



Corporate Performance Assessment (CPA)

Year End 2021/22

Chief Executive Summary

The Chief Executives End of year Self-assessment Summary 2021/22

The past few years have taken us to places we never could have imagined. The global pandemic required us to step in and step up quickly. We brought our civic leadership responsibilities to the forefront of all we did, to enable us to lead our communities through the dark days of Covid with a shining beacon of security and hope. Overnight we turned our organisation on its head – introducing many new services and turning others off within a matter of hours – all to meet the new and urgent needs of our communities – we responded quickly and we responded together. Throughout this time, we saw first-hand the forceful impact of TeamCaerphilly - bound together through a shared purpose and desire to do whatever was needed to protect our people and place.

We have learnt so much – and one of the many challenges we face is how we keep hold of the many great things we achieved – such as cutting through unnecessary bureaucracy and flexing and empowering our staff to do the right thing. As I personally look back over the past year and previous years – it is filled with emotion – it is with sadness, as so many people tragically lost their lives, but it is also with immense pride.

Despite operating within a very demanding environment, we continued to maintain service delivery. Our schools and education service continue to thrive and it is extremely pleasing to report that none of our schools are receiving any support or intervention by Estyn. The recent 2022 examination results are yet to be collated officially but the feedback to date is very positive. Throughout the pandemic we delivered over 2 million meals to our families most in need. A mammoth task co-ordinated by the catering team through an army of willing staff and community volunteers.

The pressures within the Health service are very concerning and a whole system review is required in order to reduce the burden upon Health colleagues and the pressures we are facing within the domiciliary care service. Our looked after children numbers are increasing and the mental health condition of some of our school pupils is an area of focus for us, both unfortunately is a legacy of the pandemic. Recruitment and retention within the social care area is particularly acute but this is a pressure we are facing across the Council as a whole. This is one of the key organisational risks we have identified and as such we are actively focussed in this area and have several interventions under development.

Bids have been submitted to UK Government for some very exciting physical regeneration projects and if successful will bring a demanding work programme with it. The recent completion of the largest WHQS investment programme covering over 10,000 council properties and the beginnings of our new build programme, is bringing a sharp focus on the delivery of our Placeshaping programme.

Our annual review from our regulators, Estyn, Care Inspectorate Wales and Audit Wales was once again very positive and endorsed the positive work that has been undertaken across all our services, and importantly, where areas were identified as in need of attention, they were areas we already had identified ourselves and plans were already underway. Thereby further reinforcing my view that we know ourselves very well and know where we are going.

The fantastic achievements made by so many across the organisation were once again recognised on a national platform with a plethora of individual awards, culminating with the Council of the Year. Whilst we didn't win the award on this occasion, we were only 1 of 5 from across the UK to be shortlisted – so nevertheless a great achievement and a key milestone for us as we continue our journey along the undulating TeamCaerphilly road.

As we move from one national crisis, we are swiftly moving into another. The landscape is extremely complex, challenging and unprecedented.

Our communities are bruised from the pandemic and are now facing the acute impact of eye-watering rising energy and food costs. The frightening impact of climate change is being seen here and now and the humanitarian crisis in Ukraine is calling upon us to dig deep and act once again.

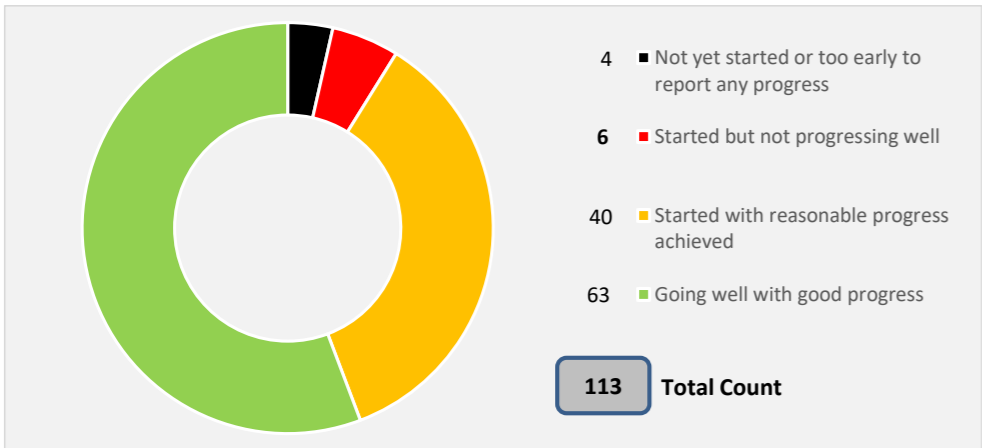
We will need to reshape & repurpose our organisation to respond – but we are being impacted too - a further Covid wave, pressures within the health and social care sector, recruitment and retention, less funding along with an expectation to do more but our desire and responsibility to serve the complex and acute needs of our communities remains our primary focus.

