

Chief Executive Summary

The Chief Executives Summary for the year 2020/21, including any changes and pressures resulting from Covid 19

We must consider the data contained within the corporate performance assessment, in its widest context. The many achievements detailed within this report have been achieved, whilst responding to the unprecedented global pandemic. In response to this major event, the Council quickly reframed and repurposed itself.

Our primary purpose of "protecting our people and place" continues to provide the focus of everything we do. Services were quickly turned off, and then reframed to ensure they met the new needs of our communities. New services were quickly introduced that met the requirements of our most vulnerable during the darkest of days. Staff were redeployed from their normal duties and placed into our ever-changing priority areas.

Our Covid response has been far reaching and deep - we have issued millions of pounds of grant support to our business community; seen an army of volunteers deliver in excess of a million Free School Meals to children most in need; seen our buddy service develop into the new Caerphilly Cares Team; seen our school communities respond to significant challenges and shifting guidance to support learning and progression within and outside of school; witnessed social care staff operate at the front line to look after our most vulnerable residents and watched our operational services staff continue to keep the County Borough as clean, tidy and functional as possible during difficult times.

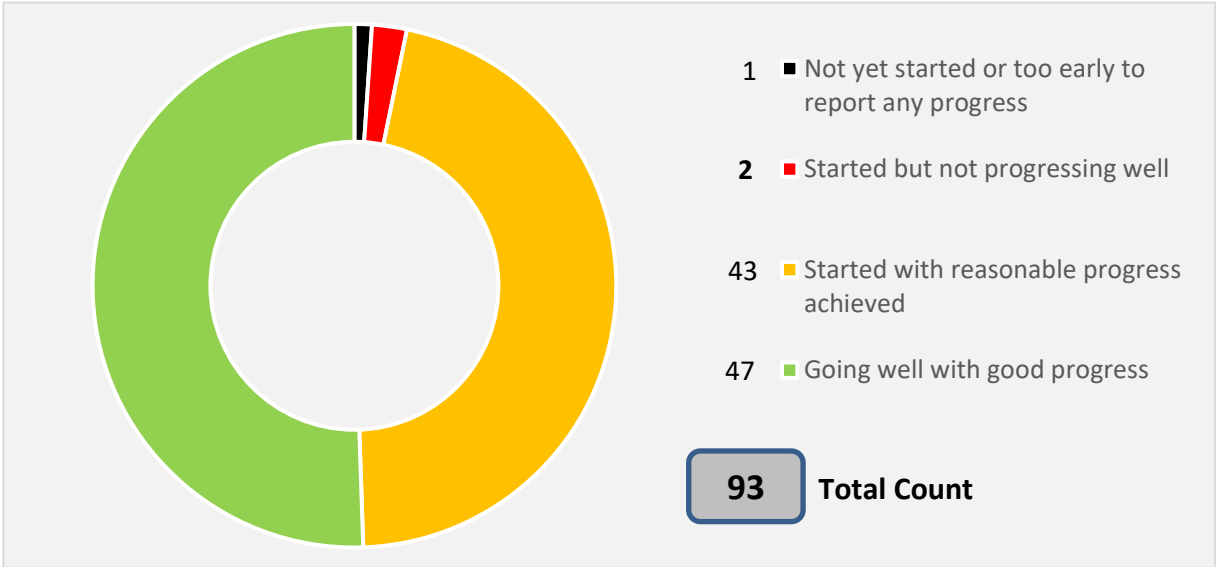
The acts of kindness, humility and true public service shown across the organisation and our partners throughout the early part of the pandemic continue to humble me and make me immensely proud. Despite the many challenges, our performance assessment still shows many areas of good performance as well as some areas where we need to focus our efforts.

We will continue to respond to the pandemic, ensuring our communities remain safe and supported during these unprecedented times, and continue to drive our TeamCaerphilly improvement programme forward.

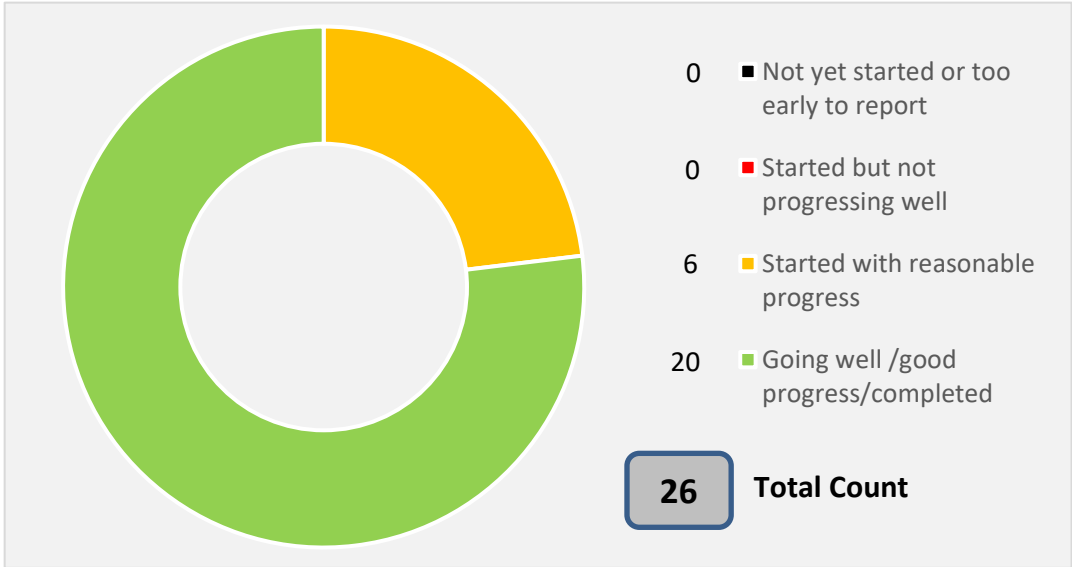
Corporate Performance Assessment (CPA)

Qtr 42020/21

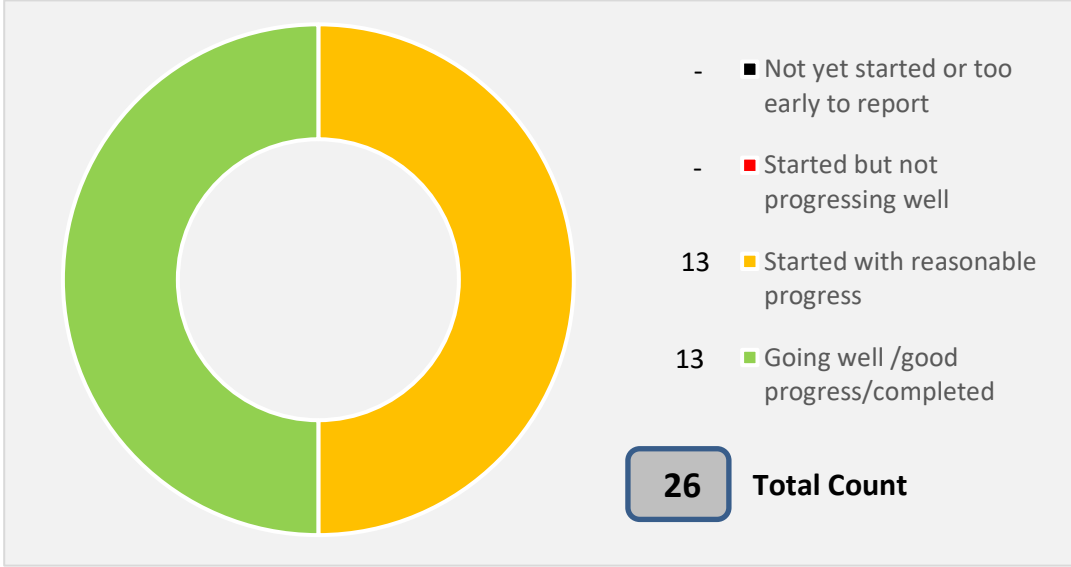
All DPA (Directorate) Priorities - Progress



Team Caerphilly Action Plan - Progress



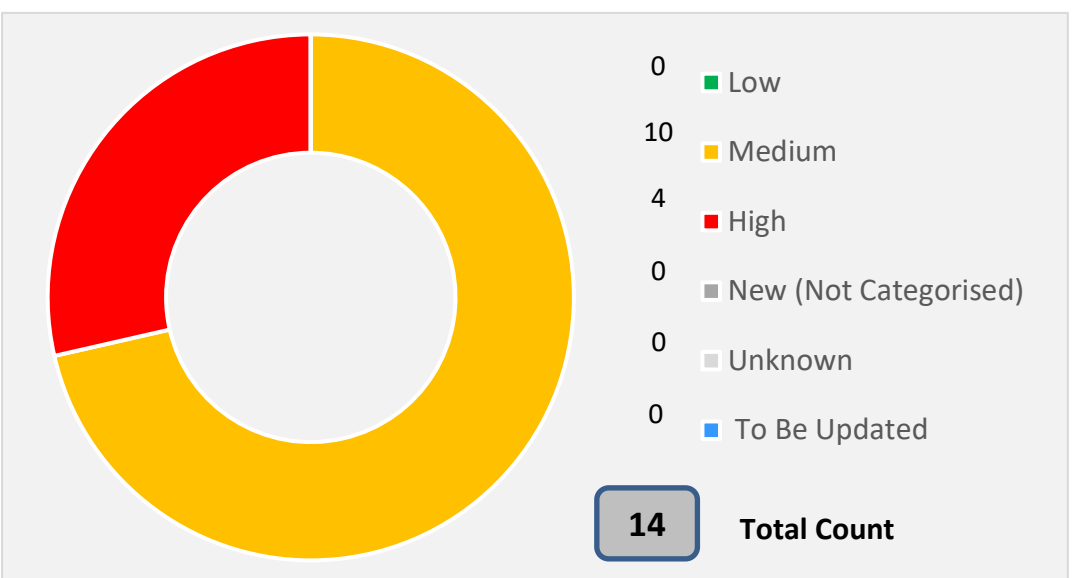
CMT Priorities - Progress (See below for more details)



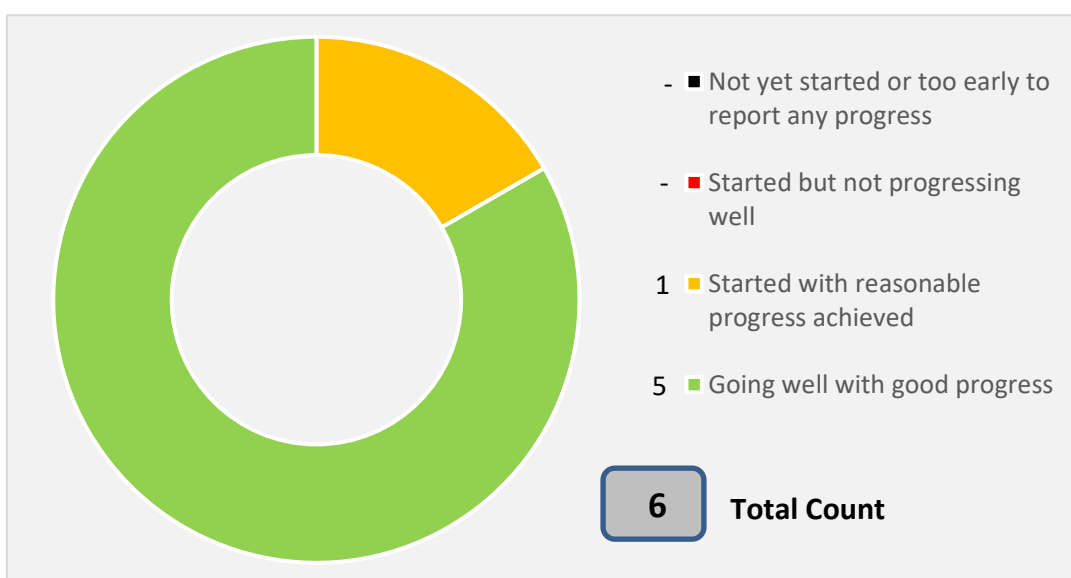
Finance - Budget Monitoring Report

Service Area	Underspend/ (Overspend) £m	Take to General Fund £m	Ring-fenced Reserves £m	Take to Service Reserves £m
Education & Lifelong Learning	3.035	1.517	-	1.517
Social Services	5.547	2.753	-	2.794
Communities	1.648	0.622	0.355	0.670
Corporate Services	2.684	1.342	-	1.342
Miscellaneous Finance	3.772	3.772	-	-
Council Tax Surplus	1.743	0.621	1.122	-
Sub-Totals: -	18.429	10.628	1.477	6.324
Housing Revenue Account (HRA)	10.018	0.000	10.018	-
Schools	10.070	0.000	10.070	-
Overall Totals: -	38.517	10.628	21.565	6.324

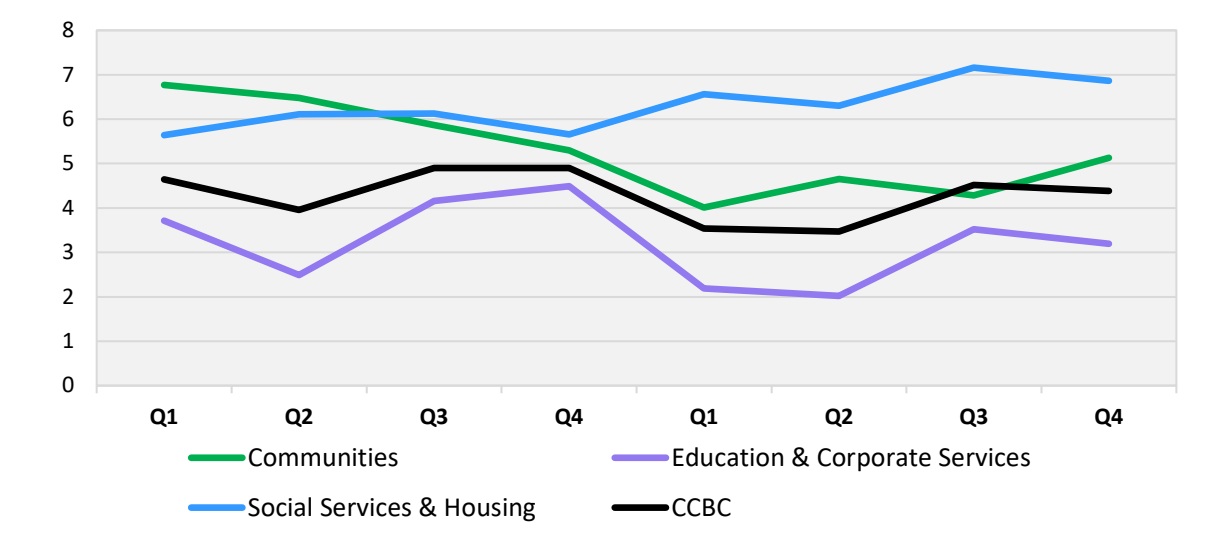
Risk Register - Number/Category of CMT Risks - (Q4)



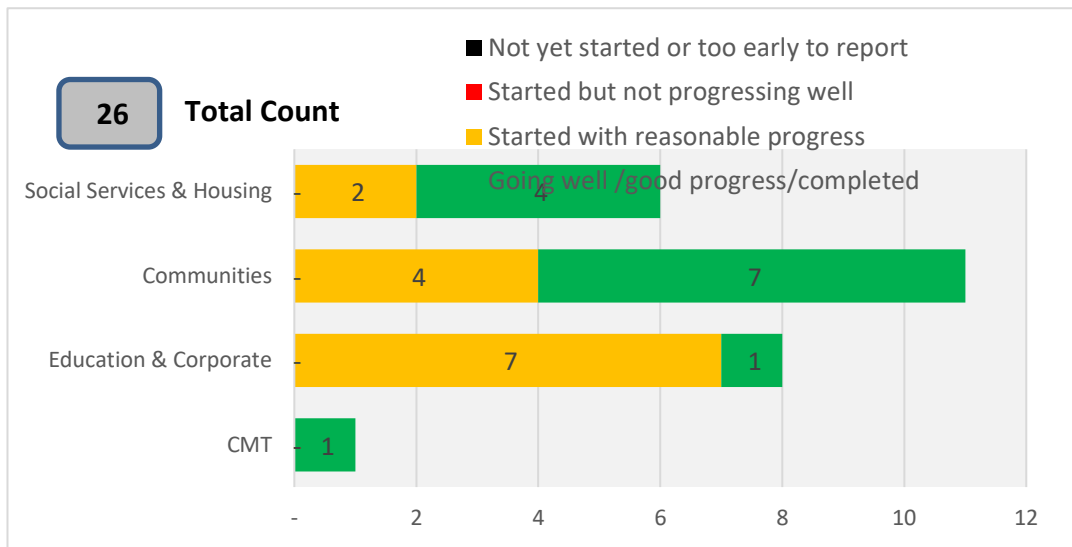
WBO: Well-being Objectives - Progress/Status



% Sickness Absence by Directorate



CMT Priorities - Progress (Details by Directorates)



Workforce breakdown

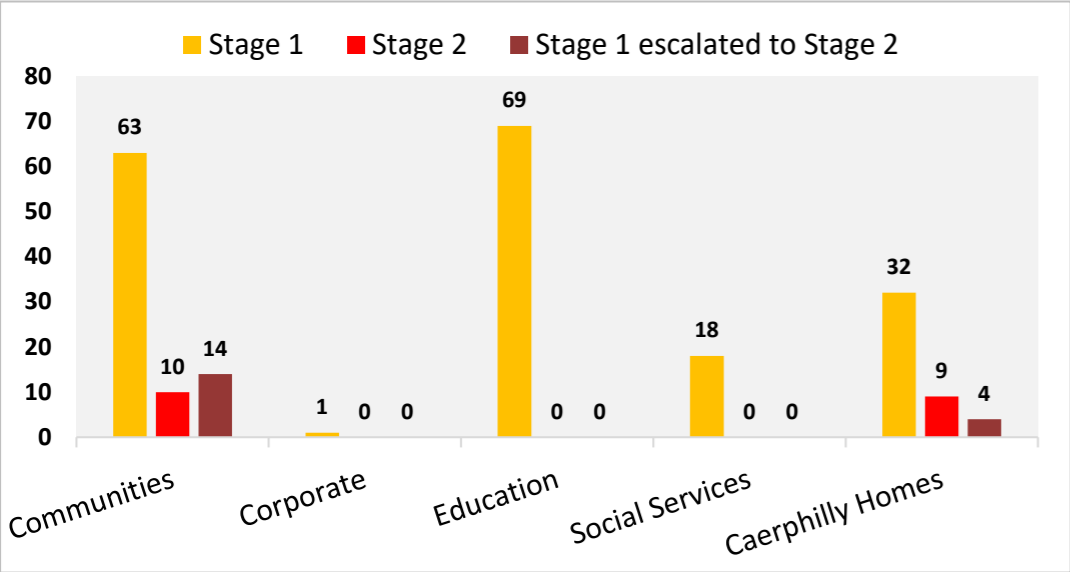
Category	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Voluntary Leavers	66	141	116	92
Other Leavers	29	68	37	26
Total Leavers	95	209	153	118
External New Entrants	44	167	160	126
Number of Agency Staff	191	296	322	310
Headcount	8,330	8,289	8,309	8,296
55 and over	2,013	2,068	2,047	2,076
% of headcount	24.16	24.95	24.63	25.02

Corporate Performance Assessment (CPA)

