

**REPORT TITLE: BI-ANNUAL H&N SERVICE WIDE REPORT**

<b>Meeting</b>	Cabinet Meeting
<b>Date</b>	24 <sup>th</sup> March 2026
<b>Cabinet Member</b>	Cllr Moses Crook Deputy Leader and Transport and Housing
<b>Key Decision Eligible for Call In</b>	No No – Update report with no decision requirement
<b>Purpose of Report</b> This report provides Cabinet with a scheduled update on the performance, progress, and key challenges across the Homes and Neighbourhoods Directorate. The report enables Cabinet to discharge responsibility as the ultimate accountable body for the service.  It outlines improvements in service delivery, compliance, tenant engagement, repairs, and neighbourhood management, and highlights areas where further action is required. The report also updates members on regulatory position, investment activity, and ongoing transformation work, enabling informed oversight and assurance regarding the safety, quality, and sustainability of Council housing services.	
<b>Recommendations</b> Note the content of the report, and the progress made.  <b>Reasons for Recommendations</b> The scheduled report is provided for Cabinet on the progress being made within the service enabling discharge of their governance responsibility as the ultimate accountable body with the Regulator of Social Housing.	
<b>Resource Implications:</b> Delivering compliance, investment, neighbourhood, data, and IT improvement programmes requires significant ongoing officer capacity, placing sustained pressure on technical, operational, and managerial resources across the service. These resources are planned with cost included in budget proposals.	
<b>Date signed off by <u>Executive Director</u> &amp; name</b>	25 February 2026 – David Shepherd
<b>Is it also signed off by the Service Director for Finance?</b>	10 March 2026 – Kevin Mulvaney
<b>Is it also signed off by the Service Director for Legal Governance and Commissioning (Monitoring Officer)?</b>	12 March 2026 – Samantha Lawton

**Electoral wards affected:** All wards

**Ward councillors consulted:** No.

**Public or private:** Public

**Has GDPR been considered?** Yes

## 1.0 Executive Summary

- 1.1 This report provides a performance update with regards to the Homes and Neighbourhoods. The report demonstrates a stabilisation and improvement; the directorate continues to improve across all major areas of operation. The report identifies some areas of continuing challenge, and seeks to highlight areas of performance, tenant engagement, and improving leadership capacity.
- 1.2 Within the Asset Management & Building Safety service we are making good progress with the establishment of new leadership arrangements and technical staff coming into post. This provides stability and is a key factor in improving performance, particularly in compliance areas. The service has launched a full stock condition survey and crucially has an approved plan in place for a £390m capital investment plan that will enable us to respond to decency issues arising from stock condition reports. The service is also accelerating the fire safety works programme to deliver the required actions as quickly as possible, whilst providing required mitigations to ensure the safety of tenants is maintained.
- 1.3 Governance and Assurance continue to work hard to improve tenant engagement and communication. In the period we have launched an improved tenant newsletter, undertaken a refresh of our website, and strengthened the network of opportunities for tenants to get involved. The service has also led on our approach to service improvement via the quality assurance framework, leading on embedding this new structured way of working responding the requirements placed on the service by our tenants, stakeholders and Regulators.
- 1.4 The Housing Management & Partnerships service has been focused on delivering improvements that make a difference to tenant's experience of the service. In July the service implemented the revised tenancy agreement leading to a clearer relationship between the service and tenants, and crucially enabling the work required on service charges to commence. The service has also seen a transition to a neighbourhood led housing model with officers working with local communities and partners to establish plans that demonstrate the impact we make and commitment we have to our areas. We have strengthened our approach to antisocial behaviour and put in place resources that will enable us to continue to develop around this important area of work. The service continues to look for areas of improvement, notably communal areas, that will allow us to continue to progress a tenant focused approach.
- 1.5 Repairs & Maintenance continues to demonstrate strong, improving operational performance with regards to emergency and routine responsive repairs. The improvements are compounded by improvement generally in tenant satisfaction reported via the Tenant Satisfaction Measures (TSM) data. Operationally, the service has delivered excellent results around the damp, mould and condensation work sustaining us at a business-as-usual position. The service has also progressed the management of the void turnaround project with signs of improvement showing there.
- 1.6 Across the directorate we are seeing improvements in our TSMs, averaging an 8% increase in scores. Our strongest performance was in overall service satisfaction and communication with tenants. Areas for improvement sit in complaints handling, antisocial behaviour, and improving standards in communal areas. The insights from TSMs are used to inform service improvement plan.

