



CAERPHILLY HOMES TASK GROUP – 16TH JANUARY 2020

**SUBJECT: WHQS FINAL STAGE PROGRESS REPORT / POST 2020
ASSET MANAGEMENT PROGRAMME PROPOSALS**

**REPORT BY: CORPORATE DIRECTOR FOR EDUCATION AND CORPORATE
SERVICES**

- 1.1 The attached report was considered by the Housing and Regeneration Scrutiny Committee on 26th November 2019. The report provided Members with an overview of the performance of the Welsh Housing Quality Standard (WHQS) Team to date and set out the anticipated projected performance up to December 2020. The report also included details of the current financial outturn to date for the 2019/20 WHQS works, and an overview of the many achievements that have been made as part of the wider commitments and benefits delivered by the WHQS programme. In addition, the report gave an overview of the Post 2020 Asset Management proposals which will commence following the successful completion of the WHQS programme.
- 1.2 The Committee were advised that current and projected performance has demonstrated that full WHQS compliance is achievable prior to the December 2020 deadline. Due to recent concerns regarding the performance and quality of work by some contractors within the final stages of the programme, the remaining contracts have been allocated to the In-House workforce, which has resulted in a revised target completion date from March 2020 to June 2020 to allow for these additional 150 properties to be absorbed, but which is still ahead of the December 2020 deadline.
- 1.3 Members noted the details of the energy efficiency schemes and environmental projects delivered as part of the programme, together with the community benefits being achieved via the provision of training opportunities, placements and permanent jobs created through the in-house service and its partners. The Scrutiny Committee were advised that customer satisfaction levels in respect of WHQS works are generally high, although it is accepted that levels of customer satisfaction for external works continues to be less than those received for internal works. As a result the WHQS Team has reviewed current practice and has now introduced telephone surveys in the first instance. The report also provided an analysis of the reasons for dissatisfaction for both internal and external works.
- 1.4 The Scrutiny Committee noted the current and projected financial position of the programme as set out within the report, and it was explained that borrowing will be required for the second time since the programme commencement. In addition, it has also been confirmed that the housing business plan remains financially viable throughout the programme and to deliver the post-2020 strategy.
- 1.5 Discussion took place on the contents of the report and Officers responded to a query regarding houses of non-traditional construction. A Member asked if there had been a knock-on effect on workloads as a result of the remaining contracts being taken on in-house. Officers explained that originally the WHQS programme of works had been anticipated to finish by 31st March 2020, but that this completion date has now been

revised to June 2020 to allow the in-house team to programme the additional properties into their existing workloads.

- 1.6 The Scrutiny Committee were pleased to note the progress made in respect of the WHQS programme to date and asked that their thanks to the Caerphilly Homes Team be placed on record.

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Appendices:

Appendix A Report to Housing and Regeneration Scrutiny Committee 26th November 2019 – Agenda Item 8



HOUSING AND REGENERATION SCRUTINY COMMITTEE – 26TH NOVEMBER 2019

**SUBJECT: WHQS FINAL STAGE PROGRESS REPORT / POST 2020
ASSET MANAGEMENT PROGRAMME PROPOSALS**

REPORT BY: CORPORATE DIRECTOR OF 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.
- 1.2 Details of the current financial outturn to date for the 2019/20 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.
- 1.3 The report also provides members with an overview of the Post 2020 Asset Management proposals which will commence following the successful completion of 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 Due to recent concerns regarding the performance and quality of work by some of the DPS (Dynamic Purchasing System) contractors within the final stages of the programme, it has been agreed to allocate the remaining contracts to the In-House workforce. This has resulted in a revised target completion date from March 2020 to June 2020 to allow the In-House workforce time to absorb the additional properties (approx. 150). This is still ahead of our deadline of December 2020.
- 2.3 Good progress has been made and programmed contracts have been 100% surveyed, with the exception of some isolated properties explained further in this report. This provides us with more detail on the scope of anticipated works, which assists with contract forecasting and budget monitoring.

- 2.4 At the start of this financial year it has been necessary to transfer 43 sheltered properties (2 schemes) out of the WHQS Programme into the Post 2020 Asset Management Programme for Health & Safety reasons explained further in this report.
- 2.5 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 still awaited. Funding for other areas will also continue to be pursued.
- 2.6 Feedback from our customers has been incorporated within the report which generally demonstrates high levels of satisfaction. It is accepted that levels of customer satisfaction for external works continues to be less than those received for internal works. As a result we have reviewed our current practise and have now introduced telephone surveys in the first instance; the report also provides an analysis of the reasons for dissatisfaction for both the internal and external works completed on the programme.
- 2.7 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.
- 2.8 The current and projected financial position is set out within the report and borrowing will be required for the second time since the programme commencement. It is also confirmed that the housing business plan remains financially viable throughout the programme and to deliver the post 2020 strategy.
- 2.9 The WHQS programme has also resulted in community benefits being achieved with the provision of training opportunities, such as work placements, permanent jobs and apprenticeships created with the in-house service, external contractors and our supply partner. The Value Wales Toolkit also demonstrates the positive effect the Councils WHQS investment has on the wider community.
- 2.10 The recently agreed Post Asset Management Strategy (PAMS) has been considered and this report sets out the proposals following the achievement of WHQS by 2020, to ensure the standard is maintained thereafter and the Councils housing portfolio continues to provide affordable, quality homes that meet our customers needs.

3. RECOMMENDATIONS

- 3.1 That the report is noted.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 The report is for information only

5. THE REPORT

- 5.1 **Progress of internal Surveying**

5.1.1 Internal surveys were expected to be completed in full by December 2018. However, this was delayed due to the loss of an Occupational Therapist (OT) position, and the difficulty in obtaining access to some properties. There are also a small number of isolated properties where tenants have changed their mind, and we have also recently bought back a number of properties using the Affordable Housing Grant (AHG) in reaction to the Welsh Governments agenda to increase affordable housing supply, which was not built into the original survey plan. However the programmed contracts have now been fully surveyed. The survey data has assisted with forecasting future scope of works and budget monitoring for the final year.

5.2 Progress of the Internal Works Programme 2019/20 – Completion of Works

5.2.1 The rate of properties where internal WHQS compliance has been achieved this year to date is shown in Chart 1 below. The number of properties achieving internal compliance as at week 26 is 684 (43% of this years programme) The target set at the start of the year was 31 properties per week to achieve compliance by March 2020. Due to recent concerns regarding the performance and quality of the work carried out by some of the external contractors procured through the DPS (Dynamic Purchasing System), it has been agreed to allocate the remaining contracts to the In-House workforce.

5.2.2 In order for the In-House workforce to accept these additional properties (approx. 150) it has been necessary to revise the target completion date from March 2020 to June 2020. This has resulted in a revised weekly target of 25 properties per week (as illustrated on Chart 1 at week 18). The actual weekly rate as at week 26 (27/9/19) is just over 26 properties per week which, if extended for the remaining properties means we should complete the internal WHQS programme by the end of May 2020.

5.2.3 Support is also being received from the Housing Repairs Operations (HRO) Team who has assisted in achieving compliance to 61 properties this year. Internal compliance up to 31/3/19 was 85.01%, which was just ahead of the annual target of 85%.-The target of 100% internal compliance by 31/3/20 has been revised to 97% to allow the remaining 3% to be completed in the early part of 2020/21.

5.2.4 Appendix 1 provides the weekly compliance achievements and targets that are shown against each contract area for the financial year.2019/20.