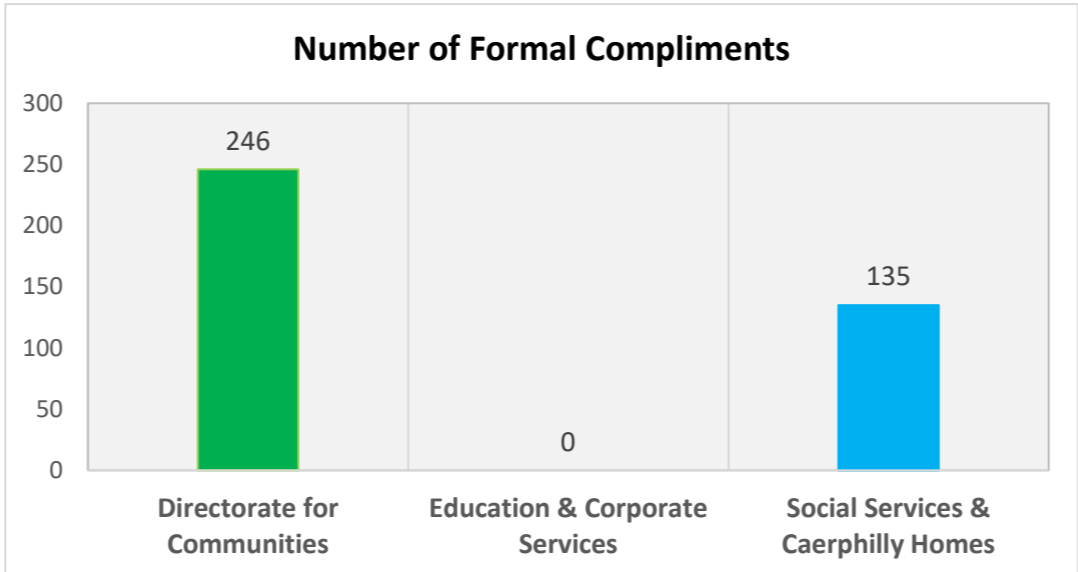
Qtr 4

2020/21

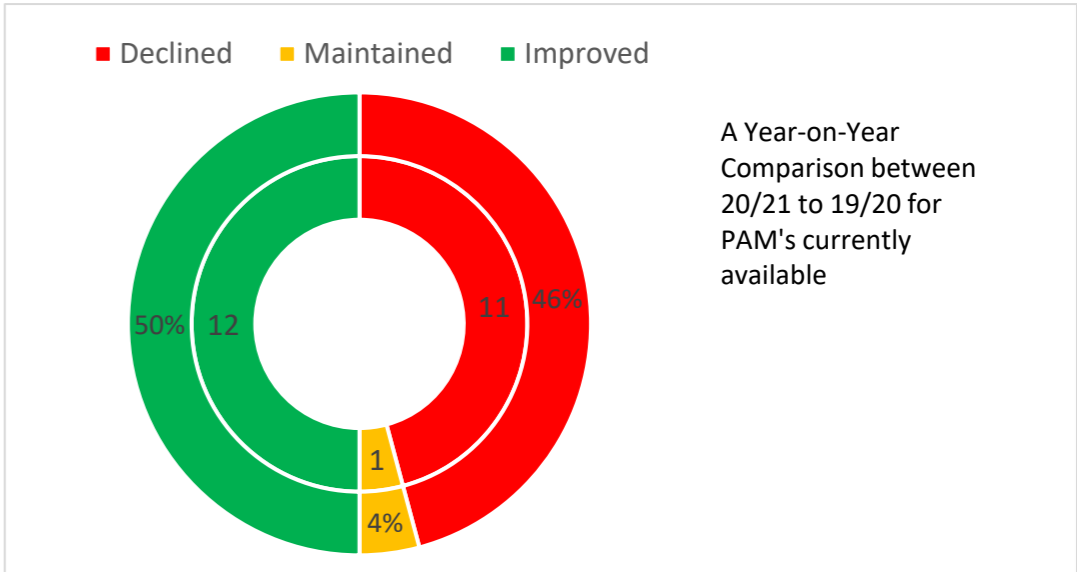
Corporate Complaints: Number of Stage 1 & Stage 2



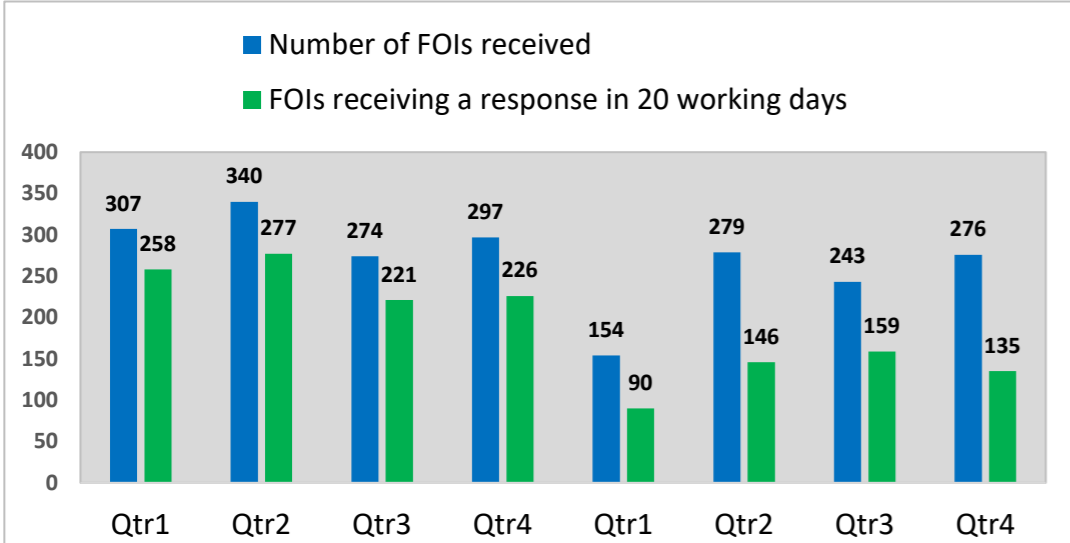
Compliments (Positive Feedback)



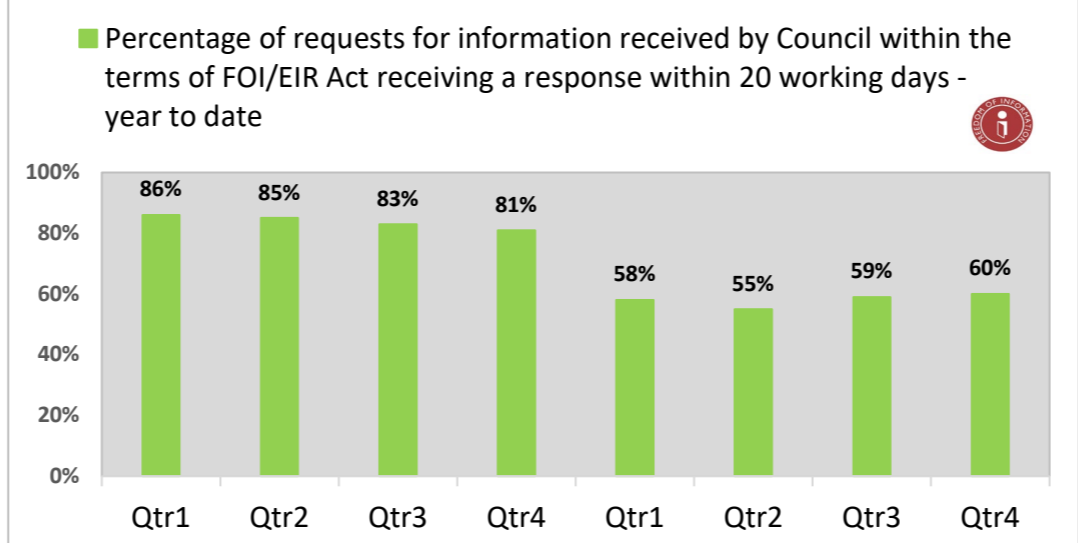
Public Accountability Measures (PAM's) 2020 - 21



FOI's - Freedom of Information Requests - CCBC



FOI - Compliance - 20 days (%)



KPI's - Team Caerphilly - Key Performance Measures

- The staff survey and household (Caerphilly Conversation) survey have been completed.
- The staff survey built on the covid/changed practices surveys and agile working surveys that took place in 2020 asked specific question to feed the 'proud and trusted staff' objective. It is currently being analysed.
- The household survey was designed to feed the 'working better with communities' objective. Analysis has happened and the results are directly influencing the corporate reviews.
- The original strategic action plan has concluded with any remaining actions being absorbed into the corporate reviews.
- Performance dashboards for corporate reviews and commercialisation have been developed and are used at Programme Board and summarised to scrutiny/Cabinet

AOI's - Areas of Interest - Directorate for Communities

- The pandemic has adversely affected performance levels in some services, and has also impacted on the ability of our services and related partners, to deliver, as expected on the Wellbeing Objectives.
- Increased missed waste/recycling collections, highlighted in themes of complaints at the early part of the year.
- Reduction of sport and recreation facilities/access/revenue (as a result of Covid-19).
- Uncertainties over Brexit and the ongoing MTFP implications.
- The challenges faced with the ongoing Hafodyrynys air quality and remedial and regeneration works that are ongoing to minimise community impacts.
- Adoption of the Authority's new Decarbonisation Plan and implementation of its resultant Action Plan.
- Ongoing Fleet review works, findings, and fleet management considerations (resourcing) for service continuity (e.g. Future needs, and electric vehicles).
- Sickness levels and cover, continues to be a challenge for some of the service areas.
- Energy consumption and carbon emissions has increased in our core buildings during the year due to increasing air flows and ventilation requirements, despite reduced occupancy levels in some cases

AOI's - Areas of Interest - Educations & Corporate Services

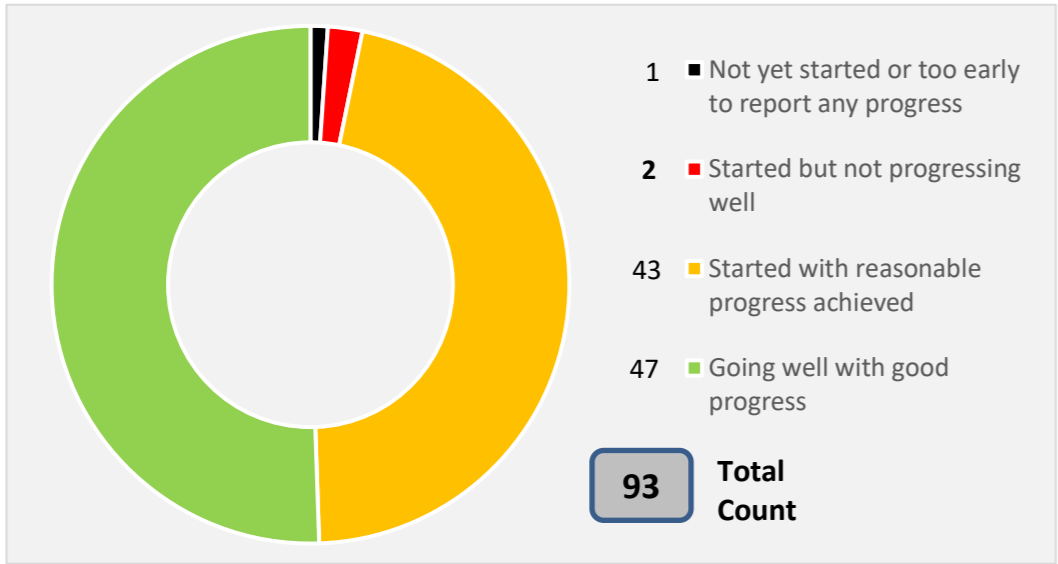
- NEETS decreased to **1.7%** (34 pupils) as the lowest figure since 2012
- Approx **6000** chromebooks have been allocated and delivered to schools.
- Improved connectivity in schools has been identified as a main priority for improvement.
- Early years total transformation (now antenatal to 7years) has gone live, with excellent progress
- Works in total over the lifetime of Band A programme has resulted in **£56.5** million of investment in new facilities
- Libraries - Borrowbox users increased by **22.87%**, eBook Loans increased to **27,819** from **15,385**, an increase of **58.27%**, eAudiobook Loans rose by **31.19%**.
- Percentage of requests for information received by Council within the terms of FOI/EIR Act receiving a response within 20 working days has been below **60%** all year, the target is 80%.
- The number of data breaches remains high with **35** breaches reported in the last 6 months.
- **2** data breaches were reported to ICO within 72 hours, 1 in Q3, 1 in Q4.

AOI's - Areas of Interest - Social Services & Caerphilly Homes

- WHQS unavoidably delayed due to the Covid-19 pandemic
- Significant increase in demand for homelessness services and use of hotels and B&B accommodation to comply with WG guidance. Alternative accommodation are being sought with success.
- The adaptations team focussed on higher priority cases due to the risks associated with delivering core services to this client group.
- Adults Services - The first quarter saw a reduction in the number of referrals into adult services, only urgent assessments were completed in accordance with WG guidelines, however there was an increase in the number of referrals in Q3 and Q4 which was mainly for Mental Health Services.
- Children Services referrals were relatively stable throughout the year, likewise Children looked after numbers were also stable (454 at q1 to 456 at q4) and we have also seen stability with numbers of children on the Child protection register.

Progress of all Directorates: Priorities

	Communities	Housing	Social	Corporate	Education	Totals
Not yet started or too early to report any progress	1	0	0	0	0	1
Started but not progressing well	2	0	0	0	0	2
Started with reasonable progress achieved	22	6	1	9	5	43
Going well with good progress	16	4	12	11	4	47
Total	41	10	13	20	9	93



Qtr 4	2020/21
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Team Caerphilly Action Plan Progress

Qtr 42020/21

The action plan was closed down by the board in December and will not be used any more. Anything outstanding will be covered in the Corporate Reviews and their dashbaords.

RAG	Status
0 Black	Not yet started or too early to report any progress (achievements/changes)
1 Red	Started but not progressing well
2 Amber	Started with reasonable progress achieved
3 Green	Going well with good progress



No.	Action	Political Lead	Officer Lead	Timescale	RAG	Progress - Achievements - Comments
CREATING THE RIGHT ORGANISATIONAL CULTURE (SECTION 5):						
1.	Culture Book to be finalised, approved and formally launched with staff	Leader	Chief Executive	30 November 2019	<div></div>	To be incorporated into the Induction Programme as part of corporate review - Workforce Planning
ENCOURAGING AND SUPPORTING INNOVATION (SECTION 6):						
2.	Licence to Innovate initiative to be launched	Leader	Chief Executive	During staff roadshows (Autumn 2019)	<div></div>	Scheme idea is drafted and within the Commercial Strategy due to be adopted at Cabinet 09-12-20
3.	Striving for Excellence staff recognition scheme to be launched	Leader	Chief Executive	During staff roadshows (Autumn 2019)	<div></div>	Staff recognition will be considered as part of corporate review - Workforce Planning
EMBRACING NEW TECHNOLOGIES - "DIGITAL FIRST" (SECTION 7):						
4.	Customer and Digital Strategy to be approved by Cabinet	Cabinet Member for Corporate Services	Head of Customer and Digital Services	12 June 2019	<div></div>	Complete
5.	Progress against key actions in the Customer and Digital Strategy to be regularly reported to and monitored by the Digital Leadership Group	Cabinet Member for Corporate Services	Head of Customer and Digital Services	Frequency to be agreed	<div></div>	Complete
ESTABLISHING A STRUCTURED PROGRAMME OF SERVICE REVIEWS (SECTION 8):						
6.	Service Review pilots in Catering and Building Cleaning to be completed	Cabinet Member for Environment and Public Protection	Head of Business Improvement Services	31 July 2019	<div></div>	Outcomes reported to 05-12-19 Board
7.	Service Directory to be completed	Leader	Chief Executive	30 September 2019 (Framework outline completed Aug 2019)	<div></div>	Almost complete
8.	Consistent methodology for Service Reviews to be adopted	Cabinet Member for Finance, Performance & Governance	Head of Business Improvement Services	30 September 2019	<div></div>	Complete - training and support offered to Management Network 24-11-20
9.	Structured programme of Service Reviews to be agreed	Cabinet	Head of Business Improvement Services	Cabinet approval by 31 October 2019	<div></div>	Programme in place but currently being reviewed. Corporate reviews taking precedence. Other reviews may be with Team support or self-reviewed
ADOPTING A MORE COMMERCIAL APPROACH (SECTION 9):						
10.	Nominate a Cabinet Member as the Council's "Commercial Champion"	Cabinet	Head of Business Improvement Services	12 June 2019	<div></div>	Cllr Sean Morgan nominated. This action is complete.
11.	Commercial and Investment Strategy to be drafted and approved by Cabinet	Leader	Chief Executive	Cabinet approval by 31 October 2019	<div></div>	Approved by P & R. Cabinet sign off 09-12-20
12.	Establish a Commercial Panel	Cabinet	Head of Business Improvement Services	30 November 2019	<div></div>	Option for Regeneration Board to take this role being developed. Revised Terms of Ref and TCPG will be the assessment body.
13.	Undertake a review of the Council's portfolio of investments	Leader and Cabinet Member for Finance, Performance & Governance	Chief Executive and Section 151 Officer	31 December 2019	<div></div>	Corporate review - Sustainable Financial Planning will look at treasury and investment management
14.	Explore potential trading vehicles that would allow us to trade with other public sector organisations and beyond	Leader and Cabinet Member for Finance, Performance & Governance	Chief Executive, Section 151 Officer and Head of Legal Services	31 March 2020	<div></div>	Work to date with various departments on options including training and awareness. Corporate review - Front Line Services to consider ADM's as workstream.
ENGAGING AND WORKING WITH OUR COMMUNITIES (SECTION 10):						
15.	Corporate Volunteering Policy to be developed and initially piloted in one service area	Cabinet Member for Social Care and Wellbeing	Head of Business Improvement Services	31 December 2019	<div></div>	Corporate review - Corporate Volunteering
16.	Community Asset Transfer Policy to be finalised and approved by Cabinet	Cabinet Member for Homes and Places	Head of Business Improvement Services	31 December 2019	<div></div>	Cabinet approval 28-10-20
17.	Develop a Consultation and Engagement Framework to support empowered communities to come on this journey with us	Leader and Cabinet Member for Finance, Performance & Governance	Chief Executive	31 December 2019	<div></div>	Cabinet approval 26-02-20. Caerphilly Conversation will underpin corporate Reviews and placeshaping.

