

## Corporate Performance Assessment (CPA)

End of Year Update

2023/24

### End of Year Summary from the Chief Executive 2023/24

2023/24 has been another extremely challenging year for everyone who lives and works in Caerphilly CBC. Although the Covid pandemic is now hopefully behind us, its impact continues to be felt in terms of demand for the Council's services and the need for us to evolve the way we provide those services. Financial challenges faced across the public sector continue to increase and the Council is not exempt from these pressures. We anticipate that in order for us to remain within our allocated budget, the Council will need to make savings/efficiencies of £45.2m over the next 2 years.

We have deliberately avoided the temptation to "salami slice" our budget in favour of a Transformation Programme which seeks not only to provide the savings required, but offers us an opportunity to change the way we provide services to ensure they are fit for purpose. The Programme is focusing on designing services that aim to meet the needs of our community, but not the wants, and is called Mobilising Team Caerphilly (MTC).

Whilst it would be very easy for the Council to simply focus on the challenge of savings we are also pressing ahead with our ambitious Placeshaping Programme. This centres on the Council's Capital Investment Programme and includes projects such as:-

- New secondary, primary and Welsh medium schools
- New build energy efficient social housing
- A new respite care centre for children and adults
- A centre for vulnerable learners
- Community hubs that provides a variety of services and information out of existing council buildings
- Town centre regeneration projects

Pressing ahead with our Placeshaping Plan at the time of significant financial challenge is no easy undertaking and will require priorities to be identified and difficult choices to be made, particularly as our existing and ageing infrastructure such as our highway network, structures and drainage infrastructure is adversely affected by climate change.

As previously stated the financial challenges faced in 2023/24 have been significant but despite this the Authority has managed to stay within its allocated budget for the year. In terms of performance there has been some key achievements including:-

- Attendance rates have improved / increased for both primary and secondary schools
- The number of pupils Not in Education, Employment or Training (NEETS) has reduced
- An additional £1.5m of additional income has been generated for local residents
- Caerphilly as a whole, including our housing association partners, have delivered 188 new affordable homes in the county borough
- The Empty Property team have been extremely successful and have returned to use 104 previously empty properties, impacting on communities through visual appearance.
- The Council has successfully implemented the new Universal Free School Meals Offer
- The number of children on the Child Protection Register has declined on a quarter by quarter basis - an overall reduction of 48 children during 2023/24.
- There has been an increase in the amount of food waste being recycled and also an increase in awareness of the importance of recycling more and wasting less
- Investment in town centres has continued with free Wi-fi being introduced in 7 town centres.
- A new web platform has been purchased for the Council that will support the MTC programme and provide the opportunity for residents to receive end to end digital services
- The number of Electric Vehicle (EV) chargers available has increased improving the attractiveness of using electric vehicles.

Naturally we also have key challenges that we need to address moving forward including:-

- Demand for housing and increased incidences of homelessness
- Increased demand and complexity from people requiring social care services
- Recycling performance must improve significantly to meet the national targets
- The levels of school exclusions needs to reduce
- The number of exclusions from schools need to reduce
- The authority's performance with regard to council house repairs must improve

The Authority's Corporate Plan for 2023-28 was agreed by Council on the 29<sup>th</sup> November 2023. This sets out 5 well being objectives that we aim to deliver through this period. These are:-

1. Enabling our Children to Succeed in Education
2. Enabling our Residents to Thrive
3. Enabling our Communities to Thrive
4. Enabling our Economy to Grow
5. Enabling our Environment to be Greener

It is clear that in the current economic climate we are not going to be able to succeed in delivering our priorities and objectives by working alone. Working in partnership with our key stakeholders will be key. We will work closely with the public service board and regional partnership board to ensure successful delivery at a very challenging time.

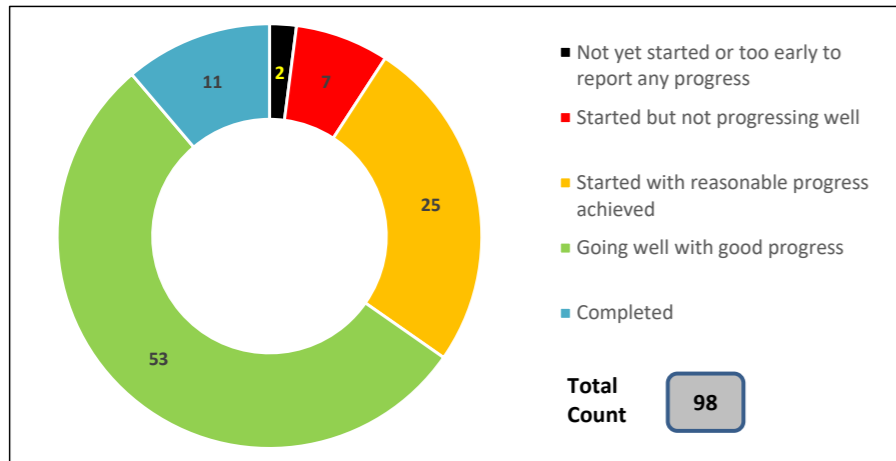
The following year will bring about challenges which will require the Council and the public to come to terms with delivering services in a very different way. Our MTC approach will deliver the financial savings and efficiencies we require by changing the way we deliver services, inevitably meaning a smaller Council employing less staff, using less buildings and making the most of new technology to deliver services in a way that is sustainable during the most difficult financial period that the public sector has seen.

The challenge is significant but I strongly believe that if we follow our current direction of travel we can continue to develop our Council that is high performing and able to live within its means.

# Corporate Performance Assessment (CPA)

End of Year Update **2023/24**

## All DPA (Directorate) Priorities - Progress



## Directorate Reporting Summaries for 2023/24

### Education Directorate Summary

### Social Services Directorate Summary

### Economy and Environment Directorate Summary

### Caerphilly Homes Directorate Summary

### Corporate Services Directorate Summary

## Well-Being Objectives: Progress/Status

Updates are being sought and we are currently populating data from other sources such as the Directorate Performance Assessments. We are finalising with owners and data updaters.

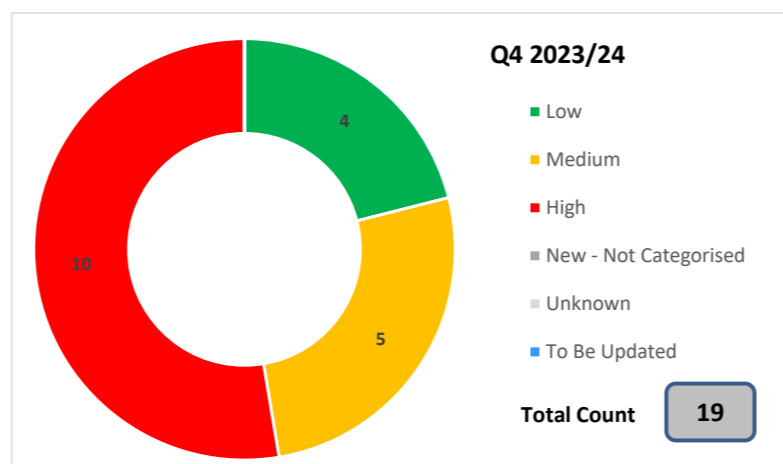
Updates will be available for year end reporting in the annual self-assessment 2024. We are finalising an evaluative scale for the Well-being Objectives 2023-2028.

## Provisional Revenue Budget Outturn 2023/24 - Summary

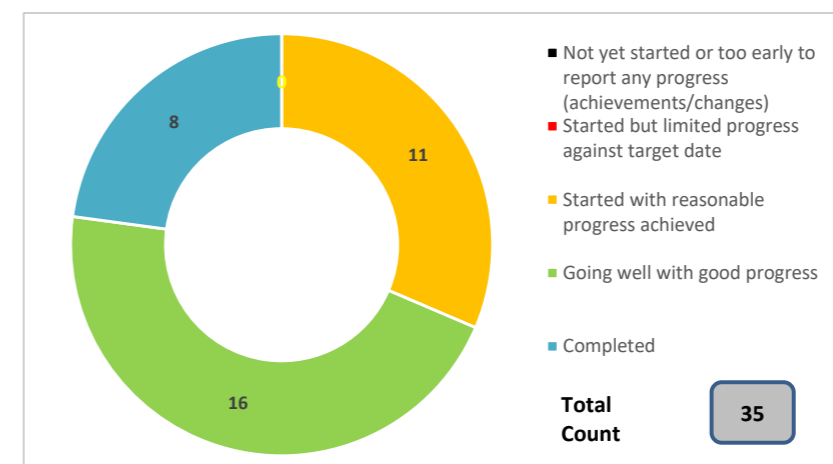
SERVICE AREA	UNDERSPEND (OVERSPEND) £m	TAKE TO GENERAL FUND £m
Education & Lifelong Learning	1.134	1.134
Social Services	5.116	5.116
Economy & Environment	0.110	0.128
Corporate Services	2.201	2.201
Miscellaneous Finance	4.274	4.274
Council Tax Surplus	0.691	0.691
<b>TOTALS</b>	<b>13.527</b>	<b>13.546</b>

OTHER	UNDERSPEND (OVERSPEND) £m	TAKE TO GENERAL FUND £m
Housing Revenue Account (HRA)	1.313	N/A
Schools	(6.007)	N/A
<b>OVERALL NET UNDERSPEND</b>	<b>8.834</b>	<b>13.546</b>

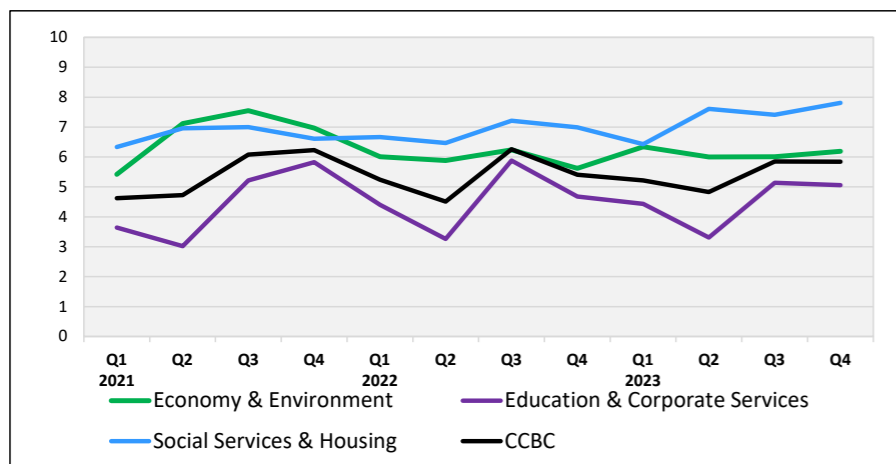
## Risk Register - Number/Category of CMT Risks



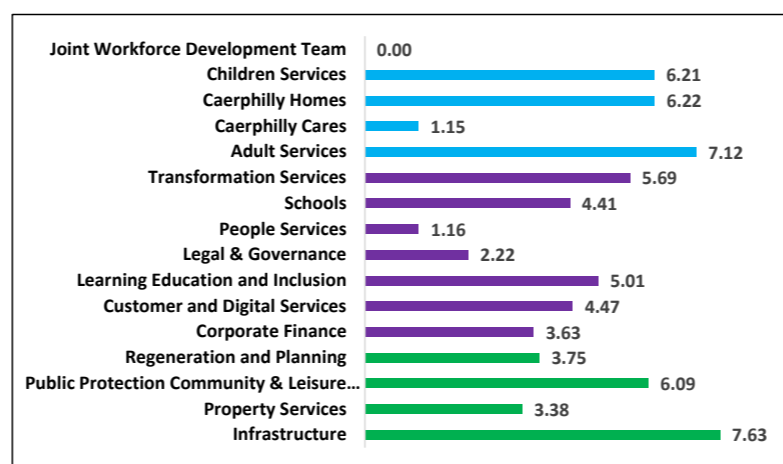
## Self-Assessment Action Plan update



## Percentage of sickness absence by Directorate



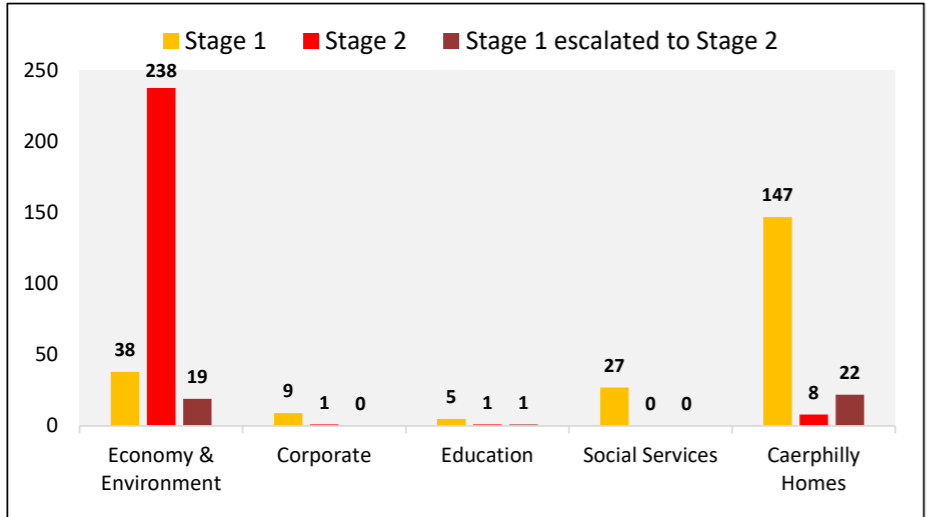
## Percentage of sickness absence by Service Area



