



CAERPHILLY HOMES TASK GROUP – 20TH SEPTEMBER 2018

SUBJECT: WELLBEING OBJECTIVE 5 : INVESTMENT IN COUNCIL HOMES TO TRANSFORM LIVES AND COMMUNITIES - END OF YEAR REPORT (2017/18)

REPORT BY: CORPORATE DIRECTOR - SOCIAL SERVICES & HOUSING

1. PURPOSE OF REPORT

- 1.1 To provide members of the Caerphilly Homes Task Group (CHTG) with an update on performance made throughout 2017/18 against Wellbeing Objective, 5 prior to the report being presented to the Policy and Resources Scrutiny Committee.

2. SUMMARY

- 2.1 The purpose of the objective is to utilise the substantial investment made by the Council in its tenants' homes, as part of the Welsh Housing Quality Standard (WHQS) programme, to help transform homes, lives and communities.
- 2.2 This report summaries progress made against the objective during 2017/18. For the reasons outlined in this report, achievement against the Wellbeing Objective has been deemed as **partially successful**.
- 2.3 Further detail on progress made during 2017/18 is provided in Appendix 1.

3. LINKS TO STRATEGY

- 3.1 ***The Well Being of Future Generations (Wales) Act 2015*** contains 7 well-being goals. When making decisions the act requires public bodies in Wales, including local authorities, to take into account the impact they could have on people living their lives in the future.
- 3.2 ***Improving Lives and Communities: Homes in Wales (Welsh Government, 2010)*** which sets out the national context on meeting housing need, homelessness, and housing-related support services.
- 3.3 ***The Caerphilly We Want (CCBC, 2018-2023) - Well-Being Plan: Positive Places - Enabling our communities to be resilient and sustainable.***
- 3.4 ***Corporate Plan (CCBC, 2018-2023): Well-being Objective 3: "Address the availability, condition and sustainability of homes throughout the county borough and provide advice, assistance or support to help improve people's well-being."***
- 3.5 ***Anti-Poverty Strategy (CCBC)***, which sets out a range of priorities to tackle poverty in the borough.

4. THE REPORT

4.1 Welsh Government is committed to ensuring that all social housing is brought up to the WHQS. The Council is required to ensure that the housing stock meets the WHQS by the end of December 2020.

4.2 The WHQS guidance document requires all social landlords to ensure that it's properties are:-

- in a good state of repair
- adequately heated and insulated
- safe and secure
- contain up to date kitchens and bathrooms
- well managed
- located in attractive and safe environments
- suit the specific needs of the household.

Whilst each of the above items could contribute directly towards improving the health, safety and wellbeing of the household, there are other aspects of the programme that also contribute towards this objective

4.3 Council made a conscious decision to ensure that the money invested in bringing all tenants' homes up to the WHQS would be used to support development of small and medium enterprises and create training and employment opportunities to help people back into work. Since the start of the WHQS programme the Council has invested over £150m and is projecting to invest over £220m by the end of the programme. This investment has resulted in the creation of 43 permanent jobs, 58 apprentices and 44 work placement opportunities, as well as supporting and providing expansion opportunities to local businesses.

4.4 The Council has adopted a 'phased block of works' approach to the delivery of the WHQS programme. This has entailed internal and external works being undertaken separately, which has meant that 'whole home compliance' was not anticipated to be significant until the latter part of the programme but is now beginning to be realised. Although some slippage has been experienced with the external works element, the achievement of the standard is on target to be delivered by the 2020 deadline.

4.5 The works undertaken to deliver this objective have helped to improve lives and communities by improving standards and conditions of our housing stock, which in itself will improve the safety, health and wellbeing of our tenants. At the end of March 2018, 73% of properties were compliant in relation to internal work and 46% for external work. Overall compliance was 35%. These figures changed from those reported previously following the completion of a validation exercise.

4.6 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. This work contributes to health and wellbeing improvements and towards addressing fuel poverty.

