Corporate Services Directorate Performance Assessment

2022/23 End of Year Update

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Directors Self-Assessment

Self-Assessment Actions

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Directors Self-Assessment - 2022/23 End of Year Update

General Summary

I would like to place on record my thanks to the staff of Corporate Services for their efforts and contribution throughout an incredibly busy and challenging period. As corporate services continues with its journey from a provider of support services to a deliverer of enabling services there has been significant progress and some fantastic wins. Many of these tend to go under the radar and our progress is often considered a win if 'no one notices'. Whilst that may be the case, the distance travelled should in no way be underestimated.

Internally we have seen some fantastic successes by Corporate Services staff in helping unlock the challenges being faced by the wider organisation. At one point the Council was really struggling to attract applicants but the efforts of a triumvirate of teams from across the Council and a willingness to try new things has really unlocked this issue and we are, in some cases, now seeing record numbers of applicants and inroads in areas that have been difficult to recruit into since covid such as IT, Front Line Care and Catering. In the last year across Corporate Services we now have 27 more Full Time Equivalents (FTEs) than we did at the beginning of the year and all of this helps.

The formalisation of Agile has also been a significant development during the last twelve months. Ty Penallta was designated an Agile Hub and work has been on going to move teams into much smaller, more flexible workspaces as well as provide a designated flexible working wing. The development and adoption of a suite of Agile policies was a further significant milestone that was overcome during this period.

Significant progress has also been made across our digital infrastructure with many of the challenges being raised last year around access to printers and the unprecedented number of calls being managed by the Service Desk having been eradicated. The service has also been instrumental in driving forward a cloud strategy for priority systems which has seen Revenues and Benefits and Midland HR systems both successfully migrated to the Cloud. Further developmental work around automation and streamlining of business and customer processes have also been successfully implemented.

The Policy Teams has dealt impressively with the unprecedented requirements of addressing the impact of the war in Ukraine with collaborative efforts in place to house and support Ukrainian residents seeking safe haven in Wales. The team have also supported the wider refugee resettlement agenda with an already stretched set of resources.

Our Catering staff managed, against incredibly challenging odds, to get a new approach to Universal Free School Meals into operation in a matter of weeks. The approach taken has seen the Council witness record numbers of children, when compared to Wales as a whole, take up the offer of a warm nutritious and now free meal. The scheme will broaden again come September.

The period also included a Local Government Election and an ensuing induction programme for all newly elected and returning Members. Both the Election and the Induction process were very well run and Members settled quickly into their new roles. We also saw a return to FOI response rates in keeping with the target of 80% and a big thanks to the team for that.

Finance staff again, worked diligently to facilitate the payment of millions of pounds of much needed cost of living payments to residents.

There are, of course, always areas that can be further improved across any Service. We've seen the benefits and some of the frustrations of the Hybrid Meeting technology throughout the year. When it has worked well it has been fantastic, when it hasn't worked it's been frustrating. This will be resolved over coming weeks. And finally, while we have made some gains as an organisation in terms of sickness absence, there remains much more work to be done as we move forward.

What went well and why?

Service Improvement and Partnerships

The Unit had some notable successes this year. We rose to the challenge presented by the arrival of Ukrainians fleeing the war and set up systems of support for resettlement within an extremely short period of time. The notice period for new arrivals was often non-existent, in one case 3 families were placed in the Travelodge one weekend with no access to food, support or finances. Fortunately we were able to provide immediate support and quickly develop a network of host families to provide housing to approx. 100 arrivals. A new temporary team has been created to provide ongoing arrival and resettlement support. This work is in addition to existing support for Afghan and other resettled cohorts and an increasing workload for asylum dispersal. Multi-disciplinary teams are in place, checking hosts, host properties and ensuring arrivals have their basic needs met, and a complex data and funding landscape has been successfully navigated. Looking forward the challenge is to assist arrivals into the PRS and out of the network of Welsh Government Welcome Centres.

The other notable success was leading on the drafting of the Gwent Public Services Board's new well-being plan on behalf of the region. This was a complex collaborative negotiation between many partner organisations that was in danger of being derailed due to slipping timelines. We continue to administer and facilitate the new Gwent PSB which is chaired by the Leader of CCBC.

The Decarbonisation Strategy is now lead by a dedicated Transformation Manager and small team with better governance and an updates to the existing action plan. New groups have been created to drive forward the 4 streams of Reduce, Offset, Produce and Buy. The Cwm Ifor Solar Farm is progressing to FBC and the Challenge Fund OPTRAK led project to determine the best options for EV fleet infrastructure is underway. In other transformation work the series of ten corporate reviews has concluded with lessons learned to be reported and some projects transitioning to the next phase of transformation. The focus will be on the MTFP and supporting the Council through the significant service change required over the next two years. Engagement activity has been increasing this year as part of priority determination and has been used in developing the draft Corporate Plan for 23-28 and we look forward to using the new Engagement HQ platform to continue the Caerphilly Conversation.

Catering

- The Catering service has successfully migrated to a new system for FSM holiday payments which is now embedded into the day to day work of the Catering administration team and feedback from our families has been extremely positive.
- The staff restaurant at Ty Penallta reopened in March 2022 and continues to refine its offer to meet the changing needs of an agile workforce.
- Meals Direct service users are increasing and we are using a fleet of electric vehicles to deliver this service
- UPFSM went live in September 2022 with the CCBC timeline for role out well exceeding WG expectation. The service has received extremely positive feedback from WG around management of the roll out and the Councils creative thinking around recruitment.
- The WG capital investment grant has been maximised to transform our Primary kitchens to cater for full roll out of UPFSM in September.
- One of our Primary schools has been chosen by WG to be part of the NESTA project around UPFSM take up with a view to learning from the project being shared across Wales.
- The UPFSM is continuing to increase across all schools, the support of our Communication team has been integral to this success.
- Colleagues in HR, Communication, Catering and Employment have worked together in adapting the recruitment process for the Catering Services. This has been an outstanding success and a key factor in ensuring full roll out for all Primary Schools in September ⯑

Digital Services

Power down of datacentre to allow the organisation to renew electrical certification. Essential work had to be carried out to ensure the power provided to the Authorities Datacentre passed its safety checks and achieved safety accreditations. This was a long outstanding piece of work, and was hugely complex and deemed high risk, requiring the whole datacentre being powered off to complete essential electrical works. 10 members of Digital Services worked throughout the weekend to first backup each system before shutdown, and subsequently power up following the work. System checks and testing was then completed on each service to ensure return of service for the following Monday. In total the following were shutdown:

300 individual Virtual Machine Servers

57 separate physical hosts and servers

11 storage systems with terabytes of data.

Parts of some solutions were transferred to cloud to provide a skeleton service for those critical systems. Careful co-ordination and planning between a number of areas of the organisation, including Digital Services, FM, electric suppliers, and 3rd party Digital support companies, ensured the work went well with minimal impact on the organisation. 99% of all systems were proved working on Monday morning, with no critical systems unavailable.

Upgrade of latest version of telephony and mobilisation of Voice over teams. Telephony is a critical service to the Authority, and it is imperative that it remains resilient and reliable. We have recently upgraded the Mitel solution to the latest version to ensure it benefits from the latest security patches. To support a better work-life balance, the authority has changed its working practices, with more staff benefiting from working from home, particularly after the pandemic. To enable communication between staff, Microsoft Teams was rolled out across the Authority to enable video meetings and instant messaging functionality. To further strengthen communication, our telephony solution was integrated with Teams, so that users have the option to receive and make telephone calls via the Teams platform, instead of using a traditional handset. This enables users to make and receive telephone calls, regardless of their location. The focus of this rollout has been concentrated on staff moving into the recently refurbished Ty Penallta workspaces, with over 150 members of staff now using this facility on a regular basis. The rollout will shortly continue across the wider organisation, and a communication will be sent shortly to identify other areas which might benefit for this facility. We are also looking in the near future to migrate the telephony solution into the cloud which will add resiliency and redundancy.

Upgrade of netscalers to latest technology - Our NetScalers provide our staff who are not office based with access to Caerphilly resource securely via a Virtual Private Network (VPN). This has mobilised Caerphilly staff, particularly during the pandemic, and now supports the Authority in providing a more agile working environment. We currently are running the latest version of the system, which affords greater security and enhanced features. Our current platform also gives the option to explore a similar approach for our schools, allowing them to connect to resources outside the school campus.

Started to move forward with the critical applications moving to cloud solutions which will assist with consolidation and improve resilience.

Refresh of old technologies in the data centre to provide an improved base for delivering technology. Linked to this was a refresh of the way we provide backups to our data and this has increased our resilience.

Refresh of servers in each school to provide new technology as part of the Ed Tech project.

Phase 1 of the migration to a managed print service has been achieved.

Unix platform has been decommissioned allowing the Council's services to reside on a single platform.

Progress has been made on the way we configure and manage our end user devices, the use of Microsoft technologies has made use of the investment already made

Migration of our on premise email services to Microsoft cloud services making use of existing investments and helping to consolidate applications.

Worked with Blaenau Gwent and Carmarthenshire on a learner experience solution, successfully receiving funding from WG and completing Alpha phase and moving into Beta phase.

introduction of support clinics - resulted in us reducing the clinics

continuation of Digi Hub

Apprentice programme continuing to show benefits to the wider organisation and Digital services itself.

Datacentre Consolidation - We have recently implemented new hardware within the datacentre to consolidate and reduce the number of older obsolete systems we had. This has reduced the capacity of our datacentre by 70%, and has had the knock-on benefit of:

Newer hardware which is less prone to failure

Reduced costs in contract cover for older hardware

A more agile platform which allows us to react and provision virtual hardware faster to support current digital demands.

Less complexity in the infrastructure design to reduce support of the platform.

