



CAERPHILLY HOMES TASK GROUP – 20TH SEPTEMBER 2018

SUBJECT: YEAR END PERFORMANCE REPORT FOR CAERPHILLY HOMES

REPORT BY: INTERIM CORPORATE DIRECTOR COMMUNITIES

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide members with an overview of the performance of the services provided by Caerphilly Homes during 2017/18, to set out the key service priorities for the period 2018 to 2023 and highlight any potential challenges that may affect the successful delivery of these priorities, prior to the report being presented to the Policy and Resources Scrutiny Committee.

2. SUMMARY

- 2.1 This report provides members with an overview of performance of the service provided by Caerphilly Homes during 2017/18.
- 2.2 The report also sets the priorities for the period 2018 to 2023 that will deliver further service improvements and identifies a number of potential challenges that may affect the successful delivery of these priorities.
- 2.3 The performance of Caerphilly Homes for 2017/18 is considered overall to be good and continues to build on performance from previous years. We have identified aspects of the service that require improvement and will work closely with stakeholders to introduce changes that will result in improved services and performance. Our priorities for the period 2018 to 2023 will aim to deliver further service improvements and will ensure that we are able to respond proactively to the needs and aspirations of those who use our services. We have identified a number of challenges that may affect our ability to implement these service improvements successfully. However, the service is currently regarded by the Housing Management Team to be well placed to respond to these challenges.

3. LINKS TO STRATEGY

- 3.1 ***The Well Being of Future Generations (Wales) Act 2015*** contains 7 well-being goals. When making decisions the act requires public bodies in Wales, including local authorities, to take into account the impact they could have on people living their lives in the future.
- 3.2 ***Improving Lives and Communities: Homes in Wales (Welsh Government, 2010)***, which sets out the national context on meeting housing need, homelessness, and housing-related support services.
- 3.3 ***The Caerphilly We Want (CCBC, 2018-2023) - Well-Being Plan: Positive Places - Enabling our communities to be resilient and sustainable.***

- 3.4 **Corporate Plan (CCBC, 2018-2023): Well-being Objective 3:** “Address the availability, condition and sustainability of homes throughout the county borough and provide advice, assistance or support to help improve people’s well-being.”
- 3.5 **Anti-Poverty Strategy (CCBC)**, which sets out a range of priorities to tackle poverty in the borough.

4. THE REPORT

4.1 Caerphilly Homes delivers a range of services to people living in the private and social sectors, and to people who may be homeless or threatened with homelessness. It consists of four main sections:

- i) Housing Repair Operations;
- ii) Private Sector Housing;
- iii) Public Sector Housing; and
- iv) Welsh Housing Quality Standard.

4.2 As part of the corporate service improvement process, Caerphilly Homes has undertaken a review of the performance of the service to identify and evaluate the performance of the service against pre-defined areas, aspects of the service that require improvement and any challenges facing the delivery of the service. The self-evaluation exercise informs the development of the service plan.

4.3 The following priorities were identified in the 2017/18 service plan:

- i) Investment in homes to transform lives and communities (Wellbeing Objective 5).
- ii) Undertake a number of initiatives to address low demand in council housing.
- iii) Complete the de-pooling of service charges from rents exercise in sheltered housing.
- iv) Carry out an options appraisal into the remodelling of a number of our sheltered housing schemes, including assessing the potential for redevelopment.
- v) Consider the potential impact of further welfare reforms, including local housing allowance, on existing and prospective council and housing association and private rented sector tenants and identify solutions to mitigate the impact.
- vi) Reviewing our ICT requirements including replacement of the Capita system, taking into consideration the collection, use and maintenance of data from the customer profiling exercise, and mobile working.
- vii) Implement a new management charge schedule for leaseholders.
- viii) Full operational implementation of the Rent Smart Wales scheme.
- ix) Development of key strategic housing documents to inform future service provision.
- x) Contribute towards addressing the issues, which related in Lansbury Park being identified as the most deprived area in Wales (WIMD 2014).

4.4 The performance of each section will be considered separately in turn in the following paragraphs:

Housing Repair Operations

4.5 The section provides a responsive repairs and maintenance service to the council housing stock of 10,801 properties, completing approximately 28,000 repairs per annum, in addition to supporting the Welsh Housing Quality Standard (WHQS) section with both the internal and external capital investment programme. It consists of 175 members of staff (FTE), including multi-trade maintenance operatives, with an annual reactive maintenance turnover of £7.8m. There is a further budget of £4.1m for planned projects and cyclical maintenance, utilising external contractors, that support the in-house workforce with the service and repair of all heating and hot water systems, stair-lift and hoist lifting equipment, in addition to the statutory maintenance of 34 sheltered housing schemes.

