



Cambridge City Council Housing Advisory Board

Date: Monday, 6 October 2025

Time: 5.30 pm

Venue: Committee Rooms 1 & 2, The Guildhall, Market Square, Cambridge CB2 3QJ

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

Agenda

- 1 Apologies
- 2 Declarations of Interest
- 3 Minutes (Pages 3 - 8)
- 4 Public Questions
- 5 Strategic Procurement Pipeline for Repairs, Maintenance, and Compliance Contracts (Pages 9 - 38)
- 6 North Cambridge Framework for Change (To Follow)
- 7 Awaab's Law and Damp, Mould and Condensation Policy (To Follow)
- 8 Resident Engagement Strategy (To Follow)
- 9 Housing Complaints (Pages 39 - 102)
- 10 Housing Performance 2024-25 (Pages 103 - 124)

Housing Advisory Board Councillors: Robertson (Co-Chair), Gawthrop Wood, Griffin, Lokhmotova, Martinelli, Tong, Best, Birch and Powell-Hardy

Tenant and Leaseholder Representatives: Diane Best, Harmony Birch, Diana Minns (Co-Chair), Mandy Powell-Hardy

Alternates: Bennett, Blackburn-Horgan and Lee

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- Phone: 01223 457000

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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.

HOUSING ADVISORY BOARD8 July 2025
5.00 - 7.14 pm

Present: Councillors Robertson (Chair), Bird, Griffin, Lokhmotova, Martinelli, Tong

Tenant and Leaseholder Representatives: Diane Best, Harmony Birch, Diana Minns (Co-Chair), Mandy Powell-Hardy

In attendance: Councillor Katie Porrer

Officers: Kate Grigg (Resident Engagement and Performance Manager), Samantha Shimmon (Assistant Director of Housing and Health – Board Member), Matthew Stickley (Interim Committee Manager)

FOR THE INFORMATION OF THE COUNCIL

2x/1/HAC Apologies

There were no apologies for absence.

It was noted that alternates were not provided for in the Terms of Reference but that the Board might consider this in future.

2x/2/HAC Declarations of Interest

Tenant and Leaseholder Representatives were deemed to have a standing interest by virtue of their appointment. No further declarations were made.

2x/3/HAC Minutes

As this had been the inaugural meeting of the Housing Advisory Board, there were no previous minutes.

2x/4/HAC Public Questions

In response to questions, the Clerk confirmed that meetings of the Housing Advisory Board were public meetings under the Local Government Act 1972 and subject to Access to Information rules, including that members of the

public had a legal right to attend and record proceedings provided the meeting was not disrupted.

2x/5/HAC Housing Advisory Board Terms of Reference

The Board considered the draft Terms of Reference.

Key issues raised by Tenant and Leaseholder Representatives included:

- Terminology should have consistently stated *Housing Advisory Board (HAB)*.
- **Independent members (3.2/3.4):** concern was expressed that three-year appointments might be too long; wording on tenancy breaches should not have penalised tenants for Universal Credit administrative failings.
- **Secretariat (3.6/8.1):** concern was expressed regarding the capacity of the Resident Engagement Team (then at 3 days per week plus 2.5 days for Open Door). Secretariat support should not have fallen solely on existing RE staff.
- **Co-option (3.8):** tenant/leaseholder reps should have selected replacements via the approved election procedure, with HAB then formally co-opting.
- **Training and communication (3.10/3.12):** digital communication requirements needed clarification; provision of equipment should have been considered to avoid excluding potential reps.
- **Work programme (3.16):** it was requested that elected reps be able to request items for inclusion.
- **Chairing (6.2):** co-chairs were to be elected annually to allow wider participation; four years was to be a maximum term only.
- **Allowances (8.5):** the existing three-tier allowance system was to remain until review; monthly expense claims were considered impractical.
- **Tenant/leaseholder communications (10.3):** provision should have been made for non-digital communication.

Discussion:

- Officers advised that three-year terms for independents reflected sector norms, though none were then proposed.
- Secretariat support was to be provided by the Communities team, not solely the Resident Engagement Manager.
- Chairs would be elected annually, with four years as a maximum.

- Digital participation would support hybrid meetings but would not mandate exclusive digital communication.

Decision: The Board agreed to adopt the Terms of Reference subject to the above amendments.

2x/6/HAC Meeting Venue for the Housing Advisory Board

- Meetings were to rotate between community centres, subject to accessibility.
- Storey's Field Centre was excluded as it had no nearby council tenants.
- Hybrid participation was to be supported via portable "Owl" equipment.
- The Board agreed to meet on **Mondays at 5.30pm**, avoiding clashes with other committees.

2x/7/HAC Housing Performance Report 2024-25

The Assistant Director for Housing and Health introduced the report, which summarised performance for the 2024/25 year across key areas including compliance, operational delivery, tenant satisfaction measures, and complaints.

The Board discussed the report in detail and raised the following points:

- **Benchmarking:** Members questioned whether the comparator peer group, which included large East of England housing associations, was appropriate. It was suggested that comparator local authorities and providers of a similar stock size would offer more meaningful benchmarking.
- **Compliance Data:** Members sought clarification of the two charts on page 15. It was confirmed that the first related to electrical testing (EICRs) and the second to the completion of actions arising from those inspections. On fire risk assessments (page 16), members noted that the low figure reflected actions being completed, but they requested that the number of assessments scheduled also be included for context.
- **Damp, Condensation and Mould (DCM):** Members asked whether the causes of damp and mould were being properly addressed. Officers confirmed that updated policy information was available on the Council's website.
- **New Builds:** Concerns were raised regarding tenant satisfaction with new builds, particularly the issue of unexpectedly high utility bills. The

Board asked officers to investigate the cause, with heating networks suggested as a possible factor.

- **Targets:** Members queried whether targets should be adjusted where performance consistently exceeded the set threshold, so that higher standards could be aimed for.
- **Non-Decent Homes:** It was noted that the figure reported for non-decent homes did not include cases where tenants refused works. Members emphasised the need to distinguish between refusals and non-access cases in future reporting. It was also clarified that underspend was not the cause of non-decency.
- **Service Charges:** The Board requested more detailed reporting on service charges, including information on arrears where payment plans were in place.
- **Contractor Performance:** Members expressed concerns about the performance of the Council's contractor, particularly citing negative feedback in relation to contractor handovers.

The Board welcomed the report and asked that future iterations reflect the above points to provide clearer, more comprehensive information.

8a Policies: Regulatory Compliance and Tenant Engagement

The Board considered the draft policy covering the "big six" safety areas.

Comments:

- It was agreed that information from external managing agents (e.g. Warwick Estates) needed to be fully incorporated in compliance reporting.
- Regulatory frameworks should have addressed district heating networks.
- Personal Emergency Evacuation Plans (PEEPs) should have extended beyond sheltered housing and been resourced appropriately, potentially integrated into the forthcoming tenant census.

2x/9/HAC Policies: Rent and Service Charge

The Board considered the draft policy.

Comments:

- Annual reporting should have included a breakdown of stock by rent type (social, affordable 60%, affordable 80%).
- Data on tenancies subject to rent convergence should have been provided.

- It was clarified that the policy was owned by Housing but implemented by Finance, with Cabinet agreement required for overarching rents.
- Annual reporting of net changes in council housing stock was requested.

2x/10/HAC Housing Revenue Account Improvement Plan

The Board considered the draft HRA Improvement Plan.

- Members requested that Housing Advisory Board representatives be explicitly included in relevant web content and publicity materials.
- It was noted that the plan referenced anti-social behaviour (ASB) and domestic abuse as lower priority areas; officers explained this was because the Council already performed strongly in these areas.
- Members also noted the job descriptions for the Resident Engagement Manager and Officer posts and emphasised the need to ensure adequate resources for the resident engagement function.

2x/11/HAC Annual Workplan for Housing Advisory Board

The Board considered its future work programme.

- Members requested that future reports include work on the implementation of **Awaab's Law** and consideration of wider housing hazards, such as cold and heat.
- It was agreed that a report on **housing risks** would be brought to the December 2025 meeting.
- Members asked for a review of **lessons learned from new build programmes**, including snagging and contractor handover processes.
- The Board wished to be involved in specific officer projects, with the exception of specialist fire compliance work.

2x/12/HAC Any Other Business

There was no other business.

The meeting ended at 7.14 pm

CHAIR

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REPORT TITLE: Strategic Procurement Pipeline for Repairs, Maintenance, and Compliance Contracts

To:

Cabinet, 25 September 2025

Lead Member:

Gerri Bird, Cabinet Member for Housing

Report by:

Sean Cleary, Strategic Delivery Manager

Tel: 01223 458287

Email: Sean.Cleary@cambridge.gov.uk

Wards affected:

All

Director Approval: Director James Elms confirms that the report author has sought the advice of all appropriate colleagues and given due regard to that advice; that the equalities impacts and other implications of the recommended decisions have been assessed and accurately presented in the report; and that they are content for the report to be put to the Cabinet/Cabinet Member for decision.

1. Recommendations

1.1 It is recommended that Cabinet:

1. **Note** the procurement pipeline for repairs, maintenance, and compliance works as set out in the appendix to this report.
2. **Delegate authority** to the Director of City Services, in consultation with relevant Cabinet Members and Chief Officers, to award contracts within this pipeline following completion of the appropriate procurement processes

2. Purpose and reason for the report

- 2.1 A medium-term procurement pipeline has been developed for repairs, maintenance, and building compliance work. This covers planned and responsive maintenance as well as specialist compliance activities, including damp, condensation, and mould treatment. The coordinated approach strengthens in-house delivery, helps the Council

meet its statutory obligations, and supports wider goals such as improving tenant satisfaction and service resilience. By publishing the contract pipeline in line with the Procurement Act 2023, the Council is ensuring transparency, enabling providers to plan effectively, and aligning activity with its corporate direction.

Bringing this pipeline together provides visibility over the medium term and supports the achievement of best value for the Council. It does not require additional funding and is already incorporated into approved budgets and the Council's Medium-Term Financial Strategy (MTFS).

The purpose of this report is to present the pipeline for public visibility and to seek formal approval and delegated authority to proceed with the procurements and award the resulting contracts, ensuring best value for the Council.

3. Alternative options considered

3.1 As each procurement and its resulting contract exceeds the threshold for a key decision, Member approval is required. In determining how best to secure this approval, two alternative approaches were considered:

1. **Separate approvals for each procurement** – Requires multiple Cabinet reports and decisions, reducing visibility of the overall programme, increasing administrative effort, and making it harder to coordinate procurement activity to achieve best value. Option discounted.
2. **Urgent decisions by the lead member outside Cabinet** – This would bypass the planned, transparent decision-making process the pipeline is intended to provide. Relying on urgent, out-of-cycle decisions would reduce scrutiny, increase the risk of fragmented procurement activity, and undermine the benefits of a coordinated approach. Option discounted.

4. Background and key issues

4.1 4.1 In order to comply with the Procurement Act 2023 (PA23), the Council is required

to maintain and publish a pipeline of contracts that shows a clear schedule of letting. This ensures transparency, forward planning, and compliance with statutory procurement obligations. It also provides greater foresight for potential providers which supports market development and widens opportunities for providers and partnerships to plan ahead for new business opportunities.

4.2 As a starting point, the pipeline has been developed for the City Services Directorate, where contractual requirements are most concentrated. This focus will support the service with properly let and managed contracts and is expected to deliver measurable benefits for tenants of our housing stock and for all users of council-owned buildings across Cambridge. Where possible, the Council will review the feasibility of delivering works **in-house** before proceeding to external procurement, ensuring that internal capacity is fully utilised before engaging external providers.

4.3 The programme covers both statutory obligations and compliance requirements for the housing portfolio, as well as support for the Council's commercial properties and operational facilities, including community centres and office buildings.

4.4 This report presents a schedule of approximately **13 contracts with a combined value of approximately £74m** that will be let as a coordinated programme over the next six months. Bringing this forward as a single schedule allows the Council to secure delegated authority for contract awards, avoiding the need to bring forward multiple individual reports, and making more efficient use of committee time.

4.5 **This is not a request for additional funds** — it is a consolidation of budgets already approved within the Medium-Term Financial Strategy (MTFS) to maintain and improve the property portfolio. Spend will be actively managed in-year to ensure delivery remains within existing budget allocations and avoids overspending. The full amount is unlikely to be spent – this figure builds in headroom for contingency in key areas (such as DCM) to ensure resilience, continuity of service, and compliance with procurement law.

4.6 Delivering the pipeline as a coordinated programme will allow officers to monitor progress closely, adapt to changing needs during the letting process, and manage dependencies between contracts. Sequencing will be planned to minimise disruption to tenants, avoid clashes with other council works, and ensure the best use of in-house delivery capacity.

4.7 The pipeline approach will also provide a blueprint for the next phase of scheduled procurements, enabling lessons learned from this programme to inform future activity.

4.8 The new legislation strengthens the role of contract management across the organisation. With a mandatory reporting obligation to the Cabinet Office for contracts in excess of £4.4m, consolidating contracts will make oversight easier, give a clearer picture of organisational needs, and enable targeted interventions where necessary. The onus will rest with the Council's Procurement Service to maintain accurate reporting, ensure robust service driven contract management arrangements are in place, and coordinate with service managers to address performance issues promptly.

4.9 Attached at Appendix 1 is the proposed programme, showing outline dates for letting the contracts, their indicative durations, and total lifetime values.

5. Corporate plan

5.1 This decision supports the Council's Corporate Plan [Corporate plan 2022-27: our priorities for Cambridge - Cambridge City Council](#) by contributing to the priorities of:

- **Leading Cambridge's response to the climate change and biodiversity emergencies** ensuring all building works and maintenance meet high environmental standards and contribute to sustainability goals.
- **Tackling poverty and inequality and helping people in the greatest need** by maintaining safe, compliant, and energy-efficient homes and community facilities.
- **Modernising the council to lead a greener city that is fair for all** by delivering a transparent procurement programme that embeds sustainability,

ensures fairness across all wards, and maintains safe, compliant, and energy-efficient buildings.

6. Consultation, engagement and communication

6.1 Supplier Engagement

A supplier engagement event is planned for early to mid-September to alert the marketplace to the forthcoming procurement opportunities and to encourage a wide and competitive field of bidders. This event is a requirement as part of the new procurement legislation and will provide an overview of the planned works, indicative timescales, and the Council's expectations in terms of quality, compliance, and social value.

The engagement will be publicised through the Council's website, the procurement portal, and targeted outreach to existing and potential suppliers, including small and medium-sized enterprises and local contractors. By signalling the scale and range of opportunities in advance, the Council aims to stimulate market interest, build capacity, and support suppliers in preparing high-quality bids.

6.2 Internal Stakeholder Engagement

In parallel with supplier engagement, the Council will ensure early and ongoing communication with internal stakeholders. This includes TUs, housing officers, asset managers, compliance team. Regular briefings will be scheduled to ensure operational teams are aware of the procurement timetable and contract scopes. This will allow service managers to plan workloads, align internal resources, and coordinate with other projects or works programmes to minimise disruption.

6.3 Post-Award Communication

Following contract awards, a structured communication plan will be implemented to keep tenants, councillors, and community stakeholders informed of forthcoming works.

- **Tenants** will receive clear, accessible notifications in advance of works, including scope, timetable, and any likely impacts on property access or services.
- **Ward councillors** will be provided with updates to enable them to respond to

resident enquiries and support positive engagement.

- **Community stakeholders** (including resident associations and local facilities managers) will be briefed where works affect community centres, public buildings, or shared spaces.

This approach will help build trust, reduce complaints, and ensure that the benefits of the procurement pipeline are visible and understood by those affected

7. Anticipated outcomes, benefits or impact

7.1 Anticipated outcomes, benefits or impact: A fuller set of anticipated outcomes and benefits, including detailed compliance, financial efficiency, and asset management measures, is set out in the supporting documentation - **Repairs and Maintenance Procurement Approach**.

The anticipated outcome is a clear and consistent procurement pipeline, giving City Services a structured approach to commissioning that secures statutory compliance, delivers value for money, and sustains high-quality repairs and maintenance across the property portfolio.

