

Caerphilly County Borough Council 

Improvement Plan

Reviewed & Updated 2011

2009/12



Building Better Communities for All

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As requested by the Wales Audit Office – Please note this Annual Report is Caerphilly County Borough Council’s publication of improvement information, prepared under Section 15(3) of the local government (Wales) measure, which discharges our duties under Sections 2(1), 3(2), 8(7) and 13(1) of the measure.

○Foreword



Cllr Allan Pritchard
Leader of the Council

This document reviews the council's performance over the past year and I am pleased to see overall, the council is moving forward and making real improvements to services for local residents and businesses.

Our auditors have confirmed we are leading the way in developing innovative and effective solutions with our diminishing financial resources. With the support of dedicated employees in our efficiency programme, we have created real opportunities for reshaping the way we deliver services and enhanced our collaborative agenda and this is clearly evidenced in the launch of the Gwent Frailty Service, Prosiect Gwyrdd and most recently our agreement to integrate our social services with Blaenau Gwent social services. Our number one priority has always been to retain front line services and to protect our services to the public without reducing the quality.

We set out our priorities to build better communities for our residents; a prime example is the introduction of our recycling programme, making us the leading authority in Wales for reducing waste going into landfill. This has been achieved by working together with residents in providing a service they feel at ease to use and are actively encouraged to recycle more.

Our environment is important to us today but we are also thinking about the inheritance we are leaving for our children's children and our work in reducing carbon emissions is a testament to how we can easily put in place some simple measures to effectively cut our energy waste. We have had an aggressive programme of insulating our existing schools improving our boiler systems and generally educating everyone about good housekeeping methods to keep heating bills down. We are extremely proud to have just built the most environmentally energy efficient school in the UK, Greenhill Primary has in its design incorporated alternative energy technologies with wind power photovoltaic arrays, (more commonly known as solar panels) and ground source heat all have a direct effect on reducing our carbon emissions.

Our ambitious plans to create 150 new training places for young people across the Caerphilly county borough came to fruition earlier this year. The project has numerous benefits both in supporting those youngsters currently not taking part in any employment, education or training, but also to us as an organisation. The programme takes a four-tiered approach, ranging from termed work experience placements (tier one) through to a programme for graduates entering the work environment (tier four). Our joint Trade Unions representatives (Unison, GMB) have also wholeheartedly greeted this investment in providing training and development opportunities for young people in the county borough saying – 'The range of opportunities set out give excellent opportunities for all young people to gain skills for the future jobs market'

We also understand jobs need a vibrant economy in which to grow and our

determination to pull through the Bargoed regeneration plans was a priority earlier this year and now we are delighted Morrisons supermarket retailer is forging ahead with its plans to be a key player in developing the town centre.

We also have set out a very important stance on investing in our town centres; this is demonstrated through customer-focused services being placed in the heart of our town centres. Maximising our buildings and working with developers, we are bringing forward Abercarn Library, refurbishing Blackwood Library, restoring the old Hanbury Chapel in Bargoed to become a multi purpose building in housing the library, customer services and meeting spaces. This is mirrored in Risca where the magnificent façade of the old Palace cinema is be restored and brand new state of the art facilities are being provided and customers will also have a new library. Finally we are working towards the redevelopment of the old post office in Caerphilly town centre with another multi purpose space housing a new library and customer services. We are bucking the trend and opening these facilities when other local authorities are closing them down.

Finally this document sets out the clear facts about our services and how we have measured our performance and shows us where we need to make more effort to achieve a high quality service fit for the residents of this county borough. We are not complacent and we will always strive to listen to and encourage our residents to help us shape the services they need and want.

A handwritten signature in purple ink, reading "Alan Fitcham". The signature is stylized with a large, sweeping 'A' and a long, horizontal stroke extending to the right.

● Our Priorities for 2009-12 are:-

		Page
1	To deliver value for money public services IO	12
2	To reduce the amount of waste we send to landfill	24
3	To improve the provision of housing for our tenants	27
4	To make Caerphilly a safer place to live and work IO <i>(Includes agencies and partners work together to safeguard children and young people which is a new IO to our 3 year plan)</i>	35
5	To improve the look and feel of our streets	43
6	To reduce our carbon footprint and operate more sustainably IO	47
7	To increase the range of employment opportunities for local residents IO	55
8	To increase tourists visiting Caerphilly	62
9	To increase the viability and vitality of our town centres	66
10	All learning settings meet current and known future requirements to facilitate learning in the 21st century	77
11	To improve the skills level for children and young people IO	79
12	To raise awareness to the benefits of a healthy and active lifestyle IO	84
13	All adults who are in the social care system are able to lead a full, active and independent life IO	92

The priorities marked with an **IO** are our Improvement Objectives for 2011/12. Throughout this document any of our priorities, actions and/or tasks related to our new Improvement Objectives are identified as **IO**.

● Our Cabinet Members



Councillor Allan Pritchard
Leader of the Council and
Cabinet Member for
Constitutional Affairs



Councillor Colin Mann
Deputy Leader and Cabinet
Member for Corporate
Finance, Procurement &
Sustainability



Councillor James Fussell
Cabinet
Member for Human Resources



Councillor
Judith
Pritchard
Cabinet
Member
for
Social
Services



Councillor
Colin Hobbs
Cabinet
Member for
Performance
Property &
Asset
Management



Councillor
Rob Gough
Cabinet
Member for
Public
protection
Transportation,
Engineering &
Transport



Councillor
Lyn
Ackerman
Cabinet
Member for
Public
Services &
Housing



Councillor
Ron Davies
Cabinet
Member for
Regeneration
&
Planning



Councillor
Phil Bevan
Cabinet
Member for
Education,
Lifelong
Learning &
Leisure

● Our Directors



Anthony O'Sullivan
Chief Executive



Nigel Barnett
Deputy Chief
Executive



Albert Heaney
Corporate Director
Social Services



Sandra Aspinall
Corporate Director
Education, Lifelong
Learning & Leisure

**All our Cabinet Members and Directors will deliver the priorities
laid out in this plan**

● **How Our Plans Fit Together**

We have many plans that we work to, some are as a result of legislation or Government priorities and some are based on local needs. It is important that the plans have clear links between each other so we do not duplicate effort. Our highest level Plan is called the **Caerphilly Community Strategy**. This is a joint plan with our partners and the community and sets our vision for a better county borough, identifying key objectives for delivery by 2020.

More information can be found on this and other partnership working at the website address below



<http://www.caerphilly.gov.uk/communityplanning/>

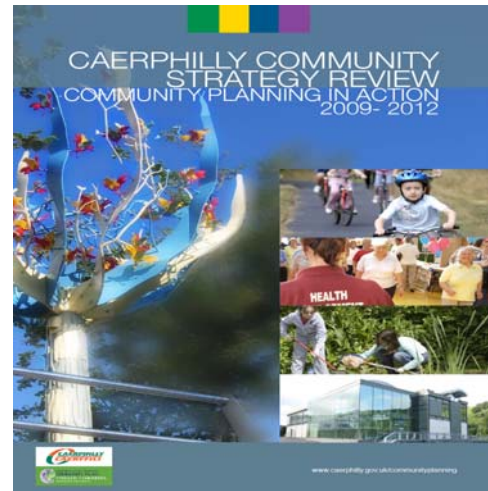
The Strategy recognises that Community Planning is about people and organisations working together to improve services and to bring about lasting quality of life for local citizens.

The Strategy is made up of 4 strategic themes –

- Regeneration,
- Living Environment,

- Health Social Care and Well Being
- Education for Life

The themes all have plans that involve multi-agency partnerships whose purpose is to deliver the Strategy. It includes the Children and Young People's Plan, Equalities, Sustainability, Community Safety, and 50+ within the four themes.



This council's Improvement Plan shows how the council contributes towards the Strategy. It is also our opportunity to tell you more specifically how we have performed and what we plan to do in the future. Our Improvement Plan covers a 3- year period and supports the longer term Caerphilly Community Strategy

Our other plans include:

- The Local Development Plan (how we use our land)
- The Regeneration Strategy (how we encourage and support economic activity)
- The Children and Young People's Plan (how we will help and support our young people in a range of ways including education and health),
- The Health, Social Care and Well-Being strategy (how we will improve the health and lives of people in Caerphilly)

- The Safer Caerphilly Community Safety Plan (how we will make Caerphilly a safer place to live)
- The Sustainable Development Strategy (how we look after our environment)

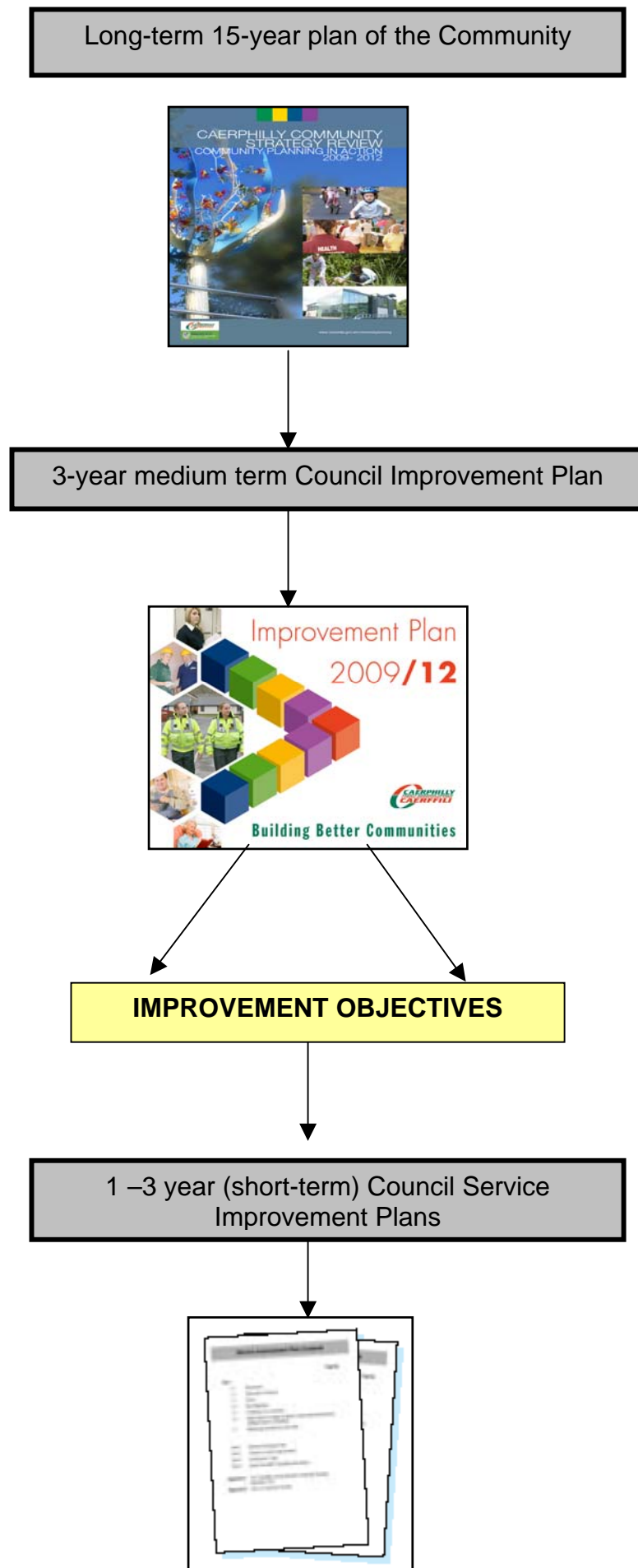
We recognise we have more to do in ensuring our work at a service delivery level within the Authority is understood and clearly linked to the various partnership plans so these do not sit in isolation of each other.

Following reviews of community planning at a central government and local level, new work is taking place to integrate the different plans into one single plan that will deliver the community strategy

This is planned to be in place by April 2013.

This will change our community strategy processes and we will report on the progress of this in future plans.

The chart opposite shows how the plans come together at this present time:



● Outcome Agreement 2010-2013

The Council has a 3-year agreement with the Welsh Government (WG) that started in 2010. The agreement is to try and improve against the ten key areas below as chosen from a list of WG national priorities. Below sets out brief summary details of the agreements and our interim progress in year one (2010/2011)

No.	Agreement	Link to Priority	Interim Assessment
1	Reduce inequities in health by: <ul style="list-style-type: none"> □ Developing (in partnership with Health Services), a new primary mental health care team working alongside G.P practices and introducing an integrated service to ensure that every service user has a thorough assessment of their need □ Make best use of service users independence and provide opportunities for employment, education and training. 	13	The agreement has been successful in the first year because there is continued progress being made to improved access with the aim to provide an improved mental health care service.
2	Use a preventative approach to the Protection of Vulnerable Adults (working with Statutory, Independent and Voluntary agency partners) to improve the quality of the response to abuse referrals by co-ordinating the Protection of Vulnerable Adults (POVA) process.	13	The agreement has been successful because a number of actions have been completed and all others are in progress to be completed within timescales. There has been a positive response to POVA inspection report by the Care and Social Services Inspectorate Wales (CSSIW) in January 2011.
3	To help sustain and where possible increase employment opportunities by helping to provide adults and young people with the necessary skills, education and support networks to help them to obtain and maintain employment.	7	The agreement for 2010-11 has been successful as there have been a number of significant successes achieved during 2010 such as the number of Future Jobs Fund opportunities created.
4	Children and young people who have emerging needs have these needs met as early as possible in the most appropriate way. Taking a more preventative approach to help children and young people earlier on before their situation or problems escalates into more costly statutory support.	4	The agreement has been successful as considerable progress has been made in the development of a 'Team around the Child' model as a multi agency approach, which benefits children and will be rolled out across the borough.

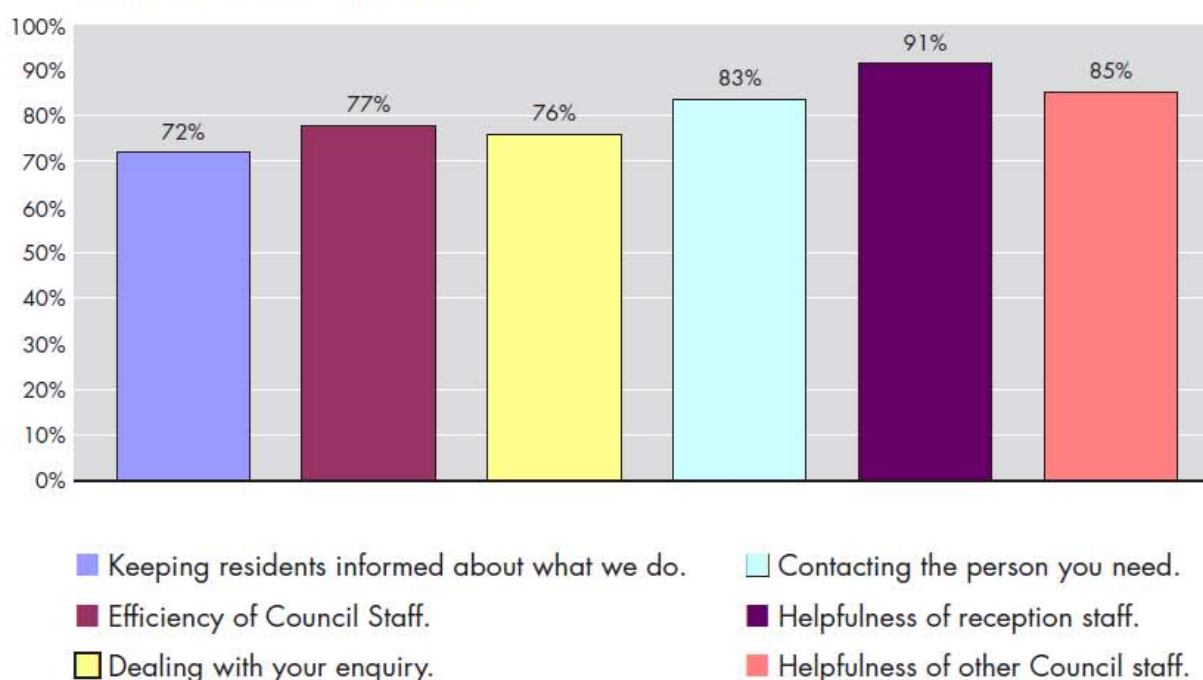
No.	Agreement	Link to Priority	Interim Assessment
5	<p>Education Attainment Improves, particularly for learners moving from Foundation Stage to Key Stage 2.</p> <ul style="list-style-type: none"> ❑ Address the underperformance of boys ❑ Identify as early as possible the individuals and groups most at risk of becoming NEET (Not in Education, Employment or Training) and provide appropriate support 	10	<p>At this stage the agreement has been successful although we are waiting data that will be available in the Autumn term. A basic skills strategy has been implemented in all schools and performance in reducing individuals most at risk of not being in education or employment or training has improved year on year.</p>
6	<p>The Safer Caerphilly Community Safety Partnership (SCCSP) will work to:</p> <ul style="list-style-type: none"> ❑ Further develop the anti-social behaviour 'Four Strike Process' ❑ Increase services for victims/witnesses of anti-social behaviour ❑ Raise awareness of services that are provided by the SCCSP and its partners to address anti-social behaviour 	4	<p>This agreement has been successful in that programmes of action have been effectively delivered in partnership. Much of the work is ongoing, and actions to address perceived issues are recognised as being part of a longer- term result.</p>
7	<p>Contribution to Climate Change Mitigation There are a range of programmes including working in partnership to introduce energy saving technologies in housing, schools and new builds.</p> <p>(BREEM stands for Building Research Establishment Environmental Assessment Method which is nationally recognised assessment method for how sustainable buildings are)</p>	6	<p>Agreement is partially successful to date due to the completion of various programmes such as the construction of Greenhill School. This has an energy performance rating of A+ and a BREEAM score of 83% + is predicted. Both will be the highest yet achieved for a school in the UK. Other actions are longer term.</p>
8	<p>CCBC and its partners will enhance the quality and enjoyment of the natural environment for residents of the county borough, through a series of programmes.</p>	6	<p>With the exception of one element (more details on pages 41-51) all other actions and targets have been successfully achieved, achieved or exceeded.</p>
9	<p>To increase levels of regular participation in sport and active recreation and create an environment that supports and provides opportunities for enjoyable, safe and healthy activities.</p>	11	<p>This agreement is successful as have exceeded many targets for 2010/11. As a result we have renegotiated to make some of our targets harder for 11/12.</p>
10	<p>More Efficient And Effective Procurement This is a series of collaborative projects that realise greater negotiating power and opportunities, which will result in greater savings and / or efficiencies than we could have otherwise achieved on our own.</p>	1	<p>The four projects to date have been successful and released savings so far, making this agreement successful for 2010/2011.</p>

Theme: Building Better Public Services

In this theme we are concerned about how to improve the way we deliver our services. We take public consultation and engagement very seriously and we use the results from our Household Survey to find out what you, our citizens, think about us.



How well did we do?



Source Data: Household Survey 2011



Our Priority – To deliver value for money public services

Progress Update for 2010/11

In this time of economic difficulty, as a council we are committed to achieving value for money by maintaining front line services within budgets and working collaboratively with others to make efficiencies.

Our Budget Strategy, set against a backdrop of public sector spending cuts, has been to make savings in advance of when they are required as this creates financial stability, allows time to plan and creates surpluses that can be reinvested into capital spend where the cuts to budget are significant. Therefore a large proportion of the savings were made in advance of the budget for 2011/12 for example the relocation of our Social Services department, which enabled the closure of the previous office saving approximately 500k.

Overall our data shows a generally healthy financial picture and the Corporate Governance process ensures each service has financial controls in place. This has helped to ensure there was no Directorate overspends in 2010/11.

We are reviewing our consultation processes and building on our success. We are developing a robust Public Engagement Strategy and we are using a range of techniques to engage with various audiences. Throughout 2010/11 we have taken important decisions using information gathered from residents, which have informed Council's priorities.

We are reviewing our complaints process and a report is being prepared to clarify whether funds can be found to adapt the current complaints recording system. The 'tell us once service' goes live in Autumn 2011 (subject to Central Government approval).

A programme of library refurbishments is underway and will contain customer service teams who will be on hand to deal with payments, queries and much more at Bargoed (Autumn 2011); Risca (Spring 2012); Caerphilly (Spring 2013).

What difference have we made in 2010/11?

In 2010/11 we said we would:

Value for money

- Finish rationalising use of our mobile phone contracts
- We will work in partnership with others to deliver efficiencies

What did we achieve in 2010/11?

