

# Caerphilly Homes Directorate Performance Assessment



## 2022/23 Year-end update

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## Directors Self-Assessment - 2022-23 Year End Update



### General Summary

Over the last 12 months Caerphilly Homes have delivered on a number of core objectives successfully and embarked on a period of review and reflection to plan for the necessary change over the next 12 months and beyond.

Since June the team have delivered on new infrastructure, published strategies, tightened and strengthened areas of governance. Brought in new legislation the first of its kind for 40 years and we prepared business cases both internally and externally to fund and secure finance respectively, for the team to deliver tangible physical improvements to stock and ensure there is funding certainty for parts of the team to continue delivering.

We have asked the staff what they think and how they feel and listened and looked at business improvement, processes and procedures.

We have established a new vision and mission and published that within our new Business Plan Commentary, which sets the scene for the next few years ahead and looks back on what we have achieved, this clear vision will steer all that we do for 2023 and beyond.

### What went well and why?

There have been many successful achievements: -

- Implemented phase 1 of the IT Civica system migration
- WG approved Rapid Rehousing Strategy
- Rolled out the new Renting Homes Wales Act legislation on 1<sup>st</sup> December
- Completed 18 new build Passivhaus homes
- Increased our rents in line with WG limits to protect our services under inflationary pressure
- Established an autonomous Transitional Accommodation Capital programme delivery broad with financial delegations and decision-making powers for more agile business decision making particularly in relation to property acquisitions
- Secured senior IT support to work closely with Caerphilly Homes given the level of IT work we have
- Political backing for the Empty Homes Strategy and closed in on the first enforced sale
- Increased our borrowing by £10mm to deliver on new build and stock maintenance
- Brought in a new improved more attractive Low-Cost Home Ownership policy
- Business improvement review on staff cohesion, management practices and continuous improvement
- Achieved a high response rate on all first Caerphilly Homes staff pulse survey
- UK award nomination recognition for new build projects and Welsh Housing Award winners for 'Communication in a Crisis', recruited record levels of apprenticeships in the maintenance team
- Commenced review of 10-year supplier contract review, good Audit Wales review of homeless function.
- More regular staff communication in monthly video messages and Q&A sessions
- First phase of the move to Ty Penallta to integrate teams
- Catherine Edwards has been appointed as Head of Asset Maintenance & Repairs and commenced her role with CCBC

### **What went well and why?**

There have been many successful achievements: -

### **What did not go well and why?**

- We still have a significant backlog of repairs and voids.
- Our internal workforce are under immense pressure and we are struggling to recruit currently carrying a 20% vacancy level on our operatives.
- There is a risk of further resignations due to retirement age and many are leaving for higher salaries to our peer organisations.
- We need to improve our customer service and quality of delivery and in 2023/24 there will need to be some tough decisions on how we improve our delivery whilst ensuring the quality is the highest possible for our customers.
- The relationship with our new IT provider Civica has been unstable given the product that we have bought is causing some issues with our smooth transition and full migration. This is now impacting on our business efficiency as we are unable to carry out all the functions required. This needs to improve and more dedicated IT support will assist.
- Some negative feedback on the staff pulse survey that will need to be acted upon early in 2023/24.
- Need to manage the FWP more closely and ensure we meet deadlines.

### **What impact have we made and how do we know (what difference have we made)?**

Caerphilly Homes makes a positive impact in giving our customers a dedicated service and a well managed place to call home. Ensuring people are not sleeping rough, being able to be discharged from hospital back home with adaptations, building and buying more homes, listening to staff and being prepared to take action. Positive feedback from staff on listening to staff and taking action

### **What have we learned?**

Learnt the team are truly resilient and passionate about the services they provide for our customers, but we have also learnt there are some cultural and behavioural issues that need to be addressed and ensure the disparate teams feel more like one team.

### **What actions do we intend to take in the next period to ensure that we are meeting our performance requirements?**

The new housing IT system (Civica CX) has been successfully implemented within landlord services. Whilst generally the implementation went well, there were some teething problems. Civica CX will continue to be rolled out across Caerphilly Homes which will enable us to improve the type and level of data we collect, which will improve the services we provide to customers. Improvements will be made to how we advertise, recruit and retain staff as there are skills shortages emerging in areas of the business. There are 45 vacancies across the workforce, impacting on the service delivered to customers.

Work will continue to bring forward further sites As part of the Council's ambitious development programme in order to meet the target to build 400 new affordable, low carbon homes by 2025.

A Rapid Re-Housing Strategy will be adopted and work completed to ensure that our Common Allocations Policy is reflective of any new priorities. This will ensure a reduction in the time spent in emergency accommodation, preventing accommodation breakdown, repeat presentations and relapses into substance misuse or offending.

There will be an implementation of a 'Planned Asset Management Strategy' (PAMS) which will maintain and continue the improvements made to our homes after the completion of the Welsh Housing Quality Standard. This will ensure our homes are fit for purpose and our tenants live in safe and secure accommodation.

Embark on the associated work following the response to the consultation of WHQS2023 focusing on decarbonisation of the housing stock by 2035, aligning with PAMS where possible. Continuing to drive forward the Empty Property Action Plan to bring empty properties back into use because 'doing nothing is no longer an option'.

Introduce a new Local Housing Strategy and Delivery Plan, which will provide the context for the provision of housing and housing related services throughout the borough.

Complete the new Local Housing Market Assessment, to provide an updated picture of housing need throughout the borough.

A second Tenant Satisfaction Survey is due to be taken place in Autumn 2023.

# Directors Self Assessment - Actions



Actions Carried over from the previous Self-Assessment (end of year update 2022/23)	By Whom	By when	Update
Following confirmation of approval of Empty Property Enforcement Agenda Action Plan approval from WG complete the action plan items within the specified timescales	FW	Mar-23	<p>Cabinet approved Empty Homes Strategy 'No Use Empty' in place. Drafted prioritisation tool/ risk assessment and identified 45 high risk properties to proactively target. Cabinet approved prioritisation tool/ risk assessment. Empty homes being actively considered using the tool. 237 risk assessments have taken place, resulting in 73 Hgh risk properties being identified. They are currently being proactively targetted and where appropriate will be considered for enforced sale. 6 of the properties are in the process of being progressed to auction. All owners of the 434 properties that have been vacant for more than 2 years have been contacted. Cabinet approval received to launch the Welsh Government national Empty Homes Grant within CCB from April 2023 with £2.62 million spend being available for the programme.</p> <p>Targeted letter drops to the owners of new empty homes and the owners of empty homes where they have been empty for over 10 years.</p> <p>Over 400 empty property owners given advice.</p> <p>19 Valley Task Force grants completed. - the Valley taskforce grants programme has finished with 66 grants being completed over the programme. This was achieved at an approximate total cost of just under £1.5M of which £1M was provided by Welsh Government, £100k CCBC contribution and £300k applicant contribution.</p>
Reopening of the Housing Grants system to new applicants for non-priority home repair grants	FW	Apr-23	<p>The decision continues to be regularly reviewed however due to availability of contractors/ availability of materials and significant material cost rises, all of which having contributed to delays in clearing the pandemic backlog the home repair grant system has remained closed except for priority cases. All other grant and loan products have been reintroduced. A review of the Private Sector Housing Renewal Policy and associated financial assistance products is being undertaken with a view to implementation in 2023, however guidance on revised corporate priorities is required. Cabinet report for consideration in April 2023.</p>

Actions going forward (Include any actions that may come from CMT and the CPA)	By Whom	By when	Update
Continuation of Empty Property Enforcement Agenda Action Plan items within specified timescales	FW	Mar-24	Creation of dedicated empty homes website ongoing. Enforced sales being progressed following enforcement action. Completion of VTF grant programme. Developing partnerships with auction houses.
Adopt a Rapid Re-Housing strategy and ensure that our Common Allocations Policy is reflective of this to reduce the time spent in emergency accommodation to prevent accommodation breakdown, repeat presentations and relapses into substance misuse or offending.	KD	Mar-24	The Rapid Rehousing Plan has been approved by Cabinet on 7/09/22 and submitted to WG in accordance with their deadline for submission. A strategic group/ terms of reference and an action plan is now being implemented to deliver this part of the plan. A CHR review/ amendments will be undertaken in conjunction with any legislative reform and the development of the Rapid Rehousing Strategy. The CHR review to commence in 2023.
Approval of LCHO Policy	JRW	Mar-24	The LCHO Policy was approved by Cabinet on the 14th December 2022. Work is now underway to ensure appropriate implementation and resourcing to underpin the Policy.
Development of Action Plan following review of analysis of results of tenant satisfaction survey	FW	Nov-23	A scoping paper has been developed to identify the objectives and processes necessary to produce an action plan that enhances services and tenant engagement activities, utilising the key drivers that were identified as best predicting customer satisfaction. A second tenant satisfaction survey will take place during Autumn 2023.
Implementation of Renting Homes (Wales) Act 2016	FW	Mar-24	Renting Homes (Wales) 2016 was implemented on 1st December 2022. The development of new and converted occupation contracts and review of relevant policies and procedures to ensure they reflect the legislation as well as a person centred approach.
Revision of Private Sector Housing Renewal Policy	FW	Mar-24	Work has commenced on developing a revised draft policy, which will be subject to consultation and considered by Cabinet in 2023, however this is dependent on receiving confirmation of revisions to corporate priorities and associated MTFP.
Secure outline planning permission, appropriate the land and draw down social housing grant for the acquisition for Ty Darran and former Oakdale comprehensive school site.	JRW	Dec-23	Reserved matters applications will be submitted for Oakdale and Ty Darran during Summer 2023. A comprehensive report including the viability appraisal, drawings, cost plan, social value plan and the sales and marketing strategy for Oakdale will be presented to Cabinet on the 4th October.

Revision of Private Sector Housing Renewal Policy	FW	Mar-24	Ongoing but awaiting outcome of review of corporate priorities.
Complete Development and Governance Strategy	JRW	Oct-23	Set our our development objectives and how we will govern the new build programme over the next 10 years.
Complete Assessment of Asset Reapirs and Maintenance team	CE	Sep-23	Review what we need to enhance, bolster and evolve across the team in relation to specialisms and WHQS23.
<b>Feedback / Recognition / Any feedback from CMT</b>	<b>By Whom</b>	<b>By When</b>	<b>Update</b>