4.7 Part 6 of the WHQS requires all homes to be located in attractive and safe environments and the Council plans to invest circa £10.6m on a range of environmental improvements. This aspect of the programme is being approached in two distinct phases: phase 1- identifying minor repair and improvement works and phase 2 - carrying out an extensive community engagement exercise to identify further improvements. Works typically include improvements to communal steps, paths, fencing, walls, lighting, parking, but also can provide play areas/equipment, as well as supporting local community projects, and assisting to address problems relating to anti-social behaviour.

- 4.8 Part 7 of the WHQS requires that the accommodation provided should, as far as possible, suit the needs of the household, e.g. specific disabilities. To fulfil this requirement the Council has delivered a range of adaptations to tenants' homes, where a need has been assessed, to help promote independent living. This has included the installation of handrails, access ramps, disabled kitchens, walk in showers and 25 automatic door installations at our sheltered housing schemes. The Council has also worked with the Royal National Institute of Blind People (RNIB) regarding provisions to assist those tenants with a visual impairment. At the end of March 2018 1,713 adaptations had been provided through the WHQS programme in addition to approximately 4,916 adaptations provided to tenants by the Adaptations Team within Private Sector Housing.
- 4.9 The Council has proactively monitored tenant satisfaction levels since the start of the WHQS programme. Our data shows that tenants are generally happy with internal works (86%) and to a lesser extent for external works (70%).
- 4.10 The delivery of the WHQS programme remains challenging but is clearly making a significant contribution towards the successful achievement of this Wellbeing Objective. The programme continues to be financially viable, with the possibility of some additional borrowing being required towards the end of the programme. New arrangements introduced during 2017/18 means that the Council is well placed to deliver the WHQS programme in full by the 2020 deadline, with the substantial investment made helping to transform lives and communities.
- 4.11 In 2017, the Wales Audit Office completed a review of the Council's WHQS programme and made a series of recommendations, which have been addressed by the Council and contributed towards the programme delivery.

5. WELL-BEING OF FUTURE GENERATIONS

- 5.1 The summary of performance outlined in Section 4 and the detailed information provided in Appendix 1 demonstrates the positive contribution made by the Council, through the delivery of the WHQS programme, towards 6 of the 7 wellbeing goals:
- A prosperous Wales
 - A resilient Wales
 - A healthier Wales
 - A more equal Wales
 - A Wales of cohesive communities
 - A globally responsible Wales

6. EQUALITIES IMPLICATIONS

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

7. FINANCIAL IMPLICATIONS

- 7.1 There are no financial implications to this report, although, there may have been in respect of the individual actions undertaken to achieve the key priorities outlined in section 4.

8. PERSONNEL IMPLICATIONS

- 8.1 There are no personnel implications to this report, although, there may have been in respect of the individual actions undertaken to achieve the key priorities outlined in section 4.

9. CONSULTATIONS

9.1 The result of all consultations has been incorporated into this report.

10. RECOMMENDATIONS

10.1 CHTG are asked to provide their views on the recommendations set out below, prior to the report being presented to the Policy and Resources Scrutiny Committee.

10.2 Members are asked to consider the content of this report and, where appropriate, question and challenge the performance presented.

10.3 Members are asked to determine if they agree that achievement against the Wellbeing Objective is deemed as “partially successful”.

11. REASONS FOR THE RECOMMENDATIONS

11.1 Performance management scrutiny affords members the opportunity to challenge, inform and shape the future performance of the housing service.

12. STATUTORY POWER

12.1 Local Government Measure 2009.

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Lesley Allen, Principal Accountant (Caerphilly Homes)
Rhys Lewis, Systems & Performance Manager
Ros Roberts, Performance Manager
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Appendices:

Appendix 1: End of Year Report - Wellbeing Objective 5: Investment in Council Homes to Transform Lives and Communities (2017/18)

Wellbeing Objective 5 - Investment in Council Homes to Transform Lives and Communities

End of Year Report 2017/18

In summary:

- Caerphilly Homes continues making good progress with its investment programme to deliver the Welsh Housing Quality Standard (WHQS) across all its homes by the end of December 2020, having invested £152m since the start of the programme.
- The capital investment in homes has been used to support local businesses and create training and employment opportunities in the borough to help people back into work.
- Due to the complexity of home improvement works required, the programme is being delivered in a 'phased block of works' approach, (internal and external works being undertaken separately) which does not target 'whole home units' in one go, and so, did not deliver 'whole home compliance' in the early programme years. As this method of works progresses and overlaps (area by area), there will be an incremental (noticeable) increase in 'whole home unit compliance' as we approach the latter years of the programme.
- The delivery of the internal works element of the WHQS programme has progressed well despite the loss of one of our main contractors and is on target for completion by the 2020 deadline.
- The delivery of external works element of the WHQS programme has experienced slippage over the previous 3 years due to a number of challenges; however, significant improvements have been made during 2017/18 including the introduction of a DPS (Dynamic Purchasing System). Based on current performance, again this is on target for completion by the 2020 deadline.
- In order to meet Part 6, the Council commenced the WHQS environmental programme in 2016 and intends to invest circa. £10.6m in the ensuring that its homes are located in attractive and safe environments. Phase 1, which involved identifying minor repair and improvement works across the borough that have been completed. An extensive community engagement programme is currently underway to identify improvements that will be delivered as part of Phase 2 with many projects agreed and progressing.
- Part 7 of the WHQS requires the Council to ensure that 'as far as possible, improvements are undertaken to suit the specific requirements of the household'. In order to ensure compliance and meet the aspiration to transform lives and communities the Council has delivered a portfolio of adaptations as part of its improvement works thereby ensuring that people are able to remain independent in their homes for

longer. In some cases, this has involved simply the installation of handrails and in others it has involved the installation of ramps, disabled kitchens, walk in showers and RNIB provisions to assist those with a visual impairment. We have also completed 25 automatic door installations at our sheltered housing schemes.

- Tenant satisfaction for internal works continues to be good.
- Tenant satisfaction with external works has been below what is expected, however, this is currently under review.
- The programme continues to be financially viable, with some borrowing likely to be required towards the end of the programme.
- In 2017, the Wales Audit Office completed a programme review and submitted a series of recommendations to the Council, which have been addressed to improve programme delivery.
- The programme remains challenging, but improved progress throughout 2017/18 (with some new arrangements introduced to ensure momentum) has put the Council in a good position to deliver the WHQS programme in full by 2020.
- As of the 31st March 2018, Council housing stock totalled 10,801 homes.

The WHQS investment programme has improved living conditions by making properties weathertight, improved heating, improved safety within the home through changes to layout, new energy efficient heating, electrical rewiring, improved accessibility, energy efficiency through additional insulation measures, external improvements, all contributing to improved health and wellbeing.

During the period covered by this report it has been assessed that achievement against the Well-being Objective is deemed to be **partially successful**.

Action Plan for 2017/18

Service Area:	Caerphilly Homes				Long term priority.
A – Priority objective:	1. WO 5 - Investment in council homes to transform lives and communities.				
B	Key Actions / Tasks	Owner & Completion Date	Additional resource required?	Success Criteria	Progress update (March 2018)
1.	Delivery of the 2017/18 capital investment programme in respect of internal and external repairs and improvements.	WHQS senior management March 2018	A capital programme of £53.5m for 2017/18 was set. Additional resource in relation to sheltered schemes was approved and recruitments made as and when required during the year.	Targets set for 2017/18 outputs are met.	Commitments were made to deliver 75% of internal properties and 40% of external properties being compliant to WHQS. Whilst it was originally determined that these commitments had been exceeded by the 31/03/18, since that time a new validation process has determined that we had fallen just short of the internal target, with only 73% of properties being compliant but exceeded the external target with 46% being made. Overall WHQS compliance 35%. No borrowing was required this year with expenditure being £42m which is lower than the budget but exceeds all previous annual expenditure and demonstrates the increase in momentum during 2017/18. The business plan therefore remains financially viable and the target for completion of the WHQS programme in full by 2020 continues to be achievable.