- Moving the authority's mobile numbers from Vodafone to O2 is now complete. As part of the process 529 numbers were ceased. All mobile support and billing is now centrally managed and this ensures that all new contract requirements are supported by a valid signed business case prior to any orders placed.
- We have a joint working arrangement with Cardiff City Council to provide agency staff to the authority. It is estimated that almost £185,000 efficiency savings have already been made.
- We have a partnership agreement with Rhondda Cynon Taff for the maintenance and installation of street lighting. It is anticipated that the new arrangements will achieve savings of approximately £100,000 per annum.
- A partnership with 10 other local authorities is in place to influence independent fostering providers. The South East Wales Improvement Collaboration (SEWIC) will improve the quality and value for money of our authority foster placements by ensuring that everything is not planned and delivered 10 times. The cost saving to CCBC for 2010/11 was £59,300.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<p>Increase the levels of user satisfaction IO</p> <ul style="list-style-type: none"> • Improve a range of actions to improve our Complaints process and use this to understand what our customers need IO • Introduce and publish contact service standards so the customer knows the service they can expect. IO • Introduce the 'Customer Insight Project'. This project will help us to understand our customer's needs IO 	<ul style="list-style-type: none"> • A major review of the Corporate Complaints process has begun. We are waiting for an All Wales Model Complaints Process to be agreed by the Welsh Government, but for now we will be reviewing our current process to improve the way we deal with complaints. • We have a customer service charter that sets out the service standards that customers should expect. To support this we have specific customer service standards, that tell the public how we will deal with telephone calls, visits to our offices, and how we will respond to paper and electronic mail from customers. We have a range of indicators that tell us how we are performing. This information is regularly made available to Senior Managers and Councillors. • We currently collect customer data in a number of service areas from a number of places. We use this to help us improve, plan and commission services. We also buy data from commercial sources, extract information from our IT systems and conduct customer surveys and research. A project has started to improve how we use this information across the organisation; how we co-ordinate and share the results of projects; how we can share expertise and skills in this area; and also how we can ensure good information governance.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<ul style="list-style-type: none"> Introduce of the 'Tell Us Once' Service at registrars IO Introduce a Nationality Checking Service IO 	<ul style="list-style-type: none"> This will go live in Autumn 2011 and will allow us to notify a wide range of local authority and central government departments, including the DVLA and Passport Agency and Council Tax, on behalf of the person that comes in to register a bereavement, which means they will only have to tell their story once. When we have introduced the Tell Us Once service we will focus on introducing the Nationality checking service. This will help applicants apply to be citizens, before their application is submitted to the Home Office. Just like the passport checking service, we will help new citizens have a more stress free experience and streamlined completion process.
Equalities <ul style="list-style-type: none"> We will help deliver a number of Equalities projects Embed the Equalities agenda into the new Children and Young People's (CYP) Single Plan 	<ul style="list-style-type: none"> We have delivered a project that is unique in the UK that has provided training sessions for young people to explore their views on sexuality and religious beliefs. Delivered by Barnardo's, the project runs until October 2011. We have embedded Equalities in to the plan, this means that Equalities and Welsh language issues are a standard part of any projects carried out.
<ul style="list-style-type: none"> Work on targeting specific staff groups and members to increase attendance at, and involvement with, Equalities training and undertake an update of policy assessments. Develop a Single Equalities Scheme. <p><i>Further information on equalities, can be found at www.caerphilly.gov.uk/equalities</i></p>	<ul style="list-style-type: none"> We deliver awareness training to staff and outside organisations. Take up is high and we are able to generate an income from this. Our Strategic Equality Plan 2011 is now in place and we have become one of the first public bodies in Wales to have one approved and implemented.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
Increase capacity to deliver health improvements to staff <ul style="list-style-type: none"> An employee health survey will be issued during 2010/11 which will provide baseline data to enable targeting of resources within CCBC 	<ul style="list-style-type: none"> There has been a delay in issuing our Employee Health questionnaire, but it will be delivered during July 2011. From the results, we will be able to determine our priorities.
Continue to improve attendance <ul style="list-style-type: none"> Introduce reporting that will monitor sickness data with a view to reducing the levels of sickness absence Launch a nurse led Occupational Health Unit to support our employees 	<ul style="list-style-type: none"> We have introduced a new policy for managing absence and implemented monthly reporting. Teams are in place to support managers and as a result our sickness absence figures are reducing. We are delivering an effective nurse led service. We provide a Physician in a joint agreement with Blaenau Gwent.

How we measure our progress against Value for Money?	2009/10 Actual	2010/11 Actual	2011/12 Target
Number of working days lost per full time equivalent local authority employee due to sickness absence.	11.83 days	11.19 days	Continued reduction to less than 9.9 days
% Money spent against the amount of money given to deliver services	95.89%	94.36%	100%
% Corporate spend via electronic orders	45.40%	64.83%	70%
Number of operational buildings for which an access audit has been undertaken. To be deleted for 11/12	716	Basic access audits have now been completed on all operational buildings	All buildings now audited so this will be deleted for 11/12
Number of council buildings made suitable and reasonably accessible for disabled members of the public	140	160	180
% Respondents from the household survey who stated they were satisfied with the overall services we provide	60% for 2008/09	78%	No Survey 11/12
% Respondents from the household survey who agreed that we keep residents informed about what we do		72%	

How we measure our progress against Value for Money?	2009/10 Actual	2010/11 Actual	2011/12 Target
% Respondents from the household survey (those who had contacted the Council during the last 12 months) who stated that they were satisfied with the way their enquiry was dealt with		76%	

The Council has set an Improvement Objective **IO** for 2011/12 with details on page 14 and 15. Below are the measures we will use to know how we are progressing against those specific activities and we will use these to report back to you in 2012.

How we measure our progress against our Improvement Objective?	2009/10 Actual	2010/11 Actual	2011/12 Target
Establish Corporate Complaints process	N/A	100%	N/A
Decision making process shows links or influence with intelligence gathered by % of complaints made and found to be correct.	N/A	New	20%
% Response rate to View Point panel survey	46%	50.5%	52%
Number of new consultations on the consultation database	56	69	65
Number of complaints to the local government ombudsman	51	To be confirmed	
Number of complaints upheld by the local government ombudsman	3	To be confirmed	
Tell us Once Service live	By July 2011		
Public Engagement Strategy agreed	By September 2011		
Public Engagement Strategy is produced and adopted by council with action plan rolled out.	To be completed by end 2011/2012		
Social Media Strategy Agreed	Part of the Communications Strategy		
Risca Library/Customer Service centre opened	By end of 2011		
Bargoed Library/Customer Service centre opened	By end of 2011		
Caerphilly Library/Customer Service centre opened	By end of 2012		
Engagement Strategy is well received by public and partner organisations & recognised as good practise by those engaged in council business	N/A	New	100%
The complaints system improves the way the public can use it (users indicate it is simple to use)	Due to introduction of all – Wales complaints policy by ombudsman, developing complaints system was delayed, therefore no data is available as yet.		75%
Of those people attending the View Point Panel meetings, the percentage who find the discussions/workshops fairly or very interesting	92%	95%	96%

How we measure our progress against our Improvement Objective?	2009/10 Actual	2010/11 Actual	2011/12 Target
% Complaints across the Authority responded to and resolved within target times	93.5%	94.3%	To be confirmed
Peoples perception from the household survey (2011 and 2013) improves	New	3%	5%
Measure any improvement in the proportion of our citizens who feel that they are listened to and their opinions count.	N/A	New baseline to be established 2011/2012	
As part of the complaints review process the service will shortly be analysing the information from the current measures and will use that information to help develop new evidence which will tell us if anyone is better of.			

Our Objectives	What will we do in 2011/12?
Our Objectives for 2011/12 are: (What we want to do)	Our Actions for 2011/12 are: (How will we do it?)
We will improve the way we engage and feedback to citizens IO	<p>Agree and implement a corporate Public Engagement Strategy and Action Plan including:</p> <ul style="list-style-type: none"> • Develop standards of public engagement and good practice guidance across the authority and with partners reflecting those already established particularly in the area of Children and Youth • Further develop Public Engagement Database - Caerphilly Asks, Caerphilly Listens • Develop and implement new techniques around social media • Develop a process for monitoring whether public engagement activities meet the required standards
We achieve a more representative mix of citizens that take part in our consultation / engagement activities	<ul style="list-style-type: none"> • Develop a process for monitoring whether public engagement activities meet the required standards, particularly in relation to local demographic representation
We will provide feedback to show clear evidence of change or improvement as a result of the engagement process	<ul style="list-style-type: none"> • Develop standards of public engagement and good practice guidance that ensure that all engagement activities include a feedback mechanism
We will have evidence that citizens feel that they are listened to and their opinions count.	<ul style="list-style-type: none"> • Deliver engagement activities to gauge Citizens perception on the subject

Our Objectives	What will we do in 2011/12?
Our Objectives for 2011/12 are: (What we want to do)	Our Actions for 2011/12 are: (How will we do it?)
By the next Household Survey in 2013 customer perception of our services will improve	<ul style="list-style-type: none"> • Conduct additional research and analysis to establish what are the drivers of customer satisfaction or dissatisfaction across the authority and to map out satisfaction levels across service areas. • Continue to deliver the current Customer Services development plan.
Citizens will enjoy more focused service delivery without duplication	<ul style="list-style-type: none"> • Introduction and publication of contact service standards so the customer knows the service they can expect to receive and how we are performing against them. • Make significant progress in delivering: <ul style="list-style-type: none"> - Customer Insight Project - Public Engagement Action Plan - Information Sharing Project - Tell Us Once Service • We will also introduce a Nationality Checking Service to help applicants applying to be citizens, prior to their applications being submitted to the Home Office. Like the passport checking service, our help will enable new citizens to have a more stress free experience and streamlined completion process
Improving and reducing Complaints	<ul style="list-style-type: none"> • Develop a robust Corporate Complaints Process, by: <ul style="list-style-type: none"> - Reviewing the receiving and processing of complaints - Recording more about the complaints we receive - Introducing a 'Listening and Learning Group' - Reducing unnecessary contact for the customer - Introduce methods for collecting data to understand why unnecessary contact occurs

Our Objectives	What will we do in 2011/12?
Our Objectives for 2011/12 are: (What we want to do)	Our Actions for 2011/12 are: (How will we do it?)
Value for Money	<ul style="list-style-type: none"> • We will continue to make efficiencies by managing our agency staff contracts (temporary staff) in partnership with Cardiff City Council and their supplier. • We will continue to maintain and install Street Lighting in partnership with Rhondda Cynon Taf, to make savings of approximately £100,000 per annum. • The SEWIC group has plans to run a joint foster care recruitment campaign and to deliver joint training. This will allow consistency and will bring cost savings. It is also likely that other local authorities will join the SEWIC group in the future, and this will add further opportunities to influence the market. • We will be working in collaboration with Blaenau Gwent to provide effective and efficient social services to citizens. • The Gwent Frailty Programme is a partnership between Aneurin Bevan Health Board, us and four other councils. With funding from the Welsh Government the programme will help those who want to remain living independently as long as it is safe for them to do so. • We will continue to review the buildings owned and leased by the authority and make savings by locating as many staff as possible in our main civic buildings. • We have already reviewed a number of our internal personnel policies; this should result in reduced sickness levels and increased productivity from staff. • We are reviewing our organisational structures and outputs to ensure we provide value for money. We will also be testing performance for those Service areas that have direct impact with businesses and committees
Equalities	<ul style="list-style-type: none"> • To ensure that when the Council specifies what it needs in its contracts, this includes Equalities and Welsh Language aspects where relevant. • To offer elected members and partner organisations a programme of comprehensive Equalities and Welsh Language training.

Theme: Building Better Lifestyles

This theme focuses on how we are improving those things that will help us all to live better, more sustainable lifestyles.



We are making strides in our commitment to sustainability and carbon footprint reduction.... thanks to the sun! A series of photovoltaic arrays, more commonly known as solar panels, are set to be installed to four council-owned buildings across the county borough, which in addition to helping reducing our carbon footprint, is also likely to generate revenue and savings of almost £1 million over a twenty-five year period.

"I contacted the Council to ask for health and safety issues regarding shrubs on the banks adjacent to the river bridge at Glan-yr-Affon, Machen to be attended to. The shrubs were cut back and the problem resolved." **John Jarvis, Resident**

"I complained about the amount of dog mess and lack of dog foul litter bins in two streets in Ystrad Mynach. Within a week the Council had inspected the streets and erected additional dog foul bins in the area to help sort out the problem." **Resident of Ystrad Mynach**



● Our Priority – To reduce the amount of waste we send to landfill

Progress Update for 2010/11

We have continued to be successful at improving our recycling and composting levels, which resulted in a significant reduction in the amount of waste we send to landfill. During 2010/11 the Authority achieved a total (kerbside and civic amenity sites combined) recycling/composting level of 51.4%, which is a significant increase from the level of 28% that was being achieved 5 years ago. This success has been the result of changes to services in response to the consultation we carried out with the residents of Caerphilly Borough and the level of support they have given to our schemes.

We have carried out a significant amount of work procuring contracts for waste treatment and disposal, which will continue in 2011/12.

One of our main challenges is to further improve participation levels in kerbside recycling and composting, taking us beyond the 70% level currently being achieved. We are continuing to develop the work of our waste advisory wardens.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<p>Increase the number of people that take part in our recycling schemes: -</p> <ul style="list-style-type: none"> • Make further progress towards building a waste and recyclable transfer station in Trehir. • Collect and recycle food waste from civic buildings. This scheme to be extended to local businesses from 2011/12. • Continue to review waste collections in light of recent changes to weekly recycling / food collections and fortnightly residual waste collections. • Target poor performing / poor participating areas with waste advisory warden visits 	<ul style="list-style-type: none"> • We postponed the decision to progress the waste transfer station, pending decisions about waste procurement and confirmation of outlets. • The food waste recycling has been very successful at our civic buildings. • After reviewing the waste collections minor changes were made to improve the structure of collection timing and crew productivity. • Our waste advisory wardens have continued to target poor performing areas throughout 2010/11.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<p>Put in place arrangements with our partners so we all have a medium to long-term approach for dealing with our waste:</p> <ul style="list-style-type: none"> Continue with involvement in Prosiect Gwyrdd and the Heads of the Valleys consortium to put in place long-term contracts for residual waste treatment and disposal (Prosiect Gwyrdd) and food/garden waste treatment (The Heads of the Valleys). The project has been set up so we can work with our partner authorities to combine our purchasing power and shared knowledge. This will help us deliver the lowest possible cost way of removing waste, using latest technologies and avoiding taking our waste to landfill. During 2010/11 both procurements will progress to the stage where bidders will submit detailed solutions for consideration by the partnership. We hope to complete the process by 2013. 	<ul style="list-style-type: none"> Our membership of the Project Boards and considerable involvement in both projects has continued throughout 2010/11. During 2010/11 both projects have progressed to the detailed solutions stage. It is anticipated that the call for final tenders will be reached for both projects by the end of 2011/12.

How we will measure our progress?	2009/10 Actual	2010/11 Actual	2011/12 Target
% Households participating in the kerbside recycling scheme	66%	70%	72%
% Municipal Waste we send to landfill	52.7%	46%	45%
% Municipal Waste we reuse and/or recycle, and/or composted (kerbside & civic amenity sites).	44.03%	51.4%	52%

% Municipal Waste we reuse, recycle or compost from our household civic amenity sites.	78%	75%	76%
% Respondents to the household survey (bi-ennial) who said they were very or fairly satisfied with:			
Recycling Service		94%	No survey
Refuse Collections		89%	No survey
Garden Waste/Food Waste Collections		91%	No survey
Civic amenity/Household Waste Recycling Sites		89%	No survey

What risks do we need to be aware of in delivering improvement in this area?

If we do not continue to recycle our waste we will fail to achieve the landfill diversion, recycling and composting targets set by the Welsh Government and EU. This could mean that the Council will be subject to heavy monetary fines and this will have a negative impact on our budget, environment and carbon footprint. We will need to regularly review our targets to ensure that any changes in policy and legislation and changes in waste quantity/composition are taken into account in planning improvements.

What will we do in 2011/12?

Our Objectives for 2011/12 are – (What we want to do)	Our Actions for 2011/12 are – (How will we do it?)
Formulate effective contracts for the treatment and disposal of other waste streams (those not included in the Prosiect Gwyrdd or Heads of Valleys Procurements)	<ul style="list-style-type: none"> Tender contracts for Wood Disposal and Materials Recycling Facilities. Look for other local authorities to collaborate with on specific waste streams such as textiles, tyres & paper.
Expand food waste collection service to other public buildings and/or commercial premises.	<ul style="list-style-type: none"> We will expand our food waste collection to include schools and/or restaurants that are currently CCBC commercial waste customers.
Continue involvement in Prosiect Gwyrdd and Heads of the Valleys waste procurements.	<ul style="list-style-type: none"> Complete the detailed solution stage and the call for final tenders by 31st March 2012.

● Our Priority – To improve the provision of housing for our tenants

Progress Update for 2010/11

Despite the difficult economic climate experienced throughout 2010/11, the progress relating to the provision of affordable homes in the borough has been maintained and we have had considerable success in sourcing alternative housing solutions, particularly for the more vulnerable groups.

Improvements continue to be made in relation to the housing repairs service, with new technology being embraced, resulting in changes to working practices, efficiency savings, improved performance and increased appointments being offered to our customers.

We have also been successful in acquiring grant funding to enable us to undertake a number of energy efficiency initiatives to our housing stock, reducing fuel costs for our tenants and carbon emissions into the environment. As part of the Welsh Government Arbed scheme we worked in partnership with our housing association partners to improve the energy efficiency of properties in the north of the county borough (tackling fuel poverty and reducing carbon emissions), including those in private ownership.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<p>Increase the number of affordable houses available within the County Borough: -</p> <ul style="list-style-type: none"> The target for 2010/11 is to deliver 177 units of affordable housing. We are also looking at working on alternative housing solutions such as intermediate renting 	<ul style="list-style-type: none"> 160 affordable units delivered in 2010/11 Due to the recession the number of developments that would have increased our affordable housing stock did not come forward as hoped during the year and so we did not meet our target, we did however in the main sustain our performance in this area. We are currently piloting an intermediate rent project (under the Wales Government Rent First programme), which is being developed in Stanley Street, Cwmfelinfach in partnership with Fairlake Properties. Intermediate renting is where people aspire to become homeowners but are not able to obtain/afford suitable mortgages. This system allows the tenant the opportunity to live in a new home at an affordable rent for 5 years after which time they will have an opportunity to purchase the property.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<p>Carry out ballot of tenants on stock transfer:</p> <ul style="list-style-type: none"> • 2010/11 will concentrate on establishing a project team and appointing consultants to take forward the ballot process with tenants. This involves an extensive consultation exercise with tenants. 	<ul style="list-style-type: none"> • Good progress is being made against this activity, the project has been established with the team set up to work closely with tenants, leaseholders, councillors etc. • There has been considerable consultation and work carried out in readiness for the ballot which is due to take place in Nov/ Dec 2011. • An 'offer' document has been prepared and been approved by the Welsh Government. <p><i>CCBC is unable to obtain the required funding to make housing improvements to the Welsh Housing Quality Standard within a timescale acceptable to the Welsh Government.</i></p> <p><i>Therefore the Council took the decision to ask tenants by balloting them, on proposals to transfer the Council's housing stock to a new, not for profit, independent housing organisation that will be able to meet the WHQ Standard within the timeframes.</i></p>

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<p>Reduce the time it takes to repair and maintain our homes:</p> <ul style="list-style-type: none"> • Our re-let times were 55 days in September 2009 and 38 days in September 2010. We aim to sustain this improvement. • Mobile working, using Portable Data Recorders will be introduced in 2010/11. This should lead to savings as the service becomes more efficient. • The number of jobs carried out by appointment will be increased in 2010/11 as this helps to ensure people are home when a maintenance team come round to make a repair. This will improve the time it takes to carry out a repair 	<ul style="list-style-type: none"> • The average number of days taken to re-let empty homes was 39.18 days almost sustaining our 2010 performance. • We trialled hand held Personal Digital Assistant (PDA'S) technology in 10/11 and this is now live. 11/12 will be the first full year of implementation and will improve our repair times and processes by electronically allocating all response repairs directly. Removing waste from the system and reducing the amount of times manual repairs data is handed over will result in efficiency savings of approx 100K which is in addition to savings already achieved. • We exceeded our target increasing the percentage of appointments made to carry out repairs and the percent of appointments kept was 94.7% with a total of 19,546 appointments completed. We are expanding the availability of our system to increase the number of appointments being offered to tenants during 2011/12.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<p>Increase the availability of suitable permanent housing for young people between the ages of 16 and 25 years:</p> <ul style="list-style-type: none"> Task and finish groups have been established to address key issues such as the use of existing council stock, increasing access to temporary accommodation and to the private sector, and increased tenancy support. 	<ul style="list-style-type: none"> We are improving the quality and safety of B&B emergency provision for this age group by expanding the use of alternative accommodation. A small multi partner task group are developing a Trusteeship for tenants under 18yrs, who are owed a housing duty (which means if a young person becomes homeless we have a legal duty to help). An addition to the current local authority tenancy agreement will require the young person to engage with support as a condition of their tenancy Funding has been obtained to employ a private rented sector (PRS) Access and Advice Coordinator, to improve the availability of shared accommodation for single people Gwalia Care and Support in conjunction with Housing Advice service has reviewed the 'Move-On' scheme and as a result the membership panel has been increased to include housing association partners. This joined up approach has helped more numbers of young care-leavers/ or in supported lodgings through a well-supported Move-On Panel. New Lease Lettings (a partnership with Caerphilly, Bleanau Gwent and UWHA) has leased 26 one-bed flats in the private sector to house single vulnerable people threatened with or currently homeless, a scheme which includes 18yrs+
<p>Continue implementing our Local Housing Strategy 2007-12:</p> <p>-</p> <ul style="list-style-type: none"> The local housing strategy action plan for 2010/11 has been updated to include actions highlighted by seminars held this year. We will run seminars on energy efficiency October 2010. 	<ul style="list-style-type: none"> The local authority action plan was updated as a result of consultation with a range of professionals following a seminar on homelessness. Specific actions were agreed on with projects to take forward in our drive to improve all aspects of housing. An energy efficiency strategic planning event took place and findings from this event have been incorporated into the local housing strategy action plan, which is a multi-partnership plan

How we measure our progress?	2009/10 Actual	2010/11 Actual	2011/12 Target
Number of affordable homes delivered	166	160	N/A for target
Average number of days it takes to re-let our empty homes	57	39.18	37
Average number of days it takes us to complete			
Emergency Repairs to our homes	0.55	0.3	<1
Urgent Repairs to our homes	5.84	10	10
Non-urgent Repairs to our homes	92 days	59	50
Average number of days that all homeless households spent in temporary housing <i>*The increased need for social housing is making it difficult to find suitable move-on accommodation.</i>	75	114.01	*100
Average number of days that all homeless households spend in Bed & Breakfast accommodation. <i>Unfortunately this did not improve in 10/11 because homelessness checks for single people classified as vulnerable are becoming more time consuming and complex making it more difficult to improve on targets.</i>	29	32.30	30
The percentage of repairs undertaken as appointments	59.5%	66.3%	70%

N/A = not appropriate to set a target for this indicator.

What risks do we need to be aware of in delivering improvement in this area?

Central government changes to the welfare benefit system and increasing numbers of mortgage repossessions are likely to result in increasing levels of homelessness. We are trying to mitigate this with a range of actions such as introducing a funded private rented sector benefits and advice officer, develop and introduce a housing options website, social housing grant funded mortgage rescue, increasing access to discretionary housing benefit payments, encouraging landlord take-up of the Credit Union direct payment scheme and developing shared housing options for the under 35s.

The economic downturn still continues to result in a reduced house-building programme in the private sector. This has a knock on affect on affordable housing. If the reduction in private house building continues affordable housing targets will not be achieved.

The level of social housing grant will reduce significantly in the years 2011/2012, 2012/2013 and 2013/14, as announced in the Welsh Budget. This will potentially reduce the number of new affordable homes developed by housing associations. To mitigate the reduction in funding, we are working closely with the housing associations to develop schemes using reduced amounts of social housing grant. (See our update on alternative housing solutions such as intermediate renting)

What will we do in 2011/12?

Our Objectives for 2011/12 are:
(What we want to do)

Affordable housing:

- Meet the diverse range of housing needs in the county borough through the provision of good quality, affordable housing, which offers choice and matches aspirations.

Our Actions for 2011/12 are:
(How will we do it?)

