



CAERPHILLY HOMES TASK GROUP – 6TH DECEMBER 2018

SUBJECT: WHQS PROGRESS REPORT – FINAL STAGES

REPORT BY: CORPORATE SOCIAL SERVICES & HOUSING

1. PURPOSE OF REPORT

- 1.1 This report provides members with an overview of the performance of the Welsh Housing Quality Standard (WHQS) Team to date and also sets out the anticipated projected performance up to December, 2020, prior to its consideration by the Policy and Resources Scrutiny Committee and thereafter Cabinet.
- 1.2 Details of the capital expenditure for 2018/19 for WHQS works are also included, together with an overview of the many achievements that have been made as part of the wider commitments and benefits delivered by the WHQS programme.

2. SUMMARY

- 2.1 The details contained within this report provide information on current and projected performance of the internal and external works main WHQS programme and demonstrate that the achievement of full compliance is achievable prior to the deadline of December 2020.
- 2.2 Good progress has been made with surveys which are now well in advance of the planned works and provides us with more detail on the scope of anticipated works which assists with contract forecasting and budget monitoring.
- 2.3 The energy efficiency schemes have been delivered throughout the borough since the commencement of the programme, with the latest scheme at Lansbury Park seeing the completion of all council owned properties and approximately 50% of the privately owned properties. A further bid for additional funding has been submitted to Welsh Government (WG) for the remainder of the private properties and a response is awaited. Funding for other areas will also continue to be pursued.
- 2.4 Feedback from our customers has been incorporated within the report which generally demonstrates high levels of satisfaction. It is accepted that levels of satisfaction for external works continues to be less than those received for internal works. As a result we are currently reviewing the existing customer satisfaction monitoring processes.
- 2.5 Consultation to identify environmental projects continues throughout the borough with many projects having now been delivered. A number of large-scale projects have also been identified and officers are working with In-House service colleagues to ensure these are delivered within our programme deadlines. Members have recently received a separate report on the progress of the Environmental Programme.
- 2.6 The current and projected financial position is set out within the report and at this stage of the programme, there has not been any requirement for borrowing to directly support it's delivery

from a financial perspective, although based on current projections, borrowing may be required for the third quarter of the year. It is also confirmed that the housing business plan remains financially viable throughout the programme and to deliver the post 2020 strategy.

- 2.7 Community benefits have been achieved with the provision of training opportunities, 44 work placements, 114 permanent jobs and 58 apprenticeships that have been created with the in-house service, external contractors and our supply partner.

3. LINKS TO STRATEGY

- 3.1 The underlying principles of the WHQS programme, which includes the provision of good quality affordable housing, energy efficient homes and carbon reduction, sustainable communities, health and wellbeing, targeted recruitment and training, clearly links to 5 of the 7 well-being goals in ***The Well Being of Future Generations (Wales) Act 2015***.
- 3.2 ***Improving Lives and Communities: Homes in Wales (Welsh Government, 2010)***, which sets out the national context for improving homes and communities, including the energy efficiency of existing homes;
- 3.3 ***The Caerphilly We Want (CCBC, 2018-2023) - Well-Being Plan Objective 4: 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 ***The Welsh Housing Quality Standard: Revised Guidance for Social Landlords on Interpretation and Achievement of the Welsh Housing Quality Standard (Welsh Government, 2008).***
- 3.6 ***Caerphilly Homes Service Plan (2018-2023): Priority 1A: All Council housing is improved to meet the Welsh Housing Quality Standard by 2020.***