Where possible, the Council will review the feasibility of delivering works **in-house** before proceeding to external procurement, ensuring that internal capacity is maximised and that contracts are let where specialist expertise, additional capacity, or statutory compliance requirements cannot be met internally.

This approach will reduce the risk of gaps in provision, enable better planning and coordination of works, and strengthen relationships with suppliers. It will also support the in-house delivery teams by providing reliable external capacity, specialist expertise where required, and a consistent standard of quality across all contracted works.

Tenant-Facing Outcomes & Benefits

- **Quicker resolution of repairs** – including damp, mould, and disrepair – leading to faster improvements in homes.

- **Improved tenant safety** – through stronger compliance on fire, asbestos, water testing, and other key risks.
- **More reliable repairs service** – reducing disruption, repeat visits, and complaints.
- **Clearer communication with tenants** – keeping residents better informed on the status of repairs and works.
- **Faster turnaround of voids** – helping to meet housing need and reduce homelessness pressures.
- **Greater consistency of service standards** – ensuring tenants across the city receive the same quality response.
- **Improved tenant satisfaction and confidence** – through transparent, well-managed contracts and visible service improvements.

In addition, the procurement pipeline will contribute to the Council's **community wealth building** objectives by:

- **Maximising local economic benefit** – Structuring contracts and lots to be, where feasible, accessible to small and medium-sized enterprises (SMEs), social enterprises, and locally based contractors, enabling more public spending to circulate within the Cambridge economy.
- **Creating skills and employment opportunities** – Embedding requirements for apprenticeships, work placements, and upskilling of the local workforce into contract specifications.
- **Encouraging ethical supply chains** – Applying social value criteria that promote fair wages, safe working conditions, and environmentally sustainable sourcing throughout the supply chain.
- **Strengthening community resilience** – Investing in works that improve the safety, efficiency, and longevity of housing and public buildings, reducing maintenance needs and associated costs over time.

By aligning procurement with these principles, the Council will not only secure best value in a financial sense but will also deliver wider economic, social, and environmental returns for Cambridge tenants.

8. Implications

8.1 Relevant risks

1. **Market capacity and competition** – Limited supplier interest or insufficient market capacity could lead to higher prices or reduced quality. **Mitigation:** Early supplier engagement led by the Council's Procurement Team, clear pipeline communication, and breaking opportunities into lots to encourage SME participation.
2. **Procurement delays** – Delays could lead to gaps in service provision or continued reliance on short-term arrangements. **Mitigation:** Forward planning of the pipeline with active oversight from the Procurement Team and delegated authority to award contracts, reducing the need for urgent or out-of-cycle decisions.
3. **Cost inflation** – Increases in material or labour costs could affect contract cost. **Mitigation:** Cost monitoring by the Procurement Team in liaison with Finance and the assigned Contract Manager, inclusion of contingency in the MTFS, and competitive tendering to secure best value.
4. **Contractor performance** – Contractors may fail to deliver to required standards or timescales. **Mitigation:** Procurement Team in conjunction to ensure robust contract terms, with ongoing contract management by service managers, including performance monitoring and clear escalation processes.
5. **Compliance risk** – Failure to have suitable contracts in place could result in breaches of statutory obligations. **Mitigation:** Procurement Team to ensure all contracts are compliant with procurement regulations and relevant legislation, directed by specialist compliance officers as necessary.
6. **Operational risks** – The delivery of multiple contracts within the same period may place pressure on in-house delivery teams, particularly in scheduling inspections, coordinating access, and managing contractor interfaces. There is

also a risk of programme slippage if contract sequencing is not carefully planned, leading to clashes or inefficient mobilisation of contractors.

Mitigation: The programme will be sequenced to spread workloads across the delivery period, with early engagement of in-house teams in scheduling. Dependencies on other projects or planned works will be mapped at the outset, and contingency built into timelines to allow for unforeseen delays.

7. **Tenant and community disruption** – Repairs and compliance works may require access to tenant homes and community facilities, which can cause short-term inconvenience. **Mitigation:** Early and clear communication with tenants, community users, and other building occupants to agree access arrangements and minimise disruption. Works will be grouped geographically where possible to reduce repeat visits and improve efficiency.
8. **Reputational risk** – Failure to put effective contracts in place, delays in procurement or poor contractor performance could lead to safety compliance failures, tenant dissatisfaction, or public criticism of the Council's ability to maintain its housing and building stock. **Mitigation:** Maintain close monitoring of procurement progress, ensure robust contract management arrangements are in place, collecting and assessing performance metrics from contracts. Proactively update councillors, tenants, and the public on progress and resolution of any serious issues.

Financial Implications

- 8.2 The value of these procurements and subsequent contracts is already incorporated into approved budgets and the Council's Medium-Term Financial Strategy (MTFS). They represent planned expenditure within existing allocations for the maintenance, repair, and compliance of the Council's building stock, rather than any request for additional funding. This approach provides a structured and efficient route to deliver the works already anticipated in the financial plans, ensuring that resources are used effectively to maintain statutory compliance, service standards, and value for money.

Legal Implications

- 8.3 This decision is part of the due process required under the Procurement Act 2023 (PA23), which mandates the publication of a procurement pipeline for contracts above set thresholds. Compliance with PA23 ensures transparency, fair competition, and accountability in public sector procurement. All contracts will be let in accordance with the Council's Contract Procedure Rules, and, where applicable, relevant UK procurement regulations.

Equalities and socio-economic Implications

- 8.4 An Equality Impact Assessment has been completed and confirms that any potential effects of the procurement pipeline have been identified, considered, and will be appropriately managed. Particular attention will be paid to supporting vulnerable tenants, ensuring that works do not disproportionately disadvantage any protected group, and making reasonable adjustments where required.

Net Zero Carbon, Climate Change and Environmental implications

- 8.5 **Climate Change Rating – High Positive**

The procurement pipeline for repairs, maintenance, and compliance works has been designed to deliver significant and sustained positive environmental impacts, fully aligned with the Council's Net Zero Carbon target and wider climate change objectives. All procurement specifications will require contractors to minimise carbon emissions, maximise energy efficiency, and prioritise the use of renewable energy sources. Measures will include installing high-efficiency systems, improving insulation, and integrating low-carbon technologies where possible.

Waste minimisation is embedded in the programme, with contractual obligations for segregation, recycling, and the reuse of materials. This not only reduces landfill but also cuts emissions associated with manufacturing and transport of new materials. Local sourcing will be prioritised, reducing transport miles and supporting low-emission or electric vehicle use within the contractor fleet.

Through these combined measures, the programme is expected to make a high positive contribution to reducing operational carbon emissions, enhancing resource

efficiency, and increasing climate resilience across the Council's property portfolio. It demonstrates a proactive approach to embedding environmental sustainability into all stages of procurement, delivery, and ongoing contract management.

Procurement Implications

- 8.6 The Procurement implications are clearly laid out in Section 4

Community Safety Implications

- 8.7 The procurement pipeline includes works that will directly improve building safety, including compliance with fire safety regulations, electrical safety, and asbestos management. By maintaining safe and secure housing and community buildings, the programme supports overall community wellbeing and reduces potential risks to residents and visitors.

9. Background documents

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

- 9.1
- Procurement Act 2023 (PA23) and Procurement Regulation 2024 (PR24) – Government guidance and statutory requirements
 - Cambridge City Council Corporate Plan 2022–2027
 - Cambridge City Council Contract Procedure Rules
 - Equality Impact Assessment – Procurement Pipeline for Repairs, Maintenance and Compliance

10. Appendices

- 10.1 Appendix 1. Repairs and Maintenance Procurement Approach
- 10.2 Appendix 2. Climate Change Rating Tool
- 10.3 Appendix 3. Equality Impact Assessment
- 10.4 Appendix 4. Market Engagement Event - Multiple Responsive Repairs Contracts

To inspect the background papers or if you have a query on the report please contact: Sean Cleary, Strategic Delivery Manager

Tel: 01223 458287

Email: Sean.Cleary@cambridge.gov.uk

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Repairs and Maintenance Procurement Approach

This Approach: Aims to establish a consistent suite of contracts that supports the delivery of services across the property portfolio and ensure compliance with Procurement Regulations.

The Need: To support the delivery of responsive repairs across the housing and commercial estate, the Council requires a structured procurement approach. This programme will embed standardised contracts that provide consistency, strengthen compliance, and ensure the service can respond effectively to demand. The requirements and timetable outlined below will meet both immediate and medium-term needs, while providing a robust foundation for future service delivery.

Context and Rationale: This approach ensures transparent, well-structured contractual arrangements with providers. Integrating specialist contracts will support continued alignment with Council policies and Procurement legislation, offering greater consistency in governance and a robust framework for service delivery.

Strategic Fit and Impact: By embedding a consistent approach to contract oversight, governance, and transparency, the approach supports the timely delivery of safe, well-maintained homes and ensures effective management across the wider property portfolio.

Impact on ongoing projects: Existing suppliers will remain in place during the transition, with engagement focused on maintaining responsiveness and ensuring a smooth handover to the new contractual framework.

Outcomes:

- Faster resolution of DCM and legal disrepair cases through better coordination, leading to quicker improvements for tenants experiencing urgent issues.
- Streamlined processes, reduced risks, and more efficient use of funds, ensuring resources are directed to works that have the greatest impact on residents.
- Improved financial transparency and reporting, giving tenants confidence in how services are managed and delivered.
- Compliance more consistently embedded across services, helping to protect tenant health, safety, and wellbeing.
- More reliable delivery of responsive repairs and planned works, reducing disruption for tenants and improving satisfaction.
- Stronger oversight of the wider property portfolio, contributing to better maintained homes and estates.

Appendix 1 to Strategic Procurement Pipeline for Repairs, Maintenance, and Compliance Contracts

- Reduced repeat repairs through accurate diagnosis and long-term solutions, giving tenants more reliable outcomes and fewer disruptions.
- Improved communication with tenants about the status of repairs and works, helping residents feel informed and reassured.
- Shorter void turnaround times, meaning homes are available for re-let more quickly to those in housing need.
- Better integration of health and safety measures (asbestos, fire, water testing), directly improving tenant safety in their homes.
- More predictable scheduling of works, reducing inconvenience to tenants and supporting better planning of estate improvements.

Benefits:

Financial

- Cost avoidance: By proactively strengthening compliance, the Council reduces reputational and legal risks, avoiding significant future costs.
- Better value for money through transparent procurement and more efficient use of resources, ensuring public funds deliver maximum benefit to residents.
- Reduced risk of costly litigation or compensation claims, by resolving issues earlier and more effectively.
- Longer asset life through more accurate diagnosis and quality repairs, lowering long-term costs of maintenance.

Non-financial

- Compliance with legislation, ensuring services meet evolving government and regulatory standards.
- Improved tenant satisfaction through clearer, transparent service delivery and faster resolution of issues.
- Reduced escalation to Ombudsman, with complaints resolved earlier and more effectively.
- Reputational risk mitigated, helping the Council maintain trust with tenants and stakeholders.
- Improved tenant safety, through stronger focus on health and safety compliance (fire, asbestos, water testing).
- Enhanced communication with residents, ensuring they are informed, reassured, and engaged throughout the repairs process.

Appendix 1 to Strategic Procurement Pipeline for Repairs, Maintenance, and Compliance Contracts

- Faster re-letting of void properties, helping to meet housing demand more effectively.
- Strengthened partnership with suppliers, supporting continuity of service and better outcomes for tenants.
- Support for community wealth building, by designing procurements that generate wider social and economic value for the city.
- Opportunities for local SMEs, ensuring that smaller businesses can access Council supply chains and contribute to local service delivery.

Success Criteria

- RICS-qualified surveyors and specialist managers in place
Metric: Professional qualifications and training records
- Accurate diagnosis and long-term solutions
Metric: Rate of repeat repairs within 12 months
- Transparent contracts mitigating liabilities
Metric: Audit assurance of contract governance
- Effective response to legislative demands
Metric: Compliance audit outcomes
- Public confidence and assurance in service delivery
Metric: Tenant satisfaction (TSM)
- Reduction in backlogs and tenant complaints
Metric: Volume of outstanding cases / complaints resolved within target times
- Improved tenant satisfaction scores
Metric: Tenant satisfaction (TSM)
- Demonstrable tenant safety improvements
Metric: Health & safety compliance inspections
- Faster re-letting of void properties
Metric: Average void turnaround time
- Evidence of community wealth building
Metric: Social value reporting
- Participation of local SMEs within supply chains
Metric: Proportion of spend with SMEs
- Consistent service standards across the housing and commercial portfolio
Metric: Service performance monitoring by estate/portfolio segment

Performance Target: By Summer 2026, all formal contract appointments will be completed and embedded, with transparent reporting in place to demonstrate value for money. Within six months of implementation, measurable improvements will be evident in tenant satisfaction, reduced repair backlogs, and consistent service standards across the housing and wider property portfolio.

Key Activities

- ASB1 – Asbestos Removal – Replace current arrangement with a 3-year contract (2 plus 1) procured using a framework supplier.
- ASB2 – Asbestos Surveying and Monitoring – Current contract expires Mar'26, extend agreement for up to 3 years (2 plus 1).
- WAT1 – Water Testing – Current contract expires Mar'26. Replace with contract procured via framework supplier for up to 3 years (2 plus 1).
- HEAT1 – Heating Services Maintenance – Current contract expires Aug'26, extend by up to 3 years (2 plus 1).
- FIRE1 – Fire Remediation urgent works and fire door replacements – Extend existing planned works contract (Foster and/or TSG).
- DCM1 – Surveying Services – Immediate 1-year compliant contract to address Awaab's Law, followed by procurement of a long-term provider up to 5 years (3 plus 2).
- DCM2 – Rectification Works – Extend existing planned works contract until Mar'26.
- DCM3 – Rectification Works (All) – Procure term service provider up to 7 years (5 plus 2) commencing Apr'26.
- GEN1 – General builders' disrepair rectification works, minor structural repairs, responsive repairs multi-trade contract – Extend existing planned works contract until Mar'26.
- GEN2 – General builders' contract (North) – Procure provider up to 8 years (5 plus 3) commencing Apr'26.
- GEN3 – General builders' contract (South) – Procure provider up to 7 years (5 plus 2) commencing Apr'26.
- VOID ALL – Voids Contract – Procure term provider up to 7 years (5 plus 2) commencing Apr'26.
- Drainage – Review procurement via framework supplier or run procurement if required.

Appendix 1 to Strategic Procurement Pipeline for Repairs, Maintenance, and Compliance Contracts

- LOTS – DCM, General Builders North and South, and Voids contract may be undertaken in Lots under two procurement exercises.

