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**Date: 8th November 2017**

Dear Sir/Madam,

A meeting of the **Policy and Resources Scrutiny Committee** will be held in the **Sirhowy Room, Penallta House, Tredomen, Ystrad Mynach** on **Tuesday, 14th November, 2017** at **5.30 pm** to consider the matters contained in the following agenda. You are welcome to use Welsh at the meeting, a minimum notice period of 3 working days is required should you wish to do so. A simultaneous translation will be provided if requested.

Yours faithfully,

A handwritten signature in blue ink that reads 'Chris Burns'.

**Chris Burns**  
INTERIM CHIEF EXECUTIVE

## AGENDA

|  | Pages |
|--|-------|
| 1 To receive apologies for absence.  |       |
| 2 Declarations of Interest.  |       |
| Councillors and Officers are reminded of their responsibility to declare any personal and/or prejudicial interest(s) in respect of any business on this agenda in accordance with the Local Government Act 2000, the Council's Constitution and the Code of Conduct for both Councillors and Officers. |       |
| To approve and sign the following minutes: -   |       |
| 3 Policy and Resources Scrutiny Committee held on 3rd October 2017.  | 1 - 6 |

A greener place Man gwyrddach

Correspondence may be in any language or format | Gallwch ohebu mewn unrhyw iaith neu fformat



- 4 Consideration of any matter referred to this Committee in accordance with the call-in procedure.
- 5 To receive a verbal report by the Cabinet Member(s).
- 6 Policy and Resources Scrutiny Committee Forward Work Programme. 7 - 22
- 7 To receive and consider the following Cabinet Reports\*: -
1. Data Protection Reform - 18th October 2017;
  2. Cabinet Forward Work Programme - 18th October 2017;
  3. Wales Audit Office Review of the WHQS Delivery Programme - 1st November 2017;
  4. Annual Improvement Report 2016-17 - 1st November 2017;
  5. Wales Audit Office (WAO) Local Risk Based Reviews: Asset Management and Information Management and Technology - Caerphilly County Borough Council - 1st November 2017.

*\*If a member of the Scrutiny Committee wishes for any of the above Cabinet reports to be brought forward for review at the meeting please contact Rebecca Barrett, 01443 864245, by 10.00 a.m. on Monday, 13th November 2017.*

To receive and consider the following Scrutiny reports:-

- 8 Wales Audit Office Review of the WHQS Delivery Programme. 23 - 74
- 9 Sickness Absence Within The Council. 75 - 88

**Circulation:**

Councillors M.A. Adams, Mrs E.M. Aldworth, K. Dawson, K. Etheridge, Mrs C. Forehead, Miss E. Forehead, L. Harding, G. Kirby, C.P. Mann, Mrs D. Price (Vice Chair), J. Pritchard (Chair), J. Ridgewell, R. Saralis, Mrs M.E. Sargent, J. Taylor and L.G. Whittle

And Appropriate Officers



## **POLICY AND RESOURCES SCRUTINY COMMITTEE**

**MINUTES OF THE MEETING HELD AT PENALLTA HOUSE, YSTRAD MYNACH ON  
TUESDAY, 3RD OCTOBER 2017 AT 5.30 P.M.**

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PRESENT:

Councillor J. Pritchard - Chair

Councillors:

M. Adams, K. Etheridge, L. Harding, G. Kirby, C.P. Mann, J. Ridgewell, R. Saralis, Mrs M.E. Sargent, J. Taylor, L.G. Whittle

Cabinet Members:

C. Gordon (Corporate Services), Mrs L. Phipps (Homes and Places), Mrs B. Jones (Finance, Performance and Governance)

Together with:

N. Scammell (Acting Director of Corporate Services and Section 151 Officer), L. Lucas (Head of Procurement and Customer Services), J. Jones (Corporate Information Governance Manager), L. Lane (Corporate Solicitor), C. Forbes-Thompson (Interim Head of Democratic Services), R. Barrett (Committee Services Officer)

### **1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Mrs E.M. Aldworth, K. Dawson, Mrs C. Forehead, Miss E. Forehead and Mrs D. Price (Vice Chair).

### **2. DECLARATIONS OF INTEREST**

There were no declarations of interest received at the commencement or during the course of the meeting.

### **3. MINUTES - 18TH JULY 2017**

RESOLVED that the minutes of the Policy and Resources Scrutiny Committee held on 18th July 2017 (minute nos. 1 - 10) be approved as a correct record and signed by the Chair.

#### **4. CALL-IN PROCEDURE**

There had been no matters referred to the Scrutiny Committee in accordance with the call-in procedure.

#### **5. REPORT OF THE CABINET MEMBERS**

The Scrutiny Committee received verbal reports from Councillors Mrs L. Phipps, C. Gordon and Mrs B. Jones. Questions and comments were invited on the report contents.

Councillor Mrs L. Phipps (Cabinet Member for Homes and Places) updated Members on the recent property improvements and environmental enhancement works at Rowan Place and Hafod Deg Resource Centre, which were viewed by the Cabinet Secretary during his recent visit to Rhymney.

Members were updated regarding the WHQS programme and noted that over 60% of Council homes have benefitted from internal improvement works to date and approximately 25% have had external works completed. The Cabinet Member referred to an internal works contractor (Contract Services) that has recently ceased trading and explained that outstanding works will be completed through contingency measures already in place, including a combination of the Council's in-house workforce and other contractors, as well as the procurement of additional contractors through the Dynamic Purchasing System. This approach will ensure the momentum behind the programme is not compromised, and any urgent works that were part completed are now being undertaken to minimise any disruption to tenants.

The Scrutiny Committee were updated on the status of works at Lansbury Park (including the external wall insulation contract) and developments regarding the phasing out of the Communities First programme. Members were also updated regarding developments across Property Services, including the imminent completion of the new £7m Abertysswg and Pontlottyn Primary School, the forthcoming demolition of the former Pontllanfraith Council Offices and the vacant comprehensive schools at Pontllanfraith and Oakdale, and details of school improvement projects over the summer period.

Discussion took place regarding the liquidation of Contract Services and Members expressed a need to be kept informed of any such situations as they arise so that they are in a position to respond to tenant queries as needed. The Cabinet Member confirmed that all Members had received an email advising them of the situation and the way forward in respect of any homes where work had already commenced, but that she would relay this feedback to Officers.

A Member referred to the costs associated with the demolition of Pontllanfraith Council Offices (£600k) and queried the rationale for the Council undertaking these works (as opposed to them being carried out by the preferred purchaser).

It was confirmed that there would be no cost benefit to the Authority if the developer demolished the buildings and procured the ground investigation as the associated costs would be deducted in full from their offer. It was explained that a number of significant risks were identified via the original tender process, and it became clear that a net firm offer will not be established until the demolition is complete and a ground investigation completed. Once this is carried out the preferred purchaser will then provide a firm net offer that reflects the findings. This may or may not be acceptable to the Authority. If the firm offer is not acceptable the site will be remarketed and the ground investigation information, for which the Council will hold copyright, will form an important part of the information pack.

Members also expressed a need for affordable housing in the area and it was confirmed that the original design brief for the site incorporated a proportion of affordable housing in its specification.

Councillor C. Gordon (Cabinet Member for Corporate Services) reported on a number of key activities across IT and Central Services, including the implementation of the new WCCIS IT system for Social Services, ongoing work regarding potential IT collaboration, preparation for the General Data Protection Regulation, and the updating of vital components of the Council's IT network.

Members were advised that Customer Services are experiencing a significant increase in calls arising from the Council's waste management recycling campaign. As a result, Officers are exploring opportunities to introduce supportive measures such as automated call handling which will provide a proactive response to member of the public and support staff within the contact centre. Customer Services are also introducing an appointments booking system for services such as blue badge and bus pass applications as part of their modernisation approach, which will provide opportunities to resolve queries at a first point of contact, reduce waiting times for the customer and provide more supportive measures in receiving services from the Council. This new system will be phased in and be fully operational early in the New Year.

The Scrutiny Committee were also updated on the work being carried out by Procurement Services and their counterparts in other local authorities regarding collaboration and joint working opportunities. Officers are keen to avoid duplication and complicated shared service set up costs, and have highlighted a number of key areas which could be facilitated regionally without any formal processes being in place. Members will receive regular reports as discussions progress on this matter.

Discussion took place regarding the volume of calls to Customer Services arising from the Council's recent recycling campaign. The Cabinet Member explained that the Contact Centre had received a 48% increase in calls as a result of these measures and it was therefore necessary to look at all available call-handling avenues in order to alleviate the pressures on staff. Reference was also made to the collaboration work being explored by Procurement Services and it was explained that this is being carried out with a view to establishing an overarching strategy across those common procurement areas that exist within each of the local authorities.

Councillor Mrs B. Jones (Cabinet Member for Finance, Performance and Governance) presented her report and updated Members on key developments across Corporate Finance. The provisional Local Government Settlement is due on 10th October 2017 and Draft Budget Proposals for 2018/19 are due to be presented to Cabinet on 15th November 2017. Members were also encouraged to attend the forthcoming Treasury Management Seminar which will be presented by Arlingclose (the Council's Treasury Management Advisors).

The Cabinet Member gave an update on Scrutiny arrangements and Members were advised that a report which evaluated the outcome of the recent Scrutiny Review Self-Evaluation and Peer Observations was recently considered by the Democratic Services Committee and is due to be presented to Council. This will complete the final part of the review of the Authority's scrutiny arrangements. Members were also updated regarding the Wales Audit Office's scrutiny-related review, which places a focus on scrutiny for the future and will explore with councils how 'fit for the future' their scrutiny functions are. The review will consider how councils are responding to current challenges in relation to their scrutiny activity, as well as how councils are beginning to undertake scrutiny of public service boards.

The Cabinet Members were thanked for their reports.

## **6. POLICY AND RESOURCES SCRUTINY COMMITTEE FORWARD WORK PROGRAMME**

Cath Forbes-Thompson (Interim Head of Democratic Services) presented the report, which outlined details of the Policy and Resources Scrutiny Committee Forward Work Programme (FWP).

Members were advised that the FWP included all reports agreed at the meeting held on 18th July 2017 and outlined the reports planned for the period October 2017 to July 2018. Members were asked to consider the FWP alongside the Cabinet Work Programme as appended to the report and to suggest any changes.

The Scrutiny Committee were in agreement with the contents of the Forward Work Programme and approved its publication on the Council's website.

## **7. CABINET REPORTS**

Following a request from a Member of the Scrutiny Committee, the following report had been brought forward for discussion at the meeting. None of the other Cabinet reports had been brought forward.

### **Demolition of Oakdale and Pontllanfraith Comprehensive Schools**

A copy of the Cabinet report and decision notice was tabled for Members' information.

The Member expressed a need to retain primary school capacity on the Pontllanfraith Comprehensive School site (i.e. the old primary school building) to accommodate additional primary school pupils as a result of potential housing growth within the area in future years. It was explained that Corporate Services liaise with all Council departments to determine if there is any operational requirement before the building is declared surplus (and therefore Education would have been consulted regarding the future use of this site). It was confirmed that Officers would arrange to circulate information to Members following the meeting to provide reassurance that schools in the area have sufficient capacity for additional pupils.

Clarification was sought on the timetable for the demolition works scheduled for the Pontllanfraith Comprehensive School site in view of health and safety considerations for users of the adjacent leisure centre. Members were asked to note that Cabinet had approved the procurement of the associated demolition works, but had resolved that these do not proceed until the consultation exercise on the proposed closure of Pontllanfraith Leisure Centre has been concluded. Discussion also took place in relation to this matter.

## **REPORTS OF OFFICERS**

Consideration was given to the following reports.

## **8. DATA PROTECTION REFORM**

Joanne Jones (Corporate Information Governance Manager) presented the report, which informed Members of the requirements of upcoming data protection reform and corporate action to address these requirements. The Scrutiny Committee were also asked to consider the updates to the Council's Information Risk Management Policy, prior to its presentation to Cabinet.

Officers explained that the UK government recently presented a draft Data Protection Bill to the House of Lords to replace the Data Protection Act 1998 and provide a comprehensive legal framework for data protection in the UK, supplementing the requirements of the General Data Protection Regulation (GDPR) which will be directly applicable in the UK from 25th May 2018. The Bill is scheduled for consideration at a second reading on 10th October 2017.

Members were advised of the key impacts of data protection reform as set out in the report. The changes will mean a greater requirement for accountability and Privacy by Design, and the Council will now have to evidence that they are complying with data protection requirements. There are also greater rights for data subjects, including rights to know what

the Council will do with their data, and tighter reporting timescales, including mandatory breach reporting within 72 hours. Members were also referred to the Council's Information Risk Management Policy appended to the report, which has been updated to cover new data protection requirements, and incorporates a number of changes, such as promoting the use of Privacy Impact Assessments when necessary, and frequency of reports on Service Area Information Risk Registers to the Senior Information Risk Owner (SIRO) changing from quarterly to six monthly.

During the course of the ensuing debate, Members queried the implications of the data protection requirements on staff workloads. It was explained that the Corporate Information Governance Unit are working with South Wales Information Forum to share the preparatory workload where possible, and Information Governance Stewards across each service area are also undertaking preparatory work specific to their Service Area. The volume of preparatory work is a challenge, but the highest risks are being prioritised. Existing all-staff training will be relaunched on an annual basis to promote awareness of data protection requirements, so by the time the new law is in place staff should be fully aware of their responsibilities. Maintaining evidence of accountability when handling personal data needs to be embedded, but the Council are developing methods of simplifying the creation and maintenance of this evidence so that staff can focus on service delivery. It was confirmed that the situation will be monitored whilst the new requirements are embedded into normal working practices.

Discussion also took place regarding the data protection responsibilities of Members, and Officers outlined details of the training provided to them (including annual Information Governance training) and of the support that is available from the Corporate Information Governance Unit.

Following consideration of the report, and in noting the requirements of upcoming data protection reform and corporate action to address these requirements, it was moved and seconded that the following recommendations be referred to Cabinet for approval. By a show of hands, this was unanimously agreed.

RECOMMENDED to Cabinet that:-

- (i) the requirements of upcoming data protection reform and corporate action to address these requirements be noted;
- (ii) the revised Information Risk Management Policy appended to the report be approved.

## **9. DYNAMIC PURCHASING SYSTEM FOR THE PROVISION OF GENERAL BUILDERS**

Liz Lucas (Head of Procurement and Customer Services) presented the report, which provided an update in relation to the Council's Dynamic Purchasing System (DPS) for the Provision of General Builders.

The Scrutiny Committee were informed that the Council established the DPS for the Provision of General Builders in March 2017 in accordance with procurement legislation. The purpose of the DPS is to facilitate the Council's general building requirements by running mini competitions with those contractors established on the DPS, which will allow the identification of contractors to undertake packages of external works to the Council's housing stock in accordance with the Welsh Housing Quality Standard (WHQS) Programme. The specific works that may be procured under the DPS for these external works will be available via the mini competitions and associated documentation.

Although it is anticipated that the DPS will predominately be used in the Lower Rhymney Valley, the Council has reserved the right to utilise the DPS for any internal and external

general building requirements. The DPS will assist the Council in proactively managing any potential capacity issues, which have previously been identified within the WHQS programme when utilising traditional frameworks and other arrangements. Contractors are asked to note that admission onto the DPS is not a guarantee of any award of contracts or volume or value of contractors. The establishment of the DPS has also allowed the Council the opportunity to trial the use of a 'passport to trade' process with contractors. This will streamline and alleviate the need for contractors to frequently submitting repeat qualifying information (such as health and safety and insurance documentation) whilst tendering for various opportunities for works of a similar nature.

Further details relating to the process surrounding the Dynamic Purchasing System, including advertisement of the DPS opportunity, the pre-qualification stage, mini-competitions, and passport to trade process were contained in the report. Members were also referred to the report appendices containing the Memorandum of Understanding (MoU) and guidance document, a full list of contractors on the DPS and the status of mini-competitions up to 31st August 2017. It was noted that there have been 11 mini-completions to date (5 fully awarded and 6 being evaluated), with 63 out of 68 contractors on the DPS (93%) defined as local contractors within the Welsh Purchasing Consortium area, and of these 21 are based within the county borough.

A Member queried why it was intended for the DPS to be predominately used in the Lower Rhymney Valley (and not further afield). Officers explained that contract arrangements are already in place with regards to the WHQS in the majority of areas. The DPS will be used to supplement contractors in areas of need and will support the Council in delivering the WHQS programme.

Queries were received relating to the consideration of community benefit outcomes when awarding contracts. Officers explained that these are considered on an individual basis and are tailored to the nature of the contract. Specific initiatives have not been considered in the mini competitions to date due to the urgency of the works associated with the WHQS. Officers gave examples of the types of community benefits that could be generated, such as the use of local small businesses within the supply chain, sponsorship for schools and apprenticeship opportunities within the local area.

Discussion took place regarding payment of the living wage and Officers explained that although contractors are encouraged to give due consideration to this matter in line with national guidance, this cannot be enforced by the Council. Additionally, all sub contract arrangements must ensure the flow down of terms and conditions (including payment terms) as detailed in the mini competitions invitation to tender documentation. Members were also referred to the Welsh Government's Code of Practice for Ethical Employment in Supply Chains, which sets out good practice and policy in relation to this matter. In a response to a Member's query regarding the Welsh Purchasing Consortium area, Officers explained that this comprises of 12 authorities across South East Wales (encompassing the area from Monmouth to Swansea).

Following consideration of the report, Members noted its contents in relation to the Council's Dynamic Purchasing System (DPS) for the Provision of General Builders.

The meeting closed at 6.48 p.m.

Approved as a correct record and subject to any amendments or corrections agreed and recorded in the minutes of the meeting held on 14th November 2017, they were signed by the Chair.

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CHAIR





## **POLICY AND RESOURCES SCRUTINY COMMITTEE – 14TH NOVEMBER 2017**

**SUBJECT: POLICY AND RESOURCES SCRUTINY COMMITTEE FORWARD  
WORK PROGRAMME**

**REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES AND SECTION 151  
OFFICER**

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### **1. PURPOSE OF REPORT**

1.1 To report the Policy and Resources Scrutiny Committee Forward Work Programme.

### **2. SUMMARY**

2.1 Forward Work Programmes are essential to ensure that Scrutiny Committee agendas reflect the strategic issues facing the Council and other priorities raised by Members, the public or stakeholders.

### **3. LINKS TO STRATEGY**

3.1 The operation of scrutiny is required by the Local Government Act 2000 and subsequent Assembly legislation. The Forward Work Programmes contribute to the following Well-being Goals within the Well-being of Future Generations Act (Wales) 2016 by ensuring there is an effective scrutiny function and that council policies are scrutinised against the following goals:

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh language
- A globally responsible Wales

### **4. THE REPORT**

4.1 The Policy and Resources Scrutiny Committee forward work programme includes all reports that were identified at the scrutiny committee meeting on 3rd October 2017. The work programme outlines the reports planned for the period November 2017 to July 2018.

4.2 The forward work programme is made up of reports identified by officers and members and has been prioritised into three priority areas, priority 1, 2 or 3. Members are asked to consider the work programme alongside the cabinet work programme and suggest any changes before it is published on the council website. Scrutiny committee will review this work programme at every meeting going forward alongside any changes to the cabinet work programme or report requests.

4.3 The Policy and Resources Scrutiny Committee Forward Work Programme is attached at Appendix 1. The Cabinet Forward Work Programme is attached at Appendix 2.

## **5. WELL-BEING OF FUTURE GENERATIONS**

5.1 This report contributes to the well-being goals as set out in links to strategy above. It is consistent with the five ways of working as defined within the sustainable development principle in that by ensuring the scrutiny function is effective when reviewing services and policies and ensure it considers the wellbeing goals.

## **6. EQUALITIES IMPLICATIONS**

6.1 There are no specific equalities implications arising as a result of this report.

## **7. FINANCIAL IMPLICATIONS**

7.1 There are no specific financial implications arising as a result of this report.

## **8. PERSONNEL IMPLICATIONS**

8.1 There are no specific personnel implications arising as a result of this report.

## **9. CONSULTATIONS**

9.1 There are no consultation responses that have not been included in this report.

## **10. RECOMMENDATIONS**

10.1 That Members consider any changes and agree the final forward work programme prior to publication.

## **11. REASONS FOR THE RECOMMENDATIONS**

11.1 To improve the operation of scrutiny.

## **12. STATUTORY POWER**

12.1 The Local Government Act 2000.

Author: Emma Sullivan, Scrutiny Officer

Consultees: Christina HARRY, Corporate Director – Communities

Appendices:

Appendix 1 Policy and Resources Scrutiny Committee Forward Work Programme.

Appendix 2 Cabinet Work Programme.

Policy & Resources Scrutiny Committee Forward Work Programme  
**APPENDIX 1**

| <b>Policy &amp; Resources Scrutiny Committee Forward Work Programme November 2017 to June 2018</b> |  |  |  |
|--|--|--|--|
| <b>Meeting Date: 14th November 2017</b>  |  |  |  |
| <b>Subject</b>   | <b>Purpose</b>   | <b>Key Issues</b>  | <b>Witnesses</b>   |
| Wales Audit Office (WAO)<br>Wales Housing Quality<br>Standard Report<br><br>(P2)                   | To advise members on the outcome<br>of the WAO Review of the WHQS<br>Programme | The report will highlight the key findings of the<br>WAO Review, detail the key recommendations<br>and actions to be take by officers to address<br>these. | Christina HARRY – Corporate<br>Director Communities/<br>Shaun Couzens – Chief<br>Housing Officer |
| CCBC Sickness Absence<br><br>(P2) – Members Request  | To present an update of the<br>management of sickness absence.                 | The cost implications, management, monitoring<br>and referral procedures.  | Lynne Donovan, Head of HR  |
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| <b>Meeting Date: 4th December 2017 – MTFP Special</b> |   |  |                                 |
|---|---|--|---------------------------------|
| <b>Subject</b>  | <b>Purpose</b>                                      | <b>Key Issues</b>  | <b>Witnesses</b>                |
| Medium Term Financial Plan<br><br>(P1)                | To present the draft savings proposals for 2018/19. | Members need to consider, scrutinise and then make recommendations in respect of proposed savings for 2018/19. | Nicole Scammell<br>Steve Harris |
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Policy & Resources Scrutiny Committee Forward Work Programme  
**APPENDIX 1**

| <b>Meeting Date: 16th January 2018</b>                               |  |   |   |
|--|--|---|---|
| <b>Subject</b>   | <b>Purpose</b>   | <b>Key Issues</b>   | <b>Witnesses</b>  |
| Review of Treasury Management Strategy<br><br>(P2)                   | To present Members with details of the 2018/19 Treasury Management Strategy, Capital Finance Prudential Indicators and Minimum Revenue Provision policy prior to consideration by Council. | The report will contain details of the following: - <ul style="list-style-type: none"> <li>▪ interest rate prospects in both the short-term and longer-term;</li> <li>▪ the borrowing strategy to fund the General Fund and Housing Revenue Account (HRA) capital programmes;</li> <li>▪ details of the Annual Investment Strategy;</li> <li>▪ the Minimum Revenue Provision policy; and</li> <li>▪ the associated prudential indicators for the three financial years 2018/19 to 2020/21.</li> </ul> | Interim Head of Corporate Finance – Stephen Harris  |
| Whole Authority Revenue Budget Monitoring Report 2017/18<br><br>(P2) | To inform Members of projected whole-authority revenue budget expenditure for the 2017/18 financial year.  | The report will provide information on the position of the whole-authority in respect of revenue budget monitoring for 2017/18. . Consideration will be given to actual expenditure and income to date. A projection will be made of the likely outturn (year-end) position and where significant variations against budget are identified these will be commented upon.  | Interim Head of Corporate Finance – Stephen Harris  |
| WHQS 6 Monthly Programme Update<br><br>(P2)                          | To review progress with the implementation of the WHQS Programme   | To provide members with a performance update on the delivery of the programme to include total number of properties fully WHQS compliant as well as progress against the individual elements of the programme together with projections for 2020.   | Shaun Couzens – Chief Housing Officer<br>Marcus Lloyd – WHQS and infrastructure Strategy Manager. |
| Update on Reserves<br><br>(P2) – Members Request                     | To present the Scrutiny Committee with details of the usable reserves held by the Authority.   | The report will provide detailed information on all usable reserves to ensure that that there is an opportunity for effective scrutiny of the balances held and their intended purpose.   | Interim Head of Corporate Finance – Stephen Harris  |

Policy & Resources Scrutiny Committee Forward Work Programme  
**APPENDIX 1**

| <b>Meeting Date: 27th February 2018</b>                                |  |   |   |
|--|--|---|---|
| <b>Subject</b>   | <b>Purpose</b>   | <b>Key Issues</b>   | <b>Witnesses</b>  |
| Sheltered Housing Schemes, Eastern Valley Area Remodelling<br><br>(P1) | To provide members with proposals for remodelling a small number of sheltered housing schemes in the eastern valley.   | For members to consider a number of options in relation to our sheltered housing schemes which may include improvements remodelling, alternative use and possibly demolition.                         | Shaun Couzens – Chief Housing Officer/<br>Fiona Wilkins – Public Sector Housing Manager/Angela Hiscox – Elderly Persons Housing Manager |
| Care and Repair Merger<br><br>(P3) – Member Request                    | This is an information report to provide members with an update on the merger of the Care and Repair Service between Caerphilly and Blaenau Gwent  | To update members on how the arrangements for the merger have embedded since its implementation.  | Shaun Couzens   |
| Poverty Strategy<br><br>(P3) – Members Request                         | To present an update on the Council's policy of tackling poverty.  |   | Rob Hartshorn   |
| New Build – Options for Delivery<br><br>(P1)                           | To advise Members of the new funding stream for Local Authority house building and to outline a development programme for new build Council homes. The report sets out how we will maximise the funding opportunities available over the next three years and deliver up to 46 new build homes, with an indicative total grant of £3,893,923 and indicative overall investment of £6,713,791. The report also confirms the sites available to develop, and | To confirm the new build Council Housing programme, including the preferred delivery option in order for the Council to utilise the Affordable Housing Grant funding that has been allocated to CCBC. | Shaun Couzens - Chief Housing Officer/Claire Davies – Principal Housing Officer/<br>Kevin Fortey – Housing Development Officer          |

|  |   |  |  |
|--|---|--|--|
|  | the proposed specification for new build. |  |  |
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| <b>Meeting Date: 10th April 2018</b>   |  |   |   |
|--|--|---|---|
| <b>Subject</b>   | <b>Purpose</b>   | <b>Key Issues</b>   | <b>Witnesses</b>  |
| British Telecom – Broadband Coverage and the Digital Profile<br><br>(P3) – Members Request | To present to an update on progress made providing superfast broadband services to the CCBC area following previous attendance at 28 <sup>th</sup> February 2017 meeting.      | Key issues include how the programme is: <ul style="list-style-type: none"> <li>• Supporting economic growth.</li> <li>• Reducing digital exclusion.</li> </ul> Increasing availability of Fibre to the Cabinet (FTTC) services to improve performance and download speeds. | Paul Lewis – Acting Head of IT and Central Services                             |
| Disabled Facilities Grant – Performance<br><br>(P2)  | Information report to provide Members with an update regarding Performance Monitoring of Disabled Facilities Grant and the information regarding the implementation of ENABLE. | An update on performance of Disabled Facilities Grants during 2017/18 and highlight any potential challenges that may affect delivery of the Performance Indicator. Identify any areas of improvement linked to the implementation of ENABLE.                               | Shaun Couzens – Chief Housing Officer/Claire Davies – Principal Housing Officer |
|  |  |   |   |
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| <b>Meeting Date: 29th May 2018</b> |                |                   |                  |
|------------------------------------|----------------|-------------------|------------------|
| <b>Subject</b>                     | <b>Purpose</b> | <b>Key Issues</b> | <b>Witnesses</b> |
|                                    |                |                   |                  |
|                                    |                |                   |                  |
|                                    |                |                   |                  |

