



# 2025/26

## Annual Housing Report

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# Introduction

This Annual Report covers our work from April 2025 to March 2026. It provides tenants, leaseholders, councillors, staff and other stakeholders with an overview of how we are performing, where we are improving, and where further work is needed.

We have structured this report around the four Consumer Standards set by the Regulator of Social Housing. The standards set out what all social landlords must deliver for their tenants.

**These standards are about making sure your home is safe, your neighbourhood is supported, your tenancy is managed fairly, and that we are open, accountable and listen to you.**

## Consumer Standards

### Safety and Quality Standard

#### Keeping your home safe and well maintained

Your home must be safe, well maintained, and repaired to a decent standard. Landlords must carry out safety checks, respond to urgent repairs within appropriate timescales, and ensure homes remain in good condition.

#### What this means for you

- Safety checks will be carried out in your home.
- Urgent repairs will be responded to quickly.
- Your home will be maintained and improved where needed.

### Neighbourhood and Community Standard

#### Supporting safe and well managed neighbourhoods

Landlords must keep neighbourhoods safe, tackle anti-social behaviour, and support community wellbeing. This includes working with partners, preventing harm, and supporting those affected by issues such as anti-social behaviour (ASB), hate crime or domestic abuse.

#### What this means for you

- Action will be taken when ASB is reported.
- You will receive support if you feel unsafe.
- We will work with partners to improve your local area.

### Tenancy Standard

#### Managing tenancies fairly and consistently

Landlords must manage tenancies in a fair, lawful and consistent way, ensuring tenants understand their rights and responsibilities. This includes fair lettings, clear tenancy conditions, and support to help sustain tenancies.

#### What this means for you

- Clear information about your tenancy and rent.
- Fair and consistent decisions about lettings and tenancy action.
- Support to help you stay in your home.

### Transparency, Influence and Accountability Standard

#### Being open, accountable and listening to tenants

Landlords must be transparent about performance, decisions and services, and provide opportunities for tenants to influence these. This includes publishing performance data, handling complaints fairly, and involving tenants in shaping services.

#### What this means for you

- Access to clear information about our performance.
- Opportunities to give feedback and influence decisions.
- A fair and consistent complaints process.

You can read more about the Consumer Standards on the government's website.

[Regulatory standards for landlords](#)

### The Council Plan

This report provides an annual update on how the council is improving housing and services across Kirklees. It supports the council's overarching priorities by ensuring everyday housing services work well and that we are getting the basics right. It explains how we support people who need extra help, including those at risk of homelessness, and how we safeguard and protect vulnerable residents.

It also highlights how good homes help people stay healthy, safe, and independent, enabling them to thrive. It demonstrates how building and improving homes helps create more jobs, strengthens communities, and contributes to the local economic growth. This annual update helps hold the council accountable and shows what is being done to improve housing for residents.



# Tenant Satisfaction Measures

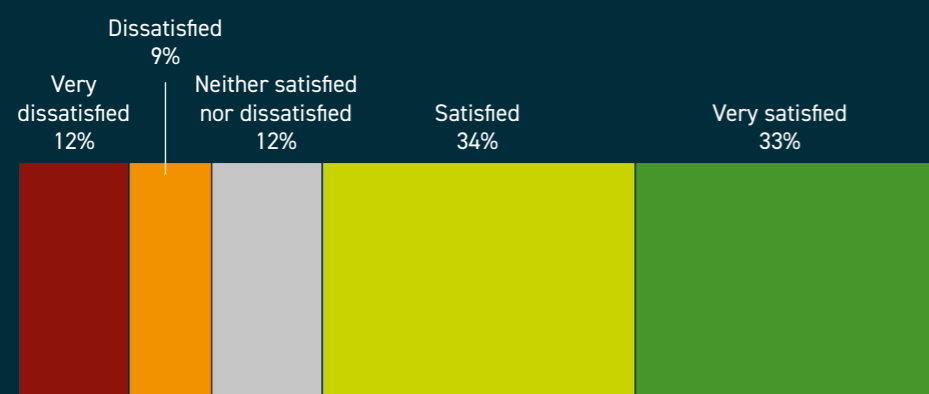
The Regulator of Social Housing requires all social landlords, including local authorities, to submit annual Tenant Satisfaction Measures (TSMs). These provide a consistent way of measuring how well we are performing and how satisfied tenants are with the services they receive.

The TSMs include both performance data and the results of tenant perception surveys. Together, they help show where services are improving and where further work is needed.

TSMs help you see how well we are doing and how other tenants feel about the services you receive.

This year we focused on the areas you told us needed attention. Overall, tenant satisfaction rose from 57% to 67%, with improvements across every measure.

## Tenant satisfaction with overall service provided by housing services, 2025/26



### Satisfaction

**+10%**

compared to last year

67% in 2025/26 compared to 57% 2024/25

# Our governance

## Improving services and tenant experience

The Governance and Assurance Service was established in April 2025 to bring together key housing functions into a single, coordinated approach.

To strengthen how services are delivered and improved, we have focused on how we monitor performance, respond to feedback, and involve tenants in decision making.

### This includes:

- a more joined up approach to service oversight
- clearer processes for monitoring performance
- better visibility of issues for senior leaders and councillors
- stronger links between customer feedback, complaints and service improvement.

### What this means for you

- More opportunities to share your views and influence decisions.
- More consistent handling of complaints and better use of feedback.
- A more joined up service when you contact us.
- More efficient services, with better tracking of your requests.
- Improved communication about the services you receive.

The Tenant Led Panel and Neighbourhood Forums are now confirmed as part of the council's governance structure, making sure that tenants form part of our decision making. In-person and digital engagement opportunities have been launched across Kirklees to ensure tenants can contribute their views and shape our services.

The customer support services, including call centres and local contact centres, are now embedded into the Governance and Assurance Service, helping us better understand tenant needs and respond more effectively across Homes and Neighbourhoods.

We have also started improving our IT systems, including introducing a new housing management system and upgrading the repairs system. These systems will continue to develop over time to support more efficient and reliable services.

Customer experience and complaints are now embedded in Governance and Assurance, supporting stronger service-wide accountability and ensuring organisational learning is routinely identified, shared and used to improve services.

# Statements

## Chief Executive

As Chief Executive of Kirklees Council, I welcome this Annual Housing Report as an important reflection of our commitment to providing safe, good quality homes and services that tenants can rely on. It sets out clearly where progress has been made, where improvement is continuing, and how we are strengthening the council's approach to meeting its responsibilities as a social landlord.

We have invested in our homes, improved policy and governance frameworks, made better use of data and provided opportunities for tenants to influence services. All helping to build a more accountable and responsive housing service.

We remain focused on embedding a culture of accountability, learning and continuous improvement across Homes and Neighbourhoods. With significant investment planned over the coming years, and a clear focus on compliance, I am confident that we can continue to deliver positive outcomes for our tenants.

**Steve Mawson**



## Tenant Led Panel Chair

The Annual Housing Report is an important way of sharing how services are performing across Homes and Neighbourhoods.

The Tenant Led Panel members are all tenants. We receive regular updates on performance, service delivery and improvement activity so that we can provide effective scrutiny and oversight and formally represent the tenant voice.

This report reflects progress in several areas that matter to tenants. These include improvements in overall tenant satisfaction, stronger performance in repairs, important progress in fire safety, a significant reduction in damp, mould and condensation cases, and improvements in how tenants are kept informed and treated with fairness and respect. We have also seen positive steps taken to strengthen tenant involvement and more opportunities being created for tenants to influence decisions.

At the same time, this report is clear that there are areas where improvement must continue, particularly in complaints handling, anti-social behaviour and ensuring services are delivered consistently for all tenants. As a panel, we will continue to use our role to challenge, question and seek assurance that the right actions are being taken for tenants. Our role is not only to recognise progress, but to make sure tenant views are heard, concerns are taken seriously and services continue to improve in the areas that matter most to people living in council homes. If you would like to get involved and have your say, please visit the get involved page on the website or contact Homes and Neighbourhoods directly. The contact details can be found at the end of the report.

**Antionette Cooper**

“

*Good governance means being able to recognise progress while maintaining a clear focus on risk, accountability and continuous improvement, and that is the approach the Board will continue to take in the year ahead.*

”

– Chair of Homes & Neighbourhoods Improvement Board

## Chair of Homes and Neighbourhoods Improvement Board

The Homes and Neighbourhoods Improvement Board forms part of the council's governance structure and brings together elected members, tenants, executive officers and independent professionals. Our role is to monitor performance and risk management, scrutinise service delivery, and support the council in meeting its regulatory responsibilities.

This Annual Housing Report shows that important progress has been made over the past year and highlights the steps taken to strengthen governance, improve communication, and embed tenant influence more clearly within decision-making arrangements. The Board has overseen the work to address issues within the Regulatory Notice and is pleased with progress made in the last 12 months.

Looking forward, the Board's role is to ensure that this progress continues, challenge where improvement is still needed, and ensure regulatory compliance. Good governance means being able to recognise progress while maintaining a clear focus on risk, accountability and continuous improvement, and that is the approach the Board will continue to take in the year ahead.

**Robin Lawler**



# Safety and quality standards

Keeping your home safe and well maintained.