Team Caerphilly Action Plan Progress

Qtr 42020/21

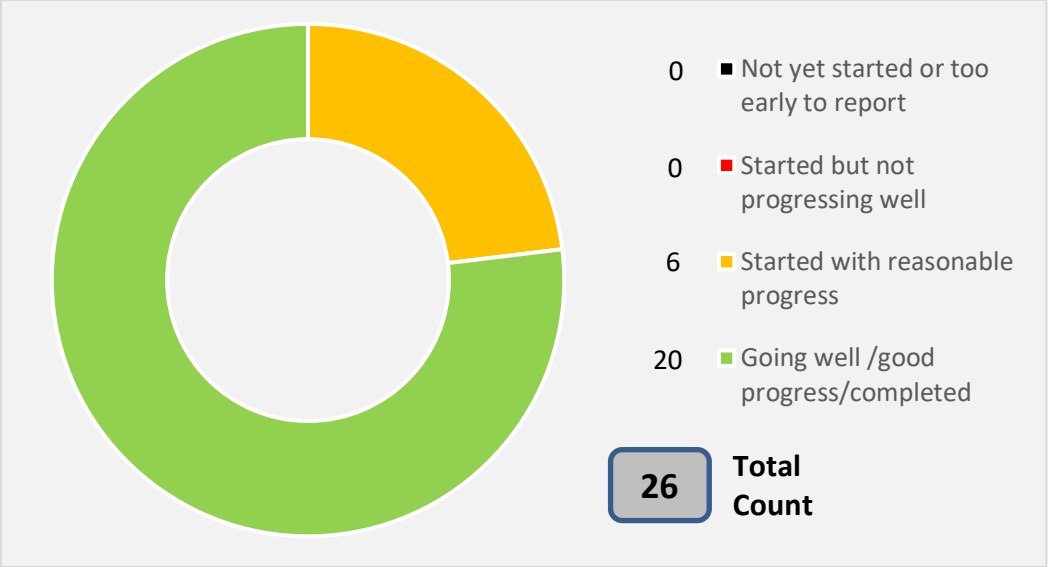
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2 Amber	Started with reasonable progress achieved
3 Green	Going well with good progress



No.	Action	Political Lead	Officer Lead	Timescale	RAG	Progress - Achievements - Comments					
ACTIVELY SEEKING OPPORTUNITIES FOR COLLABORATION (SECTION 11):											
18.	Explore potential new collaborative opportunities where the Council can be the Partner of Choice	Cabinet	Leadership Team	30 November 2019	●	Collaboration underpins all the corporate reviews and Service Review Methodology. Register of Partnerships and Collaborations maintained					
19.	Report to be prepared outlining proposals for the development of Community Hubs across the county borough	Cabinet Member for Social Care and Wellbeing	Corporate Director for Social Services and Housing	31 December 2019	●	Corporate reviews - Walk-in Services will consider options for community resources alongside delivery locations					
RESOURCES AND CAPACITY (SECTION 12):											
20.	Cabinet approval to be sought to appoint three Transformation Managers initially on fixed-term contracts for a period of two years	Cabinet	Head of Business Improvement Services	Cabinet approval on 12 June 2019	●	Complete Jan 2020 plus Hayley Lancaster seconded from Nov 2019 on the Caerphilly Conversation					
21.	Embed the new Directorate Performance Assessments across the Council	Cabinet Member for Finance, Performance & Governance	Head of Business Improvement Services	Quarterly reporting from June 2019 onwards	●	Embedded. This action is complete. New Framework agreed by Cabinet 26-02-20					
ENSURING THAT WE HAVE A WORKFORCE THAT IS FIT FOR THE FUTURE (SECTION 13):											
22.	Performance Development Review process to be reviewed	Cabinet Member for Corporate Services	Head of People Services	30 September 2019	●	Complete. My Time Process rolled out 13-10-20 in line with World Mental Health Day.					
23.	Workforce Development Strategy: Better Together to be finalised and approved by Cabinet	Cabinet Member for Corporate Services	Head of People Services	31 January 2020	●	Working document in progress with Head of Service for review. This includes Workforce Planning Framework and strands for implementation will be included as part of corporate review - Induction, Onboarding, Vacancy Mgmt					
PERFORMANCE MANAGEMENT ARRANGEMENTS (SECTION 14):											
24.	Terms of Reference for the Project Board to be agreed and formally signed-off	Leader	Project Board	July 2019	●	Complete. Agreed at 24-10-20 Board Meeting					
THE #TEAMCAERPHILLY STRATEGIC ACTION PLAN (SECTION 15):											
25.	Progress reports on the Strategic Action Plan to be presented to:	Cabinet Member for Finance, Performance &	Head of Business Improvement Services	Timescales as shown in 'Action'	●	In place. Board meeting monthly at present.					
	- The Project Board on a quarterly basis										
	- The Policy and Resources Scrutiny Committee and Cabinet on a six monthly basis										
26.	Key actions in the Strategic Action Plan to be incorporated into Directorate Performance Assessments	Cabinet Member for Finance, Performance & Governance	Head of Business Improvement Services	Quarterly	●	Complete					

TEAM Caerphilly - Action Plan Progress			Count No's
Black	Not yet started or too early to report	0	0
Red	Started but not progressing well	0	0
Amber	Started with reasonable progress	6	6
Green	Going well /good progress/completed	20	20
Total		26	26



CMT & Directors Priorities

Level	RAG	Status
0	Black	Not yet started or too early to report any progress (achievements/changes)
1	Red	Started but not progressing well
2	Amber	Started with reasonable progress achieved
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Qtr 4	2020/21
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CMT Priorities	Completion Date	RAG	Progress - Achievements - Comments
To identify savings proposals to ensure that a balanced budget for the 2020/21 financial year can be approved by Council in February 2020.	All	<div></div>	<p>Complete - The 2020/21 budget proposals were approved by Council at its meeting on the 20th February 2020. This included total savings across the Council of £3.007m (taken from Corporate Services DPA)</p> <p>Dir for Communities:</p> <p>Agreed budgets and MTFP's position for 20/21 are fully covered in the existing Council Financial Plan. However, financial projections are likely to be affected as a result of the Covid-19 implications and changes to service delivery and emerging responses. So, each of our monitoring reports will likely show a changing and evolving picture.</p> <p>Corporate Property is included in the budget monitoring reports submitted to Policy & Resources Committee. Infrastructure, Public Protection and Community & Leisure budget monitoring is submitted to the Environment & Sustainability Scrutiny.</p>
Education & Corporate Priorities	Completion Date	RAG	Progress - Achievements - Comments
Improve attainment at Key Stage 4	Ongoing	<div></div>	<p>Due to the ongoing suspension of Estyn Inspections, there is no change to existing data sets that provide a summary of performance. However, schools identified as a cause for concern continue to be subject to regular meetings which ascertain progress towards recommendations or internal development targets. The evidence of school progress discussed at these meetings, which are attended by senior leaders across the Local Authority and EAS, are shared with Estyn in termly visits. Following review in spring term, one primary school was removed from 'estyn review'. As a result, there is currently one secondary school in 'significant improvement', two primary schools in 'significant improvement', and two schools in 'estyn review' (one primary, one secondary). There are no schools in 'special measures'.</p> <p>The Education Achievement Service introduced the 'Celebrate, Share, Support and Refine' project in the spring term to ascertain how schools have maintained a commitment to standards and provision over the last twelve months. More specifically, the project has helped the Local Authority and EAS understand the full range of teaching strategies that are being utilised to support learning. The Local Authority has requested that all schools identified on the schools causing concern register participate in the project.</p> <p>In response to the Coronavirus (Covid-19) pandemic, the Welsh Government have cancelled all statutory data collections that were due to take place in Summer 2021. This means that no end of key stage data will be submitted. Therefore, there will be no data available for FP through to KS3. Similarly, Welsh Government will not be reporting on KS4 and KS5 school performance measures for 2020/21.</p>
Increase the percentage of pupil attendance across primary and secondary in order to maximise pupils' learning.	Dec-19	<div></div>	<p>The LA revised attendance strategy impacted positively on improving attendance trends in secondary schools - a rise of 0.7% over 3 years. The September 2019 Welsh Government Statistical Release identifies improvement compared with outh Local Authorities (18/19-7th, 17/18-17th, 16/17-21st). Primary attendance over three years made more marginal gains but was still favourable compared to local authorities with similar numbers of FSM pupils.</p> <p>However, the decision by Welsh Government to cancel all statutory data collections related to attendance and pause all statistical releases due to the coronavirus outbreak has meant that there will not be an official record of pupil attendance for 2019-2020. WG data collection (if any) for 2020-2021 will not be a measure of the impact of the attendance strategy, but largely reflect the number of pupils required to isolate as a result of advice from environmental health services. Attendance has been removed from the service priorities, as a specific priority although it is still a measure of improvement within the Well-being Objective.</p>
Transform educational opportunities for learners by delivery of fit for purpose 21st Century Schools	Mar-20	<div></div>	<p>The 21st Century Schools Team have been managing a range of investment and development opportunities to support building improvements across schools in the Borough.</p> <ul style="list-style-type: none">• 21st Century Schools and Colleges Band A Programme – Trinity Fields refurbishment• 21st Century Schools and Colleges Band B Programme – Ysgol Gymraeg Cwm Gwyddon / Trinity Fields – proposals are currently at consultation stage and a report is being prepared for Cabinet to decide on whether to proceed with both projects.<ul style="list-style-type: none">• CCBC Capital Maintenance Programme• WG Capital Maintenance Programme<ul style="list-style-type: none">• WG Welsh Medium Grant• WG Childcare Grant• Community Hubs – Athletics track at Oakdale• Sporting Facilities – 3G pitches at St Cenydd, Lewis School Pengam, Cwm Rhymni (Gelli Haf)

CMT & Directors Priorities

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Reduce the rates of exclusion, therefore impacting upon pupil attainment			Similarly to attendance the statistical release for exclusions has also been paused, therefore, preventing a comparison against other local authorities. Prior to lockdown, pupil exclusion across a range of indicators remained too high (number of fixed term exclusions, number of pupils, number of permanents) and was a significant area for improvement. As in the case of the educational welfare service, education psychology and the inclusion team work with schools and individual pupils to limit the number of exclusions during the lockdown period.
Deliver Shared Ambitions Strategy			The positive impact of the Shared Ambitions Strategy was demonstrated in August 2019's results and outcome indicators. One of the key indicators used to judge performance at that time, the KS4 L2+, showed Caerphilly schools had continued to build momentum with a gain of 5% on the welsh average. As the pandemic hit in early March, GCSE & A Level exams did not take place that spring and the performance data emerging in August 2020 was a combination of algorithmic and center assessed grades. While it again showed progress, the performance data cannot be a guaranteed measure of continued progress.
Transform Post 16 Education			The Post 16, Single Sex and Surplus Places Board focused its initial work on developing a Post 16 proposal that would transform provision and develop a sustainable approach across Caerphilly. As part of this work, two partnerships were established (Caerphilly Basin and Upper Rhymney Valley) with the schools within establishing a management board and adopting a joint approach to maximising and sustaining the learner off and provision. There were some early challenges with the local lockdown causing some difficulties with pupil movement but these have now been ironed out and the approach is progressing well.
Deliver #TeamCaerphilly	Key deadlines are included in the Strategic Action Plan.		Ongoing - The Transformation Programme has continued, picking up pace again from September onwards. All ten Corporate Reviews are underway and are reporting in line with progress to the Team Caerphilly Board. Actions on the original Strategic Action Plan (July 2019) are now complete or included with the corporate review programme. The Commercial and Investment Strategy was adopted and actions are underway including business plans to reduce the subsidy at Tourism destinations. Licence to Innovate process has been piloted. Caerphilly Conversation continued with the residents survey (first since 2017) including feedback that has informed the 2021/22 budget report and the corporate reviews. Members seminar in early April as part of strengthening the role of Scrutiny.
Deliver Customer and Digital Strategy	5 year programme		Ongoing - Strong progress being made across all elements of the strategy. The progress being made in terms of automation is particularly pleasing and is attracting national interest. The requirement to close front of house customer first offices as a result of the pandemic has also seen a steady channel shift toward digital engagement which the Council will now seek to retain and build on further over coming years.
Communities Priorities	Completion Date	RAG	Progress - Achievements - Comments
Inputting and contributing to the team Caerphilly Work			Team Caerphilly Programme Board meetings have been delayed by Covid-19 but have recently been re-instated. CMT members continue to input to the board meetings as key projects and service reviews are rolled out.
Conclusion of waste disciplinary matters and completion of service review in waste service.	Mar-20		Waste disciplinarys are now concluded and posts that were vacated are now being filled. Work is on ongoing in relation to the development of a waste strategy and associated service review and consequently key decisions that will need to be made over the next 2 years.
Securing a decision relating to the closure Pontllanfraith Leisure Centre	Jan-20		The future of PLC will form part of the placeshaping plan to be determined by cabinet in late 2020The future of PLC forms part of the placeshaping plan which has been agreed by cabinet and council. Plans for the former Pontllanfraith comprehensive school site are currently being formulated with development likely to commence in 2022/23. This development will then inform future decisions relating to the future of PLC
Securing a decision relating to Caerphilly LC setting up appropriate project management arrangements thereafter	Apr-22		In progress and linked to decisions around Ness Tar site. Decisions relating to the Ness Tar development and draw down of WG loan have now been taken by cabinet and the land appraisal and due diligence work has commenced. Once this due diligence work is completed the site will be “masterplanned” and a programme for physical works on site will follow. This a medium term project which will span a number of financial years.
Taking forward the energy agenda with key partners.			The Decarbonisation Strategy, energy prospectus and action plan have been considered by 2 Scrutiny Committees, Cabinet and Council in line with the declaration of a climate emergency. Some of the initiatives outlined in this strategy and action plan are already progressing (eg: solar farm at eglwysilan feasibility work, ELV infrastructure).

CMT & Directors Priorities

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Commencing SDP/LDP work and associated governance arrangements	Mar-23		Work is progressing slowly, but, progressing well. The CCR governance structure is now agreed for the SDP. The minister has now clarified the cessation of LDP "drop dead" dates and the Caerphilly LDP process has commenced. The annual LDP monitoring report and delivery agreement for the new LDP is due to be considered by council and will then be submitted to WG. Stakeholder events are on going but the progress and resultant adoption of a new LDP will span a number of financial years.
Completion and adoption of 2 remaining regeneration masterplans			The Heads of the Valleys Masterplan is complete. A new member of staff has been appointed and commenced CCBC employment. Consequently work has commenced on the Newbridge to Risca masterplan with the greater Blackwood plan to follow.
Development of a strategy for the regeneration of the A465 corridor with particular focus on Rhymney.	Mar-23		Securing inward investments across the whole county borough is challenging but, the HOVRA even more so. WG Valleys Task Force (VTF) A465 corridor work, was delayed by Covid-19 and the VTF has now been wound up by WG. However, collaborative work by the HOVRA LA's has now commenced with a joint approach for economically regenerating the HOVRA. In the meantime CCBC has planned a programme of public realm investment in Rhymney town centre for 2021/22.
Developing the new Caerphilly transport interchange and associated town centre improvements in collaboration with key partners such as TFW and WG.	Mar-23		Good progress being made on Metro Plus (Caerphilly Interchange) TRI Thematic and TRI Projects with WG support and funding being made available. Taking the interchange to welltag stage 2 during 2021/22 will enable a future levelling up fund bid to be submitted to the UK Government.
Stimulating inward investment at key employment sites such as Oakdale, Ty Ddu, etc.	Mar-23		Partnership with WG to bring Plateau 1 at oakdale into beneficial use is progressing well with interested companies currently being targeted. Regeneration Board funds have been identified to facilitate development on other parts of the Oakdale Business Park. New employment units at Ty ddu, Nelson are nearing completion with handover planned for late May 2021. These units are being marketed by Knight Frank on behalf of CCBC
Generally moving to a point where we are getting infrastructure "built"			A number of capital projects are being designed by property staff for tendering in 2021. These include band B schools projects at Trinity fields and Cwm gwyddon, Parc Penallta visitor centre, Longbridge demolition (Risca), Conversion of former Woolworths store Bargoed, Chartist gardens play area and conversion of former Virginia park golf club for the youth service. These are scheduled for tendering in the summer /autumn of 2021. Further projects are likely to result from the adoption of the placeshaping plans by cabinet and council.
Social Services & Housing Priorities	Completion Date	RAG	Progress - Achievements - Comments
Finalise the WHQS programme	Dec-20		The programme has encountered unavoidable delays due to the Covid pandemic which has been recognised by Welsh Government and an extension to the deadline agreed for December 2021. We are on track to complete in advance of the revised deadline
Progress new build/affordable home linking with social care/demands & opportunities	Mar-21		New schemes are ongoing with our Registered Social Landlord partners utilising Social Housing Grant. A total of £4,570,753.00 has been committed during 20/21. This has included spend on a number of energy efficient/Passivhaus schemes. Caerphilly Homes have published a tender for a multi-disciplinary consultancy to examine and undertake development appraisals for HRA and General Fund land that may be suitable for residential development. IHP grant funding of £3.1M has been secured from Welsh Government to fund Caerphilly Homes, first Passivhaus developments in Trecenydd and Trethomas. Construction is scheduled to begin on both sites in June 2021. 8 new properties are being purchased via S106, including 2 LCHO properties and 6 properties have been purchased for social rent using Phase 2 Homelessness funding.
Establish a second Children's Home for Caerphilly children and young people	Mar-21		Property purchase completed in March 2019. Refurbishment was due to commence but property had to be used for an emergency placement. Refurbishment has now commenced and completed December 2020. Work at property complete now beginning to house children.
Continue to embed corporate safeguarding arrangements	Mar-21		Corporate Safeguarding Board will meet quarterly to monitor an Action Plan to address the recommendations that has been developed by the Designated Safeguarding Officers in each Service area. Review and Action Plan to be presented to Cabinet and Scrutiny Committees. Corporate Action Plan has been developed and ratified by CMT, Scrutiny Committees and Cabinet. Actions are 85% completed.

CMT & Directors Priorities

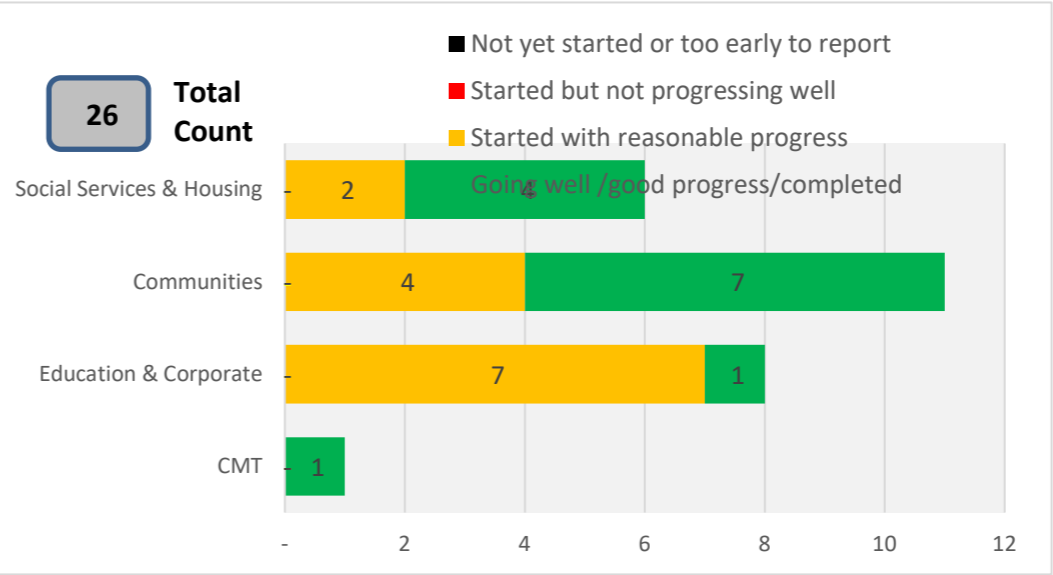
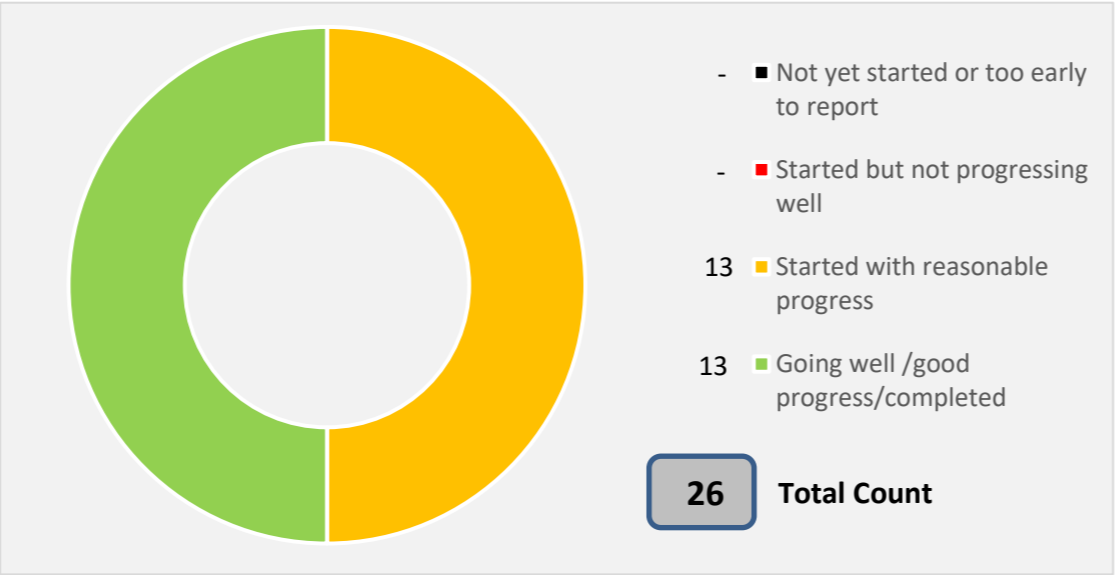
Level	RAG	Status
0	Black	Not yet started or too early to report any progress (achievements/changes)
1	Red	Started but not progressing well
2	Amber	Started with reasonable progress achieved
3	Green	Going well with good progress



