



## Cambridge City Council Housing Advisory Board

**Date:** Tuesday, 8 July 2025

**Time:** 5.00 pm

**Venue:** The Meadows Community Centre - The Meadows Community Centre, 299 Arbury Road, Cambridge CB4 2JL

**Contact:** democratic.services@cambridge.gov.uk, tel: 01223 457000

### Agenda

- 1 Apologies
- 2 Declarations of Interest
- 3 Minutes
- 4 Public Questions
- 5 Housing Advisory Board Terms of Reference (Pages 3 - 8)
- 6 Meeting Venue for the Housing Advisory Board (Verbal Report)
- 7 Housing Performance Report 2024-25 (Pages 9 - 26)
- 8a Policies: Regulatory Compliance and Tenant Engagement (Pages 27 - 52)
- 8b Policies: Rent and Service Charge (Pages 53 - 72)
- 9 Housing Revenue Account Improvement Plan (Pages 73 - 82)
- 10 Annual Workplan for Housing Advisory Board (Pages 83 - 84)
- 11 Any Other Business (Verbal Report)

**Housing Advisory Board Members:** Robertson (Chair), Griffin (Vice-Chair), Gardiner-Smith, Gawthrope Wood, Lokhmotova, Martinelli, Thittala, Tong, Best, Birch, Minns, Powell-Hardy and Ulman-Jaworska

**Alternates:** Bennett, Blackburn-Horgan and Lee

## **Information for the public**

The public may record (e.g. film, audio, tweet, blog) meetings which are open to the public.

For full information about committee meetings, committee reports, councillors and the democratic process:

- Website: <http://democracy.cambridge.gov.uk>
- Email: [democratic.services@cambridge.gov.uk](mailto:democratic.services@cambridge.gov.uk)
- Phone: 01223 457000

Those wishing to address the meeting will be able to do so by attending to speak in person. You must contact Democratic Services [democratic.services@cambridge.gov.uk](mailto:democratic.services@cambridge.gov.uk) by 12 noon two working days before the meeting.

**The full text of any public question must be submitted in writing by noon two working days before the date of the meeting or it will not be accepted. All questions submitted by the deadline will be published on the meeting webpage before the meeting is held.**

Further information on public speaking will be supplied once registration and the written question / statement has been received.

## Proposed Terms of Reference – Housing Board

The Housing Board (HB) is a body of Tenant and Leaseholder representatives and Councillors which supports the Cabinet's decision-making process and performance. It is separate and distinct from the Overview and Scrutiny Committees which are responsible for the council's scrutiny functions and led members. As an advisory group, it can provide non-binding advice, recommendations, and critical feedback to support Cabinet Members and decision-makers, helping to inform policy development and improve decision-making while remaining distinct from formal scrutiny or executive functions.

### 1 Purpose

- 1.1 To provide advice and recommendations to decision-maker(s) regarding housing policies and initiatives, addressing community needs.
- 1.2 To review housing strategies and policies delegated to the Lead Member for Housing.
- 1.3 To serve as the main discussion forum between Cambridge City Council, its tenants and its leaseholders for all matters relating to the social landlord function (for example, effectiveness of current housing services, management and maintenance of stock, etc).
- 1.4 To advise and be consulted on issues that affect these responsibilities. Feedback and proposals from the HB will be considered as part of the decision-making processes in line with the Council's constitution, including by the Cabinet, individual Cabinet Members or Officers.
- 1.5 To monitor and consider community engagement and communication activity, both as part of the Housing Development Agency programmes as well as wider initiatives, for activity that most impacts tenant and leaseholders.

### 2 Objectives

The objectives of the HB in relation to the interests of the Council's housing tenants and leaseholders, are to advise and make recommendations for the improvement of CCC housing services on behalf of all service users and tenants, including:

- Playing a proactive role in ensuring tenant and leaseholder experience is at the forefront of decisions that impact them.
- Acting as a critical friend, recommending improvements and ensuring the Council delivers high standard social housing services

- Ensuring the housing service is fair, equitable and tenant friendly
- Representing tenant and leaseholder priorities, and ensuring their views are an integral part of the decision process
- Ensuring the Council's housing service offers value for money, meets government regulatory standards and reflects the Council's business plan objectives

### **3 Membership**

3.1 The Housing Board will consist of:

- the Cabinet Lead Member for Housing (or a nominated substitute in their absence)
- Six politically proportionate Councillors
- The Assistant Director for Housing and Health (a non-voting member) (or a nominated substitute in their absence)
- six elected Tenant and Leaseholder Representatives (a maximum of one of which is to be a leaseholder)

3.2 Where appropriate, the Board may appoint up to 2 Independent Members to serve a maximum of 3 years per term and only serving 2 consecutive terms. These independent members would be non-voting on any recommendations provided by the Housing Board.

3.3 Tenant and Leaseholder Representatives to the HB will be elected every 4 years by the tenants through a citywide ballot conducted by an independent organisation to ensure fairness and transparency.

3.4 Tenant and Leaseholder Representatives will be tenants or leaseholders of Cambridge City Council. Tenants in breach of their tenancy conditions will not be eligible to be or remain as a Board Member.

3.5 Tenant and Leaseholder Representatives terms of service will reflect the wider Tenant Engagement Strategy (refreshed in late 2025).

3.6 The Communities Group will provide secretariat support for the HB.

3.7 The Lead Cabinet Member for Housing and Assistant Director for Housing and Health will be permanent members of the Housing Board.

- 3.8 If a tenant representative leaves before the end of term, a new tenant representative will be co-opted until the end of the term. Resident Engagement will advertise the board opening and accept applications for suitable replacements to be co-opted onto the board and present them to the HB who will select which candidate should be appointed.
- 3.9 HB members, except for the AD for Housing and the Lead Member for Housing, who fail to attend two meetings and fail to provide any apologies will forfeit their membership of the Board.
- 3.10 HB members agree to use digital communications including video conference, shared facilities which may include MS Teams or a central document library. Meetings will be held either online or face to face.
- 3.11 HB members agree to make available contact details with colleagues to facilitate work between meetings.
- 3.12 HB members will attend training sessions where appropriate and where possible.
- 3.13 HB members will read any material provided prior to attending the meeting
- 3.14 HB members will be compliant with Cambridge City Council equality and GDPR policies.
- 3.15 All HB members agree to abide by the Council's code of conduct.
- 3.16 The HB will plan their annual work programme and may consider requests from Cabinet, Council, Overview and Scrutiny Committees or individual Councillors to investigate specific issues.

## 4 Quorum

*Note: a **quorum** refers to the minimum number of members required to be present at a meeting for it to be considered valid. This ensures that there is sufficient representation to conduct business effectively and that recommendations are not made by an unrepresentative minority.*

A meeting will only go ahead if at least half of the Tenant and Leaseholder representatives and half of all Councillors are present, as well as either the Lead Councillor for Housing or the Assistant Director of Housing. Independent members do not form part of the quorum. For example, if there are 12 members in total, at least 3 Tenant and Leaseholder reps and 3 other members must attend, including either a Councillor or the Assistant Director of Housing. If there aren't enough people for a quorum, the meeting should be recorded as inquorate and any decisions made will need to be approved at the next meeting with a quorum.

## **5 Chairing Meetings**

- 6 Two chairs shall be elected, one by the councillor HB members and another by the tenants and leaseholders' representatives. They will then take it in turns to chair the meetings.

6.1 Each Chair will deputise for the other in their absence.

6.2 Maximum term of office for the Chairs will be 4 years.

6.3 The Chairs will liaise with officers and relevant others as necessary to plan for forthcoming meetings. Any HB member can request to add additional items to the agenda. These should be submitted at least 4 weeks before the meeting.

## **7 Frequency of HB Meetings**

7.1 The HB will normally meet quarterly with a minimum of four quarterly meetings per year.

7.2 To meet the demands of projects and reviews, the frequency of meetings may be increased.

7.3 Board members are expected to attend every meeting; however, they must attend a minimum of three Board meetings per annum unless there are extenuating circumstances that have been agreed to by the Board.

7.4 The HB may establish Task and Finish Groups to lead on specific activities, where there are council resources available to support such activities.

7.5 Task and Finish Groups could be internal tenant groups or external groups

7.6 Task and Finish Groups must report to the HB at an agreed frequency

## **8 HB Support**

8.1 Administrative support for the HB will be provided by the Resident Engagement team. Democratic services will publish agendas and papers.

8.2 Minutes of the HB meetings will be made available within four weeks of the meeting.

8.3 All new members will be provided with a handbook of key documents and undertake an induction programme and training.

8.4 Training requirements will be assessed, and a training programme will be developed, delivered, and regularly reviewed.

8.5 All tenant and leaseholder representatives will be eligible for an allowance in line with the members allowance scheme, this is the Real Living Wage of £12.60 per hour, plus an additional amount for expenses such as travelling costs and

additional support for childcare / carers costs. The allowance can be claimed twice a year six months in arrears. The other expenses should be claimed monthly.”

## **9 Access to Information**

- 9.1 The HB will be provided with supporting documents a minimum of one week prior to each meeting.
- 9.2 Agendas will be published on the Council website a minimum of 5 working days before the meeting.
- 9.3 Minutes will be published on the Council website 4 weeks after a meeting takes place.
- 9.4 HB can request additional data, reports and information to carry out their activities.
- 9.5 Where appropriate information is not readily available, the HB may request information reports (appropriate in scale and content subject to available resources) and / or invite officers or managers to meet with the HB to provide additional information or insight.
- 9.6 All requests for information and evidence must be made via the Resident Engagement Team.
- 9.7 The HB is a public meeting and will endeavour to ensure meetings are as accessible as possible. If you are interested in attending a meeting, please reach out to (email tbc)

## **10 Accountability**

- 10.1 The HB meetings will be publicised on the Cambridge City Council website.
- 10.2 Minutes, agendas and meeting papers will be made available to the public on the Cambridge City Council website
- 10.3 Tenants will be able to ask questions to their Tenant and Leaseholder Representatives via (email tbc).

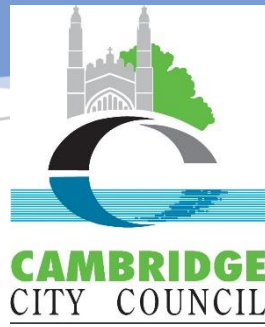
## **11 Reviewing the Terms of Reference**

These Terms of Reference were approved by Cllr Gerri Bird, Cabinet Member for Housing, and AD for Housing, and ratified at a meeting of the HB held on the [date]

The Board will review the terms of reference regularly to ensure they reflect the duties and responsibilities of the Board.

Next review: July 2026





# HOUSING PERFORMANCE REPORT

2024-2025 summary

Sam Scharf – Communities Director

## Housing Services performance reporting

### Table of Contents

|   |    |
|---|----|
| Introduction .....  | 2  |
| Operational efficiencies .....                            | 3  |
| Health & Safety in council homes .....                    | 5  |
| Compliance as at 31/03/2025 .....                         | 5  |
| All outstanding compliance actions as at May 2025.....    | 6  |
| FRA outstanding actions as at May 2025 .....              | 7  |
| Damp, Condensation & Mould update as at June 2025 .....   | 9  |
| The Tenant's Voice .....                                  | 11 |
| Engagement with tenants .....                             | 13 |
| Tenants Satisfaction Measures (TSM) Results 2024/25 ..... | 14 |

## Introduction

This report outlines how key areas of the Housing Service has performed over the last financial year.

The service keeps an oversight of several operational, management and stress indicators.

Monitoring and review take place quarterly at Housing Leadership Board. Compliance data has historically been taken to Housing Scrutiny Committee each quarter over the last few years but going forward, will be shared at this Housing Board and Cabinet alongside the other key performance updates.

Performance measures have been presented in the following way:

- *Operational efficiencies*, which will also pick up some of the indicators submitted to the Regulator via Local Authority Housing Submission (LAHS) and the Tenant Satisfaction Measures (TSM's) and used for benchmarking purposes via Housemark,
- *Health and Safety*, where datasets on compliance will be aligned with the Regulator's requirements on reporting,
- Where services are not meeting customer expectations, an understanding of where dissatisfaction is high is captured via complaints monitoring and transactional surveying. The 'Tenants Voice' dashboard shows current levels of satisfaction with services.

Cambridge is a member of the Housemark benchmarking group; a social housing performance comparison club, which allows the service to compare costs and performance against a 'peer group' of authorities with a similar profile to Cambridge. Our position against our peers in relation to performance indicators helps the service to set realistic and achievable targets, as well as giving Managers the opportunity to open a dialogue with comparable Local Authorities who are achieving, for example, better performance at a lower cost per property for the same service.

TSM's, produced each year are also benchmarked against the national standard – you can find more information about how tenant perception measures compare to others on page 15.

Benchmarking quartiles are calculated based on the peer group's scores against these indicators (where available). Our position in this group is determined by using the latest benchmark data available; in this report year-end 2023-24. Those who fall in quartile 1 are the best performers and those in quartile 4 are the poorer performers.

Targets are decided by factoring in previous performance, comparison to our peer group scores and the resource required to maintain or improve performance. The performance targets for 2025-26 are included in this report, and feedback on these is welcomed from Housing Advisory Board.

## Operational efficiencies

| Ref        | Description  | Target<br>24/25 | Year<br>End<br>24/25 | Target<br>25/26 | Current<br>benchmark<br>Quartile |
|------------|--|-----------------|----------------------|-----------------|----------------------------------|
| <b>I1</b>  | Rent collected from current and former tenants, as a % of the annual rent due (excluding arrears bought forward) | 100.00%         | <b>100.15 %</b>      | 100.00 %        | Q1                               |
| <b>I2</b>  | Current tenant arrears as a % of the annual rent due   | 3.30%           | <b>3.27%</b>         | 3.50%           | Q2                               |
| <b>I3</b>  | Former tenant arrears as a % of the annual rent due  | 1.80%           | <b>3.03%</b>         | 2.00%           | Q4                               |
| <b>I4</b>  | Void loss as a % of rent due   | N/A             | <b>3.22%</b>         | N/A             | Q3                               |
| <b>I5</b>  | Leasehold service charge arrears (no payment plan in place)  | <£40,000        | <b>£49,968</b>       | <£50,000        | NA                               |
| <b>HH1</b> | Tenancy audits completed (% of overall stock)  | 10%             | <b>9.7%</b>          | 10%             | NA                               |

### Manager's commentary:

**I2 & I3** - Due to the current rent regulation work, the team are not able to take enforcement action. Whilst they continue to try and engage with tenants who are in arrears, these KPIs are predicted to continue rising until the team can start enforcement work again.

**I4** - Shows the total loss in rent and service charges due to void properties, and this amounted to £1,804,732. The service also measures just rent loss due to a void and this value has been assigned to individual properties, to see where the rent loss occurred. In 2024-25, 52% (£826,900) of rent loss was due to properties left empty for redevelopment, 17% (£268,800) due to general needs properties undergoing works and/or awaiting relet and 5.7% (£90,700) on properties where major works were required prior to re-letting, including a cladding programme.

**I5** – The total arrears are £245,596, the majority of which are being paid under an agreed payment plan. There are 51 accounts with no payment plan or dd set up, which are the arrears shown here - 12 cases are currently with the legal team and 19 cases where the leaseholder is deceased.

**HH1** - The priority for the Housing service is less on the number of audits completed, but rather the scope of support, advice and services provided to tenants arising from the tenancy audit visits. In 2024/25, the Tenancy Audits visits achieved the following:

- ✓ Over 700 I.D.'s and use of properties checked, leading to 27 actions against tenants misusing their social housing property.
- ✓ Nearly 500 problems addressed by Housing Officers on behalf of tenants relating to the condition of their home, including organising repairs, chasing up adaptations, offering support for hoarding cases and finding and reporting damp and mould.
- ✓ Over 150 actions for tenants relating to anti-social behaviour, including help and support for domestic violence, 'cuckooing' (having your home taken over by drug dealers) and helping with neighbourhood disputes.
- ✓ Over 50 safeguarding referrals.
- ✓ 220 referrals for tenants requiring support, such as financial, food, grass cutting and occupational therapy.

## Housing Services performance reporting

Our tenancy audit work ensures tenants who require support receive this either directly by the Council or via the referrals that are made. We can make sure homes are repaired and well maintained and tenants educated on the importance of reporting repairs. We can also make best use of our stock by finding social housing fraud, such as subletting, and supporting tenants to move to homes that better suit their needs.

| Ref       | Description   | Target<br>24/25 | Year<br>End<br>24/25 | Target<br>25/26 | Current<br>benchmark<br>Quartile |
|-----------|---|-----------------|----------------------|-----------------|----------------------------------|
| <b>R1</b> | Appointments kept as a % of appointments made                     | 90.0%           | <b>97.2%</b>         | 90.0%           | Q2                               |
| <b>R4</b> | Percentage of repairs completed at first visit                    | 85.0%           | <b>79.1%</b>         | 85.0%           | Q3                               |
| <b>V1</b> | Average time in days to let a general needs void                  | 45              | <b>38.3</b>          | 35              | Q1                               |
| <b>V2</b> | Average time in days to repair a void (general needs & sheltered) | 20              | <b>24.8</b>          | 20              | Q2                               |

### Manager's commentary:

**V1** - The time taken from handover to letting of a new build property during 2024/25 was 46.7 days, a general needs property was 12.7 days, and a sheltered property was 43.1 days. The relet times for sheltered housing are longer than general needs partly due to the need to complete assessments for each individual to ensure that their needs can be met prior to an offer being made, and partly due to capacity within the team. We do however recognise that there is scope to review this and reduce this time, and a review will be taking place in 25/26.

