

**REPORT TITLE: UPDATE OF THE HOUSING MANAGEMENT & PARTNERSHIPS SERVICE REDESIGN**

<b>Meeting</b>	G&R Scrutiny Panel
<b>Date</b>	22 <sup>nd</sup> September 2025
<b>Cabinet Member</b>	Cllr Moses Crook Deputy Leader and Transport and Housing
<b>Key Decision Eligible for Call In</b>	No – Information Only Not Applicable
<b>Recommendations</b>	
<p>The ELT is requested to review the report, which presents an update on the ongoing redesign of the Kirklees Homes &amp; Neighbourhoods (KHNs) Housing Management and Partnerships (HMP) service.</p>	
<b>Resource Implications</b>	
<p>Job Descriptions and Terms and Conditions remain unchanged, but it is recognised that some officers will need additional support from managers during periods of change.</p>	
<b>Date signed off by <u>Executive Director</u> &amp; name</b>	David Shepherd, Executive Director of Place on 27 <sup>th</sup> August 2025
<b>Is it also signed off by the Service Director for Finance?</b>	N/A for G&R Scrutiny Panel
<b>Is it also signed off by the Service Director for Legal Governance and Commissioning?</b>	N/A for G&R Scrutiny Panel

**Electoral wards affected:** All

**Ward councillors consulted:** A report will be prepared for PHB Cllr Crook, Deputy Leader and Transport and Housing on 2 September (and Exec Board on 8 September).

A briefing note will be prepared for Ward councillors.

**Public or private:** Private

**Has GDPR been considered?** Yes

## 1. Executive Summary

- 1.1 This report provides an update of the re-design of Kirklees, Homes & Neighbourhoods (H&Ns), Housing Management & Partnership (HMP) service. It highlights the progress made in the key changes to operational delivery to improve efficiency, performance, and increase tenant engagement and satisfaction with the services we deliver.

## 2. Current Position

- 2.1 The HMP service is responsible for the delivery of landlord functions to 21,500 council tenancies. HMP comprises of 250 members of staff who work across frontline estate management and specialist areas of Housing Management including.

- **Neighbourhood Management** – resident engagement and support, tenancy visits, estate inspections, environmental checks, tenancy issues and permissions, anti-social behaviour, compliance checks, and the viewing of empty homes and sign up of new tenants.
- **Caretaking** – compliance checks, garden clearance from void properties, removal of rubbish/waste left in communal areas, cutting back of bushes/hedges and grassed areas on estates that are not covered within the Grounds Maintenance Service Level Agreement.
- **Retirement Living** – delivery of estate management and independent living support for 19 Retirement Living Schemes consisting of 492 properties, and estate management of Ashview, Extra Care Living Scheme.
- **Income Management** – rent collection, advice on income/expenditure and specialist financial services, recovery of current and former tenant arrears, preparation of legal cases for possession of council tenancies and presentation of cases in the County Court, processing of Direct Debits, credits on accounts, and raising of invoices for services required by HMP.
- **Empty Homes** – shortlisting and pre-allocation checks for new tenants, monitoring of empty homes throughout the voids process, and allocation of properties for decants and management lets.
- **Tenancy Enablement** – a team delivering support for tenants to sustain tenancies, independent money advice, employment & support, and delivery of the pre-apprenticeship programme. The service has specialist officers delivering advice, support and training for safeguarding and domestic abuse for H&N's. Collation and review of information for Domestic Homicide, and Serious Case reviews, including attendance at case conferences to identify and respond to good practice and lessons learnt.
- **Leaseholders** – responsible for services delivered to circa 1,200 leaseholders including, legal enquiries, collation of service charges and billing, and notification of emergency or planned works.
- **Right to Buy** – responsible for the statutory obligations when a tenant purchases a council property including background/fraud checks, instructing surveyors for valuations, and legal and conveyancing enquiries.

