



Borough of Telford and Wrekin

Cabinet

Thursday 4 December 2025

Housing Management Board 2025

Cabinet Member:	Richard Overton, Deputy Leader and Cabinet Member for Highways, Housing & Enforcement
Lead Director:	Katherine Kynaston, Director Housing, Commercial & Customer Services
Service Area:	Housing, Commercial & Customer Services
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Wards Affected:	All Wards
Key Decision:	Not Key Decision
Forward Plan:	Not Applicable
Report considered by:	SMT – 11 November 2025 Business Briefing – 20 November 2025 Cabinet – 4 December 2025

1.0 Recommendations for decision/noting:

It is recommended that Cabinet:

- 1.1 Welcome the work of the Housing Management Board, providing oversight of the Council's responsibilities as a Registered Provider of housing and Local Housing Authority.
- 1.2 Acknowledge that the board has opted to carry out annual tenant perception surveys to ensure best service for tenant and oversight of performance, although Registered Providers of social housing with fewer than 1,000 properties are only required to carry out tenant perception surveys once every 2 years.
- 1.3 Acknowledge that the proportion of tenants who report that they are satisfied with the overall service from Telford & Wrekin Council is 82%, compared to the National average of 71.8%.

2.0 Purpose of Report

- 2.1 The purpose of the report is to provide an update on the work carried out since the formation of the Housing Management Board (HMB,) ensuring that the management of properties owned by Telford & Wrekin Council under their Registered Provider status (RP) and as Local Housing Authority (LHA) is responsive, consistent and supports a positive tenancy and accords with the requirements of the Regulator of Social Housing. The Board also considers and advises on other aspects of the the Council's role as Local Housing Authority, for example development of policy and strategy where these do not form key decisions and/or ahead of these coming forward to Cabinet for consideration and decisions.
- 2.2 The Board's responsibilities are for properties owned and managed directly by the Council as an RP or LHA. Oversight of the Council's wholly owned Housing Company, Nuplace, which owns properties for private rent, is provided by the Housing Investment Board. This reports separately, annually, to Cabinet. Management practices are however aligned while maintaining LHA regulatory compliance.

3.0 Background

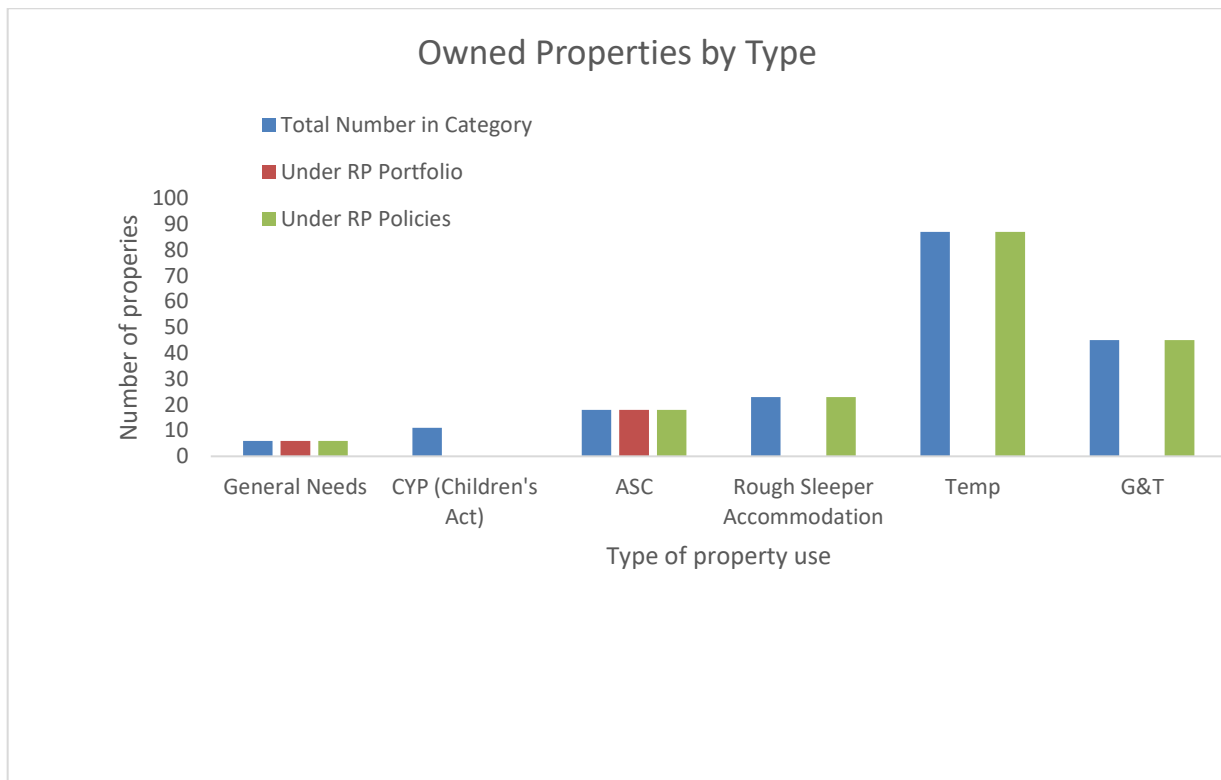
- 3.1 The HMB was established following a Cabinet decision in February 2024. The Board meets quarterly, chaired by the Lead Cabinet Member for Housing and includes Lead Members with responsibility for housing strategy, sustainability, communities and social care and the Executive Director and Director with responsibility for front line housing services, property management, enforcement and strategy. The Board's Terms of Reference are included at Appendix 1 .
- 3.2 Telford & Wrekin Council transferred its social housing stock to the Wrekin Housing Group (now Housing Plus Group), in 1999, as part of a government driven housing programme.
- 3.3 The Council became a Registered Provider of Housing in September 2020, following the purchase of 13 properties under a grant to provide accommodation for street sleepers during the pandemic.
- 3.4 The Council has continued to grow its property portfolio on a targeted basis to meet the housing needs of the local community and where the market is not responding. This includes accommodation for those most vulnerable including the homeless and adults and young people with specialist housing needs.