## Our performance

### Kirklees tenant satisfaction council performance results 2025/26

Code	Performance measure	2024/25	2025/26	Change
RP01	Homes that <b>do not</b> meet the Decent Homes Standard <a href="#">A decent home: definition and guidance</a>	21.7%	13.8%	Decrease, -7.9%
RP02	Non-emergency repairs completed within target timescale which is 25 working days	84.2%	89.5%	Increase, +5.3%
RP02	Emergency repairs completed within target timescale which is 48 hours	95.7%	95.3%	Decrease, -0.4%
BS01	Gas safety checks completed	99.9%	99.8%	Decrease, -0.1%
BS02	Fire safety checks completed	94.5%	100%	Increase, +5.5%
BS03	Asbestos safety checks completed	100%	100%	No change
BS04	Water safety checks completed	78.8%	100%	Increase, +21.2%
BS05	Lift safety checks completed	100%	100%	No change

### Kirklees tenant satisfaction perception measures results 2025/26

Code	Performance measure	2024/25	2025/26	Change	2025/26
TP01	Proportion of respondents who report that they are satisfied with the overall service from their landlord.	57%	67%	Increase, +10%	67%
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.	67%	75%	Increase, +8%	75%
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.	64%	72%	Increase, +8%	72%
TP04	Proportion of respondents who report that they are satisfied that their home is well maintained.	59%	67%	Increase, +8%	67%
TP05	Proportion of respondents who report that they are satisfied that their home is safe.	66%	73%	Increase, +7%	73%

# Keeping homes safe and well maintained

Over the past year, we have taken a more coordinated approach to safety, repairs and property standards. This includes improving how we identify risks, respond to issues, and plan long-term investment.

A key part of this work has been ensuring that safety checks are up to date and that any issues identified are addressed through planned programmes of work. At the same time, we have continued to improve how repairs are delivered and monitored, with a stronger focus on the overall experience for tenants.

## What this means for you

- Your home is checked to help keep it safe, including gas and electrical safety checks where needed.
- Repairs are being better tracked, with changes being made to improve monitoring, communication and the overall service delivery.
- Issues are identified and addressed more quickly.

## Fire safety

Keeping tenants safe remains our highest priority, and this year we have made significant progress in strengthening fire safety across our housing stock.

We have ensured that all residential blocks have been assessed to identify fire risks and determine what action is needed.

This year we completed Fire Risk Assessments for 100% of our 837 residential blocks. Where issues have been identified, work is being delivered through a planned programme.

Depending on what has been identified, works can include:

- the upgrading of fire doors, improvements to fire-resisting compartmentation, such as walls, floors, and ceilings
- firestopping works, such as sealing gaps to prevent smoke and fire spread
- the upgrading of fire detection and alarm systems
- upgrading emergency lighting
- works to support evacuation strategies.

## What this means for you

- All residential blocks within the scope of our fire risk assessment programme have been assessed for fire safety risks.
- Work is scheduled to address any issues.
- You can access information about fire safety in your building.
- Fire safety documents for some of our residential blocks are available on our website.

[Fire risk assessments in your building](#)



Fire risk assessments

**100%**

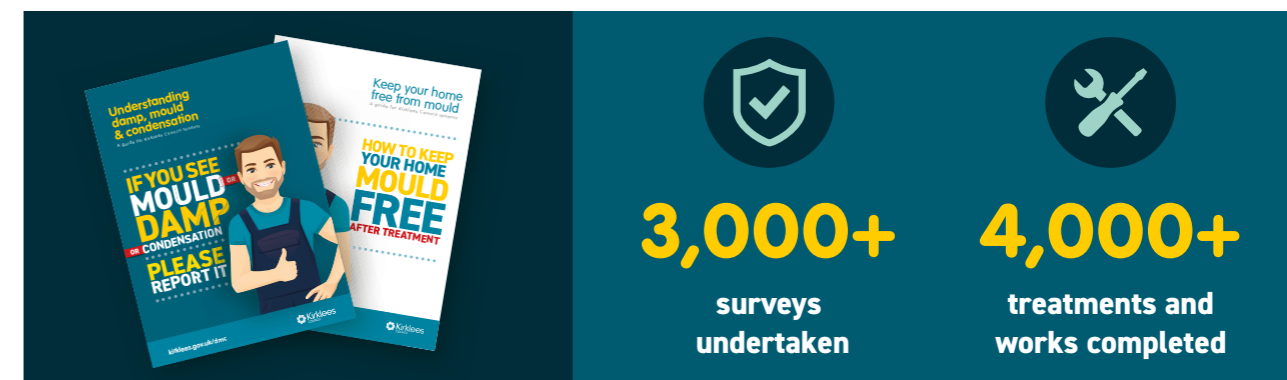
of our 837 residential blocks

## Damp, mould and condensation (DMC)

We have made strong progress in tackling damp, mould and condensation.

At the start of 2025 there were over 2,000 open cases of DMC. Through a focused programme of inspections, treatment and follow-up, this reduced to 463 cases by June and down to 166 cases by October.

This improvement has been achieved by taking a more proactive and consistent approach. We carried out over 3,000 surveys and completed more than 4,000 treatments. We also made over 2,000 follow-up calls to check that issues had been resolved and had not returned. This helps us identify repeat problems early and take action quickly.



Understanding damp, mould & condensation  
**IF YOU SEE MOULD DAMP OR CONDENSATION PLEASE REPORT IT!**

Keep your home free from mould  
**HOW TO KEEP YOUR HOME MOULD FREE AFTER TREATMENT**

**3,000+** surveys undertaken

**4,000+** treatments and works completed

The service has been strengthened with permanent, trained staff and improved communication through clearer advice, regular contact and tenant forums. We are also testing new approaches, such as environmental sensors, to identify issues earlier and prevent them from recurring.

In line with Awaab's Law, which came into force in October 2025, all emergency and serious hazards have been assessed and addressed within the required timescales. We encourage tenants to report any signs of damp or mould as soon as possible so we can act quickly and prevent issues from getting worse.

## What this means for you

- Faster response when damp or mould is reported.
- Follow up to make sure problems are fully resolved.
- Clearer communication and support.
- A more proactive approach to protecting your home and health.

## Water safety

This year we launched a water safety inspection programme to ensure safe water supply in our tenants' homes by assessing the risk of legionella. We changed the way we reported these assessments last year, which meant that only 6.5% of homes had reported water safety checks.

We carried out legionella assessments in over 14,000 homes in 2024-25, amounting to 78% of our properties. All homes were found to be low risk. We will finish this work in the coming year as part of our commitment to provide safe homes to our tenants. A rolling programme will continue after the inspection programme to keep all assessments up to date.



**20,608** water hygiene inspections

(100% of our properties)

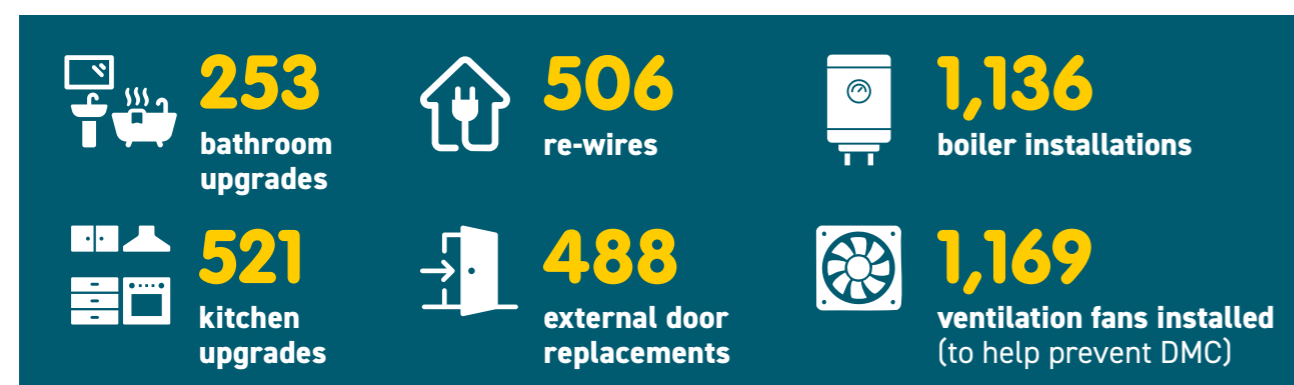
# Repairs and maintenance

We know that a reliable repairs and maintenance service is essential to keeping homes safe, comfortable and in good condition. Over the past year, we have focused on improving both how repairs are delivered and the overall experience for tenants.

Our teams carry out a wide range of repairs, from urgent issues that need immediate attention to planned work that helps maintain homes over time. Alongside day to day repairs, we have continued to invest in improving homes through programmes of work that replace or upgrade key components.

During 2025/26, we completed a significant number of improvements, including:

- 521 kitchen upgrades
- 253 bathroom upgrades
- 1,136 boiler installations
- 488 external door replacements
- 506 rewires
- 1,169 ventilation fans installed to help prevent damp, mould and condensation.



We recognise that repairs can be disruptive, so we aim to keep tenants informed and minimise inconvenience wherever possible. A key part of improving the service has been listening more closely to tenant feedback.

We now send text surveys after each repair is completed to understand how tenants felt about the service they received. This gives us real-time feedback. Where low satisfaction is reported, we follow up directly with tenants to understand what went wrong and take action to improve.

