



Housing Governance Review

GUILDFORD BOROUGH COUNCIL

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1. Executive Summary

On the 27th of June 2023 the newly appointed Monitoring Officer was made aware by the Deputy S151 Officer, that the Council had spent significantly more than the contract value, with a contractor providing housing maintenance work on the Council's housing stock.

After making initial enquiries, it came to light that there was concern regarding risk to the Council and the following matters were raised:

- I. That work may have been ordered when it wasn't necessary;
- II. That work may have been ordered, invoiced and paid for when it was not completed at all or;
- III. Not to a satisfactory standard;
- IV. That duplicate invoices may have been submitted and paid for the same work;
- V. That works may have been ordered and undertaken that were not the responsibility of the Council.

An investigation into criminal offences has been ongoing since early August 2023. This resulted in two employees being suspended and five agency workers having their contracts terminated, on the advice of the external independent investigators, on 12th September 2023. The initial investigation was conducted by Reigate & Banstead Council's anti-fraud unit and latterly the South East Regional Organised Crime Unit of the Police.

In October 2023, the Council established a Strategic Project Group (Housing) including the Monitoring Officer, Strategic Director Community and Wellbeing, the s151 Officer, the Deputy s151 Officer, the Lead Legal Specialist, Lead HR specialist, lead ICT specialist, Executive Head of Housing, Executive Head of Community, Executive Head of Regulatory Service and others, to manage various workstreams including stakeholder engagement, communications, unpaid invoices, contractual matters, external audit, service delivery and employment matters.

A Strategic Project Board (Housing) was also established, comprising the Chief Executive, Monitoring Officer, S151 Officer, Strategic Director Community and Wellbeing, Lead of the Council, Chair of the Corporate Governance & Standards Committee and Chair of the Overview & Scrutiny Committee.



An external and independent individual was appointed to undertake this work in December 2023. This report provides the findings and recommendations resulting from that Housing Governance Review.

A report was taken to the Council's Corporate Governance & Standards Committee on 29th November 2023, that approved this governance framework of the Board and Group and the commission of an independent external consultant to undertake the governance review and they resolved to receive a further report on this matter in approximately six months i.e., May or June 2024.

The Housing Governance Review has found that there were high risks for the Council including systems processes, leadership and financial monitoring.

The Housing software system had not had the recommended updates for eight years and does not link to Business World, the Corporate Finance software system. This meant that there were limited financial checks and balances, and budget monitoring was difficult.

Officers referred to the 'Future Guildford' review and implementation (2019), as having removed capacity, roles and continuity of knowledge. This in effect, compounded the lack of systems and processes and appears to have encouraged silo working.

Housing officers explained that they had not had 1-2-1's or performance appraisals for some time. There appeared to be a lack of leadership in this area.

The Housing Surveyor Team was vacant and at the time of writing, had no permanent surveyors. This lack of in-house expertise and capacity meant that the Council often didn't inspect and check work and were reliant upon agency staff. There was also incompleteness of data which compounded matters.

In February 2022, the Council agreed to invest £24.5m in bringing the Council's housing stock up to standard. The Corporate Governance and Standards Committee raised some reservations, at the time.

Several agency staff were appointed and were able to appoint housing repair and maintenance contractors.

A 3-year contract (ref 007844) with a value of £2.4m (Source: GBC's Contracts Register) for EICR testing and inspection was awarded to Seville Developments Ltd under direct award



with a commencement date of 5th October 2021. This was achieved via the Council's procurement process and was found to be compliant.

The Deputy S151's email alert in June 2023 which referred to expenditure, procurement and governance concerns, risks and expenditure that exceeded the contract value with Seville – £18.9m in less than a 3-year period. This exceeded the contract value with no action taken, such as contract variation.

At the time of writing, the Corporate Procurement Team was staffed solely by temporary officers and there is evidence that an officer identified the unauthorised expenditure and raised this with the Housing client but did not escalate the matter.

A Whistleblowing Investigation report in January 2023, arising from an earlier Whistleblowing in September 2022, highlighted risks. A second contract with Seville was awarded in 2023, after the first Whistleblowing report and a second Whistleblowing concern was received in July 2023.

Since September 2023, following the suspension of some staff and the termination of some agency staff contracts, the Housing Service focussed upon emergency responsive works, long term transformational change and improvements and the embedding of good governance.

The three statutory roles of the Section 151 officer, Monitoring Officer and Head of Paid Service (Chief Executive) are critical in ensuring that the Council delivers good governance and lawful decision making. Where the organisation falls short of this expectation, these officers have a statutory duty to raise their concerns in circumstances defined by legislation: Section 114 of the Local Government and Finance Act 1988; and Sections 4 and 5 of the Local Government and Housing Act 1989.

It is important to the delivery of good governance that all three statutory officers can offer a challenge and have their professional view recognised within the organisation. There was evidence that challenge wasn't previously in place and the Monitoring Officer was not initially, listened to but, at the time of writing, and following the appointment of the new Chief Executive, that healthy challenge was found to be in place. There is now evidence that the Monitoring Officer is listened to.



There was evidence, at the time of writing, that Elected Members and the Corporate Management Board are now working together to ensure that discussion is embraced, and that challenge is seen in a positive light. This is true now but wasn't previously. There was a history for example of the Whistleblowing on this matter not having been taken to Members in early 2023. There was a lack of transparency in the Member / officer arena which is now being addressed.

The Housing Governance Review recommends going 'back to basics' so that clear direction, leadership, systems and processes, robust and comprehensive data, and good governance prevail.

A period of stability is required for officers, tenants, and leaseholders. The Council is recruiting permanent staff officers in an attempt to address this and is also developing a Corporate Improvement Plan. This is to be commended.

The Housing Governance Review identifies a number of recommendations, there will clearly need to be some prioritisation.

There will need to be continued additional capacity and expertise for a period of time, particularly in relation to statutory housing duties and responsibilities.

The Council will also need to prepare for the Social Housing Regulation Act 2023 and give assurances to tenants and members that the Consumer Standards are met. Inspections can occur from April 2024 on a four yearly cycle. The inspections require the Council to hold comprehensive property data, evidence of sound building safety and of flourishing tenant engagement. Guildford Borough Council is making good progress.

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The Council is determined and committed to strengthening services and trust amongst tenants, leaseholders and officers.

The appointment of the relatively new Chief Executive, Pedro Wrobel, and his strong leadership, marks the start of a new and positive chapter for Guildford Borough Council.

In its response to the Whistleblowing concerns, Guildford Borough Council has acted with integrity and has taken the right steps to ensure that the weaknesses and poor Governance



are put right. For example, the Monitoring Officer commissioned the Reigate and Banstead Anti-Fraud Unit to investigate and then the matter was referred to the South East Regional Organised Crime Unit.

Internal governance measures were established such as the separate Housing Governance Review workstream, which reports to the Strategic Project Board (Housing) to investigate the governance failures in this matter to inform the Council, and to make recommendations for an implementation plan to improve governance and provide assurance for the future. The independent Housing Governance Review was commissioned along with a Corporate-wide Best Value Governance Review.

