



**Corporate**  
**Performance Report**  
**Q4 2021/22 and**  
**End of Year Outturn**

**Document Version: Final version**

**Last update: 23/06/2022 14:56**

**LANDLORD SERVICES EXTRACT: 20 June 2022**

---

Lead Officer: Nora Copping  
Title: Policy & Performance Officer  
Telephone: 01483 523 465  
Email: [nora.copping@waverley.gov.uk](mailto:nora.copping@waverley.gov.uk)

---

## 1 Performance Assessment with RAG Rating (Red, Amber, Green)

The Report content has been presented in a visual format and a further explanation of the RAG rating used throughout the report can be found in the tables below.

### 1.1 Performance Indicators RAG Rating per Status Type

Key Performance Indicators (KPIs) Status Types	Explanation of the Status Type
Data only or Data Not Available/ collection on pause (in Grey)	Data only indicators are those that monitor performance of an area which has not yet established performance patterns allowing an improvement target to be introduced, or those which are out of our direct control such as the number of queries we receive from our residents.  We also indicate in grey, statistics for which we were not able to obtain up-to-date figures or areas for which the monitoring activity has been temporarily suspended/paused.
Green	The indicator has performed on or above a set target, no concern.
Amber	<b>Up to 5%</b> off target – Officers investigate the causes of underperformance to establish if an improvement action is required.
Red	<b>More than 5%</b> off target – Officers investigate the causes of underperformance to establish if an improvement action is required.

### 1.2 Service Plans, Internal Audit, Project Management

Action Status Types	Explanation of the Status Rating Type
Completed – on track (in Green)	Action was completed: <ul style="list-style-type: none"> <li>on time,</li> <li>within the budget &amp; resources</li> <li>achieving desired outcome.</li> </ul>
On Track (in Green)	Action is on track to complete <ul style="list-style-type: none"> <li>on time,</li> <li>within the budget &amp; resources</li> <li>and expected to achieve desired outcome.</li> </ul>
Completed – off track (in Amber)	Action was completed but off track meaning that: <ul style="list-style-type: none"> <li>Was delivered not on time or/and</li> <li>Requiring additional budget or resources or/and</li> <li>Not fully achieving desired outcome</li> </ul>
Off track – action taken / in hand (in Amber)	Action has fallen slightly off target: <ul style="list-style-type: none"> <li>on time or/and</li> <li>budget or resources or/and</li> <li>or quality,</li> </ul> however corrective/improvement actions are already being undertaken to bring it back on track.
Partially Completed	Action has not been fully achieved
Off track – requires escalation (in Red)	Action has fallen significantly off track: <ul style="list-style-type: none"> <li>on time or/and</li> <li>budget or resources or/and</li> <li>quality</li> </ul> and a managerial intervention/escalation is required in order to bring it back on track.
Cancelled (in Grey)	Cancelled Action Status indicates that we will no longer pursue delivery of this action.

Action Status Types	Explanation of the Status Rating Type
<b>Deferred (in Grey)</b>	Deferred Action Status indicates that the action will not be pursued at present but will/might be in the future.
<b>Transferred (in Grey)</b>	Transferred Action Status indicates that although the action was not yet fully completed its delivery will continue in the coming year or that the action ownership has now changed.

## 2 Corporate Dashboards – Summary of All Services

### 2.1 Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q4 2021/22 and End of Year

#### 2.1.1 Q4 2021/22 and End of Year Chief Executive's summary:

This is the performance report for the fourth quarter of the financial year, i.e., January to March 2022. It also serves as the end-of-year report. Details can be found in the service chapters.

The whole year was marked by the continuing challenge of supporting the community and public services during the global Covid-19 pandemic. The council team of councillors and officers has responded to this challenge with great dedication, commitment and professionalism. The social, economic and service consequences of the last two years continue, with regular pressure from Covid-related absences, particularly within our contracted waste and recycling service and renewed demand on Planning services. Performance in these high-profile services is improving, as can be seen later in this report. Full Council meetings were held at larger venues in Godalming and Farnham to enable social distancing and ventilation, while still available to view on our website. Committee meetings returned the Council Chamber once the Government's permission to allow online 'virtual' meetings (via Zoom or similar) lapsed in May 2021.