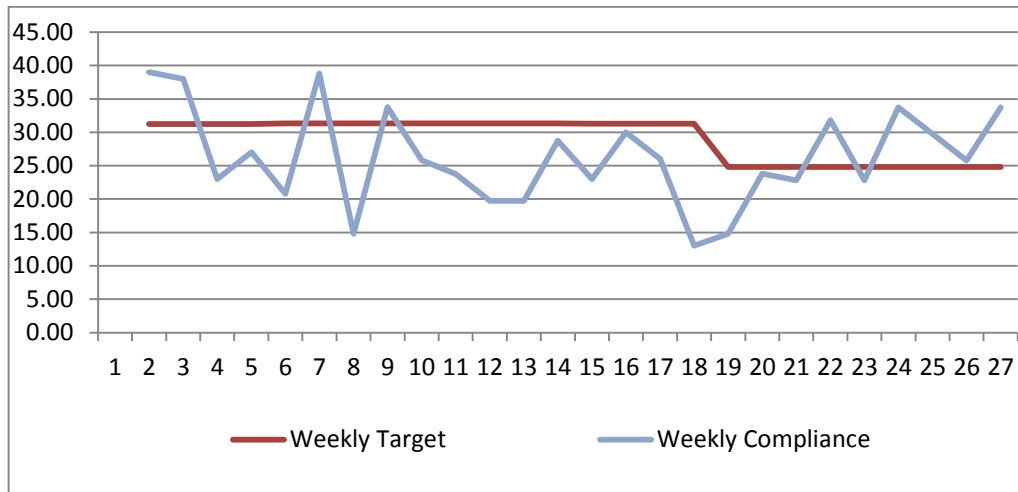
5.2.5 The planned programme for 2019/20 confirms that 1,606 properties are remaining in its final stage which represents approximately 15% of the total stock. However, since the start of this year we have transferred 43 properties to the Post 2020 Asset Management Programme (PAMS) which relates to 2 sheltered housing schemes (Britannia Court (22) Highfield Court (21) on the grounds of Health & Safety. Ty Isaf sheltered housing scheme (12) has also been transferred to the PAMS programme for Health & Safety issues and this was agreed pre 2019/20. Therefore 1563 properties are remaining for the final stages of the programme.

5.2.6 The transfer to the PAMS programme was as a result of secondary surveys carried out at the schemes in preparation for the works to commence, which identified issues with electrical works involving the supply from Western Power in addition to the detection of Asbestos Containing Material (ACM's) at Ty Isaf Risca.

5.2.7 For this reason, tenants will need to be decanted via a staged approach for all three schemes, which will not be achievable within the timescale of the WHQS programme. These schemes will therefore be included within the first year of the Post 2020 Asset Management Programme.

5.2.8 The above performance has been achieved despite the loss of a number of contractors. Contingency arrangements to cover these losses were originally set up i.e. the DPS (Dynamic Purchasing System), in-house mop up teams with other options also being considered. About 57% of the total WHQS internal works programme is being completed by our own in-house workforce, the remaining work is being carried out by external contractors.

5.2.9 Chart 1: The WHQS internal works weekly compliance rate for first six months 2019/20



5.3 Progress of the Internal Works Programme 2019/20

5.3.1 At the time of writing this report, 9,815 properties are compliant in relation to their internal elements which represent 91.78% of our 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.

5.4 Progress of External Surveying

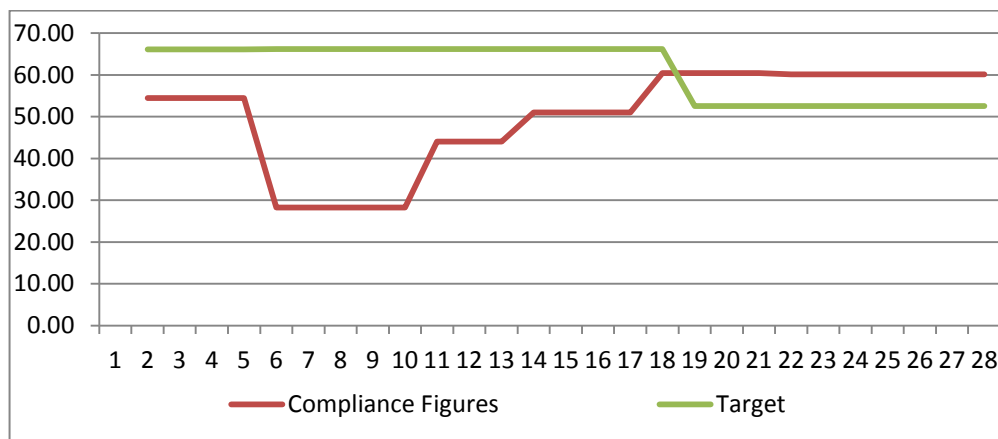
5.4.1 To date with the exception of the additional buy-back properties, 100% of external contract surveys has been undertaken to deliver the overall programme. The survey data has assisted with forecasting for future scope of works and budget monitoring for the final year.

5.5 Progress of the External Works Programme 2019/20 – Completion of Works

5.5.1 The rate of properties (including leaseholders) where external WHQS compliance has been achieved this year to date is shown in Chart 2 below.

5.5.2 Appendix 2 provides the weekly compliance achievements and targets that are shown against each contract area for the financial year 2019/20 Welsh Government expect statutory returns on the progress of WHQS achievement against our stock but this does not include leaseholders, therefore there are two separate projections i.e. Including and excluding leaseholders.

- 5.5.3 The number of properties achieving external compliance as at week 24 is 1442 (44% of this years programme). The target set at the start of the year was 66 properties per week to achieve compliance by March 2020. As explained earlier in the report, this has been re-profiled to June 2020. Members may question that the 150 properties that were transferred to the In-House Team were for internal works not external works, but the In-House Team are responsible for the external works on our sheltered schemes, therefore their whole programme had to be re-profiled to ensure the additional properties could be fitted in to their existing resources. This has resulted in a revised weekly target of 52 per week (as illustrated on Chart 2 at week 18) The actual weekly rate as at week 24 (13/9/19) is just over 60 per week, which if extended for the remaining properties means we should complete the external WHQS programme by the beginning of May 2020. The increase in performance is as a result of all work now being tendered with the majority of contracts now being commenced. This obviously assumes the same pattern of compliance per week so any deviance from this e.g. detrimental weather, could affect this performance.
- 5.5.4 External compliance up to 31/3/19 was 71%, which was below the target set of 80% due to the loss of an external contractor during the year. The target of 100% external compliance by 31/3/20 has been revised to 97% to allow the remaining 3% to be completed in the early part of 2020/21. The overall completion date is still on track to be achieved well before the Welsh Government deadline of December 2020
- 5.5.5 The planned programme for 2019/20 confirms that 3,067 properties (excluding leaseholders) are remaining in its final stages which represent 29% of the stock. However as explained in 5.2.5 above, this includes a transfer of 43 properties out of the WHQS Programme into the Post 2020 Asset Management Programme.
- 5.5.6 In addition to the above, we are also completing external works to 410 leasehold properties; however this has detrimentally affected progress due to the legislative process that needs to be followed by way of consultation. As at the end of 2018/19 170 leaseholder properties were compliant, with the remaining 240 programmed in 2019/20. At the time of writing this report, 262 leaseholder properties have been completed, representing 64% of the total leasehold stock. Although these properties are included in our final year programme to be completed, we do have an option to transfer them to the Post 2020 Asset Management Programme under the Acceptable Fail criteria (Timing of Remedy), in line with the WG guidelines. Currently, however, the weekly target of just under 4 per week is being met so the completion date is still on track to be achieved before the Welsh Government deadline of December 2020
- 5.5.7 Chart 2: The WHQS external works monthly compliance rate during 2019/20



5.6 Progress of the External Works Programme 2019/20

5.6.1 To date, 8974 properties are compliant in relation to their external elements; representing 83.92% of our stock (excluding leaseholders) '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.