The Council has already started to implement the recommendations and should be commended for this.

The recommendations of the Corporate Governance Review and Housing Governance Review will help to create the Corporate Improvement Plan, leading to clear and measurable success.

Already, evidence can be seen that the culture of the Council has improved. Officers appear to be more buoyant and optimistic.

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Contents

	Page
1. Executive Summary	2
2. Acknowledgements	9
3. Chronology of Key Events	10
4. Introduction	11
5. What is Governance?	11
6. Guildford: Demographics and Other Data	12
7. Social Housing Facts and Figures	13
8. Guildford Borough Council's Housing Stock	17
9. Leasehold Properties	17
10. Background	18
11. Back to Basics	20
12. Fragmentation & Silo-Working	21
13. Building Safety	22
14. Complaints	22
15. Mitigating Risk	22
16. The Housing Software	23
17. Disposals of Leasehold /Right to Buy Properties	23
18. Budget Information	23
19. Pre-Work and Post Work Council Inspections	24
20. Procurement and Contract Approach	25
21. Culture and Governance in Procurement	25
22. An Embedded Culture of Poor Governance	28
23. North Downs Housing Company	28
24. Housing Data, Corporate Assets & Property & HRA Land Data	29
25. The Council's HQ and Depot	30
26. The Leaseholder Team	30
27. Vivid Housing Association	30
28. Housing Repairs & Maintenance	31
29. Voids	31
30. Preparing for the Social Housing (Regulation) Act 2023	32
31. New Consumer Standards and a Code of Practice	34



Contents cont.

32. Department for Levelling up, Housing and Communities (DLUHC) Consultation 6 February 2024 until 2 April 2024	35
33. Recommendations	36
Appendices	
Appendix 1 Interviewees	45
Appendix 2 Further Information & Reading	47



2. Acknowledgements

All the Whistleblowers are to be commended for their bravery and determination to do the right thing.

Action to investigate and to stop poor practice and behaviours was initially taken by the current Monitoring Officer, who joined Guildford and Waverley Borough Councils in April 2023 and became concerned by the Deputy S151 Officer's email of June 2023.

The Monitoring Officer deserves a special acknowledgement and thanks for her integrity, courage and determination to protect the Council, tenants, and residents.

Legal Services staff deserve acknowledgement. For example, the Deputy Monitoring Officer worked above and beyond on resolving governance and procurement breaches along with creating a shared understanding of the invoice workflow process. Housing staff have repeatedly referred to the Council's Housing Barrister as providing much-needed support and encouragement.

Many permanent Housing officers and some temporary Housing officers have shown themselves to be extremely committed, passionate, caring, and professional. They continued to work hard to protect vulnerable homeless people, tenants, leaseholders, and the housing stock.

It should be acknowledged that Elected Members and officers are extremely dedicated, professional and are committed to making improvements.

The appointment of the relatively new Chief Executive, Pedro Wrobel and his strong approachable leadership, energy, pace and action, marks the start of a new chapter of significant hope and improvement for Guildford Borough Council.

The recommendations of the Corporate and Housing Governance Reviews should help to create the Corporate Improvement Plan, leading to clear and measurable success.



3. Chronology of Key Events

Jan 2023	First Whistleblowing report, following the first Whistle Blowing matter in September 2022
June 2023	Deputy S151 Officer's email, raising concerns regarding governance and procurement breaches and substantial funds spent with one contractor, above the agreed financial ceiling.
July 2023	Second Whistleblowing concerns received
July 2023	The Monitoring Officer commissioned Oxford City Council, who then recommended that the matter was dealt with by Reigate & Banstead Council
Aug 2023	Investigation into criminal offences commenced by Reigate & Banstead Council's Anti-Fraud Unit
Sept 2023	Guildford Borough Council terminated the contracts of five agency workers and suspended two employees
Nov 2023	The Monitoring Officer notifies the Police of concerns, resulting in the ongoing criminal investigation
Dec 2023	The Housing Governance Review commenced
Jan 2023	The wider Corporate Governance Review commenced
Feb 2024	The former Chief Executive left Guildford Borough Council
Feb 2024	The Joint Strategic Director Community and Wellbeing became the Acting Chief Executive and Head of Paid Service for an interim period
Feb 2024	The newly appointed permanent Joint Chief Executive and Head of Paid Service commenced his role, (earlier than the original April 2024 start date).
March 2024	The South East Regional Organised Crime Unit took responsibility for the Police investigation
March 2024	An arrest was made by the South East Regional Organised Crime Unit



4. Introduction

Forty staff and councillors were interviewed -some more than once. A number of key documents and emails were examined.

The commitment, cooperation and support received from Guildford Borough Council staff and councillors was invaluable.

The Executive Support Team was extremely responsive and efficient, helping to sign-post and answer key questions.

The Monitoring Officer and the Deputy Monitoring Officer were generous with their knowledge and time.

5. What is Governance?

By 'governance' we mean the systems, relationships and behaviours which exist to support a council to be effective, well run and accountable. Good governance exists to ensure that councils achieve their intended sustainable economic, societal and environmental outcomes whilst acting in the public interest at all times.

Governance can be as limited as compliance with rules, and the law. Or it can be as broad as to encompass a wide range of associated behaviours and attitudes.

The Housing Governance Review has considered compliance with rules and the law, systems, processes and behaviours.

Governance also covers the way that the council works with its partners and partnerships, and the way it understands markets and relationships that underpin competitive services that it commissions, and commercial activity in which it engages. Particularly importantly, it influences the way that the council engages with the public that it serves. Core elements of governance include but are not limited to: Obeying the law and complying with what is set out in the council's constitution and other governing documents. These are the basic rules and structures underpinning how decisions are made. This involves making decisions which enhance public value, for example:

- Clearly following agreed, well understood steps in the decision-making process;
- Transparently, through the facilitation of open debate, and through engagement and participation from those affected;



- In a timely, planned manner, with knowledge of available options and using judgement to make informed choices with accurate consideration of risks;
- With a view to monitoring and understanding outcomes, with results being reported and action to improve being taken, as necessary;
- In an environment of trust and respect where roles are clearly understood
- The relationships between key individuals in leadership positions (and other stakeholders in other positions);
- The relationships between those individuals and stakeholders and the wider public – how power is understood as a feature of decision-making, and how we seek to share it;
- How attitudes to all of the above influence and direct a council's culture with respect to decision-making and countability.

(See Appendix 2: Further information and reading. *Source: The Centre for Governance and Scrutiny*)

6. Guildford: Demographics and Other Data

Guildford is a popular place to live. The population of Guildford is 143,900 based on estimates (ONS) mid-year estimates for 2019. The student population is 11,300. However, the success of the area brings challenges. House prices in the Borough are well above the national average leading to affordability issues for local people and key workers.

As of February 2021, the average house price in Guildford, based upon properties sold was £619,846 during 2023 (Source: Right Move), and the average UK price was £285,000, in December 2023.