Policy & Resources Scrutiny Committee Forward Work Programme  
**APPENDIX 1**

| <b>Meeting Date: 10th July 2018</b>                               |  |  |   |
|---|--|--|---|
| <b>Subject</b>  | <b>Purpose</b>   | <b>Key Issues</b>  | <b>Witnesses</b>  |
| Year End Performance for Corporate Services 2017/18<br><br>(P2)   | Performance of Corporate Services for 2017/18  | Highlighting the exceptions and looking forward to 2018/19. The future challenges, setting out key objectives/priorities for the next twelve months, and identifying areas for improvement.  | Nicole Scammell – Interim Corporate Director Corporate Services.                          |
| Wellbeing Objective WO5 – Investment in Council Homes<br><br>(P1) | To provide an update of progress against the Councils highest priorities identified within the Councils Corporate Plan 2016. | To provide an update against the Well-being Objective action plan using the Council Ffynnon scorecard which provides PI data regarding completion of internal and external works programmes and adds information on peoples satisfaction with the internal works.<br>The update of the WBO should also identify any emerging slippage or additional progress against the action plan | Shaun Couzens – Chief Housing Officer   |
| Year End Performance Housing Services<br><br>(P1)                 | Performance Monitoring   | An update on performance of the Housing Service during 2017/18, to set out the key service objectives for 2018/19 and highlight any potential challenges that may affect delivery of these objectives.   | Shaun Couzens – Chief Housing Officer<br>Christina Harry – Corporate Director Communities |
|   |  |  |   |

| <b>Meeting Date: to be confirmed</b>                        |  |  |                                      |
|---|--|--|--------------------------------------|
| <b>Subject</b>  | <b>Purpose</b>   | <b>Key Issues</b>  | <b>Witnesses</b>                     |
| Supported Accommodation<br><br>(P3)                         | This information report will update members on the progress of supported accommodation | To advise members on the progress of supported accommodation.  |                                      |
| Local Housing Strategy                                      |  |  |                                      |
| Shared Resource Service (SRS) (Special Meeting)<br><br>(P1) | To present the proposal in respect of the Authority joining the SRS.                   | The SRS is a joint committee that presently included Gwent Police, Torfaen CBC, Newport CBC, Blaenau Gwent CBC and Monmouth CBC. This collaboration provides IT Services to its Members. | Matthew Lewis SRS<br>Nicole Scammell |

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## Cabinet Forward Work Programme

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| 15TH NOVEMBER 2017   | Key Issues   | Service Area            |
|--|--|-------------------------|
| The Management of Trees  | To seek the approval of Cabinet to formally adopt a Tree Strategy, following consideration at Scrutiny Committee.  | Communities and Leisure |
| Draft Budget Proposals for 2018/19   | This report will seek Cabinet endorsement of draft budget proposals for the 2018/19 financial year based on the Provisional Local Government Financial Settlement. This will then allow for a period of consultation prior to consideration of final 2018/19 budget proposals by Cabinet and Council in February 2018. | Corporate Finance       |
| WESP 3 Year Plan   | The WESP fulfils the local authority's duty to monitor and improve standards of Welsh language, educational attainment, and it directs the appropriate use of the Welsh Education Grant funding, which is regionally administered.   | Education               |
| Free Christmas Parking Proposal for Caerphilly Town  | To seek Cabinet approval to introduce a 2 hour free parking period in all Caerphilly town pay and display car parks for two weeks in the run up to Christmas 2017.   | Engineering             |
| 29TH NOVEMBER 2017   | Key Issues   | Service Area            |
| Mid-Year Budget Monitoring (Whole-Authority).  | The report will provide details of projected Whole-Authority revenue expenditure for the 2017/18 financial year along with details of any significant issues arising. The report will also update Cabinet on progress in delivering the approved savings for 2017/18.  | Corporate Finance       |
| 13TH DECEMBER 2017   | Key Issues   | Service Area            |
| Council Tax Base   | The report provides details of the Council Tax base for 2018/19 for tax setting purposes and the collection percentage to be applied.  | Corporate Finance       |
| Proposed Closure of Pontllanfraith Leisure Centre - Outcome from the Consultation Exercise | To consider the outcome of the consultation for the proposed closure of Pontllanfraith Leisure Centre.   | Communities             |
| Air Quality Action Plan  | This report will advise Cabinet on the outcome of a public consultation exercise on the draft Hafodyrynys Air Quality Action Plan and seek approval of the final Action Plan.  | Public Protection       |

## Cabinet Forward Work Programme

### APPENDIX 2

|   |  |                      |
|---|--|----------------------|
| Write-off of Debt over £20,000 (EXEMPT)   | The report will seek Cabinet approval to write-off a debt due to bankruptcy.   | Corporate Finance    |
| <b>BMI</b>  |  |                      |
| <b>13TH DECEMBER 2017</b>   | <b>Key Issues</b>  | <b>Service Area</b>  |
| Cabinet As Trustee of BMI - BMI Annual Report and Statement of Accounts 2016/2017 | To consider and approve the annual accounts  | Economic Development |
| <b>11ST JANUARY 2018</b>  | <b>Key Issues</b>  | <b>Service Area</b>  |
| Annual Equalities Report 2016-2017  | Required   | Public Protection    |
| Update on Reserves  | To present details of the usable reserves held by the Authority and to outline proposals for the use of reserves in some areas.  | Corporate Finance    |
| Land at Plasturtwyn Terrace, Llanbradach  | To seek members' instructions in relation to the disposal of the land, which has been declared surplus. The options are<br>1. To negotiate a disposal directly with the zoned Housing Association partner, in which case affordable housing could be up to 100% or<br>2. To put the site on the market with a view to achieving a capital receipt, with affordable housing limited to a maximum of 40% | Property Services    |
| <b>14TH FEBRUARY 2018</b>   | <b>Key Issues</b>  | <b>Service Area</b>  |
| Budget Proposals 2018/19 and Medium-Term Financial Strategy 2018/2023             | To seek Cabinet endorsement of the 2018/19 budget proposals contained within this report prior to final determination at Council on the 20th February 2018.  | Corporate Finance    |
| <b>28TH FEBRUARY 2018</b>   | <b>Key Issues</b>  | <b>Service Area</b>  |
| CCBC Corporate Plan   | The Corporate Plan sets out the Councils Priorities. The Local Government Measure 2009 requires all local authorities in Wales to set and publish a set of   | Public Protection    |

## Cabinet Forward Work Programme

### APPENDIX 2

|  |   |                     |
|--|---|---------------------|
|  | priorities as is 'practicably possible' in the new financial year. The introduction of the Well-being of Future Generations (Wales) Act 2015 (WBFGA) also places a legal requirement for public bodies to set and publish 'Well-being Objectives' and publish by a specific date of no later than 31st March 2018.  |                     |
| Sheltered Housing Schemes – Eastern Valleys Area Remodelling | To provide members with proposals for remodelling a small number of sheltered housing schemes in the eastern valley, in order for members to consider a number of options which may include improvements, remodelling, alternative use and possibly demolition.   | Housing             |
| Affordable Homes New Build Proposals                         | To confirm the new build Council Housing programme, including the preferred delivery option in order for the Council to utilise the Affordable Housing Grant funding that has been allocated to CCBC.   | Housing             |
| <b>28TH MARCH 2018</b>                                       | <b>Key Issues</b>   | <b>Service Area</b> |
| The Gwent VAWDASV Strategy                                   | To seek Cabinet approval for the Regional Gwent Violence Against Women, Sexual Violence, & Domestic Abuse Strategy 2017-22. The purpose of this strategy is to set out the regional integrated approach to stop violence against women, domestic abuse and sexual violence, to improve the health and well-being of individuals and families affected by abuse and hold to account those who perpetrate such abuse. | Public Protection   |

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## **POLICY AND RESOURCES SCRUTINY COMMITTEE – 14TH NOVEMBER 2017**

**SUBJECT: WALES AUDIT OFFICE REVIEW OF THE WHQS DELIVERY PROGRAMME**

**REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES AND SECTION 151 OFFICER**

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- 1.1 The attached report, which detailed the recommendations resulting from the Wales Audit Office (WAO) review of the Welsh Housing Quality Standard (WHQS) delivery programme, together with Officers' comments and the actions proposed in response to the WAO report, was considered by Cabinet on 1st November 2017.
- 1.2 Appended to this report is an extract of the minutes of Cabinet which details the discussion on this item.
- 1.3 The Policy and Resources Scrutiny Committee are asked to note the outcome of the WAO Review of the WHQS Programme and the response from the Council which addresses its content, the issues raised therein and the proposals for improvement.

Author: R. Barrett, Committee Services Officer, Ext. 4245

Appendices:

- Appendix 1 Extract of the minutes of Cabinet held on 1st November 2017  
Appendix 2 Report to Cabinet on 1st November 2017 - Agenda Item 4

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**EXTRACT OF MINUTES OF CABINET HELD ON 1ST NOVEMBER 2017****4. WALES AUDIT OFFICE REVIEW OF THE WHQS DELIVERY PROGRAMME**

Councillor Mrs B. Jones declared an interest in this item (as having benefited from the programme) and left the meeting during consideration of this item.

N. Jenkins and R. Price attended the meeting to present their findings, conclusions and proposals for improvement as detailed within the document. As part of the WAO performance audit plan the report provided a review of the Council's arrangements to deliver the WHQS by 2020.

N. Jenkins highlighted the key issues contained within the report and referred to the scope of the review, the interviews and evidence collated from Officers, tenants and leaseholders, the conclusions drawn and the subsequent statutory recommendations (which will be followed up to ensure that they are being addressed).

The Corporate Director advised that whilst Officers accept the recommendations within the report, they do not agree with the overall conclusion made, as it does not reflect the position of the programme and evidence to justify this view was provided throughout the report and discussed at the meeting. The report also set out the individual recommendations resulting from the review together with Officers' comments on how these recommendations have or will be addressed.

It was confirmed that the programme was based on the stock condition survey and estimated component costs provided by Savill's Consultants following a 15% survey of the housing stock. Since that time, an exercise to establish the full scope of investment needed to meet WHQS by 2020, based on accurate and comprehensive information has been completed. At the time of the audit preparatory work was being undertaken in order to use this data to reprofile the programme using actual costs. This has now been completed and the programme remains financially viable. The information has also been used to compile a more detailed overarching programme but the timescales laid out in the existing programme have not changed.

With regards to the procurement strategy, it was noted that this had been developed to meet Welsh Government's improvements and efficiency targets. Internal works contracts are predicated on a fixed contract basis using the JCT form of contract and national schedule of rates (reviewed annually) and external works have been developed via various procurement routes in accordance with legislation and in order to manage the supply base, ensure capacity and encourage and grow local contractors. This is managed through a series of arrangements which included the use of the small lots exemption, frameworks and more recently a Dynamic Purchasing System (DPS).

In relation to the requirement to provide clear and transparent information to members and tenants about the current position of the programme, Officers have considered the information provided and accept the manner in which information is presented can be improved. As part of the exercise, Officers have reviewed information contained within the programme and have already made amendments to ensure it is clear, accurate and meaningful for all stakeholders.

With regards to programme management, governance and accountability these responsibilities are defined through the WHQS Board, the Caerphilly Homes Task Group, the Repairs and Improvement Group, Corporate Management Team, Policy and Resources Scrutiny Committee and Cabinet. The terms of reference of each of these groups will be reviewed to ensure that the respective groups are clear of their remit and purpose as well as ensuring that any urgent decision making required can be taken at the appropriate level.

The WAO report concluded that because of the fragmented nature of documents setting out the reprofiling programme of works, it did not believe they provide a strategic, comprehensive and integrated approach setting out clearly to tenants, councillors, officers and other stakeholders how it will meet the WHQS by 2020. By way of explanation, R. Price advised that it had been difficult to track through decisions on reprofiling and reprogramming. It was confirmed that information contained within reports has also been reviewed to ensure they are presented in a clear and transparent way and contain all relevant details so that the current position of the overall programme is easily communicated to all stakeholders. The effectiveness of the Tenant Liaison Officers had also been raised and the Chief Housing Officer clarified their role as support Officers.

Reference was also made to recommendation 3 whereby the council should ensure it has sufficient project management capacity to deliver the Council's WHQS programme effectively by 2020. In order to assist with the project management of such a major investment programme, the use of resources is being maximised through improved integration within Caerphilly Homes following changes in the management structure last year and by also utilising the services of other departments within the Council, including Building Consultancy, Grounds Maintenance, Highways Operations Group and Network Contracting Services.

During the course of the ensuing debate, concerns were expressed that the report reflects only those properties that have been completed and does not reflect the community based approach adopted whereby internal and external works are undertaken concurrently in different communities. This decision was taken to ensure that all housing communities benefit from the WHQS works at an earlier stage in the programme rather than focussing on completing all WHQS works in one community at a time. As such the information contained in the report is misleading and the comparable performance data with other authorities, although factual in relation to the number of properties completed, is not an accurate picture of the work completed to date as it is not a single method of measure and does not carry a caveat to explain how works within those authorities are programmed. To date, 85% of properties across the county borough have received either internal or external works.

With regards to views expressed by tenants as detailed in the report, R. Price advised that given the time constraints, interviews has only been undertaken with 6 tenants that sit on the Caerphilly Homes Task Group. They had also expressed concerns about the quality of work undertaken. Cabinet agreed that this was not representative of the number of tenants throughout the borough upon which to base the conclusion and subsequent recommendations and that further research should have been undertaken. Tenant satisfaction survey results show for internal works for the whole contract to date, 89% of tenants were very satisfied or satisfied, 5% neither satisfied nor dissatisfied and 6% dissatisfied or very dissatisfied. As such, the data within WAO report could not be seen as reflecting all views and had not taken into account this information. R. Price advised that this would be taken into account when the follow up report is being prepared with more interviews with stakeholders.

The Interim Chief Executive advised that Officers accept that further improvements need to be made and agree with the recommendations set out by WAO. These identified improvements are being delivered in accordance with the action plan detailed in the appendix to the report and progress on the action plan will be monitored on a monthly basis by Caerphilly Homes Project Board. It is accepted that the recommendations were following the review during March/April 2017, however at that point in time significant changes were already in the process of being made and this is demonstrated within the action plan with many tasks already completed. Officers do not agree with the overall conclusion drawn as it is felt that this statement does not offer a fair assessment of the position of the programme. The report provided information to support this view, details of which were highlighted at the meeting.

Whilst accepting that the completion of the programme by 2020 is challenging based on the current position and anticipated projections, 75% of internal works and 40% of external works are expected to be completed by March 2018. By March 2019, 94% of internal works are expected to be completed and 80% of external works. There is a plan and resources in place to complete the programme by 2020. Officers consider that the measures put in place have resulted in a significantly increased and focused rate of completions and are confident that the programme will be completed by 2020.

Following detailed debate on the content of the Wales Audit Office Report, and in noting that several conclusions had been drawn based on consultation with 6 members of the Caerphilly Homes Task Group and that it does not accurately reflect the position at that time and the way in which internal and external works had been completed, it was moved and seconded that the recommendations contained therein be noted. By show of hands this was unanimously agreed.

RESOLVED that;

- (i) following detailed debate on the content of the Wales Audit Office Report, its content and the recommendations contained therein be noted;
- (ii) as detailed in the Officers report, the response to the Wales Audit Report, which addresses its content, the issues raised and the proposals for improvement as set out therein be endorsed

The Chair thanked both N. Jenkins and R. Price for presenting the report and for responding to issues raised during the course for the debate and welcomed the review in 2019.

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## CABINET – 1 NOVEMBER 2017

**SUBJECT: WALES AUDIT OFFICE REVIEW OF THE WHQS DELIVERY PROGRAMME**

**REPORT BY: CORPORATE DIRECTOR COMMUNITIES**

### 1. PURPOSE OF REPORT

- 1.1 To present to Members the recommendations resulting from the Wales Audit Office (WAO) review of the Welsh Housing Quality Standard (WHQS) delivery programme together with officers' comments and to seek approval on the actions proposed in response to the findings resulting from the report.

### 2. SUMMARY

- 2.1 During March and April 2017, as part of the WAO performance audit plan, the WAO undertook a review of the Council's arrangements to deliver the WHQS by 2020.
- 2.2 At the time of the review, the WAO concluded that the *"majority of tenants homes remain below the WHQ Standard due to longstanding inefficient and ineffective programme management and the Council is unlikely to achieve the standard by 2020"*.
- 2.3 Whilst officers accept the recommendations within the WAO report (Appendix 1), they do not agree with the overall conclusions made, as it does not reflect the current position of the programme and evidence to justify this view is provided throughout the report and specifically addressed within the Conclusion section.
- 2.4 This report sets out the individual recommendations resulting from the review together with officers' comments on how these recommendations have or will be addressed.

### 3. LINKS TO STRATEGY

- 3.1 This report links to the Single Integrated Plan 2013-2017 priority to "improve standards of housing and communities giving appropriate access to services across the county borough".
- 3.2 Improving Lives and Communities: Homes in Wales 2010 which sets out the national context on meeting housing need, homelessness and housing related support services.
- 3.3 The National Housing Strategy 'better homes for people in Wales' sets out the Welsh Government's vision 'We want everyone in Wales to have the opportunity to live in good quality, affordable housing'.
- 3.4 Corporate Plan 2016/17 sets out the Corporate Priorities which includes 'invest in our council homes and their communities to transform lives'.

3.5 This report links most closely to the following Well-being Goals within the Well-being of Future Generations Act (Wales) 2016:

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities

#### 4. THE REPORT

4.1 As part of the 2016/17 performance audit plan, the WAO, during March and April 2017, undertook a review of the Council's arrangements to deliver the WHQS by 2020. WAO sought to answer the question "*does the Council have effective arrangements in place to enable it to meet the WHQS by 2020?*".

4.2 The WAO Review resulted in a number of recommendations which are set out below, together with comments from officers in response:-

##### **WAO Recommendations**

4.3 *R1: By September 2017, develop a comprehensive, overarching, financial and operational programme, setting out how the Council will achieve WHQS by 2020. This programme should:-*

- i) Establish the full scope of investment needed in the Council's housing stock based on accurate, comprehensive and up-to-date stock condition information.*
- ii) Set out how the Council, by March 2018 will:-*
  - (a) Review its procurement arrangements to ensure value for money.*
  - (b) Provide clear and transparent information to members and tenants about the current position of the programme and a commitment to stakeholders with accurate projected completion dates, and*
  - (c) Secure the resources needed to deliver the programme by 2020.*
- iii) contain clear and measurable milestones and relevant performance measures for delivering the programme up to 2020*
- iv) set out the programme management, governance and accountability responsibilities and arrangements so that urgent remedial action can be taken if further slippage occurs and those tasked with delivering the programme can be held to account at appropriate decision making levels*

4.4 *R2: Assure itself that it is meeting its statutory landlord responsibilities by ensuring that:*

- (i) All properties have a valid gas safety certificate in place, or are having the Council's non-compliance arrangements applied to them fully*
- (ii) Arrangements for undertaking asbestos surveys and recording the results of these surveys are robust.*

4.5 *R3: Ensure it has sufficient project management capacity to deliver the Council's WHQS programme effectively by 20210.*



## Officers' Comments/Actions

- 4.6 *R1 - By September 2017, develop a comprehensive, overarching, financial and operational programme setting out how the Council will achieve WHQS by 2020.*

### Response:

- 4.7 An exercise to establish the full scope of investment needed to meet WHQS by 2020, based on accurate and comprehensive information had already commenced at the time of the audit review and has recently been completed, which confirms that the housing business plan is financially viable and that the extent of work remains deliverable. The information has been used to compile a more detailed overarching programme but the timescales laid out in our existing programme have not changed. A holistic strategy, which captures all key information, policies, procedures and performance data relevant to the WHQS programme, has been developed and the data within it will initially be based upon current assumptions. In line with the recommendations relating to March 2018, this strategy will be further informed and refined through improvements made to Keystone (the central IT database), which will be used to provide robust data to provide a new detailed programme from 2018/19, which will be communicated to all stakeholders.
- 4.8 *R1 (i) By September 2017 establish the full scope of investment, based on accurate comprehensive and up to date stock condition information:-*
- 4.9 The Council's current WHQS programme was originally established in 2012 and adopted a community based approach whereby internal and external works are undertaken concurrently in different communities. The aim is for all housing communities to benefit from the WHQS works at an earlier stage in the programme rather than focussing on completing all WHQS works in one community at a time. To date, 85% of properties across the county borough have received either internal or external works.
- 4.10 The programme is based on the stock condition survey and estimated component costs provided by Savill's Consultants following a 15% survey of the housing stock. The information was used to inform the housing business plan and the ballot process by determining the financial viability of Castell Mynydd (the proposed delivery company if transfer took place) and CCBC delivering the programme within the timescales stipulated by WG.
- 4.11 Consideration was given to commissioning a new stock condition survey following the outcome of the ballot, but this was not progressed due to the need to procure such a service, the delays involved and the cost, which was estimated to be over £1m. Further consideration was made in 2015 but again it was decided that this would not be cost effective at the time.
- 4.12 More up-to-date condition information is in the process of being collated by utilising our own in-house surveyors to not only obtain condition information, but to also specify works for contract packages and tendering purposes. (To date approximately 80% of internal surveys have been completed and 50% of external).
- 4.13 The investment programme for 2017/18 has already been compiled, agreed and communicated to members, tenants and other stakeholders and is in the process of being delivered. Having recently completed a full review of our costs and projecting these costs forward for the delivery of the programme up to 2020, it has been confirmed that the project remains financially viable and that there is therefore no requirement to revise the programme for cost or condition reasons at this stage. However, since the WAO review was undertaken, the contractor responsible for delivering the internal works in the lower Rhymney Valley area is no longer trading. Officers have implemented contingency arrangements to minimise the impact of this unforeseen event and this will result in the in house workforce undertaking the majority of work, supported by external contractors as and when required. Again, despite this unfortunate event, due to mitigation measures available to us and the fact there has been contingency built into the programme, the delivery of the internal works by 2020 remains achievable.

- 4.14 The current programme is reviewed on an annual basis to account for any slippage, which can be as a result of a variety of issues including contractor performance, weather, unforeseen work, access, refusals, tender returns, etc. This review will need to continue on an annual basis, as some of these issues are beyond our control, but due to improvements in surveying, work packages can be prepared at an earlier stage in the process which results in better planning and programme management. The review also takes into consideration improved performance. This has occurred where the in-house service provider has completed more properties than planned during a financial year and work has to be pulled forward from future years.
- 4.15 Surveys for both internal and external works are now being undertaken for the 2018/19 financial year, and this information, together with actual costs based on recent tender returns, has been collated to calculate detailed average property costs in order to provide a more accurate investment programme up to 2020. These revised costs have resulted in a projected increase in expenditure of approximately £10M, with overall costs remaining within our borrowing headroom. Therefore the programme is confirmed as still being financially viable. This information will be used to refine our 2018/19 programme and beyond. CCBC have therefore met the WAO stated deadline of September 2017 and developed a comprehensive, overarching, financial and operational programme to demonstrate how the Council will deliver WHQS by 2020 (Appendix 2).
- 4.16 *R1(ii)(a) By March 2018, review its procurement arrangements to ensure value for money:-*
- 4.17 The WHQS programme was seen from the outset as an opportunity to link housing and regeneration outcomes. The procurement strategy and process being a facilitator to bring social and economic regeneration through a dedicated supply chain.
- 4.18 The Council had a desire to reduce its carbon footprint and embed sustainable alternatives whilst providing job opportunities. Thus the procurement strategy had clear objectives and the overarching evaluation criteria for all procurements set at Quality 60% and Price 40%.
- 4.19 Furthermore the procurement strategy was developed to meet Welsh Government's improvements and efficiency targets which included sustainability, waste reduction, carbon reduction and community benefits (included employment and training opportunities).
- 4.20 All procurements meet the requirements of the Council's standing orders for contracts, financial regulations and the wider UK Public Contract Regulations 2015. This in itself demonstrates open, fair and transparent process and as a result "Best Value" achieved against a pre-established evaluation criteria.
- 4.21 Clearly there are a number of factors to consider when administering individual procurements in order to effectively manage the supply chain and financial risk in order to deliver against the desired outcomes. E.g. the anchor contract, supply partner for all goods and materials is a long term relationship for ten (10) years. The contract has been established utilizing the NEC 3 term service contract. This reflects the Councils wish to share the financial risk of delivery of services with the supply partner.
- 4.22 This allows the Council to work with the nominated contractor to ensure all parties meet the requirements of "best value" through prices paid, delivery of social value through community benefits such as job opportunities and community funds.
- 4.23 The wider supply chain benefits are significant as over the past four (4) years the Council and supply partner have worked to establish and develop the local supply chain in and around the Caerphilly borough.
- 4.24 Internal works contracts are predicated on a fixed contract basis using the JCT form of contract and national schedule of rates (SoRs). The SoRs are reviewed annually on 1st August and facilitates price adjustments in line with national market trends.

- 4.25 External works have been developed via various procurement routes in accordance with legislation and in order to manage the supply base, ensure capacity and encourage and grow local contractors. The external works programme is managed through a series of arrangements which include the use of the small lots exemption, frameworks and more recently a Dynamic Purchasing System (DPS). The flexibility in these arrangements allows for pricing per contract opportunity and in the case of the DPS different pricing strategies depending on the specific requirement.
- 4.26 All contracts/ arrangements have key performance indicators which are currently measured by the WHQS team.
- 4.27 Members will also be aware of the agreement, at the outset of this investment programme that approximately 50% of the internal works would be carried out by the in-house workforce. Whilst, as stated by the WAO, the in-house workforce have not been subject to any competitive tendering process, value for money is considered to be provided for the following reasons and is not purely considered on cost:-
1. Not claims focused/not trading for profit.
  2. High quality service with focus on meeting tenants needs
  3. Higher levels of customer satisfaction than external contractors.
  4. Reduced number of complaints, compared with contractors.
  5. Employment of local people and sustain existing jobs.
  6. No issues with contractual challenges or claims.
  7. Directly employed with reduced use of sub-contractors.
  8. Improved performance above external contractors.
  9. Reduced requirement for supervision.
  10. Preferred choice by our tenants.
  11. More direct control with in-house team.
  12. Availability of benchmarking data.
  13. Locally available workforce in the event of contractor default.
- 4.28 A benchmarking exercise comparing in-house costs against those of external contractors was undertaken in 2014 and identified that costs based upon typical elements of work were approximately 20% higher for the in-house team. A more recent exercise undertaken internally has also confirmed that the in-house workforce costs are approximately 20% higher than external contractors undertaking similar work. However there are additional supervisory and management costs associated with project managing external contractors which are already accounted for within the in-house costs. With the demise of Compulsory Competitive Tendering, there are added costs associated with in-house services which also need to be considered. These include superannuation, living wage, leave, sickness, overheads linked to support service costs and the end of bonus schemes or price work payments arrangements. However, value for money is not based upon costs alone and qualitative factors, such as those stated in 4.22 above should also be considered. In view of all of these factors, as well as the positive feedback received from our tenants, along with the excellent performance being achieved by the in-house team, we consider that value for money is being provided.

- 4.29 Additionally, an exercise to outsource the WHQS work to our sheltered housing was developed and tenders invited. The cost of providing this service was considered excessive and a decision was made not to progress with the process in favour of using an alternative business model that focused upon the use of the in-house team. This will result in financial savings over the option to outsource this area of work and when tenants were consulted, they were very supportive of the in-house team and indicated a preference for this approach.
- 4.30 It is however accepted that on occasions very few tenders were received for the north and east areas. As part of the review to ensure value for money, tenders are evaluated and if submitted costs are considered to be high, then contracts are considered for re-tendering. However costs will depend on the construction market, with increased demand in this sector leading to increased costs, so value for money must be considered based on market conditions at the time.

R1(ii)(b) By March 2018, provide clear and transparent information to members and tenants about the current position of the programme and a commitment to stakeholders with accurate projected completion dates;

R1(ii)(c) By March 2018 to secure the resources needed to deliver the programme by 2020;

R1(iii) Contain clear and measurable milestones and relevant performance measures for delivering the programme up to 2020 and

R1(iv) set out the programme management, governance and accountability responsibilities and arrangements so that urgent remedial action can be taken if further slippage occurs and those tasked with delivering the programme can be held to account at appropriate decision making levels

- 4.31 Officers have considered the information provided to members and tenants and accept the manner in which information is presented can be improved. As part of the exercise, officers have reviewed information contained within the programme and have already made amendments to ensure it is clear, accurate and meaningful for all stakeholders.
- 4.32 Performance measures will be reassessed based upon improved surveying information and procurement activity and this will be communicated to all stakeholders in a more clear and meaningful way. The revised performance information will be shared and consulted with tenant representatives of the Repairs and Improvements Group to gain feedback on the level of information being presented and to ascertain if it is easily understood and measures what actually matters (draft proposals are attached at Appendix 3). Up to date performance information is appended to this report (Appendix 4) which provides information on the overall programme position and demonstrates that we remain on target to deliver the programme by 2020.
- 4.33 There are already significant programme management, governance and accountability responsibilities defined, through the WHQS Board, the Caerphilly Homes Task Group (CHTG), the Repairs and Improvement Group (R&I), Corporate Management Team (CMT), Policy & Resources Scrutiny Committee (P&R) and Cabinet. The terms of reference of each of these groups will be reviewed to ensure that the respective groups are clear of their remit and purpose as well as ensuring that any urgent decision making required can be taken at the appropriate level.
- 4.34 Information contained within reports has also been reviewed to ensure they are presented in a clear and transparent way and contain all relevant details so that the current position of the overall programme is easily communicated to all stakeholders.
- 4.35 A resource plan was already being progressed and implemented by officers prior to the WAO Review and significant progress has already been made in this regard. This includes the recruitment of internal resources as well as increasing the availability of external resources.
- 4.36 In relation to internal resources a business case has been approved by Corporate Management Team (CMT) to appoint additional internal resources following the decision to undertake the work to our sheltered housing schemes by utilising our in-house workforce.