4.6 Overall, the section continues to strive towards improving the way it delivers its services. Significant cost savings continue to be generated through improved productivity brought about by the extension of mobile working, the multi skilling of operatives, retaining more work in-house, reducing the necessity to travel, and a reduction in administration and overhead costs. Performance and customer satisfaction levels have remained high.

Performance in 2017/18

4.7 Examples of achievements made during 2017/18 include:

- In December 2017, the section was again finalists in the Best Performing Authority in the UK for Building Maintenance by the Association of Public Services Excellence (APSE) Performance Networks, having previously won the award in 2016.
- In addition to providing the repairs and maintenance services, the section also supported the WHQS programme by completing over 118 kitchens replacements, 112 bathroom replacements, 80 electrical rewires, 94 central heating upgrades, 323 IG door replacements, 39 fibreglass flat roofs. 121 void properties were also improved internally to meet the WHQS.
- Assumed responsibility for the management and monitoring of statutory maintenance services following transfer from the WHQS team and established new contractual arrangements for their delivery. These services include gas, stair lift and hoist servicing, along with Legionella testing and fire risk assessment works within sheltered housing and performance across all areas of our statutory maintenance have improved.

Key Performance Indicators:

Key Performance Indicators	Previous Year 2017/18		Progress / Comments
	Target	Actual	
The average end of tenancy voids costs.	£4,500	£5,422	2016/17 - £7,430. The reduction is due to more properties having already been brought up to the WHQ standard as part of the main programme.
Number of WHQS works completed by HRO by category of works.	N/A	815 (121 voids)	2016/17 – 504 (144 Voids) The reduction in WHQS works completed to void properties is as a result of the progress made on the main WHQS internal works programme where the majority of properties have been now been completed.
Number of backlog repairs pending at year-end.	N/A	1,319	Repairs are prioritised and allocated a completion target, depending on the nature of the repair, ranging from 1-66 days. This means there will always be a continual work in progress backlog of pending repairs within appointment diaries, which increases and decreases throughout the year.

Number of complaints received.	N/A	4 (23,114 repairs)	21 complaints in 2016/17 (from 27,605 repairs completed).
Number of repairs carried out to tenant's homes.	N/A	23,114	27,605 in 2016/17. A reduction in the number of repairs carried out is associated with the works completed on the WHQS programme.
% of repairs undertaken as appointments (Qtly accum - Year to date)	97%	100%	99.96% in 2016/17.
Average number of working days taken to complete a planned repair (08)	66	42	48 days in 2016/17.
Average number of working days taken to complete a routine repair (03/05)	25	8	10 days in 2016/17.
Average number of working days taken to complete an emergency repair (02)	1	0.11	0.11 days in 2016/17.
Percentage of emergency jobs completed on time (within 24 hours) (02)	100%	99.56%	99.43% in 2016/17.
Percentage of non emergency jobs not subject to call back/complaint (right first time) (03-05-08)	98%	97.68%	98.43% in 2016/17.
Percentage of planned repairs completed on time (08)	90%	90.37%	84.96% in 2016/17.
Percentage of routine repairs completed on time (03/05)	95%	98.21%	97.10% in 2016/17.

Tenant Survey: % of customers satisfied with the Repairs Services they receive	100%	100%	99.67% in 2016/17. 2017/18: <ul style="list-style-type: none"> • Excellent - 71.79% • Good - 25.68% • Satisfactory - 2.53%
Percentage of Materials Recycled	80%	87.90%	86.5% in 2016/17.
Total Fuel Used by the HRO fleet (Yrly)	£215,000	£161,671.49	£163,079.95 in 2016/17.
Number of vehicles per operational employee (Yrly)	0.63	0.65	0.60 vehicles in 2016/17. 0.02 above target due to operatives finishing employment and not being replaced. At present the vehicles are long-term hires, also we have 8 final year apprentices working on their own who are allocated a vehicle.
Percentage of voids completed on time	96.50%	97.26%	95.16% in 2016/17.
Refurbishment voids turnaround (average number of calendar days keys held by in-house workforce)	60	31.66	62.88 days in 2016/17.
Routine voids turnaround (average number of calendar days keys held by in-house workforce)	11.50	12.47	11.73 days in 2016/17.
Compliance in relation to gas servicing.	100%	99.22%	As the properties not serviced within 12 months were due to access issues, the introduction of forced entry has resulted in improved performance, with this expected to continue into 2018/19.