Average property prices by type in Guildford, £1,091,680 for detached houses, £529,023 for semi-detached houses and £293,563 for flats. (Source: Right Move 2024)

79.4% of the population are in employment and the unemployment rate in Guildford is 2.4%. This is lower than the national average which currently stands at 3.8%.

Guildford is surrounded on three sides by the Surrey Hills Area of Outstanding Natural Beauty, which severely limits expansion to the east, west and south.

Guildford now officially forms the southwestern tip of the Greater London Built-up Area, as defined by the office for National Statistics.



7. Social Housing Facts and Figures

The demand for housing is high within Guildford Borough Council and like most other housing providers, demand outweighs supply.

The following data is extracted from the housing register for the period April 2021 to March 2022. It shows the number of households on the Housing Register and how many are waiting to be housed.

Number of social housing properties let by GBC - April 2022 to March 2023

Number of bedrooms and type of property	Numbers let
Studio flat	22
1 bedroomed bungalows	4
1 bedroomed flat	68
2 bedroomed bungalows	11
2 bedroomed flat	22
2 bedroomed house	37
3 bedroomed flat	1
3 bedroomed house	32



Number of bedrooms and type of property	Numbers let
3 bedroomed 2 living room house	6
4 bedroomed house	2
Sheltered flat for over-60s	32
Supported housing unit	3
1 bedroomed house	1
Total	241
Houses of different sizes let by Guildford Borough Council between April 2022 to March 2023	

Number of properties let by Housing Associations - April 2022 to March 2023

Number of bedrooms and type of property	Numbers of nominations
1 bedroomed bungalows	1
1 bedroomed flat	43
1 bedroomed house	5
1 bedroom maisonette	13



Number of bedrooms and type of property	Numbers of nominations
2 bedroomed bungalows	0
3 bedroomed bungalows	0
2 bedroomed flat	29
2 bedroomed house	41
2 bedroomed maisonette	4
3 bedroomed house	12
4 bedroomed house	2
Sheltered flat for over 60s	3
Supported flat	0
Total	153
Houses of different sizes let by Housing Associations between April 2022 and March 2023	



Number of people on the Joint Housing Needs Register as of 31 March 2023

The table combines transfer and housing needs with band and bedroom.

	Requiring 1-bed	Requiring 2-bed	Requiring 3-bed	Requiring 4-bed	Total
Band A	30	2	-	-	32
Band B	28	8	3	8	47
Band C	776	399	301	62	1538
Band D	70	51	21	5	147
Band E	77	46	18	5	146
Total	981	506	343	80	1910

Average length of wait for applicants in Band C

The table below shows the average successful bid wait time for Band C housing applicants aged under 60 years old, not already in social housing, for the period April 2022 to March 2023.

Number of bedrooms and type of property	Average length of wait in Band C
Studio flat	2 years and 10 months



Number of bedrooms and type of property	Average length of wait in Band C
1 bedroomed flat	4 years and 6 months
2 bedroomed flat	2 years and 6 months
2 bedroomed house	6 years and 1 months
3 bedroomed house and 3 bed 2 living room house	6 years and 11 months

8. Guildford Borough Council’s Housing Stock

As of 1st April 2023, there were a total of 1910 applicants on Guildford’s Housing Register. The Housing Register shows that the greatest need is for 1 bed units at 41%, but there is also a significant need for 2 and 3+ bed homes at 31% and 28% respectively.

Guildford Borough Council has a housing stock of over 5,200 Council Houses which it rents to tenants who qualify for social housing. The Housing Revenue Account (HRA) is the ring-fenced account within which the Council records the income and expenditure for its operations as landlord to its tenants and for the day-to-day management, repairs and maintenance of the council housing stock.

9. Leasehold Properties

Guildford Borough Council has 700 leasehold and shared ownership properties that it collects service charges for and 100 shared equity properties for which there are no service charges as they are mainly houses.



10. Background

A 3-year contract (ref 007844) with a value of £2.4m (Source: GBC's Contracts Register) for Electrical Installation Condition Report (EICR) testing and inspection was awarded to Seville Developments Ltd under direct award, via a Framework, with a commencement date of 5th October 2021. This was a compliant procurement process.

The former Deputy S151's email referred to substantial expenditure, procurement and governance concerns, significant risks and expenditure that exceeded the contract value with Seville Developments Ltd. A total of £18.9m had been spent in less than a 3-year period with this contractor: The maximum spend on the first contract by June 2023 should have been £2.4 million but by June 2023, a second contract had been awarded which provided for a maximum expenditure of £3m per year so at the end of June 2023, the maximum spend with this contractor across the two contracts should have been £5.4 m. There was therefore a £13.5m overspend at this stage.

There were at least three clear opportunities to investigate and cease trading with this contractor:

- (i) The first Whistleblowing concerns received in September 2022 and the report of January 2023 raised a concern of overspend with this contractor;
- (ii) The second Whistleblowing concerns received in July 2023;
- (iii) The Interim Procurement Officer recognising that the Seville Development Ltd Contract spend significantly exceeded the authorised level of expenditure

The first Whistleblowing concerns were received in September 2022 and the Joint Strategic Director of Community and Wellbeing with the former Joint Monitoring Officer, reported the matter to the Corporate Management Board, (CMB), on 21st February 2023, where it was determined that the Service should follow up the matters. (CMB members at the time were the Chief Executive and Joint Strategic Directors. The s151 officer & MO were not formally members of CMB but were always welcome to be present and in fact, did attend regularly).

Following the S151 officer's email, 27th June 2023, a second contract was then entered into with the said contractor, Seville Development Ltd. (This contract is not shown in the February 2024 Contracts Register).

There was an increase in complaints concerning repairs and enhancements from tenants.



There were also some examples of inaccurate charging, which were challenged by the Council.

These matters were reported to Guildford Borough Council's Strategic Project Group (Housing) and acted upon.

The newly appointed Monitoring Officer commissioned an independent fraud investigation which subsequently led to the South East Regional Organised Crime Unit of the Police investigating potential criminal activity.

Some officers were suspended, and several agency staff contracts were terminated.

The Council then commissioned the independent Housing Governance Review and the wider Governance Review, via Solace.

Both Governance Reviews complement each another, and their recommendations should help to shape the Corporate Improvement Plan.

The Housing Governance Review presents a number of recommendations and identifies risks.

The recommendations are intended to be clear, practical, and easily translated into improvement actions.

A strong focus on 'doing the fundamentals well' will be necessary to ensure there are solid foundations, moving forward.

Both Councils, (sovereign bodies, with separate and independent decision-making processes) are working together, and the newly appointed Interim Joint Strategic Director for Housing and Environment and the Joint Executive Head of Housing are ensuring that both Housing Teams are learning from one another and are implementing best practice. This along with the strong commitment of the Corporate Management Board and the embedding of good governance, should in turn lead to much better outcomes for tenants and residents.

