 that were successful in winning contracts with the council. This is consistent with the results recorded at the end of 2015/16 when 89.6% of all suppliers awarded contracts were local suppliers.



Corporate Customer Services deal with more than 700,000 customer contacts with £28 million of the council's income being paid at Customer Services desks or via the Contact Centre. There were 232,480 visits made to the centres during 2016. Of these visits 189,071 were to make payments, the remainder (43,409) were service requests such as Blue Badge applications.



The number of service requests has dropped since its peak of 63,729 visits during 2014/15 after the opening of the Caerphilly Customer Service Centre. The number of payments handled in the Customer Service Centres and Newbridge Cash Office has continued to fall as customers have increased their use of other payment methods. This has allowed the re-focusing of staff time in the Customer Service Centres on low volume/high value services and lead to changes in the opening hours of the Customer Service Centres. Changes to the Blue Badge Scheme as a result of further changes in legislation and Welsh Government Guidance resulting from the introduction of temporary Blue Badges were introduced with no significant negative feedback or disruption. CCBC officers have been working closely with Welsh Government to improve the delivery of the scheme across Wales.

For **Electoral Services** it was another busy year. Following the EU Referendum staff moved to their new office in Bargoed. This was a well-planned move and staff were able to settle in good time to prepare for the Local and General Elections.

Once again the Lexcel Inspection for **Legal Services** was successful and accreditation maintained. Lexcel is an accreditation indicating quality in relation to legal practice management standards. The inspection recognised several areas of good practice.

IT and Central Services continue to deliver a complex range of services underpinning the council and its schools' information and communications technology (ICT) requirements, corporate records centres, mail and courier services. There have been improvements to the council website that has resulted in it being identified as the highest ranked in Wales in a recent survey of all UK local authority websites (Sitemorse Survey). IT upgrades, updates and preventative maintenance have been undertaken to improve performance, capacity and availability of ICT solutions to the customer.

We were able to answer 68% of Data Protection Act Subject Access Requests within 40 calendar days, and although this is below our target of 70% it should be noted that there has been a 27% increase in the number of requests during the 2016 calendar year, many of which proved complex and time-consuming to answer. 82% of requests made under Freedom of Information or Environmental Information Regulation Acts were responded to within 20 working days, again this is slightly below our target of 85%, but there was a small increase in requests during the year (1.4%).

This process is highly dependent upon the performance of the Council's Service Areas to locate information, raise concerns regarding disclosure and quality checking by the relevant services and we have taken actions to improve this.



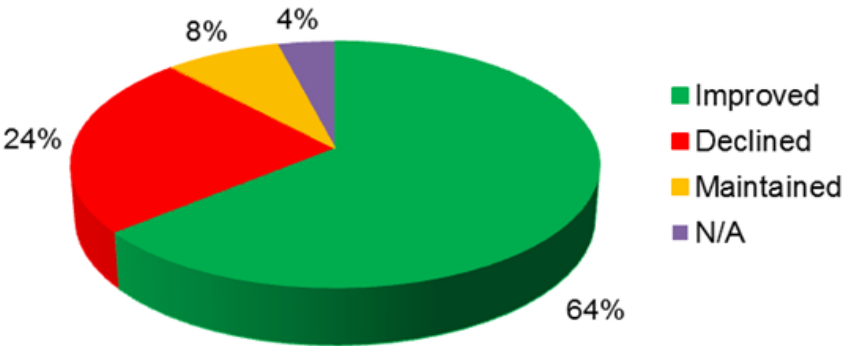
Overall National Performance for 2016/17 – Update

There is a voluntary set of performance measures called the Public Accountability Measures (PAMs) for Local Authorities in Wales. The set contains 31 measures in total, of which 25 are comparable in 2016/17, these are compared to the previous years data of 2015/16.