Private Sector Housing

4.8 The section is responsible for the provision of major and minor works of adaptation for disabled persons living in the public and private sectors, improving the condition of homes in the private sector through individual grants, area renewal schemes and regulation. The section maintains the council's housing register and is responsible for the delivery of homelessness services. It is also assisting in the delivery of the WHQS programme, by project managing external works to leasehold blocks of flats throughout the borough and supporting the transformation of Lansbury Park in relation to the energy efficiency scheme to privately owned properties.

- 4.9 The section is also responsible for managing and monitoring the implementation of Rent Smart Wales scheme and aims to bring long-term empty homes back into beneficial use.
- 4.10 For reporting purposes, the common housing register, allocations and homelessness service is also included within this section.
- 4.11 The section consists of 65 members of staff (FTE) with a budget of £6.2m (£3.3m capital (for grants), £1.1m capital (for loans) and £1.8m (net) revenue).
- 4.12 Analysis of performance and customer satisfaction information tells us that, despite ongoing budget pressures, overall, the section continues to provide a wide range of good quality services.

Performance in 2017/18

4.13 Examples of achievements in 2017/18 include:

- Increased access into the private rented sector for those people who are either homeless or threatened with homelessness.
- Utilised an under-occupied residential block of flats in Rhymney to provide a supported housing options scheme for predominantly single people aged 16 plus.
- Worked in partnership with the local churches and a contracted support provider, over the winter months, to provide shelter and support in the borough to 19 rough sleepers.
- Completed a re-assessment of the requirement for the provision of emergency, supported accommodation in the borough for homeless people.
- Undertaken the necessary preparatory work in readiness for delivery of the Gwent Regional Homeless Strategy 2018-2022.
- Successfully managed and monitored the implementation of Rent Smart Wales
- Undertaken a range of activities to increase awareness of the Rent Smart Wales (RSW) service, including newspaper adverts, posters / flyers, merchandise etc.
- Signed the Memorandum of Understanding between the Single Licensing Authority and all councils in Wales, in relation to service standards and roles associated with the Rent Smart Wales service.
- Delivery of Disabled Facilities Grant (DFG) and public sector adaptations, and reviewed processes aimed at improving performance.
- Delivered energy efficiency initiatives to privately owned properties.
- Supported the energy efficiency initiative at Lansbury Park, resulting in the improvement of private properties.
- Achieved WHQS compliance on 342 properties, of which 64 were leasehold properties and 277 were council stock.

Key Performance Indicators:

Key Performance Indicators	Previous Year 2017/18		Progress / Comments
	Target	Actual	
Enquiry to approval times - Disabled Facilities Grants (days).	145	168	163 days in 2016/17. Although, there has been a 5-day increase during 17/18, 43 additional mandatory DFG grants were processed, with the same staff resources. There has been a review of procedures and interventions have been put in place, resulting in a general trend of improvement. (Q1 - 183 days. Q2 - 179 days. Q3 - 159 days and Q4 - 150 days)
Enquiry to approval times - Home Repair Grants (days)	255	360	298 days in 2016/17. The key officer relating to the processing of this type of grant was on long-term sickness absence resulting in the officer ending their employment with the Authority. Following this, the post remained vacant for a further 10 months, only being filled in February 2018, following repeated recruitment drives. We were unable to reallocate resources due to competing pressures, linked to DFGs, WHQS.
Enquiry to approval times Public Sector Adaptations (days)	63	107	131 days in 2016/17. Although, there has been an increase in the number of days during 17/18, 43 additional mandatory DFGs were processed, with the same staff resources. There has been a review of procedures and interventions have been put in place, resulting in a general trend of improvement, compared with 2016/17. (Q1 - 116 days. Q2 - 94 days. Q3 - 110 days and Q4 - 111 days).
Percentage of persons receiving adaptations who stated they were satisfied with the appointed contractor	96%	99%	There is no figure for 2016/17. New PI. This figure reflects the provision and activities of an effective in house Agency Service who oversee adaptation schemes on the clients' behalf.