While 80.5 percent of service plan actions were completed, the quantity of key performance indicators flagged as 'red' throughout the year is concerning: i.e., those that are more than 5% off target. Our start-of-year targets remained essentially blind to the impact of the pandemic on service performance, and so a higher proportion of reds is not surprising. Explanations of performance against specific targets are within this report. Our financial forecast for the end of the year shows a modest favourable variance, without any call on the Covid impact contingency, due to careful cost control.

As reported in Overview and Scrutiny meetings, and in previous performance reports, our Where Work Happens project continues to provide a more flexible way of office working, taking advantage of the technology that we have used throughout the pandemic, but providing a better balance for customers and our workforce, most of whom value a return to office working and the important team contact that that entails. It also has potential to reduce carbon emissions and supports the future development of options for our sites in Godalming, supporting the town and reducing our costs.

Q4 highlights were:

- Waverley council and community responded to the crisis in Ukraine via the Homes For Ukraine scheme.
- The start of Waverley's new kerbside collection service for unwanted textiles and small electricals.
- The council prepared to implement the Government announcement of a £150 payment to homes in council tax bands A-D to help with rising energy bills.
- The Local Government Boundary Commission announced new ward boundaries for the borough council to take effect from May 2023.

Waverley Borough Council also paid its respects to Cllrs Brian Adams and Peter Isherwood who both sadly passed away.

Having commenced in the new role of Joint Chief Executive of Guildford and Waverley Borough Councils in December, I was pleased that both councils agreed new governance arrangements in March. These included the heads of terms for the inter-authority agreement and a Joint Governance Committee. This governance framework is an important building block for the collaboration. The processes for creating the Joint Management Team are now underway.

Looking ahead, the following are some key areas of focus and risk for the coming year:

- Mitigating the cost-of-living crisis and its impact on local residents and on the council, in terms of reducing income and higher costs associated with the rapid rise in inflation.
- Support to the community and to our Ukrainian guests amid the uncertainty of the war, and the associated increase in homelessness presentations.
- The inspection in July for the draft Local Plan Part 2.
- Challenges to our carbon neutral action plan from economic and supply chain pressures.
- Performance recovery as we move away from the initial immediate effects of the pandemic and lockdowns to whatever the 'new normal' will be.
- The potential for higher staff turnover, as we see in many organisations, pent-up during the pandemic.
- Implementing the council resolution on the creation of the Joint Management Team with Guildford Borough Council.

Working in public services at this time entails immense challenge. Medium term sustainability of local public services is at risk and requires us again to demonstrate the resolve and commitment that have been hallmarks of the councillor and officer team at Waverley.

***Tom Horwood, Chief Executive***

## 3 Service Dashboard – Housing Operations

### (remit of Resources O&S)

*This service area includes the following teams: Asset Management, Housing Management, Property Services, Rent Account and Senior Living. The service is also supported by the Service Improvement Team.*

### 3.1 Key Successes & Lessons Learnt, Areas of Concerns

#### 3.1.1 Summary from Head of Service – Q4 2021/22 and End of the year reflection

The team have seen a second unprecedented year, starting the year predominately working from home and gradually increasing face to face visits and meetings as guidance changed. The team have delivered a full range of activities and initiatives to provide services and respond to challenges. We reach the end of the year with a positive rent collection performance figure, improving responsive repairs service, additional housing management support and an evolving Landlord Service Advisory Board (LSAB).

During the year we have promoted the ongoing professional development of the team, by offering Chartered Institute of Housing (CIH) membership and funding for qualifications. I am delighted to report that ten officers have successfully completed qualifications, this year, to support the professional delivery of services. Congratulations to Matt Alexander, Adrian Bryant, Peter Buzwell, Rhiannon Dunkey, Paul Harrington, Robert Killick, Heather Rigg, Timothy Hopper, Drew Roberts and Timothy Tyler.