4. THE REPORT

Progress of internal Surveying

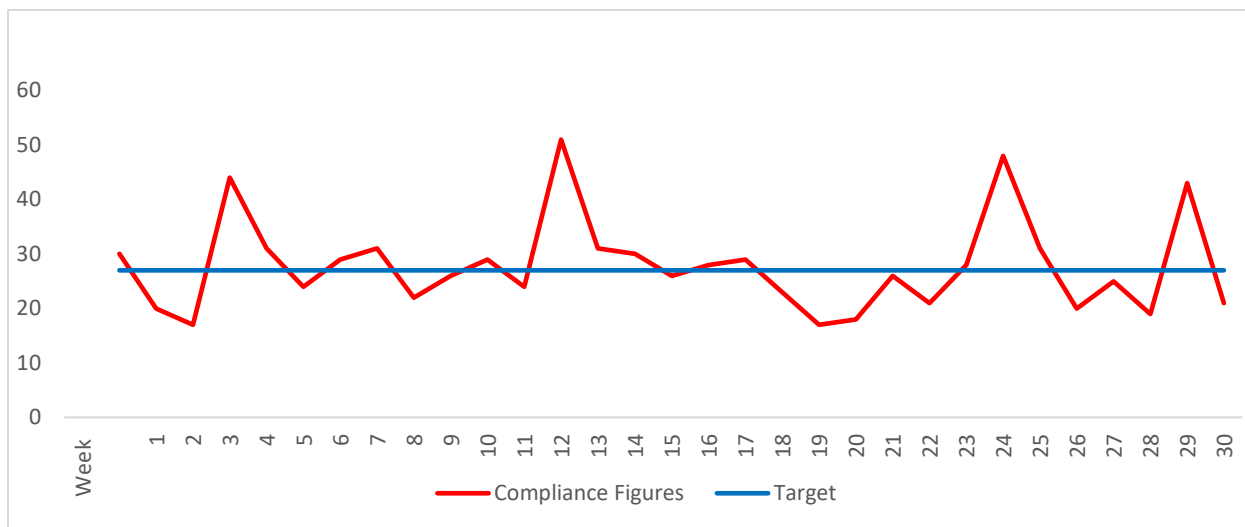
- 4.1 To date 95% of internal surveys have been undertaken to deliver the overall programme. It is anticipated, therefore, that surveys for internal works will be fully complete by the end of December 2018. This will assist with forecasting future scope of works and budget monitoring for the final year.

Progress of the internal works programme 2018/19 – Completion of works

- 4.2 The number of properties where internal WHQS compliance has been achieved per week is shown in Chart 1 below. The average compliance rate is now 28 properties per week against a target of 27. Based on the current rate it is likely that 85% of the overall internal works programme will be completed by the end of the financial year, which is in line with the target set.
- 4.3 Appendix 1 provides the weekly compliance achievements and targets that are shown against each contract area.
- 4.4 The existing planned programme for 2019/20 indicates that 968 properties will be remaining however based on current performance 613 properties are likely to be carried over to 2019/20 which leaves a revised figure of 1,581 properties to be completed in the final year (15% of the total stock).

4.5 The above performance has been achieved despite the loss of one of the main contractors in 2017 and the recent termination by another contractor. Contingency arrangements to cover these losses are in place, i.e. the DPS (Dynamic Purchasing System), in-house mop up teams with other options also being considered.

Chart 1: The WHQS internal works weekly compliance rate during 2018/19



Progress of the internal works programme 2018/19

4.6 At the time of writing this report 862 properties in the 2018/19 internal works programme were compliant in relation to their internal elements. This results in a cumulative total of 8,640 properties that are currently compliant in relation to internal works (80% of the total stock). ‘Compliance’ indicates that a property meets the WHQS internally because:

- We have carried out works to renew one or more elements to achieve compliance.
- One or more elements within a property were already compliant.
- One or more elements within the property have been classed as an acceptable fail.
- Or any combination of the above reasons.

Progress of External Surveying

4.7 To date 79% of external surveys have been undertaken to deliver the overall programme. It is anticipated, therefore, that surveys for external works will be fully complete by the end of January 2019. This will assist with forecasting for future scope of works and budget monitoring for the final year.

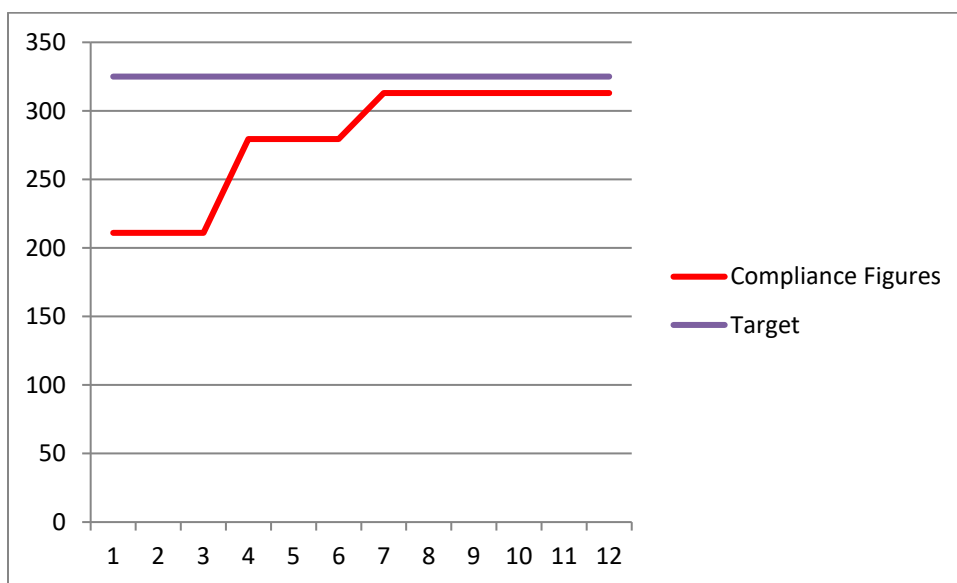
Progress of the External Works Programme 2018/19 – Completion of Works

