

Action Plan 2019 Response to Regulator Proposals

Number and reference of action	Original Document	Regulator Proposal	Action	Previous Update Jan 2019	Service Officer Responsible	When will be completed by	Jun-19	Status	Percentage completed
46	Asset Management (Land and Property) Strategy Review (September 2013)	P2: Ensure that the individual service asset management plans are developed as soon as possible and are used to inform the Council's financial planning process.	Develop Service Asset Management Plan (SAMP) and consider impact on the Medium Term Financial Plan (MTFP)	The Asset Management Coordinator is liaising with individual services to aid in the completion of service strategies. By completing service strategies, the AMC can clearly understand the service property requirements for the short, medium and long term to aid in the completion of the asset management plans. AMC has currently liaised with Property Services, Countryside, Social Services, Infrastructure, Adult Education and Youth Services	Mark Williams	Jan-Mar '14 (change of completion date to March 2018 due to number of reviews that affect the outcome). Date changed to March 2020 see update	The Asset Management (Land and Property) Strategy has been updated and taken to Cabinet May 19 for Approval. The following services have had their asset management plans completed by the Property department and are with services for sign off. They are; Corporate Offices Adult Education and Youth Service Housing Countryside Library Services Infrastructure In the following weeks draft versions of Cemeteries, Allotments and Amenity Sites are due to be completed.	In progress	75%
FPA2015/1	Financial Position Assessment Issued May 2015	P1 The Council should ensure that its priorities and improvement objectives are explicitly taken into account when determining its savings plans	Continue to develop linkages between Council priorities and the Medium-Term Financial Plan (MTFP).	The Corporate Management Team (CMT) is currently working with the Cabinet to establish a vision for "Caerphilly 2022". This will determine the Council's direction of travel in the context of the significant financial challenges that we continue to face. As part of this process there will be close alignment between the Council's priorities and the Medium-Term Financial Plan (MTFP). The Future Generations Act specifically requires the Well-being objectives publication to explain how the objective will be resourced and that is detailed in the Corporate Plan 2018-2023	Stephen Harris	Ongoing	The Cabinet will be presented with the Future Caerphilly Transformation Strategy on the 12th June 19 which is being launched as #TeamCaerphilly - 'Better Together'. This will be the strategic programme of change, outlining a new operating model for the future which will align with the vision for CCBC including linkages to the medium term financial plan	Completed	100%
181A2016	Financial Resilience 2015/2016 issued April 2016	P1 Developing income generation/charging policies.	A corporate policy on income generation/charging will be progressed once the WAO produces a final national report on its "All Wales Local Government Improvement Study: Strategic approach to income generation and charging".	As part of the work currently underway in relation to "Caerphilly 2022", a Commercial Strategy is being drafted for Cabinet consideration. This Strategy will replace the Income Generation Policy that was previously drafted. It is anticipated that the Commercial Strategy will be presented to Cabinet for approval by the end of May 2018.	Stephen Harris	01/04/2017 (changed) July 17	The Strategic Action Plan for the #TeamCaerphilly - Better Together includes an action to develop a Commercial and Investment Strategy for Cabinet approval by the end of October 2019. After this time we will be a position to close this proposal for improvement.	In progress	75%
344A2016 (Audit year 15/16) Issued May 2016 / reported August 16	Review of arrangements to address external audit, inspection and regulation and proposals for improvement.	P1 As the Council develops its vision and considers the future shape of the organisation, it should identify and plan for the workforce requirements to implement its vision.	Develop Staff Vision and Values to complement Cabinet Commitments. Research and Develop a holistic organisational development plan, that includes age profiling, re-skilling and potential apprenticeships. This would include supporting agile working policy and practise.	