In October 2021, the council pledged to support five to ten refugee families from Afghanistan into housing over the next two years, through the Home Office Resettlement programme. The first family were housed in November 2021 and we welcomed second Afghan family, in March 2022. There was a four month delay from central government allocating a family to the home Waverley had identified in December. On the 29 March, the Home Office gave reassurances that they had “significantly increased capacity with the matching team”. A third home was identified and work commenced to ensure suitability.

The Refugee Support Worker been in post since October 2021 working with the government agency to receive nominations and support families to settle in the borough. Homes have been identified through council housing, and additional homes are being sought from the private rented sector but there are challenges with securing affordable and longer term lets to give stability. The two families have successfully begun to establish themselves in their neighbourhood and community, through accessing school and nursery placements, volunteer support, English lessons and making social connections.

A major procurement project, for the responsive repairs service, was completed during 2021/22 with the successful appointment of Ian Williams. During Quarter Four the team worked with a range of internal project teams (including customer services and IT) to mobilise the contract which commenced on 1 April 2022. Initially feedback is positive with an increased number of operatives and dedicated planners for the Waverley Contract.

The team have completed a range of fire safety works, to address failures, identified at a senior living scheme, during a routine Fire Risk Assessment in June 2021. Surrey Fire and Rescue Authority were notified accordingly, and an enforcement notice was served in July 2021. The team worked promptly to resolve immediate issues and to procure works to mitigate the risks. Work to remove the timber ceiling, install a new fire alarm system and compartmentation have been completed and all fire safety works were finalised in April 2022. The Planned Works team have arranged internal redecoration to

be completed. I would like to thank the residents for their understanding and patience with the intrusion of works and visitors as we ensured their safety.

The Housing service secured £114k of additional government funds, through the Contain Outbreak Management Fund (COMF) during 2021/22. The money provided an additional resource to help respond to the outcomes and consequences of the Covid-19 pandemic.

The funds have provided support for vulnerable groups and targeted community interventions through six housing projects. The majority of the fund has secured additional Housing Management support with the appointment of two floating support officers. The pandemic “stay at home” rule meant that people were at home for prolonged periods of time, with neighbours in close proximity, at a time of stress, which has resulted in an increase in the number of neighbour nuisance and anti-social behaviour and reports and mental health issues. Other initiatives included funding additional services including gardening, assisted bin collection, communal cleaning, meditation and mentoring. The funds also supported nil rent on two community rooms to those providing covid response activities for 18 months. The COMF is expected to continue into 2023/23 to extend the period of floating support, assisted bin collection, community room rent and additional cleaning. The use of the fund will be reviewed every three months.

The LSAB has continued to grow and develop and receive a range of reports at monthly Board meetings which reflects the key areas of work completed by the team. The Board reviewed the Housing Revenue Account budget, Housing Operations Service Plan and quarterly performance reports, engaged in consultation for the Regulator of Social Housing Tenant Satisfaction Measures, the Housing Asset Management Strategy and Affordable Homes Delivery Strategy

The Board also reviewed the Senior Living Consultation results, from a survey in December and supported the proposal to commence consultation on the use of flexible tenancies, following a review of their use. The LSAB is held on the third Thursday of the month, agendas, reports and minutes are published on the Council website. The meetings are open to all, to attend in person or via zoom and are live streamed and recorded.

The Service Improvement team are also keeping a watching brief on the developments of the Housing Ombudsman Service and Regulator of Social housing as progress is made in delivering the Charter for Social Housing Residents White Paper. Engaging with consultations and briefings on Tenant Satisfaction measures, draft regulatory clauses to guidance and proposed standards.

I wish to acknowledge the Rent Accounts Team as the Star Team for Quarter Four. The team have maintained the rental income collection during a challenging year. At the end of financial year the total arrears were £237k, 0.79% arrears of £29.6m estimated rent roll, compared to £278k, 0.96% at the end of 2020/21.

