



Annual Performance Report 2013/14 (Draft) V11

To be considered by Council on 7th October 2014



A greener place Man gwyrdach



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

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

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

Foreword

**Council Leader:
Cllr. Keith Reynolds**



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

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

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

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

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

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

Introduction

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

When we ask whether we are making a difference to the communities we serve, in compliance with legislation and addressing the priorities that are important to our citizens, we use the activities below to help us. The following list is not exhaustive, but has been provided to give you an idea of some of the key things that the authority does each year to check whether we are doing things as best we can:

- ✓ We use complaints, compliments and wider consultation to gather feedback and intelligence from our citizens and communities. For example, the citizens forum, viewpoint panel, youth forum, bi-ennial Household Survey, as well as operational intelligence from our partnership work with, the Police, Fire and Rescue, the Health Board, Volunteer Groups, Youth Justice Board, Contractors and other stakeholders.
- ✓ External regulators assess us and inspect our Services to ensure we are compliant with statutory legislation and local policies. For 2013/14 our regulators were; Wales Audit Office, Price Waterhouse Coopers, Estyn and CSSIW.
- ✓ Each Service Area produces an annual Service Plan, against which it reports and monitors its service delivery activities and improvements throughout the year. It has its own 'Performance Scorecard' to monitor, analyse and report performance information throughout the year.
- ✓ Services maintain and monitor a Risk Register, which monitors things that could impede service delivery.
- ✓ Many of our Services form part of wider partnership or collaborative groups, where they produce partnership strategies, plans and programmes which they use collectively to monitor their activities and progress.
- ✓ Services maintain and monitor financial statements of accounts.
- ✓ The authority has in place several tiers of information reporting between officers and councillors, such as Scrutiny, Cabinet and Audit Committee. Our Audit Committee routinely monitors various aspects of service performance and finance.
- ✓ Our employees are engaged in annual appraisals, which we call Performance Development Reviews.
- ✓ The Welsh Government (WG) and European Commission, monitor activities and outcomes delivered against specific grant funded activities.

How will the Report be structured?

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

This report mainly focuses on giving the reader, an assessment of council performance, achievements and areas for improvement during the reporting year 2013/14.

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

- ✓ Introductions and setting the context including financial information
- ✓ Customer satisfaction
- ✓ The Directorate's overall annual performance statement
- ✓ Financial information and analysis relating to the Directorate for 2013/14
- ✓ Assessment of our progress with our 2013/14 Improvement Objectives for the Directorate
- ✓ Analysis of National Strategic Indicators (NSI) and Public Accountability Measures (PAM) for the Directorate for 2013/14
- ✓ Evaluation of other performance information captured during the year about the directorate

We hope you enjoy reading about how your Authority is working to make a difference to you and your community and welcome any comments or feedback that you may wish to make. If you want to get involved the section called 'How to Contact us' on page 103 will tell you how you can do that.

Authority Finance Summary

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

Our main principles to date have been to safeguard service provision and jobs and to provide improvements to our communities, its people, our infrastructure and surrounding countryside, whilst ensuring a prudent approach to financial decisions. In recent years, we have faced financial constraints that have, in some service areas, changed the way we do things (sometimes referred to as planned savings and disinvestments). However, the financial position has worsened, the council had been working on an anticipated reduction in Welsh Government funding of 1.34% for each of the next 2 financial years and a savings requirement of £13.4 million. However, the Minister for Local Government has suggested that the position is now likely to be much worse and has asked local authorities to start planning for reductions of up to 4.5%. In the worst-case scenario this could result in a savings requirement of **£30.1m** over the 2015/16 and 2016/17 financial years. We are currently consulting with the public asking how you can help shape the services in light of these extremely challenging financial circumstances. If you would like to take part in the consultation you can do so by going to the following link: [Caerphilly Consultation](#)

The authority manages two main categories of finances - **revenue** (every-day running costs for services) and **capital** (specific costs for updating and maintaining key assets and implementing major new projects).

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

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

Revenue:

Where does our money come from?

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

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

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

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

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

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

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

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



Customer Care

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

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

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

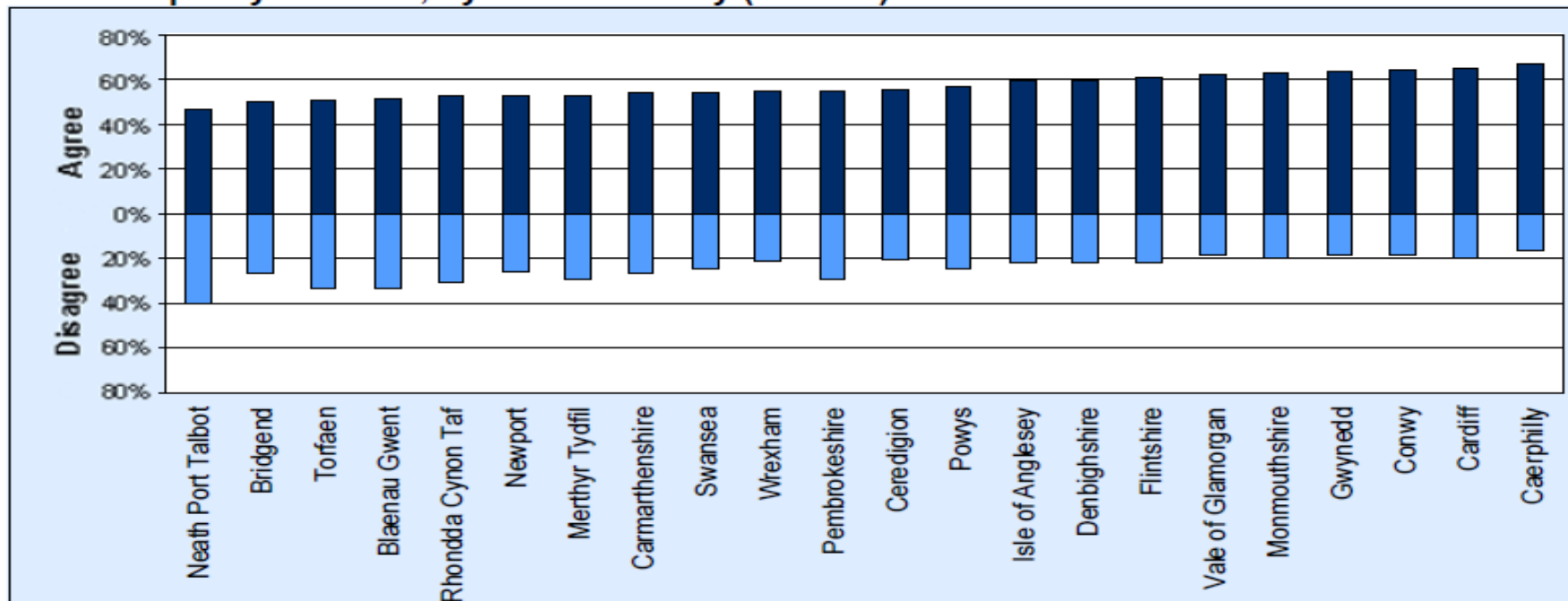
We opened a new 3-storey library in Caerphilly's town, which is being used to deliver wider council services. For example we have integrated other agencies into the library such as the police who will have a regular surgery throughout the week.