This includes the appointments of an additional Project Manager, Surveyors, Clerk of Works, Tenant Liaison Officer and trade operatives.

- 4.37 A 'blanket' business case to appoint additional staff and operational resources had been approved prior to the WAO Review and is being utilised to recruit additional resources as and when required. In relation to the appointment of additional contractors, the DPS arrangement was being implemented during the review and is now fully operational and working successfully.
- 4.38 As mentioned previously, a new DPS has been put in place not just to provide external contractor support to deliver the external works in the lower Rhymney Valley, but to also act as a contingency to provide support for any internal or external works throughout the county borough. This arrangement has been operational since April, 2017 and has already proved to be very successful with 11 contracts having been awarded.
- 4.39 Unfortunately since the WAO review the contractor delivering the internal works in the Lower Rhymney Valley area has ceased trading and alternative arrangements have been put in place. The in-house workforce will now be responsible for the majority of work in this area, but they will also be supported by external contractors with smaller packages of work being issued via the DPS. This demonstrates the flexibility in the programme offered through the various contractual arrangements and the in-house workforce that is in place.

## **Recommendation 2**

- 4.40 *Assure itself that it is meeting its statutory landlord responsibilities by ensuring that:-*
- *All properties have a valid gas safety certificate in place, or are having the Council's non-compliance arrangements applied to them fully and,*
  - *Arrangements for undertaking asbestos surveys and recording the results of these surveys, is robust.*

## **Officers' Comments**

- 4.36 At the time of the WAO review 98% of the Council's properties had a valid gas safety certificate, which equated to 221 tenanted properties not having a current gas certificate. All 221 properties were being progressed via the "no access" process. The reason for this shortfall is due to access issues and whilst the Council had access procedures in place which are being utilised, it is accepted that these procedures were prolonged and could take a number of months to either gain access or to take the case to court to obtain a possession order.
- 4.41 In order to improve performance with the aim of achieving full compliance, the no access procedure has already been reviewed and now includes the introduction of charges to tenants if they fail to provide access when an appointment has been made. Continued "no access" will then result in a "Notice of Seeking Possession" being issued to the tenant. If access is still not provided, then arrangements will be made to force entry, although this will only be used as a last resort. Following the implementation of the revised no access procedure, performance has increased to 99% (81 properties outstanding) and 20 forced entries have been undertaken.
- 4.42 In relation to asbestos surveys, officers have undertaken a full review of the process to ensure that accurate data is being recorded in a timely manner and the information made available to all stakeholders via a central IT database. To support this area of work the appointment of a dedicated additional technical officer is being progressed.
- 4.43 This review will also aim to improve the integration of services and information sharing to avoid any duplication and ineffective use of resources between the WHQS delivery team and the Housing Repair Operations team. It should be noted that it is already a requirement that contractors cannot commence work on any property unless they are in receipt of an appropriate asbestos survey.

### Recommendation 3

- 4.44 Ensure it has sufficient project management capacity to deliver the Council's WHQS programme effectively by 2020.

#### Officers' Comments

- 4.45 In order to assist with the project management of such a major investment programme, the use of resources is being maximised through improved integration within Caerphilly Homes following changes in the management structure last year and by also utilising the services of other departments within the Council, including Building Consultancy, Grounds Maintenance, Highways Operations Group and Network Contracting Services.
- 4.46 As mentioned above, a business case has previously been approved which enables officers to proceed with the recruitment of additional resources without delay, either directly or via a recruitment agency. This allows resources to be brought into the programme as and when required to meet contractual demands, being mindful that post 2020, it is likely that resource levels will need to reduce.
- 4.47 The WHQS programme is overseen by the Corporate Director Communities with the Chief Housing Officer as the lead Head of Service, who is supported by a WHQS Programme Manager. This management structure is supported by a multi-disciplined WHQS and Caerphilly Homes staff structure. In order to maximise the use of skills and capacity across both teams, a restructure is already being developed with the aim of ensuring that sufficient capacity is in place to deliver the WHQS programme by 2020 and this will be further informed by the review of our systems.

### 5. CONCLUSIONS

- 5.1 The WAO have summarised their opinion of the Council's approach to delivering WHQS as:
- "The majority of tenants' homes remain below the WHQS due to longstanding, inefficient and ineffective programme management and the Council is unlikely to achieve the standard by 2020."*
- 5.2 Officers accept further improvements need to be made and agree with the recommendations set out by WAO. These identified improvements are being delivered in accordance with the action plan detailed in Appendix 5. It is accepted that the recommendations were following the review during March/April 2017, however at that point in time significant changes were already in the process of being made and this is demonstrated within the action plan with many tasks already completed.
- 5.3 Officers, therefore, do not agree with the overall conclusion drawn as it is felt that this statement does not offer a fair assessment of the current position of the programme. The following information is offered to support this view:

#### "Inefficient"

- i) The "internal/external" component approach to delivering the programme was agreed as the preferred approach following full consultation and agreement with tenants, CHTG, Policy & Resources Scrutiny Committee, Cabinet and Full Council. Furthermore, this approach is used routinely by other registered social landlords and local housing authorities and WG support this approach as a cost effective approach to delivery. Furthermore on the insistence of the Leader internal and external completions will continue to be reported separately as this has proved invaluable in pinpointing weekly instances of fluctuations in contractors' performance.

- ii) The WAO highlights that only 2.5% of tenants' homes fully met the WHQS standard. The internal/external approach taken to date has resulted with 65% (7,033) of internal works completed and 24% (2,602) external works completed. On the basis of work undertaken to date 45% of the programme has been completed. It is expected that as the number of external and internal completed works align the number of properties which fully meet the standard will increase significantly, with all properties programmed for completion by 2020.
- iii) We are able to demonstrate that the programme is providing value for money. Value for money is not measured through cost alone, tenant satisfaction rates have remained at 90% throughout the duration of the programme to date. Staff are fully committed to programme delivery. The Council's Caerphilly Homes team was awarded UK wide recognition in 2016, as "Best Housing Team" by the Association of Public Service Excellence (APSE).

**"Ineffective"**

- (iv) Whilst a full survey of the properties was not undertaken at the beginning of the programme, a sample survey was undertaken and this has since been supported with an individual property detailed survey, which is used to inform the works required, programming and financial profiling. By March 2018, 90% of tenant properties would have been surveyed and 70% had been completed at the time of the review. This completed data has been used to further improve the cost/budget plan that was originally provided from the sample survey, and using this accurate data, we remain still within the overall financial envelope for the overall programme, whilst acknowledging this has increased our projected financial profile by £10M. The programme therefore remains financially viable.
- (v) Tenant satisfaction survey results show for internal works for the whole contract to date, 89% of tenants were very satisfied or satisfied, 5% neither satisfied nor dissatisfied and 6% dissatisfied or very dissatisfied.
- (vi) The work to date has transformed people's lives by not only transforming their homes, but by also ensuring that the improvements meet the individual needs of the household. This has resulted in significant adaptations being undertaken to properties, including some work being carried out to the Royal National Institute of the Blind (R.N.I.B.) standard. Insulation and new heating work has also assisted in addressing fuel poverty, and considerable "community benefits" have also been delivered.

**"Unlikely to achieve WHQS by 2020"**

- (vii) Based on our current position and anticipated projections, 75% of internal works are expected to be completed by March 2018 and 40% of our external works. By March 2019, 94% of internal works are expected to be completed and 80% of external works. In relation to internal works specifically there are contingency arrangements in place to allow cessation of contractor involvement with remaining work available during 2019 for the in house workforce. There is, therefore, a plan and resources in place to complete the programme by 2020.
- vii) Whilst we accept that completion of the programme by 2020 is challenging, officers consider that the measures put in place has resulted in a significantly increased and focused rate of completions and officers are confident that the programme will be completed by 2020.

## **6. WELL-BEING OF FUTURE GENERATIONS**

- 6.1 The report outlines the contribution made towards the Well-being Goals as set out in the Links to Strategy section above. It is consistent with the five ways of working as defined within the sustainable development principle in the Act in that our processes have been developed in collaboration with Welsh Government and the local authority's housing partners, taking a long term approach to the development needs of the county borough. The programme itself assists the prevention agenda being delivered by our Homelessness Team and the affordable housing programme delivery plan integrates the work of the local authority alongside the work of the Housing Associations who themselves have similar aims.

## **7. EQUALITIES IMPLICATIONS**

- 7.1 This report is for information purposes so the Council's Equalities Impact Assessment process does not need to be applied.

## **8. FINANCIAL IMPLICATIONS**

- 8.1 There are no financial implications as a result of this report.

## **9. PERSONNEL IMPLICATIONS**

- 9.1 There are no personnel implications arising from this report.

## **10. CONSULTATIONS**

- 10.1 The report reflects any views of the consultees.

## **11. RECOMMENDATIONS**

- 11.1 Cabinet is asked to:-
- 11.2 Consider and comment upon the content of the WAO report.
- 11.3 Note and approve the officers' responses to the WAO proposals for improvement.

## **12. REASONS FOR THE RECOMMENDATIONS**

- 12.1 To ensure that Cabinet is aware of the review work undertaken by the WAO and the resultant findings, conclusion and proposals for improvement.

## **13 STATUTORY POWER**

- 13.1 Local Government Acts 1972 and 2003.

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Appendices:

Appendix 1 – Wales Audit Office Review of the WHQS Delivery Programme June 2017  
Appendix 2 – CCBC WHQS Programme  
Appendix 3 – WHQS Scorecard Draft  
Appendix 4 – WHQS Performance Information  
Appendix 5 – CCBC WHQS Action Plan



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# Welsh Housing Quality Standard – **Caerphilly County Borough Council**

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The team who delivered the work comprised Sara-Jane Byrne, Allison Rees, Ron Price, Nick Selwyn and Non Jenkins under the direction of Huw Rees.

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# Summary report

## The majority of tenants' homes remain below the Welsh Housing Quality Standard (WHQS) due to longstanding inefficient and ineffective programme management and the Council is unlikely to achieve the Standard by 2020

- 1 In 2001, Welsh Government set out its long-term vision for housing in Wales entitled Better Homes for People in Wales. The Welsh Housing Quality Standard (WHQS) is the Welsh Government standard of housing quality. The WHQS was first introduced in 2002 and aims to ensure that all dwellings are of good quality and suitable for the needs of existing and future residents. The Welsh Government set a target for all social landlords to improve their housing stock to meet the WHQS as soon as possible, but in any event by 2020.
- 2 To achieve the standard, all social landlords are expected to:
  - have up-to-date information on the condition of their stock gathered via a rolling programme of stock condition surveys; and
  - work to a comprehensive strategy for planned maintenance and improvement based on this information and taking into account the views and aspirations of its tenants, with the aim of keeping all homes in compliance, as far as practicable, with the standard.
- 3 The WHQS measures 42 individual elements within the following seven categories:
  - In a good state of repair
  - Safe and secure
  - Adequately heated, fuel efficient and well insulated
  - Contain up-to-date kitchens and bathrooms
  - Well managed (for rented housing)
  - Located in attractive and safe environments
  - As far as possible suit the specific requirements of the household (eg specific disabilities)
- 4 In 2012, Caerphilly County Borough Council's (the Council) tenants voted to keep the Council as their housing landlord. The Council was required by the Welsh Government, therefore, to ensure its housing stock met the WHQS by 2020.
- 5 During March and April 2017, as part of our 2016-17 performance audit plan, we undertook a review of the Council's arrangements to deliver the WHQS by 2020. We sought to answer the question: does the Council have effective arrangements in place to enable it to meet the WHQS by 2020?
- 6 We concluded that **the majority of tenants' homes remain below the Welsh Housing Quality Standard (WHQS) due to longstanding inefficient and**

**ineffective programme management and the Council is unlikely to achieve the Standard by 2020.** We came to this conclusion because:

- the majority of tenants' homes remain below the WHQS and the Council is making insufficient progress to achieve the Standard by 2020;
- there are weaknesses in the Council's arrangements to meet its statutory landlord responsibilities;
- the Council has not met all the minimum requirements of the Welsh Government's WHQS policy because it lacks a comprehensive programme that sets out to stakeholders how it will meet the Standard by 2020;
- the Council does not have adequate and up-to-date stock condition information to enable it to shape its housing investment programme;
- the Council has a range of mechanisms to engage with tenants about WHQS but these are ineffective and are not being used to shape planning and drive performance;
- the Council is unable to ensure that it is achieving value for money in delivering its WHQS works; and
- arrangements to oversee, challenge, monitor and scrutinise the progress of the WHQS programme are weak and fail to provide sufficient oversight of the totality of the programme.

## Recommendations

- 7 To assist the Council in making the required improvement we have set out some recommendations in the table below. The Council is required by the Local Government Measure to prepare a statement of any action that it proposes to take as a result of this report, and its proposed timetable for taking that action. This must be prepared within 30 days of receipt of this report.

Exhibit 1: Recommendations on action to achieve the WHQS by 2020

| Recommendations  |  |
|--|--|
| <b>The Council should take urgent action to achieve WHQS by 2020. It should:</b> |  |
| R1   | <p>By September 2017, develop a comprehensive, overarching, financial and operational programme setting out how the Council will achieve WHQS by 2020. This programme should:</p> <ul style="list-style-type: none"><li>• establish the full scope of investment needed in the Council's housing stock based on accurate, comprehensive and up-to-date stock condition information;</li><li>• set out how the Council, by March 2018, will:<ul style="list-style-type: none"><li>– review its procurement arrangements to ensure value for money;</li><li>– provide clear and transparent information to members and tenants about the current position of the programme and a commitment to stakeholders with accurate projected completion dates; and</li><li>– secure the resources needed to deliver the programme by 2020.</li></ul></li><li>• contain clear and measurable milestones and relevant performance measures for delivering the programme up to 2020; and</li><li>• set out the programme management, governance and accountability responsibilities and arrangements so that urgent remedial action can be taken if further slippage occurs and those tasked with delivering the programme can be held to account at appropriate decision making levels.</li></ul> |
| R2   | <p>Assure itself that it is meeting its statutory landlord responsibilities by ensuring that:</p> <ul style="list-style-type: none"><li>• all properties have a valid gas safety certificate in place, or are having the Council's non-compliance arrangements applied to them fully; and</li><li>• arrangements for undertaking asbestos surveys and recording the results of these surveys are robust.</li></ul>   |
| R3   | <p>Ensure it has sufficient project management capacity to deliver the Council's WHQS programme effectively by 2020.</p>   |

# Detailed report

## The majority of tenants' homes remain below the WHQS and the Council is making insufficient progress to achieve the Standard by 2020

- 8 In line with the approach agreed by the Caerphilly Homes Task Group in September 2012, the Council adopted a community based approach whereby internal and external works are undertaken concurrently in different communities. The aim is for all housing communities to benefit from the WHQS works rather than focusing on completing all WHQS works in one community at a time. The work is split between the Council's in-house work force and contractors and, with the exception of sheltered housing, there are separate sequences for internal and external works.
- 9 In February 2017, the Council reported to its Policy and Resources Scrutiny Committee that as at December 2016, it had completed the internal works on 1,567 houses against an annual target of 1,692 (93%). The Council also reported that it had completed external works on 584 houses against an annual target of 1,992 (28%). For both internal and external works, this is an improvement on its 2015-16 end-of-year performance when the Council completed internal works to 1415 properties and external works to 203 properties.
- 10 The Council acknowledged that there was a slight underachievement in its 2016-17 quarter three performance for completing internal works and that external works completions were lagging well behind target.
- 11 Therefore, it is evident that the Council's approach has not been implemented as intended and internal works are being completed prior to external works in most cases. Interviewees informed us that this approach has posed some issues for the Council. For instance, we were informed of examples where contractors were arriving at properties to install kitchens but were unable to do this due to problems with damp. The Council informs us that this only relates to approximately 110 houses but the Council has not yet completed its surveys to fully understand the extent of external works required.
- 12 The Council tells us that as at May 2017, it has completed the internal works on 5,500 properties (50%) and external works on 1,300 properties (12%). However, the Council has not reported publicly this cumulative performance for internal and external completions since the start of the programme. The Council has not yet reported its 2016-17 end-of-year performance. The Council must complete both the internal and external works to meet the WHQS.
- 13 In our national report on progress in delivering the WHQS, published in January 2012, we reported that the Council had estimated that 10% of its housing stock would meet the WHQS by 31 March 2013, with 20% by 31 March 2017 and 100% compliance by 31 March 2020.



- 14 However, the Council did not start the WHQS works on its properties until 2015. As at March 2016, after the WHQS programme had been running for two years, the Council declared to Statistics for Wales<sup>1</sup> that only 252 out of its 10,852 properties (2.53%) were fully compliant with WHQS, meaning that 97% of properties were not yet up to the required standard.
- 15 **Exhibit 2** below also shows that the Council's performance compares poorly with other Welsh Councils in meeting the WHQS.

**Exhibit 2: Welsh Housing Stock owning councils' WHQS comparative performance as at 31 March 2016**

The following table illustrates the comparative situation as at 31 March 2016 for Welsh Housing stock owning Councils<sup>2</sup>.

| <b>Council</b>                 | <b>Housing stock at 31 March 2016</b> | <b>Fully WHQS compliant as at 31 March 2016</b> | <b>Compliant stock subject to acceptable fails as at 31 March 2016</b> | <b>Non-compliant stock at 31 March 2016</b> | <b>Percentage of compliant stock at 31 March 2016</b> |
|--------------------------------|---------------------------------------|---|--|---|---|
| <b>Caerphilly</b>              | 10,852                                | 252   | 22   | 10,578                                      | 2.53  |
| <b>Isle of Anglesey</b>        | 3,780                                 | 2,461   | 1,319  | 0   | 100   |
| <b>Denbighshire</b>            | 3,411                                 | 3,286   | 125  | 0   | 100   |
| <b>Flintshire</b>              | 7,176                                 | 24  | 0  | 7,152                                       | 0.34  |
| <b>Wrexham</b>                 | 11,226                                | 2,170   | 534  | 8,522                                       | 24.1  |
| <b>Powys</b>                   | 5,348                                 | 4,690   | 0  | 658   | 87.7  |
| <b>Pembrokeshire</b>           | 5,659                                 | 4,986   | 673  | 0   | 100   |
| <b>Carmarthenshire</b>         | 9,003                                 | 8,014   | 989  | 0   | 100   |
| <b>Swansea</b>                 | 13,493                                | 377   | 2,057  | 11,059                                      | 18.04   |
| <b>Vale of Glamorgan</b>       | 3,881                                 | 1,614   | 148  | 2,119                                       | 45.41   |
| <b>Cardiff</b>                 | 13,452                                | 10,088  | 3,364  | 0   | 100   |
| <b>Total Local Authorities</b> | 87,281                                | 37,962  | 9,231  | 40,088                                      | 54.08   |

<sup>1</sup> Statistics for Wales (Stats Wales) is a free-to-use service that allows you to view, manipulate, create and download tables from Welsh data.

<sup>2</sup> Source: Statistics for Wales: **Statistical first release: Welsh Housing Quality Standards**: 6 October 2016: SFR 135/2016.

- 16 During our fieldwork in March and April 2017, officers informed us that there was little dialogue between the Council's WHQS and the Housing Repair Operations teams in the first two years of the Council's WHQS programme. More recently, the Council has integrated the management of the WHQS and Housing Operations teams. Housing teams outside the WHQS Delivery Team are now contributing to the delivery of the programme. For example, the Council informs us that its Building Consultancy team are undertaking feasibility studies to some of the Council's sheltered housing schemes. Members and officers informed us that they felt the integration of the housing teams was having a positive impact on progress. However, the Council's overall performance in meeting the WHQS is such that tenants are not yet receiving the tangible benefits from the integration of the housing teams.
- 17 As at 13 April 2017, the Council's Keystone asset management system shows only 33 properties currently meeting the WHQS for external WHQS elements, and 3,730 properties currently meeting the WHQS for internal WHQS elements. The Council acknowledges that there is a delay in updating WHQS completion data into Keystone and that officers use other methods to understand performance. However, at the time of our fieldwork during March and April 2017, members and officers were unable to tell us how many properties currently meet WHQS and evidence how they were going to ensure the significant backlog of work to achieve WHQS by 2020 was going to be addressed.
- 18 As a result of repeated slippage in delivering the Council's planned schedule of works, the Council has reprofiled its WHQS programme a number of times, most recently in February 2017. We accept that in a programme of this size, there will be a need to review and update the level of works required but the Council's progress continues to fall behind its own schedule, particularly for its external works.
- 19 The Council has recently implemented a new contractual process, the Dynamic Purchasing System (DPS), to attract a wider cohort of contractors. The arrangement will provide contingency options borough-wide and cover both internal and external works. At the time of our fieldwork in March and April 2017, the Council still did not have a contractor in place to undertake the external works to tenants' homes in the Lower Rhymney Valley. The Council hopes that the recent introduction of the DPS will help resolve this issue.
- 20 The Council has a number of sheltered housing schemes that suffer from low demand due to their design and location. The Council has taken six schemes out of the WHQS programme as it has identified these for possible remodelling as they are not fit for purpose. Feasibility studies are ongoing to establish if the schemes could be improved, but the Council has yet to make a decision on these. The Council has incorporated the remaining sheltered housing schemes into its WHQS programme.
- 21 We also found that the Council's arrangements to engage with leaseholders are underdeveloped. The Council has 419 leasehold properties. The Council no longer has a leaseholders' forum. The Council informed us that this was due to forum

members not fully engaging in the forum. In February 2017, members of the Caerphilly Homes Task Group suggested that such a forum should be set up and officers confirmed that this could be explored.

- 22 The Council feels that it has appropriate procedures in place for liaising with leaseholders but during our fieldwork in March and April 2017, interviewees informed us these procedures were not always being followed resulting in tenants subsidising leaseholders for works being carried out. Arrangements to schedule and complete WHQS works to leasehold properties, for example works to common roofs, and external property elements, are unclear. This could potentially hold up the delivery of WHQS work to other Council properties unless resolved. The Council recognises that its approach to leasehold properties is not captured in an integrated strategy. We believe this is key to ensure that improvements to leasehold properties are undertaken effectively.
- 23 The Council set aside £10.6 million to deliver the requirements set out in Part 6 of the WHQS to ensure that 'all dwellings should be located in an environment to which residents can relate and in which they can be proud to live'. This is a key aspect of the Council's wellbeing objective 'Investment in Council homes to transform lives and communities'. The Council's report to the Policy and Resources Scrutiny Committee in February 2017 states that over 100 small local schemes have been approved and it is in the process of consulting tenants to identify further schemes. However, the Council acknowledges that it has been slow to deliver these improvements. Work at Lansbury Park, which includes some hard and soft landscaping, a community garden and removal of a footbridge, has recently started.

## There are weaknesses in the Council's arrangements to meet its statutory landlord responsibilities

- 24 At the time of our fieldwork in March and April 2017, there were over 400 Council properties, which did not have a valid CP12 gas safety certificate. As at 28 April 2017, the Council has improved this position as just over 98% of the Council's properties have a valid CP12 gas safety certificate, meaning that 221 tenanted properties do not.
- 25 The Council has procedures in place to address issues of non-access but at the time of our fieldwork in March and April 2017, we were concerned that there were delays in taking action in accordance with these procedures. As at 28 April 2017, there were 12 properties where gas safety checks were over six months overdue, with three of these being more than a year overdue. The Council needs to assure itself and its tenants that it is taking all reasonable steps to meet the requirements of The Gas Safety (Installation and Use) Regulations 1998 and associated statutory landlord responsibilities.

- 26 Given that we have previously raised concerns about the Council's gas servicing performance, this long-standing issue is of serious concern. In 2008-09 we undertook a review of the Council's voids and concluded that the Council's systems for managing gas servicing had some significant weaknesses and we made six related recommendations<sup>3</sup>. Our recent review suggests these issues have still not been fully resolved.
- 27 The Council has decided to service its solid fuel appliances twice per year, although it only has a legal responsibility to provide an annual service. We understand the Council has recently appointed new contractors to undertake its gas service testing and that this has impacted upon performance as the new contractors become familiar with the Council's procedures.
- 28 We also found that the Council's arrangements for undertaking and recording of asbestos surveys of its housing stock are flawed. Some properties have been surveyed more than once due to inadequate recording of information. This is not only inefficient but also dangerous as there is a risk properties are not being surveyed for asbestos and contractors undertaking works in properties without understanding if asbestos exists. This poses significant health risks for contractors and tenants and underlines the need for up to date and accurate stock condition information.

## The Council has not met all the minimum requirements of the Welsh Government's WHQS policy because it lacks a comprehensive programme that sets out to stakeholders how it will meet the Standard by 2020

- 29 Since the tenants' vote in 2012, the Council has undertaken very limited works during the first two years, due in part to it facing procurement challenges, when getting contracts in place took longer than expected. The Council's senior management informed us that the Council did not commence WHQS works on its properties until 2015.
- 30 Achieving the WHQS is a key priority for the Council with a budget of about £220 million. The Council's senior management feel it has taken steps to accelerate the programme during the last two years, including making management changes and integrating the Council's WHQS and housing maintenance teams.

<sup>3</sup> Our report is available on the Council's [website](#):

- 31 With two and a half years to go, the Council is confident it will meet the WHQS by 2020. We do not share this view. The Council has not met the key WHQS milestones set by the Welsh Government<sup>4</sup>:
- the Council lacks accurate stock condition survey data to base investment decisions on; and
  - the Council has not finalised its programme for investment to achieve the WHQS based on accurate stock condition information.
- 32 The Council makes reference to its Local Housing Strategy in its WHQS related reports but this strategy was developed in 2008 and expired in 2013. The Council has a WHQS investment strategy and business plan. There are also regular reports setting out the reprofiled programme of works. However, because of the fragmented nature of these documents, we do not believe that they provide a strategic, comprehensive and integrated approach setting out clearly to tenants, councillors, officers and other stakeholders how it will meet the WHQS by 2020. The Council's approach has been reactive and tactical rather than planned and strategic. This is evident by the frequent reprofiling of the WHQS programme due to ongoing slippages.
- 33 The lack of a comprehensive programme and strategic approach, which is collectively owned by Members and officers, means that common integrated arrangements and policies for dealing with empty void properties, responsive and planned maintenance, housing allocations, pre-inspections of forthcoming empty properties, actions to deal with non-traditional house types and other key housing issues are not well defined.
- 34 We believe that the Council would benefit from an integrated programme plan which sets out:
- all the key activities which contribute to meeting the WHQS and the wider outcomes the Council is aiming to achieve. This would help the Council consider the relationships and dependencies between all these activities in an integrated way.
  - clear expectations for stakeholders including accurate timescales for when tenants can expect work to be undertaken on their homes.
  - the key milestones for delivery and required resources and inputs to do this.
  - how the Council will monitor and control the programme, including how the Council will monitor its progress in achieving its desired objectives and outcomes (in line with Council's wellbeing objective).
  - the full level of investment needed based on up to date, accurate and comprehensive stock condition information.

<sup>4</sup> Welsh Government and Housemark Cymru, [The Welsh Housing Quality Standard, Revised Guidance for Social Landlords on Interpretation and Achievement of the Welsh Housing Quality Standard](#), July 2008

- 35 It is important that stakeholders, including members and tenants, understand and own the plan.
- 36 During our fieldwork in March and April 2017, members of the Caerphilly Homes Task Group expressed considerable frustration about the delivery of the WHQS programme and raised concerns about the quality of some of the works undertaken.