- 2.2 In April 2024, the Regulator of Social Housing (RSH) introduced the following consumer standards:
- Neighbourhood and Community Standard
  - Safety and Quality Standard
  - Tenancy Standard
  - Transparency, Influence and Accountability Standard
- 2.3 The standards include requirements around the safety and quality of homes, estate and tenancy management, partnership working in neighbourhoods, transparency and accountability with performance information and availability of tenant engagement opportunities. Moving forward it is crucial that the HMP service is compliant with the regulatory requirements and can effectively evidence how we achieve this.
- 2.4 The RSH introduced twenty-two Tenant Satisfaction Measures (TSMs). Twelve of these are tenant perception measures where information is captured from a perception survey, and ten TSMs are obtained from management information. The outcome from the tenant perception survey shows a decline in tenant satisfaction from the previous year. Our mid-year results, published in August 2025, we have seen improvements across all indicators indicating a turnaround in performance. Appendix 1 demonstrates Kirklees Councils performance across the 12 tenant perception measures of the TSMs.
- 2.5 Whilst our TSMs are improving that are falling below the standard we ultimately want and the expectations of our tenants in relation to our neighbourhood management responsibilities, and a redesign of this area of HMP has been undertaken in response to this.

### **3. Neighbourhood Management Redesign**

- 3.1 The feedback from the TSMs demonstrates that HMP has not fully met the needs of our tenants. Whilst it is accepted that much of the work involved in managing housing and neighbourhoods can be reactive, we must move to a model where we work proactively with our tenants and neighbourhoods to tackle issues before they escalate.
- 3.2 It has been clearly communicated to housing teams the need to increase presence on our estates. In the absence of an effective IT reporting system to track performance, housing officers are logging this information manually. This has posed a challenge to some housing officers who need to balance an increased presence within neighbourhoods, with an increase in time spent on administrative tasks. This means that the data is not reliable because information has not been logged or logged incorrectly.
- 3.3 Housing managers are closely monitoring the activity of their teams and continue to monitor performance and support staff. The new CX Housing Management System, will be implemented in September 2025, this will include reporting features to support the effective performance monitoring of activity.
- 3.4 The current housing team model has historically been structured using a model where each team manages an equal share of housing stock. The same number of housing management officers were then assigned to each team. This approach does not align

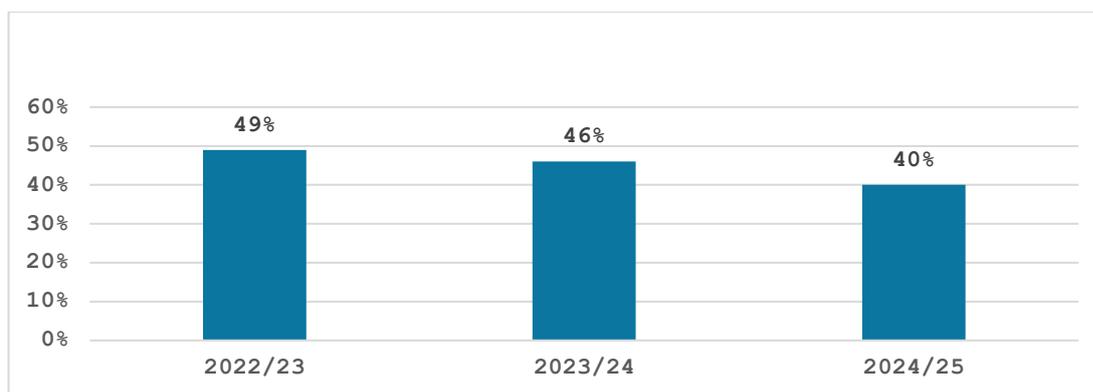
staffing levels with the differing needs and demands of individual neighbourhoods. This has been reviewed as part of the service redesign.

- 3.5 To understand the needs of our neighbourhoods we must work with tenants and key stakeholders from within the community. We will utilise available data and intelligence from a range of sources to understand more about the make-up of our tenants and communities. This information will be collated and will form part of a Neighbourhood Plan.
- 3.6 The aim of the plans is to understand the needs within our neighbourhoods and will also provide a voice for tenants and stakeholders to ensure we are working on the right things to improve service delivery for them. They will also ensure that future staff deployment is guided by the demand and complexity of the neighbourhood. More detailed information about the Neighbourhood Plans is outlined in Section 5 of this report.

