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Cambridge City Council

Housing Advisory Board

Date: Monday, 2 February 2026

Time: 5.30 pm

Venue: Meadows Community Centre, 299 Arbury Rd, Cambridge CB4 2JL

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

Agenda

1	Apologies	
2	Declarations of Interest	
3	Minutes	(Pages 3 - 6)
4	Housing Performance Report – Quarter 3 2025-26	(Pages 7 - 26)
5	HRA Budget	(Pages 27 - 42)
6	Tenant and Leaseholder Involvement Strategy 2026-2028	(Pages 43 - 62)
7	Housing Improvement Plan Update	(Pages 63 - 72)
8	Lift report for Housing Advisory Board	(Pages 73 - 82)
9	Forward Plan & Scrutiny Work Programmes	(Pages 83 - 106)

Housing Advisory Board Members: Robertson (Co-Chair), Minns (Co-Chair), Bird, Gawthrope Wood, Griffin, Lokhmotova, Martinelli, Tong, Best and Powell-Hardy

Alternates: Bennett, Blackburn-Horgan and Dalzell

Emergency Evacuation Procedure

In the event of the fire alarm sounding all persons should vacate the building by way of the nearest escape route and proceed directly to the assembly point in front St Mary's Church. The duty Officer will assume overall control during any evacuation, however in the unlikely event the duty Officer is unavailable, this responsibility will be assumed by the Committee Chair.

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- Website: http://democracy.cambridge.gov.uk
- Email: democratic.services@cambridge.gov.uk
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Those wishing to address the meeting will be able to do so virtually via Microsoft Teams, or by attending to speak in person. You must contact Democratic Services democratic.services@cambridge.gov.uk by 12 noon two working days before the meeting.

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

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

HOUSING ADVISORY BOARD 8 December 2025
5.30 - 7.40 pm

Present: Councillors Robertson (Co-Chair), Minns (Co-Chair), Bird (Virtually), Gawthrope Wood, Griffin, Tong, Best and Powell-Hardy

In attendance: Councillor Porrer

Officers:
Assistant Director for Housing and Health: Samanthan Shimmon
Assistant Director for Homes and Commercial: Sean Cleary
Resident Engagement Manager: Kate Grigg
Deputy Democratic Services Manager: Claire Tunnicliffe
Democratic Services Officer: Matthew Hussey

FOR THE INFORMATION OF THE COUNCIL

25/23/HAB Apologies

Apologies for absence were received from Councillors Lokhmotova, Martinelli and Harmony Birch (Tenant Representative).

25/24/HAB Declarations of Interest

There were no declarations of interest.

25/25/HAB Minutes

The minutes of the meeting held on 6 October 2025 were approved as a correct record and signed by the Chair**.**

25/26/HAB Public Questions

There were no public questions.

25/27/HAB Performance Report

The Assistant Director for Housing and Health, and Assistant Director for Homes and Commercial, presented the report in regard to the Housing Performance Report, Quarter 2 for 2025-26.

In response to questions, officers clarified that employing more staff to deal with rent arrears would not alleviate the issue if the rent arrears process could not be followed.

Members were pleased that the number of leaseholds in arrears had reduced but the report did not clarify how many it related to as that level of detail was not available.

In response to a question in relation to the recent protests by the Acorn Group on the use of bailiffs by the Council, the Board were informed that bailiffs would only be used for the collection of Council Tax. However, as a landlord, the Council would use debt collection agencies purely for tracing purposes such as refunds. It was also confirmed that the protest was in respect of debt and not possession.

In reply to a question on the length of payment plans, this assessed case by case and was usually around 18 months, although some plans had lasted 5 years.

In response to a query to what other Local Authorities Cambridge City Council was benchmarked against, Members were informed that is information would be included in the Annual Report.

In regard to the forecasted poor position for Q4, this was due to void loss and was not a position the authority wanted to be. Work was being undertaken, including regeneration proposals. Properties that were due to be demolished would show as void and needed to be set at zero rent. It was noted that the 'Void Improvement Project would review the void process and how it impacted upon KPI's.

Members were informed that voids would be assessed and if cost-effective would be used for temporary accommodation. Properties such as the flats on Ekin Road had lots of damp issues and would not be cost effective to bring back into use. Such properties would be knocked down and classified as a surplus asset.

The Housing Advisory Board supported the budget bid to give more resilience to Housing as currently staff were overworked.

In regard to complaints, it was noted from the Tenant Satisfaction Survey, that many residents would class a repair as a complaint. Also, in respect

of Anti-Social Behavior, if reported and not dealt with straight away, people would then make a complaint.

Members proposed that a Task & Finish Group be established to look at areas around newbuilds and snagging etc.

Resolved: (i) To note the report.

(ii) That the Assistant Director for Housing and Health, and the Assistant Director for Homes and Commercial be requested to look at the feasibility of establishing a Task & Finish Group to look at areas around newbuilds and snagging etc.

25/28/HAB Regulation Inspection Grading

The Assistant Director for Housing and Health, presented the report, which provided an update on the Regulation Inspection Grading.

Members thanked everyone involved and that the Board needed to their achievements to be passed onto residents.

In response to questions, officers clarified that the good news story was unfortunately not picked up in the local press, although they had been made aware.

Members were notified that a Stock Condition Survey was due to be launched, and that officers would ensure that the Councils specifications were fit for purpose. It was added that a Stake Holder Engagement event with a number of suppliers had been held, with approximately 30 to 40 companies in attendance. It was hoped that this would go live in April 2026.

Resolved: To note the report.

25/29/HAB Rent Regulation

The Assistant Director for Housing and Health, submitted a report on the Rent Regulation Project.

Members were informed that all current tenants had been sent regular updates letters regarding the progress of the project. Further, tenants who had emailed, former and current, had been sent a digital copy of the most recent updates. IIn the November letter, tenants were advised that they had

been split into four groups: Group 1 Tenants who do not receive any form of housing related benefit; Group 2 Tenants who receive Housing Benefit only; Group 3 Tenants who receive both Housing Benefit and Universal Credit; and, Group 4 Tenants who receive Universal Credit only.

In response to questions in relation to former tenants being leaseholders under the Right to Buy scheme, Members were informed that current tenants would be prioritized.

In relation to tenants who had passed away, any money owing could be claimed by the estate and that claims forms were available on the website. Any claims would need to be evidenced.

Resolved: To note the report.

25/30/HAB Housing Improvement Plan

The Assistant Director for Housing and Health, presented the item on the Housing Improvement Plan.

In response to questions, officers clarified if asbestos is found in a property and deemed to be good condition, it would be left in situ. It was added that trained operatives were employed who understood the risks.

Members commented that the plan needed to be insync with key decisions and that it would be useful if the Forward Plan and the work programs from both the Performance, Assets and Strategy and the Services, and the Climate and Communities Overview and Scrutiny Committees be included in future agendas going forward.

Resolved: (i) To note the report.

(ii) That the Forward Plan and the work programs from both the Performance, Assets and Strategy and the Services, and the Climate and Communities Overview and Scrutiny Committees be included in future agendas going forward.

The meeting ended at 7.40 pm

CHAIR

Cambridge City Council

Housing Advisory Board Paper

1. Housing Performance Report – Quarter 3 2025-26

Responsible Officer	Samantha Shimmon / Sean Cleary Author: Catherine Buckle
Contact Details	Tel: 01223 457261 Email: catherine.buckle@cambridge.gov.uk
Purpose of Paper	To provide a quarterly report of performance in housing, relating to operational efficiency, health & safety and tenant satisfaction.
Brief Summary	The Housing Service keeps an oversight of several operational, management and stress indicators, incorporating benchmarking data where relevant and indicators reported to the Regulator of Social Housing.
Is the paper going to Cabinet or either Scrutiny Committee's?	N/A

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CAMBRIDGE
CITY COUNCIL

HOUSING PERFORMANCE REPORT

2025-26 as at Qtr. 3

Sam Scharf – Communities Director

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Introduction

This report gives an update on how Cambridge's Housing Service is performing, as of December 2025. We check progress every three months at Housing Leadership Board to make sure homes are safe, services are running smoothly, and residents are getting the support they need.

In December, the Council introduced a new tool called the **Performance Management Framework (PMF)**. Considered a 'big-picture dashboard', the PMF helps the council:

- Connect the long-term vision to what happens day-to-day
- Keep improving services
- Be open and accountable
- Make decisions based on facts, not guesswork

The PMF gives councillors a high-level view at Cabinet, but this report dives deeper. It shows the details behind the numbers so the Housing Advisory Board can see what's working well and where we need to improve.

We look at three main areas:

- **Efficiency** – how well we manage things like rent collection and repairs
- **Safety** – making sure homes meet all legal standards
- **Resident feedback** – what tenants are telling us about their experience

Cambridge also compares its performance with similar councils through Housemark; a national benchmarking group. This helps us set realistic targets and learn from others who are doing better or saving money.

Our targets are based on past performance, comparisons with other councils, and the resources we need to keep improving.

Operational efficiencies

Ref	Description	*Target 25/26*	Quarter 1 2025-26	Quarter 2 2025-26	Quarter 3 2025-26	Current benchmark Quartile
I1	Rent collected from current and former tenants, as a % of the annual rent due (excluding arrears bought forward)	*100.00%*	104.76%	101.69%	100.46%	Q1
I2	Current tenant arrears as a % of the annual rent due	*3.50%*	3.64%	3.82%	4.19%	Q3
I3	Former tenant arrears as a % of the annual rent due	*2.00%*	2.99%	3.34%	3.66%	Q4
I4	Void loss as a % of rent due	*N/A*	4.16%	4.21%	2.93%	Q4
I5	Leasehold service charge arrears (no payment plan in place)	*<£50,000*	£62,071	£48,581	£160,559	NA
HH1	Tenancy audits completed (% of overall stock)	*10%*	1.62%	2.2%	2.3%	NA

Manager's commentary:

I2 & I3 - Due to the current rent regulation work, enforcement action has been reduced whilst we focus on the rent error issues. Whilst they continue to try and engage with tenants who are in arrears, these KPIs are predicted to continue rising until the team can continue with enforcement work.

I4 – Shows the total rent and service charges lost due to voids - as at end of qtr**.** 3, this amounts to £1.25 million. Included in this figure are properties set aside for redevelopment, any bulk handover of new build properties that were waiting to be let and those undergoing energy efficiency works.

I5 –Most service charges are paid under an agreed payment plan, but we currently have £39k of arrears where the case is with the legal team and £19.5k where the leaseholder is deceased or the properties are being bought back for redevelopment and £92k with no payment agreement in place -Anna, thought on this?

HH1 – Due to a significant rise in the workload coming into the Tenancy Management team, most of which is of an increasingly complex nature, as well as unforeseen resource shortages; the number of properties receiving tenancy audits has significantly reduced. It is likely this this will continue for the foreseeable future**,** and we will not be able to meet the 10% target this year. Discussions are on-going regarding a long-term solution for this. To date however, the

team have provided 137 households with advice and support during and following a tenancy audit.

Ref	Description	*Target 25/26*	Quarter 1 2025-26	Quarter 2 2025-26	Quarter 3 2025-26	Current benchmark Quartile
V1	Average re-let time in days (key-to-key)	*35*	43.4	46.9	47.5	Q1
V2	Average time in days to repair a void	*20*	33.4	31.6	30.6	Q2

Manager's commentary:

V1 – This PI incorporates both the repair time and letting time of a void. Repairing the void is covered below. Housing a general needs tenant took on average of 16 days once the keys were returned from the void repair team.

The average sheltered void time in Q3 was 53 days (key to key), an increase from 40 days in Q2. This increase was as a result of both longer repair and longer lettings times. Lettings times were higher in December compared to the rest of the quarter and this is likely to be down to delays over the Christmas period. In addition to improvements reported last quarter, we have made further improvements to processes between our Independent Living Service and our lettings team and are now exploring the possibility of advertising sheltered properties within the notice period where appropriate to further reduce the overall void time.

V2 – The system reported construction phase void turnaround time sits around 15 days on average; this system driven approach needs reviewing as it doesn't reflect the 30.6 days reported in the Q3 report.

Ref	Description	*Target 25/26*	Quarter 1 2025-26	Quarter 2 2025-26	Quarter 3 2025-26	Current benchmark Quartile
R1	Appointments kept as a % of appointments made	*90%*	95.7%	95.9%	95.7%	Q2
R2	Percentage of repairs completed at first visit	*85%*	83.1%	80.9%	86.9%	Q2

Manager's commentary:

R1- Work is ongoing with the Work Planning team and the Repair Team Leaders to understand the 4.3% in the appointments kept gap and the improvements required to move towards 100%.

R2 - The Repair Team leaders are attending regularly meetings with the CSC team and the Work Planning team; the meetings allow the teams to establish the reasoning behind the repairs that

cannot be completed on a first-time fix basis. These meetings have assisted with increasing the Q3% output reported.

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 came into force on 31st October 2025, sets strict timescales for social landlords to investigate and address damp, condensation and mould (DCM) hazards in their properties.

Compliance as at 31/12/2025

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/Ref	Description	Affected units *(denominator)*	**Number compliant (numerator)*	% compliant (Qtr. 3)
BS01	% of homes for which all required gas safety checks have been carried out.	6905	6897	**99.9%**
BS02	% of homes for which all required fire risk assessments have been carried out.	4092	**3606	**88.1%**
BS03	% of homes for which all required asbestos management surveys or re-inspections have been carried out	2961	2961	**100.0%**
BS04	% of homes for which all required legionella risk assessments have been carried out	1008	994	**98.6%**
BS05	% of homes for which all required communal passenger lift safety checks have been carried out	1359	1359	**100.0%**
C2	% of domestic properties with a satisfactory Electrical Installation Condition Report (EICR) up to five years old	7680	7414	**96.5%**

**The numerator; those units for which the Authority holds an in-date safety certificate.*
*** included in this statistic are some blocks that require a check whether a FRA is required; the denominator will change depending on the outcomes.*

Manager's commentary:

FRA's: 2 building surveyors have been appointed to identify those blocks that require a check on whether communal space is present. A new app 'Safetyculture', has been utilised to capture this, plus a range of other block details, to support the ongoing maintenance of our blocks and to inform our Asset Management system.