4.8 The number of properties where external WHQS compliance has been achieved per month is shown in Chart 2 below. The average compliance rate is now 59 properties per week against a target of 78 (including leaseholders). Based on the current rate it is likely that 73% of the overall external works programme will be completed by the end of the financial year, which is not currently in-line with the target set.

4.9 The existing planned programme for 2019/20 indicates that 1,532 properties will be remaining however based on current performance 1,433 properties are likely to be carried over from 2018/19 to 2019/20 which leaves a revised figure of 2,965 properties to be completed in the final year (27% of the total stock).

- 4.10 In addition to the above, we are also completing external works to 412 leasehold properties; however this has detrimentally affected progress due to the legislative process that needs to be followed by way of consultation.
- 4.11 Performance for this area of the programme has improved considerably due to a combination of mobile working, and improved procurement processes through the DPS.
- 4.12 Appendix 2 provides the weekly compliance achievements and targets which are shown against each contract area.

Chart 2: The WHQS external works monthly compliance rate during 2018/19



Progress of the External Works Programme 2018/19

- 4.13 To date 1,700 properties in the 2018/19 external works programme were compliant in relation to their external elements. This results in a cumulative total of 6,651 properties which are currently compliant in relation to external works (62% of the total stock). 'Compliance' indicates that a property meets the WHQS externally because:
- We have carried out works to renew one or more elements to achieve compliance.
 - One or more elements for a property were already compliant.
 - One or more elements for the property have been classed as an acceptable fail.
 - Or any combination of the above reasons.
- 4.14 The WHQS external works programme for 2018/19 within the Keystone system includes 4,550 properties (including leaseholders), 94% of which are being completed by outside contractors, and 6% by our own workforce. Following previous agreement by Cabinet, the in-house workforce are undertaking all works to sheltered housing schemes.
- 4.15 Significant progress has been made in 2018/19 in terms of the management and monitoring of external works contracts. All new contracts are now being entered into and managed via the Keystone asset management system.

Tenant Satisfaction with the Internal Works Programme

- 4.16 Tenant satisfaction levels and compliance with service standards for internal works are measured via surveys which are sent to tenants after each property has been completed. The Housing Systems and Performance section administer this service. The survey process was suspended for a period of time during this year at the request of Wales Audit Office (WAO), as they were undertaking their own survey as part of their review of the WHQS programme.