5.6.2 93% of the whole WHQS external works programme (including leaseholders) is being completed by external contractors and 7% by our own in-house workforce. Following previous agreement by Cabinet, the in-house workforce are undertaking all works (internal and external) to sheltered housing schemes.

5.7 Tenant Satisfaction with the Internal Works Programme

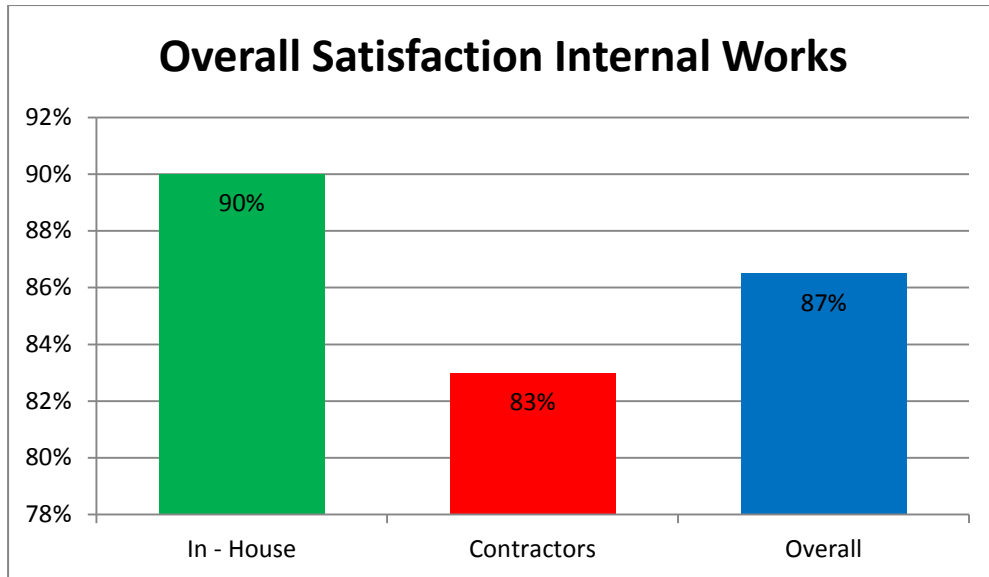
5.7.1 Tenant satisfaction levels and compliance with service standards for internal works were measured via postal surveys which were sent to tenants after each property had been completed. The survey process was suspended for a period of time during this year at the request of Wales Audit Office (WAO), as they were undertaking their own survey as part of their review of the WHQS programme. During this period the process for capturing tenant satisfaction was reviewed and tenants are now approached in the first instance by a telephone survey. The survey form has also been amended in consultation with WG and our internal Repairs and Improvements Group which has reduced the number of questions asked and also amalgamated the service standard questions into the survey making it more specific to the area of work. This allows a more timely survey to take place and also gives tenants an opportunity to feedback more effectively, along with sign posting tenants to other council services (such as reporting repairs). The revised process also enables any issues to be recorded and resolved at an earlier stage. The new telephone customer satisfaction survey process went live at the end of January 2019 and early indications show an increased number of surveys are now being completed through this process to that of the postal returns.

5.7.2 Table 1 below provides a summary and accumulative breakdown of the returned surveys for each of the WHQS service providers for internal works as at 30/9/19. It shows that the overall satisfaction level for internal works is 87%. Satisfaction levels from tenants who had internal work carried out by our in-house workforce is 90% based on a return rate of 43%, and 83% for internal works carried out by external contractors, based on a 40% return rate. This includes six months data that was received from the revised questionnaire process.

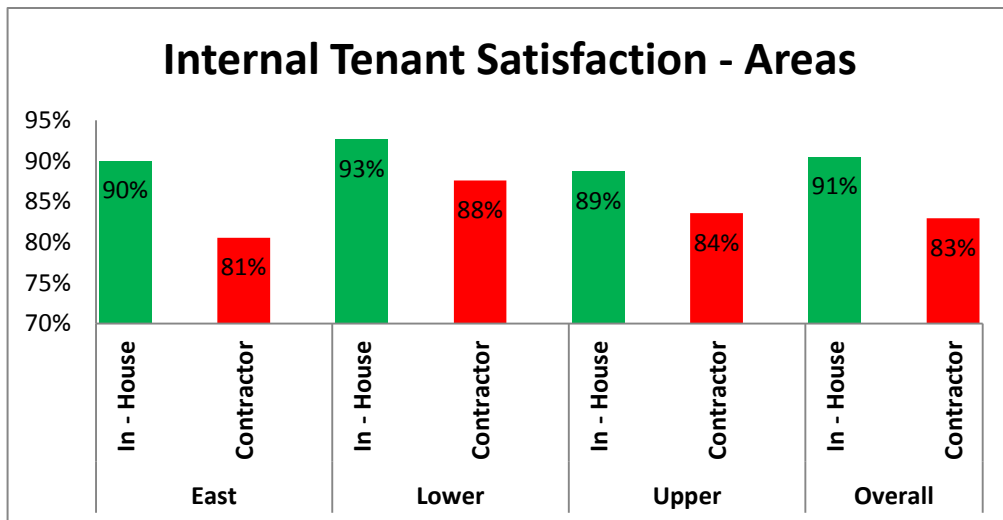
5.7.3 Comparing the first half of this year with the previous years data the return rate has increased from 42% to 47% for in-house contracts, and from 38% to 57% for external contractor contacts although overall the rate is 42% when combining all the data together. However, this shows a good increase on questionnaires moving forward.

5.7.4 Table 2 below, further displays these measures over each of the WHQS Team operational areas.

5.7.5 Table 1: Satisfaction levels by service provider



5.7.6 Table 2 Satisfaction levels by WHQS Team operational areas.



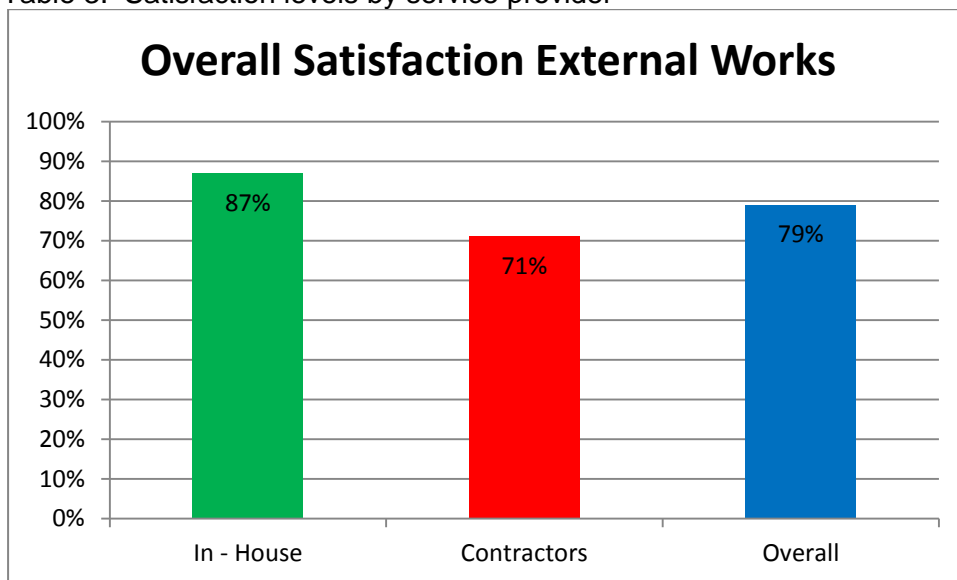
5.7.7 An analysis was undertaken on the levels of customer dissatisfaction which confirmed that in relation to the In-House workforce the main element of dissatisfaction centred on the amount of disruption they had to endure whilst works were being completed; otherwise very little concerns were raised. In relation to external contractors however, tenants raised concerns around the lack of communication, time taken to complete works, quality of work issues along with the disruption whilst works were being completed. It must be noted that the dissatisfaction related to only a few contractors and was not generally across all contractors, however it is clear from the results that our In-House workforce is out performing external contractors on internal works.