- Provide appropriate and accessible rent collection options for tenants to facilitate the introduction of Post Office payments and publicise the service
- Support tenants with financial debt advice to avoid an increase in repossessions by funding CAB facilitated debt and money advice surgeries.
- Provide a range of sheltered housing accommodation for older people to live independently for as long as they are capable of doing so and explore opportunities to streamline sheltered housing service.
- Provide a range of housing management services for the benefit of tenants and prospective tenants by:
- Reviewing and monitoring the empty property management service
- Re-letting Council housing vacancies consistently and fairly; and maximise the potential use of the stock available to those in housing need; and
- Increase the numbers of problematic empty private sector properties brought back into beneficial use.

What will we do in 2011/12?

Our Objectives for 2011/12 are: (What we want to do)	Our Actions for 2011/12 are: (How will we do it?)
<p>Increasing the availability housing (young people between the 16 and 25 years of age)</p>	<ul style="list-style-type: none"> • We will explore options regarding the remodelling of Ty Croeso to provide suitable emergency accommodation for single homeless persons. • We have secured nomination rights in respect of empty homes/Conversion Grants awarded to landlords. This means it becomes a condition of grant aid for landlord grants on vacant properties when such accommodation is needed for strategic housing purposes. • Now we have nomination rights we intend to use for some of these properties to specifically address the needs of 16-25 year olds. • We regularly grant aid such as the conversion of redundant retail accommodation into flats/houses and will assist owners of empty houses to bring them back into beneficial use. For example, this year (end of April/early May) Welsh Government made funding available under its Homelessness grant to assist local authorities in mitigating the impact of the current and impending benefit reforms. • We have exploited an opportunity to secure £51k and have now employed an Access and Advice Co-Coordinator, part of whose role will be to pro-actively encourage private sector landlords to provide accommodation for this particular client group. • We are progressing a partnership arrangement with United Welsh HA in respect of the provision of new build emergency accommodation for homeless families.

What will we do in 2011/12?

Our Objectives for 2011/12 are: (What we want to do)	Our Actions for 2011/12 are: (How will we do it?)
<p>Stock Ballot Transfer</p> <ul style="list-style-type: none"> • To put in place, proactively manage and complete a pre-ballot process that generates as high as possible tenant turnout in the ballot to vote on the Council's proposal to transfer the housing stock to a newly formed housing association. 	<ul style="list-style-type: none"> • We have set up a shadow board and confirmed appointments of tenants, councillors and independents for the new organisation, which is named Castell Mynydd. • We are continuing with the informal consultation stage that includes door knocking exercises, road shows, show homes and leaflet distribution. • We are formalising an Offer Document, which will be finalised and issued to all tenants in advance of the ballot. This document is Caerphilly County Borough Council's proposal to transfer its homes to Castell Mynydd and would become a legally binding document between the Council and the new Registered Social Landlord if transfer were to take place. • Carry out the ballot of tenants on the Council's proposal to transfer the housing stock to a newly formed registered social landlord in accordance with WG guidelines.
<p>Housing Repairs</p> <ul style="list-style-type: none"> • The quality of the response repairs service has been improved to reflect tenants' expectations. 	<ul style="list-style-type: none"> • Monitor and review progress of first year implementation of hand-held PDA's by electronically allocating work, materials and appointments in response to customers' repair needs. • We will increase the opportunity for more tenants to use the repairs appointments service and introduce bar scanners in stores and complete the review of stocks on vehicles to ensure correct materials are available to enable jobs to be completed on first visit.

Our Priority:

- To make Caerphilly a safer place to live and work **io**
- Agencies work together to safeguard children and young people **io**

Progress Update for 2010/11

In 2010/11 we had a good year as recorded incidents of anti-social behaviour, as well as crime and disorder fell and we reported relatively high levels against the joint public confidence measure in Gwent, but as always there is still more that needs to be done.

Following a Strategic Assessment, the Community Safety Partnership has identified its priorities for the next 3 years, addressing anti-social behaviour, reducing the harm caused by alcohol, and tackling emerging crime issues, such as metal thefts, for example.

As we try to manage cuts to funding, the maintenance and enhancement of a range of interventions such as Community Payback, the 4-strike anti-social behaviour process, and the Volunteer Network has been a significant achievement.

The PACT process (which is the police's method of finding out what is important to the community) engages better in some areas compared with others. The Volunteer Network has the potential to be developed further, and we want to identify additional opportunities to promote public confidence by raising awareness of the work that we do with our partners. Gwent Police produced newsletters each month for each of the 33 wards within Caerphilly County Borough. Various aspects of partnership work are included in the newsletters such as updates on PACT priorities and on-going projects/initiatives such as Project Bernie.

The Council, Wales Probation Trust, Fast-Forward and the Police have been working together to develop and enhance the recent Street-Pride initiative to assist communities to take pride and responsibility in their streets and neighbourhoods.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<p>With our partners in the Safer Caerphilly Community Safety Partnership (SCCSP); Address levels of crime and anti-social behaviour. Build safer and stronger communities.</p> <ul style="list-style-type: none">• Hold annual public review events for all the CANDO projects to keep the public informed of progress and issues.	<p>Note: A CANDO (Community and Neighbourhood Diverse Operations) aims to tackle problems within the community and can include increased police and warden patrols, graffiti removal, litter picks, advice sessions and community involvement.</p> <ul style="list-style-type: none">• The Phillipstown CANDO Review meeting was held at the Phillipstown Community Centre.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<p>Protect the public from dangerous and unscrupulous business practices.</p> <ul style="list-style-type: none"> • We will work in partnership to deal with problem-licensed premises via multi agency checks, enforcement and licence reviews. • In addition to inspections we will provide free on line advice to business via the websites TS Broadcast and ERWIN (Everything Regulation Whenever Its Needed) – which is a one-stop shop for business advice. • We will introduce the “scores on the doors” food hygiene rating system. • We will continue with planned test purchasing activity. 	<ul style="list-style-type: none"> • Regular meetings were held between the responsible authorities identified under the Licensing Act 2003, including Police Crime Reduction Officers, Council Licensing Enforcement and Trading Standards Officers. This allows joint targeted interventions to be developed for problem premises or emerging issues. • We have worked proactively with business, particularly Small Medium Enterprises (SME), to improve standards and to compete in a fair market place, promoting access to on line business advice TS Broadcast & Erwin, and providing Food Standards guidance for fast food/takeaway premises in 8 languages. • We have been participating in the Food Hygiene Rating Scheme, which was launched in October 2010. Hygiene Ratings are being published to the schemes website following inspection, so that the public can make informed choices about where they buy their food based on hygiene standards at the premises. • Operations are on going to address underage and proxy sales of alcohol. • At the end of 2010-11 there were 70 under age test purchases undertaken for Alcohol Purchases. • At the end of 2010-11 there were 31 under age test purchases undertaken for other age-restricted purchases.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<p>Working with our partners to implement the 'Justice Seen, Justice Done' public confidence programme.</p> <ul style="list-style-type: none"> • We will continue to work with the Wales Probation Trust to deliver high levels of Community Payback hours. • We will undertake road shows and other events to seek views from the public regarding where Community Payback work should be directed. • We will review the PACT process with our partners • We will develop a network of community volunteers to include Neighbourhood Watch, Community Crime Fighters, and StreetPride Champions. 	<ul style="list-style-type: none"> • Approximately 27,000 hours of community payback were delivered with the County Borough during 2009/10 and 31,509 hours during 2010/11. • A number of events have been undertaken including road shows at supermarkets and a SCCSP showcase event. Views have also been sought through Newsline. • During 2010/11 the SCCSP held three PACT training days for 120 members of staff including Neighbourhood Policing Teams, Policing and Community Safety Officers (PCSOs) and Community Safety Wardens (CSWs). • Throughout 2010/11 the SCCSP have held five borough-wide networking events for the Volunteer Network members. These sessions have included a variety of presentations regarding the tools and services available to the volunteer network including: The Online Watch Link (O.W.L) which is the Neighbourhood Watch I.T System, Trading Standards information around doorstep crime and age-restricted products and Project Bernie. There are currently 217 volunteer network members across the county borough.
<p>Working with Neighbourhood Policing Teams to promote the 'No Cold Calling Zones'.</p> <ul style="list-style-type: none"> • We will work on developing a further 2 zones during 2010/11. 	<ul style="list-style-type: none"> • A 4th No Cold Calling Zone has been implemented in Nelson. No cold calling resource packs have been developed for caring agencies and distributed to protection of vulnerable adults (POVA) team, Meals on Wheels teams, Home Care Assistants, Social Services Client Finance Team, Care-line staff and via CSWs. Packs have also been developed for vulnerable residents.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<p>Work within the ‘Safer Caerphilly Community Safety partnership to ensure that the needs of vulnerable people are prioritised.</p> <ul style="list-style-type: none"> • The Victims Champion will conduct ‘awareness raising’ sessions for Neighbourhood Policing Teams, the Police Contact Centre, Registered Social Landlords (RSLs) and will also have a presence at community events. 	<ul style="list-style-type: none"> • The Champion for victims of anti social behaviour has conducted awareness raising sessions with a number of agencies including the Police, the Courts, and RSLs. The champions have also presented at a meeting of the Safer Caerphilly Volunteer Network and an article has appeared in Newslane.
<p>Working with the Caerphilly Safeguarding Children Board to ensure that children and young people live in a safe environment.</p> <ul style="list-style-type: none"> • Develop and Implement a Children’s Services Family Support Strategy to provide a more holistic approach to support. IO • With the Children & Young People’s Partnership, develop a ‘team around the child’ (TAC) to support those with emerging needs. TAC is a way of professionals working together with a family, to a common plan, ensure that children and young people who have emerging needs have these needs met as early as possible and in the most appropriate and holistic way IO 	<ul style="list-style-type: none"> • The Children and Young People’s Partnership have developed a Family Support Strategy for family support at all tiers. Children’s services have designed a child and Family Support Service (CFSS). The contract for this service started on 1st July 2011. • The pilot of the TAC began in November 2011 in the Ty Sign area of Risca. As at February 2011; there were 11 referrals to the TAC multi agency panel for 8 families; all referrals have been from the Directorate of Education (6 x school, 5 x Education Welfare Officer); Referrals have been for children and young people between the ages of 5 and 14 years. • The pilot of the TAC model has been evaluated. Roll out of a Team Around the Family Model is a priority for the Children and Young People’s Partnership and will be funded as the Families First funding from Welsh Government.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<ul style="list-style-type: none"> Children and young people will receive timely, good quality, multi agency assessments of their needs. Improve the way we offer services to meet the needs of service users at times and venues that are beneficial to them. Reshape existing services, and purchasing new ones, to meet the needs of service users. 	<ul style="list-style-type: none"> Following a TAC Multi agency panel meeting, 9 cases were allocated a lead professional. Lead professionals have been identified and allocated to work with families from a range of organisations, showing commitment to a multi agency approach. Structures for service delivery have been developed, and are contained within the TAC Protocol. These will need to be updated following the pilot.

How we will measure our progress?	2009/10 Actual	2010/11 Actual	2011/12 Target
% People feeling safe during the daytime in their local community	87%	These measures have been removed from the 2011 Household Survey and will no longer be reported on in future improvement plans.	
% People feeling safe at night time in their local community	45%		
% People who felt that the level of crime had got better or stayed the same in their neighbourhood	65%		
Number of children and young people entering the youth justice system (Wales Youth Justice board [YJB] Indicator)	252	207	N/A
Number community payback hours received across the County Borough	25,000	31,509	32,000
Number of members on the Safer Caerphilly Volunteer Network	195	217	230
Number of underage test purchase attempts of alcohol licensed premises	72	70	70
% Inspections of high risk premises for Trading Standards, and Environmental Health	100%	100%	100%

Agencies work together to safeguard children and young people

How we will measure our progress?	2009/10 Actual	2010/11 Actual	2011/12 Target
The total number of open cases of children in need	4,629	3,608	4,248* ¹
Number of children on the child protection register	820	877	N/A
The total number of open cases of children looked after	1,330	1,326	1,282
Number of TAC Multi Agency Panels held	N/A	9	22 for the Risca TAC
Number of families referred to TAC	N/A	12 families (15 children)	44 for the Risca TAC
Number of families allocated a lead professional	N/A	5	30 for the Risca TAC
Number of families who have received a TAC assessment.	N/A	1	30 for the Risca TAC
Number of families whose TAC plan has been reviewed.	N/A	0	30 for the Risca TAC
Number of cases closed	N/A	0	15 for the Risca TAC
% Referrers reporting that the TAC process is useful and effective	N/A	1/1 100%	75%
% Lead professionals reporting that the TAC process is useful and effective	N/A	40% or 2/5 felt the benefits	75%
% TAC members of the TAC panel reporting that the TAC process is useful and effective	N/A	100%* ²	75%* ²
% Children and young people that felt listened to during the TAC process	N/A	1/1 100%	75%
% Parents /carers that felt listened to during the TAC process	N/A	2/2 100%	Year on year increase
Average number of working days from allocation of lead professional to completion of assessment	N/A	20 Working days	15 Working days
% Referrers who feel TAC has made a difference to the family	N/A	Too early in the pilot to say	75%
% Lead professionals who feel TAC has made a difference to the family	N/A	40% 2/5 felt the benefits	75%
% Children and young people who feel TAC has made a positive difference to them	N/A	1/1 100%	75%

How we will measure our progress?	2009/10 Actual	2010/11 Actual	2011/12 Target
% Parents/carers who feel TAC has made a positive difference to them	N/A	2/2 100%	75%

*¹ The 2011/12 target is an average of the previous 5 years data (2006/07 to 2010/11)

*² 2010/11 actual represented a very small sample. The target for 2011/12 has been set lower than 2010/11 actual, because a larger sample/survey will be conducted in 2011/12.

What risks do we need to be aware of in delivering improvement in this area?

Any increase in crime, disorder, anti-social behaviour, will change citizen perception in feeling safer in their community and affect public confidence in the services we (and our partners) deliver.

Interventions to address crime, disorder, anti-social behaviour not resulting in an enhanced feeling of safety and therefore no improvement in public confidence.

What will we do in 2011/12?

Our Objectives for 2011/12 are – (What we want to do)	Our Actions for 2011/12 are – (How will we do it?)
<ul style="list-style-type: none"> Improve citizen perception in feeling safer in their community 	<ul style="list-style-type: none"> Apply a robust “4 strike” process working in partnership to address perpetrators of anti-social behavior
<ul style="list-style-type: none"> Increase public confidence in services we deliver (in partnership) 	<ul style="list-style-type: none"> Deploy Community Safety Wardens on proactive patrols and in response to priorities identified by our communities, providing visible reassurance Ensure our Community Safety Wardens confiscate alcohol to address underage drinking and to enforce Designated Public Places Orders Undertake targeted operations to tackle underage sales of alcohol Work with the Neighbourhood Policing Teams to promote ‘No Cold Calling Zones’ to help protect the residents, carers, and professionals with links to vulnerable and older people against doorstep crime and preventing scams Facilitate the provision of support to victims of anti-social behavior Maintain a 24/7 CCTV network to protect and reassure our communities Continue development of the Safer Caerphilly Volunteer Network. Ensure the Safer Caerphilly Community Safety Partnership promotes community engagement through the PACT process Work with Responsible Authorities to control disorder and nuisance associated with licensed premises and activities

What will we do in 2011/12?

	<ul style="list-style-type: none"> • Undertake targeted enforcement actions and campaigns against those responsible for littering, fly tipping and dog fouling in our communities • Maintain local restorative justice to improve the street scene, working with our partners to utilise Community Payback hours in areas identified by members of the public • Work with Partners to develop and enhance the 'StreetPride' initiative to assist communities to take pride and responsibility in their streets and neighbourhoods • Ensure both centre and street-based Youth Service staff continue to educate young people to keep themselves safe and behave acceptably in public, and build positive relationships between Police Officers and Community Safety Wardens and young people
Our Objectives for 2011/12 are – (What we want to do)	Our Actions for 2011/12 are – (How will we do it?)
Agencies work together to safeguard children and young people <ul style="list-style-type: none"> • The Children and Young People's Partnership are currently going out to tender for a Team around the Family and Parenting Coordination Service. This new contract will commence on 1st November. Once the contract has been awarded there will be a series of actions that will need to be completed, these are; 	<ul style="list-style-type: none"> • Getting multi agency commitment and ownership from all professionals working to meet the needs of children and young people, including a clear-shared understanding of the processes and their benefits. • Providing Clear lines of accountability for practitioners so all are aware of what needs to be done and by whom. • Awareness raising to all relevant voluntary and statutory sector partners. • Establish one Team Around the Family multi-agency panel in the North, South and East of the Borough. • Fully implement Team Around the Family (TAF) model by 2013.

● Our Priority – To improve the look and feel of our streets

Progress Update for 2010/11

The Authority successfully launched its StreetPride initiative in 2010/11. We have continued to work successfully with our partner organisations such as; the Probation Service, Community and Town Councils, and Community Partnerships to deliver levels of service over and above those delivered by the Authority's in-house cleansing and enforcement teams.

A reduction in Welsh Government Tidy Towns funding for 2011/12 will be a challenge going forward and work programmes will have to be prioritised accordingly.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<p>Work in partnership with other organisations to enhance the streets of our county borough:</p> <ul style="list-style-type: none"> We will work with partners to launch the StreetPride initiative to assist communities to take pride and responsibility in their streets and neighbourhoods. We will continue with the Tidy Towns initiatives involving a range of partner organisations. 	<ul style="list-style-type: none"> StreetPride initiative was successfully launched. We have encouraged the public to work with us by reporting environmental concerns. We have delivered a number of targeted clean-up and enforcement operations in conjunction with our partners. We publish StreetPride performance data on our website. Phase II of the Tidy Towns initiative successfully completed during 2010/11 – Tidy Towns Tidy Places has helped improve over 200 areas that are not part of Council's routine maintenance regimes. It has included derelict and overgrown high profile sites that are in the main, non-council owned and/or privately owned. This has included aesthetic improvements, infrastructure provision, amenity improvement and envirocrime deterrent schemes. It has helped to enrich biodiversity, tackle areas of land that usually are on difficult terrain and outside the radar of routine maintenance

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<ul style="list-style-type: none"> Continue to work with the Probation Services to deliver high levels of Community Payback hours within the county borough 	<ul style="list-style-type: none"> Work has continued with the Probation Service for Graffiti removal and other community payback hours. We received over 31,000 hours of Community Payback across the county borough during 10/11.
Enhance the gateways to the county borough: <ul style="list-style-type: none"> More gateway works to be progressed during 2010/11. This will include routine winter maintenance works on schemes already completed and bulb planting where appropriate. The weed removal team will continue its work during 2010/11. 	<ul style="list-style-type: none"> Routine maintenance work was completed to gateways and additional spring bulb planting was completed in 2010/11 on various gateway locations. The weed removal teamwork programme continued in 2010/11. The work schedule was prepared after consultation with town and community councils and ward members.
Discourage dog fouling and littering: <ul style="list-style-type: none"> Continue to promote the campaign within the StreetPride initiative – at community events, by working with schools, and by publicising enforcement actions 	<ul style="list-style-type: none"> "Flagging" events have been used to draw attention to the incidence of dog fouling. Our Enforcement Officers visit schools to raise awareness and discourage littering and we have also worked with the Youth Forum in relation to their littering priority. The details of those prosecuted for environmental offences are publicised in the media and published on our website.
Develop air quality management plans: <ul style="list-style-type: none"> Continue to monitor and assess Town Centre air quality to inform the action planning process 	<ul style="list-style-type: none"> We are continuing to develop proposals in response to the findings of our air quality assessments.

How will we measure our progress?	2009/10 Actual	2010/11 Actual	2011/12 Target
% People who feel satisfied with the cleanliness of our streets and highways	79% for 2009/10 (No survey in 10/11)		
% Respondents to the household survey who stated they were very or fairly satisfied with the appearance of the streets in their neighbourhood and local town centre		59%	No survey

How will we measure our progress?	2009/10 Actual	2010/11 Actual	2011/12 Target
Street Cleanliness Index	67.4	67	68
% Highways (and other relevant land inspected) of a high or acceptable standard of cleanliness	94%	94.25%	95%
% Reported fly tipping incidents cleared in 5 working days	99%	98.94%	99%
% Reported fly tipping incidents which lead to an enforcement activity	50.6%	36%	40%
Number of fixed penalty notices issued for dog fouling incidents	39	45	NA*
Number of prosecutions for failure to pay a fixed penalty fine for a dog fouling incident	7	7	100% of all cases that fail to pay
Number of clean-up campaigns undertaken	4	6	4

* It is not appropriate to set a target for penalty notices issued as enforcement activity is proportionate to the number of incidents witnessed and the number witnessed by enforcement officers cannot be determined.

What risks do we need to be aware of in delivering improvement in this area?

The Welsh Government has substantially reduced the funding available to Local Authorities for the Tidy Towns initiative. The Authority will not therefore be able to sustain the activity level seen in the past few years in this area.

What will we do in 2011/12?

Our Objectives for 2011/12 are - (What we want to do)	Our Actions for 2011/12 are - (How will we do it?)
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What will we do in 2011/12?

Our Objectives for 2011/12 are - (What we want to do)	Our Actions for 2011/12 are - (How will we do it?)
Develop schemes appropriate to level of WG Tidy Towns Funding now available.	<ul style="list-style-type: none"> • Successful funding applications have been granted for schemes to clear overgrown land for new allotment space, nature trails and biodiversity enrichment schemes. These areas are difficult terrain and prone to the affects of a range of envirocrimes, some of the areas we will be focusing on are: • Tunnel Row, Newbridge land improvement scheme and allotment space creation • Visual improvement footpath and fencing scheme off Thorncome Road Blackwood. • Bunding Scheme, Senghenydd. • Mining school Hill, Crumlin clearance scheme and allotment space creation. • Clearance scheme and wildlife planting scheme at rear of Coronation Street Risca/Pontymister.
Completion of new programme of gateway improvement works and additional spring bulb planting on roundabouts, etc.	<ul style="list-style-type: none"> • Significant vegetation cut back on Hollybush, Hafodyrynys and Caerphilly Mountain Gateways. • Significant level of spring bulb planting on roundabouts.
Reduce the incidence of environmental crime.	<ul style="list-style-type: none"> • Deliver further targeted clean-up and enforcement operations • Introduce enforcement campaigns to address litter out of car windows, and smoking related litter. • Review and enhance our approach to fly tipping enforcement including use of surveillance cameras. • Work with the Police to enhance the role of Police Community Support Officers in relation to littering and dog fouling.

● **Our Priority – To reduce our carbon footprint and to operate more sustainably IO**

Progress Update for 2010/11

CCBC is committed to sustainable development and this is included in the way we develop our policies, deliver our services, partnership work and the way the organisation is run. In 2010/11 we have continued to improve the energy efficiency of our corporate buildings by investing in insulation and energy efficient technology. We have continued to raise awareness of energy issues with our staff and residents of the county borough. Over 50% of our schools have now achieved the highest (Green Flag) award under the Eco Schools programme.