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

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

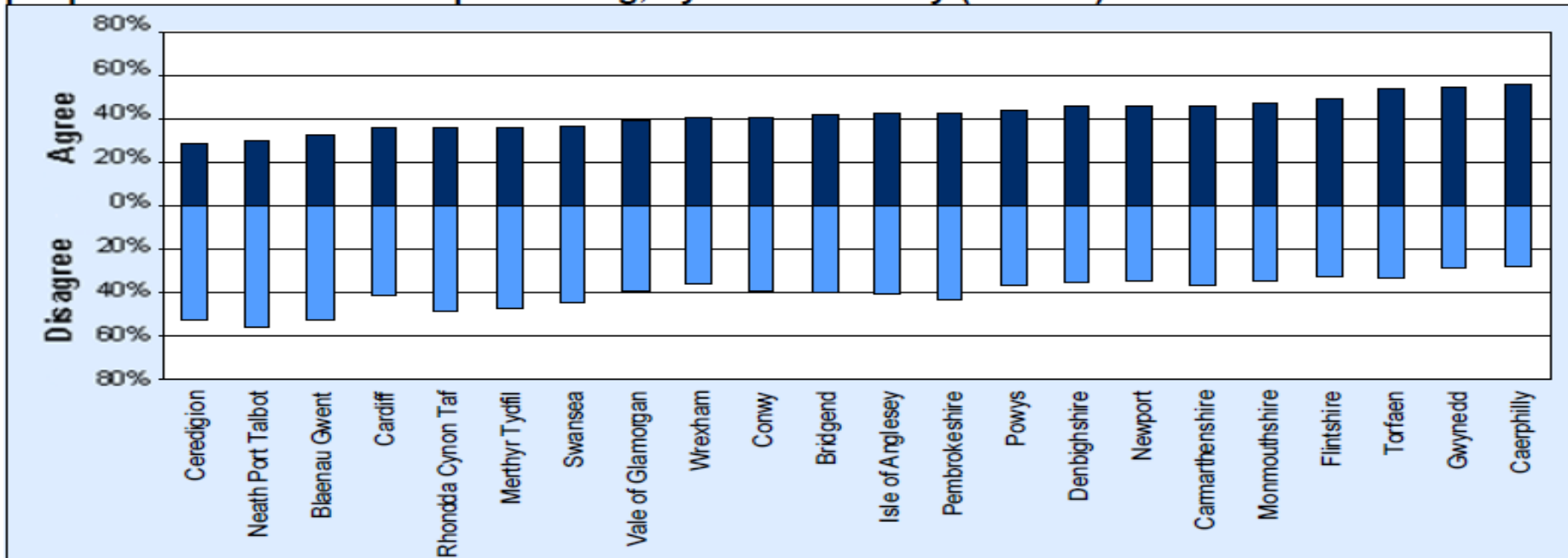
The **National Survey for Wales** is a face-to-face survey of people across Wales and is commissioned by Welsh Government. Each year 14,500 people aged 16 and over are asked for their opinions on a wide range of issues affecting them and their local area. Respondents are selected at random to ensure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

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



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

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



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

Promoting Equalities and the Welsh Language

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

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

The Council's Equalities Statement

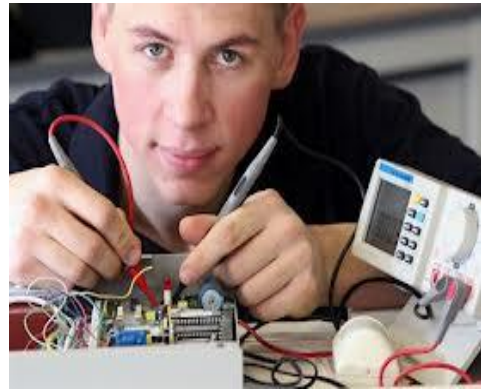
This Council recognises that people have different needs, requirements and goals and we will work actively against all forms of discrimination by promoting good relations and mutual respect within and between our communities, residents, elected members, job applicants and workforce. We will also work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



↑ PASSPORT TO EMPLOYMENT

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

CAERPHILLY PROGRAMME



CO₂ CARBON MANAGEMENT



Directorate of Corporate Services

Director's Statement of Overall Performance for 2013/14

**Nicole
Scammell**

Acting Director of
Corporate Services



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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


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

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

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

In 2013/14 we said we would:

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

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

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

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

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

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

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

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

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

Evaluation shows that for those that took up the support:

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

What did not go well?

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

Where do we need to do better?

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

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

In 2013/14 we said we would:

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



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

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

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

What did not go well?

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

Where do we need to do better?

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

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

In 2013/14 we said we would:

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



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

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

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

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

What did not go well?










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

Where do we need to do better?



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

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

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

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








Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
HHA0 13	The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months. (NSI) Improvement Direction: Higher result is better	88.2%	11 th out of 22	85%	90.7%		We have been advise by the Welsh Government not to compare this across Wales
	Homelessness was prevented for 235 of the 259 potentially homeless households in 2013/14, which is a higher percentage than both our 2013/14 target and our previous performance last year.						

Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
PSR 002	The average number of calendar days taken to deliver a Disabled Facilities Grant. (NSI) Improvement Direction: Lower result is better	299	13 th out of 22	284	292	19 th out of 22	239
	It took 55,229 calendar days (41 weeks) to deliver 189 Disabled Facilities Grants (DFGs) in 2013/14, compared to 52,009 calendar days (42 weeks) to deliver 174 DFG's in 2012/13. A number of complex DFGs were completed during the year, which takes longer to undertake. Despite this our performance still improved from last year although we have now dropped from 13 th to 19 th in Wales. It is clear, however, that unlike ourselves, many Authorities do not treat the first point of client contact as the starting point for the Performance Indicator and so the national figures cannot be compared as it is unlikely they are reported on a like for like basis.						
PSR 004	The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority. (NSI) Improvement Direction: Higher result is better	3.07%	16 ^h out of 22	3.6%	3.83%	19 th out of 22	9.23%
	During 2013/14, there were 35 vacant private sector dwellings that were returned to occupation. This was an improvement in both numbers and percentage terms compared to last year. The introduction of the national Houses into Homes programme created conflicting resource implications when first introduced during 2012/13. Our performance during 2013/14, shows that we have now overcome this problem, although we remain 19 th out of 22 nd in Wales. The provision of additional resources to support this function and further improve the number of houses returned to beneficial use is, however, currently under consideration.						

