

**REPORT TITLE: INTERNAL ASSESSMENT OF COMPLIANCE WITH THE
 REGULATOR OF SOCIAL HOUSING CONSUMER
 STANDARDS**

Meeting	Growth and Regeneration Scrutiny Panel
Date	9 March 2026
Cabinet Member	Cllr Moses Crook Deputy Leader and Transport and Housing
Key Decision	No
Eligible for Call In	No
Purpose of Report	
<p>This report provides our internal evaluation of Homes and Neighbourhoods' performance against the Regulator of Social Housing's Consumer Standards. The assessment is informed our quality assurance processes, external validation provided by David Tolson Partnerships, and sector benchmarking. Its purpose is to give a clear understanding of the Council's current compliance position, the evidence underpinning internal grading judgements, and the key risks, gaps, and areas requiring improvement.</p> <p>The report summarises actions already underway strengthening safety, stock knowledge, tenant engagement, neighbourhood management, data quality, and governance. It highlights the operational, financial, and regulatory implications of current activity. The aim is to support informed decision-making and oversight ahead of the Council's first regulatory inspection, ensuring transparency about progress to date and the steps required to achieve full compliance.</p>	
Recommendations	
<ul style="list-style-type: none"> • Note the findings of the Internal Assessment of Compliance with the Regulator of Social Housing's Consumer Standards. • Note actions within Safety and Quality Standard as the Council's focus areas. • Note the improvement programme aligned to the quality assurance framework, including the actions, delivery trajectories and assurance milestones set out in Appendix A. 	
Reasons for Recommendations	
<ul style="list-style-type: none"> • The strengthened consumer regulation regime introduced in April 2024 places increased emphasis on safety compliance, stock condition knowledge, tenant influence, transparency and demonstrable outcomes, with routine inspections now applying to landlords with more than 1,000 homes. 	

- A comprehensive improvement programme is in place, underpinned by the Homes and Neighbourhoods Quality Assurance Framework established in June 2025, and is showing clear momentum, improving organisational grip and strengthened governance. However, regulatory judgements require fully evidenced outcomes, not plans or trajectory alone.

Resource Implications

Delivering and evidencing compliance with the Regulator of Social Housing's Consumer Standards requires continued prioritisation of financial, staffing and organisational resources. Key pressures relate to completing and validating stock condition data, delivering the fire safety works programme, embedding HHSRS across homes and communal areas, and sustaining strengthened governance and quality assurance arrangements. Whilst budget provision has been identified to support priority compliance activity, ongoing investment and capacity will be required until material risks are fully resolved and compliance outcomes are demonstrably achieved.

Date signed off by Executive Director & name

25 February 2026 – David Shepherd

Is it also signed off by the Service Director for Finance?

Not Applicable for Scrutiny

Is it also signed off by the Service Director for Legal Governance and Commissioning (Monitoring Officer)?