1.7 Overall, our Regulatory position is improving because of the work done within services and the impact felt by our tenants. We anticipate scrutiny coming from the Regulatory Notice concluding over the next period, this will be tied closely to our action around fire safety. We also note the impact of quality assurance and regulatory readiness work will have on our ability to respond to inspection which we anticipate will occur in the summer months.

## **2.0 Information required to take a decision**

### **2.1 Regulatory position**

#### 2.1.1 Regulatory notice

2.1.1.1 The service has been under Regulatory Notice since March 2024 due to a backlog of damp, mould, condensation cases, fire safety, and flagged water safety concerns. In the past six months, with Regulator support, the service has reached several key milestones.

2.1.1.2 We have assured the Regulator that damp, mould, and condensation (DMC) hazards are under control. Since August 2025, we have kept cases below 480 and sustained this level through winter. In September 2025, we completed a thorough stock survey, with 99.7% of properties checked physically and the rest reviewed remotely. Through our regular engagement with the Regulator we confirmed our approach, with agreement reached by the Regulator of Social Housing.

2.1.1.3 With regards to fire safety, we completed a full three-year FRA programme (837 properties) in under 12 months in November 2026. This resulted in 9,813 fire actions, of which 6,607 (67.33%) have been completed. As of January 2026, 3,206 actions remain outstanding, with 1,126 overdue past their delivery dates.

2.1.1.4 As of January 2026, the fire safety works programme was projected to take five years. Our ambition is to accelerate delivery and improve home safety sooner, it is our ambition to have reduced this, formally, to a two-year programme by 31<sup>st</sup> March 2026. Each mid-rise block (11–18 meters) has a tailored risk mitigation plan, developed after assessment. These plans, plus a schedule of block visits supported by West Yorkshire Fire and Rescue, will be published on our website in February 2026.

#### 2.1.2 Consumer standards compliance

2.1.2.1 Homes and Neighbourhoods colleagues have focused on confirming compliance, developing our narrative and auditability for Consumer Standards through Quality Assurance. The assurance approach began in September, with a further review in December 2025. The results were reported to the Growth and Regeneration Scrutiny Panel and Housing Portfolio Holder Briefings in March 2026.

2.1.2.2 The Regulator of Social Housing grades providers from C1 (fully compliant) to C4 (significant issues). A summary of our assessment against standards;

- Transparency, Influence, and Accountability Standard - we believe we are operating at C2 level.
- Neighbourhood and Community Standard - we believe we are operating at C2 level.
- Tenancy Standard - we believe we are operating at C2 level.

- Safety and Quality Standard – we believe we are operating at C3 level.

2.1.2.3 As part of our active work we have identified several areas of focus that we will work on over the next 6 months to further strengthen our regulatory compliance position, these include;

- Establish the accelerated plan to deliver the fire safety works.
- Enhance stock data to better understand home investment needs.
- Enhance tenant data quality and use insights from the dataset to improve services.
- Expand tenant engagement to support increased participation and diversity of views.
- Continue improving our complaints handling approach, including enhancing tenant involvement in complaint assessments.
- Integrate Neighbourhood Plans emphasising the value of our ASB team’s work.
- Implement a staff development programme to meet Conduct and Competency Standards and enhance professionalism.

2.1.2.4 Within the service we have a wide-reaching service improvement plan driven from our Quality Assurance Framework.

### 2.1.3 Rent standard

2.1.3.1 Presently, we are undertaking a major review of our compliance with the Rent Standard. The Government announced in January 2026 that from April 2026 a new Rent Standard would be brought into force bringing guidance up to date and giving clear instruction on the rent convergence decision.