Customer Services

Rollout of MiCC telephony across 30 teams within the organisation. Streamlined how calls are handled, providing a better experience for both customer and staff. Over 750,000 calls handled

Automation programme, 12 processes live, handling over 110,000 transactions per year = 20,000 working hours = 295,000 cost avoidance. The use of automation has allowed us to handle significant volumes of applications for our residents, such as Free School Meals, PDG Access Grants, Winter Fuel Scheme, Carers Grant, Cost of Living Support Scheme

Migration to Hybrid meeting rooms completed.

The ALN Matrix is a pupil centred, online tool which identifies the complexity and interrelationship of difficulties that require Additional Learning Provision (ALP). The ALN Matrix provides a fair and consistent approach across the South East Wales region and supports the, Effective identification of ALN need.

Effective identification of interventions / provision appropriate to meet the identified need.

Multiagency collaboration and provides tangible, visual evidence of a child / young persons' needs for Parents/ Carers and all Professionals involved.

The identification of who has the duty to maintain the child / young person's Individual Development Plan (IDP)

Compliance of the ALN and Tribunal Act 2018 & Mandatory ALN Code (March 2018) Using Microsoft Power BI to build interactive dashboards and business intelligence reports that enable service areas to visualise their data in more insightful ways and to make more informed, data-driven decisions.

Vulnerability Assessment Matrix – currently in pilot. The vulnerability tool creates links to a key objective in Estyn inspections: to track, monitor and improve outcomes for vulnerable learners. The tool will enable all of our schools to identify who are the most vulnerable learners. This identification will be based on the presence of individual, family, school and community risk factors (identified through research literature) and the absence of protective factors. The tool will also identify appropriate universal, targeted and specific interventions for learners. The interventions will address the missing protective factors. The key information captured by the tool can also be used to support pupil transitions and enable ongoing monitoring of progress. This to our knowledge, the first education tool of its kind in Wales.

ITCubes - Supports education to be able to hold multi agency meetings quickly and easily. Ensuring that young people and their families get the help and support they need.

Business Analytics - Using Microsoft Power BI to build interactive dashboards and business intelligence reports that enable service areas to visualise their data in more insightful ways and to make more informed, data-driven decisions. Further development of Microsoft Power BI interactive dashboards and business intelligence reports for Trading Standards, Environmental Services, Parks, Catering and several areas of Education.

Room Booking System - making us of our Microsoft 365 licence and Power Apps to develop a Room Booking system for Ty Penallta

Website - rework of several areas of the site such as planning, recruitment, waste management and family first

Procurement and Information Governance

Successful deployment of EdTech End User Devices to schools – ensuring that learners across the county had access to suitable devices to continue learning within school or via online (circa 11,000 devices).

Management of EdTech funding FY22-23 (£598k) expenditure – liaised with all 87 schools to review existing end user device inventory and develop an order based on requirements to utilise the allocation of funding.

Further enhanced relationships within our Schools via the dedicated School Support Team.

Continuation of managing and maintaining a connected team – challenging at times due to agile working but overall, the team are working well and communicating.

Supplier/Stakeholder Engagement – continued to support this agenda throughout the FY.

Successful procurement and implementation of EdTech Order Form for FY with circa £17 million spend via the Order Form.

Proactis - Marketplace – deployment of new marketplace in April 2022 together with working on development of moving to cloud based solution and the Rego project.

Establishment of the 'Buy' Group to meet the aims of the Council's approach to Decarbonisation Strategy.

Further enhanced knowledge and learning of Social Value.

Foodbank Appeal 2022 – received over £7,000 of donations from our local Supply Chain.

Continued to work collaboratively across Wales in relation to Procurement, Cyber and Information Governance and team members actively lead or contribute within individual meetings. Caerphilly continue to lead on a number of Collaborative projects across the Welsh Public Sector e.g. EdTech (Schools and Corporate), Food, Social Care, Engineering Projects.

Recruited an Information Security Manager and an Apprentice within our Cyber Security Team.

Council's first Cyber Security Strategy agreed in November 2022 and supporting Cyber Action Plan developed and presented to DLG in March 2023. The Cyber Action Plan is being continually adjusted to ensure its alignment with the latest NCSC guidance.

Further enhanced and strengthened CIGU and adopted a new structure of the team, with additional staff and the divide between Risk and Access areas of work, to provide continuity within the teams and increased resilience.

Contineu to provide high quality IG advice and direction to across the Council including Schools and continue to successfully defend the Council in respect of challenges by the ICO in respect of our responses to access requests and data protection activities.

New CIGU Action Plan developed and implemented, to ensure continued service improvement.

Continued to meet, update and receive feedback on the work of Procurement and Information Services with Cabinet Member.

Working collaboratively across Corporate Services and wider Council to deliver key initiatives and projects.

People Services

Recruitment is proving really successful in some areas and the Authority's headcount has increased by over 200 from March 2022 to march 2023. Much work has been undertaken by HR, Communications and the Employment Team to streamline the process, make it more user friendly and targeted to the specific needs of service areas. Specific campaigns have taken place for recruitment in Care and Catering and WG have acknowledged the work undertaken to address the challenges of recruitment for UPFSM.

Council agreed resources for a specific Recruitment Team in HR to support the challenges of recruitment across the Authority.

Sickness absence has reduced slightly across the Authority from 14.12 FTE days lost in 2021 / 22 to 13.96 FTE days lost in 2022 / 23. We are one of a minority of LAs in Wales that have seen a reduction in sickness absence this year.

HR policies to support agile working were agreed after much consultation with the Trade Unions (Agile Working Policy, Flexi Scheme, Mileage Scheme)

The Council increased the annual leave entitlement for all staff by an additional 6 days to support recruitment, retention and agile working.

The Council is one of four Council's across Wales that are leading the introduction of a new all Wales learning & development platform.

Legal and Governance

First year of the service delivery agreement for the provision of legal services to the child protection teams of the Social Services Department of Blaenau Gwent CBC

Successful administration of the local government elections 2022

Successful completion of the comprehensive induction programme for councillors elected in 2022

Introduction of hybrid meetings for 2022 civic year

Carrying out conveyancing of house purchases for Caerphilly Homes utilising funding from the Welsh Government

Corporate Finance

2021/22 Financial Accounts approved within statutory timescales with an unqualified audit opinion.

2023/24 budget approved by Council 23/02/23.

Capita Revenues & Benefits I.T system has been successfully migrated to the Cloud.

Over 73,000 WG Cost of Living Support Scheme payments processed by the Council Tax Team with a total value of circa £10.6m.

23,164 winter fuel payment processed by Housing Benefits with a total value of £4.6m

6,543 PDG Access payments processed by the Education Finance Team with a total value of £1.5m.

What did not go well and why?

Service Improvement and Partnerships

The Welsh Government Super Sponsor route for Ukrainian arrivals was created without any real engagement with local authorities. Arrivals were triple the expected number and without the required host families has necessitated a large network of hotels being commissioned to cope. The push is now for local authorities to help move people into more sustainable/affordable accommodation. Without enough hosts and not enough properties in the PRS this is a huge challenge. We continue to support our Gwent neighbours, who do have hotels, and have a figure of an additional 211 people that we may be expected to house.

The recruitment system was moved to become fully bilingual this year, as required by the standards, and after communication from the Commissioner. The number of JDs that need, and continue to need to be translated, presented an unmanageable workload as the volume of recruitment being undertaken this year was significant. Additional temporary translation capacity has been appointed to cope with several years worth of work until such time as the translation memory has retained more of the Council's recruitment wording.

The Gwent PSBs new well-being plan was not able to be passed by the PSB by the end of the FY due to difficulties experienced in one of the partners' approval processes, we are hopeful that this process can be concluded by the end of June.

Catering

- Despite expanding the offer at the Hive footfall remains low. The service are currently looking to review both Meals Direct and the Hive catering service.
- Meals Direct - if a customer is poorly and requires the assistance of medical help such as an emergency ambulance, this has an impact on the catering team and ongoing support to clients. (sometimes ambulances can take up to 6 hours) The service is currently looking at ways it can mitigate this impact.
- Due to the current world climate we are having supply chain issues of stock/price increase of food/fuel and energy costs. Although the Service has managed this within budget this financial year this will be challenge in future years.

Digital Services

Recruitment was problematic however taking a different approach to filling the vacancies and looking to develop from the ground up has helped.

Replacement of 2008 servers which has resulted in an unsuccessful PSN application

Deployment of InTune - lack of knowledge, planning and process.

The deployment of the new Housing system - Civica, lack of knowledge and resource. Redesignated resource in first Qtr. 2023 which is addressing the issues

BAU is sometime stretched due to other priorities coming forward.

Customer Services

The Pilot of WordtoHTML tool. We developed this to assist users in producing accessible HTML web documents. There has not been much take up during the Pilot period which has been disappointing. Looking to extend the pilot and push for more usage so any required tweaks can be gauged before roll out to all users.

Procurement and Information Governance

Unsuccessful with PSN Application, as a result of the high vulnerabilities highlighted in our ITHC 2022, particularly a number of Windows 2008 R2 servers, which are no longer supported. However, we have established a dedicated ITHC workgroup, which is working to remedy these issues so we are in a position to re-apply for PSN in June 2023.

FOI/EIR stats improved, however further improvement is still necessary and 'pinch' points/areas have been identified and will be addressed under the CIGU Action Plan.

The planned IT systems for IG has not yet been implemented due to issues on another project, however this also forms part of our action plan and forward work programme.

Embed DPIAs and other accountability measures within the Council, however improvements have been made and additional information on this is being added to staff eLearning to assist with this.

Councillors IG training uptake still extremely low. This has been highlighted to CMT and awaiting next steps on an approach e.g. face to face sessions.

Schools Hwb Mail Migration – project planning was poor and timescales aggressive, significant impact on the Schools which has led to some conflict and previous relationships have been affected. Several issues were experienced through the migration.