# Priorities



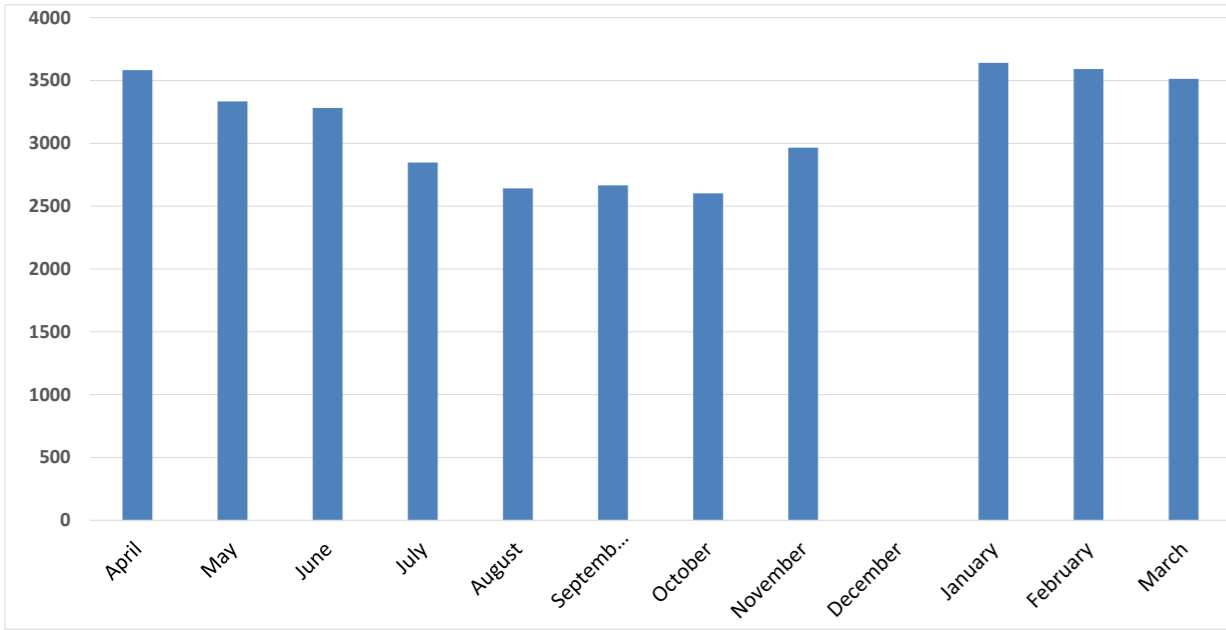
	Service Priorities	Completion Date	RAG	Progress - Achievements - Comments
1	All council housing continues to be improved by the Post Asset Management Strategy Programme which will incorporate WHQS23.	Ongoing	●	The WHQS was met on all eligible housing stock by December 2021. 5% of the properties which were classified as acceptable fails under the WG criteria, with the main criteria being tenants' refusal of the work (i.e. tenants choice) will be incorporated into the next phase of the Post Asset Management Strategy (PAMS) programme. The next phase (WHQS23) was sent out for consultation on the 11th May and will close 3rd August with the intention to implement in 2023 and therefore the current PAMS programme may have to be adapted to reflect the revised standard.
2	Increase the number of zero carbon social rented homes delivered by Caerphilly Homes and members of the Affordable Homes Partnership, at scale and pace.	Ongoing	●	18 Passivhaus certified homes were handed over in Summer 2022 and all are now occupied. Work is underway to deliver an ambitious NZC scheme on the former Oakdale Comprehensive School site and also Ty Darren. The enabling works at Ty Darran started in January 2023.
3	Identify HRA and General Fund sites with potential for residential development for inclusion as candidates' sites in the emerging LDP and to underpin a robust Caerphilly Homes Development Strategy.	Ongoing	●	77 sites have been identified in total however, at least a third have been discounted. 28 sites were submitted as part of the first call for candidate sites and 10 were discounted by Planning Policy. Caerphilly Homes intends to submit a further 3 sites as part of the 2nd call and request that 2 sites are reconsidered. Currie and Brown (consultants are undertaking viability appraisals on all candidate sites currently). Cabinet have approved site investigations on a further 5 sites.
4	Delivery of a Local Housing Strategy, Implementation/ Action Plan and Investment Strategy.	Ongoing	●	The Local Housing Strategy has been approved and work is underway to finalise the delivery plan.
5	Deliver adaptations to support the health and well-being of residents, enabling them to live well at home. Undertaking the categorisation of Caerphilly Homes properties to identify, and facilitate the appropriate use of, our accessible homes.	Ongoing	●	The delivery time of private sector adaptations remains significantly affected due to matters relating to contractor availability and the huge increase in construction material costs. Delivering works of an external nature such as extensions and ramps as well as level access showers have been particularly impacted.
6	Increase the supply of housing by the return of empty properties back into residential use.	Ongoing	●	The Empty Property team has continued to make considerable progress with their proactive work including progressing the Welsh Government approved Action Plan. The Empty Homes Strategy, 'No Use Empty', including the risk assessment process for dealing with empty homes has been approved by Cabinet and is now being implemented. Cabinet has approved the extension of the staff fixed term contracts until October 2026. Cabinet have approved the launching of the Welsh Government, National Empty Homes Grant from April 2023 to assist with bringing empty homes back into use for owner occupation with £2.62 million spend available for the programme in CCB. 104 empty homes have been returned to use over the year. A huge increase on previous years as a result of having a dedicated staffing resource. Several empty homes have been identified for enforced sale action and are currently being progressed to be put forward for auction. 5 additional homes have also been created following the conversion of the former Rolling Mill public house in Risca.
7	Prevent homelessness by increasing the number of landlords and properties in the Caerphilly Keys programme to assist with the discharge of our statutory duties and increase the successful prevention rate of Homelessness	Ongoing	●	Caerphilly Keys continues to grow from strength to strength with 9 x 1 bedroom flats being allocated to households from temporary accommodation, there are also an additional 9 units also due to come online in December/ January under the scheme which will again provide accommodation to those in TA. From a promotion/ media perspective, Caerphilly Keys launched its own social media page in October 2022. The analytics show that within the first 28 days, the page received more than 6084 views, which equates to 217 views per day. The team are also out with a Digi Van across the Borough's Christmas markets to promote and hopefully to attract new landlords.
8	Reduce the amount of time households spend in Emergency Accommodation to align with the Rapid Re-housing Welsh Government agenda	Ongoing	●	The reduction of time spent in TA remains a challenge given the lack of single person move on accommodation within the borough at this time. This will be further hampered as Renting Homes (Wales) Act is introduced and we see an increase in landlords exiting the Private Rented Sector market, placing further pressure on Homelessness services and TA in the longer term.
9	Increase the energy efficiency of private rented buildings to improve the conditions and reduce fuel poverty. (Minimum Energy Efficiency Standard)	Ongoing	●	The MEES project has been extended further and SPF funding has secured an Energy Efficiency Post until March 2025. Attendance at workshops continues and information events in the community to give energy advice and support have continued. Working in partnership with Nest a targeted mail drop resulted in 58% increase in NEST referrals and consequently 88 new boilers were installed within homes throughout the Borough. The Mees enforcement project has proven very successful with the majority of landlords now fully in compliance. Of the 1226 properties identified as breaching the legislation, 1142 are now in full compliance, with the other properties moving towards compliance. There is only 1 known PRS property with an EPC rating of F or G which is currently being progressed via enforcement action. The first Compliance Notice was served in October 2022. Work has also been ongoing in partnership with CCR to create a joint statement of intent to launch ECO4 flex within CCB in Spring 2023/24. This will support mainly 'off gas' properties by providing a whole house approach to energy improvements. using SPF funding a new Energy Crisis Grant has been developed to be launched in April 2023 as a pilot scheme.
10	Maximise the income of Caerphilly Homes tenants to support tenancy sustainability.	Ongoing	●	1608 tenants contacted and provided with support and advice to help mitigate the effects of welfare reform. 468 council tenants supported to claim the additional £1,572,440.26 annual income generated for residents in Q1 and Q2 of 2022/23. The team continues to maximise the income of tenants to support tenancy sustainability whilst working closely with partner agencies.

Directors Priorities - Corporate Performance Assessment			
11	Progress new build/affordable homes linking with social care/demands & opportunities	Ongoing	● There is a lack of appropriate accommodation for the elderly that may pose a greater strain on the health and social care sectors. Caerphilly Homes are building a new later living complex in Risca at Ty Darran, to add much needed more appropriate and suitable accommodation to the Caerphilly Homes stock. It will be a blue print for how all our later living facilities should be built and designed to ensure our older contract holders have not only a sustainable and cheap to run home but a community to feel part of, to congregate improving mental wellbeing as they age within the development. This will ultimately mean a lesser strain on social care resources. Caerphilly Homes will be producing a development strategy which will include ambitious plans to provide more later living facilities similar to Ty Darran either as stand alone development or as part of bigger development sites.
12			
Strategic Equalities Plan - Linked Action			
13	Through investing in our educational and housing stock, and providing apprenticeships, training opportunities and work placements within our organisation, we will increase the number of local citizens who are skilled and qualified workers and contributing to Community Benefits.	Ongoing	● The Council's new build programme offers the opportunity to support the foundational and circular economies through the provision of opportunities to upskill, offer training, apprenticeships and employment opportunities. With the Oakdale and Ty Darran developments starting in Q4 there is an opportunity to develop a comprehensive social value programme linking employment and training opportunities created as a result of the Council's investment to the WG funded employment programmes delivered by the Regeneration Team thereby ensuring that those furthest from the labour market are able to access the opportunities created. The new build programme seeks to create a local supply chain which will ensure that Council's investment into new homes creates more spend in the local economy. The Council's Building Maintenance team will also create a further 10 apprenticeships during 22/23 to support the ongoing asset management programme.
<b>Status</b>		<b>RAG Key</b>	
Not yet started or too early to report any progress (achievements/changes)		●	0
Started but not progressing well		●	1
Started with reasonable progress achieved		●	2
Going well with good progress		●	3



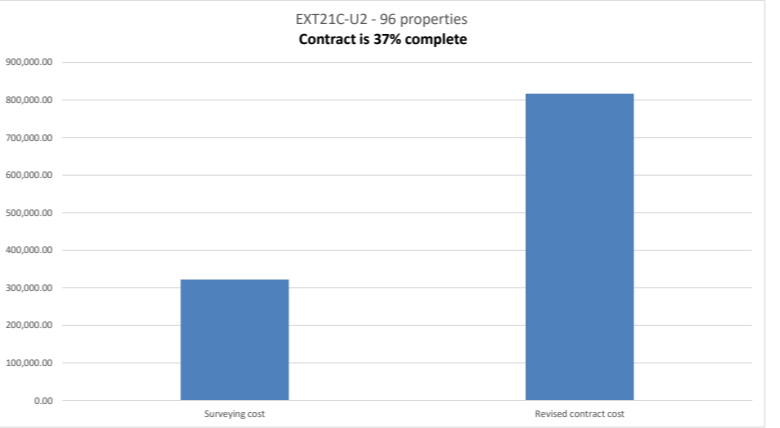
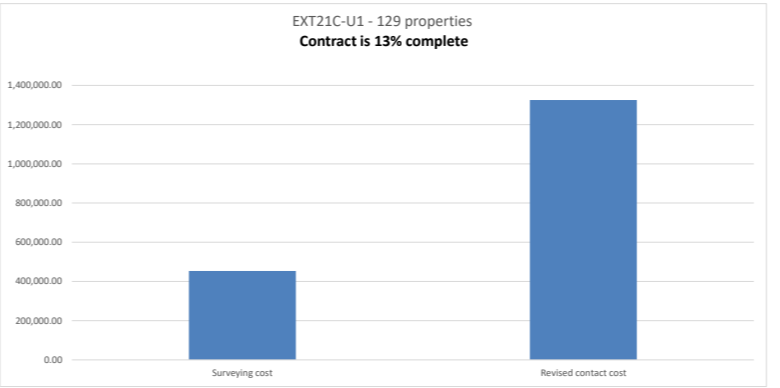


**Outstanding repairs**

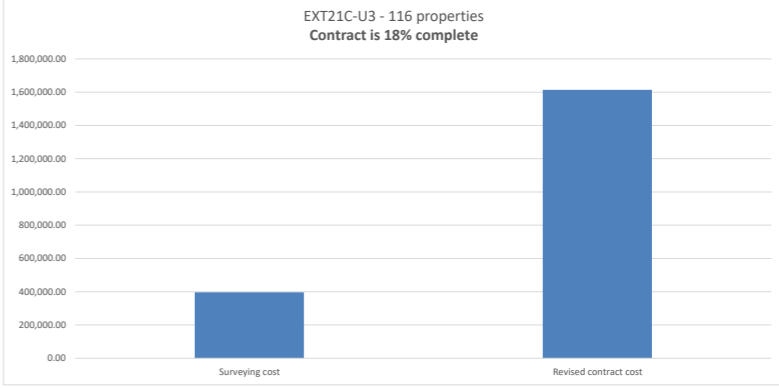


Reporting Period 01/04/2022

**Current Planned Asset Management contracts**



Reporting Period 31/03/2023



**What is performance telling us?**

There was an increase in outstanding repairs in November and February, due to an rise in repairs being reported due to inclement weather. New build properties have also been handed over and there has been a stop on kitchen related work due to an supply i ssue. There is also a significant resource issue with there being approx 46 vacancies across the operative teams.