**V2** – This percentage shows that we are above target with several factors to consider but as always improvements post the Operations Team transformation period are being reviewed going forward.

| Ref       | Description                                    | Target | Year<br>End<br>24/25 | Target<br>25/26 | Current<br>benchmark<br>Quartile |
|-----------|--|--------|----------------------|-----------------|----------------------------------|
| <b>R1</b> | Appointments kept as a % of appointments made  | 90.0%  | <b>97.2%</b>         | 90.0%           | Q2                               |
| <b>R4</b> | Percentage of repairs completed at first visit | 85.0%  | <b>79.1%</b>         | 85.0%           | Q3                               |

### Manager's commentary:

**R1**- This percentage shows that we are above target but as always improvements post the Operations Team transformation period are being reviewed going forward.

**R4** - This percentage shows that we are below target but as always improvements post the Operations transformation period are being reviewed going forward.

## Health & Safety in council homes

Reporting and publishing data on our performance against the building safety Tenant Satisfaction Measures (management data) is a mandatory requirement under the new Social Housing (Regulation) Act 2023. Where the data relates to properties within a block, each flat still in council ownership must be counted. This also includes those units managed by a third party, as the council as the landowner retains overall responsibility for health & safety.

At the present time, EICR reporting is NOT included in the TSM's, however, for consistency, the service is calculating the results based on the TSM methodology.

Awaab's Law, which comes into force in October 2025, sets strict timescales for social landlords to investigate and address damp, condensation and mould (DCM) hazards in their properties.

## Compliance as at 31/03/2025

Reporting and publishing data on our performance against the building safety TSM's is a mandatory requirement under the new Social Housing (Regulation) Act 2023. Where the data relates to properties within a block, each flat still in council ownership must be counted. This also includes those units managed by a third party, as the council retains overall responsibility for health & safety.

The following table also includes data on other important areas of health and safety being monitored by the council.

The Number of affected units change quarterly as properties are sold/demolished/added to stock.

The data includes properties run under the Management Companies.

| TSM<br>Ref/CCC<br>Ref. | Description  | Total units<br>(denominator) | Number non-<br>decent | % non-decent |
|------------------------|--|------------------------------|-----------------------|--------------|
| RP01                   | % of homes that do not meet the Decent<br>Homes Standard | 7639                         | 38                    | 0.5%         |

## Manager's commentary:

**RP01** - Between 2023/24 and 2024/25, non-decency has risen from 5 to 38 properties. This is due to some external doors identified at 31/03/2025 as being old and requiring replacement. The doors are already either being replaced or are scheduled for replacement in 2025/26.

## Housing Services performance reporting

| TSM Ref     | Description   | Affected units<br>(denominator) | *Number<br>compliant<br>(numerator) | %<br>compliant<br>(Year End) |
|-------------|---|---------------------------------|-------------------------------------|------------------------------|
| <b>BS01</b> | % of homes for which all required gas safety checks have been carried out.  | 7003                            | 7002                                | <b>100%</b>                  |
| <b>BS02</b> | % of homes for which all required fire risk assessments have been carried out.                                    | 4042                            | 3480                                | <b>86.1%</b>                 |
| <b>BS03</b> | % of homes for which all required asbestos management surveys or re-inspections have been carried out             | 3188                            | 3164                                | <b>99.2%</b>                 |
| <b>BS04</b> | % of homes for which all required legionella risk assessments have been carried out                               | 911                             | 911                                 | <b>100%</b>                  |
| <b>BS05</b> | % of homes for which all required communal passenger lift safety checks have been carried out                     | 1225                            | 1154                                | <b>94.2%</b>                 |
| <b>C2</b>   | % of domestic properties with a satisfactory Electrical Installation Condition Report (EICR) up to five years old | 7472                            | 7184                                | <b>96.1%</b>                 |

*\*the numerator; those units for which the Authority holds an in-date safety certificate.*

### Manager's commentary:

We continue to collaborate with current suppliers to ensure that we expedite necessary works to the highest standard. We are in constant contact with our suppliers to ensure we meet the targets required and standards are being met.

As part of the above monitoring, the number of outstanding actions found during the assessments carried out are included below:

### All outstanding compliance actions as at May 2025

| Outstanding Actions                 | Total Number of actions identified | Closing position March 2025 |             | Closing position May 30/5/2025 |           |                        |  |
|-------------------------------------|------------------------------------|-----------------------------|-------------|--------------------------------|-----------|------------------------|--|
|                                     |                                    | Completed                   | Outstanding | Outstanding                    | Completed | % of actions completed | Additional comments  |
| Housing – General Needs & Sheltered |                                    |                             |             |                                |           |                        |  |
| EICR - 5 Year Electrical Test       | 0                                  | 0                           | 0           | 0                              | 0         | 100%                   | No outstanding actions   |
| ASB - Asbestos Surveys              | 182                                | 164                         | 11          | 14                             | 168       | 92.3%                  | Still outstanding and with Asset to arrange access to the site |
| L8 - Water Risk Assessments         | 248                                | 165                         | 88          | 56                             | 192       | 77.4%                  | Orders have been placed with contractors to complete works     |

## Housing Services performance reporting

| Outstanding Actions                 | Total Number of actions identified | Closing position March 2025 |             | Closing position May 30/5/2025 |           |                        |   |
|-------------------------------------|------------------------------------|-----------------------------|-------------|--------------------------------|-----------|------------------------|---|
|                                     |                                    | Completed                   | Outstanding | Outstanding                    | Completed | % of actions completed | Additional comments   |
| Housing – General Needs & Sheltered |                                    |                             |             |                                |           |                        |   |
| FRA - Fire Risk Assessments         | 4003                               | 3042                        | 1334        | 1227                           | 2776      | 69.3%                  | Orders have been placed with contractors to complete works. |
| LGSR - Gas Safety                   | 0                                  | 0                           | 0           | 0                              | 0         | 100%                   | No outstanding actions                                      |
| Lifts Servicing                     | 0                                  | 0                           | 0           | 0                              | 0         | 100%                   | No outstanding actions                                      |
| Lifts Insurance                     | 0                                  | 0                           | 0           | 0                              | 0         | 100%                   | No outstanding actions                                      |
| Smoke Alarms                        | 0                                  | 0                           | 0           | 0                              | 0         | 100%                   | No outstanding actions                                      |
| All Electric Properties             | 0                                  | 0                           | 0           | 0                              | 0         | 100%                   | No outstanding actions                                      |

## FRA outstanding actions as at May 2025

| FRA Outstanding Actions      | Total Number of actions identified | Closing position March 2025 |             | Closing position May 30/5/2025 |           |                        |   |
|------------------------------|------------------------------------|-----------------------------|-------------|--------------------------------|-----------|------------------------|---|
|                              |                                    | Completed                   | Outstanding | Outstanding                    | Completed | % of actions completed | Additional comments                           |
| Fire Risk Assessment Actions |                                    |                             |             |                                |           |                        |   |
| FRA Actions High Priority    | 831                                | 799                         | 52          | 49                             | 782       | 94.1%                  | The numbers change daily as we complete FRA's |
| FRA Actions Medium Priority  | 1,986                              | 1,246                       | 837         | 778                            | 1,208     | 60.8%                  | As above.                                     |
| FRA Actions Low Priority     | 1,186                              | 806                         | 405         | 400                            | 786       | 66.3%                  | As above.                                     |
|                              | 4,003                              | 2851                        | 1294        | 1227                           | 2,776     |                        |   |



**Other key areas of health and safety not formally reported to the Regulator, but monitored internally:**

| Ref | Description                      | Target | result | % installed | Notes  |
|-----|----------------------------------|--------|--------|-------------|--|
|     | Smoke Alarms <b>in place</b>     | 7472   | 7089   | 94.7%       | <i>Properties due for redevelopment have been removed from the denominator</i> |
|     | CO Alarms <b>in place</b>        | 7472   | 6317   | 84.4%       |  |
|     | Heat Detectors <b>in place</b>   | 7472   | 6274   | 83.9%       |  |
|     | All Electric Properties (no gas) | N/A    | 503    | N/A         |  |

**Commentary:**

The Compliance Team are working with the Asset Team to review the current statistics of detectors in situ. The properties that require clarification on detectors have been identified, and the team will work through the issues involved with bringing our stock up to 100% compliant.

**Health and Safety indicators relating to Awaab's Law:**

A damp and mould live case is where damp and/or mould has been recorded in line with policy and investigations into or actions to tackle the cause of damp and/or mould are ongoing and yet to be resolved.

A housing disrepair claim is a legal claim brought by a tenant or on a tenant's behalf in respect of poor housing conditions at a home where the council is responsible for maintenance.

| Ref        | Description                           | Year End | As a % of stock     | Benchmark position | Notes                        |
|------------|---------------------------------------|----------|---------------------|--------------------|------------------------------|
| <b>O9a</b> | Number of damp and mould 'live' cases | 216      | 2.82%               | Q3                 | See report below for details |
| Ref        | Description                           | Year End | Per 1000 properties | Benchmark position | Notes                        |
| <b>O9b</b> | Number of disrepair claims            | 27       | 3.5                 | Q2                 | See report below for details |

## Damp, Condensation & Mould update as at June 2025

This report tracks the progress of Damp, Condensation, and Mould (DCM) cases and Disrepair claims. A major focus has been on managing the influx of cases, streamlining processes, and collaborating with various teams to improve efficiency and outcomes.

### DCM cases Progress

Total cases received since 2023: 474 Completed

| 2024         | Reported    | Completed   | N/Access | Asset/<br>Planned | Work in<br>progress | Number of<br>'live' cases |
|--------------|-------------|-------------|----------|-------------------|---------------------|---------------------------|
| <b>Apr</b>   | 63          | 63          | 0        | 0                 | 0                   | 0                         |
| <b>May</b>   | 50          | 47          | 2        | 0                 | 1                   | 3                         |
| <b>Jun</b>   | 53          | 51          | 1        | 0                 | 1                   | 2                         |
| <b>Jul</b>   | 61          | 56          | 0        | 0                 | 5                   | 5                         |
| <b>Aug</b>   | 33          | 26          | 0        | 0                 | 7                   | 7                         |
| <b>Sep</b>   | 49          | 26          | 0        | 0                 | 23                  | 23                        |
| <b>Oct</b>   | 60          | 46          | 0        | 0                 | 15                  | 15                        |
| <b>Nov</b>   | 99          | 65          | 1        | 0                 | 33                  | 34                        |
| <b>Dec</b>   | 71          | 39          | 0        | 0                 | 32                  | 32                        |
| <b>Jan</b>   | 99          | 82          | 0        | 0                 | 17                  | 17                        |
| <b>Feb</b>   | 84          | 82          | 0        | 0                 | 2                   | 2                         |
| <b>Mar</b>   | 67          | 44          | 0        | 0                 | 23                  | 23                        |
| <b>Total</b> | <b>789</b>  | <b>627</b>  | <b>4</b> | <b>0</b>          | <b>159</b>          | <b>163</b>                |
| 2025         | Reported    | Completed   | N/Access | Asset/<br>Planned | Work in<br>progress | Number of<br>'live' cases |
| <b>Apr</b>   | 49          | 23          | 0        | 0                 | 26                  | 26                        |
| <b>May</b>   | 37          | 2           | 0        | 0                 | 35                  | 35                        |
| <b>Tally</b> | <b>1349</b> | <b>1126</b> | <b>4</b> | <b>0</b>          | <b>220</b>          | <b>224</b>                |

Following the triage process, the council is instructing the contractor assigned to carry out the works to undertake either a mould wash or a mould treatment, depending on the severity of the risk. The key differences lie in the chemicals used and the application of stain block. A full mould treatment is more intensive and may take 2–3 days to complete, while a mould wash is a temporary measure aimed at immediately removing visible mould and reducing physical health risks.

There continues to be several cases requiring the decanting of tenants due to health and safety concerns. This risk is fully acknowledged and being actively managed. From Monday 9 June 2025, the Lettings Team took responsibility for coordinating all decanting arrangements. The Operations Team will provide the necessary technical knowledge and guidance to tenants, ensuring they understand the nature of the work being carried out.

The DCM team continues to lay the groundwork for the implementation of Awaab's Law, due to come into effect in October 2025. The primary focus remains on delivering emergency treatments within the expected 24-hour timescale to ensure tenant safety and compliance.

## Housing Services performance reporting

In preparation for these changes, we are currently tendering for a RICS-accredited surveyor agreement. Under the new requirements, the appointed surveyor will be responsible for identifying the main causation of the damp and mould issue, assessing the potential need for decanting, and providing a copy of the report to the tenant to support transparency and informed decision-making.

**Internal Audit:** The DCM team are currently waiting for the report from the recent internal audit and welcome any recommendations contained within.

**DCM automation project:** The DCM team are working with project officers and managers to work towards an automated system to work by.

### Disrepair Cases Progress

#### Current Case Breakdown

| Year            | Total Cases | In Progress | Works being completed | post-completion inspections |
|-----------------|-------------|-------------|-----------------------|-----------------------------|
| 2021/22         | 2           | 0           | 2                     | 0                           |
| 2022/23         | 3           | 0           | 3                     | 0                           |
| 2023/24         | 6           | 1           | 3                     | 2                           |
| 2024/25         | 9           | 3           | 4                     | 2                           |
| 2025/26 to date | 13          | 3           | 10                    | 0                           |
| <b>Total</b>    | <b>33</b>   | <b>7</b>    | <b>22</b>             | <b>4</b>                    |

#### Expenditure Breakdown

| Financial Year  | Legal Costs | Compensation payments | Work given to external contractors |
|-----------------|-------------|-----------------------|------------------------------------|
| 2022/23         | £12,250     | £41,500               |                                    |
| 2023/24         | £125,055    | £36,526               |                                    |
| 2024/25         | £233,622    | £49,756               | £128,223                           |
| 2025/26 to date | £66,775     | £20,831               | £18,306                            |

**Overall Live Claims:** 33 claims remaining

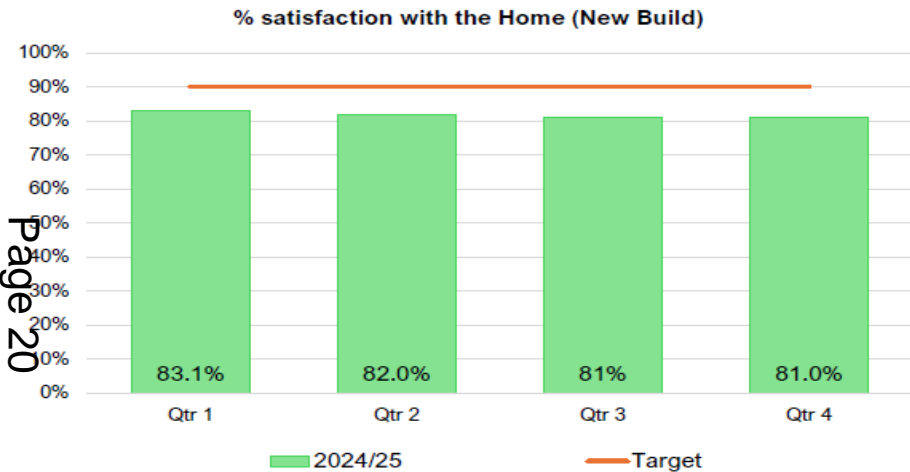
**Long-Standing Cases:** 4 unresolved older cases

**Pending Post-Completion Inspections:** 4

The Service Improvement Officer in City Services is working closely with the Legal team to resolve access issues that are preventing the contractor from carrying out the necessary works. If access continues to be denied, the council will begin contacting tenants to initiate injunction proceedings.

The Tenant’s Voice

Feedback from tenants helps shape services and provides the necessary challenge to make improvements. We have access to feedback for satisfaction with a new build home and the responsive repair service via the surveys below, which are completed at, or very close to, the time the service was received. We are looking to expand these types of ‘instant feedback’ surveys in 2025/26 for parts of the planned works and tenancy management services.