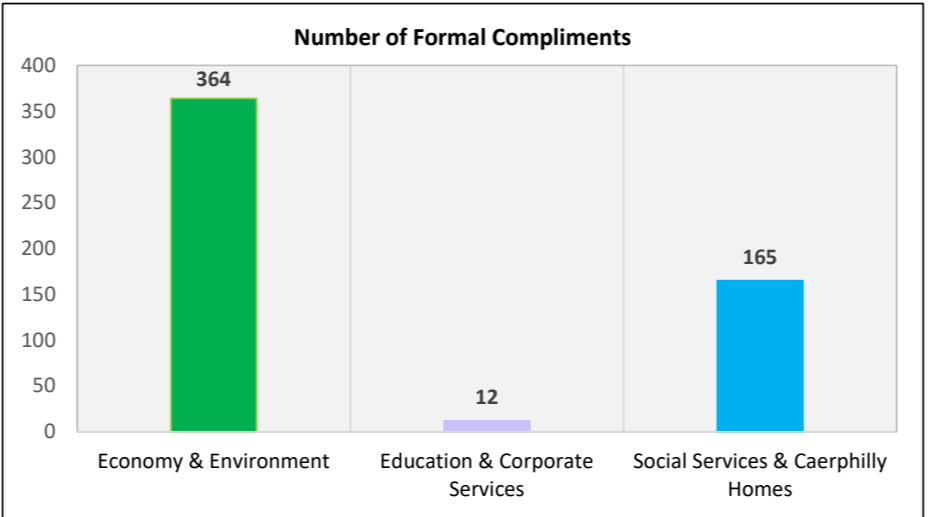
## Workforce Breakdown

Category	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Voluntary Leavers	146	228	161	118
Other Leavers	29	68	50	46
Total Leavers	175	296	211	164
External New Starters	205	400	182	217
Number of Agency Staff	296	289	143	207
Age 55 and over	2,118	2,140	2,162	2,203
Headcount	8,537	8,636	8,638	8,670
% of headcount	24.80	24.77	25.03	25.41

## Corporate Complaints: Stage 1 & Stage 2



## Compliments (positive feedback)

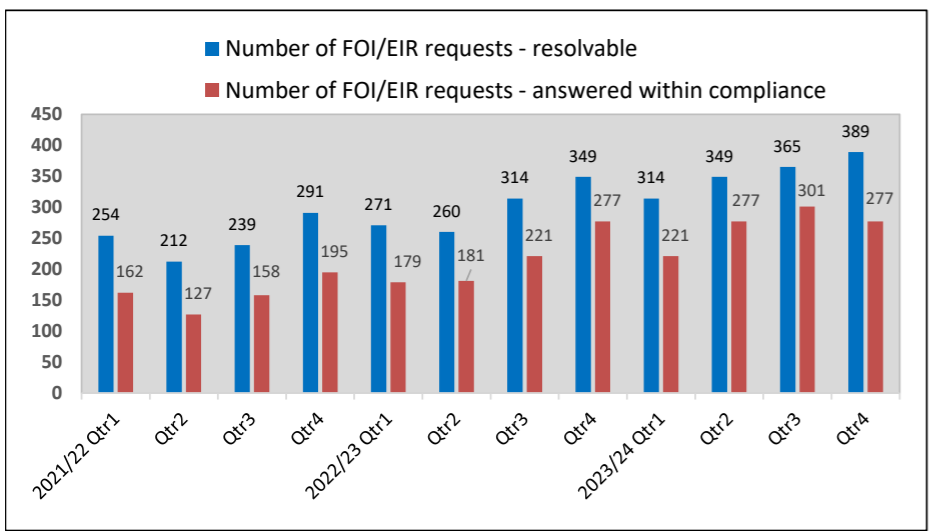


## External Consultation

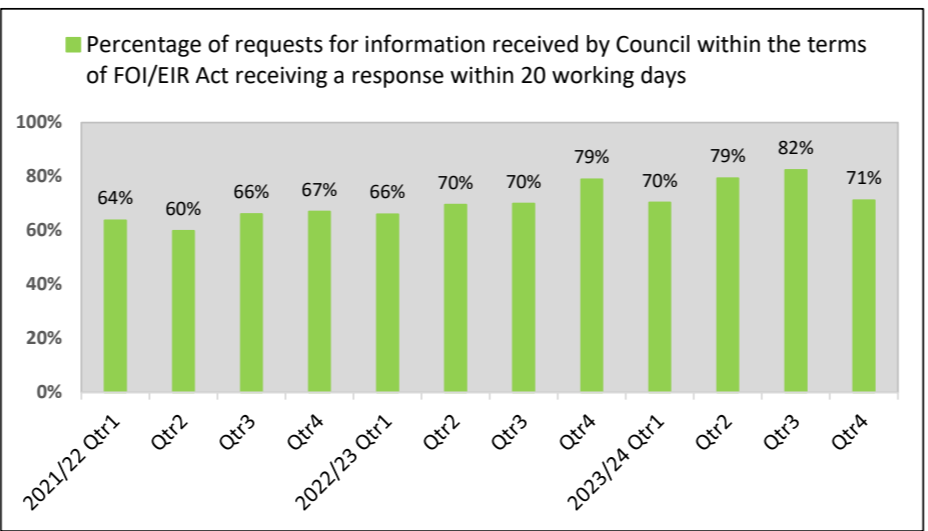
Several significant consultation exercises have taken place. Consultation and engagement activity carried out during this period includes:

- Shaping the council's budget setting process for 2024/25
- A far reaching 12-week public consultation to seek views on proposals within the councils draft waste and recycling strategy
- Seeking views on the council's draft Strategic Equality Plan 2024-2028, specifically the objectives and proposed actions
- An in-depth consultation on the future of Pontllanfraith Leisure Centre in line with the Sports and Active Recreation Strategy
- Community engagement on the proposed flagship Caerphilly Leisure and Wellbeing Hub
- Active travel routes – including consultations on Lansbury Park, Van Road in Caerphilly, Ystrad Mynach, Wattsville and Risca
- Caerphilly Library Service user satisfaction survey – linking into the national libraries' standards
- Seeking views on a proposal to reconfigure Housing Office provision
- A consultation on proposals to implement council tax premiums on long-term empty properties and second homes
- Various consultation and engagement activities aligned to the Shared Prosperity Fund programme, including seeking views on the future of the Twisted Chimney in Rhymney, improvement works along Rhymney High Street and a perception survey to secure benchmarking data
- Draft flood risk management strategy stage two – using feedback from stage one, consult residents on how their views have helped shape the draft strategy
- A consultation on the Private Sector Housing Renewal and Disabled Adaptations Policy – seeking views on the policy which outlines how the council delivers financial assistance to help private owners (including private sector landlords) and where appropriate contract holders (formerly known as tenants) to repair, maintain or adapt their homes.

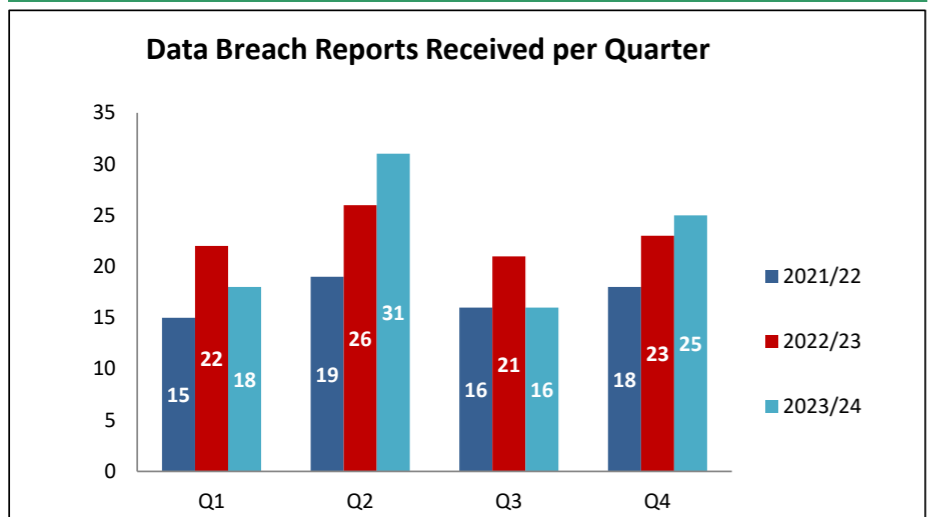
## Freedom of information requests - CCBC



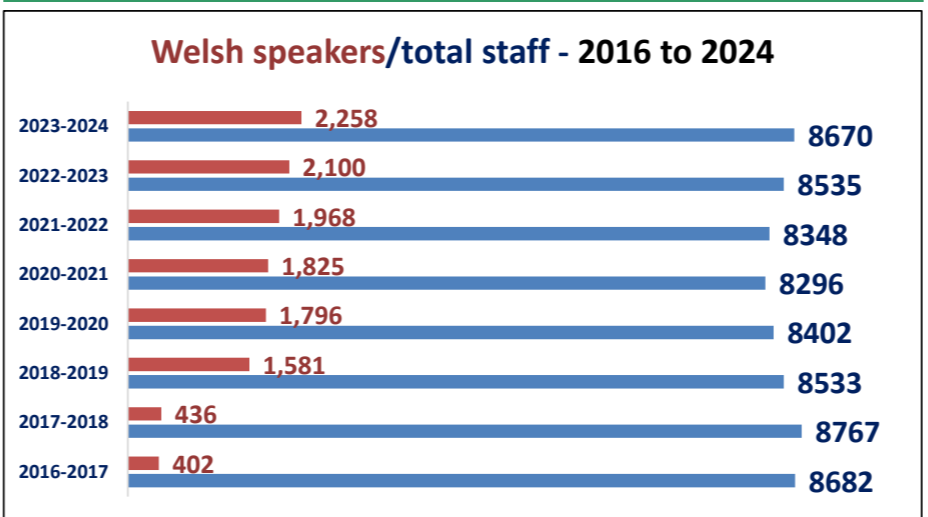
## FOI requests: % of compliance ( 20 days)



## Data breaches



## Welsh language - Yearly stats - CCBC



Feedback from these and other engagement activities through the Caerphilly Conversation are shared with senior officers and politicians and with residents through the council's digital engagement platform, closing the loop on how views have helped shaped service and financial plans.

The digital engagement platform, through platform provider Engagement HQ has become the council's premier online engagement vehicle over the previous 12 months, complementing the various other engagement methods the council uses to reach its many target stakeholder groups. This interactive platform enables people to have a say on topics of interest to them, and includes mapping tools, sentiment analysis, analytics and open and transparent feedback. A full list of current formal consultation/engagement activity carried out by Caerphilly County Borough Council can be found here:

[The Caerphilly Conversation](#)

# Corporate Performance Assessment (CPA)

End of Year Update **2023/24**

## Area of interest - Caerphilly Homes

- New **risks to the business** raised with senior management and solutions discussed; linked largely to the **structural team changes**, required to deliver against these risks and the large amount of work required to meet government legislative requirements.
- **UK award nomination** recognition with APSE and CiH Welsh Housing Award winners 'Housing Team of the Year - Empty Homes team' & Strategic partnership with United Welsh 'STAR' project
- Completed **10 year supplier contract review** and renewed a financially beneficial agreement for 2.5 years
- Agreed to **close permanently all Satellite housing offices** and move to a community housing officer approach
- We still have a **significant backlog of repairs and voids**
- Our internal workforce under **immense pressure and struggling to recruit surveyors**. Risk of further pressures due to **retirement age** and many are leaving for **higher salaries to peer organisations**
- Need to improve our **customer service and quality of delivery** and in 2024/25 there will need to be some tough decisions on how we improve our delivery whilst ensuring the quality is the highest possible for our customers
- **363 households** have been allocated permanent affordable accommodation suitable for their needs and an **additional £1.5M of additional income has been generated for local residents**. Caerphilly as a whole including our housing association partners have **delivered 188 new affordable homes** in the county borough
- The Empty Property team have been extremely successful in the return to use of empty properties. Over the year, **104 empty properties** have been returned to use by direct intervention, impacting on communities through visual appearance.

## Area of interest - Corporate Services

- Developed and gained approval for the new **4-year Strategic Equality Plan for the Council**, covering the period 2024 to 2028.
- Successfully implemented the new **Universal Free School Meals** Offer across the Council's Infant and Primary Schools a year ahead of the Welsh Government target of September 2024.
- The percentage of Secondary school pupils **paying for School Meals** has exceeded the target of 45%
- Successfully implemented the **Council Tax and HR systems to the Cloud** and initiated the migration of the remaining priority systems
- Purchased a new **web platform** for the Council that will support the MTC programme and provide the opportunity for residents to receive end to end digital services
- Answered over **270,000 calls** from residents as well as dealing with over **20,000 emails** and **150,000 online service requests**
- The Percentage of **Data Subject requests** that were answered within compliance exceeded the target for the year
- Resourced and appointed to a **new Recruitment Team** for the Council through which the Council's Resources have been significantly helped
- We continues to face **pressures in securing enough properties in the private rented sector** to get our resettled cohorts into more sustainable accommodation.
- Authority Wide **Sickness** (not Corporate Services per se) has reduced by 0.3FTEs which, while a positive direction of travel, does not appear to have been as large a shift as in other LAs
- The % of **Council Tax** due for the financial year which was received / collected by the authority did not reach the levels of the previous year

## Area of interest - Economy & Environment

- **Investment in town centres** has continued with free Wi-fi being introduced in 7 town centres.
- The delivery of **Ffos Caerfilli** was fraught with technical, unforeseen issues which, combined with the wettest winter on record, contributed to delays in opening and project spend creep, however it was 95% complete by the year end.
- Progress on the **2nd Replacement Local Development Plan** has been delayed as the Authority has had to address Welsh Government conformity objections to the preferred strategy.
- Planning permission for the proposed **Caerphilly Interchange** was secured in February 2024. The detailed design can now commence.
- Management of year 2 of the **Shared Prosperity fund** resulted in over £8.6m of expenditure in our communities across the themes of people and skills, supporting local business, community and place and multiply (numeric literacy).
- The number of **EV chargers** available has increased improving the attractiveness of using electric vehicles.
- Design of the new **Caerphilly Leisure & Well Being Hub** reached an advanced stage and a planning application was submitted.
- The record numbers of **Leisure direct debit memberships** combined with on-going facility investment contributes to the aim of getting more people, more active, more often.
- Waste Strategy report ratified and a number of service changes and initiatives were implemented with notable gains in **food waste** recovery. There has been an increase in the amount of food waste being recycled and also an increase in awareness of the importance of recycling more and wasting less. Awaiting consideration of findings of the Consultation exercise by Members steering group, Joint Scrutiny and Cabinet.
- Our refined approach to **grass cutting** is having a positive effect on biodiversity and the level of public interest stimulated (both positive and negative) has raised awareness of the issue and its importance. We received a number of negative comments, particularly in relation to Housing Estates and the Parks Service successfully re-evaluated its grass cutting approach and obtained cross party political agreement for a revised approach which commenced in March 2024.