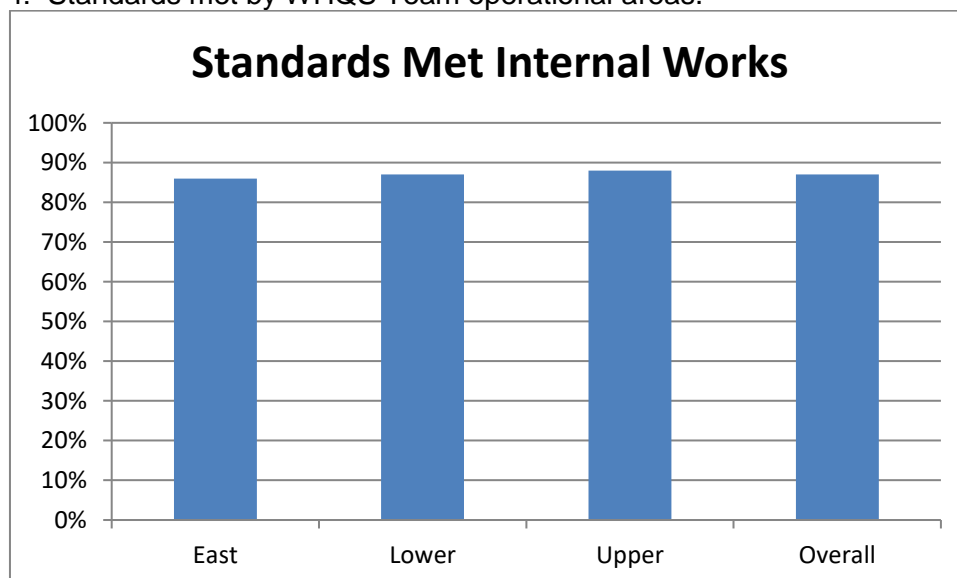
- 4.17 Table 1 below provides a summary and breakdown of the returned surveys for each of the WHQS Team operational areas within the County Borough for internal works. It shows that the overall satisfaction level for internal works is 88% based on a return rate of 40%. It also shows that we are achieving 87% of the standards that we measure within the Charter For Trust document. Charts 3 and 4, below, display these two measures for each of the WHQS Team operational areas.
- 4.18 The process of undertaking tenant satisfaction surveys is currently being reviewed in line with WG guidelines with the aim of improving the timeliness of the surveys and improving the level of feedback. To assist with this telephone surveys may be introduced.
- 4.19 Table 1: Satisfaction levels and standards met by WHQS Team operational areas.

Area	Overall Satisfaction	Standards Met
East	85%	86%
Lower	91%	87%
Upper	87%	88%
Overall	88%	87%

4.20 Chart 3: Overall satisfaction levels by WHQS Team operational areas.



4.21 Chart 4: Standards met by WHQS Team operational areas.



Tenant Satisfaction with the External Works Programme

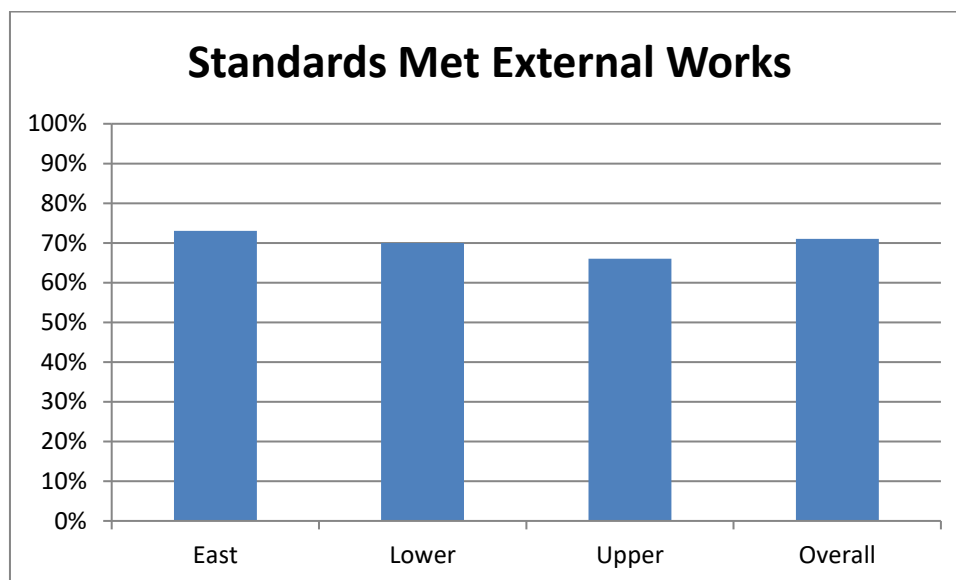
- 4.22 Tenant satisfaction levels and compliance with service standards for external works are measured via surveys which are sent to tenants after each contract has been completed. The Housing Systems and Performance section administer this service. The survey process was suspended for a period of time at the request of WAO, as they were undertaking their own survey as part of their review of the WHQS programme.
- 4.23 Table 2 below provides a summary and breakdown of the returned surveys for each of the WHQS Team operational areas within the County Borough for external works contracts to date. It shows that the overall satisfaction level for external works is 71% based on a return rate of 28%. It also shows that we are achieving 71% of the standards that we measure within the Charter For Trust document. Charts 5 and 6 below display these two measures for each of the WHQS Team operational areas.
- 4.24 The process of undertaking tenant satisfaction surveys is currently being reviewed with the aim of improving the timeliness of the surveys and improving the level of feedback. To assist with this telephone surveys may be introduced
- 4.25 Table 2: Satisfaction levels and standards met by WHQS Team operational areas.

