



Cambridge City Council Housing Advisory Board

Date: Monday, 14 September 2026

Time: 5.30 pm

Venue: Rooms 1 and 2 - The Meadows Community Centre

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

Agenda

- | | | |
|----|--|-------------------|
| 1 | Apologies | |
| 2 | Declarations of Interest | |
| 3 | Minutes - 15 June 2026 | (Pages 5 - 12) |
| 4 | Housing Performance Report Qtr 1 2026-27 | (Pages 13 - 26) |
| 5 | Housing Improvement Plan June Update | (Pages 27 - 36) |
| 6 | Reasonable Adjustment Policy - August 2026 | (Pages 37 - 46) |
| 7 | Rent Regulation Update | (Pages 47 - 52) |
| 8 | Tenant Satisfaction Measures Report | (Pages 53 - 114) |
| 9 | New Build Working Group - Scope | (Pages 115 - 116) |
| 10 | Local Government Reorganisation - Oral Update | |
| 11 | Work Programme and Forward Plan & Scrutiny Work Programmes | (Pages 117 - 134) |

Housing Advisory Board Members: Minns (Co-Chair), Bird (Cabinet Member), Blackburn-Horgan, Davison, Haithcock (Co-Chair), Martinelli, Tong, Wade, Best, Powell-Hardy, Wais and Misk

Alternates: Dalzell, Fisher, Porrer, Smart and Whitmore

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

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

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HOUSING ADVISORY BOARD

15 June 2026
5.15 - 7.50 pm

Present: Councillors Bird, Blackburn-Horgan, Davison, Haithcock, Martinelli and Smart.

Elected Tenant & Leaseholder Representatives: Diana Minns, Diane Best, Victoria Davies, Mandy Powell-Hardy, Isabella-Jowita Misk and Renata Wais.

Officers:

Assistant Director for Housing and Health: Samanthan Shimon

Resident Engagement Manager: Emily Downey

Democratic Services Officer: Matthew Hussey

FOR THE INFORMATION OF THE COUNCIL

26/10/HAB Election of Co-Chair (Councillor)

Resolved: (i) That Councillor Haithcock be elected Co-Chair (Councillor Side) of the Housing Advisory Board for the ensuing Municipal Year.

(i) That Diana Minns be elected Co-Chair (Elected Tenants & Leaseholder Representatives) of the Housing Advisory Board for the ensuing Municipal Year.

26/11/HAB Apologies

Apologies for absence were received from Councillors Tong, Wade and Sean Cleary (Assistant Director, Homes & Commercial).

Councillor Smart attended as alternate for Councillor Wade.

26/12/HAB Declarations of Interest

There were no declarations of interest.

26/13/HAB Minutes - 2 February 2026

That the minutes of the meeting held on 2 February 2026 were approved as a correct record and signed by the Chair.

26/14/HAB Welcome & Introduction to New Members

All those present introduced themselves.

Diana Minns (Co-Chair) welcomed new members Councillors Haithcock, Wade, and new Tenant Representatives Victoria Davies, Isabella-Jowita Misk and Renata Wais to the Housing Advisory Board.

26/15/HAB Appointment of Independent Member

Members discussed the possibility of appointing an Independent Member as permitted by the Terms of Reference (ToR).

Diana Minns (Co-Chair) commented that the ToR allowed for up to two independent members who could serve a maximum of one year per term and only serve two consecutive years. She added that independent members would have non-voting rights.

The Assistant Director for Housing and Health commented that more governance arrangements could be seen on other Housing Advisory Board and that Independent Members would bring industry expertise, knowledge and third-party assurance. She added that a proper recruitment process would be required and that if appointed the independent members would be a critical friend to the Board. Also, Kirklees Council were also appointing independent members to its own HAB and a similar process could be used for Cambridge City Council.

Members would support the proposal if it strengthened the Board and if the Tenant and Leaseholder Representatives were in agreement.

In response to a question in regard to what expertise independent members would bring to the Board, the Assistant Director for Housing and Health responded that it would be down to the Board to agree on the criteria. She continued that they could be recruited on either a paid or voluntary basis. However, the Board would receive less experienced applicants if the Board decided on that model.

Diana Minns (Co-Chair) commented that there was a large number of Local Authorities taking back housing stock from Housing Associations. She continued that the board should look at its statistical neighbours on if they have independent members on their Boards. She went on to suggest that a further

written report on the appointment of Independent Members be submitted to the next meeting.

Resolved: That the Assistant Director for Housing and Health be requested to submit a written report to the next meeting on the appointment of Independent Members.

26/16/HAB Housing Advisory Board Terms of Reference

The Resident Engagement Manager submitted a report in regard to the proposed Housing Advisory Board (HAB) Terms of Reference for approval.

Members were reminded that the Housing Advisory Board (HAB) was created in May 2025 as an outcome of the council's governance review.

The HAB required a Terms of Reference to provide structure, purpose, and clarity for the Board, and would Act as the foundation document that defined their roles, responsibilities and operational framework.

The template for the Terms of Reference was shared by South Cambridgeshire District Council's Housing Board, and adjustments had been made by Cambridge City Councils Democratic Services team, to ensure it was applicable to the HAB. Since July 2025 HAB Members had had various discussions and input into the creation of this document. She added that Members of the Housing Advisory Board also met on 18th March to discuss the Board and make recommendations; these had been incorporated into the final document.

In response to a suggestion that a Tenant Representative be the sole chair the Board, the Assistant Director for Housing and Health replied that this was suggested at the formation of the Board. However, this was rejected by Councillors at the time and would now require a constitutional change.

In answer to a comment that it was difficult to disentangle the differences between the Board and a Scrutiny Committee, the Assistant Director for Housing and Health responded that the Board was no longer a scrutiny committee, it did however still scrutinise. She added that the Housing Advisory Board now had more responsibility especially in areas such as performance etc than it previously had.

Resolved: That the Housing Advisory Board Terms of Reference be approved.

26/17/HAB New Build Working Group – New Build Repairs and Maintenance After the Defects Period

The Resident Engagement Manager submitted a report which outlined the new Working Group to be established on the topic of council new-build repairs and maintenance after the defects period, and to confirm membership of the Working Group.

Members were reminded that at the previous meeting of the Housing Advisory Board (HAB), on the 2 February 2026 it was proposed by the Resident Representatives to form a Working Group focussed on issues arising for residents of new-builds.

In accordance with the Terms of Reference, Working Groups may be established by the Housing Advisory Board for the purpose of conducting an in-depth review and producing recommendations on any service, policy or issue relating to the social landlord function (for example, effectiveness of specific housing services, management and maintenance of stock, etc).

Resolved: (i) That the following Housing Advisory Board Members be appointed to the New Build Working Group:

- Councillors: Davison, Martinelli and Wade (TBC).
- Tenant & Leaseholder Representatives: Diana Minns, Mandy Powell-Hardy and Renata Wais.

(ii) That Resident Engagement Manager be requested to submit a report in regard to the Scope of the New Build Working Group.

(iii) That Resident Engagement Manager submit regular updates from the New Build Working Group at future meetings.

26/18/HAB Housing Improvement Plan - June Update

The Assistant Director for Housing and Health, presented the item on the Housing Improvement Plan (HIP) – June Update, which provided overall update on progress, an update on HIP Leadership, and the proposed next steps and identifying priority items.

Members were informed that the Housing Improvement Programme (HIP) set out a comprehensive programme of work to strengthen housing services in Cambridge. The HIP was developed following inspection findings and an

internal review of council policies, procedures, and systems. To achieve this goal, the HIP focused on four key areas: Regulatory Compliance, Data Management, Service Quality and Working with Tenants and Leaderships.

The Assistant Director for Housing and Health, continued that overall, most actions in the HIP remained on track, with a growing number requiring further action as work continued. She added that there were inter dependences with data systems, council applications, and external contractors which had been identified.

In respect of the MRI Programme Review, the council was completing a large-scale IT systems review, alongside the HIP. The MRI System, also known as Orchard or Housing Enterprise held all council housing information related to asset management, repairs and tenancies. By reviewing the MRI Programme alongside the HIP, the service could establish where systems needed to be updated or improved to deliver the HIP priorities.

Members were informed that in regard to Programme Leadership, Sam Scharf, Director of the Councils Communities Group, had been confirmed as the Programme Sponsor for HIP. She added that sponsorship would bring together Housing Improvements, which included utilisation and optimisation of systems as well as any wider changes. Leadership across much of this programme would begin to be delivered jointly with South Cambridgeshire District Council, due to much of the change impacting our future Unitary position.

The Assistant Director for Housing and Health went on to say that the next steps included meeting planning and delivery with internal partners, and an update plan based on feedback from meetings and findings from the MRI programme review.

She concluded that with the forthcoming Local Government Re-organisation, it was important to ensure that HAB was on board and that discussions were already taking place with South Cambridgeshire District Council with a proposed joint board with HAB Chair involvement.

Members commented that the report included lost of acronyms without an explanation for their meaning and suggested that a glossary be included in future reports.

Councillor Smart commented that it was right to mention Local Government Reorganisation (LGR) in the report, as tenants would be affected and should

be guided throughout the process as they were here to guide Councillors on the Board.

Resolved: (i) To note the report.

(ii) That a Glossary of Acronyms and their meaning be included in future reports.

26/19/HAB Housing Performance Report Year End 2025-26

The Assistant Director for Housing and Health, presented the report in regard to the Housing Performance Report, Year End 2025-26.

Members were informed that the report included the 2025/26 headline data the Council would be submitting to Government (currently in draft form as it had yet to be audited), for our Tenant Satisfaction Measures; a combination of management information and tenant perception results from the 2025/26 survey. A more detailed report would be presented to HAB in September, including any actions proposed in response to these results.

In response to questions, the Assistant Director for Housing and Health responded that:

- It was unusual to find a high satisfaction rate for complaints regarding anti-social behaviour.
- If a complaint was not upheld, it would usually receive a low score.
- Evictions could take time to process.
- There was a dedicated webpage to report damp and mould.
- Tenants needed to report any issues as soon as they arose rather than letting any issues get worse.
- A new process had been introduced in May to deal with Voids and that a report would be submitted to the next meeting.

Diana Minns (Co-Chair) commented that tenants who worked had to take time off when a repair was carried out on the home and that more flexibility is required from the Council. Also, tenants should be updated on the progress on any repairs reported.

Mandy Powell-Hardy (Tenants Representative) commented that on her last 'Estate Walkabout' she had received lots of complaints from disgruntled residents on the service that they were received from the Council. Diana Minns (Co-Chair) added that it was important to get tenants onboard.

Resolved: (i) To note the report.

(ii) That a report on Voids be submitted to the next meeting.