## Area of interest - Social Services

- Adults Services**
- Over the year, the number of **adults receiving services** aged 18 and over has increased from 1116 to 1129. For the over 65 category, the figure has increased from 1677 to 1773 adults.
  - The number of **referrals** made to Adults services has increased from 1640 to 2076 for the year. This has a direct impact on the number of assessments that took place, which has increased from 1750 to 1962 for the year.
- Children Services**
- The number of **referrals that progressed for an Assessment** increased in Quarters 3 & 4. Despite this increase 97% of assessments were achieved in timescale for the year.
  - The overall number of **Children Looked After** has increased by 5 for the whole year.
  - The number of children on the **Child Protection Register** has declined on a quarter by quarter basis - an overall reduction of 48 children during 2023/24.

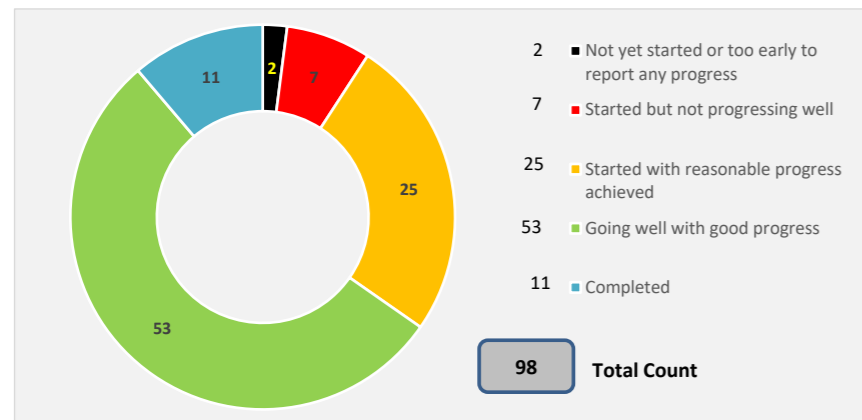
## Area of interest - Education

- **Attendance rates** have improved / increased for both primary and secondary schools, and fixed term and permeant exclusions have reduced in the academic year
- Those **not in education, employment and training (NEETS)** has reduced to 2.4% from 2.8% and this represents 46 people. Positively every person was accounted for so there are no unknowns.
- Education is currently undergoing its **Estyn Inspection**.
- The **Multiply Services** is a UK funded programme to transform lives of adults by improving literacy and numeracy skills, to date we have had 101 courses and 414 enrolments.
- Satisfaction with the **Youth service** remains high at 99.73%
- Despite operational and financial challenges there has been a 12% annual increase (2,690) borrowers who have used the **library service** offers.
- **Edigital downloads** has increased by 26% and 98% of users who responded to the survey still value the library and its offers.
- All though **Sickness** absence increased towards the end of the year overall this has been the lowest year since 2019 data.

## Progress of all Directorates - Priorities



	Economy & Environment	Caerphilly Homes (Housing)	Social Services	Corporate Services	Education Services	Totals
Not yet started or too early to report any progress	1	0	0	1	0	2
Started but not progressing well	3	1	0	1	2	7
Started with reasonable progress achieved	9	4	0	3	9	25
Going well with good progress	24	8	4	16	1	53
Completed	2	0	8	0	1	11
<b>Total</b>	<b>39</b>	<b>13</b>	<b>12</b>	<b>21</b>	<b>13</b>	<b>98</b>



# Education Directorate Summary - 2023/24 YEAR END



## General Summary

Effective partnership with a range of stakeholders continues to be a key strength of the directorate leading to transparency, collaboration, support and accountability. This has led to:

- strong Estyn outcomes overall
- rapid improvement for schools in a follow up category
- early intervention for schools requiring intensive or enhanced support.

Leadership is strong, based on a clear vision that underpins the 'Pursuing Excellence Together' education strategy.

Self-evaluation continues to be a strength across the education directorate, leading to a bespoke and flexible model of support to schools and settings. Well embedded systems and processes take account of a range of performance measures to identify strengths and areas for development.

## What went well and why?

- Schools in a follow up category have made strong progress against the recommendations outlined in respective Estyn reports.
- Profile of Estyn inspections is overall good. Eight schools have been asked to produce best practice case studies following their inspection. This includes two secondary schools and one 3-18.
- The revised attendance strategy has begun to have an impact on attendance rates. Comparative data identifies an increase in attendance rates for all pupils, with particular improvements for Free School Meals (FSM) pupils.
- Safeguarding procedures remain strong and a strength of the education directorate.
- Increase in the number of learners achieving national accreditation through the Youth Service.
- Effective expansion of Flying Start provision.

## What did not go well and why?

- Exclusion rates remain too high across a range of indicators.
- Support for schools to implement the Additional Learning Needs (ALN) Act.
- Although improving, attendance remains significantly below pre-covid rates.
- Support schools to continue to meet needs of the most vulnerable pupils.
- Meet Welsh in Education Strategic Plan (WESP) targets.
- Continue to develop innovative practices to support schools to manage finances.
- Further strengthen early identification and support of schools in need.

## What impact have we made and what have we learnt? (what difference have we made)

- Estyn outcomes support our own evaluations around school improvement.
- Attendance data indicate the positive impact of our updated strategy.
- Youth Service, Early Years and Adult Education data identify positive levels of engagement of stakeholders accessing appropriate support.
- Further analysis of data is required to identify strategies to reduce pupil exclusions.

# Social Services Directorate Summary - 2023/24 YEAR END



## General Summary

Overall performance across the Directorate has continued to be strong despite the increasing complexity of children and adults being referred who are in need of care and support and the ongoing recruitment and retention challenges across front line services.

Numbers of referrals and the rate of those referrals leading to assessment have increased across both Adult and Children's Services.

The number of Children Looked After (CLA) rose during the year but has returned to the 2022/23 rate at year end with an overall increase of just 5 children. This is in a context of increasing numbers of Unaccompanied Asylum-Seeking Children (UASC) being placed in Caerphilly through the National Transfer Scheme. The number of children included on the Child Protection Register (CPR) has reduced quarter on quarter with an overall drop of 48.

The workload of the Regional Partnership Board continues to increase as does the influence of the Board on day to day operational delivery across the five Gwent Local Authority Social Services.

## What went well and why?

- All service priorities have either been completed fully or are reported to be ongoing because they relate to ongoing core service delivery.
- Performance across both operational service areas has been maintained at positively high levels.
- Positive feedback and compliments have continued to increase and now out-number the complaints received.
- Despite the increasing demand across the Directorate, Social Services reported a budget underspend as a result of significant staffing vacancies and additional in-year Welsh Government grant funding.
- During 2022/23, the whole Directorate moved with Finance moving within Ty Penallta and the operational Divisions moving into Ty Tredomen in line with the Corporate Accommodation Strategy.

## What did not go well and why?

- The continued fragility across the care sector, particularly in domiciliary care, can be challenging at times but the overall hours of care waiting have reduced over the year which is very positive.
- Recruitment and retention issues continue to be a significant challenge with an increasing number of examples of CCBC falling behind neighbouring local authorities in terms of salaries.

## What impact have we made and what have we learned? (what difference have we made)

- Vulnerable children and adults in need of care and support have continued to have their needs met through the provision of high quality services.
- CLA numbers have remained static and CPR numbers have reduced evidencing preventative measures and support services are effective.
- Whilst the level of complaints has remained stable, the number of compliments has continued to increase.
- Performance data confirms consistent service delivery.

## What have we learned?

- Demand for services and the complexity of care needs continues to increase.
- Public and professional expectations continue to rise.
- The budget settlement going forward is going to be particularly challenging as 2024/25 will be the first year when there will be no growth in the budget to meet increasing demographic demands.

# Economy and Environment Directorate Summary - 2023/24 YEAR END



## General Summary

The text below illustrates the size & scale of what is delivered by the Economy & Environment Directorate. As can be seen there are a range of significant items/services that have been and continue to be delivered but equally there are things that have not gone so well.

Overall, the Directorate continues to sustain service delivery but there are significant on-going challenges linked to reducing financial resources and staffing challenges which are a sharp contrast to a forever increasing level of public expectation. Prioritisation of what services are to be delivered and what level that delivery will be set at will be key issues for the Authority to address over the next few years.

Where the Directorate receives complaints about its services, various systems have been put in place to learn lessons from the complaint with the aim of avoiding repetition.

Despite these challenges, generally the Directorate employs a large number of very committed staff whose efforts are appreciated by the vast majority of residents and businesses, and this is reflected in a number of compliments received by the Directorate.

## What went well and why?

- Migration into New Highways Management system. Migration achieved within target dates, through dedication of staff.
- Flood Risk Management Strategy delivery. Strategy delivered within timescales.
- Recruitment within the Drainage Section. This was achieved by being more creative with the Job Descriptions by changing job titles and descriptions from traditional roles to more relevant ones.
- Positive recruitment achieved in Engineering Project Group with a number of vacant posts filled.
- Delivery of the Active Travel delivery programme for 2023/24 to continue development of schemes within the Active Travel Network Map and delivery of minor works improvements. A full spend of the £1.05m Welsh Government grant was achieved.
- Delivery of Phase 2 Electric Vehicle (EV) charging infrastructure that are now in active use.
- Setting up of the Corporate Joint Committee that puts regional working on a statutory footing, and agreeing with Welsh Government the scope of the Regional Transport Plan to be prepared.
- Securing planning permission for Caerphilly Interchange so the detailed design can commence.
- A number of Waste Strategy service refinements and initiatives that are helping to improve recovery rates and statutory performance. Delivery of liners to all residential properties, introduction of pre-sort at Household Recycling Centres (HRCs), Consultation on proposed Waste Strategy, recruitment of Recycling Advisors to deal with education, engagement and enforcement and introduction of an enforcement system for dealing with contamination of recycling bins.□
- National Resources Wales (NRW) inspected all HRC sites and confirmed all compliant with Licence conditions.
- Successful migration of Land Charges to HM Land Registry (HMLR) being awarded best in Wales for Data quality in Local Land Charges Excellence Awards.
- Address Management Team awarded the best in region (Wales) for address data and received a platinum award for data consistency in the 2023 Exemplar Award for Address Data.
- Key officers completed the Building Control Professional Competence Validation process having 1 of only 3 Class 3 Building Control Surveyors in Wales.
- Development Management maintained top quartile performance in Wales.
- Lead South East Wales Authorities in collaboration with Corporate Joint Committees (CJCs) to deliver the Regional assessment of future growth and migration for the Cardiff Capital Region.
- The delivery of the Shared Prosperity Fund (SPF) programme has been managed by the Regeneration Service. Spend in Year two was over £8.6m.
- The support provided to the local business community through the Community Enterprise Fund (CEF) programme has seen over 121 businesses supported since the injection of UK gov monies.
- Free WiFi in 7 town centres has been introduced.
- A strong events programme has been delivered in each of the main town centres.
- The Employability Team have integrated SPF and Welsh Government funding into a strong programme of delivery.
- A successful audit of Caerphilly's food hygiene inspection regime was carried out by the Food Standards Agency (FSA) and a positive outcome report was received.
- A significant amount of enforcement action was taken against illegal dog breeders which resulted in successful court cases.
- The Head of Public Protection, Community & Leisure Services led the scaling down and eventual dismantling of the Caerphilly hosted, Gwent Health Protection Service.
- Design of the new Caerphilly Leisure & Well Being Hub reached an advanced stage and a planning application was submitted.
- The number of direct debit memberships in the Leisure Service reached an all time high by the year end.
- The Authority has continued to invest in its outdoor sport infrastructure with further 3G pitch developments either planned or completed.
- In the last quarter of the year the service of 2 experienced Fleet Managers had been secured and their input was starting to drive positive change in the struggling fleet service.
- The Parks & Countryside Service commitment to biodiversity via its no-mow May initiative received a number of positive comments.
- The move to a balanced approach to agile working facilitated by staff moves to enable greater use of the Ty Penallta & Ty-Tredomen Headquarters and a reduction in the use of other buildings was seamlessly completed in the second half of the year.
- The approach to assessing and monitoring statutory maintenance in corporate buildings, schools etc continued to be successful with high levels of compliance and quarterly reporting to CMT.
- Successful completion of a new Welsh Medium Primary School at Cwm Gwyddon, on the former Cwmcarn High School site.
- The continued delivery of other major build projects in the Education portfolio.
- Progress with a range of decarbonisation actions in accordance with the Authority's decarbonisation strategy and action plan went well with the first annual progress report presented to Scrutiny Committee and Cabinet.



# Economy and Environment Directorate Summary - 2023/24 YEAR END



## What did not go well and why?

- Procurement of Telemetry for High Risk Culverts - Issues with Company financial approvals.
- Performance of Utility Companies - It has become difficult to manage utility companies, as they do not comply with Legislation and engage correctly with Officers.
- Progress with the wider Metro delivery programme continues to be hampered because of a lack of engagement from Transport for Wales (TFW)
- Recruitment for specialist technical posts in Infrastructure remains challenging, with many posts unable to be filled.
- Breakdown issues with waste collection vehicles.
- Retention and recruitment of experienced planning officers remains an issue due to the lack of capacity in the profession.
- Progress on the 2nd Replacement Local Development Plan has been delayed as the Authority has had to address Welsh Government conformity objections to the preferred strategy.□
- The delivery of Ffos Caerfilli was fraught with technical, unforeseen issues which, combined with the wettest winter on record, contributed to delays in opening and project spend creep.
- IT issues with the barrier control system at Cwmcarn Fforest Drive remain unresolved.
- The Authority received an enforcement notice from Natural Resources Wales in relation to its reservoir management process, which on further investigation was a result of significant failure on behalf of a former manager within the service.
- 2023/24, continued to be a very challenging year for the Fleet Service in relation to workload, staff retention and recruitment.
- The quality and timeliness of customer responses in the Rights of Way and Arboricultural Services was not of the required standard and the Head of Public Protection, Community and Leisure Services commenced 2 service reviews with the aim of improving this situation.
- The no-mow May initiative also received a number of negative comments, particularly in relation to Housing Estates and the Parks Service successfully re-evaluated its grass cutting approach and obtained cross party political agreement for a revised approach which commenced in March 2024.
- The completion of the Corporate Asset Management Strategy was delayed due to a combination of resource difficulties and a change in focus to embrace a new corporate landlord model approach. The strategy is now scheduled for political sign off in early Autumn 2024.
- Staff resourcing issues in the Land & Property Service remained a challenge through the year.