There needs to be a flexible approach with regards the work of the interim Joint Strategic Director Housing and Environment, so that from time to time, the Strategic Director may spend more time with one Authority than another; especially when they are focussing upon priorities.

The senior leaders need to be able to focus resources where there are needs.



It was apparent that the former Joint Strategic Director for Community and Wellbeing attempted to devote their time equally between the two Councils.

The Corporate Management Board have already introduced many improvements, for example, they regularly review the Corporate Risk Register, and ensure that all Services identify and escalate risks in a timely fashion and that follow up action is prioritised in order to mitigate such risks, and this is to be commended.

11. Back to Basics

This report recommends the need to *go back to basics*, ensuring strong leadership, direction and support for all officers, a clear 'golden thread,' linking the Corporate Priorities, the Housing Strategy and legislation.

Officers need to understand the Council's Governance framework – including the statutory role of the Monitoring Officer; when Key Decisions are required; who has delegated authority and when this authority can and should be applied; the procurement regulations; Council policies and procedures; where to find and how to use the Council's Constitution; the role of councillors and the role of officers.

Officers also need to understand the legislative framework including the new requirements of the Social Housing (Regulation) Act 2023 – effective from the 1st of April 2024, along with inspections by the Social Housing Regulator; Awaab's Law concerning the need to prevent and eradicate damp and to strengthen good health and safety for tenants and the Procurement Act 2023 (set to come into effect from October 2024). This should be reflected within appraisals, regular supervision sessions and Service meetings for all Housing officers.

There needs to be stronger visibility of expenditure against budget, robust mechanisms to approve expenditure and to escalate matters when required. A common understanding of authorisation levels and checks to ensure adherence should be strengthened. It is recommended that additional support is secured to ensure that this work is fast-tracked.

The Corporate Management Board and Elected Members should scrutinise this work and be reassured of progress. This should be done against an agreed Improvement Plan.

Once the Council is confident that sufficient progress has been made, a Social Housing Management Peer Review should be considered, in preparation for the Social Housing Regulator's Inspection.



There is a need for Guildford Borough Council to improve the robustness of the Housing data. This will provide the starting point for the Social Housing Regulator's inspection.

There is much to do, however, the new Chief Executive has ensured that there is renewed leadership, energy, pace, and direction.

Leadership, appraisals, 1-2-1's and regular team meetings, appear to have been lacking for some time within Housing; although, the recently appointed Joint Chief Executive has acted swiftly and has secured on an interim basis strong, strategic Housing leadership (Interim Joint Strategic Director for Housing and Environment) to address this gap.

12. Fragmentation & Silo-Working

Some interviewees referred to fragmentation and loss of roles, capacity, and joint working following the implementation of the 2019 'Future Guildford' Ignite work. Some claimed this led to silo-working.

It was noted that the Joint Strategic Director Community and had sixteen direct reports within Guildford Borough Council along with the additional direct reports within Waverley Borough Council.

However, other interviewees stated that 'Future Guildford' processes introduced in 2019 worked well and are beneficial to customers and the Council.

The Joint Strategic Directors and Joint Executive Heads of Service appear to be responsible for two separate Councils and two separate cohorts of council officers.

This workload and span of responsibility should be reviewed alongside a review of the future direction of the collaboration between Guildford and Waverley Borough Councils.

There is good opportunity to collaborate, create joint efficiencies and best practice.



13. Building Safety

A key priority for all Housing providers is tenant, leaseholder and building safety including:

- Gas
- Electrical
- Fire
- Asbestos
- Water
- Lifts
- Mould

These statutory safety requirements and associated record-keeping will be inspected from April 2024 by the Housing Regulator; although Guildford Borough Council has made some recent progress in this regard.

14. Back-Log of Complaints

There was a back-log of complaints from tenants.

There needs to be a review of the Housing Complaints procedure, ensuring clarity with regards lead responsibility for resolving and reporting complaints.

A simple and clear process, which puts customers at the heart, should be developed and which adheres to the Housing Ombudsman Service Complaint Handling Code.

Complaints also need to be analysed, themes identified and reported to CMB and Elected Members; so that service and policy improvements can be made.

15. Mitigating Risk

CMB have identified and acted upon the need to enhance leadership, accountability and responsibility within the Housing Service.

Risks are regularly and actively reviewed by CMB. Staff and tenants' concerns are being listened to and acted.

All of these efforts are likely to mitigate risk, and this is to be commended.



16. The Housing Software

The Housing software system should be upgraded and ideally should interface with the Housing Allocations system. Budget monitoring should be enhanced and should interface with the Housing software system.

Manual processes should be reviewed and automated. This is likely to mitigate the risk of human error and increase efficiency.

It may be possible and prudent for both Councils to consider entering into a joint procurement of a new Housing software system.

17. Disposals of Leasehold / Right to Buy Properties

Data should be enhanced and should include:

- properties owned,
- location of the properties
- legal status
- the charging structure for each property

This should aid the consultation of leaseholders in advance of work and for detailed breakdown of invoices to be shared.

It is recommended that Guildford and Waverley Borough Councils collaborate to explore how best to manage Leaseholds.

18. Budget Information

Full Council agreed on the 9th February 2022 to invest £24.5m in Housing maintenance and repairs. A report was presented to Council on 9 February 2022, in the name of the Director for Resources & Transformation. The report proposed that necessary capital expenditure on maintaining the existing housing stock (approximately 5000 homes) was £24.5 million for



the year 2022-2023. However, the report failed to provide detail on the relevant legislation or the standards or the level of non-compliance.

The proposal appears to have been supported by the Executive Advisory Board (EAB), and the Executive, but was queried by the Corporate Governance & Standards Committee.

The minutes of the Full Council Meeting held on the 9th of February 2022 stated:

‘The HRA capital programme was split between expenditure on existing stock and either development of or purchase of new dwellings to add to the stock. Work had started on updating the condition surveys of the existing stock and bringing it into line with changes to legislation. This had resulted in a need to invest a far greater sum for 2022-23 than in previous years - £24.5 million.’.

There is a need to enhance budget monitoring within the Housing Service, and the S 151 Officer and his Team are taking action in this regard.

19.Pre-Work and Post Work Council Inspections

Further, several agency officers, were appointed and quickly gained the power to appoint housing repair and maintenance contractors. Some staff reported that the agency officers bypassed and isolated permanent officers and were spending significant sums.

The Housing Surveyor Team had a number of vacant surveyor posts, at the time of writing, and some agency surveyors were recruited in March 2024.

The former agency officers were able to order works, and at times, Seville Development Ltd, the contractor, would allegedly specify the required works, and approve their own work and at other times agency officers ordered and post inspected works, in the absence of Guildford Borough Council Housing Surveyors.

These critical tasks must be performed by the client so that the Council can be clear that the work is:

- Required value for money
- completed to the right standard
- ready for payment



20. Procurement and Contracting

In some instances, there were no contracts in place. Indeed, it was recently assumed that a contract was in place for asbestos and additional work was ordered. However, the Deputy Monitoring Officer identified that there had never been a contract in place with this company, despite work having been invoiced and paid for.