26/20/HAB Rent Regulation Update

The Assistant Director for Housing and Health, presented a report in regard to the Rent Regulation Project including progress and communications with affected tenants and risks.

The Board were informed that the DWP had failed to decide as to whether they would pursue the Council for the housing benefit element of the tenants Universal Credit claim. The only decision to be made at present was which bank account the Treasury wished for the monies to be paid into, albeit this had not been given in writing. They also suggested an 'honesty pot' and implied a settlement figure would be discussed, but no further communication had been received. At present, the only written response received was an email to confirm this was with their key stakeholders and under review.

Also, the DWP development team had suggested that the Council use their system 'Searchlight' under the Memorandum of Understanding (MoU) to investigate the legitimate claims. However, on application for an amendment to the MoU this was not supported by the legal team. They advised this was a moot point as to whether this fell under 'Housing Benefit' administration and for authority to decide. Currently, this was under discussion with the relevant stakeholders within Cambridge City Council as to whether it adequately complies the test.

Diana Minns (Co-Chair) enquired if past tenants would receive a refund if eligible.

The Board were informed that if past tenants believed that they were eligible for a refund they would have to apply and also provide evidence. She added that the Council had tried to ensure that those eligible would receive a refund.

Resolved: To note the report.

26/21/HAB Work Programme and Forward Plan & Scrutiny Work Programmes

The Democracy and Scrutiny Officer presented Members with the draft work programme and dates of meetings for 2026-27 and advised the programme would be appropriately amended and updated as resolved by the Committee below. The report also included the Forward Plan and the work programmes for both the Performance, Assets & Strategy and Services, Climate & Communities Overview & Scrutiny Committees.

Members proposed that going forward the start time of future Housing Advisory Boards be reverted to 5.30pm

Resolved: (i) That the Housing Advisory Board Work Programme be noted and approved.

(ii) That the following items be added to the Housing Advisory Board Work Programme:

- Appointment of Independent Members – Next Meeting
- New Build Working Group – Scope – Next Meeting
- New Build Working Group – Updates – Future Meetings
- Voids – Next Meeting

(iii) That the Forward Plan and the work programmes for both the Performance, Assets & Strategy and Services, Climate & Communities Overview & Scrutiny Committees be submitted to future meetings of the Housing Advisory Board.

(iv) That going forward the start time of future Housing Advisory Boards be reverted to 5.30pm.

The meeting ended at 7.50 pm

CHAIR



Cambridge City Council

Housing Advisory Board Paper

Housing Performance Report – Qtr. 1 2026-27

Responsible Officer	Samantha Shimmon / Sean Cleary
Contact Details	Author: Catherine Buckle 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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Appendix A

HOUSING PERFORMANCE REPORT

2026-27 Qtr. 1

Sam Scharf – Communities Director

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Introduction

This report gives an update on how Cambridge's Housing Service is performing as at the end of June 2026.

Progress is reported 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 2025, 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 submits data and 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.

Tenant Satisfaction Measures – next steps

Actions to improve performance against the Tenant Satisfaction Measures (2025/26 results reported in the Performance Report to HAB in June 2026) are covered in the separate Housing Improvement Plan update.

Operational efficiencies

<i>Ref</i>	<i>Description</i>	<i>Target</i>	<i>Year End 2025/26</i>	<i>Qtr 1. 2026/27</i>	<i>Current bench mark Quartile</i>
<i>I1</i>	Rent collected from current and former tenants, as a % of the annual rent due (excluding arrears bought forward)	<i>100</i>	99.38	110.29	Q1
<i>I2</i>	Current tenant arrears as a % of the annual rent due	<i>3.9</i>	3.94	3.84	Q4
<i>I3</i>	Former tenant arrears as a % of the annual rent due	<i>3.5</i>	3.77	3.77	Q4
<i>I4</i>	Void loss as a % of rent due	<i>TBC</i>	3.07	3.18	Q4
<i>I5</i>	Leasehold service charge arrears (no payment plan in place)	<i>£70,000</i>	£73,147	£53,447	NA
<i>HH1</i>	Tenancy audits completed (% of overall stock)	<i>12.5</i>	3.1	2.3	NA

Manager's commentary:

I2 & I3 – Recovery activity has been reduced while the service focuses on resolving rent regulation issues. Although the team continues to engage with tenants who are in arrears, these indicators are expected to remain elevated until full enforcement activity resumes. New technology due to be introduced in 2026/27 will support earlier intervention and more proactive case management, enabling the team to focus capacity on tenants who need the most support.

I4 – This shows the total rent and service charge loss resulting from void properties. This includes properties set aside for redevelopment, bulk handovers of new-build properties awaiting letting, and homes undergoing energy-efficiency works. A new voids process was introduced in Quarter 1 of 2026/27 to help reduce these losses.

I5 – £226,628 is being paid by DD or payment plan, £51,686 are cases with Legal, where collection attempts have been exhausted, £3,082 are accounts with deceased leaseholders and £16,954 are properties due for redevelopment. Only £53,447 is outstanding with no payment plan in place. Actual charges were raised in October 2025 and totalled more than £1 million in 2025/26. Rising major works costs have resulted in some individual leaseholder charges being between £7,000 and £10,000. Many leaseholders are on payment plans over an 18-month period, as per our policy, with debt reducing each month.

HH1 – The Housing Officer workload continues to rise in complexity and volume. The team are completing as many audits as possible, and recruiting is ongoing for the additional posts. Even with internal pressures, the Team provided 139 Households with advice and support during quarter 1; The largest areas of support relate to property condition (32%), support needs (18%) and rent arrears (16%).

<i>Ref</i>	<i>Description</i>	<i>Target</i>	<i>Year End 2025/26</i>	<i>Qtr. 1 2026/27</i>	<i>Current bench mark Quartile</i>
V1	Average re-let time in days (key-to-key)	25	56.2	69.7	Q3
V2	Average time in days to repair a void	12	37.7	57.2	Q4

Manager's commentary:

V1 – This indicator includes both the time taken to complete void repairs and the time taken to let the property. The repair element is covered below. Once keys were returned by the void repairs team, it took an average of 6.5 days to house a general needs tenant in Qtr. 1. The Lettings Team continues to review its processes to improve performance, reduce rent loss and shorten void times by advertising properties as early as possible with accurate information, shortlisting eligible applicants promptly and arranging viewings during void works where it is safe to do so.

For sheltered voids, the average lettings time was 17.8 days, compared with 21 days in 2025/26. This indicates that the improvements that were made by the teams throughout 25/26 are having a positive impact. Out of a total of 12 voids in the qtr., 5 were above the average lettings time, and of these, 3 were within the extra care scheme at Ditchburn Place. Lettings for extra care do not go via HomeLink and instead are managed through a panel process which relies on referrals from adult social care. We have initiated conversations with the County Council on how we can improve the rate of referrals and seek to share responsibility for this void loss. We are also suggesting that going forward we separate out the extra care voids from the overall sheltered housing voids KPI, to ensure that this is a more accurate record of the performance of both.

Repairs, Lettings and Housing Support teams are now working to the new voids' procedure introduced in May 2026, which sets out revised ways of working and agreed timescales.

V2 – The voids review and new processes now in place have been implemented to improve the void repair performance going into 2026/27.

<i>Ref</i>	<i>Description</i>	<i>Target</i>	<i>Year End 2025/26</i>	<i>Qtr. 1 2026/27</i>	<i>Current bench mark Quartile</i>
R1	Appointments kept as a % of appointments made	90	95.7	86	Q3
R2	% of repairs completed at first visit	85	78.4	Not available	Q

Manager's commentary:

R1 – We are currently experiencing some challenges in maintaining appointment performance at the expected level due to staff shortages within the Work Planning team. However, we are continuing to review appointment arrangements and identify opportunities to improve performance, with a particular focus on effective scheduling and reducing avoidable changes to appointments.

R2 – Improving the proportion of repairs completed at the first visit remains a key area of focus. Repairs Team Leaders continue to work closely with the Customer Service Centre and Work Planning Team to review cases where additional visits have been required, helping to identify recurring issues and opportunities to improve diagnosis, planning and completion at the first visit.

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.

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 30/06/2026

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

The data includes properties run under the Management Companies.

<i>Ref</i>	<i>Description</i>	<i>Target</i>	<i>Year End 2025/26</i>	<i>Qtr. 1 2026/27</i>	<i>Current bench mark Quartile</i>
C1	% homes (domestic properties) with a satisfactory Electrical Installation Condition Report (EICR) up to five years old	100	97.8	97.7	Q2
C2	% homes for which all required asbestos management surveys or re-inspections have been carried out	100	100	100	Q1
C3	% homes for which all required communal passenger lift safety checks have been carried out	100	100	100	Q1
	% homes for which all required fire risk assessments have been carried out	100	100	100	Q1

Ref	Description	Target	Year End 2025/26	Qtr. 1 2026/27	Current bench mark Quartile
C4	% homes for which all required legionella risk assessments have been carried out	100	100	100	Q1
C5	% homes with a valid gas safety certificate	100	100	100	Q1

Manager's commentary:

The Mitti digital compliance system (formally known as Safety Culture) is continuing to be implemented throughout all areas of compliance. Currently this is being used for Fire safety work, and it is anticipated that this will be rolled out to the remainder of compliance areas as soon as practical.

Additional user training is being arranged for the Compliance team to ensure that the system is used to its full potential.

Whilst Contractors are currently providing access to their own databases, and no issues have been reported by Compliance Managers, whilst the Council relies on third party systems, there remains an area of Data security vulnerability.

Mitti will also improve visibility of compliance information, increased flexibility in how the service manages its responsibilities, and strengthened the Council's ability to meet legal requirements across its housing stock.

Description	Target	At end May 26	% installed	Notes
Smoke Alarms in place	7459	7124	95.5	<i>Properties due for redevelopment have been removed from the denominator</i>
CO Alarms in place	6850	6320	92.2	
Heat Detectors in place	7459	6681	89.5	
All Electric Properties (no gas)	N/A	710	N/A	

Manager's commentary:

Due to a change in Management of compliance, there is no update for Qtr. 1 on detectors.

Damp, condensation & mould - Awaab's Law

Awaab's Law came into force for social landlords in England on 27th October 2025 and introduced fixed legal timescales for responding to emergency hazards and damp and mould hazards that present a significant risk of harm. This means the service must now be able to evidence compliance from first report through to investigation, communication, interim safety action and full resolution. The scope of Awaab's Law is expected to expand further in 2026 and 2027, so reporting arrangements are being designed with that wider compliance framework in mind.

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.