Not Applicable for Scrutiny

Electoral wards affected: All

Ward councillors consulted: No

Public or private: Public

Has GDPR been considered? Not Required

1.0 Executive Summary

- 1.1 This report sets out an internal assessment of Homes and Neighbourhoods' compliance with the Regulator of Social Housing (RSH) Consumer Standards and the Rent Standard. It draws on evidence from three Quality Assurance cycles, external validation activity and sector benchmarking. The revised regulatory framework in force since April 2024 places increased emphasis on safety, robust stock knowledge, tenant involvement, transparency and accessibility, alongside regular and proactive inspection for landlords with more than 1,000 homes.
- 1.2 The Council's internal assessment indicates a C2 position against the Transparency, Influence and Accountability, Tenancy, and Neighbourhood and Community Standards. There is clear and tangible evidence of progress in these areas, including strengthening governance arrangements, more consistent frameworks and improving organisational grip. However, these strengths do not offset the regulatory challenges arising from the Safety and Quality Standard, currently assessed as C3 level. This reflects identified evidence gaps in stock condition data, fire safety backlogs and assurance over communal areas.
- 1.3 Given the weight the Regulator places on safety compliance, stock condition knowledge and the timely completion of actions, weaknesses in the Safety and Quality Standard are likely to be determinative of the Council's overall consumer judgement, irrespective of stronger performance elsewhere. Recent sector judgements demonstrate that where material deficiencies remain in this Standard, landlords have been graded C3 overall, even when other Consumer Standards are assessed more favourably.
- 1.4 A comprehensive programme of improvement is already in progress, underpinned by the Homes and Neighbourhoods Quality Assurance Framework established in June 2025. Appendix A details the specific actions, delivery trajectories and review points mapped to each regulatory expectation. These actions align directly with the Council Plan priorities around strengthening safety assurance, improving transparency, enhancing the customer experience and delivering positive neighbourhood outcomes.
- 1.5 The service ambition is to move from the current internal C3/C2 position to a consistently evidenced C2 across all Consumer Standards ahead of the Council's anticipated first regulatory inspection likely within the next six months, with a longer-term aspiration to achieve C1. Delivery of the improvement programme, particularly in relation to safety compliance, stock condition knowledge, tenant data quality, neighbourhood management and complaints handling, will be critical to achieving this trajectory.
- 1.6 The assessment therefore identifies elevated regulatory, financial and operational implications. Significant investment is required to complete and validate stock condition data, deliver the fire safety programme at pace, and embed robust data integrity and assurance arrangements. Until this evidence base is fully in place and demonstrably effective, the Council will not be in a position to progress to a C3 position, notwithstanding strengthening frameworks and improving performance across other Consumer Standards.

1.7 An improvement programme aligned to the Homes and Neighbourhoods Quality Assurance Framework established in June 2025 is firmly underway and is demonstrating positive momentum and clearer organisational grip. The immediate ambition is to evidence a consistently robust C2 position ahead of the anticipated first regulatory inspection within the next six months, with a longer-term objective of achieving C1. However, achieving a C2 overall remains dependent on the timely resolution of the material deficiencies within the Safety and Quality Standard, given its disproportionate influence on regulatory judgements.

2.0 Information required to take a decision

2.1 Background and Context

2.1.1 In April 2024, the Regulator of Social Housing implemented a strengthened consumer regulation regime. This included the introduction of routine inspections for landlords managing more than 1,000 homes, a new four-tier consumer grading system (C1–C4), and an increased regulatory focus on transparency, stock knowledge, safety, tenant influence and service accessibility.

2.1.2 Across 2024–2026, regulatory judgements show that:

- **C1** is extremely rare and awarded only where stock data, safety compliance and tenant voice are demonstrably strong. Of all inspection outcomes, 26% have resulted in a grading of C1, of which 11% to LA's
- **C2** is common for councils with improving systems but incomplete assurance. Of all inspection outcomes, 46% have resulted in a grading of C2, of which 35% to LAs.
- **C3** typically applies where service areas have systemic safety/data issues. Of all inspection outcomes, 25% have resulted in a grading of C3, of which 47% to LAs.
- **C4** is reserved for severe, systemic failure. Of all inspection outcomes, 3% have resulted in a grading of C4, of which 7% to LAs. Worth noting that all C4 cases are in LA operators. Kirklees is not in this category.

2.1.3 Following the Regulatory Notice issued to Kirklees in March 2024 in relation to fire safety and damp, mould, and condensation, Homes and Neighbourhoods has been delivering a multi-year improvement programme to address identified risks and strengthen regulatory compliance.

2.1.4 To support this work, the Homes and Neighbourhoods Quality Assurance Framework was established in June 2025. The framework provides structured assurance through three cycles of review each year, validation scoring, detailed evidence reviews, independent external challenge, and alignment with the Regulator's Code of Practice.

2.1.5 This report sets out the service's internal perception of compliance with the Consumer Standards, drawing on triangulated evidence from quality assurance activity, performance data and external validation. It is intended to provide assurance to Members and does not represent a formal regulatory judgement by the Regulator of Social Housing.

