



As a council service, we understand that strong governance isn't just about the processes in place to support tenants and invest in our housing stock. It's also about the people who feed into our decisions and help us make sure we're making the best decisions for our tenants.

2023

Annual Report

Homes & Neighbourhoods

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Introduction

As a council service, we understand that strong governance isn't just about the processes in place to support tenants and invest in our housing stock and ensure the tenant voice is involved in key decisions.

Our annual report provides an in-depth analysis and update on the work done over the past year, illustrating how we listen to tenant and leaseholder feedback, and the actions we take to address their concerns raised.

It also provides transparency and insight into our operations – to give our tenants, leaseholders, staff, councillors and stakeholders an honest look into what we do and how we do it.

The face of regulation for Social Housing is changing.

As a local authority, we will be inspected against a set of Consumer Standards that the Regulator for Social Housing will introduce in April 2024. More details can be found at: www.gov.uk/government/consultations/consultation-on-the-consumer-standards

This will ultimately improve the robustness of the governance around the quality of services we deliver, and we will be talking more about these standards throughout the document.



Our Governance

In the past year, we've updated our Board and Tenant Participation structures to align with the new consumer standards coming into effect in April 2024. We reviewed the service's governance arrangement and changes were approved in December 2022, with an independent chair and representation from the Tenant Voice Panel to ensure the tenant voice is involved in key decisions. Here are some of those involved to tell you more about this.



Portfolio Holder

Councillor Cathy Scott, Former Cabinet Member for Housing & Democracy

As we look back at the past year, it's evident that our commitment to investing in your homes and communities has remained steadfast despite challenging financial times. From improving the safety of our stock to offering tailored support programmes, we've strived to better the quality of life for all our tenants.

As I step into my new role as Leader of Kirklees Council, I pass the Cabinet Member responsibility to my colleague, Councillor Moses Crook, Cabinet Member for Housing and Highways. Rest assured that good work will continue. The incoming portfolio holder fully commits to building upon our existing initiatives while championing new service improvements and investments.

“ Our shared goal is to create better, safer housing across Kirklees. ”

Chair of Homes & Neighbourhoods Improvement Board



Robin Lawler

I'm delighted to be appointed in May as the new Chair of the Homes and Neighbourhoods Improvement Board. The Board's primary role is to ensure that all our services are the best they can be and that programmes meet legal and safety standards set out in the Regulatory Standards. We act as a critical friend to officers and support good Cabinet decision-making.

Our immediate priorities include an in-depth review of our housing assets to guarantee building safety and long-term sustainability. We're also scrutinising the quality of services delivered to tenants and aiming to improve wherever possible. Workforce training and development are also on our radar to ensure you get the best possible service from council officers.

Lastly, we're preparing for essential improvements to ensure Homes and Neighbourhoods are fit for the future. Your feedback is invaluable, so please keep sharing your thoughts and concerns with us directly or through the Tenant Voice Panel.

“ As Board Members, we are committed to hearing feedback from our tenants and leaseholders and improving services to meet their needs better. ”

Acting Chair of Tenant Voice Panel

Clare Ibberson-John

We're entering an exciting phase with Homes and Neighbourhoods, as we've got many new ways to improve our services. I chair a new panel established to ensure that tenants have a say on how Homes and Neighbourhoods are performing and how we meet standards set by the regulator from a tenant's point of view. As chair of the Panel, I sit on the Improvement Board with Robin and colleagues to ensure that senior leaders in the council hear the tenants' views.

We are just starting our journey as a panel. We are recruiting new members to join us (we can have up to nine members on the Panel, including myself as the chair). As tenants and leaseholders, we are keen to hear how you feel your housing services are delivered. You can always contact the Panel and the Improvement Board by emailing get.involved@kirklees.gov.uk

Chair of Tenant Advisory and Grants Panel

Antoinette Cooper

Chair of Tenant Advisory and Grants Panel

The Tenant Advisory and Grants Panel have had another busy year working closely with council officers on developing tenant-facing policies, processes and communications. Our work has extended beyond the panel meetings, funnelling over £31,918.47 into projects through the Social Investment Fund and an additional £8,792.00 in Tenant and Resident Association Grants.