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

General Needs properties

Compliance Dashboard

Compliance Reporting Area	Asset Count	Current Period December			Movement Trend	Closing Data November		Notes	Previous Months Data					
		Compliant	Non Compliant	Percentage		Compliant	Non Compliant		November	October	September	August	July	June
Housing														
Domestic 5 year Electrical Installation Condion Report	7410	7134	276	96.27	→	7151	276		96.28%	95.10%	94.32%	93.37%	93.37%	93.37%
Communal 5 year Electrical Installation Condion Report	517	485	32	93.81	→	485	32		93.81	93.00%	92.45	90.67	90.67	90.67
ASB Asbestos Surveys	767	768	0	100	→	767	0		100%	100%	100%	100%	100%	100%
L8 Water Risk Assessments	9	9	0	100	→	9	0		100%	100%	100%	100%	100%	100%
FRA Fire Risk Assessments	589	590	0	100	↑	587	2		99.65%	93.94%	93.93%	93.93%	93.93%	93.93%
LGSR Annual GAS Inspection	6604	6604	0	100	→	6604	0		100%	100%	100%	100%	100%	100%
EL Emergency Lighting Testing	29	29	0	100	→	29	0		100%	100%	100%	100%	100%	100%
FA Fire Alarm Servicing	4	4	0	100	→	4	0		100%	100%	100%	100%	100%	100%
Lift Servicing	53	53	0	100	→	53	0		100%	100%	100%	100%	100%	100%
Lift Assurance	53	100	0	100	→	53	0		100%	100%	100%	100%	100%	100%
CO2	6610	6610	0	100	→	6610	0	Estimated	100%	100%	100%	100%	100%	100%
Electrical Heating (NO GAS)	1556	1556	0	100	→	1556	0		100%	100%	100%	100%	100%	100%

Buildings Over 11 Meters Fire Door Inspections

	Total Number of Assets	Total Number of Doors	Doors Inspected	Compliance Percentage	Actions	Actions Completed	Outstanding	Overdue	Compliant	Notes
Communal Doors	16	250	0	0	0	0	0	0	0	Estimated
Flat Entrance Doors	16	392	0	0	0	0		0	0	Estimated

Actions

General Housing

Risk Actions	All Actions			Outstanding			Overdue		
	Total	Completed	Outstanding	Low	Medium	High	Low	Medium	High
Fire Risk Actions	4555	4132	423	161	161	101	84	76	0
				423			160		
Asbestos Actions	212	21	0	0	0	0	0	0	0
				0			0		
Water Risk Action	312	265	47	33	14	0	0	0	0
				47			0		

Risk Actions	Percentage Completed	Percentage Completed Ontime	Overdue completed this Month
Fire Risk Actions	90.71%	31.77%	355
Asbestos Actions	100%	67.76%	17
Water Risk Action	84.93	100%	0
Fire Door Inspection	No Data Yet	No Data Yet	No Data Yet

Sheltered Properties

Compliance Dashboard

Compliance Reporting Area	Asset Count	October December			Movement Trend	Closing Data Novemeber		Notes	Previous Months Data					
		Compliant	Non Compliant	Percentage		Compliant	Non Compliant		November	October	September	August	July	June
Sheltered														
Domestic 5 year Electrical Installation Condion Report	280	276	4	98.77%	→	276	4		98.77%	94%	89%	89%	89%	89%
ASB Asbestos Surveys	9	9	0	100.00%	→	9	0		100%	100%	100%	100%	100%	100%
L8 Water Risk Assessments	16	16	0	100.00%	→	16	0		100%	100%	100%	100%	100%	100%
FRA Fire Risk Assessments	16	16	0	100.00%	→	16	0		100%	100%	100%	100%	100%	100%
LGSR Annual GAS Inspection	9	9	9	100.00%	→	9	0		100%	100%	100%	100%	100%	100%
EL Emergency Lighting Testing	9	9	9	100.00%	→	9	0		100%	100%	100%	100%	100%	100%
FA Fire Alarm Servicing	9	9	9	100.00%	→	9	0		100%	100%	100%	100%	100%	100%
Lift Servicing	9	8	0	100.00%	→	8	0		100%	100%	100%	100%	100%	100%
Lift Assurance	9	9	9	100.00%	→	9	0		100%	100%	100%	100%	100%	100%
CO2	314	314	0	100.00%	→	314	0		100%	100%	100%	100%	100%	100%

High Risk Properties Fire Door Inspections

Communal Doors	Total Number of Assets	Total Number of Doors	Doors Inspected	Compliance Percentage	Actions	Actions Completed	Outstanding	Overdue	Compliant	Notes
	9	484	484	100%	132	0	132	0	0	
Flat Entrance Doors	Total Number of Assets	Total Number of Doors	Doors Inspected	Compliance Percentage	Actions	Actions Completed	Outstanding	Overdue	Compliant	Notes
	9	280	280	100%	89	0	89	0	0	

Sheltered									
Risk Actions	All Actions			Outstanding			Overdue		
	Total	Completed	Outstanding	Low	Medium	High	Low	Medium	High
Fire Risk Actions	292	266	26	4	19	3	0	6	1
				26			7		
Asbestos Actions	No Split Yet	No Split Yet	No Split Yet	No Split Yet	No Split Yet	No Split Yet	No Split Yet	No Split Yet	No Split Yet
				0			0		
Water Risk Action	No Split Yet	No Split Yet	No Split Yet	No Split Yet	No Split Yet	No Split Yet	No Split Yet	No Split Yet	No Split Yet
				0			0		

Risk Actions	Percentage Completed	Percentage Completed Ontime	Overdue completed this Month
Fire Risk Actions	No Data Yet	No Data Yet	No Data Yet
Asbestos Actions	No Data Yet	No Data Yet	No Data Yet
Water Risk Action	No Data Yet	No Data Yet	No Data Yet
Fire Door Inspection	No Data Yet	No Data Yet	No Data Yet

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

Ref	Description	Target	At end Jun 25	% installed	Notes
	Smoke Alarms **in place**	7464	7288	94.9%	*Properties due for redevelopment have been removed from the denominator*
	CO Alarms **in place**	6916	6261	90.6%	
	Heat Detectors **in place**	7464	6270	84.0%	
	All Electric Properties (no gas)	N/A	717	N/A	

Commentary:

The Compliance Team have been working with the Asset Management team recently to gain assurance that everything was being monitored and reported on. Having worked alongside Asset Management, the Compliance Team now must own the data and compliance with the legislation. A new report will be run in April 2026 to check for progress on data storage and servicing records.

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	As at end Qtr. 3	As a % of stock	Benchmark position	Notes
O9a	Number of damp and mould 'live' cases	264	3.5	Q3	See report below for details
Ref	**Description**	**As at end Qtr. 3**	**Per 1000 properties**	**Benchmark position**	**Notes**
O9b	Number of disrepair claims	28	3.7	Q2	See report below for details

Damp, Condensation & Mould Cases update – Dec 2025

This report tracks the progress of **Damp, Condensation, and Mould (DCM)** cases and **Disrepair Claims**, with a strong focus on managing rising volumes, improving case handling, and enhancing collaboration across teams. Key efforts include weekly contractor meetings, and process improvements supported by data tools.

Total cases received 2023/24: 474 Completed

2024	Reported	Completed	N/Access	Work in progress	Live cases
Apr	63	63	0	0	0
May	50	49	0	1	1
Jun	53	53	0	0	0
Jul	61	61	0	0	0
Aug	33	31	0	2	2
Sep	49	44	0	5	5
Oct	60	54	0	6	6
Nov	99	93	0	6	6
Dec	71	57	0	14	14
Jan	99	87	0	12	12
Feb	84	76	0	8	8
Mar	67	61	0	6	6
Total	**789**	**729**	**0**	**60**	**60**
2025	**Reported**	**Completed**	**N/Access**	**Work in progress**	**Live cases**
Apr	49	38	0	11	11
May	37	34	0	3	3
Jun	43	27	0	16	16
Jul	31	17	0	14	14
Aug	26	8	0	18	18
Sep	27	13	0	14	14
Oct	52	5	0	26+21=47	26+21=47
Nov	84	3	0	81	81
Total	**349**	**145**	**0**	**204**	**204**
Tally	***1612**	**874**	**0**	**264**	**264**

*2023, 2024 and 2025 DCM cases received

Live DCM Cases:
November shows a significant increase in live DCM cases. This is due to seasonal factors, additional reports from internal teams and contractors, and ongoing work during the contractor transition phase.

Winter Ready Campaign:
The social media advert for the *Winter Ready* campaign will be launched this week and has already been shared with the Board. The campaign focuses on breaking down barriers such as shame, fear of consequences, lack of trust, and mental health challenges.
encouraging tenants and leaseholder to report issues early and seek support without hesitation.

Cambridge Matter Article Finalised
The latest edition of *Cambridge Matter* has been finalised. This issue aims to proactively address seasonal challenges related to damp and mould by providing practical advice and guidance for residents during the colder months.

Disrepair Claims Progress

Current Claims Breakdown (as of December 2025)

Year	Total Live Claims	In Progress	Works being completed	Post-completion inspections
2022/23	**1**	**0**	**1**	**0**
2023/24	**4**	**0**	**2**	**2**
2024/25	**4**	**1**	**3**	**0**
2025/26	**19**	**13**	**6**	**0**
Total	**28**	**14**	**12**	**2**

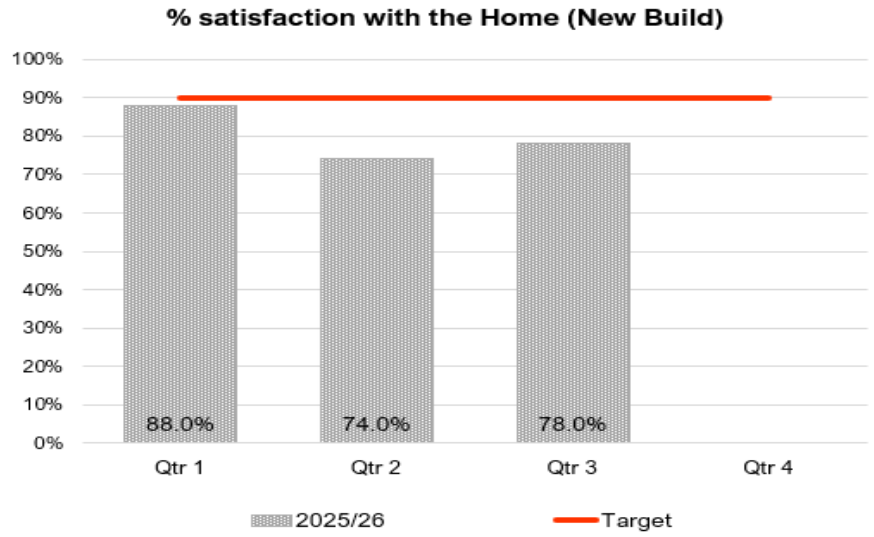
Total live claims from **35 (Oct)** to **28 (Nov)** — drop due to backlog clearance on post completion inspections
New claims: Oct had **4 new claims**, Nov had **5 new claims + 1 reopened**, showing a continued upward trend, however, no specific reason for this.

Expenditure Breakdown

Financial Year	Legal/Consultancy 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	£322,975 last month to £331.643.80 ▲+2.68%	£30,292 last month to £31,294.02 ▲+3.31%	£134,552 last month to £139,307.91 ▲+3.53%

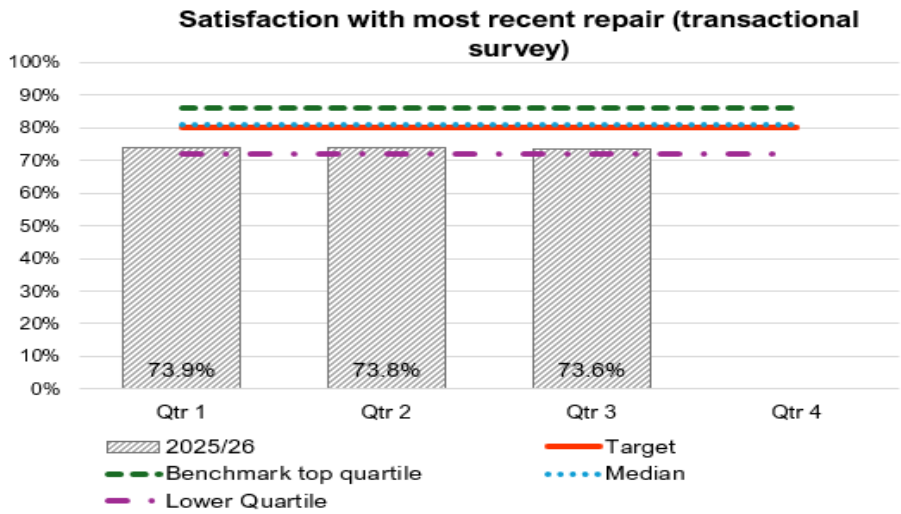
The Tenant's Voice

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)

Qtr 1: Aragon and Sackville Close development feedback. Those satisfied fed back the generous room sizes, thermal insulation and landscaping around the properties. negatve feedback reported install problems with some of the fittings and fixtures, and the smaller garden sizes.
Qtr 2: 46 responses - Positive feedback included cosy and safe home, generous size and welcoming spaces. Negative feedback includes snagging issues, the use of drugs (odours permeating flats), the cost of heating, problems with ASB around the bin stores and a poor quality intercom system. 3 developments were impacted by heating & hot water issues.
Qtr 3: result based on 95 surveys. Positive feedback praises the high living conditions and good location, negative feedback includes drug smells, lack of security for parcels and outstanding snagging issues.