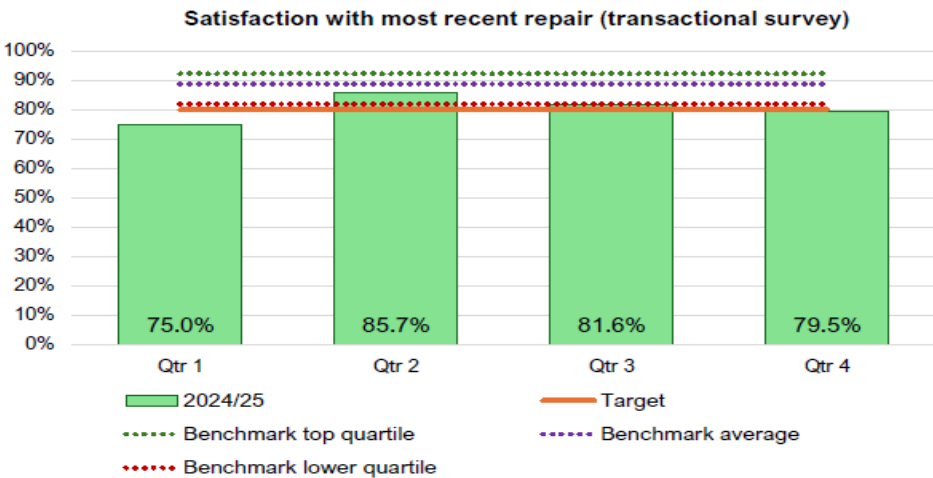


% satisfaction with the new home (transactional survey)

Although the ambitious target was missed for 2024-25, satisfaction has remained high and steady throughout the year. Positive feedback from the 172 tenants who responded to the survey included; fresh, bright rooms with lots of natural light, well insulated, warm and easy to manage, much nicer than the previous home, spacious, with good access to shops and services (pharmacy, doctors etc)

Negative feedback included; heavy doors that are difficult to manage, the lifts are not always working, repairs being passed to the Developer take months for a response, understanding how to use the heating systey, higher than expected utility bills high levels of ASB, vandalism (in some areas)

Suggestions made by tenants included it would be good to understand which team is responsible for what issue on the sites, clearer guides on using the home, CCTV in communal areas, cigarette bins in the gardens, access to the meters and the option of an allocated parking space.



satisfaction with most recent repair (transactional survey)

Results are based on 78 surveys, completed by tenants after the work was complete, in 2024/25. Tenants are asked to provide feedback on their experiences of the service and where the service could improve. In 2024/25, this feedback highlighted:

- a need for better communication between the council and the tenant regarding delays and/or changes to the job.
- Ensuring the repair team has a the right tools and equipment to undertake the work (right first time).
- Reminder training for staff on cultural sensitivity.
- the service is performing well in terms of politeness and efficiency of the team.

Housing Services performance reporting

% of complaints resolved within timescale

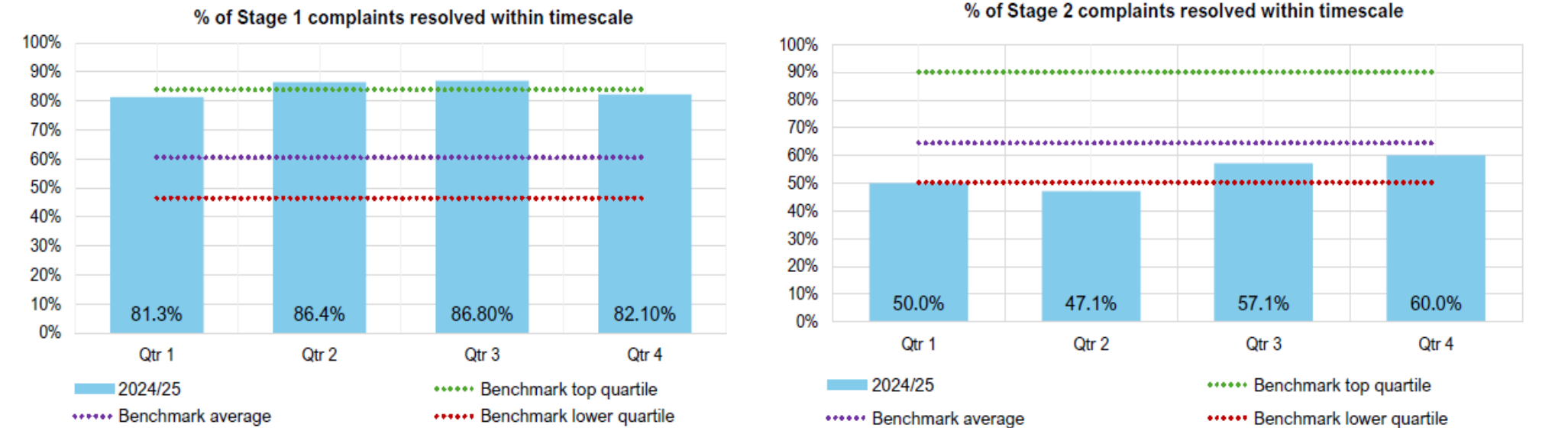
There has been a slight increase in complaints overall in housing (361 to 372), the most significant increases in planned works and compliance (74 to 102). The number of complaints moving to Stage 2 however has also shown an increase - this was expected corporately, as the requirements for escalating a complaint to the second stage of the process were simplified in 2024/25. With over 7700 units of relevant stock receiving a service, this equates to a rate of 4.8%.

The Housing Service has however seen a significant overall improvement in the number of complaints being responded to within timescale in 2024-25. Cambridge's Annual Customer Feedback Report provides the detail of how complaints are managed across the Council. This is the summary for Housing Services:

- An overall reduction in the number of complaints received in Repairs; down from 184 in 2023-24 to 162 in 2024-25.
- A decision to pass complaints directly to key service staff has significantly improved response times within the Repairs team to 86% in 2024-25, up from 46% in 2023-24.
- A slight reduction in complaints received by City Homes since 2023/24 (85 down to 80) and training delivered to staff on the complaint closure process, ensuring consistency across the team.
- The introduction of a specialist damp, mould and condensation team in Operations to manage cases, offer support and advice online and face to face is helping combat the rise in complaints in this area.
- An increase in compliments for the repair service, up from 0 in 2023-24 to 9 in 2024-25, as well as a rise in satisfaction with the repairs service in the TSM Perception Measures survey results in 20024/25.

going forward, the Housing Service will continue to:

- Respond to complaints promptly and within Ombudsman timescales
- Ensure the response to a stage 1 complaint is appropriate and tackles the cause of the complaint.
- Monitor the root cases of complaints within services, to better understand where improvements should be made.



## Engagement with tenants

Engagement activity has had significant influence on a number of key services:

1. Tenant Satisfaction Survey Action Plan: Residents' recommendations for service improvement were added to the TSM action plan following the 2023/24 survey results - 6 HSC Reps were involved and there was an online briefing on 02/07/2024;
2. Reasonable Adjustments Policy: the 6 HSC Reps provided feedback on the draft of our new policy to ensure our housing services and communication are as accessible and inclusive as possible. The final policy was published in Dec 2024.
3. Fire Safety in Communal Areas Policy Review: a review of the 'Zero Tolerance Policy' and the co-development of new Fire Safety in Communal Areas policy. The 6 HSC Reps were vital in the first iteration of the policy and helped shape the updated work, a series of online meetings took place, culminating in the new Policy approved at HSC on 17/09/24.
4. Parking and Garage Charge Review: a review of the charging structure of parking spaces and garages on HRA land included a working group that involved Councillors, Officers and a Tenant Rep undertaking a series of online meetings, with changes approved at HSC on 17/09/24.
5. Damp, Condensation and Mould (DCM) Policy Review: a resident review of the DCM Policy following tenant Rep request and incorporating anticipated changes from Awaab's Law - 6 HSC Reps, our Resident and Officer Asset Management Group and group of approx. 20 'Armchair Reviewers' undertook a series of online meetings and a survey in Feb 2025 – ready for approval.
6. Repairs and Planned Maintenance Policy: was co-developed by 6 HSC Reps, our Resident and Officer Asset Management Group and a group of approx. 20 'Armchair Reviewers' using a series of online meetings and a survey in Feb 2025 – ready for approval.
7. Estate Walkabouts: a refreshed initiative to bring together council staff, contractors and residents in walking through our estates to examine service standards regarding communal area/window cleaning and grounds maintenance as well as identifying estate improvements. A test-run period began in May 2025.
8. External Planned Maintenance Contract: will be re-procured with tenants on the evaluation panel for contract of an estimated value of £35 million – this began in Jun 2025.



## Tenants Satisfaction Measures (TSM) Results 2024/25

From April 2024, the government required all landlords with more than 1000 social housing properties to report on and publish annually 12 tenant perception and 14 performance measures. The results for 2024-25 will be published in the summer edition of 'Open Door' magazine and on the council website by 30<sup>th</sup> June 2025.

### Performance Measures

| TSM      | Description   | 2023/24 | 2024/25       |
|----------|---|---------|---------------|
| BS01     | Proportion of homes for which all required gas safety checks have been carried out                                | 100.0%  | <b>100.0%</b> |
| BS02     | Proportion of homes for which all required fire risk assessments have been carried out                            | 96.8%   | <b>85.6%</b>  |
| BS03     | Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out    | 98.9%   | <b>99.2%</b>  |
| BS04     | Proportion of homes for which all required legionella risk assessments have been carried out                      | 91.9%   | <b>100.0%</b> |
| BS05     | Proportion of homes for which all required communal passenger lift safety checks have been carried out            | 100.0%  | <b>93.4%</b>  |
| NM01 (1) | Number of anti-social behaviour cases opened per 1,000 homes  | 51.4    | <b>44.2</b>   |
| NM01 (2) | Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes                          | 1.4     | <b>1.6</b>    |
| RP01     | Proportion of homes that do not meet the Decent Homes Standard  | 0.1%    | <b>0.5%</b>   |
| RP02 (1) | Proportion of non-emergency responsive repairs completed within the landlord's target timescale                   | 77.2%   | <b>92.4%</b>  |
| RP02 (2) | Proportion of emergency responsive repairs completed within the landlord's target timescale                       | 97.8%   | <b>94.8%</b>  |
| CH01 (1) | Number of stage one complaints received per 1,000 homes   | 31.1    | <b>36.8</b>   |
| CH01 (2) | Number of stage two complaints received per 1,000 homes   | 3.7     | <b>5.2</b>    |
| CH02 (1) | Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales | 62.1%   | <b>82.2%</b>  |
| CH02 (2) | Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales | 42.8%   | <b>60.0%</b>  |

| TSM | Description | 2023/24 | 2024/25 | % change |
|-----|-------------|---------|---------|----------|
|-----|-------------|---------|---------|----------|

## Housing Services performance reporting

|             |  |       |              |                         |
|-------------|--|-------|--------------|-------------------------|
| <b>TP01</b> | Proportion of respondents who report that they are satisfied with the overall service from their landlord  | 67.2% | <b>73.0%</b> | <b>↑</b><br><b>5.8%</b> |
| <b>TP02</b> | Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service                         | 73.7% | <b>77.6%</b> | <b>↑</b><br><b>3.9%</b> |
| <b>TP03</b> | 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 | 70.9% | <b>75.6%</b> | <b>↑</b><br><b>4.7%</b> |
| <b>TP04</b> | Proportion of respondents who report that they are satisfied that their home is well maintained  | 64.4% | <b>70.8%</b> | <b>↑</b><br><b>5.8%</b> |
| <b>TP05</b> | Proportion of respondents who report that they are satisfied that their home is safe   | 67.2% | <b>72.5%</b> | <b>↑</b><br><b>5.3%</b> |
| <b>TP06</b> | Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them  | 52.2% | <b>56.1%</b> | <b>↑</b><br><b>3.9%</b> |
| <b>TP07</b> | Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them                                  | 64.0% | <b>64.4%</b> | <b>↑</b><br><b>0.4%</b> |
| <b>TP08</b> | Proportion of respondents who report that they agree their landlord treats them fairly and with respect  | 66.2% | <b>69.9%</b> | <b>↑</b><br><b>3.7%</b> |
| <b>TP09</b> | Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling                  | 29%   | <b>28.4%</b> | <b>↓</b><br><b>0.6%</b> |
| <b>TP10</b> | Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained                    | 60.2% | <b>63.7%</b> | <b>↑</b><br><b>3.5%</b> |
| <b>TP11</b> | Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood                                    | 55.9% | <b>56.7%</b> | <b>↑</b><br><b>0.8%</b> |
| <b>TP12</b> | Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour  | 48.0% | <b>50.3%</b> | <b>↑</b><br><b>2.3%</b> |

### **Perception Measures**

The 2024/25 survey took place between the beginning of February and end of March of this year using a census approach. A mixed mode method was used for responses - first all tenants with email addresses were invited to take part online, followed by a full postal survey to non-respondents. The final stage of the survey involved a telephone survey to 200 non-respondents to balance representation within the results. By the close of the fieldwork period, 1,573 responses were achieved which equates to just over 20% of our tenant population.

For this year's perception measures, it is important to note that overall satisfaction is at its highest level in four years – 73%. Two measures received satisfaction scores of above



## Housing Services performance reporting

75%, these are the time taken with repairs (76%) and the repair service in the last 12 months (78%), which is the highest scoring metric in this year's TSM survey.

In comparison to the survey in 2023/24, all measures have seen a rise in satisfaction, with the exception of keeping tenants informed which maintained the same score, and complaints handling which fell by 1 percentage point.

These are considered as positive changes for Cambridge City Council, particularly when seen against the general trend of falling satisfaction across the sector.

Compared to the performance of other local authorities and based on Regulator benchmarking from 2023/24 submissions, we have six measures above median levels, two of which are in the top quartile – the repairs measures previously referenced above. There are still six measures which are below the group medians, although one of these measures, tenants having a home that is well maintained, underwent the biggest year on year increase for us and has risen by 7 percentage points to 71% from last year's survey.

This page is intentionally left blank

## Compliance Policy Bank Summary

This Housing Compliance Policy Manual for Cambridge City Council has been developed through a rigorous, evidence-based process to ensure each policy meets the highest standards of regulatory compliance, operational practicality, and assurance readiness.

### Development Process

- Aligned each policy to statutory obligations (e.g., Fire Safety Order 2005, Gas Safety Regulations 1998, Electricity at Work Regulations 1989, Control of Asbestos Regulations 2012, LOLER 1998, and HSE ACOPs).
- Benchmarked policies against sector-leading organisations including Southwark, Peabody, Clarion, Gentoo, and Housemark data.
- Incorporated guidance from the Regulator of Social Housing (Consumer Standards), Housing Ombudsman spotlight reports, PAS 79 (Fire), BS 7671 (Electrical), ACOP L8 (Legionella), and HSG264 (Asbestos).
- Ensured integration of emerging best practice from the Building Safety Act 2022 and Social Housing Regulation Act 2023.

### Self-Audit and Performance Framework

- Applied a comprehensive policy checklist across 18 quality criteria for each policy (scope, legislation, audit, training, KPIs, governance, etc.).
- Embedded performance measures to support live compliance tracking and regulatory reporting (e.g. % FRA compliance, overdue actions by risk level, LGSR completion rates, EICR remedial timelines).
- Each policy follows a consistent structure with clearly defined roles, escalation processes, and audit pathways.

The policies are designed to support both operational delivery and strategic governance, ensuring the Council's HRA housing stock remains safe, legally compliant, and responsive to tenant and regulator expectations.

To help with assessing these to ensure they are deliverable it is recommended that:

- A small working group across teams reviews these to assess whether:
  - current delivery is compliant with these
  - whether there are areas of inaccuracy in the policy drafts
  - whether there are gaps in practice that will need addressing to comply
- There is a KPI template to complete with both data held and to support identifying gaps in data that would be helpful to start reporting on.

To note – this pack doesn't include Damp, Mould and Condensation Policy which has been developed separately, though would benefit from being aligned in approach.

Contents

Fire Safety Policy ..... 3

Gas Safety Policy..... 7

Electrical Safety Policy ..... 10

Water Hygiene Policy ..... 13

Water Hygiene Policy .....**Error! Bookmark not defined.**

Asbestos Management Policy ..... 16

Lift and Equipment Safety Policy..... 19

# Fire Safety Policy

## 1. Policy Statement

Cambridge City Council is committed to ensuring the health, safety, and welfare of all tenants, leaseholders, staff, contractors, and visitors by maintaining compliance with fire safety legislation and implementing proactive risk management across its housing stock. This policy outlines the Council's approach to the prevention, assessment, and management of fire risk across all Housing Revenue Account (HRA) properties, ensuring alignment with regulatory expectations and sector best practice.

## 2. Scope

This policy applies to:

- All residential housing stock owned and managed under the Housing Revenue Account (HRA)
- Common parts of blocks of flats, sheltered schemes, temporary accommodation
- Communal areas and services, including plant rooms and risers
- Leasehold units within blocks where the Council retains landlord responsibilities

This policy does not cover non-residential properties or corporate assets.

## 3. Legal and Regulatory Framework

This policy is underpinned by the following:

- Regulatory Reform (Fire Safety) Order 2005
- Building Safety Act 2022
- Fire Safety (England) Regulations 2022
- Housing Act 2004 (HHSRS)
- Equality Act 2010
- PAS 79 and PAS 9980 methodologies
- BS 9991 and BS 9999 Fire Safety Codes of Practice
- RSH Consumer Standards (Safety, Transparency)
- Housing Ombudsman Complaint Handling Code and Spotlight Reports

## 4. Objectives

- To ensure all HRA properties are risk assessed and actions prioritised in line with best practice
- To complete all FRAs within risk-based timescales
- To maintain robust data on risks, actions, resident vulnerabilities and building types
- To ensure timely and effective completion of remedial actions arising from assessments
- To support vulnerable tenants through person-centred fire risk assessments (PCFRAs)
- To ensure clear resident communications and engagement
- To monitor compliance through reporting, audit and review
- To ensure all staff and contractors meet competence requirements

## **5. Fire Risk Assessments (FRAs)**

- All blocks with communal areas must have a valid Fire Risk Assessment (FRA) conducted by a competent person.
- Frequency of FRAs is determined by building risk:
  - High-risk blocks (e.g. tall buildings, sheltered schemes): annually
  - Medium-risk blocks: every 2 years
  - Low-risk blocks: every 3 years
- FRA methodology must follow PAS 79 and be subject to quality assurance checks.
- Actions from FRAs must be risk-rated and timebound.
- The compliance system will track status, deadlines, and audit logs for all FRA actions.