We are also strengthening the systems behind the service. An upgrade is being made to the repairs management IT system to improve how repairs are logged, tracked and managed. This will help provide clearer information and a more efficient service.

Alongside this, we will review our Repairs and Maintenance Policy and work with tenants to shape how the service is delivered in the future.

## What this means for you

- A more reliable and responsive repairs service.
- Continued investment in improving your home.
- Opportunities to give feedback after repairs.
- Better communication and tracking of your repair requests.

# Decent homes

## Inspecting safety and quality

Making sure council homes meet the Decent Homes Standard remains a key priority. This standard, set by government, ensures homes are safe, well maintained, modern and energy efficient.

In last year's report, we explained that more homes had been identified as non decent, often because some components, such as roofs and external walls, were recorded as reaching the end of their expected lifespan.

During 2025/26, we focused on gaining a clearer and more accurate understanding of the condition of our homes. Rather than relying on age-based assumptions, we introduced a Home Assessment Visit programme, which involves physically inspecting properties to assess whether components genuinely need replacing or are still safe and serviceable. This programme will cover all council homes over a 13-month period.

By the end of the financial year over 1,100 homes had been assessed. In many cases, components that were expected to need replacement were found to still be in good condition. This has led to a reduction in failing components and a decrease in overall non decency levels, compared to the previous year.

Where urgent safety issues were identified repairs were carried out quickly to make homes safe. Where longer term improvement work is needed this is planned through the capital investment programme.

Alongside condition checks we have also assessed the energy performance of our homes. Around half of council homes now achieve EPC B and C or above, which supports warmer homes, lower energy bills and environmental commitments. We are committed to improving the energy performance of our homes and supporting progress towards EPC C and above by 2030.

By building a more accurate picture of our housing stock, we are now able to target investment more effectively, improving safety, reducing future repair needs and supporting long term planning.

## What this means for you

- Your home is assessed based on its actual condition, not just its age.
- Repairs are carried out quickly where safety issues are identified.
- Investment is targeted at homes that need it most.
- Improvements support safer, warmer and more efficient homes.



## Investing in homes

Alongside improving our understanding of housing condition, we are continuing to invest in our homes to ensure they remain safe, modern and fit for the future.

In January 2026, Cabinet approved a £390 million capital investment programme over the next five years. This programme will support ongoing repairs, safety improvements and planned works to help bring all homes up to the Decent Homes Standard by 2031.

This investment will focus on areas that make the greatest difference, based on the findings from our Home Assessment Visit programme and wider safety and condition data. By linking these together, we can make sure work is better planned and more effectively targeted.

The programme will include a wide range of improvement works, such as:

- kitchen and bathroom replacements
- heating systems and boilers
- electrical and structural works
- windows and doors
- roofing and external works
- damp, mould and condensation improvements
- environmental improvements to shared areas.

## Delivering better homes and communities

### Berry Brow

Over the past year we have made progress on the next stage of work at Berry Brow. The two residential blocks, Bishops Court and Holme Park Court, are due to be demolished by the end of 2026.

In January 2026, a contractor was appointed to begin the demolition process. This will be a phased project, including site set up, asbestos surveys and removal, soft stripping, demolition and site clearance.

The decision to demolish the buildings followed consultation with former tenants and local residents, where there was strong support for redeveloping the site rather than refurbishing the blocks.

We have continued to keep the local community informed throughout the process. A community briefing event was held in February 2026, attended by around 100 local residents. This provided an opportunity to share plans, explain timelines and safety measures, and answer questions.

The long term plans for the site will be confirmed as part of the wider Homes and Neighbourhoods capital investment programme.

Although the buildings have been empty for some time, they have continued to be used in a positive way. West Yorkshire Fire and Rescue Service have used the site to carry out training exercises, helping crews practise rescue and evacuation procedures in a realistic environment.

In addition, cycle storage units from the site have been donated and relocated to the Newsome Centre, with transport and installation provided through a contractor's social value fund at no cost to the council.



## Sycamore Grange

The redevelopment of Sycamore Grange in Golcar is an important project to improve housing for older tenants.

The existing building is being prepared for demolition, making way for a new housing development designed to support independent living. The new homes will be high quality, energy efficient and better suited to the needs of older residents.

### Ash View – one year on

Tenants have now been living at the Ash View extra care scheme for over a year. During this time, a strong programme of activities has helped create a supportive and welcoming community.

Regular activities such as breakfast clubs, bingo, exercise sessions and social events support independence, wellbeing and social connection. Tenants and staff have also worked together to organise events and raise funds, helping to build a sense of community and ownership.

Celebrations and events have reflected the diversity of tenants and included cultural events, seasonal celebrations and social gatherings for tenants and their families.

This active and supportive environment has had a positive impact on tenants' wellbeing and quality of life, helping people feel more connected and confident in their homes.

### Case study: individual living with dementia

Names have been changed to protect identities. The experiences described and the support provided are based on real cases.

Pat moved to Ash View after living independently with dementia. The change was significant and at first, they found it difficult to adjust and engage with others.

Staff provided consistent support, reassurance, and encouragement, helping Pat feel safe and gradually take part in activities.

Pat is now settled, actively involved in the community and recently led a cooking session for other tenants.

### Case study: individual at risk of exploitation

Names have been changed to protect identities. The experiences described and the support provided are based on real cases.

Before moving to Ash View, Alex was socially isolated and spent long periods in public places looking for interaction. This made Alex vulnerable and caused concern for their family.

Alex was supported to move into a safe and supportive environment, where they could take part in regular social activities and receive support from staff.

Alex has now developed a strong sense of belonging within the scheme. They spend most of their time within the community, taking part in activities and socialising with others. Their family feel reassured that Alex is safe, supported and no longer at risk.

# Neighbourhood and community standards

Supporting safe and well-managed neighbourhoods.

## Our performance

### Kirklees tenant satisfaction council performance results 2025/26

Code	Performance measure	2024/25	2025/26	Change
NM01	Anti-social behaviour cases relative to the size of the landlord (number of cases per 1,000 properties)	24.4 per 1,000 homes	30.3 per 1,000 homes	Increase, +5.9 per 1,000 homes
NM02	Anti-social behaviour cases that involve hate incidents, relative to the size of the landlord (number of cases with hate incidents per 1,000 properties)	4.0 per 1,000 homes	5.7 per 1,000 homes	Increase, +1.7 per 1,000 homes



### Kirklees tenant satisfaction perception measures results 2025/26

Code	Performance measure	2024/25	2025/26	Change
TP10	Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained.	46%	54%	Increase, +8%
TP11	Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood.	50%	59%	Increase, +9%
TP12	Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour.	40%	47%	Increase, +7%

## Anti-social behaviour and hate incidents

We have a responsibility to keep tenants safe and support wellbeing in our communities. Tackling anti-social behaviour (ASB) remains a key part of this. Whilst satisfaction has improved, we know there is an opportunity to provide a consistent and effective service for all tenants.

Over the past year we have worked closely with partners including Safer Kirklees, West Yorkshire Police, and other council services to respond to ASB and support affected tenants. This joined up approach helps ensure that issues are managed effectively and that tenants receive the right support.

We have seen an improvement in tenant satisfaction with how ASB is handled, increasing from 40% to 47%. Whilst this is positive progress, we recognise that experiences are not yet consistent and improving this remains a priority.

To strengthen our approach we carried out two internal peer audits of ASB cases. These brought together colleagues from across services to review case handling, decision making and outcomes. The learning has been shared with managers and teams to support more consistent and effective responses.

Our partners at Safer Kirklees have continued to provide specialist support:

- 103 complex ASB cases were managed through specialist casework
- case advice was provided to Housing Officers on 98 occasions.

This support included risk assessments, home visits, warnings, legal preparation and court attendance where needed.

Prevention has also been a key focus. Safer Kirklees have engaged hundreds of young people through youth work and education sessions delivered in schools alongside West Yorkshire Police. Community and Environmental Support Officers (CESOs) have maintained a visible presence on estates, carrying out hundreds of visits and enforcement related activities over the year.

We also work with partners through Community Outcome Groups (COGs), where information is shared across agencies to identify areas of concern and coordinate action. This helps target resources more effectively and respond more quickly to issues in local areas.

Looking ahead, we are introducing a specialist ASB team within Homes and Neighbourhoods. This team will focus on supporting tenants experiencing the most complex and serious cases, including hate incidents, ensuring support is targeted where it is most needed.

#### What this means for you

- A coordinated response between the council and partner agencies.
- More consistent handling of ASB cases.
- Better support if you experience ASB or feel unsafe.
- A stronger focus on prevention and early intervention.

You can find more information in the following documents:

- [Anti-Social Behaviour Policy](#)
- [Kirklees Hate Crime Strategy](#)

# Domestic abuse and safeguarding

Over the past year, we have continued to strengthen our response to domestic abuse to ensure tenants experiencing harm receive timely and effective support. This work aligns with the Domestic Abuse Act 2021 and the Consumer Standards, with a focus on safeguarding and partnership working.

We work closely with a range of partners to protect tenants and reduce risk. This includes collaboration with Housing Solutions to support tenants who need to move to safe accommodation, and the Kirklees Domestic Abuse Support Service (KDASS), which provides a single point of access for support.

Our teams are also part of multi agency processes, including the Daily Risk Assessment Meeting (DRAMM) and the Multi Agency Risk Assessment Conference (MARAC), helping to ensure that tenants at highest risk receive coordinated, joined up support.