We have supported the Living Environment Partnership, to develop and launch a Climate Change Commitment and have planted the first climate change woodland in the county borough.

We had planned to achieve National Nature Reserve (NNR) status for Aberbargoed grasslands. If achieved, the site would be one of only 3 in the South Wales Valleys. Unfortunately, complex legal negotiations are taking longer than expected, but we hope this process will be completed in May 2012.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<p>Establishing a programme of school insulation to reduce energy waste</p> <ul style="list-style-type: none"> Insulation will be added where possible to all other authority owned buildings. Alternative technologies will also be applied where cost effective. The authority will also drive improvement through an investment action plan The authority will implement energy efficiency technology in line with the carbon investment action plan and a finance scheme that offers public funding to help improve energy efficiency called SALIX. This is in addition to existing pipeline projects identified under the SALIX scheme. 	<ul style="list-style-type: none"> We have had a significant drive, led by the carbon group, which has resulted in all schools insulation being upgraded. Awareness-training events have been delivered to school head teachers, caretakers and governors, so they know how to make the best use of the new technologies, installed in their schools. We have had an authority wide awareness campaign. Technology upgrades have been put in place to reduce carbon emissions by investing now to save in the longer term. Greenhill Primary School became the first A+ Energy Performance Certificate (EPC) rated school in the county.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<p>Meeting the targets we set in the Carbon Management Strategy</p> <ul style="list-style-type: none"> There will be annual awareness drives going forward. There will be investment through the SALIX scheme and progress is planned through the investment action plan 	<ul style="list-style-type: none"> The Carbon group is raising energy awareness and people are more aware of the impact energy and carbon has on the authority, particularly when linked to finances. As well as the awareness training provided to schools, we have also carried out Authority wide awareness campaigns such as automatic PC shutdowns and switch off campaigns for lighting.
<p>Developing a Climate Change Commitment for organisations and individuals to pledge to reduce their CO₂ emissions</p> <ul style="list-style-type: none"> The climate change commitments will be launched to organisations and individuals in September 2010. 	<ul style="list-style-type: none"> Our Living Environment Partnership launched the Climate Change Commitment for the county borough on the 1st March 2011. The event also involved planting the first Climate Change Woodland in the county borough. To date, 11 organisations and 566 individuals have signed the climate change commitment. A programme of further promoting and marketing the commitment is being developed.
<p>Reduce the environmental impact of our travel and transport</p> <ul style="list-style-type: none"> The Cycle to Work scheme was launched June 2010 and will need to be evaluated. 	<ul style="list-style-type: none"> A cycle to work scheme has been developed and launched and there are currently 104 employees on the scheme. A new car scheme has been implemented this summer 2011 to lease low emission cars to employees and this will help reduce carbon emissions.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<p>Raise levels of understanding of sustainable development by our staff</p> <ul style="list-style-type: none"> We will undertake a Sustainable Development staff survey to evaluate if our awareness raising is being successful and evaluate our 'Green Teams' pilot 	<ul style="list-style-type: none"> The average level of understanding of Sustainable Developments by our staff (as assessed on a scale of 1-5) was 2.5 in 2010/11. This figure is the same as reported in 2009/10, so we are maintaining awareness. Our aim is to increase this figure. The Authority's first "Green Team" has been established at one of our council offices. The Team has developed projects that promote and demonstrate the principles of sustainable development including, energy efficiency, transport, health and resource efficiency. This will now be rolled out across other council offices to identify and address key sustainability issues for our buildings.
<p>Support schools to achieve an award under the Eco Schools programme</p> <ul style="list-style-type: none"> We will support schools to ensure 50% of them achieve the Eco School Green Flag award Develop Caerphilly Solar Schools Education resource pack for primary and secondary schools in Caerphilly county borough Launch the Green 'Grin O Meter' – children's web based sustainability index 	<ul style="list-style-type: none"> All schools in our county borough are working towards an award under the Eco Schools programme. 90 of the 91 schools now have an award, with 51.6% (47 Schools) gaining a Green Flag award. We have installed Solar photovoltaic cells on 8 schools in the Heads of the Valley area in partnership with United Welsh Housing Association, which will save energy. A Solar Schools Education Resource pack has been developed to support schools incorporating energy efficiency and renewable energy into the curriculum and eco schoolwork programme. We have developed the Green 'Grin O Meter' to help pupils aged 8 to 12 to calculate how sustainable they are. This activity will help improve awareness and understanding of their attitude towards sustainability.

How we will measure our progress?	2009/10 Actual	2010/11 Actual	2011/12 Target
The number of organisations that have signed the Climate Change Commitment	Launch Sept 2010	11	40
The number of individuals that have signed the Climate Change Commitment	Launch Sept 2010	566	1,500
To reduce the percentage of staff that travel to work in a car on their own	70.3%	70.3%	Measured every 2 years
The average level of understanding of Sustainable Development by our staff	2.5	2.5	Measured every 2 years
The number of our staff on the “cycle to work scheme”	Launch June 2010	104	150
The percentage of schools with the highest (Green Flag) award under the Eco Schools programme	45%	51.6%	55%
Annual average carbon emission savings (tonnes of carbon dioxide)	317	301.28	310
The number of education for sustainable development training sessions with schools	13	128	100

What risks do we need to be aware of in delivering improvement in this area?

Failure to control and reduce our energy consumption will result in spiralling energy costs. Continuing significant increases in energy prices will place an increasing financial strain on the Authority. Prices of other ‘commodities’ including food and water will also come under increasing global pressure from climate change and increased consumption. This will result in higher prices. Reducing our resource consumption and generating our own energy or growing our own food, will help to insulate us against these increasing global pressures. Failure to do so will leave us vulnerable to changes, which are beyond our control.

The installation of new technology will need to be accompanied by information and training on ‘how to make best use of the benefits of this technology’ in order for it to achieve the full financial and carbon savings.

What will we do in 2011/12?

Our Objectives for 2011/12 are –
(What we want to do)

Reduce CO2 emissions from our buildings and street lighting

Our Actions for 2011/12 are –
(How will we do it?)

- **Good Housekeeping:** We will continue to raise awareness and provide training on good practice methods, such as switching lights off, and ensuring proper time settings on controls. These are no-cost and low-cost approaches, which result in energy savings.
- **Invest to save:** The authority will continue to look to replicate the good savings already achieved by installing energy saving technology such as insulation to prevent heat loss and control equipment such as movement detectors on lighting or voltage optimisation equipment.
- **Asset management:** The authority will continue to seek to reduce buildings energy consumption by, maximising occupancy of key buildings and ensuring that buildings are well insulated and energy efficient.
- **Renewable Technology:** The authority has a number of renewable technology projects in place and will look to replicate renewable technology projects where there are opportunities to do so and where finances allow.

What will we do in 2011/12?

Our Objectives for 2011/12 are – (What we want to do)	Our Actions for 2011/12 are – (How will we do it?)
<p>Reducing the impact of fuel poverty on householders in Caerphilly County Borough Council, taking advantage of successful funding bids to tackle properties in specific areas of the borough</p>	<ul style="list-style-type: none"> • To save energy, we will use methods such as external wall insulation and renewable technologies like solar panels and heat pumps. • Identify a number of properties in areas of deprivation to receive cavity and loft insulation (free of charge to the home owner/tenant) to help reduce fuel bills. • Run programmes to replace inefficient boilers with condensing boilers. We will also increase the number of renewable energy installations, such as, Solar Hot Water Systems and Photovoltaic systems. • Actively seek funding to enable us to undertake energy efficiency improvements to properties in the county borough, such as, working with the Heads of the Valleys programme to address homes off the mains gas network. We will also use the Rural Development Fund to work with rural communities, to tackle climate change issues and promote sustainability.
<p>Raising awareness of climate change issues with our staff and residents of the county borough to enable them to reduce their greenhouse gas emissions</p>	<ul style="list-style-type: none"> • Promote the uptake of the Climate Change Commitment with individuals, businesses and organisations. • Plant a further 2 climate change woodlands, as a practical measure to off-set CO₂ emissions • Work with schools to make sure that more of them achieve Green Flag status under the Eco Schools programme • Work with our housing partners to help residents expand the 'Energisers' programme, which is developing and supporting energy champions as a way of spreading understanding of energy efficiency and the use of new technologies • We will work closely with farms and the rural community to raise greater awareness.

What will we do in 2011/12?

Our Objectives for 2011/12 are – (What we want to do)	Our Actions for 2011/12 are – (How will we do it?)
Reducing the impact of our travel and transport to reduce carbon emissions	<ul style="list-style-type: none">• Encourage sustainable modes of transport as set out in the Travel Plan.• Promote the 'cycle to work' and 'car share' schemes, encouraging staff to travel more sustainably. We will update the Action plan to deliver the Authority's Travel Plan.• Improve the use of our fleet vehicles by using vehicles that are right for the job. Manage routes better to minimise travelling and make sure the vehicles are maintained and serviced to the correct standards.

Theme: Building A Vibrant Economy

Under this theme we show how we are working hard to improve the job prospects and employability of our citizens.



"I was working on the checkout at Morrisons when I joined the Working Skills for Adults programme. I was keen to progress my job opportunities and gain more skills. After some advice and guidance provided by the programme, I joined Crumlin Adult Education Centre in September 2010, for an advanced IT class which would give me a recognised IT qualification. I also attended an employability workshop where I had help with application writing and CV writing.

In the Autumn of 2010, Tesco began a recruitment drive to staff their new store in Risca. With the skills that I had gained from the employability workshop and help with my application form, I was invited for an interview. Prior to the interview, I had a meeting with my Working Skills for Adults Advisor to discuss some interview techniques. I sailed through her interview and was offered a post in their Personnel Department using the IT skills that I had gained on the Adult Education Course. I am continuing to progress my IT skills and I plan to enrol on a Management Training course at Bedwas Community Education Centre" **Laura Cole**



"I signed up with Bridges into Work in August 2009 when my job at a local care home came under threat and redundancy loomed in mid October. I was encouraged to join the project by my Learning Support Advisor, who had previously taught me in writing and IT class. I received support to attend a Sign Language course, something I had always wanted to do. I also took the opportunity to complete an Internet and Email course so that I could improve my IT and job searching skills. My Learning Support Advisor helped me to construct an impressive CV and apply for jobs over the phone and by email.

After completing just two application forms, I was invited to interview for both posts. Bridges into Work helped me prepare for my interviews with hints, tips and informal role-play, which really improved my confidence. I was offered both posts. I accepted a position as a Community Care Support Worker and started my new job just two weeks after being made redundant." **Sarah Penticost**



● **Our Priority – To increase the range of employment opportunities for local residents**

Progress Update for 2010/11

The impact of the recession makes this priority all the more relevant and yet with the targets even more difficult to achieve, given the lack of job creation opportunities in both the public and private sectors. However, employment support programmes, such as Bridges into Work, Future Jobs Fund and JobMatch, continue to make significant progress and a number of key targets in helping people have either been achieved in full, or indicate performance at a very high level.

During 2011/12 a number of existing programmes will come to an end, including JobMatch, Future Jobs Fund and the Community Task Force. These have proved to be valuable programmes and the onus will now fall to what is left, along with the new Work Programme, to deliver the outcomes we need. Any new initiatives, such as, the Council's emerging apprenticeship scheme and the possible Welsh Jobs Fund, will be required to fill gaps in what we can provide.

Advisory Services manage a range of grant funds, offering financial support to Small and Medium Enterprises (SMEs) to encourage the delivery of projects which contribute to job creation and the safeguarding of jobs throughout the borough. Caerphilly has led the way in jobs created and safeguarded and awarded the largest numbers of grants under the 6 counties collaborative Local Investment Fund approval in 2010/2011.

In January 2011 Caerphilly CBC launched the 6 counties collaborative Community Economic Development Programme and CCBC secured £1.6m to support existing and prospective new social enterprises for the next five years.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<p>Promote the Local Investment Fund, which offers grant support to local projects and businesses</p> <ul style="list-style-type: none"> We will promote a range of grants such as the Heads of the Valleys Seed Capital Fund and Business Development Grant. We will also promote support that is available from other organisations including WG to businesses. 	<ul style="list-style-type: none"> The Local Investment Fund (LIF) is now in its second year and after a slow start, the number of grants awarded has increased. The maximum value of grant has been increased from £5,000 to £10,000 and it is possible to gain approval for larger projects up to £35,000 subject to the submission of a strong business case to support job creation, or at least, significant job safeguarding.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<ul style="list-style-type: none"> We will prepare a new marketing plan for the Economic Development service and develop new working arrangements with the Caerphilly Business forum 	<ul style="list-style-type: none"> LIF grants remain available until 2013 and are aimed at the manufacturing and general business sectors. To date, £0.5m in grants has been awarded, creating 117.5 jobs and safeguarding 1133 jobs.
<p>Progress the Future Jobs Fund</p> <ul style="list-style-type: none"> 160 future jobs fund places will be created during 2010/11 within the council, partner organisations and private sector 	<ul style="list-style-type: none"> These two programmes both come to an end in September 2011, so this element of the objective will be deleted this year, however they still continue to create job places before they come to an end.
<p>Increase the range of employment opportunities in conjunction with our Regeneration Strategy</p> <ul style="list-style-type: none"> Action plan priorities will be implemented in 2010/11 across the eight activity areas including protecting and developing the economy. 	<ul style="list-style-type: none"> The Bridges into Work, Genesis 2, Working Skills for Adults and Basic Skills in the Workplace projects are now well-established and providing opportunities for people to access employment support. The Genesis 2 team, through their partnership working with external agencies, identifies potential learners. These learners work one to one with advisors to build confidence and soft skills. They then progress on to the Bridges into Work programme gaining accredited qualifications & vocational skills. Once a learner progresses into work, then they will be able to continue learning and up skill through the Working Skills for Adults project. Over the life of the project 5,500 learners will be supported, 3,200 are already engaged and over 150 people have moved into employment. There is a need to provide local solutions, particularly in isolated areas, so work clubs are being set up in 2011 to provide support tailored to individual needs. Mainstream provision, such as Work Programme and Work Choices must be incorporated into this local approach.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<ul style="list-style-type: none"> Success with Lone Parents and females as primary target group for the JobMatch project in the Heads of the Valleys 	<ul style="list-style-type: none"> JobMatch has proved to be very successful in helping improve this in recent times. The target for working with Lone Parents for the project was 2.9% and the latest percentage of clients engaged is 8%, which equates to 109 people. The number of females referred onto the programme is currently 325, which equates to 24% of all referrals. The target remains at 50% for the remainder of the programme and performance in Caerphilly compares favourably with other areas. Unfortunately this programme will come to an end in September 2011, so will not be progressing into 2012.

How we will measure our progress?	2009/10 Actual	2010/11 Actual	2011/12 Target
Number of adults participating in the Genesis 2 project IO	648	914 * ¹	984 * ¹
Number of adults participating in the Bridges into Work project IO	560	1,760 * ¹	1,943 * ¹
Number of adults participating in the Working Skills for Adults project IO	Project started Feb 2010	506 * ¹	1,115 * ¹
Number of adults participating in the Basic Skills in the Workplace Project IO	N/A	Project Starting April 2011	64* ¹
Number of business start-ups supported in the Authority	18	21	19 (To be reviewed summer 2011)
Number of enquiries to our Business Development service (Improvement Plan only)	1,694	3,210	N/A
Number of offers of financial assistance to local companies	106	125	109 (To be reviewed summer 2011)

How we will measure our progress?	2009/10 Actual	2010/11 Actual	2011/12 Target
Number of enquiries to our business development service converted into successful projects	878	2,625	2,750
Number of jobs safeguarded	434	791.5	500 (Target remains cautious due to recession)
% Client satisfaction with Business Development services	94	No longer carried out	Deleted 11/12
* ² Employment Support Allowance (ESA) Claimants	As at Feb 10 16,045	As at Aug 10 13,840	To reduce number claimants
Time taken to pay invoices to local small and medium size businesses	17 days	13.94 days	13 days
Number of jobs forecast to be created in the County Borough (maintained)	199.5	109	102 (To be reviewed summer 2011)
% Of business start ups still trading after one year	87	85	85 (To be reviewed summer 2011)
Number of Apprenticeship opportunities filled.	New	New	50

*¹ Target and actuals are accumulative year on year.

*² From November 2008 ESA claimants and Incapacity Benefit Claimants are counted together.

What risks do we need to be aware of in delivering improvement in this area?

Lack of economic growth - We will have to monitor a potential risk where the Working Skills for Adults programme which provides job security and/or increase future career prospects may be badly affected if Job Seekers Allowance (JSA) claimants cannot access the Working Skills programme and we will have to monitor this possible development.

Business failures, company closures – the current economic climate has a negative effect on local businesses.

Welsh Government Economic Renewal strategy – ‘*A New Direction*’, focuses on support for six key sectors none of which are strongly represented in Caerphilly County Borough.

What will we do in 2011/12?

Our Objectives for 2011/12 are (What we want to do)

Support micro, small and medium sized businesses to maintain the number of jobs we can create through the provision of grants and the specialist advice given to business

Our Actions for 2011/12 are (How will we do it?)

- Providing grants to Small and Medium Enterprises (SME) in our County Borough of up to £10,000 for capital equipment, marketing, ICT and building works and grants for rural businesses of up to £30,000 (with an intervention rate not exceeding 80%).
- Streamlining and improving our payment settlement processes will continue, as this ensures all (and particularly small and medium size businesses) are paid as quickly as possible, which helps the local economy. We took 21 days in 2007/08 and now take on average 13.9 days.
- We have agreed to include clauses on Targeted Recruitment and Training into public sector contracts totalling over £1 million. This will help drive the use of local labour and stabilise the local economy. We will publish more about this in our annual October performance report.

What will we do in 2011/12?

Our Objectives for 2011/12 are (What we want to do)	Our Actions for 2011/12 are (How will we do it?)
<p>Help increase employment opportunities by working in partnership with programmes that help provide adults and young people with the necessary skills and education to obtain employment.</p> <p><i>The longer- term outcome we hope is a reduction in the number of people claiming benefits although we recognise that central government policy plays a key part in this and we can only influence this.</i></p>	<ul style="list-style-type: none"> • Seeking new and innovative ways to engage people onto employment support programmes, with particular regard to the 6 adult learning programmes called: <ul style="list-style-type: none"> - Genesis 2 - Bridges into Work - Working Skills for Adults - Basic Skills in the Workplace - JobMatch (until 30 September 2011) - Other mainstream support, such as Work Programme and Work Choices. • The Council is also developing a new apprenticeship scheme to provide 100 work experience and skills development opportunities for local people
<p>Reduce the likelihood of duplication, via the SEE Group and Education and Training Forum, by ensuring that the services provided are targeted at individuals with specific barriers including those who are at risk of, or who have recently been made redundant, the over 50s, those not in employment, education or training and Incapacity Benefit/Employment Support Allowance claimants.</p>	<ul style="list-style-type: none"> • This is an area for development and we plan to improve the co-ordination of services by using the SEE Group and the new Training and Education Forum. Linked to JobMatch, there is also a Heads of the Valleys (HOV) Employment Consortium, which is currently investigating future opportunities and co-ordination of support at a regional level.
<p>Hold a range of events to showcase examples of good practice addressing worklessness.</p>	<ul style="list-style-type: none"> • Although this action is affected by a lack of resources and funding, the Council will continue to support jobs fairs for schools and colleges, working with Jobcentre Plus and the private sector, to ensure they continue to be successful
<p>Develop bespoke local solutions designed to address worklessness, such as New Tredegar and Aber Valley to provide a comprehensive employment advisory service to local people seeking work.</p>	<ul style="list-style-type: none"> • Work clubs are being established in Communities First (CF) areas, supported by CF staff. The staff are undergoing training in job search and CV writing to support clients. Local education and training classes are also delivered at local venues funded through training budgets. • Establish drop in sessions with partners from Careers Wales, Want 2 Work and JobMatch in local CF offices.

What will we do in 2011/12?

Our Objectives for 2011/12 are (What we want to do)	Our Actions for 2011/12 are (How will we do it?)
	<ul style="list-style-type: none"> • We want to continue to work with a number of community partnerships to develop bespoke local solutions designed to address worklessness. Such as, New Tredegar and Aber Valley, where partnerships have worked alongside Want 2 Work and JobMatch programmes as well as other key agencies, to provide a comprehensive employment advisory service to local people seeking work. • In 2011-12, local work clubs will also be established through the Community Regeneration Team to provide local tailored employment support.
<p>Maintain our commitment to developing local supply chains through developing Digital Business Eco systems (DBE's) and promoting the role of the 'Supplier Champion' which helps small business's to be able to tender for Council contracts.</p>	<ul style="list-style-type: none"> • Project ENDURE will be working with businesses in the Upper Rhymney region to create a Digital Business Network. All businesses will be connected to a portal, which will raise their visibility, start them trading online and encourage local purchasing. This will eventually lead to an increase in trade and the creation of employment.
<p>Establish new Education and Training Forum, with members from public, private and voluntary sectors</p>	<ul style="list-style-type: none"> • The remit of the group is to ensure joined up provision of training and support to all local people.
<p>We can provide funding for emerging, existing and established social enterprises across the county borough.</p> <p><i>Social enterprise is about developing the voluntary sector, so they are able to generate income from trading activities into sustainable businesses. In both promoting social enterprise and volunteering, the Authority will be able to help increase the diversity of the economy and the amount of paid and unpaid employment.</i></p>	<ul style="list-style-type: none"> • We have employed a Social Economy Development Officer, to assist this sector and a grant scheme of over £900k, which will operate for five years to 2015 to support existing and develop new social enterprises. • A social enterprise network has been set up across six authorities, to increase the opportunity for existing and new social enterprises. • GAVO, (Gwent Action Voluntary Organisation) JobMatch, the Citizens Advice Bureau and other partners promote the value of volunteering to an individual and the community.

● Our Priority – To increase tourists visiting Caerphilly

Progress Update for 2010/11

Tourism plays an increasingly significant role in the area's local economy. In 2010 it was estimated that tourism generated some £85.8m in the local economy in terms of direct expenditure on accommodation, food, recreation, etc. Figures from the Scarborough Tourism Economic Activity Monitor (STEAM) showed a 2% increase in tourism spend, despite the weakness of the general economy.