Area	Overall Satisfaction	Standards Met
East	73%	73%
Lower	73%	70%
Upper	65%	66%
Overall	71%	71%

- 4.26 Chart 5: Overall satisfaction levels by WHQS Team operational areas.



4.27 Chart 6: Standards met by WHQS Team operational areas.



Environmental Programme

- 4.28 Part of the commitment to deliver the WHQS across all 10,749 homes (31st October 2018 count) also includes a requirement to comply with Part 6 which aims 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'.
- 4.29 An indicative budget of £10.6m has been set aside in the business plan and agreed with WG specifically for this purpose.
- 4.30 Three Environmental Officers were recruited to work with the Area Housing teams and local members in order to initially identify environmental maintenance / repair issues. The issues were identified and collated into a single spreadsheet with each project being detailed using a proforma.
- 4.31 Over 300 minor projects were initially identified across the County Borough as part of the first phase of the programme. The majority were progressed; some were repackaged into larger schemes.
- 4.32 The second phase of the programme commenced in 2017 and has involved the environmental officers undertaking an extensive engagement programme throughout the County Borough which is intended to:-
- i) Engage local communities in discussions regarding the quality and safety of their local environment.
 - ii) Identify solutions to some of the challenges and constraints within communities that could be overcome via the WHQS environmental programme, and
 - iii) To work with partners to help develop more cohesive and resilient communities through joint working and the pooling of resources.
- 4.33 A copy of the programme and projects identified to date is attached as Appendix 3. All of the projects identified and approved to date are coterminous with the aims of the Future Generations and Well being Act and aim to contribute towards the creation of cohesive communities that are attractive, accessible and safe. The programme aims to help futureproof the borough's communities through providing relatively minor improvements such as benches and planting but also via the replacement of park equipment and the installation of new amenities such as skate parks and green gyms thereby promoting greater well being and access to the local environment.

Energy Efficiency

4.34 A range of energy efficiency improvements have been carried out as part of the WHQS programme including upgraded loft insulation, energy efficient heating and the installation of double glazed windows. The majority of non-traditional houses have also benefitted from external wall insulation, with some of these being completed prior to the main WHQS programme. This work contributes to health and wellbeing improvements and towards addressing fuel poverty. External Wall Insulation (EWI) has been installed in approximately 2,532 properties (see breakdown below).

- Gelligaer (285)
- Ty Coch (17)
- Bryn Carno (38)
- Rowan Place (72)
- Brynglas Pontlottyn (16)
- Brynhfrydd Pontlottyn (56)
- Phillipstown (112)
- Birchgrove flats (20)
- Fochriw / Rhymney / Porset Park (CESP) (520)
- Fochriw (Arbed) (57)
- Markham (76)
- Maesmabon (142)
- Pantside (75)
- Graig y Rhacca (300)
- Pontlottyn Flats (40)
- Lansbury Park (548)
- Morrisville & Attlee Road Blackwood (34)
- Gilfach flats (20)
- Hengoed (61)
- Bedwas (43)

A number of BISF houses and Cornish properties have also had EWI installed to their properties which are not included in the above.

4.35 A contract has recently been awarded and work commenced to undertake energy performance assessments for the housing stock to demonstrate compliance with the required energy rating of 65. This work will also help to establish the energy efficiency of our homes and the contribution being made towards addressing fuel poverty and will also be used to inform future rent levels, as energy ratings are required as part of the WG's rent setting policy.

Supply Partner

4.36 An independent review of the Supply Partner arrangement has been conducted and the findings of the report confirm that the partnership is providing value for money. This outcome was achieved by comparing the cost of our key components against those in the marketplace.

4.37 The report also made a number of recommendations on making improvements in order to maximise benefits from the arrangement, which includes just in time deliveries, review of consignment of stock, restructuring of the support team, improved forward planning and product reviews. These recommendations are in the process of being implemented.

4.38 The Supply Partner arrangement is delivering a number of benefits for the local economy including the creation of jobs and training opportunities (see item 4.39 below).