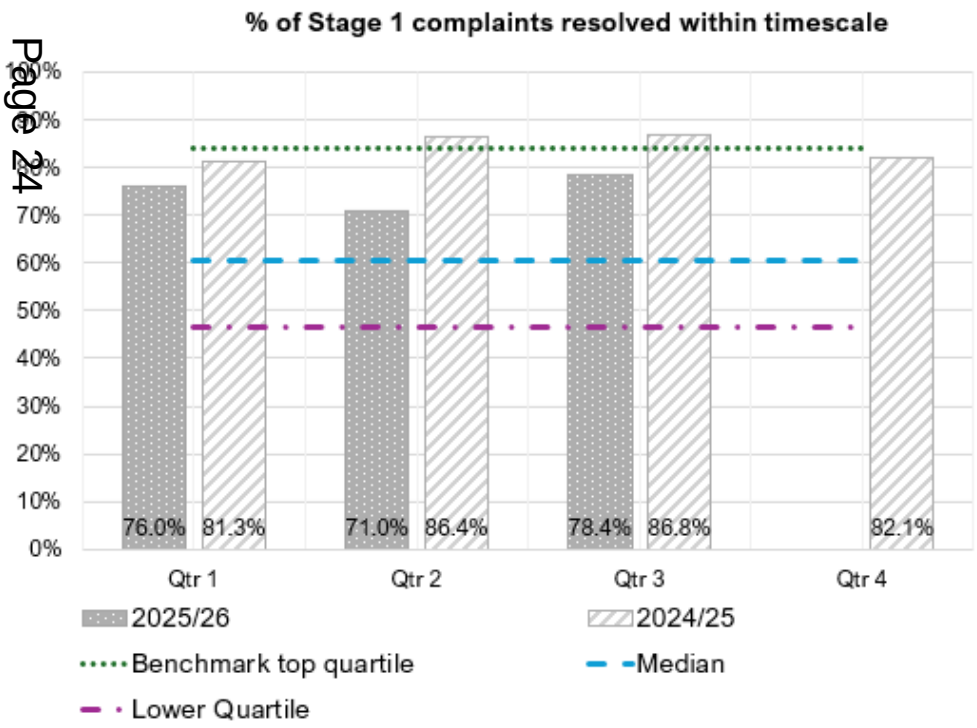
satisfaction with most recent repair (transactional survey)

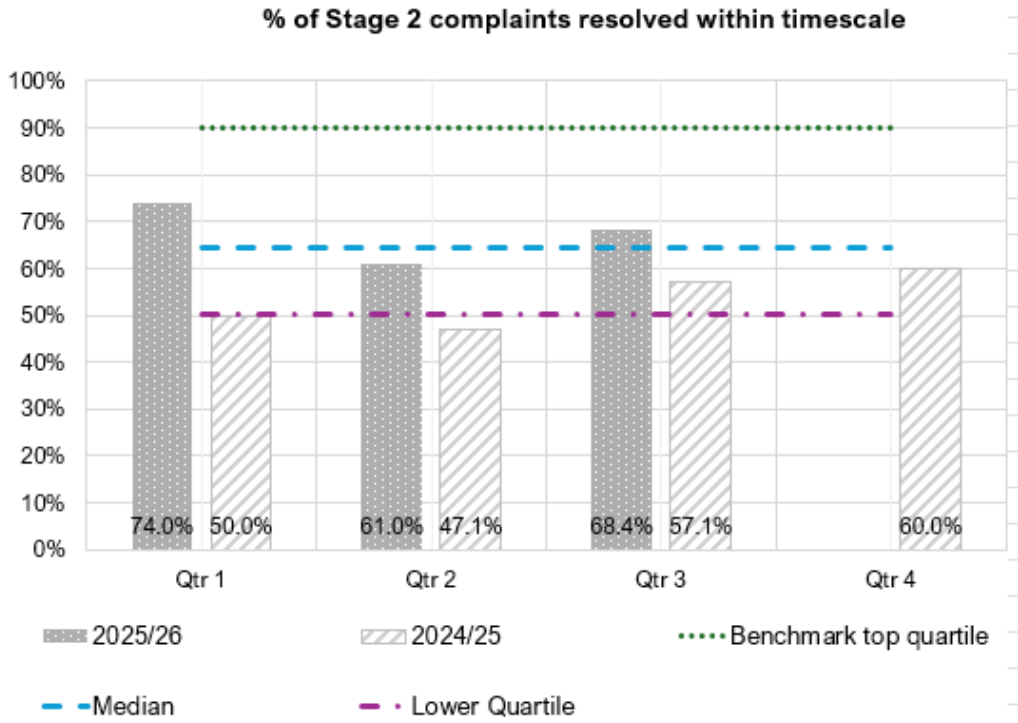
Qtr 1: Results are based on 23 returned surveys in Qtr 1. Four surveys reported a 1 for satisfaction in May - 2 were due to the DLO not showing up. Follow up has been requested by the Works Planner. 16 surveys reported a 5 out of 5 service. The data used for benchmarking are authorities with a DLO.
Qtr 2: results based on 42 surveys. 5 surveys reported a 1 for satisfaction in Qtr 2; including wrong trade sent for the job and workman didn't attend appointment.
Qtr 3: results based on 72 surveys. Lower scoring survey feedback related to unfinished work (right first time) and missed appointments.

% of complaints resolved within timescale

There has been an improvement in response times for both stage 1 and stage 2 complaints this quarter. Performance remains better than in 2024/25, and Housing Leadership Board will continue to monitor response times to complaints across relevant housing teams.

The Housing Service is committed to:
- Responding to complaints promptly and within Ombudsman timescales
- Ensuring the responses to a stage 1 complaint are appropriate and tackles the cause of the complaint.
- Monitoring the root cases of complaints within services, to better understand where improvements should be made.





Engagement with tenants

Since April 2025 resident engagement activity has had significant influence on several key areas:

- Tenant Satisfaction Survey Action Plan: Residents' recommendations for service improvement were added to the TSM action plan following the latest 2025/26 survey results.
- Estate Walkabouts: a refreshed initiative to bring together council staff, contractors, members 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. Four estate walkabouts have been organised this Summer and Autumn across the city as part of a pilot phase, so far this has enabled residents to raise issues with key housing staff in-person and discuss wider community problems. A more comprehensive schedule will be planned for 2026.
- External Planned Maintenance Contract: being re-procured with tenants and leaseholders on the evaluation panel, for the contract of an estimated value of £35 million.
- Open Door review: residents who sit on the 'Open Door' editorial panel and the elected HAB Reps were consulted in August 2025 about the review of our tenant and leaseholder magazine, their feedback was a key part of forming the options appraisal that is being developed.
- Education and Engagement in Fire Safety: the elected HAB Reps requested a dedicated meeting in September 2025 to provide feedback and suggestions for increasing capacity around engagement and education in helping to carry out our Fire Safety in Communal Areas Policy.
- Window Cleaning Contract: will be re-procured with residents on the evaluation panel for contract of an estimated value of £300K. Procurement began in September 2025, and a new contract is likely to commence in April 2026.
- Annual Report to Tenants and Leaseholders: in the Autumn/Winter 2025 edition of our Open Door magazine we published an annual report to communicate key performance information in different areas of our housing services and to demonstrate how we are meeting the Regulator's four consumer standards.
- Tenant and Leaseholder Involvement Strategy: the elected HAB Reps and some other involved residents took part in an in-person workshop in August 2025 to determine and develop the objectives that will underpin the refresh of our Resident Involvement Strategy. More engagement activity with a wider group of residents took place in November 2025 to refine the draft strategy, followed by a wider consultation with all tenants and leaseholders in December 2025.

Author: Catherine Buckle – Business Development Manager (Housing)

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Cambridge City Council

Housing Advisory Board Paper

1. HRA Budget

Responsible Officer	Jody Etherington & Samantha Shimmon
Contact Details	Tel: 07743 180011 Email: samantha.shimmon@cambridge.gov.uk
Purpose of Paper	To give an overview of the HRA budget to Housing Advisory Board
Brief Summary	These slides bring together the discussion points for Housing Advisory Board on the HRA Budget including annual rent increase, rent convergence and budget bids. This also includes a member briefing on rent convergence to provide additional information on rent convergence, this is for information only.
Is the paper going to Cabinet or either Scrutiny Committee's?	Budget is going to Scrutiny, Cabinet and Full Council.

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HRA Budget

Housing Advisory Board – 2nd February 2026
Jody Etherington and Samantha Shimmon

One Cambridge, fair for all

CAMBRIDGE CITY COUNCIL

Housing Revenue Account

Landlord Account for Council Homes

Ringfenced Account – must be spent on landlord services

30 Year Business Plan

One Cambridge, fair for all

CAMBRIDGE CITY COUNCIL

30-Year Business Plan

- Savill's – third party assurance
- Zero-based budgeting exercise
- Bids and Pressures - £2.2million

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Annual Rent Increase for 2026/27

- Regulator of Social Housing – Rent Standard 2026
- Annual Increases – CPI + 1% (September) until at least 2030/31
- CPI September 2025 – 3.8%
- Annual Rent Increase 2026/27 – 4.8%

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CAMBRIDGE CITY COUNCIL

Rent Convergence

What is it?

- Gradual uplift of existing rents to formula rent

Consultation

- Summer 25
- £1 or £2 per week
- Period up to 10 years
- January 26 - outcome

Cambridge

- £2 per week
- 10 years
- April 2026
- £2.1 million by 2030/31

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HRA Revenue budget (m)	26/27	27/28	28/29	29/30	30/31
Total income	(61.956)	(66.466)	(71.588)	(76.682)	(81.209)
Total operating expenditure	40.986	42.375	44.217	45.968	47.274
Net interest cost	12.460	15.085	17.880	21.006	24.189
Revenue to capital financing	8.641	8.756	9.133	9.511	9.563
HRA (surplus) / deficit	0.131	(0.250)	(0.358)	(0.197)	(0.183)

CAMBRIDGE CITY COUNCIL

Unavoidable pressures – City Services

Damp, condensation and mould (DCM) repairs

- £750, 000 annually ongoing

Increased gas servicing of sustainable appliances

- £34,080 annually ongoing

Building Assessment Certificates

- £125,000 for 2 years from 2026/27

External wall insulation (EWI) inspections

- £60k in year one, £80k in year two then £100k annually ongoing

Cowley Road Depot

- £50,000 annually ongoing

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Budget Bids – City Services

Description	26/27 (£)	27/28 (£)	28/29 (£)	29/30 (£)	30/31 (£)
Health & Safety operational	37,890	37,890	37,890	37,890	37,890
Asset and Compliance	181,740	181,740	181,740	181,740	181,740
Delivery and Regulatory Assurance	398,190	355,370	312,540	312,540	312,540
Housing repairs	103,220	206,440	206,440	206,440	206,440
Housing disrepair claims	197,220	-	-	-	-
Void repairs	393,540	300,000	200,000	100,000	-

CAMBRIDGE CITY COUNCIL

Budget Bids – Communities

Description	26/27 (£)	27/28 (£)	28/29 (£)	29/30 (£)	30/31 (£)
Housing management teams	338,250	538,250	538,250	538,250	280,250
Technology – Income Mgmt	125,250	125,250	125,250	125,250	125,250
Technology – Housing Mgmt	55,000	55,000	55,000	55,000	55,000
Technology – Housing Support	75,000	75,000	75,000	75,000	75,000
Legal costs	14,000	14,000	14,000	14,000	14,000
LGR planning	150,000	-	-	-	-

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Any questions?

Briefing Note – Benefits of Reintroducing Rent Convergence

Purpose

To brief Members on the importance and benefits of reintroducing rent convergence for Cambridge City Council tenants, the Housing Revenue Account (HRA), and the future delivery of services and new council homes.

Background

Social Rents are currently calculated using a formula set by the Regulator of Social Housing, and this is known as formula rent. However, Cambridge City Council as with most social landlords finds many of its rents below formula rents due to different historical charging structures. This results in new tenants paying much more for their home than those who have held their tenancy for much longer.

For a short period between 2011 and 2015, social landlords were allowed to use rent convergence at a rate of £2 per week to gradually over time bring all their rents up to formula rent.

In Summer 2025 Government conducted a consultation on the re-introduction of Rent Convergence and asked the benefits of its re-introduction, at what rates £1 or £2 per week and for what time period it should be allowed for with up to 10 years as the longest option. The Council responded to this consultation indicating its support for Rent Convergence at £2 per week for the time period it took to take all rents up to formula rent (more information on formula rent can be found here Rent Standard_April 2023).

Saville's on behalf of the Chartered Institute of Housing also conducted a piece of national analysis on rent convergence which demonstrates the need for its re-introduction and that £2 per week delivers the most benefits balancing affordability of £1, £2 or £3 per week. Saville's Rent Convergence Analysis

Cambridge City Council—along with 108 other local authorities— signed the national *Securing the Future of Council Housing* report led by Southwark Council. A key recommendation in that report is that Government must reintroduce rent convergence, which was halted in 2015 following four years of rent cuts and a rent freeze. This has left many councils with significant funding gaps in their Housing Revenue Accounts.

In the same period, social landlords have faced rapidly increasing costs and major new statutory obligations including:

- Social Housing Regulation Act 2023

- Building Safety Act 2022
- Fire Safety Act 2021
- Forthcoming changes through the new Decent Homes Standard, Minimum Energy Efficiency Standards, and Awaab's Law

As a result, landlords have had to prioritise essential safety investment, reducing capacity to build new homes and deliver decarbonisation programmes.

Why Rent Convergence Matters

Rent convergence ensures that identical properties are charged similar rents based on the property itself—not on when a tenant moved in. At present, neighbouring households in similar homes can pay vastly different rent solely due to historical rent policies. This is fundamentally unfair and creates ongoing inequality within our communities.

Impact in Cambridge

- 5,612 council homes currently below their formula rent
- Average difference: £10.53 per week below formula rent
- Largest difference: £57.93 per week below formula rent

Without rent convergence, these disparities will persist indefinitely.

Financial Benefits to the HRA

The Council's preferred option is convergence at £2 per week.

Weekly Increase Allowed	Timescale	Annual Additional Income	Equivalent Investment Benefit
£2 per week	Over 5 year business plan	£2m per year	6/7 new council homes, or 500 Decent Homes upgrades, or 70 homes retrofitted annually
£1 per week	Over 5 year business plan	£1m per year	5 new council homes, or 250 Decent Homes upgrades, or 35 homes retrofitted annually
If all properties at formula rent	Up to 29 years	£3m+ per year	10 new council homes, or 750 Decent Homes upgrades, or 110 homes retrofitted annually

Introducing convergence more slowly would mean:

- More borrowing required to fund legal compliance, safety and retrofit works
- Less funding available for new council housing
- Increased future financial risk to the HRA

If the Council failed to introduce rent convergence, this would result in additional borrowing of £122million over the 30-year business plan to maintain and manage our current stock and build our current development pipeline.

Impacts on Tenants

For those in financial hardship, the change will have little or no financial impact:

- 65% of tenants currently receive some form of benefit support
- 55% receive maximum Housing Benefit or Universal Credit housing costs
- For most households entitled to support, the £1–£2 weekly increase will be fully or largely covered

Forecast wage inflation is expected to outpace CPI + 1% until at least 2030, meaning convergence at the proposed rate is not anticipated to create affordability risk for the majority of tenants.

In addition, convergence will:

- Remove unfair inequalities in rent between neighbours
- Create simpler, fairer, and more transparent rent structures

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Timing

Government has indicated a decision on Rent Convergence in January 2026, including at what rate it can be implemented and from what date.

The Council recommends implementation from 1 April 2026 provided this is in line with the announcement in January 2026.

Delaying beyond 2026 risks:

- Wage inflation falling below CPI + 1%, increasing household impact
- Further pressure on HRA resources hindering service delivery and compliance programmes

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Risks of Not Reintroducing Convergence

If convergence is not reinstated:

- Cambridge residents will continue to experience unfair rent inequality
- The HRA will remain structurally underfunded
- Delivery of decent homes improvements and retrofit upgrades will slow further
- Fewer new council homes will be delivered
- Increased borrowing will be required, reducing long-term financial resilience

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Conclusion

Rent convergence is a fair and essential mechanism to restore HRA sustainability and secure the future of council housing in Cambridge:

- Fairer rents for tenants
- Stronger financial position for the Council
- Better investment in existing homes and more new homes delivered

Reintroducing convergence at £2 per week from April 2026, is the most responsible option for both tenants and the housing service.