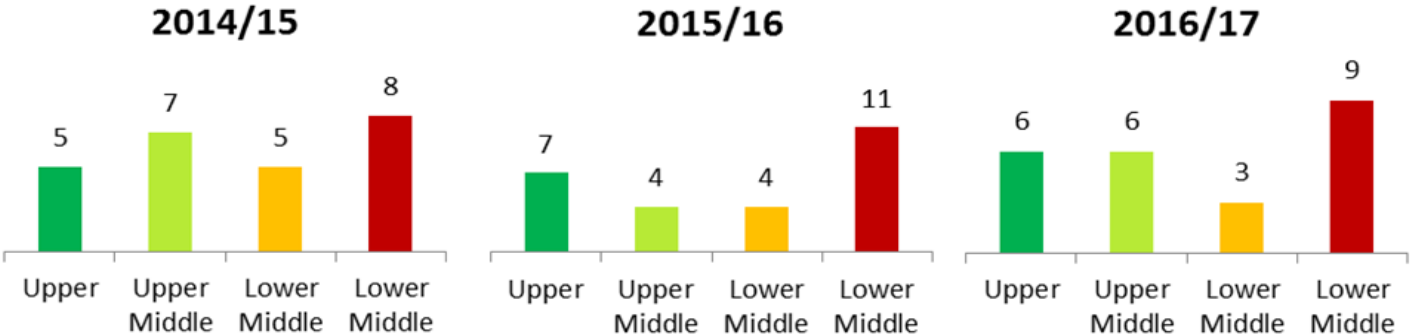
Local Authorities use these (and other benchmarking data) to show how they compare against each other. The chart below shows how Caerphilly compared against other authorities across Wales for the four directorates Education, Communities, Corporate and Social Services, where performance improved, fell or stayed the same.

The previous set of PAM measures contained various social services performance indicators, which were repealed and replaced in 2016/17 with new measures designed to measure the Social Care Act 2014. Three of these measures make up the 31 PAMS, however, the comparable data for these measures will not be available until October 2017 and therefore, they are not included in the charts below. Please see Appendix for a list of the 2016/17 Public Accountability Measure data, including commentary and where each indicator ranks within the 22 Authorities.

Our 2016/17 Performance compared to previous year



Number of PIs per quartile over 3 years



Source: Data Unit Wales

Overall National Performance for 2016/17 – Update

How did we performed when comparing 2016/17 to 2015/16

	Improved	Declined	Maintained
Directorate of Education	8	3	1
Directorate of Communities	8	1	1
Directorate of Corporate Services		1	
Directorate of Social Services		1*	

How did we perform compared to Wales in the 4 quarters

	Upper	Upper Middle	Lower Middle	Lower
Directorate of Education	3		2	7
Directorate of Communities	3	5	1	1
Directorate of Corporate Services				1
Directorate of Social Services				1*

How did we performed against target

	Target Met	Target Missed	No Target Set
Directorate of Education	6	4	2
Directorate of Communities	5	4	1
Directorate of Corporate Services		1	
Directorate of Social Services		1*	

*one measure for Public Protection falls under Social Services



A snapshot of our National Performance for 2016/17

Performance for pupils assessed at the end of Key Stages 2 and 3 achieving the Core Subject Indicators improved compared to the previous year. 1,799 pupils achieved the Core Subject Indicator an improvement of 3% on the previous year, taking Caerphilly from 87.45% in 2015/16 to 90.4% in 2016/17. Caerphilly moved 13 places to 3rd in Wales from 16th against an All Wales average of 89%, and moved from the lower middle quartile, where the measure had for been for previous 2 years to the upper quartile. **Education – EDU003**

In Key Stage 3 1,571 pupils achieved the Core Subject Indicator, an improvement of 1.7% on the previous year (16/17 82% - 15/16 80.3%). The measure remained at its position of 20th in Wales against an All Wales average of 86.1% and maintaining its place in the bottom quartile. **(Education – EDU004)**

2,044 pupils scored a total of 933,707 points, which is a decline in the Average Point Score for pupils in Caerphilly by an average of 45.1 points. This takes the Average Point Score from 500.7 points in the previous year to 455.6. When compared to an All Wales figure of 531 points for the current year our position in Wales has moved from 19th to 21st. **(Education – EDU011)**

1,086 pupils aged 15 achieved the Level 2 threshold including a GCSE grade from A* - C, improving our year on year performance by 0.5% (53.1%) on the previous year 52.6%. Compared to an All Wales figure of 60.7% our position in Wales fell from 19th to 21st. **(Education – EDU017)**

The percentage of private sector dwellings brought back into occupation improved by 2.55% (6.41%) compared to the previous year's performance of 3.86%. We returned 65 empty properties to occupation, which moved Caerphilly from a position of 17th to 11th in Wales and from the bottom quartile to the upper middle quartile. **(Communities – PSR004)**