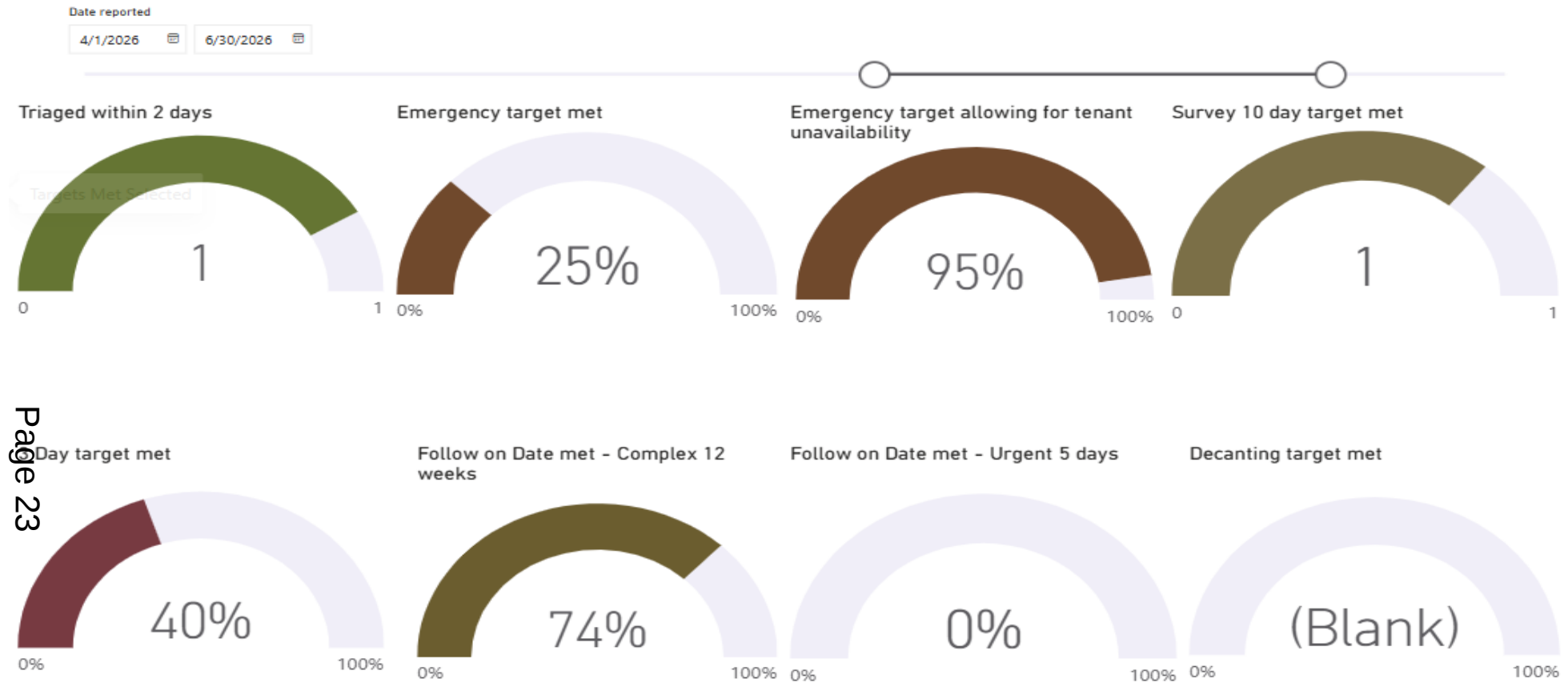
Ref	Description	As at Qtr. 1 26/27	As a % of stock	Benchmark position	Notes
O9a	Number of damp and mould 'live' cases	348	4.53	Q1	

Manager's comments:

Whilst the service continues to prioritise compliance with the emergency response requirements under Awaab's Law, a proportion of cases are recorded as exceeding the 24-hour response timeframe due to tenant availability and access arrangements rather than contractor attendance capacity. This is particularly evident where tenants are unable to accommodate appointments within the statutory timeframe because of work, caring responsibilities, medical needs or other personal circumstances. Occasionally, additional support arrangements are also required, including the attendance of housing officers, social workers or support professionals to ensure visits can be undertaken safely and appropriately for vulnerable residents.

The implementation of Awaab's Law has also increased the number of internally generated referrals, where mould or damp concerns are identified proactively by Council staff or contractors during unrelated visits. In these circumstances, tenants may not be expecting contact from the service or may require additional explanation regarding the purpose of the visit and proposed treatment works. The service will continue to work flexibly with tenants to arrange appointments that meet their individual needs and circumstances, whilst balancing statutory compliance obligations. Improvement activity is ongoing with contractors and internal teams to strengthen communication processes, improve tenant awareness at the point of referral and support more effective appointment scheduling and access arrangements.

Damp, Condensation & Mould cases update as at 30/06/2026



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NB:
Cases shown as “triaged within 2 days” include those assessed within the Council’s internal reporting window; under Awaab’s Law, emergency hazards must be investigated and made safe within 24 hours of the Council being made aware.

Disrepair Claims Progress

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 Qtr. 1	Per 1000 propertie s	Benchmark position (per 1000 properties)	Notes
O9b	Number of disrepair claims reported in the year	7	1.04	Q1	See report below for details

Current Claims Breakdown (as of 5th July 2026)

	Total Live Claims	In Progress	No access	Works being completed	Post- completion inspections	Claim issued for Court
2022/23	1	0	0	1	0	0
2023/24	1	0	0	1	0	0
2024/25	1	0	0	0	1	0
2025/26	23	1	2	15	4	1
2026/27	7	6	0	1	0	0
Total	33	7	2	18	5	1

We are currently experiencing some delays with the completion of works identified as part of the claim. We continue to work closely with the contractor to manage this, with outstanding cases being reviewed and prioritised to ensure works are progressed appropriately and resources are focused where they are most needed.

Expenditure Breakdown (as of 5th July 2026)

Financial Year	*Legal/Consultancy Costs	Compensation payments	Work given to external contractors	Total
2022/23	£12,250	£41,500		£53,750
2023/24	£125,055	£36,526		£161,581
2024/25	£233,622	£49,756	£128,223	£411,601
2025/26	£267,656	£42,599	£189,776	£500,031
2026/27	£85,474	£8,616	£11,662.98	£105,754

**This covers the other side solicitors' costs, counsel fees for drafting defences and bills of costs, and surveying expenses, all of which are largely outside of our control.*

Resident Voice Performance Dashboard

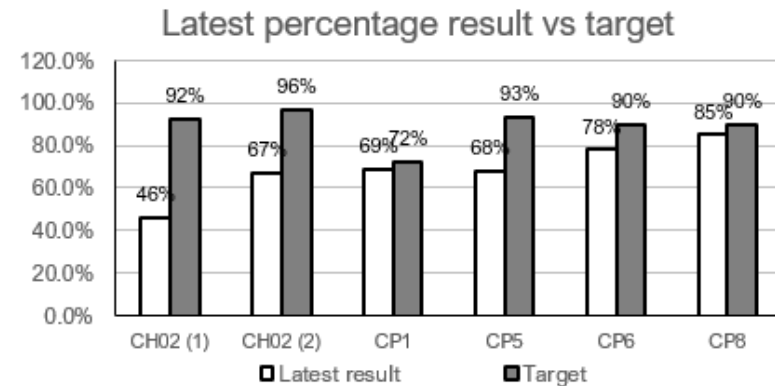
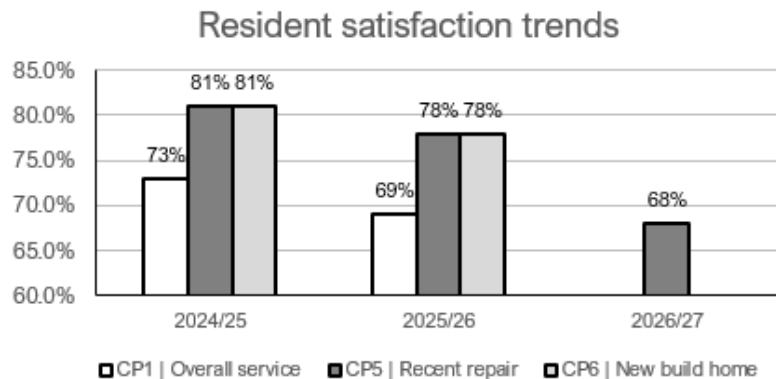
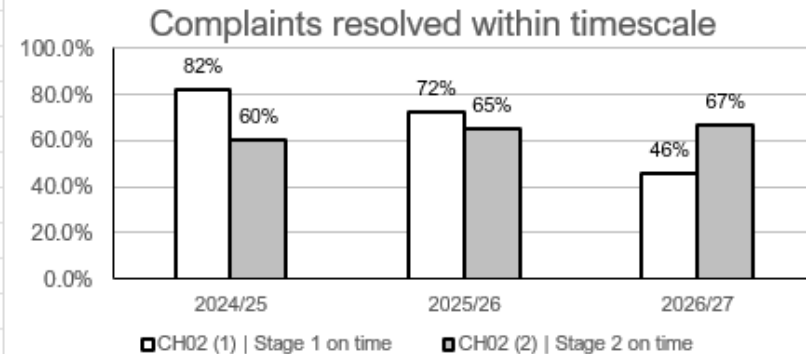
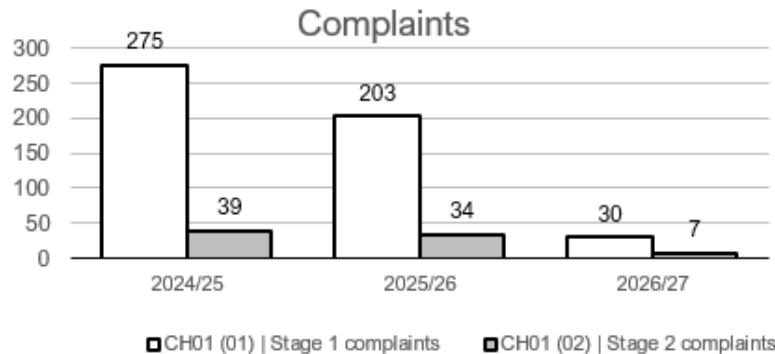
Yearly trends and latest position | current-year figures use the latest populated quarter

CH01 (01) 2026/27 STAGE 1 COMPLAINTS	CH02 (1) STAGE 1 RESOLVED ON TIME	CH02 (2) STAGE 2 RESOLVED ON TIME	CP5 REPAIR SATISFACTION
30	45.7%	66.7%	68.0%
Q1 cumulative	Target 92.4%	Target 96.4%	2026/27 Q1 target 93.0%

Story in brief: Complaint resolution timeliness is below target for both stages, while the latest repair-satisfaction result is also below target. Overall service satisfaction fell from 73.0% in 2024/25 to 69.0% in 2025/26.

YEARLY TRENDS AND LATEST TARGET POSITION

Page 25



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.