Cambridge City Council

Housing Advisory Board Paper

Tenant and Leaseholder Involvement Strategy 2026-2028

Responsible Officer	Kate Grigg, Resident Engagement Manager, kate.grigg@cambridge.gov.uk
Purpose of Paper	This report provides an update on the development of a revised Tenant and Leaseholder Involvement Strategy for those who live in properties owned and managed by Cambridge City Council. The strategy responds to regulatory change, updated local priorities and resident feedback. The Social Housing (Regulation) Act 2023 sets out standards for all registered social housing providers to achieve. Part of this directly refers to tenant engagement, with providers required to take tenants' views into account in their decision-making and how their services are delivered. This report seeks to provide the Housing Advisory Board with assurance on the progress made in strengthening a framework of involvement so that tenants and leaseholders are able to shape service delivery, influence decision making, hold their landlord to account, and that we communicate effectively on important matters with residents. As part of our work in developing this revised strategy, we have researched good practice regarding resident involvement from other social landlords. With Local Government Reorganisation (LGR) on the horizon we have also compared this draft strategy with South Cambridgeshire (as the only other council to own and manage its own housing stock in the LGR options) to make sure there is broad alignment. It is recommended that The Housing Advisory Board: 1. Reviews the revised approach of the Tenant and Leaseholder Involvement Strategy 2026-2028. 2. Notes that the strategy will be supported by an annual action plan, to be developed with the Board after the strategy is adopted. 3. Agrees that progress will be reported annually to the Board.

Brief Summary	This strategy aims to create more meaningful opportunities to influence housing services, supporting residents to take part in ways that suit them, and making sure everyone can see the difference their voice makes. It includes a practical action plan, with timescales, responsibilities and ways to track progress, and is grounded in resident feedback, staff insight and sector best practice. The strategy has four objectives with accompanying actions towards achieving them. These have been co-developed as a product of the workshops and consultation we have held with residents. There is more detail about this in Appendix 1 'Overview of Engagement and Feedback'. The strategy supports compliance with regulatory expectations for resident involvement as set out in the Social Housing (Regulation) Act 2023. Adoption of the new strategy is expected to deliver: • Increased trust and confidence in how housing services responds to residents. • A more diverse and representative range of residents involved in shaping housing services. • Clearer accountability and transparency through published outcomes and performance reporting. • Improved resident satisfaction with involvement opportunities and communication
Is the paper going to Cabinet or either Scrutiny Committees?	No

Cambridge City Council Tenant and Leaseholder Involvement Strategy (2026–2028)

Accessibility of document

Our aim is to make our services easy to use and accessible for everyone. We will take steps to make any reasonable adjustments needed for you to contact us, access our policies, or any requests to provide responses in other formats. Depending on the individual's needs, these might include but is not limited to:

- Using larger print, or a specific colour contrast
- Having an 'easy read' version of the document
- Having a translation of the document
- Having the document in Braille format

If you would like to contact us about having a copy of this document in another format or language, please call us on 01223 457000, or write to us at Cambridge City Council, PO Box 700, Cambridge CB1 0JH.

Resident involvement

Cambridge City Council is committed to consulting with residents to ensure we reflect your views and experience in how we deliver your housing services. This strategy has been created in collaboration with our tenants and leaseholders. The following resident groups were involved with providing input on this strategy:

- Housing Advisory Board Tenant and Leaseholder Representatives
- Resident Focus-groups
- Resident 'Armchair Reviewers'
- Wider Resident Consultation

Draft

Foreword

Foreword by Resident Reps/Exec member for Housing to be completed once adopted.

Introduction

This strategy sets out how Cambridge City Council will involve tenants and leaseholders in shaping housing services. It explains how we will listen, act, and show the impact of resident views. It reflects feedback from residents, staff, and councillors, and aims to build a culture of trust, inclusion, and continuous improvement.

In this strategy the term 'resident' refers to anyone living in Cambridge City Council-owned properties, this includes tenants, leaseholders and shared owners.

We define resident involvement as: *"Tenants and leaseholders taking part in the decision-making process and influencing choices which affect the housing services, homes and communities in which they live"*.

The lived experience our residents offer is invaluable in shaping housing services and ensuring those services meet the needs of our residents, enabling our city to be 'One Cambridge, Fair for All'.

Regulatory and legislative requirements

This strategy has been developed to fulfil the updated regulatory requirements of social housing providers, and in accordance with the legislation below. It is also intended to complement any existing legal requirements for resident involvement.

It has been designed to align with best practice in the sector including the National Housing Federation's "Together with Tenants" charter, as well as recommendations for resident involvement set out by the Chartered Institute of Housing and the Tenant Participation Advisory Service.

- Revised Consumer Standards (Effective April 2024)
- Social Housing (Regulation) Act 2023
- Building Safety Act 2022 – Section 91
- Housing Act 1985 – Section 105
- Landlord and Tenant Act 1985 – Section 20

Draft

How we shaped this strategy

To make sure this strategy reflects what really matters to residents, we held a series of workshops to co-develop the objectives and actions in this strategy, we also created a consultation to gather insights from our wider resident base on the draft content.

The aim of these workshops and consultation was to focus on creating a shared understanding of how we can improve involvement opportunities, and making sure that the residents can help shape the future of our housing services.

We engaged with over 50 residents about the refresh of our Tenant and Leaseholder Involvement Strategy. We would like to express a huge thank you to all residents who have been involved in bringing the new strategy to life. This feedback has been central to the strategy, and it will continue to guide how we work with residents going forward.

There is more detail about this in Appendix 1 'Overview of Engagement and Feedback'.

Our vision

Cambridge City Council wants to make sure every resident feels heard, respected, and involved in shaping the housing services that matter to them. The development of this strategy is grounded in resident feedback, staff insight and sector best practice.

The Tenant and Leaseholder Involvement Strategy is about building stronger connections with our residents, so we can better understand diverse perspectives, and empower every voice within our communities.

It aims to create more meaningful opportunities to influence housing services, supporting residents to take part in ways that suit them, and making sure everyone can see the difference their input makes.

We are keen to promote resident involvement that improves community cohesion, environmental outcomes and resident wellbeing, as well as reducing the stigma associated with social housing.

To help us put residents at the centre of what we do, and address the issues raised through engagement, we have set four objectives with accompanying actions towards achieving them. The strategy will also have performance measures to assess impact, and an annual action plan, with timescales, responsibilities and ways to track progress.

Draft

Objectives – what we are trying to achieve

1. Embed Resident Involvement Across Housing Services

Build a culture of trust, transparency and accountability by involving residents in the way the housing services operates.

2. Ensure Resident Involvement is Accessible and Inclusive

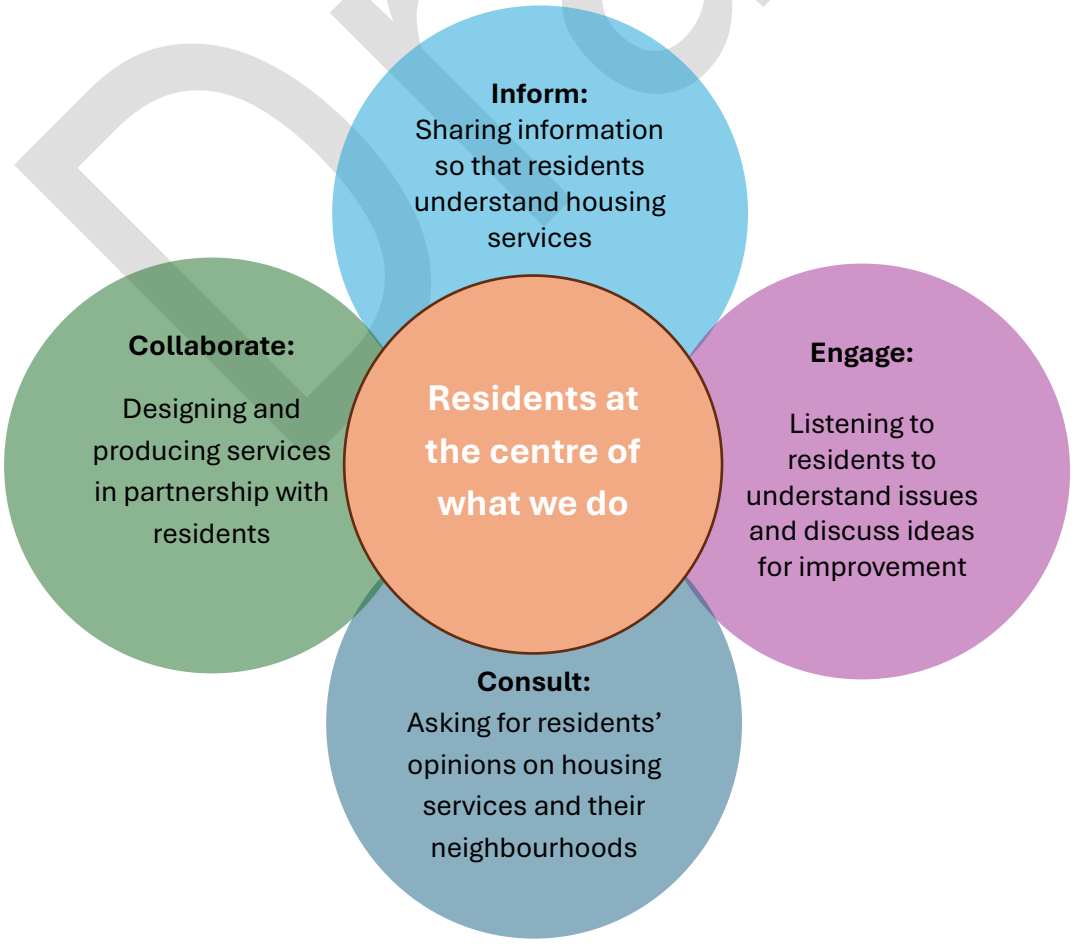
Give all residents opportunities to engage meaningfully, regardless of background or circumstance.

3. Enable an Empowered Resident Voice through Involvement

Strengthen the role of residents in shaping decisions and influencing outcomes.

4. Listen, Learn and Improve

Demonstrate how we use feedback and data to ensure residents are heard, and that we are improving services and meeting standards.



Actions – what we will do

These actions set out to continue the work that we already do with resident involvement, as well as committing to improving through the new actions developed by residents.

1. Embed Resident Involvement Across Housing Services

Build a culture of trust, transparency and accountability by involving residents in the way the housing services operates.

Continued Practice:

- Include 'resident involvement' in relevant staff inductions and the development of new roles, so they can identify and promote resident involvement opportunities.
- Maintain the involvement of residents in recruitment panels for relevant senior housing staff, and on the evaluation panels for procurement of significant contracts.
- Ensure that resident priorities are recognised when developing involvement opportunities or improving housing services.

New Actions:

- Establish a "Resident Voice in All Policies" principle: to ensure resident input is considered and built into the development and review of housing policy.

2. Ensure Resident Involvement is Accessible and Inclusive

Give all residents opportunities to engage meaningfully, regardless of background or circumstance.

Continued Practice:

- Build upon our offer of varied involvement options, both online and in-person, in areas and at times that suit resident needs.
- Further identify and remove barriers to participation (e.g. digital access, time constraints).

New Actions:

- Develop an annual engagement plan including digital content, printed materials, and community outreach.

Draft

- Work towards a broad and representative group of involved residents to reflect the diversity of our communities.

3. Enable an Empowered Resident Voice through Involvement

Strengthen the role of residents in shaping decisions and influencing outcomes.

Continued Practice:

- Support the elected tenant and leaseholder representatives to hold the council to account through resident-led challenge and make recommendations for improvements.
- Extend the support on offer to build residents' confidence and skills in getting involved so they can be effective in their roles.

New Actions:

- Promote an 'Impact Tracker' showing how different resident input has shaped decisions.
- Introduce 'task and finish' groups for residents to play a role in understanding and improving key service/performance areas – e.g. repairs, complaints.

4. Listen, Learn and Improve

Demonstrate how we use feedback and data to ensure residents are heard, and that we are improving services and meeting standards.

Continued Practice:

- Widen our use of surveys, forums, and estate walkabouts to gather resident input on local priorities.
- Enhance our "You Said, We Did" communication loop to show how feedback leads to action.

New Actions:

- Publish an 'Annual Tenant and Leaseholder Report' combining performance data and engagement outcomes.

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Resident Involvement Activities

We want residents to get involved in a way that works best for them, based on time commitments, circumstances and practical needs, such as childcare, travel, or internet access. Residents can choose how and when to get involved, with flexible options to suit different lifestyles and needs.

We will continue our current offering and build upon this to include the following:

Our offer	Activities you can get involved in	Time commitment
Keeping you informed	• Reading the Open Door magazine delivered to you • Reading the Annual Tenant and Leaseholder Report • Checking updates on our website • Following our social media posts • Signing up to receive email newsletters and involvement opportunities	Low Low Low Low Low
Consulting with you	• Completing surveys and statutory consultations • Contributing your views on priorities in neighbourhoods and where regeneration is planned • Making suggestions about housing services or ideas for improvement	Low Low Low
Engaging with you in the community	• Joining community days in your neighbourhood • Joining estate walkabouts • Participating in the tenant and leaseholder garden competition • Joining neighbourhood volunteering activities	Medium Medium Medium Medium
Collaborating with you	• Attending an online resident forum (e.g. Repairs and Maintenance) • Joining our Open Door Editorial Panel • Reviewing housing policy through becoming an 'Armchair Reviewer' • Joining a 'task and finish' group focussed on key service/performance areas • Becoming an elected Tenant and Leaseholder Representatives on Housing Advisory Board • Joining a procurement panel to assess relevant contracts	Medium Medium Medium Medium High High

What are the advantages of getting involved?

Through engaging in any of the activities above we want to ensure that residents can:

- meet new people
- give something back to their community and improve their housing service
- develop as an individual and get a reference for a job
- get free training in developing skills and knowledge in IT and housing
- get their travel and care expenses met
- learn how the council works
- enjoy the benefits of 'thank you' events, or incentives like being entered into a prize draw for shopping vouchers
- get access to membership of TPAS
- get help with digital access, e.g. Tenant Representatives having a laptop loan

Get involved!

Getting involved is how you, as a Cambridge city Council tenant or leaseholder, can influence the housing services you receive from us. You are the best people to tell us what works well and where we can do better, and your involvement makes a real difference. Throughout the year we run a number of surveys, online meetings and in-person events so you can express your views.

If any of the resident involvement activities interest you - drop us an email on **resident-involvement@cambridge.gov.uk** or telephone **01223 458323**.

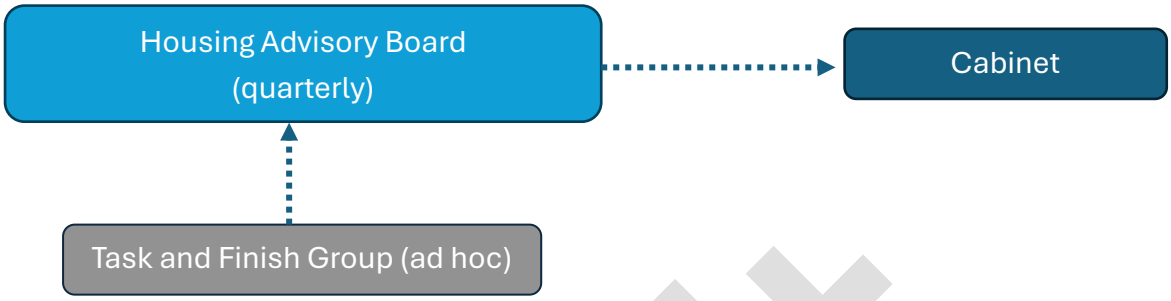
If you want to find out more you can also visit our **resident involvement** webpage.