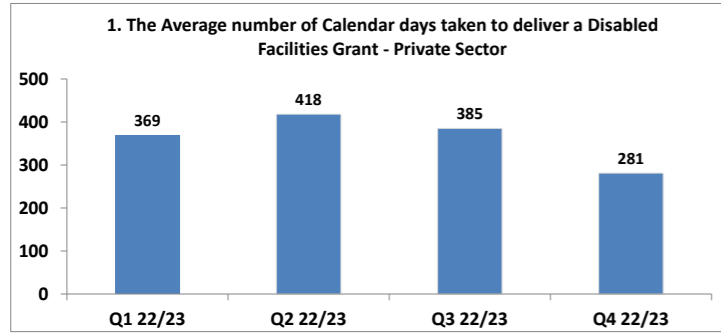
In December 2021, WHQS works was complete or compliant throughout the Authority which included internal & external works. Prior to the works being complete a PAMS 5yr programme was initiated for surveying external properties. The guidance given to the Assistant Project Managers & subsequently surveyors that these contracts would be based on repairs due to the WHQS works already being complete/compliant.

The surveyors based their surveys on this information and basically allowed for minimum works. The non-compliance was discussed when surveys were started but the guidance remained the same for minimum works and repairs only. The In-house team & contractors working for Private Sector Housing started the works in 2022 but from the off-set it was clear to see that additional works was required to bring the properties up to compliance.

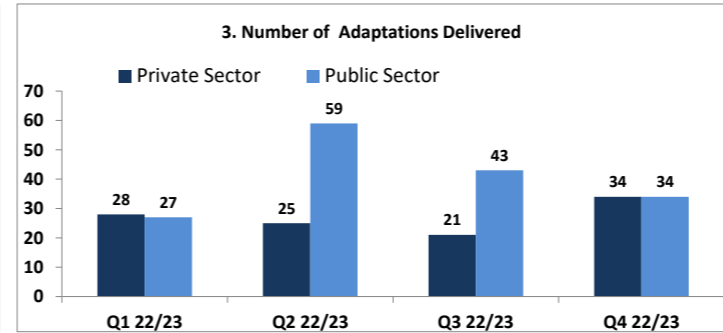
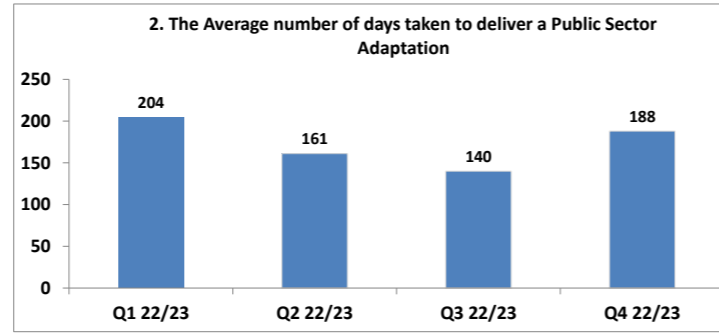
As all the 1<sup>st</sup> year PAMS contracts have been surveyed. To avoid overspends and make the budget more reflective of the works. it is clear the contracts need reviewing. There are two options:-

1. Make a judgment, an increase the budget figure based on contracts already ongoing. Update surveys as the contract proceeds.
2. Resurvey all the remaining contracts prior to their release.

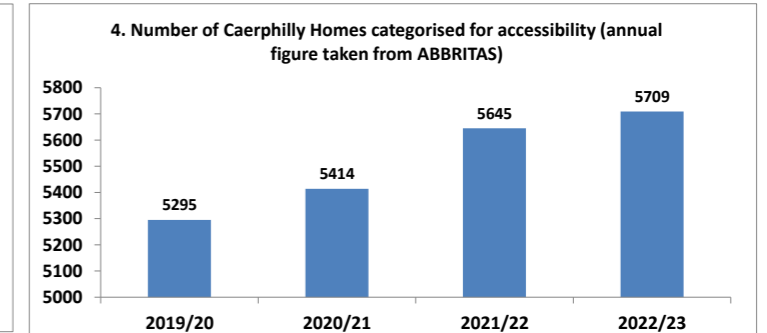
**Please note - there is no data available for outstanding repairs in December 2023.**



PAM/015

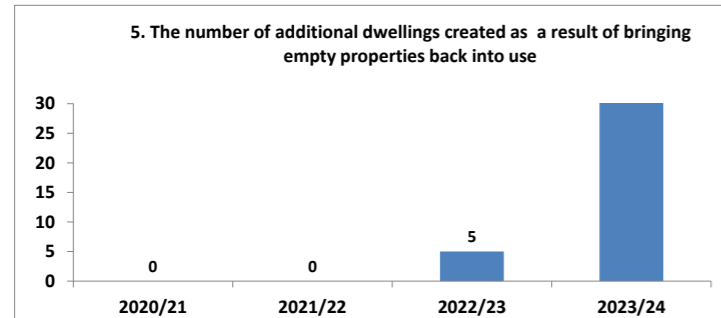


WBO 3 (Outcome 3)

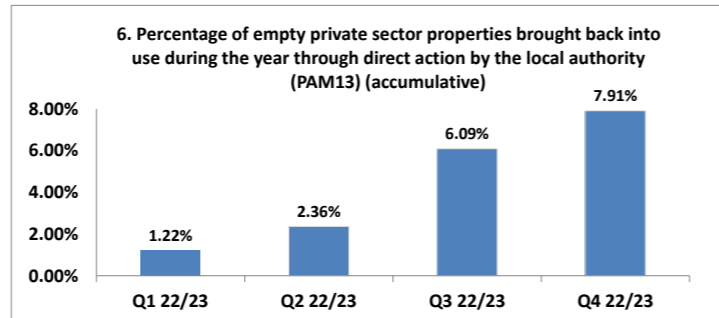


WBO 3 (Outcome 3)

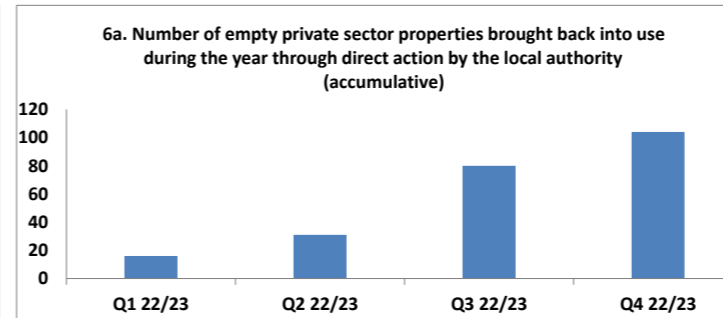
Priority Increase the supply of housing by the return of empty properties back into residential use.



PAM/045



PAM/013



This measure is a part of the PAM set for contextual information only and is not used for comparison across Wales. Reported annually.

WBO 3 (Outcome 4)

What is the performance telling us?

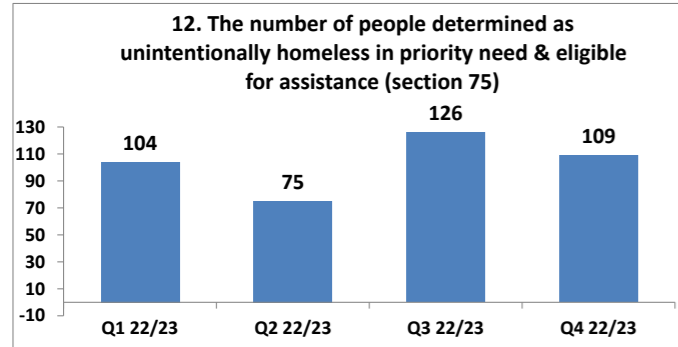
Many of the grants being completed in 22/23 were heavily impacted by the Pandemic. They were grants that were stopped from being progressed due to the initial suspension of processing routine requests for adaptations during the lockdowns and came across from Social services in bulk towards the end of 2021, following lifting of restrictions. Once received we started to experience significant issues with contractor availability and construction material/ labour costs rose dramatically. This issue is still affecting delivery today.

The much-improved performance of the figures relating to the return to use of empty homes is as a result of the creation of the dedicated empty homes team. Having staff whose day job is solely about empty homes has allowed the Council to focus on the issues, develop an empty homes strategy and participate in related grant programmes, such as the Valley Task Force, Empty Homes Programme. Of the 104 properties returned to use, they were achieved via:  
 Provision of advice 80  
 VTF - 19  
 Loan assistance- 1  
 Direct action - 4

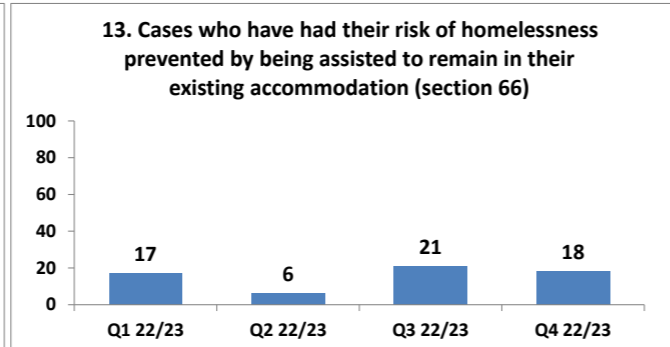
The total number of empty homes at the start of the financial year in 22/23 was 1314. This figure was used to determine the reported percentages.

The 5 additional units created related to the conversion of the former Rolling Mill public house in Risca – creating 5 self-contained flats.

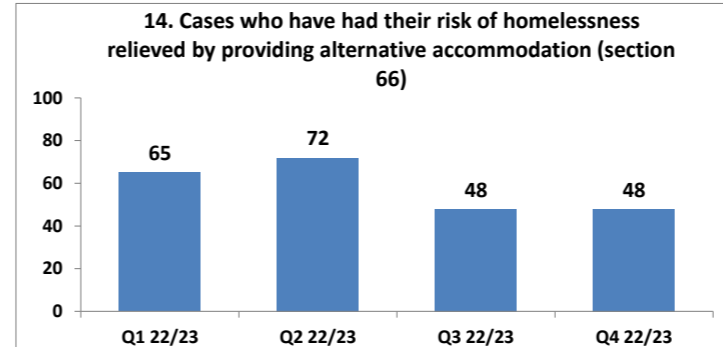
**Prevent homelessness and Reduce the amount of time households spend in Emergency Accommodation**



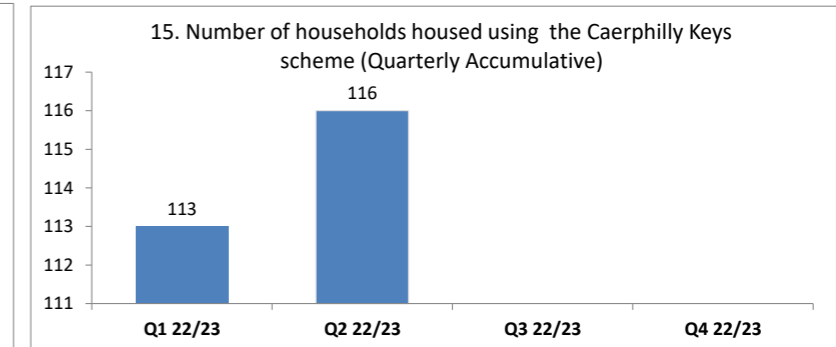
WBO 3 (Outcome 6)



WBO 3 (Outcome 6)