Programme Table

Service	Start Procurement	Value	Duration	Route
• ASB1 – Asbestos Removal	Aug 2025	£0.90m	2+1 yrs	Framework
• ASB2 – Asbestos Surveying	Jan 2026	£1.0m	2+1 yrs	Framework
• WAT1 – Water Testing	Sept 2025	£0.15m	2+1 yrs	Framework
• HEAT1 – Heating	Mar 2026	£3.30m	2+1 yrs	Extend
• FIRE1 – Fire Doors	Aug 2025	£2.75m	Agreed	Planned Maint.
• DCM1 – Surveying	Apr 2026	£1.80m	3+2 yrs	In-house tender
• DCM2 – Variation	Sept/Oct 2025	£4.0m	6 months	Contract variation
• DCM3 – Remedial	Aug 2025	£20.0m	5+2 yrs	In-house tender
• GEN1 – Variation	Sept/Oct 2025	£1.0m	6 months	Contract variation
• GEN2 – North	Aug/Sept 2025	£16.0m	5+3 yrs	In-house tender
• GEN3 – South	Aug/Sept 2025	£14.0m	5+2 yrs	In-house tender
• VOID ALL	Aug/Sept 2025	£8.10m	5+3 yrs	In-house tender
• Drainage	Aug/Sept 2025	£0.50m	2+1 yrs	FW or tender

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Project:

Date:

Your Name:

1. IMPACT ON CARBON EMISSIONS (MITIGATION OF CLIMATE CHANGE)									
HOW WILL THIS PROJECT/PROPOSAL AFFECT THE FOLLOWING KEY AREAS:		WHAT IS THE IMPACT CONSIDERED TO BE? <i>See guidance in the purple box, below, to help you assess the degree of the negative and positive impacts e.g. High, Medium or Low</i>		CLIMATE CHANGE RATING: <i>Use drop down list</i>	WILL THE PROJECT MOVE CAMBRIDGE CITY COUNCIL CLOSER TO THE OBJECTIVE OF BEING NET ZERO CARBON BY 2030? <i>Use drop down list</i>	WILL THE PROJECT MOVE THE CITY CLOSER TO THE OBJECTIVE OF A NET ZERO CARBON CAMBRIDGE BY 2030? <i>Use drop down list</i>	PLEASE DETAIL HERE THE ACTION THAT WILL BE TAKEN TO AVOID, MITIGATE OR COMPENSATE FOR THE NEGATIVE IMPACTS AND MAXIMISE POSITIVE IMPACTS?		HAS A NET ZERO CARBON OPTION BEEN CONSIDERED? PLEASE PROVIDE DETAILS.
1	ENERGY USE	Positive Impact:	Energy use will be reduced or renewable energy will be used	High Positive	Yes	Yes	Consider: - Reducing demand for energy - Specifying energy efficiency measures (e.g. insulation, low energy lighting) - Generating renewable energy (e.g. heat pumps, solar) - Will resources be reduced or reused? - Will you use recycled goods? - Will recycling facilities be increased?	All specifications require minimising energy use, maximising energy efficiency, and prioritising renewable energy sources in building works.	
		Nil Impact:	No extra energy use is involved						
		Negative Impact:	More energy (gas and/ or electricity) will be consumed (by CCC or others)						
2	WASTE GENERATION	Positive Impact:	Less waste will be generated OR amount of waste that is reused/ recycled will be increased	High Positive	Yes	Yes	Consider: - Will resources be reduced or reused? - Will you use recycled goods? - Will recycling facilities be increased?	Contracts to include requirements for waste minimisation, segregation, and recycling; preference for reuse of materials where possible.	
		Nil Impact:	No waste will be generated						
		Negative Impact:	More waste will be generated (by CCC or others)						
3	USE OF TRANSPORT	Positive Impact:	The use of transport and/or of fossil fuel-based transport will be reduced	High Positive	Yes	Yes	Consider: - Will you purchase an electric vehicle? - Will you specify the use of public transport? - How will you reduce the need to travel or transport goods?	Encourage local suppliers and contractors to reduce travel distances, require low-emission or electric vehicles where feasible.	
		Nil Impact:	No extra transport will be necessary						
		Negative Impact:	CCC or others will need to travel more OR transport goods more often/ further						
4	SUSTAINABLE FOOD	Positive Impact:	Food will be locally grown and/ or meat-free	Low Positive	Yes	Yes	Consider: - Use of locally grown/ produced food - Reducing use of imported food - Reducing use of meat	Where catering or food provision is involved, source locally and reduce meat-based options to lower carbon footprint.	
		Nil Impact:	No change in supply of food						
		Negative Impact:	Food will travel long distances and include meat						
2. IMPACT ON RESILIENCE (ADAPTATION) TO THE EFFECTS OF CLIMATE CHANGE									
HOW WILL THIS PROJECT/PROPOSAL AFFECT THE FOLLOWING KEY AREAS :		WHAT IS THE IMPACT CONSIDERED TO BE? <i>See guidance in the purple box, below, to help you assess the degree of the negative and positive impacts e.g. High, Medium or Low</i>		CLIMATE CHANGE RATING: <i>Use drop down list</i>	WILL THE PROJECT HELP CAMBRIDGE CITY COUNCIL TO BE MORE RESILIENT TO THE IMPACTS OF CLIMATE CHANGE?	WILL THE PROJECT HELP CAMBRIDGE TO BE MORE RESILIENT TO THE IMPACTS OF CLIMATE CHANGE? <i>Use drop down list</i>	PLEASE DETAIL HERE THE ACTION THAT WILL BE TAKEN TO AVOID, MITIGATE OR COMPENSATE FOR THE NEGATIVE IMPACTS AND MAXIMISE POSITIVE IMPACTS?		HAS A NET ZERO CARBON OPTION BEEN CONSIDERED? PLEASE PROVIDE DETAILS.
5	HEATWAVES	Positive Impact:	Increased/ improved shade & natural ventilation	High Positive	Yes	Yes	Consider: Building orientation and installing measures such as Brise Soleil to reduce heat gain and plant hydration methods.	External works to incorporate shade, tree planting, and natural ventilation improvements to reduce heat impacts	
		Nil Impact:	No impact on existing levels of shade & ventilation						
		Negative Impact:	Lack of or reduced shade (e.g. from trees or buildings) & natural ventilation						
6	WATER AVAILABILITY	Positive Impact:	Provision made for an enhancement of water efficiency measures to minimise the impact on water resource availability	High Positive	Yes	Yes	Consider: Managing water use efficiently, installing measures to use less water such as low water use taps, planting drought resistant plants and using rainwater for irrigation.	Specify water-efficient fixtures and encourage rainwater harvesting to reduce demand on mains supply.	
		Nil Impact:	Levels of water use will not be changed						
		Negative Impact:	Water use will increase and/or no provision made for water management = Negative Impact						
7	FLOODING	Positive Impact:	Sustainable drainage measures incorporated, positive steps to reduce & manage flood risk	High Positive	Yes	Yes	Consider: The installation of measures to reduce the speed and increase the absorption of rainwater e.g. green roofs, SuDS, permeable paving etc. and alternative arrangements (business continuity)	Incorporate sustainable drainage systems and permeable surfaces to reduce surface water runoff.	
		Nil Impact:	Levels of surface water run-off & flood risk are not affected						
		Negative Impact:	Levels of surface water run-off will increase, no management of flood risk						
8	HIGH WINDS / STORMS	Positive Impact:	Exposure to higher wind speeds is being actively managed & reduced	High Positive	Yes	Yes	Consider: the need to install stabilisation measures and ensure robust structures resilient to high winds	Strengthen building envelopes and fixings to withstand extreme weather conditions.	
		Nil Impact:	No change to existing level of exposure to higher wind speeds						
		Negative Impact:	Exposure to higher wind speeds is increased or is not managed = Negative Impact						
9	FOOD SECURITY	Positive Impact:	Opportunities & resources for local food production are increased/ enhanced	Low Positive	Yes	Yes	Source food locally, and provide meat-free catering to reduce vulnerability to food shortages and reduce emissions from transport and farming of food	Source food locally where relevant and promote lower-carbon, seasonal produce.	
		Nil Impact:	No change to opportunities & resources for local food production						
		Negative Impact:	Opportunities & resources for local food production are reduced						
10	BIODIVERSITY	Positive Impact:	Biodiversity will be protected/ enhanced	High Positive	Yes	Yes	Provide net gain mitigation if required and seek enhancement in projects of all types and scale	Enhance green spaces with native planting and features to support pollinators and wildlife habitats.	
		Nil Impact:	Level of biodiversity will not change						
		Negative Impact:	Biodiversity will decrease						
Weighing up the negative and positive impacts of your project, what is the overall rating you are assigning to your project?:				High Positive	<i>This overall rating is what you need to include in your report/ budget proposal, together with your explanation to be included in the red box below</i>				

Guidance on Assessing the Degree of Negative and Positive Impacts:	
<i>Note: Not all of the considerations/ criteria listed below will necessarily be relevant to your project</i>	
Low Impact (L)	<ul style="list-style-type: none"> No publicity Relevant risks to the Council or community are Low or none No impact on service or corporate performance No capital assets; or capital assets with lifetime of less than 3 years
Medium Impact (M)	<ul style="list-style-type: none"> Local publicity (good or bad) Relevant risks to the Council or community are Medium Affects delivery of corporate commitments Affects service performance (e.g.: energy use; amount of waste; distance travelled) by more than 10% Capital assets with a lifetime of more than 3 years
High Impact (H)	<ul style="list-style-type: none"> National publicity (good or bad) Relevant risks to the Council or community are Significant or High Affects delivery of regulatory commitments Affects corporate performance by more than 10% Capital assets with a lifetime of more than 6 years

In the box below please summarise the projects impacts (the reasons for the ratings given in column E above) to explain how the overall rating for the project/ proposal has been derived (Cell E37). Please also highlight any negative impacts your project may have and how you plan to avoid, mitigate or compensate for these (as you will have detailed in column I above).

Climate Change Rating – Narrative (High Positive)

The procurement pipeline for repairs, maintenance, and compliance works has been designed to deliver significant and sustained positive environmental impacts, fully aligned with the Council's Net Zero Carbon target and wider climate change objectives. All procurement specifications will require contractors to minimise carbon emissions, maximise energy efficiency, and prioritise the use of renewable energy sources. Measures will include installing high-efficiency systems, improving insulation, and integrating low-carbon technologies where possible.

Waste minimisation is embedded in the programme, with contractual obligations for segregation, recycling, and the reuse of materials. This not only reduces landfill but also cuts emissions associated with manufacturing and transport of new materials. Local sourcing will be prioritised, reducing transport miles and supporting low-emission or electric vehicle use within the contractor fleet.

Through these combined measures, the programme is expected to make a high positive contribution to reducing operational carbon emissions, enhancing resource efficiency, and increasing climate resilience across the Council's property portfolio. It demonstrates a

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Appendix 3

Cambridge City Council Equality Impact Assessment (EqIA)

This tool helps the Council ensure that we fulfil legal obligations of the [Public Sector Equality Duty](#) to have due regard to the need to –

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Guidance on how to complete this tool can be found on the Cambridge City Council intranet. For specific questions on the tool email Helen Crowther Equality and Anti-Poverty Officer at equalities@cambridge.gov.uk or phone 01223 457046.

Once you have drafted the EqIA please send this to equalities@cambridge.gov.uk for checking.

1. Title of strategy, policy, plan, project, contract or major change to your service
--

Strategic Procurement Pipeline for Repairs, Maintenance, and Compliance Contracts

2. Webpage link to full details of the strategy, policy, plan, project, contract or major change to your service (if available)
--

(To be added once Cabinet papers are published)

3. What is the objective or purpose of your strategy, policy, plan, project, contract or major change to your service?

To deliver a coordinated, medium-term programme of procurements for building repairs, maintenance, and statutory compliance across the Council's housing, commercial, and community property portfolio. This will ensure statutory obligations are met, service continuity is maintained, and value for money is achieved through planned, transparent procurement.

4. Responsible Team and Group

City Services.

5. Who will be affected by this strategy, policy, plan, project, contract or major change to your service?

(Please tick all that apply)

☒ Residents

☐ Visitors

☒ Staff

Please state any specific client group or groups (e.g. City Council tenants, tourists, people who work in the city but do not live here):

City Council tenants (including elderly residents, disabled people, families with children, and low-income households)

Users of community centres and other council facilities

In-house delivery teams and contractors

6. What type of strategy, policy, plan, project, contract or major change to your service is this?

☒ New

☒ Major change

☐ Minor change

7. Are other departments or partners involved in delivering this strategy, policy, plan, project, contract or major change to your service? (Please tick)

☒ Yes

☐ No

Procurement, Housing Services, Finance, ICT, Legal, Communications, and external contractors

8. Has the report on your strategy, policy, plan, project, contract or major change to your service gone to Committee? If so, which one?

Yes – To be considered by Cabinet on 25 September 2025.

9. What research methods/ evidence have you used in order to identify equality impacts of your strategy, policy, plan, project, contract or major change to your service?

Review of statutory compliance obligations

Internal housing data and service records

Feedback from previous procurement exercises and contractor performance

Equality data on the Council's housing tenants

10. Potential impacts

For each category below, please explain if the strategy, policy, plan, project, contract or major change to your service could have a positive/ negative impact or no impact. Where an impact has been identified, please explain what it is. Consider impacts on service users, visitors and staff members separately.

(a) Age - Please also consider any safeguarding issues for children and adults at risk

Positive: Improved safety, comfort, and compliance of homes benefits all age groups; targeted improvements for elderly and vulnerable tenants.

Negative: Some works may be disruptive to older residents or families with young children.

Mitigation: Advance notice, flexible scheduling, and sensitive contractor conduct.

(b) Disability

Positive: Compliance works (e.g., lifts, alarms, adaptations) directly improve accessibility and safety.

Negative: Works may temporarily restrict access or cause sensory disruption for some tenants.

Mitigation: Reasonable adjustments, alternative formats for communications, and coordination with carers/support workers.

(c) Gender reassignment

Neutral overall.

Negative: Risk of misgendering or inappropriate behaviour by contractor staff.

Mitigation: Mandatory equalities training and behaviour standards in contracts.

(d) Marriage and civil partnership

No specific impacts identified.

(e) Pregnancy and maternity

Positive: Improvements in living conditions, safety, and comfort benefit parents and infants.

Negative: Works could cause noise and disruption during pregnancy or with newborns.

Mitigation: Offer priority scheduling, avoid intrusive works where possible.

(f) Race – Note that the protected characteristic ‘race’ refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

- Positive: Benefits all groups equally.

Negative: Language barriers may affect understanding of notices and instructions.

Mitigation: Translated communications and access to interpreters.

(g) Religion or belief

Positive: Neutral overall.

Negative: Works could clash with religious observance or require access to areas with religious significance.

Mitigation: Respect scheduling requests and cultural sensitivities.

(h) Sex

Positive: Equal benefit to all.

Negative: Lone residents may have concerns about contractor access.

Mitigation: Offer choice of appointment times and ensure all contractors carry identification and follow safeguarding protocols.

(i) Sexual orientation

Neutral overall.

Negative: Potential for discrimination or insensitivity from contractor staff.

Mitigation: Inclusion of conduct and equality requirements in procurement and contractor training.

(j) Other factors that may lead to inequality – in particular, please consider the impact of any changes on:

- Low-income groups or those experiencing the impacts of poverty.
- People of any age with care experience – this refers to individuals who spent part of their childhood in the care system due to situations beyond their control, primarily arising from abuse and neglect within their families. The term “Care experience” is a description of a definition in law, it includes anyone that had the state as its corporate parent by virtue of a care order in accordance with the Children Act 1989 and amendments.
- Groups who have more than one protected characteristic that taken together create overlapping and interdependent systems of discrimination or disadvantage. (Here you are being asked to consider intersectionality, and for more information see: https://media.ed.ac.uk/media/1_I59kt25q).

Low-income households – Benefit from safer, more energy-efficient homes, reducing energy costs.

Care-experienced individuals – Increased focus on safeguarding and maintaining safe, stable housing.

Intersectionality – Works planning will account for overlapping vulnerabilities (e.g., elderly low-income disabled residents).

11. Action plan – New equality impacts will be identified in different stages throughout the planning and implementation stages of changes to your strategy, policy, plan, project, contract or major change to your service. How will you monitor these going forward? Also, how will you ensure that any potential negative impacts of the changes will be mitigated? (Please include dates where possible for when you will update this EqlA accordingly.)

Equality impacts to be reviewed at procurement planning stage for each contract lot.

Contractor induction to include equality and safeguarding expectations.

Service managers to monitor complaints or access issues during works.

EqlA to be updated annually in line with pipeline refresh.

12. Do you have any additional comments?

Embedding equality considerations into the procurement pipeline will help ensure that the benefits of repairs, maintenance, and compliance works are delivered fairly and consistently across all wards, with particular support for those most at risk of disadvantage.

13. Sign off

Name and job title of lead officer for this equality impact assessment: Sean Cleary

Names and job titles of other assessment team members and people consulted:
[Click here to enter text.](#)

Date of EqlA sign off: [Click here to enter text.](#)

Date of next review of the equalities impact assessment: [Click here to enter text.](#)

Date to be published on Cambridge City Council website: [Click here to enter text.](#)

All EqlAs need to be sent to the Equality and Anti-Poverty Officer at equalities@cambridge.gov.uk

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Appendix 4: Market Engagement Event for Multiple Responsive Repairs Contracts

The Council has an ongoing requirement to deliver responsive repairs across its housing stock and commercial estate. These works support both the in-house Direct Labour Organisation (DLO) and Property Services and are essential to maintaining safe, compliant, and well-managed assets for residents and service users.