Back Office support of EdTech has created issues with accuracy of accounts and further processes and procedures have been established for the new FY.

Loss of key resource due to reasons beyond our control and significant time to resolve, which impacted on the delivery of some aspects of the EdTech project and added pressure on other members of the team to deliver certain aspects. e.g. School server rollout.

Schools Telephony delays in establishing an appropriate support agreement has resulted in Schools contracting directly with a third party.

School Broadband Connectivity, significant issues experienced which relate to connectivity within schools which has impacted the relationship and caused frustrations.

School network issues, ClearPass migration was poor, no testing or planning from Digital Services which resulted in no Wi-Fi at some schools. Issues have continued when attempting a staged approach to migrate schools however this has also been unsuccessful. An issue between ClearPass and the Learning Domain has been identified and requires further investigation.

People Services

Recruitment still remains a challenge for some services across the Authority. Recruitment is a national challenge but People Services will continue to work with services to try to address the challenges they are encountering.

Sickness absence levels remain high across the Authority. Whilst this reflects the national picture, HR will continue to work with service areas to support them to try to reduce levels of absence.

Workforce Planning is being piloted in 3 service areas but has not progressed as quickly as anticipated.

Legal and Governance

Inconsistency of performance of equipment used for hybrid meetings

Corporate Finance

Council Tax collection rate for 2022/23 of 94.9% which is below the target of 97.5%. This is due to the impact of the Cost-of-Living crisis on residents and to staff time being diverted to dealing with WG Cost of Living Support Scheme payments.

NNDR recovery rates in respect of previous years arrears have reduced also due to the reasons set out above.

What impact have we made and how do we know (what difference have we made and what have we learned)?

Service Improvement and Partnerships

We know that we have been able to properly support our Ukrainian cohort and have had some heartfelt thanks for the actions of officers in securing their route to safe and secure accommodation. In particular the private rented sector in Wales is very different to Ukraine and our staff have been able to help people who have already been through a turbulent time to navigate it.

We have been able to deliver a well-being plan for Gwent. However it its still awaiting sign-off in one partner ans so we have learned the cultural differences in partnership working can cause difficulties, even when the majority of partners are content and particularly if we are working in a statutory process which must be completed properly. Earky consensus and, importantly communicated consensus, should be sought to avoid a last minute declination to agree.

Catering

Meals Direct is offering an essential service to the vulnerable within our Communities with the added advantage of undertaking welfare checks i.e. raising concerns to Social Services and/or family members. Despite the reason negativity highlighted in a social media post the general feedback from our clients is excellent and how valuable they find both our staff and the service we provide.

Our experience this year around recruitment and UPFSM roll out as evidenced marketing and communication methods are key. We are very fortunate to have a first class Communication team who have supported this year and have plans in place to expand this next year to maximise UPFSM take up.

We have fed over 15,000 pupils each day with a few to significantly expanding this with the full roll out of UPFSM in September. Our early roll out (well above WG requirements) of the free school meals initiative will support families in what is a very difficult time due to the Cost of Living crisis.

Digital Services

Transforming the organisation with digital technologies, allowing agile working to progress.

Cloud first strategy started which provides resilience and frees up resources

Better collaboration with supply chain to build knowledge and resilience within the team

Customer Services

Continue to support our residents and staff with Customer Services answering over 200,000 calls with an average wait time of 0:11 seconds or less and responded to over 150,000 online requests, whilst Helpdesk have dealt with over 16,000 requests for support.

Our virtual workers have processed over 105,000 requests saving over 20,000 hours of staff time

Procurement and Information Governance

Further enhanced and strengthened our relationships with Schools across Procurement and Information Services. Demonstrating that our School infrastructure is as important as Corporate domain. Attending various forums and meetings together with issuing succinct communications highlighting important matters in relation to Procurement and Information Services.

Procurement continues to play an active role in pursuing our Corporate objectives e.g. Decarbonisation, Recruitment and Training, Social Value, development of the local Supply Chain.

Corporate and Education Cyber Security Forums continue to prove valuable. Allowing us to join up various workstreams and ensure Information Security is being considered across the organisation.

Cyber Assessment Framework (CAF) pilot with Welsh Government, which looked to see how applicable the CAF would be in a Council setting. Whilst we are awaiting next steps to come from this, our initial feedback noted we "clearly understand our cyber strengths and weaknesses".

Secured funding for Cyber Security Training for corporate staff, which we are looking to roll out in the coming months.

Provide high quality IG advice to the Council including Schools, to ensure the security of personal or confidential data and to ensure compliance with data protection requirements.

Provide an effective information access service to those that make formal requests for information, processing over 1300 requests per annum.

Continue to facilitate the compliant, transparent sharing of information between the Council including our Schools and partner organisations such as the Police and NHS.

People Services

The support of People Services has helped some services to recruit staff to critical posts, in particular in Care and Catering for UPFSM, which are both very high profile services.

The Communications Team have supported IT to review their communication strategy with the organisation to assist better understanding and engagement.

Legal and Governance

Ensure the smooth running of the democratic process from the local government election of 2022 and throughout the first year of the newly elected council

To support the council with legal advice and support through the entire breadth of services the council delivers.

What actions do we intend to take in the next period to ensure that we are meeting our performance requirements?

Please see Self-assessment action tab for actions - click on the next tab

Directors Self Assessment - Actions

Actions Carried over from the previous Self-Assessment (End of year 2021/22)	By Whom	By when	Update
To review and gain greater knowledge on cyber security risk	EE		Gap Analysis undertaken and a series of Cyber Security training and awareness raising events have been undertaken.
The introduction of the changes to the FSM criteria and the decision to fund all primary school pupils to receive free meals needs careful consideration and appropriate engagement with WG and catering colleagues	SR		Successful roll out of UFSM to infant year groups, in order to facilitate role out to year 2 extensive work is required on 6 schools to accommodate additional capacity. Staff recruitment is still a significant concern and a recruitment campaign is planned for the new year. The UFSM project officer is working closely with schools to increase the number of children taking up the offer, targeting in the first instance schools with the lowest take up.
Work should continue on the refresh of the Councils website and Intranet site as key platforms for transformation and engagement	Ed		A procurement exercise is being undertaken for the supply and implementation of a new corporate digital platform. This system will provide key services for our customer interactions, website, forms and a customer relationship management system. the aim is for this to be in place by the end of 2023
Further work to be done to understand the sickness picture and reduce levels of sickness wherever possible	Ed		Consider the release of the COVID dashboard to wider staff population. A Workforce Capacity & Associated Challenges report was presented to P&R Scrutiny Committee on 27.09.22, Cabinet on 19.10.22 and Council on 24.11.22, which included information regarding sickness absence. Agreement given to obtain some external support to try to understand the increasing levels. 2 additional fixed term HR Officers agreed for a period of 12 months to support the high caseload of the HR team. The Managing Sickness Absence Procedure and HR processes will be reviewed during the next 12 months. Nationally, there has been an increase in sickness absence levels during the previous 12 - 24 months.
Improve the Outcome measurement of the Corporate Review programme and reinvigorate the commercialisation workstreams	SR		Solar Farm – Work continues to progress the Cwm Ifor Solar Farm to full business case. There has been an unforeseen increase in costs to develop the FBC. However the solar farm, at 20mW, will be the largest publicly owned solar farm in Wales should the Council wish to continue with its development. Alternatively the site, development plans and planning permission can be sold on the open market. The vacant Commercial and Investment Transformation Manager post was filled prior to Christmas 2023. A new programme and project management proposal has been developed for the transformation programme, including commercial activity, and will be progressing through decision-making to roll-out early in the autumn 2023. The PPM proposal improves the governance and reporting of progress. A round up of the previous programme of 10 corporate reviews is taking the learning forward to the next round of transformation to support the preparation for the 24/25 budget.

Digital Services - Improve our communication with our customers to ensure they are aware of our plans and develop our junior staff with the skills and experience necessary for the future of the team.			We have increased our engagement through email to our customers keeping them aware of scheduled work. Sarena has helped in delivering some of these communications. Digital Services has invested in online training and provided access to all members of the team, this includes all apprentices and trainees. Apprentices and trainees are developing and growing in confidence through shadowing existing staff. We have already seen some of these new starters apply for and be successful in obtaining different roles within the team. We are encouraging staff to self develop and use the resources available through online training. We are engaging with our apprentices to capture their thoughts on modern IT Services and how to retain and attract young staff. We are providing our apprentices with coaching with dedicated resource from within the service area.
Customer Services - Rollout of call-recording and call coaching to the 21 teams that have migrated to MICC to ensure that there is consistency in call handling standards across the authority.			MiCC has continued to be implemented within the authority with over 30 front facing teams using the telephony system answering over 750,000 calls. This ensures residents are being provided with the best experience when calling the authority, with queue information, upfront messaging and are directed to the most appropriate member of staff to deal with their query.