Qtr 4	2020/21
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Continue to monitor recruitment in terms of children services social workers and adult services carers and to identify innovative recruitmnet opportunities	Mar-21	<div></div>	<p>Cabinet approved the introduction of a Market Supplement applied to the key posts to attempt to boost recruitment. Secondments of unqualified staff to undertake the Social Work Degree re-introduced. An improved Social Media campaign and review of job adverts has led to an increase in the number of applications received and a doubling of appointments made since the Market Supplement was introduced. The Supplement has been reviewed and will now remain in place for those specific teams.</p> <p>Ongoing monitoring through weekly Divisional Management Team and periodic reporting to Senior Management Team. Recruitment in the North of the Borough continues to be very challenging. Issues regarding social worker salary levels are being flagged up nationally with a view to prompting discussion with government as to the possibility of national salary levels.</p>
Expand the provision of integrated hubs with ABUHB and other Directorates within CCBC	Mar-21	<div></div>	<p>Significant community engagements events held, including session with elected members on healthier Gwent. Workshop planned for November to launch Independent Well-being Networks (IWN) in the north of the borough. Subject to review by IPC initial workshop held.</p>

	Total	CMT	Education & Corporate	Communities	Social Services & Housing	
Not yet started or too early to report	-	-	-	-	-	Black
Started but not progressing well	-	-	-	-	-	Red
Started with reasonable progress	13	-	7	4	2	Amber
Going well /good progress/completed	13	1	1	7	4	Green
Total	26	1	8	11	6	



Finance - 2020/21 Revenue Budget



Summary by Directorate/Service Division

Directorate/Service Division	Revised Budget 2020-21	Outturn Position 2020-21	(Overspend)/ Underspend 2020-21
	£	£	£
1) Revenue Budgets			
Education & Lifelong Learning			
- Schools Related	118528626	108257602	10271024
- Education	16654038	15161674	1492364
- Lifelong Learning	3818457	3376965	441492
- Home to School/College Transport	7282962	6382967	899995
Sub-Total: -	146284083	133179208	13104875
Social Services			
- Children's Services	25216354	25094772	121582
- Adult Services	66193906	62200199	3993707
- Service Strategy and Business Support	2138183	1127508	1010675
- Social Services Transport	1557420	1135923	421497
Sub-Total: -	95105863	89558402	5547461
Communities			
- Regeneration and Planning	2245710	2097152	148558
- Infrastructure	11128617	10894855	233762
- Community and Leisure Services	21823209	20927937	895272
- Public Protection	7513442	7066226	447216
- Directorate General	177053	254269	-77216
Sub-Total: -	42888031	41240439	1647592
Corporate Services			
- Chief Executive/Director	361813	454195	-92382
- Corporate Finance	1895219	885855	1009364
- Legal and Governance	3213165	3086197	126968
- Business Improvement Services	1334961	1222181	112780
- Customer and Digital Services	5802819	4922101	880718
- People Services	2849423	2645313	204110
- Corporate Property	4920919	4840505	80414
- General Fund Housing	1342897	1032879	310018
- Private Housing	302895	250454	52441
Sub-Total: -	22024111	19339680	2684431
Miscellaneous Finance	49828413	46056382	3772031
Housing Revenue Account (HRA)	0	-10017824	10017824
Council Tax Surplus	0	-1742752	1742752
Revenue Budget Totals: -	356130501	317613535	38516966

CMT - Risk Register



Ref	Topic (& Service)	Risk, opportunities and Impact	Mitigation Actions (What actions can we take to address the risks or realise the opportunity)	Progress Update (Are the mitigating actions reducing the risk or realising the opportunity?)	Risk Level 2019-20 Q2	Risk Level 2019-20 Q3	Risk Level 2019-20 Q4	Risk Levels				Does the risk affect the Well-being of our Communities?	Well-being Risk Level
								2020-21 Q1	2020-21 Q2	2020-21 Q3	2020-21 Q4		
CRR 01 - All Directorates	Exit from the EU (Brexit).	<p>The decision to leave the EU and the looming deadline to secure an exit deal has created considerable uncertainty.</p> <p>Moving forward it is difficult to determine what impact the exit from the EU will have in the medium to longer-term for Caerphilly CBC and our communities. However, in the short-term possible negative impacts from a No Deal scenario include the potential for workforce supply shortages in some areas and the possibility of some disruption to the supply of goods and services. There is also potential for price increases in the event of a No Deal exit.</p>	An internal Brexit Working Group has been established consisting of key staff across all Directorates. There is also cross-party political representation on this Group. The Council has also set aside £1m to meet any short-term financial impacts arising from Brexit.	The Brexit Withdrawal Agreement was signed in January 2020 and the transition period ended on the 31st December 2020. The recently agreed withdrawal deal has resulted in the UK leaving the EU at the end of December 2020. Officers will continue to work with the WLGA in establishing what the recently agreed deal means for Welsh Local Government. Following the signing of the withdrawal deal the Council reconfigured its internal arrangements and established a Brexit Strategic Group consisting of key Heads of Service and cross-party political representation. This Group was supported by a Brexit Operational Group which focussed on key issues, actions and mitigation across all service areas. Although a deal is agreed there will be implications for the Council to manage and this will add additional burdens on key staff that are already fully committed on dealing with the ongoing impact of Covid-19.	Medium	Low	Low	High	High	Medium	Medium	Potential impacts are not fully understood but they are likely to be felt over the short, medium and longer-term.	Unknown
				Following the signing of the withdrawal deal the Council reconfigured its internal arrangements and established a Brexit Strategic Group consisting of key Heads of Service and cross-party political representation. This Group was supported by a Brexit Operational Group which focussed on key issues, actions and mitigation across all service areas. Although a deal is agreed there will be implications for the Council to manage and this will add additional burdens on key staff that are already fully committed on dealing with the ongoing impact of Covid-19.									
				Key risks have been identified in respect of potential disruption to the supply chain; potential increases in prices for goods and services; potential impact on the supply of labour, particularly for commissioned services; and potential negative impacts on small businesses in the short to medium-term, along with the potential for a lack of inward investment in the longer-term. This list is not exhaustive and the Brexit Strategic Group will meet during the coming months to ensure that all impacts are considered and that appropriate actions are identified wherever possible. Given the potential negative impacts of Brexit the Council has agreed to set aside one-off funding of £1m to meet any financial implications that may arise in the short to medium-term.									
CRR 02 - All Directorates	Medium-Term Financial Plan (MTFP)	Failure to identify sufficient savings to support the Medium-Term Financial Plan (MTFP). It is currently anticipated that further savings of up to £44m will be required for the four-year period 2020/21 to 2023/24 with savings of £15.7m required for 2020/21 alone.	The Authority has a strong record of delivering balanced budgets and planning is already underway to ensure that 2020/21 Draft Budget Proposals are presented to Cabinet on the 13th November 2019.	We have faced an unprecedented situation this year with details of the 2021/22 Provisional LG Financial Settlement not being released by the Welsh Government until the 22nd December 2020 (normally received in October each year). The Provisional Settlement included a 3.1% uplift in WG funding for Caerphilly CBC and the 2021/22 Draft Budget Proposals were endorsed by Cabinet at its meeting on the 13th January 2021. The 3.1% uplift in WG funding along with a proposed increase of 3.9% in the Council Tax will mean that no new savings will be required to balance the budget for the 2021/22 financial year. The Provisional Settlement does not cover the financial implications of the ongoing coronavirus pandemic, both in terms of additional costs that continue to be incurred and income losses. These will continue to be funded through grants and the position will be kept under close review as we move into the new financial year. The future funding situation for Local Government is likely to be challenging due to the unprecedented fiscal impact of the pandemic and the strain that this will put on public finances for years to come. An updated indicative Medium-Term Financial Plan shows a potential savings requirement for the council of £20.7m for the four-year period 2022/23 to 2025/26. The council's transformation programme will be a key driver in ensuring that financial resilience is maintained in future years.	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Yes, we need to explain how it affects the Well being of Future Generations in our Communities	Medium
CRR 03 - All Directorates	GDPR Information Governance	<ul style="list-style-type: none">● Failure to locate reliable information quickly impacts on service delivery, plus we are missing an opportunity to use the Council's information assets more widely to benefit other Council services.● GDPR introduces fines of up to 20million Euros for failing to evidence compliance, including Privacy Impact Assessments at early stage, and for data breaches.● Failure to comply with information requests (e.g. FOI) could lead to action by the Information Commissioner's Office - compliance expectation increased to 90%● These risks could result in adverse press, loss of trust by the public, and criticism from the Council's auditors.	<p>IGPT activity reported to Corp Gov Panel, including:</p> <ul style="list-style-type: none">● Report on options for GDPR DPO role● Review Information Asset Registers to include info required by GDPR, e.g. legal basis for processing● Continue SIRO review of Information Risk Returns● Update and re-launch DPA training, inc Members● Update info sharing register to identify contract improvements● Enforce use of privacy notices and Privacy Impact Assessments● Implement records management programme, including better identification/creation of records and backlogs addressed (e.g. email, networks) and ensure records with historic value are protected● Review publication scheme and charges for info requests● Continue suspension of surveillance activity	Reducing risk via: modular eLearning launched but poor member uptake to date; awareness raising via intranet stories, CMT updates (inc Corporate Risk Register), IG Stewards and Go Digital; DPIAs/contracts increasingly used; Internal Audit checklist; data breach methodology; Covid19 Risk Log maintained, covering cyber security and IG; communication to all users from Chief Executive issued Dec 2020, cyber security strategy under development.	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Yes - protection of privacy (Article 8 HRA), Duty to Document and protection of historic records to evidence public sector activities	Medium

CMT - Risk Register



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								2020-21 Q1	2020-21 Q2	2020-21 Q3	2020-21 Q4		
CRR 04 - All Directorates	Climate Change	Not being prepared for the impacts associated with climate change. For Caerphilly this will manifest as a more volatile weather pattern: 1. More severe storms resulting in damage to trees and buildings. 2. Increase in winter rainfall resulting in flooding, affecting people, property and infrastructure, including availability of outdoor sport pitches. 3. Extreme Weather Conditions: Difficulty in modifying temperatures in some of our buildings (incl. Housing) could lead to increased financial burden, uncomfortable environment conditions (dangerous temperatures) affecting people's health, wellbeing and delivery/receipt of effective services. 4. Changes in species including a decline in native species, changes in migration patterns and increases in alien and invasive species, including pests and disease. 5. Reduction in summer rainfall resulting in reduced river flows and water availability. 6. Increase in levels of extreme weather such as snow/ice which could potentially impact on not only the travelling public but the elderly/frail and those in fuel poverty. 7. Grass fires. 8. Vehicles being used by the authority are outdated and therefore consuming more fuel and producing higher levels of emissions. 9. Extremities in foliage growth, and the reduction in both street/highways cleansing, and weed control, will have a direct impact on future maintenance and environmental damage controls, potentially leading to systematic failures and increased costs to the authority for response repairs (e.g. Footpaths; Highways; Gullies; Drainage; Cycle-ways) as well as public liabilities.	A Local Climate Impact Profile (LCLIP) has been prepared and links to other plans including Highways Winter Maintenance Plans, Business Continuity Plans & Emergency Plans etc. Mitigation work being undertaken includes: 1. A Tree Management Strategy and implementation of resources to manage tree stock. 2. Assessing the condition of trees. 3. Assessing the vulnerability of drainage infrastructure in excessive rainfall. 4. Installing flood risk measures at priority vulnerable locations. 5. Considering climate change in the Asset Management Programme. 6. Street lighting options being considered to reduce Carbon emissions.	1. Resources are in place for surveying our tree stock and tree works being undertaken in accordance with survey recommendations. 2. Local Flood Risk Management Strategy (Engineering) in place. Sustainable Drainage Approval Body (SAB) implemented from 7 Jan 2019 to improve control and approval for drainage infrastructure on new developments. 3. Climate emergency declared by full council and decarbonisation strategy and action plan combined with an energy prospectus have been adopted by the Council with a number of actions/ projects being progressed. 4. Electric vehicle charging infrastructure being rolled out in public car parks and council strategic sites and switch to ELV council fleet has commenced with the delivery of a number of smaller electric vans. 5. Street lighting: switch to LED combined with night switch off now fully implemented to achieve carbon reduction and avoid significant additional energy costs.	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Yes - there is an impact to a 'Resilient Wales' by not proactively addressing the operational response to climate change. The contribution to global issues and a 'Globally Responsible Wales' is met through low carbon planning and sustainable development. There is a direct impact to Health also.	Medium
CRR 05 - Communities Directorate	Community & Leisure: Greenspace and Landscape Services	Ash die back (Chalara fraxinea) is the most significant disease to affect the UK tree population since dutch elm disease in the 1960's. The disease will result in the decline and death of the majority of ash trees in Britain. Unfortunately, many ash trees predominantly line our roadside verges, so the disease will affect high risk locations. In our borough, ~37,400 + ash trees could be affected by this, requiring substantial resource, logistics and environmental considerations/implications, such as: a) Thorough surveys (to identify needs/requirements) b) The formulation of a Removal Strategy c) Budgeting and Finance d) Considerable clean-up and disposals e) Wider environmental impact (contaminations/biodiversity/eco systems) f) Wider impacts on road sweeping and weed treatment. All of which, will ultimately lead to damage to the environment and its infrastructure and have an effect on the 'look and feel' of the county borough. THIS NEEDS TO BE ESCALATED TO THE CORPORATE/CMT RISK REGISTER	Initial action to include: 1. Interim CEO to discuss at G10 meeting of Gwent Chief Executives with a view to them lobbying WG for funding 2. Interim Director of Communities to raise with the WLGA so that they can lobby WG for funding. Followed by: 3. Write, approve and implement a Removal Strategy and 4. Secure appropriate Funding Streams to implement the Removal Strategy. 5. Source and secure wider partnership and collaborative arrangements to implement all necessary works. 6. Clarify known 'hot-spots' for initialising works, to control and manage any associated public risks/disruptions.	It is already known, that this will require a substantial cost implication due to the logistics and labour intense nature of addressing such matters. Considered the content and guidance as available from The <i>Tree Council</i> publication: <i>ASH DIE-BACK: an Action Plan Toolkit</i> First published February 2019 Recently published research by the University of Oxford, Fera Science, the Sylva Foundation and the Woodland Trust calculated that this disease will have a significant cost impact across the country, due to the significantly high levels of mortality rates to the tree species affected (75%+). Welsh Local Government Association (WLGA) have set up a working group comprising of local authority, Welsh Government, Natural Resource Wales (NRW) for the 1st December to look at the issue of Ash Die-Back. Work is still progressing nationally for a funding model to be adopted by WG. Some Green Infrastructure funding was received in 2020-21 to allow for some felling. We continue to fell any trees noted with significant ash die back whether this is identified during routine inspections, service requests or during ad-hoc site visits. Green Recovery Funding was received in 2021 from WLGA, £111K was allocated to deal with ash die back across the county borough. Members will be asked to consider a budget to allow the programme to continue over the next three years.	High	High	High	High	High	High	High	Level unknown at present	Medium
CRR 06 - Communities Directorate	Regeneration & Planning: Local Development Plan	The Adopted LDP is due to expire on 31/12/21. The Replacement LDP was well advanced, however, the Council withdrew that plan in July 2016 following local opposition to a number of development sites contained within the Plan. The Council has resolved to progress the preparation of a Strategic Development Plan and a new LDP in parallel. The adopted LDP allocates land for the development of 8625 houses to be built over a 15 year period. The annual Joint Housing Land Availability Study indicates that many of the allocated sites are not available or viable within the required 5 year period, and there is therefore a shortfall of housing land. Housing developers will therefore submit applications to develop land that is not allocated in the LDP. The Council will consider the applications, but the lack of a five-year housing land supply will be a material planning consideration which could outweigh other policies in the plan. A refusal of planning permission may lead to an increase in appeals and award of costs if the Council is considered to have behaved unreasonably, e.g. where a reason for refusal is not based on any sound evidence.	The Adopted LDP remains in force until 2021. In the interim, officers are working closely with Welsh Government officials to agree the appropriate footprint for strategic planning for the Cardiff Capital Region. On 29th January 2018 the Cardiff Capital Region Cabinet agreed that work should commence on a Strategic Development Plan (SDP) for the area. A formal report is to be considered by the Cabinet on the 10th June 2019 which will determine the timeline for reporting this matter to all ten Councils.	Chief Planning Officers and Planning Policy lead officers were meeting regularly as a Project Group to progress various work streams necessary to establish the SDP project in advance of the formal commencement of plan preparation, however the expectation is that the CIC will become the Strategic Planning Body and this is not due to be set up until September 2021. It is unlikely that the housing land supply can be addressed in the short term. In the medium to long term a 2nd Replacement LDP will increase the land supply position. A number of significant applications have been submitted and approved by Welsh Government on appeal. Funding identified and approved for SDP and the new LDP.	High	High	High	High	High	High	High	Yes, the lack of an LDP threatens the timely delivery of land for development, particularly housing, making it more difficult to achieve the goal of prosperity.	Medium
CRR 07 - Education & Lifelong Learning Directorate	School Attainment	1. Attainment levels are still below the Welsh average, below local Authorities with a similar Free School Meal population. 2. There is a gap between the attainment of Free School Meals pupils and Non-Free School Meals pupils which must be addressed. 3. Higher than expected rates of exclusion will impact on pupil attainment.	1. Standards of attainment are monitored and reported to the Senior Management Team (SMT) / Corporate Management Team (CMT) / Scrutiny Committee, through an annual programme of reporting described in the Directorate Plan Handbook. 2. Through the newly revised Sharing Ambitions document, the LA will continue to work closely with the EAS to ensure that schools are challenged and supported effectively. 3. Schools most at risk of underperformance will be monitored through the regional Schools Causing Concern process. 4. Where schools fail to make the expected progress at the expected rate, in consultation with the EAS, the LA will consider the use of statutory powers.	Requires updating	High	High	High	Medium	High	High	High	Yes, this limits contribution to 'Prosperous and More Equal Wales'. Standards of attainment and gaps in inequality can result in a low skilled, low paid workforce, and higher levels of unemployment leading to poverty. Over the long-term (25 years) in the life of a young child to adult the potential outcome of the attainment gap makes this a high risk. This is a long term risk	High