5.8 Tenant Satisfaction with the External Works Programme

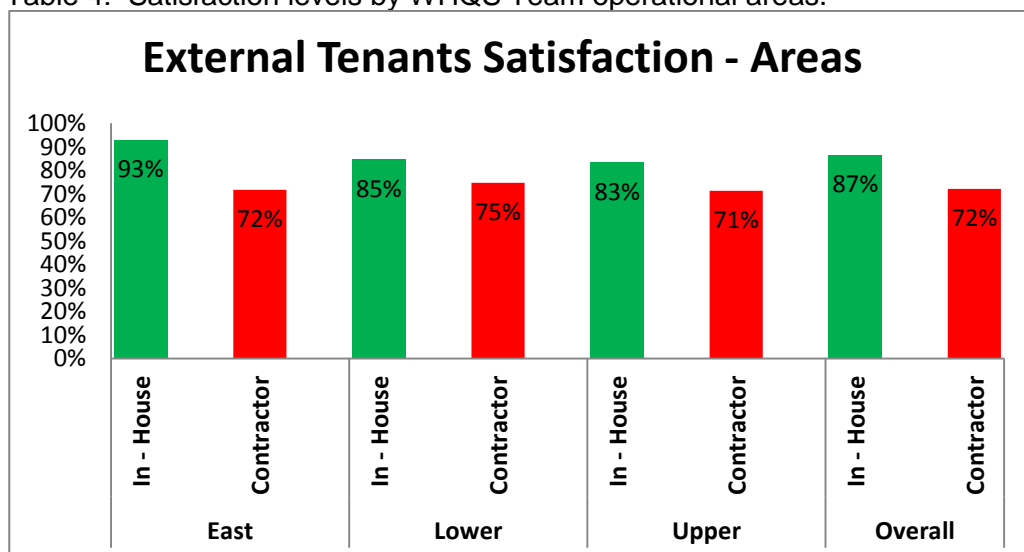
5.8.1 Table 3 below provides a summary and accumulative breakdown of the returned surveys for each of the WHQS service providers for external works contracts as at 30/09/19. It shows that the overall satisfaction level for external works is 79% based on a return rate of 32%, with the In-house team achieving 87% and external contractors 71%. Table 4 below further depict these measures over each of the WHQS Team operational areas.

5.8.2 As explained in 5.7.1 above, tenants surveys have recently been reviewed so that a telephone survey is undertaken which captures a timelier tenant response. This process also increases the volume of surveys carried out as opposed to a postal survey. Comparing the first half of this year with the previous years data the return rate has increased from 30% to 35% for contractors, with no data available on the In-House team due to pending completions. Overall, however the rate is 32% when combining all the data together. However, this shows a significant increase on questionnaires moving forward.

5.8.3 Table 3: Satisfaction levels by service provider



5.8.4 Table 4: Satisfaction levels by WHQS Team operational areas.



- 5.8.5 A further analysis was undertaken on the levels of customer dissatisfaction for external works which confirmed that in relation to the In-House workforce the main element of dissatisfaction centred on customer expectation. Some tenants could not understand why some properties on the estate that they lived had new windows and new roof, when their property didn't. It was difficult to explain to tenants that although these elements were not replaced on the WHQS Programme they would continue to be monitored for future replacement within the Post 2020 Asset Strategy which will commence immediately after the completion of the WHQS programme.
- 5.8.6 In relation to external contractors, tenants raised similar concerns around customer expectation, along with Charter for Trust issues around respect for tenant's homes and lack of communication, quality of work issues also timeliness of completing the work, however it must be noted that the dissatisfaction related to only a few contractors and was not generally across all contractors although it is again clear from the results that the In-House workforce is again out performing external contractors on external works.

5.9 Environmental Programme

- 5.9.1 Part of the commitment to deliver the WHQS across all 10,717 homes (31st March 2019 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'.
- 5.9.2 An indicative budget of £10.6m has been set aside in the business plan and agreed with WG specifically for this purpose. Projects identified to date have been estimated to cost £10.1m hence an over spend on the original budget commitment of £10.6m is predicted. There are 17 areas where additional projects are yet to be confirmed. The budget spend has also included additional environmental works to sheltered schemes, landscaping of areas following demolition of garages, and also additional costs associated with a recent legislation change from the Sustainable Drainage Approval Body (SAB) on environmental improvements of 100sqm or more.
- 5.9.3 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.
- 5.9.4 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.
- 5.9.5 The second phase of the programme commenced in 2017 and 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.

- 5.9.6 An extensive consultation process has identified a number of large-scale projects and officers are working with In-House service colleagues to ensure these are delivered within our programme deadlines. Projects identified include new car parking schemes, skate parks, improvements to the immediate environment within sheltered schemes, dropped kerbs to enhance accessibility, green gyms and lighting. At the outset of the programme 82 communities were identified throughout the county borough. Of the 82 identified engagement and consultation events have been held and completed in 65. There are ongoing engagement events and discussions taking place in 16 and 1 area which has yet to be started. Officers have given a commitment to Members and Tenants that all 82 communities will have been engaged in the programme by 31 March 2020 although they have also advised that due to the size and nature of some of the projects identified, it is likely to take a further 12 months to be delivered. Members have previously received a separate report on the progress of the Environmental Programme.
- 5.9.7 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.

5.10 Energy Efficiency

- 5.10.1 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 2,614 properties (see list of properties below).

- Gelligaer
- Ty Coch
- Bryn Carno
- Rowan Place
- Brynglas Pontlloftyn
- Brynhyfrydd Pontlloftyn
- Phillipstown
- Birchgrove flats
- Fochriw / Rhymney / Porset Park
- Markham
- Maesmabon
- Pantside
- Graig y Rhacca
- Pontlloftyn Flats
- Lansbury Park
- Morrisville & Attlee Road Blackwood
- Gilfach
- Hengoed
- Bedwas

- Maesycwmmmer
- Llanbradach
- Cefn Hengoed

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

5.10.3 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. However the successful contractor failed to perform satisfactorily and the contract was brought to an end. A new contract is in the process of being awarded and this work will also help to establish the energy efficiency of our homes and the contribution being made towards addressing fuel poverty. It will also be used to inform future rent levels, as energy ratings are required as part of the WG's rent setting policy.

5.11 Supply Partner

5.11.1 Following the independent review of the Supply Partner arrangement, the recommendations contained within their report was considered and, where relevant, implemented – resulting in a more cohesive team.

5.11.2 Additionally a Core Group of senior officers within CCBC and Robert Price has been set up, with the remit of considering and implementing a range of improvements to supply of materials to site, including imprest stock and stores stock – resulting in more improved systems and reduced stock-holding (for CCBC).

5.11.3 The contract continues to support local initiatives, either with donation of materials, or monetary support.

5.12 Community Benefits

5.12.1 Council made a decision at the very outset of the programme 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 approximately £260m by the end of the programme.

5.12.2 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.

5.12.3 Both ENGIE and Robert Price have submitted Toolkits for 2018/19. The ENGIE toolkit suggests that for every £1 spent on the contract, a further £2 has been invested into the Welsh economy. The overall investment in the Welsh and UK economy as a result of the ENGIE contract value of £3,319,000 plus additional in kind benefits for the period 2018/19 equates to more than double the contract value at £6,708,911.