The years ahead will be extremely challenging, but we will respond based upon the firm knowledge that we are robust and resilient.

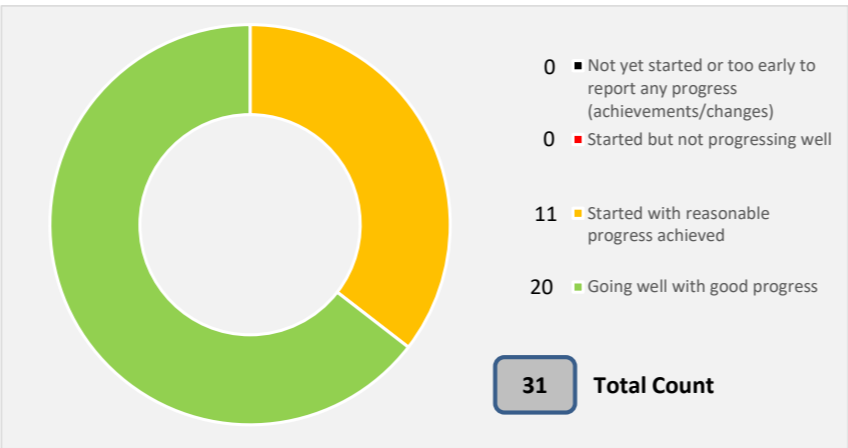
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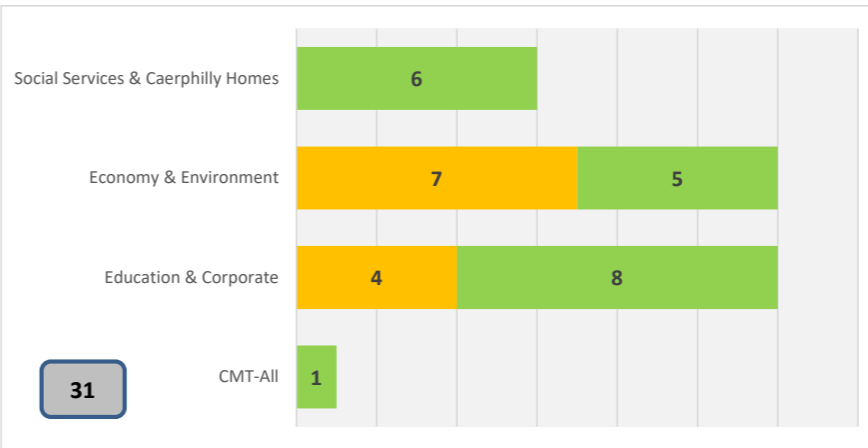
All DPA (Directorate) Priorities - Progress



CMT Priorities - Progress (See Chart on the right for more details)



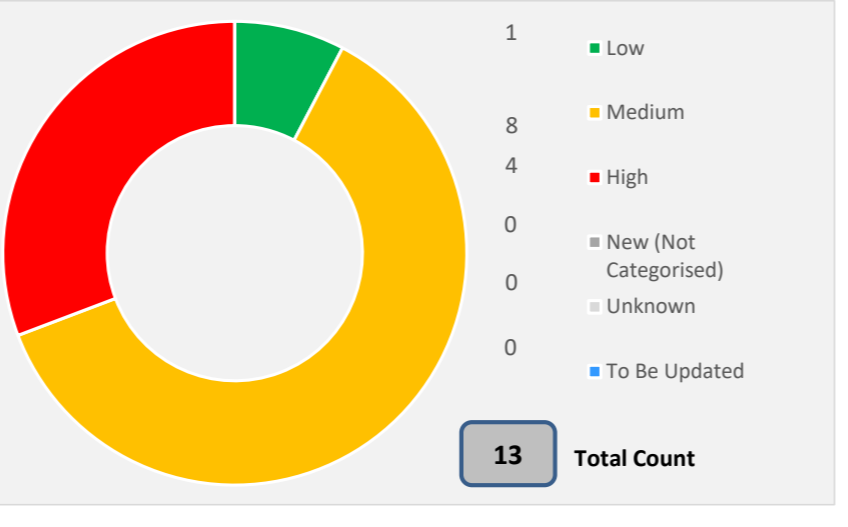
CMT Priorities - Progress (Details by Directorates)