The number of additional affordable housing units has maintained its upper quartile position and moved from 6th in Wales to 2nd, with an extra 24 affordable housing units provided in 2016/17 (75) compared to 2015/16 (51). **(Communities – PLA006b)**

Although our landfill performance improved significantly this year from 9.5% to 4.18% and compared to an All Wales average of 9.5%, our position in Wales moved from 4th to 10th on the previous year as other authorities also improved. Recycling has improved by 3.66% in 2016/17 from 61.86% to 65.52%, moving Caerphilly from 8th to 7th in Wales and compared to an All Wales average of 63.81%. **(Communities – WMT004b & WMT009b)**

Caerphilly recorded 657 less incidents of fly-tipping in 2016/17 when compared to 2015/16, clearing 99.69% of those fly-tipping incidents recorded compared to 97.95% in the previous year. Caerphilly moved by 1 position from 3rd in Wales to 2nd against an All Wales average of 95.37%. **(Communities – STS006)**

Social Services Indicators data will be available in October 2017



What our Regulators told us about our services in 2016/17

Each year we receive an Annual Improvement Report (AIR) from the Wales Audit Office. For 2016/17 the Auditor General concluded: ***The Council is likely to meet its statutory requirements in relation to continuous improvement providing it responds constructively and in a timely way to our statutory recommendations.***



During the course of the year, the Auditor General made some suggestions for improvement for specific pieces of work that are highlighted below:

Reviewing our development of a **Sports and Leisure Strategy** (May 16) our auditors thought that we needed a more effective approach to strategic planning, to be able to demonstrate that our Sports and Leisure Services will meet the future needs of its citizens. They noted that our approach had not been sufficiently strategic but we were strengthening its project management arrangements to resolve this.

In the **Financial Resilience** (April 2016) assessment, our Auditors said that we had a track record of operating within our budget but, we needed to develop our medium term financial plan and supporting savings plans for future years. Our financial control arrangements were generally effective and financial governance arrangements were generally sound but, we needed to provide more whole council savings monitoring reports to our members.

In May 2016 there was a '**Review of arrangements to address external audit and inspection and regulation and proposals for improvements**'. This was a follow up piece of work to see if we had made progress against previous suggestions and concluded that the council's response to WAO recommendations and proposals was supporting improvement in our self-evaluation and scrutiny arrangements, but we had more work to do to address areas for improvement within Internal Audit and Human Resources. We also needed to speed up our progress in these areas.

In 2016/17 and issued in February 2017, we received a '**Good governance when determining significant service changes**' report. The regulators thought that the council's approach to service change has been proportionate to the scale of changes we have made to date and we were strengthening our arrangements to prepare for potentially more significant future service changes. The report recognised that we had a clear set of principles for determining service change that support our current vision, but that we needed to review our vision and principles, they also suggested we introduce a more systematic and transparent arrangement for monitoring the impact of service changes and are clearer on how feedback from citizens consultations have been used when developing proposals for service change. They suggested we introduce a more systemic and transparent arrangement for monitoring the impact of service changes and how citizen consultations are used to develop proposals for change

Savings Planning (Financial Resilience) March 2017



This was about whether our planning for financial savings was supporting our financial resilience. The judgement was that the council has an effective and improving savings planning approach, which is supporting future financial resilience and this is an improved position from 2015-2016. They suggested we ensure that savings plans are underpinned by robust business cases. The report noted that we have detailed savings plans and forecasted that 96% of our 2016-17 savings plan will be achieved (as was the case in 2015-16). To improve further we need to strengthen our links between our savings plans and what is agreed as our Council's priorities.

Other standard performance work included:

Project name	Brief description
Wales Audit Office Annual 'Improvement Plan' Audit 2016/17	Review of the Council's published plans for delivering on Well-being objectives resulting in a certificate of compliance.
Wales Audit Office Annual 'Assessment of Performance'	Review of the Council's published performance assessment resulting in a certificate of compliance.
Wales Audit Office – Annual Improvement Report 2017.	A summary of conclusions of regulator work undertaken throughout the year.
Care Social Services Inspectorate Wales (CSSIW)	Annual Review and Evaluation of Performance 2016

We have taken action to address the proposals and some of these have already been addressed. We monitor the progress of agreed suggestions and recommendations through a register which is reported to the Councils Audit Committee twice a year, where councillors will challenge and agree progress and be assured action is taking place. The monitoring of the 'register' can be found on the Councils Internet under [Audit Committee Meetings](#)

Other work such as; Wales Audit Office (WAO) reviews on our Asset Management, IT Management and the Welsh Housing Quality Standard were also carried out within the 2016/17 audit schedule, but were not finalised until later in 2017. These will be reported on later in the year when they have gone through the Council's Governance route as they have not been finalised at the time of publishing this report. They will be available on the WAO website (address below) as soon as they are finalised later this year.