2.2 Methodology and Assurance Approach

2.2.1 Homes and Neighbourhoods has drawn on a broad and diverse evidence base to inform its internal assessment of compliance with the Consumer Standards. The approach brings together insights from multiple sources, including regulatory judgements for comparable authorities, internal reviews of safety and stock information, and analysis of key tenant-facing services such as communication, repairs, neighbourhood management and complaints.

2.2.2 In addition to these core areas, the assessment also reflects wider organisational intelligence derived from governance and performance reporting, investment planning, tenant satisfaction insight, damp and mould oversight, and monitoring of fire-safety programmes. By combining these various sources, the service has developed a triangulated and balanced view of compliance, progress, and areas of risk. This comprehensive evidence base underpins the internal ratings presented throughout the report.

2.2.3 The assessment draws on data from governance boards, repairs, compliance, investment, tenant satisfaction, damp and mould delivery, and fire safety monitoring to form its evidence base for internal ratings. However, January's quality assurance was affected by limited reporting after switching to the Cx housing management system.

2.3 Assessment by Standard

Summary position

2.3.1 Compliance with three of the four Consumer Standards is at C2 level, but gaps remain in Safety and Quality, presenting the highest regulatory risk. If unaddressed, these issues could lower the overall consumer grading to C3, as seen in recent regulatory decisions where safety concerns outweighed strengths elsewhere. In summary, unresolved deficiencies in Safety and Quality are the primary regulatory risk and may result in a C3 grading if not promptly resolved.

Consumer Standard	Grading (Internal perception)	Rationale Summary
Safety & Quality Standard	C3	Knowledge gaps persist regarding stock conditions, with reliance on historical and assumed data. Whilst statutory compliance and governance have improved, consistent assurance over communal areas, complete HHSRS implementation, and timely fire safety remediation is not yet achieved. The improvement programme shows measurable progress, but regulatory standards require fully demonstrated outcomes for higher grading.

Transparency, Influence & Accountability	C2	Core governance, complaints handling, and tenant engagement frameworks are in place, with an improvement plan driving service changes. Whilst complaints performance and governance are improving, tenant data quality is still poor, evidence of tenant input into service design is inconsistent, and outcome transparency varies. This reflects regulatory findings of partial compliance, alongside clear progress on the agreed improvement programme.
Tenancy Standard	C2	Tenancy and allocation frameworks are established and generally consistent, with no significant tenancy failures or incompatible tenancies. Improvement efforts continue to reinforce sustainment, fraud controls, and service consistency. Whilst actions are in progress and showing results, outcomes are not yet fully demonstrated. A C2 rating reflects partial compliance with low regulatory risk, rather than full assurance.
Neighbourhood & Community Standard	C2	Neighbourhood management, ASB case handling, and partnership working are established with an improvement plan in place, resulting in better consistency and oversight. There is no sign of unmanaged risk or systemic failure, but service improvements are not yet consistent across all areas, with tenant concerns about communal spaces and ASB persisting. This supports a C2 regulatory grade.

2.3.2 *Safety & Quality Standard*

2.3.2.1 Purpose of the standard: The Safety and Quality Standard requires landlords to ensure that tenants' homes are safe, well maintained and of good quality, and that landlords have effective systems in place to manage health and safety risks.

Key expectations: Under this standard, landlords are expected to:

2.3.2.2

- Meet all statutory health and safety requirements, including gas, electrical, fire, water safety, asbestos and lift safety
- Identify, assess and manage risks in homes and communal areas
- Maintain accurate and up-to-date stock condition information
- Ensure homes meet the Decent Homes Standard
- Deliver responsive and effective repairs and planned maintenance
- Have robust governance and assurance arrangements to oversee safety compliance and remedial actions

2.3.2.3 The Regulator places particular emphasis on stock knowledge, timely completion of safety actions, and the ability of senior leaders to demonstrate grip and oversight.

2.3.2.4 **INTERNAL PERCEPTION: C3** - The proposed C3 rating reflects the Council's current inability to fully demonstrate delivery of the Safety and Quality outcomes, despite clear understanding of the risks and active improvement underway.