## The Council does not have adequate and up-to-date stock condition information to enable it to shape its housing investment programme

- 37 The Council has spent £110 million from 2012-13 to 2016-17 in delivering its WHQS programme yet it still does not have a comprehensive understanding of the condition of its housing stock. This significantly impacts on the Council's ability to plan, procure and give accurate programmes of work to contractors and the Council's internal Housing Repair Operation to deliver WHQS works effectively.
- 38 The Council commissioned a stock condition survey in 2008 to inform its housing ballot. The survey only covered a 15% sample of the Council's housing stock. The Council started the WHQS programme without knowing accurately the extent of non-compliance with the WHQS in its housing stock.
- 39 During our interviews, members and officers acknowledged that the 2008 survey information is insufficient and out of date but it is still using this to cost and direct WHQS works. Our fieldwork in March and April 2017, found that the Council had been aware of this concern for some time. Tenant representatives have raised frustrations about this, including to the Policy and Resources Scrutiny Committee in February 2017. In 2016, the Council's WHQS Board decided against undertaking a new stock condition survey. We have not seen evidence that there was a robust assessment of the costs, practicalities, impact and benefits to this decision to not undertake a new survey. We have not seen evidence that this issue was considered by Council or Cabinet.
- 40 In the past 12 months, the Council's in-house Direct Labour Organisation (DLO) team has been undertaking surveys on internal WHQS works of the Council's housing stock in order to provide more accurate information to help base future work projections on actual costs. The Council is also undertaking surveys to better understand the level of external works needed. The Council has informed us that as at June 2017, it has completed surveys for approximately 75% of internal works and 50% of the external works. It is aiming to have a 100% stock condition survey by 2019.
- 41 Given that the Council only has 2.5 years left to meet WHQS, it is concerning that it did not undertake these surveys earlier. It underlines our view that the Council lacks a strategic approach to managing the WHQS programme.

- 42 The Council feels that the most recent survey work together with the condition survey undertaken in 2008 provides them with reliable estimates to plan and undertake the necessary WHQS works. However, we found that the information from the Council's surveys is not always being recorded accurately and in a timely way on the Council's housing management system, Keystone.
- 43 At the time of our fieldwork in March and April 2017, the Council was unable to tell us how many of the Council's 10,852 properties have been surveyed by its in-house team, because of delays in loading information into Keystone. The Council's Keystone asset and contract management system does not provide fully accurate information to enable the Council to keep track of progress on the WHQS programme in a timely way, and there are gaps in recording information.

## The Council has a range of mechanisms to engage with tenants about WHQS but these are ineffective and are not being used to shape planning or drive performance

- 44 The Council has a tenant communication strategy and a range of ways to engage with tenants and their representatives.
- 45 The Council has 14 Tenant Liaison Officers (TLOs), who are seen by officers and members as a valuable resource for the WHQS programme. It is positive that these officers have been trained on areas such as safeguarding, mental health and domestic abuse. The TLOs can advise tenants on wider issues and they provide the link across the Council and with partner agencies to support tenants. Two of the 14 TLOs provide specific support to tenants receiving work as part of the Council's sheltered housing programme. In addition to the 14 TLOs, the Council has two Specialist TLOs who are qualified Occupational Therapists.
- 46 The primary role of the TLO is to act as the interface between tenants and the in-house team or contractor undertaking the improvement works and to support the tenants whilst the work is underway. TLOs provide face-to-face contact with tenants and individual letters are sent to properties to inform tenants of forthcoming improvement works. The Council also informs us that every tenant receives a visit from the relevant TLO before the work starts.
- 47 The Council's 2016-17 customer satisfaction survey shows that 92% of respondents acknowledged that a TLO visited their home to discuss the work that would be undertaken. However, the Council's satisfaction survey only measures the satisfaction of those tenants who have received works to their homes. The Council does not survey those tenants who were due to receive works, but did not.
- 48 Tenants' representatives expressed some dissatisfaction with the TLOs to us during our fieldwork in March and April 2017, suggesting that they were not always available when works were underway. Councillors and tenants have also

expressed concern about the quality of improvement works undertaken, for example, at meetings of the WHQS Board and Caerphilly Homes Task Group.

- 49 The Council would benefit from reviewing its methods of measuring customer satisfaction so that it can capture feedback raised elsewhere. Given that the TLOs are intended to be the interface between the contractor and the tenant, the issues around the quality of works undertaken suggests that there is scope to improve the effectiveness of the TLOs.
- 50 Other mechanisms the Council has available to engage tenants include the Caerphilly Homes Task Group (CHTG), which consists of seven councillors and seven tenants. Whilst this is not a decision making group it can make recommendations to the Council. All Council reports relating to WHQS go through the CHTG including scrutiny reports, monthly WHQS board reports and WHQS quarterly monitoring reports. It was positive to observe tenants' representatives having the opportunity to share their views with the Council's Policy and Resources Scrutiny committee in February 2017. However, despite the tenants' representatives stating that the WHQS programme was having a detrimental rather than transformational impact on people's lives, the Scrutiny Committee did not sufficiently consider the concerns raised by the tenants' representatives at the meeting about elements of the programme.
- 51 One of the Council's 2017-18 wellbeing objectives is investment in Council homes to transform lives and communities, specifically 'to take steps to ensure the physical standard and condition of our housing stock, be improved and maintained to the Welsh Housing Quality Standard (WHQS), helping to improve the quality of life for the people who live in those homes'. This has been one of the Council's improvement objectives for a number of years. 'Investing in our council homes and their communities to transform lives. Rebuilding and refurbishing Council homes so they meet the Welsh Housing Quality standard by 2020' is one of the Council's corporate priorities.
- 52 However, it is evident that tenants and their representatives are frustrated with the Council's progress in delivering the necessary improvement works to their homes. They have raised their concerns about this and the quality of works undertaken with members and officers, but these are not always fully reflected in reports. For example, the report to the Council's Policy and Resources Scrutiny Committee in February 2017 states that 'customer satisfaction levels remain high'. This differs from the views of tenant members of the CHTG which expressed considerable concern to us about the quality of work being completed by the external contractors. Our review of a sample of the minutes of the meetings of the WHQS Board shows that this also differs from the information reported to the WHQS Board by senior members. As stated in paragraph 48, the way the Council measures tenant satisfaction is flawed. It only measures the satisfaction of those tenants who have just received works to their homes. It does not include those who were due to have works undertaken but did not.



- 53 The Council produces a tenants' newsletter twice a year. However, the information the Council has provided to tenants about the expected completion dates of works within its newsletters has been misleading and unhelpful. For example, the Council's summer 2016 tenants' newsletter included a schedule of works where the projected completion dates were 2013-14, 2014-15 and 2015-16 with no explanation of why they did not happen, or an indication of when the works would now be completed. Tenants' representatives are not aware of the Council's plans for delivering the WHQS and the Council's frequent changes to the programme have left them disillusioned. Tenants are largely unaware of when their homes will be brought up to an acceptable standard.
- 54 In addition to the newsletters, the Council uses other forms of media to share information about WHQS, including the Council's Newsline, community roadshows and social media. It has run a number of borough-wide and community events, where there are boards which display the programme timeline, and the public have the opportunity to discuss it with officers. The Council often runs these events in partnership with other agencies, such as Gwent Police, Communities First and the Gwent Association of Voluntary Organisations (GAVO).
- 55 The Council is also about to review its tenant communications strategy and plans to hold a session with tenants to understand what information they want from the Council.

## The Council is unable to ensure that it is achieving value for money in delivering its WHQS works

- 56 The Council has a budget of approximately £220 million to meet the WHQS. From 2012-13 to 2016-17 it has spent nearly £110 million in delivering the WHQS programme. As at the end of March 2016, only 2.53% of the Council's homes met the WHQS. As at 16 May 2017, the Council has not reported how many of its homes met the WHQS by the end of 2016-17 or been able to provide us with this information. We recognise that the Council has focused its attention on undertaking works to the internal elements of its properties to date, but the Council has yet to bring 10,578 properties up to the WHQS and has two and a half years remaining to do this.
- 57 As shown in [Exhibit 3](#) below, the Council has underspent against its annual WHQS budgets over the last four years. This suggests that tenants have continued living in housing that does not meet the WHQS, while the Council has been unable to deploy its resources to deliver an effective programme of improvements. In the last four years, the Council's underspends have ranged between 6% and 47%. For the financial year 2016-17, it underspent by 18.7% on WHQS investment programmes. Poor management and delivery of investment are continuing to hinder the Council achieving the WHQS by 2020. At the time of our fieldwork during March and April 2017, the Council still did not have any certainty about what elements of the

properties it needed to address until the survey of each property had been completed.

- 58 Although it has underspent, the Council has spent substantial financial resources on the WHQS programme to date without effective progress being made. Whilst the Council is making progress on completing the necessary internal works, progress on external works is significantly behind schedule. The Council believes that it can complete the external works by 2020 but according to the information the Council provided to Statistics Wales, as at March 2016 only 2.53 % of its homes are fully compliant with WHQS. As a consequence of uncertainty about what elements of properties needed addressing, resources were not used effectively during the first two years of the WHQS programme. For example, we were told by members we interviewed that 'roofs were replaced that didn't need it'.

**Exhibit 3: Caerphilly County Borough Council's WHQS expenditure and budget over the past four years.**

| <b>Financial year</b> | <b>Budget</b>     | <b>Total expenditure</b> | <b>Underspend</b> | <b>Proportion underspent</b> |
|-----------------------|-------------------|--------------------------|-------------------|------------------------------|
| 2013-14               | £15.553 m         | £14.649 m                | £0.903 m          | 6.1%                         |
| 2014-15               | £28.813 m         | £15.344 m                | £13.469 m         | 46.7%                        |
| 2015-16               | £36.29 m          | £28.623 m                | £7.657 m          | 21.1%                        |
| 2016-17               | £38.591 m         | £31.4 m                  | £7.2 m            | 18.7%                        |
| <b>Total</b>          | <b>£119.247 m</b> | <b>£90.016 m</b>         | <b>£29.2 m</b>    | <b>24.5%</b>                 |

\* In addition to the expenditure above, the Council spent £20 million in 2012-13 on WHQS.

- 59 The Council does not have a grasp of how much WHQS work costs or whether that represents value for money. The Council's reporting on value-for-money issues relating to WHQS has been very limited. The Council has allocated work to its Housing Repair Operation (HRO) without understanding the competitive aspects of the work, and in a situation where the HRO does not have basic information, for example, about the cost of materials that it purchases.
- 60 The Council entered into a single source supply arrangement for all materials in relation to Council-house maintenance and the WHQS programme in 2012. This arrangement has provided some benefits in terms of economies of scale, consistent product specification and quality, and enabled the Council to close its own stores and use the buildings for other purposes.
- 61 The Council undertook a benchmarking exercise of this arrangement in 2014, which resulted in price renegotiations. Internal Audit also undertook a review in May 2016 to ensure compliance with the terms and conditions of the contract and to establish whether in-house processes and procedures are adequate to ensure

that the correct benefits and liabilities of the supply arrangements are calculated and agreed.

- 62 The single source supply contract is a contract where a price list is used, which includes incentivisation in the form of a pain/gain mechanism. The prices as tendered become the target price for that period and the Supply Partner will be paid the defined cost of the goods and materials supplied. If the defined cost is less than the prices, the supply partner will be paid 30% and the Council 70%; this is in effect the gain. If the defined cost exceeds the target prices, the Supply Partner will contribute 30% towards the extra cost; this is in effect the pain.
- 63 Internal Audit concluded that the systems and procedures in place were, in the main, unsatisfactory and a number of control weaknesses existed. Internal Audit also found that the pain/gain aspect of the contract was providing money for the Council but not to the level expected, in part due to insufficient ordering of materials being undertaken in advance. We understand that the Council's response to the Internal Audit report explained that the contract was only open to the WHQS and HRO spending, so the Council could only order materials required by these two teams. Nevertheless, we believe this again supports our view that the Council lacks a strategic approach underpinned by robust stock condition information that would enable it to forward plan the level of works and materials needed in order to maximise the benefits of its contractual arrangements.
- 64 The Council has recently commissioned consultants to undertake a review of its single source supply arrangement.
- 65 Contract performance reports are provided periodically to the WHQS Board and the Board has called in contractors to discuss and challenge performance. The Council has been concerned about the progress and quality of works undertaken by one of its external contractors. The Council has explained to us that it previously had issues with the other contractors, but is confident that it has now addressed these.
- 66 The in-house team is now also responsible for delivering the WHQS works to the Council's sheltered housing schemes. Tenants have been positive about the quality of the works undertaken by the in-house team. The Council informs us that it decided to use its in-house team for its sheltered housing schemes following a comparison against the tendered works and considerations of other factors such as the vulnerability of its tenants. It is not clear if this constituted a formal competitive process to ensure that the use of the in-house team provides value for money. The Council also tells us that it had previously compared the costs and value of its in-house team against contractors but the Council has not provided us with the evidence to demonstrate that this was the case.
- 67 The lack of a strategic programme also suggests that the Council has not yet considered if the increasing use of its in-house team is sustainable or provides value for money.

68 The Council has undertaken workshops with local companies to help them understand the Council's procurement process so as to facilitate greater take-up/use of local contractors. As part of their community benefit clauses, the Council's contractors are also required to undertake six Meet the Buyer events during the course of the contract.

## Arrangements to oversee, challenge, monitor and scrutinise the progress of the WHQS programme are weak and fail to provide sufficient oversight of the totality of the programme

69 The Council has a number of arrangements to oversee and challenge its progress in meeting WHQS. This includes the WHQS Board, Caerphilly Homes Task Group (CHTG), a Tenants Council, Cabinet and scrutiny committees. However, these governance arrangements have not been fully effective and roles and responsibilities have become blurred. Both the WHQS Board and the CHTG have been focused on operational detail and there has been a lack of corporate overview of the WHQS programme. Because the Council felt these arrangements were sufficient, WHQS is not part of its Business Improvement Board arrangements set up in 2016 to provide corporate oversight of its major projects.

70 Performance management and reporting of the WHQS programme have been poor. WHQS performance and progress reports do not show progress of the WHQS programme in a clear and understandable way. Significant amounts of information are presented, but officers do not report progress against the programme as a whole to show the numbers of properties which meet the WHQS. Reports tend to focus on progress against the internal and external works and due to a number of 're-profiling' exercises the exact current position is difficult to identify. This hampers members' and tenants' ability to understand the true up-to-date picture and to challenge performance effectively.

71 Members are not providing sufficient leadership or challenge to the WHQS programme to ensure that tenants live in homes that are in line with the WHQS. Whilst members of the Policy and Review scrutiny committee did ask some relevant questions at the meeting in February 2017, for example, about accessing properties, they did not take the opportunity to rigorously challenge the Council's poor performance in meeting WHQS. A number of members thanked the officers for their hard work and improvement, despite acknowledging issues about quality and having listened to tenants' representatives express frustration.

72 Reasons for the lack of progress with achieving WHQS are not well understood or reported in a clear and transparent way. Officers have reported to members that one of the reasons for the slippage of the internal works programme is the inability to gain access to properties. However, the Council's data systems do not capture this information, and reports to Cabinet, the CHTG and the Policy and Resources

Scrutiny Committee do not quantify the extent of the problem or provide adequate reasons for what is being done to mitigate the issue. At the Policy and Resources Scrutiny Committee in February 2017, councillors asked officers to provide this access to properties information so that they could understand the issue better and see what they could do as ward members to help address this. Officers did not have this information to provide to the members at the meeting. In their response to our draft report, officers stated that the issue of no access had not had any major impact on the Council's progress and relates to internal works only. Nevertheless, it is important that officers and councillors fully understand the reasons for no access so works can be planned and undertaken effectively.

- 73 The Council has set itself the objective that delivering WHQS works will 'transform people's lives'. In February 2017, officers provided a report to the Policy and Resources Scrutiny Committee on the Council's progress in meeting its wellbeing objective WO5 – 'Investment in Council homes to transform lives and communities'. The report emphasises that the Council's investment in its council houses was not just about delivering the WHQS but also to aspire to transform homes, lives and communities. The report highlights the employment opportunities that have been created through the inclusion of community benefit clauses in WHQS contracts. For example, the report states that as at December 2016, 68 permanent full-time opportunities with contractors and 83 full-time opportunities within the Council had been created, as well as the creation of 53 apprenticeships. The report also highlights other benefits that have been delivered.
- 74 However, the measures that the Council is using to monitor progress in achieving its 'Investment in Council homes to transform lives and communities' wellbeing objective are primarily focused on delivering the WHQS rather than delivering wider benefits and outcomes to tenants and communities. The Council informs us that it has information to demonstrate that its work is having a positive impact on people's lives, such as case studies of tenants who have benefitted from adaptations. However, currently the Council is not reporting this to members and the public effectively.
- 75 The Council has lacked robust and effective programme management of its WHQS works. Primarily as a result of problems awarding contracts, the Council was slow to start its WHQS works and we feel the Council has been catching up with issues rather than taking a considered and strategic approach. It has spent £110 million to date on WHQS but it still has significant work to do to achieve WHQS by 2020. The Council is confident that it will complete the required internal works ahead of schedule but recognises there is a risk it may not complete the necessary external works. The Council tells us that it is working hard to take steps to mitigate this risk, but based on the Council's performance to date and the findings from our review, we are not assured that the Council will meet WHQS by 2020.
- 76 The Council has reduced its risk rating of failing to achieve WHQS by 2020 from 'red' to 'amber'. This is despite the Council's poor performance and the absence of a comprehensive strategic approach to address this. Given our findings, we feel this remains a significant risk for the Council.

- 77 We have concerns about the capacity of the directorate to manage the WHQS programme. WHQS now sits within the Directorate of Communities, which also covers other large priority service areas including waste and leisure. We understand teams are working hard to try to deliver WHQS but they do not have adequate direction and oversight to accelerate progress.
- 78 As the Council is aware, we have previously raised concerns about the Council's overview and management of its large priority programmes, including leisure. Our findings about WHQS have escalated these concerns.

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# WHQS - Internal Works Programme

# Appendix 2

| Community Area                                     | Number of Properties in Community | Internal Contract Name                              | Internal Contract Year | Contract Completed       |
|--|-----------------------------------|---|------------------------|--------------------------|
| ABERBARGOED LOWER                                  | 47                                | INT16C-UC14 ABERBARGOED LOWER - PHASE 1             | 2016/17                | Y                        |
|  |                                   | INT16C-UC15 ABERBARGOED LOWER - PHASE 2             | 2016/17                | Y                        |
| ABERBARGOED MIDDLE                                 | 88                                | INT16C-UC12 ABERBARGOED MIDDLE - PHASE 1            | 2016/17                | Y                        |
|  |                                   | INT16C-UC13 ABERBARGOED MIDDLE - PHASE 2            | 2016/17                | Y                        |
|  |                                   | INT16C-UC16 ABERBARGOED MIDDLE - PHASE 3            | 2016/17                | Y                        |
| ABERBARGOED UPPER                                  | 216                               | INT17C-UC26 COMMUN RD/HEATHFIELD WALK/TY LLWYD WAL  | 2017/18                | N                        |
|  |                                   | INT17C-UC27 ROCKLEIGH AVE/SANNAN ST                 | 2017/18                | N                        |
|  |                                   | INT17C-UC28 THOMAS STREET                           | 2017/18                | N                        |
|  |                                   | INT17C-UC29 HIGHFIELD CRESCENT                      | 2017/18                | N                        |
|  |                                   | INT17C-UC30 COEDYMOETH ROAD                         | 2017/18                | N                        |
|  |                                   | INT17C-UC31 PANTYFID ROAD                           | 2017/18                | N                        |
|  |                                   | INT17C-UC32 LEWIS STREET                            | 2017/18                | N                        |
|  |                                   | INT17C-UC33 WILLIAM FORBES BUNGALOWS                | 2017/18                | N                        |
|  |                                   | Contract not yet created                            |                        |                          |
| ABERCARN   | 37                                | Contract not yet created                            |                        | N                        |
| ABERTRIDWR   | 133                               | INT16C-LC13 - ABERTRIDWR PHASE 1                    | 2016/17                | Y                        |
|  |                                   | INT16C-LC14 - ABERTRIDWR PHASE 2                    | 2016/17                | Y                        |
|  |                                   | INT16C-LC15 - ABERTRIDWR PHASE 3 - CEFN ILAN        | 2016/17                | N                        |
|  |                                   | INT16C-LC16 - ABERTRIDWR PHASE 4 - ILAN ROAD        | 2016/17                | Y                        |
|  |                                   | INT17D-L42 ABERTRIDWR CS MOP UP                     | 2017/18                | N                        |
| ABERTYSSWG   | 81                                | Contract not yet created                            |                        | N                        |
|  |                                   | INT17D-U35 ABERTYSSWG PHASE 1                       | 2017/18                | N                        |
| ARGOED BARGOED                                     | 30                                | INT17D-U36 GREENSWAY                                | 2017/18                | N                        |
|  |                                   | INT15C-EC18 GREENFIELD TCE/LWR JAMES ST/PENYLAN RD  | 2015/16                | Y                        |
| BARGOED  | 155                               | Contract not yet created                            |                        | N                        |
|  |                                   | INT18D-U46 MOORLAND RD/HEOLDDU DR,GR,RD/PARK LODGE  | 2018/19                | N                        |
|  |                                   | INT18D-U47 HEOLDDU CRES/HEOLDDU AVE/MT PLEASANT     | 2018/19                | N                        |
|  |                                   | INT18D-U48 HEOLDDU GROVE                            | 2018/19                | N                        |
|  |                                   | INT18D-U49 ST GWLADYS AVENUE                        | 2018/19                | N                        |
| BEDWAS   | 254                               | Contract not yet created                            |                        | N                        |
|  |                                   | INT17C-LC27 EAST AVE/GLEBE/NEWPORT RD/THE CRESCENT  | 2017/18                | N                        |
|  |                                   | INT17C-LC28 BRYNFEDW AVE / HILLSIDE TCE             | 2017/18                | N                        |
|  |                                   | INT17C-LC32 GREENACRE DRIVE                         | 2017/18                | N                        |
|  |                                   | INT17D-L38 CONTRACT SERVICES REALLOCATION (FULL)    | 2017/18                | N                        |
|  |                                   | INT17D-L39 CONTRACT SERVICES REALLOCATION (PARTIAL) | 2017/18                | N                        |
|  |                                   | INT18D-L43 BRYNAWEL / BRYNCANOL                     | 2018/19                | N                        |
|  |                                   | INT18D-L44 BRYNHEOL                                 | 2018/19                | N                        |
|  |                                   | Contract not yet created                            |                        |                          |
|  |                                   | BLACKWOOD   | 307                    | Contract not yet created |
| BLACKWOOD  | 307                               | INT18D-E41 APOLLO WAY/CROESO SQ/ATTLER RD           | 2018/19                | N                        |
|  |                                   | INT18D-E42 CHARTIST WAY/FROST PLACE                 | 2018/19                | N                        |
|  |                                   | INT18D-E43 COEDCAE WALK/ALDERMAN/GIBBS/CEFN/DAVID   | 2018/19                | N                        |
|  |                                   | INT19C-EC80 MONTCLAIRE AVENUE                       | 2019/20                | N                        |
|  |                                   | INT19C-EC81 ALBANY RD/CORONATION RD                 | 2019/20                | N                        |
|  |                                   | INT19C-EC82 MORRISON ST/WOODBINE RD                 | 2019/20                | N                        |
|  |                                   | INT19C-EC83 PARFITT PLACE                           | 2019/20                | N                        |
|  |                                   | INT19C-EC84 WAUN LLWYN CRESCENT                     | 2019/20                | N                        |
|  |                                   | INT19C-EC85 BLOOMFIELD/PLEASANT/SUNNYBANK/TREE/TYI  | 2019/20                | N                        |
|  |                                   | INT19C-EC86 LEWIS LEWIS AVENUE                      | 2019/20                | N                        |
|  |                                   | Contract not yet created                            |                        |                          |
| BRITANNIA  | 83                                | Contract not yet created                            |                        | N                        |
| BRITANNIA  | 83                                | INT15C-EC19 BRITANNIA WALK/FARM VIEW                | 2015/16                | Y                        |
|  |                                   | INT15C-EC20 HODGES CRESCENT/ORCHARD LANE            | 2015/16                | Y                        |
|  |                                   | INT15C-EC21 SALWAY AVENUE                           | 2015/16                | Y                        |
| BRITHDIR   | 8                                 | INT16C-UC17 BRISTOL TERRACE                         | 2016/17                | Y                        |
| BRYNCENYDD   | 32                                | INT14D-L15 BRYNCENYDD                               | 2014/15                | Y                        |
| CAERBRAGDY   | 24                                | INT17D-L35 CAERBRAGDY                               | 2017/18                | N                        |
| CASCADE  | 18                                | INT15D-U28 LLWYN ONN                                | 2015/16                | Y                        |
| CEFN FFOREST                                       | 349                               | Contract not yet created                            |                        | N                        |
|  |                                   | INT15C-EC04 DYLAN AVENUE/PWLLGLAS ROAD              | 2015/16                | Y                        |
|  |                                   | INT15C-EC05 ST MARGARETS AVE/FAIRVIEW               | 2015/16                | Y                        |
|  |                                   | INT15C-EC06 CEFN FFOREST AVE/TYNYCOED CRES          | 2015/16                | Y                        |
|  |                                   | INT15C-EC07 DAVIES ST/BRYNGOLEU ST/BRYN RD          | 2015/16                | Y                        |
|  |                                   | INT15C-EC08 GREENWOOD RD/WHEATLEY PL                | 2015/16                | Y                        |
|  |                                   | INT15C-EC09 ADDISON ST/BEVAN CRES                   | 2015/16                | Y                        |
|  |                                   | INT15C-EC10 WAUNBORFA/TWYNYFFALD/OLD POLICE STATIO  | 2015/16                | Y                        |
|  |                                   | INT15C-EC11 BEDWELLTY ROAD                          | 2015/16                | Y                        |
|  |                                   | INT15C-EC12 PENCOED AVE - PART 1                    | 2015/16                | Y                        |
|  |                                   | INT15C-EC13 PENCOED AVE - PART 2                    | 2015/16                | Y                        |
|  |                                   | INT15C-EC14 PENCOED AVE - PART 3                    | 2015/16                | Y                        |
|  |                                   | INT15C-EC15 PENYBRYN AVE/MARIANWEN ST               | 2015/16                | Y                        |
|  |                                   | INT15C-EC16 CENTRAL AVE/CRAIGLAS/DERWENDEG          | 2015/16                | Y                        |
|  |                                   | INT15D-U23 HEOL Y FELIN/GELLIGAER RD/DERWENDEG AVE  | 2015/16                | Y                        |
|  |                                   | INT15D-U24 LANSBURY AVENUE 1-69                     | 2015/16                | Y                        |
|  |                                   | INT15D-U25 LANSBURY AVENUE 75-143                   | 2015/16                | Y                        |
| INT17D-U21 HENGOED H CL/HENG H DRV/WOODLAND/3 ELMS | 2017/18                           | N   |                        |                          |
| INT17D-U22 BIRCH CRES/HENGOED AVE/HENGOED CRES     | 2017/18                           | N   |                        |                          |
| CHURCHILL PARK                                     | 178                               | Contract not yet created                            |                        | N                        |
|  |                                   | INT16C-LC20 - CHURCHILL PARK - PHASE 1              | 2016/17                | Y                        |
|  |                                   | INT16C-LC21 - CHURCHILL PARK - PHASE 2              | 2016/17                | Y                        |
|  |                                   | INT16C-LC22 - CHURCHILL PARK - PHASE 3              | 2016/17                | Y                        |
|  |                                   | INT16C-LC23 - CHURCHILL PARK - PHASE 4              | 2016/17                | Y                        |
| CLAUDE ROAD  | 70                                | INT17D-L40 CLAUDE ROAD - PHASE 1 - 2 STOREY         | 2017/18                | N                        |
|  |                                   | INT17D-L41 CLAUDE ROAD - PHASE 2 - 3 STOREY         | 2017/18                | N                        |