Wales Audit Office is the overseeing regulator for the Council (Whole Authority). Wales Audit Office can be contacted by e-mail audit.wales/contact-us or writing to WAO 24 Cathedral Road, Cardiff CF11 9LJ. All the reports above can be found on the Website www.WAO.gov.uk

Important themes that underpin our work



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 our ongoing duties under the Equality Act 2010 we have a Strategic Equality Plan 2016-2020 in place along with accompanying Equalities and Welsh Language Objectives and Action Plan 2016-2020.

[Strategic Equality Plan 2016-2020](#)

[Equalities and Welsh Language Objectives and Action Plan 2016-2020](#)

This document sets out those Equalities Objectives and related actions that we have chosen, following extensive consultation and engagement with the public and other stakeholders.

We also have introduced actions under the new Welsh Language Standards (WLS). The WLS are statutory duties around the Welsh Language under new legislation, which places a duty on councils and public bodies in Wales to comply with a set of 176 standards for the way we use the Welsh language in our organisations.

The Welsh Language Standards came into effect on the 30th March 2016 and the standards relevant to Caerphilly County Borough Council are set out in the following Compliance Notice – [Caerphilly CBC Compliance Notice](#). For an up-to-date report on progress on the council's compliance with the Welsh Language Standards, please see the [Welsh Language Standards Annual Report 2016-2017](#).

So what have we done this year - we have developed a 5 Year Welsh Language Strategy on how we will increase the number of Welsh speakers by 3% over 5 years (which supports the Welsh Government plan of having 1 million Welsh Speakers by 2050) and promote services and activities through the medium of Welsh.

Last year we enrolled **122** members of staff on Welsh Language training and delivered courses which included Saturday and Weekend Welsh Schools, Lampeter Residential Course and relevant revision courses required to prepare staff for examinations in the summer each year.

In the academic year 2016-2017 a total of **461** people attended a variety of equalities related course during the academic year. These courses included Transgender Awareness, British Sign Language, Human Trafficking Awareness and Prevent training. These courses were delivered to members of staff and staff from partner organisations.

The Youth Forum chose LGBTQ+ issues as one of their priorities and borne from that the Caerphilly Youth Service Project set up a group to support Lesbian, Gay, Bisexual, Transgender, Queer and other young people who are questioning their gender and sexuality. The first LGBTQ+ group session took place in July 2016, and now has nearly 20 young people attending regularly, with continuous meetings being held on the last Saturday of each month at Blackwood Basement. For further information please go to [LGBTQ+ project](#)

The Council signed up to support the **Armed Forces Covenant (AFC)**. The Armed Forces Covenant is a “promise by the nation ensuring that those who serve or who have served in the armed forces, and their families, are treated fairly”. The AFC is about providing a ‘level playing field’ in supporting our armed forces. So far this work has linked in with existing partnership working so as to take advantage of work already ongoing in the county borough and not create additional work.

We made good progress in 2016/17 embedding our Caerphilly Armed Forces Covenant:

- We successfully hosted the South Wales Armed forces day twice with 10,000 attending in 2016 and over 12,000 this year.
- Our Caerphilly Armed Forces Forum stand was a success at the Caerphilly Big Cheese event with a range of partners attending enabling a number those serving, veterans and their families to access information for in a more informal setting.
- We formally supported the British Legions ‘Count them In’ campaign.
- Our Armed Forces Champion has attended a number of events in the community and nationally to promote and support the Caerphilly Armed Forces Covenant.
- Our Caerphilly Armed Forces Forum meets quarterly.
- Our Armed Forces Champion worked with the Council and interested parties and enabled the Hengoed WW1 memorial plaque to be brought out of storage to be rehung and rededicated at Rhymney Comprehensive.
- Working with our Gwent Armed Forces leads and forums we have applied for funding from the MOD Covenant Fund to a Gwent Regional Armed Forces Covenant Officer. This bid was successful and the officer will be in place shortly to facilitate improved and more consistent delivery and awareness of the Armed Forces Community Covenant across the Gwent areas of: Caerphilly, Blaenau Gwent, Torfaen, Monmouth and Newport. The role would also enable the sharing of good practice and support from across Wales.



