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Action Plan & Response to Regulator Proposals

Report Reference and if related to Risk Register	Name of Report and where reported	·	Action	Service Officer Responsible	When will be completed by	Previous Update - January 2023	NEW UPDATE - JUNE 2023	Status	Percentage completed
WHQs follow up	WHQS Follow Up Issued Jan 2019. Reported to Cabinet 30 Jan 19	P2 The Council should agree a Local Housing Strategy to set out its long-term vision for the future priorities for homes in Caerphilly.	Develop an up to date over arching Local Housing Strategy to set out the long term vision for housing within Caerphilly.	Nick Taylor-Williams/ Jane Roberts-Waite	27th October 21 Revised to Spring 2023	aims to deliver in collaboration with its housing strategy partners. The		Completed	Local Housing Strategy - 100% Delivery Plan - 100%
AW Ref 2451A2021-22 Issued June 2021 Linked to Risk CRR 02 MTFP cost of living on organisation	Sustainability Assessment Governance and Audit 12 October	P1 The Council should develop and implement a more comprehensive MTFP.	This will be progressed through the 'Sustainable Financial Planning' Corporate Review and updates will be provided in future reports	Stephen Harris	Mar-22	Details of the 2023/24 Provisional Local Government Financial Settlement were announced by WG on 14 December 2022. Caerphilly CBC will receive an uplift in funding of 6.9% (£22.152m). The 2023/24 Draft Budget Proposals considered by Cabinet on 18 January 2023 include a range of temporary and permeant savings proposals totalling £12.421m and the proposed use of reserves totalling £15.051m. Along with a proposed increase in Council Tax of 7.9%, a balanced budget can be achieved for 2023/24. The Cabinet Report also contains details of an updated Medium Term Financial Plan which shows a potential savings requirement of £48.047m for the two year period 2024/25 to 2025/26. The report also sets out the Council's approach to address the financial challenges moving forward and this will be subject to further detailed reports as service change proposals are firmed up.	The 2023/24 budget was approved by Council on the 23rd February 2023 and this included total 2023/24 cost pressures of £55.5m. These pressures are being funded through a 6.9% uplift in the Financial Settlement (£22.2m), permanent savings of £5m, temporary savings of £6.9m, the one-off use of reserves totalling £15.3m and a 7.9% increase in Council Tax (£6.1m). The £22.2m of temporary measures for 2023/24 are contributing to an overall anticipated savings requirement of £48.3m for the two-year period 2024/25 to 2025/26. Work is underway to refocus the transformation programme and to identify other savings proposals to address the financial gap. A draft delivery plan is being developed during Summer 2023 for implementation thereafter. A review of capital balances is also underway and a report on this will be presented to Members in September 2023.	In progress	40%
	Financial Sustainability Assessment Governance and Audit 12 October 2021	P3 Help address funding gap identified in the MTFP, by developing programme of financial benefits from the Transformation Programme activities. Financial benefits arising are clearly defined and communicated and reported to members.	This will be progressed through the 'Sustainable Financial Planning' Corporate Review and updates will be provided in future reports	Stephen Harris	TBA as part of the review timelines	Details of the 2023/24 Provisional Local Government Financial Settlement were announced by WG on 14 December 2022. Caerphilly CBC will receive an uplift in funding of 6.9% (£22.152m). The 2023/24 Draft Budget Proposals considered by Cabinet on 18 January 2023 include a range of temporary and permeant savings proposals totalling £12.421m and the proposed use of reserves totalling £15.051m. Along with a proposed increase in Council Tax of 7.9%, a balanced budget can be achieved for 2023/24. The Cabinet Report also contains details of an updated Medium Term Financial Plan which shows a potential savings requirement of £48.047m for the two year period 2024/25 to 2025/26. The report also sets out the Council's approach to address the financial challenges moving forward and this will be subject to further detailed reports as service change proposals are firmed up.	The 2023/24 budget was approved by Council on the 23rd February 2023 and this included total 2023/24 cost pressures of £55.5m. These pressures are being funded through a 6.9% uplift in the Financial Settlement (£22.2m), permanent savings of £5m, temporary savings of £6.9m, the one-off use of reserves totalling £15.3m and a 7.9% increase in Council Tax (£6.1m). The £22.2m of temporary measures for 2023/24 are contributing to an overall anticipated savings requirement of £48.3m for the two-year period 2024/25 to 2025/26. Work is underway to refocus the transformation programme and to identify other savings proposals to address the financial gap. A draft delivery plan is being developed during Summer 2023 for implementation thereafter. A review of capital balances is also underway and a report on this will be presented to Members in September 2023.	In progress	40%