During the year, we introduced a new Domestic Abuse Policy, which strengthens accountability, clarifies staff responsibilities and supports a more consistent approach. Training has been rolled out to staff, including the Safe and Together model, helping embed child focused and victim centred practice. Staff also engage in forums and case reviews to support learning and continuous improvement.

To better understand how confident and prepared staff are to respond to domestic abuse, we completed a staff survey developed by the Domestic Abuse Housing Alliance (DAHA). The results showed a strong level of awareness across the service, particularly in recognising risks and challenging harmful beliefs. The survey also identified areas for improvement, including professional curiosity, safe engagement with perpetrators, and awareness of support pathways. These are being addressed through a targeted action plan.

We are committed to supporting tenants who are experiencing domestic abuse, working with partners and trained staff to respond safely and consistently.

Read our [Kirklees Homes and Neighbourhoods Domestic Abuse Policy](#) and our corporate Domestic Abuse Strategy 2022-2027.

The council's webpages have been updated to make accessing information about available support easier. Visit our [Domestic Abuse webpage](#).

## What this means for you

- Support is available if you are experiencing domestic abuse.
- Services work together to respond quickly and safely.
- Staff are trained to recognise and respond to abuse.
- A consistent, victim-centred approach is in place.

## Reporting safeguarding concerns if you are concerned about someone's safety or wellbeing

- Adults: Report a concern online through our [Report an adult safeguarding concern service](#)
- Children: Contact [Kirklees Safeguarding Children](#)

You can find more information in the following documents:

- [Kirklees Council Corporate Safeguarding Policy](#)
- [Vulnerable Tenant Policy](#)

## Case study – helping a tenant stay safe at home

*This example shows how early identification and joint working helped safeguard a tenant at increasing risk.*

All names have been changed to protect identities. The experiences described and the support provided are based on real cases.

Sam lived in a council home and had a joint tenancy with Chris. Concerns were raised by a neighbour after hearing shouting and noticing visible injuries.

A Housing Management Officer arranged a visit when Chris was not at the property. This gave Sam the space to speak openly. During the visit, Sam shared that they were experiencing ongoing coercive and physical abuse, as well as isolation and recent financial difficulties after losing their job.

Immediate action was taken to keep Sam safe. The police were contacted and bail conditions were put in place to prevent contact from Chris. A full risk assessment was completed, and the case was referred to DRAMM to ensure a coordinated response.

We arranged additional safety measures in the home and put specialist domestic abuse support in place. This included support to apply for a Non-Molestation Order and an Occupation Order, allowing Chris to be removed from the tenancy.

Information was also shared with relevant teams and partner agencies, with Sam's consent, to make sure ongoing support was in place and that all services could respond appropriately.

With the right support, Sam was able to end the relationship and remain safely in their home. Throughout, the focus was on listening, respecting Sam's choices, and making sure they felt supported and protected.



# Improving local environments

We are committed to improving local environments so that neighbourhoods are safe, well maintained and places tenants can feel proud of. Feedback from tenants plays an important role in identifying areas that feel unsafe, neglected or affected by anti-social behaviour.

We have worked with tenants to complete a range of small scale environmental improvements. These projects focus on making better use of spaces, improving visibility and safety, and creating cleaner, more welcoming areas.

## Case study – Chinewood, Batley

The old community garden and seating area off Chinewood Avenue had sadly fallen into a state of disrepair over recent years and become very overgrown, making it feel unloved and unsafe.

Following improvement work, overgrown vegetation has been cleared, creating more open space and improving visibility. This has made the area safer and more welcoming. The Alder tree has been retained, with metal railings and raised paving protecting it from vehicles.



Chinewood before



Chinewood after

## Case study – Mayman Close, Batley

The garages at Mayman Close had become badly damaged and were attracting fly tipping and anti social behaviour. To make better use of the area, they were demolished.

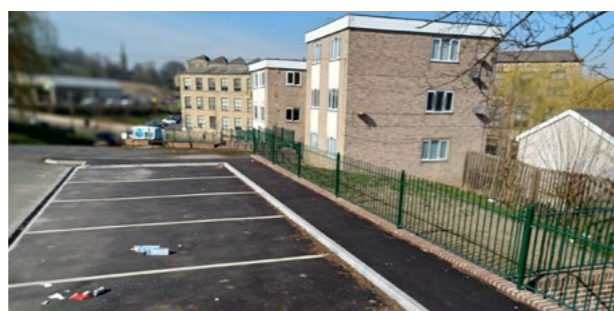
The site has since been improved with new parking bays for tenants, better drainage, new footways and railings, and the removal of overgrown vegetation.

These changes have opened up the space, improved visibility and safety, and made the area easier to maintain.

Mayman Close before



Mayman Close after



# Tenancy standard

Managing tenancies fairly and consistently.

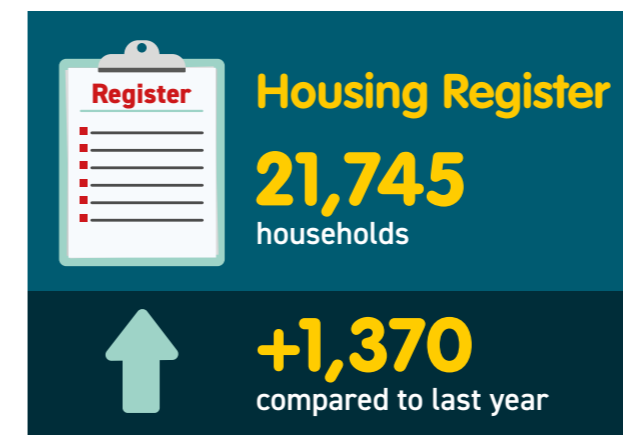


# Housing demand

## Housing register

Demand for housing in Kirklees remains high and continues to exceed the number of homes available. This means that not everyone on the housing register will receive an offer of housing, particularly those in lower priority bands.

At the end of March 2026, there were 21,745 households on the housing register, an increase of 1,370 households compared to the previous year. This shows that demand continues to grow.



Most applicants are in lower priority groups. Over three quarters of households are in Bands D (11,643 households) and Band E (4,581 households), with a further 4,325 households in Band C. This means many people are unlikely to be offered a home in the short term and may need to consider other housing options.

During 2025/26, a total of 1,210 households were housed, with the majority of homes allocated to those in the highest priority bands. This included:

- 231 households in temporary accommodation, such as bed and breakfast, often due to homelessness or urgent need
- a smaller number of households in lower priority bands, including 76 households in B and C.



There are also increasing pressures on the housing system. At the end of the year:

- 1,784 households (8.2%) were living in overcrowded conditions, including 79 households in very severe overcrowding
- 1,359 households had medical needs, with 1,144 requiring specialist or adapted homes.

Demand for housing remains significantly higher than supply. This means it is important to make the best use of existing homes, support tenants to move to more suitable properties where possible and continue working with partners to increase the range of housing options available over time.

In January 2026, Cabinet approved a £390 million investment programme to improve existing homes and support the delivery of new housing, helping to address both current pressures and future need.

## What this means for you

- There is high demand for council housing, so waiting times can be long.
- Priority is given to those with the greatest need.
- Support is available if you need help finding suitable housing options.

# Lettings

## Mutual exchange

A mutual exchange allows tenants in social housing to swap homes with another tenant. This can include exchanges with tenants from other councils or housing associations, giving greater flexibility and choice.

At the end of 2025/26, 828 applicants were registered for mutual exchange, and 42 exchanges were completed during the year. These moves help tenants find homes that better meet their needs, while also making better use of the wider housing stock.

Tenants can register for mutual exchange through the Choose 'n' Move service and can contact their Housing Officer for support with the process.



## Rightsizing

As households change over time, some tenants may find that their current home is no longer suitable for their needs. This might be because the property is too large, the garden is difficult to maintain, or the home no longer meets health or support requirements. In some cases, having a spare bedroom can also affect entitlement to housing benefit.

Rightsizing supports tenants to move to a more suitable home through our Homefit scheme. This can help make homes easier to manage, reduce household costs and improve day to day living, while also freeing up larger homes for families who need them most.

At the end of the financial year:

- 188 households were registered for downsizing
- 64 households moved, releasing 86 bedrooms for families in need.

We provide a range of support to help tenants through the process, including advice on housing options, priority banding on Choose 'n' Move, help with bidding, and financial assistance with moving costs. This support helps make moving more manageable and reduces barriers for tenants who want to move.

84% of tenants who moved this year received financial assistance, supporting them with the cost of moving and settling into their new home.

Feedback from tenants highlights the positive impact of moving to a more suitable property, and the support provided by the team:

*"No more stairs to climb, all on one level. A beautiful new home."*

*"Quick to respond and gave support when required. Went the extra mile all the time."*

*"Lots easier for me to keep up as there are no steps, and a smaller house."*

*– Kirklees Homes and Neighbourhoods Tenants*

If you are interested in rightsizing or would like advice, you can visit our webpage or contact the team on **01484 226972** for support. Tenants can also read about all the housing options that may be available, including shared ownership, mutual exchange, and rightsizing, on the council's [Joining the Housing Register](#) webpage.

# Supporting tenants

## New tenant support

We recognise that moving into a new home can be a big change, and that some tenants may need extra support to settle in and maintain their tenancy.