5.12.4 Similarly, the 2018/19 toolkit submitted by Robert Price suggests that for every £1 spent by the Council with Robert Price as its Single Source Supply partner, £1.83 is reinvested into the Welsh economy. Caerphilly Homes has spent a total of £5,827,622 with Robert Price during 2018/19 to support the delivery of the WHQS programme however, this

expenditure has generated an overall investment into the Welsh and UK economy of £10,717,232.

- 5.12.5 Robert Price have achieved and in some cases exceeded all but one of their community benefit obligations (core and non core). They continue to support local community groups via their Community Fund and have recently approved a range of donations including the purchase of accessible chairs for people with poor mobility, plants and shrubs to assist a local project working with people with learning challenges and also provided support to a local mental health charity engaging adults with poor mental health via a horticultural project.
- 5.12.6 Contractors engaged in the Council's WHQS external works programme have also delivered a number of impressive opportunities for example, LCB Construction (working in Lansbury Park) have employed 1 person deemed long term unemployed for more than 26 weeks), 2 apprentices and 1 work placement opportunity. Joyners, who are also working in Lansbury Park, have employed 3 individuals who were long term unemployed and 2 apprentices. In Rhymney, SERS have created 2 employment opportunities for individuals who are long term unemployed and in Graig Y Rhacca, CREOBUILD have created 3 opportunities for individuals deemed long term unemployed, 3 apprenticeships and 3 work experience opportunities across two contracts.
- 5.12.7 Work continues with both Engie and Robert Price to ensure that our contractual arrangements are delivering more than simply bricks and mortar. Caerphilly Homes WHQS continues to support and add value to the delivery of the Welsh Government funded Legacy, Communities4Work and Communities4Work+ programmes through an annual contribution of £50,000. The contribution has been provided each year since the start of the programme and seeks to specifically provide funding for projects that support tenants into employment. The collaboration between WHQS and the community regeneration team has created 13 new job entries and 3 training opportunities. The funding has recently also helped deliver a Jobs Fair which was held in Lansbury Park. Over 178 participants attended the day along with 30 employers, various services and organisations. It provided those attending with the opportunity to engage with the employment and Legacy Teams to help address and overcome any personal barriers to employment.
- 5.12.8 The Suits You project has also been funded as a result of the WHQS contribution. The project began as an idea to sell preloved suits and workwear in a boutique style store to unemployed people who were attending interviews and meetings with potential employers. The project is based at the Furniture Revival in Rhymney (a social enterprise run by Groundwork Wales that sells second hand furniture). Clothes are donated and are sold at low, affordable prices, with any monetary contributions obtained fed back into the project. A number of local people have had the opportunity to develop carpentry skills and qualifications as well as retail, painting and decorating, sewing and customer service experience.
- 5.12.9 The outcomes clearly demonstrate that the Council's WHQS investment in transforming homes, lives and communities is helping to sustain and grow the local economy and providing tangible benefits to local people.

5.13 The Capital Expenditure Programme for WHQS Works (2019-20)

- 5.13.1 The HRA capital budget for 2019/20 was set at £56.6m Due to the additional works added to the In-House programme from the DPS, which has extended the internal target deadline to June 2020, it has been necessary to re-profile the financial budget into the

next financial year. Expenditure for 2019/20 has therefore been revised to £45m, thus projecting a £11.6m underspend this financial year. However, the underspend will be re-profiled into 2020/21 to fund the remainder of the programme up to the end of June 2020. Table 5 below shows the level of spend per year including a projection for the final year. (Note the 2020/21 year will also require expenditure for the post 2020 programme but this is not included on the table as it represents WHQS spend only). This shows an overall projected spend of £261m. This is an increase to the original £220m projected early on in the programme, and is as a result of completing surveys to 100% of our properties. The £220m was an estimate made by Savills consultants in 2008 based on a 15% property sample and was therefore subject to change as we progressed through the programme and identified the works for each property. There has also been additional works included in the programme necessary to ensure a complete finish to the property, which would not have been costed into the plan at the start of the programme, such as decorating kitchen/bathrooms, external painting, washing down fascia's & guttering, shed doors, external wall insulation & eaves vents trays to roofs. The projected spend remains affordable within the housing business plan.

5.13.2 The pace of spend has increased steadily year on year with the final year projecting 22% of the whole capital spend. A small percentage (6%) of the total spend is not directly WHQS related and is expenditure relating to adaptations outside of the programme (delivered by our Private Housing Team) and large scale policy voids (delivered by our HRO team). That is not to say, however, that this expenditure does not contribute towards efficiencies within the actual WHQS programme. For example, tenants who have already received an adaptation prior to a WHQS contract commencing in their area will avoid duplication of OT resources and purchasing of specialist equipment within the WHQS programme. Furthermore, adaptations outside of the programme, particularly in the last few years have seen a reduction in expenditure as the WHQS programme runs through its course and identifies tenants' needs as part of the process.

5.13.3 Table 5 - HRA Capital Expenditure during the WHQS Programme cycle

HRA CAPITAL EXPENDITURE				
	<u>Non WHQS</u>	<u>WHQS</u>	<u>TOTAL</u>	
2012/13	1,383,216	18,744,984	20,128,200	8%
2013/14	1,193,582	13,456,234	14,649,816	6%
2014/15	1,424,183	13,919,893	15,344,076	6%
2015/16	1,786,302	26,846,076	28,632,378	11%
2016/17	2,794,710	28,583,723	31,378,433	12%
2017/18	2,268,389	39,950,084	42,218,473	16%
2018/19	2,328,743	49,518,758	51,847,501	20%
2019/20 est	3,000,000	42,000,000	45,000,000	17%
2020/21 est	-	11,000,000	11,000,000	4%
	16,179,125	244,019,752	260,198,877	
	6%	94%		

5.13.4 Funding for the 2019/20 spend of £45m will be met from the Major Repairs Allowance (MRA) given by WG of £7.3m, revenue contributions from the HRA of £17m, current HRA balances of £5.5m and borrowing of £15m.

5.13.5 Total spend up to the mid year of 2019/20 financial year for the HRA capital programme is £224m of which £209m relates directly to the WHQS Programme. This has resulted in 9815 (91.78%) properties achieving compliance for internal works, 8974 (83.92%) properties achieving compliance for external works, and 7616 (71.22%) properties achieving full compliance. =

5.14 Post Asset Management Strategy

5.14.1 This strategy sets out proposals following achievement of WHQS by 2020, to ensure the standard is maintained thereafter and the Councils housing portfolio continues to provide affordable, quality homes that meet our customers needs. The Strategy was considered by CHTG on the 4th September 2018, Policy & Resources Committee on the 6th September 2018, and Cabinet on the 12th September 2018.

5.14.2 The strategy applies to the maintenance and improvement of all existing and future council housing which is supported by the Housing Revenue Account. Our Asset Management system will facilitate the management of our housing stock by identifying key component replacement needs based on life cycle estimates. This will inform our delivery plan, ensuring our assets are maintained at optimum levels.

5.14.3 The first 5 years of the asset management programme will focus mainly on external works, and will ensure continuity of work for the In-House workforce who will have just completed the WHQS programme. The in-house workforce will be the main contractor with the exception of specialist work such as roofing and External Wall Insulation (EWI) energy efficiency related schemes.

5.14.4 The programme will also include five sheltered schemes identified for remodelling or demolition, in addition to the three sheltered housing scheme being suspended from the programme on Health and Safety grounds (see 5.2.5) (Reported previously in the Re-profiling of WHQS Programme 14th February 2019,). These schemes are accounted for as an Acceptable Fail due to Timing of Remedy within the WHQS programme, in line with the WHQS guidance document issued by Welsh Government.