|                      |     |   |  |   |
|----------------------|-----|---|--|---|
| CROESPENMAEN         | 62  | Contract not yet created<br>INT17C-EC54 CROESPENMAEN  | 2017/18  | N<br>N  |
| CROSSKEYS            | 148 | Contract not yet created<br>INT17C-EC45 CROSSKEYS PHASE 1<br>INT17C-EC46 CROSSKEYS PHASE 2  | 2017/18<br>2017/18   | N<br>N<br>N   |
| CWMCARN              | 104 | INT17C-EC47 ABERCARN FACH<br>INT17C-EC48 GEORGE ST / TRIBUTE AVE<br>INT17C-EC49 NANTCARN ROAD<br>INT17C-EC50 EDWARDSVILLE   | 2017/18<br>2017/18<br>2017/18<br>2017/18   | N<br>N<br>N<br>N  |
| DERI                 | 28  | INT13D-U08 YSGWYDDGWYN<br>INT16C-UC17 BRISTOL TERRACE   | 2013/14<br>2016/17   | N<br>Y  |
| FAIRVIEW             | 31  | INT15C-EC22 ANEURIN AVE/EDWARD ST/FLORAL AVE  | 2015/16  | Y   |
| FLEUR-DE-LYS         | 46  | INT15C-EC23 BEILI G/COUNDLEY/SCHOOL ST/SUMMERFIELD<br>INT15C-EC24 FRANCIS ST/WARNE ST/GWENT CT/HAFOD CL   | 2015/16<br>2015/16   | Y<br>Y  |
| FOCHRIV              | 154 | INT18D-U50 GLANYNANT<br>INT18D-U51 CORONATION CRESCENT/HEOL IAGO/RHODFA GA<br>INT18D-U52 CAE GLAS NEWYDD/THE GROVE/BRYN NANT<br>INT18D-U53 HEOL Y BRYN/HILLSIDE/PONTLOTTYN RD   | 2018/19<br>2018/19<br>2018/19<br>2018/19   | N<br>N<br>N<br>N  |
| GELLIGAER            | 346 | Contract not yet created<br>INT17D-U37 ST CATTWGS AVE/PENYWRLOD<br>INT17D-U38 ANEURIN BEVAN AVENUE<br>INT17D-U39 CLAERWEN<br>INT17D-U40 DAN Y GAER/GAER PL/GREENHILL PL<br>INT17D-U41 HEOL CATTWG/HEOL EDWARD LEWIS<br>INT17D-U42 HEOL PENALLTA/HEOL Y WAUN/CHURCH RD<br>INT17D-U43 HAMAN PLACE   | 2017/18<br>2017/18<br>2017/18<br>2017/18<br>2017/18<br>2017/18<br>2017/18  | N<br>N<br>N<br>N<br>N<br>N<br>N                               |
| GELLIGROES           | 58  | Contract not yet created<br>INT16C-EC43 GELLIGROES  | 2016/17  | Y   |
| GILFACH LOWER        | 108 | INT18C-UC40 AERON COURT/PLACE<br>INT18C-UC41 ANDREWS CL/CROSS ST/ST ANNES<br>INT18C-UC42 GWERTHONOR RD/LEWIS CRES/THE CLOSE/THE<br>INT18C-UC43 VERE PLACE/STREET/THE AVENUE   | 2018/19<br>2018/19<br>2018/19<br>2018/19   | N<br>N<br>N<br>N  |
| GILFACH PHASE 1 GIL1 | 72  | Contract not yet created<br>INT16C-UC19 BRYNTEG/HEOL FACH/HEOL FARGOED<br>INT16C-UC20 HILLSIDE VIEW/VALE VIEW/WESTERN DRIVE   | 2016/17<br>2016/17   | Y<br>Y  |
| GILFACH PHASE 2      | 178 | INT16C-UC21 ASH PLACE<br>INT16C-UC22 BEECH CT/BRYNTEG/OAK PLACE<br>INT17C-UC23 SYCAMORE COURT<br>INT17C-UC24 PARK VIEW  | 2016/17<br>2016/17<br>2017/18<br>2017/18   | Y<br>Y<br>N<br>N  |
| GILFACH PHASE 3      | 137 | INT17C-UC34 HEOL Y MYNYDD<br>INT17C-UC35 HEOL CARADOC<br>INT17C-UC36 HEOL COEDCAE<br>INT17C-UC37 HEOL BRYCHAN/HEOL PENGARREG<br>INT17C-UC38 HEOL CAE DERWEN   | 2017/18<br>2017/18<br>2017/18<br>2017/18<br>2017/18  | N<br>N<br>N<br>N<br>N   |
| GRAIG Y RHACCA       | 388 | INT15D-L17 COLERIDGE GARDENS<br>INT15D-L18 DICKENS COURT ODD NUMBERS<br>INT15D-L19 DICKENS COURT EVEN NUMBERS<br>INT15D-L20 GRAYS GARDENS ODD NUMBERS<br>INT15D-L21 GRAYS GARDENS EVEN NUMBERS<br>INT16D-L28 BURNS CLOSE / SHELLEY COURT<br>INT16D-L29 MILTON PLACE<br>INT16D-L30 LONGFELLOW GARDENS<br>INT16D-L31 KEBLE COURT 1-61<br>INT16D-L32 KEBLE COURT 62-130 & HERRICK PLACE                                | 2015/16<br>2015/16<br>2015/16<br>2015/16<br>2015/16<br>2016/17<br>2016/17<br>2016/17<br>2016/17<br>2016/17   | N<br>Y<br>Y<br>Y<br>Y<br>Y<br>Y<br>Y<br>Y<br>Y                |
| HENGOED              | 105 | Contract not yet created<br>INT14D-U15 CEFN RD/HEOL CELYN/DERW/DEWI/UCHAF/HILL<br>INT14D-U16 ASHGR/BEECH/BRYNGL/MYRTLE/ACACIA/HENGOE<br>INT14D-U17 CHAPEL TERRACE/HAWTHORN AVENUE   | 2014/15<br>2014/15<br>2014/15  | N<br>Y<br>Y   |
| HEOL TRECASTELL      | 57  | INT18D-L45 HEOL BEDDAU/GLEDYR/NANTGARW RD/PLAS TH<br>INT18D-L46 HEOL TRECASTELL   | 2018/19<br>2018/19   | N<br>N  |
| HIGHMEADOW           | 42  | INT14D-E11 HIGH MEADOW - PART 1<br>INT14D-E12 HIGH MEADOW - PART 2  | 2014/15<br>2014/15   | Y<br>Y  |
| LANSBURY PARK        | 520 | Contract not yet created<br>INT14C-LC01 HALDANE COURT<br>INT14C-LC02 ATTLEE COURT<br>INT14C-LC03 GREENWOOD COURT<br>INT15C-LC04 ALEXANDER COURT<br>INT15C-LC05 BUXTON COURT<br>INT15C-LC06 GRAHAM COURT<br>INT15C-LC07 TREVELYAN COURT<br>INT15C-LC08 WEDGEWOOD COURT<br>INT15C-LC09 HARTSHORN COURT<br>INT15C-LC10 SNOWDON COURT<br>INT15C-LC11 MAXTON COURT<br>INT17D-L39 CONTRACT SERVICES REALLOCATION (PARTIAL | 2014/15<br>2014/15<br>2014/15<br>2015/16<br>2015/16<br>2015/16<br>2015/16<br>2015/16<br>2015/16<br>2015/16<br>2015/16<br>2015/16<br>2015/16<br>2017/18 | N<br>Y<br>Y<br>Y<br>Y<br>Y<br>Y<br>Y<br>Y<br>Y<br>Y<br>Y<br>N |
| LLANBRADACH          | 76  | INT16C-LC17 - GARDEN STREET - LLANBRADACH PHASE 1<br>INT16C-LC18 - PLASCAE/THOMAS/WOODLAND - LLAN PH 2<br>INT16C-LC19 - SCHOOL STREET - LLANBRADACH PHASE 3   | 2016/17<br>2016/17<br>2016/17  | Y<br>Y<br>Y   |
| LLANFACH             | 24  | INT14D-E15 CLYTHA/PENRHIW/TWYN PLACE  | 2014/15  | Y   |
| MACHEN               | 63  | INT17D-L33 MACHEN PHASE 1<br>INT17D-L34 MACHEN PHASE 2  | 2017/18<br>2017/18   | N<br>N  |
| MAES MABON           | 148 | INT16D-U31 LAN Y PARC/HEOL LLYSWEN<br>INT16D-U32 LLWYN YR EOS<br>INT16D-U33 CHURCH LANE/MAES YR ONEN<br>INT16D-U34 PRIMROSE CLOSE/YNYS LAS  | 2016/17<br>2016/17<br>2016/17<br>2016/17   | Y<br>Y<br>Y<br>Y  |
| MAESYCWMMER          | 112 | Contract not yet created  |  | N   |

|                   |     |  |         |   |
|-------------------|-----|--|---------|---|
|                   |     | INT18C-UC44 GWERNA CRESCENT/PARK ROAD              | 2018/19 | N |
|                   |     | INT18C-UC45 CHAVE/THE CRESCENT/GLEN/VALE/PLEASANT  | 2018/19 | N |
|                   |     | INT18C-UC46 GLENCOED/HILL VIEW                     | 2018/19 | N |
| MARKHAM-HOLLYBUSH | 127 | INT15C-EC26 MOUNTAIN VIEW 1-29                     | 2015/16 | Y |
|                   |     | INT15C-EC27 MOUNTAIN VIEW 31-64                    | 2015/16 | Y |
|                   |     | INT16C-EC28 MONMOUTH WALK                          | 2016/17 | Y |
|                   |     | INT16C-EC29 JAMES ST/COMMIN CL/JOHN ST/HOLLYBUSHX2 | 2016/17 | Y |
| MORRISVILLE       | 12  | INT15D-E20 MORRISVILLE/NINE MILE POINT ROAD        | 2015/16 | Y |
| NANTDDU           | 52  | INT16C-LC24 - NANTDDU                              | 2016/17 | Y |
|                   |     | INT17D-L39 CONTRACT SERVICES REALLOCATION (PARTIAL | 2017/18 | N |
| NELSON            | 79  | Contract not yet created                           |         | N |
|                   |     | INT15D-U26 BRYNCELYN/RHIWFER/TAI SIRIOL            | 2015/16 | Y |
| NEW TREDEGAR      | 140 | Contract not yet created                           |         | N |
|                   |     | INT19D-U54 JUBILEE/QUEENS                          | 2019/20 | N |
|                   |     | INT19D-U56 RHOSYN GWYN/LONG ROW                    | 2019/20 | N |
|                   |     | INT19D-U58 GREENFIELD ST                           | 2019/20 | N |
| NEWBRIDGE         | 88  | Contract not yet created                           |         | N |
|                   |     | INT17C-EC51 NEWBRIDGE PHASE 1                      | 2017/18 | N |
|                   |     | INT17C-EC52 NEWBRIDGE PHASE 2                      | 2017/18 | N |
|                   |     | INT17C-EC53 ASHFIELD ROAD / TROWEN                 | 2017/18 | N |
| OAKDALE           | 73  | INT16C-EC30 UNDERWOOD/HIGHTREE/GROVESIDE/PARK VIEW | 2016/17 | Y |
|                   |     | INT16C-EC31 PENMAEN CORNER/IVY BUSH COURT          | 2016/17 | Y |
|                   |     | INT16C-EC32 CENTRAL AVENUE/FARM CLOSE              | 2016/17 | Y |
| PANTSIDE LOWER    | 221 | Contract not yet created                           |         | N |
|                   |     | INT13D-E01 CLAREMONT ROAD\HAZELWOOD ROAD           | 2013/14 | N |
|                   |     | INT13D-E02 ELLESMERE COURT\OLD PANT ROAD           | 2013/14 | N |
|                   |     | INT13D-E03 CORONATION CRESCENT\HILARY ROAD         | 2013/14 | Y |
|                   |     | INT13D-E04 NEWLYN ROAD\STONERWOOD VIEW             | 2013/14 | Y |
|                   |     | INT13D-E06 GREENLANDS\HILLTOP CRESCENT\SUNNYCREST  | 2013/14 | Y |
|                   |     | INT13D-E07 PANT VIEW\QUEENS ROAD                   | 2013/14 | Y |
|                   |     | INT13D-E08 CARLYON RD\ROSE CT\CEFN CT              | 2013/14 | N |
|                   |     | INT14D-E13 CENTRAL AVENUE - PART 1                 | 2014/15 | N |
|                   |     | INT14D-E14 CENTRAL AVENUE - PART 2                 | 2014/15 | Y |
| PANTSIDE UPPER    | 77  | INT13D-E08 CARLYON RD\ROSE CT\CEFN CT              | 2013/14 | N |
|                   |     | INT13D-E09 GLANSHON\LINDEN\WILLOW COURTS           | 2013/14 | Y |
|                   |     | INT14D-E10 ELM/LIME/OAK/PENYCAEAU COURT            | 2014/15 | Y |
| PENGAM            | 28  | INT15C-EC25 BONT CLOSE/ISLWYN CLOSE                | 2015/16 | Y |
| PENLLWYN LOWER    | 71  | INT16C-EC35 PENLLWYN LOWER                         | 2016/17 | Y |
| PENLLWYN UPPER    | 253 | INT17D-E31 FLEUR DE LYS AVE                        | 2017/18 | N |
|                   |     | INT17D-E32 TROWEN/LLANOVER/GROVE/ST MARYS          | 2017/18 | N |
|                   |     | INT17D-E33 RUSHMERE/RHYMNEY CL/MYNYDDISLWYN/ST SAN | 2017/18 | N |
|                   |     | INT17D-E34 HEOL TRELYN/BROADMEAD/PENYMEAD/EDGE/BEE | 2017/18 | N |
|                   |     | INT18D-E39 HIGHMEAD                                | 2018/19 | N |
|                   |     | INT18D-E40 HILL VIEW                               | 2018/19 | N |
| PENPEDAIRHEOL     | 8   | INT18C-UC47 HENGOED RD/OAKS END/CYLLA/PENYBRYN TCE | 2018/19 | N |
| PENTWYNMAWR       | 62  | Contract not yet created                           |         | N |
|                   |     | INT16C-EC42 PENTWYNMAWR                            | 2016/17 | Y |
| PENYBRYN          | 4   | INT18C-UC47 HENGOED RD/OAKS END/CYLLA/PENYBRYN TCE | 2018/19 | N |
| PENYRHEOL LOWER   | 167 | Contract not yet created                           |         | N |
|                   |     | INT18C-LC51 BRYNGLAS/BRYNHEULOG                    | 2018/19 | N |
|                   |     | INT18C-LC52 BRYNTIRION/H-T-COED/RHIW FACH/TROED-Y- | 2018/19 | N |
|                   |     | INT18C-LC53 HEOL TIR GIBBON                        | 2018/19 | N |
|                   |     | INT18C-LC54 GELLI DEG                              | 2018/19 | N |
|                   |     | INT18C-LC55 BRYNTEG/CAE GLAS/MAES HIR              | 2018/19 | N |
| PENYRHEOL UPPER   | 322 | Contract not yet created                           |         | N |
|                   |     | INT18C-LC44 HEOL ANEURIN                           | 2018/19 | N |
|                   |     | INT18C-LC45 Y CILGANT                              | 2018/19 | N |
|                   |     | INT18C-LC46 PENYBRYN                               | 2018/19 | N |
|                   |     | INT18C-LC47 HEOL FER/H-PENTWYN/H-Y-GOGLEDD         | 2018/19 | N |
|                   |     | INT18C-LC48 CEFN-Y-LON/GLAN FFRWD/HEOL TIR BACH    | 2018/19 | N |
|                   |     | INT18C-LC49 HEOL FAWR                              | 2018/19 | N |
|                   |     | INT18C-LC50 PENYGROES                              | 2018/19 | N |
| PERSONDY          | 29  | INT15D-E23 ACACIA/LABURNAM/MAPLE/PERSONDY/SYCAMORE | 2015/16 | Y |
| PHILLIPSTOWN      | 159 | INT19D-U55 CROFT/FIELD/ORCHARD/PRITCHARDS/SOUTH V  | 2019/20 | N |
|                   |     | INT19D-U57 MEADOW/PENRHYN/FARM TCE                 | 2019/20 | N |
|                   |     | INT19D-U59 DAVALOG/FERNHILL                        | 2019/20 | N |
|                   |     | INT19D-U60 DERLWYN STREET                          | 2019/20 | N |
|                   |     | INT19D-U61 JONES STREET                            | 2019/20 | N |
| PONTLOTTYN        | 231 | INT15C-UC04 DANYGRAIG/HEOL Y WAUN/SOUTHEND TCE     | 2015/16 | Y |
|                   |     | INT15C-UC05 SUNNYVIEW/BRYNGLAS                     | 2015/16 | Y |
|                   |     | INT15C-UC06 BRYNHYFRYD 1-50                        | 2015/16 | Y |
|                   |     | INT15C-UC07 BRYNHYFRYD 51-121                      | 2015/16 | Y |
|                   |     | INT15C-UC08 HILL RD/QUEEN S/HEOL EW/BOARD S/RIVER  | 2015/16 | Y |
|                   |     | INT15C-UC09 FARM RD/WINE ST/CHAPEL ST              | 2015/16 | Y |
|                   |     | INT15C-UC10 MOUNT ST/HIGH ST/MERCHANT ST/UNION ST  | 2015/16 | Y |
| PONTYMISTER       | 162 | Contract not yet created                           |         | N |
|                   |     | INT18C-EC66 HILL STREET/WOODVIEW RD                | 2018/19 | N |
|                   |     | INT18C-EC68 TANYBRYN/TYNWCWM RD                    | 2018/19 | N |
|                   |     | INT18C-EC69 FIELDS/MEADOW/NEWPORT/TY ISAF CRES     | 2018/19 | N |
|                   |     | INT18C-EC70 TY ISAF PARK AVE/CRESCENT/VILLAS       | 2018/19 | N |
|                   |     | INT18C-EC71 TY ISAF PARK CIRCLE/ROAD               | 2018/19 | N |
|                   |     | INT18C-EC72 SPRINGFIELD ROAD                       | 2018/19 | N |
| PONTYWAUN         | 75  | Contract not yet created                           |         | N |
|                   |     | INT18C-EC77 GARDEN SUBURBS/NORTH RD                | 2018/19 | N |
| PORSET PARK       | 179 | INT18D-L48 CLOS GUTO/GWAUN NEWYDD                  | 2018/19 | N |
|                   |     | INT18D-L49 COED CAE                                | 2018/19 | N |

|               |     |  |         |   |
|---------------|-----|--|---------|---|
|               |     | INT18D-L50 LON YR ODYN                             | 2018/19 | N |
|               |     | INT18D-L51 COED PWLL                               | 2018/19 | N |
|               |     | INT18D-L52 COED MAIN                               | 2018/19 | N |
| PWLLYPANT     | 38  | INT13D-L01 CASTLE VIEW\CENTRAL STREET\MOUNTAIN VIE | 2013/14 | N |
| RHYMNEY NORTH | 398 | Contract not yet created                           |         | N |
|               |     | INT12D-U06 GLAN YR AFON                            | 2012/13 | N |
|               |     | INT13D-U01 GLANYNANT                               | 2013/14 | N |
|               |     | INT13D-U02 ANEURIN TERRACE\ISFRYN                  | 2013/14 | Y |
|               |     | INT13D-U03 HEOLYTWYN                               | 2013/14 | Y |
|               |     | INT13D-U04 HEOL UCHAF\LOWER ROW\PHILLIPS WALK      | 2013/14 | Y |
|               |     | INT13D-U05 PENYDRE                                 | 2013/14 | Y |
|               |     | INT13D-U09 TY COCH (1-40)                          | 2013/14 | Y |
|               |     | INT13D-U10 TY COCH (41-116)                        | 2013/14 | Y |
|               |     | INT14D-U11 BRYN CARNO                              | 2014/15 | Y |
|               |     | INT14D-U12 GOLWG Y MYNYDD/HIGH ST/TWYN CARNO       | 2014/15 | Y |
|               |     | INT14D-U19 ROWAN PLACE                             | 2014/15 | Y |
|               |     | INT14D-U20 ROWAN PLACE                             | 2014/15 | Y |
| RHYMNEY SOUTH | 443 | Contract not yet created                           |         | N |
|               |     | INT12D-U01 NURSERY CRESCENT                        | 2012/13 | N |
|               |     | INT12D-U02 GARDEN CITY\MAES YR HAF\SUNNYHILL       | 2012/13 | N |
|               |     | INT12D-U03 HAFODYMYNYDD                            | 2012/13 | N |
|               |     | INT12D-U04 IDRIS DAVIES PLACE\PLANTATION TERRACE   | 2012/13 | N |
|               |     | INT12D-U05 ST CLARES\WELLINGTON WAY                | 2012/13 | Y |
|               |     | INT14C-UC01 MOUNTBATTEN/RAMSDEN/JENKINS/HAVARDS RO | 2014/15 | Y |
|               |     | INT14C-UC02 BEULAH/DUFFFRYN/FORGE/THOMAS FIELDS    | 2014/15 | Y |
|               |     | INT14C-UC03 BROOKFIELD AVE/EGLWYS FAN/BRYNHYFRYD   | 2014/15 | Y |
| RISCA         | 164 | Contract not yet created                           |         | N |
|               |     | INT18C-EC73 CLYDE STREET                           | 2018/19 | N |
|               |     | INT18C-EC74 DANYGRAIG BU/CRESCENT/EXCHANGE/GROVE R | 2018/19 | N |
|               |     | INT18C-EC75 FERNLEA                                | 2018/19 | N |
|               |     | INT18C-EC76 RAGLAN ST/CROMWELL RD INCL BUNGS       | 2018/19 | N |
| RUDRY         | 15  | INT17C-LC26 RUDRY / TRAPWELL                       | 2017/18 | N |
|               |     | INT17D-L38 CONTRACT SERVICES REALLOCATION (FULL)   | 2017/18 | N |
| SENGHENYDD    | 118 | Contract not yet created                           |         | N |
|               |     | INT13D-L04 PLAS CWM PARC                           | 2013/14 | N |
|               |     | INT13D-L05 PLAS CWM PARC                           | 2013/14 | N |
|               |     | INT13D-L06 ALEXANDER TERRACE\CENYDD TERRACE\COMM   | 2013/14 | N |
|               |     | INT13D-L07 TAN Y BRYN TERRACE                      | 2013/14 | N |
| SPRINGFIELD   | 239 | Contract not yet created                           |         | N |
|               |     | INT16C-EC36  | 2016/17 | Y |
|               |     | INT16C-EC37 ALDER/BROOK/UPLAND/HIGHL/ORCHARD/MUSSL | 2016/17 | Y |
|               |     | INT16C-EC38 PEMBREY/CWMALSIE/MILL ROAD             | 2016/17 | Y |
|               |     | INT16C-EC39 BROOKFIELD ROAD                        | 2016/17 | Y |
|               |     | INT16C-EC40 MEADOW ROAD                            | 2016/17 | Y |
|               |     | INT16C-EC41 MILLBROOK RD/OAKFIELD                  | 2016/17 | Y |
| THOMASVILLE   | 31  | INT13D-L02 THOMASVILLE                             | 2013/14 | N |
| TIRPHIL       | 39  | INT16C-UC18 TIRPHIL                                | 2016/17 | Y |
| TIRYBERTH     | 44  | INT15D-U29 CHURCHFIELD CLOSE/ORCHID CLOSE          | 2015/16 | Y |
| TRAPWELL      | 10  | INT17C-LC26 RUDRY / TRAPWELL                       | 2017/18 | N |
|               |     | INT17D-L38 CONTRACT SERVICES REALLOCATION (FULL)   | 2017/18 | N |
| TRECENYDD     | 201 | Contract not yet created                           |         | N |
|               |     | INT13D-L08 FIRST AVENUE                            | 2013/14 | Y |
|               |     | INT14D-L09 WEST AVENUE/TY ISAF BUNGALOWS           | 2014/15 | N |
|               |     | INT14D-L10 SECOND AVENUE                           | 2014/15 | N |
|               |     | INT14D-L11 THIRD AVENUE/TEGFAN                     | 2014/15 | Y |
|               |     | INT14D-L12 GRANGE CLOSE                            | 2014/15 | Y |
|               |     | INT14D-L13 THE CRESCENT TRECENYDD                  | 2014/15 | Y |
|               |     | INT14D-L14 HEOL FACH/PEN Y FFORDD/EAST AVE         | 2014/15 | Y |
| TRELYN UPPER  | 79  | INT14C-EC01 PERTH COURT/ADELAIDE COURT             | 2014/15 | Y |
|               |     | INT14C-EC02 MELBOURNE COURT/SYDNEY COURT           | 2014/15 | Y |
|               |     | INT14C-EC03 BRISBANE COURT/CWRT Y WAUN             | 2014/15 | Y |
| TREOWEN       | 11  | INT17C-EC53 ASHFIELD ROAD / TREOWEN                | 2017/18 | N |
| TRETHOMAS     | 141 | Contract not yet created                           |         | N |
|               |     | INT15D-L24 REDBRK/STANDD/NAVIGTN/ASH/BIRCH/HAZEL   | 2015/16 | Y |
|               |     | INT15D-L25 AELYBRYN/THE BRYN                       | 2015/16 | Y |
|               |     | INT15D-L26 BEVAN CLOSE/BEVAN RISE/BRYN Y FRAN AVE  | 2015/16 | Y |
| TRINANT       | 240 | Contract not yet created                           |         | N |
|               |     | INT17C-EC55 TRINANT TERRACE - ODDS                 | 2017/18 | N |
|               |     | INT17C-EC56 TRINANT TERRACE - EVENS                | 2017/18 | N |
|               |     | INT17C-EC57 BELVEDERE CL / CONWAY ROAD             | 2017/18 | N |
|               |     | INT17C-EC58 LLANERCH RD / MARSHFIELD RD            | 2017/18 | N |
|               |     | INT17C-EC59 PENYFAN CL / PENYWAUN RD / THORNLEIGH  | 2017/18 | N |
|               |     | INT17C-EC60 CEDAR RD / OSBOURNE RD / PRINCE ANDREW | 2017/18 | N |
|               |     | INT17C-EC61 PENTWYN TCE / PHILIP ST / PRINCESS CRE | 2017/18 | N |
| TWYN GARDENS  | 37  | INT16C-EC33 TWYN GARDENS                           | 2016/17 | Y |
| TY ISAF       | 7   | INT14D-L09 WEST AVENUE/TY ISAF BUNGALOWS           | 2014/15 | N |
| TY NANT       | 29  | INT13D-L03 TY NANT                                 | 2013/14 | N |
| TY-SIGN LOWER | 153 | Contract not yet created                           |         | N |
|               |     | INT17C-EC63 MAPLE/SYCAMORE/THISTLE                 | 2017/18 | N |
|               |     | INT17C-EC64 CHARTIST/ISLWYN/MACHEN/SEVERN          | 2017/18 | N |
|               |     | INT17C-EC65 CHANNEL VIEW                           | 2017/18 | N |
|               |     | INT17C-EC67 WOODVIEW CRESCENT                      | 2017/18 | N |
|               |     | INT18C-EC66 HILL STREET/WOODVIEW RD                | 2018/19 | N |
| TY-SIGN UPPER | 305 | INT15D-E16 ELM DRIVE - EVENS PART 1                | 2015/16 | Y |
|               |     | INT15D-E17 ELM DRIVE - EVENS PART 2                | 2015/16 | Y |
|               |     | INT15D-E18 ELM DRIVE - ODDS                        | 2015/16 | Y |

|                      |    |  |         |   |
|----------------------|----|--|---------|---|
|                      |    | <a href="#">INT16D-E26 MANOR COURT/ALMOND AVE/ASTER CLOSE</a>      | 2016/17 | Y |
|                      |    | <a href="#">INT16D-E27 BIRCH GROVE/FAIRVIEW AVENUE</a>             | 2016/17 | Y |
|                      |    | <a href="#">INT16D-E28 HOLLY ROAD</a>                              | 2016/17 | Y |
|                      |    | <a href="#">INT16D-E29 MANOR WAY</a>                               | 2016/17 | Y |
|                      |    | <a href="#">INT16D-E30 FORSYTHIA CLOSE</a>                         | 2016/17 | Y |
| WATTSVILLE           | 49 | Contract not yet created   |         | N |
|                      |    | <a href="#">INT15D-E21 ISLWYN ROAD</a>                             | 2015/16 | Y |
| WAUNFACH             | 17 | <a href="#">INT18D-L47 WAUNFACH</a>                                | 2018/19 | N |
| WESTEND              | 12 | <a href="#">INT15D-E24 RAILWAY TERRACE/TROEDYRHIW</a>              | 2015/16 | Y |
| YNYSDDU-CWMFELINFACH | 41 | Contract not yet created   |         | N |
|                      |    | <a href="#">INT18C-EC78 YNYSDDU-CWMFELINFACH</a>                   | 2018/19 | N |
| YSTRAD MYNACH        | 48 | <a href="#">INT14D-U13 BRYNMYNACH AVE/COED YR HAF</a>              | 2014/15 | Y |
|                      |    | <a href="#">INT14D-U14 CENTRAL/EDWARD/GRIFFITHS/HILL/PANTYCELY</a> | 2014/15 | Y |