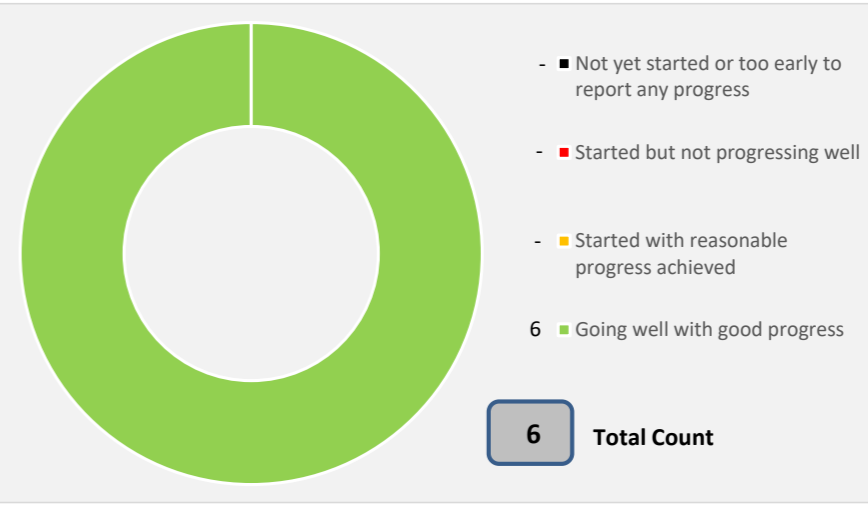
Finance - Budget Monitoring Report - period 12

Service Area	Underspend/ (Overspend) 2021-22 £m
Education & Lifelong Learning	1.902
Social Services	9.043
Economy & Environment	2.473
Corporate Services	1.352
Miscellaneous Finance	4.479
Additional Revenue Support Grant (RSG)	3.540
Council Tax Surplus	1.761
Housing Revenue Account (HRA)	7.342
Schools	5.923
TOTAL	37.815

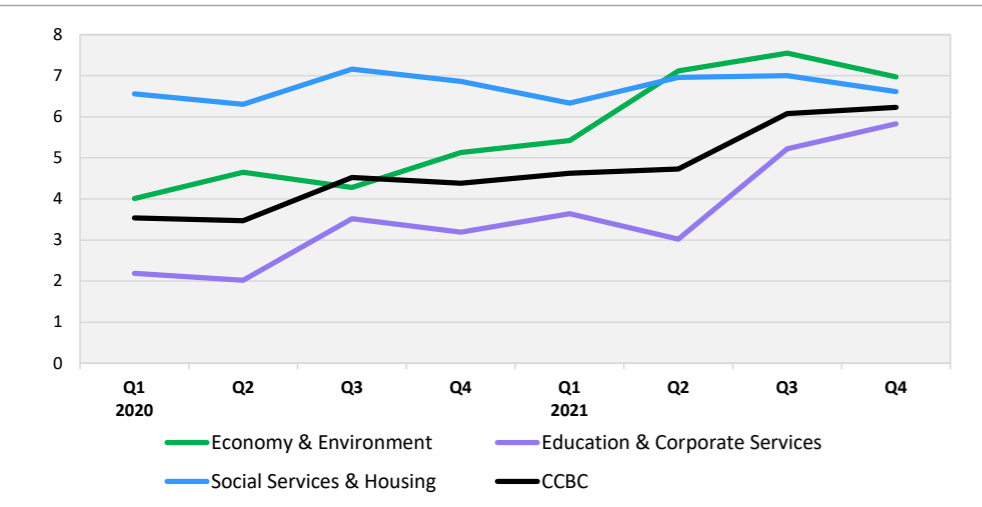
Risk Register - Number/Category of CMT Risks