2.1.3.2 A separate report will be prepared and provided in respect of our compliance with Rent Standard. This will provide our internal and external assessment of compliance and assurance statements with regards to any further action required.

### 2.1.4 Tenant Satisfaction Measures

2.1.4.1 Tenant Satisfaction Measures (TSMs) commenced in April 2023 providing an opportunity for the service to receive direct feedback from tenants with regards to the service provided. Our report in 2024/25 demonstrated the difficult operating environment in which the service operated. In the table below we have provided our initial results for 2025/26 (embargoed until June 2026 to allow full sector validation) demonstrating improvements across the Board.

Code	Measure	%	%	%	Position	Benchmark	Benchmark
		2023/24	2024/25	2025/26	Year to Year	LA 10k+	Comparison
TP01	Proportion of respondents who report that they are satisfied with the overall service from their landlord.	63.20%	57%	67%	10% ↑	66%	1% ↔
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%	8% ↑	67%	8% ↑
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%	8% ↑	64%	8% ↑
TP04	Proportion of respondents who report that they are satisfied that their home is well maintained.	63.40%	59%	67%	8% ↑	67%	0% ↔
TP05	Proportion of respondents who report that they are satisfied that their home is safe.	69.40%	66%	73%	7% ↑	73%	0% ↔
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%	8% ↑	50%	8% ↑
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%	67%	10% ↑	67%	0% ↔
TP08	Proportion of respondents who report that they agree their landlord treats them fairly and with respect.	73.40%	69%	75%	6% ↑	75%	0% ↔
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%	25%	3% ↑	32%	-7% ↓
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%	54%	8% ↑	62%	-8% ↓
TP11	Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood.	54.90%	50%	59%	9% ↑	59%	0% ↔
TP12	Proportion of respondents who report that they are satisfied with their landlord’s approach to handling anti-social behaviour.	46.50%	40%	47%	7% ↑	57%	-10% ↓

- 2.1.4.2 We assess our performance against TSMs internally seeking year to year improvements, and externally against the sector benchmark provided by the Regulator of Social Housing. Internally, we have seen an average 8% increase. Our highest levels of improvement are in overall satisfaction this landlord (TP01) and landlord communication (TP07). Our lowest level of improvement is in complaints handling (TP09).
- 2.1.4.3 Externally, we are benchmarking as meeting or exceeding performance levels on nine and underperforming on three areas. Our lowest performing areas relate to satisfaction in how we've dealt with ASB (TP12), followed by communal area being cleaned and maintained (TP10). Insights from TSM are integrated into our quality assurance process. Cabinet will see targeted actions for lower-performing areas in both this report and our service improvement plan.

## **2.2 Service Updates**

- 2.1 The Homes and Neighbourhoods directorate consists of four services: Asset Management and Building Safety, Governance and Assurance, Housing Management & Partnerships, and Repairs & Maintenance. The Council also provides essential support in areas like finance, HR, transformation, and marketing. This report summarizes key service activities.

### **2.2 Asset Management and Building Safety**

- 2.2.1 The Asset Management and Building Safety service are responsible for the strategic management of our homes, and neighbourhoods (built assets). The service has faced pressure to improve compliance performance, mainly due to regulatory requirements. Leadership gaps at senior management levels have created additional challenge. In the past six months, efforts have centred on resolving both compliance and leadership issues.
- 2.2.2 A new Head of Service and two managers joined in January 2026. By March, additional recruits will add further technical expertise and stability to the team. Over the last six months the service continued to be supported and challenged by officers from across Council with relevant skills serving on the Building Safety Assurance Board.
- 2.2.3 Between June and December 2025, the service achieved key milestones. Ensuring stock compliance remains a top priority. The service was able to report to Housing Portfolio Holder Briefing (PHB) Growth and Regeneration Scrutiny Panel (GRSP), and Homes and Neighbourhoods Improvement Board (HNIB) a full compliance update in January 2026. Going forward, this report will be regularly submitted to PHB, GRSP, and HNIB, due to rising compliance reporting requirements related to HHSRS and Awaab's Law.
- 2.2.4 By September, we completed water testing in 96.2% of our residential properties; the remaining 3.8% were inaccessible and received desk-based surveys, with plans for future physical checks. By December 2025, physical surveys had reached 99.76%.