Context and Legal Framework

Growing demand and tighter delivery timescales mean the Council must establish robust, long-term contractual arrangements to underpin service delivery across its full property portfolio. Recent changes in procurement legislation – the **Procurement Act 2023 (PA23)** and **Procurement Regulations 2024 (PR24)** – have prompted the Council to release a significant batch of contracts under the new regime.

Contract Structure

The Council intends to let a number of long-term contracts, each anticipated to run for between **five (5) and eight (8) years**. It is expected that there will be **two main contracts**, each split into two lots:

Contract One – General Building Contract North (GBCN)

- **Lot 1: Responsive Repairs** – General and specialist trades including glazing, roofing, reactive maintenance, plastering, fencing, gates, scaffolding, and related services. Support to the in-house DLO may also be required at peak periods, covering works such as painting and decorating, kitchens and bathrooms, plumbing, carpentry, and electrical repairs. The scope includes both housing and selected commercial/community properties.
- **Lot 2: Voids** – Refurbishment of vacated Council housing to lettable standard, with some commercial properties included to a lesser extent. This is anticipated to form the larger share of this contract.

Contract Two – General Building Contract South (GBCS)

- **Lot 1: Responsive Repairs** – As per GBCN Lot 1, covering the southern area of the city, including housing, commercial, and community properties.
- **Lot 2: Damp, Mould, and Condensation (DMC)** – Specialist works delivered to surveyor specifications, addressing identified damp, mould, and condensation issues.

Contract Award Conditions

- Contract One and Contract Two must be awarded to **different contractors**.
- The geographic split between North and South will be broadly equal in terms of property numbers.

Appendix 4: Market Engagement Event for Multiple Responsive Repairs Contracts

- A three-way partnership approach between the Council and both contractors is expected, with a focus on improving efficiency and service quality for residents.

Contract Value and Timetable

- The combined value of these contracts is estimated at **£40–45 million**.
- The timetable is fixed and requires all contracts to be let, awarded, and mobilised by **March 2026**.
- The current plan is:
 - **Mid-October 2025** – Full tender release
 - **Mid-January 2026** – Contract award
 - **1 April 2026** – Service commencement (with an eight-week mobilisation period)

Market Engagement

An online market engagement event will be held via **Microsoft Teams on Tuesday 9 September, 14:30–16:00**. The session will include a presentation on the contracts and an opportunity to ask questions.

To receive an invitation, please register your interest via the procurement portal no later than **12:00 on Monday 8 September**.



Cambridge City Council

Annual Housing Complaints Report and Self-Assessment 2024 - 25

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Cambridge City Council's Annual Customer Feedback Report - Introduction

Every year Cambridge City Council publishes an Annual Customer Feedback Report, which gives an overview of the complaints and compliments the Council has received and how we have dealt with them (though we do not publish names or other personal details of people who have complained).

Cambridge City Council welcomes customer feedback, to help us to identify and address problems for customers, and to improve our services. This report shows how we have increased customer feedback about services and how we are responding to complaints.

Why we produce this report

- To learn from our mistakes so that we can improve our services.
- To encourage people who have cause to complain to make comments and suggestions to help us make these improvements.
- To be transparent about the complaints we've received, how we've responded to them and what we've done to try to put things right.
- To publicise and explain our complaints process.

Our Complaints Procedure

What is a complaint?

A complaint can be wide-ranging, but can be defined as an expression of dissatisfaction with the service provided, or lack of action by the Council, or its staff. This can include failure to achieve specific standards of service.

It should be highlighted that issues brought to the Council for the first time, are dealt with as a request for service and so are not processed as a formal complaint. However, service requests can then escalate into a stage 1 complaint if the customer remains unsatisfied. This may occur from delays in response or dissatisfaction with staff behaviour or policies.

Customers complain to the Council if they:

- Are unhappy about something we have or haven't done.
- Are not satisfied with the way a member of staff has treated them.
- Are not happy with the way a councillor has treated them.

Cambridge City Council has a two stage complaints process:

Stage One: An issue raised by a complainant which is escalated beyond a service request for the first time.

Stage Two: Internal review of a complaint where the complainant is unsatisfied with the response to their initial complaint or the way in which the complaint has been handled, and they wish for their complaint to be considered further.

The **Housing Ombudsman** is the final stage for Housing complaints - the person affected must have gone through our internal complaints process before going to the Housing Ombudsman for an independent review.

Complaints to Cambridge City Council in 2024-25: summary

Following the presentation of the Housing Ombudsman Self-Assessment in November 2024, it was agreed that a separate report outlining only complaints made about Housing Services would be presented with the self assessment in 2025, and alongside the Council-wide Annual Customer Feedback report. Therefore this report only relates to complaints to Housing Services for the year 2024-25.

Total number of complaints received relating to Housing Services

In 2024-25, the total number of complaints received relating to these services was 342, which is a decrease of 1 case from the previous year's total of 343. This makes up 40% of the total complaints received by the Council.

Proportion resolved at stage 1 and stage 2

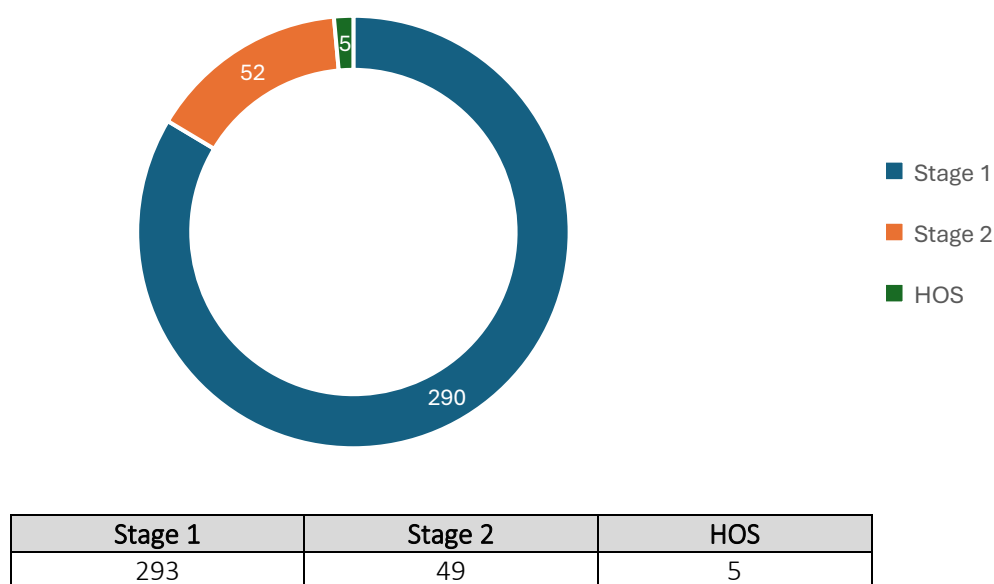
Of those 342 complaints, 85% (290) were resolved successfully at the first stage without need for escalation. This compares with 90% in 2023-24, and 93% in 2022-23.

52 complaints were escalated to stage two, which is 13 more than in the previous year. This was anticipated as the requirements to escalate a complaint to the second stage of the process were removed.

Proportion resolved within the target timescale

Across all complaints submitted at both stages, 81% were resolved within the target time of ten working days. This is 1% higher than the Council average of 80%, but slightly short of the 85% target. City Homes answered 96% of their complaints within target time. The cases that were missed across Housing services were due to delays to obtaining further information from third parties relating to complex investigations.

Fig 1. Total Complaints received, by resolution stage



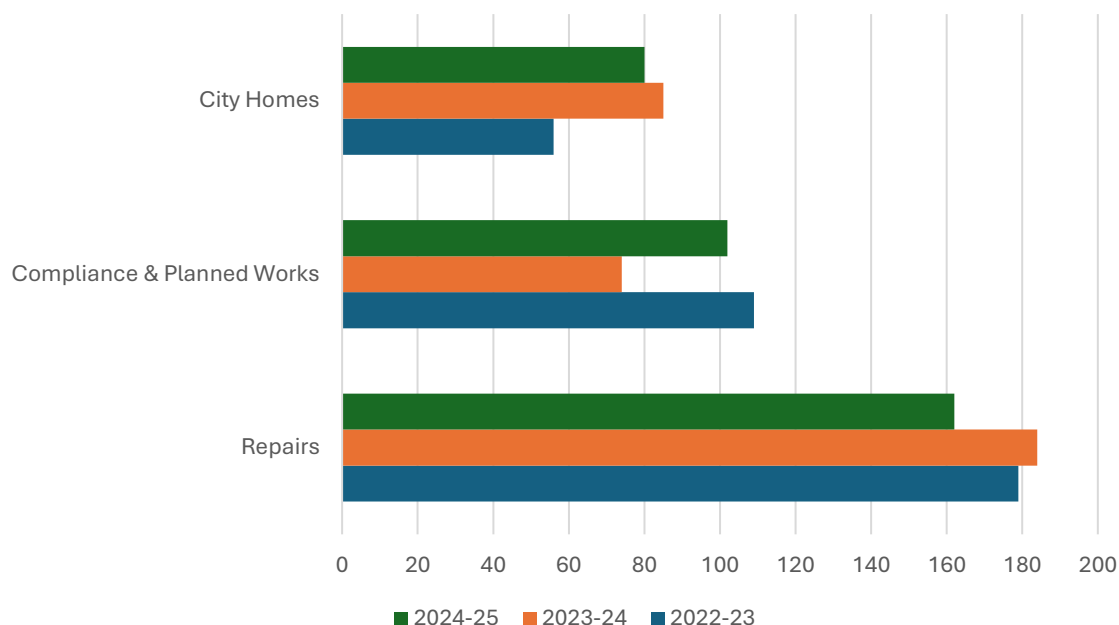
Overview of complaint trends

264 complaints were received for the Housing Assets and Maintenance service, with the majority relating to Responsive Repairs (162). This is a very slight increase from 258 complaints overall in the previous year, the Planned Works & Compliance areas had an increase of 28 compared to 2023-2024.

Whilst the Responsive Repairs service saw the highest volume of complaints overall, they did have 22 less complaints compared to 2023-24. Some changes within the service such as the introduction of a specialist Damp, Condensation and Mould (DCM) Team contributed to this reduction. A large proportion of the services complaints related to DCM, and having a specialist team in place to tackle the issues before they reach the complaints stage has had a positive impact on the service and outcomes for residents.

City Homes received 80 complaints in total, which is a slight reduction from 85 last year. With a housing stock of 8,807 properties, this means that less than 1% of tenants are making a complaint. City Homes also responded to 96% of their cases within target time with only 3 cases being resolved outside of 10 working days.

A comparison of complaints by higher volume services can be seen below.



Service	2022-23	2023-24	2024-25
Housing (City Homes)	56	85	80
Housing Repairs (Responsive)	179	184	162
Housing Repairs (Planned & Compliance)	109	74	100

Housing Ombudsman

5 complaints were investigated and determined by the Housing Ombudsman Service. Of these, there were 7 findings of maladministration, 14 remedial orders made, and 2 remedial recommendations made. Further commentary on this can be found on page 43 of this report.

Reporting, monitoring and driving service improvement

The City Council's managers work hard to understand the reasons for the complaints, and where a consistent theme or issue has been established, they have taken action to prevent the poor service that triggered those complaints from being repeated. We continue to focus on delivering high quality services to all residents and customers and welcome all feedback on our services and suggestions for improvement.

The Lead Complaints Officer has continued to review data on a regular basis to establish themes and trends. This data is reported on a quarterly basis to Leadership and Corporate Management Team to prompt reflection on what services need to do to improve, change or prevent a reoccurrence. Particular attention is focused on responding appropriately to complaints first time and reducing complaints being escalated to the higher stages. This reporting has led to some constructive discussions with Senior Management, and as a result

we have been able to take feedback and apply it across many areas of the complaints process. An example of this was creating a template which guides the investigating Officer through everything that is required to be included in a complaints response. This has increased the quality of responses being sent at both stages, and ensures compliance with Ombudsman codes of practice.

Persistent and Unreasonably Persistent Complainants

Sometimes when pursuing their complaint, complainants can become unreasonably persistent in a way that can hinder the way their complaint is investigated. This can include excessive repeat contact, which is not necessarily abusive or aggressive. In 2024-25 it was necessary to impose restrictions on two customers and limit their contact with the Council. These restrictions were made in line with the persistent and unreasonably persistent complainants policy and both were given a single point of contact within the Council to report any other issues outside of their complaint. The restrictions on both complainants will be reviewed after 12 months.

Reporting on complaints about Council Policy

Where a complainant raises a complaint about a Council Policy, this will still be responded to under the complaints policy. If the complainant wishes to give general feedback or have a policy explained further, the Council will respond to this as an enquiry for service, and provide an explanation or rationale behind the policy.

Should the complainant be dissatisfied with how the Council reached the decision on the policy, or feel that an injustice has been caused by a policy, this would be investigated as a complaint. These complaints will then be considered when reviewing policies in future.

LGSCO and Housing Ombudsman Complaint Handling Code

Our complaints handling guidance is based upon the code laid out by the Local Government and Social Care Ombudsman. In November 2022 the LGSCO announced that they would be publishing a joint handling code alongside the Housing Ombudsman. This code was published in November 2023, and the guidance within it became mandatory in casework from April 1 2024.

Part of this code requires the Council to assess our process and policy annually against the latest guidance from both the Housing Ombudsman and the Local Government and Social Care Ombudsman. In 2023-24, this was done later in the year and reported to committee in November, however this year, the self-assessment is included at the same time as this report. This can be found on page 21 of this document. Following the self-assessment in November several minor changes were made to the complaints service.

- Previously we would keep complaints open on our system until any follow-on work had been booked and completed where required. The point of resolution for a complaint is now when this follow-on work has been booked, rather than completed. We will still keep complainants informed of follow-on work timelines and appointments, but now complaints are closed when the work required to resolve the complaint is booked.

- Our template for responding at stage one previously asked complainants why they considered their complaint still unresolved, and what they seek as a preferred resolution from escalating their case to stage two. Complainants are no longer required to answer these questions before we will escalate a case, but we do still ask for the information to help guide stage two investigators. A simple further expression of dissatisfaction is enough to escalate a case.
- Our complaints form now asks complainants if the Council need to make any reasonable adjustments when investigating the complaint or communicating with the complainant. 38 requests for a reasonable adjustment were made since the feature went live in November, and the most common use of this feature so far has been to request a certain communication method or to inform us of any circumstances which may cause communication difficulties.

Housing Service Complaint Trends and Management Response

The next section of this report details comments from Services on actions they have taken to prevent, improve or change as a result of the feedback received in previous years. The total figure in the first column is the sum of Stage 1 and 2 complaints.

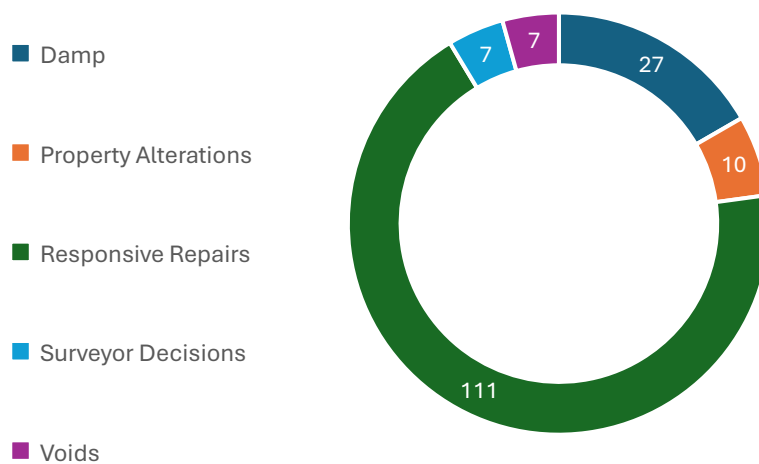
Complaints by sub-service are identified in the pie chart, this is how a service is broken down into the individual service request areas within. The bar graph displays resolution themes, or where these themes are too diffused and a trend cannot be identified, the bars will display root causes.

A resolution theme is the service specific content of the complaint (missed bin for example), whereas a root cause is a reason for the complaint which is generic across all services (service delivery failure).

