

REPORT TITLE: UPDATE REGARDING PROGRESS WITH THE REGULATORY NOTICE

Meeting:	Cabinet
Date:	8th October 2024
Key Decision Eligible for Call In	No N/A
Purpose of Report: To provide an update on the service Improvement plan which is being implemented to deliver the actions in response to the regulatory notice	
Recommendations The Cabinet is invited To note the report and to agree the contents are shared with key stakeholders. Reasons for Recommendations <ul style="list-style-type: none"> To ensure key stakeholders are aware of current position regarding Assets and Building Safety operational delivery. To note that the risks to tenant safety are being managed through a robust set of mitigations whilst remediation programmes are being mobilised and delivered. 	
Resource Implications The new governance structure and Action Groups will reduce the overall number of meetings and improve efficiency across the Building Safety and Assets teams there has been significant number of new recruits in post to assist with service delivery.	
Date signed off by <u>Executive Director</u> and name	David Shepherd, Executive Director, Place 24 July 2024
Is it also signed off by the Service Director for Finance?	Kevin Mulvaney 25 September 2024
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Samantha Lawton 26 September 2024

Electoral wards affected: **All**

Ward councillors consulted: **N/A**

Public or private: **Private**

Has GDPR been considered? **N/A**

Executive Summary

1 Background & Context

- 1.1 On March 6th, 2024, Kirklees MBC were served with a Notice to improve by the Regulator of Social Housing (RSH) following self-referral by the Council having identified a failure to meet statutory health and safety requirements in some of its homes. The self-referral identified a significant number of overdue fire remedial actions and that since December 2022 there were a consistently high number of homes with unresolved cases of damp and mould.
- 1.2 As a registered provider, Kirklees MBC is required to comply with the consumer standards, including what was referred to as the Home Standard prior to the new Consumer Standards being introduced in April 2024. The Home Standard required registered providers to meet all applicable statutory requirements that provide for the health and safety of tenants in their homes. It also required registered providers to have a cost-effective repairs and maintenance service to homes and communal areas that responds to the needs of tenants.
- 1.3 In respect of fire safety, Kirklees MBC has a statutory duty to regularly assess and take precautions to prevent the risk of fire. Kirklees MBC had completed fire risk assessments for all blocks that required one. However, investigations found that more than 20,000 fire remedial actions from fire risk assessments were currently overdue of more than 200 of the overdue remedial actions were high-risk actions. A plan has been developed to complete these actions promptly and deal with any further actions identified going forward.
- 1.4 With regards to damp and mould, the Home Standard requires landlords to provide a cost-effective repairs and maintenance service that responds to the needs of tenants. Kirklees MBC told us it had consistently high numbers of cases of damp and mould in its homes that it had not resolved. Investigations found there were over 1,500 uncompleted repairs relating to damp and mould, and more than 1,000 of these were classed as high risk, taking into account the needs of tenants living in the homes and the length of time the works were overdue.
- 1.5 The Regulator considered the case as a breach of part 1.2 of the Home Standard and has concluded that Kirklees MBC did not have an effective system in place to allow it to meet its statutory health and safety responsibilities in relation to fire safety. It was also not providing a cost-effective repairs and maintenance service; the council did not respond effectively to the significant numbers of high-risk damp and mould cases in its homes.
- 1.6 Complying with statutory health and safety requirements and providing an effective repairs service are fundamental responsibilities of all registered providers because of the potential for serious harm to tenants. Through engagement with the Regulator, the Council has demonstrated that it now understands the work it needs to undertake to ensure relevant safety actions are completed and to respond to the outstanding damp and mould repairs.
- 1.7 Since the original referral the council has identified an additional requirement to more effectively manage risk around water hygiene.

1.8 This report will advise Cabinet that Kirklees MBC has put in place a programme to rectify these failures, and the regulator will therefore not take statutory action at this stage, as it has assurance that the breach of the standard is being remedied. The regulator will work with the Council as it continues to address the issues that have led to this situation, including ongoing monitoring of how it delivers its fire remedial programme and addresses reports of damp and mould and water safety risk assessments.

1.9 The report has set out progress updates in the following structure which aligns with Homes and Neighbourhoods latest Regulatory Update.