The team work with tenants in financial difficulties to assist and signpost to access funds and charity services available. Working closely with Housing Benefit for discretionary housing benefit payments, receiving £39,800 in 2021/22, and the Communities Team to access £31,400 Household Support Fund (HSF) for tenants. 52 tenants were assisted through the HSF from a £52 payment to meet a week's rent following hospitalisation, to £1,700 for a tenant who was the victim of financial abuse and needed to downsize. This national fund has been extended into 2022/23 for six months. Therefore the new HRA hardship fund is not expected to be needed as originally anticipated. The team will continue to assist tenants to seek all funds available and will refer to the HRA hardship fund as a last resort.

In conclusion, we have seen a number of successful projects hit milestones and completions that will enable us to deliver services, including (in no particular order); the procurement of Responsive Repairs and Voids contract; development of a Housing Asset Management Strategy; undertaking STAR survey (Satisfaction of Tenants and Residents); within Senior living schemes resolved a longstanding



legionella case and improved fire safety; the implementation of Tenant Involvement Strategy and Rent policies; publishing tenants newsletters and celebrating 25+1 years of the Tenants Panel.

I believe we can continue to build on these successes to maintain and improve services. The team have commenced individual annual performance agreement meetings and are focussed on delivering the 2022/23 service plan.

### **Hugh Wagstaff, Head of Housing Operations**

## 3.2 Key Performance Indicators Status

### 3.2.1 Table of Service Specific Performance Indicators presenting data for the five past quarters and their performance against the target

KPI	Description	Data Type	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q3 Target
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit <b>(lower outturn is better)</b>	%	0.96% / 0.7% target	0.87%	0.96%	1.18%	0.79%	1% (New target Q1 2021/22)
HO2	Average number of working days taken to re-let 'normal void' property <b>(lower outturn is better)</b>	Days	36	26	29	28	26	20
HO3	Percentage of annual boiler services and gas safety checks undertaken on time <b>(higher outturn is better)</b>	%	99.4%	99.9%	100.0%	99.9%	99.5%	100%
HO4 *	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) <b>(higher outturn is better)</b>	%	N/A	N/A	N/A	N/A	N/A	93%
HO4b	Responsive Repairs: Average number of days to complete a repair <b>(lower outturn is better)</b>	Days	New PI April 2021	14	15	15	40	7
HO5 *	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) <b>(higher outturn is better)</b>	%	N/A	N/A	N/A	N/A	N/A	78%
HO5b	Responsive Repairs: Percentage of jobs not completed within 28 days <b>(lower outturn is better) *</b>	%	New PI April 2021	22%	15%	32%	39%	10%
HO6 *	% of tenancy audits completed against scheduled appointments in a quarter.	%	N/A	91%	N/A	N/A	N/A	97%

\* Suspended until April 2022. The collection of data to be restarted from Q1 2022-23.

### 3.2.2 Comment:

The team have continued to be challenged during the year with the aftermath and ongoing impact of pandemic on tenants' income and contractors' resources.

**HO1** At the end of March the Rent Accounts team successfully achieved KPI target with a total arrear of £237k, 0.79% arrears of £29.6m estimated rent roll, compared to £278k, 0.96% at the end of 2020/21.

**HO2** The team let 48 homes in Quarter Four and a total of 241 normal relets in 2021/22. There has been fluctuating performance during the year with the previous contractor and pandemic backlog, interim contract mobilisation and resources issues. During January and February the team achieved target. As at 31 March there were 20 normal voids, 11 of which have been vacant for over 20 working

days. The new responsive repairs and voids contract started in April with a dedicated voids direct labour team. The team are expecting to see continuous improvement in performance to relet homes promptly to provide homes to those in need and maximise rental income.

**HO3** There were 22 homes without gas certificates at the end of March, this under performance presents a risk to the health and safety of tenants. The team are working closely with our contractor to rectify the poor performance and to reduce the backlog caused by a booking issue and lack of operatives. As at 6 May, 16 of the 22 outstanding have had their checks, a further two are booked and are being escalated.