<p>Percentage of persons receiving adaptations who stated they were satisfied with the length of time it took to provide their adaptation (Qtly)</p>	<p>92%</p>	<p>93%</p>	<p>There is no figure for 2016/17. New PI.</p> <p>This figure reflects, in part, the provision and activities of an effective in house Agency Service who oversee adaptation schemes on the clients' behalf. This level of satisfaction also reinforces the national opinion that the statutory performance indicator for waiting times for DFGs is extremely misleading and is no longer fit for purpose.</p>
<p>Percentage of persons receiving adaptations who stated they were satisfied with the service received overall (Qtly)</p>	<p>96%</p>	<p>98%</p>	<p>There is no figure for 2016/17. New PI.</p> <p>This figure reflects, in part, the provision and activities of an effective in house Agency Service who oversee adaptation schemes on the clients' behalf.</p>
<p>Percentage of Home Repair Grant recipients who stated they were satisfied with the appointed contractor</p>	<p>96%</p>	<p>100%</p>	<p>There is no figure for 2016/17. New PI.</p> <p>This figure reflects the provision and activities of an effective in house Agency Service who oversee repair schemes on the clients' behalf.</p>
<p>Percentage of Home Repair Grant recipients who stated they were satisfied with the length of time taken to complete work.</p>	<p>92%</p>	<p>100%</p>	<p>There is no figure for 2016/17. New PI.</p> <p>This figure reflects the provision and activities of an effective in house Agency Service who oversee repair schemes on the clients' behalf.</p>
<p>The average number of calendar days taken to deliver a Disabled Facilities Grant (Annual) N.B in this PI 'average' reflects the inclusion of all schemes of adaptation in excess of £1,000 irrespective of the size of the schemes which will range from as little as £1500 for something like a stair lift installation to as much as £50,000 in respect of the more complex schemes involving lifting, hoisting and where necessary bedroom/ bathroom extensions.</p>	<p>280</p>	<p>292</p>	<p>282 days in 2016/17.</p> <p>Although, there has been a 10-day increase during 17/18, 43 additional mandatory DFG grants were processed, with the same staff resources. There has been a review of procedures and interventions have been put in place, resulting in a general trend of improvement. (Q1 - 316 days. Q2 - 296 days. Q3 - 280 days and Q4 - 268 days)</p>

The average number of days taken to deliver a LA tenant adaptation other than a DFG N.B in this PI 'average' reflects the inclusion of all schemes of adaptation in excess of £1,000 irrespective of the size of the schemes which will range from as little as £1500 for something like a stair lift installation to as much as £30,000 in respect of the more complex schemes involving lifting, hoisting and where necessary bedroom/ bathroom extensions.	175	184	221 in 2016/17. Although, the target for 2017/18 has not been met, there has been a significant decrease of, on average, 37 days to deliver an adaptation scheme compared to 2016/17.
The number of applications on the Common Housing Register	N/a	4,264	Active applications only.
% of applicants suspended on the Common Housing Register.	10%	8.38%	8.42% of applicants in 2016/17.
The number of new affordable housing units provided during the year as a percentage of all new housing units provided during the year	N/A	42%	2016/17 data - 75% (163 of 216 properties). 42% (51 out of 121 properties). The 2017/18 data was only submitted to Welsh Government in mid-July 2018 and its status is currently unverified and subject to change.
Houses in Multiple Occupation - Number of assessments carried out under the Housing Act 2004, by property type	N/A	43	70 in 2016/17. These properties are inspected against a risk-based programme. This figure is compliant with the CCBC Houses in Multiple Occupation Risk Assessment Inspection Programme.
Single Occupancy - Number of assessments carried out under the Housing Act 2004, by property type	N/A	433	468 in 2016/17. This figure is reflective of the high number of service requests undertaken as part of their duties by the 3 District Environmental Health Officers based within Private Sector Housing.
Percentage private sector dwellings returned to occupation that had been unoccupied for more than 6 months due to direct action from CCBC (Qtly accum)	4.30%	4.70%	6.40% in 2016/17 (65 properties). 4.70% for 17/18 related to 46 properties. In 17/18 demolition orders were served on 2 problematic long term empty properties. A substantial amount of officer's time was taken up with the matter, following receipt of an appeal. This work is not reflected in the PI, as neither property will be returned to occupation.