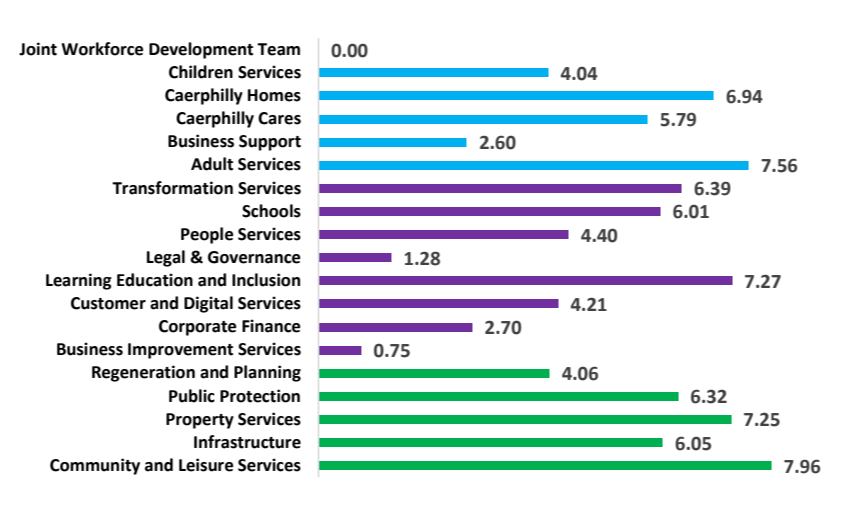
WBO: Well-being Objectives - Progress/Status



% Sickness Absence by Directorate



% Sickness Absence by Service Area



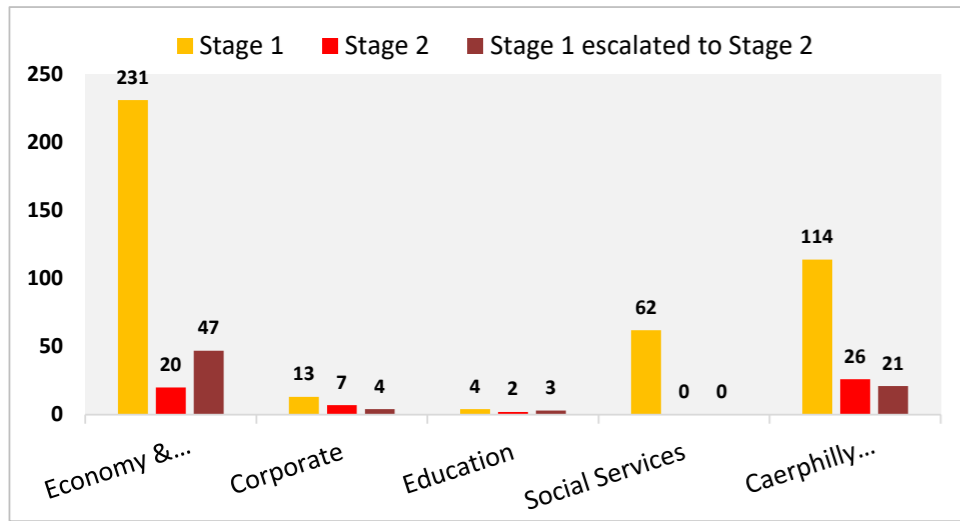
Workforce breakdown

Category	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Voluntary Leavers	110	213	153	135
Other Leavers	29	42	20	18
Total Leavers	139	255	173	153
External New Starters	132	295	209	195
Number of Agency Staff	322	354	289	343
Headcount	8,255	8,310	8,368	8,348
Age 55 and over	2,076	2,044	2,061	2,067
% of headcount	25.14	24.59	24.62	24.76