£31,918

into projects through the
Social Investment Fund



£8,792

in
**Tenant and Resident
Association Grants**

But our involvement doesn't end there:

- We've been hands-on in shaping tenant-facing policies and procedures, from communal areas to complaint handling.
- From supporting half-term holiday provisions to funding community events, we've ensured our neighbourhoods are vibrant spaces for everyone.
- From garden and growing projects to jubilee celebrations, our communal efforts are blossoming.
- We've monitored performance to ensure your living spaces are well-maintained.

As you can see, we've been involved with many projects and will continue to keep this work going.

If you'd like to have your say, please email us at:
get.involved@kirklees.gov.uk





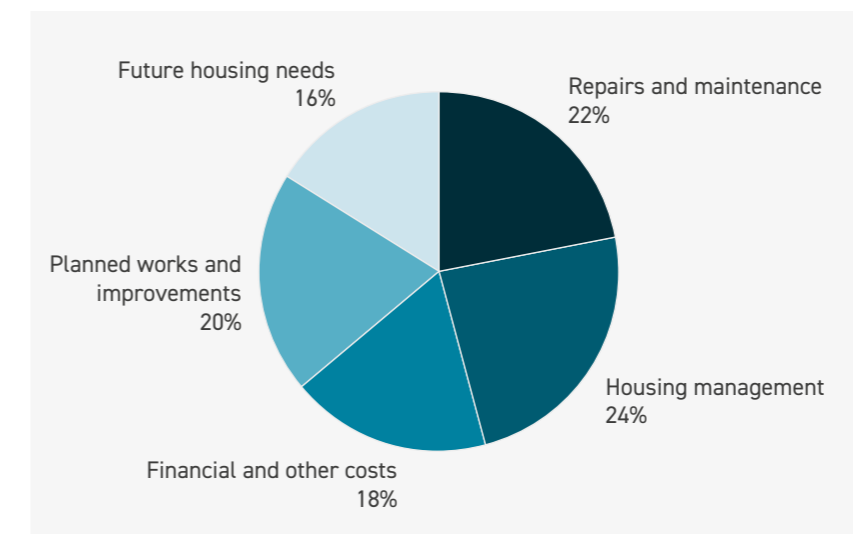
Artist's impression of the proposed new cladding for Harold Wilson Court

Managing Financial Pressures

As households grapple with rising costs, we too have faced financial pressures that have impacted the cost of delivering services. This has been felt from the suppliers we work with to the energy we use. But with financial challenges come new ways of balancing the books while maintaining quality services.

We want to make sure you know exactly how this money is being put to work for you through the Housing Revenue Account (HRA). This separate account is specifically for maintaining, improving, and building council homes. It's carefully managed to ensure the best outcomes for our community.

Here's how we spent your rent this year



Repairs and Maintenance: 22p of every £1 is used for the essential upkeep and repairs of council houses, ensuring they are safe and comfortable.

Housing Management: 24p of each £1 goes towards daily running council properties and keeping communal areas tidy.

Financial and Other Costs: 18p from every £1 covers managing the HRA itself, ensuring every penny is spent wisely.

Planned Works and Improvements: 20p of your £1 is set aside for scheduled improvements, updating older homes and facilities to modern standards.

Future Housing Needs: 16p of each £1 is dedicated to planning for and meeting the growing demand for quality council housing.

We're actively working on expanding our housing stock to provide more affordable homes, meeting the increasing need within Kirklees.

Changes we've made

Your choice, your home

This year, we've amended our Lettable Standards. Now, we decorate only the kitchen and bathroom when a property becomes empty. Doing this helps us offset rising material costs and gives tenants more choice in decorating their homes.

Efficient repairs

Our repairs team aims to get it right on the first visit. With a new mobile parts service piloted in North Kirklees, we can complete repairs in one visit, saving time and money. Expect to see this service expand across all of Kirklees soon.