## **6. Person Centered Fire Risk Assessments (PCFRAs)**

- A PCFRA is offered to any tenant identified as vulnerable due to age, disability, health or lifestyle.
- Referrals can come from housing officers, social care, health professionals or the tenant.
- PCFRAs will identify bespoke fire risks and mitigation (e.g. oxygen use, smoking, hoarding).
- A Personal Emergency Evacuation Plan (PEEP) may be created as part of this process.
- PCFRAs are reviewed annually or when circumstances change.

## **7. Remedial Actions and Servicing**

- All FRA actions must be risk-prioritised:
  - Immediate (within 24 hrs.), Urgent (7 days), Planned (30–90 days)
- The compliance system must generate reports on outstanding actions, timeframes and overdue levels.
- Fire safety equipment (e.g. alarms, doors, emergency lighting) must be serviced in line with statutory cycles:
  - Emergency lighting: monthly flick test and annual full test
  - Smoke and heat alarms: tested annually
  - Fire doors: inspected every 6 months
- Contractors must provide certification for all servicing.
- No access procedures must be robust, with three-attempt policy and escalation.

## **8. Resident Engagement and Communication**

- Tenants must be informed of fire safety risks and planned works affecting their block.
- Fire safety information is shared in accessible formats (including translated, large print, easy read).
- Leaseholders will be consulted on major safety works in line with Section 20 obligations.
- Resident engagement forums will receive annual fire safety updates.
- Feedback is logged and responded to as part of continuous improvement.

## **9. Performance Monitoring and KPIs**

The Council will monitor delivery of this policy through the following performance indicators:

- % of HRA blocks with an in-date FRA
- Number and % of FRA actions by risk band (Immediate, Urgent, Planned)
- % of actions completed on time
- % of overdue actions by 1–30 days, 31–90 days, over 90 days
- Number and % of PCFRAs completed and reviewed annually
- % of fire door inspections completed within cycle
- % of successful access for safety inspections
- Number of non-conformances found through internal audit

#### **10. Training and Competency**

- All FRA assessors must be third-party accredited and trained to PAS 79 or equivalent
- Fire door inspectors must be qualified under recognised certification (e.g. FDIS)
- Compliance officers and housing staff will receive annual fire safety training
- Contractors must provide training logs for operatives conducting safety work
- Refresher training will be mandatory every 2 years or following regulatory change

#### **11. Governance and Audit**

- The Fire Safety Policy will be reviewed annually by the Compliance Manager and Corporate H&S
- Quarterly performance reporting to:
  - Housing Compliance Board
  - Executive Director – Communities
  - Cabinet Portfolio Holder for Housing
- Internal audit will review fire safety compliance annually
- Actions from external audit or inspection (e.g. RSH) will be tracked to closure

#### **12. Equality and Vulnerability**

- The Council will comply with the Equality Act 2010 in delivering this policy
- PCFRAs are the key tool to identify individual risks and adapt support
- Information will be provided in accessible formats to meet tenants' needs
- Tenants identified as vulnerable will be prioritised for early engagement and risk review
- Fire safety procedures and communications will consider mental health, language, disability and sensory needs

#### **13. Continuous Improvement and Review**

- Learning from incidents, complaints, near misses and audits will inform ongoing improvement
- Monthly dashboard reports will flag performance trends
- A Lessons Learned Log will be maintained and reviewed quarterly
- The policy will be reviewed:
  - Annually

- Following significant changes in law or guidance
- After a major fire incident affecting Housing



# Gas Safety Policy

## 1. Policy Statement

Cambridge City Council is committed to safeguarding the health and safety of tenants, leaseholders, staff, contractors, and the general public through full compliance with gas safety legislation. This policy outlines how the Council will manage gas safety across all properties it owns or manages under the Housing Revenue Account (HRA), including the delivery of annual Landlord Gas Safety Records (LGSRs), repairs, audits, tenant engagement, and reporting.

## 2. Scope

This policy applies to:

- All HRA-managed homes with gas appliances
- Communal gas installations, boilers, and plant rooms in blocks and sheltered housing
- Leasehold or shared ownership properties where the Council retains landlord responsibilities

This policy does not apply to commercial buildings or corporate offices, which are governed under separate arrangements.

## 3. Legal and Regulatory Framework

- Gas Safety (Installation and Use) Regulations 1998
- Health and Safety at Work Act 1974
- Building Safety Act 2022
- Housing Act 2004 (HHSRS)
- RSH Consumer Standards (Safety, Transparency)
- Housing Ombudsman Complaint Handling Code
- Institution of Gas Engineers and Managers (IGEM) standards
- British Standards BS 6891 and BS 5440

## 4. Policy Objectives

- Achieve and maintain 100% LGSR compliance
- Ensure all gas appliances and pipework are safe and maintained
- Respond rapidly to gas leaks or carbon monoxide alerts
- Maintain accurate records and ensure performance can be audited
- Provide clear communication and support to tenants on gas safety
- Continuously review and improve safety procedures and delivery

## 5. Roles and Responsibilities

- Executive Director – Overall strategic accountability
- Gas Safety Compliance Officer – Programme delivery and contractor oversight
- Housing Officers – Access coordination and resident communication
- Approved Contractors – Annual LGSRs, emergency callouts, and repairs

- Corporate Health and Safety – Policy assurance and audit
- Tenants – Allow access and report gas-related issues

## **6. LGSR Delivery and Access Protocols**

- A Landlord Gas Safety Record (LGSR) must be completed every 12 months for each property with gas installations.
- The Council will use third-party accredited contractors to complete LGSRs.
- Appointments will be scheduled in advance, with at least three attempts made to gain access.
- No access cases will be escalated following internal policy, including legal action if required.
- Emergency call-outs will be responded to within 24 hours.
- A live tracking system will be used to monitor due and overdue LGSRs, with exception reporting.

## **7. Servicing, Repairs, and Certification**

- All gas appliances and installations will be serviced annually in line with manufacturer guidance.
- All new installations will be commissioned with relevant certification (e.g. CP12).
- Remedial works identified during LGSRs must be completed within 7 calendar days unless safety critical.
- All safety-critical repairs must be made safe immediately.
- Completed works will be subject to post-inspection sampling.
- All documentation will be stored in the Council's compliance database with full audit trail.

## **8. Performance Monitoring and KPIs**

The Council will monitor gas safety delivery through the following indicators:

- % of properties with an in-date LGSR
- % of LGSRs completed on first visit
- % of overdue LGSRs by 1–30, 31–60, and 60+ days
- % of emergency repairs attended within 24 hours
- % of no access cases resolved within 30 days
- % of completed LGSRs with follow-up remedial work required
- % of post-inspections passed
- Number of incidents, near misses, and complaints related to gas safety

## **9. Training and Competency**

- Contractors must hold Gas Safe Registration and operatives must be qualified for the specific work type.
- Compliance staff must complete gas safety awareness training annually.
- All officers involved in enforcement or access will be trained in the Council's legal protocols.
- A training matrix will be maintained and reviewed quarterly.
- Competence of contractors will be assessed through annual audits and quality inspections.

## **10. Governance and Audit**

- The Gas Safety Policy will be reviewed annually by the Compliance Manager and signed off by the Executive Director.
- Monthly compliance dashboards will be reported to the Housing Compliance Board.
- Internal audit will carry out annual reviews of the gas safety compliance programme.
- External auditors or the Regulator of Social Housing may request evidence of LGSR compliance.
- Contractor performance will be reviewed quarterly through KPI reports and site audits.
- Breaches of compliance will be escalated to senior management and reported via the corporate risk register.

### **11. Equality and Vulnerability**

- The Council will ensure compliance with the Equality Act 2010 in delivering gas safety services.
- Reasonable adjustments will be made for tenants with disabilities or vulnerabilities.
- Enhanced support will be offered for vulnerable households (e.g. dementia, mental health, mobility issues).
- Communication will be made accessible in multiple languages and formats.
- Referrals to support services or social care may be made as needed.

### **12. Continuous Improvement and Review**

- Lessons learned from incidents, audits, tenant feedback, and complaints will inform service improvement.
- A service improvement plan will be maintained by the compliance team.
- Near misses and non-compliance trends will be reviewed quarterly.
- The policy will be reviewed:
  - Annually
  - Following legislative or regulatory change
  - After any serious incident or enforcement action related to gas safety

# Electrical Safety Policy

## 1. Policy Statement

Cambridge City Council is committed to protecting the safety of residents, staff, contractors, and the public by ensuring all electrical installations within its Housing Revenue Account (HRA) properties are safe, compliant, and well-maintained. This policy sets out the Council's approach to electrical safety management, inspection, testing, repairs, performance reporting, and continuous improvement.

## 2. Scope

This policy applies to:

- All HRA dwellings with electrical installations
- Communal areas in blocks of flats, plant rooms, and landlord supplies
- Electrical assets in sheltered schemes and temporary accommodation
- Leasehold properties where the Council retains electrical safety responsibilities

It does not apply to non-residential or corporate properties.

## 3. Legal and Regulatory Framework

- Electricity at Work Regulations 1989
- Building Regulations Part P
- Health and Safety at Work Act 1974
- BS 7671: IET Wiring Regulations (18th Edition)
- Social Housing (Regulation) Act 2023
- RSH Consumer Standards (Safety)
- Housing Ombudsman Complaint Handling Code

## 4. Policy Objectives

- Achieve and maintain 100% Electrical Installation Condition Report (EICR) compliance
- Ensure timely delivery of remedial works from EICRs
- Prevent electrical-related hazards through planned maintenance
- Accurately record compliance data and ensure audit readiness
- Communicate clearly with tenants about access and safety
- Embed continuous improvement and risk-based prioritisation

## 5. Roles and Responsibilities

- Executive Director – Overall strategic oversight
- Electrical Safety Compliance Officer – Programme delivery and contractor management
- Housing and Repairs Teams – Access, resident support, post-remedial works
- Contractors – Delivery of EICRs, certification, remedial repairs

- Health & Safety – Internal assurance and monitoring
- Tenants – Provide access and report electrical faults

## **6. EICR Delivery and Remedial Actions**

- All domestic and communal electrical installations must have a valid Electrical Installation Condition Report (EICR).
- EICRs will be completed every 5 years or sooner if required by previous report.
- All remedial actions from EICRs will be risk-rated and addressed within:
  - Code 1 (C1): Immediate action
  - Code 2 (C2): Within 28 days
  - Further Investigation (FI): Within 14 days
- All remedial works will be certified and stored on the compliance database.
- No access procedures will be enforced where appointments are missed, including escalation for legal entry.

## **7. Access and Servicing Protocols**

- Tenants will be offered three appointment opportunities before enforcement.
- All installations will be inspected by qualified NICEIC or NAPIT contractors.
- Landlord electrical installations (e.g. in plant rooms) will be included in the 5-year programme.
- Re-inspections will be triggered by change of tenancy or following a serious fault.
- Completed EICRs must meet BS 7671 standards.
- Emergency response to electrical faults will occur within 4 hours (life risk) or 24 hours (non-urgent).

## **8. Performance Monitoring and KPIs**

The Council will monitor electrical safety performance through the following indicators:

- % of properties with in-date EICRs
- % of communal blocks with compliant landlord electrical systems
- % of EICRs resulting in remedial works
- % of C1 and C2 remedial actions completed within timeframe
- % of access gained on first appointment
- % of successful post-inspections
- Number of electrical faults, near misses, and complaints
- Audit compliance scores and data integrity reviews

## **9. Training and Competency**

- All electrical contractors must be NICEIC or NAPIT accredited.
- Housing compliance staff will undertake basic electrical awareness training annually.
- Operatives must maintain current qualifications under BS 7671 (18th edition).
- Refresher training is required following regulatory updates or incident investigations.
- Training records will be audited quarterly to confirm continued competence.

## **10. Governance and Audit**

- The Electrical Safety Policy will be reviewed annually by the Compliance Manager and signed off by the Executive Director.
- Quarterly performance data will be reported to the Housing Compliance Board.
- Annual internal audit will assess the delivery of the EICR programme and data accuracy.
- External inspections (e.g. RSH, HSE) may be conducted, and full evidence must be readily available.
- All contractor delivery will be reviewed quarterly against agreed performance and compliance standards.

### **11. Equality and Vulnerability**

- The Council will ensure the Electrical Safety Programme is delivered in compliance with the Equality Act 2010.
- Reasonable adjustments will be made for vulnerable tenants, including flexible appointments and support.
- Staff will be trained to identify vulnerability and make referrals to support services as needed.
- Communications will be adapted to meet language, visual or cognitive needs where required.

### **12. Continuous Improvement and Review**

- The Council will embed a learning culture across the electrical safety service.
- Feedback from residents, audit findings, and incident investigations will be used to drive improvement.
- Near misses and trends in non-compliance will be reviewed quarterly.
- This policy will be updated:
  - Annually
  - Following significant regulatory change
  - After a serious electrical incident or enforcement action

# Water Hygiene Policy

## 1. Policy Statement

Cambridge City Council is committed to preventing the risk of Legionella and other waterborne pathogens in its housing stock through full compliance with water hygiene legislation and guidance. This policy outlines how the Council manages water safety in domestic and communal systems, supported by risk assessments, planned monitoring, remedial works, tenant engagement, and rigorous performance oversight.

## 2. Scope

This policy applies to:

- All domestic water systems in HRA-owned residential properties
- Communal water systems in blocks, sheltered housing and temporary accommodation
- Plant rooms, stored water tanks, showers and associated pipework
- Leasehold units where the Council retains responsibility for communal supply

## 3. Legal and Regulatory Framework

- Health and Safety at Work Act 1974
- Control of Substances Hazardous to Health (COSHH) Regulations 2002
- HSE Approved Code of Practice (ACOP) L8
- HSG274 Parts 1–3
- BS 8580 Risk Assessment Standard
- Housing Ombudsman Code and RSH Consumer Standards (Safety)

## 4. Policy Objectives

- To eliminate or reduce the risk of Legionella and other pathogens in water systems
- To ensure every high-risk communal system has an up-to-date risk assessment
- To deliver scheduled monitoring and flushing regimes
- To ensure compliance data is accurate and performance tracked
- To act on findings within required timeframes
- To engage residents clearly on water safety measures
- To embed learning and improvement throughout service delivery

## 5. Roles and Responsibilities

- Executive Director – Strategic accountability
- Water Hygiene Compliance Officer – Programme delivery and contract oversight
- Housing Officers – Escalation, access, and support for tenants
- Contractors – Risk assessments, temperature monitoring, flushing, and remedials
- H&S Team – Internal audit and technical assurance
- Tenants – Report issues, cooperate with appointments

## **6. Risk Assessments and Monitoring**

- Water hygiene risk assessments must be reviewed every 2 years or after system changes
- All communal tanks, showers, and sentinel points must be monitored monthly
- Dead legs must be identified and removed or managed
- High-risk outlets (e.g. infrequently used showers) will be flushed weekly
- Sampling and analysis will be undertaken where a risk is suspected or confirmed

## **7. Remedial Actions and Servicing**

- Actions arising from risk assessments must be prioritised:
  - High risk: completed within 7 days
  - Medium risk: within 30 days
  - Low risk: within 90 days
- Records must be retained for at least 5 years
- All hot water systems must be maintained at  $\geq 50^{\circ}\text{C}$  and cold water at  $\leq 20^{\circ}\text{C}$
- Replacement, chlorination, and lagging will be managed by certified contractors

## **8. Performance Monitoring and KPIs**

KPIs will include:

- % of communal systems with current risk assessment
- % of monthly monitoring checks completed
- % of flushing actions completed on time
- % of remedial actions completed by risk category
- % of follow-up inspections passed
- Number of reported incidents or failures

## **9. Training and Competency**

- Contractors must be Legionella Control Association (LCA) registered
- Internal staff will undertake water hygiene awareness training annually
- Compliance staff will complete refresher training bi-annually
- Training records audited quarterly

## **10. Governance and Audit**

- Quarterly reporting to Housing Compliance Board and Executive Management
- Annual internal audit of water hygiene programme
- External audit or spot checks by HSE or RSH
- Policy reviewed annually or after any incident
- Serious breaches escalated to corporate risk register

## **11. Equality and Vulnerability**

- The Council will comply with the Equality Act 2010 in all water hygiene activity
- Adjusted access and engagement approaches will be offered for vulnerable residents



- Risk-based prioritisation will consider vulnerable tenancy types (e.g. supported housing)
- Communications will be available in accessible and translated formats

## **12. Continuous Improvement and Review**

- Lessons learned from audits, feedback, incidents and complaints will inform updates
- Data dashboards reviewed monthly to identify trends
- This policy will be reviewed:
  - Annually
  - After major incident
  - After legislative or regulatory change

# Asbestos Management Policy

## 1. Policy Statement

Cambridge City Council is committed to managing asbestos-containing materials (ACMs) in its HRA housing stock in accordance with all legal and regulatory duties. This policy ensures ACMs are identified, recorded, managed in place or safely removed, and that tenants, staff, and contractors are kept safe through clear procedures and communication.