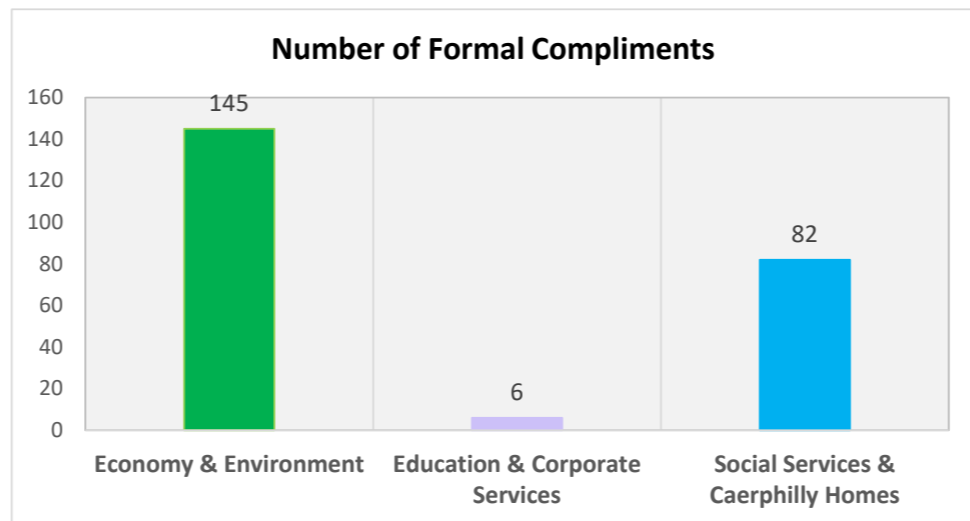
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Corporate Complaints: Number of Stage 1 & Stage 2



Compliments (Positive Feedback)

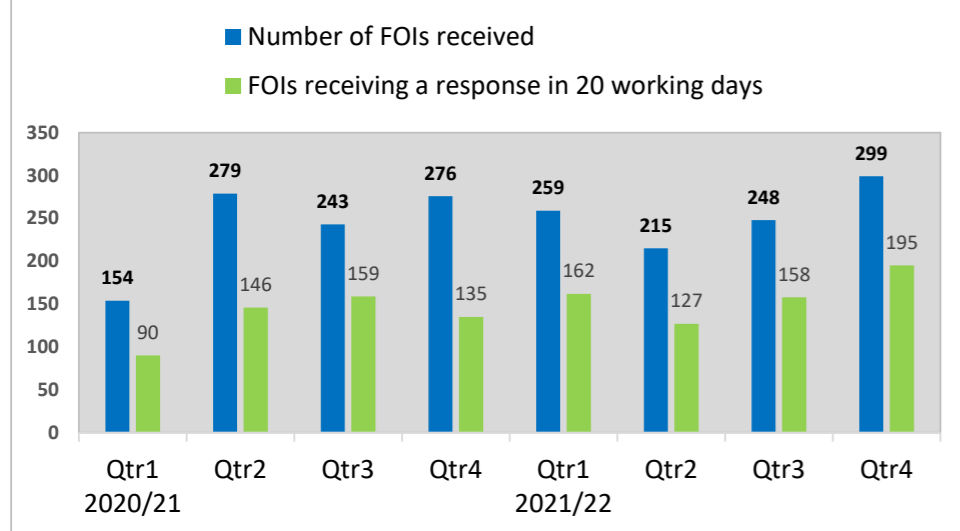


Welsh Language stats - whole authority

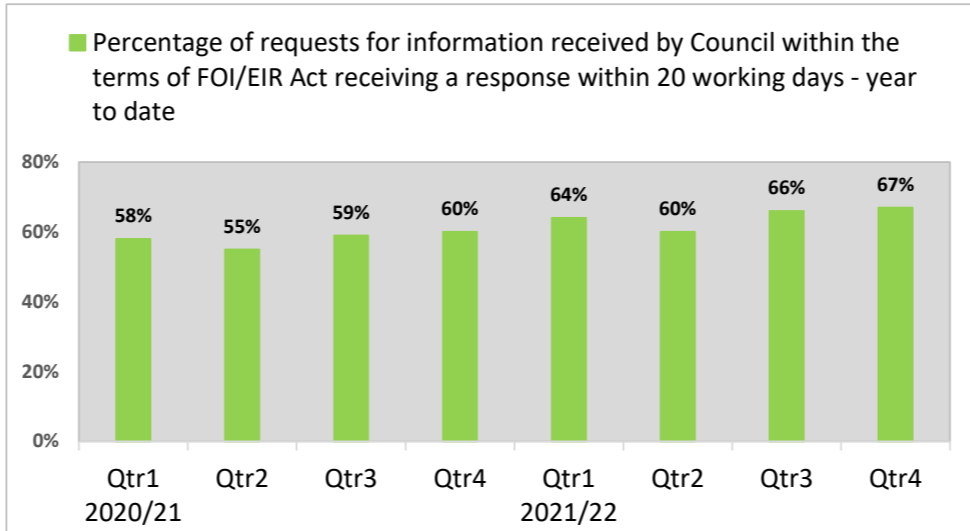
	Total Staff	Welsh Speakers	%
Economy & Environment	2075	376	18.12
Education & Corporate Services	4761	1333	27.99
Social Services & Caerphilly Homes	1910	309	16.17
Council Total	8348	1968	23.57