We are looking at what the Council needs to support future service delivery, (however services may look), which will involve a review of all our HR policies and also the production of relevant strategies including Workforce Planning / Organisational Development and also Wellbeing. The HR policies and strategies will be essential to support a future workforce that is fit for purpose and able to meet the needs of changing delivery models. The principles of agile working are now in operation and the policy will be developed along with the review of the other workforce flexibility policies to ensure they all integrate. The OD policy is still being developed in line with other workforce policies with an aim to be finished early spring. We will then be in a position to close this proposal as it moves into day to day business.	Lynne Donovan	Oct 2017 Changed to April 2019 Changed to 31st Jan 2020	The Council has developed a transformation programme (as noted above), the core purpose of which is to support sustainable and resilient communities across the County Borough, with growing demands for services and reduced funding. One of the strands of this programme is to produce a workforce development strategy by 31 st January 2020, to ensure that we have the right staff with the right skills in the right place to support our future direction. The Council committed one off funding in 2018 to support the employment of Apprentices. With funding matched from service areas, 23 fixed term Apprentice posts were agreed, for a period of 2 years, each with a comprehensive training and development programme suited to individual placements. The opportunity for further Apprentice appointments will be considered in the workforce development plan. Agile working principles were introduced in 2018 and have generally been received well. Further work need to be undertaken for all services to embrace the opportunities agile working can bring to improve service delivery. Agile working will be a key consideration within the new workforce development plan.	In progress	40%
654A2016 (issued March 15/16) Issued March 15/16 / reported June	Savings planning (Financial Resilience Presented Cabinet 5th July 2017)	P1. Strengthen financial planning arrangements by ensuring that savings plans are underpinned by robust business cases	1 Develop a new template to capture detailed information on future savings proposals. The template will include consideration of the Well being of Future Generations (Wales) Act 2015 to further develop links between the MTFP & Council Priorities and objectives. 2. Guidance notes to be produced to help managers understand why and how to complete.	The pilot template has been used again by the Communities Directorate as part of the process for developing draft savings proposals for 2019/20. The Business Improvement Board is yet to finalise the next steps in relation to business case requirements linked to significant service change proposals but this will be completed by the end of June 2019. As part of business as usual all savings proposals that are likely to have an impact on the public will continue to require detailed reports to be prepared for consideration by Scrutiny Committees.	Stephen Harris	Oct - Dec 18	We are currently refreshing the savings template and all significant service changes will require robust business cases to be proposed moving forward.	In progress	Jan 75%
New WAO Ref 609A2018-19	Overview and Scrutiny - Fit for the Future? Issued July 2018	P1 Improving the provision of training and development opportunities for members to help a) improve their understanding of their role in overview and scrutiny; b) develop their skills to be able to scrutinise effectively; and c) improve their understanding and consideration of the Well-being of Future Generations Act when undertaking scrutiny activity by providing further training .	a) & b) - To run a self-evaluation Survey of officers and members (based on the good characteristics of scrutiny guidelines). Once the results have been analysed, the results and the WAO findings will be used to form a member workshop. The outcomes of member workshops will be used to triangulate these 3 different forms of intelligence to set an action plan for improvement. This outcome of this action is to have a developed action plan that will then be monitored by the Scrutiny Leadership Group.	a) & b) The self-evaluation survey is being completed and the results will be analysed in January. The survey results and the WAO findings will inform the basis for new member workshops. From September the 2 year member training programme was put on the members portal. The training programme was informed by the training needs analysis in which members identified their training needs. C) Additional training has been provided to all Scrutiny's in the Well-being of Future Generations Act and the 5 ways of working (Sustainable Development Principle), so this proposal is now complete.	Cath Forbes-Thompson	Jul-19	A report was considered by Council on 16th April 2019, with 11 recommendations to improve the scrutiny function. Included in the recommendations were proposals to offer additional scrutiny training which will include scrutiny skills and knowledge in addition further WFG training in the form of a workshop in summer 2019, this will be included in an action plan for member training and development and will be monitored by Scrutiny Leadership Group.	In progress	75%