Engagement with tenants

Since April 2026 resident engagement activity has had significant influence on several key areas:

- Estate Walkabouts: eight estate walkabouts have been organised for this Summer and Autumn across the city, so far two have taken place at Lichfield & Neville Road (April), and around the new-builds at Colville Road (May). This has enabled residents to raise issues with key housing staff in-person and discuss wider community problems.
- Recruitment for Tenant Representative Vacancies: the elected HAB representatives have helped produce the materials used for the communications campaign to recruit new tenant representatives to HAB. The posters and leaflets produced will be used on an ongoing basis to support volunteer recruitment for resident involvement activities.
- Tenant and Leaseholder Involvement Strategy: the elected HAB representatives have been developing an action plan to support the strategy and set out how the objectives will be measured and achieved. This is planned to be finalised by the end of June.
- Reasonable Adjustments Policy: this draft policy was issued to the armchair reviewer's group in May for tenant and leaseholder feedback. This feedback will be used to inform the final version of the policy.
- New-Build Working Group: the elected HAB Reps have begun the process of creating a working group to focus on the issues experienced in new-build properties. The scope is currently being defined, and the progress of this working group will be reported back to HAB with final recommendations going to Cabinet.

Author:	Catherine Buckle Business Development Manager (Housing) Catherine.buckle@cambridge.gov.uk
Date:	15 th August 2026



Cambridge City Council

Housing Advisory Board Paper

Housing Improvement Plan – June update

Responsible Officer	Samantha Shimmon Author: Catherine Buckle
Contact Details	Tel: 01223 457261 Email: catherine.buckle@cambridge.gov.uk
Purpose of Paper	To provide an update on progress with Housing Improvement Plan in light of
Brief Summary	The Housing Improvement Plan was put in place prior to and following Regulatory Inspection. It is currently being reviewed against the priorities outlined in the MRI Improvement Programme and LGR requirements.
Is the paper going to Cabinet or either Scrutiny Committee's?	N/A

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Key Changes Since the June 2026 Report

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Housing Improvement Programme (HIP)

Housing Advisory Board | September 2026

One Cambridge, fair for all

Glossary — terms used in this update

Plain-English definitions of acronyms and specialist programme language.

HIP — Programme to improve Cambridge housing services.

HAB — Tenant, leaseholder and councillor body that advises decision-makers.

BAU — Business as Usual: work managed through normal service arrangements.

GR — Local Government Reorganisation: restructuring councils and local service delivery.

SCDC — South Cambridgeshire District Council.

MRI — Housing system for property, tenancy, repairs and compliance data.

KPI — Key Performance Indicator: performance measured against an agreed target.

DCM — Damp, Condensation and Mould workstream.

HRA — Housing Revenue Account: ring-fenced council-housing income and spending.

TSM — Tenant Satisfaction Measures: regulator-defined service and tenant-experience measures.

HAS — Housing Application Support team referenced in this update.

Awaab's Law — Timed duties to investigate and remedy housing hazards; Phase 2 applies 30 November 2026.

User story — Brief statement of who needs a service, what they need and why: “As a..., I need..., so that...”.

Programme Sponsor — Senior leader accountable for programme direction and delivery.

Health check — Independent review of effectiveness and improvement needs.

Data reconciliation — Matching sources and resolving differences to confirm accurate records.

Disrepair framework — Compliant route for managing disrepair work and contractors.

Asset Management Strategy — Long-term plan for maintaining and investing in council housing.

Governance — Roles, decisions, controls and accountability for delivery.

HLB — Housing Leadership Board: decides which housing projects are worked on first.

PM — Project Manager: plans and coordinates a project from start to finish.

Definitions informed by GOV.UK, the Regulator of Social Housing and Cambridge City Council guidance.

From diagnosis to delivery

JUNE → AUGUST 2026

DELIVERY MODE

The programme is now defined by clearer leadership, a focused portfolio and a stronger delivery approach.

01	Clear sponsorship	Sam Scharf formally appointed Programme Sponsor.
02	Prioritised portfolio	Outstanding actions sorted into priority projects, 'Business As Usual' and closure.
03	Digital delivery capacity	A dedicated Digital Housing Programme and additional resources established.
04	Statutory and LGR readiness	Delivery aligned with Awaab's Law Phase 2 and future LGR arrangements.

The June report established the scale; the August update shows the programme moving into delivery.

Governance and programme structure are now clearer

PROGRAMME SPONSOR

Sam Scharf

Director of the Communities Group,
formally appointed to lead HIP.

WIDER TRANSFORMATION

LGR alignment and joint working

HIP is increasingly aligned with service
transformation and discussions with SCDC.

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Every outstanding HIP action has been reviewed and categorised

PRIORITY

Programme oversight

Projects requiring coordinated
delivery and governance.

Business As Usual (BAU)

Service-team ownership

Activities managed through
normal service delivery.

CLOSE

Objectives achieved

Actions completed or absorbed
into wider workstreams.

A focused portfolio moves HIP into delivery

11 priority projects now define the next phase

Programme oversight directs effort to the highest-value work.

01 Decent Homes reporting improvements

02 Contractor KPI development

03 Disrepair framework

04 Damp, Condensation and Mould (DCM)

05 Contractor data reconciliation

06 Gas capping process review

07 HRA Asset Management Strategy

08 Resolve key housing data quality issues

09 Complaints improvement

10 Tenant Satisfaction Measures (TSM) Action Plan

11 Enhanced tenant engagement and tenancy management oversight

Digital capability now underpins delivery

DIGITAL HOUSING PROGRAMME

Dedicated delivery capacity

A dedicated programme has been established to support HIP objectives.

Page 34
Programme, project and business analysis resources are being recruited and allocated to delivery and change management.

INDEPENDENT MRI HEALTH CHECK

Evidence for the next system decisions

An independent review of the housing management system is being commissioned.

It will assess system effectiveness and identify practical opportunities for improvement.

The review will target four delivery outcomes

DATA QUALITY

COMPLIANCE
MONITORING

REPORTING

OPERATIONAL
EFFICIENCY

DCM has moved from discovery to decision

54 user stories completed

Discovery is complete. Workshops with MRI assessed system capability and identified gaps.

DIGITAL OPTIONS PAPER

A clear route to decision

Delivery options, costs, risks and recommendations are now set out for consideration.

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Preparing now for Awaab's Law Phase 2

FROM NOVEMBER 2026

A cross-service hazards programme is being developed to strengthen ownership, escalation, reporting and case management.

OWNERSHIP

ESCALATION

REPORTING

CASE MANAGEMENT

Next: scope priority projects and protect delivery capacity

01 SCOPE PROJECTS

PM resource is expected over the next two months to scope priorities and prepare programme and project proposals, including delivery deadlines. Leadership guidance will then confirm sequencing.

02 MAKE REPORTS ACCESSIBLE

An acronym glossary has been introduced in response to HAB feedback.

03 BUILD LGR READINESS

Tenant involvement and communication will be strengthened as the council prepares for LGR.

One PM = two concurrent projects | HLB sets priorities | MRI-only focus = more HIP resource

Early scoping will clarify capacity quickly and whether HIP recruitment needs to restart.



Cambridge City Council

Housing Advisory Board Paper

Title: Reasonable Adjustment Policy - revised

Responsible Officer	Samantha Shimmon Author: Rasha Al-Shalabi
Contact Details	Email: rasha.alshalabi@cambridge.gov.uk
Purpose of Paper	To seek feedback from the Housing Advisory Board (HAB) for the revised Policy.
Brief Summary	The Reasonable Adjustment Policy has been reviewed and updated to improve accessibility, clarity and ease of use. The revised policy broadens its scope to include housing applicants and prospective residents, strengthens accessibility commitments, and provides clearer guidance on requesting reasonable adjustments. Information intended to support officers in applying the policy has been removed from the policy document and incorporated into a separate internal procedure, enabling the policy to focus on the Council's commitments and the support available to housing customers while supporting consistent implementation by staff.
Is the paper going to Cabinet or either Scrutiny Committee's?	N/A
Appendices	The Reasonable Adjustment Policy document

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Reasonable Adjustment Policy

Date: August 2026

Department: Communities Group

Accessibility of Document

Our aim is to make documents and guidance easy to use and accessible for everyone. We will take steps to make any reasonable adjustments needed for you to receive the information outlined below in other formats. Depending on your needs, these may include, but are 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
- Having an audio recording of a document or recording in British Sign Language

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

1. Purpose and Summary

Cambridge City Council (the 'Council') recognises that people accessing our services may have disabilities or vulnerabilities that may potentially disadvantage them, compared to people who do not.

While this policy does not seek to provide information on how every situation will be approached, it provides a general framework and is intended to:

- confirm our commitment to maintaining a high standard of accessibility to our services and ensuring our services are inclusive for everybody,
- define what a reasonable adjustment is, outline the process for requesting a reasonable adjustment, and give examples of possible adjustments, and
- explain what factors are considered when making a request.

2. Scope

This policy applies to all current residents of the Council and housing applicants, as well as anyone acting on their behalf as a representative.

Where this policy refers to ‘customers’ or ‘housing customers’, it includes tenants, leaseholders, housing applicants and prospective residents.

3. Legal Duty to People with Disabilities

Under the [Equality Act 2010](#) (the Act), Cambridge City Council has a legal duty to make reasonable adjustments where a disabled person would otherwise be placed at a substantial disadvantage when accessing our services.

The Council may also consider reasonable adjustments or additional support for customers who have vulnerabilities or other support needs, even where these do not meet the legal definition of disability.

As defined in the Equality Act 2010, a [disability](#) can refer to a physical or mental impairment that has a substantial or long-term adverse effect on a person’s ability to carry out normal day-to-day activities.

The Housing Ombudsman Service considers **vulnerability** as a state arising ‘from a combination of a customer’s personal circumstances, characteristics and their housing complaint.’ Vulnerabilities may be made worse when a landlord does not act with appropriate levels of care. Vulnerabilities can also be reduced if effective reasonable adjustments have been put in place.

4. Understanding and Assessing Reasonable Adjustments

- 4.1. A **reasonable adjustment** is a change to the way we provide information, communicate, or deliver services to ensure that a disabled person, or someone with additional support needs, is not placed at a disadvantage when accessing Council services.

There is no set list of potential **reasonable adjustments**. Adjustments that the Council can provide depend on individual needs and are decided on a case-by-case basis using the information you give us when making your request. No adjustments will be made without talking to you.

4.2. The extent of an adjustment:

The extent of a potential adjustment can depend on different factors, including:

- the disadvantage caused
- the difference an adjustment would make

- whether the requested adjustment is necessary and proportionate to reduce or remove the disadvantage
- available options that would support access to services as others without a disability or vulnerability, and
- the cost of the adjustment.