1.10 **Governance**

This section will set out how Kirklees is overseeing and managing the improvement plan across the organisation indicating the Boards and Working Groups that have been mobilised to deliver the required actions.

1.11 **Building Safety**

Fire, Damp & Mould and Water Hygiene are all aspects of building safety, and each area of activity have plans in place to address the shortcomings identified in the regulator referral.

Fire Safety

- Outstanding Fire Risk Assessment (FRA) Actions
- Process redesign
- New FRA Programme
- New Fire Works Programme
- High Risk Building Programme
- Data Management to be developed in Asprey Contracts Module

Damp Mould & Condensation (DMC)

- DMC Policy – Approved at Cabinet on 10th September 2024
- Tracking, Monitoring and management
- Data Management to be managed as Housing Health and Safety Rating System (HHSRS) in Asprey Module

Water Hygiene

- Programme of measures to improve currently reported rate of compliance
- Data Management to be held in Asprey Module

Compliance 3rd Party Assurance

1.12 **Communication**

A plan has been prepared including links to the Tenant Led Panel (TLP) and is regularly reviewed to ensure tenants and other stakeholders are aware of current and future works that will be undertaken as well as information and advice on how to stay safe.

1.13 **Data Quality**

A range of systems are being reviewed including Housing Management Cx and Stock Condition information database ie Asprey upgrade.

1.14 **Resourcing**

Homes & Neighbourhood Asset team have held a high number of vacancies many of which have now been appointed to as part of the service improvement plan.

1.15 Lessons Learnt

As a result of the self-referral and Regulatory Notice, the council was invited to reflect on the root causes of the regulatory breach and the following outline the lessons learnt:

Fire safety

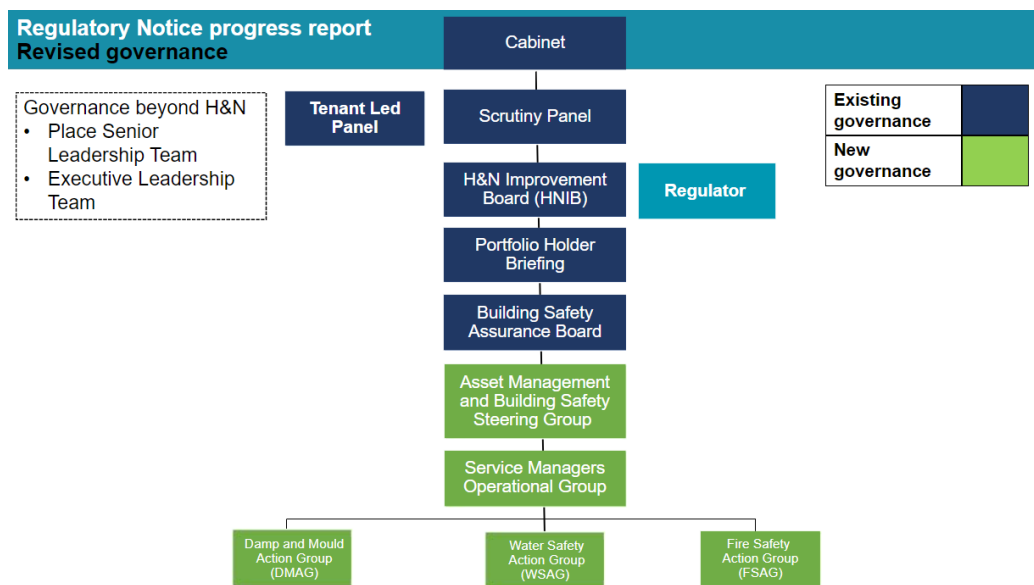
- Lack of an established fire safety system
- Ineffective technical systems and data control
- Approach to risk management / extrapolated actions
- Lack of focused governance on fire safety
- Lack of challenge over identified actions
- Lack of cohesive programme management and oversight

Damp, mould, and condensation

- Cease of cyclical programmes
- Consistently high number of cases coming in
- Resourcing
- Job completion rate
- No access

2 Governance

2.1 As a result of lessons learnt following the regulatory notice, it was established that the governance structure needed to be reviewed to ensure important decisions were reviewed appropriately across the council and that greater oversight and scrutiny could be introduced at a more granular level to ensure that building safety performance was monitored, and a similar scenario could not occur in the future in terms of regulatory intervention. The diagram below shows the existing governance arrangements (dark blue boxes) and the new arrangements that have been introduced (green boxes) to monitor programme performance at a managerial and supervisory level.