5.14.5 The delivery plan will not only concentrate on the asset maintenance but will encompass all property functions which will link into the Asset Management Strategy, The delivery plan can be broken down into the following functions

- Statutory Landlord Maintenance
- Reactive Repairs
- Void Properties
- Asset Maintenance
- Remodelling (Sheltered Schemes)
- Accessible Housing
- Energy efficiency Improvements
- New Council Housing

5.14.6 The strategy assumes the successful achievement of WHQS by 2020, accepting however, that there will be a number of properties that have not met the standard fully and will be classed as “acceptable fails”. The majority of these are down to no access and tenant refusals and will continue to be picked up when properties become void at the end of a tenancy.

5.14.7 In order to successfully create an effective asset maintenance programme, a validation exercise has almost been completed, to ensure that each key component within the

property has been provided with an estimated date for its replacement. This will then determine the asset management programme based upon a 5 year repair or replacement cycle. Properties completed in relation to external works during 2015/16, or earlier, will therefore be included in the planned programme from 2020/21; properties completed in 2016/17 will be planned for 2021/22, and so on.

5.14.8 The specification of works for each property will be based on physical surveys. The surveyors will be assisted with information from our Asset Management System which will identify projected component life cycle replacements. The information will also assist with financial forecasting which will link into the Housing Business Plan.

5.15 Conclusion

5.15.1 As we are now entering the final stage of the programme, significant work has been undertaken to validate the compliance data and accuracy of information recorded within the Keystone database. A dedicated validation team has been set up from existing Housing staff together with a secondee from Internal Audit to ensure that effective validation is carried out. As part of this process, a working group was set up which reviewed current practices. This involved identifying and redesigning core documents for various stages of the programme and setting up a process for historical contract validations which has recently been implemented by the data validation team. Information held on No Access, Void properties and Acceptable Fails are also being scrutinised.

5.15.2 The validation process will be ongoing throughout the cycle of the WHQS programme and will ensure the system is robust enough to stand up to scrutiny at the end of the programme. It will also strengthen the process going forward by ensuring reliable information is held for the post 2020 planned maintenance programmes. The validation process was also independently verified by Internal Audit and recommendations made as part of their report have been met or are on target to be met. This will provide us with greater assurance of the full achievement of WHQS by the end of December 2020.

5.15.3 Monitoring of the compliance returns is carried out by the validation team on a weekly basis for internals and monthly for externals.

5.15.4 The anticipated outturns are shown within our Strategic Scorecard which is provided as Appendix 3. Full compliance is currently projected to be achieved by 29th May 2020 to include all leaseholder properties. This is based on the compliance return rates as at the mid point of 2019/20 financial year and are therefore subject to change. This will be closely monitored as the programme progresses with the aim of achieving full compliance by June 2020. The Welsh Government target for completion is December 2020. Further details on how these projections have been calculated are included in Appendices 4 and 5.

5.15.5 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 Housing and Regeneration Scrutiny Committee as and when required.

5.15.6 Regular progress monitoring meetings are also held with officials from WG where performance reports are discussed and they are satisfied with the current performance and 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.

- 5.15.7 Members will be aware of the WHQS review undertaken by the WAO during March and April 2017 and a follow up review between April and October 2018. The outcome of this review was reported to Cabinet on 30th January 2019 and Caerphilly Homes Task Group on 14th February 2019. WAO have now concluded that *“the Council has responded positively to our June 2017 WHQS report and statutory recommendations by making significant improvements and as a result we now conclude that it is likely to meet the WHQS by December 2020”*
- 5.15.8 Resources are constantly being reviewed in order to maintain the momentum currently being achieved and with the aim of bringing full completion forward from the end of the WG deadline of December 2020. Additional in-house resources have been secured for the sheltered housing programme. Internal work packages have been tendered through the DPS and additional assistance has been achieved through improved integration including services provided through the Housing Repair Operations team.
- 5.15.9 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. Further integration between WHQS and HRO has also been achieved whilst reviewing various processes.
- 5.15.10 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 have already commenced. This includes external surveys to implement the delivery of the external planned maintenance programme for 2020/21. In 2020/21 however there will be an overlap of the implementation of the Post 2020 programme with the completion of the WHQS programme by June 2020.
- 5.15.11 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 as well as the post 2020 programme, together with any determined projects.

6. ASSUMPTIONS

- 6.1 The main WHQS programme has been set out in communities which are then broken down into streets and account for the full council housing stock.
- 6.2 In order to achieve the programme and ensure compliance with WHQS by the end of 2020, a number of assumptions have been made:-
- Adequate resources will be maintained.
 - No significant unforeseen work will be encountered which could delay the programme and increase costs.
 - Performance is maintained at current levels or improved.
 - No contractual disputes or challenges are encountered which could result in delays and/or increased costs.
 - No legislative challenges are made which could delay the awarding of contracts.
 - Reasonable weather conditions have been assumed for the remainder of the programme as significant adverse weather could impact on external works in particular.

- Revenue and expenditure assumed within the latest Business Plan does not alter significantly.

7. LINKS TO RELEVANT COUNCIL POLICIES

Corporate Plan 2018-2023

- 7.1 ***The Caerphilly We Want (CCBC, 2018-2023) - Well-Being Plan Objective Enabling Employment*** – Use investment in the housing stock to increase the Number of qualified workers and tackle worklessness by providing apprenticeship, training and work placements with our in-house workforce and building contractors.
- 7.2 ***The Caerphilly We Want (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.”
- 7.3 ***Caerphilly Homes Service Plan (2018-2023): Priority 1A:*** All Council housing is improved to meet the Welsh Housing Quality Standard by 2020.

Welsh Government Policies

- 7.4 ***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;
- 7.5 ***The Welsh Housing Quality Standard: Revised Guidance for Social Landlords on Interpretation and Achievement of the Welsh Housing Quality Standard (Welsh Government, 2008)***
- 7.6 ***A Healthier Wales: Our Plan for Health and Social Care (Welsh Government, 2018)***

8. WELL-BEING OF FUTURE GENERATIONS

- 8.1 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***. It is consistent with the five ways of working as defined within the sustainable development principle in the Act:-
- 8.2 **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).
- 8.3 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.

- 8.4 **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.
- 8.5 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.
- 8.6 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.
- 8.7 **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.
- 8.8 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.
- 8.9 **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.
- 8.10 **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.
- 8.11 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.

9. EQUALITIES IMPLICATIONS

- 9.1 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.
- 9.2 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.

10. FINANCIAL IMPLICATIONS

- 10.1 Finance arrangements are explained in 5.13 of this report and are incorporated into the 30 year business plan required by WG as part of the annual MRA application.
- 10.2 Up until recently 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. UK Government has since announced the removal of this borrowing cap which has been welcomed by Welsh Government. This is to assist local authorities to progress with new build opportunities as part of the UK Government's initiative to support increased housing demand and 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.
- 10.3 The transfer of the DPS properties to the In-House workforce has obviously resulted in a financial reprofile to ensure funding is available throughout the programme. This has altered the business plan originally submitted to WG by reducing the funding required for 2019/20 due to work being extended to June 2020. The budget of £56m this year has therefore been reduced to £45m, which has subsequently reduced the borrowing requirement to an estimated £15m for 2019/20. In 2020/21 further borrowing will be required but as further funding is also available in the form of MRA and HRA contributions it is not anticipated that the total borrowing requirement will exceed the original £57m proposed. As we work through the financial commitments necessary for the post 2020 programme, in particular for 2020/21 year, we will be able to identify the exact funding requirements for both the Post 2020 programme and the remaining WHQS Programme.
- 10.4 The business plan remains affordable with the above level of borrowing which will sustain the level of work required to complete the programme within the timescale required, and the current post 2020 commitments.
- 10.5 The business plan includes a level of assumptions such as interest rates, rent increases, pay awards and inflation that are subject to variation. Any significant changes are reviewed and re-run into the business plan to ensure affordability remains.