Priorities

Title	Completion Date	RAG	Progress - Achievements - Impacts
Strategic Objective 1 - Lead & support the organisation's TeamCaerphilly Transformation Programme			
1.1 Lead the delivery of the PlaceShaping Programme		Green	The Council's ambitious PlaceShaping programme continues to gather pace. Several high profile Sustainable Communities for Learning Developments are progressing with developments and business case submissions for the Centre for Vulnerable Learners (CVL), the expansion of Trinity Fields, a new Net Zero Carbon School at Plasyfelin and the amalgamation of Llanceach and Llanfabon. Outside of the Education envionment, progress was made in the delvelopmet of our new model for Community Hubs, some innovative Housing developments and the plans for new Respite Centres as well as further investment in a number of business units.
1.2 Lead the Remote Contact Corporate Review		Green	Over 250 call agents on the MICC telephony system, with positive feedback from call handlers and managers, highlighting faster resolution of queries and real time data provision. Culture of the organisation has changed as a result and services are sharing information between teams to benefit customers, e.g. Caerphilly Cares able to tell if a resident has applied or winter fuel payments and tailor their support accordingly. No solution being procured Learning from Complaints group of complaints administrators are rolling out a universal digital complaints process Progressing a single Digital Platform to facilitate the following six areas of functionality: Website Content Management – this will be used to manage the Councils corporate website which will be the touchpoint for customers accessing services online. It will replace the use of the existing third-party Content Management System Electronic Forms – this will be used to build online forms to capture service requests from customers. These forms will be accessible through the Councils corporate website and the Customer Relationship/Contact Management interface supplied as part of the solution. It will replace several existing third party and in-house solutions for building online forms. Workflow / Business Process Flow and Case Management – this will provide the ability to control the flow of a service request information through its lifecycle. This will include delivery to back-office staff and systems. System Integration – the ability to feed information, in both directions, between the solution and other third-party/in-house systems and data sources. Customer Relationship/Contact Management – the interface used by customer advisors when assisting customers contacting the Council with a service request or service request query. It will replace the existing in-house solution. Mobile Worker – the ability for workers in the field to receive and action service requests via their mobile device.
1.3 Lead the Workforce Development Corporate Review		Blue	Complete. Workforce Development Strategy 2021 - 24 agreed and in place. The action plan within the strategy is subject to monitoring vis CMT, HR Strategy Group, P&R Scrutiny and Cabinet.
1.4 Lead the Sustainable Financial Planning Corporate Review		Amber	The 2023/24 Budget Proposals were approved by Council at its meeting on the 23rd February 2023. Cost pressures totalling £55.478m were identified for the 2023/24 financial year and these were funded through a combination of a 6.9% increase in the Financial Settlement (£22.152m), a 7.9% increase in Council Tax (£6.147m), permanent savings (£4.972m), temporary savings (£6.862m) and the one-off use of reserves totalling £15.345m. The temporary savings and one-off use of reserves will support the budget for one year only meaning that recurring savings totalling £22.207m will need to be identified moving forward. When this is added to other anticipated inflationary pressures and inescapable service pressures the total savings requirement for the two-year period 2024/25 to 2025/26 is £48.335m. Work is underway to identify savings proposals that will be driven by new operating models aligned to the Council's Transformation Programme.
1.5 Lead the Information, Insight and Intelligence Corporate Review		Green	Several Power BI dashboards now in place, strategy document drafted to set out rollout plans and distributed for feedback, which has been incorporated into updated document - approved by Digital Leadership Group 28/03/2022. Complaints Dashboard will provide trends and identify areas for improvement.

Title	Completion Date	RAG	Progress - Achievements - Impacts
1.6 Lead the Decision-Making Corporate Review		Blue	Complete. Research took place along with a survey of other authorities to look at their decision making processes and analysis showed that even those with a different model (delegated to individual cabinet members) did not make the process quicker so it was decided to stick with the current process. However, the review did show there is lack of knowledge on the constitution, regulations in finance and standing orders etc, and access via the intranet is unclear. Since working from home new starters may be unaware from induction of these policies and how to access them, so it is suggested under 'good governance' that the legacy from this review is a new project, 1 year, to promote, train and make more engaging content on the building block policies of governance
1.7 Support the Agile Working Corporate Review		Green	Policies to support agile working have been agreed and are in place - Agile Working Policy, Flexi Scheme, Mileage Scheme and Annual Leave Policy. The Council's asset rationalisation policy is being reviewed in consideration of agile working. Ty Penallta is being reorganised to better support agile working.
Strategic Objective 2 - Continue to refine the Council's Governance Arrangements to ensure they remain fit for purpose and compliant with legislative requirements			
2.1 Set a balanced budget for the Council for the 2023/24 financial year		Green	The 2023/24 Budget Proposals were approved by Council at its meeting on the 23rd February 2023. Cost pressures totalling £55.478m were identified for the 2023/24 financial year and these were funded through a combination of a 6.9% increase in the Financial Settlement (£22.152m), a 7.9% increase in Council Tax (£6.147m), permanent savings (£4.972m), temporary savings (£6.862m) and the one-off use of reserves totalling £15.345m.
2.2 Implement the Programme for Procurement within agreed timescales		Blue	Complete. Implementation of the Programme for Procurement (2018-2023) is ongoing and is business as usual. Programme for Procurement extended for a period of up to 18 months in line with the procurement reform agenda including UK Procurement Bill and Social Partnership and Pubic Procurement (Wales) Bill. Report agreed at P&R Scrutiny on 8/11, PDM on 9/11 and Cabinet 30/11.
2.3 Develop and embed a Social Value Policy for Caerphilly		Blue	Complete. The team continue to publicise and raise awareness of embedding social value across the Council's third party spend.
2.4 Support the implementation of the Social Partnership and Public Procurement (Wales) Draft Bill		Green	Refer to 2.2 above and awaiting next steps.
2.5 Design and embed any changes emerging from Public Procurement Reform		Green	Awaiting next steps on the new Procurement Regulations from UK and Welsh Government. Actively monitoring updated information and Procurement Policy notices together with attending fortnightly meetings with Welsh Government & WLGA representatives.
2.6 Support the implementation of the Local Government & Elections (Wales) Act		Blue	Complete. Actions in the implementation programme now largely completed and this should be closed down now. We received an output from Audit Wales as part of their ARA who looked at the work with the implementation and there was no further improvement actions to take
2.7 Continue to refine and further embed the Corporate Performance Framework to meet the Self-assessment aspects of the above legislation		Green	First self- assessment report completed under the Local Government and Elections Act and formally approved by Council. The actions to be taken forward, under the 7 organisational activities, are now part of the DPA and CPA process. Staff are participating in all-Wales learning exercises to further refine and improve the self-assessment process.
2.8 Deliver the Well-being Assessment and progress the development of a whole Gwent Public Services Board (PSB)		Green	Completed and new Gwent regional Well-being Plan drafted. Currently working through corporate approvals in each statutory members organisation. Will be signed off by the Gwent PSB late June, on an unavoidable delayed timescale. Some problems introduced by difficulties in the corporate approval process of one member organisation.

Title	Completion Date	RAG	Progress - Achievements - Impacts
2.9 Manage the improvement work emerging from recommendations or proposals for improvement made by Audit Wales		Green	All proposals for improvement are now reviewed at formal CMT on a quarterly basis. Regulator proposals for improvement remain part of G&A agendas.
Strategic Objective 3 – Develop and refresh employee working practices that support the TeamCaerphilly ethos and the emerging organisational culture			
3.1 Develop and Embed a Well-being Framework for Caerphilly		Blue	Complete
3.2 Undertake a Policy Refresh Programme		Green	Some HR & H&S policies and procedures have been reviewed. Further policies and procedures will be reviewed in 2023 / 24.
3.3 Develop a Learning and Development function for the organisation		Green	Team is in place. Conversations are taking place with BGCBC in relation to a collaboration on Workforce Development in order to offer more learning opportunities across the Authority.
Strategic Objective 4 - Support the implementation of modern, fit for purpose approaches to decision-making and local Democracy			
4.1 Implement a Hybrid Remote Meeting approach for the Council	May 22	Blue	Complete. The Chamber and meeting rooms have been fitted out with hybrid meeting technology.
4.2 Support the delivery of the Local Government Elections (May 2022)	May 23	Blue	Complete. The Elections were successfully delivered with Caerphilly being one of the early voting pilot centres
Strategic Objective 5 – Continue to develop an IT environment that is secure, drives organisational transformation and enables efficient service delivery			
5.1 Deliver and implement the ICT Strategy and Digital Strategy		Green	Started the process for consolidation of applications and the use of cloud services for our critical applications. Starting to consider cloud as a viable option for each contract as it is reviewed. Moving to a streamlined end user device distribution method which will enable improved customer experience. Collaboration with Blaenau Gwent and Carmarthenshire on a learner experience solution that will be available to all public sector bodies in Wales. Refresh of data centre infrastructure consolidating hardware and moving to latest versions of operating tools such as virtualisation technologies, this reduces equipment power consumption and improves the carbon footprint as a result. Migration of our e-mail system to Microsoft technologies allowing greater use of our investment in Microsoft licenses.
5.2 Continue to support an all Wales ICT Procurement for Hwb Programme		Green	Established a Dynamic Purchasing System (DPS) on behalf of all twenty-two Councils in October 2019. The DPS offers an opportunity to develop a national, strategic relationship with Suppliers in order to maximise the current and future investment that schools and Councils make in Wales. The DPS is a "live" market for Suppliers able to demonstrate they fully meet our requirements. The DPS will be continually refreshed to take account of and keep pace with changes in related technologies and associated services. During FY22/23 the following mini competitions have been undertaken: Lot 1, Networking and Associated Equipment (separate mini competitions for individual Councils); Lot 2, End User Devices (new order form) covering Education and Corporate sites; & Lot 3 Teaching and Learning Tools (new order form) covering Education sites. The overall spend to date via the DPS is circa £130 million since service commencement via Welsh Government and individual Councils funding with circa £17 million of spend during FY22/23 to date. In preparation for FY23/24 and beyond there have been discussions with Councils on future delivery of the EdTech service. Together with a revised fee structure that is currently being consulted upon with Welsh Government.