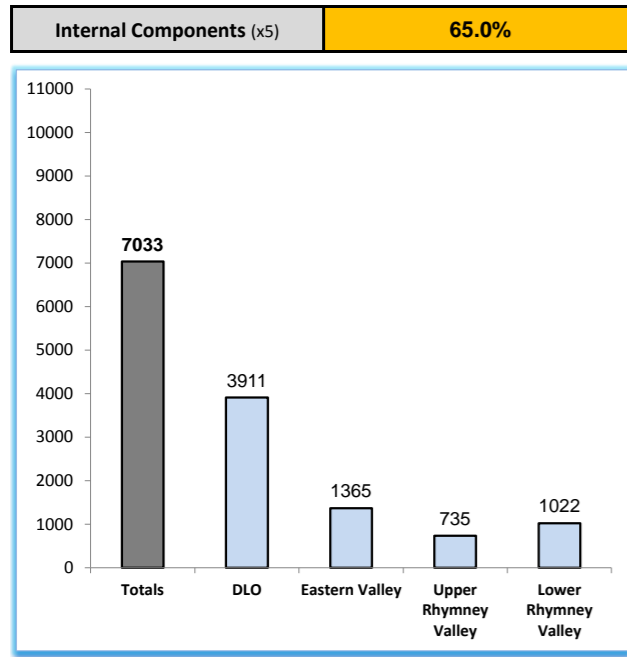
## WHQS - External Works Programme

| Community Area       | External Contract Name                             | External | Number of | Contract |
|----------------------|--|----------|-----------|----------|
| ABERBARGOED LOWER    | EXT17C-U18 ABERBARGOED LOWER                       | 2017/18  | 36        | N        |
| ABERBARGOED MIDDLE   | EXT17C-U19 ABERBARGOED MIDDLE                      | 2017/18  | 88        | N        |
| ABERBARGOED UPPER    | EXT18C-UC28 ABERBARGOED UPPER                      | 2018/19  | 184       | N        |
| ABERCARN             | SH_EXT18D-ES05 GWYDDON RANKS                       | 2018/19  | 37        | N        |
| ABERTRIDWR           | EXT14D-L01 ABERTRIDWR                              | 2014/15  | 75        | N        |
| ABERTYSSWG           | EXT16C-U13 ABERTYSSWG                              | 2016/17  | 51        | Y        |
| ARGOED               | EXT14C-E06A ARGOED                                 | 2014/15  | 9         | Y        |
|                      | EXT14C-E06B ARGOED                                 | 2014/15  | 21        | Y        |
| BARGOED              | EXT16C-U15 BARGOED                                 | 2016/17  | 130       | N        |
|                      | SH_EXT18D-US05 ST GWLADYS                          | 2018/19  | 21        | N        |
| BEDWAS               | EXT16C-LC04 BEDWAS                                 | 2016/17  | 82        | N        |
|                      | SH_EXT17D-LS02 THE WILLOWS                         | 2017/18  | 29        | N        |
| BLACKWOOD            | EXT17C-E03A BLACKWOOD                              | 2017/18  | 39        | N        |
|                      | EXT17C-E03B BLACKWOOD                              | 2017/18  | 78        | N        |
|                      | EXT17C-E03E BLACKWOOD                              | 2017/18  | 18        | N        |
|                      | EXT18C-E03C BLACKWOOD                              | 2018/19  | 12        | N        |
|                      | EXT18C-E03D BLACKWOOD                              | 2018/19  | 2         | N        |
|                      | EXT18C-EC31 BLACKWOOD PHASE 6                      | 2018/19  | 120       | N        |
|                      | SH_EXT17D-ES01 GIBBS CLOSE/PALMERS PLACE           | 2017/18  | 37        | N        |
| BRITANNIA            | EXT17C-EC22 BRITANNIA                              | 2017/18  | 83        | N        |
| BRYNCENYDD           | EXT16C-LC19 TY ISAF/BRYNCENYDD                     | 2016/17  | 31        | N        |
| CAERBRAGDY           | EXT18C-LC38 CAERBRAGDY                             | 2018/19  | 24        | N        |
| CASCADE              | EXT18C-UC29 TIRYBERTH-CASCADE-PENPEDAIRHEOL-PENYBR | 2018/19  | 72        | N        |
| CEFN FFOREST         | EXT18C-EC33 CEFN FFOREST                           | 2018/19  | 324       | N        |
| CEFN HENGOED         | EXT15C-U12 CEFN HENGOED                            | 2015/16  | 61        | Y        |
| CHURCHILL PARK       | EXT18C-LC39 CHURCHILL PARK                         | 2018/19  | 100       | N        |
|                      | SH_EXT17D-LS01 GLYN DERW                           | 2017/18  | 32        | N        |
| CROESPENMAEN         | EXT15C-E12 CROESPENMAEN                            | 2015/16  | 29        | Y        |
| DERI                 | EXT17C-U20 DERI                                    | 2017/18  | 4         | N        |
|                      | EXT17C-U27 YSGWYDDGWYN                             | 2017/18  | 24        | N        |
| FAIRVIEW             | EXT17C-EC23 FAIRVIEW                               | 2017/18  | 31        | N        |
| FLEUR-DE-LYS         | EXT17C-EC24 FLEUR-DE-LYS                           | 2017/18  | 46        | N        |
| FOCHRIF              | EXT16C-U16 FOCHRIF                                 | 2016/17  | 150       | N        |
| GELLIGAER            | EXT15C-U04 ANEURIN BEVAN AVE / HEOL CATTWG         | 2015/16  | 24        | N        |
|                      | EXT15C-U05 CLAERWEN/GAER PLACE/DAN Y GAER          | 2015/16  | 26        | N        |
|                      | EXT15C-U06 CHURCH RD/HEOL ED LEWIS/PENALLTA/PENY   | 2015/16  | 27        | N        |
|                      | EXT15C-U07 HEOL Y WAUN/ST CATTWGS/WAUN RHYDD       | 2015/16  | 48        | N        |
|                      | EXT15C-U08 GREENHILL PLACE / HAMAN PLACE           | 2015/16  | 7         | N        |
|                      | SH_EXT17D-US01 WAUN RHYD                           | 2017/18  | 15        | N        |
| GELLIGROES           | SH_EXT18D-ES07 TY Mynyddislwyn                     | 2018/19  | 30        | N        |
| GILFACH LOWER        | EXT16C-U14 GILFACH LOWER                           | 2016/17  | 60        | N        |
| GILFACH PHASE 1 GIL1 | EXT17C-U21 GILFACH PHASE 1 GIL 1                   | 2017/18  | 19        | N        |
|                      | SH_EXT18D-US04 OAKLANDS                            | 2018/19  | 31        | N        |
| GILFACH PHASE 2      | EXT17C-U21 GILFACH PHASE 1 GIL 1                   | 2017/18  | 19        | N        |
|                      | EXT17C-U22 GILFACH PHASE 2                         | 2017/18  | 164       | N        |
| GILFACH PHASE 3      | EXT18C-UC32 GILFACH PHASE 3 - HOUSES               | 2018/19  | 116       | N        |
| HENGOED              | EXT17C-U23 HENGOED                                 | 2017/18  | 75        | N        |
| HEOL TRECASTELL      | EXT14D-L03 HEOL TRECASTELL                         | 2014/15  | 17        | N        |
| HIGHMEADOW           | EXT15C-E14 HIGHMEADOW                              | 2015/16  | 23        | Y        |
| LANSBURY PARK        | EXT17C-LC20 LANSBURY PARK - PHASE 1                | 2017/18  | 162       | N        |
|                      | EXT17C-LC20B LANSBURY PARK - PHASE 2               | 2017/18  | 184       | N        |
| LLANBRADACH          | EXT17C-LC21 LLANBRADACH                            | 2017/18  | 16        | N        |
| LLANFACH             | EXT16C-E08 PERSONDY/WESTEND/LLANFACH               | 2016/17  | 65        | N        |
| MACHEN               | EXT18C-LC05 MACHEN                                 | 2018/19  | 50        | N        |
| MAESYCWMMER          | EXT17C-U24 MAESYCWMMER                             | 2017/18  | 75        | N        |
|                      | SH_EXT17D-US03 Y GLYN                              | 2017/18  | 37        | N        |
| MARKHAM-HOLLYBUSH    | EXT14C-E01A MARKHAM HOLLYBUSH PHASE 1              | 2014/15  | 47        | Y        |
|                      | EXT14C-E01B MARKHAM HOLLYBUSH PHASE 1              | 2014/15  | 22        | Y        |
|                      | EXT14C-E07 MARKHAM HOLLYBUSH PHASE 2               | 2014/15  | 52        | Y        |
| MORRISVILLE          | EXT16C-E05 MORRISVILLE / WATTSVILLE                | 2016/17  | 38        | N        |
| NEW TREDEGAR         | EXT15C-U03 TIR PHIL / NEW TREDEGAR                 | 2015/16  | 73        | N        |
|                      | EXT16C-U03B JUBILEE ROAD                           | 2016/17  | 29        | N        |
|                      | EXT18C-UC35 TIRPHIL/NEW TREDEGAR - MOP UP          | 2018/19  | 8         | N        |
|                      | SH_EXT17D-US02 GLYNSYFI                            | 2017/18  | 32        | N        |
| NEWBRIDGE            | EXT19C-E04 NEWBRIDGE / TROWEN                      | 2019/20  | 77        | N        |
| OAKDALE              | EXT14C-E02A OAKDALE                                | 2014/15  | 19        | Y        |
|                      | EXT14C-E02B OAKDALE                                | 2014/15  | 19        | Y        |
|                      | EXT14C-E02C OAKDALE                                | 2014/15  | 17        | Y        |
|                      | EXT14C-E02D OAKDALE                                | 2014/15  | 18        | Y        |
| PANTSIDE LOWER       | EXT17C-EC25 PANTSIDE LOWER                         | 2017/18  | 156       | N        |
|                      | EXT17C-EC30 ST PETER CLOSE/TIR Y PWLL TCE          | 2017/18  | 29        | N        |
|                      | SH_EXT18D-ES04 ST PETER CLOSE                      | 2018/19  | 29        | N        |
| PANTSIDE UPPER       | EXT17C-EC26 PANTSIDE UPPER                         | 2017/18  | 77        | N        |
| PENGAM               | EXT17C-EC27 PENGAM                                 | 2017/18  | 28        | N        |
| PENLLWYN LOWER       | EXT15C-E10A PENLLWYN UPPER                         | 2015/16  | 102       | N        |
|                      | EXT17C-EC28 PENLLWYN LOWER                         | 2017/18  | 71        | N        |

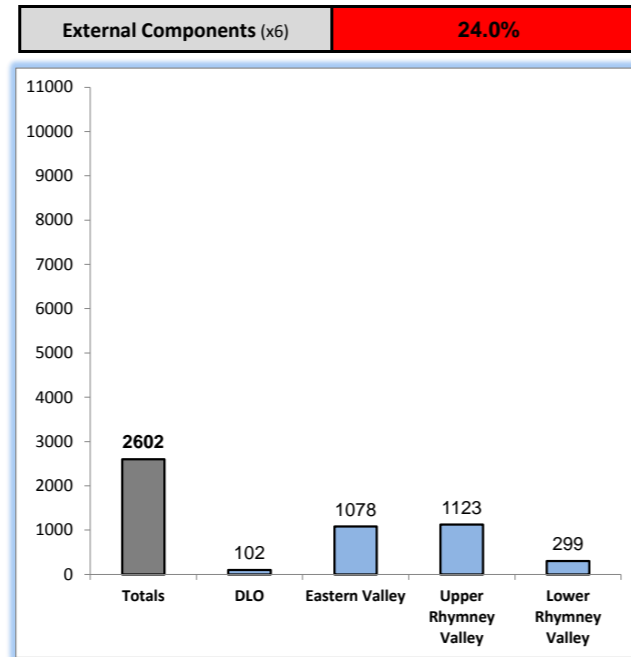
|                      |  |         |     |   |
|----------------------|--|---------|-----|---|
| PENLLWYN UPPER       | EXT15C-E10A PENLLWYN UPPER                         | 2015/16 | 102 | N |
|                      | EXT15C-E10B PENLLWYN UPPER                         | 2015/16 | 72  | N |
|                      | EXT15C-E10C PENLLWYN UPPER                         | 2015/16 | 79  | N |
| PENPEDAIRHEOL        | EXT18C-UC29 TIRYBERTH-CASCADE-PENPEDAIRHEOL-PENYBR | 2018/19 | 72  | N |
| PENTWYNMAWR          | EXT15C-E13 PENTWYNMAWR                             | 2015/16 | 34  | Y |
|                      | SH_EXT18D-ES08 MAESTEG                             | 2018/19 | 27  | N |
| PENYBRYN             | EXT18C-UC29 TIRYBERTH-CASCADE-PENPEDAIRHEOL-PENYBR | 2018/19 | 72  | N |
| PENYRHEOL LOWER      | EXT17C-LC22 PENYRHEOL LOWER                        | 2017/18 | 130 | N |
|                      | SH_EXT18D-LS03 PLEASANT PLACE                      | 2018/19 | 31  | N |
| PENYRHEOL UPPER      | EXT17C-LC20B LANSBURY PARK - PHASE 2               | 2017/18 | 184 | N |
|                      | EXT17C-LC22 PENYRHEOL LOWER                        | 2017/18 | 130 | N |
|                      | EXT18C-LC41 PENYRHEOL UPPER                        | 2018/19 | 277 | N |
| PERSONDY             | EXT16C-E08 PERSONDY/WESTEND/LLANFACH               | 2016/17 | 65  | N |
| PHILLIPSTOWN         | EXT15C-U01 PHILLIPSTOWN                            | 2015/16 | 159 | Y |
|                      | EXT18C-UC34 PHILLIPSTOWN - FOLLOW UP               | 2018/19 | 159 | N |
| PONTLOTTYN           | EXT16C-U09 BRYNGLAS/BRYNHFRYD                      | 2016/17 | 71  | N |
|                      | EXT16C-U10 PONTLOTTYN PHASE 1                      | 2016/17 | 9   | N |
|                      | EXT16C-U11 PONTLOTTYN PHASE 2                      | 2016/17 | 23  | N |
| PONTYMISTER          | EXT16C-E20 PONTYMISTER                             | 2016/17 | 142 | N |
| PONTYWAUN            | EXT16C-E19B PONTYWAUN / RISCA PHASE 2              | 2016/17 | 33  | N |
| PWLLYPANT            | EXT16C-LC12 PWLLYPANT / WAUNFACH                   | 2016/17 | 38  | N |
| RHYMNEY NORTH        | EXT17C-U25A RHYMNEY NORTH                          | 2017/18 | 168 | N |
|                      | EXT17C-U25B RHYMNEY NORTH                          | 2017/18 | 78  | N |
| RHYMNEY SOUTH        | EXT17C-U26 ST CLARES                               | 2017/18 | 32  | N |
| RISCA                | EXT16C-E19A PONTYWAUN / RISCA PHASE 1              | 2016/17 | 87  | Y |
|                      | EXT16C-E19B PONTYWAUN / RISCA PHASE 2              | 2016/17 | 33  | N |
| RUDRY                | EXT15C-LC06 RUDRY/TRAPWELL                         | 2015/16 | 13  | N |
| SENGHENYDD           | EXT16C-LC14 SENGHENYDD                             | 2016/17 | 47  | N |
| SPRINGFIELD          | EXT15C-E11A SPRINGFIELD PHASE 1                    | 2015/16 | 64  | N |
|                      | EXT15C-E11B SPRINGFIELD PHASE 2                    | 2015/16 | 55  | N |
|                      | EXT15C-E11C SPRINGFIELD PHASE 3                    | 2015/16 | 101 | N |
| TIRPHIL              | EXT15C-U03 TIR PHIL / NEW TREDEGAR                 | 2015/16 | 73  | N |
|                      | EXT16C-U03B JUBILEE ROAD                           | 2016/17 | 29  | N |
| TIRYBERTH            | EXT18C-UC29 TIRYBERTH-CASCADE-PENPEDAIRHEOL-PENYBR | 2018/19 | 72  | N |
| TRAPWELL             | EXT15C-LC06 RUDRY/TRAPWELL                         | 2015/16 | 13  | N |
| TRECENYDD            | EXT16C-LC13 TRECENYDD                              | 2016/17 | 135 | N |
| TRELYN UPPER         | EXT17C-EC29 TRELYN UPPER                           | 2017/18 | 79  | N |
| TREOWEN              | EXT19C-E04 NEWBRIDGE / TREOWEN                     | 2019/20 | 77  | N |
| TRETTHOMAS           | SH_EXT18D-LS04 GROVE PLACE 1                       | 2018/19 | 30  | N |
|                      | SH_EXT18D-LS05 GROVE PLACE 2                       | 2018/19 | 29  | N |
| TRINANT              | EXT16C-E16 TRINANT PHASE 1                         | 2016/17 | 120 | N |
|                      | EXT16C-E17 TRINANT PHASE 2                         | 2016/17 | 84  | Y |
|                      | SH_EXT17D-ES03 HOREB COURT                         | 2017/18 | 20  | N |
| TWYN GARDENS         | EXT18C-EC32 TWYN GARDENS                           | 2018/19 | 37  | N |
| TY ISAF              | EXT16C-LC19 TY ISAF/BRYNCENYDD                     | 2016/17 | 31  | N |
| TY-SIGN LOWER        | EXT16C-E18 TY SIGN LOWER                           | 2016/17 | 103 | N |
| WATTSVILLE           | EXT16C-E05 MORRISVILLE / WATTSVILLE                | 2016/17 | 38  | N |
|                      | SH_EXT18D-ES06 WOODLAND VIEW                       | 2018/19 | 21  | N |
| WESTEND              | EXT16C-E08 PERSONDY/WESTEND/LLANFACH               | 2016/17 | 65  | N |
| YNYSDDU-CWMFELINFACH | EXT15C-E09 YNYSDDU / CWMFELINFACH                  | 2015/16 | 22  | Y |
| YSTRAD MYNACH        | EXT18C-UC30 YSTRAD MYNACH                          | 2018/19 | 32  | N |

**WHQS - PERFORMANCE SCORECARD - LEVELS OF COMPLIANCE**  
(Standards Met - by Number of Properties)

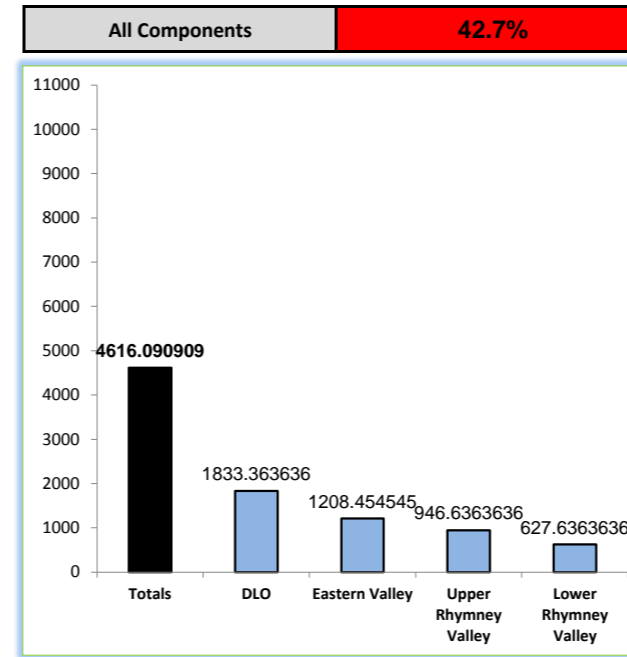
**WHQS - \*INTERNAL Works Programme**  
Proportionate Compliance



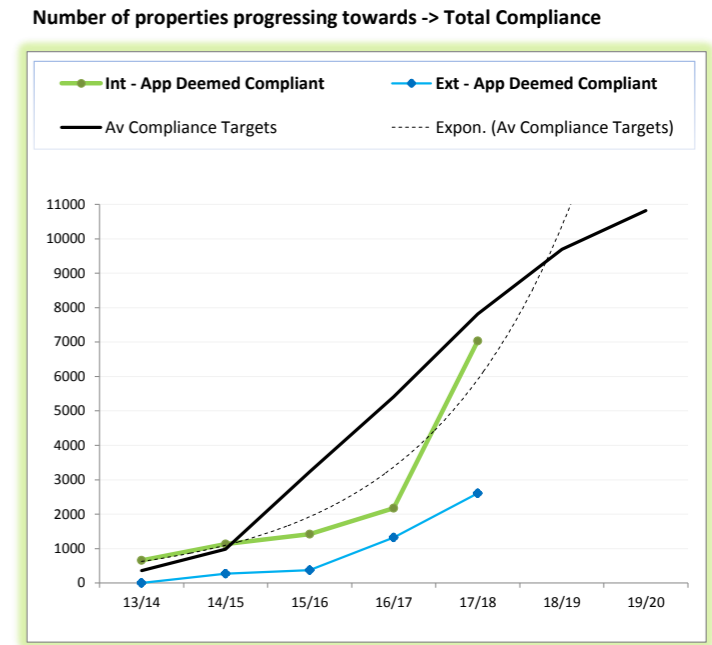
**WHQS - ~ EXTERNAL Works Programme**  
Proportionate Compliance



**WHQS - INTERNAL & EXTERNAL**  
Proportionate Compliance (to date)



**WHQS - INTERNAL & EXTERNAL - Proportionate Completed Works:**



**Tenant Satisfaction**



90.0%

**Tenant Satisfaction**



0.0%

**Notes.**

Work schedules are delivered in a 'phased' (blocks of work) approach across each of the three regions.

Delivered works are reported by surveyors/contractors upon 'property completions' (not upon completions of individual components of work).

Data is collated at site level: Operatives report on completions to site Clerk of Works/Surveyors, who report completions to the Housing Office Operational/Project (Region) Managers, who report completions to the Housing Performance Team for final analysis and reporting purposes.

Completions status indicator (Component boxes):

Red = <= 50%  
Amber = > 50.1% < 79.9%  
Green = >= 80%

The charts above, have been based on properties surveyed, improvement works undertaken, post-works inspections and portfolio updates,

focusing on the following WHQS key components:

**Internal Works:** Kitchens, Bathrooms, Boilers and Central Heating, Electrical Systems (wiring), Mains - Smoke Detectors.

**External Works:** Roofs, Walls, Windows, External Doors, Insulation, Paths/Fences/Gardens.

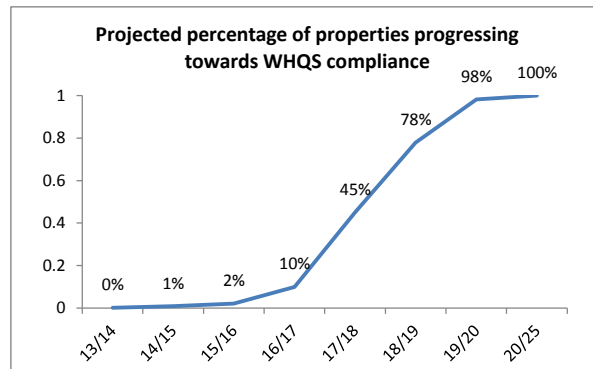
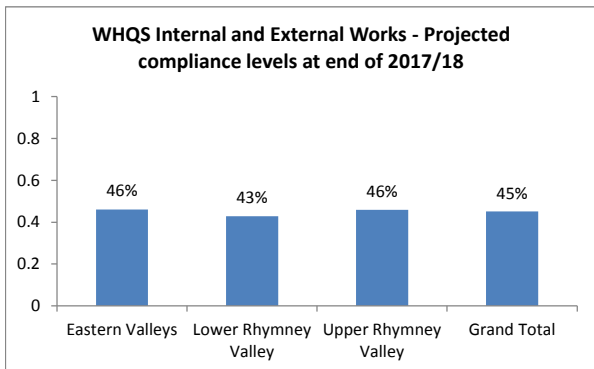
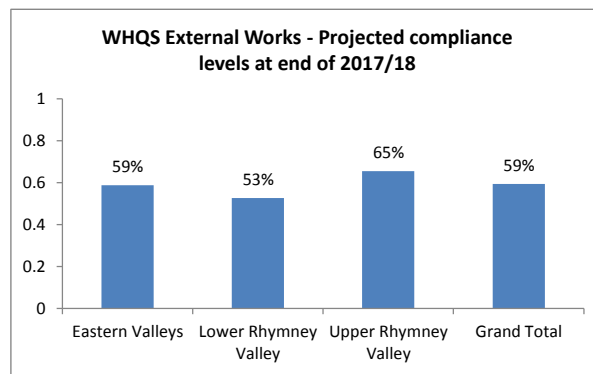
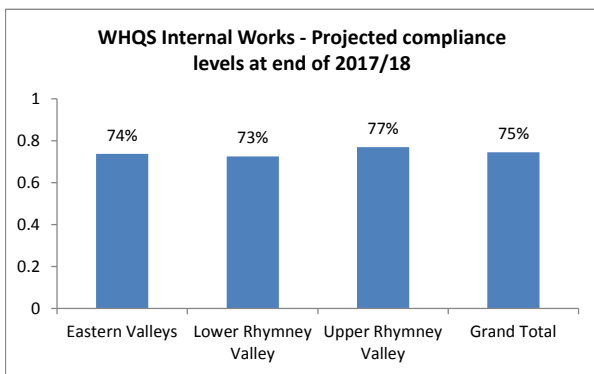
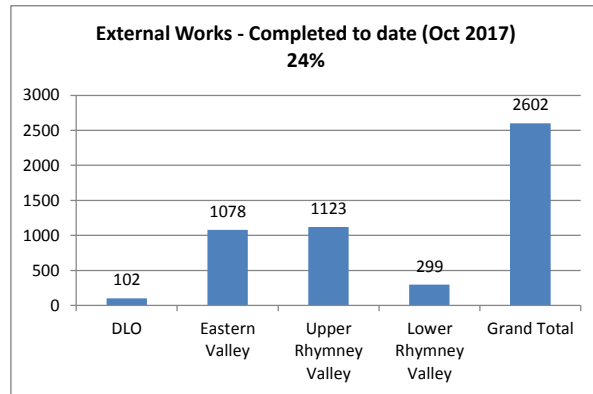
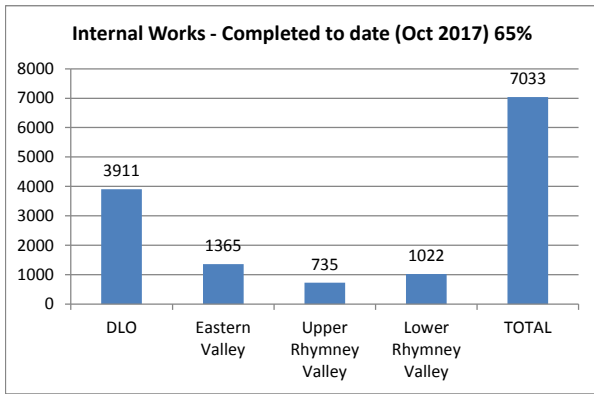
Other specialist works/improvements are also undertaken in conjunction with the WHQS Programme, such as 'Adaptations'.

| Financial Programme | 12/13  | 13/14  | 14/15  | 15/16   | 16/17   | 17/18 Projected | 18/19 Projected | 19/20 Projected |
|---------------------|--------|--------|--------|---------|---------|-----------------|-----------------|-----------------|
| Budget (£,000's)    | 19,100 | 48,320 | 77,990 | 107,660 | 136,880 | 166,100         | 195,320         | 220,000         |
| Actual Spend        | 19,057 | 33,707 | 49,051 | 77,683  | 109,061 | 162,643         | 203,259         | 222,429         |
| Balance             | 43     | 14,613 | 28,939 | 29,977  | 27,819  | 3,457           | -7,939          | -2,429          |

The above finance table details accumulative budget allocations and spend profiles to date, which are subject to annual review and re-profiling.