## 2. Scope

This policy applies to:

- All HRA homes built before 2000
- Communal areas, plant rooms, lofts, service ducts, and risers
- Blocks, temporary accommodation, and sheltered schemes
- Leasehold units where the Council retains maintenance responsibilities

## 3. Legal and Regulatory Framework

- Control of Asbestos Regulations 2012
- Health and Safety at Work Act 1974
- Construction (Design and Management) Regulations 2015
- RSH Consumer Standards (Safety)
- HSE Approved Code of Practice L143
- Housing Ombudsman Complaint Handling Code

## 4. Policy Objectives

- Maintain a complete asbestos register across all relevant properties
- Ensure all refurbishment and demolition works are preceded by asbestos surveys
- Ensure all identified ACMs are risk-assessed and appropriately managed
- Provide clear guidance to staff, residents, and contractors
- Maintain robust audit and performance tracking

## 5. Roles and Responsibilities

- Executive Director – Strategic accountability
- Asbestos Compliance Officer – Programme delivery and risk register maintenance
- Repairs Team – Coordination of access, resident support
- Contractors – Surveys, removals, encapsulation, lab testing
- Housing Officers – Support tenants, escalate issues
- Tenants – Report suspected damage to ACMs

## 6. Surveys and Register Management

- Management surveys will be updated on a 5-year rolling programme
- Refurbishment & demolition (R&D) surveys must be completed prior to any planned intrusive works
- The asbestos register will be updated within 10 working days of any new survey
- ACMs will be risk-rated (low, medium, high) with control plans
- Any presumed asbestos must be treated as confirmed until tested

## **7. Remedial Actions and Labelling**

- All high-risk ACMs must be removed or encapsulated within 28 days
- Medium-risk ACMs managed in place with quarterly re-inspection
- Low-risk ACMs managed in place with annual checks
- ACMs in communal areas must be labelled unless this creates confusion or anxiety
- Emergency removal procedures will be in place

## **8. Performance Monitoring and KPIs**

KPIs will include:

- % of properties with in-date management surveys
- % of planned works preceded by R&D survey
- % of ACMs risk assessed and in appropriate management regime
- % of actions completed within specified timeframes
- Number of incidents or complaints involving asbestos

## **9. Training and Competency**

- Contractors must be UKAS-accredited and licensed (for notifiable works)
- Internal staff must complete asbestos awareness annually
- Surveyors must hold P402 or equivalent qualification
- Refresher training following updates or incidents
- Training records held centrally and audited quarterly

## **10. Governance and Audit**

- Asbestos data reviewed quarterly at the Compliance Board
- Internal audit annually to test accuracy of register
- External audits by UKAS and HSE as required
- Policy reviewed annually or post-incident
- Serious breaches recorded on the corporate risk register

## **11. Equality and Vulnerability**

- The Council will deliver this policy in line with the Equality Act 2010
- Tenants will receive tailored communications in accessible formats
- Vulnerable tenants will be supported through personal visits and referrals
- Works involving asbestos in supported housing will be prioritised for clear communication and reassurance

## **12. Continuous Improvement and Review**

- Service learning will be drawn from incident reviews, audits, and tenant feedback
- Trends in damage, deterioration or complaints will be tracked
- This policy will be updated:
  - Annually
  - Following a regulatory change or major incident
  - Following HSE or internal enforcement action

# Lift and Equipment Safety Policy

## 1. Policy Statement

Cambridge City Council is committed to ensuring the safety, reliability, and legal compliance of all lifts, hoists, stairlifts, and mechanical access equipment in its HRA properties. This policy outlines how the Council will manage statutory inspections, servicing, remedial actions, and reporting to meet its legal obligations and protect residents, staff, and contractors.

## 2. Scope

This policy applies to:

- Passenger and goods lifts in blocks and communal settings
- Domestic stairlifts, step lifts, and hoists in individual homes
- Mobility access platforms in sheltered schemes and temporary accommodation
- Any equipment installed or managed by the Council under disabled adaptations work

## 3. Legal and Regulatory Framework

- Lifting Operations and Lifting Equipment Regulations (LOLER) 1998
- Provision and Use of Work Equipment Regulations (PUWER) 1998
- Health and Safety at Work Act 1974
- BS EN 81 standards for lifts
- RSH Consumer Standards (Safety)
- Housing Ombudsman Complaint Handling Code

## 4. Policy Objectives

- Ensure all lifting equipment is maintained in safe working condition
- Complete statutory inspections within the prescribed intervals
- Record, monitor, and act upon all defects and servicing needs
- Ensure contractors are competent and certified
- Maintain performance oversight and audit readiness

## 5. Roles and Responsibilities

- Executive Director – Strategic oversight
- Lift and Equipment Compliance Officer – Programme lead, contract oversight
- Housing Teams – Tenant liaison, access support, post-repair follow-up
- Contractors – LOLER inspections, servicing, and breakdown response
- Corporate Health & Safety – Audit and assurance
- Tenants – Report faults, allow access for maintenance

## 6. Inspection, Testing and Servicing

- Passenger lifts inspected every 6 months (LOLER) and serviced every 3 months
- Stairlifts, hoists and step lifts inspected every 6 months and serviced in accordance with manufacturer guidance
- All inspections must be completed by a competent person
- LOLER reports must be uploaded within 5 days of completion
- Remedial actions from inspections must be prioritised and tracked

## **7. Remedial Works and Response**

- Category A (urgent) defects actioned within 24 hours
- Category B (non-urgent but safety-related) defects actioned within 7 days
- Category C (non-safety) defects completed within 30 days
- Emergency call-out response time: within 2 hours
- Resident communication post-repair and during outages is mandatory

## **8. Performance Monitoring and KPIs**

KPIs include:

- % of lifts with in-date LOLER inspection
- % of domestic lifting equipment with current inspection
- % of defects addressed within priority timescales
- % of scheduled servicing completed on time
- % of emergency call-outs responded to within target
- Number of lift failures and complaint incidents

## **9. Training and Competency**

- Contractors must be accredited by relevant industry bodies (e.g. LEIA)
- Council staff involved in delivery or oversight must complete annual awareness training
- Technical leads must undertake refresher training every 2 years
- All training will be logged and audited

## **10. Governance and Audit**

- Compliance data reported monthly to the Compliance Board
- Internal audits annually with remedial action plans
- External audits commissioned where major incidents occur
- This policy will be reviewed annually or post-incident

## **11. Equality and Vulnerability**

- The Council will meet its Public Sector Equality Duty
- Where lifts serve tenants with mobility impairments, breakdowns will be escalated
- Reasonable adjustments and personalised communication will be provided
- Priority will be given to repairs in sheltered schemes or vulnerable households

## **12. Continuous Improvement and Review**

- Lessons from incidents, near misses and feedback will drive service improvement
- Trends in breakdowns and access issues reviewed quarterly
- This policy will be updated:
  - Annually
  - After regulatory changes
  - Following serious incidents or RSH or Ombudsman recommendations

This page is intentionally left blank



# Tenant Engagement Plan – Compliance & Safety

---

## Purpose

To ensure tenants are informed, supported, and actively engaged in maintaining a safe living environment. This plan supports compliance with the Fire, Gas, Electrical, Water Hygiene, Asbestos, and Lift Safety policies.

## Key Themes and Responsibilities

| Theme                                      | What Tenants Need to Know / Do   | Engagement Method   |
|--|--|---|
| Fire Risk Assessments (FRA)                | Allow assessors access to communal areas.  | Posters, letters, newsletter reminders.                       |
| Personalised Fire Risk Assessments (PCFRA) | Inform the Council of any disabilities that may impact evacuation; cooperate with assessments.   | Targeted letters, in-person visits, support worker briefings. |
| Evacuation Strategies                      | Understand whether your block uses 'stay put' or simultaneous evacuation; do not obstruct exits. | Communal noticeboards, lift signs, leaflets.                  |
| Keep Communal Areas Clear                  | Remove personal items from hallways and stairwells.  | "Clear Communal Areas" campaign – visuals + reminders.        |
| Access for Safety Visits                   | Be available or arrange access for gas/electrical/water/asbestos checks.                         | Access letters, phone/text reminders.                         |
| Lift Safety                                | Report faults immediately. Avoid misuse or overloading.  | Stickers inside lifts, communal briefings.                    |
| Gas and Electrical Safety                  | Annual access is a legal requirement; unsafe appliances can be                                   | Legal access notices, appointment leaflets.                   |

disconnected.

|                          |  |   |
|--------------------------|--|---|
| Water Hygiene            | Run taps and showers if away for a long period; report cloudy water. | Welcome pack inserts, annual newsletter.          |
| Asbestos                 | Do not drill or disturb surfaces without checking.                   | Leaflets in relevant homes, support during works. |
| General Safety Awareness | Raise safety concerns early and report faults.                       | Community walkabouts, tenant reps, online portal. |

### Engagement Channels

- Tenant Handbook / Welcome Pack: Include safety responsibilities and contact details.
- Letters / Postcards: Timed around inspection cycles and annual compliance visits.
- Noticeboards: Core messages around fire safety, clear areas, access.
- Digital Portal / Website: Provide guides, FAQs, updates on compliance programmes.
- Estate Walkabouts: Reinforce communal area checks and visual reminders.
- Tenant Representatives: Use as local champions for safety messaging and reporting.
- Sheltered Schemes: In-person briefings, Easy Read leaflets, and carer support.

### 12-Month Engagement Timeline (Illustrative)

| Month   | Activity   |
|---------|--|
| Month 1 | Launch safety awareness campaign – leaflet drop and website update |
| Month 2 | PCFRA invitation letters to identified households                  |
| Month 3 | Gas Safety access reminders and follow-ups                         |
| Month 4 | Fire safety walkabouts with housing officers                       |
| Month 6 | Tenant newsletter – mid-year compliance update                     |
| Month 8 | Lift signage and maintenance window communication                  |
| Month 9 | Evacuation strategy refresh and communal poster update             |

Month 12

Annual review feedback via surveys or  
tenant panel session

### **Success Measures**

- % of appointments met on first attempt
- % of tenants who understand fire safety messages (survey)
- Number of PCFRAs completed where needed
- Reduction in blocked communal area cases
- Tenant satisfaction with safety communications

This page is intentionally left blank



## Cambridge City Council

### Rent and Service Charge Policy

#### 1. Introduction

- 1.1. This policy details Cambridge City Councils approach to setting rents and service charges in its Council owned homes and garages.
- 1.2. This Policy will ensure compliance with all relevant legislation and the standards set out by the Regulator of Social Housing.

#### 2. Legal Requirements

- 2.1. Cambridge City Council will ensure that rents and service charges are set in line with statutory and regulatory requirements including the Rent Standard 2020 and associated guidance and also take into consideration recognised best practice.
- 2.2. This policy takes into account the following legislation and regulation:
  - Housing Acts 1980, 1985, 1988 and 1996
  - Housing and Regeneration Act 2008
  - Regulator of Social Housing Rent Standard 2020
  - Policy statement on rents for Social Housing (Feb 2019)
  - Commonhold and Leasehold Reform Act 2002
  - Leasehold Reform (Ground Rent) Act 2022
  - Social Housing's Regulatory Framework
  - Welfare Reform & Work Act 2016
  - Social Housing Rents (Exceptions and Miscellaneous Provisions) Regulations 2016 (as amended in 2017)
  - Landlord & Tenant Act 1985 (as amended by the Commonhold & Leasehold Reform Act 2002)

#### 3. Policy Statement

- 3.1. Cambridge City Council will ensure a fair and consistent approach to rent and service charge setting.
- 3.2. We aim to ensure that our rent and service charge policy is clear and transparent for our tenants.

- 3.3. We will always look for value for money in the services we provide and charge for in our service charges. We will always try to balance the quality of the services against cost. We will provide tenants with clear information about what they're paying for.

## 4. Background

- 4.1. In February 2019 the government published a direction to the Regulator of Social Housing that would allow social housing rents to rise by up to the Consumer Price Index (CPI) + 1% for five years from 2020. This marked the end of the 1% rent reduction which was introduced by the *Welfare Reform and Work Act 2016*.
- 4.2. Full Council, which is Councillors from all Wards across Cambridge City approves our annual rent and service charge proposal for the new financial year, which includes both new rents (formula rents) and rent and service charge increases for existing tenancies. Our annual proposal will also be subject to potential review and scrutiny at the Council's Overview & Scrutiny Committee, and a recommendation by Cabinet with advice from tenants through our Housing Board.
- 4.3. Cambridge City Council reviews its rents on an annual basis and applies the new rents from April each year. All tenants will receive at least 4 weeks' notice in writing of their new rent for the new financial year, and the notice will include the new rent and the date it will be charged from.
- 4.4. Cambridge City reviews its service charges on an annual basis and will apply the new charges according to the relevant legal agreements. Notice will be given of the new services charges and from what date they will be charged from.
- 4.5. Where we refer to the relevant Consumer Price Index (CPI), we'll base this on CPI from the September of the preceding year, unless otherwise stated.
- 4.6.

## Rent

### 5. The Setting of Rents

- 5.1. Rent is the regular payment received by us from a tenant for the use of our property.
- 5.2. We have a number of different types of accommodation which use different mechanisms for setting the rent. These are detailed below:

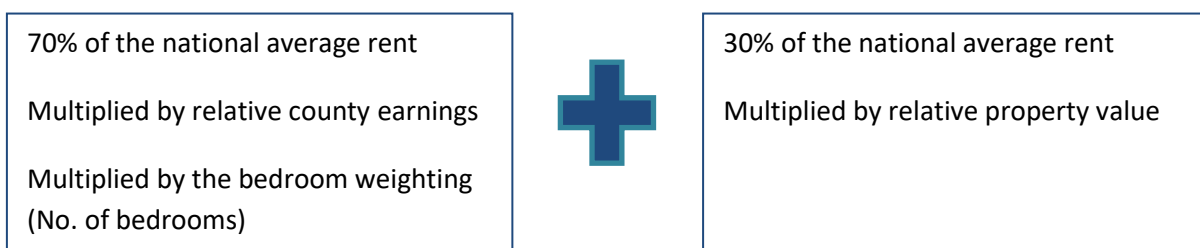
| <b>Type of Accommodation</b>   | <b>Description</b>   | <b>Rent Setting Mechanism</b>  | <b>Charge Period</b>                              |
|--|--|--|---|
| General Needs  | General housing for families, couples and single persons.  | Social Rent, Affordable Rent   | Weekly over a 52-week rent year                   |
| Sheltered  | Designated housing for persons aged 60 or over   | Social Rent (Supported)  | Weekly over a 52-week rent year                   |
| Shared Ownership   | Property is purchased in shares; rent is charged for the shares still retained by CCC  | Set typically at 2.75% of the unsold value at the point of original sale.              | Monthly charged on 1 <sup>st</sup> of each month. |
| Commercial   | Properties used for commercial premises e.g., shops  | These will be set at a market rent for commercial properties                           | Annual rent charged according to the lease.       |
| Temporary Accommodation  | Housing used as temporary accommodation for households who are owed a duty under s188 or s193 (2) Housing Act 1996.                      | Social Rent or Affordable Rent   | Weekly over a 52-week calendar year.              |
| Temporary Accommodation, which is excluded under the relevant category within the Rent Standard 2020 | Housing used as temporary accommodation for households who are owed a duty under s188 or s193 (2) Housing Act 1996.                      | Local Housing Allowance for the relevant property size                                 | Weekly over a 52-week calendar year.              |
| House of Multiple Occupation (HMO's)   | Accommodation let as a room only with shared facilities such as bathroom and/or kitchen.   | These will be set at the Local Housing Allowance rate for shared accommodation.        | Weekly over a 52-week year.                       |
| Garages and Parking Spaces   | Separate block garages   | These will be set in line with the latest Garage Charging Review (most recent in 2024) | Weekly over a 52-week year.                       |
| Leasehold  | Properties where we own the freehold of a building and lease a home within that building for example a flat bought via the Right to Buy. | This will be charged as Ground Rent.   | Annually according to the lease.                  |

## 6. Social Rents

- 6.1. We apply social rents to some of our general needs and Sheltered accommodation. Social Rents are set at Formula Rent. The formula rent for sheltered accommodation is calculated at a supported rate.

- 6.2. Rent will be charged on a Monday over a 52-week year except when there are 53 Mondays in a financial year in which case it will be charged for 53 weeks of the year. Where a tenancy starts on any day other than a Monday the first week's rent will be charged on the day the tenancy starts, and a pro-rata amount will be charged for the number of days from the start date up to and including the Sunday that week.
- 6.3. When a socially rented property is terminated a new formula rent will be calculated. This will also occur if a property that has previously been rented as temporary accommodation is granted to the same household on an Introductory Tenancy.
- 6.4. The rent will not change in the case of assignments, including mutual exchange, or in the case of successions (unless the successor moves to alternative accommodation). In these cases, the existing rent level will continue to be charged, until the next annual rent increase is applied.