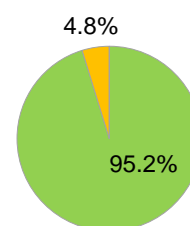
**HO4b and HO5b** – The team have been working closely with the responsive repairs contractor to clear a range of outstanding jobs, before the commencement of the new contract on 1 April 2022. The interim contractor inherited outstanding repairs from the outgoing contractor in January 2020 and a backlog of repairs accrued during the pandemic. The performance indicators have risen due to the completion of these outstanding jobs with extended timescales. For example there were many overdue roofing jobs due to challenges in appointing operatives. The majority of legacy jobs have now been completed and the new contract started on a good footing.

### 3.3 Service Plans – Progress Status

#### 3.3.1 Summary Table and Pie Chart

##### Housing Operations - End of year progress assessment

Progress per Status	No of Action	Percentage %
Completed - on track	20	95.2%
Completed - off track	1	4.8%
Partially completed	0	0.0%
Cancelled / Deferred /Transferred	0	0.0%
<b>Total</b>	<b>21</b>	<b>100%</b>



**Comment:** At the end of the 2021/22 financial year 95.2% of actions were completed. Only one action was completed off track and the details were listed in the table below.

#### 3.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by date	Final Closing Comment
SP21/24HO 2.1	Procure, design and project manage comprehensive satisfaction survey - STAR (Survey of Tenants and Residents) to inform the service improvement plan.	01-Apr-2021	30-Jun-2021	Completed - Off track (100%)	21-Sep-2021	Fieldwork was completed in May /June 2021 with the report received on the 30 July 2021. The findings were presented to <a href="#">Housing O&amp;S Committee in September 2021 Agenda item 9</a> and shared/discussed with tenants at September Socials. Original due date June 2021, action completed slightly off-track.

### 3.4 Internal Audit Actions Progress Status

At the end of fourth quarter there were no outstanding Internal Audit Actions for this service area.



## 3.5 Complaints Statistics

### 3.5.1 Table presenting statistics of Level 1 complaints for this service area for the past five quarters

#### Q4 21-22 Housing Operations – Level 1 Complaints

KPI	Description		Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	20	16	22	21	29	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	17	15	21	19	25	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	85%	94%	95%	90.48%	86%	95%

### 3.5.2 Table presenting statistics of Level 2 complaints for this service area for the past five quarters

#### Q4 20-21 Housing Ops - Level 2 Complaints

KPI	Description		Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	11	8	6	5	7	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	11	8	6	5	7	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	100%	100%	100%	95%

### 3.5.3 Summary Comment on the statistics

Four level one complaints were not answered within timescale. Of these cases all were responded to within 15 working days. The complaints were generally out of target due to the complexity of investigations and delay in external responses. However the complainants were advised of the extended timeframes and kept informed.

## 3.6 Finance Position at the end of the quarter

### 3.6.1 Housing Operations General and Revenue Accounts Tables

General Fund Account					
Services	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Housing Operations – Refugee Support</b>					
Expenditure	0	69	0	0%	-
Income	0	-139	1	0%	Adverse
<b>Housing Operations Total</b>	<b>0</b>	<b>-70</b>	<b>1</b>	<b>-1%</b>	<b>Adverse</b>

Housing Revenue Account					
Services	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
<b>Housing Operations</b>					
Expenditure	26,126	22,043	-506	-2%	Favourable
Income	-34,132	-34,516	304	-1%	Adverse
<b>Housing Operations Total</b>	<b>-8,007</b>	<b>-12,473</b>	<b>-202</b>	<b>2%</b>	<b>Favourable</b>

### 3.6.2 Summary Comment

This is a Q4 estimate and not a final outturn position as finance are still working through year end transactions. The full financial outturn report will be taken to the Executive and the Council in July 2022.