## What impact have we made and what have we learnt? (what difference have we made)

- There are huge impacts being made on reducing Flooding issues throughout Caerphilly CBC.
- The number of EV chargers available has increased improving the attractiveness of using electric vehicles.
- Increased the amount of food waste being recycled and also increased awareness of the importance of recycling more and wasting less.
- Key Placeshaping schemes have been progressed positively through the planning process.
- The record numbers of Leisure direct debit memberships combined with on-going facility investment contributes to the aim of getting more people, more active, more often.
- Our refined approach to grass cutting is having a positive effect on biodiversity and the level of public interest stimulated (both positive and negative) has raised awareness of the issue and its importance.
- Further progress has been made in reducing the Authority's carbon emissions in compliance with its decarbonisation strategy and action plan.
- Investment in major school build projects (such as the Cwm Gwyddon site) will have a positive impact on our learners.
- Management of year 2 of the Shared Prosperity fund resulted in over £8.6m of expenditure in our communities across the themes of people and skills, supporting local business, community and place and multiply (numeric literacy).
- Investment in town centres has continued with free Wi-fi being delivered, enhanced support to town centre business and use of WG transforming towns funding for the development of major projects such as Ffos Caerfilli.

# Caerphilly Homes Directorate Summary - 2023/24 YEAR END



## General Summary

Over the last 12 months Caerphilly Homes have delivered on a number of core objectives successfully and embarked on a period of review and reflection to plan for the necessary changes over the next 12 months and beyond. New risks to the business have been raised with senior management and solutions are being discussed linked largely to the structural team changes that are required to deliver against these risks and the large amount of work required to meet government legislative requirements.

Since June, the team have delivered on new infrastructure, published strategies, tightened and strengthened areas of governance. We have prepared business cases both internally and externally to fund and secure finance respectively for the team to deliver tangible physical improvements to stock and ensure there is funding certainty for parts of the team to continue delivering.

We have asked staff and will be continue to ask contract holders what they think and how they feel, and consider business improvement, processes, and procedures.

We have established an ambitious strategy for delivering 1,000 new low carbon affordable homes by 2033.

## What went well and why?

- There have been many successful achievements:
- Went live with phase 2 data migration of the IT Civica system
- Occupation contracts distributed to contract holders and variation contracts agreed under Renting Homes (Wales) Act
- Migrated all but one team across from other offices into one space at Ty Penallta - 4th floor linking to asset review and team culture
- Full planning permission achieved for circa 130 new homes at Oakdale and Ty Darran and on site with Ty Darran
- Published 'Building Together' our Development and Governance strategy to build 1,000 new homes over the next 10 years
- Established an autonomous Development and Governance Project Board with financial delegations
- All staff pulse survey action plan drafted and adopted by the team
- UK award nomination recognition with APSE and CiH Welsh Housing Award winners ' Housing Team of the Year - Empty Homes team' & Strategic partnership with United Welsh 'STAR' project
- Completed review of 10 year supplier contract review and renewed a financially beneficial agreement for 2.5 years
- Agreed to close permanently all satellite housing offices and move to a community housing officer approach.
- The first enforced sales have been complete
- Approval from Welsh Government of Empty Property Enforcement Agenda Action Plan
- Funding was secured for participation in the National Empty Homes grant scheme
- We supported Caerphilly County Borough residents through generating a total of £3,484,364 in additional income.
- 63 cases had their risk of homelessness prevented by being assisted to remain in their existing accommodation

## What did not go well and why?

- We still have a significant backlog of repairs and voids
- Our internal workforce are under immense pressure and we are struggling to recruit surveyors
- There is a risk of further pressures due to retirement age and many are leaving for higher salaries to peer organisations
- We need to improve our customer service and quality of delivery and in 2024/25 there will need to be some tough decisions on how we improve our delivery whilst ensuring the quality is the highest possible for our customers
- Need to manage the FWP more closely and ensure we meet deadlines
- Slow in bringing into force the structural changes required to equip the team appropriately to deliver on the many corporate and political objectives which is impacted by MTC. These delays are causing morale issues across the team

**What impact have we made and what have we learnt? (what difference have we made)**

- Caerphilly Homes makes a positive impact in giving our customers a dedicated service and a well managed place to call home
- Ensuring people are not sleeping rough, being able to be discharged from hospital back home with adaptations, building and buying more homes, listening to staff and being prepared to take action
- Positive feedback from staff on listening to staff and taking action
- Adaptations for customers have supported the prevention agenda by contributing to independent living and people being able to remain in their own homes. Preventing falls, hospital admissions and supporting hospital discharge
- Over the year, 104 empty properties have been returned to use by direct intervention, thereby impacting on communities through visual appearance and supporting local economy
- 363 households have been allocated permanent affordable accommodation suitable for their needs and an additional £1.5M of additional income has been generated for local residents
- Caerphilly as a whole including our housing association partners have delivered 188 new affordable homes in the county borough

# Corporate Services Directorate Summary - 2023/24 YEAR END



## General Summary

2023/24 has been an incredibly challenging year for Corporate Services. The financial challenges facing the public sector, but perhaps more specifically local government has really begun to bite. The 2023/24 budget was underpinned by savings proposals of £11.8m and over the coming three years this extends to a further £64.8m to be found. These sums are hugely significant and have seen the Council launch an ambitious Transformation Programme called Mobilising Team Caerphilly (MTC). MTC is designed to transform the customer experience of engaging with the Council as well as ensure its Finances are sustainable. The Council's Corporate Services resources have been naturally impacted by the development of the MTC Programme with Digital, Finance, Customer Services, Procurement, HR and Communications resources all playing a critical role. Several of the initial Reviews within the programme are also taking place across Corporate Functions, stretching staff even further. For staff to have supported this organisational transformation programme on to of the day job has been nothing short of miraculous and I am extremely proud of every officer across Corporate Services. Some of the Services achievements are set out below under What Went Well and they are both plentiful and significant in nature. The Service is, however, naturally reflective in nature and as such also considers what could have been done better and some of the reasons underpinning that learning. On balance, and with the additional pressures of MTC, I am very happy with the work across the Service and would like to place on record my thanks for another fantastic year.

## What went well and why?

### Service Improvement and Partnerships

- New Corporate Plan (2023-2028) was developed and approved with a positive report from Audit Wales on the development process and use of the sustainable development principle
- Developed and gained approval for the new 4-year Strategic Equality Plan for the Council, covering the period 2024 to 2028 was approved by Council
- Supported the budget consultation within extremely tight timeframes ensuring the community could share their views on planned savings and robust impact assessments
- Led the consultation on the Council's new waste strategy
- Supported displaced people fleeing war and torture and sourcing housing and providing other much needed wrap around support
- Successfully secured Shared Prosperity Fund (SPF) funding to appoint two new fixed term decarbonisation posts to support the drive to deliver a carbon neutral county borough area by 2050

### Catering

- Secured one off transition funding for parents previously in receipt of free school meals during school holidays
- Successfully implemented the new Universal Free School Meals Offer across the Council's Infant and Primary Schools
- Sales in the HIVE restaurant has increased significantly during the year.
- The percentage of Secondary school pupils paying for School Meals has exceeded the target of 45%

### Digital Services

- Successfully implemented the Council Tax and HR systems to the Cloud and initiated the migration of the remaining priority systems
- Procured a new web platform for the Council that will support the MTC programme and provide the opportunity for residents to receive end to end digital services
- Implemented and launched a new complaints system for the Council
- Implemented Telephony over Teams
- Carried out a complete power down and power up across Data Centre testing resilience and business continuity
- Continued migration of critical solutions to Cloud services
- Key role in the All Wales Learning Management System / Learner Experience System bringing to implementation
- Development of new members of the team

### Customer Services

- Answered over 270,000 calls from residents as well as dealing with over 20,000 emails and 150,000 online service requests
- Led the Customer Journey Workstream of MTC and successfully launched a new digital process for Council Tax that was designed to meet user need.
- All services are now being user journey mapped, and personas developed
- The 'Engage' process mapping tool is enabling the Council to understand its customers and processes better and make informed decisions.

### Procurement and Information Governance

- Undertook significant preparatory work on behalf of the Council in relation to new Procurement Reform and Social Partnership legislation
- Continued to support a number of national procurements (EdTech, Food) on behalf of all Local Authorities in Wales
- Enhanced the staffing complement of the Information Governance Unit to better meet increased demands and associated targets
- The Percentage of Data Subject requests that were answered within compliance exceeded the target for the year
- Supported the procurement arrangements for a number of school builds including the recently opened Ysgol Cwm Gwyddon and the Trinity Fields extension

### **People Services**

- Introduced a suite of Policies for the Council to support the Council's adopted Agile Working approaches
- Following the migration of the HR system to the Cloud, designed and developed a Workforce Dashboard that gives real time establishment insight
- Resourced and appointed to a new Recruitment Team for the Council through which the Council's Resources have been significantly bolstered
- Led the development of the Council's new Intranet, My Caerphilly, and rolled it out to include corporate and school users

### **Legal and Governance**

- Revised and implemented relevant changes to the Council's Constitution, such as reducing the number of Scrutiny Committees and the implementation of formalised Joint Scrutiny Committees
- Continued to provide children's services legal support to Blaenau Gwent Council
- Increased the stability of the Hybrid Meeting Technology in use across the Council
- Worked with Digital Services to migrate Councillors from Caerphilly analogue broadband provision

### **Corporate Finance**

- Appointment of a much needed Deputy Section 151 Officer
- Led the development of a balanced budget against a backdrop of significant financial challenges
- Led the Council decision to withdraw from the Private Finance Initiatives (PFI) for Schools arrangement
- Led the implementation of the Financial Management and Spend Control Reviews as part of the MTC Programme

## **What did not go well and why?**

### **Service Improvement and Partnerships Unit**

- Caerphilly continues to face pressures in securing enough properties in the private rented sector to get our resettled cohorts into more sustainable accommodation.
- Central government appointed property agencies are attracting supply out of the system reducing the availability of suitable family homes and affecting wider homelessness support.
- The Audit Wales report on Performance Information and Service User perspective was largely a negative report with 3 recommendations for improvement.
- The work of the Gwent Public Services Board (PSB) is not progressing fast enough with no completed action plans for regional working.

### **Catering**

- The % total take-up of Universal Free School Meals at Primary Schools, while not hitting the target of 70% is now on its way to mid 60% take up which is upper quartile performance

### **Digital Services**

- The availability of major IT systems – Based on 08:00 to 17:30 Mon-Thu and 08:00 to 17:00 on Fri did not meet the stated target of 99.7% for any of the quarters of 23/24

### **Customer Services**

- The procurement of the new digital customer engagement platform has taken far longer than anticipated meaning a very tightline to move onto the new platform
- There remain disparity in service levels across the organisation but this will be addressed as the Contact Management future strategy rolls out.

### **Procurement and Information Governance**

- The percentage of Freedom Of Information (FOI) / Environmental Impact Requests (EIR) answered within compliance did not meet the target for the year

### **People Services**

- Authority Wide Sickness (note not Corporate Services per se) has reduced by 0.3FTEs which, while a positive direction of travel, does not appear to have been as large a shift as in other LAs
- The creation of a workforce dashboard following the migration to a Cloud Based HR System has not been completed as swiftly as hoped, due largely to the small windows between payrolls

### **Legal and Governance**

- There were a number of issues that emerged during the 2023 AGM in relation to a new Scrutiny Committee Structure which could have been averted with wider consultation
- There have been several failures in the hybrid meeting technology which has required significant innovation and determination from the Dem Services Team to resolve

### **Corporate Finance**

- Council tax collection rates are currently still below pre-pandemic levels.

## **What impact have we made and what have we learnt? (what difference have we made)**

### **Service Improvement and Partnerships**

The Council has launched a new Corporate Plan during the last financial year, and with it a new set of outcomes and indicators upon which to demonstrate performance against the Plan. A new Corporate Plan Dashboard is under creation, alongside a refresh of the Performance Management Framework. The last Framework which was introduced pre Covid has moved the organisation forward immeasurably but with the forthcoming WLGA Peer Panel Assessment and the Audit Wales Review of the Service User Perspective on Performance Information, the Council recognises it is time to move its thinking forward in this area. Members are also being directly engaged in the development of the new Framework to ensure enhanced Scrutiny and Challenge over time.

**Catering**

A significant percentage of primary pupils (+60%) are now taking advantage of universal free school meals but there still remains a hard to reach group that the Council cannot yet convert. Sometimes this is as a result of misunderstanding the offer (i.e. not realising the offer includes sandwiches etc) and so a new marketing and communication approach is being implemented to ensure every child can benefit from at least one free meal per day, be that hot or cold.

**Digital Services**

The Team have converted a number of the Council's priority IT systems to the cloud and have done so without causing any significant disruption to services at all. This has brought additional benefits and security to our most important systems but it has also been recognised that Cloud migrations are hugely resource intensive, often benefit from some external additional support and also, need to be developed beyond the migration. There are real opportunities for the business in these cloud systems being fully utilised that at present the Council is not always geared up to exploit.

**Customer Services**

The Council's main Contact Centre resolves over 99% of calls at the first point of contact but customer feedback about telephone responses across the Council suggests that there are wider issues. The handover from the initial contact to the back office continues to prove problematic and the overall customer experience can be fragmented and inefficient. Contact Management is now part of the Mobilising Team Caerphilly Programme and the customer engagement platform that has just been procured will provide the foundation for change. The MTC Board have also endorsed a move to reduce inbound telephony numbers, generic e-mail addresses and websites to improve the customer experience and enable end to end digital services, while not forgetting assisted digital service and face to face contact.

**Procurement and Information Governance**

The Information Governance Team came very close to hitting the target of 80% compliance for FOIs/EIRs in Quarter 2 but performance dropped off again in the last six months of the year. That said, it remains above 70% which is an improvement on the year before. The challenge facing the team is that often the ability to respond relies on contributions from elsewhere in the Council and those officers are ordinarily dealing with a wide range of competing priorities. Consideration is being given as to how to further improve response rates such as the publication of previous FOI/EIR data on the web site to remove the need to resource duplicate enquiries.

**People Services**

The Council has increased the number of FTE employees by +418.74 and headcount by +374 since March 2021 and now employs more people than it has done in the previous 4 financial years. This increase has come at a time when there have been increases in expectations, additional grant funding and the need to resource a whole authority transformation programme. There has also been recent success in recruiting to previously difficult to recruit to roles that are a direct result of the work of the Recruitment Team. That said, the Council has acknowledged that it will need to be smaller and more efficient in the future and is seeking to manage that reduction proactively and strategically and in accordance with the MTC Programme.