11. PERSONNEL IMPLICATIONS

- 11.1 Personnel resources are continually reviewed 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.
- 11.2 Furthermore, as this is the final stage of the programme, **we need to** review our resources to maintain the Post 2020 strategy programme, with the aim of ensuring the in-house workforce remains sustainable and that there is effective integration across the housing service
- 11.3 As part of the Post 2020 programme, continued close management and monitoring of performance of the programme is essential to ensure that its delivery is not compromised in any way. There will be an increase in workload for the in-house team who are predominantly managing the programme along with remodelling of sheltered schemes. Additional resources may be required to ensure performance in achieving the objective is maintained and the right skill set is available, and will be considered in further detail as the Post 2020 work is developed in detail.

12. CONSULTATIONS

- 12.1 All consultee responses have been incorporated within the report.
- 12.2 Caerphilly Homes Task Group will receive this report on 16th November 2019.

13. STATUTORY POWER

- 13.1 Housing Acts 1985, 1996, 2004. This is a Cabinet function.

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Consultees:	Cllr Lisa Phipps	Cabinet Member for Homes & Places
	Cllr J Ridgewell	Chair-Housing & Regeneration Scrutiny Committee
	Cllr C Forehead	Vice Chair-Housing & Regeneration Scrutiny Cttee
	Dave Street	Corporate Director of Social Services & Housing
	Shaun Couzens	Chief Housing Officer.
	Stephen Harris	Interim Head of Corporate Finance & S151 Officer
	Jane Roberts-Waite	Strategic Co-ordination Manager
	Fiona Wilkins	Housing Services Manager
	Deborah Gronow	Service Auditor
	Lesley Allen	Principal Accountant (Housing)
	Kath 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
	Amy Bray	Business Improvement Support

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 - WHQS Strategic Scorecard

Appendix 4 - Projections for internal works.

Appendix 5 - Projections for external works.

APPENDIX 1 - WHQS INTERNAL WORKS COMPLIANT DATA 2019 / 20

To Week	26
	27/09/19

IN YEAR							
		Planned	Revised	Contract	HRO	20/20	Total
Area	Contractor	2019/20 Planned	2019/20 Revised	Cumulative Contract Compliance	Cumulative Voids & Mop Ups		
All areas	In House	604	753	220	23	0	243
All areas	Sheltered	319	276	180	7	0	187
All areas	DPS	378	226	114	10	0	124
EV	Keepmoat	280	278	108	17	0	125
URV	Vinci	23	23	1	3	0	4
LRV	Contract Serv	0	0	0	0	0	0
To be allocated		2	7	0	1	0	1
		1606	1563	623	61	0	684

Compliant	Target
Average Weekly Compliant data (inc voids & No Access)	Target Weekly Compliant 100% June 2020
9.35	11.95
7.19	4.38
4.77	3.59
4.81	4.41
0.15	0.37
0.00	0.00
0.04	0.11
26.31	24.81

CUMULATIVE TO DATE						
Area	Contractor	Stock No	Previously Compliant	2019/20 to Date	Compliant to date	Remaining
All Areas	In House	5145	4392	243	4635	510
All Areas	Sheltered	767	491	187	678	89
EV	Keepmoat	2280	2002	125	2127	153
URV	Vinci	1015	992	4	996	19
LRV	Contract Serv	872	872	0	872	0
Non Trad		95	95	0	95	0
Post 2020		182	139	43	182	0
D.P.S.		330	104	124	228	102
To be allocated		8	1	1	2	6
TOTAL STOCK		10694	9088	727	9815	879
					91.78%	8.22%

STOCK LEVEL	
Opening Stock 1.4.19	10717
Less RTB's	-28
Added to stock	5
To be demolished/Out of Debit	0
TOTAL STOCK	10694

Requires Action less than 10% of target
Caution Within tolerance
Target Achieved At or above target

IN YEAR					
Area	2019/20 Planned	2019/20 Revised	Compliance in year	Average Weekly Compliance	Target Weekly Compliant 100%
Eastern Valley	670.91	668.31	376.55	15.69	10.61
Upper Rhymney	843.69	843.69	389.21	16.22	13.39
Lower Rhymney	810.6	810.60	263.37	10.97	12.87
Sheltered	358.75	316.75	138.22	5.76	5.03
Private Sector	409.43	409.43	177.10	7.38	6.50
Leaseholders	239.93	239.93	92.30	3.85	3.81
Non Trad	7.5	7.50	5.50	0.23	0.12
To be allocated	7	11.00	0.00	0.00	0.17
	3347.81	3307.21	1442.25	60.09	52.50

66

With Lease Holders

CUMULATIVE TO DATE				
Area	Stock No	Compliant up to 1.4.19	Completions 19/20	Compliant to Date
Eastern Valley	3110	2459	376.55	2835.55
Upper Rhymney	3197	2363.23	389.21	2752.44
Lower Rhymney	2338	1556.4	263.37	1819.77
Sheltered	792	469.25	138.22	607.47
Private Sector	970	507.57	177.10	684.67
Leaseholders	410	170.07	92.30	262.37
Non Trad	95	86.5	5.50	92.00
Post 2020	182	139	43.00	182.00
To be allocated	10	0	0.00	0.00
TOTAL STOCK	11104	7751.02	1485.25	9236.27
		69.80%	13%	83.18%

Without Lease Holders

CUMULATIVE TO DATE				
Area	Stock No	Compliant up to 31.3.19	Completions 19/20	Compliant to Date
Eastern Valley	3110	2459.00	376.55	2835.55
Upper Rhymney	3197	2363.23	389.21	2752.44
Lower Rhymney	2338	1556.40	263.37	1819.77
Sheltered	792	469.25	138.22	607.47
Private Sector	970	507.57	177.10	684.67
Non Trad	95	86.50	5.50	92.00
Post 2020	182	139.00	43.00	182.00
To be allocated	10	0.00	0.00	0.00
TOTAL STOCK	10694	7580.95	1392.95	8973.90
		70.89%	13%	83.92%

STOCK LEVEL	
Opening Stock 1.4.19	10717
Less RTB's	-28
To be demolished/Out of Debit	0
Added to stock	5
TOTAL STOCK	10694
Leaseholders	410
TOTAL STOCK INC LEASEHOLDERS	11104

Requires Action	Less than 10% of target
Caution	Within Tolerance
Target Achieved	At or above target

APPENDIX 3

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

Reporting Period	27/09/19
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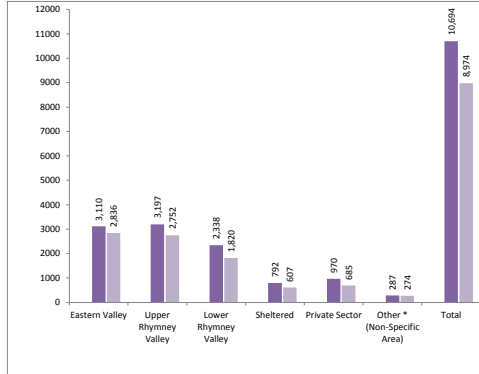
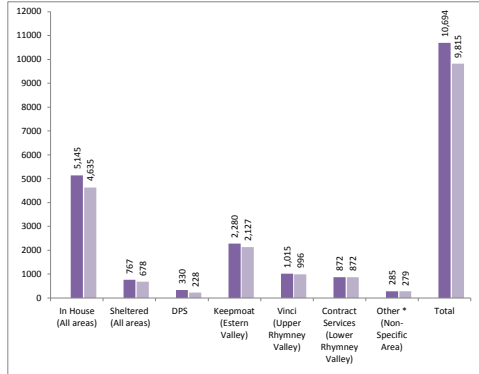
Reporting Period	13/09/19
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***INTERNAL Works Programme** (Stock v Compliance)