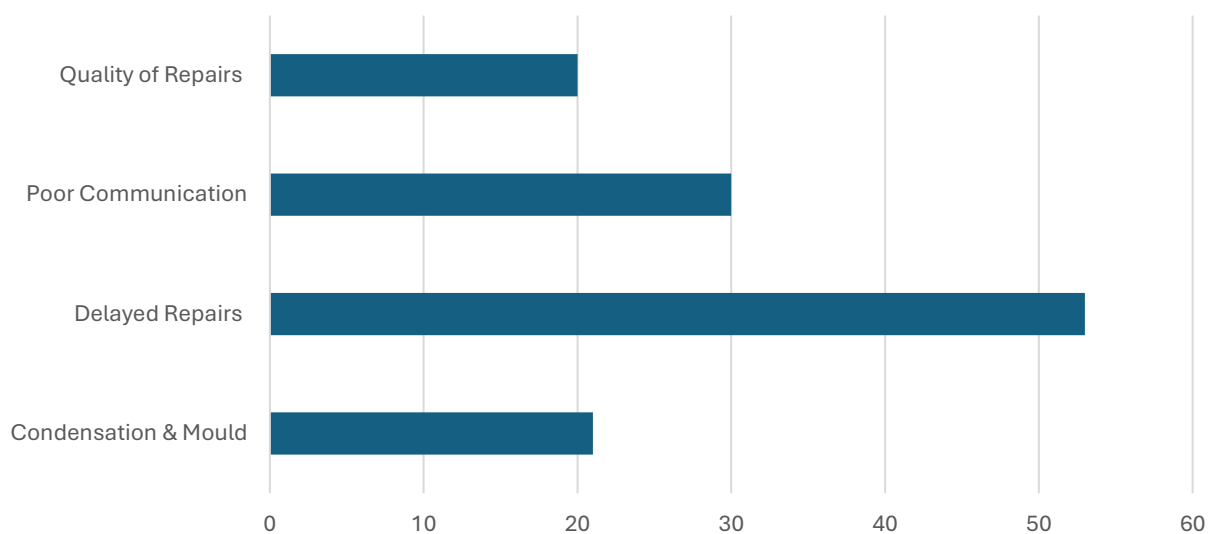
Housing Maintenance: Responsive Repairs

Repairs	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	162	142	20	86%	9
2023-24	184	164	20	46%	12
2022-23	179	155	24	78%	18

Cases by Sub-Service



Resolution Themes



Housing Assets & Maintenance - Service Comments

Laura Herrera-Martin, Service Improvement Project Officer:

In 2024–25, the Housing Repairs and Maintenance team made strong progress in improving the quality and responsiveness of its services. Over the course of the year, 16,373 in-house repair jobs were completed, along with 6,939 jobs from other work streams. In total, 192 complaints were received—representing just 0.82% of all jobs. This low complaint rate highlights the overall effectiveness and reliability of the service delivered to our tenants.

Of the total complaints received, 142 were resolved at Stage 1 and 20 escalated to Stage 2, consistent with previous years. Significantly, 86% of complaints were resolved within target timescales, a major improvement from 46% in 2023–24. This improvement reflects the success of operational changes, particularly the decision to pass complaints directly to key service staff, enabling faster and more efficient resolutions at the first point of contact.

Another positive development was the positive feedback from residents, with 9 compliments received this year—up from zero in 2023–24—indicating a growing level of tenant satisfaction.

A key development since November 2024 has been the introduction of a specialist surveying service focused on damp, mould and condensation cases, and disrepair claims, along with a dedicated contractor to complete all remedial works identified in the reports. This has enabled targeted use of resources and reduced the number of appointments to fix reported issues.

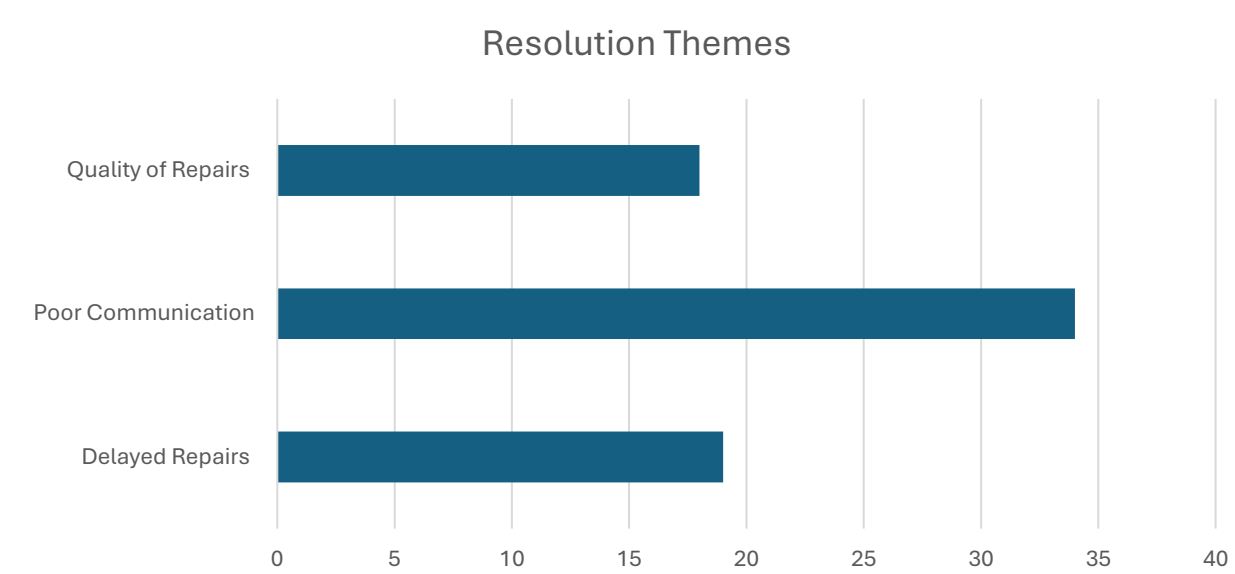
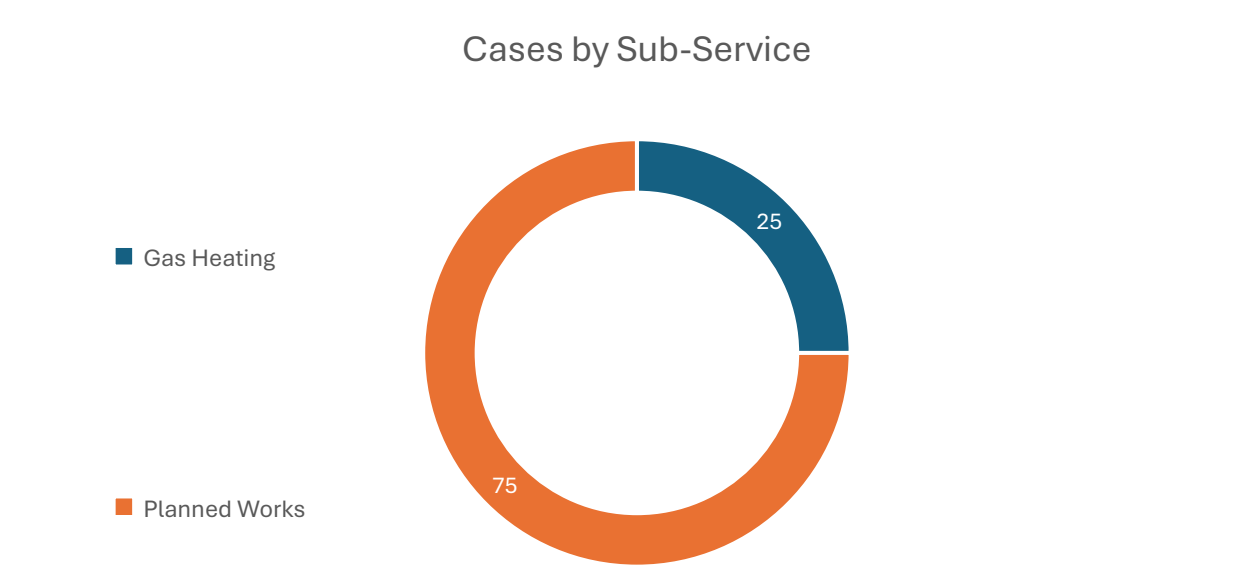
In parallel, the team has placed a renewed emphasis on enhancing communication channels, including ongoing updates to the Housing Repairs section of our website. These improvements are aimed at increasing transparency, managing expectations, and making it easier for tenants to access information and report damp and mould issues.

The majority of complaints—111 out of 162 categorised cases—were related to Responsive Repairs, accounting for nearly 69% of all complaints by sub-service. This is consistent with the high volume and day-to-day nature of responsive repair jobs.

Damp-related issues accounted for 27 complaints (17%), reflecting ongoing concern from residents about property conditions. This highlights the importance of our investment in specialist damp and mould surveyor services and dedicated contractors, brought on board in late 2024. Our focus for the year ahead will remain on improving repair timeframes, enhancing the quality and consistency of communication with tenants. Building on the progress made in 2024–25, we are committed to delivering a responsive, high-quality repairs and maintenance service that tenants can rely on, alongside ensuring tenants feel heard, respected, and fully supported to reside in good quality homes.

Housing Maintenance & Assets: Planned Works & Compliance

Compliance	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	100	84	16	56%	1
2023-24	74	66	8	64%	2
2022-23	109	99	10	82%	2



Planned Works & Compliance - Service Comments

Will Barfield, Asset Manager:

The Asset Management Team in City Services Group are responsible for planned building maintenance and investment in the Council's housing stock, operational, and commercial buildings.

We carry out an annual programme of planned maintenance work across the Council's 7,600 homes, 1,200 leases, operational buildings, car parks and commercial properties. During the year 2024/2025 we completed over 3000 planned maintenance jobs, 1700 planned maintenance service inspections and over 1000 surveys and inspections to help us plan works and record the condition of property.

In 2024/2025 the total number of complaints we received increased to 100, although this represents a small percentage of all services provided. The Council invested over £22m in the delivery of planned maintenance services in 24/25.

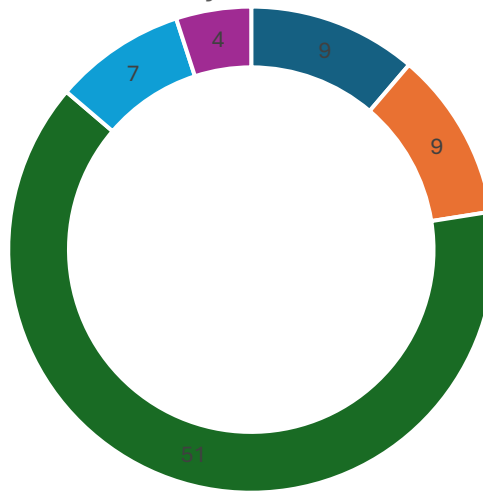
Many of our complaints are about things done by external contractors who are carrying out work for the Council – for example failing to keep people informed, or not completing work to the quality expected. We collect customer satisfaction feedback from tenants who have received planned maintenance work, and this shows a consistent high level of customer satisfaction with planned maintenance. We also proactively inspect completed planned work using our surveying teams and work is generally completed to a very high standard.

Where there are complaints about planned works carried out by contractors, we follow this up at contract meetings and expect the contractor to help resolve the situation, to ensure we minimise repeat complaints in future.

Housing Services (City Homes)

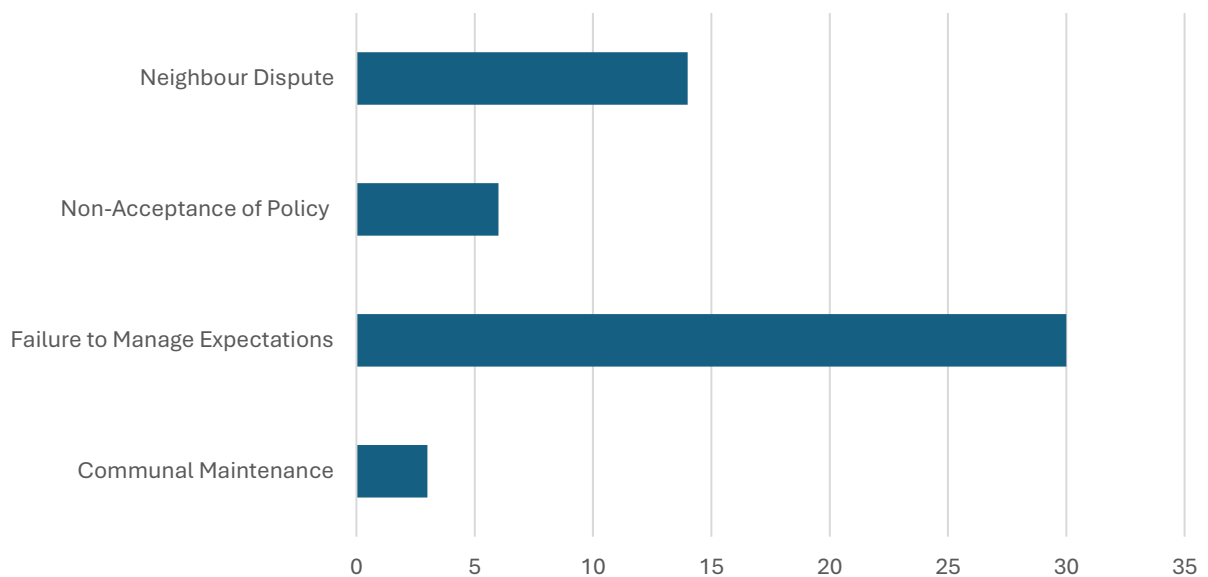
Housing Services	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	80	67	13	96%	2
2023-24	85	74	11	89%	3
2022-23	56	49	7	93%	13

Cases by Sub-Service



■ Estate Champions ■ Income Management ■ Housing Officers ■ Leasehold Services ■ Lettings Officers

Resolution Themes



Housing Services (City Homes) – Service Comments

Anna Hill, Housing Services Manager:

We observed a slight reduction in the number of complaints received by City Homes during 2024–2025 compared to 2023–2024. However, the top two complaint themes remain unchanged:

- Neighbour Disputes – 17.5%
- Failure to Manage Expectations – 37.5%

It's important to note that the overall number of complaints remains low relative to the size of our customer base. With a combined housing stock of 8,807 tenants and leaseholders, only 0.9% of customers submitted a complaint.

Of the complaints received:

- 7 were upheld
- 9 were partially upheld
- 18 were not upheld
- 46 were resolved through other options that currently lack clear reporting value
- Financial redress was provided in 7 complaints.

To improve future reporting accuracy, we are refining the resolution categories. Additionally, the team has received further training on the complaint closure process to ensure consistency and clarity.

Where complaints involved a failure to manage customer expectations, the individuals concerned were addressed directly following the investigations.

Only three cases were not responded to within the target timescales. These delays were addressed with the relevant staff, and clear expectations around response times have been reinforced.

Some of the key recommendations for improvement are:

- Refine the complaint resolution categories in the system to ensure all outcomes are trackable and meaningful.
- Conduct regular audits of complaint closures to ensure accuracy and consistency.
- Continue targeted feedback and coaching for staff involved in upheld complaints

Multi-Service Complaints

Multi-Service Complaints	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target
2024-25	47	41	6	70%
2023-24	41	36	5	83%
2022-23	42	32	10	83%

Multi-Service complaints tend to be more complex and involve more officer time to investigate, which in previous years has contributed to a low number of complaints responded to within target. This year the number of cases resolved within target has remained consistent with the previous two years which shows Officers are still handling these cases efficiently.

There were 6 more multi-service complaints in 2024-25 than in 2023-24.

This year the area with the highest number of multi-service complaints was City Homes with 17. Other high-volume areas involved in multi-service complaints are Housing Maintenance & Assets (8), and Streets & Open Spaces (8). This is the same as previous years, as Housing Maintenance & Assets complaints, and other community issues can often involve officers from the Housing service if the complaints concern decisions made by that service. The majority of the multi-service complaints involved a Housing Service as complaints had often been raised to a Housing Officer initially, but they have had to involve other services to find a resolution for the complainant.

When a multi-service complaint is allocated, potential case owners from all services involved are contacted to establish a lead officer who will then co-ordinate an investigation and response, including input from all relevant services.