Title	Completion Date	RAG	Progress - Achievements - Impacts
5.3 Ensure the Councils Cyber Security Policy remains fit for purpose		Green	A review of the policy is due to take place ahead of the next ITHC in November 2023. This is to ensure that the policy remains up to date and relevant with the organisational changes we have seen, such as the increase of agile working and incorporating the various areas of guidance that are due to be updated, where necessary.
5.4 Ensure the Councils Information Governance arrangements continue to be developed and appropriately applied		Green	A review of all current Policies and Procedures is currently underway. Staff eLearning modules also currently being re-viewed and updated to ensure they are fit for purpose, with additional modules planned. Face to face training with members planned due to poor take-up of eLearning. Improvements to FOI/EIR compliance rates have been made, and additional areas for improvements identified.
Strategic Objective 6 - Maximise the Council's financial position and resilience			
6.1 Develop the MTFP and link to the TeamCaerphilly Programme		Amber	The 2023/24 Budget Proposals were approved by Council at its meeting on the 23rd February 2023. Cost pressures totalling £55.478m were identified for the 2023/24 financial year and these were funded through a combination of a 6.9% increase in the Financial Settlement (£22.152m), a 7.9% increase in Council Tax (£6.147m), permanent savings (£4.972m), temporary savings (£6.862m) and the one-off use of reserves totalling £15.345m. The temporary savings and one-off use of reserves will support the budget for one year only meaning that recurring savings totalling £22.207m will need to be identified moving forward. When this is added to other anticipated inflationary pressures and inescapable service pressures the total savings requirement for the two-year period 2024/25 to 2025/26 is £48.335m. Work is underway to identify savings proposals that will be driven by new operating models aligned to the Council's Transformation Programme.
6.2 Finalise the Schools PFI Review		Amber	At its meeting on 19 April 2023, Council approved a proposal to voluntarily terminate the School PFI Contract. Significant work is now underway to establish how services will be provided in the future and to agree a compensation sum with the PFI Contractor. A termination date of the end of October 2023 is currently assumed but this will be kept under review.
6.3 Continue to develop and refine the Council's Investment Strategy		Green	Investments are subject to regular review and as they mature sums are reinvested appropriately to ensure that returns are maximised. A number of investments are currently providing yields below the Debt Management Office (DMO) rate as they were entered into prior to the recent increases in interest rates. As these mature the reinvestments will result in improved returns.

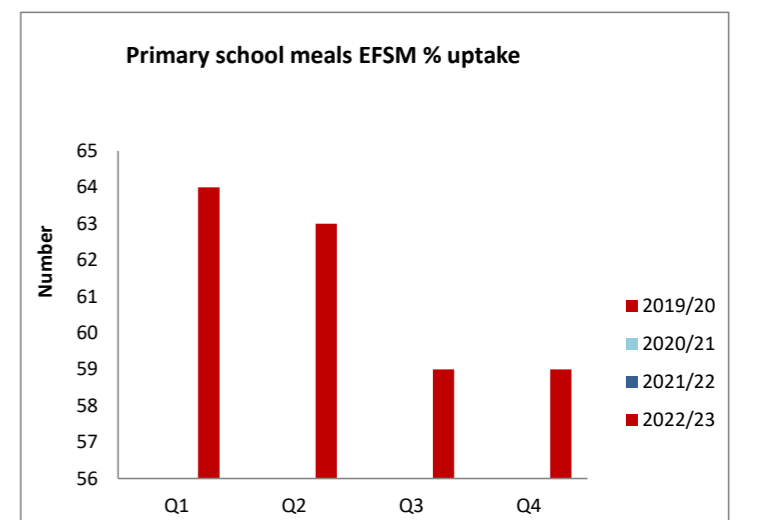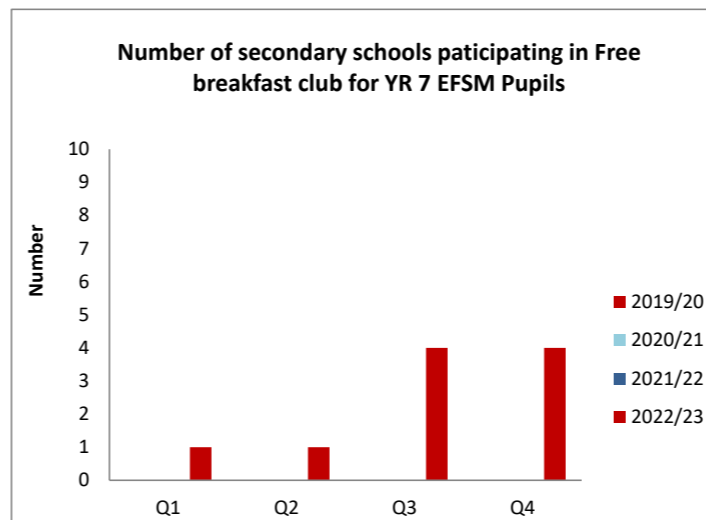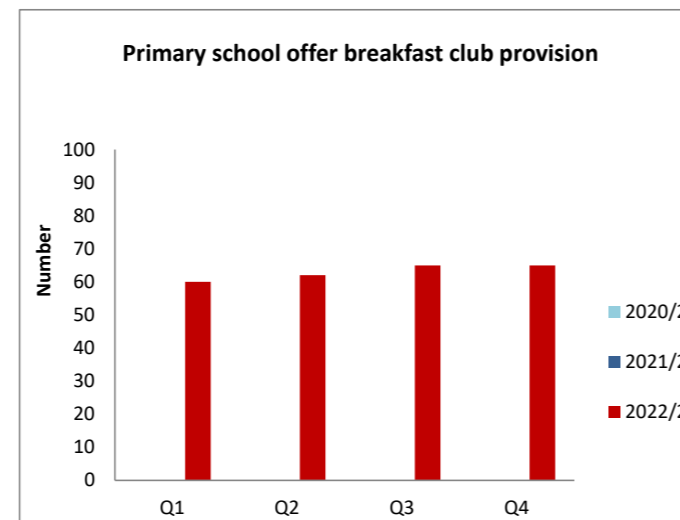| Count No's	RAG	Status
0	Black	Not yet started or too early to report any progress (achievements/changes)
0	Red	Started but not progressing well
3	Amber	Started with reasonable progress achieved
17	Green	Going well with good progress
8	Blue	Complete
28	Total	

Performance

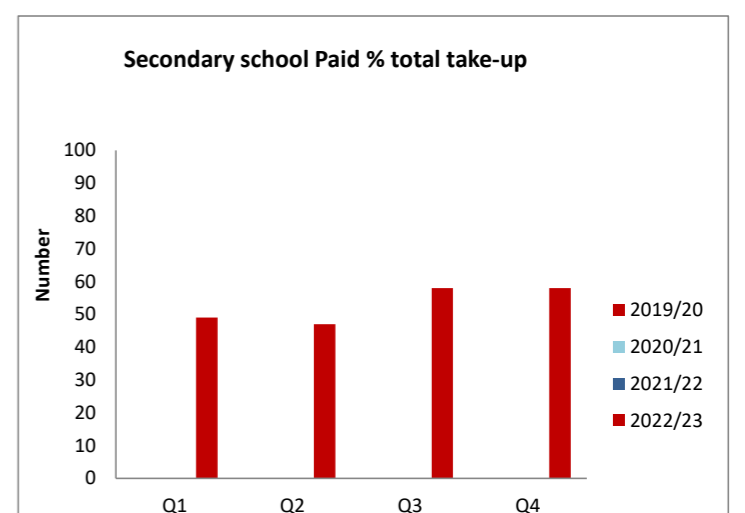| Performance Information	Frequency	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Target	RAG	Comments/Performance Explained
Budget in year Position (over/underspend)	Annual							See Resources - Finance & Assets Tab
In year savings targeted vs savings delivered	Annual							
% Sickness absence: Authority	Monthly	5.24%	4.51%	6.26%	5.40%	4.00%	🟧	
% Sickness absence: Education and Corporate Services	Monthly	4.40%	3.26%	5.88%	4.68%	4.00%	🟩	
PAM/001 Number of working days lost to sickness absence per employee	Yearly				13.96 FTE			Annual Measure. 2021/22 was 14.12 days
PAM/044 Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees	Yearly			5.8 per 1,000				Annual Measure
% of council tax due for the financial year which was received by the authority	Quarterly	28.80%	55.80%	82.80%	94.90%	TBC	N/A	Q1 0.2% up on last year. Q2 0.1% up on last year. Q3 same as last year. Q4 0.4% down on last year and 1.6% down on pre-Covid and pre-cost of Living Crisis levels in 2019/20. Specific target not set due to the uncertainty of Cost of Living Crisis impact. Recovery action impacted by Cost of Living Crisis and the same staff also handling WG Cost of Living Support Scheme payments.
% of Annual Spend with Caerphilly based suppliers	Annual					25%		Annual Measure - data available June 2023
% of Annual Spend with 'City Deal' based Suppliers	Annual					57%		Annual Measure - data available June 2023
% of Annual Spend with Suppliers across Wales	Annual					60%		
Major system availability – Based on 08:00 to 17:30 Mon-Thu and 08:00 to 17:00 on Fri	Weekly (YTD)	99.80%	98.66%	98.35%	99.55%	99.70%	🟧	
% of Contact Centre telephone calls resolved at the first point of contact	Quarterly	99.58%		99.49%	99.64%	80.00%	🟩	In Q2 we were unable to provide the figures as the system had an error for the quarter
Number of Complaints Received in Corporate Services (and dealt with within statutory timeframes) YTD	Monthly	5	4	6	3			See Customer Tab for more information
Number of Data Subject requests - received	Quarterly	17	26	31	23	N/A		
Number of Data Subject requests - resolvable	Quarterly	17	21	31	22	N/A		Number of requests received less - Q2 - 2 withdrawn, and 3 active still within compliance Q4 - 1 on hold seeking applicant clarification
Number of Data Subject requests - answered within compliance	Quarterly	12	13	22	16	N/a		
Percentage of Data Subject requests - answered within compliance	Quarterly	71%	62%	71%	73%	80.00%	🟧	
Number of FOI/EIR requests - received	Quarterly	281	266	324	358			
Number of FOI/EIR requests - resolvable	Quarterly	271	260	314	349			Number of requests received less - Q1 - 1 withdrawn, and 9 on hold seeking applicant clarification Q2 - 6 on hold seeking applicant clarifcation Q3 - 10 withdrawn Q4 - 8 withdrawn and 1 on hold seeking applicant clarification