Elected tenant and leaseholder representatives

At Cambridge City Council we have six resident representatives, five tenants and one residential leaseholder, that sit on the **Housing Advisory Board** alongside councillors.

Housing Advisory Board provides advice and recommendations to Cabinet, and feedback to help us improve our housing service. It supports the decision-making process and monitors our performance as a landlord.

The Housing Advisory Board can create task and finish groups to carry out deep-dive projects on housing service areas and feed into the decision-making process through recommendations. Task and finish group membership could include members of the Board as well as wider residents or external advisors.



Resident representatives are elected every four years (via an independent electoral service), through a ballot sent to all tenants and leaseholders addresses. These representatives help influence how we run our housing service. Their contribution ensures that resident views and experience are at the forefront of housing decisions.

Tenant and leaseholder representatives are entitled to a remuneration of up to £1,400 a year depending on how much time they give to the role and are expected to meet the criteria set within the terms of reference for the Board, as well as the Code of Conduct for all tenant and leaseholder representatives.

A few examples of previous work resident representatives have been involved in:

- Assessing bids for the Estate Cleaning Contract and the Internal Planned Maintenance Contract.
- Proposed and ensured funding for a new Education and Engagement Officer to help deliver the Fire Safety in Communal Areas Policy.
- Part of the Council's New Build Consultation Group, looking at the detail of consultations and decant issues arising from the Council's next 1000 council homes strategy.

To contact the representatives directly you can email - **hsc.residents@gmail.com**

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Impact – how we will measure success

This strategy will be delivered over the next two years, from 2026 to 2028. We have developed performance measures to demonstrate progress in resident involvement.

Each year, we'll also create a clear action plan that sets out what we're aiming to improve, who's responsible for making it happen and when residents can expect to see progress.

Targets will be set in the accompanying action plan to this strategy, we will monitor progress through:

Primary Measures (directly linked to RI activities):

- Number of resident involvement activities offered throughout the year (e.g. forums, estate walkabouts, surveys).
- Number of residents engaged in involvement activities.
- Number of new residents participating for the first time.
- Diversity of residents participating in involvement activities.
- Number of housing services influenced through resident involvement.
- Resident satisfaction with involvement opportunities.

Secondary Measures (linked to wider housing outcomes):

- % satisfaction that the landlord listens to tenant views and acts upon them (TSM).
- % satisfaction that the landlord keeps tenants informed (TSM).
- % agreement that the landlord treats tenants with fairness and respect (TSM).

Reporting and Accountability:

- Create an accompanying action plan to ensure we achieve our objectives.
- Elected Tenant and Leaseholder Representatives involved in shaping the action plan and reviewing progress.
- Annual updates to the Housing Advisory Board.
- Annual Tenant and Leaseholder Report shared with all tenants and leaseholders.

Draft

Appendix 1: Overview of Engagement and Feedback

Focus Groups and Consultation

Before writing the draft strategy we organised an in-person focus group in August 2025 with our elected resident representatives, and other involved residents. Seven residents attended this, and the aim was to gather thoughts and ideas on their priorities and to co-develop the objectives and actions of the strategy.

We then held a further focus group online with 12 residents in November 2025 to capture additional views of on the objectives and actions that had been co-developed, so that we could further refine these.

In December 2025 we consulted with our wider resident base on the draft strategy so far. We created a survey that was publicised in the Autumn/Winter edition of Open Door magazine with the option to complete online, via phone or post. In total we received 30 responses (18 tenants and 12 leaseholders) that captured structured feedback on the draft strategy content as well as allowing more general feedback about resident involvement.

While we believe our approach to co-developing this strategy captured as many resident views as we could in the time we had, there are some demographics that were not represented in the process. It is anticipated that as the new strategy takes shape, we will address the barriers that some groups experience in getting involved so that we can improve this in future.

Summary of Feedback from Focus-groups and Consultation

As a result of the feedback we received, we made changes to this draft strategy. This includes:

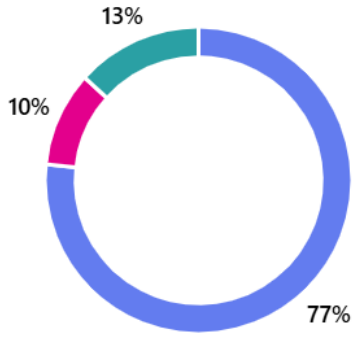
- removed repetition of topics
- adjusted some of the language to make it less technical
- a desire for stronger links between involvement and day-to-day service delivery, particularly repairs and maintenance.
- the need for embedding multiple communication channels, recognising that digital access and preferences vary.
- ensuring that involvement opportunities clearly lead to residents being able to see impact and outcomes communicated.

A summary of the feedback we received from our focus groups and consultation is below.

Draft

Overall do you think that the content is easy to read and understand?

Yes	23
No	3
Not sure	4



Main themes

1. **<u>Embed Resident Involvement across Housing Services:</u>** build a culture of trust, transparency and accountability by involving residents in the way that the council operates.

- **Challenges:**
  - Concern about siloed communication between tenant and leaseholder teams. Separate channels reduced shared understanding and collaboration.
- **Suggestions:**
  - Improve cross-team collaboration and ensure joint forums where relevant.
  - Focus on day to day service quality, especially repairs & maintenance. Several respondents felt involvement should be tightly linked to improving the basics and holding contractors to account - *"Concentrate more on the day to day issues, such as repairs & maintenance... Getting the small stuff right would be a start."*
  - Communicate service changes before they happen (e.g., keys, storage, estate changes) and give residents practical routes to resolve issues - *"I experienced bike storage... key lockers being changed while I was out of the country... I did not receive any communication about this."*

2. **<u>Ensure Inclusivity:</u>** give all residents opportunities to engage meaningfully, regardless of background or circumstance.

- **Challenges:**
  - Digital-only communication excludes many older residents and those with limited digital access or confidence.
  - Many residents have different preferences on how they'd like to be involved, there has to be a range of options available.
- **Suggestions:**

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  - Recognise literacy barriers and language needs.
  - Traditional methods (letters, leaflets, door-knocking) are really valued by many residents - *"Face to face and spoken word is still the best way to communicate and engage."*
  - Important to use traditional methods alongside digital, maintain options for online meetings and surveys for flexibility.
  - Offer multiple channels—not digital-only and not face-to-face-only. People want email and online options, but some (especially older or disabled residents) rely on telephone and value in-person contact - *"Telephone contact. We oldies find digital contact increasingly difficult to keep up with."*
  - Schedule meetings outside standard working hours as many can't attend during the working day.
  - Provide advance notice and clear scheduling for things like estate walkabouts and community events.
- **Communication preferences** (what people asked for most often):
  - Count from comments: Email Updates (7), Online/Virtual Meetings (6), Face-to-face Events (5), Telephone Contact (4), Printed Material (1)
- **Barriers to participation** (most cited):
  - Time/work commitments (6); Lack of information/awareness (4); Distance/travel (1); Caring responsibilities (1); Digital access/usability (1).

3. **<u>Enable an Empowered Resident Voice:</u>** Strengthen the role of residents in shaping decisions and influencing outcomes.

- **Challenges:**
  - Residents often feel their input "goes into a black hole" with no visible outcomes. Showing that input leads to action, impact is key.
  - Ensure there are opportunities for residents to get involved at a strategic level.
- **Suggestions:**
  - Strong desire to close the feedback loop and show impact. Residents' welcome tools like an Impact Tracker, provided it is transparent (who it reports to, how it leads to change) - *"I can see the value of an impact tracker... "How is the Impact Tracker going to work... who is responsible for its assessment?"*
  - Early engagement is important to residents, not after decisions are made - *"Be open and tell about plans BEFORE they have been finalised so there is a feeling of inclusion."*
  - Transparent communication on high-impact topics (e.g., cladding for leaseholders) - *"There has been a lot of uncertainty around external*

Draft

cladding… Proactive communication outlining the options would help trust."

4. **<u>Listen, Learn and Improve:</u>** Use feedback and data to ensure residents are heard, and that we are improving services and meeting standards.

- **Challenges:**
  - Residents not always aware of the opportunities available for getting involved.
  - Negative experiences with tone of communication from some council teams.
  - Feedback is collected but communication of outcomes takes too long.
- **Suggestions:**
  - Tie involvement activities to visible service improvements (repairs, communal areas, parking, anti-social behaviour) Setting up dedicated groups that focus on specific issues, like repairs.
  - Customer service and culture. Residents want a service-oriented approach, with calls answered and emails returned - *"You phone and rarely get to speak to anyone… Email someone and… you rarely get a reply."*
  - Make 'human contact' easy. There's a strong preference for being able to reach a person (not just self-serve or FAQs) and to get timely replies - *"Make it easier for residents to speak to a human being."*
  - Suggestions for better communicating outcomes included combining high-level stats with personal stories in Open Door magazine.

- **What works well with current resident involvement opportunities?**
  - Resident experience that when getting involved voices are valued and a feeling that involvement is democratic
  - In-person events like estate walkabouts are viewed as one of the best ways to engage with residents
  - Online surveys are seen as easy, quick ways to contribute—especially for people short on time - *"Surveys like this are really easy to engage with."*

- **What barriers to participation have you experienced?**
  - Lack of awareness of existing initiatives (e.g., Armchair Review for policy feedback)
  - Time, and sometimes the scheduling of events being during the working day.

- **What incentives could demonstrate that residents time is valued?**

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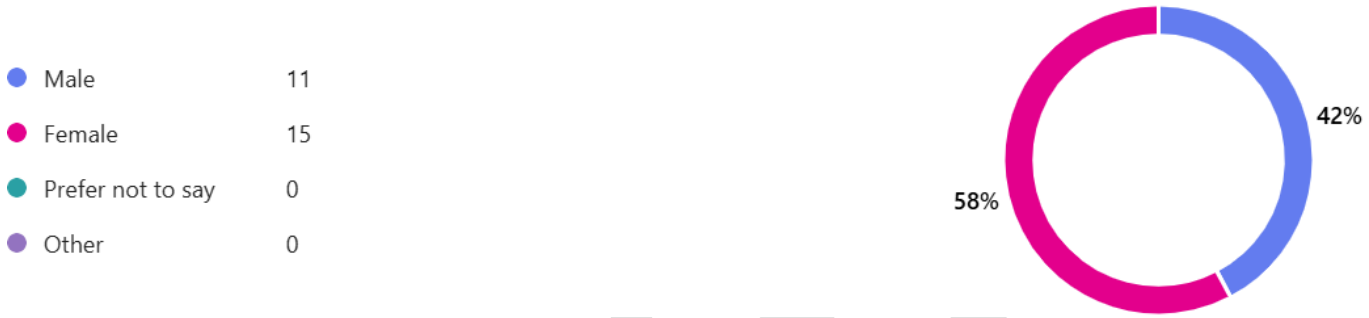
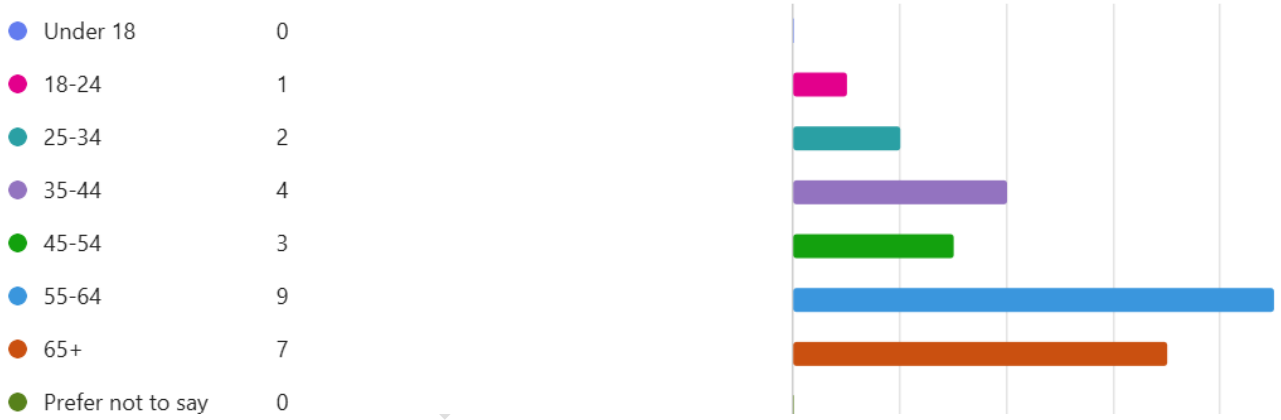
- Seeing the impact of resident input is enough in itself for some residents, rather than other rewards
- Suggestions included vouchers, social events, recognition schemes, and exploring gamified engagement or alternative initiatives to replace time credits.

Demographic information from Consultation Responses

How do you identify?

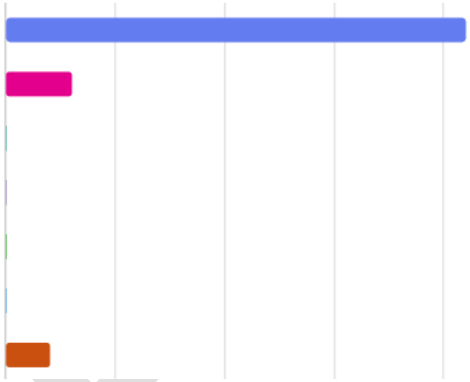


Which age group do you belong to?



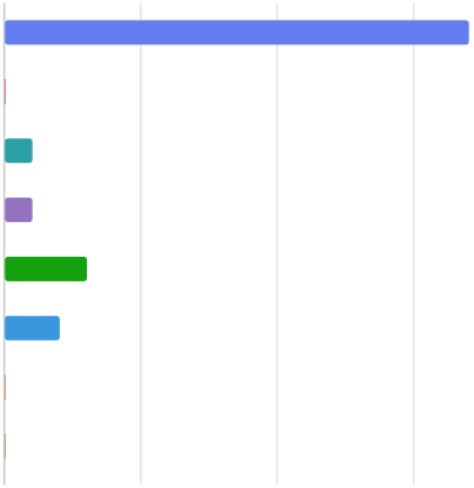
What is your main language?

English	21
Polish	3
Bengali	0
Arabic	0
Afghan Farsi	0
Turkish	0
Other	2



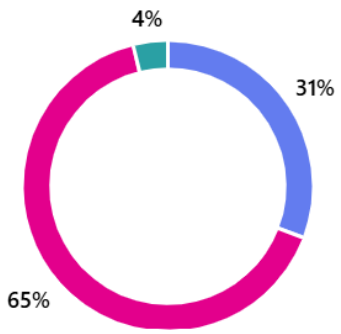
. Which of these groups do you consider yourself to belong to?