Service improvement

We've initiated a review of how we work with tenants, focusing on getting it right the first time and becoming more efficient in handling cases. A noteworthy success has been establishing a single point of contact and priority response team for dealing with damp, mould, and condensation issues. By improving the way we handle support, we will save money in the long run, and the tenants should see a more reactive response to issues they raise. More about our changes to dealing with damp, mould and condensation can be found on [page 26](#).

Support given

Money Advice Team

Faced with rising energy costs, our Money Advice Team has worked tirelessly to connect you with financial support, from fuel vouchers to essential advice on Cost of Living payments.

Summary of support

- £60,000 distributed through 528 successful applications to the Housing Support Fund.
- £29,600 in energy vouchers provided to 279 households.



Rent: supportive approach

Ensuring rent is paid on time is vital to keep our service running. However, meeting this commitment has become increasingly challenging for many. That's why our Income Team, in collaboration with the Money Advice Team, has adopted a more personalised and supportive approach.

Summary of support

- 1,054 referrals for money advice were received, pointing to a proactive approach to offering financial support and advice.

Our proactive strategies range from ensuring tenants know all the benefits they're entitled to, to assisting in budget planning and debt repayment. It's not just about paying rent; it's about creating a manageable financial situation for tenants. In some cases, we've even succeeded in getting debts written off or restructured, providing much-needed breathing space.



Windybank Community Flourishes with Activities – community group

Addressing Tenant Concerns

We conduct a yearly random satisfaction survey using a specialist company to gather tenant feedback.

This is called the STAR (Satisfaction of Tenant and Residents) survey. In 2022/23, overall level of satisfaction was at 63%, confirming we have much more to achieve to improve services and experiences for tenants.

The top 3 concerns of tenants are **Repairs**, **Anti-Social Behaviour**, and **Communication** – in this report we focus our response to these issues by showcasing how we're improving the standard

of our service and our processes to improve the experience for tenants.

In 2023/24, we will collect a new range of Tenant Satisfaction Measures as part of the new Consumer Standards, which will help us to understand the progress we are making towards improvement and also how we compare to other social housing providers as everyone will be collecting and publishing the same measures.

Repairs and maintenance

69% of respondents satisfied with the repairs service in general with 66% satisfaction expressed around the time taken to complete the repair. Feedback showed a third of negative comments made gave the speed of repairs and/or work that was outstanding as the reason for their dissatisfaction.



Addressing increased demand One-call resolution

The past year has seen a surge in demand for our repairs service, with an average of 4.63 repairs per property – a 14.5% increase, or roughly an additional 10,000 repairs, compared to the previous year. The rise in repair calls has been met by trying to complete more first-time fixes and giving apprentices more opportunities to work independently rather than in pairs once they have acquired experience and the appropriate skills to ensure our tenants receive the most effective and efficient service. We are also exploring ways to improve communication around the progress of repairs.

To streamline the service, we've focused on completing most repairs in just one visit, minimising the inconvenience to tenants who would otherwise need to arrange a second appointment. While this is not always possible, we have put measures in place for our staff to consult team leaders regarding the necessity of a second visit before leaving a tenant's property. This ensures your repairs are resolved as quickly and efficiently as possible, which will save time and resources and keep your home well-maintained.

Investing in a skilled workforce

We recognise that receiving the best possible service requires highly skilled and professional staff. We've addressed this by recruiting 12 new trade apprentices this year. In addition, we've run a pilot programme where apprentices take on less complex tasks independently, thereby developing their problem-solving and decision-making skills. This builds their confidence and frees our more experienced staff to focus on more complicated jobs.



Quality checks and tenant feedback

To maintain and improve our work's quality, we've initiated a week-long programme of random quality checks when undertaking repairs. This involves colleagues reviewing each other's work and engaging directly with tenants for feedback. Some of the comments received include:

"Customer very happy with the standard of the work."

"Customer praised the operative for their patience and polite manner as they ran late for the appointment."

"Operative was very friendly and respectful and did a good job."

"Very professional job was carried out."

"The tradesperson worked quickly and left the property clean and tidy."

In the year 22/23, we completed a total of 92,614 repairs, and 91% of these were completed within time.