Area	Target	Perf	RAG	Trend (qtr)
Gas safety certs (residential)	100%	99.9%		
Gas safety cert (communal)	100%	100%		
Electrical safety cert (residential)	100%	99.6%		
Electrical safety cert (communal)	100%	100%		
Stock with physical water risk assessment	100%	99.7%		
Stock with physical or desk top assessment	100%	100%		
Properties with a valid asbestos survey	100%	100%		
LOLER	100%	100%		
Properties with a valid FRA in place	100%	99.9%		
Fire remedial actions complete	100%	67.3%		
DMC inspections undertaken in timescale	100%	100%		
DMC works completed within timescale	100%	98%		

2.2.5 In October, Watts were commissioned as our partner to undertake a comprehensive stock condition survey over three years. We began with a slow rollout to ensure compliance and improve data quality, completing 813 surveys between October and December. From April 2026, the contractor will deliver over 800 surveys monthly, prioritising properties with known failures. This project is essential for maintaining accurate, up-to-date property data and informing condition, safety, and investment decisions. This data is essential for assessing property safety and planning future Capital Plan investments. It will inform the investment programme for 2027/28 and later, with analysis occurring over summer and autumn 2026.

2.2.6 In December, Cabinet approved a £390m capital investment plan—£264m for current stock and £126m for growth. This marks the first major investment in years, aiming to improve housing conditions. The initial 12-month plan is based on service intelligence, while year’s 2–5 will be shaped by ongoing stock surveys. These investments are substantial and promise long-term benefits for tenants.

2.2.7 Regarding to stock growth, and with funding from Homes England, we are developing a growth pipeline in which we seek to deliver new council homes. In January 2026 we were successful in securing £300,000 from Homes England to support us create a pipeline of sites that are ready to go. This includes sites from across the borough. We would anticipate being in a position to progress bids for new homes in October 2026 with start on sites occurring early in the 2027/28 financial year.

2.2.8 The Assets service recognises progress in key accountabilities but acknowledges significant work remains. The next year will be pivotal in moving to a well-developed modern service. Alongside previously outlined steps, targeted projects will focus on improving aids and adaptations delivery and managing communal areas—a priority noted in 2025/26 TSM results.

### 2.3 Governance and Assurance

2.3.1 The Governance and Assurance Service are responsible for tenant engagement and insight, oversight of the regulatory compliance position, and service transformation projects.

2.3.2 We have collaborated with our involved customers to improve tenant engagement and communication formats and participation rates. We acknowledge more progress is needed and aim to expand options, including those not requiring in-person involvement. Over the last 12–18 months, more than 5,000 tenants and leaseholders have interacted with the Council’s housing service through various channels, including face-to-face, text, and online. Engagement now uses a blended model—statutory, strategic, neighbourhood, and service-level forums—instead of one approach. The Council is moving from consultative engagement to one that is influential, measurable, and integrated into decision-making.