Through the Tenancy Sustainment Service, we provide targeted, short-term support where additional needs are identified. This focuses on early intervention to help tenants feel settled, manage their finances, and access the right services from the start.

Between December 2024 and November 2025, 370 tenants were screened for support, with 329 receiving a more intensive level of help. This included practical support with settling into a new tenancy, accessing benefits, managing finances and understanding how to use council and partner services.

This work has helped secure over £225,000 in additional income, supporting tenants to improve financial stability during the cost of living pressures.

Many tenants supported by the service faced complex challenges, including poor physical or mental health, disability, financial hardship and domestic abuse. Officers worked closely with health services, welfare teams and partner organisations to provide joined-up support and reduce risk.

### What this means for you

- Extra support is available when you move into a new home.
- Help can be provided early to prevent problems later.
- Support is tailored to your individual circumstances.
- Services work together to help you stay safely in your home.

## Case study – Supporting with a health-related move

A tenant undergoing cancer treatment needed to move to a more suitable home as their existing property was no longer meeting their mobility and health needs. Due to their illness and time spent in hospital, they were unable to manage the move on their own.

The Tenancy Sustainment Officer coordinated the move, including arranging removals, setting up utilities, managing benefits and ensuring the new home was safe and ready. This reduced the stress on the tenant and meant the move could take place at the right time.

As a result, the tenant was able to settle more comfortably into a home that better met their needs, supporting their health, independence and overall wellbeing.

## Case study - Supporting a fresh start

A tenant moved into a council home after losing a private tenancy. They were facing financial difficulties, existing debts and health concerns, and had limited access to digital services, making it difficult to manage the situation independently.

The Tenancy Sustainment Officer provided practical, face-to-face support, helping to set up utilities, resolve council tax arrears and access financial support. Referrals were also made to specialist advice services to ensure longer-term support was in place.

As a result, the tenant was able to stabilise their financial situation, settle into their new home and build confidence in managing their tenancy independently.

*"You've been excellent – gone out of your way to help me."*

*– Kirklees Homes and Neighbourhoods Tenants*

## Money advice

Money advice and support remain a vital part of our response to the ongoing cost of living pressures faced by tenants. We provide a free, confidential and practical service, offering help with budgeting, debt, energy costs and accessing financial support.

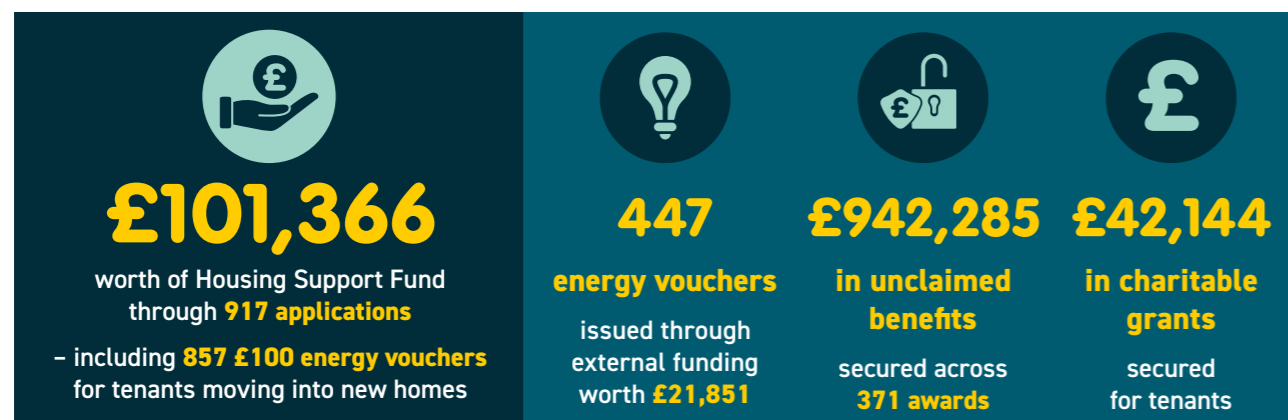
During 2025/26, the Money Advice Team supported tenants through 903 referrals, generating £1,954,823 in financial gains. This included:

- 695 referrals for budgeting and debt management
- 67 cases involving Managed Payments to Landlord support
- 141 referrals linked to Damp, Mould and Condensation cases, providing support with energy debt.



The team has delivered a wide range of positive outcomes:

- 917 successful Housing Support Fund applications, worth £101,366, including 857 £100 energy vouchers for tenants moving into new homes
- £942,285 in unclaimed benefits secured across 371 awards, including:
  - £177,807 for pension age tenants
  - £123,178 for working age tenants through disability benefits
- 447 energy vouchers issued through external funding, worth £21,851
- £42,144 in charitable grants secured for tenants
- £72,103 of water debt reduced or written off for 110 households, through partnership work with Yorkshire Water.



Money concerns can affect anyone, whether they are in work or receiving benefits. The Money Advice Service plays an important role in preventing financial hardship, reducing rent arrears and supporting tenants to maintain stable homes.

If you need support, you can find more information on our [Money advice](#) webpage.

### What this means for you

- Free, confidential and practical financial support is available.
- Help is available with budgeting, debt, benefits and energy costs.
- Early support can help prevent financial difficulties from getting worse.
- Services work together to help you stay in your home.

### Case study: Helping a tenant regain stability

Names have been changed to protect identities. The experiences described and the support provided are based on real cases.

Ali was referred for intensive tenancy support during a challenging time, facing financial pressures, language barriers and the impact of domestic abuse. These combined issues left them feeling overwhelmed and unsure where to turn.

The focus was on making sure Ali felt safe, listened to and understood. Interpreters were used to ensure clear communication and help Ali understand the options available and the support on offer.

One of the most urgent issues was that Ali had no heating or hot water. Emergency energy support was arranged quickly to make the home safe and comfortable. Practical advice was provided to help Ali better manage energy use and utilities going forward.

Support was also provided to improve Ali's financial situation. This included help to separate benefit claims, open a bank account, set up priority bills and reduce debt through support schemes and charitable funding.

Recognising the wider impact on wellbeing, Ali was also supported to access specialist domestic abuse services and connect with local community and cultural groups. This helped reduce isolation and build a stronger support network.

Ali is now in a more stable position, with improved financial security, access to essential services and greater confidence in managing their tenancy.

### Case study: Supporting a tenant through change

Names have been changed to protect identities. The experiences described and the support provided are based on real cases.

Mo was referred for support during a difficult time after losing income and falling behind with rent and council tax. They also had complex health needs and limited access to digital services, which made it harder to get help independently.

A key part of the support involved helping Mo move from working age benefits to retirement related income. This included applying for a state pension, housing benefit and council tax reduction, and identifying workplace pensions that had not previously been claimed.

Because digital access was a barrier, support was provided face to face. This included completing paper forms together and contacting agencies directly on Mo's behalf, helping to reduce pressure and ensure the right support was put in place.

Safeguarding concerns were also raised, and referrals made to ensure appropriate care and support were considered.

Mo now has a stable income, improved financial security and ongoing support in place, putting them in a stronger position to sustain their tenancy and wellbeing.

## Employment support

During 2025/26, the Employment Support Team continued to provide tailored, one-to-one support to help tenants build confidence, develop skills and move towards employment, training or education at a pace that works for them. The service focuses on removing barriers to work, improving wellbeing and supporting long-term financial stability.

This year the team received 322 referrals and delivered 374 positive outcomes. Support included referrals to employment, training and specialist services, as well as direct help into work.

Key outcomes include:

- 44 tenants supported into employment, including apprenticeships
- 34 tenants sustaining work for at least 13 weeks
- 21 tenants sustaining work for at least 26 weeks
- 6 tenants supported into volunteering or work experience
- 25 tenants supported to access adult learning provision
- 244 referrals to employment, training and specialist support providers.



The service works closely with other housing and support teams to provide a joined-up approach. This recognises that confidence, health, housing stability and financial security are all important in helping tenants move into work.

Individual support plans help tenants build confidence, reduce isolation and take steps towards sustainable employment and stable tenancies.

### What this means for you

- Support is available to help you move into work, training or education.
- Help is tailored to your needs and circumstances.
- Support is available to build confidence and develop skills.
- Services work together to support your long-term stability.

If you are interested in employment support, you can find more information on our [Employment support for tenants](#) webpage.

## Case study - Building confidence

Names have been changed to protect identities. The experiences described and the support provided are based on real cases.

Ash was referred for employment support after being out of work for a long period due to health-related circumstances. Over time, this had affected confidence and led to increased isolation.

A tailored, face-to-face approach helped Ash re-engage. Support focused on developing a CV, improving employability skills and building confidence. Referrals were also made to health and wellbeing services, alongside support to address wider housing and energy-related concerns.

Ash is now volunteering locally, helping to rebuild routine, reduce isolation and regain confidence. Ongoing support remains in place to develop job application skills and support next steps towards employment.

## Case study - Removing barriers

Names have been changed to protect identities. The experiences described and the support provided are based on real cases.

Lee was referred for employment support after a serious injury meant they could no longer return to their previous manual role. Living with long-term health limitations made it difficult to identify work options that were realistic and sustainable.

Support focused on exploring roles suited to Lee's health needs, alongside help with CV development, careers advice and identifying training opportunities better matched to their abilities. A referral was also made to a specialist health and work programme, supporting Lee to focus on what they can do rather than limitations.