This video from the Equality and Human Rights Commission explains the duty to make a **reasonable adjustment**: <https://youtu.be/Wb5tM6Crkls>

4.3. How Do We decide What Is Reasonable?

What is reasonable can depend on a number of factors, including:

- the disadvantage caused
- the difference the adjustment would make
- if the adjustment requested is what is needed to make the difference or if it is more than is necessary
- what will put you in the same position as others using the service,
- whether the adjustment provided may potentially disadvantage others compared with the requester, and
- the cost of the adjustment.

If we cannot make a reasonable adjustment due to cost or resource constraints, we will work with you to find the most appropriate alternative solution.

5. Examples of Reasonable Adjustments

As all adjustments are considered on a case-by-case basis under the legal obligations stated above, adjustments we can provide will depend on your individual needs and circumstances.

5.1. Examples of Adjustments for Individuals with General Support Needs:

In addition to the options listed in our commitment to accessibility, reasonable adjustments that may be made for housing customers can include, but are not limited to:

- providing information in alternative formats (for example, in large print or Braille, in British Sign Language, as an audio file, or on coloured paper)
- giving you more time to do something
- communicating with you by email, phone, or in-person instead of in writing
- allowing a guide, hearing or emotional support dog to accompany you to a meeting

- dealing with a family member, friend or representative (if you have given us permission to do so), and
- providing breaks during meetings to help with concentration.

5.2. Examples of Adjustments for Individuals with Additional Support Needs:

In some instances, we may provide reasonable adjustments for housing customers who are not disabled but may have a special need. Although it is not possible to list all such circumstances, examples are:

- providing translation services or interpreters for customers whose first language is not English, and
- providing extra support for customers with literacy challenges.

5.3. Reasonable Adjustments to Our Complaints Process:

If necessary, we will make reasonable adjustments to provide equal access to the Council's complaints process. Adjustments we can make if you need help making a complaint can include:

- appointing a family member or friend to act on your behalf
- helping you find a representative to act on your behalf, or
- allowing a family member, friend, or representative to attend meetings with you to provide support or act as an advocate.

6. How to Request a Reasonable Adjustment

6.1. Requesting a Reasonable Adjustment:

Housing customers can ask for a reasonable adjustment:

- in writing – by sending us a letter or email to:
 - Cambridge City Council, PO Box 700, Cambridge, CB1 0JH
- in-person – in conversation with Council Staff or Officers
- online – by contacting us through our website www.cambridge.gov.uk/contact-us, or
- over the phone – by phoning our Customer Service Centre at 01223 457000
 - on-demand British Sign Language interpretation is available over the phone through a free online service called [SignLive](#) through an app on your smartphone, tablet, or computer
 - Customer Services and Council Officers can help you access verbal interpretation services in other languages in person, over the phone

More information on accessing interpreting and translation services when communicating with us is available on our website: [Interpreting and translation services - Cambridge City Council](#)

When submitting your request, you can include information that may be helpful for us to identify an appropriate adjustment or explain why you need one. This can include:

- what you would like to share with us about yourself, for example, that you have a disability, are neurodivergent or have a vulnerability
- documentation that can support your request and why you need an adjustment, like medical records or specialist assessments
- if you require support to understand the information we provide
- what you would like us to consider when communicating with you, or
- your experience and where you felt difficulty in understanding or accessing our services.

A family member, friend or representative can ask for an adjustment for you, if you have given us permission to deal with them. A member of council staff may suggest an adjustment if they are familiar with your situation and believe an adjustment may help you.

If you need additional support to request an adjustment from us, and if we are unable to support you in making the request, you can contact an adviser through [Citizens Advice](#).

6.2. Working with You on a Solution:

The Council aims to respond to all requests received within 10 working days. If there are delays, staff will be in contact to provide a reason for the delay.

We will make every effort to meet requests for adjustments where it is reasonable to do so (*see section 4*). In most cases, we can provide the necessary adjustment without delay.

Where we are unable to meet a request, we will respond and provide a reason why the Council cannot provide the requested adjustment at this time.

6.3. Providing Information:

Depending on the nature of your request, we may need additional information to identify an appropriate adjustment or seek advice from relevant disability organisations. We will only ask for additional information where it is necessary and proportionate to understand the adjustment requested or determine how best to support you.

Documents we may ask for can include things such as:

- medical evidence, such as summary care records or specialist assessments, to identify the effect or disadvantage you are experiencing or to confirm if a potential adjustment would be effective
- contact details of representatives, family members, advocates, or carers

Where we ask you to provide additional information to support your request, we will consider covering any reasonable costs, where appropriate.

All supporting documents received to support your request will be treated with sensitivity and confidentiality, according to relevant legislation, regulations, and policies, like the [UK General Data Protection Regulation](#) and the [Data Protection Act 2018](#).

6.4. What You Can Expect from Us:

To support us in improving our services, the Council will keep a record of all requests we receive and the steps taken to fulfil them.

We will also review your request with the officer who responded to it to identify opportunities for improvement, such as:

- notes for future communication with you
- options for alternative solutions
- reasons that we were unable to fulfil the request, if applicable

6.5. Appeals:

All refusal decisions are made with the agreement of a senior officer and in consultation with Legal, Equalities or another relevant specialist service.

If you are not satisfied with the arrangements or decision we have made about a reasonable adjustment, we will respond in line with our complaints policy. When we review our decision, we may get advice from disability groups or get legal advice.

7. Related Documents and Legal Obligations

Under the Act, the Council is committed to protecting people's rights and providing equal opportunities for everyone. In fulfilling our legal obligation to make reasonable adjustments, we cannot charge you any costs to meet that responsibility.

In addition to the Act, this policy has been written in accordance with the [Council's Complaints Policy](#), [Housing Ombudsman's Complaints Handling Code](#), and the [Regulator of Social Housing's revised Consumer Standards](#).

Implementation of this policy will also consider the following legislation, regulations and codes of practice listed below:

- [Social Housing \(Regulation\) Act 2023](#)
- [The Care Act 2014](#)
- [The Human Rights Act 1998](#)

This policy considers issues relating to accessibility of information and potential accommodations for people with disabilities or vulnerabilities. For issues relating to [adaptations for tenants with disabilities in council housing](#), please consult the relevant policy, speak to a Council Officer, or contact us either online through www.cambridge.gov.uk/contact-us, or by phoning our Customer Service Centre at 01223 457000.

8. Monitoring, Education and Training

Equality Impact Assessments: We carry out an assessment each time we develop or review a policy, procedure or service, to determine its impact on people from different groups. The assessment is to help us make sure our decisions are fair and do not disadvantage any disabled person.

We will review this policy every three years to ensure it remains aligned with good practice, in line with our standard review cycle, or sooner where required for business reasons or following changes to relevant laws or regulations.

9. Update History and Schedule

Last approved by:

Version No.	Date	Comments
1	September 2024	Initial policy developed and published; distributed for use in Housing Services.
2	August 2026	Included information regarding available adjustments; reorganised sections for ease of use (grouping examples, consolidated related documents and legal obligations); separated internal guidance as a reasonable adjustment guidance procedure.

3	Summer 2028	Scheduled review to ensure consistency across the authority following Local Government Reorganisation.
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DRAFT



Cambridge City Council

Housing Advisory Board Paper

Rent Regulation Update

Responsible Officer	Samantha Shimmmon
Contact Details	Tel: 07743 180011 Email: samantha.shimmmon@cambridge.gov.uk
Purpose of Paper	To provide an update to Housing Advisory Board on the Rent Regulation Project.
Brief Summary	Paper provides progress updates on project, communications with affected tenants and risks.
Is the paper going to Cabinet or either Scrutiny Committee's?	Update is purely for Housing Advisory Board
Appendices	Appendix A - Rent Regulation Project Update August 2026

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Appendix A

Rent Regulation Project Update August 2026

Tenant Communications

Tenants were last updated on 30th June 2026, and the dedicated webpage was updated on 29th June 2026. The next update is due to be sent on 30th September 2026.

Refunds

All the tenants who fall into Group 1 and pay their rent by direct debit have been processed. The last batch of letters will be printed and sent to the tenants on Tuesday 25th August.

For tenants within Group 1 who do not pay us by direct debit, we need to activate the new bank verification software. The affected tenants will be notified w/c 24th August this will go live on 15th September, and they can expect to receive their personalised calculation shortly thereafter.

Rent Regulation Teams Next Steps Progress

Over the next 6 weeks the team will:

- visit tenants to assist with processing their refund forms
- process the returned online forms
- send the tenants remittances when the payment is made
- update the tenancy file on MRI
- close the case and archive the records
- advise finance of the accrual release

for all the affected current tenants in Group 1.

Once this is complete, they will return to actioning the refund for those affected by housing benefit and placed in Group 2.

DWP

The DWP now sends an automated email every month regarding the Universal Credit decision which reads as follows:

We are aware that your organisation has confirmed to us that some rents were overcharged, which may have resulted in potential overpayments of Universal Credit.

DWP officials are currently assessing the scale of the issue, including the level of financial exposure and the potential impact on Universal Credit customers.
We appreciate your continued cooperation in responding to information requests and your active engagement with DWP on this matter.

Once our assessment has concluded, we will contact you to confirm next steps and any actions required.

Consequently, the pre-action protocol for a Judicial Review is being compiled and will be sent in due course.