Total of
92,614
repairs
completed


91%
completed on time



Cedar Close Kitchen renovation

Anti-social behaviour

Only 46% of responses showed satisfaction with how we handle Anti-Social Behaviour (ASB) and ASB issues are also common reasons given by many of the most dissatisfied tenants responded in the way they did to the survey.

Recognising that one size doesn't fit all when it comes to ASB, we've adopted a flexible approach tailored to the specific challenges faced by our estates. Collaborating with various partners, including local Police, Safer Kirklees, and Noise and Nuisance officers, has proven invaluable in addressing the diverse forms of ASB. For example, we've proactively tackled knife crime, engaging with schools to educate at-risk youth.

We recognise the importance for tenants of being safe in and around their homes. Dealing with Anti-Social Behaviour often involves navigating complex and sensitive situations. Our main aim is to ensure the long-term well-being of our tenants by creating and sustaining positive tenancies. Our Housing Management Officers are critical in achieving this, working hard to understand all sides of the issues and find resolution.

We start by listening to what concerns tenants are raising. Sometimes, concerns are minor and can be resolved quickly. Other times, we need to work with tenants to gather further information about incidents and work with partners in Safer Kirklees, which includes the police and enforcement teams, to resolve issues. We understand these processes can take a long time, and it can feel that nothing is happening, but behind the scenes, we are working together to stop Anti-Social Behaviour around your home.

Community engagement and evidence gathering

Our 'Action Days' are community-oriented events where our Housing Management Officers go door-to-door, encouraging residents to report issues they've experienced or witnessed. We aim to foster a dialogue between us and our tenants to resolve problems before they escalate. We also request that tenants keep records of incidents to provide the necessary evidence for any enforcement

action. We understand that dealing with ASB can be a drawn-out process that may seem unproductive at times; rest assured, our teams are diligently working behind the scenes to ensure the well-being of all residents.



Investing in staff training for better outcomes

To meet tenants' expectations and continue to offer professional service standards, we have been building on our in-house training offer to staff and the formal qualifications which support our work.

We have continued to invest in training to ensure we have a competent workforce who can deliver services. This includes Building Safety training around Fire, Asbestos, Gas, Electricity, Water and Lifts safety, and trade specialists such as Joiners and Plumbers through our apprenticeship schemes and our housing management staff qualified through apprenticeships at Level 3 and Level 4. This is achieved through a mix of recruitment and existing staff taking qualifications alongside their work.

We have strengthened our Housing Management team through recruitment and robust training. Our updated training modules now begin with an in-depth focus on low-level issues, equipping our officers with the necessary skills to solve problems before they escalate. We use real-life scenarios as learning tools to ensure our staff are well-prepared to offer support and deliver solutions, we know are important to tenants.

85 staff have been trained in Mental Health First Aid or Mental Health Awareness to increase staff knowledge and confidence in supporting our tenants with Mental Health challenges.

All of this will be built on in future years through the consumer standards and the professionalisation agenda the Government is introducing for the Housing sector.

Contact and communication

From the recent tenant survey, 73% satisfaction when asked if they felt they were treated fairly and with respect, the data also showed us that most interactions were related to the repairs and maintenance service. However, 61% were satisfied they were kept informed and 53% were satisfied their views were listened to and acted upon.

Open and meaningful communication is the best way to engage with tenants and leaseholders. Throughout 2022/23, we organised various consultations and engagement events across Kirklees, gathering feedback on many issues. From safety concerns to developing future housing projects and tackling anti-social behaviour, we must make sure our tenants' voices are heard.

Partnership and action

Our Tenant Involvement Team led several engagement events at London Park Estate, Mirfield; Fairmoor Way, Heckmondwike; and Town Estate, Huddersfield. Partners such as West Yorkshire Police and Safer Kirklees supported these initiatives. They involved community clean-ups and sharing important messages about reporting crime and anti-social behaviour. These engagement sessions have already started showing positive signs, with a marked reduction in community safety concerns.