#### 4. **Anti-Social Behaviour**

- 4.1 It is essential that our tenants and communities feel assured that when they report ASB, and that it is addressed effectively and swiftly.
- 4.2 The Annual Complaints Performance report for 2024-25 indicates that 268 Stage 1 complaints were submitted regarding the Housing Management & Partnerships service. Out of these, 70 complaints (representing 26%) were related to anti-social behaviour or noise nuisance issues.
- 4.3 The Housing Ombudsman (HO) in the same period also made 49 determinations of maladministration against H&Ns services, four (8%) of the negative determinations related to ASB and Noise
- 4.4 Tenant satisfaction with ASB has also been in decline since 2022/23.

Tenant Satisfaction – ASB Case Handling



- 4.5 It is acknowledged that managing ASB cases presents significant challenges, and whilst ASB training for HMOs has been deployed, it can often take time for staff to develop the confidence required to enter tenant's homes and manage individuals who may be exhibiting a range of emotions, including, at times, aggressive behaviour.
- 4.6 In response to the decline in tenant satisfaction, the number of formal complaints received, and the determinations made by the Housing Ombudsman our response to ASB needs to improve and quickly.

- 4.7 It is therefore proposed that a core team of 4 housing officers from the existing HMP staffing structure, with the addition of a Housing Manager on a twelve-month temporary basis will undertake the responsibility for ASB case management.
- 4.8 This core team will focus exclusively on ASB case management and will also support neighbourhood housing officers in addressing environmental enforcement issues. This proposal will enable officers to dedicate more time to managing ASB cases and ensure that tenants receive an improved level of service.
- 4.9 It is imperative that front line housing officers maintain active involvement with matters arising in the neighbourhoods under their management. They are expected to monitor HMOs addressing anti-social behaviour, offer support through joint visits, and participate in multi-agency meetings to enhance professional development.
- 4.10 If approved, this model will be subject to ongoing review to assess its effectiveness.

## **5. Neighbourhood Plans**

- 5.1 As outlined in paragraphs 3.5 and 3.6 of this report, we need to ensure that resource is deployed in the right place to improve service delivery for our tenants. To support this approach HMP is formulating Neighbourhood Plans that will incorporate data from a range of sources including.
- Feedback from tenants/TLP/TARAs/Cllrs/key stakeholders
  - Kirklees Observatory – deprivation, demographics, educational attainment, worklessness and health
  - Community Safety Partnership – Strategic Intelligence Assessment and District Intelligence plans.
  - Kirklees Joint Strategic Assessment (Health)
  - H&Ns data
  - Tenant satisfaction/feedback
  - Ongoing projects e.g, Clear, Hold Build in Ashview, improving recycling levels in North Kirklees
  - Levels of fly-tipping and general waste management across the district
- 5.2 Regular communication with tenants across a range of channels is key to the success of the neighbourhood plans. This will ensure there is opportunity for tenants to feedback about what matters most to them. To encourage engagement with tenant and resident/community groups a wider communication strategy will be developed to ensure tenants are informed about events in their area, policy changes, and service delivery.
- 5.3 The neighbourhood plans will be completed by November 25, enabling more meaningful engagement with tenants and stakeholders and will provide HMP with a solid basis for the efficient deployment of resource.
- 5.4 The finalised plans will be a live document that will continue to capture feedback and new areas for improvement. They will be delivered in conjunction with our tenants, partners and key stakeholders. The reporting structure for the outcomes achieved will be communicated when the plans are shared.

## **6. Staff Training and Development**

- 6.1 To ensure our workforce possesses the necessary skills and knowledge to perform their roles effectively, a skills analysis is being undertaken to identify specific training needs. Additionally, a review of the induction programme is in progress, with a designated service manager appointed to oversee its future development.
- 6.2 It is noted that legal training for housing staff has not taken place recently. Legal Services plans to deliver training on tenancy breaches, which will include the updated conditions of the new Tenancy Agreement during November 25. The training will be designed to support housing teams to investigate and understand the steps required to advance a case through the legal process.