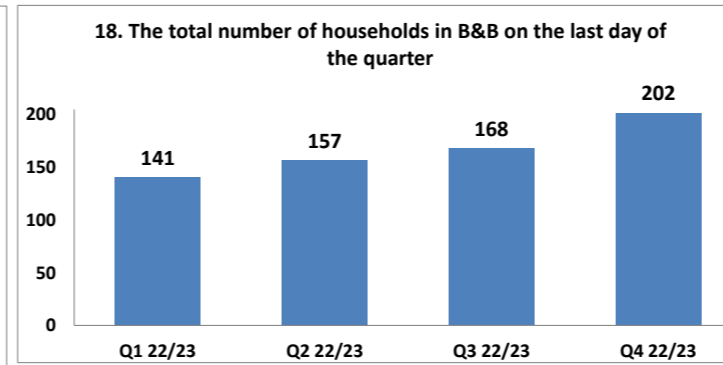
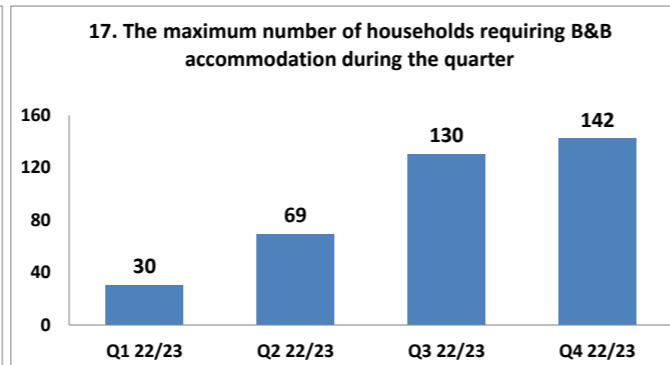
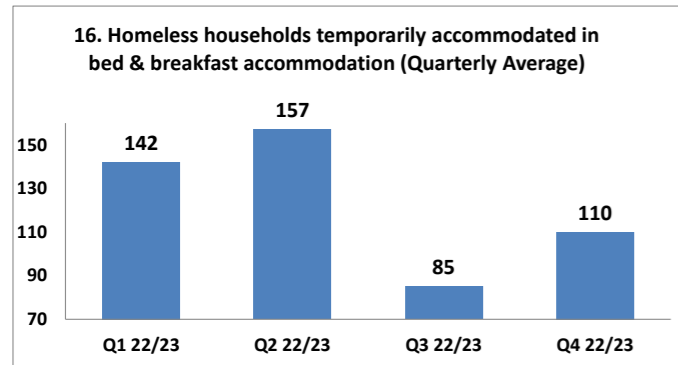


WBO 3 (Outcome 6)

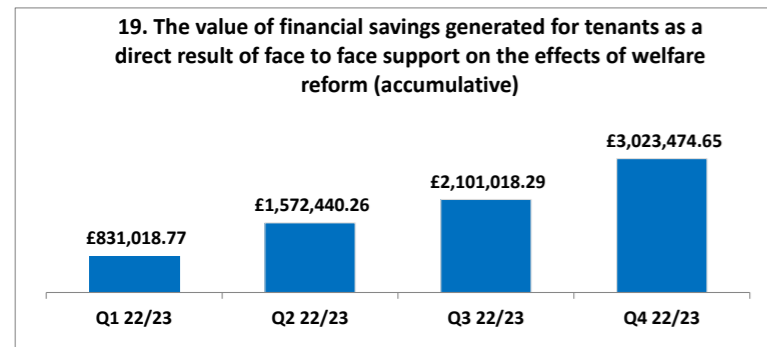


**15. Caerphilly Keys Households housed by type to date**

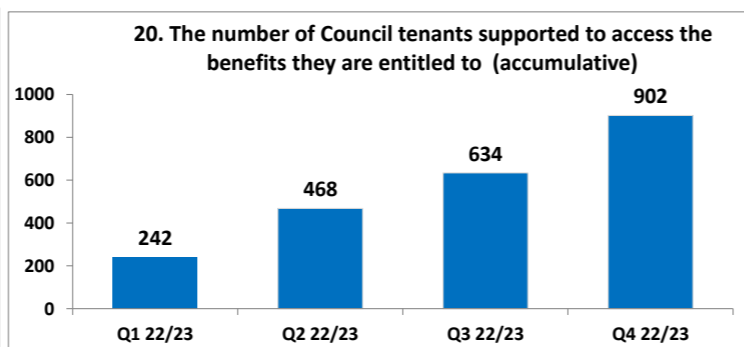
Couple with dependant Child(ren)	
Single parent household with dependant children - Male applicants	
Single parent household with dependant children - Female applicants	
Single person household - Male applicant	
Single person household - Female applicant	
All other household groups	
No Homeless or A&P case	
<b>Total</b>	



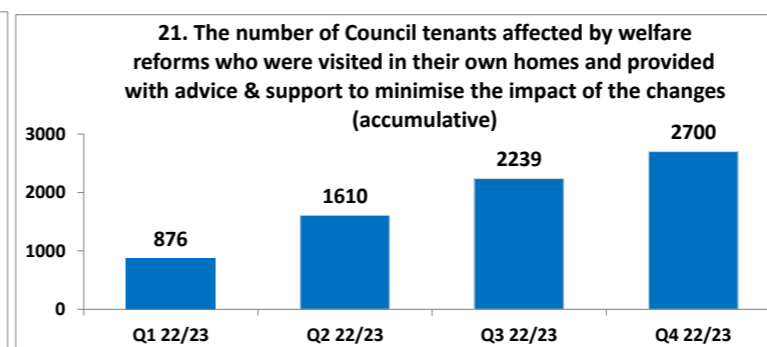
**Maximise the income of Caerphilly Homes tenants to support tenancy sustainability.**



WBO 3 (Outcome 7)



WBO 3 (Outcome 7)

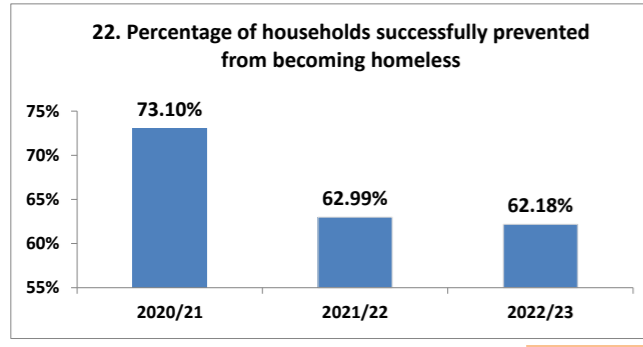


WBO 3 (Outcome 7)

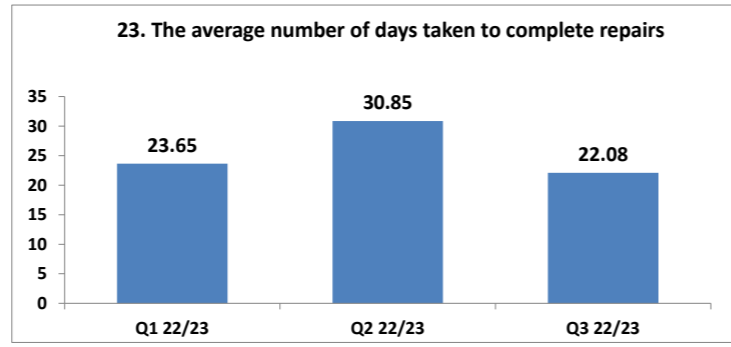
*please note due to Covid-19 restrictions this now relates to remote support engagements*

**What is the performance telling us?**

Due to a vacancy within the Caerphilly Keys team, 'Caerphilly Keys households housed by type to date' data is currently unavailable.

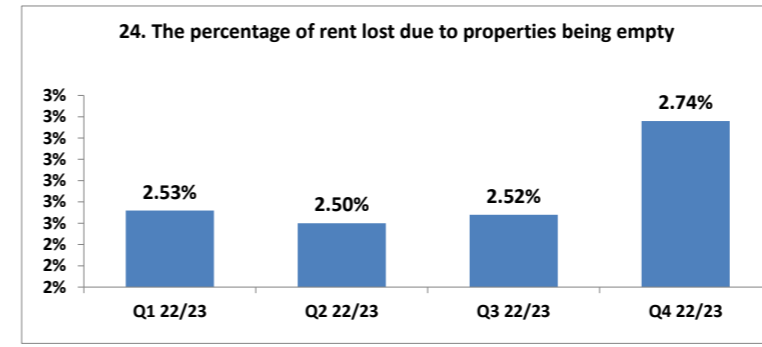


PAM/012



2022/23 Annual figure is 23.62 days

PAM/037



PAM/039

What is the performance telling us?



**What is our customer intelligence telling us? Lessons learned;**

**Quarter 3:-**

**WHQS:-**

Services request - 0  
Stage 1 -1

**Other Departments:-**

Stage 1 - 26  
Stage 2 - 1  
Escalated - 4  
Services Request - 66  
Compliments - 10  
Chief Executive Correspondance - 34

**Total Complaints - 31**

**Number of FOI's - 41**

**Quarter 4 :-**

**WHQS:-**

Stage 1 - 0  
Service requests - 0

**Other Departments:-**

Stage 1 - 47  
Stage 2 - 0  
Escalated - 8  
Service Request - 72  
Compliments - 9  
Chief Executive Correspondance - 29

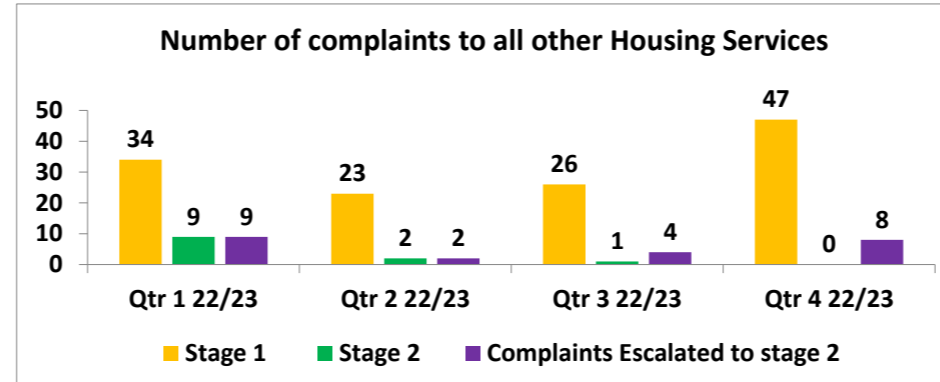
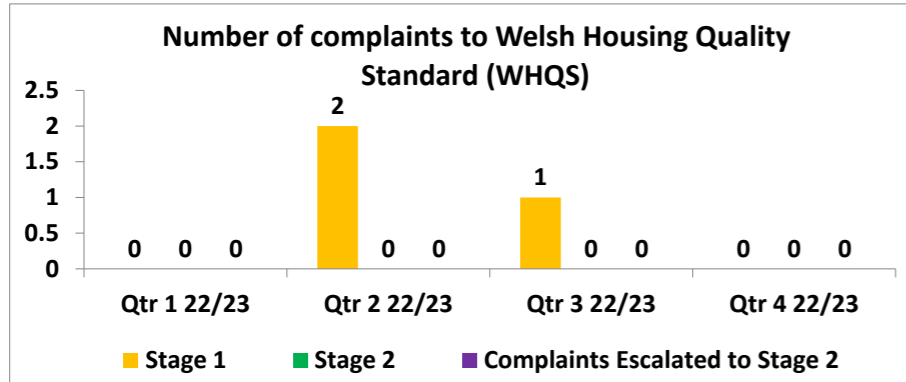
**Total Complaints - 55**