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

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

- ☺ This year we have awarded 145 contracts to local suppliers. Although this is not as many as the 185 contracts awarded last year, the amount spent with local suppliers was 55.11%, which is more than in 2012/13 when we spent 54%.
- ☺ We collected 96.40% of all council tax due in the year. This is the same performance as last year.
- ☺ 200 of our council buildings have been made suitable and reasonably accessible for disabled members of the public.
- ☺ When visiting our Customer First Centres, 86.49% of customers were seen within 10 minutes, this is better than the 84.80% reported in 2011/12.
- ☺ When asked, 98.2% of customers visiting our Customer First Centres said that they were satisfied with the service they had just received.
- ☺ 85.64% of calls made to our Contact Centres were answered within 20 seconds. This is better than last year when 75.13% of calls were answered in the same timescales
- ☺ Our workforce remains broadly representative of the County Borough population in terms of the percentage of our employees that are disabled or from an ethnic minority.
- ☺ When asked how satisfied they were with the length of time taken to complete grant work, 96% of recipients said that they were satisfied. 99% of grant recipients also said that they were satisfied with the quality of the work undertaken.
- ☺ At the end 2013/14, 1.24% of our Housing Stock was empty; this meant that out of 10,884 properties, 135 were empty.
- ☺ 91.3% of tenants were satisfied with the Housing Allocations and Letting Service we provide. This is almost the same as last year when 91.5% were satisfied.
- ☺ The average number of days that all homeless households spend in Bed and Breakfast accommodation was 30 days in 2013/14. This is lower than the 39 days it took in 2012/13.
- ☺ 53.20% of the gross internal area (GIA) of our local authority buildings are in good or satisfactory condition, this is improving as last year the figure reported was 52.91%.

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

Directorate of Education and Lifelong Learning

Director's Statement of Overall Performance for 2013/14

Sandra Aspinall

Acting Deputy Chief
Executive
&
Director of
Education and
Lifelong Learning



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

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

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

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

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

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

The monitoring visit praised:

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

However it identified that:

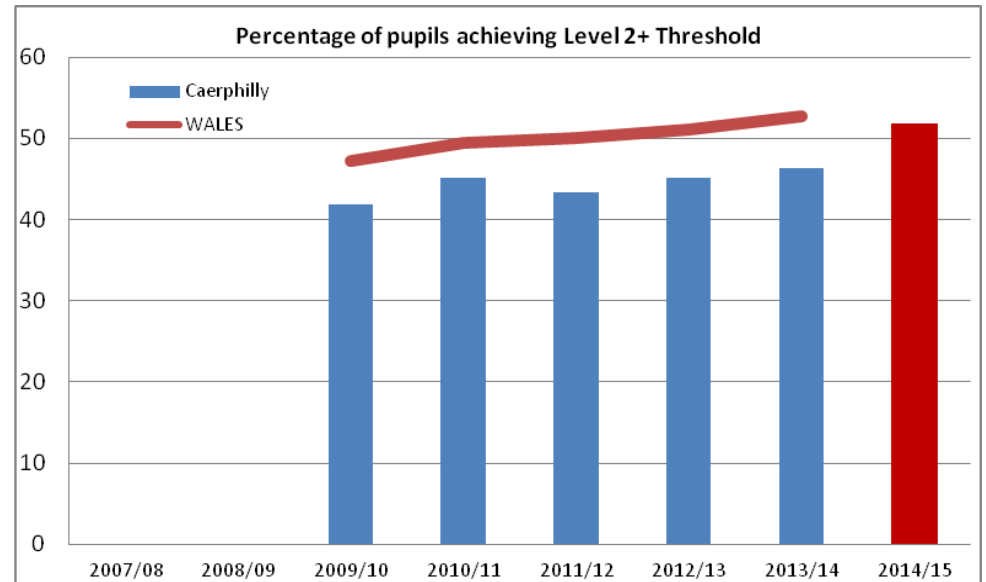
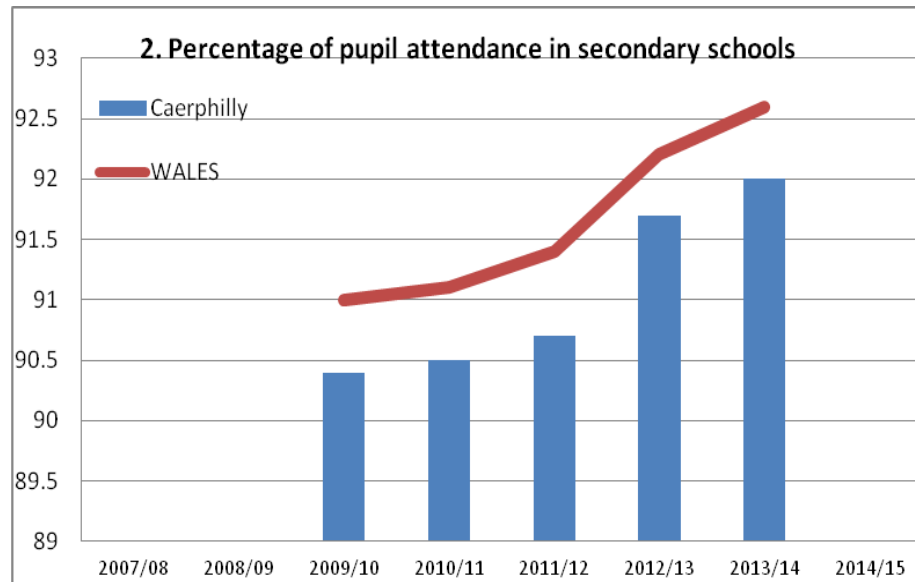
- We need to improve performance at Key Stage 4 across a range of indicators in order to improve the outcomes for our young people as “, *the local authority’s improvement strategies to date have not yet impacted significantly on outcomes at key stage 4*”. We will have a better understanding of our position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

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

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

General Performance Summary

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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


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

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

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

In 2013/14 we said we would:

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

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

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

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

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

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

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

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

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

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

What did not go well?

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










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


What do we need to do better?




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



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

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




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

Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
EDU002i	The percentage of pupils (including those in LA care) in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work base learning without an approved external qualification. (NSI) Improvement Direction: Lower result is better	0.42%	17 th out of 22	0.4%	0.39%	14 th out of 22	0.3%
	Our year on year performance has improved. 9 of the 2,280 pupils aged 15 at the 31st August 2013 in our schools left with no qualifications compared to 9 of the 2,155 pupils aged 15 at the 31 st August 2012. Our performance compared to the rest of Wales has also improved between the 2 years.						

Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
EDU0 02ii	The percentage of pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work base learning without an approved external qualification. (NSI) Improvement Direction: Lower result is better	6.1%	16 th out of 22	6.25%	0%	1 st out of 22	2.0%
	All of our 25 pupils in care left school last year with qualifications. Education Safeguarding Officers ensured that all our young people within this cohort remained engaged in education or training. Our performance for 2013/14 means we are now first in Wales for this area of service. This is a huge improvement on our previous position of 16 th in Wales for 12/13.						
EDU0 03	The percentage of pupils assessed at the end of key stage 2, in schools maintained by the local authority, achieving the core subject indicator, as determined by teacher assessment. (NSI) Improvement Direction: Higher result is better	82.7%	14 th out of 22	83%	84.2%	14 th out of 22	84.6%
	1,639 of the 1,946 pupils assessed at the end of key stage 2 achieved the core subject indicator. In terms of percentages this was an improvement on last years performance.						
EDU0 06 ii	The percentage of pupils assessed, in schools maintained by the local authority, receiving a teacher assessment in Welsh (first language) at the end of key stage 3. (NSI) Improvement Direction: Higher result is better	11%	11 th out of 22	11%	11.4%	11 th out of 22	17%
	236 children were assessed in Welsh (first language) at the end of key stage 3.						










Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
EDU011	The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority. (NSI) Improvement Direction: Higher result is better	429.7	17 th out of 22	415	455	20 th out of 22	505.3
	2,280 pupils aged 15 at 31 August 2013 gained 1,037,296 points (which is the total value of all the scores of all qualifications gained). Our performance has improved on both last year and our 13/14 target, although our performance compared to the All Wales Average and our position in Wales remains disappointing.						
EDU015a	The percentage of final statements of special education need issued within 26 weeks, including exceptions. (NSI) Improvement Direction: Higher result is better	76.4% *	13 th out of 22	95%	90.6%	9 th out of 22	69.6%
	* 2012/13 result was calculated incorrectly and has now been amended to the figure shown above. There has been a natural rise due to the nature of this years group of children. Of the 85 statements including exceptions 76 were issued within the 26wks. Both our performance and our position in Wales improved during 13/14 for this area.						
EDU015b	The percentage of final statements of special education need (SEN) issued in 26 weeks, excluding exception. (NSI) Improvement Direction: Higher result is better	100%	1 st out of 22	98%	100%	1 st out of 22	96.6%






Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
★	Over the last 3 years all statements that exclude exceptions (100%) have been issued on time within 26 wks. This year the number of exceptions for medical reasons has significantly reduced following the appointment of a full time paediatrician. 43 statements were issued in 2013, compared to 15 in 2012. We remain 1 st in Wales for this area of service.						
EDUO 17	The percentage of pupils aged 15 at the preceding 31 August in schools maintained by local authority who achieved the L2 threshold including a GCSE grade A* - C in English or Welsh first language and maths. (NSI) Improvement Direction: Higher result is better	45.1%	19 th out of 22	50%	46.3%	20 th out of 22	52.5%
😊	Of the 2,280 pupils aged 15 at 31st August 2013, 1,055 achieved the level 2 threshold, including GCSE A*-C in English or Welsh (as a1st language) & Maths compared to the 971 out of 2,155 pupils in 2012/13. Our performance has improved on last year, although our performance compared to the All Wales Average and our position in Wales remains disappointing						
EDUO 04	The percentage of pupils assessed at the end of key stage 3, in schools maintained by the local authority, achieving the core subject indicator, as determined by teacher assessment. (PAM) Improvement Direction: Higher result is better	68.4%	18 th out of 22	75%	73.5%	18 th out of 22	77.2%
😊	There were 2,076 children assessed at the end of key stage 3 and 1,526 achieved the core subject indicator. This is an improvement on our 2012/13 performance but our position in Wales remains the same.						

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

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

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

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

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

Directorate of Environment

Director's Statement of Overall Performance for 2013/14

Sandra Aspinall

Acting Deputy Chief
Executive



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

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

Community & Leisure

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

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

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

The National Strategic Indicator (NSI), LCS002b (the number of visits to local authority sport and leisure facilities during the year per 1,000 population where the visitor will be participating in physical activity) is highlighted red against last year's performance due to a change in the way another service areas data is collected and this data contributed to the overall figure.

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

Engineering Services

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

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

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

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

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

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

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

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

Public Protection Services

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

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

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

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

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

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

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

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

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

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

Regeneration and Planning Services

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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


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

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

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

In 2013/14 we said we would:

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

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

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

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

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

What did not go well?










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


What do we need to do better?




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




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



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

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

Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
LCS 002b	The number of visits to local authority sport and leisure facilities during the year per 1,000 population where the visitor will be participating in physical activity. (NSI) Improvement Direction: Higher result is better	7,715	14 th out of 22	8,184	7,554	17 th out of 22	8,954
	The numbers reported for this measure declined slightly in 2013/14 when compared to 12/13 and we did not hit our 13/14 target. However, there were still 1,352,274 visits to the authority's sports and leisure facilities during 13/14. Although not in the description this measure records visits to both leisure centre and parks (indoor and outdoor facilities). In 13/14 there were 1,252,956 visits to leisure centres compared to 1,219,135 visits in 12/13 and 99,318 visits to park facilities in 2013/14. However, the way Welsh Government require this measure to be counted means it is not representative of all park visits, nor leisure centre visits, during the year as certain categories of visits are excluded by WG in the above data.						

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






Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
WMT 004b	The percentage of municipal wastes sent to landfill. (NSI) Improvement Direction: Lower result is better	42.01%	10 th out of 22	40%	38.49%	11 th out of 22	37.72%
	Target exceeded for 13/14 and performance also improved on previous year as we sent less municipal waste to landfill than in 12/13 in terms of tonnage and percentage of waste landfilled. 37,481 tonnes of the 97,366 municipal waste collected was sent to landfill in 2013/14. In 2012/13 of the 98,431 tonnes of municipal waste was collected and 41,103 tonnes was landfilled.						
WMT 009b	The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way. (NSI) Improvement Direction: Higher result is better	57.07%	3 rd out of 22	57.5%	57.61%	5 th out of 22	54.33%
	In 2013/14 of the 97,366 tonnes collected 56,085 tonnes was recycled, 87 tonnes less than in 2012/13. However, in percentage terms this was still better than both the target we set ourselves and our performance last year.						
STS 005b	The percentage of highways inspected of a high or acceptable standard of cleanliness (PAM) Improvement Direction: Higher result is better	97.4%	7 th out of 22	97%	97.9%	11 th out of 22	96.8%
	Out of the 1,596 inspections of our highways during 2013/14, 1,563 were identified as having or being of a high or acceptable level of cleanliness. This was a slight improvement over the levels reported in 12/13 and is better than the all Wales average.						
THS 012	The percentage of A, B & C roads that are in overall poor condition. (PAM) Improvement Direction: Lower result is better	8.6%	8 th out of 22	8.3%	8.8%	10 th out of 22	13.2%


Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
	Our survey result for 2013/14 shows a marginal worsening in the level of quality of the roads within our borough, when compared to the result obtained in 12/13. Also, we did not meet our target in 13/14. During the year we surveyed 513km of our A, B & C roads, of which, 45km were reported to be in poor overall condition (worse than or equal to a standard known as the RED threshold). This compares 42km out of 487km reported in 12/13. . It should be noted that local authorities are currently working with Welsh Government on these measure's as they do not fully take into account the use of preventative maintenance techniques that are being widely used. Maintaining our roads at a sufficient standard continues to be a challenge for the authority, despite cyclical maintenance, annual surveys, routine inspections, and responsive repairs.						
PPN 009	The percentage of food establishments, which are 'broadly compliant' with food hygiene standards. (PAM) Improvement Direction: Higher result is better	87.26%	11 th out Of 22	80%	92.06%	9 th out of 22	90.33%
	Our results show an improvement in 'compliance' in 2013/14 when compared to 12/13 and the result was well above our anticipated target for 13/14. For 13/14, the result represents 1,369 of the 1,487 establishments in Caerphilly Borough were broadly compliant. Due to the food hygiene-rating scheme, most businesses are now keen to get a high food hygiene rating and officers are working closely with poor performing businesses to assist them in improving their rating.						

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

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









Community & Leisure Services

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



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


Engineering Services

An extract from our 2013 Household Survey shows:

-  65% of households were very, fairly satisfied with the Neighbourhood Road Network for - Highway Management (59% in 2011).
-  69% of households were very, fairly satisfied with the Neighbourhood Road Network for - Winter Maintenance (46% in 2011).
-  63% of households were very, fairly satisfied with the Neighbourhood Road Network for - Pavement surfaces (52% in 2011). Even though this was a significant increase, and despite investments, the result is considered to be average.
-  43% of households were very, fairly satisfied with the Neighbourhood Road Network for - Road surfaces (28% in 2011). Even though this was a significant increase, and despite investments, the result is still considered to be low.
-  85% of households were very, fairly satisfied with the Local Bus Service overall (83% in 2011).
-  82% of households were very, fairly satisfied with the Local Bus Service - Provision of public transport information (80% in 2011).
-  79% of households were very, fairly satisfied with the Local Bus Service - State of bus stops, shelters (73% in 2011).
-  83% of households were very, fairly satisfied with the Local Bus Service - Frequency of busses (83% in 2011) with 81% satisfied with timeliness of busses (81% in 2011). This result however, is perceived to be good, in light of Welsh Government finance and service cut-backs experienced during the year, as well as some impact from the authorities medium term financial plan proposals at the start of the year.





Other local performance shows:

-  The average time taken to rectify highway surfaces defects for 13/14 was 25.75 days, (against our target of 28 days). This was an improvement over the 26.9 days for 12/13.
-  The percentage of dangerous incidents repaired within 24 hrs (Highways) was 99% in 13/14 (against a target of 99%). The result for 12/13 was 98%. However, there were 2,312 incidents reported for 13/14, compared to 3,506 incidents reported for 12/13.






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









Public Protection Services

An extract from our 2013 Household Survey shows:

-  76% of households felt that the levels of crime have got better or stayed the same in their community in the last 2 years (new measure for 2013).
-  64% of households strongly or tended to agree that the Police and Caerphilly CBC are dealing with anti-social behaviour and crime issues that matter in this area (58% in 2011).
-  69% of households felt that the levels of anti-social behaviour have got better or stayed the same in their community in the last 2 years (new measure for 2013).
-  95% of households felt there is an issue affecting the appearance of their neighbourhood, streets and local town for
- Dog Fouling (86% in 2011).




Other local performance shows:



-  In 2013/14 our primary school meal-take up was 42% compared to 38% in 2012/13. Overall, meal uptake has significantly improved despite the implementation of the Appetite for life scheme in our schools. The latest result shows that we achieved our 2013/14 target of 42%.
-  In 2013/14 our secondary school meal-take up remained at 50% for the second year, despite the implementation of the Appetite for life scheme in our schools (healthy meals), meeting our target of 50%.
-  We have improved the number of CCTV camera patrols undertaken in town centres to 20,358 for 13/14 (against a target of 14,000). Our result in 2012/13 was 15,695.
-  We increased the Total Number of Community Safety Wardens (CSWs) visits to hotspot locations within Caerphilly County Borough to 5,729 in 2013/14 (against our target of 3,700). Our result in 2012/13 was 4,651.
-  The percentage of food establishments which are broadly compliant with food hygiene standards, improved in 2013/14 to 92% when compared to the 87% reported in 2012/13.

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











Regeneration and Planning Services

An extract from our 2013 Household Survey shows:

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

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

Other local performance shows:

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

Directorate of Social Services

Director's Statement of Overall Performance for 2013/14

Dave Street

Director Social
Services



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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


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

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

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

In 2013/14 we said we would:

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

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

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

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

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

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










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


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


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



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



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



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



Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
SCA001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over (NSI) Improvement Direction: Lower result is better	9.32 days	20 th out of 22	8 Days	11.99 Days	22 nd out of 22	4.70
	There were a total of 158 delays for Social Services reasons in 2013/14 compared to 121 in 2012/13. In 2013/14 our performance declined to 11.99 days compared to 9.32 days the previous year. Our position in Wales has decreased from 20 th to 22 nd . We are also above the all Wales average of 4.70 days. This indicator is post-populated with information, which is taken from the HOWIS (Health of Wales Information Service) system, operated by the Local Health Board, and consequently the information cannot be validated.						

Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
SCAO 02a	The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March (NSI) Improvement Direction: Higher result is better	151.67	1 st out of 22	145	120.97	3 rd out of 22	74.48
	Although the rate of older people has reduced slightly, we continue to be a top performing authority. The service continues to focus on the signposting of people to community-based services, increasing the use of frailty services, volunteers and community connectors. The WG guidance for this PI does not include these services. 3,738 were supported in 2013/14 compared to 4,524 in 2012/13. In 2013/14 our performance declined slightly to 120.97 compared to 151.67 the previous year. Our position continues to be significantly above the Welsh average.						
SCAO 02b	The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March (NSI) Improvement Direction: Lower result is better	19.41	7 th out of 22	21	17.57	6 th out of 22	19.84


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



Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
SCAO 07	The percentage of clients with a care plan at 31 March whose care plans should have been reviewed during the year (PAM) Improvement Direction: Higher result is better	93.4%	3rd out of 22	95%	92.72%	4 th out of 22	81.1%
	Our position in Wales has gone from 3 rd to 4 th , and we continue to perform well above the all Wales average.						
SCAO 18a	The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year (PAM) Improvement Direction: Higher result is better	90.0%	13 th out of 22	90%	88.24%	15 th out of 22	85.8%
	There were 1,454 carers aged 18+ known to social services in 2013/14 and 1,283 were offered assessments or reviews in their own right. We performed slightly worse than last year. Our position in Wales has gone from 13 th to 15 th , but we are still above the all Wales average.						

Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
SCA0 20	The percentage of adult clients who are supported in the community during the year (PAM) <i>Improvement Direction: Higher result is better</i>	91.87%	1st out of 22	90%	91.9%	1 st out of 22	86.33%
	Out of the 7,676 adult clients, 7054 were supported either in the community in 2013/14 and performed slightly better than last year. Our position remains 1 st in Wales and above the all Wales average.						
SCC0 02	The percentage of children looked after at 31 March who have experienced one or more changes of school, during the period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March. (NSI) <i>Improvement Direction: Lower result is better</i>	6.0%	1st out of 22	8%	8.3%	2 nd out of 22	13.8%
	Out of the 218 looked after children of compulsory school age, 18 children experienced 1 or more changes of school in 2013/14 compared to 14 out of 232 children in 2012/13. As a result we have gone from 1 st to 2 nd in Wales, but we are still performing better than the all Wales average.						



Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
SCC0 04	The percentage of children looked after on 31 March who have had three or more placements during the year. (NSI) Improvement Direction: Lower result is better	6.9%	5 th out of 22	6.2%	9.4%	13 th out of 22	8.3%
	Of the 276 looked after children 26 had 3 or more placements during the year. Compared to 21 out of the 304 in 2012/13. Although performance has got worse there are particular issues regarding WG data requirements. On the 1st April all LAC children are counted as having had 1 placement move even if they are in long-term placements. A planned return home, or a move to an adoptive placement are also counted despite ending the child's period of being looked after. Our position in Wales has gone from 5 th to 13 th and we are performing worse than the all Wales average.						
SCC0 11b	The percentage of initial assessments that took place during the year where there is evidence that the child has been seen alone by the Social Worker. (NSI) Improvement Direction: Higher result is better	36.9%	13 th out of 22	45%	42.7%	13 th out of 22	42.9%
	Compared to the 1,998 initial assessments completed in 2012/13, 1,804 were completed in 13/14. Of those there was evidence that 770 children were seen alone by a social worker compared to 737 in 2012/13. We remain 13 th in Wales and are slightly below the all Wales average.						


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

Ref	Description	2012/13		2013/14			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
SCCO 33f	The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19. (NSI) Improvement Direction: Higher result is better	75%	5 th out of 22	75%	60%	9 th out of 22	54.8%
	Out of 30 young people, 18 are engaged in education, training & employment. The remaining young people are in contact with the 16 Plus Service and are actively being encouraged to engage in meaningful day time activities. We performed slightly worse than last year and have gone from 5 th to 9 th in Wales. However, we are still performing above the all Wales average. Again it should be noted that the cohort of 19 year olds change on an annual basis thereby impacting the % reported. In 2012/13 there were 24 19 year olds. Of those 18 were engaged in education, training and employment. It could be therefore, that performance has remained static in 2013/14.						
SCCO 37	The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting. (NSI) Improvement Direction: Higher result is better	157	20 th out of 22	198	238	15 th out of 22	262

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







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

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

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

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

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

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

Summary of Performance for 2013/14

For the National Strategic Indicators and Public Accountability Measures

It is important for the Welsh Government to understand how well local authorities are performing. As a way gauging local authority performance the Welsh Government uses a set of national performance indicators and the set for 2013/14 included 44 of these national measures. These measures are called National Strategic Indicators (NSI) and Public Accountability Measures (PAM). These 44 indicators cover the main areas of Government Policy, Social Services, Education and the Environment. The following summary shows how we performed against these indicators, how we compared to the other 21 local authorities in Wales and whether we achieved the standards (targets) we set ourselves against these indicators. For full details, all the NSI and PAM data is reported with analysis in each of the directorate sections of this report.

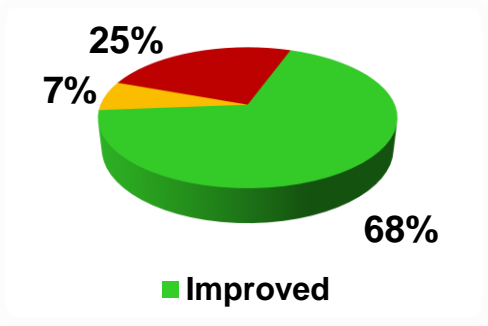
In 2013/14, 30 of the 44 national indicators improved on their previous year's performance and 11 deteriorated compared to 2012/13. As in 2012/13, 3 indicators maintained performances of 100%. Of the 30 indicators that improved, 13 moved up the Welsh ranking, 8 maintained their positions and 8 dropped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

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

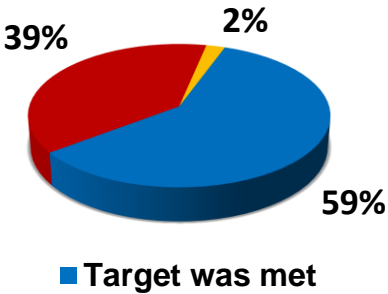
	How did we perform when comparing 2013/14 to 2012/13?				How did we perform compared to Wales in the 4 quarters?					How did we perform against our Targets?		
	Improved	Declined	Maintained	Non-comparable	Upper	Upper Middle	Lower Middle	Lower	N/A	Met Target	Missed Target	No target set
Corporate	3	0	0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

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

Our performance compared to 2012/13



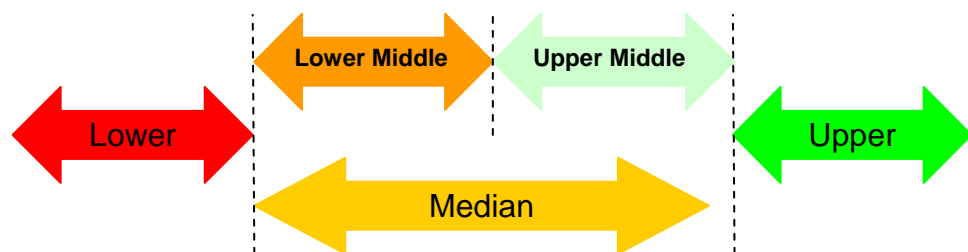
Our 2013/14 performance against our targets