2.3.2.5 Regulatory judgements for other local authority landlords show that a C3 rating is typically applied where providers cannot evidence up-to-date stock condition knowledge, have material risks in communal areas, and have overdue fire safety remedial actions, even where improvement programmes are in place. This pattern is evident in several recent Local Authority judgements.

2.3.2.6 Internal quality assurance and external validation has identified the following gaps:

- Absence of validated stock condition data for the majority of homes
- Reliance on historic or assumed (cloned) stock condition data
- Work required to improve communal areas
- HHSRS implementation not yet embedded
- Fire safety remedial actions historic backlog (reducing)

2.3.2.7 Whilst there is also evidence of a strong governance system and senior leadership awareness, funded programmes and improving grip, regulatory precedent indicates that plans and trajectory alone are insufficient to support a C2 rating until outcomes can be evidenced. A C4 rating would not be proportionate, as the Council understands the risks, has credible plans in place, and no unmanaged acute safety failures identified.

2.3.2.8 On this basis, a C3 rating accurately reflects material non-compliance with improving control, aligning with how the Regulator has treated similar local authority positions.

2.3.3 *Transparency, Influence & Accountability*

2.3.3.1 Purpose of the standard: The Transparency, Influence and Accountability Standard requires landlords to treat tenants with fairness and respect, be transparent in how services are delivered, and ensure tenants can meaningfully influence decisions that affect their homes and services.

2.3.3.2 Key expectations: Landlords are expected to:

- Provide tenants with clear, accessible and accurate information about services, performance and decisions
- Enable tenants to influence and scrutinise landlord services
- Collect and use tenant data, including information about diverse needs, to deliver fair and equitable outcomes
- Operate effective, accessible and fair complaints handling arrangements
- Learn from complaints and tenant feedback to improve services
- Demonstrate accountability through governance and performance reporting

2.3.3.3 The Regulator looks for evidence that tenant engagement leads to real change, not just consultation activity, and that complaints are handled in line with the Housing Ombudsman's Code.

2.3.3.4 **INTERNAL PERCEPTION: C2** - The proposed C2 rating reflects partial compliance with the Transparency, Influence and Accountability Standard, with weaknesses identified but credible governance and improvement activity in place.

2.3.3.5 Regulatory judgements for local authorities graded C2 commonly identify inconsistent tenant influence, incomplete tenant data, and variable feedback loops, whilst recognising the existence of engagement structures and improving performance. This profile is evident in several recent council inspections, where the Regulator acknowledged that outcomes were being delivered unevenly but did not identify serious failings.

2.3.3.6 Internal quality assurance and external validation have identified the following gaps:

- Tenant diverse needs data is insufficient to evidence equitable outcomes
- Evidence of tenant influence shaping service delivery is limited and not yet embedded
- Feedback loops ("you said, we did") are inconsistent across services

2.3.3.7 However, formal tenant governance arrangements are in place, including a Tenant Led Panel and Tenant Voice Strategy, supported by clear senior leadership awareness of cultural and engagement gaps, alongside improving trends in Tenant Satisfaction Measures. The presence of established scrutiny mechanisms and visible grip distinguishes Kirklees from authorities receiving C3 judgements, where regulators cite absence of tenant scrutiny, serious complaints failings, or lack of organisational awareness. Conversely, the lack of robust tenant data and embedded influence outcomes prevents a C1 judgement at this stage.

2.3.3.8 A C2 rating therefore accurately reflects partial compliance with clear improvement underway, consistent with regulatory treatment of comparable local authorities.

2.3.4 *Tenancy Standard*

2.3.4.1 Purpose of the Standard: The Tenancy Standard requires landlords to let homes in a way that is fair, transparent and supports sustainable communities, whilst making best use of available housing stock.