		P2 Clarifying the role of Cabinet Members within the overview and scrutiny process to ensure that arrangements support transparency and accountability.	The above action to complete the survey and hold workshops with input from the WAO report will form the action plan that will address this proposal and will be monitored by Scrutiny Leadership Group	The same update from the above column applies here	Cath Forbes-Thompson	Jul-19	The report that was considered by Council on 16th April 2019, agreed to remove Cabinet Member statement from scrutiny committee agendas and introduce practise of Cabinet Members to introduce reports to scrutiny and answer questions, supported by officers.	Completed	100%
		P3 Setting clear priorities and actions for improvement for the scrutiny function taking into account current and future challenges	The above action to complete the survey and hold workshops with input from the WAO report will form the action plan that will address this proposal and will be monitored by Scrutiny Leadership Group	The same update from the above column applies here	Cath Forbes-Thompson	Jul-19	The report considered by Council on 16th April 2019 with 11 recommendations as noted above decided to implement the following changes immediately: Change the names of Education for Life and Health Social Care and Wellbeing to Education Scrutiny and Social Services Scrutiny respectively, in order to remove link to former Community Strategy. Adjust scrutiny committee structure, to ensure that there is sufficient capacity to consider items and not overburden some committees, Council opted for 5 scrutiny committees. Agreed to review in 12 months, decided to continue with 6 weekly cycle of meetings and retain committee size, agree to ensure that scrutiny committee chairs are consulted on all reports where applicable. Further work will be done to improve public engagement, develop policy development work. These actions will be included in the action plan to be monitored by Scrutiny Leadership Group.	In progress	60%

<p>New WAO ref 826A2018-19</p>	<p>Service User Perspective Review</p> <p>Final Dec 18 Presented to Cabinet 30 Jan 19</p>	<p>P1 To ensure that the WHQS programme meets the needs of all tenants and leaseholders the Council should;</p> <ul style="list-style-type: none"> strengthen its communication approaches with all tenants and leaseholders, taking account of the experiences of different groups of residents; monitor and report compliance with the Charter for Trust to address any identified issues; and analyse complaints about the WHQS programme systematically to address the root causes and share learning to improve tenants' and leaseholders' experience of the programme 	<p>Communication: Current communication approaches will be reviewed with our tenant working group whilst also considering the responses received from the household survey.</p> <p>Charter for Trust: included within all contract documentation and promoted at each pre-contract meeting, ensuring that information is required to be passed on to all members of the workforce including sub-contractors. Feedback from tenants to be analysed to learn from experiences.</p> <p>Complaints: Tenant satisfaction returns will be reviewed to ensure any areas of concern are identified and addressed. As part of our complaints process each complaint will be considered to establish if any service changes are required to improve customer experiences for the future.</p>	<p>Communications methodologies and feedback received through the following groups, is continuously under review and open to improvement suggestion:</p> <ul style="list-style-type: none"> Newsletters, social media, events Tenant Liaison Group / Tenant Liaison Officers Surveyors Contractors/Workforce Tenant letters Enforcement orders feedback and complaints <p>Charter for Trust: customer satisfaction questionnaires are issued and responses reviewed to learn from tenant experiences and make improvements to service delivery.</p> <p>Complaints: Response rates for 'Internal Works' has been well monitored for a number of years with follow up actions addressed as and when required. However, for 'External Works' implementation has only occurred these past 2 years with low response rates. The current satisfaction process is being reviewed with the aim of improving level and quality of responses received.</p>	<p>Shaun Couzens</p>	<p>March 19 - March 2020</p>	<p>Customer satisfaction questionnaires are completed and responses reviewed to learn from tenant experiences and make improvements to service delivery.</p> <p>Complaints: Although Response rates for 'Internal Works' to the previous postal surveys has been well monitored for a number of years with follow up actions addressed as and when required. The return rate for External Works was low, therefore the new telephone survey process which went live at the end of January 2019 will hopefully see an improvement in this area.</p>	<p>In progress</p>	<p>80%</p>