The average number of days that all homeless households spent in bed and breakfast accommodation.	30	14.47	17.32 days in 2016/17.
The number of people provided with financial assistance by the homelessness team to access accommodation in the private rented sector (excluding temporary accommodation).	N/A	201	231 people in 2016/17.
Cases who have had homelessness prevented (linked to a national PI Table 1.3 – Eligible, threatened with homelessness, prevention assistance provided (Section 66)).	N/A	432	In 2016/17 - 73.27% (447:610). In 2017/18 - 75.65% (432/571).
Cases who have had their risk of homelessness relieved by providing alternative accommodation (linked to a national PI Table 1.4 – Eligible, homeless, subject to duty to help to secure (Section 73)).	N/A	136	In 2016/17 - 46.2% (243:525). In 2017/18 - 33.17% (136/410).
The number of people determined as homeless as a percentage of the number of people threatened with homelessness who approach the Council for assistance (linked to a national PI Table 1.5c – Eligible, unintentionally homeless and in priority need (Section 75)).	N/A	95	In 2016/17 - 81% (67:82). In 2017/18 - 70.89% (95/134).

Public Sector Housing

- 4.14 The section is responsible for the day-to-day delivery of the landlord services function to council tenants (10,801 council owned houses, managing 414 leaseholder properties and 929 garages) in accordance with all statutory requirements and council policies. It consists of 108 members of staff (FTE) with a budget of £6m p.a. and income collection of £51m p.a.
- 4.15 Performance information shows that we are currently sustaining high standards of service delivery. Although, we are unable to compare our performance against housing management services in other areas, due to the absence of national benchmarking data. Discussions are currently ongoing with Welsh Government to agree a standard across Wales that can be used for future benchmarking. This is likely to be in place by 2019/20. There are some areas of weakness that we are aware of, such as low demand for certain property types and areas, and are actively working to address. It is becoming increasingly more challenging in the current environment with significant legislative changes to maintain standards of performance against targets.

Performance in 2017/18

4.16 Examples of achievements made in 2017/18 include:

- We have carried out a review to identify opportunities to re-designate council housing stock to meet changing demands.
- Completed an options appraisal into the remodelling of a number of our sheltered housing schemes, including assessing the potential for redevelopment.
- Considered the potential impact of further welfare reforms on existing and prospective council tenants and began to identify solutions to mitigate the impact.
- Fully implemented a new service charging regime for tenants in sheltered housing schemes, based on recovery of actual costs incurred.
- Introduced mobile working devices to a number of service areas, including Floating Support and Rents.
- Began implementation of a programme to bring our sheltered housing schemes up to the WHQS.

Key Performance Indicators

Key Performance Indicators	Previous Year 2017/18		Progress / Comments
	Target	Actual	
The average number of calendar days taken to let lettable units of accommodation during the financial year for permanent accommodation (Annual)	69	84.52	<p>This PI reflects the total void time for a property in debit, from end of one tenancy to commencement of a new tenancy.</p> <p>64.26 days in 2016/17.</p> <p>HRO are refurbishing an increasing number of voids to WHQS necessitating longer void periods.</p> <p>Over the course of the year, a number of Hard To Lets (HTLs) were re-let and the average re-let time for these was 183.4 days, which adversely affects the overall result.</p> <p>The average re-let time for non-HTLs was 66.35 days, which is within the target.</p> <p>Additionally, we have recently introduced a pilot scheme to market a number of HTLs on Rightmove, through a pilot partnership agreement with a local estate agent. This has resulted in the successful allocation of a number of properties that had previously been void and available for let for an extended period.</p>

<p>Percentage of Council Housing Stock that is Empty (Qtly - Yr to date)</p>	<p>1.80%</p>	<p>1.76%</p>	<p>Stock = 10,801. Number of voids on 31/03/2018 = 190.</p> <p>This is in line with 1.8% of vacant social housing stock across Wales as at 31st March 2017 (latest available data).</p> <p>2016/17 - stock = 10,821. Number of voids on 31/03/2017 = 203.</p>
<p>The number of Council tenants who are affected by welfare reform and under-occupying that successfully downsized to alternative Council accommodation.</p>	<p>N/a</p>	<p>4</p>	<p>16 in 2016/17.</p> <p>Most affected tenants have lived in these properties for many years, consider them their home, and are very reluctant to move. These tenants continue to be assisted by our Tenant Support Officers (TSOs).</p>
<p>Percentage of tenants satisfied with visit by a Tenant Support Officer.</p>	<p>97%</p>	<p>97%</p>	<p>99% in 2016/17.</p> <p>1,977 tenants were visited and over the year. 502 telephone surveys completed (25% surveyed).</p>
<p>The total amount of rent arrears owed by former tenants in permanent accommodation which were written off as unrecoverable during the financial year as a percentage of the total rent collectable for the financial year (Qtly accum - Year to date)</p>	<p>0.50%</p>	<p>0.52%</p>	<p>Value written off as unrecoverable - £277,736.93. Write off level only slightly higher than same period last year i.e. 0.52% compared with 0.51% (£267,833 in March 2017).</p> <p>We actively pursue recovery of debts from former tenants when able to locate them, including the use of debt collection agencies. If recoverable and non statute barred debts are written off we retain a record of the debt and are able to write them back into debit if we subsequently locate the former tenant or they reapply for housing.</p>
<p>The total amount of rent lost due to lettable units of permanent accommodation being empty as a percentage of the total rent debit for the financial year (Qtly accum - Year to date)</p>	<p>1.90%</p>	<p>2.29%</p>	<p>Void loss has increased on the same period the previous year, i.e. 2.29% compared with 1.93% previous year.</p>