**Number of FOI's - 38**

**Summary of lessons learned from upheld complaints:-**

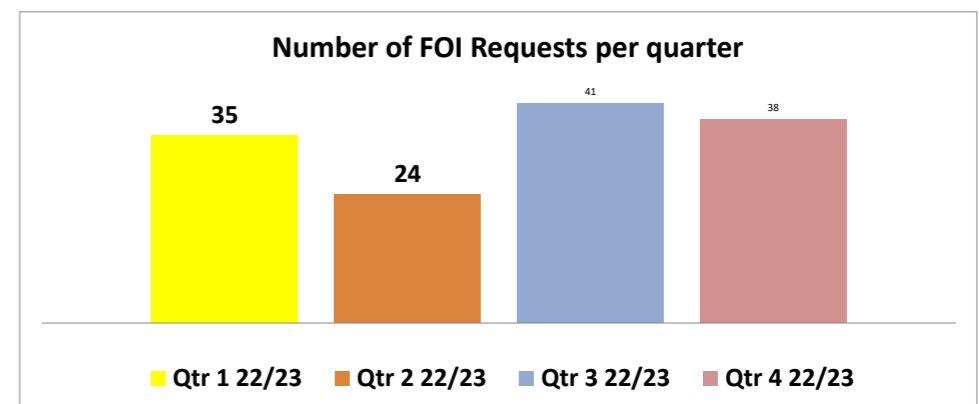
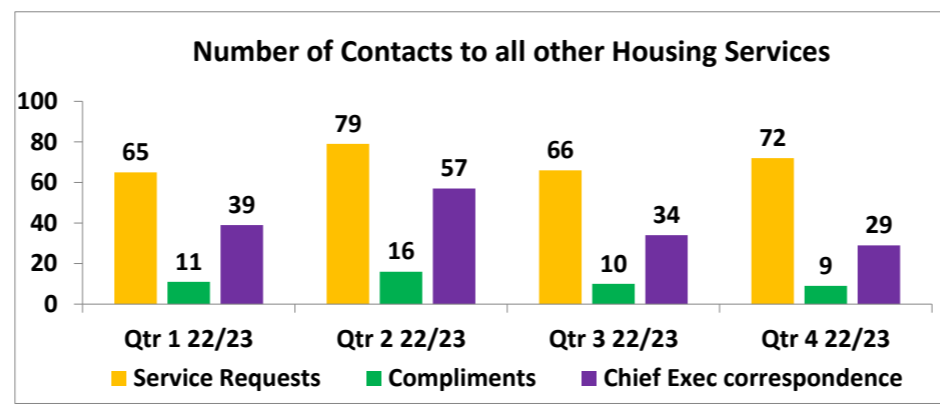
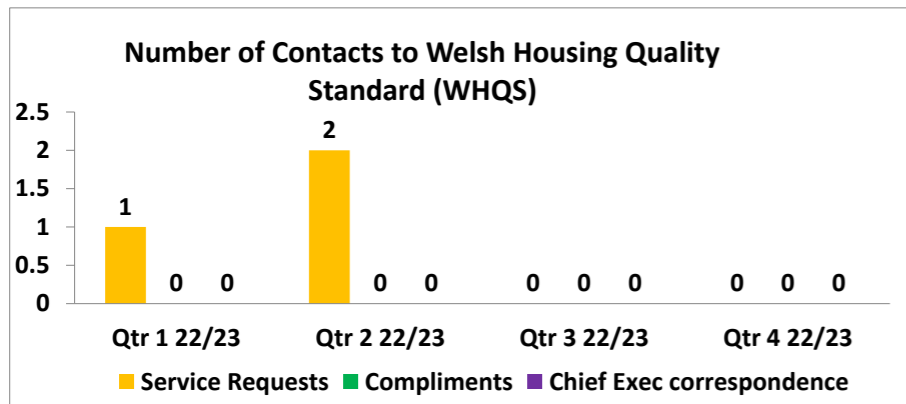
- To ensure materials are available before making an appointment for a repair and to ensure when communicating with the Contract H older checks are made to ensure the information we provide is correct.
- To ensure an in-depth Inspection is carried out for issues of recurring damp, to ascertain the actual cause and treat accordingly.
- Ongoing problem with our void's inspections identified. Improvements have been made to start rectifying this issue.
- It was acknowledged that poor communication and inconsistent inspection/surveys were the root of the problem, so toolbox talks were arranged to discuss the issues raised.
- Investigations indicated the contractor walked off site and did not return to complete the remedial works as the Contract Holder refused access. The WHQS works were completed 4 years previous.
- The kitchen walls were left in an unsatisfactory state after the void several years ago. This issue is being addressed in our voids generally as part of the review of voids procedure by random inspections by housing managers and is ongoing.
- Established the need for better communication between the Housing Office and the Heating team has been identified and better communication between the Housing team and Contract Holders.
- Due to a number of ongoing issues including this complaint, the Contract Holder met with Christina Harry and Rob Tranter and an offer of £5000 was made and accepted along with an offer of an alternative property to better suit the Contract Holders ne eds.
- Poor communication and inconsistent inspections/surveys. Review of Void Process and letting standard and reissue updated version to all Staff involved in the completion and letting of empty homes.

## Complaints Data



Chief Executives correspondence are all contacts referring to Caerphilly Homes, which come via the Chief Executives office. If these contacts are deemed to be complaints they will be counted as such by the Caerphilly Homes complaints team and counted in the complaints graphs above. They are then separated from all other Chief Executives correspondence in the contacts graph, not to be double counted. Chief Executives correspondence can include letters from AM's and MPS on the behalf of members of public.

On 1st April 2013, the Council implemented a Corporate Complaints Policy to reflect the model policy introduced by Welsh Government. The Policy was subsequently reviewed and updated in 2016, however, the Public Services Ombudsman for Wales has recently issued guidance and a requirement for authorities to review their complaints procedures and update them, which was undertaken and implemented in April this year. Following meetings with Complaints Standards Authorities team, the Public Services Ombudsman for Wales is expecting to see an increase in the number of complaints logged for Caerphilly Homes going forward due to changes in categorisation.

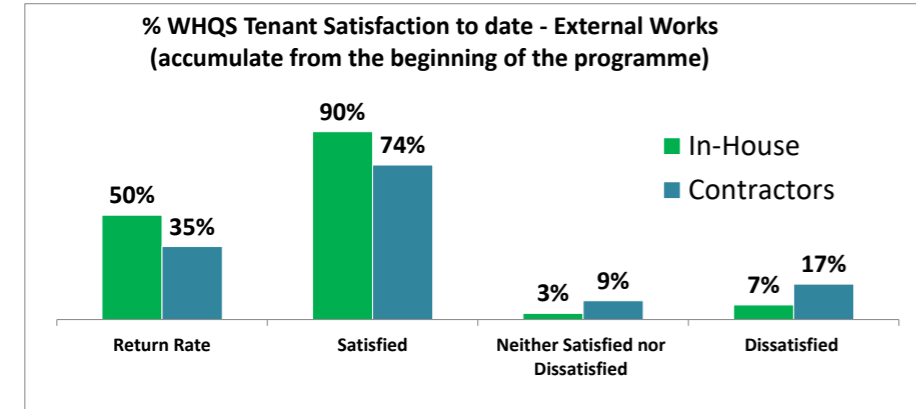
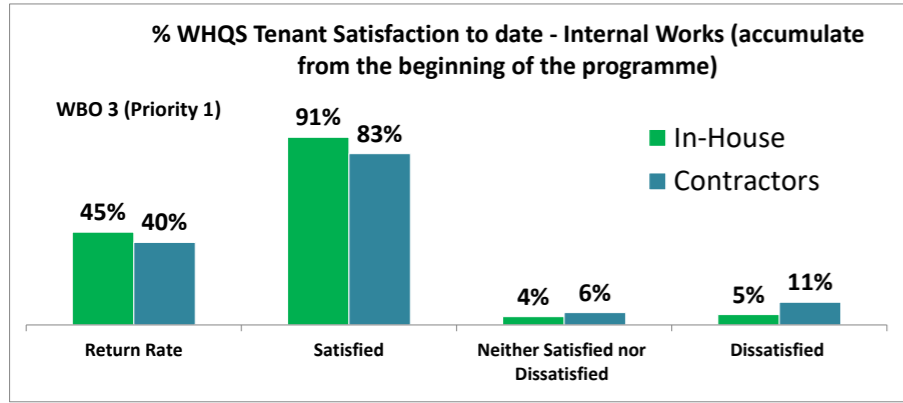


## Regulatory Proposals

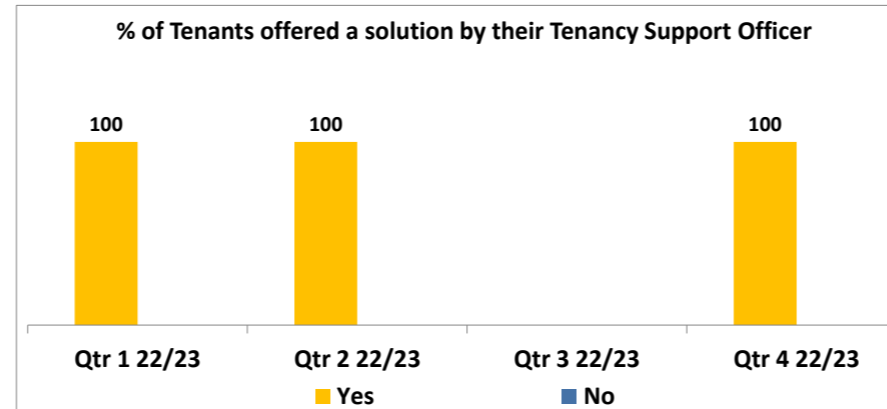
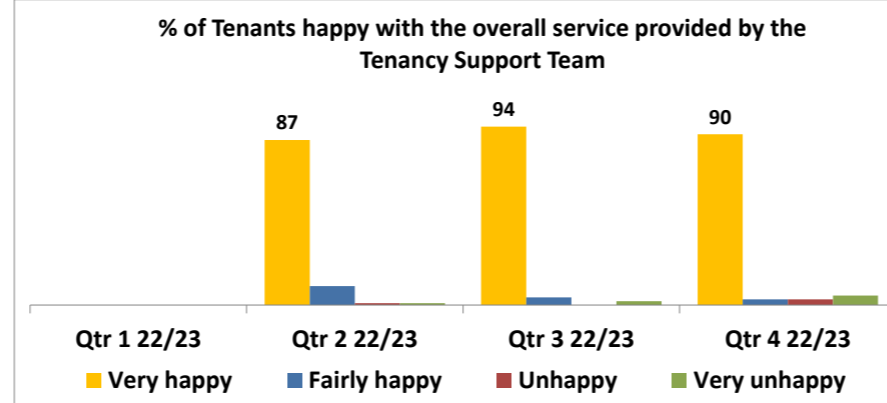
Now on Teams channel monitored by CMT monthly.



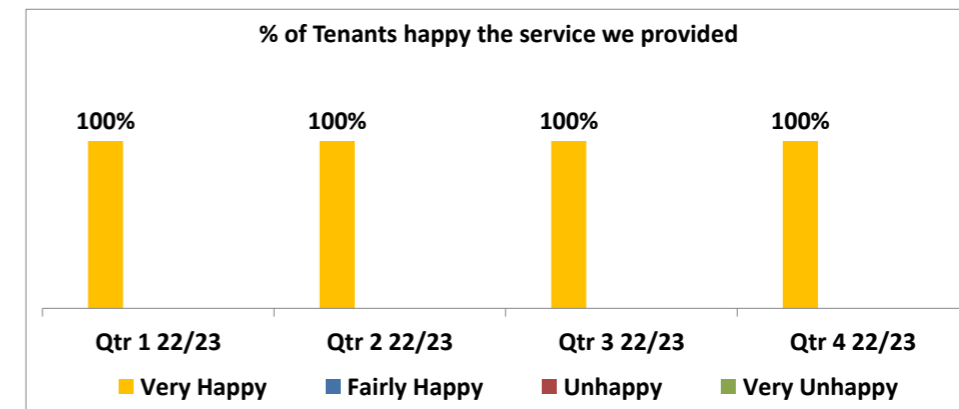
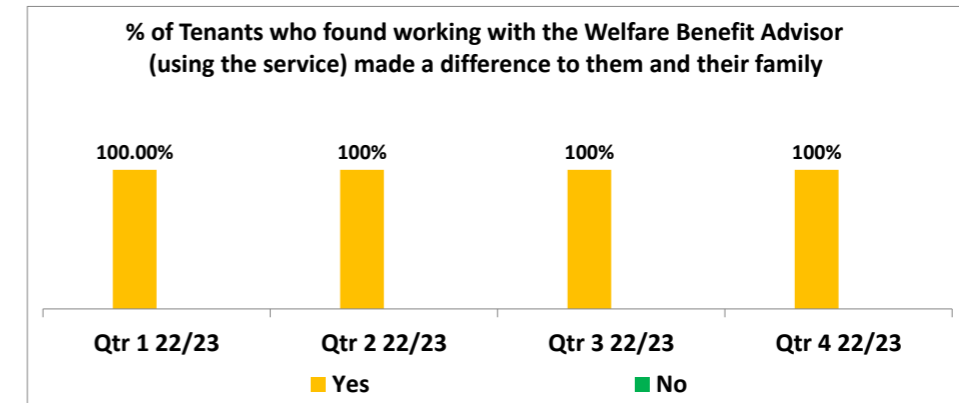
Satisfaction with Welsh Housing Quality Standard (WHQS)



Satisfaction Tenancy Support Team



Satisfaction with the Welfare Benefits Team



What is Performance telling us about our customer satisfaction? Lessons learned;

WHQS data relates to previous years - current data is unavailable. Process needs to be developed so tenant satisfaction is collected in relation to PAMS contracts.