Case study: Christmas at London Park

A Christmas event at London Park was held, where, for many months, the estate had suffered from high levels of Anti-Social Behaviour, arson and other criminal activity.

The newly formed London Park Estate Tenants and Residents Association's first project was to place a Christmas Tree on the estate. Homes and Neighbourhoods funded the tree, creating a focal point for an evening of celebration where 72 residents came together.

This event forms part of a longer-term partnership plan for the estate that includes the development of the Tenants and Residents Association, the provision of diversionary activities for younger people and the high visibility presence of partners on the estate.

This work seeks to increase reporting of Anti-Social Behaviour and criminal activity leading to action against perpetrators.



Berry Brow regeneration

In an excellent example of partnership working, staff from various teams came together for the Berry Brow project to organise a tenant information day covering Holme Park and Bishops Court. Engaging with over half of the tenants in these blocks, the day aimed to clarify everything from rehousing phases to future housing designs. The event was well-received, with tenants appreciating our efforts to dispel rumours and provide factual information.

We're always improving

Our commitment to communication goes beyond providing information; it's about engaging in a dialogue with our tenants. These events serve as platforms for tenants to voice their opinions, ask questions, and provide feedback, ensuring our services are continually improved to meet their needs.

However, we recognise that communication whilst we are working in your home and working with you about your tenancy also needs to be timely and meaningful. As we look at process redesign and staff training we are seeking to improve the level of communication with tenants.

Environment and community spaces

We strive to create a safe and inviting community space. By cleaning up estates, improving play areas, and launching other environmental projects, we encourage tenants to enjoy community spaces securely. More than 4,285 tenants have participated in engagement activities in the past year.



Large-scale engagement

Projects like Sycamore Grange's development and Buxton House's redesign have seen extensive consultation and engagement. This captures what our tenants want and ensures these projects benefit the broader community.



New community seating, Cowersley

Complaints and compliments

We are in the process of releasing our new Service Standards. These will set the bar for our team and service offerings, helping us measure and meet your expectations.



Complaints

- **Formal complaints:** 554 were received in 2022/23, representing a 108% increase from 2021/22.
- **Informal complaints:** 163 received in 2022/23.



Recognising the challenges

What tenants are saying to us in their complaints

"Why haven't you done what you promised you would do for my repair".

"I haven't had an update on whats going on, i'm sick of chasing up my housing officer, they never call me back"

"Why haven't i got a new roof, water is coming in and my home is full of damp and mould, the repairs haven't worked".

"Wrong type of operative sent to my repair, couldn't do the job, a waste of time".

Volume increase

We've noticed a growing complaint trend, which reflects tenants' experience of the service they receive and their confidence in raising a complaint with us. Whilst we have improved our handling of complaints and the time it takes us to respond, we know there is more work to do to prevent the complaints in the first place.

Escalation

Some complaints are taken to the Housing Ombudsman, an executive non-departmental public body of the Government that helps sort out housing complaints.

In the last year, the Ombudsman asked for extra details on seven complaints to look into them more closely. We managed to resolve five of these within the year itself. Two were resolved because the residents felt satisfied with our response and didn't need the Ombudsman to continue. We took what the Ombudsman suggested for the remaining five and worked to fix things for the residents.

We always aim to meet the high standards the Housing Ombudsman sets. You can see how we're doing by checking our most recent self-assessment, which compares our policy and process to the Housing Ombudsman's guidelines. You can find this report at: www.kirklees.gov.uk/beta/council-housing/pdf/complaints-handling-code-self-assessment.pdf

Addressing the issues

Training

We've introduced training programmes for managers and staff to develop best practices and learn from the feedback from tenant complaints, focusing on complaint investigation, good customer care skills, and maintaining open communication channels.

Performance metrics

We offer performance information to specific teams to pinpoint areas of concern.

The top 5 areas of concern in 2022/23 have been:

1. Poor information supplied to the customer
2. Further work required to complete a repair
3. Poor attitude of a staff member
4. Service failure where we have not done what we said we would do
5. Lack of communication between the service and the tenant: this could be face-to-face, by telephone or by written communication.