The figures per Directorate for Total Staff and Welsh Speakers do not equal the overall total for the Council due to some members of staff having more than one post within the organisation, and those posts are within different Directorates. The figures above are the total number of people who have completed the Linguistic Skills form noting Welsh Language skills.

FOI's - Freedom of Information Requests - CCBC



FOI - Compliance - 20 days (%)



CCBC FOI/EIR compliance percentage is calculated using the number of Valid FOI/EIR requests received and not Total FOI/EIR requests received. A small number of FOI/EIR requests may be invalid for compliance calculations as they have either been withdrawn by the applicant or require applicant clarification which restarts the 20 day compliance period for that request.

Key messages - Social Services

- Adults Services:**
 - There is a steady drop in adults receiving services.
 - A slight increase in number of Assessments between quarters 3 and 4 due to services getting back to normal after the pandemic.
 - Again a slight drop in Reviews could be down to shortage of staff in this area.
- Children Services:**
 - The number of Children Looked After has decreased slightly.
 - A positive increase in discharges from care in Qtr 4 which is attributable to successful revocations of Care Orders in the Courts.
- Directorate:**
 - Difficulties in recruiting Qualified Social Workers into frontline Teams with high levels of vacancies being managed across the Service.
 - Fragility of the Social Care market.

Key messages - Economy & Environment

- Bus passenger numbers remain a concern for the viability of the industry and the ability of the sector to deliver services due to financial sustainability and availability of drivers.
- The loss of EU funded programmes (such as those relating to employment support) is a significant risk for the Authority and political lobbying has taken place accordingly (this could present redundancy liabilities).
- Market competition for staffing resources has created recruitment and retention challenges for some front-line services. This is now affecting our ability to deliver and maintain services at previous expected levels. Prioritisations must take place.
- Evaluating staffing roles, working locations and IT equipment for improved adaptability and agile working arrangements is proving to be time consuming and complex (Links to CR3 Frontline Services and CR6 Agile Working).
- Analysis of our fleet vehicles and introduction of electric fleet vehicles is progressing, but very slowly, as is the installation of a charging network across various sites.
- Prudent assets modernisation, maintenance, and rationalisation, continues to be a challenge, and is linked to delivering outcomes, from the ongoing Corporate Reviews.
- The top five stage 1 and 2 complaints continues to focus on, Refuse-Recycling-Green Waste-Missed Collections and other matters, Parking, Highway maintenance works, Planning-General, Cleansing and General Weed Control-Grounds Maintenance.
- Directorate sickness levels have shown a steady increase (worsening) throughout the year and has been the worse of the last 3 years. It is a concern in certain services areas and is something that the Corporate Management Team are presently considering.
- With some exceptions performance results across the directorate generally show that we are maintaining reasonable levels of service delivery, given the diversion of some resources, lost resources and constraints experienced throughout the Covid pandemic and as a result of ongoing recruitment and retention difficulties

Key messages - Educations & Corporate Services

Corporate Services

- CCBC became an asylum dispersal area in June and has stepped up to manage the hosting of Ukrainian nationals under the 'Homes for Ukraine' scheme.
- The New Gwent PSB has been supported and facilitated by CCBC and we have led on the development of the Gwent local assessment of well-being.
- Sickness absence levels continue to rise. The percentage sickness absence for the authority in Q4 was 5.83% and the number of working days lost to sickness absence per employee has risen to 14.12 days compared to 10 days in 2020/21.
- We have recorded 68 data breaches during 2021/22. Common themes: wrong e-mail address selected from autocomplete drop down menu, e-mail addresses not entered into bcc field when sending email to multiple recipients, information sent to wrong person.
- We still have lingering non-compliance against the Welsh Language Standards with the Commissioner's most recent assurance report picking up issues with errors in social media posts, call menus in English only etc. These are niggling non-compliances that we are working with services to improve.