CMT - Risk Register



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								2020-21 Q1	2020-21 Q2	2020-21 Q3	2020-21 Q4		
CRR 08 - Social Services & Housing Directorate	Fragility of the Social Care market. The independent sector social care market across Wales is in an unprecedented position in terms of its fragility and this is starting to be felt in Caerphilly.	<ul style="list-style-type: none">Providers unable to sustain existing packages of care.National Minimum Wage and National Living Wage creating additional financial strain which providers are expecting LA's to resolve.Little additional capacity to take on new packages of care.Ongoing Judicial Review across Wales re responsibility for Funded Nursing Care Payments.Potential financial impact on the Directorate and Authority.Introduction of RISCA from 01.04.18 could have significant implications for recruitment and retention of staff.	Fee levels for 2017/18 agreed at 3.1%.This was funded via a mix of core funding and CCBC's element of the Social Care Workforce grant paid by Welsh Government. A further element of workforce funding has recently been released by WG. Discussions are ongoing with commissioned providers to determine how these monies should be allocated. Fee levels for 18/19 agreed at 2%	No change in risk level. Further concerns with regard to stability. Coronavirus Pandemic has had major consequences for care homes across the UK. Positive cases have meant that new admissions to care homes have not been possible for a significant period of time with the knock on consequence in relation to the financial viability of homes. Welsh Government funding has eased the position for 20/21 but the ongoing support is unclear for 21/22. Additional payments have been made to care providers with effect from 23rd March 2020 to compensate them for additional costs and lost income resulting from the Covid 19 pandemic. These additional payments will be funded through the Welsh Government's Hardship Fund for Adult Social Care.	High	High	High	High	High	High	High	Yes - reducing help that can be provided for the most vulnerable in our society will affect our ability to contribute to a 'Healthier Wales' which requires peoples mental and physical well-being to be maximised. Whilst this may be a medium risk operationally from a FGA perspective this would be high as it directly affects those most in need. Risk Level deemed 'High' over the 'Medium Term'.	High
CRR 10 - Social Services & Housing Directorate	Welsh Housing Quality Standard (WHQS) programme	Failure to meet WHQS for all our social housing stock by 2020. Everyone in Wales should have the opportunity to live in a good quality home within a safe and secure community. To help achieve this, the physical standard and condition of existing housing must be maintained and improved to the Welsh Housing Quality Standard (WHQS).	The WHQS programme has its own specific risk register which is reviewed and updated by the Project Board quarterly. The highest risks are: <ul style="list-style-type: none">Failure to achieve programme objectives - the probability level has increased due to one of the main internal works contractors having ceased trading and another (Vinci) terminating their contract early. Arrangements were made to initiate internal work via the DPS to achieve WHQS by 2020. There is still a risk in relation to the external works, however significant improvements in performance have been made. Contingency arrangements have been implemented as identified below.	The programme is now constantly being reviewed and more work undertaken in-house to provide us with a level of certainty and control as we move towards the final stages of the programme. There are some concerns in relation to contracts which include leasehold properties as these are incurring significant delays due to the need to follow legal consultation processes and subsequent challenges from leaseholders. This situation is currently being closely monitored and has been raised with WG who advise that other authorities have encountered similar problems.	Medium	Low	Low	Medium	Medium	Low	Medium	Yes	Medium
			<ul style="list-style-type: none">New contract arrangements for the south of the borough have been put in place for the external works and this is operating well. Originally the Dynamic Purchasing System (DPS) arrangement was introduced to provide an opportunity to undertake both internal and external works around the authority as a further contingency measure. As a result of two of the main internal works contractors ending their contracts, alternative arrangements have been implemented whereby the in-house workforce will pick up the majority of this workload by moving resources from other contract areas. This includes a recent transfer of contracts from the DPS of approximately 150 properties to ensure continuity of our in house workforce and to take advantage of the better performance and tenants satisfaction levels that are being experienced via our in house workforce. Additional support will be provided by external contractors via the DPS.	A significant percentage of work to the sheltered housing schemes is being undertaken by the in- house workforce. The programme is progressing with works on track to be completed by the revised 2021 deadline, however due to work content and asbestos issues, three schemes will require full decants which may delay completion, but discussions with WG indicate that these can be categorised as acceptable fails. Internal work was originally suspended as a consequence of the Covid pandemic but reinstated following further guidance from WG. External works have continued although progress has been affected due to material supplies, social distancing and some households preferring not to have work undertaken at this time. Further lockdown arrangements could obviously impact on our performance, but regular meetings are taking place with WG and indications are that we will still complete the programme in advance of the revised deadline of December 2021									
			This has been reflected in a recently reprofiled programme which was made available to members and tenants in April 2019. Monthly Project Board meetings will continue to be held to monitor ongoing performance and to assist with the decision making process. The completion date for full compliance is currently projecting June 2020 which is still within our target date.	The Housing Revenue Account business plan submitted to WG in March 2020 did not account for Covid-19 but high-level updates have been run through the plan to consider additional costs associated with social distancing measures and rent arrears, and the plan remains viable with the possibility of additional borrowing. The borrowing cap agreed by Council was £85m in total. HRA surpluses are generally utilised towards funding the WHQS Programme and then earmarked for potential new build options and decarbonisation works once the programme has been achieved. This is still the case albeit the timeline has moved on.									
NEW 2020 CRR 11 - Communities	Fleet	<ol style="list-style-type: none">Poor standards of maintenance and lack of drivers hours controls leading to non-compliance with the terms of the Authorities Goods Vehicle Operators licence – These issues may lead to suspension, curtailment or even revocation of the operator's licence. This would mean that the authority would be prohibited from operating any vehicles over 3.5 tonnes gross weight, for example refuse collection or highway maintenance vehicles.MOT failures - Vehicles presented for MOT testing and found to be in an unroadworthy condition are likely to have been in use as such risking road safety and regulatory action. These vehicles are also likely to be unreliable and risk reputational damage to the authority should an accident occur because of a defect.Lack of or untimely completion of driver defect reports - Driver defect reporting is a mandatory requirement of goods vehicle operator licensing and fundamental to safe and reliable vehicle operation of all sizes and types of vehicles.Poor budgetary controls and our inability to create timely and accurate charges/recharges to client groups – Essential to maintaining cash-flow and manage finances – service areas, partners (SFS) & clients.Appropriate and timely vehicle taxation, plating and insurance cover in order to remain in compliance – Risks regulatory action and significant financial penalties.Timely training and education of vehicle and service operatives, to fully understand regulatory requirements and correct operation of fleet vehicles – Risk of non-compliance and damage to vehicles with associated costs.Appropriate repair & maintenance scheduling – risks , for clarity of and ability to respond to service demands and maintaining an active fleet.	<ol style="list-style-type: none">Work is ongoing to improve all areas of compliance with the requirements of the operators licence since the DVSA Fleet inspection, including major changes to the driver defect reporting system, standards of safety inspections and repairs, close monitoring of Mot test performance and investment in new diagnostic and testing equipment.Changes to the scope of vehicle maintenance such as thorough cleaning of vehicles prior to inspection and the removal of road wheels as part of annual service will improve general vehicle condition and ensure vehicles remain safe and compliant throughout the year.Return to hand written driver defect reporting with strict management of reports submitted.Introduction of financial Month end procedures which ensure timely recharges and invoicing of work carried out for 3rd parties, including obtaining order numbers prior to invoicing.Use of the fleet management system to its fullest extent will ensure vehicle road tax, MOT and insurances are renewed in a timely manner.Service area supervisors have undertaken Operator Licence understanding training and driver referral systems have been implemented to address areas where non compliance are identified which trigger retraining.Monthly advance planning of vehicle maintenance operations distributed to users well in advance to aid operational planning. Service areas are also now invited to become involved in the planning of annual maintenance to assist service delivery.	A Fleet Service Review has been undertaken with a number of improvements identified and in progress. An Action Plan is being drafted for presentation to the Transformation Board on 8th July 2021. A new Fleet & Vehicle Maintenance Manager has been appointed and supported by an Assistant Transport Manager / Compliance Officer post has been secured to make the necessary improvements. A Fleet Review Officer post (in the Policy Team) has also been developed to undertake a detailed review of vehicle utilisation as part of our switch to electric and ultra low emission vehicles.	New	New	High	High	Medium	Medium	Medium	Yes - Prosperity: Resilience: Healthier: Cohesive Communities: Globally Responsible	Low
	Fleet Continued...	<ol style="list-style-type: none">Stability of staff, adequate resourcing, use of technology, better control of our office and workshop environments, securing quality management of business processes, supplies and client outputs.Contract management with SFS, to maximise the value of the managed fleet contract to the Council.Constant fleet vehicle reviews and use across the Council, with a view to reducing costs, fuel use, materials consumption, carbon emissions, environmental impacts, complaints and improving client satisfaction and Council reputation.	<ol style="list-style-type: none">The fleet management office has suffered a staff turnover which has impacted upon the service levels, similarly, despite advertisement we have been unsuccessful in obtaining a vehicle technician. Team meetings now take place where fleet staff are encouraged to become involved in improvement measures and ideas.Meetings with the managed service provider have been held where the added value of the contract has been discussed and areas remaining outstanding such as community benefits are being addressed.A detailed review of user fleets is underway including detailed work on ultra low emissions vehicles.										

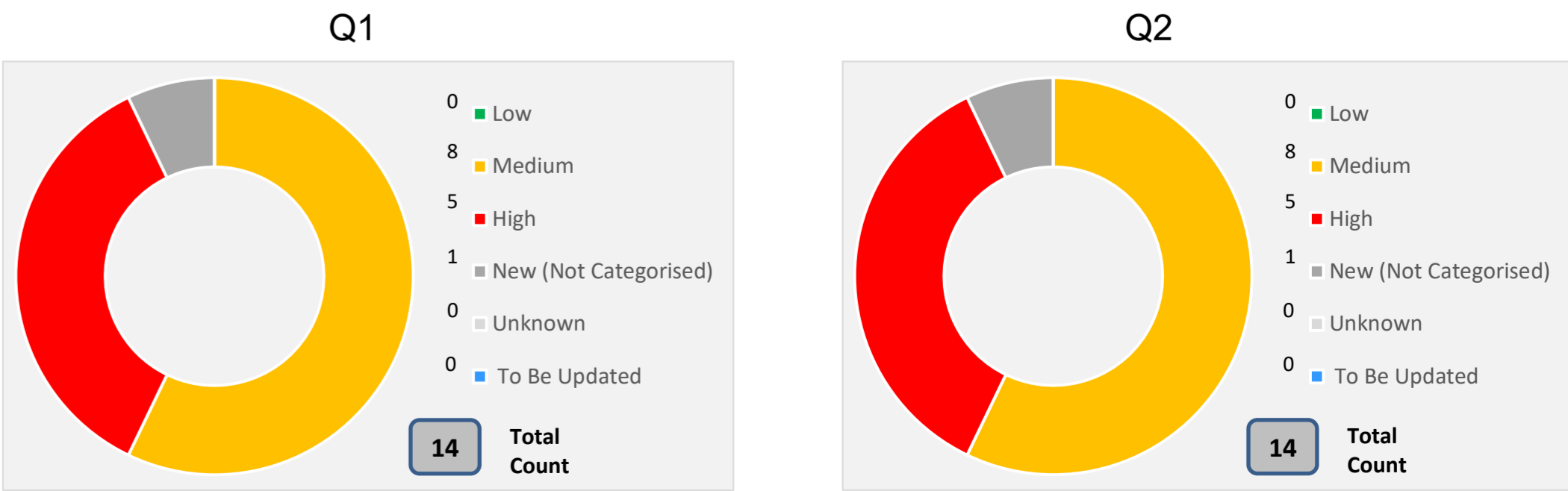
CMT - Risk Register



Qtr 4	2020/21
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Ref	Topic (& Service)	Risk, opportunities and Impact	Mitigation Actions (What actions can we take to address the risks or realise the opportunity)	Progress Update (Are the mitigating actions reducing the risk or realising the opportunity?)	Risk Level 2019-20 Q2	Risk Level 2019-20 Q3	Risk Level 2019-20 Q4	Risk Levels				Does the risk affect the Well-being of our Communities?	Well-being Risk Level
								2020-21 Q1	2020-21 Q2	2020-21 Q3	2020-21 Q4		
CRR 12 - Covid 19 New Q1 20/21	Covid 19 Recovery Plan Whole Authority	Covid 19 Pandemic resulting in public health emergency, lockdown, suspension of services, workarounds to safely find new ways to deliver services.	A separate Risk Register specific to the Covid 19 situation has been established and is being regularly monitored and updated by the Corporate Management Team.	As there is a specific register and group to respond to the ongoing situation and its recovery - it would be repetition to repeat here, but is acknowledged here as part of the high level Council risk register. Throughout 20/21; - Corporate Management Team (CMT) and key senior officers will be meeting on a daily basis from Mon 16th March 2020. - Internal Coronavirus Group meeting twice weekly cycles and due to meet daily. - Management Network briefing to discuss Human Resource (HR) response. - Managers checking Business Continuity Plans. - Human Resources (HR) reacting to Central Government & Public Health Wales advice as it is issued - Staff returning from areas recognised by the Government, or affected by the coronavirus, including close contacts are self-isolating as medical suspension. - Chief Executive and Leader are in regular dialogue with ABUHB, Public Health Wales, Welsh Government (WG) and Welsh Local Government Association (WLGA). - HR advice issued to officers/offices/staff to: Catch It - Bin It - Kill It. - Intranet and public advice regularly updated. Public health advice on Novel Coronavirus (COVID-19) is also available via the all-Wales Health Protection service on 0300 003 0032 during working hours (and with access via this number to out of hours services) Guidance for self-isolation can be found on the following weblink: https://phw.nhs.wales/topics/latest-information-on-novel-coronavirus-covid-19/self-isolation-advice/			New	Medium	Medium	Medium	Medium		Medium
CRR 13 - New Q1 20/21 Homelessness	Increased Homelessness	Increased numbers of homelessness could result in increased incidents of rough sleeping and increased use of B&B/hotel type accommodation to address emergency needs. This in turn could result in poor outcomes for the households concerned and a repeat of the homelessness cycle. As national Covid policy delaying evictions by private landlords comes to the end, evictions could rise significantly.	An increase in the requirement of suitable accommodation within the borough has been identified and in particular that of single person accommodation to meet the level of demand in this area. In addition a review of the support arrangements needs to be undertaken to ensure this is sufficient to meet demand, is outcome focused and in particular is structured to ensure that the needs of each specific household can be supported e.g. vulnerable and complex needs.	The Covid pandemic has resulted in increased pressures on this service, however this will be an ongoing process due to lockdown arrangements, policy and legislative changes. Cornerstone, The Wallich and Gofal are main support providers, but additional support provided by in-house Occupational Therapy, and mental health provision. Regional Homelessness Strategy has been completed and agreed actions being progressed. Use of Bed & Breakfast has seen an increase this year, therefore additional temporary accommodation is actively being sourced, with some success. Good success has been achieved in the private sector, with approximately 85 properties and 44 landlords currently being used to assist with homelessness via the Caerphilly Keys initiative. The prison leavers pathway has been implemented and is assisting in the forward planning of suitable accommodation for relevant persons. Out of county placements have been necessary to provide emergency accommodation following the closure of in county hotel and B&B businesses. Success achieved for additional funding from WG of approx £1m. A new Housing Solutions Manager has been appointed following the retirement of the previous postholder. General Fund Housing is utilising its Homelessness Prevention funding in an attempt to reduce homelessness, evictions and Bed & breakfast accommodation as well as providing temporary accommodation as part of its statutory duty. During Covid-19, pressure was placed on this service to accommodate homeless persons and on average 60 people per month continue to be accommodated. This is funded by the WG Covid-19 hardship fund.			New	Medium	Medium	Medium	Medium		Medium
CRR 14 - Microsoft operating support	Whole Authority	Unsupported operating systems increase risk of cyber threats, halting services both front line and back office. Maintain supported software to ensure latest security features in place.	Upgrade path identified and being implemented; working with suppliers to ensure compatibility of solutions	This is included within the processes for security standards and accreditations within the Authority. Further development of 5 year plan to be completed as part of ICT Strategy.			New	Medium	Medium	Medium	Medium	Cyber threats could affect key front line services	High
CRR 15 - Contractors	Changes to supply and demand chain means rising costs of building and infrastructure materials and contractor costs. Lack of available contractors.	The availability of contractors, material shortages and cost increases are having a significant impact on services ability to progress with key infrastructure or day to day building projects. Key areas affected are Education (school replacement works, boilers), infrastructure, property services and Housing. Within Private Sector Housing the current schedules of rates against which tenders are compared are now unrealistic in the current market, even following recent uplifts. Contractors are increasingly declining the opportunity to submit tenders. If they do submit, we are unable to proceed as their prices are far in excess of our rates. This is a particular concern in Housing as all of these products are targeted for our most vulnerable residents such as making disabled adaptations. There are several factors causing this impact, such as a buoyant UK construction sector as a result of public investment in their own properties (from money saved through the pandemic) as well as public sector infrastructure investment. International influence on scarcity (and hence price) of certain raw materials (steel and timber for example) is a factor. There are import backlog issues, part linked to the Brexit ports issue but also the shipping industry backlog still hasn't recovered fully from the suex canal incident a few months ago. Construction material providers are still recovering from supply backlog when production ceased in lockdown but also many staff still furloughed so some suppliers still not back to "full fighting weight". One of the main issues is the significance of price increases of basic building materials such as steel, timber, cement and concrete which is having an adverse cost effect throughout all of the service areas outlined above	The problem of extended start dates from willing contractors cannot be overcome in the short term due to the heightened demand from the private sector but there may be potential opportunities to overcome the pricing restrictions of the schedules of rates and frameworks. There may be some opportunities to work with procurement to identify other reasons for a reduction in volume of contracts being tendered.	New				New	New	Medium	Medium	Yes this will have a direct impact on vulnerable people within housing, pupils in schools and communities and ensuring access around the borough for travel and work. As Education, Housing, Employment (travel) and transport projects are Well-being objectives this is key to the Corporate Plan success.	Medium
14	15				10	10	13	14	14	14	14	12	14

Risk Level 2019-20 Q2	Risk Level 2019-20 Q3	Risk Level 2019-20 Q4	2020-21 Q1	2020-21 Q2	2020-21 Q3	2020-21 Q4	Count Number and Category of Risks	Well-being Risk Level
0	2	2	0	0	1	0	Low	1
5	3	3	8	8	9	10	Medium	9
4	4	5	5	5	4	4	High	3
1	1	3	1	1	0	0	New (Not Categorised)	0
0	0	0	0	0	0	0	Unknown	1
0	0	0	0	0	0	0	To Be Updated	0
10	10	13	14	14	14	14	TOTAL	14