Housing Ombudsman Service (HOS)

Alongside the LGSCO, customers can escalate their complaints regarding the Councils responsibilities as a landlord with the Housing Ombudsman Service (HOS). The HOS investigate and determine cases in a similar way to the LGSCO, making recommendations or orders to remedy the complaint when fault is found. An order made by the HOS is an action that the Council must take and evidence demonstrating that the order has been completed must be submitted to the HOS. The HOS may also suggest recommendations in response to a complaint investigation, these are not mandatory for the Council to carry out.

When the HOS investigates a complaint, they can find fault in more than one issue and issue more than one order or recommendation as a remedy to the complaint. This is why in the report, the number of findings and orders is larger than the number of cases investigated.

Year	Number of Complaints	Number of Faults	Number of Orders	Number of Recommendations
2024-25	5	9	14	2
2023-24	4	7	11	0

In 2024-25, 5 complaints about our Housing related services were investigated by the Ombudsman. Of these 5 complaints, the Ombudsman found 9 faults. To remedy these complaints, 14 orders and 2 recommendations were made. The Council were not served with any Complaint Handling Failure Orders.

78% (7) findings related to maladministration by the Council. This is slightly higher than the national rate of maladministration which is 71%. However, it is in line with the maladministration rate for similar sized landlords (between 1,000-10,000 units) of 77%.

56% (5) findings specifically related to Service Failure. This is higher than both the national average of 21% and the average for similar sized landlords, 22%. All other categories of findings were equal to, or below the national and similar sized landlords average.

In 2024 – 25 The Council paid £2,550 in compensation as a result of remedial orders and recommendations. In 2023 – 2024 the compensation amount The Council paid was £1,575.

Compensation reason	Property Condition	Complaint handling	Anti-Social Behaviour	Estate management
2024 -25	£1700	£850*	£0	£0
2023-24	£800	£200	£375	£200

*A payment of £50 was made as a result of a recommendation. The Council paid £2,550 in compensation as a result of remedial orders and recommendations.

In both years, the Housing Ombudsman Service were satisfied that 100% of remedial orders were complied with by the Council.

The Housing Ombudsman require landlords to annually assess their complaints process to ensure compliance with the Ombudsman Code of Practice. The Council's self-assessment for 2024-25 can be found on the following pages. As with previous years, we remain compliant with the code of practice.

Self-assessment form

This self-assessment form should be completed by the complaints officer and it must be reviewed and approved by the landlord's governing body at least annually.

Once approved, landlords must publish the self-assessment as part of the annual complaints performance and service improvement report on their website. The governing body's response to the report must be published alongside this.

Landlords are required to complete the self-assessment in full and support all statements with evidence, with additional commentary as necessary.

We recognise that there may be a small number of circumstances where landlords are unable to meet the requirements, for example, if they do not have a website. In these circumstances, we expect landlords to deliver the intentions of the Code in an alternative way, for example by publishing information in a public area so that it is easily accessible.

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	<p>A complaint must be defined as:</p> <p><i>‘an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the Council, its own staff, or those acting on its behalf, affecting a resident or group of residents.’</i></p>	Yes	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Page 2</p>	Cambridge City Council uses the Housing Ombudsman's complaint definition in our Complaints Policy (CCC Policy). The definition used is universal across our complaints service and applies to both Housing and non-Housing related complaints.
1.3	A resident does not have to use the word ‘complaint’ for it to be treated as such. Whenever a resident expresses dissatisfaction the Council must give them the choice to		https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf	Our complaints policy states that if an issue is raised with a staff member, that staff

	make complaint. A complaint that is submitted via a third party or representative must be handled in line with the Council's complaints policy.		<i>"If a customer contacts a member of Council staff with an expression of dissatisfaction, but do not specifically mention that they want to complain, our staff will offer them the opportunity to raise a complaint"</i>	member will offer the customer a chance to raise a complaint:
1.4	The Council must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the Council requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.	Yes	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Page 3</p> <p><i>"Service requests and complaints are slightly different. A service request is a contact from a customer that brings a matter to the council's attention for the first time, and requests a service offered by the council, for example, reporting a missed bin or telling us about noise nuisance."</i></p>	We clearly define this within our policy, on our complaints web page prior to raising a complaint and in our internal training documents.
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. The Council must not stop their efforts to address the	Yes	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Section 2.0</p>	CCC policy is clear that we deal with all complaints through the agreed process

	service request if the resident complains.		<p>"This can sometimes include when the customer is receiving a service from the Council. The customer may still complain whilst this service request is ongoing. It is not necessary to wait for completion of works or requests, and can complain at any time."</p>	unless certain conditions apply.
1.6	An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where the Council asks for wider feedback about their services, they also must provide details of how residents can complain.	Yes	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Section 2.0</p> <p><i>"Customers may be sent a customer satisfaction survey following any interactions with the Council. Any dissatisfaction expressed within these surveys will not be considered a formal complaint, however we will follow up on negative responses to these surveys and offer the opportunity to raise a complaint case if appropriate."</i></p>	Our Customer Service managers follow up with any negative feedback left on satisfaction surveys to either resolve issues that occurred or raise a complaint if appropriate.

Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	The Council must accept a complaint unless there is a valid reason not to do so. If the Council decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Pages 3-4 <i>"If the Council decides not to accept a complaint, a detailed explanation will be provided setting out the reasons why the matter is not suitable for the Council's complaints process and the right to take that decision to the Ombudsman. The Council would not accept a complaint for the reasons set out in section 2.2, or if a complainant chooses to submit their complaint without contact details. If a complainant chooses to omit their contact details, we will treat this as anonymous feedback."</i>	CCC policy is clear that we deal with all complaints through the agreed process unless certain conditions apply.
2.2	A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Page 4	CCC policy is compliant with this.

	<p>Acceptable exclusions include:</p> <ul style="list-style-type: none"> • The issue giving rise to the complaint occurred over twelve months ago. • Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court. • Matters that have previously been considered under the complaints policy. 		<p><i>"If we refuse to investigate or escalate your complaint for any of the reasons mentioned in sections 2.1, 2.2, 2.3 and 2.4 we will provide a thorough explanation as to why we made this decision. At this point, you will also be given the information to enable you to raise your complaint with either the Housing Ombudsman, or the Local Government and Social Care Ombudsman. The Ombudsman will then advise how best to proceed. This may involve returning you case to the Council to investigate despite our initial decision."</i></p>	
2.3	<p>The Council must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. The Council must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.</p>	Yes	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Section 2.5</p> <p><i>"Complaints will be accepted from 12 months of the issue being complained about occurring. If we have already investigated the issue within 12 months, we would not investigate it again. In this instance, the complainant would be signposted to the Ombudsman to pursue their complaint further."</i></p>	<p>CCC policy is compliant with this.</p>

2.4	If a the Council decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the Council to take on the complaint.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 2.5 <i>"If we refuse to investigate or escalate your complaint for any of the reasons mentioned in sections 2.1, 2.2, 2.3 and 2.4 we will provide a thorough explanation as to why we made this decision. At this point, you will also be given the information to enable you to raise your complaint with either the Housing Ombudsman, or the Local Government and Social Care Ombudsman. The Ombudsman will then advise how best to proceed. This may involve returning you case to the Council to investigate despite our initial decision."</i>	CCC policy is compliant with this.
2.5	The Council must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 2.5 <i>"Each case will be considered on its own merits and individual circumstances and at times we may make exceptions to investigate complaints outside of the 12 month timeframe. Whenever the Council makes the decision to reject a complaint, the reasoning will be clearly explained to the complainant."</i>	CCC policy is compliant with this.

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Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	The Council must make it easy for residents to complain by providing different channels through which they can make a complaint. The Council must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 3.0 <i>"If a customer requires any adjustments to the complaints process, these should be recorded on the complaints form when submitting a complaint. The Council will consider these and then discuss with the complainant to agree any reasonable adjustments we can make. A record will be kept of any adjustments made on the case."</i>	CCC policy is compliant with this. Our staff at all levels are trained to mediate complaints for residents, and we have accessible complaint forms available online and at reception in our offices.
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the Council.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 3.0 <i>"There are various ways to contact the council, but regardless of how a complaint is received, all cases will be logged into the Council's</i>	All staff are briefed on the complaints process, and new starters in frontline services receive in depth training for how to handle complaints and

			<i>central case management system. If a complainant contacts the Council by phone, email or in person, staff members can assist with recording a complaint. The Council would prefer complainants to complete the form themselves so that they can provide their complaint in their own words with as much detail as possible, but where a customer is unable to complete the complaints form themselves, Council staff should assist complainants to record their case."</i>	raise them on behalf of a customer. Further guidance is available on our internal intranet site.
3.3	High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.	Yes	Strategy and Resources Scrutiny Committee - Monday, 1st July, 2024 5.30 pm - YouTube 16:34 in this video of our committee meeting Cllr Bennett mentions this point and is agreed with by the Complaints Officers and other Councillors, including the Leader of the Council	Our Members and staff support this. Regular Corporate Management meetings are focused on what we can learn from the complaints we have received.
3.4	The Council must make their complaint policy available in a clear and accessible format for all residents. This will detail the two stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the Council's website.	Yes	Compliments, complaints and suggestions - Cambridge City Council	Our easy-read complaints form contains a quick guide to the complaints policy to ensure it is accessible to all.

3.5	The policy must explain how the Council will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 1.0 <i>"This policy will be published on the Cambridge City Council website alongside our Annual Customer Feedback report, easy-read complaints form, how to complain guidance and information relating to the Local Government & Social Care Ombudsman, and the Housing Ombudsman."</i>	CCC policy is compliant with this.
3.6	The Council must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the Council.	Yes	Case details - CaseTracker	Complainants have the option on the complaints form for a "on behalf of" complaint, where a representative can raise a case on their behalf.
3.7	The Council must provide residents with information on their right to access the Ombudsman service and how the individual can engage with the Ombudsman about their complaint.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Page 8 <i>"you can ask the Local Government and Social Care Ombudsman to review your complaint. If you are a council tenant, or a council</i>	The contact details for the Ombudsman are also included in every stage 2 complaints response

			<i>leaseholder with a complaint about our management of your leasehold, you should contact the Housing Ombudsman.</i>	
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Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	The Council must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 5.0 <i>"The Lead Complaints Officer is accountable for all complaint handling in the Council. They will report on and analyse complaint themes and trends on a monthly, quarterly and annual basis, and report any potential systemic issues, serious risks or any policies or procedures that require a review to the appropriate service staff. This officer will also report to Members on complaints performance and be responsible for identifying service improvements and creating a culture that sees complaints as an opportunity to make these improvements"</i>	The Customer Services Development Manager is responsible for complaint handling within the Council and reports to committee and senior management on a regular basis
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 5.0	CCC policy is compliant with this.

	autonomy to act to resolve disputes promptly and fairly.		<i>“System Administrators are responsible for reporting on performance, and statistics, and managing any training or troubleshooting with the case management system. System Administrators work with staff at all levels to facilitate prompt resolution of complaints”</i>	
4.3	The Council are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 5.0 <i>“All staff that handle complaints are trained in the process, policy and system and given regular refresher training.”</i> <i>“Each year an Annual Customer Feedback report will be produced and presented to the Council’s Cabinet. This report will put the volumes of complaints into context alongside service performance statistics, and outline any improvements made as a result of the complaints raised throughout the year.”</i>	CCC policy is compliant with this. We have enough resource to manage the complaints process from an investigation and administration perspective.

Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
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5.1	The Council must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf	We only have one formal complaints policy which covers all service areas.
5.2	The early and local resolution of issues between the Council and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf <i>"There are 2 stages to the Council's complaints procedure internally, and complainants also have the right for their case to be reviewed externally by either the Local Government & Social Care Ombudsman (LGSCO) or the Housing Ombudsman."</i>	We only have two formal complaint stages.
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf	CCC policy is compliant with this. See 5.2 comments
5.4	Where the Council's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out	N/A	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 2.4	The Council handle complaints relating to third parties in line with their policy. Third parties do not

	in this Code. Residents must not be expected to go through two complaints processes.		<i>"Should you complain about a third party, such as a contractor acting on behalf of the Council, we will investigate these complaints in line with this policy, as they are considered to be acting on our behalf."</i>	handle cases as they are considered to be acting on behalf of the Council
5.5	The Council is responsible for ensuring that any third parties handle complaints in line with the Code.	N/A	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 2.4	See 5.4 commentary
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, the Council must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as "the complaint definition". If any aspect of the complaint is unclear, the resident must be asked for clarification.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 4.0 <ul style="list-style-type: none"> • <i>"At both stages of our complaints procedure, we will confirm with you: The stage at which we are responding"</i> • <i>The definition of your complaint (what we understand your complaint to be about)</i> 	CCC policy is compliant with this.

5.7	When a complaint is acknowledged at either stage, the Council must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.		https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 4.2 <i>"We will also advise how any aspects of the complaint that we are not responsible for can be pursued."</i>	CCC policy is compliant with this.
5.8	At each stage of the complaints process, complaint handlers must: <ul style="list-style-type: none"> a. deal with complaints on their merits, act independently, and have an open mind; b. give the resident a fair chance to set out their position; c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information 		https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 4.0 <i>"Complaints at both stages will be considered on their own merits, with an open mind by investigators. Residents will be given the chance to set out their position. The Council will take measures to address any actual or perceived conflicts of interest, and consider all relevant information and evidence provided when investigating a complaint."</i>	CCC policy is compliant with this.

	and evidence carefully.			
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the Council must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 4.1 <i>"If our response falls outside of these 10 working days, you will be kept informed at regular intervals agreed with you with the progress of your complaint case."</i>	CCC policy is compliant with this.
5.10	The Council must make reasonable adjustments for residents where appropriate under the Equality Act 2010. The Council must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	Yes	Our equality and diversity policies and plans - Cambridge City Council And https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 3.0	All employees must adhere to the equality and diversity policies for all aspects of their work. A new section is in development on our complaints form for complainants to outline any adjustments they require separately

			<p><i>"If a customer requires any adjustments to the complaints process, these should be recorded on the complaints form when submitting a complaint. The Council will consider these and then discuss with the complainant to agree any reasonable adjustments we can make. A record will be kept of any adjustments made on the case."</i></p>	to the body of their complaint so it is clearer to case owners on the system.
5.11	<p>The Council must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. The Council must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.</p>	Yes	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Section 4.1</p> <p><i>"The reasons for declining to escalate a complaint are the same as the reasons for not accepting a complaint. The Council may also refuse to escalate a complaint if a statutory appeal body is required to resolve the case. See section 2.2 for a list of where this may be applicable."</i></p>	CCC policy is compliant with this.
5.12	<p>A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting</p>	Yes	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Section 3.0</p> <p><i>"When a case is entered into the Council complaints system, the case will be allocated to a service manager in the area/department related to the complaint, the complainant will also receive an automatic response</i></p>	All customer contact relating to a case is recorded within our case management system, and communications are sent directly to

	documentation such as reports or surveys.		<i>informing them that we aim to respond to all complaints within 10 working days. All information and communications relating to the case will be recorded and sent through this system."</i>	and from this system.
5.13	The Council must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. The Council must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 4.2.3 <i>"If, as a result of a complaint remedial works, or other action is required, this will be booked as part of the response to the complaint. This can be done at either stage 1 or stage 2."</i>	CCC policy is compliant with this.
5.14	The Council must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. The Council must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review.	Yes	https://www.cambridge.gov.uk/media/vn4joh1q/unreasonable-complainants-policy.pdf	This policy was written based on Ombudsman guidance. We have an internal process with calendar review reminders for any restrictions placed on residents contact.
5.15	Any restrictions placed on contact due to unacceptable behaviour	Yes	https://www.cambridge.gov.uk/media/vn4joh1q/unreasonable-complainants-policy.pdf	Policy was written based on

	must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.			Ombudsman guidance
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Section 6: Complaints Stages

Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	The Council must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. The Council must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Yes	Customer Feedback Report 2023/24 - Cambridge City Council	Our complaints policy supports this by encouraging complainants to contact the Council to resolve requests for service first if they have not already been raised with the Council. 90% of complaints in 2023-24 were resolved at the first stage.
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <u>within</u>	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf	Complaints are registered in the system as soon as they are submitted

	<u>five working days of the complaint being received.</u>			with no further internal triage.
6.3	The Council must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 4.2.1	<p>Our policy is compliant with this.</p> <p><i>“The Council aim to respond to complaints within 10 working days”</i></p>
6.4	The Council must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 4.1 <i>“Sometimes cases are complex and require more than 10 days to investigate. If this is the case, the person investigating the complaint will contact the complainant to advise them of a new target date for a response. This will be a single time extension of up to a further ten working days.”</i>	<p>CCC policy is compliant with this.</p> <p>We do not extend past ten working days.</p>
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 4.1	<p>CCC policy is compliant with this.</p> <p>Our template for formulating an extension notification</p>

			<p><i>"When we change the target date on a case, the complainant will be provided with the contact details for the relevant Ombudsman."</i></p>	contains this information.
6.6	<p>A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.</p>	Yes	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Section 4.0</p> <p><i>"We consider the case resolved and responded to when we have agreed a solution with the complainant and any follow on work has been scheduled. Rather than when that work has been completed. We will still keep track of follow on work to ensure it is completed within an appropriate timescale."</i></p>	CCC policy is compliant with this.
6.7	<p>The Council must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.</p>		<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Section 4.0</p>	CCC policy is compliant with this.