- 6.5. We calculate new formula rents which are known as Target Rents as follows:



- 6.6. [Appendix 1](#) gives an example of how a social rent is calculated.
- 6.7. From April 2026, the maximum weekly rent for an existing tenant is found by:
1. Determining the average weekly rent for the tenant's accommodation
  2. Increasing that amount by CPI +1%
- 6.8. Where the new rent is higher than the formula rent, we may choose to either leave the rent the same for the following year or increase the rent by any amount up to CPI + 1%.
- 6.9. Formula rent is subject to a cap. Rents will not exceed the rent cap level for the size of property concerned. From April 2020 rent caps will increase by CPI + 1.5%. While the rent caps increase annually by CPI + 1.5%, the annual change in rent for a rent-capped property must still be governed by the CPI + 1% limit.
- 6.10. The government has just announced a consultation on rent convergence. This is when a current tenants rent is below the formula rent, an extra amount for example £2 per week could be added on top of the annual rent increase



referenced in 6.7 above to gradually bring all tenants up to formula rent. If introduced Cambridge City Council will be using Rent Convergence at the maximum amount allowed by government.

- 6.11. The Government's Rent Policy Statement recognises the need for discretion over rent levels to take into account local pressures. As a result, the policy allows the Council to use some flexibility in setting rents up to 5% above formula rent for general needs tenancies or 10% above formula rent for supported housing, including Sheltered. Please refer to Cambridge City Councils Rent Flexibility Statement which can be found in [Appendix 2](#) for more information.
- 6.12. These requirements do not apply when setting rents for higher income social tenants. Presently we apply the same rules to all social housing tenants regardless of their income.
- 6.13. If the number of bedrooms within a property change as a result of an extension or alteration to the property, a new formula rent will be determined based on a revised 1999 valuation of the property. The new rent will be charged to the existing tenant at the time of the next annual rent increase following completion of the works.

## **7. Affordable Rents**

- 7.1 Affordable Rents were introduced in 2011 and are typically higher than Social Rent.
- 7.2 Affordable Rents cannot exceed 80% of the 'Gross Market Rent' including service charges.
- 7.3 All Affordable Rented properties have a valuation of 'Market Rent' by a Royal Institute of Chartered Surveyors (RICS) recognised methodology.
- 7.4 Due to the high market rents for Cambridge City Council, we have 2 types of affordable rented homes. Affordable Rent 60% and Affordable Rent 80% (Local Workers Scheme).
- 7.5 For our Affordable Rents 60% Cambridge City Council have capped the rent at either 60% of the market rent valuation or at the relevant Local Housing Allowance rate, whichever is lower. This aligns with the Housing Strategy as adopted in June 2024.
- 7.6 Affordable Rents at up to 80% of market rent can be set:

- a. where the design and quality of homes is above national or local planning standards in place at the time,
- b. where new homes brought forward either in addition to the Local Plan Affordable Housing Requirement, or in place of Intermediate tenures.

These properties are clearly marked on any letting adverts and are designed to provide accommodation to an intermediate market that work locally but cannot afford the high market rents in Cambridge City. These properties are subject to a Local Lettings Policy.

- 7.7 'Gross Market Rent' includes service charges. When we consider whether to let a property at an Affordable Rent, we'll consider future service charges and the impact on the income to be generated. If the estimated affordable rental income element is likely to be reduced to an uneconomical level, we'll review whether it is practical to offer at an Affordable Rent.
- 7.8 Where the Affordable Rent Level would generate a lower rental rate than a Social Rent, the property will be treated as a Social Rent, and it will, therefore, not include service charges as a gross rent. Please see section 6. for all information on Social Rents.
- 7.9 From April 2020, and for a period of five years, an increase of up to CPI + 1% is applied to the total rent and service charges, subject to the current LHA limit not being exceeded. Personal Service Charges (e.g., Heating, Lighting & Water) are not included in the calculation.
- 7.10 For 2023/24 Financial Year rent increases were capped at 7% by central government due to the cost-of-living crisis. Cambridge City Council chose to cap our rent increase during this year at 5%.
- 7.11 Rent set on new build properties will align with the Councils Adopted Housing Strategy at a programme level and implemented through the Portfolio Approach to development adopted in September 2024.
- 7.12 We reserve the right to convert socially rented properties to Affordable Rent in the future provided this is in line with an agreement with central government.
- 7.13 Rent will be charged over a 52-week year except when there are 53 Mondays in a financial year in which case it will be charged for 53 weeks of the year. Where a tenancy starts on any day other than a Monday the first week's rent will be charged on the day the tenancy starts, and a pro-rata amount will be charged for the number of days from the start date up to and including the Sunday that week.

## **8. Void Rent**

- 8.1 The period of time from when one tenancy ends and another commences, is known as a 'Void' period. This means that no-one is effectively the 'tenant', and no rent is due on the property during that time.
- 8.2 Void rent should continue at the last let rent. Where the rent is below formula rent this will be increased to formula rent at the next new letting.

## **9. Shared Ownership Rent**

- 9.1 Shared Ownership rents will be agreed with the leaseholder at the point at which the lease is granted. They will not exceed 3% of the capital value of the unsold equity at the point of the initial sale and will typically average 2.7% across all shared ownership properties sold since April 2022.
- 9.2 Rent will be charged monthly on 1<sup>st</sup> of each month unless otherwise stated in the lease. Where a lease starts on any day other than the 1<sup>st</sup> of the month, the first months' rent will be charged on the day the lease starts for the number of days from the start date up to and including the last day of that calendar month.
- 9.3 The relevant annual increase rate for the rental element of a shared ownership property will be determined by the terms of the lease for the property.

## **10. Commercial Rents**

- 10.1 Commercial rents (e.g., shops and offices) will be valued by Cambridge City's Property Services team based on The Royal Institute of Chartered Surveyors valuation methods.
- 10.2 Annual rent reviews will be in line with the relevant lease for the property.

## **11. Temporary Accommodation Rents**

- 11.1 Temporary accommodation rents will be charged at either a social or affordable rent.
- 11.2 Rents will be charged at a social rent unless the property is newly built or refurbished and an affordable rent can be charged due to either an agreement under grant funding or funded by Right-to-buy receipts. Please refer to section 6 for Social Rents and Section 7 for Affordable Rents.

- 11.3 If any temporary accommodation properties fully meet the criteria set out in the Rent Standard 2020 exemptions categories, then the rent will be set at the relevant Local Housing Allowance rate.
- 11.4 Rent will be charged every Monday over a 52-week year, except when there are 53 Mondays in a financial year in which case it will be charged for 53 weeks of the year. Where a tenancy starts on any day other than a Monday the first week's rent will be charged on the day the tenancy starts, and a pro-rata amount will be charged for the number of days from the start date up to and including the Sunday that week.

## **12. Houses of Multiple Occupation (HMO's) Rents**

- 12.1 HMO accommodation rents will be charged at the Local Housing Allowance Rate for shared accommodation rent.
- 12.2 Rent will be charged on a Monday over a 52-week year except when there are 53 Mondays in a financial year in which case it will be charged for 53 weeks of the year. Where a tenancy starts on any day other than a Monday the first week's rent will be charged on the day the tenancy starts, and a pro-rata amount will be charged for the number of days from the start date up to and including the Sunday that week.

## **13. Garage and Parking Space Rents**

- 13.1 Garage and Parking Space Rents will be charged according to our most recent Garage Charging Review. This sets different rent levels for different areas of the city, based upon vicinity to the city centre. It also provides a discount for Council Tenants with a blue badge.
- 13.2 Rent will be charged on a Monday over a 52-week year except when there are 53 Mondays in a financial year in which case it will be charged for 53 weeks of the year. Where a tenancy starts on any day other than a Monday the first week's rent will be charged on the day the tenancy starts, and a pro-rata amount will be charged for the number of days from the start date up to and including the Sunday that week.

## **14. Ground Rent**

- 14.1 The Leasehold Reform (Ground Rent) Act 2022 came into force on 30<sup>th</sup> June 2022 and restricts landlords from charging Ground Rent on new regulated leases over 21 years in length.

- 14.2 Where CCC is the freeholder of a building or estate and leases out flats or houses within that building or estate on long term leases prior to 30<sup>th</sup> June 2022, ground rent will be charged annually.
- 14.3 Where CCC is the freeholder of a building or estate and leases out flats or houses within that building or estate on long term leases after 30<sup>th</sup> June 2022, ground rent will NOT be charged annually.
- 14.4 Ground Rent will typically be charged at a 'peppercorn' rent and this amount will be specified in the lease.

## Service Charges

### 15. The Setting of Service Charges

- 15.1 'Service charges' are for services which CCC, as a landlord, pay for the running of the building and area tenants live in. They are things such as lighting and cleaning shared areas or looking after the grounds and gardens around the building.
- 15.2 CCC will only charge for services detailed in the original legal agreement between CCC and the tenant/leaseholder, unless, either, agreements have subsequently been varied to include additional services or have been consulted and the majority affected agree to the change.
- 15.3 Where tenants have been consulted as in 15.2 above, new chargeable services will not be introduced without consultation and the agreement of the majority of tenants affected. If more than one tenant requests a new, improved, or additional service, the views of all tenants affected by the request will be sought.
- 15.4 Under sections 18-30 of the *Landlord & Tenant Act 1985 (as amended by the Commonhold & Leasehold Reform Act 2002)* there are statutory consultation processes that are required when a service charge is levied. We will ensure that statutory requirements are met.
- 15.5 Charges are apportioned in accordance with the terms of the legal agreement, or where the apportionment method is not defined, apportionment charges are distributed amongst the residents who benefit from the services for which a charge is being levied.
- 15.6 We operate a fixed service charge regime which is reviewed annually.

- 15.7 Service charges are based on actual costs from previous financial years, unless specified otherwise as part of a legal agreement.
- 15.8 We have a number of different accommodation types, which will have different mechanisms for setting and charging any services charges which are listed below:

| <b>Accommodation Type</b> | <b>Description</b>  | <b>Service Charge Setting Mechanism</b>   | <b>Review Period</b>                         | <b>Charge Period</b>                              |
|---------------------------|---|---|--|---|
| General Needs             | General housing for families, couples and single persons.                             | Based on services only, will not include maintenance covered by <i>Landlord and Tenant Act 1985</i> . | Reviewed annually with new charges in April. | Weekly over a 52-week rent year.                  |
| Sheltered                 | Designated housing for persons aged 60 or over  | Based on services only, will not include maintenance covered by <i>Landlord and Tenant Act 1985</i> . | Reviewed annually with new charges in April. | Weekly over a 52-week rent year.                  |
| Shared Ownership          | Property is purchased in shares; rent is charged for the shares still retained by CCC | Services, Maintenance under freeholders' responsibility, sinking funds and insurance costs.           | Reviewed annually according to lease.        | Monthly charged on 1 <sup>st</sup> of each month. |
| Commercial                | Properties used for commercial premises e.g., shops                                   | Services, Maintenance under freeholders' responsibility, sinking funds and insurance costs.           | Reviewed annually according to lease.        | Annual charged according to the lease.            |
| Temporary Accommodation   | Council Housing used as temporary   | Based on services only, will not include  | Reviewed annually with                       | Weekly over a 52-week calendar year.              |

|                                       |  |   |  |                                  |
|---------------------------------------|--|---|--|----------------------------------|
|                                       | accommodation for households who are owed a duty under s188 or s193(2) Housing Act 1996.   | maintenance covered by <i>Landlord and Tenant Act 1985</i> .  | new charges in April.                        |                                  |
| Houses in Multiple Occupation (HMO's) | Accommodation let as a room only with shared facilities such as bathroom and/or kitchen.   | Based on services only, will not include maintenance covered by <i>Landlord and Tenant Act 1985</i> . | Reviewed annually with new charges in April. | Weekly over a 52-week year.      |
| Leaseholders                          | Properties where we own the freehold of a building and lease a home within that building for example a flat bought via the Right to Buy. | Services, Maintenance under freeholders' responsibility, sinking funds and insurance costs.           | Reviewed annually according to lease.        | Annually according to the lease. |

- 15.9 Where variations in agreements exist and given due regard to our legal and ethical obligations, we will, in the future seek to harmonise agreements enabling a consistent approach in our charging mechanisms.
- 15.10 **General Needs, Sheltered, Temporary Accommodation & HMO's:** Rent incorporates provisions for the maintenance and upkeep of the home as a result of fair wear and tear. The service charge/s will not include the cost of maintaining the fabric of the building including communal areas nor for insuring the building. The cost of this is met by CCC from rental income. Tenants will need to make arrangements for their own contents insurance and paying their service charge.
- 15.11 **Shared Owners, Leaseholders or Commercial Leaseholders in flats or apartments:** Subject to lease terms, all costs including maintenance and upkeep of the fabric of the building will be re-charged through Service Charges. Service charges cover all communal services and building insurance. Shared Owners and Leaseholders will need to make arrangements for their own contents insurance and paying their service charges.

- 15.12 **Shared Owners, Leaseholders or Commercial Leaseholders of houses or whole buildings:** Subject to lease terms, all costs including maintenance and upkeep of the fabric of the building will be re-charged through service charges. Service charges are likely to be for communal external areas and services, and buildings insurance. In some cases, the lease may require the shared owner or leaseholder to insure the building, if this is the case they will need to have buildings insurance. In all cases, they will require their contents insurance, any commercial insurance they require and paying their service charge.
- 15.13 **Freeholders of houses:** Subject to the conditions in the transfer documents/deeds of your property, some freeholders may be liable to pay for services provided to the estate where your property is located.
- 15.14 All our customers will be given at least four weeks' notice of their new service charges upon annual review.
- 15.15 When new properties are acquired or built, to which service chargeable services are provided, service charges will be based on an estimate of actual cost until the end of the first full year of provision. Charges for subsequent years will be based on the actual cost.
- 15.16 Information on service charge costs and calculations will be available on request.

## 16. Services Charges for all accommodation types

- 16.1 We have a number of different service chargeable items for all our accommodation types. Not all properties will have all of the service chargeable items listed in 16.2.
- 16.2 The following list details demonstrates if a service chargeable item is eligible for Housing Benefit (HB) or Universal Credit (UC):

| Service Chargeable item                            | HB/UC Eligible | Applicable only to Shared Ownership, Leasehold and Commercial |
|--|----------------|---|
| Grounds Maintenance of communal areas              | ✓              | X   |
| Grounds Maintenance of own garden where applicable | X              | X   |



|   |   |   |
|---|---|---|
| Communal Cleaning including windows   | ✓ | X |
| Caretaking Services   | ✓ | X |
| Support Charges (i.e., for Scheme Managers in Sheltered)  | X | X |
| Alarm charges for fixed wired alarms in Sheltered Schemes   | ✓ | X |
| Communal electric, gas, water or sewage charges for heating, lighting and cleaning of communal areas. | ✓ | X |
| Heating, Lighting and Water charges for own property where applicable.                                | X | X |
| Refuse collection   | ✓ | X |
| Laundry charge  | X | X |
| Laundry Equipment Servicing and Repairs   | ✓ | X |
| Fire alarm and Emergency Lighting Servicing & Repairs   | ✓ | X |
| Fire Fighting Equipment   | ✓ | X |
| Vertical lift/communal stairlift servicing & repairs  | ✓ | X |
| Legionella Testing  | ✓ | X |
| Door entry system   | ✓ | X |
| Communal TV aerials   | ✓ | X |
| CCTV  | ✓ | X |
| Phone line for alarms and door entry  | ✓ | X |
| Building Insurance  | ✓ | ✓ |
| Repairs to Communal areas   | ✓ | ✓ |
| Communal Decoration   | ✓ | ✓ |
| Interest on arrears   | X | ✓ |
| Management Fee  | ✓ | X |

16.3 The above list may not contain all of our service chargeable items and for any queries on how much of a service charge is covered by HB or UC, can be discussed with one of our Income Officers.

16.4 Our management fee will not exceed 20% of the total service charge.

## 17. Shared Ownership and Leasehold Service Charges

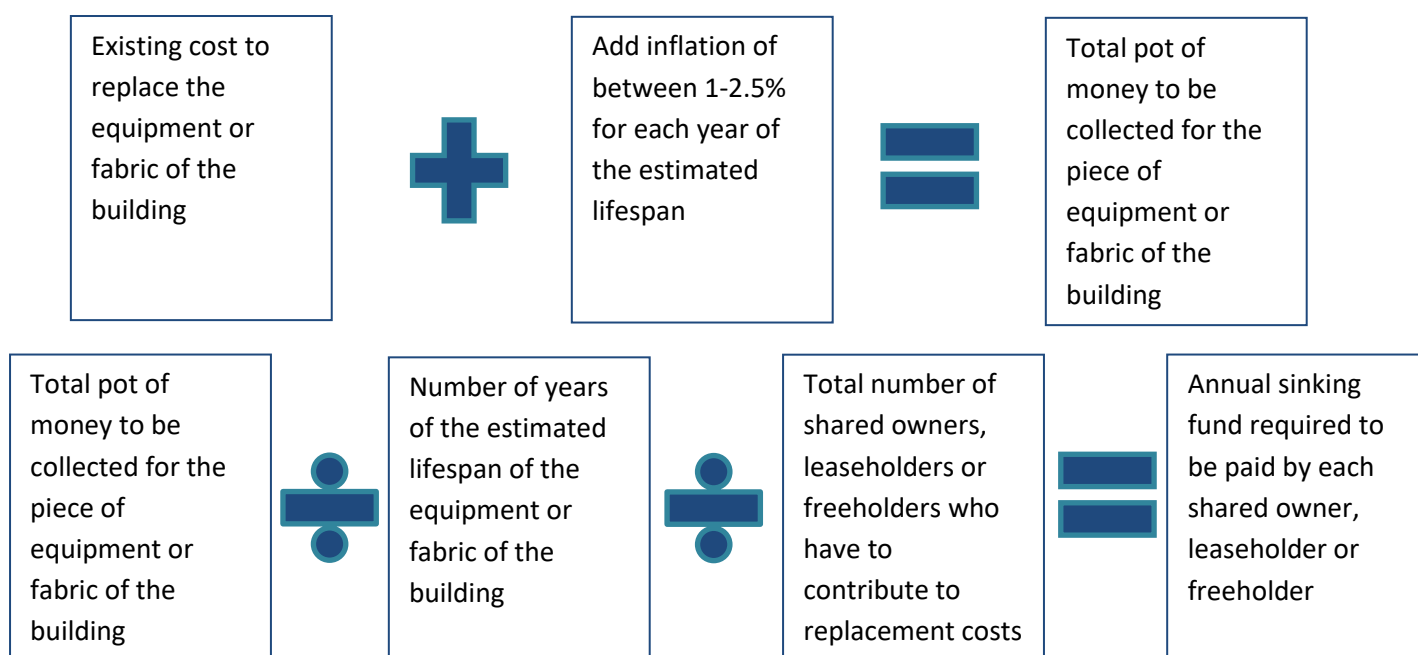
17.1 In Line with Section 20 of the *Landlord and Tenant Act 1985*, we will consult with shared owners and/or leaseholders if any major or cyclical works costs are likely to exceed £250 for any shared owner or leaseholder.