In other instances, major contracts were entered into using 'Urgency Powers' inappropriately. It is important that staff are familiar with Contract procedures and Procurement requirements.

21. Culture and Governance Failures in Procurement

There are examples where due process concerning procurement and decision-making need to be strengthened. Training and awareness raising will be required to ensure compliance and a change in culture.

No Key Decision Reports for substantial contracts & The Misuse of Special Urgency Powers-

Key Decisions can be made under officer delegated authority and indeed at Guildford there are numerous Key Decisions which are delegated to officers (for example the delegation to enter in to contracts which specifically requires consultation with the Lead Councillor if over £200k).

Key Decisions can be made by officers under delegated authority but still need to follow the statutory process for Key Decisions (i.e., publication for at least 28 days on the Forward Plan and then a call-in period of 5 days between the making of the decision and implementation).

Some interviewees were under the impression that if staff have budgets, then they can spend them, and that procurement and decision-making processes do not apply.

The first Seville contract was published and entered into on the 5th of October 2021.



The Joint Director Transformation & Governance authorised the contract using Special Urgency Powers as provided for by rule 16 of the Access to Information Procedure Rules which form part of the Guildford Borough Council's constitution.

The Special Urgency Powers as per para 16 of the Access to Information procedure rules are used when a decision cannot wait 5 days. If a decision can wait 5 days, then the General Exception rule can be applied.

Ideally, if the decision can wait 28 days, then a Key Decision should have been made and published within the Council's Forward Plan, giving 28 days' notice of the Key Decision. The decision was made on the 10th of September 2021, but the contract was issued almost one month later on the 5th of October 2021. It appears that there was plenty of time and the Special Urgency Powers should not have been used.

Taking steps to strengthen Guildford Borough Council's governance – both informal and formal - will be integral to creating these foundations. As part of these building blocks, undertaking a review of Guildford Borough Council's Constitution including the Scheme of Officer Delegations and Financial Procedure Rules is recommended.

Further, a programme of Governance training is recommended and regular updates and reports to Team meetings should take place to ensure that Good Governance is deep-rooted and embedded.

Examples of concerns identified in practices relating to procurement include:

- 1.A spend of £390K on a procurement exemption of £30K by staff at the Depot
- 2.Procurement Officer did not Escalate or Share Concerns

A Procurement Officer was concerned about the spend with Seville in December 2022 but did not raise it with other procurement or legal officers. If they had, this may have prevented a further contract being entered into with Seville in June 2023.

3.Asbestos Contract- no Contract or Procurement

In January 2023 Legal Services were instructed as the Housing Service indicated there were concerns about the performance of the contractor and they wished to terminate the contract and engage with two other contractors instead. A decision was taken in March 2023 to terminate the contract.

In February 2023 an instruction was received to enter a short term (6 months) contract with 'x' as the service had experience of using them and wished to retain their services. It is



unclear as to the basis on which 'x' had already been providing services to the council. Legal Services gave advice that as Waverley Borough Council were running a procurement exercise that could potentially be accessed, this needed to be considered.

The Procurement Services discussed this with the Housing Service, but Housing did not pursue this option. A further email was received from the Procurement Service to prepare a contract with 'x' for Asbestos Remedial Works, excluding Surveys which were to be provided by 'y', another contractor, but no further details including quote or specification were provided by Housing.

The contract with 'x' was proposed to be for £49,000. However, no contract was entered into with 'x'. There was a lack of information and failure to provide a proper quotation.

During the research for this note, it was established that the current spend with 'x' is £464,000 and they have continued to be instructed. This is a procurement and legal risk for the Council and the Council took immediate steps to mitigate this position. Clearly, there was no adherence to procurement rules, and it seems that because the desired answer was not received from legal services, a work around of procuring services outside the contract was initiated.

As well as not adhering to procurement legislation and the Council's standing orders this brings into question whether the council receives value for money from this supplier.

It was intended that this would be a short-term contract and the anticipated value was £49,000.

Another example where procurement legislation requirements were circumvented is a contract that was awarded for a 6-month period from March 2023, with an estimated value of £49,000 with a potential 3-month extension. The spend with 'y' was also circa £460,000, the contractual relationship remains but no extensions have been granted.

It would appear that the service was providing estimates of £49,000 to keep under the £50,000 as in accordance with Guildford Borough Council's Procurement Procedure Rules, as this can be a direct award, with agreement from the procurement officer.

Expenditure over and above, £50,000 has to be referred to Corporate Procurement Board if there is to be a direct award rather than following than one of the routes to marker as required under the Procurement Procedure Rules.



On 20 March 2023 an issue was added to the forward plan in relation to the procurement of a new asbestos contract for both the surveys and remedial works. Issue details - Asbestos Contracts (Surveys and Removals) - Guildford Borough Council. No further procurement activity was undertaken by the service although it is clear that they were aware that a further procurement exercise needed to take place.

22. Culture of Poor Governance

Two Strategic Directors claimed that documentation was signed, without their knowledge - enabling significant contracts, to be entered into without the correct authority, due diligence, or governance. However, they would have received an automated email from the system saying someone had made a decision in their name - so they would have had knowledge immediately the decision was published.

The Housing Governance Review has not found any evidence of action taken by Directors or the Corporate Procurement Team to prevent the continued nonadherence to constitutional requirements, procurement legislation and good practice, prior to September 2023.

23. North Downs Housing Company

North Downs Housing Ltd (NDH) is the housing trading arm of Guildford Borough Council. The company is owned by Guildford Borough Council Holdings Ltd. This company in turn is wholly owned by Guildford Borough Council. NDH is a separate legal entity managed by Independent Directors.

NDH own 91 properties, however 3 are on the market with Bourne Estate Agents and NDH is having dialogue with Guildford Borough Council HRA about them buying the property portfolio from NDH (as at March 2024).

NDH was set up to deliver on the 4 objectives set out below:

- to meet in such manner as the Company thinks fit, identified housing need and increase the provision of new housing in the Guildford borough and surrounding areas;
- to generate returns for the Council's General Fund;



- to accelerate development of brownfield land in the Guildford Borough;
- to carry on any other business or do such other things which may seem to the Company capable of being conveniently carried on in connection with any of the above specified objects or calculated to enhance the value of the Company's services, assets, property or rights.

Its purpose is to enable the Council to offer a wider range of housing products and solutions to those in GBC community who for whatever reason find access to purely market-based options a challenge. The company will therefore deliver homes for rent and homes for sale. The company will principally focus on the lower quartile of the housing market including the rental sector.

NDH must also deliver an income stream to the Council to reflect the investment it makes in the company. (*Source North Downs Housing Business Plan 2016-2046*)

The Council agreed to invest £21.2m in NDH in February 2022.

Currently NDH is listed as a subsidiary of Guildford Borough Council Holdings Ltd at Companies House.

It is recommended that a review of NDH is undertaken.

A full review is recommended to fully identify the companies in which the local authority is a shareholder. In addition, a central register that identifies these companies, their purpose, estimated value and listed directors, should be established.