4.0 Summary of HMB Work

- 4.1 The Board has strengthened the Council's strategic oversight of housing assets and services, ensuring these align with the new Social Housing Regulations introduced just prior to the HMB's establishment.
- 4.2 The Board monitors the make up of the portfolio which currently totals 230 includings 201 units of accommodation owned by the Council and 29 which are

leased. A significant proportion are used to discharge the Council's Homelessness Duties, with others providing specialist accommodation for vulnerable clients coming through Adult and Children's services. Whilst the Social Housing Regulator does not provide oversight of homelessness accommodation, to ensure the most robust, measurable and consistent management practices, the Council has elected to manage all 230 properties under the same Regulator set policies and KPI. The Board's focus supports positive tenancy relations, effective asset management, service planning, and compliance with regulatory requirements.

- 4.3 Examples of how property acquisitions have supported meeting needs, include the provision of emergency accommodation for Children & Young People and properties to accommodate Adults with Learning Disabilities offering both scheme based and individual accommodation with care and support one of which is to support an individual with complex continuing health care needs. Further examples include supported accommodation for those fleeing domestic abuse and growing the Council's 'housing first' model which is supporting former street sleepers back into long term housing. See Appendix 2 showing a case study of one of the cases supported under the Council's 'housing first' model and a link to the tenants video of how this opportunity has positively changed her life: https://youtu.be/IVcNDEITQzI?si=zo_2SgK9acgVfFOY
- 4.4 Alongside the direct delivery of accommodation, the Council is also working with other registered providers operating in the Borough to ensure where properties are re-let this benefits the most vulnerable. Work is also undertaken to influence RP and private developer's development programmes to deliver the right type of accommodation e.g. an increasing proportion of adapted and specialist accommodation and larger properties. The Board receives updates on the increasing success rates of the Council's nomination process which has seen a significant increase of successful nominations into social housing of 417 families being nominated in 2023 – 2024, 142 of those nominations were homeless and living in temporary accommodation. In 2023/24, 135 clients who were in temporary accommodation was successfully nominated into social housing, leading to better results for the families who have long term settled accommodation and a saving of £101,250 in reduced spend on bed and breakfast for emergency accommodation.
- 4.5 To ensure regulatory compliance the Board have put in place a number of policies and procedures covering the following areas:
- Tenant Involvement
 - Tenant Management
 - Mutual Exchange
 - Maintenance and Repair
 - Complaints
 - Neighbourhood Management
 - Rent Setting
 - Anti-social Behaviour
- 4.6 The following graph shows the types of accommodation:



The portfolio includes 6 Supported General Needs properties, 18 homes with support for residents under Adult Social Care, 23 properties for clients with a history of rough sleeping offering personalised support, 75 units of temporary accommodation for households owed a housing duty under the Homelessness Reduction Act, and 45 plots for Gypsy and Traveller communities. Due to the specialist nature and proactive management of these properties, voids are kept to a minimum, ensuring efficient use of accommodation for the most vulnerable clients.

- 4.7 To ensure repairs and maintenance and issues or concerns raised by tenants are swiftly, consistently and appropriately managed, the Board has established a set of key performance indicators (KPIs). KPIs include targets related to repairs, anti-social behaviour and tenancy management, with performance monitored regularly to ensure compliance and accountability and identify and drive service improvements where necessary. Where targets are set for repairs and maintenance, these have all been met with annual service contract targets being 100%.