The General Fund budget related to the Afghan and Syrian Refugee Projects. The expenditure is met by central government grant funding.

Staff savings in HRA above vacancy target form £174k of the above savings. There are also savings on legal fees and insurance.

## 4 Service Dashboard – Housing Delivery and Communities

### (remit of Resources O&S)

*This service area includes the following teams: Housing Development, Housing Options, Private Sector Housing, Service Improvement and Communities.*

### 4.1 Key Successes & Lessons Learnt, Areas of Concerns

#### 4.1.1 Summary from Head of Service – Q4 2021/22 and End of the year reflection

##### Housing Delivery

In spite of increasing challenges throughout the year, including losing a key development officer and finding it very difficult to recruit, the **Housing Development Team** continues to make steady progress in delivering the new build programme,

Following concerns raised by some tenants about poor drainage in their rear gardens at Whitebeam Close (Site A), Ockford Ridge, consultants have investigated, and remediation works are being undertaken by the contractor. The contractor plans to install further drainage to help remove the water which remains despite completed remediation works.

All 17 homes have now been handed over at Laurel Close (Site B).

Demolition has been completed at Site C. The tendering process for the build contract is nearing completion. Thakeham Partnerships has been identified as the preferred contractor to deliver 30 homes on Site C. A Pre-construction Services Agreement is in place to facilitate design work. Start on site is expected in late Spring 2022

An Employers Agent has been appointed for Site E. The site is particularly challenging, and a build contractor will be appointed to develop and deliver the scheme. Engagement with owner occupiers who share boundaries with the site continue to facilitate survey work and address encroachment.

Officers continue to work up proposals for Site F – there is one tenant left to move. Officers continue to work up proposals for Site F and the final tenant is expected to move into their new home at Ockford Ridge in early April.

Work has commenced on the next refurbishment phase – seven homes. Officers continue to engage with one tenant, due to decant from their home whilst deep retrofit works are completed. Final draft tender documentation is under review before issue in April or May 2022.

Tendering for a build contractor is nearing completion for five sites in Chiddingfold: Hartsgrove, Pathfields (x2), Queens Mead and Turners Mead, with start on site expected later in 2022. Pre-Construction Services Agreement has been entered into with the contractor, W Stirland, to facilitate design works.

Parkhurst Fields, Churt, has been granted planning permission. Feedback now received from planning officers regarding Crossway Close. The two sites will be tendered as one package (subject to planning permission for Crossway Close being granted).

Final issues with the footpath at the site at Aarons Hill, Godalming, have been resolved. A build contractor has now been appointed (Ermine Construction). The new homes delivered will be carbon neutral/net zero in operation.

All surveys and reports are being prepared to inform designs and preparation for a planning application for Springfield, Elstead. Officers continue to engage with Ward Councillors, Elstead Parish Council and Surrey County Council as well as supporting tenants affected by the proposed redevelopment scheme.

Further pre-application advice to be sought from planning officers on the developed designs for the site. Officers will arrange a visit to Site B Ockford Ridge for Ward and Parish Council members.

The new modular homes at Badgers Close, Farncombe, were manufactured in a factory and delivered to site by the Council's contractor, Beattie Passive. The tenants are being supported by the Council's Rough Sleeper Support Officer.

At Riverside Court, Farnham, planning permission was granted for an extension and alterations to an existing flat to provide two new one-bedroom flats, and at Downhurst Road, Ewhurst, surveys have been commissioned to inform the design and future planning application for this site. Engagement with the leaseholder continues.

The Council has recently acquired four new properties at The Green, Ewhurst, built by Brookworth Homes. There are other sites in progress. Properties being advertised by the Homechoice Team ahead of handover of four new homes expected mid-April. There are other sites in progress.

The Housing Revenue Account (HRA) Business Plan, presented to the full Council meeting on 22 February 2022, stated that a strategic review will be undertaken of the 30-year HRA Business Plan during 2022/23. The review will determine the scope and direction of the Council's development programme.