Since receiving support, Lee has begun making independent job applications and progressed to requesting references. Their confidence has improved, and they feel more positive about future opportunities. Ongoing support remains in place to help Lee move into work in a way that supports their health.



## Pre-Apprenticeship Programme (PAP)

The Pre-Apprenticeship Programme helps young people aged 16–18 gain practical skills, build confidence and move into employment, training or apprenticeships. The programme also provides opportunities for tenants and their families to access training and support.

The programme has continued to provide hands on experience alongside classroom learning, helping young people develop skills across a range of trades.

During the current academic year:

- 15 learners enrolled on the programme, including 3 tenants or household members
- learners completed placements with Kirklees Council and external partners such as BAM Construction
- training included a range of trades, including plumbing, electrical work, joinery, plastering and bricklaying
- all learners received employability support, including CV writing, interview skills and mock interviews
- some learners progressed into part time paid work following their placements.

Learners also took part in site visits to gain experience of real working environments and better understand career pathways in construction and related industries.

The programme focuses not only on practical skills, but also on building confidence and preparing young people for future opportunities.

The Employment Support Team are working with local schools to promote the programme and support recruitment for the 2026/27 cohort. If you or someone you know may be interested, you can register your interest here:

[Homes and Neighbourhoods Pre-Apprenticeship Programme 2026/27](#)

## Fraud prevention

During 2025/26, we have strengthened our approach to preventing and responding to housing and tenancy fraud. We have made improvements to prevent fraud at key stages of the housing process.

New applications now go through stronger checks, including better identity verification and full housing history checks using national databases.

We have updated how we handle tenancy successions, with clearer guidance to help staff spot and prevent fraud.

New tenancy visits have been strengthened, with more follow up visits and extra checks to confirm tenants are living in the property and using it properly.

Checks around Right to Buy applications have also been improved, including stronger identity checks, more financial background checks, and a review of housing history.

These changes, along with updated procedures and staff training are helping us take a stronger, more consistent approach to tackling housing fraud and protecting homes for those who need them most.

## Looking ahead

A new Housing and Tenancy Fraud Policy will be published in summer 2026, setting out a clear approach to identifying and reporting fraud. We have also developed fraud awareness training for frontline staff to help teams recognise risks and know how to report concerns.

# Transparency, influence and accountability standard

Being open, accountable and listening to tenants.

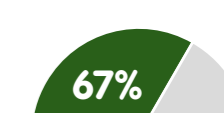
## Our performance

### Kirklees tenant satisfaction council performance results 2025/26

Code	Performance measure	2024/25	2025/26	Change
CH01	Number of Stage 1 complaints relative to the size of the landlord (number of complaints per 1,000 properties)	36.2 per 1,000 homes	32.9 per 1,000 homes	Decrease, -3.3 per 1,000 homes
CH01	Number of Stage 2 complaints relative to the size of the landlord (number of complaints per 1,000 properties)	11.7 per 1000 homes	9.4 per 1000 homes	Decrease, -2.3 per 1,000 homes
CH02	Stage 1 complaints responded to within Complaint Handling Code timescales	69.6%	69.2%	Decrease, -0.4%
CH02	Stage 2 complaints responded to within Complaint Handling Code timescales	58.9%	69.8%	Increase, +10.9%

### Kirklees tenant satisfaction perception measures results 2025/26

Code	Performance measure	2024/25	2025/26	Change
TP06	Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them.	50%	58%	Increase, +8%
TP07	Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them.	57%	67%	Increase, +10%
TP08	Proportion of respondents who report that they agree their landlord treats them fairly and with respect.	69%	75%	Increase, +6%
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.	22%	25%	Increase, +3%



# Understanding and supporting tenants

We are committed to understanding who lives in council homes and making sure services are fair, accessible and responsive to individual needs.

A new Vulnerable Tenant Policy was introduced in early 2025. This sets out how staff identify and support tenants who may need extra help, for example due to health issues, disabilities, safeguarding concerns or other vulnerabilities. Training has been provided to ensure the policy is understood and applied in day to day work.

A key part of this approach is the Vulnerability Assessment. This supports more informed conversations with tenants and helps staff identify any additional support needs. Where appropriate, this information is recorded, shared with relevant services and used to arrange follow-up support. Over time, this will help build a clearer understanding of tenant needs across communities.

Tenancy Enablement Officers have played an important role in putting this into practice. As part of Home Assessment Visits, they have completed vulnerability assessments, particularly where there has been little or no contact with tenants. With consent, information is recorded, alerts are added where needed, and follow up actions are arranged.

The vulnerability assessment is now being used more widely across housing services, including routine visits and new tenancy checks. This means identifying and supporting vulnerability is becoming part of everyday housing service delivery.

We are continuing to strengthen how we monitor and use this information.

We will provide regular updates and carry out an annual review of the data. This will help us better understand tenant needs, identify trends and continue to improve services.

## What this means for you

- We have a better understanding of your needs and circumstances.
- Support can be identified and provided earlier.
- Services are more joined-up and work better together.
- Staff are better equipped to support you where extra help is needed.
- A stronger focus on keeping tenants safe and supported.

You can find more information in our [Vulnerable Tenant Policy](#)



# Listening to tenants



## Complaints

We received 782 Stage 1 complaints in 2025/26, which is 10 more than the previous year.

Repairs and property condition, including damp, mould and condensation (DMC), remain the most common reasons for complaints. Other areas include the handling of anti-social behaviour (ASB), and external areas such as gardens, fencing and communal spaces, with 80 complaints received in this area.

The Housing Ombudsman issued 67 decisions during the year, with 69% identifying service failings. This is a slight increase on last year and highlights that, while improvements are being made, there is still more to do to ensure services are delivered consistently.

Complaints provide valuable insight into where services are working well and where improvements are needed. The learning from complaints helps us improve the quality, consistency and focus of the services we provide.

## How we are improving services

### Repairs and property condition

Complaints show that some tenants are still experiencing delays, poor communication and repeat visits when repairs are carried out. We are improving this through the Total Repairs system upgrade, which will help us track repairs better, make responsibilities clearer, monitor performance more closely and improve the accuracy of information.

### Anti-social behaviour (ASB)

Feedback from tenants, complaints and independent review showed that our response to ASB was not always consistent, timely or supportive enough. Problems included delays in setting cases up, poor communication, not always recognising vulnerability early enough, and action not always progressing quickly enough.

To improve this, we have changed how ASB cases are received, assessed, investigated and resolved. A new ASB Policy now sets clearer expectations for early action, prompt case set-up and regular contact with tenants. Staff have also completed mandatory training to support a more consistent response.

We are continuing to improve how complaints are handled, with a focus on responding more quickly, improving consistency and quality, and making better use of learning to improve services. Stronger oversight and performance monitoring are helping us identify issues earlier and make sure action is taken. The Continuous Improvement Framework is helping bring together complaints insight, tenant feedback and service performance to support a more joined-up approach to improvement. A new [Service Quality Tenant Panel](#) is also being established to strengthen tenant scrutiny of complaint handling and service performance. [The Annual Complaints Report](#) provides more detail on performance and the changes being made.

## What this means for you

- Your complaints are taken seriously and used to improve services.
- Key issues such as repairs and ASB are being addressed.
- You will receive clearer and more consistent communication.
- Improvements are being made based on tenant feedback.

## Compliments

We also receive positive feedback from tenants about the services they receive. Compliments help us understand what is working well and highlight the difference our staff make.

During 2025/26, we received 92 compliments. Most of these related to the repairs service, which received 67 compliments.

Other feedback included:

- 12 compliments about Housing Management and Partnerships
- 7 compliments about complaints handling
- 6 compliments about Asset Management and Business Development services.

Tenants frequently recognised the professionalism, reliability and respectful approach of staff, as well as clear communication and high quality work.

Some examples of feedback received include:

*“Please pass on my thanks to the two young men who provided a prompt, efficient, polite and friendly service in cleaning out the guttering to my home today.”*

*“I recently had a new kitchen fitted, and I wanted to let you know how fantastic every person involved was. They were all friendly, respectful and professional. I’m so happy with the kitchen and the whole process was a good experience because of the wonderful team involved.”*

*“This is to acknowledge and thank the member of staff for the plastering work carried out at my property. He was polite, friendly, respectful and professional, and his pride in his work was clear throughout.”*

*“He was conscientious, polite, helpful and respectful, and kept me informed throughout the job. He worked hard to complete the work and clearly took pride in what he was doing.”*

This feedback is shared with teams and individual staff to recognise good performance and reinforce the standards expected across services.

### What this means for you

- Good service is recognised and highlighted across teams.
- Lessons from positive feedback help improve consistency.
- Staff are recognised for delivering high quality work.
- Your feedback helps shape and improve services.

## Information and communication

### Your rights and our responsibilities

Over the past year, we have made significant progress in strengthening our policy framework to ensure services are safe, transparent and aligned with regulatory requirements and tenant priorities. This work supports our response to the Regulator of Social Housing’s Consumer Standards and our ongoing commitment to continuous improvement.

During 2025/26, a wide range of policies were reviewed, updated or introduced. This focused on key areas such as safety, tenancy management and transparency. Priority was given to areas with higher risk to tenants, where legislation or guidance has changed, or where learning from complaints, inspections or assurance activity identified the need for clearer standards.