## **7 Implications for the Council**

### **7.1 Council Plan**

The redesign of the HMP service supports the Council Plan. It ensures we get the basics right, take responsibility, focuses on customers, collaborates, connects, listens, and responds.

### **7.2 Financial Implications**

There are no financial implications for this proposal.

### **7.3 Legal Implications**

N/A.

### **7.4 Climate Change and Air Quality**

N/A.

### **7.5 Risk, Integrated Impact Assessment (IIA) or Human Resources**

N/A.

## **8. Consultation**

- 8.1 The service will consider any aspects of the service re-design that may require discussions with Trade Union colleagues.

## **9. Engagement**

- 9.1 The Head of Service and Strategic Managers are attending team meetings in September 2025 to reinforce the above approaches, to reassure staff that support will be provided if needed, and to encourage feedback from staff.

## **10. Options**

- 10.1 To note the content of the report, the work ongoing and the work already completed to re-design the HMP service.

## **11. Reasons for recommended option**

- 11.1 The Tenant Satisfaction Measures (TSM) survey outcome shows a decrease in tenant satisfaction compared to the previous year and lower performance compared to the Housemark benchmark of similar sized social housing providers.
- 11.2 We recognise that our TSM results demonstrate that we are below where we want to be as an organisation, and we are failing to meet the expectations of our tenants. The redesign of the service is necessary to improve the services we deliver to our tenants and neighbourhoods.

## **12. Next steps and timelines**

- 12.1 This report highlights the many areas of work undertaken to re-design the HMP service. It is recognised that the changes needed to happen at pace. However, it is noted that the service has experienced a significant amount of disruption during the last 12 months. And although not fully implemented at this time, a significant amount of work and change has already taken place during a period of high levels of staff turnover, and key areas of work needing to be completed within tight timescales i.e. service change to achieve budget savings, the review of the Tenancy Agreement, and service charge review for tenants.
- 12.2 To ensure the service re-design is embedded it has been essential that the foundations of the service are robust, with effective mechanisms established to measure performance and demonstrate how we communicate with our tenants and communities. Adequate support has been required for managers and frontline staff throughout the changes already implemented.
- 12.3 The next steps for the HMP service are to complete the Neighbourhood Plans in collaboration with tenants, ward members, and key stakeholders. The correct deployment of resources to neighbourhoods will then be made.
- 12.4 The service needs to review communication with tenants, and how we can be pro-active in capturing the tenant's voice. Work has commenced with the Governance and Improvement team to create a communication plan that will support the objectives of the Tenant Voice Strategy.

## **13. Contact officer**

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## **14. Background Papers and History of Decisions**

- 14.1 N/A.

## **15. Appendices**

- 15.1 Appendix 1 - Tenant Satisfaction Measures (TSMs) results.

## **16. Service Director responsible**

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## Appendix 1 – Tenant Satisfaction Measures (TSMs) results.

Code	Measure	% 2023/24	% 2024/25	TREND	2025/26 Mid Year	TREND	National Benchmark Position (Reference)
TP01	Proportion of respondents who report that they are satisfied with the overall service from their landlord.	63.20%	57%	↓	65%	↑	68%
TP02	Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service.	68.80%	67%	↓	75%	↑	70%
TP03	Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the time taken to complete their most recent repair.	66.30%	64%	↓	72%	↑	66%
TP04	Proportion of respondents who report that they are satisfied that their home is well maintained.	63.40%	59%	↓	68%	↑	68%
TP05	Proportion of respondents who report that they are satisfied that their home is safe.	69.40%	66%	↓	73%	↑	74%
TP06	Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them.	53.20%	50%	↓	58%	↑	60%
TP07	Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them.	60.70%	57%	↓	64%	↑	65%
TP08	Proportion of respondents who report that they agree their landlord treats them fairly and with respect.	73.40%	69%	↓	74%	↑	77%
TP09	Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling.	23.20%	22%	↓	26%	↑	31%
TP10	Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained.	56.10%	46%	↓	55%	↑	65%
TP11	Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood.	54.90%	50%	↓	55%	↑	60%
TP12	Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour.	46.50%	40%	↓	47%	↑	53%