It will be important for the Council to reflect governance concerns, plans and successes within the Annual Governance Statement.

24. Housing Data, Corporate Assets & Property & HRA Land Data

There is insufficient housing stock data.

It is important that records of all housing stock and stock condition records are available for each dwelling. Information concerning maintenance and repairs undertaken for each dwelling and associated planned maintenance should be digitally documented and accessible.



25. The Council's HQ and Depot

The Assets Team has overall responsibility for corporate properties but is not responsible for mechanical and electrical work, compliance, or budget for these types of works. It is important that they are given access to the associated information and systems to enable a corporate landlord approach.

There needs to be a clear system for raising and charging for repairs on corporate properties, with appropriate budget authorisations and clarity concerning roles and responsibilities.

26. The Leaseholder Team

Guildford Borough Council has 700 leasehold and shared ownership properties that it collects service charges for and 100 shared equity properties for which there are no service charges as they are mainly houses.

At the time of writing, there were no staff to support leaseholders as the only member of the Team I, left the Council in March 2024.

The Council should review and restructure the Leasehold Team to ensure that there is sufficient permanent capacity, roles, and robust data.

An understanding of the legislation is required, such as:

- The Landlord & Tenancy Act 1985,
- Commonhold and Leasehold Reform Act 2002,
- The Building Safety Act 2022.

Further, there is a need to prepare for the Leasehold Reform Bill, announced in the King's Speech 2023.

27. Vivid Housing Association

Vivid Housing Association has leasehold properties (Guildford Borough Council is the freeholder) and they have requested that the leases be extended as they run out very soon.

The Council will need to ensure that Housing Services take this work forward.



28. Housing Repairs & Maintenance

There is an in-house Technical Services Team that undertake some Housing repairs and they are based at the Depot. There is also a DLO (Direct Labour Organisation) at the Depot.

Major Housing works tend to be commissioned and generally appear to be undertaken by external contractors.

A review to identify and provide clarity on the purpose, roles of these teams and overlap between these teams and contractors is recommended.

29. Voids

In the UK, the average void period is 20 days for housing associations and 23 days for local authorities (*Source: House Mark, 'Void Turnaround Time Benchmarking 2019-20'*).

A staff member advised that 350 days is the average void turnaround for Guildford Borough Council.

The projected rent loss during 2022-2023 was £960k when it should be less than £150k.

The void process should be prioritised as a key element of the Council's Audit Plan.

The Council should seek to retain adaptations and ensure that there are sufficient adapted properties to meet demand.

Whilst properties remain empty, people remain on the Housing Register, waiting for a home and the Council is unable to receive rental income for these empty homes.

The January 2023 Whistleblowing Investigation Report identified:

The average costs of major works voids for Guildford are £32k per property. In Waverley the cost is under £4k.

Even allowing for additional costs for major works that should be carried out under Planned Maintenance Programmes (say £15k) which would not apply to every property the costs are still very high.

The process needs to be re-visited and potentially re-designed with any blockages identified and addressed.



30. Preparing for the Social Housing (Regulation) Act 2023

The Social Housing Regulation Act came into effect from 1 April 2024. New standards will apply to all social landlords, including councils and housing associations.

Under the new standards landlords will need to:

- ensure tenants are safe in their homes;
- listen to tenants' complaints and respond promptly to put things right;
- be accountable to tenants and treat them with fairness and respect;
- know more about the condition of every home and the needs of the people who live in them; and
- collect and use data effectively across a range of areas, including repairs

Most social housing tenants live in decent homes, but the Regulator for Social Housing (RSH) is clear that all landlords can improve. To hold landlords to account, it will:

- inspect larger landlords regularly to check they are meeting the outcomes in the standards
- scrutinise data about tenant satisfaction, repairs and other relevant issues
- continue to push landlords to protect tenants and put things right when there are problems
- use a range of tools when needed, including new enforcement powers
- continue to focus on the financial viability and governance of housing associations as part of its integrated regulation.
- Intervention – the Regulator of Social Housing can set up a proactive regulatory approach to the consumer standards.
- Health and safety – social housing landlords must designate a person to act as lead on compliance with health and safety obligations and publish their contact details.
- Regulatory standards – the Regulator can set new regulatory standards and issue a code of practice on them.



- Tenant satisfaction measures – the Regulator can require social housing landlords to collect tenant satisfaction measures.
- Surveys – the Regulator has the power to enter properties with only 48 hours' notice and make emergency repairs where there is a serious risk to tenants.
- Emergency remedial action – the Regulator can authorise persons to enter premises to take emergency remedial action to remedy failures by a landlord.
- 'Awaab's Law' – the Regulator will set strict time limits for landlords to address hazards such as damp and mould.
- Performance improvement plans – the Regulator can give notice to require a landlord to prepare and implement a performance improvements plan where the landlord is failing to meet the regulatory standards.
- Inspections – the Regulator will carry out regular inspections of the largest social housing landlords and has the power to issue unlimited fines to failing landlords.
- Professionalism – the Regulator can set new qualification requirements for social housing managers.

The inspection programme will start from April 2024 and run in four-year cycles.

Along with the inspections, RSH has stated that it will continue its engagement, considering cases referred by tenants and other stakeholders, and taking action against landlords when required.



31. Consumer Standards and a Code of Practice

Social housing landlords must meet 'consumer standards' set by the Regulator of Social Housing which cover things like making sure tenants get quality accommodation, have choice and protection, and can hold their landlords to account.

On the 25 July 2023, the Regulator published a consultation on a new set of proposed consumer standards and a code of practice on those standards. They are expected to come into force from April 2024 and will replace the existing consumer standards. The proposed consumer standards are:

1. **Safety and Quality Standard** – requires social housing landlords to provide safe and good quality homes and landlord services to tenants.
2. **Transparency, Influence and Accountability Standard** – requires social housing landlords to be open with tenants and treat them with fairness and respect so that tenants can access services, raise complaints, when necessary, influence decision making and hold their landlord to account.
3. **Neighbourhood and Community Standard** – requires social housing landlords to engage with other relevant parties so that tenants can live in safe and well-maintained neighbourhoods and feel safe in their homes.
4. **Tenancy Standard** – sets requirements for the fair allocation and letting homes and for how those tenancies are managed and ended by social housing landlords.

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32. Department for Levelling up, Housing and Communities (DLUHC) Consultation 6 February 2024 until 2 April 2024

This consultation sets out proposals for a new Competence and Conduct Standard relating to staff in the social rented sector, including qualification requirements for senior housing managers and executives.

The proposals address the significant concerns which were raised following the Grenfell tragedy about the professionalism of staff working in social housing. The evidence from the Grenfell Tower Inquiry indicated that tenants living in the tower had not been listened to when they raised concerns and that some staff behaved unprofessionally, treated tenants with a lack of respect, and did not have the skills and knowledge they needed to carry out their roles effectively.