-	Workforce and workforce succession plans. P&R Scrutiny	R1 In developing its service-level workforce plans, the Council should place the sustainable development principle at the heart of its considerations, and specifically ensure it: • builds on its experience of the COVID-19 pandemic; • takes account of longer-term trends that may affect service provision and the efficient use of workforce; • aligns with other strategic plans and outcomes; • takes account of the needs of staff, service users and partners, and • sets out SMART performance measures and appropriate monitoring and reporting arrangements.		Lynne Donovan	Spring 2023	Draft workforce planning toolkit has been developed which is being piloted by three Heads of Service. Feedback to be reviewed and any necessary amendments reflected in the toolkit which will then be rolled out across the Authority.	Further meetings have been arranged with the wider management teams of these services in Summer 2023. Feedback will assist the final refinement of the toolkit which is to be rolled out across all services in Autumn 2023. Discussions are ongoing with LGA in relation to them delivering workforce planning training to Management Network. The HR Management team have already received this. A suite of reports are also being developed in the upgraded HR / Payroll system to support workkforce planning.	In progress	50%
AW Ref 3086A2022 issued July 2022	Assets P&R Scrutiny	Develop a longer-term asset strategy R1 In developing its asset management strategy, the Council should ensure it: • takes account of longer-term trends that may affect service provision and the efficient use of assets; • ensures alignment with the outcomes of other relevant strategic documents, including decarbonisation and digital strategies; • sets out the Council's intended outcomes over the short, medium and longer term; • sets out SMART performance measures that provide insight to decision makers; and • revises the Service Area Management Plan criteria to include active consideration of residents' needs over the medium to longer term.	The Council is appointing a new Head of Land and Property who will have responsibility, among other things, for redeveloping and integrating the Council's Asset Management Plans and ensuring they integrate with the wider suite of strategic documents. The post holder will have the role of refreshing our approach to Asset Management as a key priority. As part of the redevelopment of the approaches to Asset Management, we will ensure appropriate outputs and outcomes are set with targets and timescales introduced where appropriate. We will look to include some specific recurrent questions within its next Caerphilly Conversation that will provide insight into residents' views on community assets and their use.	Environment Ben Winstanley Head of Land and Property Caerphilly Conversation - Sue Richards Head of Transformation		outcome due the end of January 2023.	Proposed timeline for the development of a new strategy has been developed and actions are currently being worked through focussing on delivery of a draft for CMT in September 23, AW to receive draft programme for information. Timescales remain realistic and the work is on track for the dates for the previously communicated timetable. Through the council's ongoing engagement programme 'The Caerphilly Conversation', our communities are giving us useful insight into how they feel we should do things differently in future. Some of the emergent themes to date, with specific relevance to asset management, are: - Asset rationalisation – reduce the number of buildings and fully use those maintained including for community use - Income generation as a priority for the council to mitigate against the need for further budgetary savings e.g. leasing surplus buildings, sale of vacant assets Ensure that there is easy access to services – for all whether this be online, over the phone of face to face. - Digital access to service should be available wherever possible but acknowledge that some are digitally excluded and some services have to be delivered face to face e.g. libraries and leisure centres. Use existing buildings to co-locate services e.g. libraries as "hubs" where residents can access many services in one place in the community. Carry out a review of services. As needs have changed, so service provision should change too - Improve efficiency (using technology to do so) and reduce bureaucracy - Ensure sustainability of service development and provision e.g. green and efficient transport services, good cycle networks provision of electric charging points - Maintain home working where possible reduce the number of office buildings etc	In progress	75%