**The Housing Strategy and Enabling Team** continued to progress a new Affordable Homes Delivery Strategy. Between January and February 2022 stakeholders were consulted including Town and Parish Councils, affordable housing providers, developers, partner organisations, residents (including those living in, or in need of, affordable housing), local businesses and employers.

The Landlord Services Advisory Board and Services O&S committee were consulted. The majority of respondents supported the rent caps proposed. (**Note:** the final Strategy was adopted by full Council on 26 April 2022).

The team set up an officer Affordable Housing Viability Project Group to monitor and scrutinise every planning application where a viability argument is made to reduce or remove affordable housing, before these are presented to committee and also fed into a national roundtable discussion on First Homes run by the Chartered Institute of Housing to raise concerns about the affordability of this tenure.

Officers worked with Legal and Planning Services to produce a briefing note for Members on Affordable Housing Additionality, which is becoming more common due to Homes England funding being made available for additional affordable housing.

Planning permission was granted for 73 new affordable homes during the quarter, including for Waverley's Riverside Court scheme.

Work started on site on 39 affordable homes in quarter 4: 35 at Sturt Farm, Haslemere (Stonewater) and 4 at Aarons Hill, Godalming (Waverley BC)

Eighty-two affordable homes were completed during Quarter 4 by our affordable housing partners, A2, Aster, Clarion, Southern and VIVID.

The team worked with Legal on the detail of the S106 agreement for Coxbridge Farm, Farnham. This is a large strategic site in the Local Plan providing 320 homes, of which 96 will be affordable.

### **The Housing Options and HomeChoice Teams**

The Homechoice Team has continued to advertise and let social housing tenancies and, along with the Options Team, manage the Council's Housing Register. At the end of March 22 there were 1079 applicants on the Housing register – compared to 1021 in March 2021.

The Homechoice Team will be implementing an IT upgrade during 22-23 and continuing to build on the success of the Easy Move/Transfer Officer work that encourages those under occupying family sized homes to move to smaller accommodation to release much needed larger homes.

The Overview and Scrutiny Housing Allocations Task and Finish Group completed its review of the Council's Housing Allocation scheme, and a final report is being drafted and will be presented at a future Services O&S Committee.

**For the update on the work of the Service Improvement Team, please see the Housing Operations Performance Report.**

**Andrew Smith, Head of Housing Delivery and Communities**

## 4.2 Key Performance Indicators Status

### 4.2.1 Table of Service Specific Performance Indicators presenting data for the five past quarters and their performance against the target

KPI	Description	Data Type	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q4 Target
HD2	Number of Affordable homes - Granted planning permission <b>(Data only - higher outturn is better)</b>	No.	4	105	4	0	73	Data only
HD4b	Number of affordable homes delivered by the Council (gross) <b>(Data only - higher outturn is better)</b>	No.	New sub-KPI to HD4	3	0	2	0	Data only

#### 4.2.2 Comment:

A solid number of homes were completed during the fourth quarter, giving a total of 192 for the year. Although the Council only delivered five homes, the 17 homes at Laurel Close (Ockford Ridge) were handed over in April 2022, and considerable work continued throughout the year to enable sixty homes to start on site in Spring 2022.

## 4.3 Finance Position at the end of the quarter

### 4.3.1 Housing Revenue Account Table

Housing Revenue Account						
Services	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable	
<b>Housing Delivery &amp; Communities</b>						
Expenditure	1,366	1,387	-249	-18%	Favourable	
Income	-752	-752	75	-10%	Adverse	
<b>Housing Delivery &amp; Communities Total</b>	<b>613</b>	<b>635</b>	<b>-174</b>	<b>-27%</b>	<b>Favourable</b>	

#### 4.3.2 Summary Comment

This is a Q4 estimate and not a final outturn position as finance are still working through year end transactions. The full financial outturn report will be taken to the Executive and the Council in July 2022

The savings above mainly relate to staffing savings. There are also IT project savings of £19k above which are planned to be delivered in 2022/23..