Monitoring Tenant Satisfaction

- 4.8 The Regulator of Social Housing requires all registered social housing providers in England to report on 22 Tenant Satisfaction Measures (TSMs). These measures are intended to enhance transparency, accountability, and service quality. The TSMs cover five key areas: repairs, building safety, respectful engagement, complaint handling, and neighbourhood management. Twelve measures are based on tenant perception surveys, while ten are drawn from management data.

The methodology for measurement is statutory and the RP is required to publish results to enable tenant scrutiny and regulatory oversight.

- 4.9 Registered Providers of social housing with fewer than 1,000 properties are only required to carry out tenant perception surveys once every 2 years. However to ensure the best service for tenants and oversight of performance, the HMB has determined that the Council undertake an annual survey. In 2024/2025 the following responses showed the below key findings:

- **Overall tenant satisfaction:** 82% of tenants are satisfied with the overall service provided by the council as their landlord compared to 71.8% Nationally.
- **Feeling safe:** 91% of tenants confirmed they feel safe in their home.
- **Repair performance:** 96% of emergency repairs were completed on time, and 74% of non-emergency repairs were completed within the target timescale.
- **Customer service:** In the Corporate Contact Centre, 96.8% of customers reported being very satisfied or satisfied with the service, and the average response time for corporate complaints was 8.5 days, which is within the 10-day target.

The full TSM published report can be found on the Council's website:

[tenant satisfaction and complaint report 2024 25 .pdf](#) .

Continuing to meet housing needs

- 4.10 In addition to its role monitoring performance, the HMB has also considered a number of reports on the development of the new Housing Strategy which is on the same Cabinet agenda for approval.
- 4.11 The HMB's future programme includes continuing to consider housing needs and gaps within the local housing market, and how the Council might best intervene or work with providers to address these. Subject to Cabinet's consideration of proposals, the HMB would also play a role overseeing the implementation of proposals for additional licensing of Houses in Multiple Occupation and other areas of policy/service development stemming from the new Housing Strategy.

5.0 Alternative Options

- 5.1 The Council is not required to have a Housing Management Board and could choose not to operate one. However, the benefit of using the Housing Management Board as an additional layer of governance and decision making, strengthens the Council's oversight of its housing related activities. This is especially important because the Council is committed to ensuring that all properties for which it has direct responsibility are managed to the same, regulated, high quality standard and providing a consistent, tenant experience.

6.0 Key Risks

- 6.1 None

7.0 Council Priorities

7.1 This report supports the following Council priorities:

- Every child, young person and adult lives well in their community
- Everyone benefits from a thriving economy
- All neighbourhoods are a great place to live

8.0 Financial Implications

8.1 The Housing management Board is supported from within existing resources and has no financial implications.

Property acquisitions are funded from the HIF capital allocation along with grants from Homes England or WMCA (West Midlands Combined Authority), following business case approval. The ongoing maintenance of properties acquired are funded via housing benefit income or other grants when appropriate.

9.0 Legal and HR Implications

9.1 There are no direct legal implications arising from this report. Legal Services continue to be involved in proposals and policy development, relating to housing as they are put forward and offer advice as and when required. The Council has an obligation as a Registered Provider of Social Housing to ensure it fully complies with all housing legislation and regulatory requirements set by the Regulator of Social Housing.

10.0 Ward Implications

10.1 All Wards

11.0 Health, Social and Economic Implications

11.1 The relationship between housing and health is widely recognised. Not only poor housing conditions but having access to the right accommodation is important to both physical and mental health. This report works towards a positive step in setting out a reporting mechanism to identify gaps and looking at addressing needs.

11.2 With the current housing crisis, having access to affordable accommodation is difficult which places further strain on residents both social and economic situation. The work carried out through this report positively works to address this through increased successful nominations with local providers into affordable accommodation and supporting the delivery directly and/or via influencing the market to meet current and future housing needs. This includes provision that will support vulnerable young people, adults and those facing homelessness.

12.0 Equality and Diversity Implications

- 12.1 All housing related work carried out as part of this report will be in accordance with local needs and developed with regard to the legal requirements of the Public Sector Equality Duty

13.0 Climate Change, Biodiversity and Environmental Implications

- 13.1 There are no direct climate change and environmental implications arising from the proposals set out in this report. The Council has made a commitment to reduce climate change emissions from direct operations to zero by 2030. While the Council cannot legislate for how people live in properties it rents, consideration is given to ensuring new accommodation delivered is energy efficient, meets future homes standards and supports a reduction in carbon emissions.

14.0 Background Papers

- 1 25/01/2024 The Housing Management Board Cabinet Report
- 2 [tenant satisfaction and complaint report 2024 25 .pdf](#)

15.0 Appendices

- A HMB Terms of Reference

16.0 Report Sign Off

Signed off by	Date sent	Date signed off	Initials
Legal	27/10/2025	27/10/2025	RP
Finance	27/10/2025	27/10/2025	AM