Measuring Performance Statistics and comparing positions of achievement

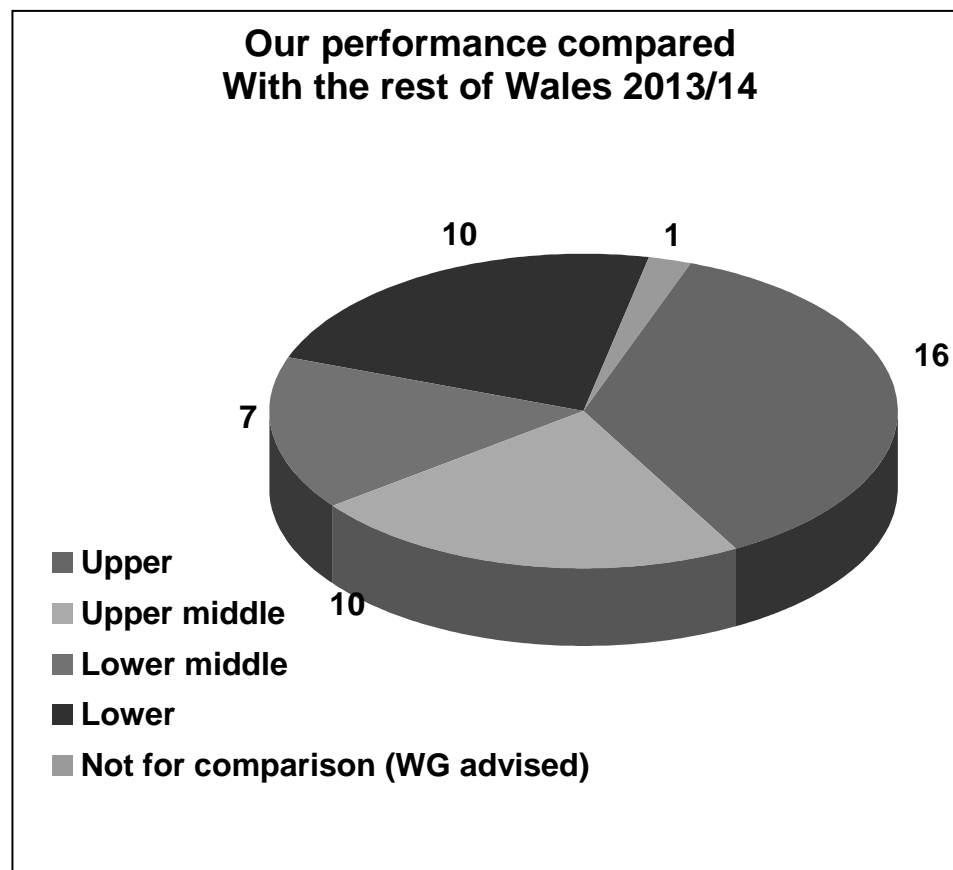
When the Welsh Government and Data Unit Wales analyse, report and rank performance data for the 22 local authorities in Wales, they often compare them against each other using quartiles or quarters. Quoting who is in the upper quarter, middle upper quarter, lower middle quarter and lower quarter. The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

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



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

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



Outcome Agreement 2013-16

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

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

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



Collaboration

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

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

Corporate Services

Minister's praise for joint scheme

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

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

2,500 Caerphilly residents helped to Get Online

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

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

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

Turning a problem into a resource – Contract signed with Viridor

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

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

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

Education & Lifelong Learning

Giving young people a PASSPORT to employment

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

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

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

Education Achievement Service

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

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

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

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

Environment

Flagship facility for future stars

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

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

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

Caerphilly joins innovative partnership to tackle scams

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

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

Safer Caerphilly strikes out anti-social Behaviour

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

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

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

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

Partners tackle hate crime

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

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

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

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

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

Social Services

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

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

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

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

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

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

Joint Workforce Development Team

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

Reviewing our Services (Self-Assessment)

The Council has a wide range of ways to assess its performance in asking the question ‘how good are we?’ and how do we know? The process starts with each service implementing a detailed plan called a ‘Service Improvement Plan’ this identifies the improvements the service wants to make that year, in line with the available budget. This year we have piloted a new ‘self-evaluation’ process where we identify and evidence where we have strengths and more importantly where we need to improve and each service participates in this improvement process.

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

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

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

Customer Services: We have a range of methods to find out how our customers think we are doing and some of these are noted on page 9. These range from a formal Household Survey to smaller more instant feedback routes, such as asking about our customers’ feelings in our face-to-face contact centres. We also conduct exit polls from our contact centre and have re-launched our complaints process to make it more accessible to the public.

Other types of Assessment

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

The Care and Social Services Inspectorate Wales (CSSIW) regulates Social Service performance and a detailed self - assessment called the ‘**Annual Directors Report on the Effectiveness of Social Care Services**’ is available by clicking here: [Caerphilly Annual Directors Report for Social Services](#)

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

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

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

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

Special Inspection January 2014

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

The Council must show it:

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

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

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

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

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

Future Local Government Work planned for 2014/15 is:

Managing the Financial Challenge

Annual Governance Statement

Scrutiny Arrangements

Performance Management arrangements

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

The Wales Audit Office is the overseeing regulator for the whole Authority. Reports from the relevant inspectorates can be accessed from the websites listed below: www.wao.gov.uk. Wales Audit Office can be contacted by e-mail at info@wao.gov.uk or by writing to WAO, 24 Cathedral Road, Cardiff, CF11 9LJ

Other Regulatory News

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

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

The **Care Social Services Inspectorate Wales** known as CSSIW carries out analysis of our yearly self-assessment, known as the Directors Report. This is where we assess what we are good at and where we need to improve. At the time of going to print we had not received our formal feedback from CSSIW as this is due in October 2014 but will be reported with more details about our Social Care Services at the following website: [CSSIW Caerphilly Inspection Report](#)

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

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

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

These Partnerships evolved and developed over the years, and had a proven track record of success. During 2011, the Chairs of the above Partnerships and the Caerphilly Local Service Board (LSB) identified that there was a need and an opportunity to improve the Caerphilly Community Strategy Partnership structure, reduce bureaucracy, re-prioritise and focus on enhancing how we deliver changes in the community in partnership with other organisations. Recessionary pressures and reduction in public spending at a national level also accelerated the requirement for change.