			<i>"We will also ensure that all points raised within the complaints definition are responded to and any decisions we make reference the relevant law, policy or good practice."</i>	
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.	Yes	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Section 4.2.1</p> <p><i>"If any new complaints about the same issue are raised during the investigation of a Stage 1 complaint, these will be merged into the original case and responded to within the response to that case. The Officer responding will highlight which case reference numbers they are responding to at the start of their response."</i></p>	<p>Our Triage Admin team are notified of all new cases and merge where appropriate. Case investigators are required to quote which case numbers they are responding to at the start of their responses.</p> <p>If a customer raises a new unrelated issue within a case it is raised as a new stage 1 complaint.</p>
6.9	The Council must confirm the following in writing to the resident at		https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf	CCC policy is compliant with this.

	<p>the completion of stage 1 in clear, plain language:</p> <ul style="list-style-type: none"> a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response. 		<p style="text-align: center;">Section 4.0</p> <ul style="list-style-type: none"> • <i>“At both stages of our complaints procedure, we will confirm with you: The stage at which we are responding</i> • <i>The definition of your complaint (what we understand your complaint to be about)</i> • <i>Whether we uphold your complaint, or do not uphold your complaint</i> <ul style="list-style-type: none"> • <i>The reasoning behind any decisions made</i> • <i>The details of any remedies we offer to put things right</i> • <i>Details of any outstanding actions relating to your complaint</i> <i>Cambridge City Council – Complaints Policy 2024</i> • <i>How you can escalate your complaint to the next stage of the process if you are not satisfied with your response”</i> 	<p>Our template to assist with formulation of a stage 1 response contains bullet point reminders of the things to include in the response and some standard text for escalating to stage 2.</p>
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Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf	The sign-off text on a stage 1 response instructs

	satisfaction at stage 1, it must be progressed to stage 2 of the Council's procedure. Stage 2 is the Council's final response.		<p>Section 4.2.1</p> <p><i>"The Council aim to respond to complaints within 10 working days. If any or all part of the complaint is not dealt with to the satisfaction of the complainant at stage 1, they can ask for their complaint to be escalated to stage 2 of the Council's complaints procedure"</i></p>	complainants how to request escalation.
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	Yes	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Section 4.0</p>	Our Triage Admin team are notified immediately when an escalation request is made and it is assigned to the appropriate Officer straight away who will acknowledge the escalation.
6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. The Council are expected to make reasonable efforts to	Yes	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Section 4.2</p>	We do ask for why the complainant remains unhappy, but it is made clear that this is not a requirement, it is to help us

	understand why a resident remains unhappy as part of its stage 2 response.		<i>"When we respond at stage 1, we will ask why the complainant does not feel their case was resolved at stage 1, and their preferred outcome of escalating their complaint to stage 2. This information is only to guide the Council, and is not a requirement to escalate a complaint."</i>	understand how to put things right.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 4.2 <i>"Once a complaint is escalated to stage 2 it will be allocated to a member of the Corporate Management Team, or Senior Manager acting on their behalf. The person considering the complaint at stage 2 will not be the same person that investigated at stage 1."</i>	Each service has an Officer at stage two with a higher seniority than the person at stage 1
6.14	The Council must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf	Our target time is ten working days at stage 2
6.15	The Council must decide whether an extension to this timescale is needed when considering the complexity of the	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf <i>"Sometimes cases are complex and require more than 10 days to investigate. If this is the case, the person investigating the complaint</i>	Our policy and internal guidance is compliant with this.

	complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.		<i>will contact the complainant to advise them of a new target date for a response. This will be a single time extension of up to a further ten working days. We may on rare occasions pause case timers if we require more information from complainants and are waiting for them to provide it."</i>	
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.		https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 4.1 <i>"When we change the target date on a case, the complainant will be provided with the contact details for the relevant Ombudsman."</i>	CCC policy is compliant with this.
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 4.1 <i>"We consider the case resolved and responded to when we have agreed a solution with the complainant and any follow on work has</i>	Our policy states that the point of resolution is when a solution to the issues has been identified or when any follow on

	issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.		<i>been scheduled. Rather than when that work has been completed. We will still keep track of follow on work to ensure it is completed within an appropriate timescale."</i>	works have been booked rather than when they have been completed.
6.18	The Council must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 4.0 <i>"We will also ensure that all points raised within the complaints definition are responded to and any decisions we make reference the relevant law, policy or good practice."</i>	Our guidance and training internally states that all issues within a complaint must be addressed. There are also prompts within our case management system for formulating a response
6.19	The Council must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: a. the complaint stage;	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 4.0	All of these items are prompted within a response template in our

	<p>b. the complaint definition;</p> <p>c. the decision on the complaint;</p> <p>d. the reasons for any decisions made;</p> <p>e. the details of any remedy offered to put things right;</p> <p>f. details of any outstanding actions; and</p> <p>g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.</p>		<p><i>“At both stages of our complaints procedure, we will confirm with you:</i></p> <ul style="list-style-type: none"> <i>• The stage at which we are responding</i> <i>• The definition of your complaint (what we understand your complaint to be about)</i> <i>• Whether we uphold your complaint, or do not uphold your complaint</i> <ul style="list-style-type: none"> <i>• The reasoning behind any decisions made</i> <i>• The details of any remedies we offer to put things right</i> <i>• Details of any outstanding actions relating to your complaint</i> <i>• How you can escalate your complaint to the next stage of the process if you are not satisfied with your response.”</i> 	case management system.
6.20	Stage 2 is the Council’s final response and must involve all suitable staff members needed to issue such a response.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf	Staff at stage 2 are members of our Corporate Management Team and have the authority to make any relevant decisions.

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	<p>Where something has gone wrong the Council must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include:</p> <ul style="list-style-type: none"> • Apologising; • Acknowledging where things have gone wrong; • Providing an explanation, assistance or reasons; • Taking action if there has been delay; • Reconsidering or changing a decision; • Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices. 	Yes	<p>https://www.cambridge.gov.uk/media/55jk2qt5/complaints-policy.pdf</p> <p>Section 4.2.3</p> <p><i>“These actions can include, an apology and acknowledging what has gone wrong, providing an explanation, taking action to rectify a delay to receiving a service, reconsidering and potentially changing a decision, amending a record or adding a correction/addendum, providing financial redress, or reviewing and changing policies, procedures or practices. This list is not exhaustive.”</i></p>	<p>CCC policy is compliant with this. This is highlighted in training, and case owners are reminded of these things in the response template</p>

7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 4.2.3 <i>"The Council's remedial action will reflect the impact the fault had on the resident, and be tracked and monitored as part of the Complaints process"</i>	CCC policy is compliant with this. Remedial action is based on Ombudsman guidance, or actions which will resolve the issue(s) raised.
7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 4.2.3 <i>"When the Council outline this action, we will be clear with the resident about what will happen, and the timescales involved. This remedy will also be offered in line with guidance from the Local Government and Social Care and Housing Ombudsman."</i>	CCC policy is compliant with this.
7.4	The Council must take account of the guidance issued by the Ombudsman	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf	CCC policy is compliant with

	when deciding on appropriate remedies.		Section 4.2.3	this. See 7.2 comments
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Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	<p>The Council must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <p>a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements.</p> <p>b. a qualitative and quantitative analysis of the Council's complaint handling performance. This must also include a summary of the types of complaints the Council has refused to accept;</p> <p>c. any findings of non-compliance with this</p>	Yes	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Section 5.0</p> <p><i>"Each year an Annual Customer Feedback report will be produced and presented to the Council's Strategy & Resources committee. This report will put the volumes of complaints into context alongside service performance statistics, and outline any improvements made as a result of the complaints raised throughout the year."</i></p>	CCC policy is compliant with this.

	Code by the Ombudsman; d. the service improvements made as a result of the learning from complaints; e. any annual report about the Council's performance from the Ombudsman; and f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the Council.			
8.2	The annual complaints performance and service improvement report must be reported to the Council's governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body's response to the report	Yes	<p>Annual Report 23/24 link: Compliments, complaints and suggestions - Cambridge City Council</p> <p>Annual report 23/24: Agenda for Strategy and Resources Scrutiny Committee on Monday, 1st July, 2024, 5.30 pm - Cambridge Council</p>	Last Years reports and self-assessment are linked in the box to the left. The Report and Self-Assessment for 2024/25 will be presented on July 19 th to Cabinet.

	must be published alongside this.		<p>Self Assessment 23/24: Agenda for Strategy and Resources Scrutiny Committee on Thursday, 21st November, 2024, 5.30 pm - Cambridge Council</p> <p>Governing body response 23/24: Compliments, complaints and suggestions - Cambridge City Council</p>	
8.3	The Council must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Section 2.0</p> <p><i>“Each year the Council will carry out a self-assessment against the Ombudsman’s Complaint Handling Code to ensure that our complaint handling remains in line with its requirements. This will be made accessible to the public. This self-assessment will also be completed following any major restructure, change to procedure or if requested by the Ombudsman.”</i></p>	If this situation arises we would be compliant.
8.4	The Council may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Section 2.0</p>	If this situation arises we would be compliant.

			<p><i>"Each year the Council will carry out a self-assessment against the Ombudsman's Complaint Handling Code to ensure that our complaint handling remains in line with its requirements. This will be made accessible to the public. This self-assessment will also be completed following any major restructure, change to procedure or if requested by the Ombudsman."</i></p>	
8.5	<p>If the Council is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website the Council must provide a timescale for returning to compliance with the Code.</p>	Yes	<p>Should this occur a message would be put on the main page of our website and all complaints related pages to inform residents.</p>	<p>CCC Policy would be compliant with this should it occur.</p>

Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	The Council must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 5.0 <i>"They will report on and analyse complaint themes and trends on a monthly, quarterly and annual basis, and report any potential systemic issues, serious risks or any policies or procedures that require a review to the appropriate service staff. This officer will also report to Members on complaints performance and be responsible for identifying service improvements and creating a culture that sees complaints as an opportunity to make these improvements."</i>	CCC Policy is compliant
9.2	A positive complaint handling culture is integral to the effectiveness with which the Council resolve disputes. The Council must use complaints as a	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 5.0	CCC Policy is compliant. See text in 9.1

	source of intelligence to identify issues and introduce positive changes in service delivery.			
9.3	Accountability and transparency are also integral to a positive complaint handling culture. The Council must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 5.0	CCC Policy is compliant See text in 9.1
9.4	The Council must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies	Yes	https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf Section 5.0 <i>"The Lead Complaints Officer is accountable for all complaint handling in the Council. They will report on and analyse complaint themes and trends on a monthly, quarterly and annual basis, and</i>	CCC Policy is compliant

	and procedures that require revision.		<i>report any potential systemic issues, serious risks or any policies or procedures that require a review to the appropriate service staff. This officer will also report to Members on complaints performance and be responsible for identifying service improvements and creating a culture that sees complaints as an opportunity to make these improvements."</i>	
9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').	Partially	<p>Responsibility for complaints sits with Officers from Customer Services and the Exec Cllr for Customer Services receives updates, as does the Leader of the Council</p> <p>Executive post - Executive Councillor for Finance and Resources - Cambridge Council</p>	To be appointed at future committee meeting.
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the Council's complaint handling performance. This person must have access to suitable	Partially	<p>Responsibility for complaints sits with Officers from Customer Services and the Exec Cllr for Customer Services receives updates, as does the Leader of the Council</p> <p>Executive post - Executive Councillor for Finance and Resources - Cambridge Council</p>	To be appointed at future committee meeting.

	information and staff to perform this role and report on their findings.			
9.7	<p>As a minimum, the MRC and the governing body (or equivalent) must receive:</p> <ul style="list-style-type: none"> a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; b. regular reviews of issues and trends arising from complaint handling; c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and d. annual complaints performance and service improvement report. 	Yes	<p>https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</p> <p>Section 5.0</p>	CCC Policy is compliant

9.8	<p>The Council must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to:</p> <p>a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments;</p> <p>b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and</p> <p>c. act within the professional standards for engaging with complaints as set by any relevant professional body.</p>	Yes	<p>The Council has an overall objective which is “All colleagues will work together as a whole council to live our values and behaviours in all that we do.”</p> <p>Our values and behaviours fall into four categories:</p> <p>Collaborative</p> <ul style="list-style-type: none"> • I actively participate in team working. • I work with colleagues, external partners and customers to achieve agreed outcomes. • I share my knowledge and experience with others. • I enable opportunities for internal and external partnership working. • I make time to consult with networks to inform my decisions. • I create opportunities for knowledge and experience to be shared. <p>Courageous</p> <ul style="list-style-type: none"> • I identify and embrace new and better ways of doing things. • I question and challenge constructively when needed. • I act quickly to resolve issues when they arise. • I act boldly to achieve positive impacts and results 	<p>By living our values in all that we do and meeting our corporate objective these behaviours will meet this requirement.</p>
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			<ul style="list-style-type: none"> • I drive change, and support others to engage in change. • I embrace challenges and challenge others, taking balanced risks when needed. <p>Compassionate</p> <ul style="list-style-type: none"> • I treat others fairly and respectfully • I act inclusively and challenge discrimination • I care about myself, others and my impact on the environment • I foster a culture of respect, diversity and inclusion • I champion the wellbeing of others • I take actions which reduce the effects of climate change <p>Accountable</p> <ul style="list-style-type: none"> • I am responsible for my own actions and performance • I focus on delivering outcomes and I'm not easily deterred • I actively seek development opportunities • I'm responsible for the delivery and performance of my team • I act quickly when standards are not met • I'm responsible for decision making and accountable for the outcomes 	
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Housing Performance Report

To:

Gerri Bird, Executive Councillor for Housing

Cabinet (15/07/2025)

Report by:

Sam Scharf, Communities Director

sam.scharf@cambridge.gov.uk

Wards affected:

All

1.	Recommendations
1.1	<p>It is recommended that Cabinet consider:</p> <ul style="list-style-type: none"> i. The Housing Service's year-end performance results in operational delivery, health and safety, customer satisfaction and engagement. ii. The report on damp, condensation and mould as at June 2025, and the measures being put in place to help combat DCM in tenant's homes. iii. The results of the 2024-25 Tenant Satisfaction Measures (TSM's), from customer perception (Tenant Satisfaction Survey) and management data.
2.	Purpose and reason for the report
2.1	<ul style="list-style-type: none"> • To update Cabinet on the Housing Service's progress towards meeting performance indicator targets that support the delivery of the Council's vision: 'One Cambridge, Fair for All' • To provide an update on damp, condensation and mould recorded in HRA stock. • To report on the Tenant Satisfaction Measures, which are an annual Regulatory requirement. • To provide an overview of the results of the Tenant Perception Survey carried out in March 2025.
3.	Alternative options considered
3.1	<p>A performance report was brought to Housing Scrutiny Committee in February 2025, which outlined the services commitment to reporting on performance on a regular basis going forward. Four reports covering the full range of performance-related activity were</p>