Community Benefits

4.39 Council made a conscious decision to ensure that the money invested in bringing all tenants' homes up to the WHQS would be used to support development of small and medium

enterprises and create training and employment opportunities to help people back into work. Since the start of the WHQS programme the Council has invested over £200m and is projecting to invest over £220m by the end of the programme. Figures received to date suggest that cumulatively, 71 permanent full time permanent jobs have been created by external contractors in addition to 43 permanent full time opportunities that have been created by the Council. A total of 58 apprenticeship opportunities have also been created by external contractors and the Council since the start of the programme.

- 4.40 The Supply Partner has completed and submitted the Value Wales Toolkit to Welsh Government which has calculated that for every £1 invested in the contract during 2017/18, it has resulted in £1.80 being invested in the local economy. Keepmoat / Engie have also completed the Toolkit for 2017/18 which determines that for every £1 spent on their contracts, £1.88 has been invested in the local economy. The Council's key contractors are each required to complete and submit the Value Wales toolkit to Welsh Government at the end of each financial year. This multiplier effect is as a result of the Supply Partner and Internal Works contractor employing people living in Wales who then spend their wages locally, supporting other businesses such as shops and restaurants.
- 4.41 Further benefits have resulted for the borough's communities as a result of donations made by the Supply Partner and the commitment made by Keepmoat / Engie to run the Careers Wales Business Class programme with Blackwood Comprehensive School and its feeder primary schools.

The Capital Expenditure Programme for WHQS Works (2018-19)

- 4.42 The WHQS budget for 2018/19 is set at £55.8m. The total expenditure on the WHQS capital programme for the first 6 months of 2018/19 is £24.9m which is some 45% of the total budget, and is the highest spend level compared to previous years.
- 4.43 The spend for the first six months on internal works is £7.2m. 68% of the spend is on current contracts, 18% relates to previous years carried forward contracts, 11% on works to sheltered schemes, and 3% on works outside of the WHQS programme which could not be delayed to fit into future programmes, i.e. emergency heating installations and voids.
- 4.44 The spend for the first six months on external works is £12.6m and is predominantly carried out by external contractors. 21% of the spend is on current contracts, 73% of the spend relates to previous years carried forward contracts, and 6% of the spend is on sheltered works.
- 4.45 The remaining spend is on Fees (£1.1m), Large Scale Voids (£620k), Adaptations (£310k), Garages (£622k), Non Traditional properties (£205k). There is also £2.2m spend on energy conservation works at Lansbury Park where funding has been earmarked from the Arbed and Vibrant & Viable Places (VVP) regeneration grants.
- 4.46 Funding for the 2018/19 programme of £55.8m will be met from the Major Repairs Allowance (MRA) given by WG of £7.3m, and revenue contributions from the HRA of £48.4m. The MRA has been fully drawn down from Welsh Government this year. No borrowing has been required to fund the WHQS spend to date. Borrowing is expected to take place this year which is estimated at £20m if the full budget is expended.
- 4.47 Total spend to date for the WHQS Programme is £200m which has resulted in 8,640 (80%) properties achieving compliance for internal works, 6,651 (62%) properties achieving compliance for external works, and 5,635 (52%) properties achieving full compliance.

Final Stages

- 4.48 As we are now entering the final 2 years of the programme, significant work has been undertaken to validate the compliance data and accuracy of information recorded within the Keystone database. The validation process is also currently being checked by Internal Audit in order to provide independent verification. This will provide us with greater assurance of the

full achievement of WHQS by the end of December 2020.