2.3.4.2 Key expectations: Landlords are expected to:

- Offer tenancies that are compatible with the purpose of the accommodation and the needs of households
- Have clear and up-to-date tenancy and allocations policies
- Apply tenancy policies consistently and fairly
- Support tenancy sustainment and prevent avoidable tenancy failure
- Manage tenancy changes and terminations appropriately
- Ensure efficient use of housing stock

2.3.4.3 The Regulator typically intervenes under this standard only where there is evidence of incompatible tenancies, weak policy frameworks, or systemic failures in tenancy management.

2.3.4.4 **INTERNAL PERCEPTION: C2** - The proposed C2 rating reflects demonstrated compliance with the Tenancy Standard, supported by clear policy frameworks and generally consistent delivery.

2.3.4.5 Regulatory judgements indicate that the Tenancy Standard only materially influences downgrades where landlords cannot evidence that tenancies are compatible with household needs, support sustainable communities and make efficient use of stock, or where tenancy frameworks are absent or applied inconsistently. Such failings are uncommon but have resulted in severe consumer gradings in a small number of cases, including Arun District Council. By contrast, several authorities received C2 outcomes where tenancy arrangements were largely sound, but assurance and evidencing required further strengthening, aligning with Kirklees' current position.

2.3.4.6 Internal quality assurance and external validation has identified the following gaps:

- Limited assurance that all tenancies are consistently compatible with household needs, due to reliance on historic records and local practice rather than consolidated reporting
- Incomplete evidence to demonstrate optimal use of stock, including under-occupation, at a system-wide level
- Inconsistent capture and reporting of tenancy sustainment outcomes and learning
- Further strengthening required in joined-up information sharing across tenancy-related services to support end-to-end assurance

2.3.4.7 Despite gaps, which signal areas for strengthening rather than any significant failure, evidence demonstrates that core tenancy arrangements are operating effectively, including a clear allocations and tenancy management framework and effective partnership working across the Council. Whilst some assurance gaps remain, these strengths indicate that tenancy outcomes are largely being delivered, supporting a strong assessment of partial compliance under a C2 grading.

2.3.5 *Neighbourhood and Community Standard*

2.3.5.1 Purpose of the Standard: The Neighbourhood and Community Standard requires landlords to work with tenants and partners to maintain safe, well-managed neighbourhoods and address issues that affect community safety and cohesion.

- 2.3.5.2 Key expectations: Landlords are expected to:
- Manage anti-social behaviour and hate incidents effectively and proportionately
 - Work in partnership with local agencies, such as the police and safeguarding teams
 - Maintain neighbourhoods through estate management and inspections
 - Support tenants who are affected by neighbourhood issues
 - Have clear policies and procedures for neighbourhood management
 - Monitor outcomes and use learning to improve services
- 2.3.5.3 The Regulator focuses on whether neighbourhood services are consistent, responsive and effective, and whether tenants feel safe and supported in their communities
- 2.3.5.4 **INTERNAL PERCEPTION: C2** - The proposed C2 rating reflects that neighbourhood management arrangements are in place and operating, but that improvements are not yet fully embedded, and outcomes are not consistently demonstrable across all neighbourhoods.
- 2.3.5.5 Regulatory judgements indicate that the Neighbourhood and Community Standard materially influences ratings where landlords are unable to demonstrate effective management of anti-social behaviour, weak partnership working, or inconsistent neighbourhood outcomes. In local authority judgements, a C2 rating is commonly applied where foundational arrangements are in place and risks are being managed, but where the Regulator concludes that greater consistency, clearer outcome evidence and further embedding of improvement activity are required before outcomes can be considered fully delivered.
- 2.3.5.6 This approach is reflected in judgements for authorities where neighbourhood services were functioning and partnership working was evident, but the Regulator identified similar requirements to strengthen consistency and demonstrable outcomes, aligning closely with Kirklees' current position.
- 2.3.5.7 Internal quality assurance and external validation has identified the following gaps:
- Service improvements are not yet fully embedded, with variation across localities
 - TSMs show ongoing tenant concern about communal areas and ASB
 - Evidence of consistent neighbourhood level outcomes remains limited, and feedback loops require strengthening-level outcomes remains limited, and feedback loops require strengthening
- 2.3.5.8 Despite identified gaps, there is evidence of good practice, including established estate inspections, caretaking services and anti-social behaviour case management processes, embedded partnership working with relevant agencies, and no evidence of unmanaged neighbourhood risk, safeguarding concerns or systemic failure. However, the absence of consistently demonstrable outcomes and fully embedded improvement activity means that a C1 rating cannot yet be supported. A C2 rating therefore accurately reflects partial compliance with improving control and a moderate level of regulatory risk.