Education

- There are no schools placed in the category of special measures by Estyn. One remains in significant improvement and is due to be revisited soon. Three schools previously identified as 'Estyn Review' have made sufficient progress, and no longer requires external monitoring.
- Implementation of the Welsh Government EdTech initiative provided significant investment in IT and digital, including completion of network infrastructure installations, improvements to connectivity and bandwidth, really benefitting online and blended learning.
- The Early Years partnership project has been an amazing achievement and is now available to vulnerable families from antenatal to 7years across the borough regardless of their postcode.
- Support to families across the borough has increased significantly for families living outside Flying Start areas from 50 in previous years to 826 in 2021-22 supporting circa 1400 children aged 0-7years.
- Automation of the location of school places during 21/22 has made the process much faster for parents, reduced potential errors and increased efficiencies.
- The Catering team has quickly procured a provider to access the current capacity of school kitchens and dining halls and now has a detailed analysis of requirements at each site. Identified adaptations are planned with the planned roll out of universal Free School Meals.
- When the Libraries were closed the service adapted their model to online catalogues, click and collect and deliveries to vulnerable people. This transformed the service with expansion of online services, more information is in the Education DPA.
- The Education Welfare Service developed a Covid Attendance Toolkit to prioritise cases where pupils' attendance is lowest (below 85% threshold), officers are working with pupils and families with attendance as low as 40%.
- Ongoing challenges presented by the Covid-19 pandemic provide barriers to progress and are significant. Schools report high pupil absence, increased pupil wellbeing concerns and the need to recover lost learning.
- NEETs increased to 2.2% - which represented 41 people out of 1888.

Key messages - Caerphilly Homes

Caerphilly Homes

- The completion of WHQS this was a huge achievement, and our Housing stock is now in good condition.
- Our housing association partners have completed the redevelopment of the former Cwm Ifor Primary School, Penyrheol, creating 17 new homes built to Passivhaus standard.
- Over 1,100 residents helped to find additional benefits worth nearly £3m as the cost-of-living crisis escalates.
- Of the 1136 residents whose income was maximised 46% were in crisis and 54% were approached as part of our proactive model. 3059 tenants (included private) were supported to remain in their homes as part of early homeless prevention work.
- Outline planning permission was awarded for Oakdale school site and Ty Darren in March 22, our first two independent development projects.
- The homeless households temporarily accommodated in Bed and Breakfast has increased over the year as has the number of households requiring B&B accommodation (149) but those prevented from homelessness has also increased.
- There has been a steady increase in complaints
- Tenant Satisfaction Survey showed some areas that require improvement or at least to the perception of the service.
- Housing is carrying circa 55 vacancies across the service with acute issue being experienced within the repairs and maintenance team where operatives are leaving to obtain better salaries in other social landlords as the cost-of-living crisis increases. Operatives who have been with us since an apprentice for 18 years are taking offers of circa £3-£5K more in salary.
- Due to substantial issues with the availability of contractors and materials, the Private Sector Housing Team were unable to process and deliver the amount of grants and loans this year.
- The cost of materials has increased significantly, which has affected the number of private sector homes we were able to support.