In 2017 DLUHC carried out extensive consultation with tenants across the country to inform the development of the social housing green paper. As part of this, tenants highlighted issues relating to safety and quality of service within social housing, and said they were not always treated with respect, suggesting that the issues uncovered following the Grenfell tragedy were replicated across the country.

This consultation led to the government's Charter for Social Housing Residents: social housing white paper, which committed to a review of 'professional training and development' provision to consider the appropriate qualifications and standards for social housing staff in different roles, including senior staff.



33. Recommendations

1. Develop an improvement plan for Housing with a particular focus on leadership, cultural change, tenant engagement, building and tenant safety, compliance, staff training, procurement and budget monitoring.
2. Introduce a comprehensive monthly compliance reporting and assurance, including regular review by CMB and Scrutiny.
3. Keep the new 2023/24 housing Key Performance Indicators (KPIs) under review, to ensure that they reflect all aspects of service delivery to tenants and leaseholders and the risks associated with managing a Housing Revenue Account (HRA).
4. Refresh the Housing Strategy in partnership with stakeholders and residents will help align housing service plans to wider aspirations for Guildford Borough Council's people and places and the Social Housing Regulation Act. The current Housing Strategy ran from 2015-2020 and has therefore expired.
5. Ensure the Corporate Plan feeds into the Housing Strategy and vice versa. (The new Chief Executive, Pedro Wrobel has commenced a review and the Corporate Plan is being refreshed)
6. Report all urgent procurement contracts to CMB regularly.
7. Monitor Key Decisions, risk logs and progress against improvement plans, regularly at each directorate management team.
8. Ensure a permanent Joint Strategic Director is in place and has adequate time to devote to Housing, amongst their other priorities.
9. The Joint Strategic Director to exercise leadership judgement so that their time does not have to be equally divided between Guildford and Waverley Borough Councils but rather, is focussed where the key priorities and needs sit.
10. Review the Housing Services staffing structure and ensure that it is fit for purpose, is robust and has the necessary capacity and skills.
11. Agree a Corporate Vision and Values and ensure that this is reflected and fully embedded within Housing. (The new Chief Executive has started this work).



12. Ensure a 'golden thread' approach exists so that the Corporate Plan feeds into the Housing Strategy, and in turn, feeds into team plans and Appraisal Targets
13. Ensure all housing staff have regular 121s, annual appraisals, with clear work-based and behavioural targets, with 6 monthly reviews and Development Plans.
14. Undertake a skills and qualifications audit to prepare for Competency and Conduct Standard.
15. Ensure that senior housing managers and housing executives hold professional qualifications and if they do not, support them to obtain these qualifications.
16. Ensure all job profiles are up to date and reflect the organisational and service needs.
17. Ensure all permanent jobs are reflected within the Establishment and match with the specified staffing budgets.
18. HR and Housing Service Recruitment panel members to consider references as part of the recruitment process for permanent, agency and interim candidates. (HR to retain references on file for 2 years)
19. Ensure Tenants are at the heart of everything that Housing does.
20. Develop a skills requirement audit that identifies the minimum levels of procurement and financial management knowledge
21. Ensure regular monitoring reports including the risk register, voids, budget monitoring and contract awards reviewed at least quarterly by directorate management teams, with non-compliance tackled swiftly.
22. Listen and act! Listen to our customers, listen to our councillors, listen to our staff and listen to our partners.
23. Give timely praise to Housing Staff and timely improvement feedback.



24. Develop in-house talent: 'Grow Your Own' (Virtual Housing Academy)
25. Engender a 'no blame' learning culture within a framework of Housing staff taking personal accountability and responsibility and within a performance culture.
26. Encourage staff to come forward with continuous improvements, innovation and creativity whilst adhering to Good Governance and following due process.
27. Introduce a performance culture.
 - Agree performance measures.
 - Link to appraisals and 121s
 - Ensure regular performance reporting to Elected Members & Tenants- Housing Portfolio Holder, Cabinet, Scrutiny and Tenants Advisory Panel
28. Ensure all housing reports requesting investment, major procurement and financial expenditure include a robust business case.
29. Ensure the HRA, Capital and General Fund (Housing) revenue budgets have detailed breakdowns.
30. Ensure sufficient HRA experienced Accountants support the Housing Service.
31. Ensure there are inbuilt financial checks and balances, in every Housing process.
32. Ensure no expenditure is approved if it is not within the limits of the corresponding Purchase Orders or contract values.
33. Recruit permanent procurement staff.
34. Procurement officers to regularly and routinely run a 'spend report' against contracts and matters are escalated, as appropriate.
35. The void process should be prioritised for as part of the Council's Audit Plan
36. Homes adapted for disabled tenants should retain the adaptations when empty.



37. The inspections pre and post-works to be undertaken by Guildford Borough Council surveyors.
38. Appoint permanent surveyors.
39. Appoint a Voids lead, to carry out a review, implement actions and to manage the process from start to finish going forward.
40. Establish a target average cost of void works which is in line with the national average.
41. Process map the work of the leasehold team; so that new members of staff understand the systems and processes.
42. Introduce a Service Charge software system or module
43. Ensure appropriate accountancy support for Leasehold Service Charges.
44. Ensure S.20 Consultation (Landlord and Tenancy Act 1985) is carried out with leaseholders before any works take place.
45. Ensure regular engagement and communication with leaseholders and build relationships.
46. Prepare for the new Leasehold Reform Bill, announced in the King's Speech 2023.
47. Review and extend the Vivid Housing Association leases, as required.
48. Contact Vivid Housing and ensure correspondence and safety compliance works are up to date.
49. Ensure robust leasehold data.
50. Undertake a review of North Downs Housing and all Local Authority Companies
51. Ensure that membership of Guildford Borough Council's Executive Shareholders and Trustees Committee does not include any Guildford Borough Council Local Authority Company Directors or shareholders.



52. Ensure Key Decision Housing reports concerning contracts are presented to the Executive for decision and appear on the Forward Plan.
53. Prepare for and comply with the Social Housing (Regulation) Act 2023
54. Prepare for the Procurement Act 2024
55. Ensure that Urgency Powers are only used in exceptional circumstances and that the Strategic Director Community and Wellbeing ensures that the Monitoring Officer agrees that the Urgency Powers are warranted on a case-by-case basis and that there is full constitutional compliance
56. Ensure that all Procurement requirements are followed, and that Housing works closely with the Corporate Procurement Team and Legal Services.
57. Introduce regular monitoring reports on spend against agreed contract value.
58. Set out Planned Housing Works with associated costs reviewed quarterly for progress on planned works and actual to projected costs.
59. Annually review assigned tenancies.
60. Consider establishing a Joint Waverley and Guildford Borough Council Anti-Fraud Team or enter into agreement with another borough to utilise their anti-fraud and internal audit services.
61. Upgrade the Housing software system and ensure that it interfaces with the Corporate Finance and Housing Allocations systems
62. Automate manual processes
63. Review the Housing complaints process
64. Analyse complaints and identify themes; so that service and policy improvements can be made.
65. Review all agency staff and ensure that the relevant software system (Business World) flags when contracts should be reviewed.