The Safer Caerphilly Community Safety Partnership Team has allocated funding to hold a number of training sessions for education staff on Prevent, which is part of the Home Office's Counter Terrorism Strategy. Prevent is designed to tackle potential radicalisation from extremist ideas and actions. Training has been delivered to over **280** front line staff members with a further 10 training sessions planned for other frontline staff.

The council continue to support the adaptation of its existing building stock to meet the needs of disabled users. Over £100,000 has been allocated this year for this task. All new buildings are highly accessible and provide inclusive, safe and functional environment for all users.

This year 216 of our buildings are now reasonably accessible by disabled users.

Further information on the council's Equalities related matters are published in more detail on the Equalities pages of the council's website, available at:

www.caerphilly.gov.uk/equalities

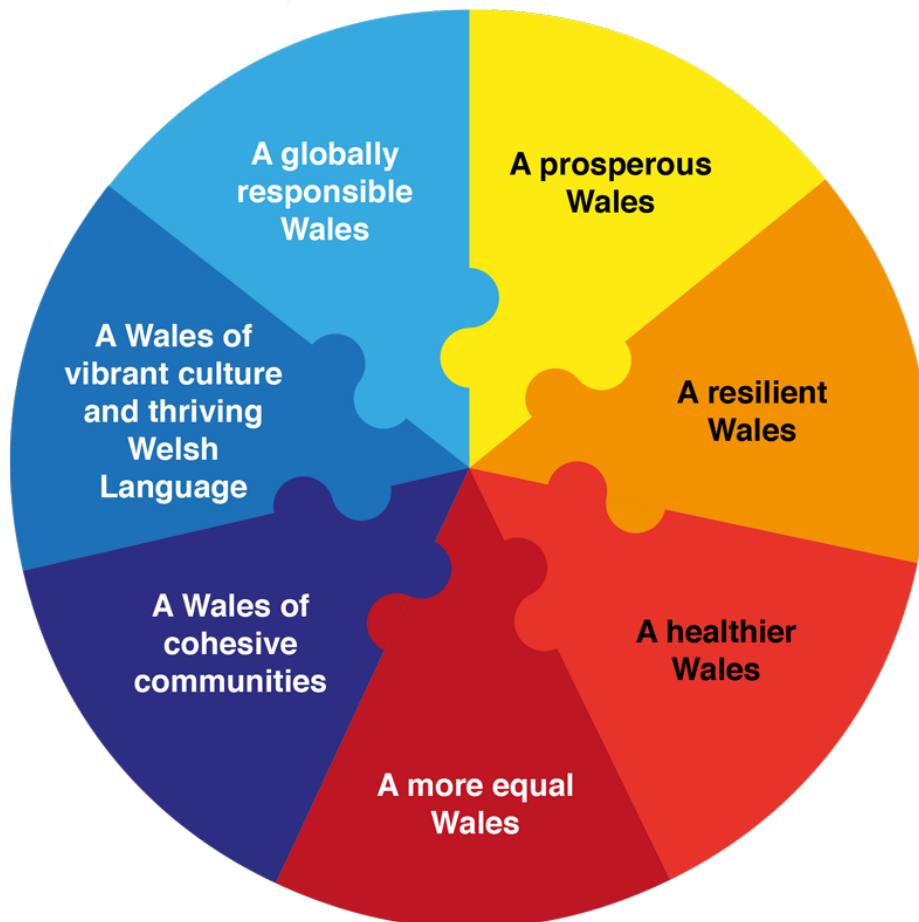


The Well-being of Future Generations Act (Wales) 2015 - update

A new Act was 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 sustainable development principles.

Well-being Goals

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



Progress so far.....