3. Building Safety Progress

3.1. Fire Safety (FRA actions)

3.1.1. Outstanding Fire Risk Assessment Actions

There are currently 5,602 outstanding FRA actions that were identified on previous FRA's, in addition to these actions, Kirklees carried out an extrapolation exercise to help inform planned programmes e.g. for fire door replacements, the total number of extrapolated actions is currently 14,560. Although the extrapolated actions were not identified on FRA's and are therefore outside the requirements of the Fire Safety Order, these were still reported to the Regulator for full disclosure of the position at the time of referral. Moving forward the data cleanse of existing actions through the new FRA programme will clarify this position. Approximately 50% of the FRA actions relate to passive fire protection (PFP) works and will be picked up as part of the new contractor framework that is being procured. There were previously 271 outstanding high-risk fire (AA) actions, prior to the new FRA programme commencing and to ensure there were no immediate life safety risks present, these have been reviewed on site by the Fire Safety Technical Officers, the review found that the majority of actions had already either been completed or did not meet the threshold for an "AA" action which should be reserved for items or incidents that would be highly likely to cause significant harm. The status of the actions following the review is:

- Remediation already completed – **126**
- Tolerable risk (the likelihood of fire combined with the consequence is deemed sufficiently low or that required steps have been taken to reduce the risk to as low as reasonably practical) – **21**
- Mitigations in place - actions downgraded from AA – **124**

A consensus meeting took place 4/8/24 for the Fire Safety Technical team to review 11 outstanding actions and determine if they constitute an AA action, and as a result of this meeting the remaining 11 were downgraded as there were sufficient mitigations in place and the status change has been recorded in the Asprey Fire Risk module.

3.1.2. Fire Safety Process re-design

A piece of work was previously undertaken to identify several key fire safety processes and their current state, these have been mapped or a future state with a series of recommendations being made that have been accepted by the Building Safety team and will be implemented as part of a review of the existing fire safety management plan, this work will tie into a review of the Fire Safety Management Plan that is to be completed by December.

3.1.3. New FRA Programme

New Fire Risk Assessments will be carried out on all buildings that legally require one by November 2025 in order to cleanse the existing data and provide an accurate reflection of the risk, these FRA's will be "type 3" which means that they will include a sample of flats, which although is in excess of current legislation, will provide a greater understanding of the overall risk. The procurement of a new supplier is a high priority and has received 2 bids which have now been scored and were evaluated on the 2/9/24. This is progressing towards a contract commencement date of 14/10/24, these FRA's will be delivered over a 12-month period with approximately 72 FRA's to be delivered every month. Once the 12-month programme has finished, the regular 3-year programme will then resume.

3.1.4. New Fire Works Programme

A tender for suppliers (framework) for FRA remedial works has been completed and was published on the 13th of September, the framework is following a similar timeline to the new FRA tender to assist with completion of FRA actions in a timely manner. It is a Passive Fire Protection framework to deal with the large number of actions that occur in this area, the lots are as followed below:

Lot 1 - Fire Doors Supply, Fit and maintenance - Fire Door Installation (Door and Sets) and Fire Door Maintenance

Lot 2 - Fire Stopping - Small Penetrations (Mastic, Pipe Collars, Vents etc.) Large Openings (Blocks, Partitions, Board, Batts etc.)

Lot 3 – Supply and Fit Fire Rated Glazing and Windows

Lot 4 – Supply Only Fire Doors and Fire Doors Sets

The tender is running behind the FRA contract start due to it being an inherently more complex contract, and the framework is due to commence on the 6th of December 2024.