In 2010/ 2011 seven of the County's tourism facilities were voted in the Valleys Top 50 tourist attractions. Both Cwmcarn and the Winding House were listed in the Top 10 Valleys attractions. With all the improvements and developments at Cwmcarn, Cwmcarn was rated in the Visit Wales top 10 free attractions in Wales alongside the likes of the Wales Millennium Centre, National Museum of Wales and St. Davids Cathedral.

The events programme has moved from strength to strength with the development of the Caerphilly Medieval Fair, Blackwood Dickensian Fair and Bargoed Ice Rink, all this on top of the established events such as the Big Cheese and Kite Night.

Caerphilly Tourism Association continues to grow with over 70 members. Members benefited from training, events and networking opportunities along with marketing opportunities and funding. Caerphilly Visitor Guide 2011 underwent a major re-design with some fantastic photography and editorial that showcases the county borough of Caerphilly. With an increase in pages and print, the beginning of 2011 saw a huge update in the guide. A new 'What's On in the county borough of Caerphilly' guide was launched in October 2010 for the winter/Christmas season and was extremely well received with 40,000 copies snapped up within weeks by local residents and visitors planning to come to the County Borough. As a result there will now be two major 'What's On' guides produced every year, a Winter/Christmas and Spring/Summer version.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<p>Review and refresh public events to ensure they remain attractive to tourists and visitors.</p> <ul style="list-style-type: none"> The major events programme will be further reviewed for 2011 and a new marketing plan to incorporate the tourism venues and the events programme will be prepared 	<ul style="list-style-type: none"> New events were held in 2010/11, such as; the Blackwood Christmas Market, where 5,500 people attended and the Bargoed Ice Rink opened. In 2010/11 marketing focused on town centre events such as the Christmas Markets, which were held in all 3 primary town centres.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
Undertake research to create a long-term development plan for Llancaiach Fawr <ul style="list-style-type: none"> A report on the options for the future of Llancaiach Fawr will be considered by the Council 	<ul style="list-style-type: none"> A report was written last autumn exploring various efficiency options proposed for the Manor House. The report addressed the need to make financial savings as identified in the Councils Mid Term Financial Plan. Through vacancy management, marketing and operational cuts, a number of savings have been achieved.
Invest and improve facilities at Cwmcarn Forest. <ul style="list-style-type: none"> Further enhancement works will be implemented at Cwmcarn, including improved car parking, additional mountain bike trails, and a new bridge link across the Nantcarn Valley 	<ul style="list-style-type: none"> A new bridge has been put in place linking up the car park and Visitor Centre. 2Km of footpaths were improved. A 40m avenue of trees were planted. 3 camping pods were installed. Improvements were made to the campsite and amenity block, which achieved a 4 star grading. 10 bikes secure lockers installed. Tender documentation prepared for car park improvement and extension.
Improve Bute Town Heritage Trail <ul style="list-style-type: none"> Complete the installation of the Bute Town Heritage Trail by Summer 2010 	<ul style="list-style-type: none"> Works to the heritage trail were completed. Interpretation and website continue to be developed.

How will we measure our progress?	2009/10 Actual	2010/11 Actual	2011/12 Target
% Increase in the number of people visiting the County Borough	-1.5%	4%	+3%
Total visitor spend per annum increase	-4%	2%	+3%
Number of visitors to the Winding House	10,498	9,243	12,000
Number of visitors to Llancaiach Fawr	49,672	44,886	55,000
Number of visitors to Cwmcarn Forest	174,483	183,234	175,000*
Number of people visiting Caerphilly Visitor Centre	58,435	67,956	60,000
Visitor Centre shop income	£55,844	£74,000	£70,000
Number of bookings for accommodation made by the Visitor Centre	81	82	The indicators, number of bed bookings and nights of accommodation are no longer relevant in the digital age.
Number of nights worth of accommodation booked by the Visitor Centre	169	150	

*The Cwmcarn forest drive car park is being refurbished in 2011/12, which may have an effect on the number of visitors

What risks do we need to be aware of in delivering improvement in this area?

Competition from other locations and attractions – The quality of visitors experience will determine whether there are repeat visits so we have to ensure there is a good experience. With the general weakness of the economy, the tourism product and offer will always be susceptible from competition from other attractions particular those that are free.

Lack of investment leading to decline in number of visitors - Investment in product development and marketing is essential. Tourism needs to be seen as a key component of local economy otherwise impact will be limited.

What will we do in 2011/12?

Our Objectives for 2011/12 are (What we want to do)	Our Actions for 2011/12 are (How will we do it?)
Review and refresh public events to ensure they remain attractive to tourists and visitors	<ul style="list-style-type: none"> • The events programme will continue to be reviewed for 2011/12 and the new marketing plan will be implemented. Many new events are planned for 2011/12 <ul style="list-style-type: none"> - Bargoed Carnival 11th June. Assistance provided to Urban Renewal on Bus Station Opening - Local Investment Road shows Caerphilly Flower Festival - Blackwood Summer Festival - Big Cheese - International Cider and Perry Festival - PROMS - Tour of Britain - Blackwood Dickensian Market - Caerphilly Medieval Market - Bargoed Xmas Market - Workshops for Lantern Parade - River of Light Parade - www.caerphilly.gov.uk
Improve the Bute Town Heritage trail	<ul style="list-style-type: none"> • We are promoting the trail via leaflets and plan a new website with a diverse range of scheduled activities.
Invest and Improve facilities at Cwmcarn Forest	<ul style="list-style-type: none"> • We are continuing to make improvements to Cwmcarn such as improving and developing the existing downhill and cross-country trails. We are planning to improve and extend the existing car park; and will undertake further improvements to the campsite to include improved signage.
To continue to make efficiencies at Llancaiach Fawr Manor and to improve marketing and promotion	<ul style="list-style-type: none"> • We will target new visitor and tourism groups/markets and renew conference and wedding markets. • We will implement new events programme and review our catering and what we provide for retail.

● Our Priority – To increase the viability and vitality of our town centres

Progress Update for 2010/11

We continued to market and promote our town centres as investment opportunities by:

- Producing a new version of the Blackwood Investment Portfolio, to market the town to potential new businesses and providing statistical and photographic information about the area.
- Continuing to market Caerphilly town
- Updating and developing new pages on the Bargoed BIG idea website
- Providing new Drivetime maps, showing the distances to retailers / retail analysis data / Experian Goad maps and footfall data to potential business's
- Further develop the Retail Property Directory, <http://www.caerphillybusiness.info>

A campaign "On the High Street and online" was run across all three towns to encourage retailers to embrace the potential of the internet to drive sales. As part of this promotion computer mousemats were given out. Along with the 'Unique Places' strategic document we are using town centre newsletters, lamppost banners and exhibition stands to market our town centres as 'Unique Places'.

In 2010/11 many Town Centre events were staged, including the Caerphilly Flower Festival, BIG Cheese, where 80-90,000 visitors usually attend, and BIG Screen, Christmas events in Caerphilly, Blackwood and Bargoed and a Bargoed Spring Fair. At these events, local retailers were encouraged to participate in voucher offers to generate more retail sales. This initiative ensured that the event offered a potential for every business to increase its sales and engage with a wider customer base.

A comprehensive 'Retail Survey' was conducted amongst town centre retailers to provide a wider view of the current retail sales pattern. The Council conducts Shopper Attitude Survey (started in 1994) every three years to investigate the changing shopping attitudes in the major shopping centres within the county borough. The aim of the research is to:

- Monitor the retail policies within the Local Development Plan that guide the future of retail development within the county borough
- Assist in formulating future town centre action plans
- Provide support for bids for finance for town centre improvements.

This survey provides a very important contribution to our understanding of shopping behaviour in the county borough and also of shoppers' opinions of our main town centres. This information has provided a vital part of the Council's bids for grant funding to improve our town centres, with Caerphilly County Borough Council being one of the most successful Councils in Wales in securing funding, including an £8.3 million boost for Bargoed and over £11 million for Newbridge. We carry out an Environmental Audit of our 3 main town centres to ensure they are clean and well maintained to encourage visitors. Through this process, the three-town centres are prioritised as 'shop windows' for the County Borough. These are Caerphilly, Blackwood and Bargoed. In the latter part of 2011 a town centre management group will be introduced in Risca.

Progress Update for 2010/11

Regenerating Town Centres

The main achievements in 2010-11 were;

- Securing Convergence funding for Newbridge Town Centre and 'The Memo' (£11m)
- Continuing with the Improvements programme in the greater Bargoed areas (Bus Station)
- Obtaining grant approval from Welsh Government for the Bargoed Retail Development
- Extending the Town Centre Management service to Risca/Pontymister
- Producing Town Centre Action Plans for Newbridge and Caerphilly
- Work started on the Bargoed chapel/library conversion project

On the negative side, the public sector spending review has resulted in drastically reduced public funds for regeneration, including the key Heads of the Valleys Programme

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<p>Increase the number of people who visit our town centres</p> <ul style="list-style-type: none"> • A draft action plan for Rhymney was produced and circulated to members of Rhymney Regeneration Steering Group for comments. A final draft is to be agreed for wide consultation in September 2010. • 3 yearly shopping behaviour survey planned for September/October 2010 	<p><i>(See 'Measurement of Progress' below for numbers visiting town centres)</i></p> <ul style="list-style-type: none"> • A Rhymney Action Plan is in its final draft stage having been through consultation with internal departments and agencies on the partnership. A series of consultation events with the wider community is being planned. • Shopping surveys were conducted and the results will be reported to our Councillors in September 2011

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<p>Look into other funding sources</p> <ul style="list-style-type: none"> The new Regeneration investment Fund for Wales will be explored. Economic Development invited a Joint Venture Review in July 2010, as part of initial planning for a Possible Local Asset Backed Vehicle project. This project was a potential way of working in partnership with the private sector to help develop Council owned assets such as land and properties. 	<ul style="list-style-type: none"> Discussions have been held with Regeneration investment Fund for Wales on a number of schemes based in CCBC. At present the fund offers loans rather than taking equity in schemes, which makes it difficult to make the most of it in South Wales. The Local Asset Backed Vehicle option was not pursued due to cost and complexity, so we will look at potential joint marketing developments instead.
<p>Progress plans to improve Bargoed town centre</p> <ul style="list-style-type: none"> Start on chapel to library conversion in August Traditional hanging signs to be erected on town centre shops in August 1st Phase of town centre improvements (Bus Station) to start by early September Construction to commence on new supermarket in Bargoed town centre 	<ul style="list-style-type: none"> Completion of the Library conversion is due in November 2011 Traditional hanging signs have been erected in Bargoed town centre. The Bus station in Bargoed has been opened. The planning committee granted planning permission on the 6th July for construction to start in November 2011.
<p>Progress plans to improve Newbridge town centre</p> <ul style="list-style-type: none"> Draft Newbridge town centre action plan produced for consultation in Autumn 	<ul style="list-style-type: none"> Plans were adopted by Full Council in November 2010 following an extensive consultation and local exhibition

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<p>Progress plans to improve Caerphilly town centre</p> <ul style="list-style-type: none"> • Consultation on town centre options in Autumn 	<ul style="list-style-type: none"> • Plans were adopted by Full Council in June 2011 following an extensive consultation and local exhibition
<p>Progress plans to improve Risca town centre</p> <ul style="list-style-type: none"> • Palace cinema site development expected to start in Autumn to include Tesco Express and Council library 	<ul style="list-style-type: none"> • Building works on the new Library and Customer Service Centre at the Risca Palace site is scheduled to complete by late October 2011. It will share the site with a Tesco Express store and is expected to open to the public in November

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<p>Market Town Centres as unique places to visit and shop</p> <ul style="list-style-type: none"> • Encourage inward investment in town centres • Host a town centres conference in June 2010. • Stage a Blackwood Christmas event • Encourage more retailers to have an online presence • Conduct a second 'Retail Survey' • Develop a 'Café Quarter' scheme for Pentrebanne Street, Caerphilly • Continue TCIG & Environmental Audit 	<ul style="list-style-type: none"> • Investment portfolios have been given out in response to numerous enquiries over the course of a year. These have originated from outside as well as from within the County Borough. • 85 delegates attended the Institute of Welsh Affairs Town Centre Conference • 5,500 people attended the Blackwood Christmas event in 2010 • A campaign entitled 'On the High Street and online' was launched. This involved writing to every business in the three town centres, encouraging them to pursue an online offer. To promote this they were given a specially made mouse mat to remind them of the importance of online retail as part of their high street business plan. • The Retail Survey was completed for 2010 and will take place again in 2011 • The Café Quarter is ongoing and currently awaiting the completion of utility works before it can be progressed. • The Town Centre Improvement Group is the Councils mechanism for addressing town centre issues and will continue in 2011

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
Market Town Centres as investment opportunities <ul style="list-style-type: none"> Develop the Retail Property Directory in an online format New pages on BIG Idea web site Secure funding for Footfall contract renewal Submit Retail Grant application via Heads of Valley (HoV) Provide support and advice for potential businesses 	<ul style="list-style-type: none"> The 'Retail Property Directory' is now live and is constantly being updated. The BIG Idea web site is also live and constantly being reviewed and updated. Funding has been secured for the footfall renewal contract. The new contract will be signed in 2011/12. The grant application has been completed and was spent on improving the appearance of retail business in Bargoed and other settlements in the HoV area. Business advice is ongoing and embedded into the day-to-day work of Town Centre Management.

How will we measure our progress?		2009/10 Actual	2010/11 Actual	2011/12 Target
The number of people visiting our towns:	Bargoed	657,000	666,509	682,800
	Blackwood	1,926,000	1,871,038	1,838,000
	Caerphilly	2,104,000	2,057,351	2,107,000
* ¹ Net number of new businesses in our towns.	Bargoed	-2	1	To be deleted
	Blackwood	4	-1	To be deleted
	Caerphilly	5	28* ²	To be deleted

*¹ This evidence was originally included to show how the work we do supports businesses however we do not have any influence over the economy and the recession that is affecting the retail sector at this time so we are deleting this data as we cannot directly influence its outcome.

*² Caerphilly indoor market reopened in 2010/11, which saw an unusually high number of new businesses opening. Unfortunately many of those businesses have now closed; we do not foresee as many new businesses opening in 2011/12.

What risks do we need to be aware of in delivering improvement in this area?


The current economic challenges facing households mean that there is now increasing pressure on domestic budgets. This will have a direct impact on local retail sales across all sectors in the town centres. In the next 12 months, it is expected that these constraints will continue to impact on the town centres.

As a consequence, the emphasis will be on encouraging people to support their local high streets whenever possible.


What will we do in 2011/12?

Our Objectives for 2011/12 are (What we want to do)	Our Actions for 2011/12 are (How will we do it?)
Market Town Centres as unique places to visit and shop	<ul style="list-style-type: none"> • Encourage inward investment in town centres • Stage town centre events in Caerphilly, Blackwood and Bargoed. • Run a retailers voucher offer when events take place • Encourage more retailers to develop their online presence • Conduct a 'Retail Survey' • Implement the 'Café Quarter' scheme in Pentrebane Street, Caerphilly • Continue to audit the town centres through the Town Centre Improvement Group
Market Town Centres as investment opportunities	<ul style="list-style-type: none"> • Maintain & develop the online Retail Property Directory • Maintain & develop the BIG Idea web site • Agree a new Footfall counter contract • Provide ongoing support and advice for businesses across the three town centres


What will we do in 2011/12?

Our Objectives for 2011/12 are (What we want to do)	Our Actions for 2011/12 are (How will we do it?)
Implement the Councils Town Centre Management model in Risca town centre	<ul style="list-style-type: none"> • Begin the process of Town centre management • Conceive and develop a brand for Risca • Install a footfall counter • Set up environmental audit for Risca town centre • Establish a Town Centre Management Group • Provide support & advice for businesses in the town centre • Conduct a Retail Survey • Encourage businesses to explore having an online presence • Identify an event space for town centre events
New Library in Bargoed 	<ul style="list-style-type: none"> • The new Bargoed Library is due to open in December 2011. The library will contain a Café, which will be run as a social enterprise by the Bryn Cynon Revival group. The library will be set in the Baptist chapel on Hanbury Road. The council have collaborated with United Welsh Housing Association who acquired the building, which has allowed the restoration of a listed building to take place. The Library will also be housing a customer service team who will be on hand to deal with, payments, queries and much more.

What will we do in 2011/12?

Our Objectives for 2011/12 are (What we want to do)	Our Actions for 2011/12 are (How will we do it?)
<p>Library Refurbishments and New Developments</p> <ul style="list-style-type: none"> • Caerphilly • Newbridge • Abercarn • Risca  <ul style="list-style-type: none"> • Blackwood 	<ul style="list-style-type: none"> • Negotiations are progressing to relocate the present town library to a new statement building on the former Post Office site. The new building will also include a Customer First Centre. The new facility will be provided over three floors with a significant improvement in space and services available as part of the library element of this innovative scheme. It is anticipated that the new facility will be available by the winter of 2012 or early in 2013. • Newbridge Library has been offered space in the historic Newbridge Memo, which is being transformed as part of a major improvement scheme. The library will benefit from new fixtures and fittings, new light and airy interiors, and a doubling in its visitor numbers. The Library is due to be relocated into the Institute section of the Memo by October 2012 as part of phase 1 of this exciting restoration initiative. • A brand new library is due to open in Abercarn in early 2012. The original library has been demolished and the new library is set to be a third larger than the former building. This project is collaboration between the Council, Carn Limited (contractor), and Fairlake Housing Association (part of the Seren Group) who will be providing flats above the Library as part of a social housing scheme. • The new Risca library is to open in November 2011. The façade of the old Palace cinema will remain and house a state of the art library facility and Customer First Centre. The new Library will almost double the public space currently available. • The Blackwood library is being completely redesigned and modernised.

What will we do in 2011/12?

Our Objectives for 2011/12 are (What we want to do)	Our Actions for 2011/12 are (How will we do it?)
Progress Plans to Improve Bargoed Town Centre  <p>Bargoed Retail Development</p>	<ul style="list-style-type: none"> • Start work on the Bargoed Retail development and commission a feasibility study for Bargoed development phase 2. • The new library is open • To complete Phase 1 of development of Bargoed Town Centre Improvements and start Phase 2. • Finalise design for Phases 3 and 4 of the Bargoed Improvements and complete treatment of the rear of the Woolworths building and agree retail lease on Woolworths building
Progress plans to Improve Newbridge Town Centre	<ul style="list-style-type: none"> • Finalise funding package for Newbridge Memo/Institute restoration/refurbishment works
Progress Plans to Improve Caerphilly Town Centre	<ul style="list-style-type: none"> • Undertake hard physical works programme at Pentrebane Street to promote Café quarter environment. • Begin the procurement process for Park Lane Development site • Planning consent for Post Office library and contact centre.
Progress plans to Improve Risca Town Centre	<ul style="list-style-type: none"> • Complete Palace Cinema scheme to provide Library/Customer first and also Tesco Express • Provide space to hold events within Tredegar Park • A compulsory purchase order of the land for the pedestrian bridge link between Tesco Metro and town centre • Produce entrance point piece of artwork at Pontymister
Establish funding sources for town centre physical regeneration projects	<ul style="list-style-type: none"> • Investigate the European Regional Development Fund (ERDF) Cohesion Fund for opportunities for town centre regeneration.
Monitor vacancy levels in our main town centres	<ul style="list-style-type: none"> • Annual vacancy levels to be monitored in our main 5 shopping centres

Theme: Building Futures, Changing Lives

As part of this theme we are aiming to improve those things, which can really make a difference to a person's life, such as the fabric of school buildings and the services we provide to enable people to live independently.



"We are very proud that our school is the first in the country to be awarded an A+ Energy Performance Certificate for zero – low carbon emissions. The Eco friendly features are outstanding; we have four wind turbines, an array of solar panels and a rain water harvesting system, making it the most energy efficient school in the country."



Gaynor Anstice, Headteacher Greenhill Primary School, Gelligaer

Our service users (93.4%) told us that social services had helped them to lead a more independent life and 92.6% said that we had helped them to stay in their own home.

"The reablement team were very helpful, they made me feel confident about my abilities and taught me I can do things for myself." **Adult Services – Service User**

"Health and social care have amalgamated into one team to make the Caerphilly Resource Team. Since we have been one big team having health, social care, physiotherapists and occupational therapists all working together from the word go helps better as we are intervening a lot quicker and the response times to provide that patient with any type of service is a lot quicker than it used to be." **Seran Saber, Emergency Care co-ordinator, Gwent Frailty Programme**



Our Priority – All learning settings meet current and known future requirements and facilitate learning in the 21st century

Progress Update for 2010/11

To progress a school improvement programme we submitted a Strategic Outline Programme in December 2010 in accordance with Welsh Government (WG) requirements.

We developed protocols for the building of two new schools (Greenhill & St. James) funded mainly by WG grant. An ambitious near £400m bid has been submitted to WG for the period 2012–2024 and as at 31 March 2011 were waiting a WG decision on the proposals.

We delivered £4.5m worth of savings with minimal impact. In addition we also completed approx 20 school toilet upgrade schemes to improve facilities for children and young people.

We will develop a school place planning strategy in 2011/12 and commence construction on a 3rd replacement Primary school (Cwm Ifor).

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<p>Improve the quality of teaching and learning environments:</p> <ul style="list-style-type: none"> A 21st century schools strategy was submitted to the Welsh Government by 10 December 2010. This will determine if we are successful, which means we will progress to the first part of an improvement programme (known as Band A), which will run 2012-2015. We want to ensure all new and refurbished school buildings in the future are of a standard, which will provide significantly improved teaching and learning environments. The overriding objective is to raise standards in schools and enhance basic skills by wider community engagement, which will secure greater longer-term employment opportunities. 	<ul style="list-style-type: none"> Completed on time and submitted to WG by required date of 10 December 2010. Proposals approved by Cabinet and full Council. Greenhill and St. James Primary Schools were under construction for completion 2011. Approximately 80 capital schemes were completed which have resulted in improvements to school buildings.

What difference have we made in 2010/11?

How will we measure our progress?	2009/10 Actual	2010/11 Actual	2011/12 Target
% of Primary classrooms that exceed 55.8m ²	51.7%	55.61%	56.17%
% of 1 st preference admissions met	98%	99%	99%
% of Primary schools with unfilled places	22.4%	23.2%	17.5%
% of Secondary schools with unfilled places	14.9%	15.8%	16.85*%

* Surplus Places in schools is a result of falling pupil numbers. Although we do not want increasing surplus places we have set a realistic target in response to projections that show an increase in secondary surplus places and this is likely to continue until 2017.

The only way to manage the increasing surplus places would be through the closure and rationalisation of secondary schools. This would require the approval of the Welsh Government and could not be implemented until 3 years plus.

What risks do we need to be aware of in delivering improvement in this area?