Well-Being Future Generations Act 2015

The Caerphilly Public Services Board (PSB) is required to prepare a local assessment of well-being for the area that looks at its economic, environmental, cultural and social situation. The Well-being Assessment will be used to inform planning across the public sector to deliver 'The Caerphilly We Want' and meet the national well-being goals for Wales. The Well-being Assessment was approved by the Caerphilly Public Services Board on the 6th December 2016 and following the assessment, work has started to take place as to how to respond to the findings.

As part of the assessment and the response, we had many conversations with a wide range of people and groups on behalf of the PSB to ask people about the Caerphilly they want in the future and to gain an understanding of whether people's 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 could 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 have used several data sets to pull together a qualitative and quantitative picture for the 'local well-being assessment' of the area. We have targeted events taking place 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.

From taking all these factors into account 37 priorities emerged and given the number we then set about finding a way to prioritise these to a manageable set. To do this we ran prioritisation workshops after we used an 'assessment tool' to see which priorities were more likely to maximise our contribution towards the National Well-being Goals and to see if any could be merged where they were similar. As a result we identified 6 areas (or themes) to work on, of which, the PSB are currently reviewing to determine taking these forward. This work is ongoing and will be subject to change and consultation. Once finalised will form the basis of the PSB Well-being Plan 2018.

Within the Council we are still working on a range of changes and improvements based on the 5 ways of working, to the 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 and Risk Management. For example: we have run training sessions for new members, updated our Risk Strategy Guidance and Business Planning to promote the 5 ways of working. We now need to establish this thinking into our culture and to set the Councils own Well-being Objectives in a way that shows our contribution to the overall partnership Well-being Plan.



For financial planning, new savings targets for Heads of Service to address the current projected financial shortfall will include a requirement to specify the impact that individual savings proposals will have on the Well-being Goals and the five ways of working.

With workforce planning, Welsh Government have proposed a number of engagement and communication processes, through a public bodies communication sub-group, that will support this work. Our HR Strategy recognises that the council must have a workforce with the right skills and support in order to achieve the cultural change envisaged by the Act. We are doing this through briefings, intranet resources, and by embedding the well-being goals and five ways of working in our planning, decision making, policies and procedures.

Where appropriate all future procurements will consider the Well-Being of Future Generations (Wales) Act 2015. The councils revised Procurement Policy and Strategy will set out how the council can contribute to the Well-being Goals through the co-ordination and development of all third party expenditure. The council has agreed to participate in a Welsh Government pilot, commencing in Spring 2017, which will support the implementation of the Act in our procurement activity. Additionally we have:

- ◆ Carried out training for all Cabinet and Scrutiny Members and Management Officers.
- ◆ Appointed a Future Generations Champion Cabinet Member.
- ◆ Established a Future Generations Advisory Panel for the council.
- ◆ We have changed our scrutiny reports to include an ‘implications section’ on how decision making is part of the five ways of working and a consideration of how the content of the report contributes to the Well-being Goals.
- ◆ Revised our Risk Registers to ensure the long-term is considered in analysing our risks and this may change the way we view the severity of our risks.

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.

The Council Asset Management Strategy was also revised to ensure the principles of the 5 ways of working (on the left) is included in the decision making regarding asset disposal or acquisition.

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 eterk@caerphilly.gov.uk or call 01495 235108 or go to: your.caerphilly.gov.uk/publicservicesboard



Useful Web Links

Council's Well-being Objectives 2017-2018—Full details

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

Caerphilly 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.

You can contact us by: Email: PMU@caerphilly.gov.uk or via our website [Council Performance](#) and follow the instructions on screen.

Alternatively, please contact:

Ros Roberts
Performance Manager
Corporate Performance Management Unit
Caerphilly County Borough Council
Penallta House
Ystrad Mynach
Hengoed
CF82 7PG
Tel: 01443 864238
E-mail: roberr@caerphilly.gov.uk

You can contact us via social media

You can get involved in many ways.
Please have a look at our website;
<http://www.caerphilly.gov.uk/Get-involved.aspx>.

If you would like to be a 'view point panel member' which is our citizen focus group, you can

Telephone - 01443 864354

Or, write to

Penallta House,
Tredomen Park,
Ystrad Mynach,
Hengoed.
CF82 7PG
Or email SHARME@CAERPHILLY.GOV.UK



This document is also available in different languages and formats upon request.

Further information can also be found on our website: www.caerphilly.gov.uk/