**Legal and Governance**

The Council now live streams the majority of its Committee Meetings and hybrid meetings have become an accepted aspect of Council decision-making. The new arrangements do, however, demand additional resources are available at most meetings to facilitate the set up, running and broadcasting of the meetings. These resources are often Democratic Services resources supplemented by IT Training officers and IT support officers. The unstable nature of the system is no doubt a contributing factor in resourcing hybrid meetings and, moving forward, further work will be undertaken to stabilise arrangements and build confidence in the system.

# Caerphilly CBC Corporate Risk Register



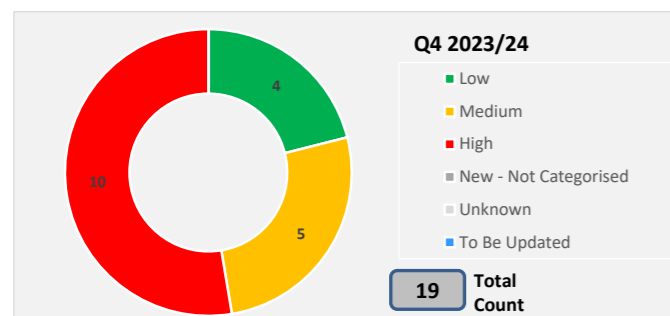
Caerphilly CBC Corporate Risk Register					Previous Risk Level				Current Risk Level	Planned Mitigations and Progress	Does the risk affect the Well-being of our Communities?	Well-being Risk Level
Risk ID	Date Added to Risk Register	Risk Name	Risk Description	CMT Lead Officer	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24				
CRR-17 2022/23	Q1 22/23	Impact on cost of living (inflationary) increases on our communities	The recent price increases in household energy bills combined with higher costs for food shopping and the price of fuel have created significant challenges for many residents, especially those already in need. The cost of living increase is likely to lead to additional demand being placed on council services as families affected seek our help. Difficulties in this area will continue throughout the winter and in to 2024.	DS	High	High	High	High	<ul style="list-style-type: none"> <li>CoL operational group meeting on a monthly basis to facilitate partnership working.</li> <li>CoL landing page (on website) currently in process of being reviewed/updated to ensure information is current and relevant for 2024/25. 2 printed Newsline editions dedicated to Cost of Living Support were also issued during 2022-2023.</li> <li>Cost of Living team within Housing Rents continue to provide additional services for residents for income maximisation, welfare benefits support and energy advice. Also administer Cost of Living Hardship Fund.</li> <li>Cost of Living Hardship Fund launched March/April 2023, allowing for funding for those in hardship who are not eligible for or have exhausted other grants. Fund allows for grant of up to £700 for designated needs linked to hardship and referrals are made via professionals providing support. £400k allocated for each year up to March 2025. 590 applications approved in 2023/24.</li> <li>Welcoming Spaces funding continued until March 2025, to support network of welcoming spaces developed across County Borough - comprising 65 welcoming spaces in total (inc all CCBC libraries). Spaces offer a warm place, food, activities, socialisation etc for those unable to heat their homes effectively. Groups are also offered additional support via GAVO and Caerphilly Cares Development Team.</li> <li>Warm Packs purchased and distributed to vulnerable residents (via frontline support staff, partners and via Welcoming Spaces and community groups). Tender established to ensure reliable and consistent supply. 550 packs distributed in 2022/23 and 1850 packs distributed in 2023/24.</li> <li>Funding allocated to Citizen's Advice to enable increased resource in the form of 1 additional Debt Adviser and 1 additional Welfare Benefits Adviser (recruited as part of the Let's Talk Money Project), to reduce pressures and waiting lists. Additional staff came into post during Q3 of 2023/24 and are currently funded until end March 2025.</li> <li>Energy Crisis Grant scheme launched in April 2023 to provide grants for installation of energy efficiency measures (including upgrades to boilers, windows, loft insulation etc) for households. Grants to value of £100k allocated in 2023/24.</li> <li>Additional financial support given to Cornerstone and POBL (via Supporting People) to enable purchase of food for those who are homeless, including rough sleepers or those in temporary accommodation. Additional money also allocated within 2022/23 to support Debt Rehabilitation Orders (DROs).</li> <li>Additional small-scale measures including mobile phones, hygiene packs available for those in need.</li> <li>Ongoing additional funding and support via Food Poverty network (e.g. Foodbanks, fareshare schemes) to ensure adequate capacity to provide support to those at risk of food poverty (supported by additional initiatives including Cooking Champions courses to provide cooking skills and slow cookers etc). Supplemented by grants including Discretionary Food Support (DFS) and Sustainable Food Network (SFN) which are managed and administered via the Food Development Officer.</li> <li>Whilst inflation rates have fallen and stabilised from last year's highs, the current rate remains higher than average and prices remain high, particularly in relation to basic items such as food. Increases in interest rates have also contributed to higher borrowing costs - notably mortgage rates have risen sharply, with resultant increases in rental prices. Therefore, although some pressures have eased, there remains ongoing and significant challenges for our most vulnerable communities.</li> </ul>	Yes - cost of living increases have the potential to affect those in our communities who are already most in need.	High	
CRR-02 AW ongoing monitoring of Financial Position in ARA 23/24. No output yet	2018-2023 From MTFP combined with COL	Medium-Term Financial Plan	The current economic situation, real terms reductions in funding, and increases in demand for services (particularly in Social Care) means that the Council (along with all others) continues to face unprecedented financial challenges. Given the scale of the financial challenge faced by the Council, it is inevitable that some difficult decisions will need to be made at pace to ensure that balanced budgets can be delivered in the forthcoming years.	SH	High	High	High	High	<ul style="list-style-type: none"> <li>2024/25 budget approved by Council 27/02/24.</li> <li>Total 2024/25 cost pressures of £56.5m are being funded through a 2.5% uplift in the Financial Settlement (£8.9m), permanent savings of £19.6m, temporary savings of £11.5m, use of reserves totalling £10.6m and a 6.9% increase in Council Tax (£5.9m).</li> <li>£22.1m of temporary measures for 2024/25 contributing to overall anticipated savings requirement of £45.2m for the two-year period 2025/26 to 2026/27.</li> <li>Significant work undertaken in the last twelve months through the 'discovery phase' of the council's Mobilising Team Caerphilly Transformation Programme to identify a range of projects to help balance the budget moving forward.</li> <li>Now moving into the 'delivery phase' of the Programme with numerous projects being defined in detail and a range of proposals will be presented for scrutiny and decision throughout the 2024/25 financial year.</li> </ul>	Yes - Savings requirement of £45.2m will mean a refocus of how we provide services, so we need to be aware of how this will impact citizens through a range of methods and our engagement programmes.	High	

CRR-08	17/18	Pressures on social care	Social Care capacity is an ongoing problem for the authority. The ability to recruit and retain care staff, in the face of significant competition from the retail and hospitality sectors is becoming more and more of an issue. As a consequence independent providers are handing back packages of care and the future of some care homes is in the balance.	GJ	High	High	High	High	<ul style="list-style-type: none"> <li>Ongoing fee uplifts for independent sector providers are required to keep up with cost increases</li> <li>Commitment to external review of fee structures</li> <li>Participation in work re standard fee methodologies at Regional Partnership Board level</li> <li>Continue to open new in house residential homes for children</li> <li>Capacity/fragility issues flagged up at a regional level via RPB and associated strategic groups</li> <li>Given the likely financial settlements for Local Government it is unlikely that fee levels for 2024/25 will meet Provider needs or expectations.</li> </ul>	Yes - reducing help that can be provided for the most vulnerable in our society will affect our ability to contribute to a 'Healthier Wales' which requires peoples mental and physical well-being to be maximised.	High
CRR-16 2021/22	19.10.23 Q3	Recruitment and Staffing Capacity	The Council needs to be able to employ sufficient numbers of staff across its services in order to ensure service delivery can be maintained. At present, there are challenges in recruiting replacement staff within certain Council professions that could, if not overcome, create difficulties over the medium to long term. There is also a shortage of Senior Leadership Capacity at present.	ED	High	High	High	High [Propose Medium as at Q1 24/25- see figures]	<ul style="list-style-type: none"> <li>Recruitment Team in place now actively supporting the organisation using private sector recruitment approaches along with a range of tailored solutions</li> <li>Performance metrics around new entrants, internal moves and exits being collated for ongoing review</li> <li>Organisation is at 6513.47 FTEs as at March 24 an increase of 104 FTEs on March 23 and 418 FTEs on March 21</li> <li>Migration of HR system to the Cloud provides comprehensive workforce data and intelligence around vacancies and the establishment</li> <li>Workforce Development Toolkit now in use and being applied more broadly across the organisation following a successful pilot</li> </ul>	Yes - Should the Council experience a loss of staff from a particular service coupled with an inability to recruit, there is a potential risk to service deliver which could impact the community albeit this is considered low at this point	
CRR-11 2020/21	Q1 May 2020	Fleet	Providing a fully operational, compliant fleet of vehicles is essential for the Council to deliver all of its front line services. In this regard the Council holds a goods vehicle operators licence ("O licence") and must continue to demonstrate compliance with the conditions of the "O licence" and the legislative framework in which it exists. There is a current risk relating to the ability of the Council to staff its fleet management and maintenance service with suitably qualified and/or experienced staff and deliver the required level of management and maintenance standards.	MSW	High	High	High	High	<ul style="list-style-type: none"> <li>2 qualified and experienced fleet managers are now in place (via agency)</li> <li>Work is underway with Recruitment to seek to increase staffing numbers in workshop</li> <li>Residual staffing capacity concentrating on HGV Fleet</li> <li>Sub contractors being engaged for other work where the market is able to respond.</li> <li>Review is exploring arrangements for external maintenance through a strategic partner to provide additional contingency or other applicable model(s)</li> <li>Processes and procedures for vehicle safety and driver compliance are currently under review and are being revised accordingly</li> <li>Withdrawal form SFS contract now substantially complete and lease/purchase vehicles (and maintenance, where appropriate) will be procured via a WG Framework</li> <li>Council is currently over utilising short term or 'spot hires' to plug gaps in provision</li> <li>Restructure options report has been drafted as part of service review and is due to be considered by CMT in early April 2024 in conjunction with other key review recommendations</li> </ul>	Yes - Should the Council be unable to ensure sufficient HGV vehicle availability, there is a risk that some services will not be able to be provided to residents.	Medium
CRR-19 Linked to Waste & Recycle Review on Tracker Register	Q2 Sept 2022	Waste Strategy and Recycling Performance	The Council is required to comply with Welsh Government Statutory Recycling Targets or face the risks of significant fines.	MSW	High	High	High	High	<ul style="list-style-type: none"> <li>Minister has agreed the routemap which sets out the principles and timescales for achieving enhanced recycling performance and interventions</li> <li>Joint Scrutiny and Cabinet considered an agreed routemap in Summer 2023</li> <li>Cross party member steering group has considered draft Waste Strategy throughout October &amp; November 2023 followed by CMT consideration in December 2023</li> <li>Initial strategic project assessment shared and discussed with WG in October 2023</li> <li>Joint Scrutiny and Cabinet agreed to consult on the draft strategy scheduled in January 2024.</li> <li>Public consultation commenced February 2024 for 12 weeks</li> <li>During this period the outline business case (OBC) has been completed and a meeting is scheduled with WG for April 15th 2024 to discuss the OBC</li> </ul>	Yes - <ul style="list-style-type: none"> <li>Achieving higher levels of re-use and recycling has a positive impact on reducing carbon emissions</li> <li>Failure to achieve future statutory recycling targets may lead to WG fines which are significant financially and reputationally.</li> </ul>	Medium
CRR-25	19.10.23 New for Q2	Housing Supply	The authority currently has around 6000 people on its Housing waiting lists and significant challenges in ensuring that people are in the right accommodation for them and their families particular needs. The influx of Ukrainian refugees, the Afghan resettlement programme and local homelessness challenges are increasing the need an appropriate supply of housing.	DS	Medium	Medium	Medium	High	<ul style="list-style-type: none"> <li>Caerphilly Keys service now in place.</li> <li>New build programme agreed and progressing with 400 homes target.</li> <li>Outline planning for circa 130 homes at Ty Darren and Oakdale Secondary School.</li> <li>Transitional Accommodation Programme Board established.</li> <li>Progression of Development and Governance Strategy.</li> <li>Cabinet updates</li> <li>Quality of offer - review of service and standards.</li> <li>Increase in expectations of UK Government re. refugees from Afghanistan will further increase demand in this area.</li> </ul>	Yes people having a roof over their heads and living in accommodation of a suitable size and standard is a fundamental part of wellbeing and is evidenced as having a positive impact on people's health	Medium
CRR-13	Q1 21/22	Increased Homelessness	Increased numbers of homelessness could result in increased incidents of rough sleeping and increased use of B&B/hotel type accommodation to address emergency needs. This in turn could result in poor outcomes for the households concerned and a repeat of the homelessness cycle. As national Covid policy delaying evictions by private landlords has come to the an end, evictions could rise significantly.	DS	Medium	Medium	Medium	High	<ul style="list-style-type: none"> <li>Implementation of the Rapid Rehousing Strategy</li> <li>Caerphilly Keys service now in place</li> <li>Use of support providers and specialists to assist those that are homeless and to sustain tenancies to avoid homelessness occurring</li> <li>Implement Homelessness strategy which has been developed in collaboration with neighbouring authorities</li> <li>Review the availability of temporary accommodation to reduce/avoid use of B&amp;B</li> <li>Look at opportunities to further increase the availability of properties in the private sector as an alternative means of accommodating homeless persons</li> <li>Work with the police &amp; probation service to plan accommodation for prison leavers</li> <li>Review the type of accommodation that is required to meet the needs of those presenting so that this can be considered in longer term future planning</li> </ul>	As above	Medium