- Failure to secure commitment, agreement and funding for the 21st century schools programme will seriously jeopardise the future delivery of the programme and this remains a medium risk at this time albeit at the time of publishing the programme has been delayed until 2014 and revised proposals will be submitted in the autumn.
- Hygiene standards in schools and associated Health and Safety risks to staff and pupils means we continue to carry out routine inspections and have a planned programme of improving facilities.

What will we do in 2011/12?

Our Objectives for 2011/12 are (What we want to do)	Our Actions for 2011/12 are: (How will we do it?)
Seek to make more teaching and learning environments fit for 21 st century as this represents a key component in raising attainment levels across the Borough 3-19	<ul style="list-style-type: none"> • Incorporate extended school provision in existing and new school designs. • Rationalisation of Directorate buildings in line with development of 21st Century Schools Strategy. • Continue planned programme of upgrading welfare facilities in schools. • Develop ICT strategy to assist in facilitating modern learning environments.

● **Our Priority – To improve the skills level for children and young people** IO

Progress Update for 2010/11

We have sought to improve the performance of our learners, aged 14-19, by significant improvements to the range of qualification opportunities offered. These changes have been achieved through the implementation of effective partnership working between schools and between schools and local colleges. Caerphilly learners now have more opportunity and choice than ever before and key performance indicators, such as the % of pupils achieving the Level 2 threshold, are higher than ever. The rate of improvement is also higher than the national average.

We recognise that despite these substantial improvements there is still some way to go to improve the skills level of our learners. We have a duty to ensure that they are fully equipped for the world in which they will live and work. We have already gained full acceptance from all schools for our Skills Strategy. Programmes of training and development for school staff have commenced and these will continue into the next year of our plan.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<p>Improve the job opportunities for our children and young people by providing personalised learning, greater choice of provision and personal support and guidance</p> <ul style="list-style-type: none"> Hold a Caerphilly Careers Convention in November 2010 for all year 9 pupils. 	<ul style="list-style-type: none"> We have trained 121 learning coaches to help give more one to one and personalised support to learners and all schools are able to offer a wide variety of different courses to suit learner needs. We offered a Careers Convention for all year 9 pupils in the borough held at Caerphilly Leisure Centre. This was to enable our learners to consider potential long-term career paths. We will not be taking this objective forward into 11/12 as a new activity because we have established the processes to support this. We will continue what we are doing to maintain choice and personalised learning.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<p>Increase the range of courses available to all 14-19 year olds across the county borough</p> <ul style="list-style-type: none"> • Introduce Principal Learning from September 2010 to increase engagement with employers • Increase involvement with work based training providers 	<ul style="list-style-type: none"> • All of our secondary schools are now able to meet the requirements of the Learning and Skills Measure (Wales) at KS4 in Year 10 (as of September 2010), and all our 11-18 schools will be able to meet the measure post-16 (in September 2011). • The changes have also involved an increase in opportunities for pupils to continue their learning in work based learning providers. • We increased the range of courses available to learners before the government made this a statutory requirement and so this objective has been completed and does not need to be carried forward into 2011/12.
<p>Develop a skills strategy that focuses on numeracy and literacy</p> <ul style="list-style-type: none"> • Last year we said we would determine role and responsibilities within the Local Authority and produce a timeline for implementation of the Caerphilly Skills Strategy 	<ul style="list-style-type: none"> • The strategy was agreed with all key stakeholders and will place the development of language at the heart of learning • The Skills Strategy was produced in partnership with schools and colleges and will now be implemented on an authority-wide basis Key elements of the skills strategy include: <ul style="list-style-type: none"> - Delivering training to improve the teaching of reading - Delivering training to improve boys' literacy skills - Introducing an annual standardised test to measure pupils' reading ability and assess their progress over time.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<p>Reduce the percentage of 16/17 year olds who are not in education, employment or training (NEET)</p> <ul style="list-style-type: none"> Run the PreVent 14-19 project to help address identification and support Appoint a Keeping in Touch Co-ordinator 	<ul style="list-style-type: none"> As noted above the 121 Learning Coaches are working with those who are in danger of becoming not in education, employment or training. We have appointed a KIT co-ordinator to co-ordinate contact and help keep track of young people who are not in employment, education or training. We have purchased a tracking system to be used in all three 14-19 partnerships which allows the sharing of attendance and performance data between providers. Some of the plans and current work we have in place to help with reducing exclusions include strategies to promote the early identification of social, emotional and behavioural needs, early intervention and prevention. We do this by providing effective training, advice and support, such as the Student Assistance Programme (SAP) and Promoting Alternative Thinking Strategies (PATHS). The Authority is also working with secondary schools to support them in implementing a programme called 'Social and Emotional Aspects of Learning' (SEAL). This is delivered as part of the broader curriculum to help develop the social and emotional skills of learners.

How will we measure our progress?	2009 Actual Academic Year	2010 Actual Academic year	2011 Target
Increase and enhance curriculum offer to post 14 children and young people (including vocational studies)	27 courses	30 courses	N/A*
* Completed, we comply with the local government measure of 30 % Reduction in the number of NEETs	5%	6%	4.5%
% of pupils leaving full-time education without an approved qualification	0.98%	0.90%	0.8%

How will we measure our progress?	2009 Actual Academic Year	2010 Actual Academic year	2011 Target
% of young people achieving the Level 3 threshold (a volume of qualifications at Level 3 equivalent to the volume of 2 A levels)	97%	95%	97%
% of young people aged 16 achieving Level 2 threshold (5 A* to C equivalent)	56%	61%	65%
% Of young people achieving the Level 1 threshold (5 A*-G)	88%	90%	92%

What risks do we need to be aware of in delivering improvement in this area?

- A decrease in employment opportunities for young people in the borough may lead to an increase in the % of young people not being in employment, education or training
- National cut backs mean that anticipated revenue-funding streams to support initiatives are not sustainable
- Poor language and number skills can result in low achievement, which leads to poorer employment prospects and a lack of engagement in life-long learning. Economic inactivity can also have a detrimental effect on mental well-being and other health inequalities.

What will we do in 2011/12?

Our Objectives for 2011/12 are (What we want to do)	Our Actions for 2011/12 are (How will we do it?)
Reduce the number of young people(116/17 year olds not in employment, education or training (NEET) IO	<ul style="list-style-type: none"> • Provide learning coach support for individuals and groups identified as most in danger of becoming NEET and Implement a 'keeping in touch' strategy • We will develop an implementation plan for Number to support the delivery of the Skills Strategy. • We also want to promote a Local Authority approach to the teaching of reading and develop a programme to address the relative attainment of boys to girls. • In addition considerable work is being undertaken to help support the well being of children and young people, for example, working in partnership we will roll out a Team Around the Family (TAF) model of support, which seeks to help the whole family with issues that could be affecting a young person and that in turn affects their education.
A reduction in the number of young adults who leave without a qualification IO	<ul style="list-style-type: none"> • This will be achieved by the previous work with 14-19 year olds and on our Skills Strategy Work and by appropriate EOTAS (Education other than at schools) provision using recommendations from the EOTAS audit and report.
A reduction in the number of children and young people who are permanently excluded from primary and secondary schools IO	<ul style="list-style-type: none"> • Provide support for schools in the early identification of social, emotional and behavioural needs of all children and young people, through implementation of Social and Emotional Aspects of Learning' training and the Student Assistance Programme.
Improve the skills levels of all our learners through the aims laid out in the Caerphilly Skills strategy, to improve access to learning IO	<ul style="list-style-type: none"> • Deliver training to develop a shared understanding of teaching strategies for reading. • Standardise assessment of reading ability • Deliver training modules to teachers in KS2 and KS3 • Teachers plan, deliver and evaluate a series of lessons aimed at engaging and benefiting under-attaining boys

New Indicators	Target 2010	Result 2010	Target 2011
The % of pupils achieving L4+ in end of KS2 assessments for English	79%	81%	83%
The % of pupils achieving L4+ in end of KS2 assessments for Welsh	75%	80%	82%
The % of pupils achieving L4+ in end of KS2 assessments for Mathematics	82%	84%	84%

New Indicators	Target 2010	Result 2010	Target 2011
The % of pupils achieving L5+ in end of KS3 assessments for English	66%	66%	69%
The % of pupils achieving L5+ in end of KS3 assessments for Welsh	70%	74%	78%
The % of pupils achieving L5+ in end of KS3 assessments for Mathematics	71%	71%	73%
The % of pupils achieving the Level 2 Threshold including English / Welsh and Mathematics in external examinations	42%	45%	46%
The % of pupils achieving the Core Subject indicator (CSI) at end of KS2 – gender gap.	- 10%	-11%	- 8%
The % of pupils achieving the Core Subject indicator (CSI) at end of KS3 – gender gap.	- 6%	-10%	- 5%
The % of pupils achieving the Core Subject indicator (CSI) at end of KS4 – gender gap.	- 8%	-6%	- 3%

● **Our Priority – To raise awareness to the benefits of a healthy and active lifestyle** IO

Progress Update for 2010/11

The development of a “Creating an Active Caerphilly” Plan is now published and it is important that future actions of other services and organisations contribute to the new plan, as it details what actions will be taken to improve levels of physical activity for young people (although not exclusively for the young) that will form habits of activity to take them into and through adulthood.

There has been increases in levels of participation, particularly in Schools, however there is a need to transfer these levels of participation into the community so young people continue to participate in physical activity outside of school settings.

Agreements have been established between key partners in an effort to improve collaboration, prevent duplication and provide a more coordinated approach to the delivery of services, that help people to know how to access services.

Last year significant was undertaken to increase our volunteer coaches who provide support to sporting groups and deliver activities. The introduction of our young ambassadors who act as role models in promoting physical activity to other young people.

We have also trained and mentored 38 coaches of the future this year (15-16 year olds) harnessing their talent to provide quality coaching to others.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
Deliver the Healthy Schools (HS) Programme <ul style="list-style-type: none"> HS Team to work directly with school councils and governing bodies to ensure that wider school communities influence the development of the scheme 	<ul style="list-style-type: none"> All schools are engaged in the Healthy Schools Programme, 75% have achieved phase 3 or higher in the scheme. Some schools are working towards the National Quality Award and a number of Well-being Professional Learning Communities have been established.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<p>Deliver the Healthy Early Years (HEY) Scheme</p> <ul style="list-style-type: none"> Health Training Mapping exercise underway. This will highlight gaps in training provision and inform training priorities for the next academic year Examine the feasibility of a Healthy Schools Conference 	<ul style="list-style-type: none"> 14 new pre-school settings recruited to the scheme. The total number of settings now participating is 22. Caerphilly HEY scheme has advised Welsh Government on the development of an all Wales scheme. Designed to Smile (a national Oral Health Improvement programme to improve the dental health of children in Wales) is now supporting 11 HEY scheme settings. Training opportunities have been delivered: <ul style="list-style-type: none"> HEY Day (health workshops) = 60 delegates Busy Feet (physical activity training) = approximately 100 people trained. Support provided to all 22 HEY settings to work towards the Gold Standard healthy Snack Award. HEY scheme has been included in the children and young peoples action plan. Well-being Conference took place on March 28th 2011. 71 Head Teachers / Teachers and 21 delegates from various roles attended
<p>Deliver the WG sport and physical activity strategy - Climbing Higher</p> <ul style="list-style-type: none"> Develop a longer-term LAPA for 2011-13 Develop a local plan to support 'Creating an Active Wales' Strategy 	<ul style="list-style-type: none"> A Local Authority Partnership Agreement (LAPA) has been approved by SportWales. The LAPA outlines what actions CCBC are going to introduce to contribute towards achieving the targets set out in Climbing Higher. Increases in levels of participation are encouraging, for example we have seen a 13% increase in girls participation during 2010/11 During 2010/11 we developed our draft 'Creating an Active Caerphilly' plan in response to WG's 'Creating an Active Wales' Strategy. We are still awaiting WG approval on this plan

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
Deliver the Referral to Exercise Programme <ul style="list-style-type: none"> Increase the provision for L4 medical conditions such as Stroke, Diabetes and Obesity and Mental Health. 	<ul style="list-style-type: none"> All targets have been achieved with the most significant progress being made in the retention rates of patients
Deliver the Appetite for Life Programme and a marketing manual for distribution to schools <ul style="list-style-type: none"> Further implement the marketing strategy to help improve nutrition and learning to children and young people 	<ul style="list-style-type: none"> The Appetite for Life Programme has now been marketed to all schools. All primary schools and 6 secondary schools now have a nutritionally analysed and balanced menu on offer for all pupils in line with this scheme
Raising the profile of our Catering Services with all key stakeholders <ul style="list-style-type: none"> Continue to hold meetings with key stakeholders to further support service improvements and maintain future Service Level Agreements (SLA's) 	<ul style="list-style-type: none"> Regular meetings have been held with Head teachers, governing bodies, parents and pupils in a range of educational sites to support healthy eating initiatives linked to school curriculum activities. Marketing plans have been implemented to help to raise the profile of the school meals service by holding regular theme days, road shows and healthy eating events. We have agreed levels of standards and services with the providers of school catering to ensure our young people receive nutritious balanced meals, which meet the Appetite for Life Guidance

How will we measure our progress?	2009/10 Actual	2010/11 Actual	2011/12 Target
% Schools actively engaged in the Healthy Schools programme	100%	100%	100%
% Schools actively engaged at each phase of the Healthy Schools programme	Phase 3+ 62%	Phase 3+ 79%	Phase 3+ 88%
Number of settings engaged in the Healthy Early Years scheme	9	22	34
% Schools having developed and implemented food and fitness policies	40%	84%	90%

How will we measure our progress?	2009/10 Actual	2010/11 Actual	2011/12 Target
Numbers of people participating in our Sports Caerphilly Activities	61,264	66,686	70,000
Number of people visiting our leisure centres per 1,000 population	6,350.37	6,456.88	6,522
Number of leaders/volunteers trained	1,203	1,451	1,500
Number of people attending the Referral to Exercise programme	647	1,015	1,200
% Schools offering nutritionally balanced menus	100%	100%	100%
% Schools implementing marketing strategies around the Appetite for Life programme	100%	100%	100%
% Schools achieving 85% and above in their catering quality audit	95.5%	95%	85%
Overall take up of school meals across primary schools	43.32%	41.04%	42%
% Respondents from the household survey who stated they were very or fairly satisfied with the Sports and Leisure Centres		87%	No survey

What risks do we need to be aware of in delivering improvement in this area?

We recognise that we need to do more if we want our citizens to gain the many health benefits from being part of a physically active society. Low levels of physical activity across the county borough, along with unhealthy eating patterns, are leading to increases in the likelihood of obesity. This can reduce the life expectancy of our citizens and prevent them from leading full and active lives. However, persuading people of the need to change their lifestyles can be difficult and being physically active can depend on affordability.

What will we do in 2011/12?

Our Objectives for 2011/12 are (What we want to do)	Our Actions for 2011/12 are (How will we do it?)
Caerphilly has an attractive and accessible natural built environment that encourages all groups in society to choose to be more active	<ul style="list-style-type: none"> • Progress the Come Outside project in the Aberbargoed and Bargoed areas • Maintain the Green Flag National Standard in 3 of our parks (Waunfawr Park, Crosskeys; Morgan Jones Park, Caerphilly and Wern Woodland Park, Nelson) • Continue to improve our outdoor sports facilities and encourage use of these facilities

What will we do in 2011/12?

Our Objectives for 2011/12 are (What we want to do)	Our Actions for 2011/12 are (How will we do it?)
Children and Young People in Caerphilly live healthy and active lives and become healthy active adults	<ul style="list-style-type: none"> • Increase the range, level and frequency of participation in Out of School Hours Learning (OSHL) and extra curricular participation in sports and physical activities • Launch the Children's University to reward engagement in a range of OSHL • Implement a new school swimming programme • Support schools to achieve the national quality mark in areas that contribute towards well-being • Establish 'Joint Use' agreements between all schools and leisure facilities where facilities are shared. • Introduce a revised WG Free swim initiative programme to offer more attractive opportunities for children to increase their participation outside of school hours • Implement food kiosks in five secondary schools using Appetite for Life grant funding • Develop a training programme for all school-based staff about the Appetite for Life guidance up-dates and presentation skills • Introduce a new servery at Heolddu Secondary school using Appetite for Life grant funding • Introduce new Appetite for Life Compliant menu's into 77 primary schools and 6 secondary schools

What will we do in 2011/12?

Our Objectives for 2011/12 are (What we want to do)	Our Actions for 2011/12 are (How will we do it?)
All adults in Caerphilly are more active, more often	<ul style="list-style-type: none"> • Provide a range of 'doorstep' opportunities to enable everyone to choose to become more physically active • Introduce a revised WG Free swim initiative programme to offer more attractive opportunities for older people to increase their participation in swimming activities • Develop a 'Loyalty Scheme' for Smartcard users that rewards positive behaviour • Promote the Healthy Options Awards Scheme amongst businesses • Develop and Implement a Community Well-being Toolkit • Develop and implement initiatives to promote sensible alcohol consumption • Continue to provide support to communities for healthy living activities • Promote the health and well-being of CCBC employees • Address the wider determinants of health through targeted safety campaigns and initiatives
Everyone in Caerphilly participates in sport	<ul style="list-style-type: none"> • Deliver the More Able and Talented (MAT) programme to identify and support those with specific talents and skills • Target action at known areas of low participation and intervene at transition points where participation is known to decline • Deliver training and support throughout the leadership pathway • Improve the quality of external providers through using the Accredited Providers scheme • Install improved Astro Turf Pitches at Newbridge, Risca and Pontllanfraith Leisure Centres
Publish the Creating an Active Caerphilly plan	<ul style="list-style-type: none"> • Finalise the Creating an Active Caerphilly Plan and develop an action plan for delivery which includes agreed priorities and performance measures

● **Our Priority – All adults who are in the social care system are able to lead a full, active and independent life**

Progress Update for 2010/11

In 2010-11 Social Services faced a number of challenges ranging from an ageing population to financial pressures. However, we made a number of successes throughout the year despite the challenges and the increased demand for services.

Accessibility to Adult Services continues to perform well. Of those people who used Social Services 84.9% said they found it easy to get information about the services they may need. This is an increase of 4.9% on last year.

The percentage of Adult Assessments started on time has also improved throughout the year with waiting times for assessment minimal, with only 62 adults waiting for an assessment outside of the timescale. We still need to improve the quality of our assessments; therefore we are piloting a post-assessment survey with service users to gather information on how we can improve their assessments.

Our Service Users told us that 94.2% of them had been given a care plan that described the services they received and 92.8% said that we helped them at a time when they needed it most.

Finally, we are working closely with our Health partners on developing a range of integrated services including Mental Health, Frailty and Substance Misuse. The increase in the numbers of older people and the changes in health provision will continue to increase demand on social services. We also need to improve the way people are discharged from hospital and reduce delays in transfers of care.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<p>Ensure all residents of the County Borough know how and where to access clear information about what they are entitled to:</p> <ul style="list-style-type: none"> • Continue to pursue more fully integrated Mental Health Services. • Review all public material to ensure consistency. • Work with other authorities to develop easy read literature in key areas of service. • Consult with service users and carers when developing our promotional material 	<ul style="list-style-type: none"> • We are currently consulting on a draft service model, which will be used jointly across the Aneurin Bevan Health Board (ABHB) areas and South Powys in line with the service specifications as defined by the Welsh Government. • During 2010/11 all stocks of public material were audited and where necessary updated, amended and in some cases new leaflets produced, such as Home Assistance and Reablement Team (HART). The Directorate also produced a catalogue of all available Social Services publications. • Easy read literature was produced in collaboration with other local authorities, and used in CCBC for areas such as Protection of Vulnerable Adults (POVA) and Directorate Complaints, Ideas and Praise. This work will continue in to the future. • We are in the process of developing a Joint Carers Strategy between CCBC and Aneurin Bevan Health Board (ABHB), in order to agree the way forward in delivering services to users and carers. We have also consulted with Carers' and Voluntary Organisations on the current services and plans for future service delivery.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
Promote Continuing Health Care <ul style="list-style-type: none">• We will continue to work with the Aneurin Bevan Health Board to ensure that service users who need access to NHS Continuing Health Care do so in a timelier manner.	<ul style="list-style-type: none">• Continuing NHS healthcare (also known as CHC) is the name given to a package of care which is arranged and funded by the NHS for those people who have been assessed as having a primary health need.• We have improved the timeliness of assessments including Continuing Health Care assessments (CHC), by identifying whether the clients primary need is a health need, therefore the client would be eligible for CHC.• We are also working closely with Health to co-ordinate the CHC Review process, with Social Services staff now sitting in on CHC groups.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<p>Ensure eligible adults receive timely, quality assessments of their needs</p> <ul style="list-style-type: none"> • Reduce waiting times for assessment – Improving the timeliness of assessments is an Improvement Objective IO and this specifies the actions we will take. 	<ul style="list-style-type: none"> • We have improved the quality and standards of how we assess adults in the social care system by carrying out more quality assurance of case files and providing staff with regular supervision for support and development. • The Audit tool we use has been reviewed and amended to include more qualitative data to improve the quality of assessments. • Practitioners have been given set dates to attend and be involved in the case file audits in order to share good practice and identify any areas for improvement. • The current assessment documentation has now been integrated with the Care Programme Approach (specified arrangements for the care and treatment of mentally ill people in the community). This has eliminated duplication, and therefore reduced the waiting times for assessment by enabling Community Psychiatric Nurses and Social Workers alike to identify needs through one assessment process. • Ensured that most of the assessment and care management teams have a full staff compliment, with vacancies being effectively managed.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<p>That adults have care plans that reflect their needs and minimise risks, ensuring that we work to prevent abuse within the community and within care settings providing a robust response when needed.</p> <p>We ensure all adults receive support in their own communities to retain their independence.</p> <ul style="list-style-type: none"> • Learn lessons from Protection of Vulnerable Adults (POVA) investigations and serious case reviews to improve standards of practice, service developments and outcomes for service users • To improve the standard of investigations through better training for staff and develop an investigation pack to improve consistency. • Promote a preventative approach through training and raising awareness using a variety of methods. • Continue to improve the number of people receiving direct payments by ensuring that Service Users and Carers are made aware of the flexibility of Direct Payments during every assessment and care plan review, if appropriate. • Develop or Commission alternative Direct Payments Support Provider to support new and existing users to manage their Direct Payments and the employment of Personal Assistants. 	<ul style="list-style-type: none"> • In the period ending 2010/11, 90% of adult protection referrals completed evidenced where the risk has been managed. The POVA inspection report evidenced a positive response in the improved standards of practice. Lessons learned are shared through case study presentation in our POVA practice Improvement forum • As a result of training, the investigation pack was revised to improve the standard of investigations and consistency; this was implemented in December 2010. The investigation pack is distributed at each training event and strategy meetings where investigations are required. • POVA team host a multi agency public awareness event in Caerphilly town centre each year and use the Internet to provide a range of information. Formal informal and bespoke training and awareness events are facilitated • The rate of adults receiving a direct payment continues to improve, as in 2009-10 we had 87 service users and in 2010-11 we had 100 service users receiving a direct payment. • The Direct Payment scheme is currently under review, we are looking to ensure a more robust process is in place in line with Welsh Government guidelines recently issued.