<p>WAO ref 994A2018-19</p>	<p>WHQS Follow Up Issued Jan 2019. Reported to Cabinet 30 Jan 19</p>	<p>P1 The Council should ensure that members and tenants receive accurate WHQS performance information regularly about its progress towards achieving its 2020 programme deadline.</p>	<p>Governance: The Repairs & Improvement Group (R&I) is a representative of tenants who meet on a monthly basis. The Group challenge the progress of the WHQS programme and focus on a specific topic relating to WHQS such as Environmental Works, Sheltered Housing Programme and Post 2020 strategy. There is also a dedicated focus on Performance. Performance is also reported at each meeting using the WHQS scorecards that are produced monthly from the validation team. Caerphilly Homes Task Group (CHTG) is a representative of tenants and members specifically set up in 2012 to fulfil a commitment made by the Council following the ballot to fully involve tenants in the WHQS decision making process. The Group meets six weekly to receive and note information reports, to receive and consider varying reports and make recommendations to the Housing & Regeneration Scrutiny Committee, Policy & Resources Scrutiny Committee (P&R) and Cabinet.</p>	<p>New</p>	<p>Shaun Couzens</p>	<p>01/03/2020 (ongoing)</p>	<p>Governance: WHQS progress reports are presented to the R&I Group and CHTG throughout the year prior to Housing and Regeneration Scrutiny Committee and Cabinet. The report provides an overview of the performance of the WHQS programme and the anticipated projected performance up to December 2020, together with financial outturns and achievements made to date. Next report is due June 2019. The WHQS programme is constantly being reviewed to ensure it is on track to achieve the deadline of Dec 2020 and we revise the programme to take account of changing circumstances. Re-profiling reports are presented to R&I for information and CHTG for consideration and recommendation to Policy & Resources Scrutiny and Cabinet. The latest re-profiling report was 14/2/19. The programme of properties within this report was published on the CCBC website and in the tenants newsletter WHQS scorecards are produced on a monthly basis and reported to Welsh Government, R&I Group, CHTG, Housing Project Board, Housing Management Team and WHQS Delivery Team. The scorecard confirms the latest position of WHQS compliance for both internal and external works as well as full property compliance. It also shows the weekly target performance for each contractor and includes the level of tenant satisfaction for internal and external works over in-house workforce and external contractors. The projected date for full WHQS compliance is also included along with a high level financial spend profile. Updates on spend and performance are included in tenants newsletters, CCBC website and social media with a focus on varying topics eg community benefits, Post 2020 consultation, WHQS fact or fiction.</p>	<p>In progress</p>	
		<p>P2 The Council should agree a Local Housing Strategy to set out its long-term vision for the future priorities for homes in Caerphilly.</p>	<p>1. Develop an up to date over arching Local Housing Strategy to set out the long term vision for housing within Caerphilly.</p>	<p>New</p>	<p>Shaun Couzens</p>	<p>Mar-20</p>	<p>The Gwent Homelessness Strategy, which is a key strand of the Local Housing Strategy was approved by Cabinet on 12 December 2018. Consideration is being given to resources required and procurement opportunities available to develop an over arching Local Housing Strategy, and to review existing and develop new themed housing strategies</p>	<p>In progress</p>	
		<p>P3 The Council should ensure that Equality Impact Assessments are undertaken consistently.</p>	<p>1. Record and retain evidence that, where relevant, Equalities and Welsh Language issues are properly taken into account throughout policy development, consultation and approval processes. 2. Record decisions in committee reports in relation to EIAs in accordance with CCBC document 'Equalities Implications in Committee Reports 2018'</p>	<p>New</p>	<p>Shaun Couzens</p>	<p>March 19 - March 2020 (Equality Assessment is ongoing)</p>	<p>All Housing managers and officers responsible for housing policy development have been reminded of Equality Act obligations and received a copy of 'Equalities Implications in Committee Reports 2018'. Where completed, a copy of the relevant EIA has been attached, as background papers, to the committee report.</p>	<p>In progress</p>	