~EXTERNAL Works Programme (Stock v Compliance)

Internal Target 30/6/20	100.00%
Internal Components (% of stock)	91.78%

External Target 30/6/20	100.00%
External Components (% of stock)	83.92%

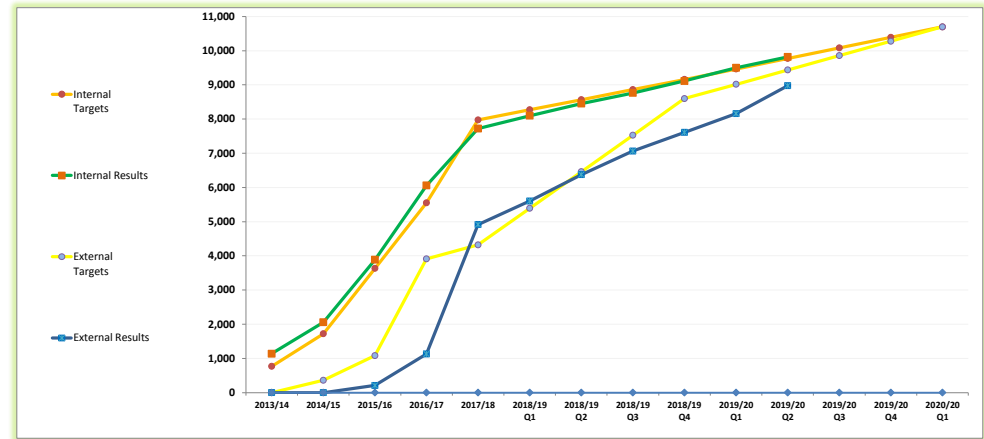


Tenants Satisfaction - Internal Works	In - House	Contractors
Return Rate	42%	38%
Satisfied	91%	82%
Neither Satisfied nor Dissatisfied	4%	7%
Dissatisfied	5%	11%

Tenants Satisfaction - External Works	In - House	Contractors
Return Rate	48%	30%
Satisfied	87%	69%
Neither Satisfied nor Dissatisfied	2%	10%
Dissatisfied	11%	21%

Tenants satisfaction is reported from the start of the contract to the current date

INTERNAL & EXTERNAL - Programme Profile (Targets & Results Achieved)



Projected Compliance Date for Internal works - 29/05/20 Projected Compliance Date for External works - 01/05/20

Financial Programme	12/13	13/14	14/15	15/16	16/17	17/18	18/19 Projected	19/20 Projected	2020 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	152,165	200,165	261,000	
Balance	43	14,613	28,939	29,977	27,819	13,935	(4,845)	(41,000)	

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

TARGET PERFORMANCE			
	WEEKLY TARGET	WEEKLY RESULT	TARGET ACHIEVED
INTERNALS			
In House	11.95	9.35	👎
Sheltered	4.38	7.19	👎
DPS	3.59	4.77	👎
Keepmoat	4.41	4.81	👎
Vinci	0.37	0.15	👎
Contract Serv	0.00	0.00	👎
To be allocated	0.11	0.04	👎
OVERALL	24.81	26.31	👎
👎	Target achieved or within 10% tolerance		
👎	Target not achieved		
EXTERNALS			
Eastern Valley	10.61	15.69	👎
Upper Rhymney	13.39	16.22	👎
Lower Rhymney	12.87	10.97	👎
Sheltered	5.03	5.76	👎
Private Sector	6.50	7.38	👎
Leaseholders	3.81	3.85	👎
Non Trad	0.12	0.23	👎
To be allocated	0.17	0.00	👎
OVERALL	52.50	60.09	👎

COMMENTS/ACTION POINTS

- Loss of Contractor Services and Vinci terminating the contract early
- Newly implemented DPS system utilising local contractors to pick up the work intended for Contractor Services and Vinci and external works with an option to include the in-house workforce if required
- Separate teams are set up within HRO to pick up isolated properties with access issues, enabling the WHQS team to focus on delivering the programme without affecting performance - this is working well and is evidencing effective integration
- An additional in-house team has been established to increase performance on the sheltered contracts
- Work programmed for Engie will reduce significantly in 2019/20 therefore options being considered to allocate additional work to assist with performance
- Issues with two external works contractors going into liquidation has resulted in several contracts being reallocated which will ultimately affect targets in the short term

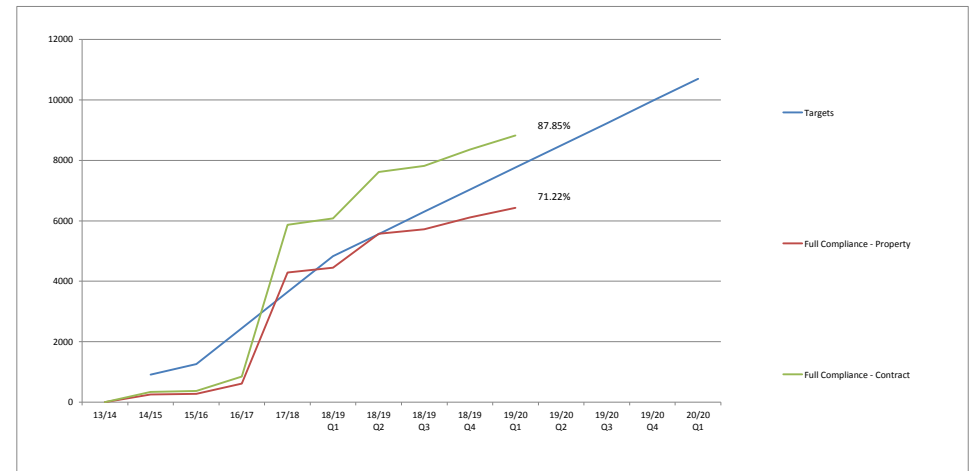
The charts above, have been based on properties surveyed, improvement works undertaken, post-work inspections and portfolio updates, focusing on the following WHQS components:

Internal Works : 4 main elements - Kitchens, Bathrooms, Heating & Electric.

External Works : 10 main elements - Boundary walls, Doors, Drainage works, Fences/Railings/Gates, Curtilage works, Paths/Drives, Roofs, Stores/Sheds/Outbuildings, Windows & property skin

Other specialist works/improvements are also undertaken in conjunction with the WHQS Programme, such as Adaptations to meet the specific needs of the tenants

WHQS - Properties fully compliant (total stock)



APPENDIX 4

Internal Forecast Data

Current Compliance			9815
Compliance since April 2019	684 Properties to date	26	26.31 per / week
2019 - 2020 remaining	37 weeks @	26.31 properties per week	973.38
Total projected compliance on current stock			10788.38
Stock Number			10694
Projected over run			-94.38
	-94.38 divided by	26.31 properties per week	-4 Weeks
Full compliance projected to be achieved by			29th May 2020

APPENDIX 5

External Forecast Data (Without Leaseholders)

Current Compliance			8973.90
Compliance 2018/19 to date	1392.95 Propeties to date		56.25 per / week
2019 - 2020 remaining	39 weeks @	56.25 properties per week	2193.67
Total projected compliance on current stock			11167.57
Stock Number			10694
Projected over run			-473.57
	-473.57 divided by	56.25 properties per week	-8 weeks
Full compliance projected to be achieved by			01/05/20

External Forecast Data (With Leaseholders)

Current Compliance			9236.27
Compliance 2018/19 to date	1485.25 Propeties to date		60.09 per / week
2019 - 2020 remaining	39 weeks @	60.09 properties per week	2343.66
Total projected compliance on current stock			11579.93
Stock Number			11104
Projected over run			-475.93
	-475.93 divided by	60.09 properties per week	-8 weeks
Full compliance projected to be achieved by			01/05/20