3.1.5. High Risk Building Programme

High Rise Buildings	Update
Buxton House	Buxton House will be undergoing a significant fire safety improvement scheme. Consent granted 15 July 2024. Terms agreed to acquire most leasehold interests necessary for the project to proceed. Report requesting a CPO be made for the acquisition of any outstanding leasehold interests at end September 2024 is enroute to October Cabinet. Tender documents being prepared ready for tender issue in September 2024. Decants progressing with 56% of units void (32/57). Start on site expected October 2025 following completion of CPO process.
Berry Brow	The 2 high rise buildings at Berry Brow are in the process of being demolished. Pre-application feedback expected by end August. Value engineering of design underway prior to further public consultation and final sign off on planning design. Full planning submission expected December 2024. Decants progressing with 77% of properties now void (149/194) and a further 7 residents expected to be rehoused in September 2024.
Harold Wilson Court	Planned programme of fire safety improvement scheme currently on track for completion in November 2025.
6 storey buildings	Update
Tranche 1	Buckden & Hebden Court form Tranche 1 of the planned programme of fire safety works at the 6 storey blocks. Fortem are the contractor who have been awarded the contract and are currently at design stage.
Tranche 2	The reviewed scope has been finalised with procurement and an expression of interest was carried out to market on 6/8/24, which was responded to positively by a number of suppliers. The tender documents are currently being finalised before being published on the Proactis portal, this will go live in September 2024.
Tranches 3 - 6	The remaining Tranches are due to be completed by 2030, however, options are currently being explored to bring this date forward.

Retirement Living Schemes	Update
	<p>Retirement Living Schemes - AHR were commissioned to carry out surveys to Retirement Living Schemes that was largely focused on fire safety and benchmarking the buildings to current standards to develop refurbishment programmes, the surveys also incorporated a review of the building structure and M&E services. A review of the surveys was carried out by the Service Manager – Building Safety which found that the recommendations made by AHR in relation to fire safety were in excess of the original scope and not proportionate to achieving acceptable levels of fire safety risk, therefore, the decision has been taken to progress fire safety remediation through the new FRA programme and the work will be carried out by suppliers on the impending fire safety contractor framework which will be managed internally by the Assets team.</p> <p>A programme of works will be produced to deliver a capital plan of improvement work streams which will be non-fire safety elements. Roofing, windows, communal wiring etc. The work packages will be done on a worst first basis which will be produced by reviewing, repairs, meeting with RLS coordinated and asset information held on file. The AHR survey proved a good starting point, however, it indicated most of the building main elements are end of life.</p>

3.1.6. Third Party assurances for compliance service areas

A recommendation was made by Altair to carry out 3rd party assurance for other compliance areas currently used for gas servicing and electrical testing, Kirklees have previously had 3rd party audits carried out with a series of actions been made, however, following the current position in fire, water and asbestos, it has been agreed that Kirklees will deliver on the Altair recommendation and procure this service to provide assurance that the traditional “big 6” areas of compliance are being managed appropriately and any potential future risks or issues can be foreseen and avoided, the target date for this to be in place is January 2024.

3.2. Damp, Mould & Condensation (DMC)

3.2.1. DMC policy

In response to the Regulatory Notice issued by the Regulator of Social Housing on 6 March 2024, a Damp, Mould, and Condensation Policy has been created, which has been approved at Homes and Neighbourhoods Senior Management Team (H&N SMT) and Growth and Regeneration Senior Leadership Team (G&R SLT). The Policy outlines that resident safety is a top priority and the actions the Council will take to manage and resolve DMC in its social housing stock.

By having the Policy Kirklees H&N can demonstrate to tenants and the Regulator of Social Housing how it will handle reports of DMC. This policy will ensure tenant safety and meet regulatory requirements and show its commitment to maintaining high housing standards. The policy will ensure that H&N handles all DMC cases in a consistent way, which means every report will be dealt with thoroughly and fairly.

The DMC Policy was approved by Cabinet on 10th September 2024. Running concurrently to this flightpath, a draft DMC Procedure document has been created and shared for service consultation amongst key stakeholders within Homes & Neighbourhoods, as well as members of the Assets and Building Safety Assurance Board (ABSAB). Within the draft DMC Procedure is a set of appendices, including the letters intended to be used at key milestones within the delivery of the DMC service.