2.	Enforcement of standards set out in the Charter for Trust by both the in house work force and contractors.	Project managers	Due to increase in workload COW and TLO resource was reviewed.	In house work force and contractors undertaking good quality work in an efficient and courteous manner. Satisfactory response to customer satisfaction survey.	<p>This programme is driven and delivered in context with/by:</p> <ul style="list-style-type: none"> - WHQS Programme Criteria - WHQS Compliance Policy - WHQS Strategy/Action Plan - Tenant Communication Strategy - Focus on Delivery Charter - Charter for Trust Standards - Contract terms and conditions <p>The contents of which 'sets the conditions for aspiration' and 'standards' of eventual works completions.</p> <p>Contractors and workforce regularly made aware of requirements and results are monitored through surveys, completions of work sign-off and tenant satisfaction.</p> <p>The Charter ensures that works completed to tenant's homes will be undertaken with respect and to give confidence. Some issues have been experienced with external contractors and their sub contractors in particular, as communication of the Charter for Trust through the whole supply chain appears to be inconsistent. Issues however have been reinforced when identified and emphasis raised at all pre-contract meetings.</p>
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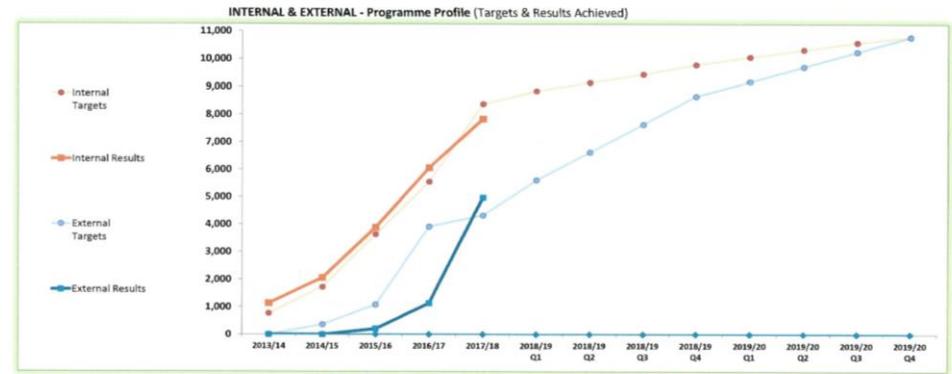
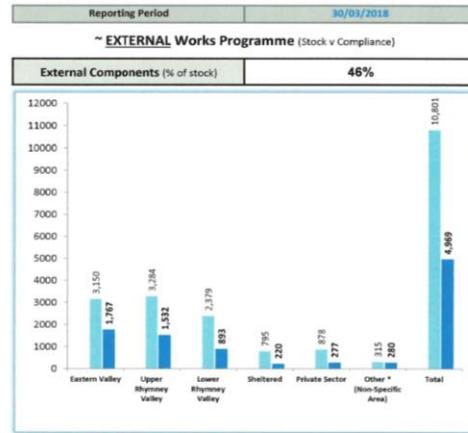
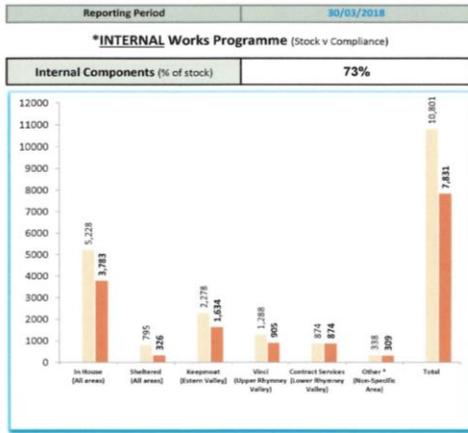
3.	Delivery of a customer focussed programme with high levels of satisfaction.	Project managers	Due to increase in workload COW and TLO resource has been reviewed.	Satisfactory response to customer satisfaction survey, low number of complaints, which are mainly resolved quickly to satisfaction of complainant.	<p>All works are delivered post survey and tenant notification. For internal elements agreed appointment/works are then discussed with the tenant and timetabled accordingly. Tenants are offered an element of choice on various products and letters confirming the scope of works and their choices are also sent to tenants, who are also provided with a period of time to reconsider. Notification letters sent to tenants in advance of external works provide a brief overview of the likely scope of works. Following feedback from tenants these letters are in the process of being reviewed.</p> <p>Compliments and complaints are regularly monitored, acted upon and recorded appropriately.</p> <p>An external works survey questionnaire has been fully implemented in a similar way to the existing internal survey.</p> <p>See customer satisfaction levels reported below.</p>
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4.	To meet the requirements of Part 7 of WHQS by undertaking adaptations where these are identified.	Project managers advised by OT officers	<p>A temporary increase in OT resource was introduced for 2017/18 to address additional OT assessments identified.</p> <p>The team is currently operating with only one surveyor with other surveyors being utilised as and when required.</p>	Improved quality of life for tenants.	