Number of FOI/EIR requests - answered with compliance	Quarterly	179	181	221	277			
Percentage of FOI/EIR requests - answered within compliance	Quarterly	66%	70%	70%	79%	80.00%		
Number of data breach reports received per quarter (whole authority)	Quarterly	22	26	21	23			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.
Data breaches reported to ICO within 72 hours where legally required (whole authority)	Quarterly	0	0	0	0			
Number of internal appeals/complaints expressing dissatisfaction with an FOI response or handling of personal data (whole authority)	Quarterly	1	4	0	7			Q1: 1 Data Subjects Rights Appeal with the orginal decision upheld. An ICO FOI Appeal was also received and CCBC's orginal decision was upheld. Q2: 2 FOI/EIR Appeals with 1 orginal decision upheld and 1 still being investigated. 2 Data Subjects Rights Appeals received with both still being investigated. There was no ICO Appeals. Q4: 2 FOI/EIR Appeals and 2 Data Subjects Rights Appeals received from same applicant. 3 other FOI/EIR appeals received where applicants felt FOI/EIR requests were not answered and or disagreed with the exemption applied. All are still being investigated.
% of schools achieving 85% and above in their catering quality audit	Annually	0	0	5	5	100%		An annual audit is completed at individual sites to monitor their performance against our internal Food HACCP and Quality System and Healthy Food in School Measure 2013 compliance. No audit were done in the first 2 Quarter due to having to catch up on compulsory training which could not be completed in previous years due to covid
Primary school offer breakfast club provision	Quarterly	60	62	65	65	100%		There are 76 Primary Schools that are able to participate in the scheme. We had 71 schools offering the service prior to Covid. Some Welsh Medium Schools do not wish to participate and Libinus Primary offers a private scheme hence target
Number of secondary schools paticipating in Free breakfast club for YR 7 EFSM Pupils	Quarterly	1	1	4	4	100%		Currently we offer a school meal provision in 9 Secondary Schools which could participate in the WG Free Breakfast Club Scheme for Yr7
Primary school meals EFSM % uptake	Quarterly	64%	63%	59%	59%	70%		EFSM - Relates to eligible FSM pupils.
Primary school meals paid % uptake	Quarterly	22%	23%	22%	22%	32%		Paid Meal - Relates to pupils who are not eligible for a Free School Meals. Paid meal uptake has been impacted on recovery from Covid, Cost of Living Crisis and introduction of UPFSM
Primary school UPFSM % total take-up	Quarterly	N/A	N/A	61%	61%	70%		Universal Primary Free School Meals - is a WG initiative to provide all primary age pupils with a free school meal by September 2024. CCBC introduce the first phase of the scheme from September 2022 to Reception and Yr1 pupils. On November 7th Yrs 2 and FT Nursery pupils were included in the offering. Yr3-6 will be able to access the scheme from September 2023.
Secondary school EFSM % total take-up	Quarterly	53%	49%	54%	54%	64%		EFSM - Relates to Eligible FSM pupils - absence figures have not been taken into account
Secondary school Paid % total take-up	Quarterly	49%	47%	58%	58%	45%		Paid Meal - Relates to pupils who are not eligible or a Free School Meals

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What is the performance telling us?

% of council tax due for the financial year which was received by the authority

Major system availability – Based on 08:00 to 17:30 Mon-Thu and 08:00 to 17:00 on Fri

Contact Centre: % of telephone calls resolved at the first point of contact

Percentage of FOI/EIR requests - answered within compliance

Requests for consideration of Data Subject rights answered within 30 calendar days

Data breaches reported to ICO within 72 hours where legally required.

Number of Data Breach Reports Received per Quarter

Number of internal appeals/complaints expressing dissatisfaction with an FOI response or handling of personal data

% of schools achieving 85% and above in their catering quality audit

Primary school offer breakfast club provision

Number of secondary schools paticipating in Free breakfast club for YR 7 EFSM Pupils

Primary school meals EFSM % uptake

Primary school meals paid % uptake

Primary school UPFSM % total take-up

Secondary school EFSM % total take-up

Secondary school Paid % total take-up

Customer Intelligence

What is our customer intelligence telling us?

Complaints - Corporate

Quarter 3
6 Complaints (Stage 1 = 3, Stage 2 = 2, Stage 1 to 2 = 1)

- Council Tax sent letter threatening to take to court
- Council Tax
- FOI RE: Website Contact --- Corporate Information Governance Unit
- Officers not answering calls or returning calls
- Outstanding council tax arrears
- Council Tax refund not given

Quarter 4
3 Complaints (Stage 1 = 2, Stage 2 = 1)

- Council tax failed to make decision on Discretionary reduction policy appendix A
- Unprofessional misinterpretation of legal house deeds
- Formal complaint about blue badges

Complaints with an equalities and/or Welsh language element

19/10/2022
Letter
Disability
Stage 2
Education & Corp. Serv - Issues with Council Tax, Housing benefit, Libraries, Housing - in relation to rented accommodation, benefits and discounts in receipt and discounts outstanding.

21/12/2022
Disability
Social Services & Housing - Complaint regarding a number of issues to do with his housing and the way he has been treated. Lack of reasonable adjustments, light bulbs, sewage etc.

12/03/2023
Email
Disability
Stage 1   Stage 2
Economy & Environment - Complaint regarding EHO dealing with noise complaint and responses have had a detrimental impact on the complainants mental health .

29/03/2023
Email
Welsh Disability Age
Stage 1
Highways Planning Education & Corp. Serv - Email received from Chris Evans MP regarding an elderly resident who has written to him about not being able to access the Sirhowy Crematorium because he doesn't drive and there are no public transport links to the site, and is accessed via a road with a pedestrian prohibition order on it.

30/03/2023
Email
Race / Sex
Economy & Environment
Young white males portrayed in Community Safety poster as being involved in violent disorder.

Other Points of Note

Digital Services continued to experience difficulties in recruiting into key roles within the team. We have looked at a different approach in some areas, recruiting at lower positions with a view to developing these people within the roles, so that they ultimately gain the knowledge to fulfil other roles within the team.
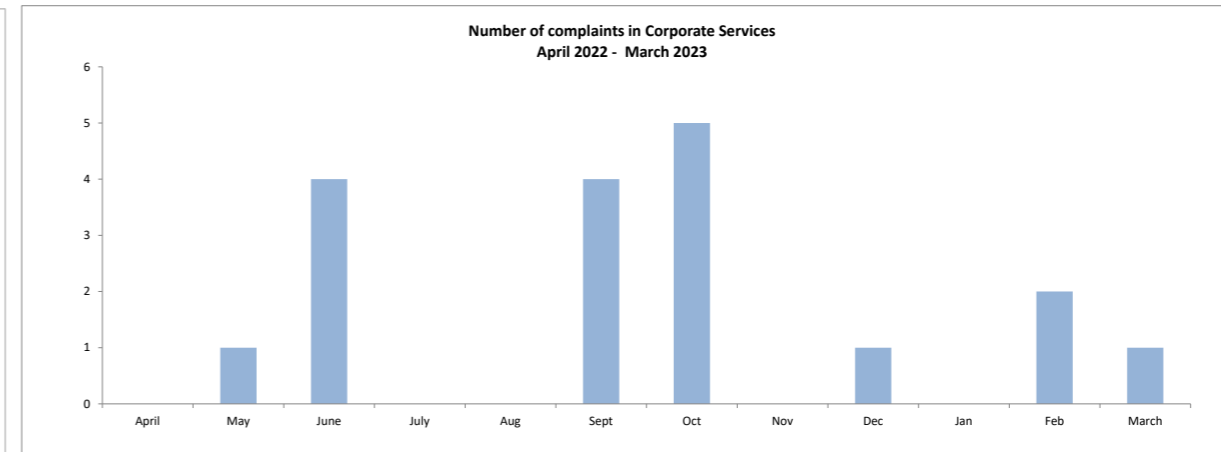
Quarter 3
With significant policy decisions forthcoming, extensive community engagement on 'what matters to you?' was carried out to identify where residents felt the council should prioritise its limited funding and resources. The engagement activity, which ran throughout November and December 2022, saw the feedback from this engagement activity help shape the council's draft budget proposals. The feedback has also helped shape the council's draft corporate wellbeing objectives for consideration by members within the forthcoming Corporate Plan.

Full details of the 'What matters to you?' engagement programme are here: draft-what-matters-summary-report-06-01-2023.aspx (caerphilly.gov.uk)

Quarter 4
Using the insight gathered during quarter three, the council undertook an in-depth consultation exercise on its draft budgetary savings measures for 2023/24 throughout January and early February 2023. This feedback directly influenced some significant alterations to the initial draft budget proposals report. Amendments following stakeholder feedback included reinstating the Community Empowerment Fund, adopting certain increases in fees and charges over a longer period of time and ensuring a reduction in community centre caretaker hours was instigated over a period of time to help ensure sustainability of the centre provision.