Group 1 Case Refund Information:

Group 1 Cases	No	Refund Amount	Arrears as of w/e 21/08/2026
Priority 1 - pay by direct debit	277	184417.15	0.00
Priority 2 - do not pay by direct debit	175	124521.12	-18262.05
Priority 3 - former tenants after 01/04/2024	77	45492.70	-3006.62
Move to other group request	45	13996.82	-3308.01
Total Cases	574	368427.79	-24576.68
Priority 1 Breakdown			
Refunded tenant & case closed	24	19908.74	0.00
Claimed refund & AP processing refund	73	67820.72	0.00
Appointment booked	4	4314.20	0.00
Awaiting tenant response to refund	112	75788.89	0.00
Not authorised - further investigations required	4	2575.86	0.00
Managers authorisation required	60	14008.74	0.00
Total Priority 1	277	184417.15	0.00
Priority 2 Breakdown			
Arrears Letter Sent	1	146.88	-146.88
Lasting Power of Attorney Letter Sent	1	793.19	0.00
Waiting managers authorisation	173	123581.05	-18115.17
Total Priority 2	175	124521.12	-18262.05
Priority 3 Breakdown			
Lasting Power of Attorney Letter Sent	1	1781.44	0.00
Waiting managers authorisation	76	43711.26	-3006.62
Total Priority 3	77	45492.70	-3006.62
Case Group Adjustment			
Move to Group to as HB found	28	9690.25	-2016.62
Move to Group 3 as HB & UC found	3	372.04	0.00
Move to Group 4 as UC found	14	3934.53	-1291.39
Total cases moved	45	13996.82	-3308.01

- Group 1 cases total is now 574 cases
- 45 cases will be moved to other groups as the receipt and payments check identified housing related benefits on their records
- The 60 priority 1 cases requiring managers authorisation are due to be completed and sent by 25th August 2026 to the tenants
- The 4 cases requiring further investigation showed changes in tenancy names throughout the affected period. Therefore, a further breakdown needs to be actioned to work out each tenant's full entitlement

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Cambridge City Council

Housing Advisory Board Paper

Tenant Satisfaction Measures Report

Responsible Officer	Emily Downey
Contact Details	Tel: 01223 458323 Email: emily.downey@cambridge.gov.uk
Purpose of Paper	To present the 2025/26 Tenant Satisfaction Measures (TSM) Report
Recommendation(s)	Note the outcome of the 2025/26 Tenant Satisfaction Measures
Brief Summary	As a landlord of more than 1000 social housing properties, the government requires Cambridge City Council to publish an annual report of tenant satisfaction, in accordance with the guidelines set by the Regulator for Social Housing (RSH). Cambridge City Council have appointed an independent company, Acuity Research and Practice Ltd, to deliver the survey. A census approach was used to complete TSM surveys, whereby all tenants were invited through one or multiple means to participate in the survey exercise. The sample size was chosen to ensure that the level of statistical accuracy set out by the RSH was met. For Cambridge City Council, we needed to ensure that we survey enough tenants to meet a statistical accuracy (margin of error at 95% confidence interval) of +/- 4%. During 2025/26, Cambridge City Council completed (or partially completed) 2,027 TSM surveys with tenants in Low-Cost Rented Accommodation (LCRA). Cambridge City Council have 7118 LCRA properties which means that a statistical accuracy level of +/- 2.5% was achieved, which is a greater level of accuracy than required. Tenant Satisfaction Measures consist of 22 measures: 10 providing management information from data held by the landlord and 12 satisfaction measures gathered from tenant surveys. In addition to overall satisfaction with landlord services, the measures cover five key themes: ● Keeping properties in good repair ● Maintaining building safety

	● Respectful and helpful engagement ● Responsible neighbourhood management ● Effective handling of complaints City Council leaseholders are not usually included in TSM surveys, but they were this year as a one off to understand their satisfaction levels. The leasehold results are included in this report, but their data is not incorporated into the TSM submission. The full 2025/26 TSM report (Appendix 1) provides a thorough overview of the survey results. This includes a sentiment analysis which identifies themes from qualitative responses, providing more context and understanding to the feedback. Further insight and recommendation from the survey company are also included. We will use the TSM results to create an action plan, using resident feedback to make changes to way we deliver services and communicate with residents.
Is the paper going to Cabinet or either Scrutiny Committee's?	No
Appendices	Appendix 1- TSM 2025/26 Final Report

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**Cambridge City
Council**

**TSM Report
2025/26**

Prepared by: Acuity Research & Practice



Key TSM Metrics

Overall Satisfaction

The Home

Repairs

Neighbourhood

AB

Engagement

Complaints

Wellbeing

Sentiment

Further Insight

Leaseholders

Summary

Demographics

Introduction

Cambridge City Council is a social housing landlord with over 8,800 properties, including 7,626 LCRA, 80 LCHO and 1,184 leaseholders. Acuity has been commissioned to survey the residents, and in 2025/26, the survey included the LCRA tenants and leaseholders only. The survey was designed using the Tenant Satisfaction Measures from the Regulator of Social Housing, which became mandatory to collect from April 2023 and are now due for submission to the Regulator on an annual basis.

The surveys were undertaken throughout February and March 2026 using a census approach, whereby all residents were invited to participate. First, all tenants and leaseholders with an email address were sent an online survey by email. This was followed by a full postal survey to tenants (including a covering letter, questionnaire, and reply-paid envelope) to all non-respondents. The final stage of the survey was a telephone booster to tenant and leaseholder non-respondents, which was used to balance the representativeness of the survey response through the application of a quota on age to the sampling frame. Incentives were used (3x £100 shopping vouchers) to help maximise participation.

By the close of the fieldwork, 2,340 responses were achieved, 2,094 complete and 246 incomplete, and this comprised 2,027 LCRA tenants and 313 leaseholders. In terms of method of response, 1,101 were completed online, 508 by post and 731 by telephone interview. The report focuses on the LCRA results but includes a separate section for the leaseholders. The results have been weighted to match the overall resident population, but last year's results were weighted on a slightly different basis, so they have been adjusted to match the reported figures from last year's report.

The report has used sentiment analysis to better understand residents' comments and why they have responded to the satisfaction questions the way they have. Analysis of the seven open questions and information about how this works is shown later in the report and adds an extra layer of focused insight to the results to help the Council better understand what is driving satisfaction, what tenants are most concerned about, and what could be improved.

The survey is confidential, and the results are sent back to Cambridge City Council anonymised unless residents give their permission to be identified – 78% of tenants in the survey did give their permission to be identified, and of these, 88% are happy for Cambridge City Council to contact them to discuss their results.

This survey aims to provide data on residents' satisfaction, which will allow Cambridge City Council to:

- Provide information on residents' perceptions of current services
- Compare the results with previous surveys, where possible
- Compare the results with other landlords (where appropriate)
- Report to the Regulator and publish the results to tenants.

For the overall results, Acuity and the Regulator of Social Housing require that landlords with between 2,500 and 9,999 properties achieve a sampling error of at least $\pm 4\%$ (plus or minus 4%) at the 95% confidence level. With 2,312 responses to the overall service question, this is high enough to conclude that the findings are accurate to within $\pm 1.8\%$ for all residents, $\pm 1.9\%$ for the LCRA tenants, which is well within the required margin of error and gives a robust sample. Also, ± 4.8 for the leaseholders.

The majority of figures throughout the report show the results as percentages. The percentages are rounded up or down to the nearest whole number, and for this reason, may not in all cases add up to 100%. Rounding can also cause percentages described in the supporting text to differ from the percentages in the charts by 1% when two percentages are added together.

69%

Overall Satisfaction



The range of satisfaction is generally good, and this report will show how the results compare with other council landlords. There are 69% of tenants satisfied with the overall service, although this is down by four percentage points (p.p) since last year, part of a general, but small, fall in satisfaction this year.

The highest ratings are for the repairs service in the last 12 months (79%), followed by the home being safe (73%), although only four measures reached 70% or above.

In contrast, just 49% are satisfied with the handling of anti-social behaviour and only 27% with how complaints are dealt with.

This report will focus on the headline figures from the survey, as well as satisfaction by tenure type. This will also show how satisfaction has changed over time and includes an analysis of tenants' comments to give a wider perspective on the results. These are also broken down into different subgroups, and there is an analysis to see what is driving satisfaction at Cambridge.

TSM Key Metrics - LCRA

Keeping Properties in Good Repair



Well Maintained Home

69%



Safe Home

73%



Repairs Last 12 Months

79%



Time Taken Repairs

72%

Respectful & Helpful Engagement



Listens & Acts

55%



Kept Informed

64%



Fairly & with Respect

70%



Complaints Handling

27%

Responsible Neighbourhood Management



Communal Areas

64%



Neighbourhood Contribution

56%



Approach to ASB

49%



Overall Satisfaction



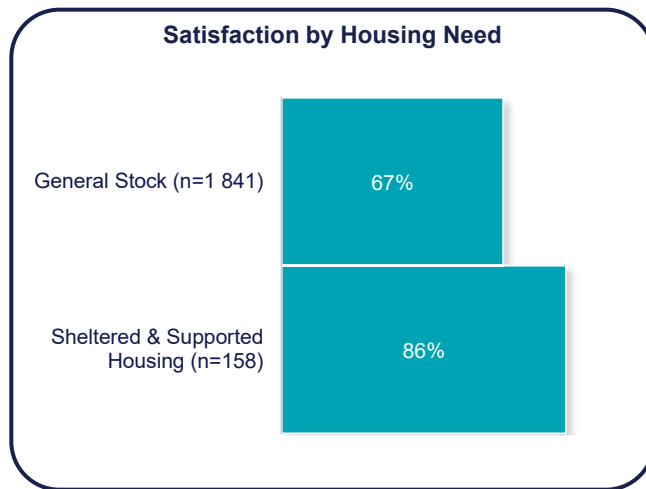
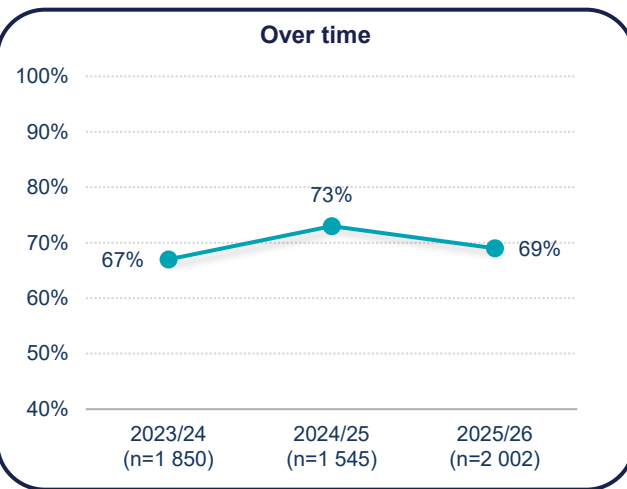
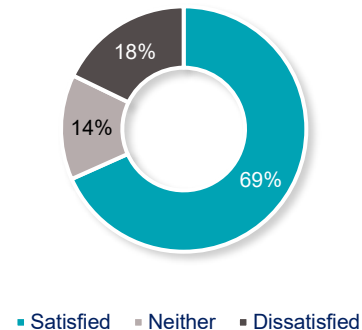
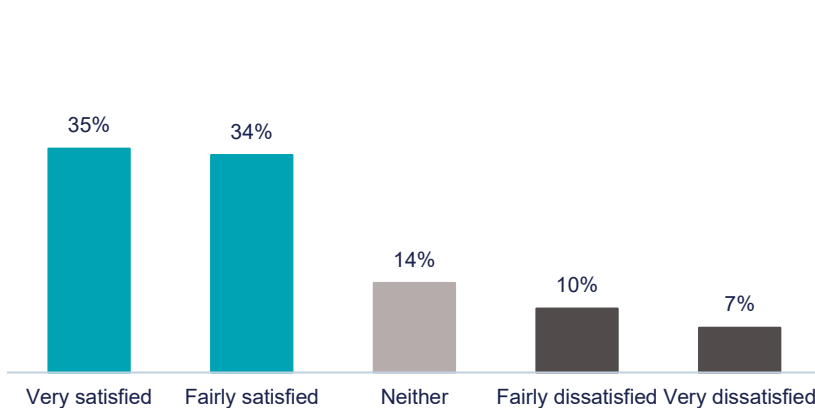
Overall Satisfaction

Tenants were asked, “*Taking everything into account, how satisfied or dissatisfied are you with the service provided by Cambridge City Council?*” This is the key metric in any tenant perception survey.