Using this feedback, we have been changing how we work to ensure your service experience is the best we can offer. We are committed to treating you fairly and respectfully and improving how we keep you informed and involved.

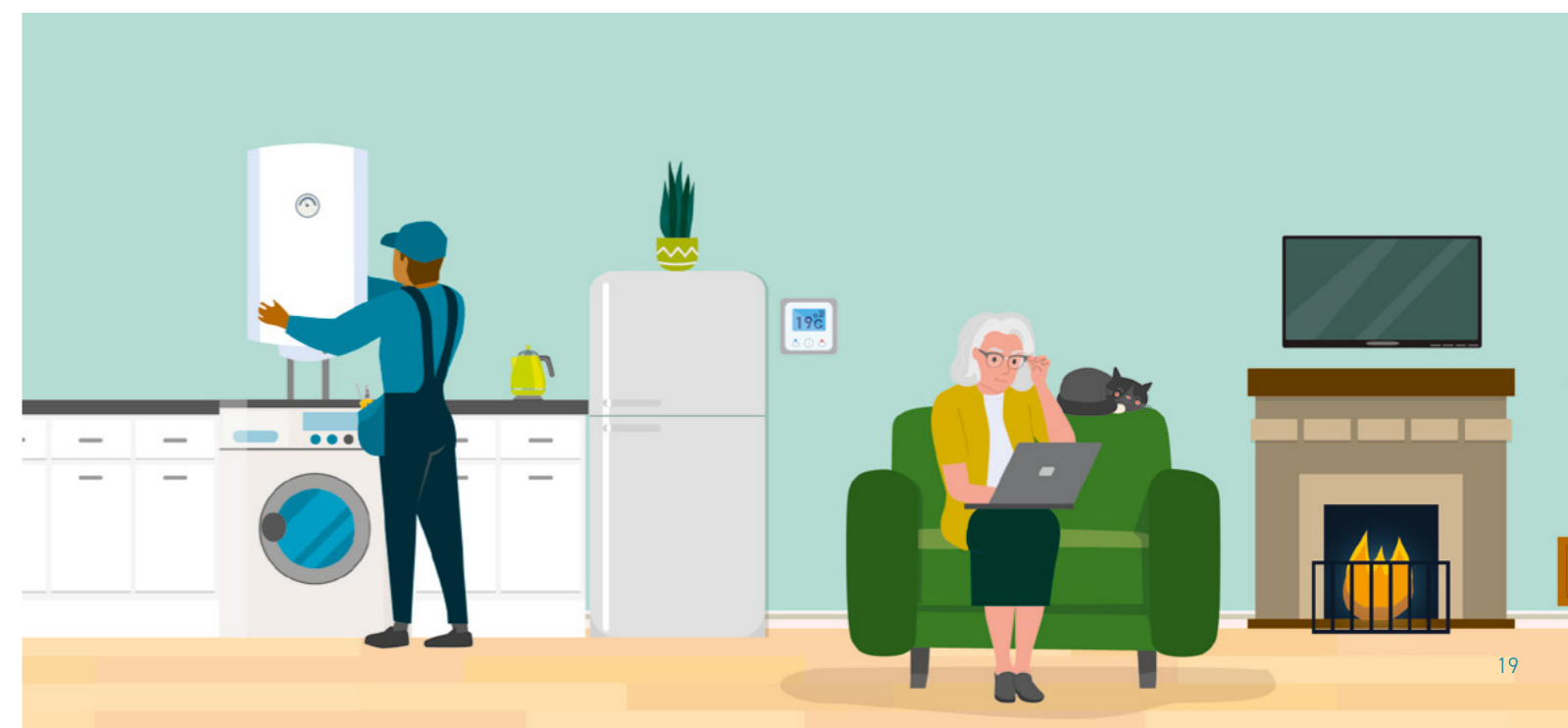
Compliments

In the last year, we've received 66 compliments from tenants. While we always appreciate receiving positive feedback, hearing about our team members going above and beyond is especially rewarding.