Full details of the 'budget setting 2023/24' engagement programme are here: draft-budget-consultation-23-24-summary-report.aspx (caerphilly.gov.uk)

Number of complaints in Corporate Services
April 2022 - March 2023

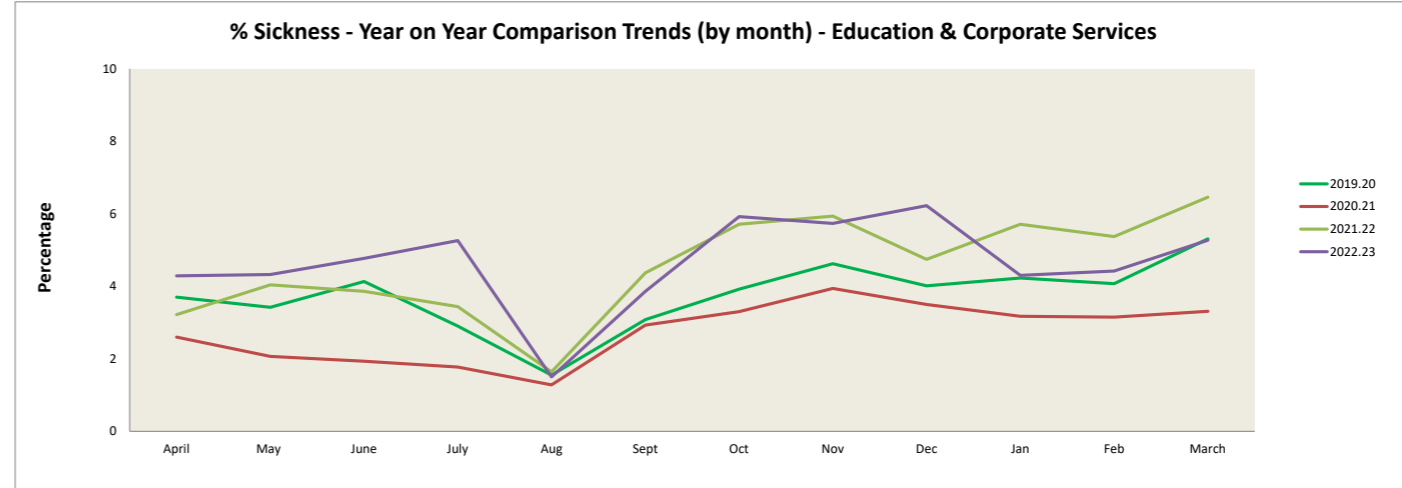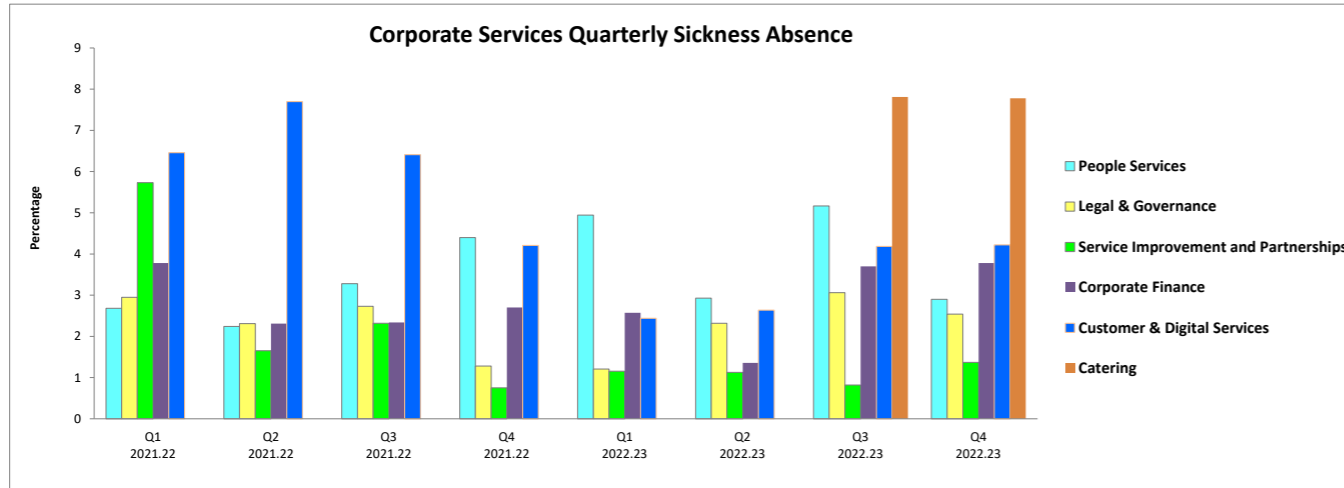| Month	Complaints
April	0
May	1
June	4
July	0
Aug	0
Sept	4
Oct	5
Nov	0
Dec	1
Jan	0
Feb	2
March	1

Satisfaction/Compliments

Compliments
- From Brigadier Dawes Commander 160th Welsh Brigade to Lisa Rawlings, Armed Forces Officer regarding the Armed Forces Directory - Do all regions produce something like this? This must be the benchmark right? This fills the critical gap for pre-millennials who still prefer a handbook over a website.
- From Adele Speake to Vicki Doyle, Policy Officer reguarding financial assistance for exceptional individuals - Once again, many thanks for your help and assistance on this. Let's hope we can bring some Gold medals home to the Caerphilly County Borough Area.
- From Cllr Greg Ead to Anna Lewis and Paul Cooke regarding the Cwm Ifor Consultation Event - Just to say I attended the Penyrheol consultation event today and it was very well attended with over 20 residents when I got there! Very informative and useful, with good opportunities to speak to officers and residents and help allay their concerns. So can I personally, offer sincere gratitude to Anna and the rest of the team for such a well-run event. To the other wards Councillor's I'd strongly recommend attending in person if you get a chance, for the opportunities to discuss with residents, and is far more informative than emails and reports, in my opinion. Diolch yn fawr.
- From Cllr Liz Aldworth to Anwen Cullinane - May I sincerely thank you, so very much, for your outstanding contribution to the Service on Saturday 26th November 2022. The reading from Matthew's Gospel was lengthy and your wonderful interpretation so meaningful.
- From Lisa Mckenna Project Officer National Probation Service to Lisa Rawlings - Just wanted to say personally to you, you have been amazing and keep up the excellent work you do.
- From Alan Williams, Member of the Caerphilly Veterans Support Hub to Kelly Farr, Armed Forces Covenant Support Officer reguarding externally funded trip - Just a quick note to thank you for arranging the trip to Bath it was a very enjoyable and a nice surprise, everyone seemed we to have a good time. I know my family did. Thanks again Kelly. we look forward to the next trip.

Resources - Staff

What is our Workforce Information telling us?

Corporate Services Quarterly Sickness Absence

% Sickness - Year on Year Comparison Trends (by month) - Education & Corporate Services

Q3 Monthly Breakdown	October			November			December		
% Sickness Absence	**Short Term**	**Long Term**	**Overall %**	**Short Term**	**Long Term**	**Overall %**	**Short Term**	**Long Term**	**Overall %**
People Services	2.37	2.60	**4.98**	2.26	3.23	**5.49**	0.63	4.30	**4.94**
Legal & Governance	0.78	2.36	**3.14**	0.11	2.39	**2.49**	1.18	2.37	**3.54**
Service Improvement and Partnerships	1.37	0.00	**1.37**	0.39	0	**0.39**	0.98	0	**0.98**
Corporate Finance	1.53	1.16	**2.68**	2.36	2.37	**4.73**	1.18	2.45	**3.63**
Customer & Digital Services	1.85	1.56	**3.42**	1.71	1.51	**3.23**	2.02	2.82	**4.84**
Catering	2.08	5.47	**7.55**	2.44	4.78	**7.23**	2.86	5.75	**8.60**

Q4 Monthly Breakdown	January			February			March		
% Sickness Absence	**Short Term**	**Long Term**	**Overall %**	**Short Term**	**Long Term**	**Overall %**	**Short Term**	**Long Term**	**Overall %**
People Services	1.74	1.30	**3.04**	1.16	1.93	**3.09**	1.04	1.57	**2.60**
Legal & Governance	3.29	0.11	**3.40**	0.73	0	**0.73**	3.27	0	**3.27**
Service Improvement and Partnerships	1.15	0	**1.15**	0.26	0	**0.26**	2.50	0	**2.50**
Corporate Finance	1.49	1.30	**2.79**	1.89	1.74	**3.63**	1.79	3.07	**4.86**
Customer & Digital Services	1.09	3.32	**4.41**	1.95	2.34	**4.29**	1.33	2.65	**3.98**
Catering	2.05	5.65	**7.70**	1.68	5.62	**7.30**	2.26	5.99	**8.26**

Number of Welsh Speakers	2020-2021			2021-2022			2022-2023		
Corporate Services	**Total Staff**	**Welsh Speakers**	**%**	**Total Staff**	**Welsh Speakers**	**%**	**Total Staff**	**Welsh Speakers**	**%**
Corporate Finance	**156**	23	14.74	**157**	24	15.28	**167**	28	16.76
Customer & Digital Services	**126**	24	19.04	**133**	30	22.55	**153**	41	26.79
Legal & Governance	**60**	10	16.66	**59**	12	20.33	**64**	16	25
People Services	**100**	29	29	**101**	28	27.72	**105**	30	28.57
Business Improvement Services	**995**	150	15.07	**29**	11	37.93			
Transformation Services *							**787**	171	21.72

Corporate Services Workforce Information				
	Q1	**Q2**	**Q3**	**Q4**
Voluntary Leavers	11	10	7	9
Other Leavers	5	2	0	0
Total Leavers	**17**	**12**	**7**	**9**
External New Entrants	20	19	19	14
Number of Agency Workers	11	7	2	2
Headcount	**463**	**470**	**483**	**490**
FTE	423.02	431.5	443.18	450.27
55 and over	105	105	110	115
% of headcount	22.67%	22.34%	22.77%	23.46%

*Voluntary Reasons: Flexible retirement, retirement, settlement agreement, voluntary resignation & severance, Early retirement, Personal reasons, Transfer, VER release of Pension Benefits, Early retirement by mutual consent on grounds of business.

**Other Leaver Reasons: Death in service, Dismissal, Dismissal on ill health grounds, End of fixed term contract, End of relief employment, Gross Misconduct, Sickness Absence Management,

* Transformation Services includes Service Improvement and Partnerships & Catering.

Resources - Finance & Assets

What is our Financial Information telling us?

What is our Assets Information telling us?