<p>The total amount of rent arrears owed by current tenants in the following types of accommodation as a percentage of the total rent collectable for the financial year - Permanent Accommodation (Qtly accum - Year to date)</p>	<p>3.00%</p>	<p>2.29%</p>	<p>Void loss has increased to 2.29% (£1,198,742) compared with 1.93% previous year (£995,286).</p> <p>The increase in the average number of calendar days has a consequential impact on the void loss. The local lettings policy in Rowan Place, demolition proposals in River Road, consideration of remodelling proposals for some sheltered schemes and an increase in WHQS works for void properties, are all appropriate management interventions but each contributes to rent loss.</p>
<p>The total amount of rent arrears owed by current tenants as a percentage of the total rent collectable for the financial year - Permanent Accommodation (Qtly accum - Year to date)</p>	<p>3.00%</p>	<p>2.98%</p>	<p>£1,576,665.</p> <p>Welfare reform changes i.e. benefits cap and under occupation continue to impact on rent arrears. A slight increase on the same period last year, i.e. 2.73% (£1,436,000). However, the final week of the year included Good Friday, which resulted in reduced income for the final week of the year.</p>
<p>The number of council tenants referred for money and debt advice as a direct result of face to face support on the impact of welfare reforms</p>	<p>40</p>	<p>51</p>	<p>197 in 2016/17.</p> <p>This figure has reduced as a number of tenants now access CAB support as self-referrals or through their gateway service.</p>
<p>The number of council tenants affected by welfare reforms who were visited in their own homes and provided with advice and support to minimise the impact of the changes</p>	<p>2,000</p>	<p>1,977</p>	<p>2,183 in 2016/17.</p> <p>Slightly below the annual target due to maternity leave of an officer and training of replacement. We have increased the TSO staff level to 5 in April 2018 from 4 to try to assist the increasing number of tenants requiring support.</p>
<p>The value of financial savings generated for tenants as a direct result of face to face support on the affect of welfare reforms</p>	<p>£250,000</p>	<p>£903,508</p>	<p>£338,143 in 2016/17.</p> <p>We have well exceeded our target this year. The Welsh Water reduction scheme <i>Help U</i> has been promoted to our tenants through the TSO staff and through telephone marketing. Our Welfare benefits advisor has also been very successful in achieving additional welfare benefits for tenants.</p>

The number of people supported by tenancy support officers to access benefits they are entitled to [council housing only]	1,200	1,640	1,965 people in 2016/17. The welfare benefits adviser has been successful in assisting tenants. Within the rents section we have also been successful in the promotion of the Welsh Water <i>Help U</i> scheme.
Legal action resulting in a Court Order will be reasonable and proportionate to the number of ASB referrals	2%	1.88%	1.27% (8/628 referrals) in 2016/17. 13 cases out of 690 referrals for anti-social/nuisance behaviour with links to the housing management function resulted in a court order. The 13 cases included 1 Undertaking, 4 Injunctions, 1 Closure Order, 6 Suspended Possession Orders and 1 Outright Order for Possession.
Maximise the use of the VIP to support tenants at risk of losing their homes	8	13	The number of referrals to the Valleys Inclusion Project. 10 referrals in 2016/17.
Satisfaction with the way ASB complaints are handled by the Tenancy Enforcement Section (TES).	90%	94.40%	87.5% in 2016/17. A response rate of 22.2% (32/144) 54 survey cards returned out of 295 sent out. (2 dissatisfied, 1 very dissatisfied).
Number of applications to the County Court for a warrant of eviction.	N/a	104	In 16/17 it was 76. Primary reason was rent arrears (95 cases). A substantial amount of support is offered to tenants by Tenancy Support officers, Tenancy Enforcement Officers and Estate Management Officers prior to applications being made to the Court. In addition, in many cases independent support is also offered by outside agencies such as Gofal, Shelter and CAB.
Number of tenant households evicted from their properties.	N/a	21	In 16/17 it was 36 (16 were rent arrears). When an eviction date is received tenants have the right to apply to the County Court to have the eviction set aside and officers continue to try and work with the tenants to avoid progressing to eviction.