CRR-18	Q2 Sept 2022	Resettlement of Displaced People (combines former risks for Ukraine/Gaza and encompasses all resettlement schemes)	The Council is required to support individuals displaced by conflict and any significant increases in numbers has the potential to put pressure on wider Council resources as well as affecting the risk levels of other CMT Risks	CH/DS	High	High	High	Medium	<ul style="list-style-type: none"> <li>• Council has invested in a temporary Resettlement Team to help manage the situation</li> <li>• Relevant partners meet as a monthly multi-disciplinary team to discuss cases, locations and pressure on services.</li> <li>• Dialogue is maintained with CRH regarding new asylum dispersal properties and engagement with local elected members in maintained by officers when these properties come on line. Attendance at regular meetings with Welsh Government, WLGA, DHLUC, Home Office and MOD</li> <li>• Specialist third sector provider supporting Afghan/Syrian cohorts</li> <li>• A new cohort of Afghans that had been housed in Pakistan are now relocated to MOD properties</li> <li>• Another accommodation provider, Mears, are also actively searching homes in the private rented sector, however there are no arrivals through this route as yet</li> </ul>	Yes - pressure around housing, particularly availability of homes in the private rented sector, and possible education and social care needs.	High
CRR-06	16/17 Previous Ref. CMT 44	Local Development Plan (LDP)	It is essential that the Council has a Local Development Plan in place which sets the policy context for future development control decisions as well as ensuring that sufficient land is earmarked to support the range of needs across the County Borough such as Housing, the Economy, Green space, etc.	MSW	High	High	High	Medium	<ul style="list-style-type: none"> <li>• Progressing the current Local Development Plan Process in accordance with the delivery agreement between the Council &amp; Welsh Government (WG).</li> <li>• Recent correspondence from WG will require further regional work (including the CCR) on growth assumptions.</li> <li>• Given the recent interaction with WG, then the LDP is probably not deliverable in its current form and in accordance with the existing delivery agreement timeline.</li> <li>• Council report was considered 4th July 2023. Council agreed to "pause" progress with the LDP while regional work is completed on growth scenarios and the regional level Strategic development plan (SDP).</li> <li>• Leader of Council has written to the minister regarding the WG view of LDP growth scenarios and has also invited her to a meeting to discuss the matter as well as viewing the mid valley strategic housing site</li> <li>• Consultants appointed to undertake regional (SDP) work over next few months and CCBC LDP work to recommence after this is completed.</li> <li>• Consultants appointed to undertake regional (SDP) work (for completion by end of April 2024) and CCBC LDP work to recommence after this is completed</li> <li>• Briefings have also been provided to CMT and Leader, Deputy Leader and Cabinet Member on candidate sites assessment.</li> </ul>	The LDP is the overarching document which governs land use planning decisions in the County Borough. It can therefore have a significant impact on future development which is of particular relevance to future generations for future housing provision, schools and leisure facilities. The LDP is also a key policy document in terms of the economic prosperity as it will ultimately determine land allocations for	High
CRR-04	01.07.15 Prev Ref. CMT 41	Impact of Climate Change	Climate change and the trend for increased risk & frequency of adverse weather presents a risk to the natural & built environment.	MSW	Medium	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>• Decarbonisation Strategy and associated action plan in place and a new team created.</li> <li>• Report on progress against the action plan and way forward for decarbonisation presented to Scrutiny 2nd May 2023 and Cabinet 14th June 2023.</li> <li>• Effective Emergency Planning Strategies, processes and operational responses.</li> <li>• Robust Local Flood Risk Management Strategies underpinned by a progressive suite of flood alleviation infrastructure projects.</li> <li>• Implementation of Sustainable Urban Drainage (SUDS) practices across new developments.</li> <li>• Effective management of the natural environment across the countryside/green open space portfolio/culture and embedding across organisation</li> <li>• Specific actions across the Council's asset portfolio to reduce its own level of carbon emissions have been reported to Scrutiny and Cabinet in December 2023 / January 2024 via the Annual progress report .</li> </ul>	Yes - there is an impact to a 'Resilient Wales by not proactively addressing the operational response to climate change. The contribution to global issues and a 'Globally Responsible Wales' is met through low carbon planning and sustainable development. There is a direct impact to Health also.	Medium
CRR-07	Q2 2020	Impact of Covid-19 on learner achievement	The impact of covid on learner achievement remains unknown and requires further evidence and appropriate intervention, particularly with the inconsistent nature of assessment since 2020 along with reduced levels of pupil attendance and higher than average levels of exclusions.	ED	Medium	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>• Education Strategy that focuses on Reignite, Recover, Reform Agenda now live</li> <li>• Developing the information, intelligence and data to ensure the LEA operates as an effective commissioner of improvement services</li> <li>• Further enhance self evaluation and improvement planning processes</li> <li>• Greater focus on inclusion and improved wellbeing with enhanced tracking</li> <li>• Establish a system of active peer learning that provides opportunities to consider problems, share good practice and innovation</li> <li>• Increased support for pupils at risk of becoming NEET (Not in Education, Employment or Training)</li> <li>• Improving Pupil Attendance</li> <li>• Support More Able and Talented pupils</li> <li>• Improve Pupils' Acquisition of Digital Skills</li> <li>• Deliver Welsh in Education Strategic Plan 2022-2032</li> <li>• Build new schools through Sustainable Communities for Learning</li> <li>• Ensure Medium Term Financial Planning arrangements for Schools</li> <li>• LEA Estyn Inspection scheduled for w/c 24/06</li> <li>• LEA also involved in WG Middle Tier Review (School Improvement Services)</li> </ul>	Yes, this limits contribution to 'Prosperous and More Equal Wales'. Standards of attainment and gaps in inequality can result in a low skilled, low paid workforce, and higher levels of unemployment leading to poverty. Over the long-term (25 years) in the life of a young child to adult the potential outcome of the attainment gap makes this a medium risk. This is a long term risk	Medium

CRR-23	01.12.22	Resilience and Wellbeing of Staff	Since early 2020, Council staff have been dealing with unprecedented challenges over an extended period of time. Staff have supported communities through the pandemic. More recently staff have had to respond to the impacts of the Programme for Government, the war in Ukraine and, more recently the Cost of Living crisis. Expectation continue to rise and the Council's resources are extremely stretched at present. There are high levels of staff sickness currently. The 2023/24 budget is also adding further workload pressures as alternative mechanisms for service delivery will need to be worked up.	CH	Medium	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>Embedding the Workforce Development Strategy</li> <li>Embedding the Employee Wellbeing Strategy</li> <li>Further promotion of the Employee Benefits Scheme</li> <li>Recommendation to provide staff with an additional 5 days annual leave</li> <li>Embedding the Employee Wellbeing Framework</li> <li>Work commenced with external support to understand the underlying reasons for sickness absence levels and to pilot some new approaches to reduce impact</li> <li>Creation of a coaching network across the organisation to help unlock issues</li> <li>Rollout of the Workforce Development Toolkit</li> </ul>	Although this risk relates to organisational capacity, well-being of staff can indirectly affect productivity and sickness levels can affect capacity to deliver services	Low
CRR-20	Added May 2023	Potential Withdrawal of Bus Support Funding and Contraction of Local Bus Services	There is a significant likelihood of extensive industrial action being taken across multiple public services, largely in relation to levels of pay and working conditions.	MSW	High	High	High	Low	<ul style="list-style-type: none"> <li>Meetings being held nationally and regionally (regional scrum) as Wales wide issue</li> <li>In June 2023, WG confirmed a continuation of BES funding until March 2024 and the regional scrum has agreed revisions to the bus schedule with each local authority</li> <li>The amendments to CCBC services are relatively minor overall but the funding is now in place until March 2025</li> <li>Further meetings between LA's, WG and WLGA will continue.</li> </ul>	Yes - restricting connectivity of communities and limiting potential to travel for those without access to a car or rail travel	High
CRR-12 Q1 2020/21	Q2 2020	Covid-19 Recovery and Future Wave Response	As the local economy seeks to recover from the impact of the COVID-19 pandemic, the Council will need to focus on a series of recovery measures to stimulate local growth. The Council will also need to remain prepared to manage its critical services and workforce pressures through potential future waves that limit social mobility and reduce the availability of resource.	CH	Medium	Medium	Medium	Low	<ul style="list-style-type: none"> <li>Cabinet have adopted an Economic Recovery Framework to stimulate growth and a progress report is scheduled for cabinet consideration in Autumn 2023.</li> <li>New Economic Development Strategy TOR being developed</li> <li>Adoption of Corporate Plan scheduled July 2023.</li> <li>Cabinet have adopted a Social Value Policy to drive community benefit and the foundational economy across the locality</li> <li>The Council is overseeing the Regional TTP function supporting Gwent to better manage a range of communicable disease responses</li> <li>The Council maintains a critical service list and business continuity plans</li> <li>The Council continues to formalise and embed its Agile Working approaches to ensure services can be provided from any location</li> </ul>	The mitigating actions have helped recovery and the cost of living economic pressures are reflected in other risks	Low
CRR-22	01.12.22	COVID Inquiry (Capacity to service)	Inquiry has now commenced. CCBC has submitted evidence as required. No dedicated resources identified, therefore completion of evidence falling to a small number of officers, all of whom have other duties. Requests/submissions likely to go on for many months. WLGA hosting regular meetings to support LA's in conjunction with the LGA.	GJ	Medium	Medium	Medium	Low	<ul style="list-style-type: none"> <li>Covid 19-Inquiry Group established.</li> <li>Submissions agreed and signed off by CEO</li> <li>Consideration to be given to a creation of a be-spoke role to complete evidence requests</li> <li>Awaiting feedback from Covid Inquiry</li> <li>Further modules announced via enquiry website</li> <li>Some concern re absence of input from WLGA.</li> </ul>	No - this risk relates to organisational capacity following which organisational capacity and functionality will be reviewed.	N/A
CRR-24	Dec-22	Impact of Strike Action on Public Services	Industrial action being taken across multiple public services, largely in relation to levels of pay and working conditions, remains a possibility the result of which could be adverse impact on service delivery.	CH	Medium	Medium	Medium	Low	<ul style="list-style-type: none"> <li>NAHT have now concluded their Action Short of Strike but pressures remain in the system</li> <li>Ongoing dialogue with TU's continues as we enter further period of pay negotiations</li> </ul>	Potential unrest could affect ability to provide services in the short term	Low
CRR-26	Apr-24	Connecting Care - Replacement of WCCIS	The all Wales social care and health data base WCCIS has to be replaced because the provider is withdrawing the product between January 2026 and April 2027. Although the system may remain operational in that period it will not be supported. ADSS and DHCW are proposing a national approach to the procurement of the replacement system supported by regional implementation and delivery. The Gwent region has agreed that the replacement of WCCIS should be recorded as a Corporate Risk for the following reasons: (i) There could be a loss of service which would severely impact on core business processes including recording and reporting. (ii) There is a predicted significant funding pressure which is being negotiated with WG.	GJ	Medium	Medium	Medium	High	<ul style="list-style-type: none"> <li>ADSS and DHCW have agreed a national approach to the procurement of the new IT system for Wales with the aim of establishing the framework for regions to then procure directly from</li> <li>The Gwent Directors have agreed to collaborate as a region and the existing regional WCCS Team hosted by ABUHB will transfer to Torfaen CBC to sit alongside the RPB Central Support Team</li> </ul>	No - this risk relates to business continuity which has potential to impact on capacity and functionality.	N/A
CRR-28	Added May 24	Renting Wales Home Act	Legal challenge on WG with regard to compliance on electrical testing on council houses has the potential to mean that tenants who have not received a hard copy of a safety compliance certificate will not have to pay rent and may be able to recover rent payments back to December 2023.	DS				High	<ul style="list-style-type: none"> <li>Officers present at ongoing meetings with WG.</li> <li>Electrical safety certificates being re-sent to tenants to mitigate against future claims.</li> <li>Work ongoing to recruit staff to enable compliance work to be accelerated.</li> <li>Section 151 officer advised of the potential financial risk.</li> </ul>	None at present. Risk limited to potential financial liability for the Authority.	N/A



# Self-Assessment action plan 2023/24



Table 1 showing summary count and status of the action plan

Count	Progress RAG Status	Status reference
0	Black	Not yet started or too early to report any progress (achievements/changes)
0	Red	Started but limited progress against target date
11	Amber	Started with reasonable progress achieved
16	Green	Going well with good progress
8	Blue	Completed
35	Total	

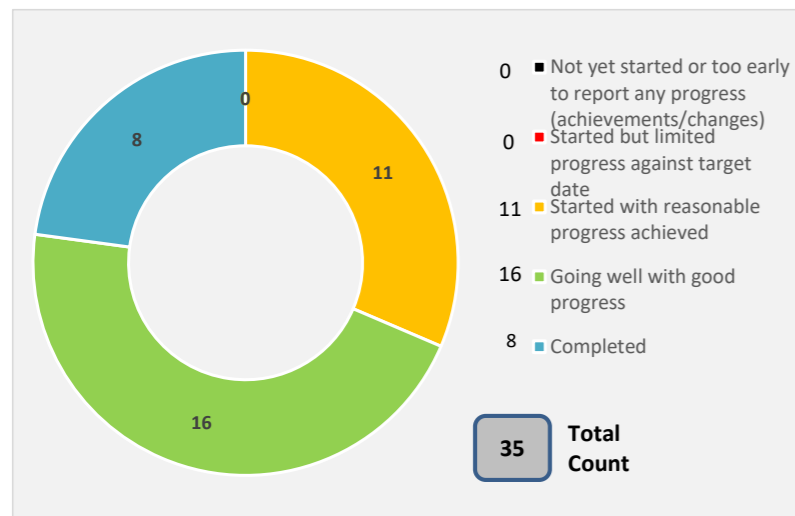
Table 2 showing a list of the Self-assessment actions and their status