Feedback – a snapshot

- One tenant couldn't thank our operative enough for going out of his way and doing a fantastic job.
- Another was elated with the completed work on their property.
- An operative's polite and well-mannered approach was lauded; he left a lasting impression and was "a pleasure to have in the home."



Be Safe, Stay Safe

Your safety is one of our top priorities, and our approach to this is multi-faceted.

We work with tenants in many ways to keep them safe in their homes. This includes frontline staff doing checks and repairs, awareness raising and action days. Behind the scenes, staff design and build new safety systems into existing properties or start fresh with new developments when sites are beyond investment.

This work covers Fire Safety, Asbestos, Water Safety, Gas and Electric and Lifts. We apply checks and risk assessments to ensure we comply with the legislation that governs each element. We are also building new homes to the latest standards, which will provide quality housing in the future. As changes to legislation in Building Safety are made, we will continue working with the Regulator to ensure we are up-to-date.

When tenants allow us to access their homes, it makes keeping them safe that much easier for us. We always advise tenants to ask to see the officer's ID badge before letting them in.



Safety measures

Carbon monoxide alarms

Thanks to prompt action in response to legislative changes, we've installed carbon monoxide detectors in 22,000 homes with gas appliances. These alarms come with a 10-year battery life, ensuring long-term safety.

Gas and electrical safety

99.8% of properties requiring a gas safety certificate have one, while the rest are being actively worked on. Electrical testing, considered best practice every five years, is now a standard process. When access challenges arise, we work with tenants to schedule visits and, if necessary, collaborate with environmental protection teams to enforce access.

Fire safety

Satisfaction with raising fire safety concerns stands at 94%, with 100% of tenants following a visit by the Fire Safety Engagement Team in the last year, saying they understood their fire safety responsibilities. Daily fire checks are performed in high-rise blocks, with 750 monthly checks conducted across properties. Our Fire Safety Champions, tenants and leaseholders work closely with our Fire Safety Resident Engagement Team to share important messages and report concerns.



Raising awareness: fire safety



The Fire Safety Resident Engagement Team has been hard at work conveying vital fire safety messages, particularly focusing on our retirement living schemes. This outreach involved creating tailored newsletters, facilitating tenant drop-in sessions, and running follow-up sessions to address questions and concerns. A survey completed by approximately 100 tenants highlighted key areas of concern, such as the storage of items in communal areas and fire detection methods.



Artist's impression of the proposed remodelling of Buxton House

Targeted And Tailored Support

Not only do we provide our tenants with a safe place to live, we also offer a range of additional targeted and tailored services to make sure they have the resources and support to thrive.

Employment support

Our team conducts in-depth consultations with customers to gauge their employment readiness. Depending on their situation, they are directed to various support programmes ranging from CV-building workshops to job interview training tailored to individual needs.

A total of 295 referrals were received by the Employment Support team, leading to 80 people being employed or entering apprenticeships. Among these, 57 retained their jobs for at least 26 weeks.



295 Employment referrals to providers

80 people gained employment/apprenticeships of whom **57** retained their jobs for >26 weeks

Tenancy preparation

Through partnerships with Safer Kirklees and Children's Social Care, we provide comprehensive courses that cover everything from understanding rent and utilities to basic home maintenance. The primary objective is to teach these young people to maintain stable tenancies and reduce high turnover rates for tenants under 25. Twenty-six young people have undergone Tenancy Preparation sessions, focusing especially on care leavers.



26 young people have undergone **Tenancy Preparation** sessions

Healthy people, healthy places

We coordinate with public health partners to launch awareness campaigns about cancer screening. These campaigns are designed to inform and identify barriers people might face in getting screened, whether they are logistical, financial, or informational.

Ninety surveys were completed, which will be instrumental for Public Health to understand how to better-facilitate health screenings in future.

Pre-apprenticeship programme

This 26-week programme couples real work experience with educational sessions provided by Kirklees College and further support from C&K Careers. The aim is to make participants employment-ready, with a focus on council residents.

The programme has run for four years, attracting 60 expressions of interest this year. Six participants secured employment that lasted at least 13 weeks, and 14 others completed their CVs.