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3086A2022 issued July 2022	P&R Scrutiny 8 Nov 22	R2 Secure sufficient and skilled resources to deliver the strategic vision effectively, including to: • manage the disposal or transfer of surplus assets; • implement digital solutions; and • engage with and involve communities around their needs	The Council is developing a new approach to Recruitment and Selection designed to enhance its chances of securing and retaining critical resources We are exploring opportunities to provide additional support for critical resources through an enhanced relationship with its supply chains. The Council is implementing a cloud strategy to future proof its approach to the delivery of digital solutions through the use of Software as a Service. As well as adapting its Caerphilly Conversation to seek views on assets, this will strengthen further the involvement aspects of any disposals or changes to existing services. Strategic community involvement work is already programmed to ensure assets, particularly those linked to the Walk in Services corporate review, are developed around community need. This approach is in line with the council's Consultation and Engagement Framework, adopted in February 2020. Ongoing process of highlighting opportunities within the Community Asset Transfer scheme with community members during engagement process.	Ben Winstanley Head of Land and Property Caerphilly Conversation - Sue Richards Head of Transformation			Suplus assets procedure to be reviewed as part of Asset Management Plan Actions. This insight above has come from and links too the councils two most recent phases of the Caerphilly Conversation, 'What matters to you?' in November/December 2022 and 'Council budget setting' in January/February 2023 can be found here: www.caerphilly.gov.uk/caerphilly.conversation and the to the councils two most recent phases of the Caerphilly Conversation, 'What matters to you?' in November/December 2022 and 'Council budget setting' in January/February 2023 can be found here: www.caerphilly.gov.uk/caerphilly.conversation. In addition, the council is planning for a further phase of in-depth engagement with its extensive stakeholder groups - including residents - as part of the Caerphilly Conversation in September and October. Further insight relevant to this area of work will be sought through this in-depth activity	In progress	75%
3086A2022 issued July 2022	Assets P&R Scrutiny	Evaluate the benefits of partnership working R3 Collaborate with public sector partners across Gwent to evaluate the potential benefits of developing a strategic long-term approach to a single public estate.	There are clear and obvious benefits from collaborating with other public sector bodies, previous attempts to do so across the Gwent PSB have proved challenging and are reliant on partners wanting to pursue opportunities. This recommendation, therefore, is not entirely in the Council's gift to resolve. That said, the advent of Agile working practices do clearly provide new opportunities for redundant building capacity to be used by either private or public partners, maximising the use of assets while reducing the costs. The Council is currently formalising its approach to Agile working	Mark S Williams Corporate Director Economy and Environment Ben Winstanley Head of Land and Property	Dec-22		Meetings with public sector partners regarding the principles of accomodation sharing have commenced and a scope for a further asset mapping exersize is being developed and will be fed into the ISPB initially with further partners to be invited.	In progress	10%
3219A2022 Nov 22	Report Reported to Gov & Audit 24.01.23	R1 Strengthen its planning and monitoring for homelessness by: • better use of forecasting and benchmarking data; • setting a clear longer-term vision to meet changing needs; • developing clear milestones and targets to assess its progress; • identifying measures to evaluate the impact of its preventative activity; • ensuring the required medium to longer-term resources are reflected in its Medium Term Financial Plan	Strengthening planning and monitoring approach with clear milestones and use of better forecasting is something that we will explore recognising that in this current economic climate the trends are only going one way. Investigating different evaluation measures of our preventative activity will be important as we move through the years of the Rapid Rehousing strategy. The Financial situation is concerning and we will be making a strong case as we are required to identify saving and essential growth will need to be fought for in the medium Term Financial Plan	Nick Taylor-Williams/ Kerry Denman	2023 and will be continually reviewed.	