What difference have we made in 2010/11?

In 2010/11 we said we would:	What did we achieve in 2010/11?
<p>Make sure all services are reviewed and monitored in a way that ensures we can provide quality services that meet assessed needs</p> <ul style="list-style-type: none"> Working in partnership with the health services, a resource centre, which will bring local people access to vital health and social care services, is being planned for the upper Rhymney Valley. 	<ul style="list-style-type: none"> We have now gained agreement to work with ABHB on the development of an integrated resource centre in the North of the borough, and are currently working towards an opening date in the Autumn of 2012.

How will we measure our progress?	2009/10 Actual	2010/11 Actual	2011/12 Target
The Rate of delayed transfers of care for social care reasons per 1000 population aged 75 or over	9.77	8.95	10
The percentage of clients who are supported in the community during the year, who are: a) Aged 18-64	97.28%	96.70%	Deleted for 2011/12
The percentage of clients who are supported in the community during the year, who are: b) Aged 65+	89.73%	89.86%	Deleted for 2011/12
% Of adult clients supported in the community during the year.	Replaces the two indicators above		94%
The rate of older people (aged 65 or over): Helped to live at home per 1000 population aged 65 or over	152.92	144.58	150
The rate of older people (aged 65 or over): Whom the authority supports in care homes per 1000 population aged 65 or over	20.25	20.78	23.5
Number of adults waiting for an assessment outside the timescale	277	62	150
% Of assessments started on time	65.40%	71.9%	90%
The percentage of clients with a care plan at 31st March whose care plans should have been reviewed that were reviewed during the year.	89.90%	91.81%	95%
The percentage of reviews started within the target start date.	68.10%	72.9%	90%
The percentage of Reviews undertaken on time - Mental Health services for younger adults.	78.90%	76.9%	90%
The rate of adult protection referrals received during the year per 1,000 population aged 18+	3.01	3.3	3.5

How will we measure our progress?	2009/10 Actual	2010/11 Actual	2011/12 Target
Of the adult protection referrals completed during the year, the percentage that lead to an adult protection investigation	99%	93.6%	(1) 60%
Of the adult protection referrals completed during the year, the percentage that were admitted or proved	38%	43.9%	45%
Of the adult protection referrals completed during the year, the percentage Of referrals completed where the risk has been managed	87%	91%	90%
The rate per 10,000 adults (aged 18+) receiving a service in the community who receive a direct payment	144.30	164.15	(2) Deleted for 2011/12
Increase in the number of people claiming support from the Independent Living Fund	73	(3) Deleted for 2010/11	N/A
% Contract Monitoring visits undertaken	100	(4) Deleted for 2010/11	N/A

(1) Target reduced due to the introduction of the new Wales Interim POVA Policy guidance.

(2) The direct payment scheme is currently under review.

(3) The Independent Living Fund has currently suspended all applications.

(4) Deleted due to the lack of benefit of collecting this data and replaced by the number of Criminal Bureau Record (CRB) applications processed within timescale.

What risks do we need to be aware of in delivering improvement in this area?

- Changes in population rates indicate a rising trend in the short, medium and long-term, this will result in an un-predictable day-to-day demand on our services and resources.
- Failure to continue to reshape budgets to allow modernisation and more flexibility to take place may have a negative effect on promoting independence and social inclusion.
- Failure to reshape traditional services to meet new demands and needs of the service users, this will bring significant pressures to the resources of the division.

What will we do in 2011/12?

Our Objectives for 2011/12 are (What we want to do)	Our Actions for 2011/12 are (How will we do it?)
<p>Improve the Timeliness and Quality of Assessments of the clients needs</p> <p>IO</p>	<p>All Adults who become involved with Adult Services receive good quality and timely assessments of their needs.</p> <ul style="list-style-type: none"> • We will improve the quality and standards of how we assess adults in the social care system by carrying out more quality assurance of case files and providing staff with regular supervision for support and development. • We will continue to improve the timeliness of assessments including Continuing Health Care assessments (CHC), by identifying the triggers for CHC and arranging timely multi-disciplinary meetings, which involves CCBC and Health. • We will accurately record and capture the unmet need via the assessments and care plans, to inform future planning of service provision. • We will pilot a post-assessment survey to relevant service users following their assessment to gauge the quality of the assessment and identify any unmet need.

What will we do in 2011/12?

Our Objectives for 2011/12 are (What we want to do)	Our Actions for 2011/12 are (How will we do it?)
Reduce Inequities in Mental Health- (<i>Outcome Agreement 2</i>)	<p>We will introduce an integrated service model in partnership with health services and continue to ensure that every service user has a thorough assessment of their need, an appropriate care plan to meet that need and is aware how to access assistance in a crisis.</p> <ul style="list-style-type: none"> • Provide mental health services at an earlier stage for individuals who are experiencing mental health problems to reduce the risk of further decline in their mental health; • Provide care and treatment plans for those receiving Community Mental Health Services (secondary mental health care) and ensure those previously discharged from secondary mental health services have access to those services when they believe their mental health may be deteriorating; • Provide services that place service users and their carers at the centre of the service model, promoting independence and choice; • Provide services that are recovery based and improves opportunities to access employment, education, training, volunteering and meaningful activities.
Access to Adult Services	<p>All residents of the borough know how and where to access clear information, the assessment process and the possible services, and are treated with courtesy and respect</p> <ul style="list-style-type: none"> • We will develop, in partnership with Health Services, a new primary mental health care team working alongside G.P practices. We will ensure the public and every service user is aware how to access assistance for their mental health and has early access to a thorough assessment of their need.

What will we do in 2011/12?

Our Objectives for 2011/12 are (What we want to do)	Our Actions for 2011/12 are (How will we do it?)
Improve Outcomes for Service Users	<p>We will ensure services provided make a positive difference to the lives of the people we work with.</p> <ul style="list-style-type: none"> • Continue to improve the reduction in assessments awaiting start due to a full compliment of staff in all service areas and the re-structuring of services will speed up the allocation process. • Pursue a fully integrated service for mental health and learning disability. • Implementation of the Frailty Team and the secondment of Social Care staff to the team • Review Hospital Discharge Team to improve Service User outcomes and reduce re-admissions to hospital.
Range & Quality of Services Provided	<ul style="list-style-type: none"> • Develop a commissioning strategy for Older People. • Develop options to reconfigure In House Residential homes for Older People and Learning Disability. • Implementation of Unscheduled Care Arrangements in line with Frailty Programme via Community Resource Team (CRT). • Work with Care and Social Services Inspectorate Wales (CSSIW) to develop appropriate standards and regulations for Supported Living.

What will we do in 2011/12?

Our Objectives for 2011/12 are (What we want to do)	Our Actions for 2011/12 are (How will we do it?)
Safeguarding Vulnerable People (<i>Outcome Agreement 2</i>)	<p>Adult Services work to prevent abuse within the community and where abuse occurs a robust response will be provided.</p> <ul style="list-style-type: none"> • We will use a preventative approach to the Protection of Vulnerable Adults by working with Statutory, Independent and Voluntary agency partners. We will work together to improve the quality of the response to abuse referrals by co-ordinating the Protection of Vulnerable Adults (POVA) process. • Improving standards of practice and outcomes for service users to ensure that risks are reduced and managed following POVA intervention. • Work with our partner agencies and care providers to improve the consistency and quality of POVA investigations. • Promote a preventative approach through training and awareness raising using a variety of methods. • Increase service user representation and feedback through direct engagement in the POVA process.

More information about Social Services performance can be found at:

http://www.caerphilly.gov.uk/pdf/Health_SocialCare/social_care_services_annual_report_1011.pdf

and also at: <http://www.quadrant.uk.com/thevid/424/kd0z82lr>.

● Collaboration

Caerphilly CBC has, for many years realised the benefits of collaborative working with both other local authorities and other public services throughout Wales, providing better services and choice our Citizens.

Collaborative working is a strong feature in central governments plans. We only enter into collaborative work when the business case shows it is the right thing to do in that we can improve the service and choice available to the public at little or no extra cost and make efficiency savings by sharing resources. Our collaborative working is extensive and below we list a few examples of some of the work we have we have carried with our partners as well as some longer-term joint working which supports our improvement plan.

Caerphilly Music Service – Shared Service

Caerphilly Music Service has conducted a great deal of work and has had partnerships with professional music organisations, such as BBC National Orchestra Wales, Welsh National Opera, Royal Welsh College of Music and Drama and Welsh Sinfonia to name but a few. All of which have enabled Caerphilly Music Service to provide a wide range of music projects for the benefit of young people in Caerphilly borough schools over many years.

Caerphilly Music Service has worked in partnership with Bridgend, Merthyr Tydfil and RCT Music Services, since 1998, on a project called “Four Counties Youth Music”. The aim of the project was to provide opportunities for able and talented students to attend a short residential break and practice their talents, which would later result in a performance at one of the 4 counties venues or in St Davids Hall or City Hall, Cardiff.

To continue the working together tradition it is planned for Caerphilly Music Service to join with Rhondda Cynon Taff Music Service to provide a joint service to a wide range of clients.

Holiday Zone!

Caerphilly CBC, as a direct result of feedback from parents, has identified a need for childcare during the Summer Holidays. This summer, the Council launched a new scheme called the Holiday Zone, in partnership with Children’s Space and Ystrad Mynach College. This scheme offers a wide range of activities such as creative fun, gaming, outdoor entertainment and adventure fun for children between the ages of 4-11 in order to meet the needs of the residents of Caerphilly County Borough during the Summer Holidays.

Social Services sharing services

Caerphilly County Borough Council’s Cabinet has approved an innovative proposal, the first of its kind in Wales, which will see Caerphilly County Borough Council and Blaenau Gwent Borough Council working together to deliver Social Services and improve key services for all sections of the community. It is planned that the 2 local authorities will work together to provide an integrated service over the next 3 years.

The main purpose of the shared service will be to increase access and choice of services. No immediate budget implications are expected. However, in the medium to long-term, through the effective sharing of services and resources, savings are anticipated for both authorities whilst still increasing the range of services for citizens.

Caerphilly CBC and Blaenau Gwent CBC have a long history of successful collaborative working that includes:

- Caerphilly operates client finance services for Blaenau Gwent. This service manages the personal finances of people who lack the mental capacity to do so.
- Since 1996, Blaenau Gwent, Caerphilly and 3 other Local Authorities have been partners in the delivery of the South East Wales Emergency Duty Team, which provides access to out of hours support.
- Blaenau Gwent and Caerphilly are partners in the South East Wales Improvement Collaborative, which commissions Independent Fostering Agency Placements and residential placements for children and young people.
- Blaenau Gwent and Caerphilly are partners in the Gwent Integrated Community Equipment Service (GWICES)

Gwent Frailty Project

The Gwent Frailty Programme went live in April 2011 and is a joint partnership between Aneurin Bevan Health Board, Torfaen County Borough Council, Blaenau Gwent County Borough Council, Monmouthshire County Borough Council, Newport City Council and Caerphilly County Borough Council. The Programme has been put in place to deliver joined up services and aims to achieve support to people who are frail so that they can live 'happily independent' as long as it is safe for them to do so. The Programme aims to:

- Ensure people have access to the right person at the right time
- Focus on preventative care wherever possible, avoiding hospital admissions
- Reduce the length of time of a hospital stay when admission is necessary
- Reduce the need for complex care packages
- Avert crises by providing the right amount of care when needed
- Co-ordinate communication by providing a named person for all contact.

Since its launch in April 2011, the Programme has seen a number of successes such as:

- The Community Resource Team is working well together as one team with the sharing of skills and knowledge. This has subsequently improved the transition of care between different elements of the team.
- A Single Point of Access has been established in Cwmbran and provides a single number for professionals to refer to the resource team. The introduction of a 'Blackberry' has now allowed staff to take calls when "in the field" if needed.
- Work still continues to bring people home from hospital as soon as possible, to support this a rota of discharge liaison nurses have been arranged to visit A&E and the medical assessment units each day to identify people who can be sent home with support rather than be admitted to a hospital ward.

Supporting People

Caerphilly Supporting People have, for a number of years, worked successfully in partnership with other Gwent Local Authorities including Monmouthshire, Newport, Torfaen and Blaenau Gwent. Newport City Council and Caerphilly CBC run a joint Young Offenders Project based in Newport and Blaenau Gwent and Caerphilly CBC's have recently set up a joint Domestic Abuse Project.

All Supporting People Teams across Wales have recently been subject to an independent review. One of the key outcomes was for Supporting People teams to be run on a regional basis, with the boundaries set in line with the Health Boards.

Due to the exceptional work within Gwent, many of the expectations from the review have been achieved. A Gwent Supporting People Officer has been employed and jointly funded. This officer works with each of the authorities to create joint forms, such as referral forms and Gwent Needs Mapping Exercise Forms. They also ensure that all plans for each of the Gwent authorities are the same and reflect each aspect of the joint working.

It is of note that due to their innovative practices, Gwent were praised for their extensive work and exceptional success with collaborative working and are being used as an example of good practice for other Welsh local authorities.

Joint Training for Members in the Council Meeting changes

In 2010/11 Caerphilly CBC, Blaenau Gwent CBC, Merthyr CBC and Torfaen CBC collectively submitted a joint bid to the Welsh Government for funding to provide training to Members on vital legislation that would change the look and practice of Scrutiny Committees.

The bid was successful and a detailed training programme was provided to Members in order to prepare them for the legislative changes to be implemented by end of 2013. Working together this way will help to minimise potential barriers when implementing the requirements of the legislation. A great deal of work and effort went into the events and required the support and assistance of external agencies and the third sector, for which the legislation will also have an impact.

Maintenance and Installation of Street Lighting, Illuminated Signs and Traffic Bollards (Highways – Street Lighting):

Centre Great, a Street Lighting Company, has successfully secured the street light maintenance contract for Caerphilly County Borough Council and Rhondda Cynon Taff (RCT) County Borough Council. RCT are the lead Authority and will administer the contract on behalf of both Authorities. The Contract has been agreed for 5 years and the anticipated savings, through this collaborative approach, are expected at approximately £100,000 per year compared to the previous arrangement.

Prosiect Gwyrdd

Prosiect Gwyrdd is a Waste Management project that is shared between Caerphilly CBC, Cardiff City Council, Newport City Council and Monmouthshire County Council. By providing an external company with a much greater level of waste than we could on our own, we make any potential contract more attractive to a supplier. The supplier is assured of regular volumes of waste and as a result will be able to build a waste plant. This means transferring the risk away from the taxpayer to the private sector. As landfill tax fines are running at £200 per tonnage a reduction in waste to landfill will offer significant savings for the taxpayer. In order for a company to take this risk they will want to be assured of regular streams of waste and a long-term commitment. The consortium can offer this in a way a lone authority could not. In addition financial, legal, technical and procurement expertise and costs are shared.

Agency managed staff

Caerphilly CBC is the largest employer in the borough; as a result, we use many temporary and agency staff and formerly spent £4.8 million per annum with Agencies for temporary staff. Prior to entering into an agreement with Commensura and Cardiff County Council we used many different agencies at differing costs dealing with 1000's of invoices with routine manual inputting. The benefits of entering into this agreement means an external company will provide a single point of contact, 365 days a year 24 hours a day providing HR with good management information that supports work force planning. Obtaining staff from one provider means we can negotiate reduced rates for this service and as this is done electronically considerable staff hours are saved particularly in regard to invoicing as there is no longer a need to manually input data.

Economic Development

A great deal of collaborative work is undertaken with a number of Authorities on the delivery of Convergence Funded approvals including the Local Investment Fund, providing financial support for Business. This work is carried out in partnership with Rhondda Cynon Taff CBC, Merthyr Tydfil CBC, Bridgend CBC and Blaenau Gwent CBC.

The same partnership Authorities are working together to provide support through the Community Economic Development Programme, offering support for Social Enterprises*.

(Social enterprise is about developing the voluntary sector, so they are able to generate income from trading activities into sustainable businesses. In both promoting social enterprise and volunteering, the Authority will be able help to increase the diversity of the economy and opportunity for paid and unpaid employment).*

Support is provided to local businesses on a number of projects such as ENDURE, which is funded by the Heads of the Valley's.

Community Regeneration

The Community Regeneration Team has worked with external, private organisations such as Brooks Havana, to provide support for community food initiatives and provide expert advice and support in delivering healthy cooking sessions in communities.

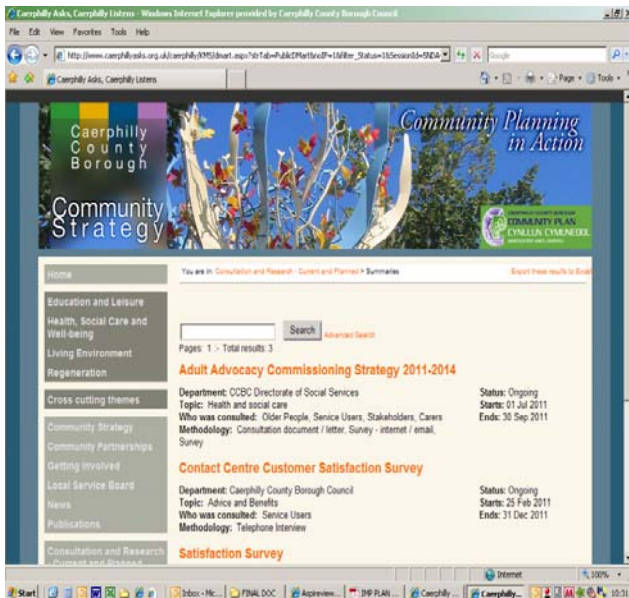
Work has been undertaken in partnership with Halfords and Gwent Police, and has been recognised as best practice across Wales in order to provide funding and equipment to tackle the anti social activity of off road motor-biking.

This is just a sample of some of our joint work, if you would like to know more please contact PMU@caerphilly.gov.uk

○ Public Engagement and Participation

As a Council we are committed to listening to and acting on the views of the citizens, to help us shape new services and transform those existing services we provide. We recognise the need to create customer-centred services and put our customers and what they can tell us at the heart of service improvement.

As part of our commitment we carry out a wide range of engagement and consultation and in 2010/11 we carried out more than 65 forms of consultation including our established Household survey, which has been running for over 10 years. We also have a View Point Panel and use a range of customer surveys. You can view our planned and completed consultations, see what the purpose of the consultation is, what the results are and more importantly how the results will be used, via our website Caerphilly asks, Caerphilly listens at www.caerphillyasks.org.uk



Viewpoint Panel

We have a group of people (approximately 1,500) called the 'Viewpoint' Panel who give their opinions on a wide range of subjects. In 2010/11 the Viewpoint Panel were asked to give their opinion on Social Services, the Council Budget and what were the right priorities for the Council for 11/12. The panel welcomes all sectors of the community but we recognise that disabled people, those from black or minority ethnic groups are under represented on the panel. If you represent one or more of these groups we would particularly like to hear from you. If you are interested in using your views to help inform our work then please contact our consultation officer on 01443 864354 or e-mail: consultation@caerphilly.gov.uk

To find out more information on the Council's Consultation Strategy, please visit www.caerphilly.gov.uk and follow the links via council and democracy and consultation and citizen engagement.

Improvement Objectives

As a council we have a statutory responsibility to set priorities that will make a difference for the public and review them routinely to make sure they are still relevant and what the public want. They are called Improvement Objectives and we have listed them on page 5 of this plan. Consultation was undertaken through the viewpoint panel to gather views and opinions around those objectives in order to shape what and how we will improve for the citizens of Caerphilly. If you wish to share your views around the eight Improvement Objectives or want to suggest different priority areas, you can do this by emailing the Performance Management Unit at PMU@caerphilly.gov.uk

◉ Reviewing our Services

Each year the Wales Audit Office (WAO) reviews Caerphilly County Borough Council to see if the organisation complies with financial and improvement legislation. The WAO act as the main auditor taking a wide range of information into account from other regulators such as CSSIW (the regulator for Social Services) or ESTYN (who regulate Education), to gain a full picture of the Authority.

WAO produce two reports, one at the start of the financial year called a 'Corporate Assessment' and this tests what arrangements the Council have in place to improve. The second one later in the year is to analyse how we have performed in the previous year. There is also comment on other specific and themed work and these results are also summarised into one overall final report called the **Annual Improvement Report**.

The Annual Improvement Report 2010/11

The Annual Improvement Report was issued to the Council in January 2011 and is based on how the Council performed in the year 2010/11. The main conclusions from this were:

"Caerphilly County Borough Council is building upon generally sound arrangements and recognises the need to strengthen its plans and performance in some key areas to meet the challenge of achieving future improvements.

The Council has a good track record of service improvement, but these improvements have not always been made quickly. The Council has good leadership, manages its budgets well and works well with other public sector bodies. The Council knows it needs to make savings in the recession and is currently working on how it will do this. It needs to improve aspects of how it develops its plans and manages their delivery, and also get better at how it uses its staff, manages their work, and uses its buildings to deliver services"

The WAO then suggested some proposals for improvement as follows:

Proposals made in the Annual Improvement Report (Jan 2011) were:

The Council should:

- Publish its improvement objectives according to the Welsh Government's requirements ✓
- Consult with its full range of stakeholders on the improvement objectives and provide citizens with appropriate opportunities to influence and shape priorities for improvement in the future ✓
- Set appropriate measures to judge delivery of the improvement objectives that focus on how the Council performs now, what its targets are, how it compares with others, the cost of delivery and how it will show whether the people of Caerphilly are better off as a result ✓
- Establish minimum service delivery standards for all service areas ~

Proposals made in the Annual Improvement Report (Jan 2011) were:

- Set clear priorities for action in the context of reduced resources ✓
- Ensure the outcome of the medium-term financial planning work identifies and agrees the resources required and that they are available to deliver the Improvement Objectives ✓

✓ - The proposals have been acted on and completed.
~ - This is work in progress

These were in addition to previous proposals made from the Corporate Assessment in June 2010:

Proposals from the Corporate Assessment (June 2010)

- ✓ Improve systems to support delivery of corporate priorities by:
 - making certain that Service Improvement Plans focus on delivering the Council's corporate improvement priorities; and
 - ensuring SMART targets are set that are focused on delivering corporate plan priorities.
- ✓ Improve the management of performance by:
 - establishing a comprehensive range of indicators to measure improvement that are clearly focused on operational service management;
 - evaluating performance to identify areas and opportunities for improvement; and
 - ensuring managers are equipped with the necessary skills to be able to hold their staff to account and address areas of poor performance effectively.
- ✓ Ensure plans and services are aligned to support the improvement programme by:
 - agreeing the options and develop detailed plans to address the predicted budget deficit;
 - undertaking a cross county workforce planning exercise to agree future staffing needs, including collaboration with other public sector agencies;
 - improving how the Council monitors and evaluates the effectiveness of partnerships to ensure they are contributing to the delivery of corporate priorities;
 - strengthening its risk management arrangements in light of emerging challenges;
 - developing and adopting an asset management strategy to meet the Council's future needs;
 - improving the consistency with which plans reflect how the Council engages and responds to the needs of its communities and citizens;
 - Completing its review of HR policies and procedures and determine how these will be embedded across the organisation; and
 - Creating robust HR management systems to support the cultural change taking place within the Council.
- ✓ Train and support the Audit Committee to ensure the Council is discharging its statutory responsibility to have arrangements in place to secure continuous improvement in its functions.