	<p>proposed, covering the previous quarter's key indicator results, as well as any other performance related activity updates relevant to the service.</p> <p>Whilst the alternative option is to share performance with Members in a non-formal setting, via quarterly bulletins for example, the Regulator expects Governing bodies to have clear oversight of performance against the TSM measures, and in particular, Health & Safety. It is therefore recommended that a report containing these measures, plus the other key areas of housing service performance, is presented to Cabinet.</p>
4.	Background and key issues
4.1	<p><u>Overview</u></p> <p>To ensure continuous monitoring of performance throughout the year, the Housing Service has oversight of operational, management and stress indicators across all service areas. Monitoring and review take place quarterly at Housing Leadership Board. An understanding of where services are not meeting customer expectations is captured via complaints monitoring and transactional surveys.</p> <p>This report incorporates key measures of service performance, compliance, other health & safety data and feedback from tenants; in line with the requirements of the Consumer Standards but also to ensure the service is meeting the objectives of the Council as a whole.</p> <p>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 better performance at a lower cost.</p> <p>Performance measures have been presented in the following way:</p> <ul style="list-style-type: none"> • <i>operational efficiencies</i>

	<ul style="list-style-type: none">• Health and Safety• The Tenant's Voice <p>Other areas of performance-related activity are included in these reports when data is available.</p>															
4.2	<p><u>Proposed timeline of performance reporting</u></p> <p>To ensure continued transparency and a good governance structure around performance is in place, the following timetable for updates is proposed:</p> <table><tr><th>Report</th><th>when</th><th>Detail</th></tr><tr><td>Operational efficiencies, Health & Safety, the tenant's voice</td><td>Feb</td><td>damp and mould / disrepair / financial update / Housing Risks</td></tr><tr><td>Operational efficiencies, Health & Safety, the tenant's voice</td><td>Jul</td><td>damp and mould / disrepair / TSM's / annual tenant satisfaction survey results</td></tr><tr><td>Operational efficiencies, Health & Safety, the tenant's voice</td><td>Oct</td><td>damp and mould / disrepair / benchmarking results / financial update / Housing Risks</td></tr><tr><td>Operational efficiencies, Health & Safety, the tenant's voice</td><td>Dec</td><td>damp and mould / disrepair / financial update</td></tr></table>	Report	when	Detail	Operational efficiencies, Health & Safety, the tenant's voice	Feb	damp and mould / disrepair / financial update / Housing Risks	Operational efficiencies, Health & Safety, the tenant's voice	Jul	damp and mould / disrepair / TSM's / annual tenant satisfaction survey results	Operational efficiencies, Health & Safety, the tenant's voice	Oct	damp and mould / disrepair / benchmarking results / financial update / Housing Risks	Operational efficiencies, Health & Safety, the tenant's voice	Dec	damp and mould / disrepair / financial update
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Operational efficiencies, Health & Safety, the tenant's voice	Oct	damp and mould / disrepair / benchmarking results / financial update / Housing Risks														
Operational efficiencies, Health & Safety, the tenant's voice	Dec	damp and mould / disrepair / financial update														
5.	Corporate plan															
5.1	<p>The reporting of progress against key performance measures supports Priority 2: Tackling poverty and inequality and helping people in the greatest need, and Priority 3: Building a new generation of council and affordable homes and reducing homelessness.</p>															
6.	Consultation, engagement and communication															
6.1	<p>The report asks the Executive Councillor for Housing to consider whether the proposed reporting arrangements are practicable and whether Cabinet members have any other measures they would like to see reported on, going forward. This report will also be shared with the Housing Board, so Board Members may also add in measures they want to see reported on. It is not intended to have 2 separate reports for Housing Board and Cabinet.</p> <p>Performance indicators are shared on the Housing webpages and in Open Door, where the opportunity for feedback is available.</p>															
7.	Anticipated outcomes, benefits or impact															
7.1	<p>Strong governance, visibility and accountability around the performance of housing</p>															

	services will highlight to members the pressures currently facing services, e.g. the ability to recover monies owed, compliance with health and safety requirements, the measures being put in place to support tenants and residents experiencing financial pressures.
8.	Implications
8.1	Relevant risks
	There are no risks associated with this report, but Housing Risks will be reported on twice yearly to Cabinet in the current proposals.
	Financial Implications
8.2	There are no additional financial implications associated with this report.
	Legal Implications
8.3	NA
	Equalities and socio-economic Implications
8.4	NA
	Net Zero Carbon, Climate Change and Environmental implications
8.5	NA
	Procurement Implications
8.6	NA
	Community Safety Implications
8.7	NA
9.	Background documents Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985
9.1	None
10.	Appendices
10.1	None
	To inspect the background papers or if you have a query on the report please contact Catherine Buckle, Business Development Manager (Housing), 01223 457261 Catherine.buckle@cambridge.gov.uk



HOUSING PERFORMANCE REPORT

2024-2025 summary

Sam Scharf – Communities Director

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

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 24/25	Year End 24/25	Target 25/26	Current benchmark Quartile
R1	Appointments kept as a % of appointments made	90.0%	97.2%	90.0%	Q2
R4	Percentage of repairs completed at first visit	85.0%	79.1%	85.0%	Q3
V1	Average time in days to let a general needs void	45	38.3	35	Q1
V2	Average time in days to repair a void (general needs & sheltered)	20	24.8	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 End 24/25	Target 25/26	Current benchmark Quartile
R1	Appointments kept as a % of appointments made	90.0%	97.2%	90.0%	Q2
R4	Percentage of repairs completed at first visit	85.0%	79.1%	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 Ref/CCC Ref.	Description	Total units (denominator)	Number non-decent	% non-decent
RP01	% of homes that do not meet the Decent 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 (denominator)	*Number compliant (numerator)	% compliant (Year End)
BS01	% of homes for which all required gas safety checks have been carried out.	7003	7002	100%
BS02	% of homes for which all required fire risk assessments have been carried out.	4042	3480	86.1%
BS03	% of homes for which all required asbestos management surveys or re-inspections have been carried out	3188	3164	99.2%
BS04	% of homes for which all required legionella risk assessments have been carried out	911	911	100%
BS05	% of homes for which all required communal passenger lift safety checks have been carried out	1225	1154	94.2%
C2	% of domestic properties with a satisfactory Electrical Installation Condition Report (EICR) up to five years old	7472	7184	96.1%

**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

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							
							contractors to complete works
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 in place	7472	7089	94.7%	<i>Properties due for redevelopment have been removed from the denominator</i>
	CO Alarms in place	7472	6317	84.4%	
	Heat Detectors in place	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
O9a	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
O9b	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/ Planned	Work in progress	Number of 'live' cases
Apr	63	63	0	0	0	0
May	50	47	2	0	1	3
Jun	53	51	1	0	1	2
Jul	61	56	0	0	5	5
Aug	33	26	0	0	7	7
Sep	49	26	0	0	23	23
Oct	60	46	0	0	15	15
Nov	99	65	1	0	33	34
Dec	71	39	0	0	32	32
Jan	99	82	0	0	17	17
Feb	84	82	0	0	2	2
Mar	67	44	0	0	23	23
Total	789	627	4	0	159	163
2025	Reported	Completed	N/Access	Asset/ Planned	Work in progress	Number of 'live' cases
Apr	49	23	0	0	26	26
May	37	2	0	0	35	35
Tally	1349	1126	4	0	220	224

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.

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
Total	33	7	22	4

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

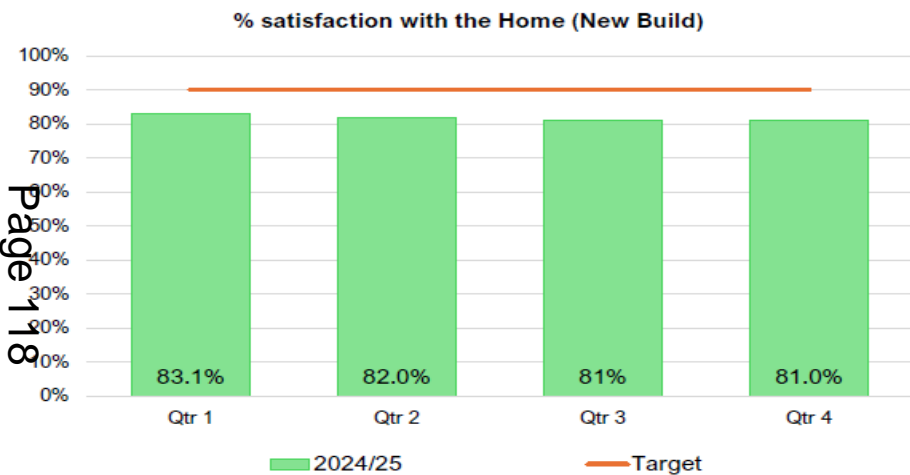
Long-Standing Cases: 4 unresolved older cases

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.

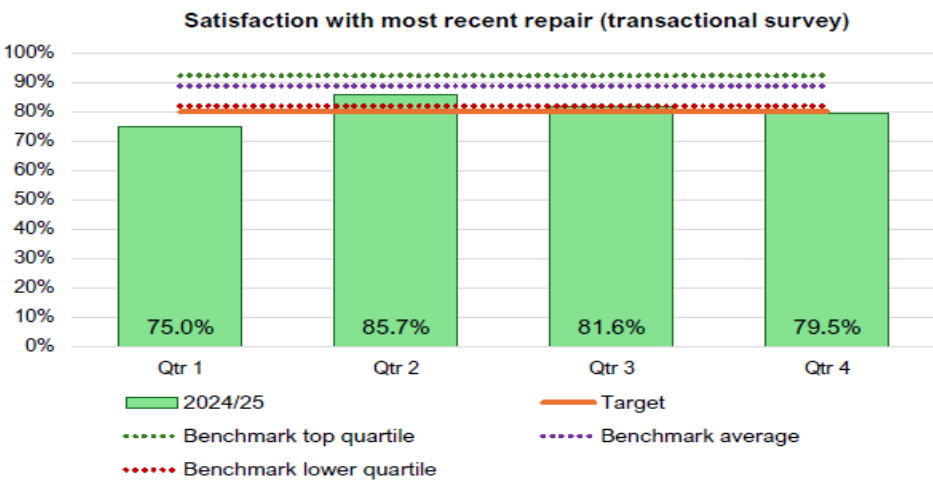


% satisfaction with the new home (transactional survey)

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 system, 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%.

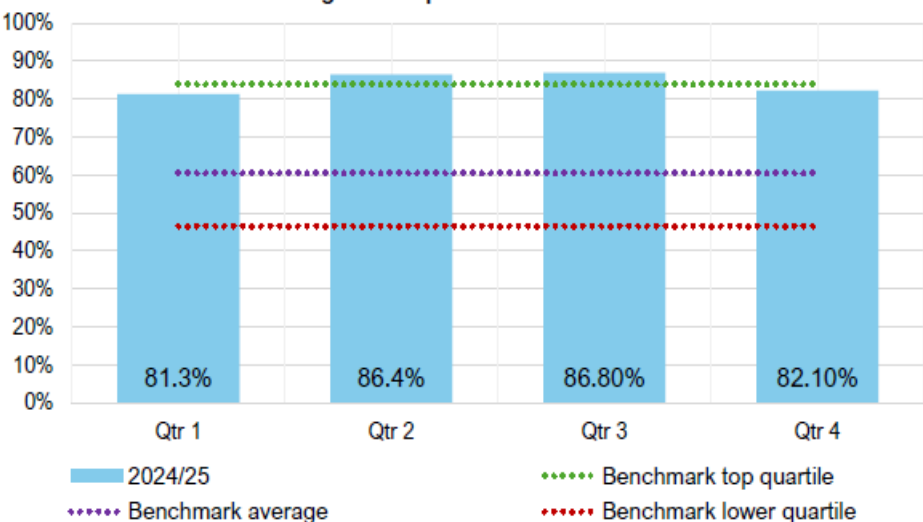
The Housing Service has however seen a significant overall improvement in the number of complaints being responded to within timescale in 2024-25. Cambridge's Annual Customer Feedback Report provides the detail of how complaints are managed across the Council. This is the summary for Housing Services:

- 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.

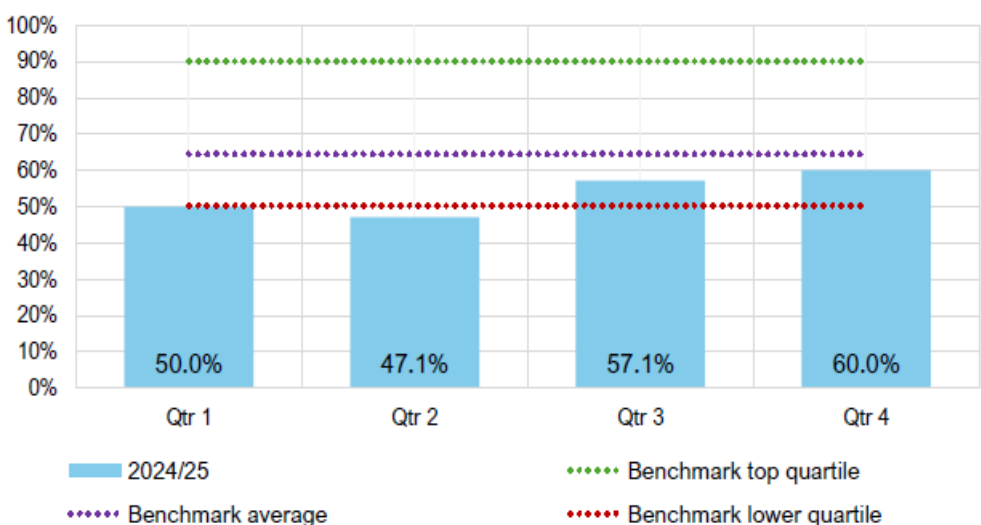
going forward, the Housing Service will continue to:

- 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.

% of Stage 1 complaints resolved within timescale



% of Stage 2 complaints resolved within timescale



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 30th 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%	100.0%
BS02	Proportion of homes for which all required fire risk assessments have been carried out	96.8%	85.6%
BS03	Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out	98.9%	99.2%
BS04	Proportion of homes for which all required legionella risk assessments have been carried out	91.9%	100.0%
BS05	Proportion of homes for which all required communal passenger lift safety checks have been carried out	100.0%	93.4%
NM01 (1)	Number of anti-social behaviour cases opened per 1,000 homes	51.4	44.2
NM01 (2)	Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes	1.4	1.6
RP01	Proportion of homes that do not meet the Decent Homes Standard	0.1%	0.5%
RP02 (1)	Proportion of non-emergency responsive repairs completed within the landlord's target timescale	77.2%	92.4%
RP02 (2)	Proportion of emergency responsive repairs completed within the landlord's target timescale	97.8%	94.8%
CH01 (1)	Number of stage one complaints received per 1,000 homes	31.1	36.8
CH01 (2)	Number of stage two complaints received per 1,000 homes	3.7	5.2
CH02 (1)	Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales	62.1%	82.2%
CH02 (2)	Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales	42.8%	60.0%

Perception Measures

TSM	Description	2023/24	2024/25	% change
TP01	Proportion of respondents who report that they are satisfied with the overall service from their landlord	67.2%	73.0%	↑ 5.8%
TP02	Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service	73.7%	77.6%	↑ 3.9%
TP03	Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the time taken to complete their most recent repair	70.9%	75.6%	↑ 4.7%
TP04	Proportion of respondents who report that they are satisfied that their home is well maintained	64.4%	70.8%	↑ 5.8%
TP05	Proportion of respondents who report that they are satisfied that their home is safe	67.2%	72.5%	↑ 5.3%
TP06	Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them	52.2%	56.1%	↑ 3.9%
TP07	Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them	64.0%	64.4%	↑ 0.4%
TP08	Proportion of respondents who report that they agree their landlord treats them fairly and with respect	66.2%	69.9%	↑ 3.7%
TP09	Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling	29%	28.4%	↓ 0.6%
TP10	Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained	60.2%	63.7%	↑ 3.5%
TP11	Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood	55.9%	56.7%	↑ 0.8%
TP12	Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour	48.0%	50.3%	↑ 2.3%

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 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.

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