**CURRENT STOCK COUNT = 10822**

**Appendix 4**



Actual Compliance to date 10.2%



| Recommendations  | Actions  | Owner                                       | Progress/<br>Due Date   |
|--|--|---|---|
| <p><b>Recommendation 1</b></p> <p>Develop a comprehensive, overarching, financial and operational programme setting out how the Council will achieve WHQS by 2020.</p> | <ol style="list-style-type: none"> <li>1. Ensure that the Keystone Asset Database provides up to date survey information.</li> <li>2. Review projected programme costs by replacing Savill’s estimates with more accurate actual costs based on recently completed contract information.</li> <li>3. Amend existing programme in order to reflect communities where work has been completed, is currently ongoing or is planned. Programme to also incorporate a breakdown of the communities to clarify which streets are included.</li> <li>4. Ensure adequate resources to enable surveys to be completed at the earliest opportunity in order to better inform future investment requirements and budget forecasting.</li> </ol> | <p>MRL</p> <p>LA</p> <p>MRL</p> <p>MRL</p>  | <p>Sept 2017/<br/>Completed</p> <p>Sept 2017/<br/>Completed</p> <p>Sept 2017</p> <p>Ongoing</p>       |
| <p><b>Recommendation 1a</b></p> <p>Review procurement arrangements to ensure value for money.</p>  | <ol style="list-style-type: none"> <li>1. Ensure adequate procurement arrangements are in place to cover all aspects of the programme.</li> <li>2. Undertake an independent benchmarking exercise in relation to the single source supply arrangement to assess value for money.</li> <li>3. Undertake an exercise to compare costs of the in-house workforce to those of external contractors, whilst also considering quality and performance to determine value for money.</li> <li>4. Introduce a flexible Dynamic Purchasing System for the external works in the lower Rhymney valley, whilst also providing options to deliver contracts for internal and external works throughout the borough.</li> </ol>                   | <p>MRL</p> <p>KRW</p> <p>MRL</p> <p>MRL</p> | <p>April 2017/<br/>Completed</p> <p>March 2018</p> <p>March 2018</p> <p>April 2017/<br/>Completed</p> |

|  |   |                                    |  |
|--|---|------------------------------------|--|
|  | <p>5. Contracts for internal works are in place until 2020 and were procured in open competition. External work packages are tendered individually from existing frameworks and more recently the D.P.S. Tenders are evaluated on receipt and if deemed to be uncompetitive, the work is re-tendered in an attempt to improve value for money.</p>  | MRL                                | Ongoing  |
| <p><b>Recommendation 1b</b></p> <p>Provide clear and transparent information to members and tenants about the current position of the programme and a commitment to stakeholders with accurate projected completion dates.</p> | <p>1. Review existing programme information being provided to members and tenants and amend this to ensure it is accurate, easily understood and timely.</p> <p>2. Review the way performance information is presented to all stakeholders to ensure that this provides a good overview on the progress of the overall programme is easily understood and timely.</p>   | MRL<br>SC/MRL                      | March 2018<br>Dec 2017   |
| <p><b>Recommendation 1c</b></p> <p>Secure the resources needed to deliver the programme by 2020.</p>   | <p>1. Business case approved for the appointment of additional staff and operatives to support the in-house team in view of the additional work they will be undertaking to deliver WHQS works to our sheltered housing schemes.</p> <p>2. Business case approved for the appointment of Surveyors/Clerks of Works to support the delivery of the external works programme following the implementation of the DPS.</p> <p>3. Use of agency workers ongoing to supplement directly employed staff as workforce will need to reduce post 2020.</p> <p>4. Introduction of DPS has provided an additional pool of contractors to deliver all aspects of the programme and to act as a contingency in case any issues are encountered with existing contracts.</p> <p>5. Use of other in-house teams, both within and outside Caerphilly Homes, has been implemented to provide further assistance and resources for the delivery of the programme, e.g. Housing Repair</p> | MRL<br>MRL<br>MRL<br>MRL<br>SC/MRL | April 2017/<br>Completed<br><br>April 2017/<br>Completed<br><br>Ongoing<br><br>April 2017/<br>Completed<br><br>Ongoing |

|   |  |   |   |
|---|--|---|---|
|   | <p>Operations, Network Contracting Services, Highways Operations Group, Grounds Maintenance.</p> <p>6. Additional financial resources being sourced to assist with the delivery of the programme and to provide additional improvements to the housing stock and communities, e.g. ECO, Arbed, V.V.P.</p>  | MRL/JRW   | Ongoing   |
| <p><b>Recommendation 2</b></p> <p>Assure itself that the Council is meeting its statutory landlord responsibilities in relation to gas servicing.</p>   | <p>1. The Council's performance in relation to gas servicing averages 98% which results in approximately 200 properties not having a valid gas safety certificate, which has been identified as an issue with no access. A review of the no access procedure has been undertaken.</p> <p>2. To improve compliance the gas servicing cycle will be changed to operate on a 10 month cycle rather than the existing 11 months.</p> <p>3. To reduce issues with no access, a charge will be introduced for tenants who fail to provide access at the appointment time.</p> <p>4. The timescales for issuing letters to tenants seeking access will be reduced and if required a Notice of Seeking Possession will be issued prior to the expiry of the gas certificate.</p> <p>5. Failure to provide access during the NOSP period will result in arrangements being made to force entry, with the tenant being provided with advanced notice of such action.</p> | <p>SC</p> <p>PS</p> <p>PS</p> <p>Housing Managers</p> <p>Housing Managers/ PS</p> | <p>July 2017/<br/>Completed</p> <p>Sept 2017/<br/>Completed</p> <p>August 2017/<br/>Completed</p> <p>August 2017/<br/>Completed</p> <p>Sept 2017/<br/>Completed</p> |
| <p><b>Recommendation 2a</b></p> <p>Ensure that arrangements for undertaking asbestos surveys and recording the results of these surveys, is robust.</p> | <p>1. Review the accuracy and timeliness of asbestos information being recorded within the Keystone Asset Database.</p> <p>2. Ensure that all relevant staff have access to asbestos records to ensure these are checked prior to commissioning surveys.</p> <p>3. Submit a business case to appoint a Technical/Admin Officer to input surveys and cleanliness certificates into Keystone in a timely manner, and also act as a central point of contact.</p>   | <p>PS</p> <p>PS</p> <p>PS</p>   | <p>August 2017/<br/>Completed</p> <p>Dec 2017/<br/>Completed</p> <p>August 2017/<br/>Completed</p>  |

|  |   |   |   |
|--|---|---|---|
| <p><b>Recommendation 3</b></p> <p>Ensure the Council has sufficient project management capacity to deliver the WHQS programme by 2020.</p> | <ol style="list-style-type: none"> <li>1. Business case approved for the appointment of additional resources, allowing recruitment to take place as and when required.</li> <li>2. Project management of the sheltered housing programme being carried out by the in-house team following consultation with tenants.</li> <li>3. Project management of various aspects of the programme is being undertaken by other services to spread workload and maximise use of existing resources, e.g. work to leaseholder properties being managed by Private Sector Housing, WHQS work to voids and statutory maintenance being undertaken by Housing Repair Operations Team, environmental programme being progressed by utilising services of Grounds Maintenance, Highways Operations Group, Network Contracting Services.</li> <li>4. A restructure of Caerphilly Homes to be undertaken to further improve integration and better align key functions with the aim of improving capacity to support the programme.</li> </ol> | <p>MRL</p> <p>MRL</p> <p>SC/MRL</p> <p>SC</p> | <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> |
|--|---|---|---|

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**Shaun Couzens**  
**Prif Swyddog Tai/Chief Housing Officer**

October 2017



## **POLICY AND RESOURCES SCRUTINY COMMITTEE – 14TH NOVEMBER 2017**

**SUBJECT: SICKNESS ABSENCE WITHIN THE COUNCIL**

**REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES**

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### **1. PURPOSE OF REPORT**

- 1.1 The purpose of the report is to provide Policy and Resources Scrutiny Committee with an update of the position with regard to sickness absence within the Council.

### **2. SUMMARY**

- 2.1 The report provides an overview of levels of absence within the Council for the previous 2 years and also actions taken to improve these.

### **3. LINKS TO STRATEGY**

- 3.1 The recommendations set out in this report contribute to the following Well-being goals within the Well-being of Future Generations Act (Wales) 2015 in that the effective control of sickness absence should reduce the levels of sickness in line with the Council's Managing Sickness Absence Procedure:

- *A healthier Wales*
- *A more equal Wales*

- 3.2 This should assist the provision of effective services that are value for money, by a workforce that is fit for purpose, feels valued and supported, whilst increasing the commitment and morale of staff.

### **4. THE REPORT**

- 4.1 Members will recall that a request was made at the Scrutiny Committee held on 6 June 2017, to bring a report back to the Committee regarding sickness absence across the Authority.

- 4.2 The Council's Managing Sickness Absence Procedure provides a structured framework to allow Managers to effectively manage sickness absence. The Procedure has also been adopted by all Schools. The purpose of the Procedure is to:

- Maximise employee attendance at work.
- Support employees in returning to work in a timely manner.
- Have a clear and agreed process for managing the sickness absence of all the Council's employees, which is applicable to all.

4.3 The Managing Attendance Team was established in October 2010 to support Managers to manage absence effectively and consistently across the Authority.

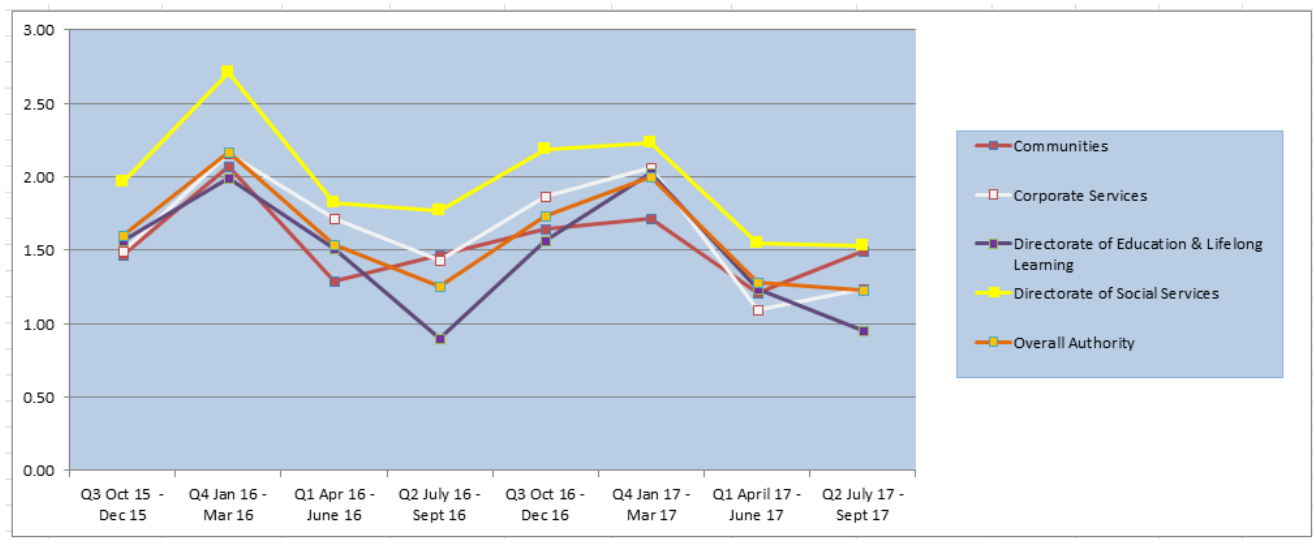
4.4 The tables below provide Members with the overall absence levels per quarter during the previous 2 years.

| Directorate                              | Oct – Dec 2015 |             |             | Jan – March 2016 |             |             | April – June 2016 |             |             | July – Sept 2016 |             |             |
|--|----------------|-------------|-------------|------------------|-------------|-------------|-------------------|-------------|-------------|------------------|-------------|-------------|
|  | % Sick ST      | % Sick LT   | Total Abs % | % Sick ST        | % Sick LT   | Total Abs % | % Sick ST         | % Sick LT   | Total Abs % | % Sick ST        | % Sick LT   | Total Abs % |
| <b>Communities</b>                       | 1.47           | 3.00        | 4.46        | 2.07             | 3.38        | 5.45        | 1.29              | 3.67        | 4.96        | 1.46             | 3.46        | 4.92        |
| <b>Corporate Services</b>                | 1.50           | 3.37        | 4.86        | 2.16             | 2.13        | 4.28        | 1.72              | 3.62        | 5.34        | 1.43             | 3.73        | 5.17        |
| <b>Education &amp; Lifelong Learning</b> | 1.57           | 2.49        | 4.06        | 1.99             | 2.79        | 4.78        | 1.51              | 2.99        | 4.50        | 0.90             | 1.76        | 2.66        |
| <b>Social Services</b>                   | 1.96           | 4.59        | 6.55        | 2.71             | 4.20        | 6.91        | 1.82              | 4.19        | 6.02        | 1.77             | 3.75        | 5.54        |
| <b>Total</b>                             | <b>1.60</b>    | <b>3.08</b> | <b>4.68</b> | <b>2.17</b>      | <b>3.16</b> | <b>5.33</b> | <b>1.54</b>       | <b>3.44</b> | <b>4.99</b> | <b>1.25</b>      | <b>2.72</b> | <b>3.98</b> |

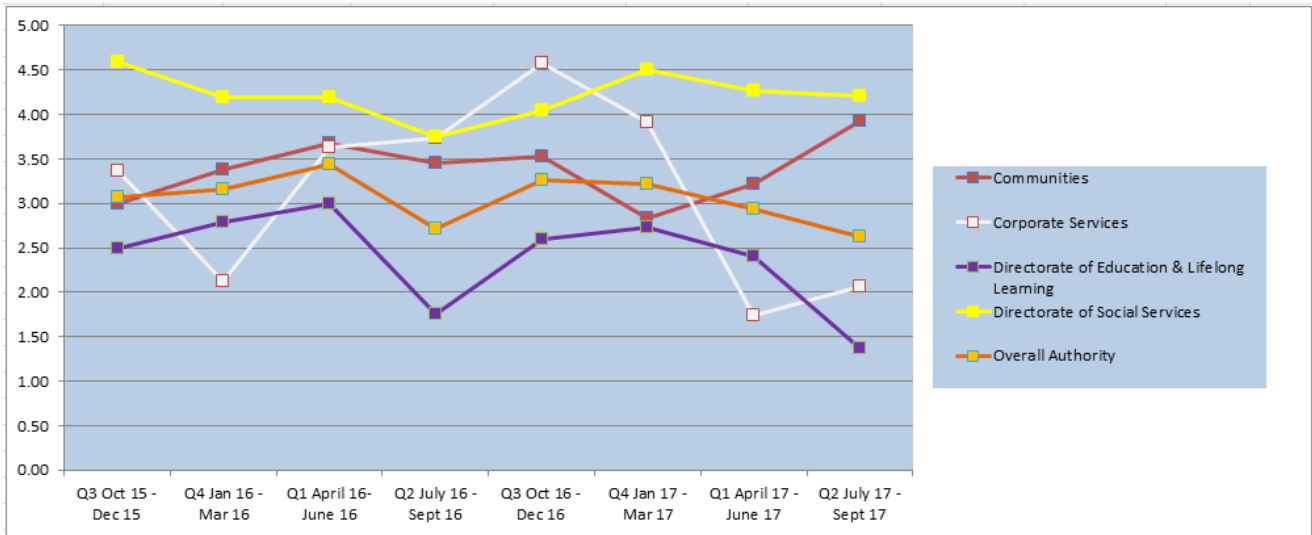
| Directorate                              | Oct – Dec 2016 |             |             | Jan – March 2017 |             |             | April – June 2017 |             |             | July – Sept 2017 |             |             |
|--|----------------|-------------|-------------|------------------|-------------|-------------|-------------------|-------------|-------------|------------------|-------------|-------------|
|  | % Sick ST      | % Sick LT   | Total Abs % | % Sick ST        | % Sick LT   | Total Abs % | % Sick ST         | % Sick LT   | Total Abs % | % Sick ST        | % Sick LT   | Total Abs % |
| <b>Communities</b>                       | 1.65           | 3.53        | 5.17        | 1.72             | 2.83        | 4.55        | 1.21              | 3.22        | 4.42        | 1.50             | 3.92        | 5.42        |
| <b>Corporate Services</b>                | 1.87           | 4.58        | 6.45        | 2.06             | 3.91        | 5.97        | 1.09              | 1.75        | 2.84        | 1.24             | 2.07        | 3.31        |
| <b>Education &amp; Lifelong Learning</b> | 1.56           | 2.59        | 4.15        | 2.02             | 2.73        | 4.75        | 1.24              | 2.40        | 3.64        | 0.95             | 1.37        | 2.32        |
| <b>Social Services</b>                   | 2.18           | 4.05        | 6.26        | 2.23             | 4.50        | 6.76        | 1.55              | 4.27        | 5.82        | 1.53             | 4.21        | 5.74        |
| <b>Total</b>                             | <b>1.73</b>    | <b>3.26</b> | <b>5.00</b> | <b>2.00</b>      | <b>3.22</b> | <b>5.23</b> | <b>1.28</b>       | <b>2.94</b> | <b>4.23</b> | <b>1.23</b>      | <b>2.63</b> | <b>3.86</b> |

4.5 The information in the tables at 4.4 are provided for Members in the graphs below.

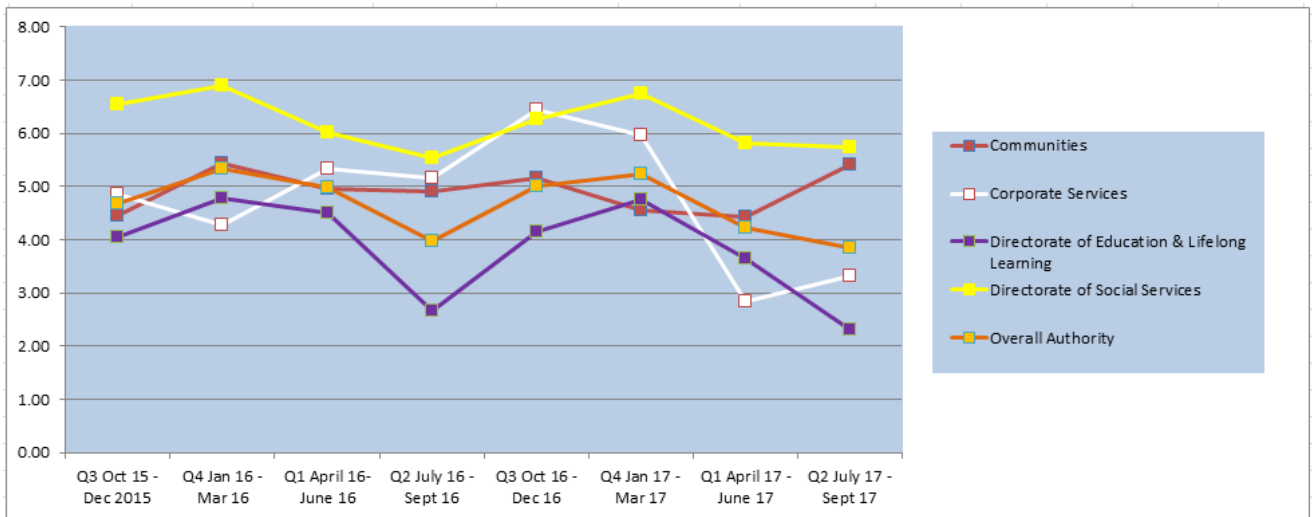
Short term % absence levels October 2015 to September 2017



### Long term % absence levels October 2015 to September 2017



### Overall % absence levels October 2015 to September 2017



### Long term absences

4.6 The Procedure determines that long term absences are those in excess of 20 working days, pro rata'd for part time employees i.e. 4 weeks.

4.7 The tables below provide Members with details of the numbers of long term absences i.e. more than 20 working days / 4 weeks, per Directorate per quarter during the previous 2 years.

| Directorate                              | 4 – 8 weeks  |              |              |              | 9 – 12 weeks |              |              |              | 13 – 18 weeks |              |              |              | 19 weeks +   |              |              |              |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|  | Q3 2015 / 16 | Q4 2015 / 16 | Q1 2016 / 17 | Q2 2016 / 17 | Q3 2015 / 16 | Q4 2015 / 16 | Q1 2016 / 17 | Q2 2016 / 17 | Q3 2015 / 16  | Q4 2015 / 16 | Q1 2016 / 17 | Q2 2016 / 17 | Q3 2015 / 16 | Q4 2015 / 16 | Q1 2016 / 17 | Q2 2016 / 17 |
| <b>Communities</b>                       | 38           | 47           | 35           | 45           | 18           | 27           | 31           | 20           | 22            | 22           | 17           | 21           | 17           | 23           | 26           | 25           |
| <b>Corporate Services</b>                | 25           | 12           | 14           | 6            | 22           | 4            | 5            | 8            | 9             | 7            | 7            | 7            | 13           | 5            | 6            | 11           |
| <b>Education &amp; Lifelong Learning</b> | 74           | 93           | 65           | 47           | 36           | 42           | 43           | 27           | 42            | 38           | 32           | 23           | 28           | 50           | 56           | 53           |
| <b>Social Services</b>                   | 48           | 53           | 67           | 62           | 23           | 28           | 22           | 25           | 17            | 32           | 23           | 26           | 26           | 40           | 32           | 29           |
| <b>Total</b>                             | <b>185</b>   | <b>198</b>   | <b>177</b>   | <b>159</b>   | <b>98</b>    | <b>101</b>   | <b>97</b>    | <b>74</b>    | <b>87</b>     | <b>96</b>    | <b>77</b>    | <b>76</b>    | <b>92</b>    | <b>116</b>   | <b>116</b>   | <b>114</b>   |

| Directorate                              | 4 – 8 weeks        |                    |                    |                    | 9 – 12 weeks       |                    |                    |                    | 13 – 18 weeks      |                    |                    |                    | 19 weeks +         |                    |                    |                    |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
|  | Q3<br>2016<br>/ 17 | Q4<br>2016<br>/ 17 | Q1<br>2017<br>/ 18 | Q2<br>2017<br>/ 18 | Q3<br>2016<br>/ 17 | Q4<br>2016<br>/ 17 | Q1<br>2017<br>/ 18 | Q2<br>2017<br>/ 18 | Q3<br>2016<br>/ 17 | Q4<br>2016<br>/ 17 | Q1<br>2017<br>/ 18 | Q2<br>2017<br>/ 18 | Q3<br>2016<br>/ 17 | Q4<br>2016<br>/ 17 | Q1<br>2017<br>/ 18 | Q2<br>2017<br>/ 18 |
| <b>Communities</b>                       | 48                 | 50                 | 47                 | 43                 | 25                 | 19                 | 26                 | 31                 | 23                 | 13                 | 20                 | 20                 | 22                 | 26                 | 17                 | 28                 |
| <b>Corporate Services</b>                | 7                  | 9                  | 5                  | 5                  | 12                 | 9                  | 5                  | 6                  | 7                  | 4                  | 4                  | 6                  | 9                  | 14                 | 4                  | 1                  |
| <b>Education &amp; Lifelong Learning</b> | 94                 | 92                 | 69                 | 31                 | 39                 | 37                 | 29                 | 22                 | 31                 | 29                 | 40                 | 25                 | 32                 | 50                 | 47                 | 44                 |
| <b>Social Services</b>                   | 57                 | 76                 | 55                 | 51                 | 26                 | 24                 | 28                 | 20                 | 27                 | 21                 | 31                 | 33                 | 32                 | 43                 | 31                 | 33                 |
| <b>Total</b>                             | <b>198</b>         | <b>216</b>         | <b>171</b>         | <b>130</b>         | <b>99</b>          | <b>86</b>          | <b>87</b>          | <b>77</b>          | <b>86</b>          | <b>66</b>          | <b>86</b>          | <b>78</b>          | <b>92</b>          | <b>129</b>         | <b>98</b>          | <b>101</b>         |

### Short term absences

- 4.8 The Council's Managing Sickness Absence Procedure provides guidance to effectively manage short term absences consistently, whilst taking account of the reasons for absence. Return to work interviews form a key part of this process as it gives the Manager the opportunity to determine if there are any underlying issues affecting the employee's attendance at work and offer support where appropriate.
- 4.9 The Procedure determines that an Informal Absence Review (IAR) should be undertaken in a rolling twelve month period following either:
- three periods of sickness absence (the total number of days must be a minimum of four days for the trigger to take effect).
  - or
  - two periods of sickness totalling ten working days or more.
  - or
  - patterns of absence, which give cause for concern.
- These trigger points are pro rata'd for part time employees and patterns of absence can include both short and long term absences.
- 4.10 Following work undertaken by HR, which determined that less than 20% of IARs were being undertaken, CMT agreed to fund an additional HR Assistant for a period of 12 months to focus on the completion of appropriate IARs by Managers.
- 4.11 The work commenced in April 2017 and the table below provides data relating to sickness absences closed between the period 1 April 2017 to 30 June 2017 (Q1) and 1st July 2017 to 30th September 2017 (Q2) for comparison purposes.

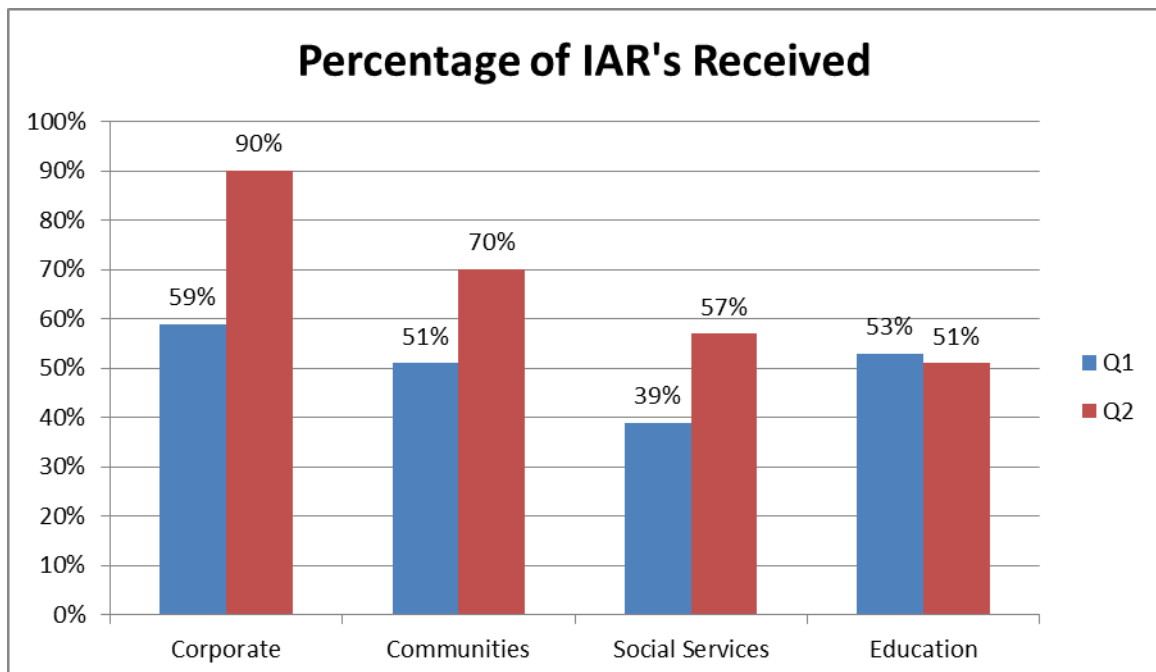


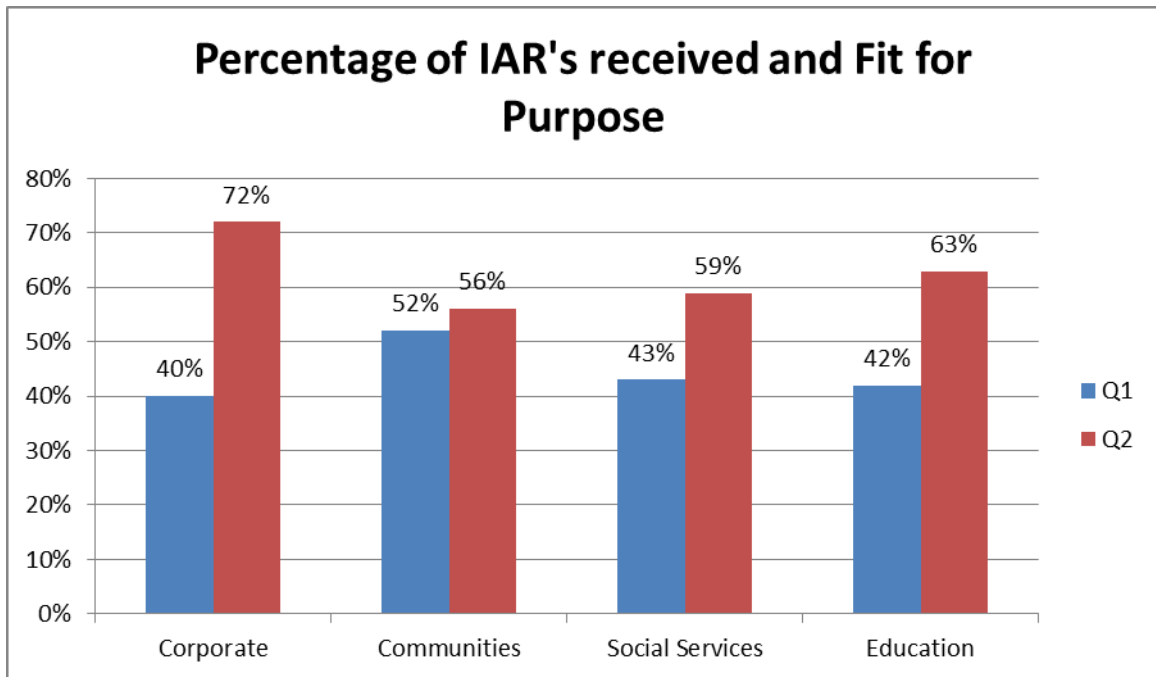
| Directorate                              | Total number of closed absences and triggers met |              | Number of employees that should have received an IAR |              | Number of IAR's received by HR |              | Number of IAR's fit for purpose |                    | Number of staff who have had an IAR in the past 12 months and should have progressed to formal stages |              | Number of formal hearings held |              |
|--|--|--------------|--|--------------|--------------------------------|--------------|---------------------------------|--------------------|---|--------------|--------------------------------|--------------|
|  | Q1 2017 / 18                                     | Q2 2017 / 18 | Q1 2017 / 18   | Q2 2017 / 18 | Q1 2017 / 18                   | Q2 2017 / 18 | Q1 2017 / 18                    | Q2 2017 / 18       | Q1 2017 / 18  | Q2 2017 / 18 | Q1 2017 / 18                   | Q2 2017 / 18 |
| <b>Communities</b>                       | 84   | 87           | 70   | 71           | 36                             | 50           | 19<br>(4)                       | 28<br>(14)         | 14  | 16           | 2                              | 1            |
| <b>Corporate Services</b>                | 21   | 34           | 17   | 20           | 10                             | 18           | 4                               | 13<br>(9)          | 4   | 14           | 1                              | 0            |
| <b>Education &amp; Lifelong Learning</b> | 59   | 47           | 45   | 37           | 24                             | 19           | 10<br>(5)                       | 12<br>(9)          | 14  | 10           | 1                              | 0            |
| <b>Social Services</b>                   | 106  | 126          | 95   | 110          | 37                             | 63           | 16<br>(7)                       | 37<br>(21)         | 11  | 16           | 0                              | 0            |
| <b>Total</b>                             | <b>270</b>                                       | <b>294</b>   | <b>227</b>   | <b>238</b>   | <b>107</b>                     | <b>150</b>   | <b>49<br/>(16)</b>              | <b>90<br/>(53)</b> | <b>43</b>   | <b>56</b>    | <b>4</b>                       | <b>1</b>     |

N.B. The above table does not include Schools in the Education & Lifelong Learning data.