Key updates and new policies include:

- an updated Damp, Mould and Condensation Policy, embedding Awaab’s Law requirements and clarifying landlord and tenant responsibilities
- a new Vulnerable Tenant Policy, setting out how we identify, record and respond to individual tenant needs
- an updated Fire Safety Management Policy, alongside supporting plans to strengthen oversight of fire risk assessments, remediation and resident engagement
- a revised Anti-Social Behaviour Policy, incorporating hate crime and noise nuisance, and supporting a victim centred, partnership led approach
- an updated Domestic Abuse Policy, clarifying roles, improving referral pathways and strengthening multi agency working
- an updated Repairs and Maintenance Policy, introduced as an interim policy to improve clarity on standards, timescales, access and responsibilities
- updated Complaints and Redress Policies, reflecting Housing Ombudsman guidance and strengthening learning from complaints
- an updated Pets Policy, ensuring fair and balanced consideration of requests
- revised Health and Safety policies and management plans, including gas, electrical, asbestos and legionella, to improve consistency and compliance across safety critical areas
- updated Service Standards, clearly setting out your rights and our responsibilities.

Together, these updates provide a stronger, clearer framework for delivering consistent and high quality services.

All updated policies and service standards are available on our website:

[Service standards and policies | Kirklees Council.](#)

### What this means for you

- Clearer information about your rights and what you can expect from services.
- Services that are safer, more consistent and better regulated.
- Stronger focus on issues that matter most to tenants, such as safety, repairs and support.
- Policies that reflect tenant feedback, complaints and learning.
- Easier access to up to date information and guidance.

## Website update

We have redesigned the Homes and Neighbourhoods section of the council website to make it easier for tenants to find the information they need.

The new pages use plain English, are designed for mobile use, and are structured around the things tenants need to do, such as reporting a repair, paying rent, finding safety information or getting involved.

### What has changed?

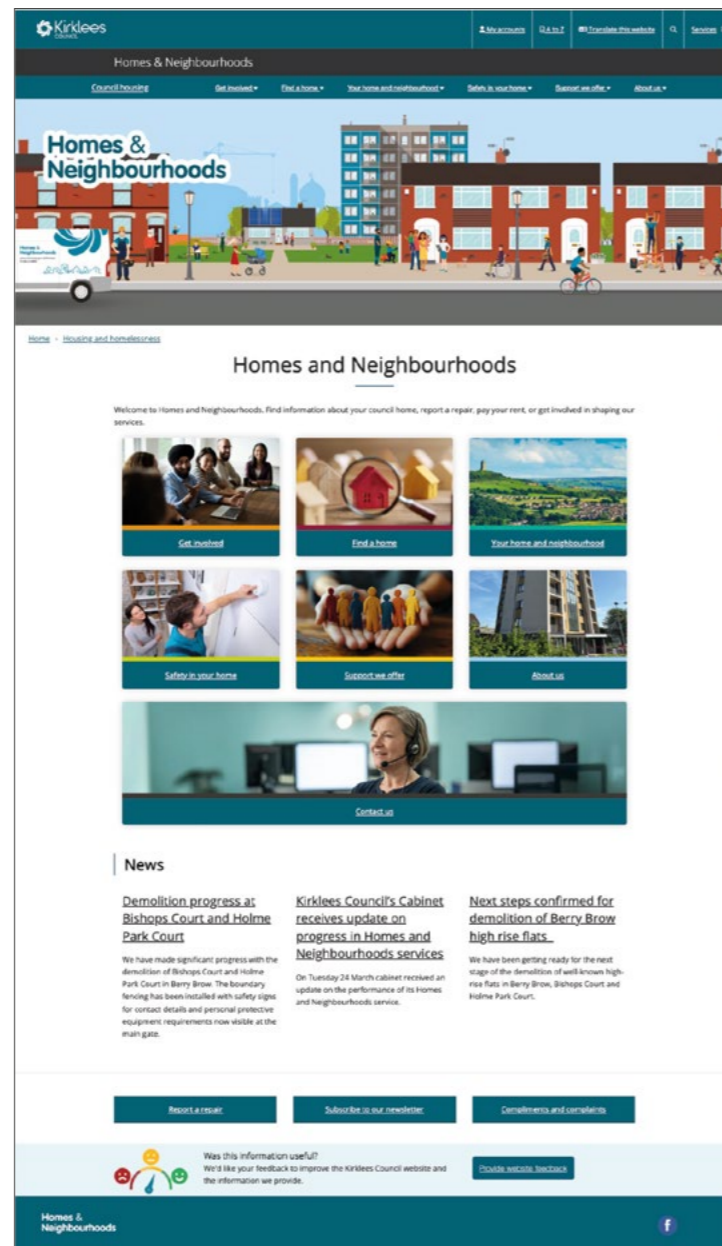
- Clearer language – content has been rewritten to be easier to understand.
- Mobile friendly design – over 65% of visitors use a phone, so pages work better on smaller screens.
- Tenant focused structure – information is organised around what tenants need, rather than internal services.
- Emergency information first – key safety pages now lead with emergency contact details.
- ‘What happens next’ guidance – so tenants know what to expect after contacting us.

Every page has been reviewed to ensure information is accurate and up to date.

We will continue to improve the website and make further changes based on tenant feedback.

We encourage tenants to share their views on how the website looks, how it works and the information provided. You can do this by selecting the ‘provide website feedback’ button at the bottom of any webpage.

You can visit the updated pages here: [Homes and Neighbourhoods council housing | Kirklees Council](https://kirklees.gov.uk/housing)



### What this means for you

- Easier access to clear and up to date information.
- A better experience when using the website on your phone.
- Faster access to key services and emergency information.
- Clearer guidance on what to expect when contacting us.
- Opportunities to give feedback and shape future improvements.

## New tenant bulletin

Alongside improving our website, we have introduced a new email bulletin for tenants to help improve digital communication and keep you up to date.

The bulletin is a space for news, updates and stories from across Homes and Neighbourhoods, helping you stay connected to what is happening in your local area.

You will receive updates from time to time, sharing information based on your feedback and highlighting important service updates, changes and positive work across communities. The bulletin is free to receive and designed to be clear, relevant and easy to read.

If you would like to sign up, you can register your interest here:

<https://kirklees.gov.uk/tenant>



## Getting involved and influencing services

### Tenant and Resident Associations (TRAs)

Tenant and Resident Associations (TRAs) play an important role in representing local views and bringing communities together. They provide a strong voice for residents and help make sure concerns and ideas are heard.

Over the past year, TRAs have delivered a wide range of activities, including:

- volunteers at Windybank building on the success of their “stay and play” sessions and completing training to support baby weighing clinics in partnership with Locala
- Smithy TRA establishing a new youth club with strong attendance, alongside a “stay and play” group and a food share initiative
- Golcar TRA delivering a presentation at the Tenant Forum and organising a local clean up event

These activities show the positive impact TRAs have in supporting communities and improving local areas.

There are currently a number of active TRAs across Kirklees, covering areas including Batley, Dewsbury, Huddersfield, Golcar and Marsden.

### Grant funding success:

Kirklees Youth Alliance took over a youth club from the council's Early Support Service in September 2024 after funding was reduced. Since then, they have continued to run the club successfully, with 26 young people aged 12–15 now registered.

The club, named Sand Park Youth Club by the young people, moved to Dewsbury Moor Children's Centre in September. It runs every Tuesday during term time from 4–7pm. Sessions include a popular music workshop led by Yorkshire Youth and Music, alongside games, baking, themed activities and a shared meal each week.

When funding ended in December 2025, short term support was needed to keep the club running. The Tenant Led Panel provided £2,000 from the Social Investment Fund to support delivery from January to March 2026, helping ensure the club could continue to provide a safe and positive space for young people.

## Current Tenant and Resident Associations

Name of TRA	Areas covered
Soothill Residents Association TRA	Batley
Birstall Central TRA	Birstall
Wilton TRA	Birstall/Batley
Longfield & Ridgeway TRA	Dalton, Huddersfield
Scouthill TRA	Dewsbury
Shaw Cross TRA	Dewsbury
Eastborough & Town Community Group	Dewsbury
Pilgrim Action Group	Dewsbury Moor
Schoolcroft TRA	Dewsbury Moor
Drop By TRA	Golcar, Huddersfield
Beech & Elm TRA	Heckmondwike
Windybank TRA	Hightown, Liversedge
Roundway TRA	Honley, Huddersfield
Town & Springbank TRA	Leeds Road, Huddersfield
Woods & Carrs TRA	Marsden, Huddersfield
Deacon Close	Meltham, Huddersfield
Newsome TRA	Newsome, Huddersfield
Northstead and District TRA	Ravensthorpe
Salendine Nook TRA	Salendine Nook, Huddersfield
Smithy Parade community place and TRA	Thornhill

## Influencing our decisions

We want tenants to have a genuine say in how services are delivered and improved. Over the past year, we have created a range of opportunities for tenants to provide feedback and influence decisions.

### Tenancy Agreement review

We recently updated the Tenancy Agreement following an online consultation with tenants, which closed on 10 May. A total of 798 responses were received. This feedback was summarised and included within the Cabinet report to support approval of the updated agreement.

### Safe and Well checks

In March, Tenant Voice Officers carried out fire safety engagement in a number of low and medium rise blocks. This work was supported by West Yorkshire Fire and Rescue Service, who carried out 'Safe and Well' checks at the same time.