<p>New WAO Ref 1073A2019 March 2019</p>	<p>Well-being of Future Generations An examination of improving take up of the Flying Start Programme</p>	<p>Areas for improvement - Long term: Council has started to track data on outcomes for children and consideration is needed for tracking parental outcomes</p>	<p>1. Develop a system to link to the employability / legacy programmes to track parental outcomes in tackling poverty. 2. Deliver training on and explore the use of the family resilience tool by frontline staff to track outcomes</p>	<p>New</p>	<p>Sarah Mutch</p>	<p>1. March 2020 2. July 2020</p>	<p>1. A joint meeting was held between Family Support, Legacy and Employability leads to plan implementation of how to track parental transition to employability programmes 2. Resilience training has been delivered across different target groups. Evaluations were very positive and next steps identified.</p>	<p>In progress</p>	<p>50%</p>
		<p>Area for Improvement - Prevention * Consideration of the approach to engaging those parents who are not currently taking up or attending Flying Start. * Consideration of the approach to re-engaging parents who are unable to attend regularly</p>	<p>Explore the initial data form Parent Champions to identify parental issues during 2018/19 and consider how this data could be used to shape future delivery</p>	<p>New</p>	<p>Sarah Mutch</p>	<p>Mar-20</p>	<p>We have collated the data but this is yet to be analysed.</p>	<p>In progress</p>	<p>50%</p>
		<p>Area for Improvement - Integration * Consideration of how increasing take up and attendance could impact positively and negatively on the demand for, and capacity of, other Council and non-Council services (both public bodies and voluntary sector) * Consideration as to whether all step leads are fully conversant with the definition of Integration as set out in the Act</p>	<p>1. Explore use of the resilience framework to identify barriers to attendance 2. Explore development of 'My Journey booklet' into an electronic all for families 3. Develop case studies to show added value of integration of early intervention preventative services with statutory provision 4. There are 4 actions relating to corporate learning for staff and members to embed the 5 ways of working</p>	<p>New</p>	<p>Sarah Mutch & Ros Roberts</p>	<p>Action 1-3 - March 2020 Action 4. May 19- March 2020</p>	<p>This is in the early stages of development and planning prior to implementation.</p>	<p>Just starting</p>	<p>10%</p>
		<p>Area for Improvement - Collaboration: Consideration of how collaborating in different ways may help to engage those parents who are not taking up the Flying Start offer, for example, health visitors, Parent Champions.</p>	<p>1. Implement use of the 'My Journey booklet' antenatal to ensure families understand the programme and to all delivery partners. 2. Continue development of wider collaboration work through Children First task group</p>	<p>New</p>	<p>Sarah Mutch</p>	<p>Mar-20</p>	<p>1. The My Journey booklet has been finalised and is at print run stage. 2. Following our initial research we believe there is more added value to a regionalised approach to collaboration under early years integration and Children First.</p>	<p>In progress</p>	<p>20%</p>
		<p>Area for Improvement - Involvement * Development of innovative ways of reaching and engaging those families who do not take up their entitlement or do not consistently attend sessions * Consideration of the impact of the 'parent champions' * Consistent provision of feedback across all Council services to people who engage in consultations * Further exploration of how digital technologies could increase take up and attendance</p>	<p>1. Explore text remind systems for feasibility 2. Closer working between childcare and parenting teams for families who are struggling with attendance 3. Evaluate the impact of Parent Champions in the community.</p>	<p>New</p>	<p>Sarah Mutch</p>	<p>1. August 2019 2. August 2019 3. March 2020</p>	<p>1. Initial research is showing the text system is more complex to comply with unsolicited marketing rules so this may take longer to achieve. 2. There has been increased connection between childcare settings and parenting teams both informally as well as formally through the joint cluster meetings. 3. Plans to start evaluation of Parent Champions in the autumn term.</p>	<p>In progress</p>	<p>15%</p>