<p>Prior to the recommendation of adaptation improvement works, an individual OT assessment is undertaken in order to identify the specific needs of the household. This applies to both the internal and external works programme.</p> <p>Where feasible, any approved, adaptations are built into the WHQS programme. In addition, further adaptations are provided through our private housing team following referrals from Social Services or as a result of direct referrals via the OT to CCBC Social Services.</p> <p>1,713 adaptations completed to date (within programme period); with approximately 4,916 adaptations provided to tenants by the Adaptations Team within Private Sector Housing.</p>
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5.	Implement the environmental improvements to meet part 6 of the standard of attractive and safe communities.	Strategic Coordination Manager and environmental officers.	Resources in place. Additional consultancy support being provided for detailed scheme designs and feasibility.	The local environment within which tenants live is improved aesthetically and provides a safer community in which to live.	<p>Campaign Publication Aug/Sept 2017:</p> <p>Communities throughout the borough are being asked to give ideas to improve their local area through a series of 'Shape Your Place' consultation events.</p> <p>The WHQS Environmental Programme is being supported by a £10.6m budget for council estates throughout the borough. Environmental officers, our partners, contractors and citizens are currently actively engaging to consider improvement opportunities and a series of events and online surveys online surveys created in order to seek views regarding environmental improvements.</p> <p>A series of clean-ups, new signage, improved amenities, communal bin storage facilities and additional parking spaces have already been completed in some communities.</p> <p>The WHQS Project Board have approved a number of major schemes which, will be integrated into existing programmes of work during 2018/19 for delivery. Engagement events are ongoing to identify projects throughout the county borough, which will be implemented between now and 2020. Major schemes have been approved in Nelson, Phillipstown, Penyrheol and Ty Sign.</p>
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6.	Identification and pursuit of external funding opportunities to support energy efficiency measures.	Project Manager and Strategic Coordination Manager	Re-allocation of workloads and joint working between the WHQS and Private Sector Housing teams.	Additional grant income awarded to undertake energy efficiency improvements to the housing stock which will assist with fuel poverty.	<p>Additional VVP funding was secured to increase the energy efficiency of private homes within Lansbury Park, resulting in a total VVP WG investment of £680,000 by March 2018. £1.4m has also been committed via the ARBED programme to deliver energy efficiency works.</p> <p>ARBED related works in Lansbury Park are being delivered by contractors – E.On and SERS.</p>
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WHQS - STRATEGIC SCORECARD - LEVELS OF COMPLIANCE
(Standards Met - by Number of Properties)