Welsh Housing Quality Standard

4.17 The section consists of 65 members of staff (direct delivery) charged to the WHQS programme and 38 dedicated support staff funded by the HRA. The key areas of work are the delivery of a multi-million pound, annual capital programme. There are also WHQS related works managed through the revenue response budget and charged to the WHQS programme in relation to WHQS voids and heating installations (circa £2m). In addition, there is circa 174 in-house workforce assigned to the WHQS programme with a profile of £12m spend in 2017/18. The WHQS investment programme includes internal and WHQS works to our sheltered schemes in addition to the general stock works, environmental improvement and the provision of adaptations to meet tenants' specific needs, as well as community benefits which are all aimed at transforming homes, lives and communities.

Performance in 2017/18

4.18 Examples of achievements made in 2017/18 include:

- Delivery of the 2017/18 capital investment programme, (£42m), in respect of internal and external repairs and improvements.
- Monitoring of standards set out in the Charter for Trust by both the in-house workforce and contractors.
- Delivery of a customer focussed programme with high levels of satisfaction recorded.
- Meet the requirements of Part 7 of WHQS by undertaking adaptations recommended by Occupational Therapist (OT) officers.
- Implementation of the Environmental Programme Engagement Plan in accordance with the timetable agreed with WHQS Project Board, including minor wall repairs, installation of fencing, benches and bollards along with general tidying up of areas and carpark maintenance and repair.
- Monitoring expenditure to retain a financially viable business plan.
- Review performance data and introduce a validation process to ensure the accuracy and timeliness of the information provided.
- Review the no access procedure to maximise compliance and address health and safety issues.
- Address recommendations made following the Wales Audit Office (WAO) review.
- Maximise community benefits.

Key Performance Indicators:

Key Performance Indicators	Previous Year 2017/18		Progress / Comments
	Target	Actual	
Number of homes brought to WHQS as recorded on annual return to Welsh Government. (The number of houses that have achieved WHQS standard in the year).	4,000	3,501 (32%)	252 homes in 2016/17. The figure provided excludes acceptable fails. Due to the way in which the programme is configured (internal and external works undertaken in different sequence), the compliance rate for whole property completion has increased as contracts in communities overlap (Appendix 1).

Number of homes compliant with WHQS in respect of their external elements	4,754	4,969 (46%)	1,129 homes in 2016/17. This is higher than the figure originally reported to WG following a validation process (44%).
Number of homes compliant with WHQS in respect of their internal elements	8,347	7,831 (73%)	6,057 in 2016/17. This is lower than the figure originally reported to WG following a validation process (76%). The loss of one of the main contractors also impacted on performance.
Number of homes adapted as part of WHQS works to meet specific needs of household.	N/a	1,713	430 in 2016/17. There are no targets set as it is only from the surveys that you can identify if there are specific tenant needs. If identified these works are implemented.
Tenant satisfaction levels for internal works.	80%	86%	85 in 2017/18.
Tenant satisfaction levels for external works.	80%	70%	No data for 2017/18 as surveying did not start until September 2017.
Charter for Trust Standards	90%	80%	85% in 2016/17.
Expenditure against budget finance.	£53m	£42m	Highest level of spend to date. See comments below.

The total expenditure on the WHQS capital programme for 2017/18 was £42.2m: £18m on internal works and £17.5m on external works, with the remainder of the spend covering fees, large-scale voids, adaptations and garages. £32.1m of this spend was funded from the HRA as a revenue contribution. A further £7.3m was funded from Welsh Government through the annual Major Repairs Allowance (MRA), and £2.7m of regeneration/environmental grants via the Arbed and Vibrant & Viable Places (VVP) programmes. There has been no borrowing undertaken for the WHQS programme to date.

The 2017/18 HRA business plan was approved by Welsh Government in May 2017 as part of the annual MRA application, which evidences that the WHQS programme remains financially viable. Borrowing to supplement existing funds will not be required until 2018/19. Expenditure at the end of March 2018 totalled £152m against an approved budget of £220m for the delivery of the full programme.