17.2 If we intend to enter into any contract for longer than a year that we think will cost more than £100 for any shared owner or leaseholder we will consult in

accordance with the *Landlord and Tenant Act 1985*. We will consider your views as well as cost, service provision and value for money when making a decision.

## 18. Sinking Funds

- 18.1 Sinking funds are a mechanism for collecting payment in advance for the replacement of equipment or when the fabric of the building (for example the roof of a block of flats) is replaced. Unless an existing arrangement is in place such as on a new build development site, or it is specifically agreed with customers, sinking funds will not be collected.
- 18.2 Where we do have sinking funds in place, we will use the existing cost of the replacement for the equipment or fabric of the building and use an estimate for the lifespan of the equipment or fabric of the building, they will be calculated as follows:



## 19. Interest

- 19.1 Cambridge City Council does not charge interest on arrears owed by General Needs, Sheltered, HMO or Temporary Accommodation tenants.
- 19.2 Cambridge City Council reserves the right to charge interest on Rent arrears for Garages, Leaseholders, Shared Owners and Commercial Tenants. The ability and rates of interest will be specified in the terms of the lease or licence.
- 19.3 Cambridge City Council has no liability to pay interest on any credit balances that our Tenants/Residents/Leaseholders have accrued on their rent account.

## 20. Conclusion

- 20.1 This policy sets out our approach to Rent and Service Charge Setting and our annual rent and service charge review. If more information is required on tenancy agreements/licences/leases for further information on your rights and responsibilities, please seek CCC's advice, or seek independent help.

## 21. Equality, Diversity, and Inclusion

- 21.1 Cambridge City Council, staff, Councillors, partners, stakeholders, and contractors are committed to providing services, which are relevant and appropriate to the needs of people. We will treat others fairly and without discrimination. Please refer to our [Equality value statement](#) for more details.

## 22. Policy Review

- 22.1 Rental and Service Charge Income will be monitored and published in quarterly financial monitoring reports, which are presented to Cabinet and published on the Cambridge City Council website.
- 22.2 The Strategic Housing Management Lead, and Finance will be responsible for ensuring the implementation of this policy.
- 22.3 We will review this policy every 5 years, or sooner if there are any changes to legislative, regulatory, best practice or operational issues.

## 23. Version Control

|                 | Date Required  | Completed | Completed by     |
|-----------------|----------------|-----------|------------------|
| Policy Adopted  | September 2025 |           | Samantha Shimmon |
| Review Required |                |           |                  |
| Review Required |                |           |                  |
| Review Required |                |           |                  |

## Appendix 1

### Example of how a social formula rent is calculated: -

This example of setting a social formula rent is based on a 2-bedroom general needs house in Cambridge. It is calculated in line with the Rent Standard – April 2020 and the accompanying Policy statement on rents for social housing.

70% of property rent based on local earnings

Local Average Earnings are £330.01, national average is £316.40

So, £330.01 divided by £316.40 = 1.0430

Bedroom weighting (2 beds) is 1

**So (£54.62 x 1.0430 x 1) \* 70% = £39.88**

Add to this 30% of property based on relative property value

Average sector rent\* for England for 2000 is £54.62.

Relative property value of £100,000, national average is £49,750

So, £100,000 divided by £49,750 = 2.01

**So (£54.62 \* 2.01) \* 30% = £32.94**

Add these two together gives the target or formula rent

**£39.88 + £32.94 = £72.82**

**Cumulative multiplier added for 2025/26**

**£72.82 \* 2.133723 = £155.38**

#### Notes:

\* The 'average sector rent' is the national average rent for the Registered Provider sector. Values were set in April 2000 and increased by inflation each year. The table below shows this inflation rise and the relevant cumulative multiplier:

## Social Rent Inflation

| Financial Year | Formula    | RPI / CPI (Previous September) | Plus | Annual Rent Up Rate | Formula rent Up rated for the Year |
|----------------|------------|--------------------------------|------|---------------------|------------------------------------|
| 2001/02        | RPI + 0%   | 3.3%                           | 1%   | 1.043               |                                    |
| 2002/03        | RPI + 0.5% | 1.7%                           | 0.5% | 1.022               | 1.065946                           |
| 2003/04        | RPI + 0.5% | 1.7%                           | 0.5% | 1.022               | 1.089397                           |
| 2004/05        | RPI + 0.5% | 2.8%                           | 0.5% | 1.033               | 1.125347                           |
| 2005/06        | RPI + 0.5% | 3.1%                           | 0.5% | 1.036               | 1.165859                           |
| 2006/07        | RPI + 0.5% | 2.7%                           | 0.5% | 1.032               | 1.203167                           |
| 2007/08        | RPI + 0.5% | 3.6%                           | 0.5% | 1.041               | 1.252497                           |
| 2008/09        | RPI + 0.5% | 3.9%                           | 0.5% | 1.044               | 1.307607                           |
| 2009/10        | RPI + 0.5% | 5.0%                           | 0.5% | 1.055               | 1.379525                           |
| 2010/11        | RPI + 0.5% | -1.4%                          | 0.5% | 0.991               | 1.367109                           |
| 2011/12        | RPI + 0.5% | 4.6%                           | 0.5% | 1.051               | 1.436832                           |
| 2012/13        | RPI + 0.5% | 5.6%                           | 0.5% | 1.061               | 1.524479                           |
| 2013/14        | RPI + 0.5% | 2.6%                           | 0.5% | 1.031               | 1.571738                           |
| 2014/15        | RPI + 0.5% | 3.2%                           | 0.5% | 1.037               | 1.629892                           |
| 2015/16        | CPI + 1%   | 1.2%                           | 1%   | 1.022               | 1.665750                           |
| 2016/17        | CPI + 1%   | N/A                            | -1%  | 0.99                | 1.649093                           |
| 2017/18        | CPI + 1%   | N/A                            | -1%  | 0.99                | 1.632602                           |
| 2018/19        | CPI + 1%   | N/A                            | -1%  | 0.99                | 1.616276                           |
| 2019/20        | CPI + 1%   | N/A                            | -1%  | 0.99                | 1.600113                           |
| 2020/21        | CPI + 1%   | 1.7%                           | 1%   | 1.027               | 1.643316                           |
| 2021/22        | CPI + 1%   | 0.5%                           | 1%   | 1.015               | 1.667966                           |
| 2022/23        | CPI + 1%   | 3.1%                           | 1%   | 1.041               | 1.736352                           |
| 2023/24        | CPI + 1%   | 10.1%                          | 1%   | 1.111               | 1.929088                           |
| 2024/25        | CPI + 1%   | 6.7%                           | 1%   | 1.077               | 2.077628                           |
| 2025/26        | CPI + 1%   | 1.7%                           | 1%   | 1.027               | 2.133723                           |

## Supported (including sheltered) rent inflation

| Financial Year | Formula    | RPI / CPI (Previous September) | Plus | Annual Rent Up Rate | Formula rent Upated for the Year |
|----------------|------------|--------------------------------|------|---------------------|----------------------------------|
| 2001/02        | RPI + 0%   | 3.3%                           | 1%   | 1.043               |                                  |
| 2002/03        | RPI + 0.5% | 1.7%                           | 0.5% | 1.022               | 1.065946                         |
| 2003/04        | RPI + 0.5% | 1.7%                           | 0.5% | 1.022               | 1.089397                         |
| 2004/05        | RPI + 0.5% | 2.8%                           | 0.5% | 1.033               | 1.125347                         |
| 2005/06        | RPI + 0.5% | 3.1%                           | 0.5% | 1.036               | 1.165859                         |
| 2006/07        | RPI + 0.5% | 2.7%                           | 0.5% | 1.032               | 1.203167                         |
| 2007/08        | RPI + 0.5% | 3.6%                           | 0.5% | 1.041               | 1.252497                         |
| 2008/09        | RPI + 0.5% | 3.9%                           | 0.5% | 1.044               | 1.307607                         |
| 2009/10        | RPI + 0.5% | 5.0%                           | 0.5% | 1.055               | 1.379525                         |
| 2010/11        | RPI + 0.5% | -1.4%                          | 0.5% | 0.991               | 1.367109                         |
| 2011/12        | RPI + 0.5% | 4.6%                           | 0.5% | 1.051               | 1.436832                         |
| 2012/13        | RPI + 0.5% | 5.6%                           | 0.5% | 1.061               | 1.524479                         |
| 2013/14        | RPI + 0.5% | 2.6%                           | 0.5% | 1.031               | 1.571738                         |
| 2014/15        | RPI + 0.5% | 3.2%                           | 0.5% | 1.037               | 1.629892                         |
| 2015/16        | CPI + 1%   | 1.2%                           | 1%   | 1.022               | 1.665750                         |
| 2016/17        | CPI + 1%   | -0.1%                          | 1%   | 1.009               | 1.680742                         |
| 2017/18        | CPI + 1%   | N/A                            | -1%  | 0.99                | 1.663935                         |
| 2018/19        | CPI + 1%   | N/A                            | -1%  | 0.99                | 1.647296                         |
| 2019/20        | CPI + 1%   | N/A                            | -1%  | 0.99                | 1.630823                         |
| 2020/21        | CPI + 1%   | 1.7%                           | 1%   | 1.027               | 1.674855                         |
| 2021/22        | CPI + 1%   | 0.5%                           | 1%   | 1.015               | 1.699978                         |
| 2022/23        | CPI + 1%   | 3.1%                           | 1%   | 1.041               | 1.769677                         |
| 2023/24        | CPI + 1%   | 10.1%                          | 1%   | 1.111               | 1.966111                         |
| 2024/25        | CPI + 1%   | 6.7%                           | 1%   | 1.077               | 2.117502                         |
| 2025/26        | CPI + 1%   | 1.7%                           | 1%   | 1.027               | 2.174675                         |

## Appendix 2

### Rent Flexibility Statement

Cambridge City Council is using the 5% rent flexibility (10% for Sheltered Schemes) to be added on top of formula rent for its homes let at a social rent.

As an example, if the formula rent is £155.38, 5% of this is £7.77 so we would charge £163.15 per week on a 52-week basis.

Cambridge City Council currently has many competing demands that need to be covered in the HRA Business Plan, including the need to ensure all properties are maintained to a high standard, new requirements set in legislation such as the Social Housing Regulation Act 2023 (including Awaab's Law), Building Safety Act 2022 and Fire Safety (England) regulations are adhered to, alongside ensuring that the Council's commitment to ensure all of the HRA stock can achieve Energy Performance Certificate (EPC) rating of Band C by 2030.

It is evident from the commitments above that there is significant investment required to both maintain, improve, and increase our stock. Accordingly, providing the level of investment required going forward is going to be a major challenge, which will require significant innovation and hard decisions. To summarise, achieving what is required, and both maintaining and further improving the quality of the HRA stock won't be possible without applying rent flexibility.

This page is intentionally left blank



## Housing Service Improvement Plan 2025-2026 onwards

The passing of The Social Housing (Regulation) Act 2023 (SHRA) has brought stronger and more proactive consumer regulation for social housing; especially impacting Local Authorities (LA's) who haven't been subject to a formal regulatory regime for several years. The introduction of a set of Consumer Standards are driving the programme for Regulation, and the following expectations have been set:

- *maintaining tenants' homes so that they are safe and of a decent standard and providing a quality service. #*
- *handling complaints effectively where things go wrong.*
- *listening to tenants and supporting them to influence decisions.*
- *having a relationship with tenants that is underpinned by shared expectations of fairness and respect and a shared understanding of their respective rights and responsibilities.*
- *demonstrating that they understand the diverse needs of the communities that they serve, and that services reflect those diverse needs*

Cambridge has responded to the requirements of the Regulator by undertaking both internal and external assessments. An internal project group identified the current strengths and weaknesses against the specific set of consumer standard expectations and the sourced the evidence to support these findings, during June and September 2024 and a subsequent 'mock inspection', aligned to the Regulators approach, carried out by an external consultant, from December 2024 to March 2025.

The self-assessment Improvement Plan was overseen by a Housing Improvement Project Board and risks escalated to Housing Leadership Board as necessary. The new Service Improvement Plan, which has added actions based on the recommendations and key priorities from the mock inspection, will continue to be delivered by the Improvement Board, with updates around risk, performance and impact shared with Housing Leadership Board and other Stakeholders as appropriate.

Whilst the plan monitors and delivers the specific improvements and actions required to ensure Cambridge is meeting the Consumer Standards, maintaining high levels of service delivery across all areas of the Consumer Standards remains the focus for the Service.

## Action Plan: The Consumer Standards

|  |  |          |  |              |
|--|--|----------|--|--------------|
| <b>Stock Quality</b>   |  |          |  |              |
| Registered providers must have an accurate, up to date and evidenced understanding of the condition of their homes that reliably informs their provision of good quality, well maintained and safe homes for tenants |  |          |  |              |
| Expectation:   | <i>Registered providers must use data from across their records on stock condition to inform their provision of good quality, well maintained and safe homes for tenants including:</i><br><i>a) Compliance with health and safety legal requirements</i><br><i>b) Compliance with the Decent Homes Standard</i><br><i>c) Delivery of repairs, maintenance and planned improvements to stock</i><br><i>d) Allocating homes with adaptations appropriately.</i> |          |  |              |
| Priority:  | <b>There are concerns around data integrity due to the reliance on spreadsheets for the management of data and as seen in the audits completed on two of the areas of compliance.</b>  |          |  |              |
| Priority:  | <b>There are some gaps in data and oversight around the function and performance of management companies.</b>  |          |  |              |
| Priority:  | <b>Reporting on remedial actions relating to compliance checks has not been provided for all areas, with only some compliance reporting detailing the level of risk of the outstanding actions and progress against resolution.</b>  |          |  |              |
| Priority:  | <b>There is no programme of regular stock condition surveys to collect the data and keep it up to date. Whilst there is work being undertaken to obtain an understanding of stock condition using a triangulation of other data, there is no underlying framework of stock condition surveys to underpin the data and ensure a full knowledge of properties to support investment decisions and assist in keeping tenants safe</b>                             |          |  |              |
| Overall Responsibility   | <b>James Elms</b>  |          |  |              |
| Actions:   |  | Priority | Lead                                     | Date by      |
| New:   | Ensure planned works and cyclical programme spreadsheets are using a PRN/UPRN (to be picked up during data interrogation project as part of procedure/process work).   | L        | Will Barfield                            | October 2025 |
| New:   | Ensure we can produce a dashboard of Decent Homes via the MRI reporting framework to replace current manual process.   | L        | Brigitte Wilson                          | TBC          |
| New:   | Asset data transformation programme project: Produce and implement a "specification for asset information" to standardise asset information received from all contractors replacing asset components and implement.  | M        | Brigitte Wilson                          | TBC          |
| New:   | Trial the agreed specification for asset data in new builds on the Aylesborough Close development with the Development Team.   | M        | Ross Jones/Will Barfield/Brigitte Wilson | July 2025    |
| New:   | Brief Housing Leadership Board on the current refusals/exclusions in Asset and the proposal of how these will be managed (review timeframes, approach etc) going forward   | M        | Brigitte Wilson                          | July 2025    |
| Old:   | Agree the management of the disrepair process; how disrepair cases will be recorded and how performance will be measured, as per the requirements of the Regulator   | L        | James Elms/Brigitte Wilson               | TBC          |