Tenant Satisfaction

	86.0%
Neither Satisfied nor Dissatisfied	6.0%
Dissatisfied	8.0%

Tenant Satisfaction

	70.0%
Neither Satisfied nor Dissatisfied	6.0%
Dissatisfied	24.0%

Financial Programme

	12/13	13/14	14/15	15/16	16/17	17/18	18/19 Projected	19/20 Projected	2020 Projected
Budget (E ,000's)	19,100	48,320	77,990	107,660	136,880	186,100	195,820	220,000	
Actual Spend	19,057	33,707	49,051	77,683	109,061	152,165	207,968	254,938	
Balance	43	14,613	28,939	29,977	27,819	33,935	(12,648)	(54,938)	

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

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

Internal Works: There are 4 main elements - Kitchens, Bathrooms, Heating & Electrics.

External Works: There are 10 main elements - Boundary walls, Doors, Drainage works, Fences/Railings/Gates, Curtilage works, Paths/Drives, Roofs, Stores/Sheds/Out buildings, 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

Notes.

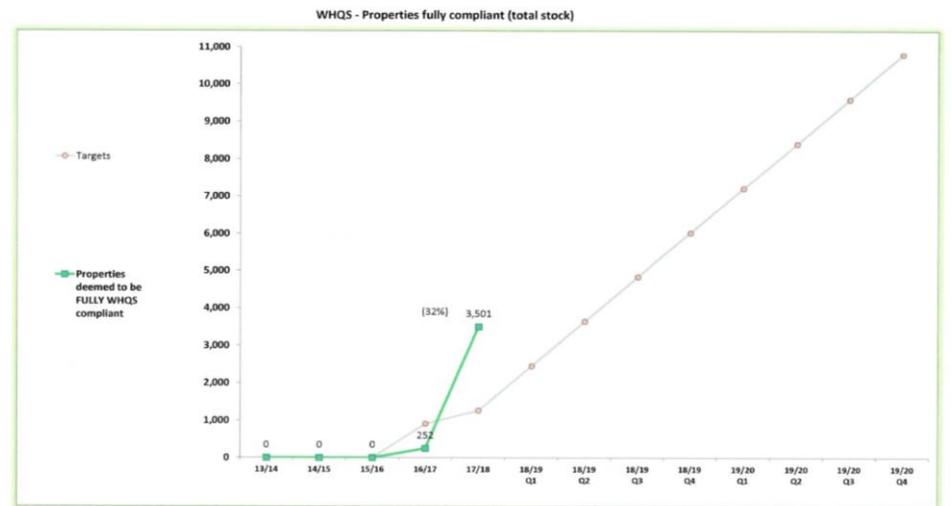
Work schedules are delivered in a 'phased' (blocks of work) approach across each of the reported and distributed work areas and types of work (Int/Ext). The bar chart 'Targets' are Total Stock Values and the 'Results' are accumulative, as at the time of the Period Reporting Dates. Delivered works are reported by surveyors/contractors upon 'property compliance' (not upon compliance of individual components of work). The results reported above include 'Acceptable Fails'. The charts on this page excludes any works undertaken to leasehold properties.

Tenant Satisfaction - shows a '% value' and a 'colour status' based on survey results attained and then compared to the following range;

Red = <= 50% (Needs urgent intervention)
 Amber = > 50.1% < 79.9% (Needs close monitoring and some intervention)
 Green = >= 80% (Acceptable)

Internal Properties
 Acceptable fails on internal elements can be broken down as follows. These are based on surveyed properties as a percentage of total stock.
 Number of properties with one element as an acceptable fail - 9% - 931 properties
 Number of properties with two elements as an acceptable fail - 4% - 410 properties
 Number of properties with three elements as an acceptable fail - 3% - 278 properties

There are only 3 of the 4 elements (Kitchen, bathroom and heating) that can be included as an acceptable fail. Electrics will never form an acceptable fail due to our statutory duty to comply with health and safety regulations.



	How quickly we do internal home improvements	How quickly we carry out external home improvements
	<p>The chart above shows the timetabling and delivery or compliance for internal property works, which has progressed generally well against the Authority's planned profile for improvements.</p> <p>Core components being: Kitchens, Bathrooms, Boilers and Central Heating, Electrical Systems (wiring), Mains - Smoke Detectors.</p> <p>This has been reflected in the level of customer satisfaction rates noted below.</p>	<p>The chart above shows the timetabling and delivery of external works which has achieved slow progress in previous years when compared to our planned profile but a stepped change is evident for 2017/18.</p> <p>Core components being: Roofs, Walls, Windows, External Doors, Insulation, Paths/Fences)</p> <p>This programme has experienced slippage, due to delays in putting satisfactory procurement arrangements in place, lack of contractor resources and inclement weather.</p>
	The tenant satisfaction levels of work done	
	Internal Works – 86%	External Works – 70% (small sample)
Very Satisfied	59%	42%
Satisfied	27%	28%
Neither	6%	6%
Dissatisfied	3%	12%
Very Dissatisfied	5%	12%
Overall Satisfaction (Very Satisfied + Satisfied)	86%	70%

Homes 'specifically adapted' as part of WHQS works to meet specific needs of household.