- 2.3.3 Making our service more transparent has boosted participation. We consistently share performance updates with tenants and the community. Our improved newsletter is more accessible, resulting in 62% of recipients opening it and a subscriber base of 5,016. Of those who gave feedback, half found the updates on safety and repairs especially useful. We launched a more accessible website in February 2026 to address key improvements from our Quality Assurance review, including accessibility and information availability. While this is progress, further enhancements are planned for cabinet review through tenant newsletters, local media, and social media channels.
- 2.3.4 In February we reported the Quarter 3 performance 2025/26 to Portfolio Holder Briefing outlines overall complaints performance across the service. Complaint volumes are similar to last year, with 211 Stage 1 cases and 68 escalations. Key issues include damp and mould, antisocial behaviour, repairs, property condition, and staff attitude. Upheld rates remain high at 61% for Stage 1 and 49.7% for Stage 2, reflecting ongoing problems with service quality, communication, and case handling. Performance against statutory and policy deadlines has worsened in all service areas.
- 2.3.5 During Q3, the Housing Ombudsman issued 26 determinations across nine cases. Outcomes, reported through Portfolio Holder Briefing, cover service failures, maladministration, and one severe maladministration related to delayed repairs and decanting. All orders were followed, but recurring issues with timeliness, communication, record keeping, and clarity indicate a need for greater accountability.
- 2.3.6 Complaint must be a priority for the service. Several improvements are in progress, such as better ASB audits, enhanced complaint investigation training, a new Pets Policy, and clearer repair time updates. Additional effort is needed to meet complaint deadlines, improve repair communication, and tackle the underlying reasons for upheld complaints.
- 2.3.7 In September 2026 the service implemented the directorate wide Quality Assurance Framework. This approach brings together the aspirations of our tenants, the requirements of the Regulator of Social Housing, and industry best practice. The framework requires quarterly review by the service to understand how we are performance, and crucially where we are experiencing gaps in our service provision. This allows us to create a service development plan ensuring that we continue to make necessary progress. The quality assurance framework approach provides the structure delivering the outcomes outline in section 2.1 of this report.
- 2.3.8 Ahead of an anticipated inspection in the summer 2026, we have commenced the process of creating a detailed self-assessment document. The service has made a commitment to continuous improvement delivered via the quality assurance process with a quarterly review and update to the self-assessment and service improvement action plan.
- 2.3.9 We have focused on gathering reliable property and tenant data to support a more insight-driven directorate. Upgrades to IT systems, including completing phase one of the CX housing management system and advancing the Total repairs system upgrade, are improving data consistency, resilience, and our platform for data management. This will provide platforms for incoming data from tenant census and stock condition survey.

- 2.3.10 The service is supporting modernising IT systems with two projects: CX transition for Housing Management and a Total upgrade for Repairs and Maintenance. The shift from Universal to CX was delivered in October 2025. The Total Upgrade project continues.
- 2.3.11 Between July and October 2025, the service reviewed its governance arrangements to modernise and align with sector best practices. The process led to improvements and clarification of existing structures.
- Clarified relationships between Cabinet, Portfolio Holder, and other key governance functions.
  - Proposal to change the Homes and Neighbourhoods Improvement Board to an Assurance Board overseeing all Consumer Standards, the Rent Standard, and Building Safety Regulator duties.
  - Two new oversight boards have been introduced: the Service Quality Assurance Board, which monitors non-technical service delivery, and the Housing Capital Revenue and Investment Board, which oversees capital investment and growth programmes.
- 2.3.12 The review enables us to continue to ensure that we have the correct levels of oversight and scrutiny for our services to ensure that we are maximising the impact to tenants and protecting our social housing assets.

## 2.4 Housing Management and Partnerships

- 2.4.1 Homes and Neighbourhoods receive all property allocations from the Council's Strategic Housing function, either directly or through the Choose and Move system. Most properties are allocated to Band A or B.
- 2.4.2 A new Tenancy Agreement, approved by Cabinet on 8 July 2026 and issued to tenants on 18 July 2026. The document updates our relationship with tenants by clearly outlining the rights and responsibilities of both parties. It covers secure and introductory tenancies, rent, anti-social behaviour, and demotion conditions. This agreement also helps us meet the Regulator of Social Housing's Tenancy Standard requirements.
- 2.4.3 In line with work on Tenancy Agreement, we have continued to develop our approach to service charges that we levy to tenants in addition to the rent paid. There are a wide range of service we provide against which additional charges can be made. Last year Cabinet took the decision to implement a phased approach to full cost recovery of the grounds maintenance service charge.
- 2.4.4 Over winter, the service shifted to a modern neighbourhood-led approach from a traditional housing management model. Over the next year, this will improve service standards for tenants. Our Community Engagement Teams presented these changes at Neighbourhood Forums and used feedback to refine our delivery.
- 2.4.5 We are sharing initial drafts of our Estate Plans on the Council website. Tenants can view these documents to understand our intended contributions. The plans will be updated at least quarterly as they progress and new ideas develop from ongoing discussions with tenants and the community.