We are awaiting an upgrade this summer to our IT systems for Homelessness. Following this a more structured reporting and monitoring function can be set up to allow trends and forcasting to be considered. Supporting People team have been moved across and is now overseen by HS manager to again support the service delivery and to have access and reports re trends and needs for future planning in the borough.	Scoping is due to start on the new IT module with a current objective to have live by the end of 2023. The Statregic Repid Rehousing Co-Ordinator post to be appointed to support the delivery of the RRTP. Complex Cases Officer appointed within the team, also as part of the RRTP plan and to better understand and collate data for the most complex and vulnerable households to feed into future service planning and need. Supporting People team in process of retendering some contracts in 2023/24 and are taking into account any change in specific services need.	In progress	25%
3219A2022 Nov 22	Report Reported to Gov & Audit 24.01.23	R2 Continue to work with its partners (internal and external) to address some key areas for improvement, • engaging partners earlier in the development of key plans, strategies and developments; • identifying opportunities to improve the completeness and timeliness of shared information; • assessing the opportunities to improve the offender pathway; • improving the dialogue with partners around what constitutes a 'reasonable offer of accommodation'.	We commit to continue work with partners to address key areas of improvement and work in partnership through the homeless service and without that approach we wouldn't deliver and make improvements. The RTTP embodies this approach and cannot be delivered without early engagement and collaboration in developing our plans going forward. We will review ways to improving offender pathways ensuring info is agreed in a timely fashion is critical to this pathway improvement and all of our work in this area.	Nick Taylor-Williams/ Kerry Denman	2023 and will be continually reviewed.	Rehousing strategy to frame everything we do with regards to a prevention based approach to homelessness.	Prevention pathways are being explored and configured for earlier intervention by the teams. Affordable Housing Partnership workstream set up to work with Landlords partners on move on due to pressures in emergency accommodation. Specialist Offender Officer appointed (slight delay in taking up post due to staffing levels within the team; aim to be live in post in September). Review of letters, plans and leaflets underway to improve information and communication.	In progress	25%
3230A2022 Recieved Jan 23 Links to Risk CRR 04 Impact of Climate Change	Assurance and Risk Assessment Review Not reported yet, Final Version to be	Decarbonsation R1 The Council should ensure its proposed actions to reach net zero by 2030 are: • fully costed in terms of their carbon and financial impact to enable it to prioritise actions; • fully reflected in its Medium Term Financial Plan and Capital Strategy: • integrated into Directorate Performance Assessments	Work with service areas to identify a comprehensive programme of the detailed actions required to reach our targets. Establish mechanisms to identify the costs associated with the detailed actions. Develop a programme of when key actions need to be undertaken. Work with Finance, CMT/Cabinet to ensure that the programme and estimated costs are considered for inclusion in MTFP and Capital Strategy.	Paul Cooke	Mar-26	making buildings net zero.	On the 14th June 2023 Cabinet approved a report setting out 10 recommendations to enable the authority to achieve its net zero carbon targets by 2030. The recommendations include the Decarbonisation Team providing every service area with a detailed breakdown of their individual carbon baseline and agree priorities and actions, and to set individual targets and carbon budgets for 2024/25 financial year. This work will include developing individual action plans and starting to cost the actions included. Specific work is progressing to identify the work needed on specific buildings and to obtain tendered prices for this work.	In progress	5%
3230A2022 Recieved Jan 23		Decarbonsation R2 The Council should develop a robust set of metrics to measure and report progress on its decarbonisation journey.	Identify key metrics to measure and report progress. Consult and agree metrics, collection and reporting.	Paul Cooke	Mar-24	Initial consideration of potential metrics against the actions in the Decarbonisation Action Plan has been undertaken, and a draft set of metrics produced. This will be circulated to stakeholders for consideration.	The draft metrics have been circulated and discussions are now underway on how these will be incorporated into Directorate Performance Assessments.	In progress	25%