

Our Vision

Striving to achieve excellence by delivering high standard Housing and Income Management for the tenants of Kirklees

Our Objective



Shaped by People



Aspire and Achieve



Safe and Cohesive



Efficient and Effective

Service Priorities

- Complete service refresh to deliver service within agreed Budget
- Increase income
- Contribute to compliance activity – Customer Comms, Compliance checks, PEEPs
- Voids & Lettings
- Communication
- Integrated systems approach
- Consistent Data Governance and Intelligence
- Knowing our customers
- Colleague & Tenant Communication

- Refresh structure following peak decant period, new compliance requirements, learning from complaints, reduced budget envelope.
- Implementing outcomes of service charge and personal heat charge reviews
- Through Aspray and new process reduce lettings times and gain benefits from tenants leaving well
- Go live on CX Housing management system phases 1 & 2, consistency of customer data collection, storage and use, integrated systems CX, Aspray, Total
- Improved PIs
- Channel switch – E-newsletters and enhanced website, greater self-serve capacity

Finances

Plans to achieve savings

- Service redesign – continue to move towards generic housing management role, refresh of retirement living function in line with service charges
- Enhanced income through approach to Service Charges and Personal Heat charges
- Contribution Voids & Lettings

Alternative savings plans

- Introduction of graduate recruits within the service
- Refresh of PIs, learning from complaints, right first time, every contact counts
- Refine compliance responsibilities
- Leaving well (recharges & prevention of Former Tenant Arrears)

Income forecasting

- Greater use of 30 year business plan in service prioritisation
- Implementing Service Charge Review
- Performance and Contract Management of Personal Heat charges
- Completion of peak decant period allows

Outcomes

- More supportive and informed tenants and staff
- Tenants better able to manage their responsibilities (D,M&C, Reporting, Leaving Well, TSM, self serve)
- Lettings periods within target timescales
- Stronger HRA 30 year business plan through enhanced income - Service / Personal heat charges
- Greater data accuracy allowing services to create opportunities to bespoke service delivery

- Simplified service structure with clarity of purpose for all colleagues
- Reduced void waiting times for new residents, ease pressures on temporary accommodation, homelessness and finances etc
- Greater accuracy of performance reporting
- Know our silence – improved customer insight

- Greater competence and professionalism through workforce plan – training, transparency of career opportunities, service expectations
- Transparent policies available to all supported by Standard operating procedures
- Regulatory compliance service with KPIs/TSMs providing optimism to external and internal stakeholders

Key Milestones

- Business Plan Implementation
- Workforce Plan April 2025
- Complete Service refresh
- Apply Annual Rent & Service Charge April 2025
- Embedded Void Policy and Process

- CX go live June 2025
- CX phase 2 complete January 2026
- CX receives Granicus data enhancing visibility of household characteristics/vulnerabilities
- CX, Aspray and Total integration plan agreed
- Next phases of service charge review

- Appropriately trained and developed staff
- Graduate intake Summer 2025
- Effective planning and personal development of staff leading to successful recruitment of service critical roles.

Our Vision

Striving to achieve excellence by delivering high standard repairs and maintenance for the residents of Kirklees

Our Objective



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Service Priorities

- Deliver outcomes of the DLO Efficiency Review
- Compliance including Water Quality / Legionella Compliance
- Repairs
- Voids
- DMC
- Fire Safety
- Integrated systems approach
- Consistent Data Governance and Intelligence

- Repairs Redesign / IT Opportunities to bring further efficiency whilst continuing to effectively deliver a repairs service, completing order first time and to a high standard.
- Continue to deliver robust Building Safety compliance measures by applying M&E approach to Water/Legionella Programme – Efficient, Effective & Value for Money).
- Undertaking swift repairs in our void properties to support the cross-service delivery of safe, secure & clean homes for our residents inline with the revised lettable standard.
- Established DMC response team to deliver repairs to the route cause.
- Delivery and maintenance of golden thread through fire safety actions ensuring our residents are safe in their homes.