2.4.6 The publication of our Tenant Satisfaction Measure results for 2024/25 indicated an issue for the service with anti-social behaviour (ASB) in our communities. In March 2025 Cabinet had approved a revised ASB Policy providing the tools for us to further address our approach. In September 2025 resources were re-prioritised to enable us to commence recruitment of a specialist ASB Team. This will be in place for March 2026 and delivering from the new financial year.

2.4.7 The Council collaborates with Safer Kirklees and West Yorkshire Police on ASB matters, aiming to strengthen these partnerships. We also support and receive help in areas like domestic abuse, homelessness, and temporary accommodation. Building future joint relationships is key to long-term service development within the Council and with external partners. Our caretaking service is increasingly productive, but tenant dissatisfaction with communal living spaces remains high. We need to strengthen this team and better use their resources to improve management and tenant satisfaction in these areas, as noted in TSM feedback.

## 2.5 Repairs and maintenance

2.5.1 Our repairs service performed well in 2024/25, completing 88,748 repairs—averaging 4.1 per property. Key metrics show consistent or improved results.

	Q1 2025/26	Q2 2025/26	Q3 2025/26
Emergency repairs completed on time	84%	87%	89%
Non-emergency repairs completed on time	96%	96%	96%
Tenant satisfaction (taken from TSM reports)	64%	72%	72%

2.5.2 Particularly pleasing in the performance table is the improvement in tenant satisfaction recorded in our TSM outcome report. There is a notable alignment between tenant satisfaction and a high performing repairs service.

2.5.3 The service has enhanced tenant communication by improving response methods and contact channels. Progress indicates that tenant satisfaction with repairs will keep rising steadily. Alongside responsive repairs, the service delivers for the capital programme, cyclical programmes, and compliance work for Asset Management and Building Safety. Their notable achievements include significant progress addressing damp, mould, and condensation issues.

2.5.4 The service has reduced cases from over 2,000 to consistently below 480. Since September, we identified 269 cases through proactive outreach and surveys. In December, the team's improved performance earned the internal High Five Award from the Chief Executive.

2.5.5 Void process management is now established in the service. The team has improved performance by refining their approach, consulting peer providers, and adopting best practices. Actions taken have reduced both the number of void properties and the turnaround time to relet them. Key outcomes include:

- The number of void properties has reduced from 440 (Sept 26) to 384 (Feb 26).
- The average number of days a property remained empty has reduced from 68 (Sept 26) to 58 (Feb 26).

2.5.6 Our ambition is to achieve a business-as-usual rate of 216 standard void properties (circa 1%) and an average relet timescale of 50 days.

### **3.0 Implications for the Council**

#### **3.1 Council Plan**

- 3.1.1 The update supports the Council Plan by improving housing services, tenant safety, and quality of life. The report highlights progress in regulatory compliance for fire safety, damp and mould, and water hygiene, underscoring the Council's commitment to safe homes.
- 3.1.2 Moving to a neighbourhood-led management model fosters local relationships, delivers community-based services, and boosts responsiveness. Initiatives such as a new website, expanded newsletter, and Neighbourhood Plans improve transparency, strengthen tenant engagement, and promote accountability.
- 3.1.3 Better performance in repairs, voids, and complaints aligns with the Council Plan's focus on reliable services. Reduced damp, mould, and condensation, along with higher repair satisfaction, demonstrate positive impacts on tenants' wellbeing. Improvements in governance, data quality, digital systems, and regulatory assurance help build a modern, sustainable organisation prepared for future challenges.