Title	Owner	Completion Date	Progress RAG Status <small>select from drop down list</small>	Progress - Achievements - Impacts
<b>Corporate Planning</b>				
Publish the new 2023-2028 Corporate Plan	RR	Jun-23	Blue	The Corporate Plan 2023-2028 was endorsed 29 Nov by Council. We are now moving into phase 2 which is to set up a performance reporting, method, frequency, dashboards etc on the most effective way to report on the new Well-being Objectives that is integrated with the rest of the framework as noted under the Performance Management section below.
Launch a new Intranet to aid staff in accessing policies and plans	Ed / SF	Oct 23 to Feb 2024	Blue	Completed.
We will develop a performance framework for reporting on the new Corporate Plan	RR	Jun-24	Green	The Corporate Plan has a list of actions and key performance indicators which is reported yearly to members and the public. This improvement is about enhancing the reporting information via dashboards, with trends, graphs and contextual information
<b>Financial Planning</b>				
Provide an updated Medium-Term Financial Plan aligned to the Corporate Plan and 'Mobilising Team Caerphilly' Transformation Programme as presented to Council.	Steve Harris	May-24	Amber	The 2024/25 budget was approved by Council on the 27th February 2024. Total 2024/25 cost pressures of £56.5m are being funded through a 2.5% uplift in the Financial Settlement (£8.9m), permanent savings of £19.6m, temporary savings of £11.5m, the one-off use of reserves totalling £10.6m, and a 6.9% increase in Council Tax (£5.9m). The £22.1m of temporary measures for 2024/25 are contributing to an overall anticipated savings requirement of £45.2m for the two-year period 2025/26 to 2026/27. Significant work has been carried out in the last twelve months through the 'discovery phase' of the council's Mobilising Team Caerphilly Transformation Programme to identify a range of projects to help balance the budget moving forward. We are now moving into the 'delivery phase' of the Programme with numerous projects being defined in detail and a range of proposals will be presented for scrutiny and decision making throughout the 2024/25 financial year.
Present updated Financial Regulations to the Governance & Audit Committee for endorsement prior to Council approval.	Steve Harris	Apr-24	Amber	The updated Financial Regulations are due to be presented to the Governance and Audit Committee on the 8th October 2024.
Undertake a review of the Council Reserves Strategy	Steve Harris	Mar-23	Amber	The Reserves Strategy will be updated following approval of the updated Financial Regulations,

To arrange training for budget holders and rolled out as part of the Mobilising Team Caerphilly programme.	Steve Harris	To be agreed across 2024	Amber	Training programme has been prepared. Training dates to be agreed.
Progress the Council's Well-being and Place Shaping Programme at pace C/F from 2023.	Steve Harris	Ongoing	Amber	An initial burst of activity, called the 'discovery phase', took place over Summer 2023 whereby data was collected to help inform the transformation process and a Programme Director for Place Shaping has been appointed with a Place Shaping Programme Board established. Place Shaping Programme Planner created and updated with latest known project/costings to understand the current overall positional Place Shaping Capital Business Case and Cost Benefit Model was created and trialled across several schemes prior to wider rollout. An understanding of current financial position has been reached. Currently reporting to Leadership & Members outlining Immediate Asks who are currently confirming which projects to take forward
<b>Workforce Planning</b>				
Appoint a recruitment team	Lynne Donovan	Oct-23	Blue	Completed.
Develop a Recruitment Strategy	Lynne Donovan	Jul-24	Green	The work being undertaken within Mobilising Team Caerphilly will be fundamental to the strategy.
Review relevant HR policies	Lynne Donovan	Mar-24	Green	The Council's HR policies are at various stages of review and continue to be on a cyclical basis.
Undertake a staff survey in relation to agile working, caring responsibilities, and well-being	Lynne Donovan	Mar-24	Green	This will be undertaken in the Autumn of 2024
Introduce the new digital workspace	Lynne Donovan	31.10.23	Blue	A new digital workspace launched in October 2023 that continues to be refined with service areas. Schools also now have access to it with usage and feedback very positive. Completed as per spring of 2024
Migrate the HR / Payroll system to the cloud and develop new modules for recruitment, onboarding & induction	Lynne Donovan	Mar-23	Green	System migration completed. Recruitment, onboarding and induction module to be in place Autumn 2024.
Introduce the new flexi system inline with the Agile Working Policies	Lynne Donovan	30.09.23	Blue	Completed.
Develop and introduce employee service data via the HR / Payroll system	Lynne Donovan	31.03.24	Green	To be completed Summer 2024.
Finalise and roll out the workforce Planning Toolkit	Lynne Donovan	31.01.24	Blue	A Workforce Planning Toolkit has been developed and pilots were undertaken by 3 Heads of Service in the Autumn 2023. Feedback from the pilots has been taken on board. The Toolkit can now be used across the Council and will support the work leading from Mobilising Team Caerphilly. Leadership Team attended Workforce Planning Training facilitated by LGA in February 2024. A suite of information will be available via the HR/Payroll system in Summer 2024 to support Managers with their workforce planning.
Introduce a new learner experience and management system	Lynne Donovan	Mar-23	Green	A new Learning Management System (LMS) 'Thinqi' will be introduced in Summer 2024. This is a collaborative project with other Welsh LAs which will enable improved learning and development opportunities.
<b>Procurement and Information Technology</b>				
Implement Procurement Reform across the Council via the Procurement Act 2023, Social Public Procurement Partnership (Wales) Act 2023 and Health Service Procurement (Wales) Act 2024, which comes into force on 28 October 2024.	Liz Lucas	Jul-05	Green	Procurement Team session with Welsh Government representative covering Procurement Reform in Wales held in Caerphilly CBC on 30 January 2024. Updates being circulated within the Council e.g. Series of Knowledge Drops issued via communications unit on 7 February 2024. Update on the reform agenda presented to Corp & Regen Scrutiny Committee on 14 May 2024 covering the three Acts and the Council's approach via our 'getting ready action plan'. Attendance at Education & Corporate Services SMT on 2 May 2024 and Economy and Environment SMT on 21 May 2024. Procurement Team undertaking learning and development via UK Government Commercial College Training Course also actively contributing to Welsh Government's eLearning Modules which are due for release in June 2024. Management Network Session arranged for 9 July 2024. All Councillors Seminar t.b.c. Regular meetings with Welsh Government representatives. Inclusion within Mobilising Team Caerphilly programme via Improved Financial Management. Go-Live date – 28 October 2024.

The procurement function is currently upgrading the e-procurement system which will provide opportunities for innovation and automation within the procurement process.	Liz Lucas	Spring 2024	Green	Migration to Proactis P2P Cloud complete. The cloud based solution will create greater financial rigour and control with full audit trail and transparency. Enhanced integrations between applications have been developed which creates innovation and automation eradicating manual intervention and tasks whilst creating greater efficiencies. Future enhancements will take into account the UK Public Procurement Act and Social Public Procurement Partnership (Wales) Act to further improve the procurement process from sourcing to pay.
Filling the Supplier Void – ‘Live’ Supplier Directory’. The Council is looking to grow our internal analytics and search capabilities to solve problems related to “supplier voids”. The overarching aim is to ensure that the Council is sourcing suppliers from local and surrounding areas, where possible, and helping potential suppliers in adjusting or growing their processes to be more fully compatible with the needs of the Council and other public sector bodies.	Liz Lucas	Spring 2024	Green	Fully functional. A proof of concept is currently being undertaken using a ‘Live’ Supplier Directory created by Simply Do to enable procurement officers to source suppliers from local and surrounding areas. The Live Supplier Directory compliments the existing Proactis Supplier Portal by identifying suppliers that are not currently registered on the portal to receive notifications of tender opportunities with the Council. The Live Supplier Directory has enabled the team to discover unknown businesses, for example, ones not registered on third party portals or with an indexed profile on Companies House e.g. Sole Traders by using other means such as social media to identify businesses / suppliers who advertise using these platforms. As an example and as part of a recent tender opportunity for Home to School transport, an additional 7 transport suppliers were identified using the directory. These suppliers were contacted by the supplier relationship team, registered on to our portal and engaged in the tender process.
Deployment of a new All Wales Food Contract	Liz Lucas	Spring 2024	Blue	<p>Completed, however ongoing contract management will take place.</p> <p>The Welsh Public Sector Collaborative Food Group (WPSCFG) Food Framework lead by the Council is now live. It included 149 commodity lots across the 20 public sector bodies who were initially involved. The framework awarded 22 suppliers on to the various lots and this includes 19 Welsh based suppliers.</p> <p>The Framework was split into smaller lots to allow for smaller suppliers to bid. With lots in Caerphilly as small as 5 sites in some areas. Other participants were also encouraged to split their commodity lots to encourage SME participation. There was the inclusion of an All Wales Lot and also specific lots for Welsh Products to promote Welsh food as part of increasing the Wellbeing of Future Generations (WBFG) and the Foundational Economy of Wales.</p> <p>The WBFG Act is about improving the social, economic, environmental and cultural well-being of Wales.</p> <p>To ensure that the framework providers could help the public bodies taking part achieve the requirements of the Act, commitments from the Size of Wales, (a deforestation free charity in Cardiff), Procurement Tool Kit along with Environmental considerations and Social Value were included in the tender specifications.</p> <p>These included but are not limited to:</p> <ul style="list-style-type: none"> <li>• Avoid using processed Beef products from South America that are associated with High-risk deforestation and / or social issues.</li> <li>• Only using fish that is Marine Stewardship Council (MsC) Certified or using only Farmed fish that is Aquaculture Stewardship Council (ASC) certified.</li> <li>• Only using Palm Oil certified by the Roundtable on Sustainable Palm Oil (RSPO)</li> <li>• To use Fairtrade products where possible.</li> <li>• To try to increase plant-based proteins and include a diverse variety of fruit, vegetables, nuts and seeds in the products supplied.</li> <li>• To increase the amount of local, seasonal, and sustainably sourced ingredients.</li> <li>• Targets from the Welsh Governments Towards Zero waste strategy were included to highlight the need to reduce packaging and Food waste.</li> <li>• Schemes to divert waste food were included to divert nearly out of date food to community food banks or any other schemes available but never to landfill.</li> <li>• There was also an option to sign up to The Courtauld Commitment which is a voluntary arrangement aimed at improving resource efficiency and reducing waste within the UK grocery sector.</li> </ul> <p>Officers from Procurement Services have been involved in a Case Study with Cardiff University and the Wales Centre for Public Policy to highlight the ways in which the Framework tried to Embed Social Value in the Procurement process – the case study and video interviews can be found on this link - Embedding social value in procurement   WCPP.</p>
<b>Key Assets</b>				
Finalise the draft Asset Management Strategy for approval at the beginning of 2024	Ben Winstanley	Apr-23	Amber	This strategy was delayed due to the financial environment and a need to re-focus, and realign priorities as a result of Mobilising Team Caerphilly and the development of a new corporate plan. This should have been finalised in Early 2024, however the delivery timetable for the Asset management strategy was reorganised to account for more thorough stakeholder engagement and initial service reviews in Libraries and Leisure to develop within mobilising team Caerphilly so is not yet complete. Initial priority given to a review of the Community Asset Transfer Policy which has been presented to leaders.
Evaluate the benefits of partnership working for a longer-term approach to a single public estate. C/F 2023 Explore more opportunities for Asset collaboration with public sector partners	Ben Winstanley	Dec-22	Amber	Delays in progress have been due to staff resources in Caerphilly and the implementation of Agile policy. More progress will be reported when community hubs work commences in Spring 2024 targeted to be completed in Autumn 2024. Work is ongoing through service transformation work in Mobilising team Caerphilly with reviews of the library service currently underway. Accommodation reviews underway with NHS and Gwent Police on opportunities for shared accommodation.
Develop an appropriate Corporate Landlord Model	Ben Winstanley	Mar-24	Amber	Corporate Landlord workstream remains part of Mobilising team Caerphilly with resource requirements highlighted as a risk to delivery. New procedures and policies delayed to allow for service reviews in other areas to fully develop, this allows the new policy, resourcing and approach to account for the scale and pace required.
Review the operational estate to identify opportunities for rationalisation	Ben Winstanley	Jul-23	Green	The Asset Rationalisation Review has delivered a number of building related savings that support the 2024/25 budget with the wider Corporate Landlord work now encompassed within the MTC Partnerships and Collaborations Programme.
Review our approach to community Asset Transfer	Ben Winstanley	Mar-24		

Risk Management				
Update changes to the guidance as per the template changes to the risk registers. Produce flow charts to show the organisational process at a glance to aid understanding	RR	May-24	Green	See below, we have drafted a section on the new Intranet for Risk that will go live in the summer of 2024. This provides guidance on risk and a new form for all employees to fill in if they identify a risk. We have joined the WLGA risk network so we can exchange good practise and wider shared learning.
Finalise and submit for adoption, the revised Risk Management Strategy and new Risk Framework following a review of the risks processes.	RR	Jul-23	Amber	Following the changes of the new Corporate Risk Register we have updated the Directorate Registers in the summer 2023, so all styles now align. Since that time we have started to review the Performance Management Framework and as risk is integrated into the framework this will further enhance the risk registers, and increase the frequency of monitoring however it does mean there is a delay to finalising the strategy
Training Elected Members in risk management, processes, and ways to scrutinise them, to gain assurance of good governance and controls.	RR / DG	Dec-23	Blue	Governance and Audit committee received training from CIPFA including Risk Management training in December 23. Free training from DataCymru on how to use data and question performance data has been delivered to members. Gov and Audit have received training on Risk Management delivered by ALARM and arranged by WLGA at no cost to the LA. Member Training and Development Programme remains under continuous review.
Support risk training in project management as part of mobilising team Caerphilly project work	RR	Jan 24-Jan 25	Green	Support is continuing with the projects of Team Caerphilly with the most developed for the Waste Management project. The Risk Register will now consider Risks as appropriate from the MTC programme as requested by Governance and Audit committee
To further develop a training programme for the Governance and Audit Committee including governance, risk management and finance	Deb Gronow	ongoing	Green	
Performance Management				
Develop Performance Reporting Framework for each new Well-being Objective	RR	Jun-24	Green	This will be completed in readiness for reporting on the first year on the new Well-being Objectives in Sept 2024. Each Objective has measures and actions, so the reporting will be designed to show the trends over the time of the Objectives.
Develop Decarbonisation team inclusion of decarbonisation data reporting within DPA's	PC / RR	Mar-23	Amber	New metrics have been developed and are being incorporated into the Asset Management Plan and Directorate Performance Assessments. The proposed new metrics are being reviewed to ensure that they align with the documentation used for project assessment in the Mobilising Team Caerphilly programme.
Build annual reports on progress against the agreed Decarbonisation Action Plan	Paul Cooke	May-24	Amber	