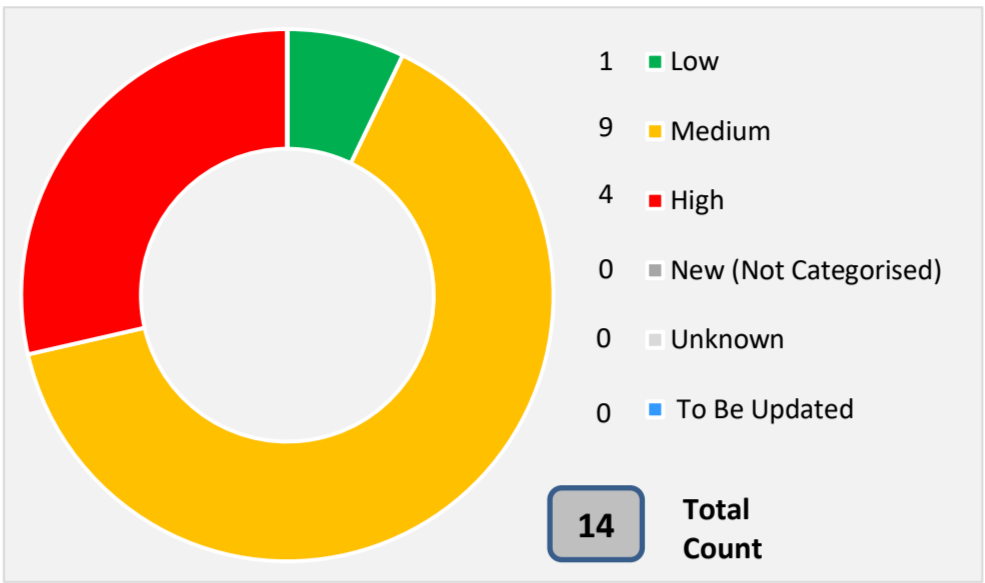




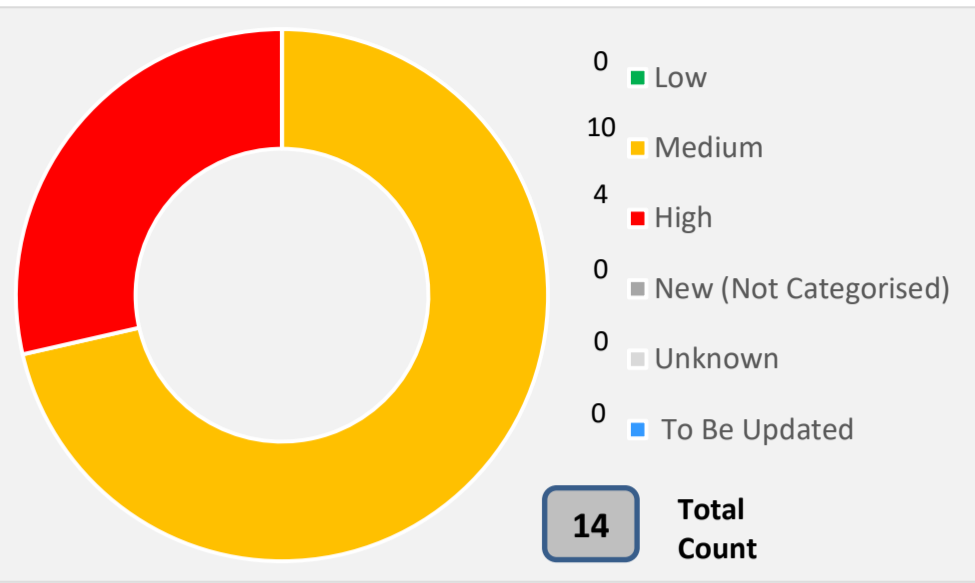
Ref	Topic (& Service)	Risk, opportunities and Impact	Mitigation Actions (What actions can we take to address the risks or realise the opportunity)	Progress Update (Are the mitigating actions reducing the risk or realising the opportunity?)	Risk Levels				Does the risk affect the Well-being of our Communities?	Well-being Risk Level
					Risk Level 2019-20 Q2	Risk Level 2019-20 Q3	Risk Level 2019-20 Q4	2020-21 Q1		

Select chart to copy periodic Quartely updates onto [Page 1 Tab](#)

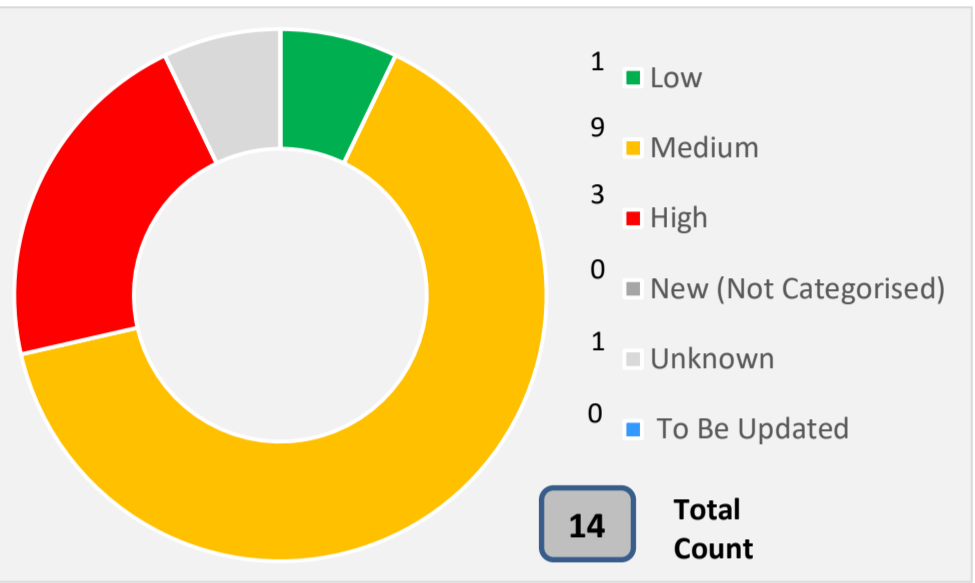
Q3



Q4



FGA



WBO - Well-being Objectives

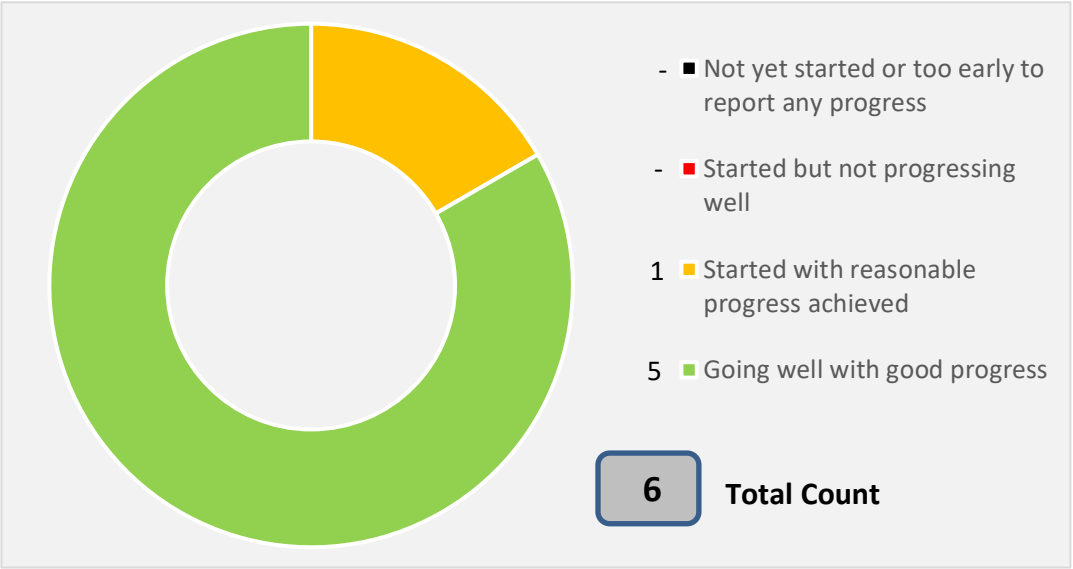
RAG Level	RAG	Status
0	Black	Not yet started or too early to report any progress (achievements/changes)
1	Red	Started but not progressing well
2	Amber	Started with reasonable progress achieved
3	Green	Going well with good progress

WBO	Detail	Status	RAG
WBO1	Improve education opportunities for all	On track, progressing well & impact being made	●
WBO2	Enabling employment	On track, progressing well & impact being made	●
WBO3	Address the availability, condition and sustainability of homes throughout the county borough and provide advice, assistance or support to help improve people's well-being	Partially successful, some progress made but we need to do more.	●
WBO4	Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimizes the adverse impacts on the environment	On track, progressing well & no impact yet as this is a long-term infrastructure change	●
WBO5	Creating a county borough that supports a healthy lifestyle	Partially successful, some progress made but we need to do more.	●
WBO6	Support citizens to remain independent & improve their well-being	On track, progressing well & impact being made	●

Status	Total	
Not yet started or too early to report	-	Black
Started but not progressing well	-	Red
Started with reasonable progress	1	Amber
Going well /good progress/completed	5	Green
Total	6	



Current:



We have assessed our objective based on the Future Generation Commissioner’s ‘Journey Checker’. The Journey Checker is a way of assessing how well we are developing and delivering our objective within the sustainable development duty. At this time we believe we are owning our ambition in delivering this objective, which means we are stepping out of a ‘business as usual’ mind set and acting to change how things are currently done.

		stage
WBO 1	Being more adventurous	2
WBO 2	Owning our own ambition	3
WBO 3	Being more adventurous	2
WBO 4	Being more adventurous	2
WBO 5	Being more adventurous	2
WBO 6	Being more adventurous	2

Sateg 1	Making simple changes - doing the obvious
Sateg 2	Being more adventurous - getting resourceful
Sateg 3	Owning our ambition - stretching ourselves
Sateg 4	Using one voice - leading the way

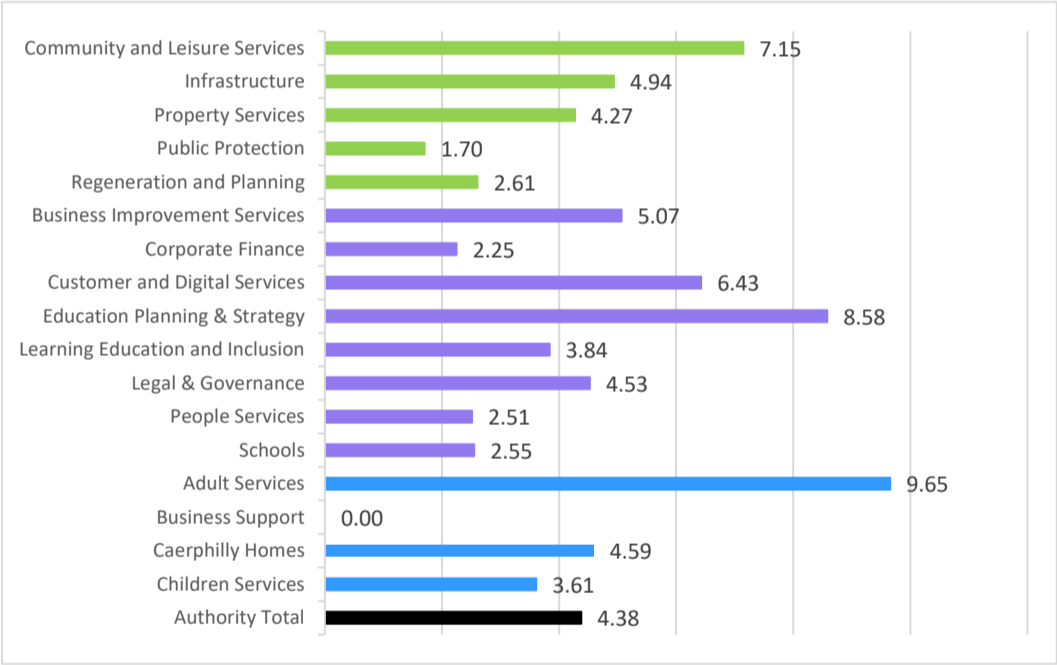
Previously Reported:



Sickness

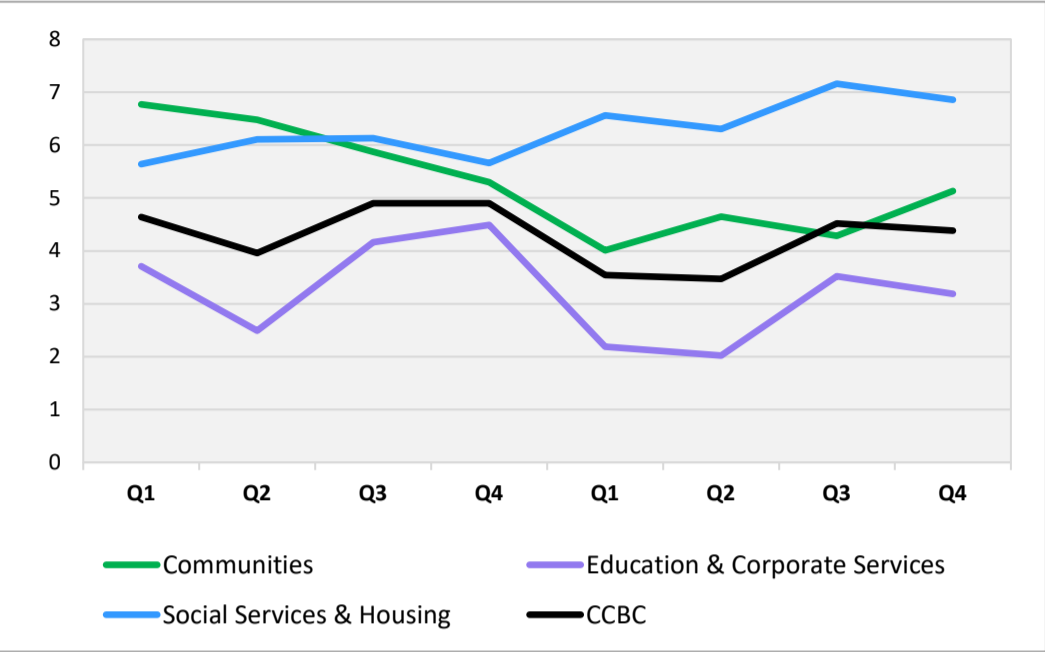
Quarterly Sickness Absence (%) - Authority & Directorates		2018				2019				2020			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Communities			4.62	4.36	5.08	6.77	6.48	5.87	5.30	4.01	4.65	4.28	5.13
Education & Corporate Services			2.28	4.18	4.55	3.71	2.49	4.16	4.49	2.19	2.02	3.52	3.19
Social Services & Housing			6.03	6.20	5.62	5.64	6.11	6.13	5.66	6.56	6.30	7.16	6.86
CCBC			3.69	4.69	4.89	4.64	3.96	4.90	4.90	3.54	3.47	4.52	4.38

LATEST Quarterly Sickness Absence (%) - By Service Area	Q4
Service Area	Overall Abs %
Community and Leisure Services	7.15
Infrastructure	4.94
Property Services	4.27
Public Protection	1.70
Regeneration and Planning	2.61
Business Improvement Services	5.07
Corporate Finance	2.25
Customer and Digital Services	6.43
Education Planning & Strategy	8.58
Learning Education and Inclusion	3.84
Legal & Governance	4.53
People Services	2.51
Schools	2.55
Adult Services	9.65
Business Support	0.00
Caerphilly Homes	4.59
Children Services	3.61
Authority Total	4.38



Qtr 42020/21

Change chart range links according to period being reported



HR Data



Category	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Voluntary Leavers	66	141	116	92
Other Leavers	29	68	37	26
Total Leavers	95	209	153	118
External New Entrants	44	167	160	126
Number of Agency Staff	191	296	322	310
Headcount	8,330	8,289	8,309	8,296
55 and over	2,013	2,068	2,047	2,076
% of headcount	24.16	24.95	24.63	25.02

Voluntary Reasons: Flexible retirement, retirement, settlement agreement, volutary resignation & severence, Early retirement, Personal reasons, Transfer, VER release of Pension Benefits, Early retirement by mutal consent on grounds of business.

Other Reasons: Death in service, Dismissal, Dismissal on ill health grounds, End of fixed term contract, End of relief employment, Gross Misconduct, Sickness Absence Management, Frustrated Contract, Compulsory Redundancy, failed Probation.

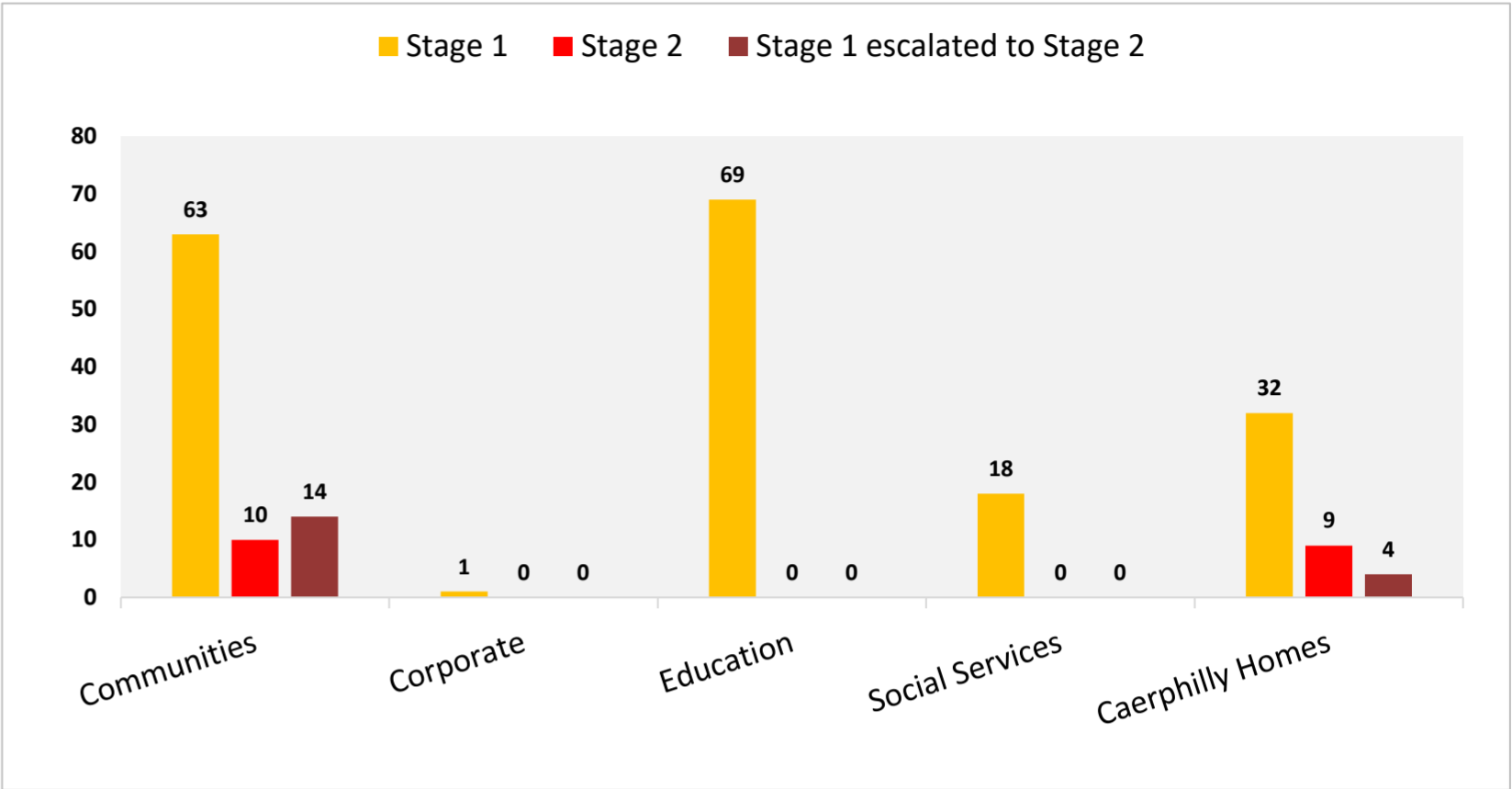
Total Authority Staff Resource information Qtr4 2020/21				
	Education and Corporate Services	Communities	Social Services and Caerphilly Homes	Total Authority
Voluntary Leavers	36	17	41	92
Other Leavers	13	5	8	26
				118
New Entrants	77	14	35	126
Number 55 plus	1140	423	558	2076
Headcount	5068	1483	1906	8296
% of headcount	20.22%	25.73%	27.51%	25.00%
Agency Staff	146	136	28	310

Formal Registered Complaints



Complaints <small>Accumulative to reporting period</small>	Stage 1	Stage 2	Stage 1 escalated to Stage 2
Communities	63	10	14
Corporate	1	0	0
Education	69	0	0
Social Services	18	0	0
Caerphilly Homes	32	9	4

Updated for Q3&Q4 totals (6mths) 25/05/2021 AB



DPA Extract - Social Services Complaints:
Between October 2020 and March 2021

Adult Services themes:

Delay in receiving support
Restrictions to day services due to Covid 19
Lack of support for vulnerable adults during pandemic
Concerns for Care home residents

Children's Services themes:

Contact restrictions or delayed contact due to Covid-19
Lack of communication from Social Worker
Unhappy with Social Worker believing to be biased
issues around "supervision" of contact

Equalities/Welsh Language Complaints:
Between October 2020 and March 2021 - 5 Complaints

Welsh - There were 2 complaints relating to Welsh.