White - English, Welsh, Scottish, Northern Irish or British	17
White - Irish	0
White - Gypsy or Irish Traveller	1
White - Roma	1
Any other White background	3
Mixed - White and Black Caribbean	2
Mixed - White and Black African	0
Mixed - White and Asian	0
Any other Mixed or Multiple background	0
Asian or Asian British - Indian	0
Asian or Asian British - Pakistani	0
Asian or Asian British - Bangladeshi	0
Asian or Asian British - Chinese	0
Any other Asian background	0
Black or Black British - Caribbean background	0
Black or Black British - African background	0
Any other Black or Black British background	0
Arab	0
Prefer not to say	1
Other	1



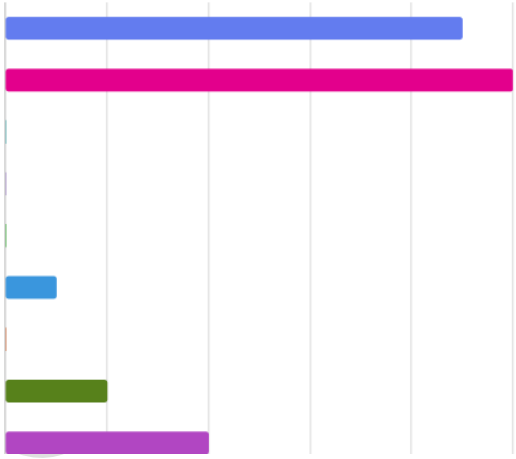
Do you have a long term illness, health issue or disability that limits your daily activities or the work you can do?

Yes	8
No	17
Prefer not to say	1



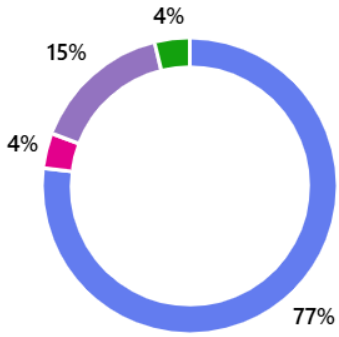
. Which of these best describes your religious belief/faith?

No religion or belief	9
Christian (including all Church of England, Catholic, Protestant and all other Christian...	10
Buddhist	0
Hindu	0
Jewish	0
Muslim	1
Sikh	0
Prefer not to say	2
Other	4



. Which of these best describes your sexual orientation?

Heterosexual/Straight	20
Gay or lesbian	1
Bisexual	0
Prefer not to say	4
Other	1



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Cambridge City Council

Housing Advisory Board Paper

1. Housing Improvement Plan Update

Responsible Officer	Catherine Buckle Business Development Manager (Housing)
Contact Details	Tel: 01223 457261 Email: catherine.buckle@cambridge.gov.uk
Purpose of Paper	To provide a quarterly report of progress against the Housing Improvement Plan
Brief Summary	The Housing Service Improvement Plan brings together actions identified through the service's self-assessment, external reviews, and the Regulator's inspection findings. This report summarises progress against actions.
Is the paper going to Cabinet or either Scrutiny Committee's?	N/A

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CAMBRIDGE
CITY COUNCIL

HOUSING IMPROVEMENT PLAN

2025-26 onwards

A summary of activity and progress to date

Samantha Shimmon -Assistant Director Housing & Health
samanthashimmon@cambridge.gov.uk

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Introduction

In June 2025, the Housing Service underwent an inspection by the Regulator. Prior to this, the service had carried out a self-assessment against the Consumer Standards and commissioned a mock inspection in March 2025 to identify areas for improvement. An Improvement Plan was developed based on these reviews.

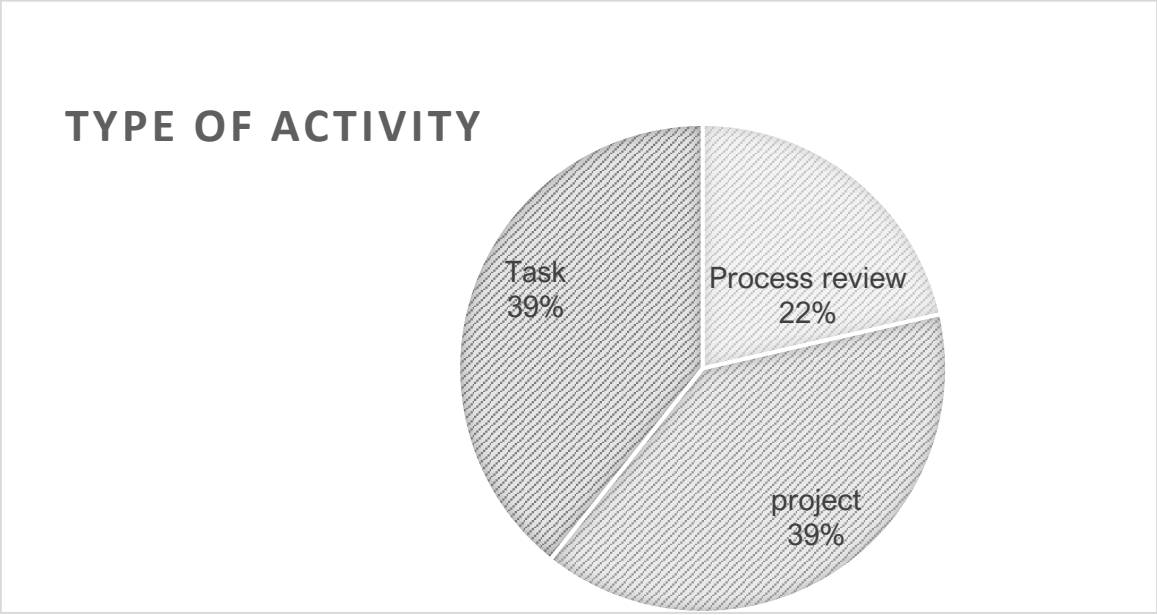
The Regulator awarded a C2 grading, with key issues relating to stock condition survey coverage, outstanding medium-risk fire safety remedial actions, and concerns about the accuracy and storage of compliance data.

Following the inspection, the Housing Leadership Board updated the existing Improvement Plan to incorporate the Regulator's recommendations. The plan is delivered by the Housing Improvement Group—comprised of operational and support service managers—and overseen by Housing Leadership Board, which receives quarterly progress and risk reports.

The Housing Advisory Board will also receive quarterly summary updates on delivery progress going forward.

Progress Summary as at January 2026

The Improvement Plan brings together actions identified through the service's self-assessment, external reviews, and the Regulator's inspection findings.



These activities fall into three categories:

- *Task* – a one-off piece of work that can be delivered within current resource levels.
- *Process review* – a planned piece of work requiring input from both service representatives and supporting teams to evaluate current workflows and deliver efficiencies.
- *Project* – a piece of work that requires input from several services to deliver a specific goal.

with the current plan being weighted towards more complex, multi-service projects. Some of these projects are already underway, but a number still require scoping and resourcing. Progress is overseen by the Housing Leadership Board, with regular monitoring of risks and opportunities.

Completed

A number of key foundational actions have already been delivered, strengthening compliance, governance, reporting, and tenant involvement. Completed activities include:

- ✓ Further developing the Housing Advisory Board to strengthen tenant representation at a strategic level (May 2025)
- ✓ Agreeing a timetable for sharing key housing, health and safety, and compliance performance with stakeholders (Jun 2025)
- ✓ Strengthening oversight of strategy, risk and performance through work with the Cabinet Lead for Housing, Cabinet and Scrutiny (Jul 2025)
- ✓ Allocating the Executive Member for Housing as the responsible Member for complaints (Aug 2025)
- ✓ Completing an audit of the complaints 'Casetracker' system to ensure robust reporting to the Regulator (Sep 2025)
- ✓ Establishing a dedicated project team to review and update housing webpages content (Oct 2025)
- ✓ Securing Cabinet approval for delivering a five-year cyclical stock condition survey programme (Oct 2025)
- ✓ Reviewing damp, condensation and mould processes in preparation for Awaab's Law (Oct 2025)
- ✓ Establishing an interim reporting solution for damp, condensation and mould cases, in line with Regulator requirements and Awaab's Law (Oct 2025)
- ✓ Developing enhanced reporting mechanisms for fire-safety remedial actions (Nov 2025)

Underway – high priority

Work is progressing across several high-priority areas, with a focus on strengthening compliance, asset intelligence, contract management, and tenant engagement. Key activities currently underway include:

- Procuring a provider to deliver the stock condition survey programme
- Strengthening contract management by developing key performance targets and service standards as part of the new procurement framework
- Advancing the MRI Asset project, including installation of modules to support servicing, health and safety, and planned works automation; alternative solutions for compliance planning—such as TEAMS (asbestos) and the 'Safety Culture' app—are also being explored

- Analysing day-to-day repairs and voids data to identify component replacements delivered outside planned programmes and updating the asset system accordingly
- Ensuring that management companies provide required compliance certification for blocks under management or in freehold ownership
- Verifying the accuracy and completeness of records for smoke, heat, and CO detector installations and servicing
- Delivering actions within the Tenant Satisfaction Measures (TSM) action plan
- Undertaking a tenant census to improve understanding of household needs
- Reviewing the tenant engagement strategy within the required timeframe and ensuring tenants actively participate in the review
- Clarifying processes and developing procedures for allocating ASB cases between City Homes and Public Safety
- Expanding and defining the scope of tenant engagement opportunities

Still to be started but within timeframes

- Develop policies for the 6 key areas of compliance that outline the council's approach to management, and the standard of service tenants can expect.
- Finalise the Repairs & Planned maintenance Policy
- Check process for gas capping and follow-up procedures is in place and being adhered to
- Develop a cyclical audit schedule across all areas of compliance
- Develop a mechanism for stakeholder reporting against the Tenancy Standard
- Undertake ASB, hate incidents and domestic abuse reporting for HRA properties to the Cabinet Member for Housing
- Deliver a series of pop-up service community workshops; ensuring service managers are engaging with residents on the ground
- Tenant census – identify opportunities within systems to capture household detail form various sources

Behind schedule / Not completed to timeframes

- Produce a standard specification for receiving asset information from all contractors replacing components in stock
- Trial the standard specification for receiving asset data in new builds at the Aylesborough Close Development
- MRI Asset project – gas servicing module
- CORE lettings data - investigate whether data can be bulk loaded into Enterprise

Summary

Overall, work is progressing across all major improvement areas, with foundational compliance and asset management activities now underway and several early actions completed. The next quarter will focus on procurement of the stock condition programme, strengthening contractor performance management, and advancing the tenant engagement and census workstreams.

Resourcing levels continue to affect delivery timescales. Staffing changes and the embedding of new roles following the major service transformation in 2025 have resulted in some actions falling behind schedule. Although not ideal, revising certain timeframes has been unavoidable.

Additionally, some actions have required adjustment where further work has been identified. It is important to recognise that the Improvement Plan is a live document and will continue to evolve as new information and requirements emerge.

Catherine Buckle – Business Development Manager (Housing)

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Cambridge City Council

Housing Advisory Board Paper

1. Lift report for Housing Advisory Board

Responsible Officer	Will Barfield
Contact Details	Tel: 01223 457843 Email: will.barfield@cambridge.gov.uk
Purpose of Paper	To provide information about lifts and lifting equipment in the Council's own housing stock, and provide reassurance that lifts, and equipment are well-maintained and complaint
Brief Summary	The paper gives an overview of the number of lifts, lifecycles, maintenance arrangements, compliance inspections, and arrangement in place to deal with breakdowns and emergencies.
Is the paper going to Cabinet or either Scrutiny Committee's?	No – for information only

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Lift Report for Housing Advisory Board

Purpose

The report has been requested by Housing Advisory Board to increase the knowledge and understanding of the passenger lifts and other lifting equipment that are currently operational in the Council's HRA properties.

Lift Assets

The Council currently has a range of lifts and other lifting equipment in the housing asset portfolio. See table below for details:

Type of lift	Number
Passenger and platform lifts	69
Through floor lifts	9
Hoists	34
Stairlifts	91
Specialist baths / other lifting equipment	tbc

The number of lifts in the housing stock has increased in recent years because of the new build housing programme. Planning regulations require new blocks of flats to have lifts installed to improve accessibility.

The Council also installs lifting equipment as part of the disability adaptations programme. This includes stairlifts, through floor lifts, hoists and other specialist equipment.

Condition and lifecycles

Passenger lifts are expected to have a 30-year lifecycle. The current housing capital investment plan makes provision for lifts to be replaced when they are 30 years old. Most of the lifts in the housing portfolio are relatively new and in good condition.

Maintenance and servicing arrangements for lifts

Lifts and lifting equipment on housing estates are subject to regular servicing and inspection. Contractual arrangements are in place so that lifts have planned servicing and maintnenace carried out on a regular basis.

Type of lift	Contractor	
Passenger and platform lifts	TSG Building Services / EMS lifts	
Through floor lifts	EMS Lifts	
Hoists	EMS lifts	
Stairlifts	EMS Lifts / Stannah	
Specialist baths / other equipment	Various	

Lifts installed in new build housing are usually serviced and maintained by the housing developer for the first twelve months, before being added to the TSG Building Services contract.

TSG Building Services sub-contract lift servicing and maintnenace to specialist sub-contractors. Most lifts are serviced by Direct Lift Company. From January 2026 all lifts installed in recent new building housing schemes will be serviced and maintained by Orona Lifts. Most of our new building housing schemes are fitted with Orona lifts.

Lift Compliance

Lifting equipment must comply with the Lifting Operations and Lifting Equipment Regulations 1988 (LOLER). These require that lifts are subject to “thorough examinations” carried out by specialist contractors. This happens alongside regular servicing contracts.

The Council contracts “thorough examinations” to a company call HSB and these are procured via the Council’s insurance team.

a. **Passenger lifts**

All LOLER inspections for passenger lifts are up to date and compliant with legislation. A Council Officer in the Risk and Compliance team in City Services

Group receives all thorough examination reports, and ensures that actions are followed up liaising with the planned maintenance contractor.

b. Through-floor lifts and hoists and other specialist equipment

Through-floor lifts and hoists have an annual service and require regular LOLER inspections. Not all LOLER inspections have been carried out in the past, but these are now being implemented through the Council's contract with HSB.

c. Stairlifts

Stairlifts have an annual service only; a LOLOR inspection is not usually required.

Breakdowns / Complaints

There is a 24/7 emergency response services for all lift breakdowns included in the lift servicing contract. The contract requires attendance to site within a maximum of two hours for lift breakdowns and repair, and within a maximum of 1 hour for all 'person trapped' calls.

In the past 12 months, TSG Building Services have responded to 144 callouts for lift breakdowns. In addition, there have been five emergency call outs relating to people trapped in lifts.

The time take to repair lifts can sometimes result in long period of time when a lift is not working and this can cause inconvenience and stress to residents. There can sometimes be long lead-in times for spare parts. It is hoped that the new servicing arrangement put in place with Orona lifts will result in quicker repair times for lifts in our new build blocks of flats.

Lift operations can be affected by user damage caused by overloading, forcing doors, or wedging doors open.