Seven out of ten tenants (69%) are satisfied with the overall service provided by the Council, with a similar proportion being very satisfied (35%) and fairly satisfied (34%). However, 18% are dissatisfied, and a further 14% are neither satisfied nor dissatisfied.

Compared with the previous survey, carried out at this time in 2025, overall satisfaction has fallen slightly by 4p.p. This is in the context of slightly increasing satisfaction across the housing sector.

In terms of the different tenure types, those in sheltered and supported housing are the most satisfied (86%), with 67% satisfied for those in general needs. This may be linked to the age profile of those in sheltered accommodation, which is inevitably higher, and it is recognised by the Regulator that satisfaction tends to increase with age.





Well Maintained, Safety & Communal Areas



Around seven out of ten tenants (69%) are satisfied that they are provided with a home that is well maintained, with 17% dissatisfied and 14% who are neutral. The maintenance of the home is an important metric, as Acuity's key driver analysis (KDA) of over 200,000 survey responses showed it had the strongest influence on overall satisfaction. This is also the case for the Council (see KDA Page 34).

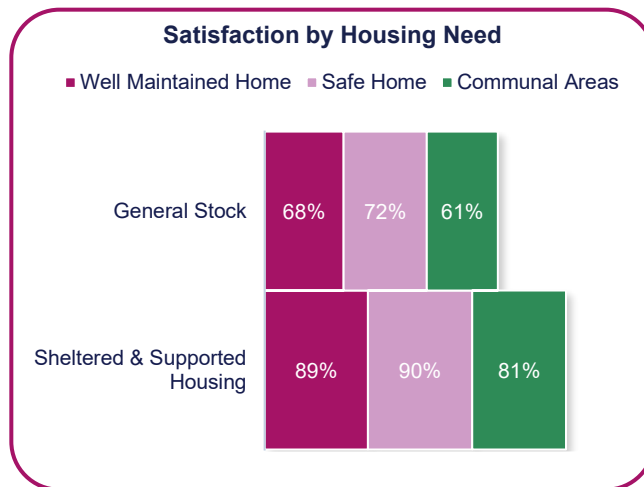
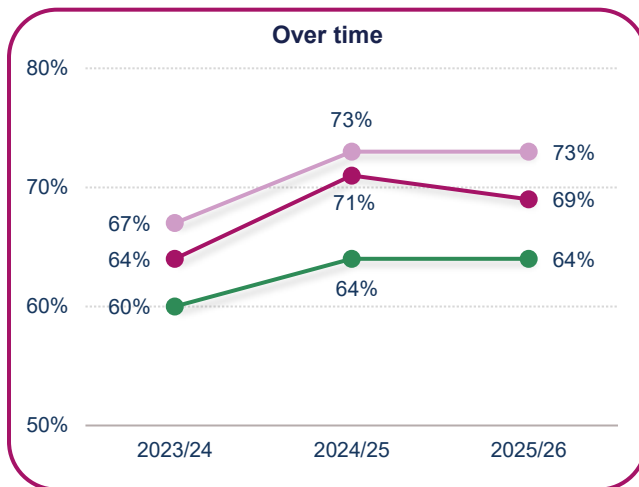
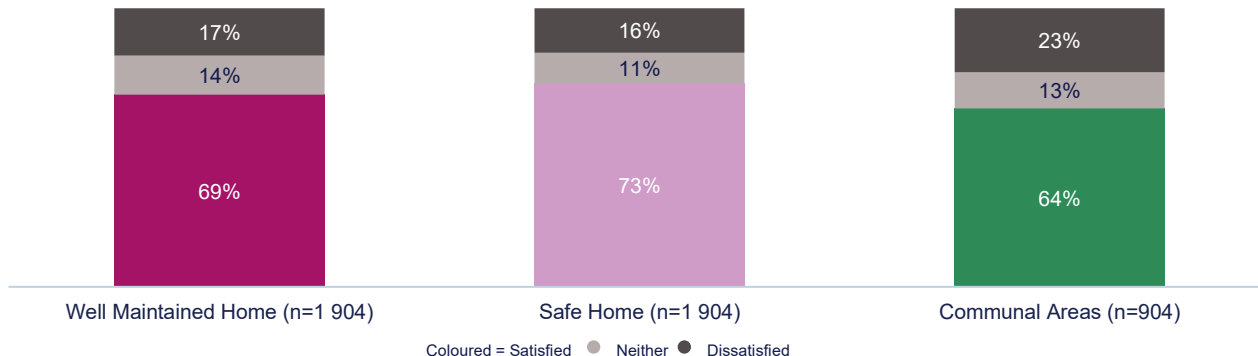
Tenants are a little more satisfied that they are provided with a safe home (73%), with 16% dissatisfied. The safety of the home can be impacted by a range of factors, including building security, repair issues and safety checks, in addition to neighbourhood problems such as anti-social behaviour.

Under half of tenants stated they live in a building with communal areas that the Council is responsible for maintaining (48%), although a further 8% are unsure. Of these tenants, 64% are satisfied that these areas are kept clean and well maintained, with 23% dissatisfied. Reasons for dissatisfaction with this measure can include the quality and frequency of the cleaning service and how well gardens are maintained.

Satisfaction is down just 2p.p for the maintenance of the home but stayed the same for the safe home and communal areas.

Sheltered and supported housing tenants are again the most satisfied.

Well Maintained, Safety & Communal Areas





Keeping Properties in Good Repair



Eight out of ten tenants (79%) are satisfied with the repairs service during the last 12 months, with slightly fewer satisfied with the time taken to complete their most recent repair (72%). It is commonly found that tenants are not as satisfied with the time taken, especially as they can have high expectations around timescales. Therefore, it is important to manage the expectations of the tenants from the beginning.

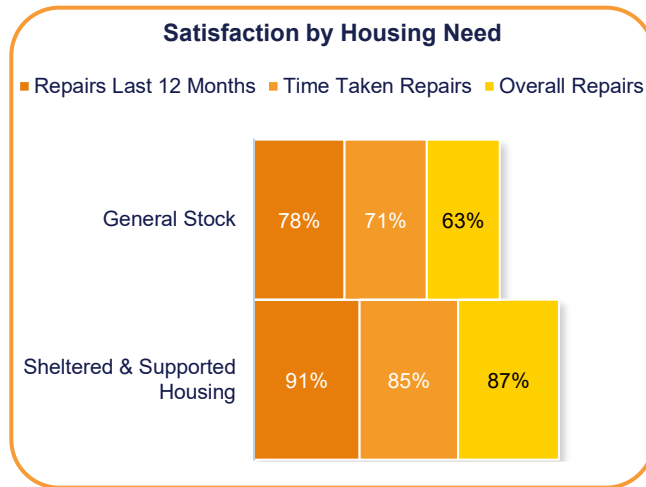
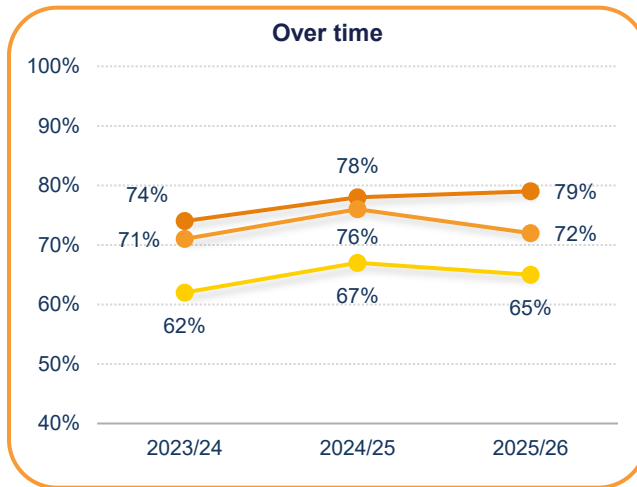
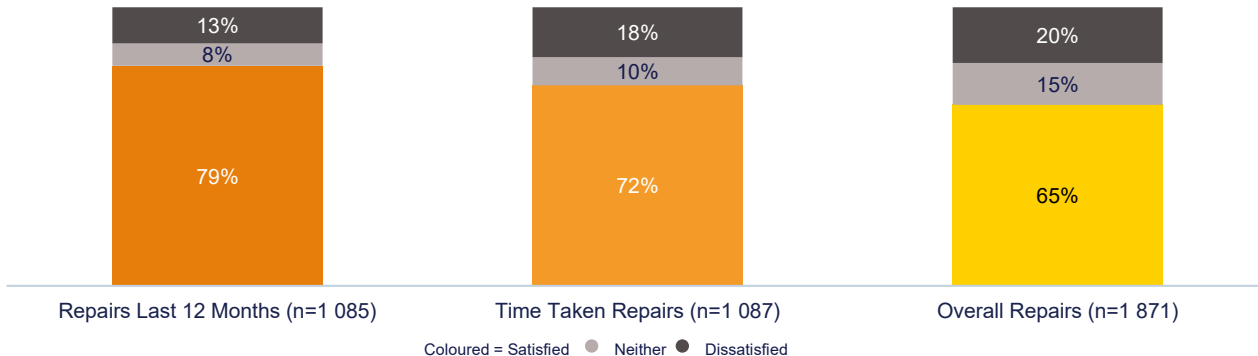
Satisfaction has increased slightly for the repairs service of the last 12 months (up by 1p.p) but is down by 4p.p for the time taken.

All tenants, regardless of whether they had a repair done in the last 12 months, were asked how satisfied they are with the way Cambridge deals with repairs and maintenance service. Under two-thirds (65%) of tenants are satisfied, and 20% are dissatisfied, with satisfaction having fallen 2p.p since last year.

Sheltered and supported housing tenants are highly satisfied with overall repairs (87%), compared to 63% of general needs tenants.

The repairs service is the most common reason for landlord-tenant interaction, and is, therefore, often a key factor in determining satisfaction levels. This is demonstrated by the overall satisfaction comments, where it is by far the most mentioned subcategory.