Highways - Resident didn't receive a letter from the Council notifying them of changes to the road access to housing estate. Delay in receiving response felt this was due to their initial query being in Welsh.
Chief Executive - Covid Update from the Chief Executive and Leader was in English Only. Explained to complainant that this was allowed in line with the relevant Standard in the Council's Compliance Notice

Equalities - There were 3 complaints relating to Equalities

Highways - Complaint from resident in relation to Disabled Parking Spaces for residents
Highways and Planning - Complaint regarding customer vehicles for a business parking on pavements around residential area
Education - Complaint from a grandparent regarding her grandson being racially abused in a primary school within the county borough

DPA Extract - Dir for Communities: Complaints:
Between April 2020 and March 2021

As recorded on the Corporate Complaints Register - Checked on 29th April 2021

Ongoing key issues identified. Summary of key findings as at Sept 2020 are

- Waste collection delays
- Waste spillages, relocation and replacement of bins/bags on/for collections
- CA Site access/availability
- Waste Collection & CA site staff behaviour/attitudes
- Foliage, tree overgrowth and street cleansing
- Littering, dig fouling, fly-tipping
- Street lighting & Traffic Management Controls
- Pot holes and resurfacing
- Parks availability & maintenance
- Antisocial behaviour during Covid
- Pest and vermin control
- Cemetery damage
- Parking enforcement
- Noise pollution (business & public)
- Maintaining Covid controls in public places

DPA extract Education Complaints Year End 20/21
(October- March 21)

This period relates from the start of lockdown and COVID-19. These issues have dominated complaints and queries. Within the first couple of weeks of lockdown, a lot of queries and a high call volume relating to Hub placements for key workers. These were not logged as complaints but dealt with by the department.

More school based complaints were brought to our attention during the 3rd quarter, these are higher than the complaints received in 4th quarter, this is down to the fact that schools closed again a few days prior to the Christmas holidays. The hub provisions were once again put in place for Jan-March. Also during the 4th quarter the amount of Education support services complaints raised, the main trend for these concerns were due to complaints surrounding the Hub provisions and parents eligibility for these places.
COVID-19 is again the common theme for the year and dealing with the concerns and anxieties of parents during the lockdown period.

Other themes of complaints prior to Covid relate to use of social media and potential bullying on social media

DPA Extract - Caerphilly Homes Complaints:
Between October 2020 and March 2021

WHQS 3 stage one complaints and 1 stage one, which escalated to a stage two and 1 direct stage 2 complaint. Ranging from the safety of contractor parking to the leaks in a private home, after a new roof was fitted to the neighbouring council home.

Housing Management 11 stage 1 complaints, 2 complaints escalated to stage two and 2 direct stage two complaints. Examples of these complaints are an ongoing dispute between a private home owner and Caerphilly Homes regarding the removal of a chimney. Decking which subsequently needed planning permission and a family member being asked to leave the property after his wife passed away

Tenancy Enforcement 1 stage two complaint, which escalated from a stage one. Including a complaint from a neighbour about the breach of a tenancy agreement.

DPA Extract - Corporate Services Complaints:
Between October 2020 and March 2021

Formal Registered Complaints



<p>Response Repairs 5 stage one complaints. Examples of these are drafty windows and issues with damp</p> <p>Heating 1 stage one complaint, concerning having an engineering visiting during the pandemic.</p> <p>Common Housing Registry 4 stage one complaints, includig one where a resident felt her current accommodation did not meet her needs, another from a resident who wished to move as they felt any internal or external adaptations would not meet their needs</p> <p>Private Sector Housing 1 Stage one complaint, which escalated to a stage two. Challenging a roof repair following enforcement activity.</p> <p>Rents 1 stage one which related to the management of a use and occupation account</p> <p>Lease Holders 2 Stage one complaints and 2 stage two complaints. Including one where the final costings following WHQS works and the second complaint was regarding a leak which the leaseholder was told they were responsible for when in fact it was due to a response repair.</p> <p>Adaptations 1 stage one complaint, escalating to stage two and under investigation. Relating to the decision not to undertake adaptations to a property</p> <p>Housing Advice 2 stage one complaints , one relating to how an applicants homeless application was handled and another in relation to a resident receiving a letter from our Housing Advice Centre confirming their mortgage company had advised they were in arrears and had a Possession Order on their property when this was not the case</p>	
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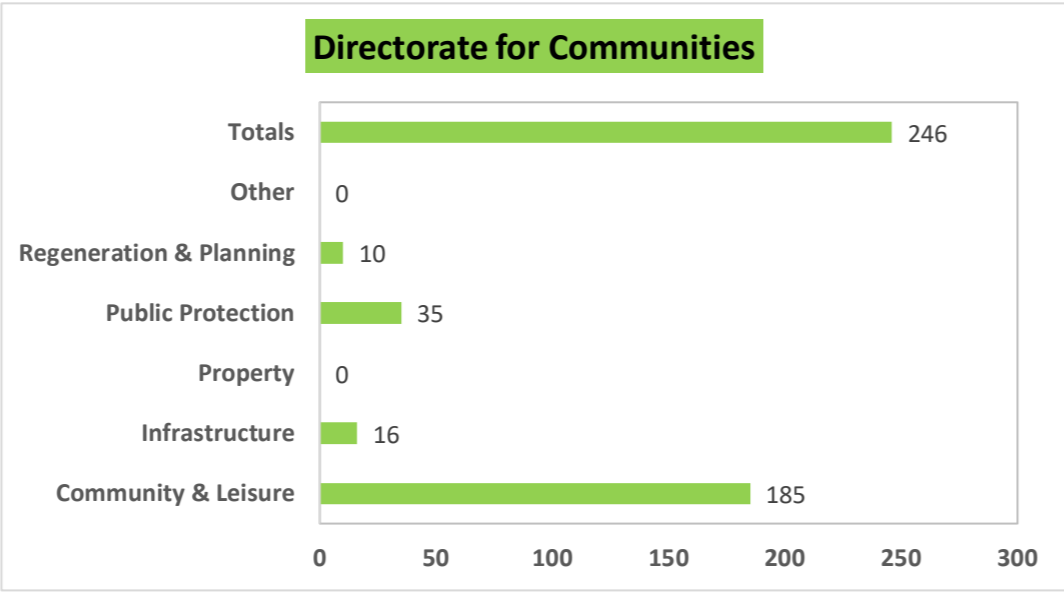
Compliments

Record 'accumulative data' within the Fiscal Year



Qtr 42020/21

Directorate for Communities	Qtr4	
Compliments By Service Area	Count	%
Community & Leisure	185	75.20%
Infrastructure	16	6.50%
Property	0	0.00%
Public Protection	35	14.23%
Regeneration & Planning	10	4.07%
Other	0	0.00%
Totals	246	100.00%

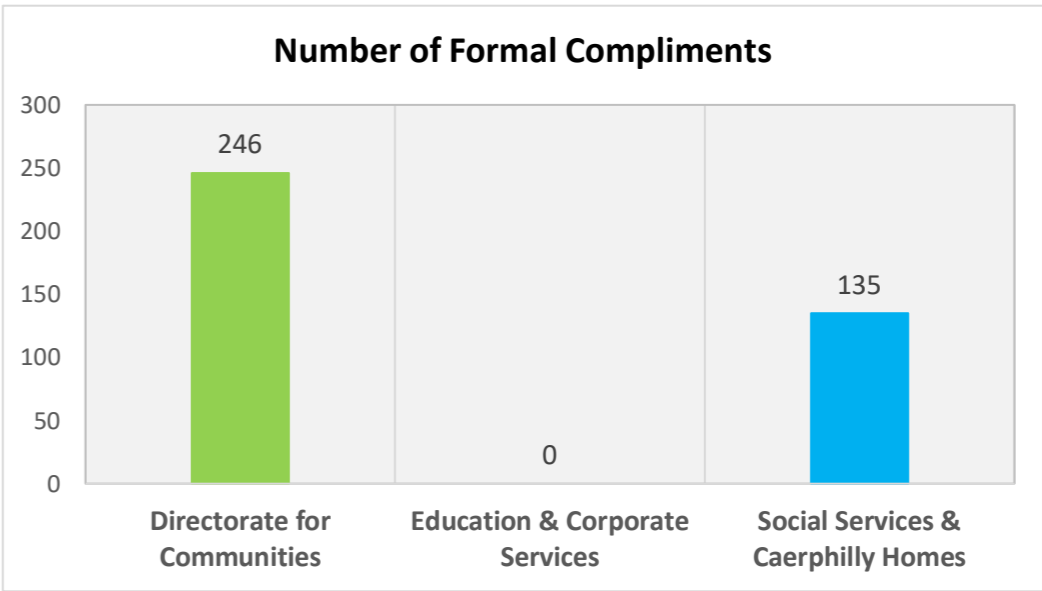


Previous Information

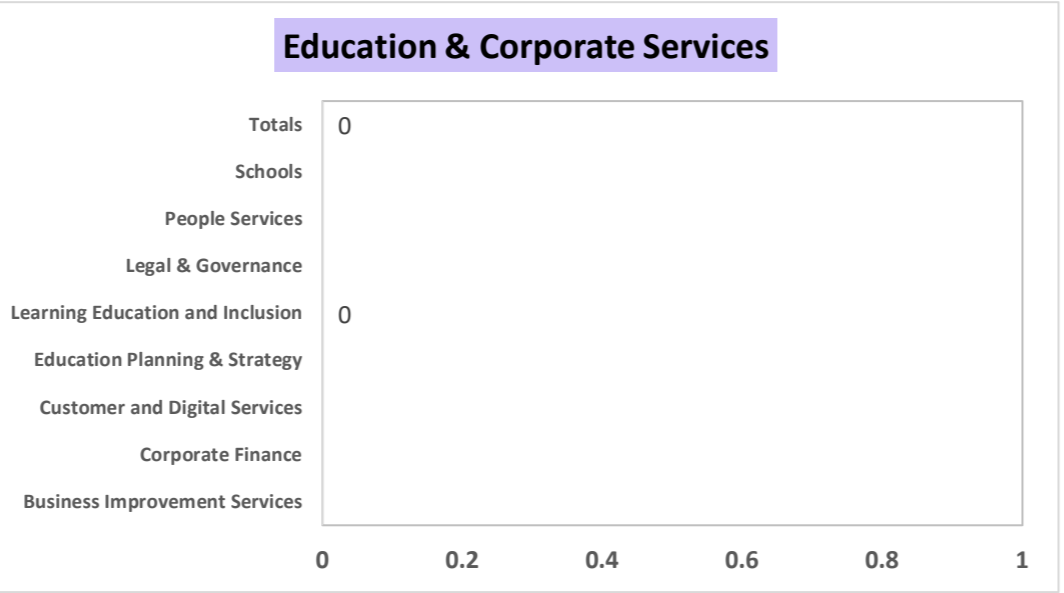
See below: Re: Example of: Directorate for Communties - Compliments

<< These results are look ups from each Directorate 'accumulative data' tables on the left

Number of Formal Compliments	Count
Directorate for Communities	246
Education & Corporate Services	0
Social Services & Caerphilly Homes	135



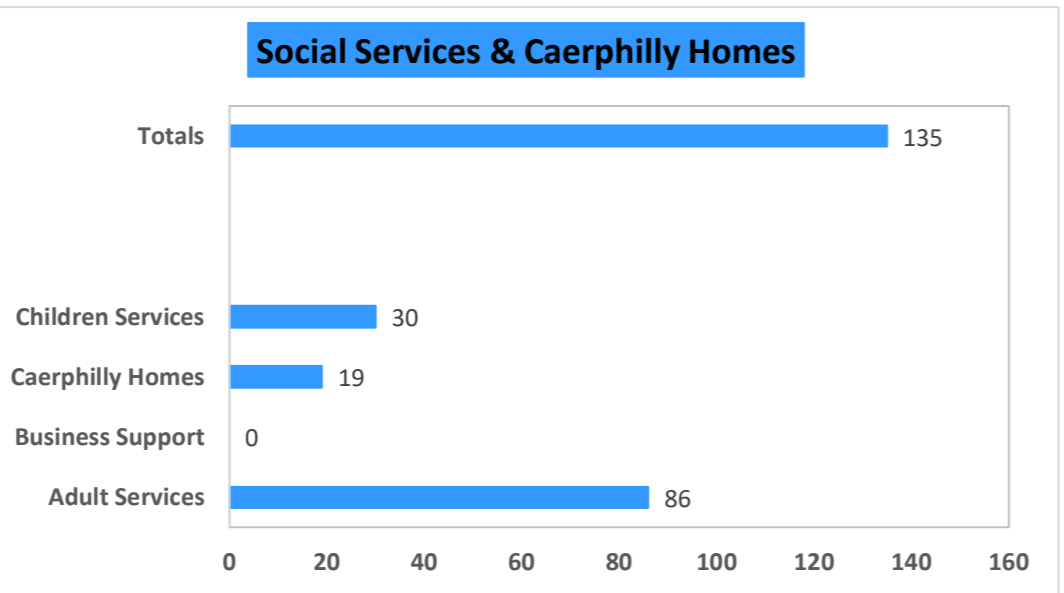
Education & Corporate Services	Qtr4	
Compliments By Service Area	Count	%
Business Improvement Services		#DIV/0!
Corporate Finance		#DIV/0!
Customer and Digital Services		#DIV/0!
Education Planning & Strategy		#DIV/0!
Learning Education and Inclusion	0	#DIV/0!
Legal & Governance		#DIV/0!
People Services		#DIV/0!
Schools		#DIV/0!
Totals	0	#DIV/0!



Previous Information

There were no compliments received for this period

Social Services & Caerphilly Homes	Qtr 3/4	
Compliments By Service Area	Count	%
Adult Services	86	63.70%
Business Support	0	0.00%
Caerphilly Homes	19	14.07%
Children Services	30	22.22%
		0.00%
		0.00%
Totals	135	100.00%



Previous Information

Social Services

Qtr 2Positive Feedback & Compliments		Qtr3Positive Feedback & Compliments		Qtr4Positive Feedback & Compliments	
childrens services	17	childrens services	19	childrens services	11
adult services	97	adult services	45	adult services	41

Positive Feedback - individual messages received - Childrens Services:

Positive Feedback - individual messages received - Adults Services:

A sample of compliments received by the various services within the Directorate for Communities:

Waste Strategy & Operations

I wish to express my admiration and appreciation to the staff of the Environmental Services Dept for their work for our community. The continuous service of refuse, recycling, food and garden waste collection has been exemplary during this COVID-19 epidemic. The demeanour, assistance and hard work of the staff is a credit to them and your Authority. Refuse collectors using initiative to help residents with their bins. Nice to see the streets as clean and tidy as they have ever been and continuing to be cleaned everyday.

Trading Standards

Re Covid 19 Compliance Sound advice, guidance and support continues to be delivered with the new rules & regulations, with clarity and general help., with prompt responses.

Registrars

Compliments

Record 'accumulative data' within the Fiscal Year



Qtr 4	2020/21
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Fiendly and helpful staff. - makes all the difference - eases formalities.

Licensing
The Chief of Gwent Police sent thanks and compliments regarding the manner and way officers engage and keeps them updated with current legislation. We value your expertise, showing that by working together in partnership, we can achieve great things.
The support and help given helps build confidence ensuring that we are getting things right.

CCTV
Very helpful, professional and courteous staff.
Good response in dealing with me complaint.

Track & Trace
Really grateful for your support , reassurances and patience - Primary Head

Pest Control
Rodent officer is very efficient in his responses to requests and is to be commended.
Helpful, reliable and professional team service.

Food /Health & SafetyTeam
Helpful staff with sound advice, and support, much appreciated.

Regeneration & Planning
Economic Development - congratulations on still having this team and providing grants for businesses.
CCBC Regeneration Team have been absolutely fantastic. - community groups.
Professional, very courteous and provided the advice I required in a prompt fashion.

Infrastructure:
Qulaity of workmanship and products commendable, as is the conduct of staff.
Swift responsiveness of service appreciated, particularlry in such difficult tiomes.
General thanks and appreciation for dealing with community issues - much appreciated.
CCBC are doing a fantastic job in these troubled times.
Very impressed by the number of workers doing all the jobs on the bypass roads (grass cutting, litter picking, lighting maintenance and roundabout clearing) - Well done and thank you.
Flooding: Council boys have been excellent fair play they have done all they can - much appreciated.
Willingness to help - It made a massive difference.
Active traevel improvements noticed and much appreciated by residents.
Taking time to listen and resolve concerns - appreciated.

Bereavement Services:
Compliments to the Cemetery staff on the cleanliness and work done - impressive - Thank You.

Parks:
CCBC are doing a fantastic job in these troubled times - Thanks.
Impressed with the Parks team - grass cutting. Very knowledgeable about managing grass cutting alongside promoting biodiversity.
Service and staff better consideration of the biodiversity, is leading to healthier environments - they're doing a great job.

A sample of compliments received by

Education and Corporate Services:

A sample of compliments received by

Social Services:

Caerphilly Homes:
A 'thank you' telephone call received to thank the WHQS operatives for the tenants lovely new kitchen.
A 'thank you' telephone call received to thank the WHQS operatives for their new bathroom.
A 'thank you' telephone call received to thank the Welfare Benefits Officer for their help and patience.
Thank you from a family member to acknowledge the empathy they received whilst returning the keys/property of a passed family member.
Tenant wanted to thank staff for helping her attend her Covid 19 vaccination.
'thank you' - call to operative in the Housing Repairs section
'I want to praise the brilliant efforts and support through the pandemic' – a resident called into the Older Person's team
'Thank you' call for the assistance provided by a Welfare Benefits Officer

Compliments

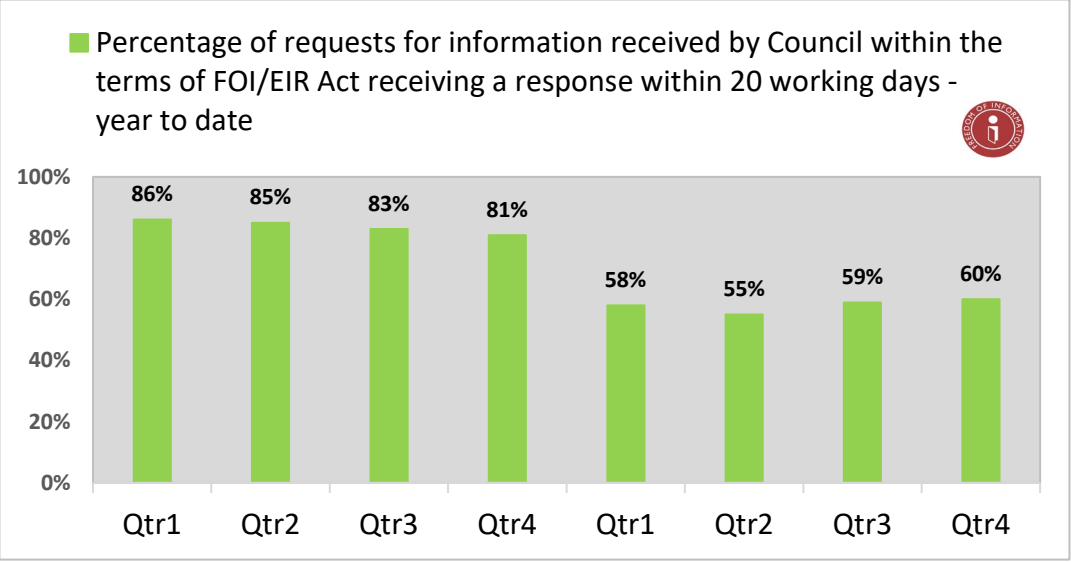
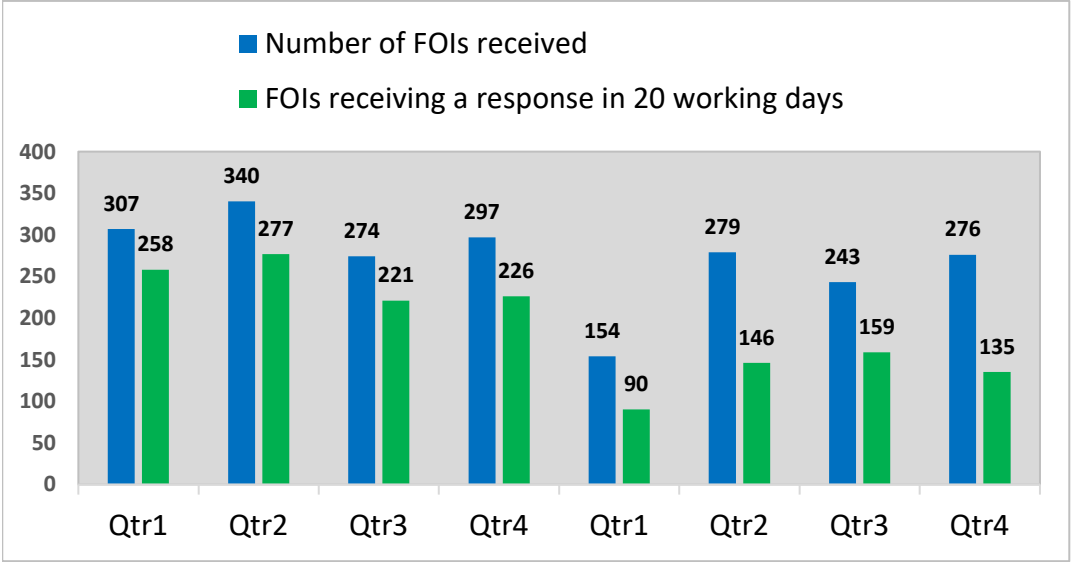
Record 'accumulative data' within the Fiscal Year