Schedule of Lifts

	Address	Type	Quantity	Next due	Install year
	HRA Flat Blocks				
1	Block F 372 - 436 +176,178, CLARA RACKHAM STREET, CAMBRIDGE, CB1 2GL	Passenger	1.00	2053	2023
2	Block 10-32 VENTRESS CLOSE Evens, CAMBRIDGE, CB1 8QX	Passenger	1.00	2051	2021
3	15-41 Odds HARRADINE STREET MINTON BLOCK, CAMBRIDGE	Passenger	1.00	2047	2017
4	1-23 Odds FOWLER AVENUE SEARLE BLOCK, CAMBRIDGE	Passenger	1.00	2047	2017
5	31-67 Odds HARTREE LANE ROYCE BLOCK, CAMBRIDGE	Passenger	2.00	2047	2017
6	20-42 Evens HARTREE LANE MINTON BLOCK, CAMBRIDGE	Passenger	1.00	2047	2017
7	Block 08, 47-69 odds Headly St, HEADLY STREET, CAMBRIDGE, CB1 2GH	Passenger	2.00	2052	2022
8	Block 1-16 All, UPPERHALL COURT, COLVILLE ROAD, CAMBRIDGE	Passenger	1.00	2046	2016
9	1 - 17 Saffron Court, SAFFRON COURT, HIGH STREET, CAMBRIDGE, CB1 9DA	Passenger	1.00	2054	2024
10	Block 1 - 20 All, WHITEFRIARS, CAMBRIDGE	Passenger	1.00	2052	2022
11	Block 1 - 30 All, BRANDON COURT, CAMBRIDGE	Passenger	2.00	2042	2012
12	Block 1 - 26 All, RAWLYN COURT, CAMBRIDGE	Passenger	1.00	2030	2000
13	Communal Area 26 - 63 All, TOTTENHOE COURT, CAMBRIDGE, CB1 9BY	Passenger	1.00	2053	2023
14	Communal Area 1 - 25 All, TOTTENHOE COURT, CAMBRIDGE, CB1 9BY	Passenger	1.00	2053	2023
15	1-22 DYKES BOWER COURT, 301 ARBURY ROAD, CAMBRIDGE, CB4 2JZ	Passenger	1.00	2053	2023
16	Block 2 - 22 All, SCHOOL COURT, CAMBRIDGE	Passenger	1.00	2030	2000
17	1-14 JOLLEY FORD COURT, CAMBRIDGE	Passenger	1.00	2048	2018

	Address	Type	Quantity	Next due	Install year
18	13-33 Odds DOBSON WAY SEARLE BLOCK, CAMBRIDGE	Passenger	1.00	2047	2017
19	24-44 Evens DOBSON WAY ROYCE BLOCK, CAMBRIDGE	Passenger	1.00	2047	2017
20	Block 53-62 All, AYLESBOROUGH CLOSE, CAMBRIDGE	Passenger	1.00	2046	2016
21	Block 1-43 Odds, JANES COURT, SEYMOUR STREET, CAMBRIDGE	Passenger	2.00	2043	2013
22	Block 1-27, MANSEL COURT, CAMBRIDGE	Passenger	1.00	2038	2008
23	Block A, 28 - 58 evens, CLARA RACKHAM STREET, CAMBRIDGE, CB1 3FJ	Passenger	1.00	2053	2023
24	70-76 MORELLO PLACE, MORELLO PLACE, CAMBRIDGE, CB4 2ZH	Passenger	1.00	2053	2023
25	Block 10-26 Evens only, AINGERS LANE, CAMBRIDGE, CB4 3FU	Passenger	1.00	2053	2023
26	1-33 MORELLO PLACE, MORELLO PLACE, CAMBRIDGE, CB4 2ZH	Passenger	1.00	2053	2023
27	38-69 MORELLO PLACE, MORELLO PLACE, CAMBRIDGE, CB4 2ZH	Passenger	1.00	2053	2023
28	Block 100 - 151 All, DITCHBURN PLACE, CAMBRIDGE	Passenger	4.00	2047	2017
29	Block 5 27-66 All, KINGSWAY, C/O HOUSING OFFICER, 171 ARBURY ROAD, CAMBRIDGE, CB4 2YG	Passenger	1.00	2027	1960
30	Block C 110-162 evens, CLARA RACKHAM STREET, CAMBRIDGE, CB1 3FJ	Passenger	1.00	2053	2023
31	Block 1 - 49 All, PRINCESS COURT, CAMBRIDGE	Passenger	1.00	2046	2016
32	Block 1 - 78 All, HANOVER COURT,CAMBRIDGE	Passenger	1.00	2046	2016
33	BLOCK 1 - 8, LONG DRIFT PLACE, 112 WULFSTAN WAY, CAMBRIDGE, CB1 8QJ	Platform	1.00	2035	2005
34	Block B, 60 - 104 evens, CLARA RACKHAM STREET, CAMBRIDGE, CB1 3FJ	Passenger	1.00	2053	2023
35	Block 1 16-104 HAZELL ST Ev, HAZELL STREET, CAMBRIDGE, CB1 2GN	Passenger	2.00	2052	2022

	Address	Type	Quantity	Next due	Install year
36	Block 10 8-14 HAZELL ST Ev, HAZELL STREET, CAMBRIDGE, CB1 2GN	Passenger	1.00	2052	2022
37	BLOCK B, 1 - 30 ALL, ELIZABETH HUGHES COURT, CAMBRIDGE, CB4 3GR	Passenger	1.00	2055	2025
38	BLOCK A 1 - 26 ALL, MAURICE GARNER COURT, IMPINGTON, CB4 3GP	Passenger	1.00	2055	2025
39	BLOCK C 45-70 CATHERINE BELSEY COURT, FORDWICH CLOSE, CAMBRIDGE, CB4 2ZW	Passenger	1.00	2055	2025
40	BLOCK B 30-44 CATHERINE BELSEY COURT, VERULAM WAY, CAMBRIDGE, CB4 2ZS	Passenger	1.00	2055	2025
41	BLOCK A 1-29 CATHERINE BELSEY CT, AYLESBOROUGH CLOSE, CAMBRIDGE, CB4 2ZR	Passenger	1.00	2055	2025
42	Communal Area 8-14 TRINITY PLACE, CAMBRIDGE, CB3 0UT	Passenger	1.00	2053	2023
43	Communal Area 1-7 TRINITY PLACE, CAMBRIDGE, CB3 0UT	Passenger	1.00	2053	2023
44	26-35 WILSON COURT, CAMBRIDGE	Passenger	1.00	2047	2017
45	13-25 WILSON COURT, CAMBRIDGE	Passenger	1.00	2050	2020
46	Block 1 - 28 SPURGEONS COURT, CHERRY HINTON HIGH ST, CAMBRIDGE, CB1 9DB	Passenger	1.00	2054	2024
47	Block F, 1 - 17 ALL, ALBRACH COURT, BUCHAN STREET, CAMBRIDGE, CB4 2ZP	Passenger	1.00	2054	2024
48	Block E, 18 - 30 ALL, ALBRACH COURT, BUCHAN STREET, CAMBRIDGE, CB4 2ZP	Passenger	1.00	2054	2024
49	Block 03 52-90 EAGLE ST Ev, EAGLE STREET, CAMBRIDGE, CB1 2GL	Passenger	1.00	2052	2022
50	7-14 NIGEL GAWTHROPE COURT, NIGEL GAWTHROPE COURT, CAMBRIDGE, CB4 3FF	Passenger	1.00	2051	2021
51	1-6 NIGEL GAWTHROPE COURT, NIGEL GAWTHROPE COURT, CAMBRIDGE, CB4 3FF	Passenger	1.00	2051	2021

	Address	Type	Quantity	Next due	Install year
52	Block 1 - 26 All, DITTON COURT, CAMBRIDGE	Passenger	1.00	2050	2020
53	Block 06 182-210 EAGLE ST Ev, EAGLE STREET, CAMBRIDGE, CB1 2GL	Passenger	1.00	2052	2022
54	Block 07 212-240 EAGLE ST Ev, EAGLE STREET, CAMBRIDGE, CB1 2GL	Passenger	1.00	2051	2021
55	Block 3 17-22 & 80-97 All, KINGSWAY, C/O HOUSING OFFICER, 171 ARBURY ROAD, CAMBRIDGE, CB4 2YG	Passenger	1.00	2027	1960
56	Block 1 - 21 All, TALBOT HOUSE, CAMBRIDGE	Passenger	2.00	2050	2020
57	31 to 115 Topper Street North Block	Passenger	1.00	2054	2024
58	117 to 171 Topper Street South Block	Passenger	1.00	2054	2024
59	**HRA - dwellings**				
60	CHURCH END, CAMBRIDGE, CB1 3LF (decommissioned)	Passenger	1.00	2041	2011
61	Five Trees Court	Platform	1.00	2039	2024
62	Five Trees Court	Platform	1.00	2039	2024

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Cambridge City Council

Housing Advisory Board Paper

1. Forward Plan & Scrutiny Work Programmes

Responsible Officer	Matthew Hussey, Democratic Services Officer
Contact Details	Tel: 01223 457377 Email: matthew.hussey@cambridge.gov.uk
Purpose of Paper	To provide the Housing Advisory Board with the Forward Plan and the work programmes for both the Performance, Assets & Strategy and Services, Climate and Communities Overview & Scrutiny Committees.
Brief Summary	To provide the Board with an overview of the Forward Plan and Scrutiny Work Programmes. The Forward Plan lists the decisions that need to be taken at upcoming Cabinet Meetings or by the relevant Cabinet Members.
Is the paper going to Cabinet or either Scrutiny Committee's?	Update is purely for Housing Advisory Board
Appendices	Appendix A – Forward Plan Appendix B – Performance, Assets and Strategy Overview & Scrutiny Work Programme Appendix C – Services, Climate and Communities Overview & Scrutiny Work Programme

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Appendix A

Cabinet Forward Plan of Key and Non-Key Decisions for Cambridge City Council

January 2026

Introduction

This Forward Plan sets out the key and non-key decisions to be taken by the Cabinet. This includes any decisions that are due to be taken in private.

Published 17 December 2025

Executive Forward Plan and Notices required by the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

There is a legal requirement for local authorities to publish a notice setting out the key decisions that will be taken by the Cabinet or Individual Cabinet Member at least 28 clear days before such decisions are to be taken. This Forward Plan incorporates the Notice of Intention to make Key Decision and sets out the decisions which are intended to be taken at Cambridge City Council by Cabinet or Individual Cabinet Members. Whilst this document provides details of known decisions for the following month, where details of decisions to be made after this period are known, they are provided for information.

The Plan also sets out where, if at all, it is anticipated that part of a Cabinet meeting will be held in private. This is where confidential or exempt information (as defined in the constitution) is likely to be made known. Notice is hereby given that it may be necessary for part of a Cabinet meeting to be held in private because it becomes apparent at the meeting that confidential or exempt information will otherwise be made known. Should this become apparent at the meeting the relevant part of the meeting will only be held in private upon the passing of a resolution which (where exempt information will be made known) describes the description of exempt information pursuant to Schedule 12A of the Local Government Act 1972.

The Forward Plan will be updated and rolled forward on a monthly basis. As this takes place, the programme will be adjusted and further decisions will be added or anticipated ones may be rescheduled or removed.

If a key decision is not included in the published Forward Plan for 28 clear days before a decision needs to be taken the Chairman of the Overview and Scrutiny Committee must be notified and a supplement to the Forward Plan published at least 5 clear days before the date on which the decision is proposed to be taken. If the date by which the decision has to be made makes compliance with this requirement impracticable the decision can only be made with the consent of the Chairman of the Overview and Scrutiny Committee who must be satisfied that the making of the decision is urgent and cannot reasonably be deferred.

If it is necessary to discuss an issue in private and 28 days' notice has not been given the decision may only be taken or the item discussed in private with the agreement of the Chairman of the Overview and Scrutiny Committee who must be satisfied that the need for the item to be taken to the meeting is urgent and cannot reasonably be deferred

Key Decisions

The Key decision thresholds at Cambridge City Council are:

- The decision is likely to result in the City Council incurring expenditure or making savings in excess of £500,000 (excluding procurement decisions or decisions relating to land acquisition or disposal). Excluded from this definition are all loans to banks or other financial institutions made in accordance with the Treasury Management Policy.
- Procurement decisions involving expenditure of £1,000,000 or more. In relation to letting contracts the key decision is seeking authority to procure (and delegate authority to award).

Or

- An acquisition or disposal of land or an interest in land with a value in excess of £600,000.

- The decision is likely to be significant in terms of its effects on communities living or working in an area comprising one or more wards in the City.

Part 1 – Key Decisions						
Decision Title	**Decision Description**	**Decision Maker**	**Date of Decision**	**Contact Officer**	**Documents to be considered**	**Relevant Scrutiny**
Community Grants 2026-27	The approval of the Annual Community Grants with a value over £5,000 to voluntary and	Cabinet Lead Cabinet Member	13 January 2026	Julie Cornwell, Community Funding and	Report with summary of recommendations and Appendices.	Services, Climate and Communities Overview and Scrutiny

	community groups, subject to budget approval in February 2026, and other recommendations on multi-year grants if appropriate.	Cllr Anna Smith		Voluntary Sector Manager, Director, Communities Group (Sam Scharf)		Committee
Community Infrastructure Levy draft charging schedule consultation	Cabinet is asked to approve a public consultation on a draft Charging Schedule setting out the types of development the Council is proposing charging a Community Infrastructure Levy to and the proposed rates	Cabinet Lead Cabinet Member Cllr Katie Thornburrow	10 February 2026	James Fisher, S106 Officer Joint Director, Greater Cambridge Shared Planning and 3C Building Control (Stephen Kelly)	Draft charging schedule Draft Greater Cambridge Infrastructure Funding Statement Draft instalment policy	Performance, Assets and Strategy Overview and Scrutiny Committee
Draft Greater Cambridge Planning	To report the outcome of consultation and consider adoption of the	Cabinet Lead	24 March 2026	Jonathan Dixon, Planning	Report on outcome of consultation	Performance, Assets and Strategy Overview

Obligations Supplementary Planning Document Adoption	Supplementary Planning Document which has been subject to further consultation as agreed	Cabinet Member Cllr Katie Thornburrow		Policy Manager Joint Director, Greater Cambridge Shared Planning and 3C Building Control (Stephen Kelly)		and Scrutiny Committee
Leisure Management Contract 2026-2041	Outcomes of the retendering procurement exercise of the leisure portfolio and award of Contract.	Cabinet Lead Cabinet Member Cllr Mike Todd-Jones	24 March 2026	Ian Ross, Community, Sport & Recreation Manager James Elms Director, City Services Group Director, Communitie	Report on procurement process and award decision.	Services, Climate and Communities Overview and Scrutiny Committee

				s Group (Sam Scharf)		
City Centre Heat Network	Report on outcomes of Detailed project development including, with recommendation for next steps. Includes key decisions related to Financial Implications, Addressing of net Zero commitments and allocated use/reallocation of Council assets.	Cabinet Lead Cabinet Member Cllr Rosy Moore	24 March 2026	Ben Binns, Assistant Director, Developmen t Director of Economy and Place (Lynne Miles)	Report on outcomes. Business Case. Heads of Terms.	Performance, Assets and Strategy Overview and Scrutiny Committee
East Barnwell Phase 2	Potential Approval for revised Development proposal - subject to finalising further design.	Cabinet Lead Cabinet Member Cllr Gerri Bird	24 March 2026	Ben Binns, Assistant Director, Developmen t Director of Economy and Place (Lynne	Report on proposal.	Performance, Assets and Strategy Overview and Scrutiny Committee