- 4.49 In order to support this, an exercise has been undertaken to provide us with projections based on current levels of performance up to the end of the programme. The anticipated outturns are shown within our Strategic Scorecard which is provided as Appendix 4. This provides us with our current performance against projected targets which indicates that full compliance for internal works will be achieved by 15 May 2020 and external compliance will be achieved by 10 April 2020. Therefore full WHQS compliance is currently projected to be achieved by 15 May 2020; however, this is subject to change and will be closely monitored as the programme progresses with the aim of achieving full compliance by the end of March 2020. Further details on how these projections have been calculated are included in Appendices 5 and 6.
- 4.50 Performance information including the Strategic Scorecard is submitted and scrutinised by the Caerphilly Homes Project Board and the Repairs and Improvements Working Group on a monthly basis and included in progress reports which are submitted to Caerphilly Homes Task Group and the Policy and Resources Scrutiny Committee as and when required.
- 4.51 Regular progress monitoring meetings are also held with officials from WG where performance reports are discussed and they are satisfied with the projections made. WG also made a number of recommendations for improving our performance data, which have been implemented and incorporated into the information contained within this report.
- 4.52 Members will be aware of the ongoing WHQS review by the WAO, however their final report is still awaited.
- 4.53 Resources are constantly being reviewed in order to maintain the momentum currently being achieved and with the aim of bringing full completion forward to the end of March 2020. Additional in-house resources have been secured for the sheltered housing programme. Internal work packages are being tendered through the DPS and additional assistance has been achieved through improved integration including services provided through the Housing Repair Operations team.
- 4.54 Some minor structure changes have been implemented which have included the establishment of a Validation Team, the provision of a Technical/Administration team and the centralising of resources to improve efficiency and reduce duplication.
- 4.55 Officers acknowledge that whilst the delivery of WHQS programme by the deadline will be an excellent achievement there is still the requirement to ensure the standard is maintained thereafter. In this regard members have already approved the post 2020 strategy and preparations to deliver this strategy will commence during 2019/20. This includes external surveys to implement the delivery of the external planned maintenance programme for 2020/21.
- 4.56 Consideration has also been given to providing continuity of work to the in-house workforce who will be responsible for undertaking the remodelling of the sheltered housing schemes during 2020-2025. However, it is evident that a review of resources will be required.

Progress Achieved Against the Promises Made

- 4.57 Prior to the ballot of tenants on the housing stock transfer proposal in 2012, every household was issued with an Offer Document and an Addendum Document. The Addendum Document set out what improvements and repairs tenants could expect to receive if they voted to remain with the Council and the following table replicates this information and also includes what work has actually been delivered to date.

Internal Elements	Offer Document	Compliance to date	Acceptable Fails	Total
Kitchens	9,918	5,739	1,102	6,841
Bathrooms	7,150	6,563	781	7,344
Boilers	4,033	1,668	0	1,668
Heating	2,050	5,073	370	5,443
Rewires	3,933	4,780	56	4,836

External Elements	Offer Document (£m)	Compliance to date
Fences, gates & paths	9.9	7.6
Roofing/associated works	6.5	9.1
Wall finishes	1.5	3.1
Non-traditional homes	26.0	15.6
Window Replacements	2.9 (1,163 No.)	2.6 (987 No.)
External Doors	4.5 (4,090 No)	3.7 (5,326 No)

4.58 The above information hopefully provides reassurance that we are delivering on the promises made and likely to exceed these commitments in many areas. In addition to this, it is also anticipated and evidenced within this report that full compliance of the WHQS programme will be achieved prior to the WG deadline of December 2020.

5. WELL-BEING OF FUTURE GENERATIONS

5.1 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:-

5.2 **Long-term** - Since the Housing Ballot (2012) we continue to make substantial investments and improvements to both the internal and external environments of our social housing stock (Public Sector), including specialised adaptations in accordance with the needs of some of our tenants. Adaptations are also supported and implemented in the Private Sector (often referred to as Disability Facilities Grants).

5.3 These fundamental changes and improvements are being achieved through; the implementation of the Welsh Housing Quality Standards; housing adaptations in accordance with tenants and homeowners needs; enhancing the quality of product installations and repairs; improving environments around homes; all aiding the well-being of our communities, its infrastructure and citizens alike, providing homes and communities for now and the future.

- 5.4 **Prevention** - The works undertaken through Housing Services helps to improve lives and communities, by securing local employment either in-house or through supplier, contractor and partnership arrangements.
- 5.5 Works undertaken by our services make significant visual improvements to housing stocks and their surroundings environments (improved the look and feel) helping to prevent anti-social behaviour and enviro-crime.
- 5.6 By raising standards and conditions with improved quality materials and appropriate service response, should aide and ease future maintenance schedules and requirements, better controlling costs, levels of deterioration/depreciation, improve safety and accessibility, while also reducing disruption to our tenants in the future, and aiding quality of life in both Private and Public Sectors, through intervention and support actions that are fit-for-purpose.
- 5.7 **Involvement** - Through established governance and performance frameworks, tenants and local residents are consulted on proposed property and environment improvements works along with various initiatives, and they are periodically informed of progress as part of for example, the WHQS delivery programme.
- 5.8 Numerous working groups are established and well embedded with periodic reporting and feedback opportunities exploited. Welsh Government, Environment Standards, Regulatory Controls and Checks, Tenant Engagement are all part of our daily business.
- 5.9 **Collaboration** - The programme delivery focused on internal collaboration, wider partnership arrangements with suppliers and contractors, joint working with the community and various other interested parties/groups. The delivery of community benefits and tenant engagement by all involved with the WHQS programme is a key focus for the success and delivery of this objective.
- 5.10 **Integration** - The programme looks to integrate property and environmental improvements that will benefit and transform lives and communities throughout the county borough. It further brings together a variety of stakeholders to deliver long term sustainable benefits for lives and communities including Social Services & Health.
- 5.11 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 Equalities Impact Assessment is not needed because the issues covered are for information purposes only, therefore the Council's full EIA process does not need to be applied.
- 6.2 However, it should be noted that, through the 'adaptations work and improvement programmes' we are assisting citizens with well-being opportunities and helping them stay within their home communities (inclusion). All WHQS improvements and wider environment programmes are delivering equitable standards of facilities where practical and reasonably appropriate and there are no equalities implications to this report that have not been considered or would adversely affect any individual or group