CMT - Risk Register

Caerphilly CBC Corporate Risk Register				Last Quarter Risk Level	Current Risk Level	
Risk ID	Risk Name	Risk Description	CMT Lead Officer	Q4 2021/22	Q1 2022/23	Well-being Risk Level
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 an ongoing problem for the authority. The ability to recruit and retain care staff, in the face of significant competition from the retail and hospitality sectors is becoming more and more of an issue. As a consequence independent providers are handing back packages of care and the future of some care homes is in the balance.	Corporate Director Social Care & Housing	High	High	High
CRR 07 - Education & Lifelong Learning Directorate	School Attainment	The impact of covid on learner achievement remains unknown and requires further evidence and appropriate intervention, particularly with the inconsistent nature of assessment since 2020 along with reduced levels of pupil attendance and higher than average levels of exclusions.	Corporate Director Education & Corporate Services	High	High	High
CRR-16 NEW 2021/22	Recruitment & Retention of Staff	The Council needs to be able to employ sufficient numbers of staff across its services in order to ensure service delivery can be maintained. At present, there are challenges in recruiting replacement staff within certain Council professions that could, if not overcome, create difficulties over the medium to long term.	Corporate Director Education & Corporate Services	High	High	High
NEW 2020 CRR 11 - Directorate of Economy & the Environment	Fleet	Providing a fully operational, compliant fleet of vehicles is essential for the Council to deliver all of its front line services. In this regard the Council holds a goods vehicle operators licence ("O licence") and must continue to demonstrate compliance with the conditions of the "O licence" and the legislative framework in which it exists. There is a current risk relating to the ability of the Council to staff its fleet management and maintenance service with suitably qualified and/or experienced staff and deliver the required level of management and maintenance standards.	Corporate Director Economy and Environment	High	High	High
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 has come to the end, evictions could rise significantly.	Corporate Director Social Care & Housing	Medium	Medium	High
New...For further consideration	Loss of EU / WEFO Grant Funding Streams and related programmes	The loss of EU / WEFO grant funding streams will have a direct impact on the Council's budget and place at risk the provision of certain services and projects that are underpinned by this external grant funding.	Corporate Director Economy and Environment	Medium	Medium	High
CRR 14 - Microsoft operating support	Increased Cyber Security Threat	Local Government and other Public Sector organisations are recording an increasing number of cyber security attacks with successful attacks placing core business and service delivery at risk.	Corporate Director Education & Corporate Services	Medium	Medium	High

CMT - Risk Register

Caerphilly CBC Corporate Risk Register				Last Quarter Risk Level	Current Risk Level	
Risk ID	Risk Name	Risk Description	CMT Lead Officer	Q4 2021/22	Q1 2022/23	Well-being Risk Level
CRR 02 - All Directorates	Medium-Term Financial Plan (MTFP)	The Council's MTFP needs to be refreshed in the Autumn of 2022 in order to address the significant impact of rising inflation, higher than expected pay awards, the increased costs of energy and supplies and the wider impact of cost of living on our residents.	Chief Executive	Medium	Medium	Medium
CRR 12 - Covid 19 New Q1 20/21	Covid 19 Recovery (and future wave response)	As the local economy seeks to recover from the impact of the COVID-19 pandemic, the Council will need to focus on a series of recovery measures to stimulate local growth. The Council will also need to remain prepared to manage its critical services and workforce pressures through potential future waves that limit social mobility and reduce the availability of resource	Chief Exexutive	Medium	Medium	Medium
CRR 15 - Contractors	Material and Contractor Costs and Supply Chain Issues	The availability of contractors, material shortages and supply chain delays as well as inflationary cost increases are having a significant impact on the Council's ability to deliver planned maintenance and to progress key infrastructure and building projects.	Corporate Director Economy and Environment	Medium	Medium	Medium
CRR 05 - Dir for Economy & Environment	Ash Die Back (Chalara Fraxinea) Disease	This disease will result in the decline, death and removal of circa 37,400 Ash Trees in Caerphilly, many of which line our roadside verges and other high risk locations.	Corporate Director Economy and Environment	Medium	Medium	Medium
CRR 06 - Dir for Economy & Environment	Local Development Plan	The Council's current LDP was due to expire on 31st December 2021. A Replacement LDP was well advanced, however, the Council withdrew that plan in July 2016 following opposition to a number of development sites contained within the document. The Council has resolved to progress the preparation of a Strategic Development Plan and a new LDP in parallel. Work on the new plan has commenced, the delivery agreement has been approved by WG, the various working groups are progressing and regular member seminars are being held.	Corporate Director Economy and Environment	Medium	Medium	Medium
CRR 10 - Social Services & Housing Directorate	Welsh Housing Quality Standard (WHQS) programme	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). Meeting the revised completion deadline is critical for Caerphilly tenants.	Corporate Director Social Care & Housing	Low	Low	Low

CMT - Risk Register

Caerphilly CBC Corporate Risk Register				Last Quarter Risk Level	Current Risk Level	
Risk ID	Risk Name	Risk Description	CMT Lead Officer	Q4 2021/22	Q1 2022/23	Well-being Risk Level
			Count Number and Category of Risks	Q4 2021/22	Q1 2022/23	Well-being Risk Level
			Low	1	1	1
			Medium	8	8	5
			High	4	4	7
			New (Not Categorised)	0	0	0
			Unknown	0	0	0
			To Be Updated	0	0	0
			TOTAL	13	13	13

Q4 2021/22