2.3.6 *Rent Standard Assessment*

- 2.3.6.1 At this stage of reporting, we are unable to fully assess compliance against the Rent Standard. The process for securing external assurance is ongoing with David Tolson Partnership. We anticipate this will conclude in March 2026. From that point we will be able to assess our level of compliance and develop any necessary actions.

3.0 Implications for the Council

3.1 Council Plan

- 3.1.1 The report directly reinforces several core priorities of the Council Plan. Our strengthened regime places increased expectations on safety, stock knowledge, transparency, tenant influence and service accessibility. Our ambition to make progressive improvement in these noted areas will directly link to the Council Plan's ambition to "*get the basics right*" and protect vulnerable residents through safe, well-maintained homes. -maintained homes.

- 3.1.2 The report's findings on improving tenant data quality, tenant influence, and ambition for more consistent neighbourhood outcomes link to the Council Plan commitments around transparency, inclusion, strong customer experience, and thriving communities.

- 3.1.3 The need for improved governance, stronger evidence, and modernised systems aligns with the Plan's focus on organisational transformation and service reliability.

- 3.1.4 Overall, the report underscores that accelerating compliance activity, improving data integrity, strengthening governance, and embedding a culture of quality assurance are essential to delivering key Council Plan outcomes.

3.2 Financial Implications

- 3.2.1 There are several areas where the Council may face financial pressures arising from compliance gaps, organisational capacity issues and regulatory expectations. Challenges are identified in stock condition data, and fire safety works programme. Budget proposals considered by Cabinet in December 2025 should deal with these issues, but risk remains until the stock condition survey work is matured.

- 3.2.2 Further compliance work around the ongoing assessment of HHSRS risks (such as DMC, or over/under heating) will add pressures as we move into future years. The approach to stock investment provides budget provision for these key issues. There will need to be an ongoing financial commitment to these areas of investment in order to reach compliance standards.

3.3 Legal Implications

- 3.3.1 The report highlights legal and regulatory risks for Kirklees Council under the strengthened consumer regulation regime introduced in April 2024. The internal assessment indicates a likely C3 grading for the Safety & Quality Standard due to major gaps in stock condition data, inconsistent safety assurance, historic fire safety backlogs, and incomplete HHSRS implementation.
- 3.3.2 Partial compliance (C2) across the Transparency, Influence & Accountability, Tenancy, and Neighbourhood Standards also signals regulatory vulnerability, especially regarding tenant data quality, inconsistent evidence of tenant influence, complaints handling governance, and uneven neighbourhood level service outcomes. These weaknesses increase the risk of mandated improvement actions and formal monitoring.

3.4 Climate Change and Air Quality

- 3.4.1 Whilst the report does not directly reference climate change or air quality, it highlights gaps in stock condition data, safety compliance, and property standards that may indirectly affect environmental performance. Improving housing quality, and in particular addressing damp, mould, ventilation, and energy related hazards, will support better energy efficiency and healthier indoor environments.

3.5 Risk, Integrated Impact Assessment (IIA) or Human Resources

- 3.5.1 Risks identified through the self-assessment of the Consumer Standards have been captured within appropriate service risk registers, with escalation aligned to the significance of each issue.