who fall under one of the protected characteristics or wider issues as shown in the Council's Strategic Equality Plan.

7. FINANCIAL IMPLICATIONS

- 7.1 Finance arrangements are explained in 4.40 - 4.45 of this report and are incorporated into the 30 year business plan required by WG as part of the annual MRA application.
- 7.2 At the time of submitting the current plan there was a borrowing cap placed on all local housing authorities in Wales & England and any borrowing was strictly limited to that cap level. Caerphilly Homes' borrowing requirement (which includes historical, buy out and WHQS debt) was under its cap with a comfortable contingency. Recently UK Government have announced the removal of this borrowing cap which has been welcomed by Welsh Government and steps are in place to accommodate the removal. This is to assist local authorities to progress with new build as part of the UK Government's initiative to reduce homelessness. This will allow local housing authorities to borrow to their requirement as opposed to borrowing to a capped limit although it will still need to remain affordable.
- 7.3 The current plan requires £43.6m of borrowing to ensure the programme is completed which is 17% of the total programme costs. Whilst this remains affordable, a separate report will be submitted to Cabinet as expenditure is likely to exceed the current approved level of £220m.

8. PERSONNEL IMPLICATIONS

- 8.1 Personnel resources are continually reviewed and where necessary additional resources are recruited to ensure the momentum of this major investment programme remains on track. Agency workers are also utilised to support the programme due to the temporary nature of some positions and also due to the lack of suitable candidates in the market place.

9. CONSULTATIONS

- 9.1 All consultee responses have been incorporated within the report.

10. RECOMMENDATIONS

- 10.1 That the report is noted, prior to its consideration by the Policy and Resources Scrutiny Committee and thereafter Cabinet.

11. REASONS FOR THE RECOMMENDATIONS

- 11.1 Not applicable.

12. STATUTORY POWER

- 12.1 Not applicable.

Author: Shaun Couzens – Chief Housing Officer
(Tel: 01443 8664208/861406, Email: couzes@caerphilly.gov.uk)

Consultees:	Cllr Lisa Phipps	-Cabinet Member for Homes & Places
	Dave Street	- Corporate Director of Social Services and Housing
	Shaun Couzens	- Chief Housing Officer.
	Nicole Scammell	- Head of Corporate Finance & S151 Officer
	Paul Smythe	- Housing Technical Manager
	Jane Roberts-Waite	- Strategic Co-ordination Manager - WHQS Programme
	Fiona Wilkins	- Housing Services Manager
	Deborah Gronow	- Service Auditor
	Lesley Allen	- Principal Accountant (Housing)
	Kathleen Webb	- Relationship Manager
	Rhys Lewis	- Systems and Performance Manager.
	Colin Roden	- WHQS Project Manager
	Alan Edmunds	- WHQS Project Manager
	Steve Greedy	- WHQS Project Manager
	Mark Jennings	- Housing Strategy Officer
	Ian Raymond	- Performance Management Officer

Appendices

Appendix 1 - Weekly Internal Compliance Achievements and Targets for each contract area.

Appendix 2 - Weekly External Compliance Achievements and Targets for each contract area.

Appendix 3 – Environmental Programme projects identified to date (will be available at the meeting).

Appendix 4 - WHQS Strategic Scorecard

Appendix 5 – Projections for internal works.

Appendix 6 – Projections for external works.