|      |   |   |  |                         |
|------|---|---|--|-------------------------|
|      | <b>Action: TBC - JE &amp; BW to review</b>  |   |  |                         |
| New: | Develop proposal for Cabinet decision on delivery of a 5-year cyclical stock condition survey process via an external consultant – undertake market testing, develop specification and scope (potential use of Procurement Framework)   | H | Will Barfield                                | July 2025               |
| New: | Provide training to Void and Responsive Repair Surveyors to undertake stock condition surveys whilst undertaking void and day-to-day repairs.   | M | Brigitte Wilson                              | July 2025               |
| New: | Develop a cyclical audit schedule across key areas of compliance  | H | David Rogers                                 | July 25                 |
| New: | Fire Risk Management Strategy to be updated   | H | Specialist Consultant                        | August 25               |
| New: | Confirm location and accessibility of Asbestos register – share communications and any necessary training for key officers requiring knowledge and/or access to register  | M | Dave Ashton                                  | Done                    |
| New: | Confirm sets of data where we have key reliance on our external contractors. Produce a procedure for the regular sharing of compliance datasets and develop a process for reconciliation of compliance data.  | M | Dave Rogers                                  | October 2025            |
| New: | Agree the requirements of quarterly report to Board of Directors on Compliance, including when certification is to be shared with CCC.  | M | Samantha Shimmon/Sean Cleary (Board Members) | September 2025          |
| New: | Compliance Team to receive, and confirm receipt, of compliance certification for freehold blocks managed by management companies.   | H | Dave Rogers                                  | July 2025               |
| New: | Check process for gas capping and the follow up procedures are in place   | M | Rachael Brimsted                             | June 2025               |
| New: | Continue to develop reporting mechanisms following feedback from Members and audit recommendations to include resolutions of remedial actions similar to current FRA action reporting.  | M | Brigitte Wilson                              | July 2025               |
| New: | Develop a clearer Policy Statement on our approach to Health & Safety, including policies for each area of Compliance – our approach and standards of service etc.  | H | Peter/David                                  | July 2025               |
| New: | Deliver the agreed programme of MRI module installs. Agreed the priority list to be: <ul style="list-style-type: none"> <li>Gas servicing, asbestos, DCM</li> <li>Other areas of compliance – electrical testing, fire alarm servicing, lift servicing and water hygiene testing</li> </ul> Ensure clear processes are developed prior to and during the implementation, upskilling of staff, and agreeing ownership and responsibility for data integrity going forward. | H | James Elms/Sean Cleary/Sam Scharf            | October 2025<br><br>TBC |
| New: | Undertake stock reconciliation for other reported areas of health and safety, e.g. CO/smoke/heat detectors – check service schedules for accuracy.  | M | Catherine Buckle/David Rogers                | July 2025               |
| New: | <b>DCM Project – with PMO Team – details to be added</b>  |   |  |                         |
| New: | Data Interrogation Project – complete to specification  | M | Brigitte Wilson/Catherine Buckle             | Oct 2025                |

| Repairs, maintenance and planned improvements  |   |          |                                     |             |
|--|---|----------|-------------------------------------|-------------|
| Registered providers must provide an effective, efficient and timely repairs, maintenance and planned improvements service for the homes and communal areas for which they are responsible |   |          |                                     |             |
| Expectation:   | <i>Registered providers must ensure that the delivery of repairs, maintenance and planned improvements to homes and communal areas is informed by the needs of tenants and provides value for money</i>                           |          |                                     |             |
| Overall Responsibility   | James Elms  |          |                                     |             |
| Actions:   |   | Priority | Lead                                | Date by     |
| Old:   | Work with our contractors to develop improved performance targets, clear standards of service and opportunities for data integration with CCC systems, as part of future planned works, cyclical and responsive repairs contracts | M        | Brigitte Wilson/Peter Gale          | On-going    |
| Old:   | Produce a Repairs and Planned Maintenance Policy, including information on tenants' rights and responsibilities, in partnership with tenants, and publish on the Housing webpages   | M        | Peter Gale                          | In progress |
| Old:   | Deliver the ' <i>Tenant Satisfaction Measures Action Plan</i> ' actions in relation to repairs, compliance and planned maintenance services, and pick up any further actions from the 2024/25 Survey.                             | M        | Kate Grigg/Peter Gale/Will Barfield | TBC         |
| Old:   | Review and develop an HRA Asset Management Strategy for 2026 onwards, include feedback from tenants and stakeholders  | M        | Strategic Assets Lead/TBC           | March 2026  |

| Transparency, Influence and Accountability   |  |          |  |           |
|--|--|----------|--|-----------|
| Registered providers must communicate with tenants and provide information so tenants can use landlord services, understand what to expect from their landlord, and hold their landlord to account |  |          |  |           |
| Expectation:   | <i>Registered providers must collect and provide information to support effective scrutiny by tenants of their landlord's performance in delivering landlord services</i>  |          |  |           |
| Priority:  | <b>There is a lack of clarity for officers and the member around the role of the Cabinet Lead for Housing in how they meet this expectation.</b>   |          |  |           |
| Priority:  | <b>The Cabinet Lead does not have sufficient oversight of risk and risk management within the housing service to support decision making.</b>  |          |  |           |
| Overall Responsibility   | <b>Samantha Shimmon</b>  |          |  |           |
| Actions:   |  | Priority | Lead                                   | Date by   |
| Old:   | Agree a process, a timetable and the primary content for sharing key performance and improvement information with Stakeholders   | M        | Sam Scharf/Samantha Shimmon            | complete  |
| Old:   | Agree a housing-wide project team to keep the content of the Housing webpages accurate and up to date with key policy, performance and legislative information. Ensure plain English is used and the pages are accessible.                   | M        | Catherine Buckle                       | complete  |
| Old:   | Appoint a consultant to undertake a mock inspection of the Housing Service against the requirements of the Consumer Standards.   | H        | Sam Scharf/Samantha Shimmon            | complete  |
| Old:   | Deliver the Tenant Satisfaction Measures Action Plan actions, to ensure the priorities for tenants, identified from the results of the TSM satisfaction survey are being addressed, and pick up any further actions from the 2024/25 Survey. | M        | Kate Grigg/Anna Hill/Laura Adcock      | TBC       |
| New:   | Alongside changes to the new governance Framework, work with the Cabinet Lead for Housing and Cabinet and Scrutiny to ensure appropriate oversight on strategy, risk and performance   | H        | James Elms/Sam Scharf/Jody Etherington | June 2025 |
| New:   | Develop the Housing Board, to ensure the tenants' voice is represented at the highest level and providing advice and input to Cabinet, alongside Members and independent experts   | H        | Samantha Shimmon                       | June 2025 |
| New:   | Agree a working group to continue reviewing the housing web pages to ensure accuracy of key policies, legislative requirements and performance   | M        | Catherine Buckle                       | July 2025 |

| Transparency, Influence and Accountability   |  |  |  |  |
|--|--|--|--|--|
| Registered providers must take action to deliver fair access to, and equitable outcomes of, housing and landlord services for all tenants / In relation to the housing and landlord services they provide, registered providers must take action to deliver fair and equitable outcomes for tenants, and where relevant, prospective tenants |  |  |  |  |
| Expectation:   | <i>Registered providers must use relevant information and data to:</i><br><i>a) understand the diverse needs of tenants, including those arising from protected characteristics, language barriers, and additional support needs; and</i><br><i>b) assess whether their housing and landlord services deliver fair and equitable outcomes for tenants.</i> |  |  |  |
| Priority:  | <i>CCC has been working to collect the data on tenants protected characteristics and diverse needs, but this has not yet developed into a strong programme of how this data is used to drive service delivery or strategic decision making.</i>  |  |  |  |

|                               |   |                 |   |                            |
|-------------------------------|---|-----------------|---|----------------------------|
| <b>Priority:</b>              | <i>Whilst there have been engagement activities undertaken and a tracker is maintained of these, there is less information provided on the difference that tenant engagement activity has made to service delivery and how it has influenced decision making within the service.</i>  |                 |   |                            |
| <b>Overall Responsibility</b> | <b>Samantha Shimmon</b>   |                 |   |                            |
| <b>Actions:</b>               |   | <b>Priority</b> | <b>Lead</b>                             | <b>Date By</b>             |
| Old:                          | Deliver a series of pop-up service community workshops; ensuring service managers are engaging with residents on the ground   | M               | Vicky Haywood/Kate Grigg                | December 2025              |
| Old:                          | Review the way the housing management system is used, and tenant demographic and tenancy management information is stored, updated and checked for accuracy across housing services. Identify areas of weakness. Undertake a review of processes to ensure accuracy of tenant data.   | M               | Anna Hill                               | June 2026                  |
| New:                          | Undertake a tenant census, and utilise other sources to obtain further data if required (Census etc)  | M               | Kate Grigg                              | December 2025              |
| New:                          | Agree a strategy on tenant data to look at ways it is used, how it is shared to improve service delivery and in line with data protection principles; to look at equal accessibility to services and service outcomes for tenants.  | M               | Thomas Law/Keryn Jalli                  | TBC                        |
| New:                          | Develop the reporting on engagement opportunities to demonstrate outcomes of tenant engagement activities and how they have influenced strategies, policies and decision making. Include information from a range of opportunities of engagement and feedback including the HSC, other committees and groups involving tenants, complaints and compliments, transactional and perception survey responses, walkabouts and community days, informal feedback and developing outcomes from that feedback. | M               | Vicky Haywood                           | TBC                        |
| New:                          | Ensure the tenant engagement strategy is reviewed within the timeframe identified and tenants are engaged in that review.   | M               | Kate Grigg/Policy & Performance Officer | March 2026                 |
| New:                          | Ensure that focus on housing related complaints, through robust reporting and the nomination of a Member Responsible for Complaints ("MRC") to drive complaint reporting and a positive complaint handling culture. We suggest that the Executive Member for Housing should be the MRC under the current structure at CCC. The details of the lead member and MRC, and their responsibilities should be communicated clearly to all staff in the housing service.                                       | M               | Samantha Shimmon                        | In progress / by June 2025 |
| New:                          | Undertake audit of current corporate complaints system to ensure it is reporting to the requirements of the Housing Ombudsman. Identify improvements within the system for reporting on Housing complaints to the Regulator.  | M               | Corporate Hub                           | XXXXX                      |

|   |   |          |                  |               |
|---|---|----------|------------------|---------------|
| <b>Neighbourhood &amp; Community</b>  |   |          |                  |               |
| Registered providers must work in partnership with appropriate local authority departments, the police and other relevant organisations to deter and tackle anti-social behaviour (ASB) in the neighbourhoods where they provide social housing |   |          |                  |               |
| Expectation:  | <i>Registered providers must have a policy on how they work with relevant organisations to deter and tackle ASB in the neighbourhoods where they provide social housing</i><br><i>Registered providers must have a policy for how they recognise and effectively respond to cases of domestic abuse</i>   |          |                  |               |
| Priority:   | <b>There is a lack of reporting or oversight of activities and services provided under this standing including the monitoring of anti-social behaviour.</b>   |          |                  |               |
| Priority:   | <b>There is no domestic abuse policy or hate incident policy and these are not covered in the anti-social behaviour policy. More information is needed to be provided on the role of the housing service as a landlord for hate incidents and how they can support tenants who experience a hate incident.</b>  |          |                  |               |
| Overall Responsibility  | <b>Samantha Shimmon</b>   |          |                  |               |
| Actions:  |   | Priority | Lead             | Date by       |
| New:  | Develop a hate crime/incident policy for CCC's housing service properties through a standalone policy or inclusion in the Anti-Social Behaviour Policy. Ensure that there is a policy/framework in place for how the CCC housing service will respond to reports of domestic abuse from CCC tenants and households.   | L        | Sarah Steggles   | TBC           |
| New:  | Develop reporting and adopt an appropriate and proportionate level of oversight of activities in relation to ASB, hate incidents and domestic abuse base on the risk. Although decision making and responsibility for anti-social behaviour performance and services are with the Executive Member for Community Safety, Homelessness and Wellbeing, the Executive Member for Housing should be sighted on ASB performance. Low level cases are dealt with by officers within the housing service, rather than the central team and ASB is a key area of dissatisfaction as seen in nationally in complaints to the Housing Ombudsman Service (HOS) and results in the tenant satisfaction measures perception surveys. | L        | Sarah Steggles   | June 2025     |
| New:  | Action: Ensure that housing staff have that engagement with, and oversight of, services provided corporately to CCC's housing service tenants. This can be through HLB providing briefings and information to frontline teams.  | L        | Samantha Shimmon | December 2025 |

|   |  |
|---|--|
| <b>Tenancy Standard</b>   |  |
| Registered providers must support tenants to maintain their tenancy or licence. Where a registered provider ends a tenancy or licence, they must offer affected tenants advice and assistance. Registered providers shall offer tenancies or terms of occupation which are compatible with the purpose of the accommodation, the needs of individual households, the sustainability of the community, and the efficient use of their housing stock. |  |
| Expectation:  | <i>Registered providers must provide services that support tenants to maintain their tenancy or licence and prevent unnecessary evictions</i>  |
| Expectation:  | <i>Registered providers shall publish clear and accessible policies which outline their approach to tenancy management, including interventions to sustain tenancies and prevent unnecessary evictions, and tackling tenancy fraud, and set out:</i> |



|                               |  |                 |                      |                |
|-------------------------------|--|-----------------|----------------------|----------------|
|                               | <p>(a) The type of tenancies they will grant.</p> <p>(b) Where they grant tenancies for a fixed term, the length of those terms.</p> <p>(c) The circumstances in which they will grant tenancies of a particular type.</p> <p>(d) Any exceptional circumstances in which they will grant fixed term tenancies for a term of less than five years in general needs housing following any probationary period.</p> <p>(e) The circumstances in which they may or may not grant another tenancy on the expiry of the fixed term, in the same property or in a different property.</p> <p>(f) The way in which a tenant or prospective tenant may appeal against or complain about the length of fixed term tenancy offered and the type of tenancy offered, and against a decision not to grant another tenancy on the expiry of the fixed term.</p> <p>(g) Their policy on taking into account the needs of those households who are vulnerable by reason of age, disability or illness, and households with children, including through the provision of tenancies which provide a reasonable degree of stability.</p> <p>(h) The advice and assistance they will give to tenants on finding alternative accommodation in the event that they decide not to grant another tenancy.</p> <p>(i) Their policy on granting discretionary succession rights, taking account of the needs of vulnerable household members</p> |                 |                      |                |
| <b>Priority:</b>              | <b>CCC's Tenancy Sustainment Service works predominantly with CCC's housing service tenants providing a range of support to sustain tenancies. They also provide an annual report giving an oversight of their activities and outcomes delivered. For other areas of the standard there is a lack of oversight or reporting in this area to ensure that the outcomes are being delivered against the standard.</b>   |                 |                      |                |
| <b>Priority:</b>              | <b>Some policies to support service delivery are out of date or not available.</b>   |                 |                      |                |
| <b>Overall Responsibility</b> | <b>Samantha Shimmon</b>  |                 |                      |                |
| <b>Actions:</b>               |  | <b>Priority</b> | <b>Lead</b>          | <b>Date by</b> |
| <b>New:</b>                   | There is little sighting by leadership of the how the required outcomes of the tenancy standard are met, with the exception of the tenancy sustainment service. Consider an approach, based on risk, on proportionate reporting and oversight of the activities for allocations and lettings to ensure homes are allocated in a fair and transparent way, for example under local lettings plans, direct lets and adapted properties and tenancies given in line with policy and in relation to performance on tenancy changes including mutual exchanges.   | L               | Anna Hill/Simon Hunt | September 2025 |
| <b>New:</b>                   | Review out of date policies and ensure all key policies are in place and socialised  | L               | Samantha Shimmon     | On-going       |

| Document submission |  |                 |             |                |
|---------------------|--|-----------------|-------------|----------------|
| <b>Priority:</b>    | <b>The contextual document was useful to provide an overview of the Council. However, it did not include all the committees and Boards in a central place that was easy to understand.</b><br><b>It was not clear from looking at all the documents what was reported and to where</b> |                 |             |                |
| <b>Actions:</b>     |  | <b>Priority</b> | <b>Lead</b> | <b>Date by</b> |
| <b>New:</b>         | Recommendation 25: Extend the contextual document to ensure that it includes details of the relevant committees and Board related to the housing service to give an overview of reporting.   |                 |             |                |
| <b>New:</b>         | Recommendation 26: Ensure that reports provided are clear as to when they have been produced and to what body/individual.  |                 |             |                |



|             |   |  |  |  |
|-------------|---|--|--|--|
| <b>New:</b> | <i>Recommendation 27: Use the document submission as an opportunity to tell the story of your service.</i>  |  |  |  |
| <b>New:</b> | <i>Recommendation 28: Consider including additional information on in the context documents including:</i> <ul style="list-style-type: none"> <li>• <i>Designated responsible persons and responsibilities of different roles.</i></li> <li>• <i>Service delivery arrangements for the housing service</i></li> <li>• <i>Key contacts</i></li> <li>• <i>Details of Cabinet, committees and boards and how often they meet and calendar of pending meetings</i></li> <li>• <i>Any third party management arrangements</i></li> <li>• <i>Overview of the HRA business plan</i></li> <li>• <i>Clear information on where priority activities like risk management sit</i></li> </ul> |  |  |  |

This page is intentionally left blank

## Housing Board Work Plan

### Potential Future Topics

- a. Educate Engage Enforcement Officer
  - i. Extra service charge
  - ii. Scope of their work
- b. CIP New Build Homes
  - i. Concerns at handover process by Hill and snagging
  - ii. Specific concern over lifts
- c. Learned experience on new estates with mixed tenures
  - i. Services split between managing agent and Council
  - ii. Involvement of tenants in Management Companies
  - iii. When do agents' contracts expire?
- d. Housing Risks
  - i. High-level, increasing or emerging risks only?
  - ii. Frequency of reports

This page is intentionally left blank