66. Ensure that good references are received for agency staff before they commence employment.
67. Agency staff to disclose if related to or know existing permanent and/or agency staff and councillors.
68. Ensure all staff policies apply to agency and permanent staff.
69. Ensure robust Housing data is available
70. Ensure 'HRA non-housing stock' ie social housing flats above shops are documented.
71. Ensure all HRA land (eg Bellfield Service Station, etc) are fully documented, and an annual book valuation is carried out for all such land
72. Housing to liaise with Corporate Assets and Property Team to ensure that maintenance & repairs of Housing garages and Housing car parks are undertaken by the most effective and appropriate services.
73. Be inspection- ready and prepare for the Social Housing Regular. The inspection programme will start from April 2024 and run in four-year cycles. Guildford and Waverley Borough Councils to work together to ensure all Housing staff and CMB are ready and aware of the requirements and expectations.



74. Ensure the data required to evidence how the Council meets the Consumer Standards is accessible and complete, particularly in respect of 'Maintaining Building Safety' (see the table below).

Gas safety checks
Electrical safety checks
Fire safety checks
Asbestos checks
Water safety checks
Lift safety checks

75. Strengthen and document engagement with tenants and broaden and refresh the representation of TEG (The Tenant Engagement Group).



76. Develop and implement Tenant Satisfaction Measures and ensure that the corresponding data is accessible and available for the statutory reporting, as follows:

TENANT SATISFACTION MEASURES

Theme	Code	Tenant satisfaction measure	Measured by
Overall satisfaction	TP01	Overall satisfaction	Tenant perception survey
Keeping properties in good repair	RP01	Homes that do not meet the Decent Homes Standard	Management information
	RP02	Repairs completed within target timescales	Management information
	TP02	Satisfaction with repairs	Tenant perception survey
	TP03	Satisfaction with time taken to complete most recent repair	Tenant perception survey
	TP04	Satisfaction that the home is well maintained	Tenant perception survey
Maintaining building safety	BS01	Gas safety checks	Management information
	BS02	Fire safety checks	Management information
	BS03	Asbestos checks	Management information
	BS04	Water safety checks	Management information
	BS05	Lift safety checks	Management information
	BS06	Mould safety checks	Management Information
	TP05	Satisfaction that the home is safe	Tenant perception survey
Respectful and helpful engagement	TP06	Satisfaction that the landlord listens to tenants views and acts upon them	Tenant perception survey
	TP07	Satisfaction that the landlord keeps tenants	Tenant perception survey



		informed about things that matter to them	
	TP08	Agreement that the landlord treats tenants fairly and with respect	Tenant perception survey
Effective handling of complaints	CH01	Complaints relative to the size of the landlord	Management information
	CH02	Complaints responded to within Complaint Handling Code timescales	Management information
	TP09	Satisfaction with the landlord's approach to handling complaints	Tenant perception survey

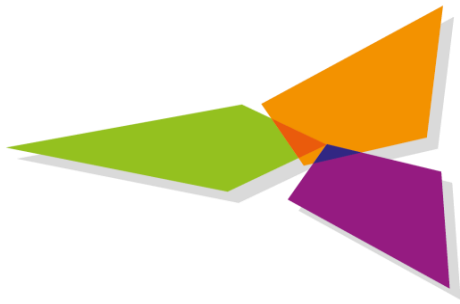
77. Commission Social Housing Management Peer Review to include a Consumer Standards assessment.



Appendix 1

Interviewees

- | | |
|------------------------|---|
| 1. Susan Sale | Monitoring Officer & Joint Executive Head of Legal & Democratic Services |
| 2. Tom Horwood | Former Chief Executive |
| 3. Richard Bates | Interim S151 Officer |
| 4. Cllr Julia McShane | Leader of the Council |
| 5. Cllr Bellamy | Chair of Corporate Governance & Standards Committee |
| 6. Chris Wheeler | Joint Executive Head of Environmental Services |
| 7. Annie Righton | Joint Strategic Director (Community Wellbeing) |
| 8. Andrew Davidson | Maintenance & Repairs Lead |
| 9. Andrew Smith | Former Joint Head of Housing |
| 10. Richard Homewood | Joint Executive Head of Regulatory Services |
| 11. Claire Beesly | Deputy Monitoring Officer & Lead Specialist Legal |
| 12. Siobhan Rumble | Neighbourhood Housing Lead |
| 13. Sam Hutchinson | Joint Head of Community Services |
| 14. Francesca Chapman | Lead Specialist -HR |
| 15. Charlie Newman | Specialist Finance |
| 16. Louise Kolmar | Specialist - Finance (Management Account) |
| 17. Annalisa Howson | Interim Head of Housing (GBC) & WBC Housing Programme & Projects Manager |
| 18. Hazel Craig-Waller | Projects Officer – Housing Insight & Improvement Specialist |
| 19. Lisa Holt | Performance & Insight Officer |
| 20. Adeel Ahmed | Former Complaints Officer, Housing Insight and Improvement Team |
| 21. Meena Lotta | Housing Insight and Improvement Senior Specialist |
| 22. Hugh Wagstaff | Housing Policy Lead WBC |
| 23. Ian Doyle | Joint Strategic Director Joint Strategic Director Transformation & Governance |



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IN BUSINESS

24. Dawn Hudd	Joint Strategic Director (Place
25. Vicky Worsfold	Former Deputy S.151 & Lead Specialist Finance
26. Cllr James Walsh	Chair of Overview & Scrutiny Committee
27. 27.Gavin Pugh	Interim Procurement Specialist
28. Adrian Swift	Interim Procurement Specialist
29. Keith Erridge	Interim Specialist Project Officer, Housing
30. Norman Joss	Senior Legal Specialist & Barrister HRA
31. Sally Pryce	Technical Support Officer
32. Cheryl Robinson	Interim Leaseholder Officer
33. Siobhan Kennedy	Homelessness, Advice & Allocations Lead
34. Zoe Budd	Case Services Team Leader
35. Marc Chapman	Deputy Head of Customer, Case & Parking Services
36. Peter Stevens	Deputy Head of Customer, Case & Parking Services
37. Malcom Elsworth	Customer Case Services (Orchard Lead)
38. Geoff Eyles Lead)	Specialist ICT (Data & Applications- Orchard Lead)
39. Aleksandra Helinska-Pacey	Resources Case Worker
40. Marieke van der Reijden	Joint Executive Head of Assets and Property



Appendix 2

Further Information & Reading

You can find further information by visiting:

[The Charter for Social Housing Residents](#)

[Regulator of Social Housing's consultation on the consumer standards](#)

[The Housing Ombudsman](#)

CIPFA

[Delivering Good Governance in Local Government: Framework](#)

[Service Reporting Code of Practice](#)

[Code of practice on managing the risk of fraud and corruption](#)

Centre for Governance and Scrutiny

[The governance risk and resilience framework](#)

[Scrutiny self-evaluation framework](#)