Customer satisfaction is positive in relation to the Tenancy Support Team and Welfare Benefit Advisor, however there are very limited responses. In some quarters, there were only two respondents & in Q3 there were no respondents to % of tenants offered a solution by their TSO.

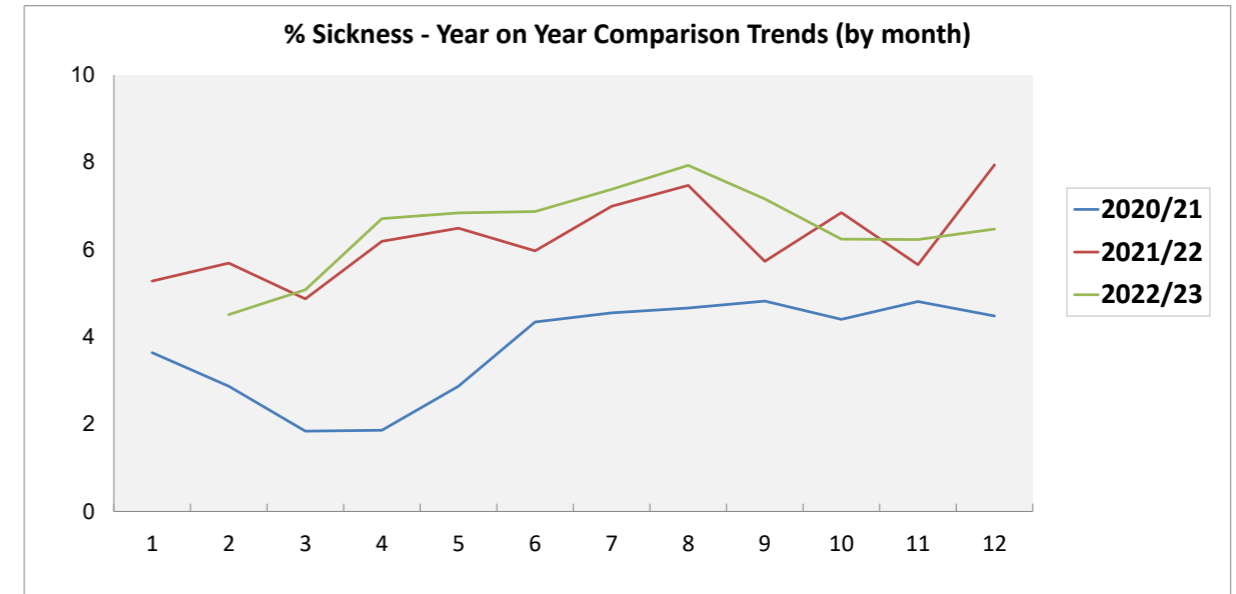
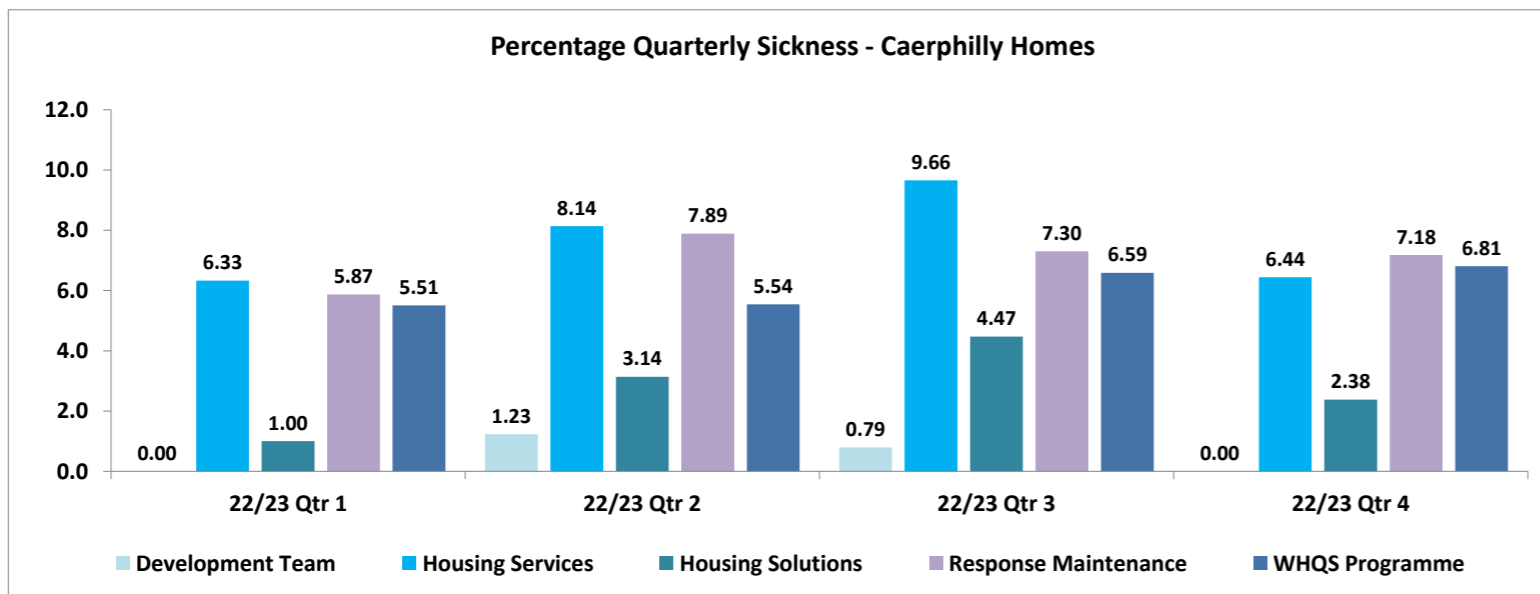


**What is our Workforce Information telling us?**

Recorded sickness is higher than the same period last year and the year before, impacted maybe by Covid and increased flu and other reoccurring illnesses. The levels across the teams are consistent. There is a significant proportion of the workforce that is over 55, nearly 30%. This poses a significant risk of retirement and knock on impact to the efficiency of the team and with huge pressures on recruitment currently particularly for trades staff.

There is also 20% vacancy rate within our trades staff this will lead to a more fundamental review of the way we do business if this continues, given that recent recruitment drive has not delivered the right level of applications that we require.

We need a better recruitment approach, succession plans and a learning and development strategy to support progression and personal development.



Q3 Monthly Breakdown	Oct-22			Nov-22			Dec-22		
% Sickness Absence	Short	Long	Overall	Short	Long	Overall	Short	Long	Overall
Development Team	0	0	0	0.00	0.00	0.00	2.27	0.00	2.27
Housing Services	2.54	7.82	10.36	1.58	8.52	10.10	1.36	7.25	8.61
Housing Solutions	2.13	5.05	7.18	0.23	4.32	4.55	1.73	0.00	1.73
Response Maintenance	1.66	4.65	6.31	3.72	4.44	8.16	2.76	4.63	7.39
WHQS Programme	3.07	2.76	5.83	2.76	3.91	6.68	3.77	3.45	7.22

Q4 Monthly Breakdown	Jan-23			Feb-23			March-23		
% Sickness Absence	Short	Long	Overall	Short	Long	Overall	Short	Long	Overall
Development Team	0.00	0.00	0.00	0.00	0.00	0.00	0	0	0
Housing Services	1.57	6.02	7.59	2.66	4.66	7.33	1.24	3.31	4.55
Housing Solutions	0.55	0	0.55	0.26	2.61	2.88	1.05	2.69	3.74
Response Maintenance	3.37	4.12	7.49	1.78	4.99	6.77	2.78	4.45	7.23
WHQS Programme	1.73	3.29	5.02	2.35	3.30	5.65	2.66	6.87	9.53

Housing Workforce Information				
	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4
Voluntary Leavers*	4	6	4	8
Other Leavers**	0	1	1	4
<b>Total Leavers</b>	<b>4</b>	<b>6</b>	<b>5</b>	<b>12</b>
New Entrants	7	13	8	5
Agency	15	16	24	35
<b>Headcount</b>	<b>485</b>	<b>491</b>	<b>495</b>	<b>491</b>
<b>FTE</b>	<b>470.44</b>	<b>478.18</b>	<b>483.04</b>	<b>476.95</b>
55 and Over	141	139	140	139
% of headcount	29.07%	28.72%	28.28%	28.30%

**\*Voluntary Reasons:** Flexible retirement, retirement, settlement agreement, voluntary resignation & severance, Early retirement, Personal reasons, Transfer, VER release of Pension Benefits, Early retirement by mutual consent on grounds of business.

**\*\*Other Leaver Reasons:** Death in service, Dismissal, Dismissal on ill health grounds, End of fixed term contract, End of relief employment, Gross Misconduct, Sickness Absence Management, Frustrated Contract, Compulsory Redundancy, failed Probation.

Number of Welsh Speakers	2020-2021			2021-2022			2022-2023		
	Total Staff	Welsh Speakers	%	Total Staff	Welsh Speakers	%	Total Staff	Welsh Speakers	%
Caerphilly Homes	480.00	60.00	12.50	486.00	60.00	12.34	491.00	68.00	13.85



## Resources - Finance & Assets



### What is our financial information telling us?

#### HRA

The HRA underspent by some £5.3m. A surplus had been predicted and reported to members although the level had fluctuated throughout the year as the majority of the underspend was as a consequence of being unable to deliver fully on the Post Asset Management (PAMS) Capital Programme. The HRA utilises about a third of its budget towards funding the capital programme via a revenue contribution. The PAMS programme was unable to commence to its full capacity due to staffing resource issues and contractor availability which meant the expenditure was lower than budgeted. This resulted in less funding being required from the HRA via the revenue contribution thus resulting in an underspend in both the capital programme and the HRA. However there were some offsetting overspends within the HRA that reduced the overall surplus such as £1.2m on response repairs, £363k on gas servicing and £72k on electrical testing due to an increase in servicing requirements, and £70k on bad debt provision due to a higher level of arrears. Additional resource was also focussed on large scale voids resulting in a spend of nearly £8m and an overspend of £6.1m. This was as a result of transferring resources from the PAMS programme where the work was limited, to the Housing Response Operations (HRO) to focus on a backlog of void properties together with a recent decision to increase the level of void work to include painting and flooring.

#### General Fund

The overspend of £1.1m has been predicted throughout the year and reported to members. This is as a result of the increased B&B placements since Covid-19 together with the increased costs from the respective establishments. On average 70 cases per month are being presented to the homelessness team together with security requirements in some establishments. Housing Benefit will only fund on average about 20% of these costs meaning the General Fund Account has to fund about 80% of each placement. Welsh Government funded these additional costs up to March 2022 through their Covid Hardship Grant. A replacement grant was awarded in April 2022 called the Noone Left Out Grant, but this was a significant reduction from the funding received in the previous 2 years.

It is expected that B&B placements will continue to rise in the short term as more people are expected to find themselves homeless as a consequence of the Cost of Living crisis, especially since the introduction of the Renting Homes Wales Act in December 2022. Furthermore there could be an increase as a result of the current Ukraine situation.

In the long term, Welsh Government have set out an ambitious Programme for Government with the aim of making our community a better place to live and work, which will be achieved in part, by reforming homelessness services to focus on prevention and rapid rehousing, which should, in theory, eradicate the need for B&B placements. This is likely to take 5-10 years. Officers are currently reviewing what the future provision will look like and are also maximising its Caerphilly Keys Private Rented Sector project and recently launched its own website and media campaign to attract more private landlords so that the Housing Solutions Team can maximise move on within that sector.