### Tenant Satisfaction Measures (TSMs)

Twice a year, we contact a randomly selected sample of tenants to gather feedback on satisfaction with our services. If you took part in one of these surveys, thank you – your feedback helps shape our priorities.

## Tenant census

We have launched a tenant census to improve our understanding of the people and families living in council homes. Having accurate and up to date information helps us understand support needs, vulnerabilities and communication requirements.

This enables us to deliver safer and fairer services, reduce avoidable complaints and service failures, and improve how we plan and report on services.

## Neighbourhood Forums

Neighbourhood Forums were relaunched in September with a new, more open format. These events are now open to all tenants and leaseholders.

Each forum includes spotlight sessions from different services or local groups, along with 8–10 information stands staffed by teams across Homes and Neighbourhoods. They provide opportunities to ask questions, raise concerns and access advice directly. All tenants and leaseholders are welcome to attend.

### What this means for you

- More opportunities to share your views and influence decisions.
- Your feedback helps shape services and priorities.
- Better understanding of your needs, including support needs, vulnerabilities and communication requirements.
- More ways to access advice, ask questions and get involved locally.
- A stronger focus on listening to tenants and improving services.

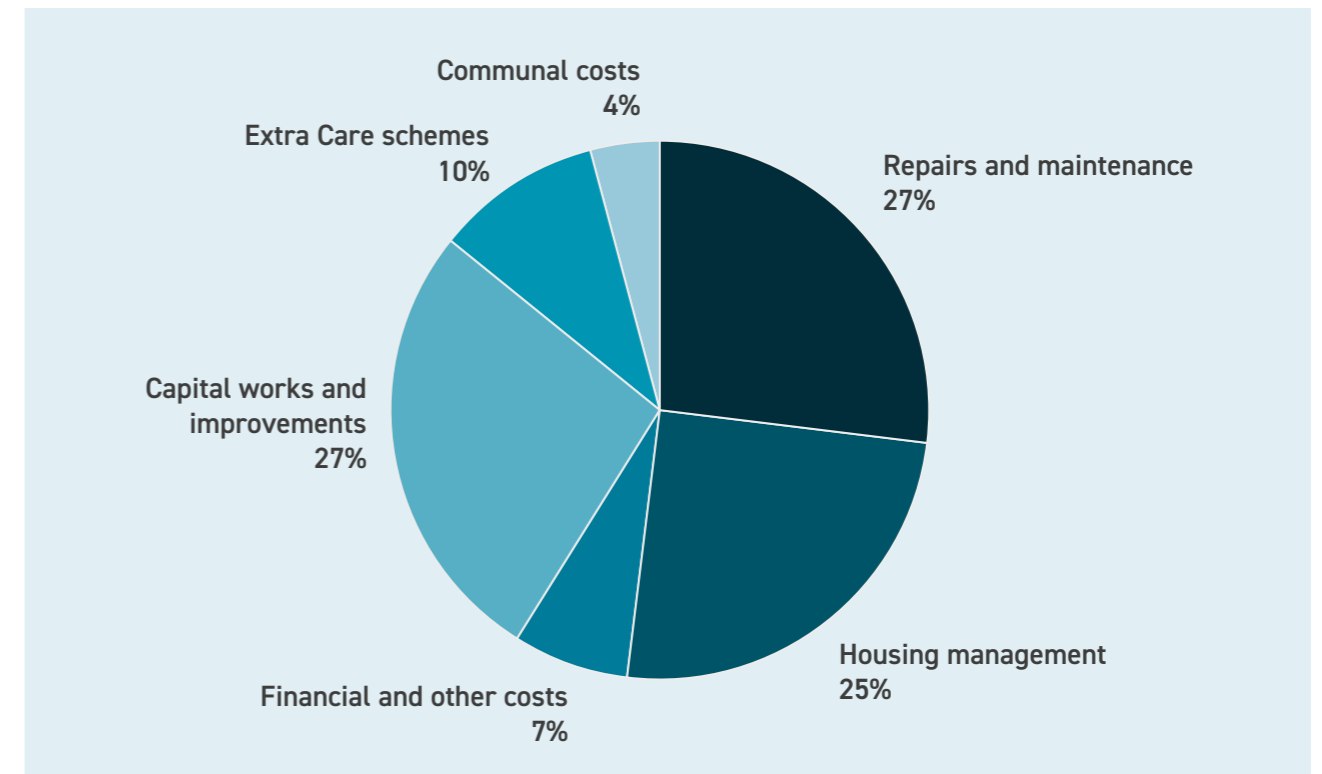


# How your rent was spent in 2025/26

In 2025/26, we received £94,093,723 in rent from tenants. This income is used to manage, maintain, improve and build council homes, and is not used for other council services.

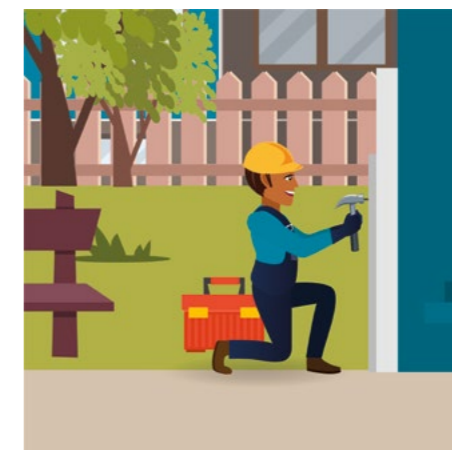
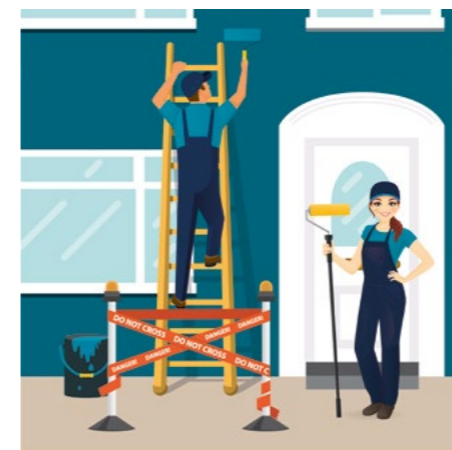
Your rent is spent across a range of services and investment areas to keep homes safe, well maintained and fit for the future.

- **Repairs and Maintenance: 27p of every £1** was spent on day to day repairs and essential maintenance to keep homes safe and comfortable. This year, spending increased to support improvements in damp, mould and condensation and fire safety.
- **Housing Management: 25p of every £1** was spent on staffing costs for the teams who provide services to tenants, including Housing Management Officers, caretakers and other frontline staff.
- **Financial and Other Costs: 7p of every £1** was used to manage the housing budget. This includes interest on borrowing, unrecoverable rent (bad debt), and the impact of inflation on services.
- **Capital Works and Improvements: 27p of your £1** is invested in improving homes and facilities. This includes major works such as kitchen and bathroom replacements, rewiring, and larger regeneration and redevelopment programmes.
- **Extra Care Schemes: 10p of every £1** supports Extra Care schemes, providing housing and services for older people to help them live independently.
- **Communal Costs: 4p of every £1** was spent on communal services, such as grounds maintenance and shared spaces, where costs are recoverable through service charges.



## What this means for you

- Your rent is reinvested into homes and services for tenants.
- More investment is being made to improve repairs and safety.
- Funding supports both day to day services and long term improvements.
- Services are delivered by staff who support tenants and communities.
- Investment helps maintain and improve homes for the future.



# Our senior management team



**David Shepherd**  
Executive Director for Place

Overall responsibility for Homes and Neighbourhoods within the council.



**Phil Jones**  
Service Director

Responsible for overall delivery of the Consumer Standards.



**Lisa Ramsden**  
Head of Housing Management

Responsible for:

- Neighbourhood and Community Standard
- Tenancy Standard
- Housing Management services, including neighbourhood management, tenancy management, lettings, tenancy sustainment and community safety.



**Erran Taylor**  
Head of Housing Governance and Assurance

Responsible for:

- Transparency, Influence, and Accountability Standard
- Governance and Assurance Service, including customer experience and complaints, tenant voice and engagement, customer support and information, assurance and business support, and service development.



**David Brook**  
Head of Repairs and Maintenance

Responsible for:

- Safety and Quality Standard
- Repairs and Maintenance services, including responsive repairs, planned maintenance, disrepair and operational delivery of repairs programmes.



**Joe Keating**  
Head of Asset Management and Building Safety

Responsible for:

- Safety and Quality Standard
- Asset Management and Building Safety services, including stock condition, capital investment planning, compliance, fire safety and wider building safety assurance.

You can find out more about our management team and our governance structure on our [website](#).



# How to contact us

Telephone: **01484 414886**

Email: [housing@kirklees.gov.uk](mailto:housing@kirklees.gov.uk)

Facebook: [@KirkleesHN](https://www.facebook.com/KirkleesHN)

Website: [www.kirklees.gov.uk/Council-housing](http://www.kirklees.gov.uk/Council-housing)

Get email updates straight to your inbox, sign up for our tenant bulletin: <https://kirklees.gov.uk/tenant>

To make sure we can contact you for essential news and updates, **please make sure your records are kept up to date**. If your details have changed, contact our Customer Support and Information team on the details above.



**Homes & Neighbourhoods**