4.12 Of the IARs detailed above that were fit for purpose, it should be noted that the numbers in brackets were returned to the Manager at least once as they were not initially fit for purpose.

4.13 The information in the table at 4.11 is provided for Members in the graphs below





4.14 Members can see from the information provided that the situation relating to IARs has improved during the second quarter and this position will hopefully continue to improve with the continued work undertaken by the additional HR Assistant referred to in 4.9.

#### Overall absence levels

4.15 Members will be aware that the reported days lost per FTE (full time equivalent) for 2015 / 16 was 11.7 and this increased to 12.2 for 2016 / 17.

4.16 The tables at Appendix A detail the number of employees per Directorate that have reported sick for the number of days stated per quarter during the previous 2 years.

4.17 The tables at Appendix B provide the details in 4.16 as a percentage of employees per Directorate. Members will note that in Q4 for each year, 68% of employees had no sickness absences and in each of the other 6 quarters this was over 70% of staff, with Q2 in each year reporting as over 80%. This is however likely to be due to the Summer holiday period.

4.18 The table below provides the top ten reasons for absence across the Authority, as generalised categories, for the periods October 2015 – September 2016 and October 2016 – September 2017.

| Top 10 Reasons of Absence for the Authority                       | Ranking          |                  |
|---|------------------|------------------|
|   | Oct 15 – Sept 16 | Oct 16 – Sept 17 |
| Stress; depression; anxiety; neurasthenia; mental health; fatigue | 1                | 1                |
| Other musculo-skeletal problems                                   | 2                | 2                |
| Stomach; liver; kidney and digestion inc. gastroenteritis         | 3                | 3                |
| Infections inc. colds & flu                                       | 4                | 4                |
| Back and neck problems  | 5                | 5                |
| Neurological including headaches & migraines                      | 6                | 8                |
| Injury  | 7                | 6                |
| Chest and respiratory inc. chest infections                       | 8                | 7                |
| Work related stress   | 9                | 10               |
| Heart, blood pressure and circulation                             | 10               | N/A              |
| Eye; ear; nose & mouth/dental to inc. sinusitis                   | N/A              | 9                |

4.19 The tables below provide the top ten reasons for absence per Directorate as generalised categories, for the periods October 2015 – September 2016 and October 2016 – September 2017.

| <b>Top 10 Reasons of Absence for the Directorate of Communities</b> | <b>Ranking</b>          |                         |
|---|-------------------------|-------------------------|
|   | <b>Oct 15 – Sept 16</b> | <b>Oct 16 – Sept 17</b> |
| Other musculo-skeletal problems                                     | 1                       | 1                       |
| Stress; depression; anxiety; neurasthenia; mental health; fatigue   | 2                       | 2                       |
| Stomach; liver; kidney and digestion inc. gastroenteritus           | 3                       | 3                       |
| Injury  | 4                       | 6                       |
| Back and neck problems  | 5                       | 4                       |
| Infections inc. colds & flu   | 6                       | 5                       |
| Neurological including headaches & migraines                        | 7                       | 9                       |
| Work related stress   | 8                       | 7                       |
| Heart, blood pressure and circulation                               | 9                       | NA                      |
| Chest and respiratory inc. chest infections                         | 10                      | 8                       |
| Eye; ear; nose & mouth/dental to inc. sinnusitis                    | NA                      | 10                      |

| <b>Top 10 Reasons of Absence for the Corporate Services</b>       | <b>Ranking</b>          |                         |
|---|-------------------------|-------------------------|
|   | <b>Oct 15 – Sept 16</b> | <b>Oct 16 – Sept 17</b> |
| Stress; depression; anxiety; neurasthenia; mental health; fatigue | 1                       | 1                       |
| Stomach; liver; kidney and digestion inc. gastroenteritus         | 2                       | 2                       |
| Infections inc. colds & flu                                       | 3                       | 4                       |
| Back and neck problems  | 4                       | 5                       |
| Other musculo-skeletal problems                                   | 5                       | 3                       |
| Cancer  | 6                       | NA                      |
| Eye; ear; nose & mouth/dental to inc. sinnusitis                  | 7                       | 10                      |
| Neurological including headaches & migraines                      | 8                       | 9                       |
| Injury  | 9                       | NA                      |
| Heart, blood pressure and circulation                             | 10                      | NA                      |
| Work related stress   | NA                      | 6                       |
| Genito-urinary inc. menstrual problems                            | NA                      | 7                       |
| Chest and respiratory inc. chest infections                       | NA                      | 8                       |

| <b>Top 10 Reasons of Absence for the Directorate of Education and Lifelong Learning</b> | <b>Ranking</b>          |                         |
|---|-------------------------|-------------------------|
|   | <b>Oct 15 – Sept 16</b> | <b>Oct 16 – Sept 17</b> |
| Stress; depression; anxiety; neurasthenia; mental health; fatigue                       | 1                       | 1                       |
| Other musculo-skeletal problems   | 2                       | 3                       |
| Stomach; liver; kidney and digestion inc. gastroenteritus                               | 3                       | 2                       |
| Infections inc. colds & flu   | 4                       | 4                       |
| Neurological including headaches & migraines  | 5                       | 6                       |
| Back and neck problems  | 6                       | 5                       |
| Chest and respiratory inc. chest infections   | 7                       | 7                       |
| Work related stress   | 8                       | 8                       |
| Eye; ear; nose & mouth/dental to inc. sinnusitis  | 9                       | 10                      |
| Injury  | 10                      | 9                       |

| Top 10 Reasons of Absence for the Directorate of Social Services  | Ranking          |                  |
|---|------------------|------------------|
|   | Oct 15 – Sept 16 | Oct 16 – Sept 17 |
| Stress; depression; anxiety; neurasthenia; mental health; fatigue | 1                | 1                |
| Other musculo-skeletal problems                                   | 2                | 2                |
| Stomach; liver; kidney and digestion inc. gastroenteritis         | 3                | 3                |
| Infections inc. colds & flu                                       | 4                | 4                |
| Injury  | 5                | 6                |
| Back and neck problems  | 6                | 5                |
| Genito-urinary inc. menstrual problems                            | 7                | 10               |
| Heart, blood pressure and circulation                             | 8                | NA               |
| Pregnancy Related Illness   | 9                | NA               |
| Chest and respiratory inc. chest infections                       | 10               | 7                |
| Neurological including headaches & migraines                      | NA               | 8                |
| Eye; ear; nose & mouth/dental to inc. sinusitis                   | NA               | 9                |

- 4.20 To support the management of sickness absence, the Council has its own Occupational Health Unit, with Nurse, Occupational Health Physician, Physiotherapist expertise provided. The latter are via contracted services. The appointments provided by each to support the management of sickness absence are detailed in the tables below for the periods October 2015 – September 2016 and October 2016 – September 2017.

#### Occupational Health Physician

| Type of appointment   | Oct 15 – Sept 16 | Oct 16 – Sept 17 |
|-----------------------|------------------|------------------|
| Initial               | 289              | 358              |
| Follow-up             | 209              | 168              |
| Case Conference       | 5                | 2                |
| Ill Health Retirement | 11               | 8                |
| <b>Total</b>          | <b>514</b>       | <b>536</b>       |

An independent Occupational Health Physician is also used to undertake assessments for Ill Health Retirement if the Doctor contracted to the Council has already seen the employee.

#### Physiotherapist

| Type of appointment | Oct 15 – Sept 16 | Oct 16 – Sept 17 |
|---------------------|------------------|------------------|
| Initial             | 192              | 225              |
| Follow-up           | 275              | 391              |
| <b>Total</b>        | <b>467</b>       | <b>616</b>       |

#### Nurse

| Type of appointment | Oct 15 – Sept 16 | Oct 16 – Sept 17 |
|---------------------|------------------|------------------|
| Initial             | 17               | NA               |
| Review              | 10               | NA               |
| <b>Total</b>        | <b>27</b>        | <b>NA</b>        |

The Nurse appointment figures are low because it was agreed in December 2015 that all sickness absence cases should be seen by the Occupational Health Physician. This position is currently being reviewed again.

- 4.21 The Council provides a confidential counselling service via Care First that can be accessed by all employees.

- 4.22 As a result of concerns regarding increasing sickness absence levels during mid 2016 / 17, the following activity has taken place:
- i) E-mail from Cllr Colin Gordon, Cabinet Member for Corporate Services, dated 24 July 2017 to all members of the Leadership Team (attached at Appendix C)
  - ii) Sickness absence is a regular agenda item on Leadership and Management Network meetings
  - iii) Sickness absence is a regular agenda item on SMTs and HR attend to support the discussions
  - iv) Additional training is being provided by HR and is being tailored to suit service area needs
  - v) Daily advice, guidance and support continues to be provided by HR to Managers
  - vi) E-mail reminders have been built in to the Council's HR / Payroll system (iTrent) to remind Managers what they need to do when absences are opened and closed
  - vii) Reminders (up to 3) are sent to Managers by HR requesting the completion of Informal Absence Reviews
  - viii) Extra sessions have been put in place to reduce the backlog of appointments for the Occupational Health Physician and the Physiotherapist.
- 4.23 Sickness absence will continue to be monitored by Corporate Management Team, HR and the Cabinet Member for Corporate Services with the aim of reducing sickness absence levels.

## **5. WELL-BEING OF FUTURE GENERATIONS**

- 5.1 Having considered the five ways of working, they will not be affected by the contents of this report.

## **6. EQUALITIES IMPLICATIONS**

- 6.1 The Managing Sickness Absence Procedure was assessed in 2012 and takes Equalities related issues into account when dealing with sickness issues. This was done in order to ensure that any individual falling under one or more of the protected characteristics or wider issues covered by the Council's Strategic Equality Plan, is not adversely affected by that procedure.

## **7. FINANCIAL IMPLICATIONS**

- 7.1 There are direct financial implications for sickness absence where replacement labour is required to cover lost time by the absent employee. This clearly does not happen with all periods of absence.
- 7.2 Where no replacement cover is being provided there may be no direct financial costs, however there may be hidden costs in terms of the delivery of the service or the impact on other members of staff.

## **8. PERSONNEL IMPLICATIONS**

- 8.1 The regular monitoring and review of the long term and short term absences will continue to be a core responsibility of HR with managers to reduce absence levels in their service areas.
- 8.2 Managers have been and will continue to be provided with support from HR to manage attendance within their service areas, and also any employee relations issues that may arise.

## **9. CONSULTATIONS**

- 9.1 There are no consultation responses that have not been reflected in this report.

## **10. RECOMMENDATIONS**

- 10.1 Policy and Resources Scrutiny Members are asked to note the sickness absence information contained within this report.

## **11. REASONS FOR THE RECOMMENDATIONS**

- 11.1 The recommendations are designed to inform Scrutiny Members of levels of sickness absence within the Authority during the previous 2 years and what is being done in an attempt to reduce these.

## **12. STATUTORY POWER**

- 12.1 The Equality Act 2010.  
Employment Relations Act 2004.

Author: Lynne Donovan, Acting Head of Human Resources and Organisational Development  
Consultees: Corporate Management Team  
Cllr Colin Gordon, Cabinet Member for Corporate Services  
Stephen Harris, Acting Head of Corporate Finance and S151 Officer  
Geraldine Burns, Acting HR Manager  
Liz Rees, Principal HR Officer

### Appendices:

- A Number of employees per Directorate that have reported sick for the number of days stated per quarter during the previous 2 years  
B Percentage of employees per Directorate that have reported sick for the number of days stated per quarter during the previous 2 years  
C E-mail from Cllr Colin Gordon, Cabinet Member for Corporate Services, dated 24 July 2017 to all members of the Leadership Team

**Appendix A**

**Number of employees per Directorate that have reported sick for the number of days stated per quarter October 2015 (Q3) to September 2016 (Q2)**

| Number of Employees                      |                    |                    |                    |                    |                    |                    |                   |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Directorate                              | 0 days             |                    |                    |                    | 1 – 5 days         |                    |                   |                    | 6 – 11 days        |                    |                    |                    | 12-19 days         |                    |                    |                    | 20+ days           |                    |                    |                    |
|  | Q3<br>2015<br>/ 16 | Q4<br>2015<br>/ 16 | Q1<br>2016<br>/ 17 | Q2<br>2016<br>/ 17 | Q3<br>2015<br>/ 16 | Q4<br>2015<br>/ 16 | Q1<br>2016/<br>17 | Q2<br>2016<br>/ 17 | Q3<br>2015<br>/ 16 | Q4<br>2015<br>/ 16 | Q1<br>2016<br>/ 17 | Q2<br>2016<br>/ 17 | Q3<br>2015<br>/ 16 | Q4<br>2015<br>/ 16 | Q1<br>2016<br>/ 17 | Q2<br>2016<br>/ 17 | Q3<br>2015<br>/ 16 | Q4<br>2015<br>/ 16 | Q1<br>2016 /<br>17 | Q2<br>2016<br>/ 17 |
| <b>Communities</b>                       | 1436               | 1347               | 1484               | 1497               | 222                | 274                | 180               | 189                | 44                 | 76                 | 45                 | 55                 | 39                 | 56                 | 33                 | 40                 | 95                 | 96                 | 95                 | 94                 |
| <b>Corporate Services</b>                | 815                | 390                | 412                | 405                | 170                | 112                | 66                | 77                 | 27                 | 25                 | 16                 | 10                 | 29                 | 9                  | 13                 | 12                 | 54                 | 24                 | 29                 | 28                 |
| <b>Education &amp; Lifelong Learning</b> | 3012               | 2798               | 3146               | 3582               | 808                | 908                | 607               | 401                | 103                | 178                | 110                | 84                 | 72                 | 66                 | 76                 | 66                 | 159                | 183                | 184                | 95                 |
| <b>Social Services</b>                   | 956                | 1267               | 1418               | 1473               | 257                | 380                | 287               | 250                | 48                 | 122                | 72                 | 77                 | 37                 | 59                 | 57                 | 47                 | 91                 | 115                | 105                | 100                |
| <b>Total</b>                             | <b>6032</b>        | <b>5571</b>        | <b>6207</b>        | <b>6669</b>        | <b>1427</b>        | <b>1616</b>        | <b>1119</b>       | <b>899</b>         | <b>220</b>         | <b>400</b>         | <b>239</b>         | <b>220</b>         | <b>176</b>         | <b>188</b>         | <b>178</b>         | <b>163</b>         | <b>395</b>         | <b>414</b>         | <b>402</b>         | <b>312</b>         |

**Number of employees per Directorate that have reported sick for the number of days stated per quarter October 2016 (Q3) to September 2017 (Q2)**

| Number of Employees                      |                    |                    |                    |                    |                    |                    |                    |                    |                     |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Directorate                              | 0 days absence     |                    |                    |                    | 1 – 5 days absence |                    |                    |                    | 6 – 11 days absence |                    |                    |                    | 12-19 days absence |                    |                    |                    | 20+ days absence   |                    |                    |                    |
|  | Q3<br>2016<br>/ 17 | Q4<br>2016<br>/ 17 | Q1<br>2017<br>/ 18 | Q2<br>2017<br>/ 18 | Q3<br>2016<br>/ 17 | Q4<br>2016<br>/ 17 | Q1<br>2017<br>/ 18 | Q2<br>2017<br>/ 18 | Q3<br>2016 /<br>17  | Q4<br>2016<br>/ 17 | Q1<br>2017<br>/ 18 | Q2<br>2017<br>/ 18 | Q3<br>2016<br>/ 17 | Q4<br>2016<br>/ 17 | Q1<br>2017<br>/ 18 | Q2<br>2017<br>/ 18 | Q3<br>2016<br>/ 17 | Q4<br>2016<br>/ 17 | Q1<br>2017<br>/ 18 | Q2<br>2017<br>/ 18 |
| <b>Communities</b>                       | 1415               | 1418               | 1542               | 1540               | 248                | 252                | 175                | 173                | 46                  | 79                 | 49                 | 59                 | 50                 | 29                 | 35                 | 39                 | 102                | 93                 | 92                 | 113                |
| <b>Corporate Services</b>                | 363                | 372                | 437                | 411                | 94                 | 86                 | 42                 | 65                 | 18                  | 16                 | 14                 | 11                 | 14                 | 16                 | 9                  | 7                  | 31                 | 32                 | 14                 | 15                 |
| <b>Education &amp; Lifelong Learning</b> | 2863               | 2681               | 3062               | 3448               | 786                | 932                | 597                | 438                | 124                 | 150                | 93                 | 65                 | 62                 | 85                 | 64                 | 63                 | 170                | 180                | 152                | 82                 |
| <b>Social Services</b>                   | 1331               | 1331               | 1544               | 1574               | 351                | 385                | 244                | 266                | 74                  | 90                 | 68                 | 54                 | 51                 | 52                 | 51                 | 46                 | 118                | 135                | 102                | 109                |
| <b>Total</b>                             | <b>5724</b>        | <b>5518</b>        | <b>6281</b>        | <b>6622</b>        | <b>1427</b>        | <b>1601</b>        | <b>1035</b>        | <b>917</b>         | <b>262</b>          | <b>333</b>         | <b>214</b>         | <b>188</b>         | <b>177</b>         | <b>179</b>         | <b>146</b>         | <b>143</b>         | <b>410</b>         | <b>428</b>         | <b>359</b>         | <b>314</b>         |

**Appendix B**

**% of employees per Directorate that have reported sick for the number of days stated per quarter October 2015 (Q3) to September 2016 (Q2)**

| <b>% of Employees</b>                    |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| <b>Directorate</b>                       | <b>0 days</b>               |                             |                             |                             | <b>1 – 5 days</b>           |                             |                             |                             | <b>6 – 11 days</b>          |                             |                             |                             | <b>12-19 days</b>           |                             |                             |                             | <b>20+ days</b>             |                             |                             |                             |
|  | <b>Q3<br/>2015<br/>/ 16</b> | <b>Q4<br/>2015<br/>/ 16</b> | <b>Q1<br/>2016<br/>/ 17</b> | <b>Q2<br/>2016<br/>/ 17</b> | <b>Q3<br/>2015<br/>/ 16</b> | <b>Q4<br/>2015<br/>/ 16</b> | <b>Q1<br/>2016<br/>/ 17</b> | <b>Q2<br/>2016<br/>/ 17</b> | <b>Q3<br/>2015<br/>/ 16</b> | <b>Q4<br/>2015<br/>/ 16</b> | <b>Q1<br/>2016<br/>/ 17</b> | <b>Q2<br/>2016<br/>/ 17</b> | <b>Q3<br/>2015<br/>/ 16</b> | <b>Q4<br/>2015<br/>/ 16</b> | <b>Q1<br/>2016<br/>/ 17</b> | <b>Q2<br/>2016<br/>/ 17</b> | <b>Q3<br/>2015<br/>/ 16</b> | <b>Q4<br/>2015<br/>/ 16</b> | <b>Q1<br/>2016<br/>/ 17</b> | <b>Q2<br/>2016<br/>/ 17</b> |
| <b>Communities</b>                       | 78.21                       | 72.85                       | 80.78                       | 79.84                       | 12.09                       | 14.82                       | 9.80                        | 10.09                       | 2.40                        | 4.11                        | 2.45                        | 2.93                        | 2.12                        | 3.03                        | 1.80                        | 2.13                        | 5.18                        | 5.19                        | 5.17                        | 5.01                        |
| <b>Corporate Services</b>                | 74.43                       | 69.64                       | 76.86                       | 76.13                       | 15.53                       | 20.00                       | 12.31                       | 14.47                       | 2.47                        | 4.46                        | 2.99                        | 1.88                        | 2.64                        | 1.61                        | 2.43                        | 2.26                        | 4.93                        | 4.29                        | 5.41                        | 5.26                        |
| <b>Education &amp; Lifelong Learning</b> | 72.51                       | 67.70                       | 76.30                       | 84.72                       | 19.45                       | 21.97                       | 14.72                       | 9.48                        | 2.48                        | 4.31                        | 2.67                        | 1.99                        | 1.73                        | 1.59                        | 1.84                        | 1.56                        | 3.83                        | 4.43                        | 4.47                        | 2.25                        |
| <b>Social Services</b>                   | 68.83                       | 65.21                       | 73.14                       | 75.65                       | 18.50                       | 19.56                       | 14.80                       | 12.84                       | 3.45                        | 6.27                        | 3.71                        | 3.95                        | 2.66                        | 3.03                        | 2.94                        | 2.42                        | 6.56                        | 5.93                        | 5.41                        | 5.14                        |
| <b>Total</b>                             | <b>73.12</b>                | <b>68.03</b>                | <b>76.21</b>                | <b>80.71</b>                | <b>17.29</b>                | <b>19.73</b>                | <b>13.73</b>                | <b>10.88</b>                | <b>2.67</b>                 | <b>4.88</b>                 | <b>2.93</b>                 | <b>2.66</b>                 | <b>2.13</b>                 | <b>2.30</b>                 | <b>2.19</b>                 | <b>1.97</b>                 | <b>4.79</b>                 | <b>5.06</b>                 | <b>4.94</b>                 | <b>3.78</b>                 |

**% of employees per Directorate that have reported sick for the number of days stated per quarter October 2016 (Q3) to September 2017 (Q2)**

| <b>% of Employees</b>                    |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |                             |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| <b>Directorate</b>                       | <b>0 days absence</b>       |                             |                             |                             | <b>1 – 5 days absence</b>   |                             |                             |                             | <b>6 – 11 days absence</b>  |                             |                             |                             | <b>12-19 days absence</b>   |                             |                             |                             | <b>20+ days absence</b>     |                             |                             |                             |
|  | <b>Q3<br/>2016<br/>/ 17</b> | <b>Q4<br/>2016<br/>/ 17</b> | <b>Q1<br/>2017<br/>/ 18</b> | <b>Q2<br/>2017<br/>/ 18</b> | <b>Q3<br/>2016<br/>/ 17</b> | <b>Q4<br/>2016<br/>/ 17</b> | <b>Q1<br/>2017<br/>/ 18</b> | <b>Q2<br/>2017<br/>/ 18</b> | <b>Q3<br/>2016<br/>/ 17</b> | <b>Q4<br/>2016<br/>/ 17</b> | <b>Q1<br/>2017<br/>/ 18</b> | <b>Q2<br/>2017<br/>/ 18</b> | <b>Q3<br/>2016<br/>/ 17</b> | <b>Q4<br/>2016<br/>/ 17</b> | <b>Q1<br/>2017<br/>/ 18</b> | <b>Q2<br/>2017<br/>/ 18</b> | <b>Q3<br/>2016<br/>/ 17</b> | <b>Q4<br/>2016<br/>/ 17</b> | <b>Q1<br/>2017<br/>/ 18</b> | <b>Q2<br/>2017<br/>/ 18</b> |
| <b>Communities</b>                       | 76.03                       | 75.79                       | 81.46                       | 80.04                       | 13.33                       | 13.47                       | 9.24                        | 8.99                        | 2.47                        | 4.22                        | 2.59                        | 3.07                        | 2.68                        | 1.55                        | 1.85                        | 2.03                        | 5.49                        | 4.97                        | 4.86                        | 5.87                        |
| <b>Corporate Services</b>                | 69.81                       | 71.26                       | 84.69                       | 80.75                       | 18.08                       | 16.48                       | 8.14                        | 12.77                       | 3.46                        | 3.06                        | 2.71                        | 2.16                        | 2.96                        | 3.06                        | 1.75                        | 1.38                        | 5.96                        | 6.14                        | 2.71                        | 2.94                        |
| <b>Education &amp; Lifelong Learning</b> | 71.84                       | 66.56                       | 77.16                       | 84.18                       | 19.63                       | 23.14                       | 15.04                       | 10.69                       | 3.09                        | 3.72                        | 2.35                        | 1.59                        | 1.55                        | 2.11                        | 1.61                        | 1.54                        | 4.24                        | 4.47                        | 3.84                        | 2.00                        |
| <b>Social Services</b>                   | 69.14                       | 66.78                       | 76.85                       | 76.82                       | 18.23                       | 19.32                       | 12.15                       | 12.98                       | 3.85                        | 4.52                        | 3.38                        | 2.64                        | 2.65                        | 2.61                        | 2.54                        | 2.24                        | 6.13                        | 6.77                        | 5.08                        | 5.32                        |
| <b>Total</b>                             | <b>71.55</b>                | <b>68.47</b>                | <b>78.17</b>                | <b>80.91</b>                | <b>17.84</b>                | <b>19.87</b>                | <b>12.88</b>                | <b>11.20</b>                | <b>3.28</b>                 | <b>4.13</b>                 | <b>2.66</b>                 | <b>2.30</b>                 | <b>2.21</b>                 | <b>2.22</b>                 | <b>1.82</b>                 | <b>1.75</b>                 | <b>5.12</b>                 | <b>5.31</b>                 | <b>4.47</b>                 | <b>3.84</b>                 |



## Appendix C

**E-mail from Cllr Colin Gordon, Cabinet Member for Corporate Services, dated 24 July 2017  
9.27 am to all members of the Leadership Team**

Dear Leadership Team,

As you are aware, I am now the Cabinet Member for Corporate Services. As an introduction to my portfolio, I have been meeting with the Heads of Service and I have received a great deal of information from them.

I have been particularly concerned by the information that I have received regarding sickness absence levels across the Authority. These concerns are also shared by the Leader. Consequently, I have made it clear to Nicole Scammell and Lynne Donovan that reducing sickness absence levels is a priority for the Leader and I and we will be seeking regular updates from them.

I felt it was important, therefore, that I personally advise you, as the Leadership Team of the Council, of our concerns. We fully endorse supporting employees that are absent due to sickness, but this must be in accordance with the Council's Managing Sickness Absence Procedure. The role of all managers is essential within this Procedure, as managing sickness absence is the responsibility of Managers, in a timely manner, with support from HR. I will be seeking confirmation that Managers at all levels are undertaking their duties and responsibilities and my regular reviews with Lynne about sickness absence will include Managers' compliance with this Procedure.

I am aware that Corporate Management Team receive regular reports regarding sickness absence and are monitoring the situation. I am also aware that you are provided with regular information regarding absence levels within your service areas. I would expect this to be discussed at team meetings and in one to one meetings with your managers as appropriate. It may also be timely for you to remind line managers within your service of their responsibilities when managing people.

The Council has excellent terms and conditions for employees and it is important that we all acknowledge this. However, it is also essential that Managers follow procedures and seek advice where appropriate, to protect these terms and conditions.

I have met with the Trade Unions to discuss my concerns and they have committed their support to reducing sickness absence levels. I am looking for the same commitment from you all within the Leadership Team, which I am sure you will also seek from your managers. I am happy to attend your SMT meetings with Lynne, if you feel that would be of benefit.

If you have any queries with any part of the Managing Sickness Absence Procedure or need any advice with regard to specific situations with your members of staff, please do not hesitate to contact the Managing Attendance Team.

Regards

**Cllr Colin Gordon  
Cabinet Member for Corporate Services**

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