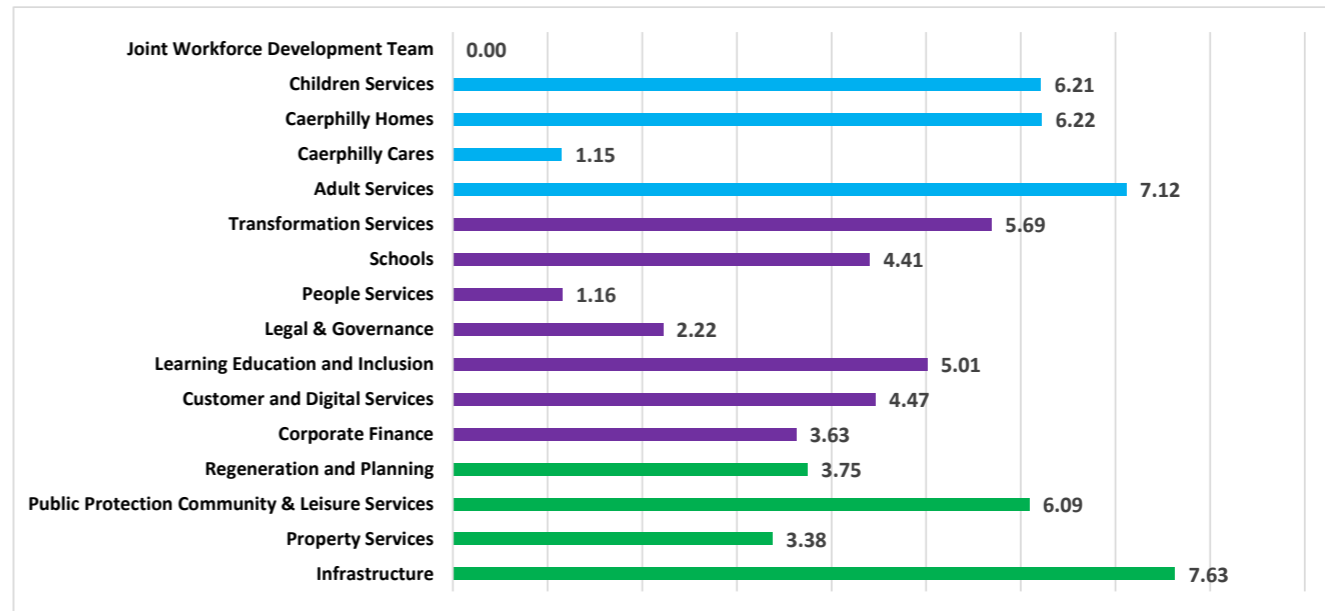
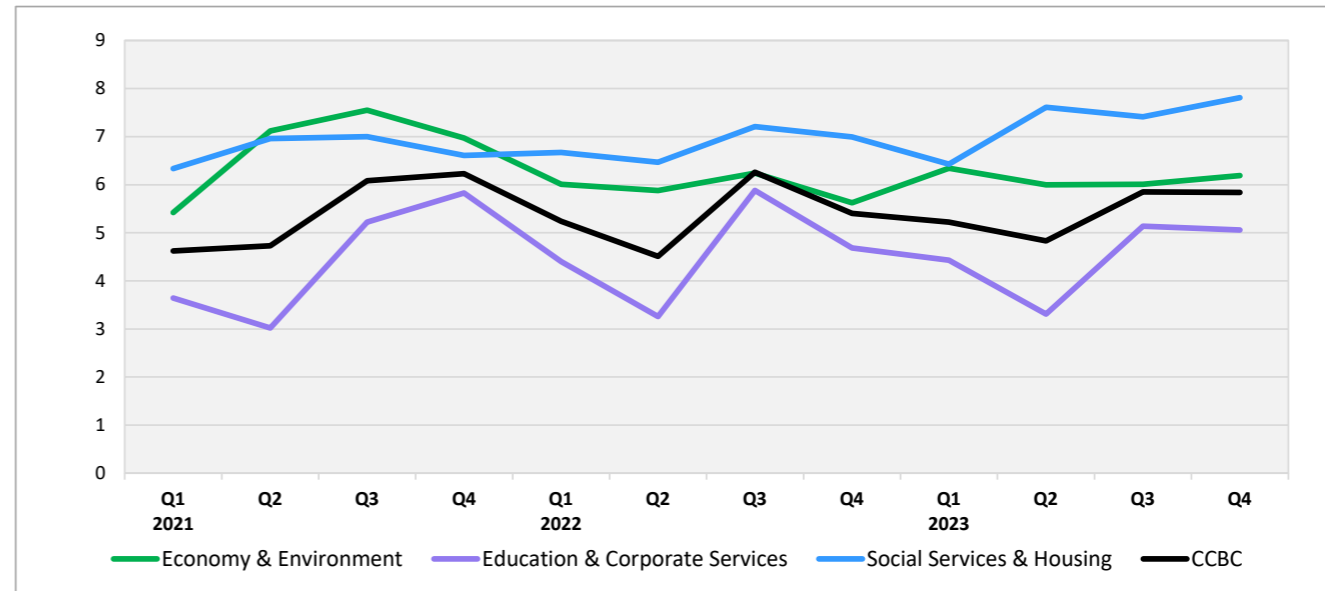


# Sickness



Quarterly Sickness Absence (%) - Authority & Directorates		Q1 2019	Q2	Q3	Q4	Q1 2020	Q2	Q3	Q4	Q1 2021	Q2	Q3	Q4	Q1 2022	Q2	Q3	Q4	Q1 2023	Q2	Q3	Q4
Economy & Environment		6.77	6.48	5.87	5.30	4.01	4.65	4.28	5.13	5.42	7.12	7.55	6.97	6.01	5.88	6.24	5.62	6.34	6.00	6.01	6.19
Education & Corporate Services		3.71	2.49	4.16	4.49	2.19	2.02	3.52	3.19	3.64	3.02	5.22	5.83	4.40	3.26	5.88	4.68	4.43	3.31	5.14	5.06
Social Services & Housing		5.64	6.11	6.13	5.66	6.56	6.30	7.16	6.86	6.33	6.96	7.00	6.61	6.67	6.47	7.21	6.99	6.43	7.61	7.41	7.81
<b>CCBC</b>		4.64	3.96	4.90	4.90	3.54	3.47	4.52	4.38	4.62	4.73	6.08	6.23	5.24	4.51	6.26	5.40	5.22	4.83	5.85	5.84

LATEST Quarterly Sickness Absence (%) - By Service Area	Q1	Q2	Q3	Q4
<b>Service Area</b>	<b>Overall Abs %</b>	<b>Overall Abs %</b>	<b>Overall Abs %</b>	<b>Overall Abs %</b>
Infrastructure	7.63	6.54	6.13	6.03
Property Services	3.38	4.63	4.14	10.93
Public Protection Community & Leisure Services	6.09	6.78	7.78	7.36
Regeneration and Planning	3.75	2.79	2.33	2.18
Corporate Finance	3.63	4.08	3.05	3.99
Customer and Digital Services	4.47	2.96	3.84	4.04
Learning Education and Inclusion	5.01	4.36	5.70	5.32
Legal & Governance	2.22	3.05	2.39	0.74
People Services	1.16	1.20	2.70	1.54
Schools	4.41	2.97	5.29	5.15
Transformation Services	5.69	5.20	6.04	6.76
Adult Services	7.12	8.78	9.85	9.36
Caerphilly Cares	1.15	2.59	3.38	4.88
Caerphilly Homes	6.22	7.25	5.36	6.47
Children Services	6.21	5.96	5.42	5.30
Joint Workforce Development Team	0.00	0.00	0.00	0.00
<b>Authority Total</b>	<b>5.21%</b>	<b>4.83%</b>	<b>5.85%</b>	<b>5.83%</b>

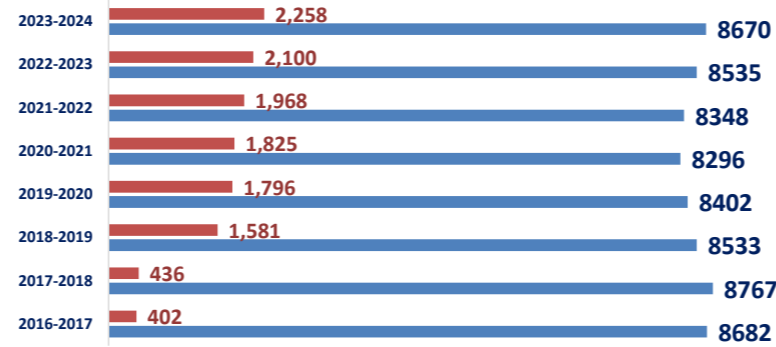


# Welsh Language Speakers

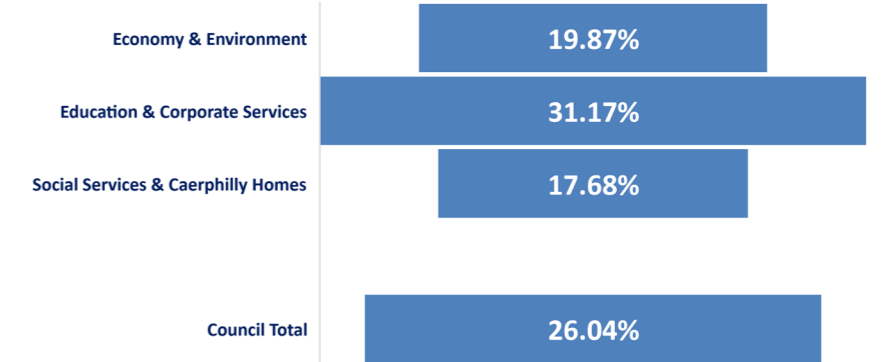


	Total Staff	Welsh Speakers	%
2016-2017	8682	402	4.63%
2017-2018	8767	436	4.97%
2018-2019	8533	1581	18.53%
2019-2020	8402	1796	21.38%
2020-2021	8296	1825	22.00%
2021-2022	8348	1968	23.57%
2022-2023	8535	2100	24.60%
2023-2024	8670	2258	26.04%

Welsh speakers/total staff - 2016 to 2024



% of Welsh Speakers - Directorate breakdown - 2023/24



Directorate Breakdown 2021-22	Total Staff	Welsh Speakers	%
Economy & Environment	2075	376	18.12
Education & Corporate Services	4761	1333	27.99
Social Services & Caerphilly Homes	1910	309	16.17
Council Total	8348	1968	23.57

Directorate Breakdown 2022-23	Total Staff	Welsh Speakers	%
Economy & Environment	2149	355	16.51
Education & Corporate Services	4851	1461	30.11
Social Services & Caerphilly Homes	1929	330	17.1
Council Total	8535	2100	24.6

Directorate Breakdown 2023-24	Total Staff	Welsh Speakers	%
Economy & Environment	2099	417	19.87%
Education & Corporate Services	4935	1538	31.17%
Social Services & Caerphilly Homes	1974	349	17.68%
Council Total	8670	2258	26.04%



2021-22	Total Staff	Welsh Speakers	%
<b>Economy and Environment</b>			
Community and Leisure Services	1349	226	16.75
Infrastructure	220	34	15.45
Property Services	62	19	30.64
Public Protection	155	41	26.45
Regeneration and Planning	319	63	19.74
<b>Total</b>	<b>2075</b>	<b>376</b>	<b>18.12</b>
<b>Education and Corporate Services</b>			
Business Improvement Services	29	11	37.93
Corporate Finance	157	24	15.28
Customer and Digital Services	133	30	22.55
Learning Education and Inclusion	460	91	19.78
Legal & Governance	59	12	20.33
People Services	101	28	27.72
Schools	3323	1062	31.95
Transformation Services	717	131	18.27
<b>Total</b>	<b>4761</b>	<b>1333</b>	<b>27.99</b>
<b>Social Services and Housing</b>			
Adult Services	1077	144	13.37
Caerphilly Cares	17	5	29.41
Caerphilly Homes	486	60	12.34
Children Services	332	100	30.12
Joint Workforce Development Team	4	1	25
<b>Total</b>	<b>1910</b>	<b>309</b>	<b>16.17</b>
<b>Council Total</b>	<b>8348</b>	<b>1968</b>	<b>23.57</b>

2022-23	Total Staff	Welsh Speakers	%
<b>Economy and Environment</b>			
Community and Leisure Services *			
Infrastructure	974	123	12.62
Property Services	63	22	32.35
Public Protection & Community and Leisure Services	813	148	18.2
Regeneration and Planning	323	68	21.05
<b>Total</b>	<b>2149</b>	<b>355</b>	<b>16.51</b>
<b>Education and Corporate Services</b>			
Business Improvement Services **			
Corporate Finance	167	28	16.76
Customer and Digital Services	153	41	26.79
Learning Education and Inclusion	456	101	22.14
Legal & Governance	64	16	25
People Services	105	30	28.57
Schools	3335	1131	33.91
Transformation Services	787	171	21.72
<b>Total</b>	<b>4851</b>	<b>1461</b>	<b>30.11</b>
<b>Social Services and Housing</b>			
Adult Services	1080	148	13.7
Caerphilly Cares	26	7	26.92
Caerphilly Homes	491	68	13.85
Children Services	335	109	32.53
Joint Workforce Development Team	3	1	33.33
<b>Total</b>	<b>1929</b>	<b>330</b>	<b>17.1</b>
<b>Council Total</b>	<b>8535</b>	<b>2100</b>	<b>24.6</b>

\* Community and Leisure Services has now been distributed between Infrastructure and Public Protection.  
\*\* Business Improvement Service is now combined with Transformation Services.

2023-24	Total Staff	Welsh Speakers	%
<b>Economy and Environment</b>			
Community and Leisure Services *			
Infrastructure	928	125	13.46
Property Services	63	20	31.74
Public Protection & Community and Leisure Services	781	205	26.24
Regeneration and Planning	350	70	20
<b>Total</b>	<b>2099</b>	<b>417</b>	<b>19.86</b>
<b>Education and Corporate Services</b>			
Business Improvement Services **			
Corporate Finance	167	25	14.97
Customer and Digital Services	153	43	28.66
Learning Education and Inclusion	483	114	23.6
Legal & Governance	67	17	25.37
People Services	112	36	32.14
Schools	3310	1166	35.22
Transformation Services	870	196	22.52
<b>Total</b>	<b>4935</b>	<b>1538</b>	<b>31.16</b>
<b>Social Services and Housing</b>			
Adult Services	1073	148	13.79
Caerphilly Cares	34	9	26.47
Caerphilly Homes	537	78	14.52
Children Services	337	114	33.82
Joint Workforce Development Team	2	0	0
<b>Total</b>	<b>1974</b>	<b>349</b>	<b>17.67</b>
<b>Council Total</b>	<b>8670</b>	<b>2258</b>	<b>26.04</b>

\* Community and Leisure Services has now been distributed between Infrastructure and Public Protection.  
\*\* Business Improvement Service is now combined with Transformation Services.

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