This work programme complemented the publication (on 19th June, 2012) by Welsh Government of “Shared Purpose – Shared Delivery: Guidance on how to integrate Partnerships and Plans”. This document provided statutory guidance and required LSB’s to rationalise their respective Partnership “landscapes” and produce a **Single Integrated Plan**. Caerphilly LSB endorsed and approved its Single Integrated Plan, which is entitled “**Caerphilly Delivers**” at its meeting on 17th April, 2013.

“**Caerphilly Delivers**” replaced a number of previous plans that were previously required to produce, such as the Health, Social Care and Well-Being Strategy, Children and Young People’s Plan, and the Community Safety Plan. “**Caerphilly Delivers**” outlines a determined commitment by all involved to accelerate change, strengthen partnership working, multi-agency collaboration, and be accountable for its delivery, via a “rationalised partnership landscape”.

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

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

- Prosperous Caerphilly

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

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

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

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

Council Priorities 2013-17 and Improvement Objectives 2014/15

We have selected 8 priorities for the next four years to run from 2013-17. These are our **Council Priorities** and they were chosen for a wide range of reasons. Some because we wanted to perform better and some containing projects and areas of work that would be financially or politically important, for example, Manifesto commitments from the current administration. These 4-year priorities have been used as a basis for setting our more short-term focused Improvement Objectives. Having Improvement Objectives and Priorities does not replace nor stop us carrying out all the many other things that we do, but in this time of financial constraint it is helpful to concentrate on a set of specific outcomes, focusing our efforts to make specific improvements more quickly.

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

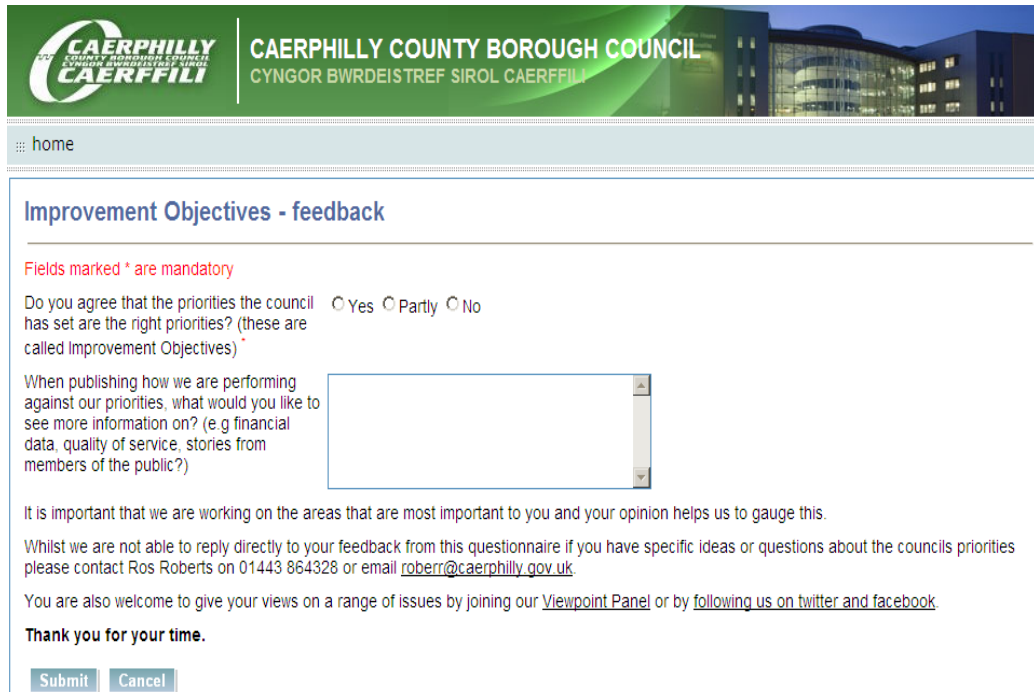
Our priorities 2013-17 and our Improvement Objectives 2014/15 are listed in the table below. Further details about these can be found in our Corporate Plan 2014-17 (Priorities) and our Improvement Plan 2014/15 (Improvement Objectives). Both Plans can be found on our website at www.caerphilly.gov.uk

	Council Priorities 2013-17 (Medium term priorities)	Improvement Objectives 2014/15 (Short term priorities)
Social Services	<ol style="list-style-type: none"> 1. Peoples social care needs are identified and met in a timely and appropriate way 2. Children and adults are safeguarded from abuse 	IO1 - Ensure children and young people who are looked after are supported to achieve their full potential.
Education	<ol style="list-style-type: none"> 3. Improve standards across all year groups particularly key stage 3 and 4 4. Identify vulnerable groups of learners and develop interventions to ensure needs are met 5. Reduce the gap in attainment between pupils in advantaged and disadvantaged communities 	1O3 - Develop an effective and accessible Youth Service that supports the personal and social development of young people
Environment	<ol style="list-style-type: none"> 6. Promote the benefits of an active and healthy lifestyle 	IO4 - Improve awareness, access, variety and use of leisure, community and sporting facilities.
Corporate Services	<ol style="list-style-type: none"> 7. Invest in our council homes and their communities to transform lives 	<p>IO5 - Investment in council homes to transform lives and communities</p> <p>1O6 - Improve the availability of private and public sector housing to reduce the number of residents who may become homeless</p>
	<ol style="list-style-type: none"> 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 	
		IO2 - Improve job opportunities by implementing the Council's Passport Scheme

How to contact us

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

Please contact us by: Email: PMU@caerphilly.gov.uk OR by Web link: [Caerphilly weblink](#) and follow the instructions on screen:



The screenshot shows the Caerphilly County Borough Council website header with the logo and name in Welsh and English. Below the header is a navigation bar with a 'home' link. The main content area is titled 'Improvement Objectives - feedback'. It contains a red note: 'Fields marked * are mandatory'. The first question is 'Do you agree that the priorities the council has set are the right priorities? (these are called Improvement Objectives)'. It has three radio button options: 'Yes', 'Partly', and 'No'. The second question is 'When publishing how we are performing against our priorities, what would you like to see more information on? (e.g financial data, quality of service, stories from members of the public?)'. This question has a text input field. Below the questions, there is a paragraph stating 'It is important that we are working on the areas that are most important to you and your opinion helps us to gauge this.' followed by another paragraph: 'Whilst we are not able to reply directly to your feedback from this questionnaire if you have specific ideas or questions about the councils priorities please contact Ros Roberts on 01443 864328 or email roberr@caerphilly.gov.uk.' A final paragraph says 'You are also welcome to give your views on a range of issues by joining our [Viewpoint Panel](#) or by [following us on twitter and facebook](#).' At the bottom, there is a 'Thank you for your time.' message and two buttons: 'Submit' and 'Cancel'.

Alternatively, please contact:

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This document is also available in different languages and formats upon request. Further information can also be found on our website: www.caerphilly.gov.uk