Service Area	Revised Budget 2022-23 £	Provisional Outturn 2022-23 £	(Overspend) / Underspend 2022-23 £
Chief Executive/Director	378,411	351,165	27,246
Corporate Finance	2,288,221	1,814,586	473,635
Digital Services	7,882,631	7,112,661	769,970
Legal and Governance	3,661,177	3,431,430	229,747
People Services	4,196,120	3,648,381	547,739
Business Improvement Services	2,122,844	1,871,719	251,125
Corporate Property	5,425,784	5,398,687	27,097
General Fund Housing	1,477,602	2,605,508	(1,127,906)
Private Housing	474,865	708,237	(233,372)
Sub-Total (Corporate Services): -	**27,907,655**	**26,942,374**	**965,281**
Miscelleneous Finance	**49,363,557**	**45,046,838**	**4,316,719**
TOTAL: -	**77,271,212**	**71,989,212**	**5,282,000**

Risks

Ref & Links	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 2022-23 Q1	Risk Level 2022-23 Q2	Risk Level 2022-23 Q3	Risk Level 2022-23 Q4	Does the risk affect the Well-being of our Communities?	Well-being Risk Level
CorpDIR02 (Linked to CMT02)	MTFP - All	Failure to identify sufficient savings within Corporate Services to support the MTFP.	This is being managed through regular consideration at Corporate Services SMT meetings and Heads of Service and Finance staff liaising to identify savings proposals.	The 2023/24 Budget Proposals were approved by Council at its meeting on the 23rd February 2023. Cost pressures totalling £55.478m were identified for the 2023/24 financial year and these were funded through a combination of a 6.9% increase in the Financial Settlement (£22.152m), a 7.9% increase in Council Tax (£6.147m), permanent savings (£4.972m), temporary savings (£6.862m) and the one-off use of reserves totalling £15.345m. The 2023/34 approved savings for Corporate Services total £1.108m (£366k permanent and £742k temporary) and progress in delivering these savings will be monitored through our established budget monitoring processes.					Yes, we need to explain how it affects the Well being of Future Generations in our Communities	**Medium**
CorpDIR03	Sickness Absence - People Services/ CCBC	Sickness absence across the Authority remains above the Wales average, leading to reduced productivity and negative image of the Authority.	1. Management information in relation to sickness absence is sent to Heads of Service on a monthly basis. 2. Sickness absence is now also be reported via the revised performance management framework. 3. The Cabinet Member for Corporate Services is actively monitoring the situation with the Head of People Services. 4. The Managing Sickness Absence Procedure is being reviewed. 5. An Employee Wellbeing Strategy 2021 - 24 has been agreed.	Sickness absence for 2021 / 22 increased across the Authority. The FTE days loss per employee has increased by 4 days from 2020 / 21. This is reflective of the national picture across Welsh LAs. Sickness absence data is being reviewed by CMT, the Head of People Services and the Cabinet Member for Corporate Services to explore cause and effect of rising sickness absence levels and solutions can be put in place. The impact of Covid continues to be monitored. Sickness absence has reduced slightly across the Authority from 14.12 FTE days lost in 2021 / 22 to 13.96 FTE days lost in 2022 / 23. We are one of a minority of LAs in Wales that have seen a reduction in sickness absence this year. 2 additional fixed term HR Officers agreed for a period of 12 months to support the high caseload of the HR team. The Managing Sickness Absence Procedure and HR processes will be reviewed during the next 12 months.					No	N/A
CorpDIR04a	Information Governance	New ways of working, time pressures and increasing threats could lead to breaches that result in financial and reputational consequences. Opportunity to demonstrate trust and use information well.	Training, DPIAs, contracts/agreements, privacy notices and Info Asset Registers, audits, report in 6mthly Info Risk Returns, audit compliance, continue suspension of surveillance in line with ICO Undertaking	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; DPIAs/contracts increasingly used; Internal Audit checklist; data breach methodology, cyber security strategy and Information governance strategy under development. Refreshed eLearning, new modules and new Knowledge Tests planned. Member IG / Cyber Security training given as part of member induction May 22 to mitigate poor member uptake of eLearning. Senior Officer Cyber Security training and awareness underway, inc. presentation to Management Network on cyber attacks (10/09/21), SIRO / Leadership Team training on information risk (11/10/21) and cyber attack exercise and debriefing (15/11/21 & 22/11/21).						**Medium**
CorpDIR04b	Information Governance	Reduce risks to data and storage costs, facilitate implementation of new technology, and ensure reliable records to fulfil FOI S46 statutory requirement and opportunity to benefit service delivery.	Training, tracking systems, governance rules on IT systems, link with Archives Services, report in 6mthly Info Risk Returns	Reducing risk by: continuing hard copy records for disposal; owners of records on network drives, stale data and open permissions identified; and proposals for leaver emails/Y drives and free-floating docs on networks agreed; all-user comms started; use of Teams expedited during Covid19 requiring records rules to prevent backlogs accumulating. Exercise underway with volunteer IG Reps to refine and implement workable security markings on documents before launching corporately. Once implemented these will contribute to reducing data breaches. Data audit of network drives complete.					Yes - protection of privacy (Article 8 HRA), Duty to Document and protection of historic records to evidence public sector activities	**Medium**
CorpDIR04c	Information Governance	Increasing request volumes, but failure to respond in statutory timescale could lead to monitoring and enforcement, loss of trust and missed opportunity to make better use of Council data to benefit economy (City Deal project).	Training, Publication Scheme and open data; review charges for requests; follow RM procedures to minimise unnecessary data and speed up retrievals.	Reducing risk via: SMT and service area awareness raising including by IG Stewards; covered in new modular Protecting Information eLearning; new approach to cross-directorate requests. ICO has taken a proportionate and pragmatic approach to regulation to date during Covid 19, but since July 21 expects a more 'normal' approach to request handling; there is a large backlog of requests reduced and methods to resolve are under consideration. New FOI/EIR/SAR case software being implemented to improve monitoring and compliance of requests and reduce admin burden. Additional staff resource secured to deal with FOI/EIR.SAR caseload.					Potentially	**Low**

Ref & Links	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 2022-23 Q1	Risk Level 2022-23 Q2	Risk Level 2022-23 Q3	Risk Level 2022-23 Q4	Does the risk affect the Well-being of our Communities?	Well-being Risk Level
CorpDIR06	Managing fire risks	The management of fire risk has changed following the fire at Grenfell Tower. Whilst legislation hasn't changed, there is a greater expectation from the Regulators with regards to the management of risk. This impacts greatly on resources to undertake risk assessments and also financially to undertake work required.	Council has recently agreed additional funding to support the employment of 2 fixed term Fire Officers within People Services to undertake risk assessments and to ensure we learn from best / changing practice in a timely manner. There is a great deal of partnership working with SWF&RS to achieve this in a timely and proportionate manner, especially whilst adapting to the pandemic restrictions.	Work continues to be undertaken with Heads of Service and Headteachers and will continue to be subject to review. A revised work plan is being produced and resources are being reviewed.					Potentially	**Low**
CorpDIR09	Funding	Issues around WHQS Funding. Any withdrawal - Digital Services potential 15 People at risk.	There are currently a number of staff across the Customer & Digital Services area (and some other areas in Corporate Services) funded on a short-term basis as part of the WHQS Programme. 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.							**Medium**
CorpDIR10 NEW	Catering	Increasing Food Costs - Foods costs are continually rising, and availability of certain lines are still challenging. With the increase of UPFSM this will certainly place a financial pressure on the authority. WG have recognised the challenge and have currently commissioned an independent company to undertake a review to see the true price of a school meal in the coming months	We are working with our internal procurement department and suppliers to try and secure the best quality products for the most efficient price. Regular checks are made in the market place are undertaken to ensure we are not paying over and above market prices and all price increases from suppliers are challenged. Menus are adapted where possible to accommodate season produce which can help with managing costs	Ongoing due to the volatile market				**High**	The communities maybe impacted if we have to increase the cost of the tariff items on our menus	**Medium**
CorpDIR11 NEW	Catering	Universal Free Primary Free School Meals	A project group has been set up and we are working on auditing all kitchen premises to identify the areas of risk and the financial commitment required. HR colleagues are working on assisting us on how to undertake a recruiting campaign to ensure the right levels and still staff are engaged and have just enrolled the catering department into a recruitment pilot to assist in recruiting the right people into the right roles. Communications team are undertaking case studies of the benefits of working in the catering department working alongside the HR team in promoting the service. Procurement colleagues are working with suppliers to ensure continuity of supply. Reporting mechanisms are being developed to ensure sufficient funding is secured from WG to enable all investments required to be funded appropriately. Officers are attending WG and WLGA task and finish groups on specific area identified where further clarification is required i.e., FSM application process	There are 4 large schemes we have left to complete. All the ground works have started and electric is being installed by the National Grid. We have a project plan in place to monitor progress and place back up measures in place if required. Currently we are on target to reach completion date of the end of August 2023	N/A	N/A	N/A	**High**	If the schemes are not completed it could result in parts of the communities unable to access the Universal Primary School Meal programme	**High**

Well-being Objectives

Corporate Services is not directly responsible for a single Well-being Objective, but supports the delivery of all the objectives

Well-being Objective 1 Improve Education Opportunities for all - for more information please refer to the Education DPA

Well-being Objective 2 Enabling Employment - for more information please refer to the Economy and Environment DPA

Well-being Objective 3 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 - for more information please refer to the Caerphilly Homes DPA

Well-being Objective 4 Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimizes the adverse impacts on the environment - for more information please refer to the Economy and Environment DPA

Well-being Objective 5 Creating a County Borough that supports a Healthy Lifestyle in accordance with the Sustainable Development Principle within the Wellbeing of Future Generations (Wales) Act 2015 - for more information please refer to the Economy and Environment DPA

Well-being Objective 6 Support citizens to remain independent and improve their well-being - for more information please refer to the Social Services DPA