The overspend will be reported to the Head of Financial Services as part of the year end outturn process and temporary funding will be requested to finance the overspend. For 2023/24 Growth was requested and was successfully approved to fund the increase in B&B placements for the short term.

#### Private Housing

The overspend of £233k in revenue has been predicted throughout the year and reported to members. This budget relies on its fee income to fund the service. Due to Covid-19 restrictions however, officers were unable to progress with work (other than emergencies) and as such have not been able to generate sufficient fee income to balance the budget. The reduced activity has created a backlog of work which officers are now trying to manage, magnified by a significant disruption in staffing levels due to long term sickness and staff turnover. In addition, the increase in construction costs and material supplies have impacted on contractor availability which is now the main reason the work is unable to progress. Welsh Government offered a lost income financial assistance as a consequence of Covid-19 but this support ended in March 2022. This has also impacted on the capital programme for the same reason which resulted in a £1.1m underspend.

The overspend will be reported to the Head of Financial Services as part of the year end outturn process and temporary funding will be requested to finance the overspend. For 2023.24 budget growth was requested and successfully approved as a consequence of a budget review which removed the reliance of the majority of the agency fee income in future years.

Housing Services	Original Budget	Revised Budget	Outturn	Variance
Year - End	2022/23	2022/23	2022/23	
Service Area	£'s	£'s	£'s	(Overspend) / Underspend
<b>Housing Revenue Account (HRA)</b>				0
Building Maintenance (inc RCCO)	30,170,884	30,170,884	28,873,097	1,297,787
Public Sector Landlord	7,970,738	7,970,738	6,804,011	1,166,727
Capital Financing & BDP	9,371,786	9,371,786	9,132,200	239,586
Strategy	2,769,588	2,769,588	1,114,160	1,655,428
Central Recharges	2,544,249	2,544,249	2,352,741	191,508
Income (net of voids)	-52,827,245	-52,827,245	-53,616,348	789,103
<b>TOTAL HRA</b>	-	-	-	5,340,139
<b>HRA CAPITAL PROGRAMME</b>	27,924,349	27,924,349	23,664,748	4,259,601
<b>GENERAL FUND HOUSING</b>	1,477,602	1,477,602	2,605,509	(1,127,907)
<b>PRIVATE HOUSING - Revenue</b>	474,865	474,865	708,237	(233,372)
<b>PRIVATE HOUSING - Capital</b>	2,167,000	2,167,000	1,022,309	1,144,691

### What is our Assets information telling us?

Housing stock is in good condition since the achievement of the Welsh Housing Quality Standard in December 2021 but the delay in maintaining this standard through the Post Asset Management Programme, due to staffing resources and contractor capacity, has impacted on our delivery. Resources were diverted however onto void properties and work progressed on properties that were bought back through the Transitional Accommodation Capital Programme (TACP).

Data is key to ensuring our assets are viable and officers are in the process of setting up an asset management team that will help drive the capital programmes forward.

**What went well in 2022/23:**

We were able to:

- Maintain and enhance the levels of support we provide to help people manage their accommodation and their money. Providing financial support and advice to tenants and residents across the Borough, thereby mitigating the effects of welfare reform.
- Achieve the value of financial savings for council tenants of £3,023,474.65.
- Supported 3940 people to prevent homelessness.
- Delivered 18 new homes built to Passivhaus standard.
- The new local authority Homelessness Strategy 'The Rapid Rehousing Plan' has been approved and submitted to Welsh Government. A strategic group and action plan is being developed, with additional resources being employed to take forward the strategy.
- Complete 66 Valley Task Force Grants, bringing long-term empty homes back into use with a total spend of just under £1.5m.
- The Empty Homes Strategy, 'No Use Empty' has been approved and is being implemented to bring empty properties back into use.
- A report has also been approved to offer National Empty Home Grants over the next two years. The grant is launching in April 2023 with £2.62 million spend available.
- One owner occupier loan has been approved in respect of an empty home, a conversation grant has provided 9 additional units of accommodation, 5 of which are occupied.
- MEES project has been extended, assisting and raising awareness of private sector landlords of energy initiatives; the project has been very successful with an overall compliance rate of 91%.
- Continue development the Caerphilly Keys project which plays a crucial role in the Council's plan to prevent homelessness by providing access to good quality, affordable accommodation in the private rented sector.
- Continue to provide various forms of support to people who are either potentially homeless or homeless including rough sleepers to secure safe and affordable homes, with access to support services and financial assistance.
- Generate additional income for people of £5,854,908.70 utilising Housing Support Grants.
- Contact over 500 owners of empty homes to engage with as many property owners as possible to provide support, advice and encourage bringing their property back into use.
- Successfully implement a new IT system which will enable us to improve the type and level of data we collect, which will improve the services we provide to both tenants and residents.
- Make great progress working in partnership with the Supporting People team to develop the Housing First initiative for people with complex needs. This project provides an inclusive approach to helping people obtain safe and secure accommodation with a package of support from a dedicated team.
- Submit the 2022/27 Gypsy Traveller Accommodation Assessment to Welsh Government for approval.
- Demolition at Ty Darren completed and reserved matters application submitted.
- Develop a Caerphilly County Borough Council Housing Revenue Account Business Plan.

**What difference have we made in 2022/23 to date:**

- Supported 3,602 council tenants, generating more than 3 million pounds in savings, minimising the effects of welfare reform, and helping them claim the benefits they are entitled to.
- Helped residents to reduce their debt by accessing £935,510.83 of Housing Support Grants, with a further £5,854,908.70 of additional income. This has a significant impact on the daily lives of Caerphilly's residents.
- Caerphilly Homes delivered 18 new apartments which were built to Passivhaus standard, not only increasing housing stock but assisting tenants financially.
- Completed 66 Valley Task Force Grants, bringing long-term empty homes back into use increasing the number of available homes.
- Delivered 1217 minor and 164 major works of adaptations allowing residents to remain living safely and independently in their own home.
- Delivered 105 disabled facilities grants at a cost of £659,798.64 increasing levels of independence.
- Continued partnership working with Care and Repair has facilitated 10 Independent Living Grant's and 226 Rapid Response Adaptations to be completed at a cost of £105k improving homes and changing lives.
- Improved the accessibility at several sheltered schemes, by implementing ramped access and handrails within a communal area encouraging residents to utilise communal areas to tackle loneliness and social isolation.
- 11 priority home repair grants are being processed helping improve living conditions for homeowners.
- 105 long term empty homes have been returned to use by the Empty Property Team and engagement with owners.
- Over 500 owners of empty properties contacted and provided with an Empty Property Pack, providing advice, assistance, and support to bring their property back into use.
- The Private Sector Housing team continues to work in partnership with Rent Smart Wales to identify substandard properties; out of 1226 properties identified as breaching the legislation, 1142 are now in full compliance. This is assisting to drive-up standards and improving living conditions for those living within the private rented sector.
- Supported through the Transitional Accommodation Capital Programme, Caerphilly Homes has purchased 5 properties to provide accommodation quickly to enable people to move on from temporary accommodation.
- Teams continue to provide floating and tenancy support to those residents and homeless households within the borough assisting with tenancy sustainability.
- Community surgeries in 8 different locations across the borough continue to run, providing a range of support services. Such as, financial help and housing advice and giving residents the chance to access Caerphilly Homes teams face to face.
- Engagement with private rented landlords continues to raise awareness of the energy efficiency standards. Supporting their tenants to save money and working with landlords to increase the amount of environmentally friendly homes within the Borough.
- Housing association partners delivered 23 new affordable homes via Section 106 agreement, 125 via Grant Funding and 26 via the Innovative Housing Programme increasing housing opportunities across the Borough, helping to assist homelessness.
- Work with the Occupational Therapy Team and housing association partners continue. 5 accessible bungalows have been negotiated assisting to deliver more accessible housing.

**What have we learnt and where do we need to improve in 2022/23 to date:**

- There continues to be limited progress made to increase the percentage of social housing stock that has an accessibility code due to long term sickness and vacancies. The Housing Occupational Team has recently recruited additional officers which will enable them to carry out more proactive work in the future.
- Due to substantial issues with the availability of contractors and materials, the Private Sector Housing Team were unable to process and deliver the amount of grants and loans we intended to this year. Additionally, the cost of materials has increased significantly, which has affected the number of private sector homes we were able to support.
- Due to remote working, it has proved difficult to provide energy efficiency advice to tenants in their own homes.
- Work on a Local Housing Market Assessment has begun, however, due to significant IT issues a draft is not expected until 2023/24.
- All licensed Houses in Multiple Occupation inspections are up to date; however, work continues to catch up with the backlog of inspections linked to HMO's that do not require a licence.
- Learnt that we need to continue to be agile in our approach to everything we do, as it changes rapidly and need to build in resilience to our structure and working practices.
- Need to improve how we advertise and recruit staff as we have a skills shortage in emerging areas for the business in the future and need to attract talent.
- Recognise that delivering Caerphilly Homes objectives are shared corporate objectives and need to work collegiately across the council in the related disciplines to achieve our aims.
- Identified a lack of data collection which prevents business performance or other outcomes to be analysed and does not allow Caerphilly Homes to predict future trends and identify business improvement opportunities.

**Five Ways of Working - 1. Involvement 2. Collaboration 3. Long Term 4. Integration 5. Prevention**





#### **Our future focus:**

Over the next 12 months we will be focusing on:

- Publish the Caerphilly County Borough Council Housing Revenue Account Business Plan 2023/24 which will be reviewed and updated annually.
- Continuing with the roll out of a new IT system which will enable us to improve the type and level of data we collect, which will improve the services we provide to both tenants and residents.
- Continue to adjust to the implementation of the Renting Homes (Wales) Act 2016, which will ensure compliance with new housing law; making it easier for tenants to rent their homes, ensuring tenants know their rights and responsibilities.
- Complete a second Tenant Satisfaction Survey in Autumn 2023.
- Implementation of a 'Planned Asset Management Strategy' (PAMS) which will maintain and continue the improvements made to our homes after the completion of the Welsh Housing Quality Standard. This will ensure our homes are fit for purpose and our tenants live in safe and secure accommodation.
- Embark on the associated work following the response to the consultation of WHQS2023 focusing on decarbonisation of the housing stock by 2035, aligning with PAMS where possible.
- Introduce a new Local Housing Strategy and Delivery Plan, which will provide the context for the provision of housing and housing related services throughout the borough.
- Complete the new Local Housing Market Assessment, to provide an updated picture of housing need throughout the borough.
- Receive feedback from Welsh Government on the 2022/27 Gypsy Traveller Accommodation Assessment which was submitted for approval.
- Continue to provide support to the Planning team with the development of the second replacement Local Development Plan.
- Adopt a Rapid Re-Housing Strategy and ensure that our Common Allocations Policy is reflective of any new priorities. This will ensure a reduction in the time spent in emergency accommodation, preventing accommodation breakdown, repeat presentations and relapses into substance misuse or offending.
- Continue to expand the engagement with landlords to maximise Caerphilly Keys to successfully discharge statutory Homelessness duties into the private rented sector.
- Continue to work with housing association partners to develop and deliver new affordable homes ensuring that we spend the record levels of social housing grant.
- Support tenants and residents in the borough to manage their money, maximising income and reduce fuel poverty by making homes more energy efficient and exploring funding provisions.
- Achieve full planning permission and start on site at Oakdale Secondary school.
- Bring forward site as part of the Transitional Accommodation Capital Programme for modular homes.
- Bring forward further sites as part of the Council's development programme in order to meet the target to build 400 new affordable, low carbon homes by 2025.
- Continue to drive forward the Empty Property Action Plan bringing empty properties back into use because 'doing nothing is no longer an option'.