#### **3.2 Financial implications**

- 3.2.1 The report highlights significant financial commitments required to continue to improve the safety, quality, and long-term sustainability of Council housing. Cabinet has approved a £390m Capital Investment Plan, including £264m for existing stock and £126m for new housing growth. This programme addresses decency, compliance, and major asset renewal needs, with years 2–5 informed by the ongoing stock condition survey. The service has additionally secured £300,000 from Homes England to support development of the future housing growth pipeline.
- 3.2.2 Continuing safety obligations, particularly the completion of fire safety actions may present financial pressures that need to be met as the service works to accelerate delivery in line with regulatory expectations. Other areas with ongoing revenue implications include the shift to neighbourhood-led housing management, data improvement programmes, and IT system upgrades (CX and Total). Collectively, these commitments are essential to stabilising the service and ensuring long-term HRA sustainability.

#### **3.3 Legal and regulatory implications**

- 3.3.1 The report outlines activity directly linked to the Council's statutory responsibilities as a registered social housing provider. Work to address fire safety, damp, mould, condensation, and water hygiene reflects the Council's duties under the Housing Act 2004, including compliance with the Housing Health and Safety Rating System (HHSRS) and emerging requirements such as Awaab's Law. The completion of Fire Risk Assessments and delivery of associated actions relate to obligations under the Regulatory Reform (Fire Safety) Order 2005, and delays in completing overdue actions present heightened legal and regulatory risk.
- 3.3.2 The service's compliance work is also tied to the Regulator of Social Housing's Consumer Standards, including Safety and Quality, Tenancy, Transparency and Accountability, and Neighbourhood Standards. Ongoing Quality Assurance activity and strengthening of data and record-keeping support the Council's legal requirement to demonstrate auditability and regulatory readiness.

3.3.3 Updates to the Tenancy Agreement and work on service charges must comply with relevant housing and landlord legislation, including the Landlord and Tenant Act 1985 and the forthcoming 2026 Rent Standard. Continued improvement in complaints handling is necessary to meet the Housing Ombudsman's Complaint Handling Code and avoid further findings of maladministration.

#### 3.4 Climate Change and Air Quality

3.4.1 Our planned investment in safer, better-quality homes will help improve energy performance and reduce environmental impact over time. By modernising properties, tackling damp and mould, and improving repairs and maintenance, the service supports healthier homes, lower emissions, and more sustainable neighbourhoods across the borough.

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

3.5.1 Key risks include overdue fire safety actions, regulatory pressure under the ongoing notice, data and IT system reliability issues, and weaknesses in complaints handling. Capacity demands across compliance, investment, and transformation programmes may also affect delivery. These risks are being monitored and addressed through established governance and improvement plans.

### **4.0 Consultation**

4.1 This report summarises input from tenants, partners, and staff. Improved tenant engagement through the website, newsletters, forums, and planning has driven service enhancements. Feedback, including complaints and surveys, has helped identify priorities like antisocial behaviour, repair communication, and communal standards.

4.2 Consultation with members has occurred via Portfolio Holder, Growth and Regeneration Scrutiny Panel and Cabinet. Internal consultation via governance ensures regulatory and Council Plan alignment. The service will continue engaging stakeholders to improve transparency and resident experience.

### **5.0 Engagement**

5.1 Input from tenants, partners, and staff shaped this report's priorities. Feedback via newsletters, the website, forums, complaints, and satisfaction measures guided our focus on repairs communication, antisocial behaviour, and communal areas.

5.2 Services have worked through governance forums to align with regulations and the Council Plan. Engagement will continue as improvements are made, keeping tenants' input central to service design and delivery.

### **6.0 Options**

#### 6.1 Options considered

6.1.1 Not applicable for this report.

## 6.2 Reasons for recommended option

6.2.1 Not applicable for this report.

## **7.0 Next steps and timelines**

7.1 Not applicable for this report.

## **8.0 Contact officer**

8.1 Phil Jones  
Service Director Homes and Neighbourhoods  
[Philip.jones@kirklees.gov.uk](mailto:Philip.jones@kirklees.gov.uk)

## **9.0 Background Papers and History of Decisions**

9.1 Not applicable for this report.

## **10.0 Appendices**

10.1 Not applicable for this report.

## **11.0 Service Director responsible**

11.1 Phil Jones  
Service Director Homes and Neighbourhoods  
[Philip.jones@kirklees.gov.uk](mailto:Philip.jones@kirklees.gov.uk)