Speedy tenancy sign-up

By enabling tenants to sign up during their first visit to the property, we've accelerated the lettings process. This also allows us to start collecting rent sooner. Feedback indicates that tenants find this approach far more convenient.

Disturbance and decants

We recognise that, at times, the scale of work to a home can disrupt tenants' lives. Our Quality Liaison Officers are the go-between for tenants and contractors during significant home improvements. They offer a comprehensive tenant pack outlining the work timeline, what to expect at each stage, and preparation tips.

This focused communication reduces the number of calls and queries, allowing more time for detailed initial conversations to understand individual needs better and how we can best meet those needs.

Commitment to Healthy and Sustainable Homes

Our commitment to health and sustainable living is shown by our focus on warm, comfortable, and energy-efficient homes. Recognising the impact of well-insulated homes on health and mental wellbeing, we initiated a nationally recognised whole-house retrofit scheme. This effort continues with our surveyors assessing properties across Kirklees for optimal insulation and renewable energy solutions.

To support these initiatives, we've successfully secured four rounds of government funding, supplementing our affordable warmth budgets. These steps not only improve energy efficiency but also contribute to environmental sustainability and enhance residents' quality of life.



Artist's impression of the proposed new Sycamore Grange main building

Continued Investment and Improvement

We know that the quality of your home is essential to you, and year after year, we continue to invest in programmes of work to update homes.

This sits outside of the reported repairs and is planned to ensure homes remain at a decent standard. Work we have completed in 2022/23 includes:

- Kitchens
- Roofs
- Bathrooms
- Rewires
- Doors and windows
- Boilers and heating systems.

Building safety

To keep homes safe, we carry out surveys, inspections and servicing. Where works are identified that are needed to improve the safety of homes, we carry these out through planned works and one-off jobs. During 2022/23, we carried out more in-depth condition and fire safety surveys of six-storey blocks and Retirement Living Schemes. These are being used to develop major refurbishment schemes, with the first due to start on-site in Summer 2024. Programmes of work for fire safety are also being designed and delivered for low-rise blocks.

Damp, mould and condensation

In November and December 2022, a rapid review of the council's approach to damp, mould and condensation was undertaken. The quick review and action plan identified three main areas for improvement: communication, data and intelligence, and process.

In January 2023, a task and finish group was formed to deliver changes to the short-term approach to damp, mould and condensation and to redesign existing processes for the longer term. A dedicated IT system for damp, mould and condensation cases was implemented in February 2023, and a single point of contact (SPoC) was established in April 2023.

The number of damp, mould and condensation cases during 2022/23 was extremely high compared to previous years. In March 2023, we started delivering mould treatments in-house alongside our existing contractors.



Conclusion

In summary, Homes & Neighbourhoods is not just about providing good quality housing that is well maintained; it's about creating a sustainable and safe environment to live in and a supportive housing service.

Our approach includes various services, all targeted to meet the varying needs of our tenants. From our commitment to safety in the home to our ongoing efforts in community engagement and environmental improvements, we are driven by tenants' priorities.

We continuously strive to adapt and evolve, considering tenants' feedback and specific needs.

As we look forward to the upcoming year, we will consider how to meet the new Consumer Standards and be ready for inspection. This will include continuing with service improvement work, considering tenants' feedback. So let us know if there is something we can do to improve the annual report to make it more relevant to tenants.

Thank you for taking the time to read this report. Please reach out to our teams if you'd like to feedback or need support with your tenancy.

Meet the Management Team

Homes & Neighbourhoods operates under the strategic guidance and leadership of our Senior Management Team, led by the Service Director for Homes & Neighbourhoods. Our Senior Management Team is:

- **Naz Parkar**, Service Director
- **Michelle Anderson Dore**, Head Of Housing Management and Partnerships
- **David Brook**, Head Of Repairs and Maintenance
- **Hannah Elliott**, Head Of Assets and Development
- **Jacqui Fieldhouse**, Head of Finance (Housing Revenue Account)
- **Sarah Thistlethwaite**, Service Development Manager



Homes & Neighbourhoods

Putting our tenants and communities first

How to Contact us

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