4.0 Consultation

- 4.1 No formal consultation has been undertaken in the preparation of this report. The report is intended to provide assurance and oversight on the Council's current compliance position against the Regulator of Social Housing's Consumer Standards and does not propose changes to service delivery, policy, or statutory functions. As such, there is no statutory requirement to consult and no Inclusion Impact Assessment has been required at this stage.
- 4.2 Evidence referenced within the report draws on existing engagement activity, including tenant satisfaction measures, complaints analysis, and established tenant governance arrangements. These have informed the identification of risks, gaps and improvement priorities but do not constitute a formal consultation on options or recommendations.

4.3 Any future proposals arising from the improvement programme that involve material service or policy change will be subject to appropriate consultation, supported by Inclusion Impact Assessments and reported in line with Council and statutory guidance.

5.0 **Engagement**

5.1 Engagement is embedded through established tenant governance arrangements, including a Tenant Led Panel that receives regular updates on service performance, compliance activity and improvement programmes. These arrangements enable ongoing scrutiny, feedback and challenge as part of a two-way engagement process.

5.2 Engagement is further supported through the annual publication of the Homes and Neighbourhoods Annual Report, providing transparent information on service delivery, performance outcomes and priorities. Insight from engagement activity, tenant satisfaction measures and complaints handling has informed the assurance and improvement actions set out in this report, with further work underway to strengthen feedback loops and evidence tenant influence.

6.0 **Options**

6.1 **Options considered**

6.1.1 Not applicable.

6.2 **Reasons for recommended options**

6.2.1 Not applicable.

7.0 **Next Steps and timelines**

7.1 The Council remains committed to delivering the highest standards of service possible to its Council housing tenants. Homes and Neighbourhoods will continue to utilise the quality assurance approach embedded to maintain steady progress to our ultimate ambition of being recognised by the Regulator of Social Housing as a C1 provider.

7.2 The Quarter 4 Quality Assurance cycle will take place in April 2026. This will provide the next formal assessment point to measure progress against the Consumer Standards improvement trajectory.

7.3 Mock regulatory inspections will be carried out in May 2026. These are intended to be delivered with the support of an external consultancy to provide independent challenge and regulatory insight.

7.4 At this stage of reporting and anticipating our first inspection within the next 6 months, our goal is to continue to move our service towards the target of being recognised as a C2 provider. To achieve this, we will;

1. Establish an acceptable programme for the delivery of the fire safety works programme.
2. Continue to strengthen our stock condition data improving our knowledge of the investment requirement in our homes.
3. Improve the quality of tenant data held on our systems and implement a model of insight that enables the service to benefit from the intelligence held within the dataset.
4. Continue to advance work on tenant engagement building the structure to accommodate more tenants and more opportunities for participation.
5. Continue to improve approach to complaints handling, including development around tenant involvement in complaints assessment.
6. Embed the Neighbourhood Plans with central recognition to the importance of the work of our emerging ASB team.
7. Finalise the work required on the Rent Standard.

8.0 Contact Officer

8.1 Erran Taylor
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Head of Governance and Assurance

9.0 Background papers and History of Decisions

9.1 NA.

10.0 Appendices

10.1 Appendix A: Consumer Standards Assurance, Improvement Actions and Trajectory.

11.0 Service Director responsible

11.1 Philip Jones
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Service Director Homes and Neighbourhoods

Consumer Standards Assurance, Improvement Actions and Trajectory

This appendix brings together quality assurance outcomes, improvement actions and expected assurance trajectory against each of the Regulator of Social Housing's Consumer Standards expectations.

For each expectation, it shows:

- The Council's internal assurance position across the July 2025, October 2025 and January 2026 QA cycles
- The key improvement action(s) in place to address identified gaps
- The expected improvement in assurance, subject to delivery and validation
- The anticipated timescale for re-assessment of trajectory

This appendix supports, but does not replace, the narrative assessment and internal perception ratings set out in Section 6. It does not represent a formal regulatory judgement.