A key element of the Welsh Housing Quality Standard is the requirement (Part 7) to deliver adaptations where appropriate in order to ensure that Council homes meet the individual needs of the occupants. As a consequence where a tenant advises that they have a diagnosed medical condition or experiencing difficulties with sight or mobility an OT (Occupational therapy) assessment will be undertaken by a qualified occupational therapist. The assessment will, if appropriate, include recommendations to the project managers on what adaptations should be undertaken in order to meet the needs of individuals within the household and ensure compliance with Part 7. Since the start of the programme in July 2013, 1,713 properties have received internal adaptations. These can range from handrails and relatively minor works to full kitchens especially adapted for wheelchair users, walk in showers, ramps and RNIB Visually Better kitchens and bathrooms for tenants with a visual impairment. We have also carried out 25 automatic door installations at our sheltered housing schemes. These improvements which are made as an integral part of the programme are helping tenants remain independently in their homes for longer and are thereby reducing the demand for social care. It is also resulting in a decrease in the number of adaptations requested via the Private Housing Service and Social Services.

Community Benefits

In addition, the delivery of the WHQS programme and its ambition to transform lives and communities has led to the integration of community benefit targets into the supply partner and internal works contracts. To date, a total of 43 permanent, fulltime opportunities have been created as a result of the Council's WHQS investment in homes (this excludes 34 that were created by Contract Services (who are no longer operating) in the initial stage of the programme). 58 apprenticeships together with 44 work placement opportunities have been created by the Council and its supply partner / internal works contractors. There is room for improvement and more targets are anticipated to be delivered between now and 2020 as a result of the closer alignment between the programme targets and the WG funded Communities 4 Work, Communities 4 Work Plus and Legacy programmes delivered in house. A greater alignment will ensure that those who are furthest removed from the labour market are provided with the support and mentoring required to take advantage of any opportunities created as a consequence of the investment in tenants homes being made by the Council.

This objective shows commitment/contribution to the Wellbeing of Future Generations (Wales) Act 2015 by:

Goal:	Comment
Prosperous	Due to the scale of this programme, it will be a substantial boost to the local economy including the creation of jobs, apprenticeships and training opportunities. The money spent improving homes, should be a catalyst to wider regeneration, improving lives and communities.
Resilient	By addressing the physical environment infrastructure (homes and communities) to improve their conditions and ensure they are fit-for-purpose, enabling opportunities to change, allows for due regard to the wider aspects of being able to cope now and adapt to change in the future.
Healthier	The main intention of this objective, other than improving homes, is to prevent further deterioration in the housing stock, which can adversely affect the health and wellbeing of the tenants.
More equal	The long-term affordability of housing, effects of low incomes, fuel poverty and improving the quality of housing in the social sectors, are some of the main challenges existing in borough. Through delivery of this objective, the investments to local homes and communities (raising standards and quality) should help address poverty, health, and wellbeing in-equalities (living conditions, options, affordability, health and access to services).
Cohesive Communities	This objective also contributes to the Welsh Government's own current objectives: 7. Connect communities through sustainable and resilient infrastructure and 9. Improve access to secure, safe, efficient and affordable homes.
Globally Responsible	Part of this programme has been to give due regard for the logistics and supplies of materials and contractors when arranging programmes of work, minimising the likely effects caused by production, transportation, actual developments/home improvements and disposal of waste – minimising the impact on our environment and climate.
Vibrant Culture and Welsh Language	Not applicable

Working:	Comment
Long-term	Through continued investment and improvements to both the internal and external environments of our social housing stock and specialised adaptations in accordance with the needs of some of our tenants, the achievements delivered, particularly through the WHQS programme, provides long-term improvements to the property, community and to the tenants' health and well-being.
Prevention	The works undertaken to deliver this objective, has helped to improve lives and communities and also helped tackle local unemployment through employee and contractor arrangements. Work completions within this objective, has also further improved the look and feel of the environment and helps prevent anti-social behaviour.

	Improving standards and quality of the housing stock now, also aids future programmed maintenance and potentially reduce reactive maintenance schedules.
Involvement	Through an established governance and performance framework, tenants and local residents are consulted on the proposed property improvements and environmental works along with various initiatives, and are periodically informed of progress as part of the WHQS programme and objective delivery.
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.
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.