Qtr 4	2020/21
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Compliance Rates	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Percentage of requests for information received by Council within the terms of FOI/EIR Act receiving a response within 20 working days - year to date	86%	85%	83%	81%	58%	55%	59%	60%
Numbers	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Number of FOIs received	307	340	274	297	154	279	243	276
FOIs receiving a response in 20 working days	258	277	221	226	90	146	159	135



Public Accountability Measures (PAM's)



Public Accountability Measures		2017/18	2018/19	2019/20	2020/21	Performance	* No Data Available ** Currently Unavailable
PAM001	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	12.3	11.3	12	12	Maintained	
PAM007	Percentage of pupil attendance in primary schools	94.7	94.5	94.7	94.8	Improved	
PAM008	Percentage of pupil attendance in secondary schools	93.30	93.40	94.00	93.5	Declined	No highway survey in 2020/21 due to the Covid-19
PAM010	The percentage of highways inspected of a high or acceptable standard of cleanliness	96.4	96.5	96.2	*		
PAM012	Percentage of households threatened with homelessness successfully prevented from becoming homeless	75.7	75.5	73.1	62.99	Declined	
PAM013	The percentage of empty private properties brought back into use	4.7	2.3	2.1	0.3	Declined	
PAM015	The average number of calendar days taken to deliver a Disabled Facilities Grant	292	253	199	325	Declined	
PAM017	The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population	7,191.5	7,292.8	5,976.0	394.0	Declined	
PAM018	Percentage of all planning applications determined within required time periods.	88.5	86.4	86.4	95.4	Improved	
PAM019	Percentage of appeals against application decisions dismissed	77.8	75.0	75.0	75.9	Improved	
PAM020	The percentage of principal (A) roads, that are in overall poor condition	4.60	3.90	4.10	3.00	Improved	
PAM021	The percentage of principal (B) roads, that are in overall poor condition	3.6	3.4	3.1	2.4	Improved	
PAM022	The percentage of principal (C) roads, that are in overall poor condition	7.30	6.60	5.70	4.90	Improved	WG has suspended the collection of this data set.
PAM023	The percentage of food establishments which are ‘broadly compliant’ with food hygiene standards	94.8	95.7	95.8	95.85	Improved	
PAM025	Rate of people kept in hospital while waiting for social care per 1,000 population 75+	3.65	6.23	4.21	*		
PAM028	Percentage of child assessments completed in time	93.49	90.49	91.12	98	Improved	
PAM029	Percentage of children in care who had to move 3 or more times	10.91	9.4	8.72	6.8	Improved	No exams have taken place
PAM030	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	66.7	63.0	62.5	61.9	Declined	
PAM032	Average Capped 9 score for pupils in Year 11	New	337.6	**	*		
PAM035	Average number of working days taken to clear fly-tipping incidents reported to the authority during the year	New	2.5	2.6	1.7	Improved	
PAM036	The number of additional affordable housing units delivered per 10,000 households	6	11	16	**		
PAM037	Average number of calendar days taken to complete all repairs	New	9	11.21	17.02	Declined	
PAM038	Percentage of homes that meet the WHQS	New	57.1	83.4	99.02	Improved	
PAM039	Percentage of rent debit lost due properties being empty	New	1.8	1.82	2.82	Declined	
PAM040	Percentage of quality indicators (with targets) achieved by the library service	New	/	/	**		
PAM041	Percentage of National Exercise Referral Scheme (NERS) clients who continued to participate in the exercise programme at 16 weeks	New	51.0	52.0	**		
PAM042	Percentage of National Exercise Referral Scheme (NERS) clients who reported an increase in leisure minutes at 16 weeks	New	73.0	76.0	**		
PAM043	Kilogram of residual waste generated during the year per person	New	162.0	156.1	274.1	Declined	
PAM044	Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees	New	New	5.36	2.65	Declined	
PAM045	The number of additional dwellings created as a result of bringing empty properties back into use	New	New	18	0	Declined	
PAM046	Percentage of Year 11 leavers known to be in education, training or employment (NEET)	2.60	2.20	2.40	1.70	Improved	

Public Accountability Measures (PAM's)



Of those 24 PAMs available to date 02/06/2021	Declined	Maintained	Improved	N/A	Total
Public Accountabilty Meaures Tally	11	1	12		24

45.8%

4.2%

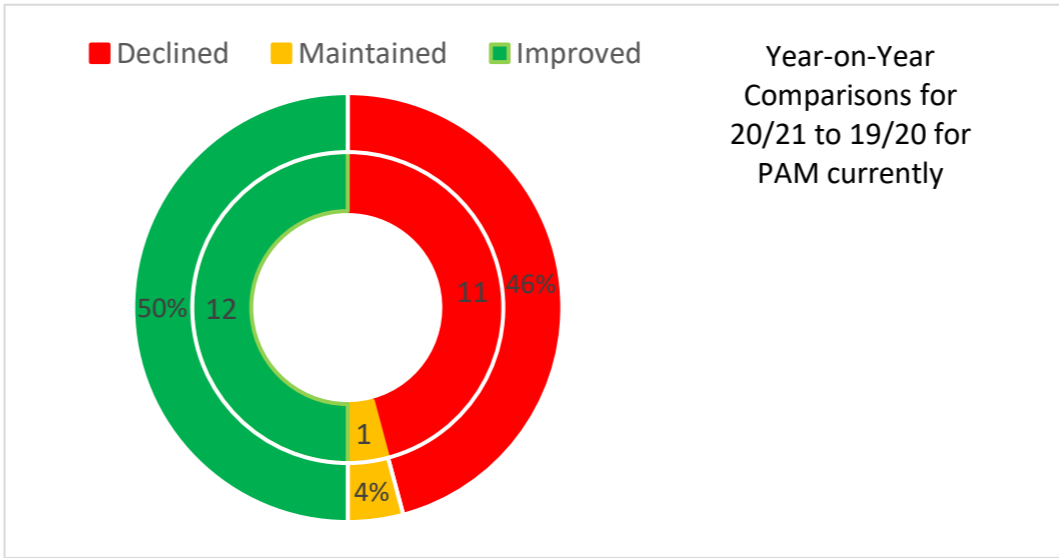
50.0%

31

Total No PI's Listed for 20/21

24

Total No PI's that are currently available & comparable



Public Accountability Measures (PAM's)

Data Unit Wales and the WLGA will be collecting all PAM data for 2019/20 and 2020/21 this year. A date for collection is yet to be arranged



Public Accountability Measures Collected Annually	2017/18	2018/19	2019/20	2020/21
PAM012: Percentage of households threatened with homelessness successfully prevented from becoming homeless	75.7	75.5	73.1	62.99
PAM045 The number of additional dwellings created as a result of bringing empty properties back into use	(New for 2019/20)		18	0
PAM/036 The number of additional affordable housing units delivered per 10,000 households	6	11	16	0
PAM032: Average Capped 9 score for pupils in Year 11	New	337.6	N/A	N/A
PAM007: Percentage of pupil attendance in primary schools	94.7	94.5	94.7	94.8
PAM008: Percentage of pupil attendance in secondary schools	93.30	93.40	94.00	93.50
PAM046: Percentage of Year 11 leavers known to be in education, training or employment (NEET)	2.60	2.20	2.40	1.70
PAM010: The percentage of highways inspected of a high or acceptable standard of cleanliness	96.4	96.5	96.2	**
PAM035: Average number of working days taken to clear fly-tipping incidents reported to the authority during the year	New	2.5	2.6	1.7
PAM030: 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	66.7	63.0	62.5	61.9
PAM043: Kilogram of residual waste generated during the year per person	New	162.0	156.1	274.1
PAM020: The percentage of principal (A) roads, that are in overall poor condition	4.60	3.90	4.10	3.00
PAM021: The percentage of principal (B) roads, that are in overall poor condition	3.60	3.40	3.10	2.40
PAM022: The percentage of principal (C) roads, that are in overall poor condition	7.30	6.60	5.70	4.90
PAM017: The number of visits to local authority sport and leisure centres during the year where the visitor will be participating	7,191.5	7,292.8	5,973.0	394
PAM041: Percentage of National Exercise Referral Scheme (NERS) clients who continued to participate in the exercise		51.0	52.0	**
PAM042: Percentage of National Exercise Referral Scheme (NERS) clients who reported an increase in leisure minutes at 16		73.0	76.0	**
PAM040: Percentage of quality indicators (with targets) achieved by the library service	New	/	/	**
PAM023: The percentage of food establishments which are 'broadly compliant' with food hygiene standards	94.8	95.7	95.8	95.85
PAM018: Percentage of all planning applications determined within required time periods.	88.5	86.4	86.4	95.36
PAM019: Percentage of appeals against application decisions dismissed	77.8	75.0	75.0	75.86
PAM001: The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness	12.3	11.3	12	**
PAM044: Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees	New	New	5.36	2.65
PAM028: Percentage of child assessments completed in time	93.5	90.5	91.1	98
PAM029: Percentage of children in care who had to move 3 or more times	10.91	9.4	8.7	6.8
PAM025: Rate of people kept in hospital while waiting for social care per 1,000 population 75+	3.65	6.2	4.2	N/A

No exams have taken place

WG has temporarily suspended the collection of this data set.

Public Accountability Measures Collected Quarterly	2019/20			2020/21			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4
PAM013: The percentage of private sector dwellings that had been vacant for more than 6 months during the year through	1.1	1.66	2.2	0	0	0	0
PAM015: The average number of calendar days taken to deliver a Disabled Facilities Grant	187	220	206	153	296	348	380
PAM037: Average number of calendar days taken to complete all repairs	10	12.06	13.78	6.21	24.53	19.54	12.37
PAM038: Percentage of homes that meet the WHQS (Internal)	91.78	94.64	96.97	97.06	97.59	98.54	98.77
PAM038: Percentage of homes that meet the WHQS (External)	83.92	87.94	94.33	95.55	97.61	98.92	99.36
PAM039: Percentage of rent debit lost due properties being empty	1.82	1.77	1.82	2.56	2.8	2.82	2.82
PAM028: Percentage of child assessments completed in time			85	78	83	97	95
PAM029: Percentage of children in care who had to move 3 or more times			3.8	0	1.5	0	0.88
PAM025: Rate of peoplew kept in hospital while waiting for social care per 1,000 population 75+	1.78	2.74	4.21	(See WG comment below)			
Welsh Government Commentary regarding DTOC - Following the announcement on Friday 13th of March regarding the cancellation of certain medical procedures and the relaxation of performance targets, several national data collections have been temporarily ceased and we will also temporarily stop reporting performance statistics. These changes will be in place until at least the October reporting period. Therefore monthly StatsWales data will not be updated until data collection resumes.							



Caerphilly Homes

Although the completion of the Welsh Housing Quality Standard programme remains a priority, this has unavoidably been delayed as a consequence of the pandemic, which has been recognised by WG with the deadline now having been extended to December 2021. The project is 97.02% complete at the end of 2020/21.

As a consequence of Covid there has been a significant increase in demand for our homelessness services with higher numbers of presentations and placements in emergency temporary accommodation. There has also been a significant increase in the use of hotels and Bed & Breakfast accommodation in order to comply with new guidance issued by WG although alternative options for the provision of emergency temporary accommodation are continually being sought with some success. % of households threatened with homelessness successfully prevented from becoming homeless decreased from 73.1% in 2019/20 to 62.99% in 2020/21. The maximum number of households in B&B accommodation throughout the year went from 41 in Q1 to 100 in Q4. A Homeless Project Plan is be devised to identifying clear priority areas for us to enhance the service, allowing us to refocus on early intervention and prevention and also be able to ensure that we are meeting the needs of those presenting with complex needs. The adaptations team have focussed efforts on the higher priority essential cases for most of the year due to the risks associated with delivering core services to this vulnerable client group.

Social Services

In terms of Adult services we are now starting to see the demand for our services beginning to increase, referrals have climbed steadily through the year with corresponding numbers in terms of the number of assessments. In terms of reviews we saw a fall in the number completed in quarters 2 and 3, however numbers have increased during quarter 4. It should be noted that the indicator for DTOC was suspended by WG at the start of the year until further notice.

In terms of Children's services referrals were relatively stable throughout the year, likewise Children looked after numbers were also stable (454 at Qtr1 to 456 at Qtr4) and we have also seen stability with numbers of children on the Child protection register. It is particular pleasing to see the number of assessments completed on time being at 95% despite the challenges posed by our new way of working.

From a budgetary perspective the directorate underspent against its allocated budget, this was primarily as a result of additional COVID monies allocated by WG, in addition some of our services were stopped or reduced during the pandemic with the subsequent reduction in expenditure, 50% of this underspend will now be taken into Directorate reserves.

NEETS - Due to the Covid situation, the NEET figure will likely rise for the next reporting period as the nature of the work requires considerable contact opportunities and face to face support and the Virus lockdown restricted this level of contact opportunities, compounded by the closure of Schools, in the Summer term of 2020.

This has resulted in elevated numbers of vulnerable young people without confirmed post-school destinations, particularly those already less engaged with schools for various reasons and this may result in a decline in the NEETS figure. Recent performance is 2.40% and this equates to 47 pupils out of 1937, potential to rise to 5%+. New risk on the Education risk register.

Education Data still cancelled. In response to the Coronavirus (Covid-19) pandemic, the Welsh Government cancelled all statutory data collections that would have been due to take place in Summer 2020. This means that no end of key stage data was submitted, therefore there is no data available for FP through to KS3. Due to the cancellation of summer 2020 GCSE, AS and A level examinations, the Welsh Government will not be reporting on KS4 and KS5 school performance measures for 2019/20. Analysis of standards for this year cannot include aggregated LA data or individual school performance data and, therefore, comparison of year on year progress is not possible, but there is a report to scrutiny which has anonymized school outcomes. Education – Exclusions Statistics are available up to March 2020 but have not been included in the DPA. ESTYN - School inspections have been cancelled until Sept 2021

Area's of Interest (AOI's)



NEETS - Due to the Covid situation, the anticipation was that the NEET figure would rise for the next reporting period as the nature of the work required considerable contact opportunities and face to face support however this did not transpire as people stayed at home, which meant they were easier to contact. The NEET figure dropped to 1.7% which relates to 34 people out of 1927 pupils.

The Edtech programme has been repurposed due to national lockdown risk to digitally disengaged learners. Wave 1 -3: The network infrastructure as part of waves 1-3 replace network switches and access points in progressing. 33 schools completed, 37 school partially completed, 17 schools remaining. Wave 4: The investment in filtered Guest wifi throughout schools has enabled pupils to use their own suitably enabled devices. A further **£1.4 m** Edtech funding has been allocated to purchase **7710** Lenovo Chromebooks for learners without their own device. Roll out plan required to consider priority year groups to receive devices.

As part of the Stay Safe, Stay Learning project a total number of **1076** laptop devices from **47** schools were repurposed into Chromebooks and supplied to learners.

Early Years -

Has and is being transformed through the new model which takes people from anti natal to 7 years of age. Welsh Government asked for and welcomed this integration. This has bought a range of complex and varying services - together into one place, from Midwifery, Healthy Child Wales, Flying Start, Families First, First Thousand Days, Childcare Offer, Integrated Care Fund, Statutory services, Voluntary sector provision, Supporting People, Childcare and play. This range of complexity has been bought together to remove articial boundries and access criteria and to become truly person centered and acknowldege that the person is the expert in their own life. After piloting the model went live in May 21

- Directorate for Communities:**
- The pandemic has adversely affected performance levels in some services, and has also impacted on the ability of our services and related partners, to deliver, as expected on the Wellbeing Objectives.
 - Increased missed waste/recycling collections, highlighted in themes of complaints at the early part of the year.
 - Reduction of sport and recreation facilities/access/revenue (as a result of Covid-19).
 - Uncertaintees over Brexit and the ongoing MTFP implications.
 - The challanges faced with the ongoing Hafodyrynys air quality and remedial and regeneration works that are ongoing to minimise community impacts.
 - Adoption of the Authority's new Decarbonisation Plan and implementation of its resultant Action Plan.
 - Ongoing Fleet review works, findings, and fleet management considerations (resourcing) for service continuity (e.g. Future needs, and electric vehicles).
 - Sickness levels and cover, continues to be a challenge for some of the service areas.
 - Energy consumption and carbon emissions has increased in our core buildings during the year due to increasing air flows and ventilation requirements, despite reduced occupancy levels in some cases.

WHQS Funding - if there is withdrawal of funding there are potentially 15 people at risk in Digital Services. There are currently a number of staff across the Customer & Digital Services area (and others across Corporate Services) funded by WHQS. Unable to recruit into posts because they are not sure when funding will come to an end. This is causing big problems. Currently have a supplier relationship officer role vacant because cannot get approval to advertise. Unable to run service on short term funding.

Area's of Interest (AOI's)



Freedom of Information - Percentage of requests for information received by Council within the terms of FOI/EIR Act receiving a response within 20 working days has been below 60% all year, the target is 80%. Request numbers decreased in Q1 due to the start of Covid lockdown in March 2020, but started to climb again from Q2 onwards. Reminders have been sent to service areas and reports have been circulated in an attempt to clear the backlog that has built up during the COVID.

The number of data breaches remains high with 35 breached reported in the last 6 months - there were 16 breaches in Q3 and 19 in Q4. Trends indicate that mis-addressing of correspondence (email and hard copy) is the most common cause, along with using the text from a previous response as template for a new response and failing to remove personal data contained in it, selecting the wrong e-mail address from the dropdown list that appears when you start typing an e-mail address and letters being attached to another person's letter in error. Mandatory annual learning covers all these points, and IG Stewards are reminded to reinforce these messages throughout their service.

Data breaches reported to ICO within 72 hours where legally required - there was 1 in Q3 and 1 in Q4. The breach reported in Q3 actually happened in Q2, but wasn't reported to the ICO until Q3 (investigation was ongoing) and relates to a member of staff accessing records when there was no business case for them to do so. There was no action taken by the ICO in relation to the breach that was reported in Q4.

Key Performance Indicators (KPI's)

See text box comments - Page 2 data tab.



Qtr 4

2020/21