✓ - An action plan was developed to address these proposals and where adopted have been acted upon and completed.

To see the full Annual Improvement Report (AIR) for Caerphilly County Borough Council and all other Authorities go to: www.wao.gov.uk

The WAO collate intelligence from all other inspectorate bodies to form a picture of the Authority and comment on a range of inspections within the AIR. In addition to this the Director of Social Services produces a report based on a detailed self - assessment of where Social Services are performing well and where further improvement could be made.

This is called the '**Director's Annual Report on the Effectiveness of Social Services**'. Details of the latest assessment can be found on our website and is available in a DVD format or a written report.

<http://www.caerphilly.gov.uk/site.aspx?s=Sw6EAPIV1JhrZ4a9JebWQOUXu8c23yjFXML1WisOu3HVvFOg68GrRwUSoYReCats55R39nvTkqQ=>

There were no ESTYN inspections of the Local Education Authority in 2010/11, however we are working to a post inspection action plan following a full inspection in November 2009. Our post inspection action plan is reported to Scrutiny and our latest update will be to the Education For Life Scrutiny in September 2011 and will be available on our website at this time:

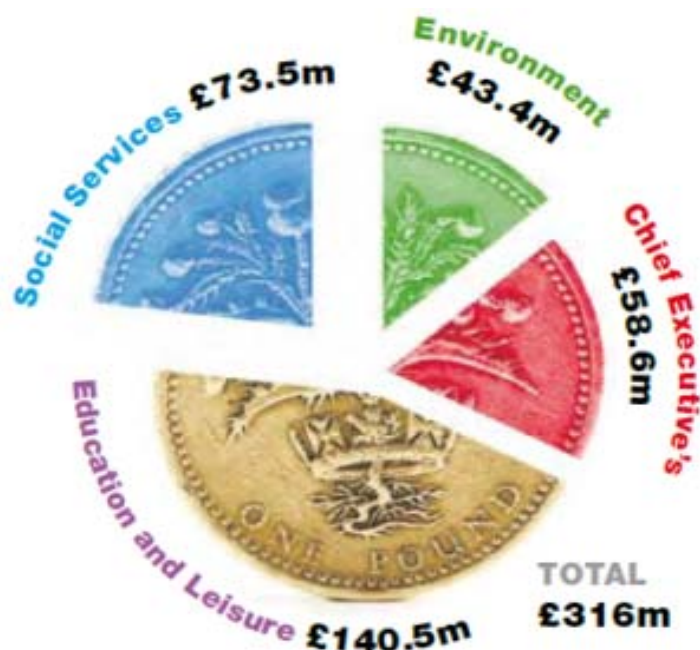
<http://www.caerphilly.gov.uk>

○ Finance Review 2010/11

During the last financial year the council spent over £316 million providing a range of key services. This page explains where this money came from and how it was spent.

Where your money was spent?

Most of the council's money in 2010/11 was spent on our two major service areas – Education and Social Services. The pie chart shows exactly how the council spends your money across its service areas. The table below breaks down the major service area budgets to show in more detail where the money goes.



Education and Leisure	Spend
Individual Schools Budgets	£97.7m
Schools Transport	£6.6m
Leisure Centres	£3.7m
Libraries	£3.1m

Social Services	Spend
Children's Services	£19.9m
Adult Services	£45.9m

Other areas	Spend
Roads Maintenance	£7.2m
Street Lighting	£2.7m
Waste Management	£9.6m
Street Sweeping & Cleansing	£3.8m
Fire Service Levy	£8.7m
Loan Charges	£16.9m

Capital expenditure

As well as the spending on services outlined above the council has also invested resources in some major capital schemes. These include £7.4 million renovating council houses and £15.3 million on school buildings.

School Buildings	£15.3m
Highways Improvements	£9.9m
Renovation of Council Houses	£7.4m
Private Housing Grants	£5.0m

Where does the money come from?

The central government Inland Revenue tax system funded most of the money used to provide your services in 2010/11. It came to us in the form of the revenue support grant (65.4%) and from business rates (15.1%). The remainder of the money needed to run services came directly through your local council tax (16.5%) and other grants (3.0%).

Source	Spend
Revenue Support Grant	£206.6m
Share of business Rates	£47.6m
Council Tax	£52.0m
Other Grants	£9.8m
Total	£316.0m

Further details of the Financial Plan 2010-2011 and the Council Budget 2011-2012 are available on our webpage <http://www.caerphilly.gov.uk/site.aspx?s=qb29+uFQcBPQLO2sM5/LABAEg3prVya8>

● A Balanced Set of Performance Measures

The Council collects a wide range of data, which is reported to the Welsh Government (WG). Not all of this data is reproduced within this Plan. The performance measures published in this plan represent a **balanced set** of indicators. They have been chosen on the basis of:

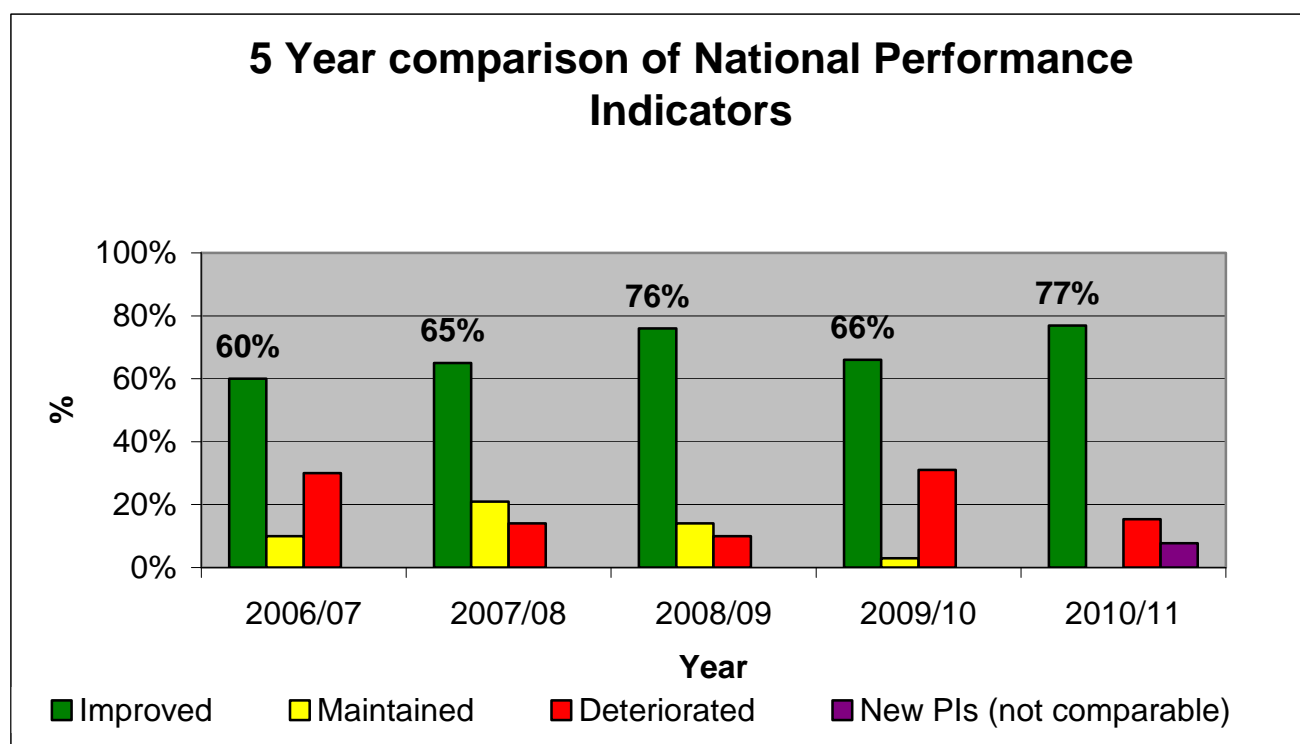
- national priorities
- local priorities
- public interest
- accountability for achieving the Council's priorities (outlined in this Plan)

All annual nationally collected performance data for all Welsh councils is available on the Local Government Data Unit Wales' website for comparison: www.lgdu-wales.gov.uk The Council also reports on its performance to scrutiny committees on a 6 monthly basis. These reports are available on the Council's website, www.caerphilly.gov.uk under the heading Council and Democracy and the sub heading Council meetings – agendas, minutes, reports.

Summary of Caerphilly's National Performance 2010/11

In addition to the performance information we are using to measure our chosen priorities we use Welsh Government performance measures (called indicators) to monitor our performance as well as the performance of other authorities.

Every local authority in Wales has a legal responsibility to report performance for each of these indicators to the Welsh Government each year. For 2010/11 there were 24 indicators set by WG covering a wide range of our services. Each year we compare our performance in this set of indicators to see where our services are improving. The chart below shows our overall performance for past 5 years. Comparing 2010/11 performances against 2006/07, 2007/08, 2008/09 and 2009/10.



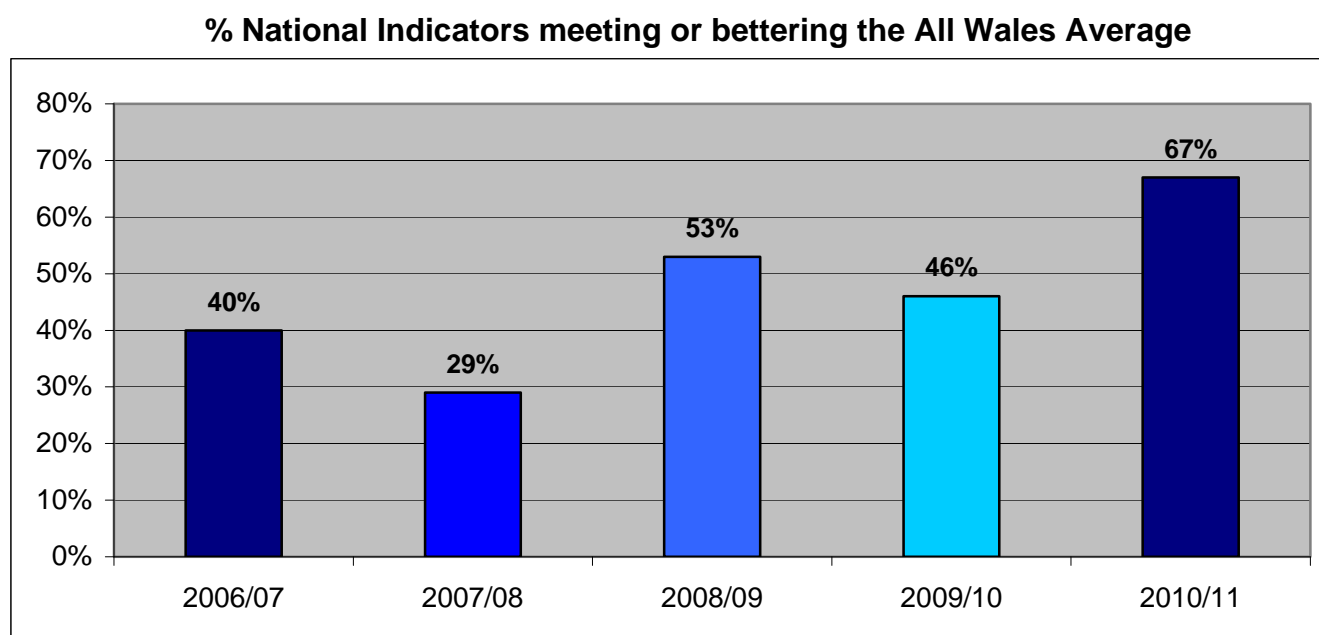
Data source – Stats Wales

There are 6 themes, which are:

- Education
- Social Services
- Housing
- Environment and Highways
- Planning
- Leisure and Culture

Under these 6 themes Caerphilly has to report 24 National performance Indicators. 17 of which saw an improvement in 2010/11, 6 deteriorated and 1 was not comparable. All 5 of the Education indicators continued to improved, 5 of the 8 Social Services indicators improved along with 3 of the 5 Housing indicators. Also improving 2 of the 4 Environment and Highways indicators, with 1 new waste indicator that cannot be compared to previous years. Both Leisure and Culture indicators improved, the number of visitors to both Leisure Centres and Libraries. The 1 Planning and Regulatory Service indicator also saw an improvement for 2010/11.

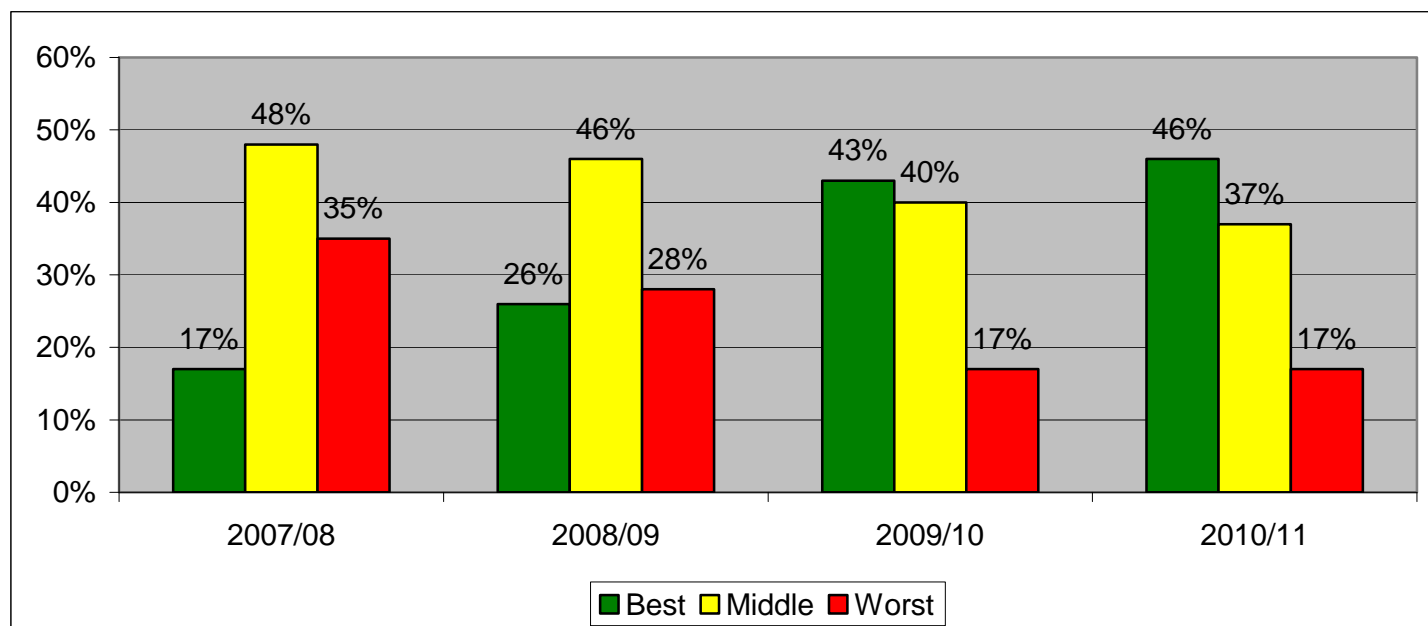
Each year we compare our performance with the other 21 Welsh authorities. We look at where we have met the average performance for Welsh local authorities across the range of national indicators; this is called the All Wales Average. The chart below shows how we performed for 2010/11, compared to previous years.



Data Source – WG NSI Viewer

We also assess and compare which of our national indicators are among the best performing across all Welsh local authorities and which indicators are among the worst performers. The chart below shows the percentage of our national indicators for 2007/08, 2008/09, 2009/10 and 2010/11 that have performed the best and the percentage that have performed the worst when we compare ourselves to the rest of Wales.

% National Indicators - Best and Worst Performance 2010/11



Data Source – WG NSI Viewer

A message from the cabinet member for Performance, Property and Asset Management



“2010/11 saw another good year in how we performed against our national indicators. This is particularly heartening for us given the financial environment we find ourselves part of. We are working harder than ever, to provide services to our citizens with less money than in previous years and we’re doing so whilst maintaining or improving many of our services across the Council. Over recent years our performance comparison shows that, in terms of our national data (which all Authorities collect for the Welsh Government), we have performed at our highest levels to date, with more than 77% of our national measures improving during 2010/11 compared to 2009/10. More than two-thirds of our national indicators are meeting or bettering the All Wales Average, with 46% amongst the best in Wales. Whilst this may be gratifying we are not complacent and believe what is more important than comparing averages is to use our information to identify what is working and where there is more work to do. We hoped you enjoyed reading about work and successes to date throughout our 2011 update on performance”

Cllr Colin Hobbs – Cabinet Member for Performance Management, Property and Asset Management

● National Strategic Indicator Tables 2010/11

National Strategic Indicators 2010/11 – Directorate of Living Environment

PI Ref	Indicator	Actual 2009/10	Actual 2010/11	All Wales Average 2010/11	Target 2011/12
HHA/013	The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	95%	90.2%	58.43%	*80%
PSR/002	The average number of calendar days taken to deliver a Disabled Facilities Grant	396.8	390	386.65	380
PSR/004	The percentage of Private Sector Dwellings that have been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority	3.1%	4.11%	4.34%	3.0%
WMT/004	The percentage of municipal waste collected by local authorities sent to landfill.	52.74%	46%	50.88%	45%
WMT/009	The percentage of municipal waste collected by local authorities and prepared for reuse and/ or recycled, including source segregated bio wastes that are composted or treated biologically in another.	-	51.38%	43.63%	52.1%
STS/006	The percentage of reported fly tipping incidents cleared within 5 working days.	99.0%	98.94%	95.53%	99%
PLA/006	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year	33.1	37	25.30	*N/A

PI Ref	Indicator	Actual 2009/10	Actual 2010/11	All Wales Average 2010/11	Target 2011/12
EEF/002	Percentage reduction in carbon dioxide emissions in the non domestic public building stock	33%	-14.17%	5.37%	4.5%*
THS/007	The percentage of adults aged 60 or over who hold a concessionary bus pass	87.8%	90.1%	83.29%	88%

* **HHA/013** – The target reflects actual and potential future increase in volume of homelessness combined with central government budget cuts.

* **PLA/006** – It is not possible to set a meaningful target as the number of affordable houses is largely outside the control of the authority as it is dependant of availability of funding for housing conditions and the prevailing economic conditions

* **EEF/002** - No target is set on a National Level, the figures are reported are a local target for Carbon Reduction at 45% over 10 years. This equates approximately to 4.5% reduction a year.

National Strategic Indicators 2010/11 – Directorate of Education and Lifelong Learning and Leisure

PI Ref	Indicator	Actual 2009/10	Actual 2010/11	All Wales Average 2010/11	Target 2011/12
EDU/002i (NS9)	The percentage of all pupils (including those in local authority care) in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification.	1%	0.9%	0.75%	0.8%
EDU/002ii (NS9)	The percentage of pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification.	0%	0%	6.48%	0%
EDU/011 (NS12)	The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority.	351.7	382.1	394.13	360
EDU/015a	Percentage of final statements of special needs issued within 26 weeks, including exceptions	74%	77.8%	76.28%	90%
EDU/015b	Percentage of final statements of special needs issued within 26 weeks, excluding exceptions	83.9%	90.9%	90.31%	95%

PI Ref	Indicator	Actual 2009/10	Actual 2010/11	All Wales Average 2010/11	Target 2011/12
LCS/002	The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	6,420.4	6,457	8,523.52	6,522
LCL/001	The number of visits to Public Libraries during the year, per 1,000 population	4,211.8	4,318.76	6,040.99	4,679

National Strategic Indicators 2010/11 – Directorate of Social Services

PI Ref	Indicator	Actual 2009/10	Actual 2010/11	All Wales Average 2010/11	Target 2011/12
SCA/001 (NS1)	The rate of delayed transfers of care for social care reasons per 1,000-population aged 75 or over.	9.77	8.95	5.76	10
SCA/002a (NS2)	The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	152.92	144.58	81.40	150
SCA/002b (NS2)	The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March	20.22	20.78	21.75	23.5
SCC/002 (NS4)	The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March.	8.6%	7.9%	14.16%	8.5%
SCC/033 (a)	The percentage of young people formerly looked after with whom the authority is in contact at the age of 19.	100%	94.4%	93.09%	100%

PI Ref	Indicator	Actual 2009/10	Actual 2010/11	All Wales Average 2010/11	Target 2011/12
SCC/033 (b)	The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19.	91.7%	100%	90.80%	95%
SCC/033 (c)	The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19.	37.5%	70.6%	52.23%	60%
SCC/037	The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting.	133	230	183.24	180

Contact Details

We welcome your views on what information you would like to see and how you would like to see it reported.

Please contact me on the details below if you would like to give feedback on the document itself or if there is any information you think could be included for the future.

Should you want further information regarding the contents of this document please contact:

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This document is also available in different languages and formats upon request. Further information can also be found on our website: www.Caerphilly.gov.uk/

Our Regulators Contact Details

All Council Services are regulated through a series of inspections. The Wales Audit Office write a report at the end of the year on each Authority and this is called the Annual Letter. The Annual Letter and the results of our other inspections can be found at the following web addresses of the different regulators.

All Services	Wales Audit Office (WAO)	WAO.gov.uk
	PricewaterhouseCoopers (PWC)	pwc.co.uk/
Social Services	Care and Social Services Inspectorate for Wales (CSIW)	CSIW.Wales.gov.uk
Education	Estyn	Estyn.gov.uk