A1. Safety and Quality Standard

Regulatory Expectation	Jul 25	Oct 25	Jan 26	Key Improvement Action(s)	Expected RAG After Action	Target Review Date
Homes meet all applicable statutory health and safety requirements	●	□	□	Maintain 100% compliance; consolidated compliance register; strengthened governance reporting	□	Monthly
Homes are safe and free from hazards	●	●	□	Embed HHSRS	□	Apr 2026
Homes are well maintained and of good quality	□	□	□	Initiate planned investment programme	□	Apr 2026
Homes meet the Decent Homes Standard	●	□	□	Complete stock condition survey and validated baseline	□	Ongoing
Repairs and maintenance services are effective and timely	□	□	□	Performance monitoring and learning embedded	□	Ongoing
Landlords have an accurate, up-to-date understanding of the condition of their homes	●	●	□	Full stock condition survey programme	□	Ongoing

Landlords have effective systems to identify, manage and mitigate risks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Single compliance and remedial action tracking with escalation	<input type="checkbox"/>	Ongoing
Landlords have effective governance and assurance arrangements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Implementation of governance structure	<input type="checkbox"/>	Ongoing

A2. Transparency, Influence and Accountability Standard

Regulatory Expectation	Jul 25	Oct 25	Jan 26	Key improvement action(s)	Expected RAG after action	Target Review Date
Tenants are treated with fairness and respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Review tenant-facing policies; cultural improvement activity	<input type="checkbox"/>	June 2026
Tenants have access to clear, accurate and accessible information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Improved performance reporting and accessible formats	<input type="checkbox"/>	March 2026
Tenants are able to influence and scrutinise landlord services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Policy engagement, establishment of additional panels	<input type="checkbox"/>	May 2026
Tenant information is used to deliver fair and equitable outcomes	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Conduct tenant census, improve tenant data quality and use	<input type="checkbox"/>	Dec 2026
Complaints are addressed effectively, fairly and in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Continue learning and development activity to ensure quality and timeliness of complaints handling	<input type="checkbox"/>	Apr 2026
Landlords comply with the Housing Ombudsman's Complaint Handling Code	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Quarterly internal audit and compliance confirmation	<input type="checkbox"/>	Apr 2026
Learning from complaints and tenant feedback improves services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Service level ownership of complaints learning which is evidenced through You Said We Did	<input type="checkbox"/>	Apr 2026
Accountability is demonstrated through effective governance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Strengthened governance and performance information. Embedding of deep dives and quality assurance practices	<input type="checkbox"/>	May 2026

A3. Tenancy Standard

Regulatory Expectation	Jul 25	Oct 25	Jan 26	Key Improvement Action(s)	Expected RAG After Action	Target Review Date
Tenancies offered are compatible with the purpose of the accommodation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Ongoing QA and governance	<input type="checkbox"/>	Ongoing
Tenancies meet the needs of households	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Improved data sharing and sustainment support	<input type="checkbox"/>	Ongoing
Tenancy terms support sustainable communities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Under-occupation and sustainment actions	<input type="checkbox"/>	April 2026
Tenancy policies are clear, up to date and applied consistently	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Ongoing QA	<input type="checkbox"/>	Ongoing
Tenancy sustainment is supported	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Early intervention for arrears and risk	<input type="checkbox"/>	Ongoing
Housing stock is used efficiently	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Under-occupation and re-let improvements	<input type="checkbox"/>	April 2026

A4. Neighbourhood and Community Standard

Regulatory Expectation	Jul 25	Oct 25	Jan 26	Key Improvement Action(s)	Expected RAG After Action	Target Review Date
Neighbourhoods are safe and well managed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Embedding of neighbourhood plans, communal cleaning	<input type="checkbox"/>	March 2026
Anti-social behaviour and hate incidents are managed effectively	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Embed ASB redesign	<input type="checkbox"/>	April 2026
Tenants are supported when affected by neighbourhood issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Strengthened case management pathways	<input type="checkbox"/>	Ongoing
Partnership working supports safe neighbourhoods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Maintain and formalise partnerships	<input type="checkbox"/>	Ongoing
Outcomes are monitored and learning is used to improve services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Improved neighbourhood performance reporting	<input type="checkbox"/>	April 2026