Key priorities for 2018 to 2023

4.19 The key priorities for the service for the period 2018 to 2023, as contained in the Corporate Plan (2018-23), are as follows:

- i) All council housing is improved to meet the WHQS by the end of 2020.

- ii) Implement an asset management strategy to maintain the condition of the housing stock following WHQS attainment (December 2020).
- iii) Provide support to improve housing conditions in the owner-occupied sector.
- iv) Increase the provision of new, affordable, social housing that meet the ‘Lifetime Homes’ principles and identified needs, whilst supporting the governments’ innovative housing programme.
- v) Deliver adaptations to support the health and well-being of people in their homes and maximise the delivery and appropriate use of accessible homes.
- vi) Increase the supply of housing through a number of initiatives e.g. by supporting opportunities to bring long-term, empty homes back into use; purchasing properties, conversions.
- vii) Promote the development of a healthy and vibrant private rented sector as a viable housing option.
- viii) Prevent homelessness and tackle rough sleeping.
- ix) Prevent tenancies from failing by providing a range of housing related support (including those affected by financial hardship, mental health issues or physical disabilities); and
- x) Help reduce fuel poverty by making homes more energy efficient and providing people with advice on how best to heat their homes.
- xi) Undertake a review of all housing stock, including sheltered accommodation to ensure the best use of our assets is being made, that these remain affordable, are of good quality and meet the changing needs of our customers.

Potential challenges to service delivery

- 4.20 There are a number of challenges, varying in size and complexity, which may affect the successful outcome of the key priorities outlined in paragraph 4.19. Many of these challenges are external in origin and, therefore, the Council will have little or no control or influence over.
- 4.21 The main challenges include national economic, welfare and housing policy and legislative frameworks (Welsh and UK governments), demographic changes, staff capacity to prioritise existing tasks and take on new tasks, Medium Term Financial Plan consideration and in-house expertise to make best use of exploring new and emerging technologies.

Monitoring arrangements

- 4.22 The delivery of the key priorities outlined in 4.19 above, will be monitored through the following methods:

FREQUENCY	MONITORING ARRANGEMENTS
Weekly	Review financial & operational performance reports Consider weekly workloads.
Monthly	WHQS Project Board Performance data review meetings Service plan review meetings Financial and operational performance and strategy review meetings. Financial monitoring meetings (capital)
Bi-monthly	Financial monitoring meetings (revenue)

6 weekly	Caerphilly Homes Task Group (WHQS) Housing management team meeting
Quarterly	Aspireview updated and reviewed Performance management meetings Performance management unit review support meeting Performance management reports – Aspireview Progress reports to chief officer
6 monthly	Reports to Policy and Resources scrutiny committee and Cabinet Progress reports to head of service Performance management meeting
Annually	Performance development reviews for all staff Benchmarking (APSE) Aspireview updated and reviewed Year end report to head of service Year end report to P&R scrutiny committee

5. WELL-BEING OF FUTURE GENERATIONS

5.1 Housing Services and our outlined priorities, contributes to a minimum of 6 out of the 7 well-being goals within the *Well-being of Future Generations Act (Wales) 2015*, including:-

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

6. EQUALITIES IMPLICATIONS

6.1 An equality impact assessment is not required as the report is for information purposes only.

7. FINANCIAL IMPLICATIONS

7.1 There are no financial implications to this report, although, there may be in respect of the individual actions that will be undertaken to achieve the key priorities outlines in paragraph 4.19.

8. PERSONNEL IMPLICATIONS

8.1 There are no personnel implications to this report, although, there may be in respect of the individual actions that will be undertaken to achieve the key priorities outlines in paragraph 4.19.

9. CONSULTATIONS

9.1 Responses from consultations have been incorporated into this report.

10. RECOMMENDATIONS

- 10.1 Members are asked to consider the content of this report and, where appropriate, question and challenge the performance presented, prior to presentation to the Policy and Resources Scrutiny Committee.

11. REASONS FOR THE RECOMMENDATIONS

- 11.1 Performance management scrutiny affords members the opportunity to challenge, inform and shape the future performance of the housing service and the priorities presented within this report for the period 2018 to 2023.

12. STATUTORY POWER

- 12.1 Local Government Measure 2009.

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Lesley Allen, Principal Accountant (Housing), Corporate Services
Rhys Lewis, Systems & Performance Manager
Ros Roberts, Performance Manager, Corporate Services
Ian Raymond, Performance Management Officer

Appendices:

Appendix 1 – WHQS Quarter 4 Scorecard - Internal & External Property Compliance Chart