Ref & Links	Topic (& Service)	Risks, Opportunities & Impacts	Mitigating Actions (What Actions can we take to address the risks or realise the opportunity)	Progress Update (Are the mitigating actions reducing the risk or realising the opportunity?)	Risk Level 2022-23 Q2	Risk Level 2022-23 Q3	Risk Level 2022-23 Q4	Does the risk affect the Well-being of our Communities?	Well-being Risk Level
	<b>Operational risk</b>	Increasing number of vacancies across Caerphilly Homes. A significant amount of vacancies across HRO/ PAMS which could potentially have an impact on delivery of services. Staff leaving for more money. Concerns around staff being under pressure and morale being low across Caerphilly Homes. Head of Service keen to undertake a pulse survey in the near future.	Head of Service continues to feedback to CMT and pulse survey to be undertaken.	Pulse survey completed. HMT have put together a draft of an action plan. Recently asked for volunteers across Caerphilly Homes, giving staff the opportunity to participate in a working group to contribute ideas on what we need to stop doing, start doing to ensure the workplace is supportive, cohesive, communicates well and everyone is clear on the core purpose. Some staff now located in Ty Penallta, with more relocations to take place during the summer and autumn. There continues to be significant staff vacancies, particularly across the workforce with approx 45 vacancies.	Medium	Medium	Medium	Behavioural/ cultural issues and poor moral can have a negative impact upon the service provided to customers. A happy workplace is far more likely to be productive workplace. If the ongoing resource issues continue, it may also impact service delivery with some areas already considering what services are a priority	
	<b>Cx/ Capita</b>	Implementation of first phase of cloud based Civica Cx completed for housing management service, procured as replacement for multiple IT systems across Housing. Unexpected implementation issues prevent its use for complaints service. Reliance on report development by IT for effective operation which is impacted by availability of suitable resources. Data migration was limited to 18 months as read only access to former Capita system intended for older records as perpetual licence holder. Capita system failed in November 2021 due to Ingress licence ending so no current access to Capita data - causing issues with provision of information e.g. to defend insurance claims; legal cases – provision of witness statements; Ombudsman cases and complaints; Dierrenair	Most Capita data is held in a warehouse, and is available for extraction via development of reports if IT resource available. Civica provide consultancy days, at a cost, that can be utilised to develop urgent reports. IT seeking to identify additional capacity to assist with reporting from Cx and Capita warehouse.	No decision yet on progressing to phase 2 of Cx implementation to achieve original ambition of single housing IT solution.					
	<b>Land availability</b>	Bring forward further sites as part of the Council's development programme in order to meet the target to build 400 new affordable, low carbon homes by 2025.							
<b>CMT</b>	<b>Medium Term Financial Plan</b>	Insufficient resources to deliver services at expected level. Negative impact on staff morale. Budget pressures will have an impact upon service delivery.	The Authority has a strong track record of delivering balanced budgets and planning is underway to ensure that the 2021/22 Draft Budget Proposals are presented to Cabinet on the 13th January 2021. <i>Housing requires a budget review to align its financial resources more effectively with its current service delivery</i>	We have faced an unprecedented situation this year with details of the 2021/22 Provisional Local Government Financial Settlement not being released by the Welsh Government until the 22nd December 2020 (normally received in October each year). The Provisional Settlement included a 3.1% uplift in WG funding for Caerphilly CBC and the 2021/22 Draft Budget Proposals were endorsed by Cabinet at its meeting on the 13th January 2021. The 3.1% uplift in WG funding along with a proposed increase of 3.9% in the Council Tax meant that no new savings were required to balance the budget for the 2021/22 financial year. The Provisional Settlement does not cover the financial implications of the ongoing coronavirus pandemic, both in terms of additional costs that continue to be incurred and income losses. These will continue to be funded through grants and the position will be kept under close review as we through the financial year. Financial assistance for the increased presentations of homelessness during the pandemic has been funded from Welsh Government, together with the replacement of lost income from Private Sector Housing agenda fees. This has been confirmed up to March 2022. However, financial funding has not been made available for the Housing Revenue Account.  The future funding situation for Local Government is likely to be challenging due to the unprecedented fiscal impact of the pandemic and the strain that this will put on public finances for years to come. An updated indicative Medium-Term Financial Plan shows a potential savings requirement for the council of £20.7m for the four-year period 2022/23 to 2025/26. The council's transformation programme will be a key driver in ensuring that financial resilience is maintained in future years. The draft budget settlement for 2022/23 is not expected until 21/12/21 where the Medium Term Financial Plan option appraisal can be updated and reviewed further.	Green	Green		Effective financial planning is a key element in ensuring that the Well-being Goals within the Well-being of Future Generations Act (Wales) 2015 are met.	Green
<b>CMT</b>	<b>Welsh Housing Quality Maintenance</b>	Everyone in Wales should have the opportunity to live in a good quality home within a safe and secure community. To help achieve this, the physical standard and condition of existing housing must be maintained and improved to the Welsh Housing Quality Standard (WHQS).	The maintenance and renewal of the WHQS external elements started in 2021 this has been slow to progress due to the pandemic iniatally ongoing resource issues which includes In house resourses and contractor capacity.	The Planned External Management Strategy (PAMS) has been slow to progress initially due to the pandemic most recently though due to resources. The first years programme 2021/22 only 4 out of 12 surveyed contracts have been started. The impact of this is we have struggled to spend the Major Repairs Allowance (MRA) from WG.	Green			Yes - Low quality housing impacts the health and well-being of tenants and there is a vast array of empirical evidence that shows good quality housing, located in sustainable communities is known to have a positive impact on the health and wellbeing of its occupants. 'A healthier Wales'.	Green



					Green				Green
Homelessness	<p>Demand for homelessness fluctuates considerably based on demand, demographics and changing legislation and the Covid pandemic. The service needs to be flexible to adapt to these changes and have a number of options available to be able to support individuals and where necessary provide suitable accommodation to discharge the homelessness duty.</p>	<p>Support providers and specialists are used to provide support to assist those that are homeless and to sustain tenancies to avoid homelessness occurring. Homelessness strategy has been developed in collaboration with neighbouring authorities. The availability of temporary accommodation to be reviewed to reduce/avoid use of Bed &amp; Breakfasts. Look at opportunities to further increase the availability of properties in the private sector as an alternative means of accommodating homeless persons. Work closely with the police and probation service to plan accommodation for prison leavers. Review the type of accommodation that is required to meet the needs of those presenting to the service forward so that this can be considered in longer term future planning</p> <p>Presentations and pressures on the service and emergency accommodation provision continue and we continue to seek alternative forms of emergency accommodation other than bed and breakfast accommodation. The demand is likely to increase as we move toward the inclement weather months and the directive from WG has not changed with everybody being accommodated. In addition the decision to not allow Night Shelters to open will place additional pressures on current provision. Support services continue to provide targeted support to those in emergency accommodation but there have been increases in breaches of occupancy and residents behaviour which are placing additional pressures on support workers and staff within the units. In order to move people on the Housing solutions team continue to work with both private sector and RSL landlords to maximise move on.</p>	<p>The Covid pandemic has resulted in increased pressures on this service, however this will be an ongoing process due to lockdown arrangements, policy and legislative changes. Cornerstone, The Wallich and Gofal are main support providers, but additional support provided by in-house Occupational Therapy, and mental health provision. Regional Homelessness Strategy has been completed and agreed actions being progressed. Use of Bed &amp; Breakfast has seen an increase this year, therefore additional temporary accommodation is actively being sourced, with some success. Good success has been achieved in the private sector, with approximately 85 properties and 44 landlords currently being used to assist with homelessness via the Caerphilly Keys initiative. The prison leavers pathway has been implemented and is assisting in the forward planning of suitable accommodation for relevant persons. Out of county placements have been necessary to provide emergency accommodation following the closure of in county hotel and B&amp;B businesses. Success achieved for additional funding from WG of approx £1m. A new Housing Solutions Manager has been appointed following the retirement of the previous postholder.</p> <p>We continue to work with landlords to provide emergency accommodation and an additional 10 bed HMO unit and 4 bed HMO unit have been brought online to assist with the demand in emergency accommodation provision and we continue to explore additional avenues with proprietors to increase the provision through the inclement weather months. In addition to this a full review is being undertaken to look at the longer term model of emergency accommodation for CCBC and this will be outlined in the Rapid Rehousing Strategy in 2022.</p> <p>Support services have been realigned to ensure consistency within each accommodation provision and in addition to this specialist substance misuse and mental health workers also support the residents within the accommodation units to assist in tackling some of the challenging behaviours that have been reported.</p> <p>A new website is due to be launched to promote Caerphilly Keys and to target a wider landlord audience with a view of additional landlords signing up to the scheme. The landlord Forum has also re started and Caerphilly Keys presented at the forum as an additional marketing tool to attract additional landlords. A specialist Common Housing Register for the Housing Solutions Team has been implemented to ensure applications to the register for Homeless Households are completed in a timely fashion and refreshed to maximise move on opportunity and in addition to this work is on going with partners to maximise move on for clients on the Housing First Scheme. Further one partner provides the Housing Solutions team with units of accommodation on new build sights for a star flat, complex needs case and Housing applicant.</p> <p>General Fund Housing is utilising its Homelessness Prevention funding in an attempt to reduce homelessness, evictions and Bed &amp; breakfast accommodation as well as providing temporary accommodation as part of its statutory duty. During Covid-19, pressure was placed on this service to accommodate homeless persons and on average 70 people per month continue to be accommodated. This is funded by the WG Covid-19 hardship fund.</p>	<p>Yes - Being homeless can increase a persons chances of experiencing physical and or mental health problems. Relieving homelessness and the need to sleep rough will reduce costs to the council, the criminal justice system and health service. Contributing to 'A healthier Wales' and 'A more equal Wales'.</p>	Medium	Medium			
Changes to supply and demand chain means rising costs of construction materials and contractors. Lack of available contractors.	<p>The availability of contractors, material shortages and cost increases are having a significant impact on Housing's ability to progress with day to day building projects, including grants and loans. Within Private Sector Housing the current schedules of rates against which tenders are compared are now unrealistic in the current market, even following recent uplifts. Contractors are increasingly declining the opportunity to submit tenders and the prices of those that do are far in excess of our rates. This is a particular concern as all of these products, such as disabled adaptations, are targeted for our most vulnerable residents.</p> <p>There are several factors causing this impact, such as a buoyant UK construction sector as a result of public investment in their own properties (from money saved through the pandemic) as well as public sector infrastructure investment. International influence on scarcity (and hence price) of certain raw materials (steel and timber for example) is a factor.</p> <p>There are Import backlog issues, part linked to the Brexit ports issue and shipping industry backlogs. Construction material providers are still recovering from supply backlog when production ceased in lockdown but also many staff were furloughed so some suppliers still not fully staffed. One of the main issues is the significance of price increases of basic building materials such as steel, timber, cement and concrete which is having an adverse cost effect.</p>	<p>The problem of extended start dates from willing contractors cannot be overcome in the short term due to the heightened demand from the private sector but Private Sector Housing have suspended the use of a schedule of rates and moved to a competitive tender model based on the principles of Standing orders. The schedule of rates is being comprehensively reviewed with a view to reintroduction in 22/23. There may be some opportunities to work with procurement to identify other reasons for a reduction in volume of contracts being tendered.</p> <p>The Single Source Supply arrangement has been particularly beneficial because the relationship is such that we are a key customer and they are able to source on our behalf, holding materials in readiness for our call-off. Though the situation is not to a point where there are no materials available, our supplier is starting to be impacted</p>	<p>The Single Source Supply arrangement has been particularly beneficial because the relationship is such that we are a key customer and they are able to source on our behalf, holding materials in readiness for our call-off. Though the situation is not to a point where there are no materials available, our supplier is starting to be impacted.</p> <p>The availability of contractors and cost increases continue to have a significant impact on housing's ability to progress with building projects, grants and loans</p>	<p>Yes- this will have a direct impact on vulnerable people within housing, pupils in schools and communities and ensuring access around the borough for travel and work. As Housing projects are Well-being objectives this is also key to the Corporate Plan success.</p>	Medium	Medium			