Finances

Plans to achieve savings

- FTE reduction efficiencies through Repairs Redesign
- Deliver services & projects efficiently to generate surplus income
- Expedite void repairs to support the reduction in rent loss and temporary accommodation financial pressures

Alternative savings plans

- Applying M&E compliance approach to Water/Legionella
- Trade Union savings
- Reducing non-emergency out of hours repairs

Income forecasting

- Improved job completion
- Financial year end surplus position without or with limited draw down of agreed additional PPP.
- Greater use of 30- and 5-year business plan, which links closely with the DLO review

Outcomes

- Reduction of complaints relating to repairs & communication
- Text Survey facilitating culture change so that we learn from our customer's experiences through feedback and complaints to drive service improvements
- Demonstrate improvements on efficiency of 3–5-year capital plan

- Strengthened assurance of delivering projects
- Customer Excellence - delivering compliance measures and ensuring safe homes whilst not further disrupting our residents
- Reduced void waiting times for new residents, ease pressures on temporary accommodation, homelessness and finances etc

- Efficient out of hours service in line with Safety Standards
- Effective DMC response inline with Regulatory Notice improvement requirements
- Developed competency of trade professionals in relation to legionella and fire safety

Key Milestones

- Business Plan Implementation
- Repairs redesign specification
- Strengthened Data & Performance measures
- TSM improvements (Text Survey / Customer Touch Points

- Embedded Lettable Standard & Void Policy. Reduction in void relet timescales, following cohesive voids workshop & implementation of improvements across Property, Assets, HMP, Housing Services & Accessible Homes.

- Appropriately trained and developed staff
- Apprentice intake Feb 2025 (including PAPs)
- Build Your Future – Cohort 4
- Effective planning and personal development of staff leading to successful recruitment of service critical roles.

Our Vision

Striving to achieve excellence through the best use of Council HRA assets, investment planning and high quality client management of internal and external contactors

Our Objective



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Service Priorities

- Complete service recruitment and embed staff resources
- Design, Progress stock condition surveys
- Deliver Capital Programme outcomes and spend
- Embed new Voids & Lettings Policies, processes and lettable standard
- Embed Damp, Mould and Condensation process
- Support an integrated systems approach Asprey, CX, Total
- Consistent Data Governance and Intelligence
- Enhance Disrepair case management
- Colleague & Tenant Communication

- Complete Asprey Upgrade and roll out Void, DMC, Fire and Water modules
- Refresh approach to internal/external contractors for programme delivery
- Asset Modelling and Strategy Implementation
- Skills & Capability Development
- Embed Client function
- Continue to strengthen financial controls
- Improved PIs
- Channel switch – E-newsletters and enhanced website, greater self-serve capacity

Finances

Plans to achieve savings

- Achieving spend targets, programme and compliance outcomes
- Establish efficiencies in relation to unfilled posts est. £100k
- Contribution Voids & Lettings (reduced relet times and enhanced rental income) est. £255k

Alternative savings plans

- Increase activity to attract grant including those from zero carbon retrofit, refurbishment/new build
- Refresh of PIs, learning from complaints, right first time, every contact counts
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Income forecasting

- Greater use of 30 year business plan in service prioritisation
- Ensure robust MTFP
- Performance and Contract Management

Outcomes

- End of regulatory notice
- Comms - Tenants better able to manage their responsibilities (D,M&C, Reporting, Leaving Well, TSM, self serve)
- Lettings periods within target timescales
- Greater data accuracy allowing services to create opportunities to bespoke service delivery
- 5 year forward programme

- Simplified service structure with clarity of purpose for all colleagues
- Reduced void waiting times for new residents, ease pressures on temporary accommodation, homelessness and finances etc
- Greater accuracy of performance reporting
- Damp, Mould and Condensation process embedded and cases reducing

- Greater competence and professionalism through workforce plan – training, transparency of career opportunities, service expectations
- Transparent policies available to all supported by Standard operating procedures
- Regulatory compliance service with KPIs/TSMs providing optimism to external and internal stakeholders

Key Milestones

- Regular liaison meeting with the Regulator
- End Regulator Notice Nov 2025
- Business Plan Implementation
- Workforce Plan October 2025
- Void Policy, Process and lettable standard go live

- Asprey populated and procedures in place
- Stock condition 1st tranche complete, 2nd tranche live
- Asprey, Cx & Total integration plan agreed – enhanced use of customer insight/ household characteristics/vulnerabilities

- Appropriately trained and developed staff
- Effective planning and personal development of staff leading to successful recruitment of service critical roles.
- Decarbonisation strategy – incorporate PAS 2035 across programme to facilitate SHDF bidding