				Miles)		
Climate Change Strategy	Approval of new Climate Change Strategy for 2026 - 2031.	Cabinet Lead Cabinet Member Cllr Rosy Moore	24 March 2026	Catherine Stewart (Oakley), Janet Fogg, Jemma Little Director of Economy and Place (Lynne Miles)	Report on proposed Strategy including evidence base, consultation process and action plan.	Services, Climate and Communities Overview and Scrutiny Committee
Urban Forest Strategy	Approval of new Urban Forest Strategy 2026-2036	Cabinet Lead Cabinet Member Cllr Rosy Moore	24 March 2026	Matthew Magrath, Alistair Wilson Director, City Services Group (James Elms)	Report on proposed strategy, post consultation, including delivery opportunities, actions, KPIs and policies	Services, Climate and Communities Overview and Scrutiny Committee
Biodiversity Strategy (Mid-	Approval of updated Biodiversity Strategy	Cabinet	24 March	Guy Belcher, Alistair		Services, Climate and Communities

term review)	(2022 – 2030)	Lead Cabinet Member Cllr Martin Smart	2026	Wilson Director, City Services Group (James Elms)	Report on mid-term strategy review, post consultation, including delivery opportunities, actions, KPIs and policies	Overview and Scrutiny Committee
Fleet decarbonisation and replacement project.	To approve the phased investment of £8 million over three years for the decarbonisation and replacement of the Council's fleet, supporting the Council's Net Zero Carbon commitments and operational service delivery. This includes procurement of electric and alternative-fuel vehicles.	Cabinet Lead Cabinet Member Cllr Rosy Moore	24 March 2026	Peter Birch, Fleet Service Manager Director, City Services Group (James Elms)	Report on proposed fleet strategy.	Services, Climate and Communities Overview and Scrutiny Committee
Tenant & Leaseholder Involvement	Approval of updated Strategy (2026 – 2028)	Cabinet Lead Cabinet	24 March 2026	Kate Grigg, Resident Engagement	Report on proposed Strategy including KPIs, engagement process and action plan	Services, Climate and Communities Overview and

Strategy		Member Cllr Gerri Bird		Manager Assistant Director, Housing and Health (Samantha Shimmon)		Scrutiny Committee
Greater Cambridge Authority Monitoring Report 2024-25	To agree to publish the Greater Cambridge Authority Monitoring Report 2024-25	Cabinet Lead Cabinet Member Cllr Katie Thornburrow	24 March 2026	Jonathan Dixon, Planning Policy Manager Joint Director, Greater Cambridge Shared Planning and 3C Building Control (Stephen Kelly)	Report on publishing of Greater Cambridge Authority Monitoring Report	Performance, Assets & Strategy - Local Plan documents

Small Sites Development update	Update report noting progress and seeking budgetary approvals to bring forward schemes.	Cabinet Lead Cabinet Member Cllr Gerri Bird	Not before 1st June, 2026	Ben Binns, Assistant Director, Development Director of Economy and Place (Lynne Miles)	Report on proposal.	Performance, Assets and Strategy Overview and Scrutiny Committee

Non-Key Decisions

Non-key decisions are those that do not have a significant impact on the local community or budget but still need to be documented for transparency. These decisions are typically taken by senior officers or delegated decision-makers.

Part 2 – Non-Key Decisions						
Decision Title	**Decision Description**	**Decision Maker**	**Date of Decision**	**Contact Officer**	**Documents to be considered**	**Relevant Scrutiny**
Homelessness Prevention Grants to	To approve the award of homelessness prevention grants	Cabinet Lead Cabinet	13 January 2026	Simon Hunt, Housing Services	Report setting out proposed grant allocations following application process.	Services, Climate and Communities Overview and

Agencies	(HPGs) to agencies.	Member Cllr Mike Todd-Jones		Manager - Housing Advice Director, Communities Group (Sam Scharf)		Scrutiny Committee
NEW RECAP Resources and Waste Strategy 2025 - 2031	Approval for the adoption of revised RECAP Resources and Waste Strategy	Cabinet Lead Cabinet Member Cllr Rosy Moore	13 January 2026	Rebecca Weymouth Wood, Waste Policy and Climate Manager Head of Greater Cambridge Shared Waste Service (Bode Esan)	Report on adoption of new strategy	Services, Climate and Communities Overview and Scrutiny Committee
NEW RECAP Waste	Approval for the adoption of revised SPD Waste design guidance	Cabinet Lead	13 January 2026	Rebecca Weymouth Wood,	Report on the adoption of revised SPD	Services, Climate and Communities Overview and

Design Guide	for designers and developers	Cabinet Member Cllr Rosy Moore		Waste Policy and Climate Manager Head of Greater Cambridge Shared Waste Service (Bode Esan)		Scrutiny Committee
NEW Transformation and Reinvestment Fund Update	To note progress with the allocation of funds from the Transformation and Reinvestment Fund	Cabinet Lead Cabinet Member Cllr Simon Smith	13 January 2026	Jody Etherington, Chief Finance Officer	Report setting out allocations to date from the Transformation and Reinvestment Fund, key deliverables and benefits to the council and city, and remaining funds.	Performance, Assets and Strategy Overview and Scrutiny Committee
NEW Budget Setting Report and Medium Term Financial	To consider and recommend to Full Council approval of the GF and HRA budgets and fees and charges for	Cabinet Lead Cabinet Member Cllr	10 February 2026	Jody Etherington, Chief Finance Officer	General Fund and HRA budget setting reports, Treasury Management Strategy and Capital Strategy for 2026/27, along with Medium Term Financial Strategy for 2026/27-2035/36	Performance, Assets and Strategy Overview and Scrutiny Committee

Strategy	2026/27, Treasury Management and Capital Strategies, and Medium Term Financial Strategy for 2026/27-2035/36	Simon Smith				
Local Nature Reserve Designations in Chesterton	Cabinet approval to designate 2 new Local Nature Reserves (LNRs) on City owned land	Cabinet Lead Cabinet Member Cllr Rosy Moore	24 March 2026	Alistair Wilson, Guy Belcher Director, City Services Group (James Elms)	Report including proposed site maps, draft management plans and local residents' consultation responses	Services, Climate and Communities Overview and Scrutiny Committee

Exemptions and Confidential Decisions

If any decision is to be taken in private (i.e., exempt from public access), a brief explanation of the grounds for the exemption must be provided. A link to those can be found here Local Government Act 1972

Part 3 – Decisions That Are Confidential						
Decision Title	**Decision Description**	**Decision Maker**	**Date of Decision**	**Contact Officer**	**Documents to be considered**	**Relevant Scrutiny**
Proposals for redevelopment of Cambridge Leisure Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Approval for high level masterplan scheme and associated commercial deal proposals.	Cabinet Lead Cabinet Member Cllr Antoinette Nestor	24 March 2026	Programme Director – Major Regeneration (Fiona Bryant)	Cultural Infrastructure Strategy/Heads of Terms/Masterplan proposals/backing evidence	Performance, Assets and Strategy Overview and Scrutiny Committee
Leisure Management Contract 2026-	FINANCIAL INFORMATION in relation the business	Cabinet Lead Cabinet	24 March 2026	Ian Ross, Community, Sport &	Report on procurement process and award decision.	Services, Climate and Communities Overview and

2041 Information relating to the financial or business affairs of any particular person (including the authority holding that information)	case from the Tenderer will be commercially restricted.	Member Cllr Mike Todd-Jones		Recreation Manager Director, Communities Group (Sam Scharf)		Scrutiny Committee

Cabinet Dates 2025/26:

2025: 24 June, 15 July, 23 September, 21 October, 20 November, 25 November 16 December,

2026: 13 January, 10 February, 24 March

Members of Cabinet

Cllr Holloway	Leader of the Council
Cllr Wade	Deputy Leader
Cllr Bird	Housing
Cllr Moore	Climate Action & Environment

Cllr Nestor	Culture, Economy & Skills
Cllr Smart	Nature, Open Spaces & City Services
Cllr A. Smith	Communities
Cllr S. Smith	Finance & Resources
Cllr Thornburrow	Planning & Transport
Cllr Todd-Jones	Safety, Wellbeing and Tackling Homelessness

Overview & Scrutiny Committees:

Performance & Assets: **10 June 2025** **9 September 2025** **4 November 2025** **9 December 2025** **27 January 2026** **3 March 2026**	**Services, Climate & Communities** **1 July 2025** **7 October 2025** **2 December 2025** **3 February 2026** **11 March 2026**
Leader (inc Cambridgeshire and Peterborough Combined Authority reports)	Climate Action & Environment
Planning & Transport	Communities
Finance & Resources	Safety, Wellbeing & Tackling Homelessness
Housing	Nature, Open Spaces & City Services

Contact Details

For more information on any of the decisions listed, please contact:

Email Address: democratic.services@cambridge.gov.uk
Phone Number: 01223 457000

Appendix B

January 2026

Work Programme: Performance, Assets and Strategy Overview and Scrutiny Committee

Items and dates are provisional and will be confirmed on the agenda for each meeting.

Business previously considered by the Performance, Assets and Strategy Overview and Scrutiny Committee can be found on the council's website:

Committee details - Performance, Assets and Strategy Overview and Scrutiny Committee - Cambridge Council

Name of Item	Description of Item	Suggested Meeting Date	Service Area	Lead Officer
Update on Budget 2026/27 consultation	To provide an update to the Overview and Scrutiny Committee on the progress of developing the 2026-27 budget.	Tuesday 9 September 2025	Corporate Hub	Jody Etherington, Chief Finance Officer (S151 Officer)
Update on council implementation of Procurement Act 2023 changes	To outline the potential for conflict between legislative requirements and council aims (e.g., social benefit)	Tuesday 9 September 2025	Corporate Hub	Jane Wilson, Chief Operating Officer
Civic Quarter	To consider the technical report and provide recommendations to Cabinet in September 2025.	Tuesday 9 September 2025	Economy and Place	Ben Binns, Assistant Director for Development
Greater Cambridge Local Plan	Draft plan to be submitted to both Cambridge City Council and South Cambridgeshire District Councils in autumn/winter 2025 for agreement to consult.	Tuesday 4 November 2025	Greater Cambridge Shared Planning	Stephen Kelly, Joint Director of Planning and Economic Development

Name of Item	Description of Item	Suggested Meeting Date	Service Area	Lead Officer
Report of Cambridge Growth Company	Peter Freeman, Chair of the Cambridge Growth Company, has accepted an invitation to attend the committee to discuss the work of the Cambridge Growth Company.	Tuesday 9 December 2025	Economy and Place, Shared Planning	Stephen Kelly, Joint Director of Planning and Economic Development and Lynne Miles, Director Economy and Place
Budget 2026-27 update	To receive the latest update on the 2026-27 budget ahead of recommendations to Cabinet and Council.	Tuesday 27 January 2026	Corporate Hub	Jody Etherington, Chief Finance Officer (S151 Officer)
Update on 3C ICT improvement programme and external review	To provide an update on the shared ICT service improvement plan.	Tuesday 3 March 2026	3C ICT	Simon Oliver, Chief Digital Information Officer (CDIO)
City Centre Heat Network	Pre-scrutiny ahead of report to Cabinet on 24 March 2026. Issue details - City Centre Heat Network - Cambridge Council	Tuesday 3 March	Economy and Place	Ben Binns, Assistant Director of Development
WATCHING: Outcome of Housing Review	To follow report of Regulator of Social Housing in autumn 2025 with establishment of Task and Finish Group likely to follow.	TBC	Communities	Samantha Shimmon, Assistant Director of Housing and Homelessness
WATCHING: Local Government Reform	To discuss the latest update on Local Government Reform in Cambridgeshire as it relates to the City Council and the remit of the committee.	TBC	TBC	TBC

Appendix C

Services, Climate and Communities Overview and Scrutiny Committee

Items and dates are provisional and will be confirmed on the agenda for each meeting.

Business previously considered by the Services, Climate and Communities Overview and Scrutiny Committee can be found on the council's website:

Committee details - Services, Climate and Communities Overview and Scrutiny Committee - Cambridge Council

Name of Item	Description of Item	Suggested Meeting Date	Service Area	Lead Officer
Local Communities and Democratic Engagement	To discuss report issued to council from New Local and make recommendations on	7 October 2025	Communities	Vicky Haywood, Strategic Enabling Communities Lead
Herbicide Free Weed Management Work Programme	To receive an update on the programme which has been implemented across the City: https://www.cambridge.gov.uk/news/2025/03/24/new-herbicide-free-weed-management-work-programme-approved-for-cambridge	7 October 2025	City Services	Alistair Wilson, Assistant Director of Public Realm and Environment
TBC: Equalities Strategy	To scrutinise the current strategy and reasons for proposed redrafting.	**TBC:** 2 December 2025 3 February 2026	Economy and Place	Keryn Jalli, Strategic Resettlement and Community Equity Lead
Community Wealth Building Strategy	Post-scrutiny of impact of agreement of strategy approx. 18 months prior	2 December 2025	TBC	TBC
Impact of changes to fees and charges	Post-scrutiny on the impact of changes to fees and charges on use of council services.	2 December 2025	TBC	TBC

Name of Item	Description of Item	Suggested Meeting Date	Service Area	Lead Officer
Homelessness Strategy	To consider the recommendations from the initial review and to provide input into the actions and strategy.	3 February 2026	TBC	TBC
Update on the Climate Change Strategy	The council's current climate change strategy runs to 2026 and therefore we are beginning work to update it. We expect to go to Cabinet for approval to consult in autumn 2025 on a draft. The period of the next strategy ends in 2030 which is the target date for achieving net zero in our operations.	3 February 2026	Economy and Place	Jemma Little, Head of Economy, Energy & Climate
City Centre Heat Network	Pre-scrutiny ahead of report to Cabinet on 10 February 2026. Issue details - City Centre Heat Network - Cambridge Council	3 February 2026	Economy and Place	Ben Binns, Assistant Director of Development
Culture Strategy	TBC	**TBC:** Post-Festival 2026	TBC	TBC
Folk Festival	Review of 2026 edition and changes agreed 2025.	**TBC:** Post-Festival 2026	TBC	TBC

Watching brief/potential items:

- Bereavement Services
- Reorganisation of City Services
- Recyling contract

The following items are within the remit of the Performance OSC, so would only feature on a Services OSC agenda as it related to Services remit specifically

- Local Growth Plan
- Cambridge and Peterborough Combined Authority
- Corporate Plan

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