3.2.2. Resourcing

Operationally, the DMC Team Leader started in early July and the DMC Property Project Assistant (PPA) started at the end of the same month. The service is finalising the recruitment campaign for the vacant Quality Liaison Officer (QLO) position. The deadline for applications was mid-August however due to the high number of applicants, interviews will take place in September. There are two Property Project Officer (PPO) employees/posts to transfer to the Voids, DMC and Disrepair Assets service from Capital, which are yet to be confirmed. Additional Asset Business Support Officer (BSO) has been sourced from an Agency to assist with the administrative elements of the DMC service, and within Property Services, a DMC Works Planner has been recruited to raise and allocate treatments, repairs and/or works identified from DMC surveys.

Following the loss of the agency Assets Surveyors in June and July, respectively, interviews have been held with replacement Agency candidates, and one surveyor has joined the DMC service in August and recruitment is ongoing to fill the remaining vacant post. A further verbal update will be provided to Cabinet in October. The procurement campaign for additional third-party contractor support on mould treatments has concluded, with GME being the successful bidder and awarded the contract. The pre-start meeting was completed on the 27th August and monthly contract review meetings have been scheduled thereafter to monitor and manage the contract to ensure financial, operational, safety and satisfaction metrics are achieved. To fulfil the contractual obligations (min. 1,000 orders), discussions have taken place between Assets and Property Services to ensure the correct volume of mould treatment allocations are provided to the third-party contractor, and Property Services. The latter will reallocate resource from DMC service delivery to the communal areas painting programme which has been provided by Assets Capital.

The procurement campaign for the damp and timber specialist works framework, inclusive of timber treatments, rising damp, wet rot and dry rot is nearing the stage to publish to the market. Once this framework is in place, it will be able to support DMC, disrepair and void services and will negate the need to source three quotes and release staff to focus on other priorities.

3.2.3. DMC Tracking, Monitoring and management

The Damp Management Action Group (DMAG) has continued throughout July and good progress is being made to resolve DMC cases at the earliest opportunity. Originally when self-referred there were circa 1800 cases. The position as of 30th August was 1,314 cases. A review of the latest information in the DMC Case Management Tracker suggests there are emerging service risks associated to the increase of no accesses at survey and works phases, as well as the growing number of DMC cases with outstanding repairs.

Improvements to data management will be introduced as part of the upgrade to the Asset management system (Asprey) This will include the monitoring and recording of Housing Health and Safety Rating System (HHSRS).

3.3. Water Hygiene

Kirklees are currently reporting at 5.73% compliant under Tenant Satisfaction Measure BS04: Water Safety Checks, assesses the percentage of homes that have undergone all necessary Legionella risk assessments. This is because we have historically only carried out legionella risk assessments to communal water supplies and not within private dwellings due to a perceived low risk, however, BS04 has been interpreted by Kirklees to mean that risk assessments should be carried out for all private dwellings as well as communal supplies, and therefore, it has been agreed by the Place Directorate SLT that these risk assessments will be carried out by gas operatives as part of annual LGSR's. A specification has been shared with Property Services by the Building Safety team and has now been developed into a Granicus form that the operatives can use to complete the assessments efficiently. All properties will be assessed within 12 -15 months of the programme commencing in late September/early October 2025.

Properties services have provided the following timescales for different property types to have completed assessments:

977 non gas properties with stored hot & cold water (higher risk)

- Start date - 7/10/24
- Completion date – 20/12/24

19553 Stored hot water and combi boiler properties (Medium & low risk)

- Start date – 7/10/24
- Completion date – 26/9/25

The new Water and Mechanical Technical Officer has been appointed and the purpose of the role is to provide additional technical competence within H&N to be able to manage servicing and maintenance contracts and increase the level of assurance that all relevant equipment and services are being maintained appropriately. There will be further independent assurance once the third-party assurance partner is procured.

4. Asset Data Update

4.1. The service in conjunction with independent consultants have identified several areas where data quality can be improved across the following:

- Data Governance – The requirements of the new Safety and Quality Standard and reporting is provided to HNIB and Building Safety Assurance Board through the Homes and Neighbourhood KPI Performance Framework.
- Stock Condition – Deliver a 100% Stock Condition Survey during 2024 to 2026, followed by a rolling programme of 20% per annum.
- Asprey Upgrade – Update the current Asprey asset management system to a cloud- based version to increase the functionality of the system, as detailed in the diagram below.



4.2 The Asprey update is progressing with procurement finalised and planning session under way to deliver the implementation plan for the upgrade of all existing functions which includes; operational asset management, planned works, asbestos, fire safety, mobile working and AspreyBI.

4.3 The Project Plan is split into two phases to cater for existing functions first. Phase one, expected to complete by 31st October 2024, and the introduction of new functions. Phase two.

4.4 Phase one timeline:

Item	Provisional Key Milestone (deadline)
Upgrade Work and internal testing (Asprey)	13 th September 2024
Upgrade to existing integration	30 th September 2024
Function Training (Asprey and Kirklees)	20 th September 2024
Completion of User Acceptance Testing and in-UAT fixes	25 th October 2024
Go-Live	31 st October 2024

4.5 Following the upgrade of existing functions, implementation of new functions and comprehensive training, the new solution will:

- Provide a single solution for all property management activities (replacing multiple ad-hoc systems, including spreadsheets)
- Provide cost effective and improved (rationalised) data collection and use
- Provide efficiency gains (both operational and reporting)
- Simplify the complex to aid proactive decision making
- Provide a shared single version of the truth across multiple property management teams
- Provide quick and simple access to high and low levels of information as it is needed
- Deliver improved visibility of organisational performance and support collaborative working
- Respond to tenant's queries and concerns more efficiently

4.6 Chosen Solution Key Functions:

Function	Type	Comments
BI and Reporting Layer	Upgrade to existing	Provides simple to use reporting and data analytics, alongside performance measurement and organisational transparency across all functions in use
Operational Asset Management	Upgrade to existing	Provides property condition, decency and energy management
Planned Works	Upgrade to existing	Fiscal and progress clarity with business control for capital and cyclical works - is also expected to assist with void management
Asbestos Management	Upgrade to existing	Holds asbestos assessments with scoring and dedicated remedial action management
Fire Safety Management	Upgrade to existing	Holds fire risk assessments with scoring and dedicated remedial action management
Mobile Working	Upgrade to existing	Allows collection and validation of data across all operational functions
Strategic Asset Management	Upgrade to existing	Provides centralised investment modelling capabilities for asset rationalisation and stock option appraisal
Servicing & Inspection	New Function	Manages ANY type of regular service or inspection
Legionella Management	New Function	Holds water safety assessments with scoring and dedicated remedial action management
Asset Safety (Damp and Mold)	New Function	For assessment and remedial action management

4.7 Phase Two covers the implementation of new functions; Servicing and Inspection, Legionella Management, Asset Safety for Damp & Mould management and potentially detailed HHSRS assessments.

4.8 Provisional Key Milestones will be agreed once Phase One is completed. The project group will continue to hold Stakeholder Engagement meetings and user requirement gathering sessions.

4.9 The Stock Condition Survey approach as detailed within the Council Housing Asset Strategy and Investment Plan March 2024 to undertake a 100% stock condition survey across the Council's entire housing stock over the next 3 years is well developed. The aim set out in the strategy is to achieve 40% Yr1, 40% Yr2 and 20% Yr3; this is based on a stock holding of approx. 21,500 homes and approximately 2,100 blocks was presented to SMT 13th June 2024 and agreed next steps:

Activity	Date
Finalise documentation and governance checks	Completed
Route to market agreed and signed off	50% completed
EOI published (FW or Open)	Completed
Documents published (FW or Open)	w/c 09.09.24
Quotations Submission Date	20.09.24 (worst case if open – less 7 days/10 days if a FW)
Evaluation period ends	27.09.24
Award to successful Suppliers	w/c 30.09.24
Contract start date	w/c 14.10.24

5 Finance

5.1 Budgets have been provided to support the current pressures identified in this report. For the monitoring position at M5, 2024-25 an annual revenue budget of £2m has been provided, which is forecasting an overspend of £175k. For fire surveys there is a revenue budget of £1.1m which is forecasting to achieve budget and a budget for 40% stock condition surveys and water quality testing has been provided. There is a baseline capital budget of £33.8m which includes £18.8m for planned component replacements, £2.7m for general building safety works and which includes budgets for the works to the six storey blocks, low rise blocks and the retirement living scheme. There is an approved budget of £57m for the high-rise blocks of which £5.3m relates to 2024-25.

6 Information required to take a decision

6.1 Not applicable

7 Implications for the Council

- As a result of the notice, the Homes and Neighbourhood service is unable to access Homes England Affordable Homes Programme funding but does not affect other funding programmes e.g. the Local Authority Housing Fund. This is only applicable to the Registered Provider element of the council which relates to the housing landlord function only.
- Failure to deliver the programme and meet the requirements of the regulatory notice could result in a number of outcomes: inspection, sanctions for the council or other such measures as stipulated by the regulation.
- Failure to deliver the programme will result in the Council not fulfilling its commitment to keeping residents safe
- Reputational damage to the Council could be significant

Legal

- Section 198A of the Housing and Regeneration Act 2008 (as amended) states that the Regulator's regulatory and enforcement powers may be used if a registered provider has failed to meet a consumer standard. Following the self-referral by the Council the Regulator determined that the Council had potentially breached part 1.2 of the Home Standard. As the Council has put in place a programme to rectify these failures the Regulator determined there was no need to take statutory action. The Council will need to continue to provide assurance to the Regular that any breach is being remedied.

8 Consultation

8.1 Internal consultation has taken place with key stakeholders as well as the Tenant Led Panel. These include the staff within the service and other services involved in supporting the delivery works in relation to the regulatory response.

8.2 Consultation included the following groups/ boards:

- Homes and Neighbourhoods Senior Management Team
- Place Senior Leadership Team
- Executive Leadership Team

- Homes & Neighbourhoods Improvement Board
- Housing Portfolio Briefing
- Building Safety Assurance Board
- Tenant Led Panel
- Executive Board

9 Engagement

- 9.1 There is an agreed resident engagement and communications strategy which includes regulatory notice requirements as well as the key building safety priorities. Resident engagement is carried out as part of the wider Building safety engagement strategy. This ensures that there are consistent messages and opportunities for residents' feedback which can and will be incorporated into the delivery of the programme.
- 9.2 All individual projects for delivery have dedicated engagement teams to ensure that all residents are fully aware of any changes, improvements and requirements. Regular updates will be provided on the website and regular communications will be published throughout the length of the programme

10 Building Safety Assurance Board's (BSAB) Feedback to HNIB from their meetings - 9th & 30th August 2024

- 10.1 BSAB recently updated its TOR to ensure adequate challenge to H&N specific to its performance. BSAB continue to challenge the accuracy of data provided and have asked for improvement to how information is reported to ensure clarity. BSAB are also undertaking a full review of its forward plan with recognition of the H&N compliance framework to give assurance that all aspects of H&N BS are in focus for the Board. BSAB understand the recent changes to senior management and will work closely with the team to identify and escalate current and emerging issues. The pace of DMC compliance remains a concern specifically capacity and accessibility. It is clear that progress is being made and that additional resources have been commissioned but assurance regarding data remains a focus.
- 10.2 The BSAB members have recently made the decision to bring together a sub group, specifically to receive technical advice prior to each BSAB meeting. This sub group will review BSAB reports prior to the Board with a view to improving technical challenge and rigour.
- 10.3 BSAB note the progress in addressing the backlogs DMC and FRA, however BSAB are concerned that with the onset of winter there is a potential that DMC cases could escalate.

11 Next steps

- To continue to progress the delivery of the action plan agreed with the Regulator to ensure timescales are met and the regulator is satisfied with progress.
- Continue to progress procurement to ensure capital delivery programmes can be delivered.
- Continue to progress outstanding recruitment vacancies to maximise service delivery.
- Continuous improvement of service delivery across all areas.
- Embedding the action groups within day-to-day operational activity.

12 Contact officers

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13 Background Papers and History of Decisions

13.1 None

14 Appendices

14.1 None

15 Service Director responsible

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