Keeping Properties in Good Repair





Contribution to the Neighbourhood

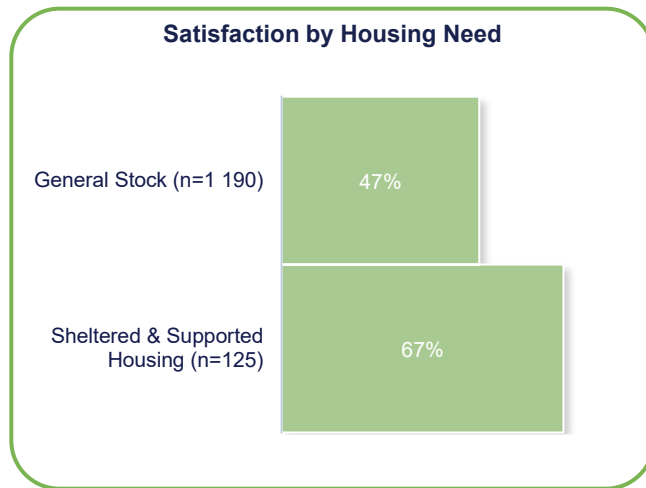
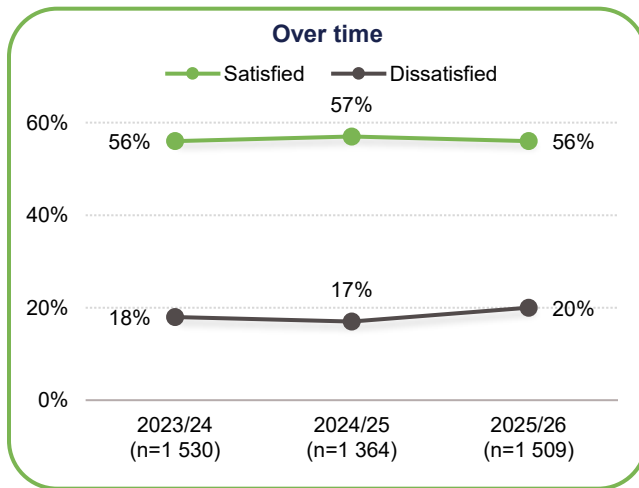
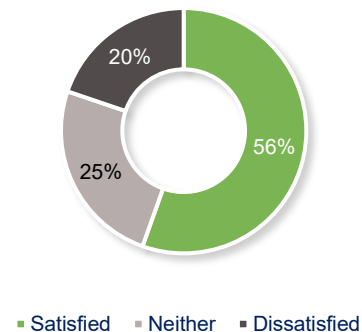
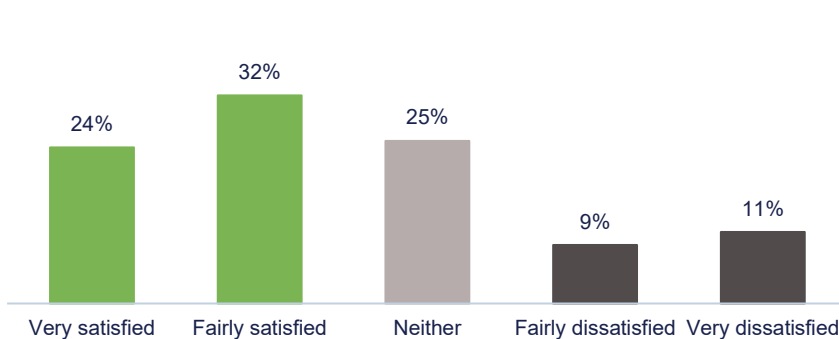
Contribution to the Neighbourhood

Over half the tenants are satisfied that the Council makes a positive contribution to their neighbourhood (56%). Satisfaction has remained stable compared with the previous survey, falling by just 1p.p.

However, 20% of tenants are dissatisfied, with 25% neither satisfied nor dissatisfied. This may be because tenants are unaware of the contribution the Council makes to their neighbourhood, and more needs to be done to promote and publicise this.

At the same time, as their landlord is a Council, tenants' views may be affected by their feelings on wider council services outside of typical landlord responsibilities. What tenants perceive to be their neighbourhood can also be subjective, for example, the distance it covers.

Again, sheltered and supported housing tenants are more satisfied, at 67% compared with 47% for the general needs properties.





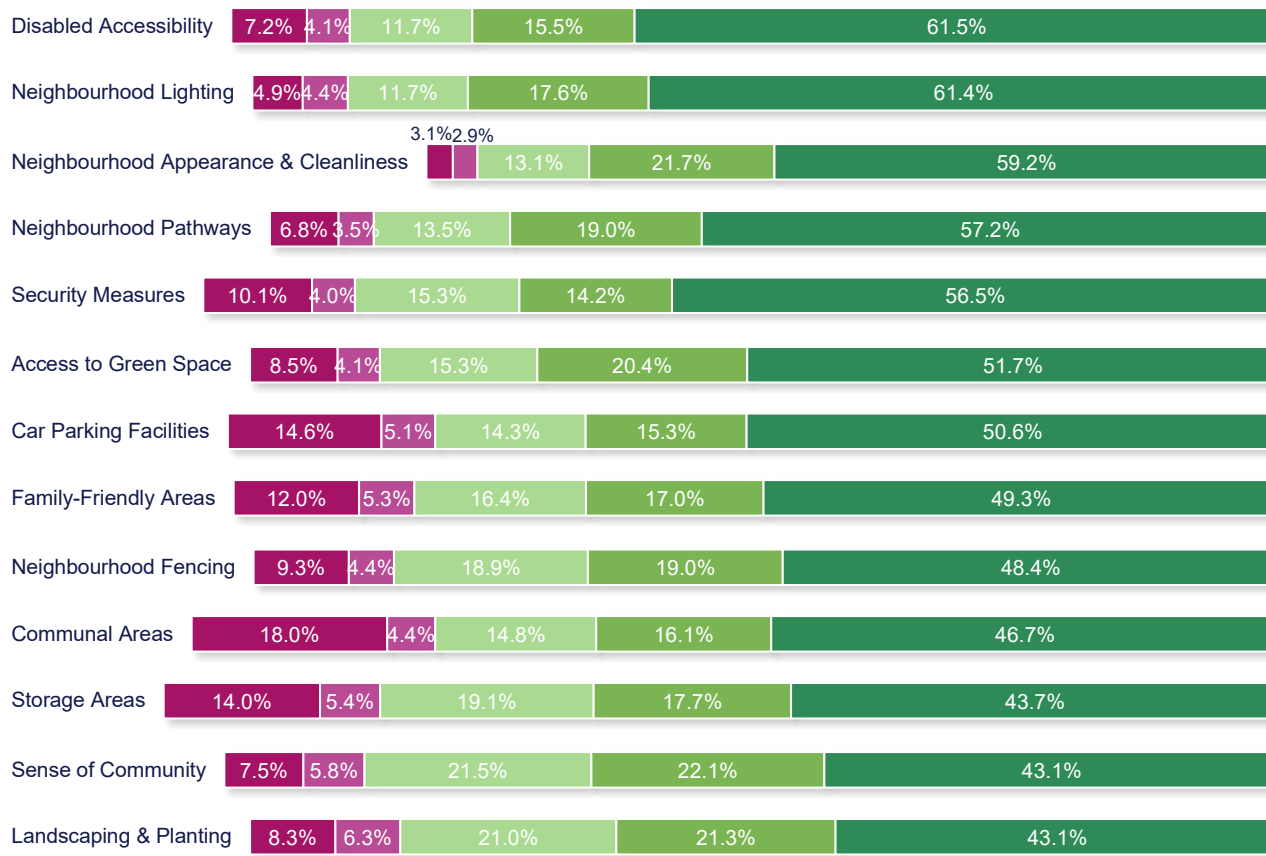
Neighbourhood Improvements

The Council also included this multi-part question in the survey to find out what tenants place the most importance on in terms of neighbourhood improvements.

The results are shown opposite and reveal that most elements receive high importance, ranging from 43.1%, giving a 5 out of 5, up to 61.5%.

The most important is providing disabled access, closely followed by neighbourhood lighting, whereas having storage areas, landscaping and a sense of community attract the least importance, although all have over 40%, giving a score of 5.

This suggests that tenants value their communal areas and want them to be well-maintained and functional. These results and the comments to the open questions can help the Council target what is needed most.



1 - not at all important 2 3 4 5 - very important



Approach to ASB



Around half the tenants are satisfied with the Council's approach to handling anti-social behaviour (49%). A quarter of tenants are dissatisfied (25%), including 15% who are very dissatisfied. The remaining 26% are neither satisfied nor dissatisfied, perhaps as they are unaware of how Cambridge handles cases of ASB.

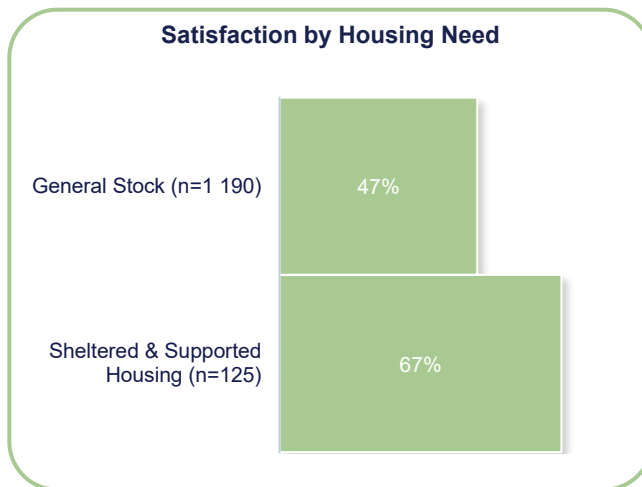
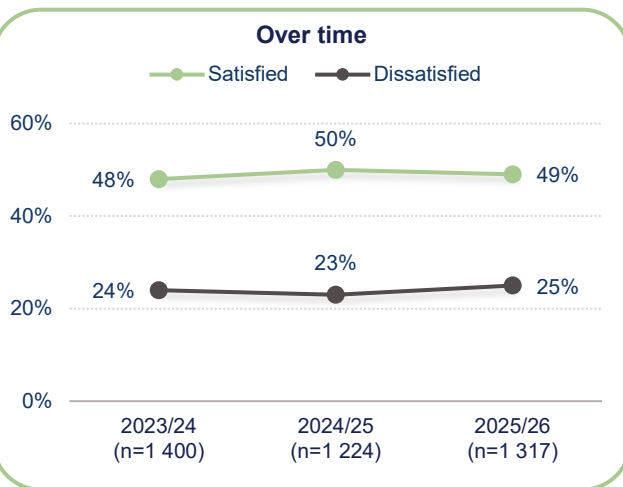
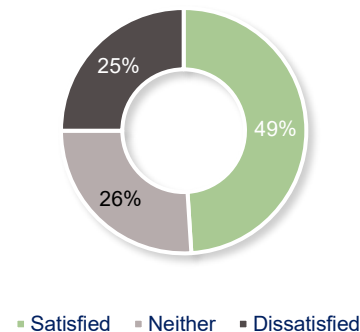
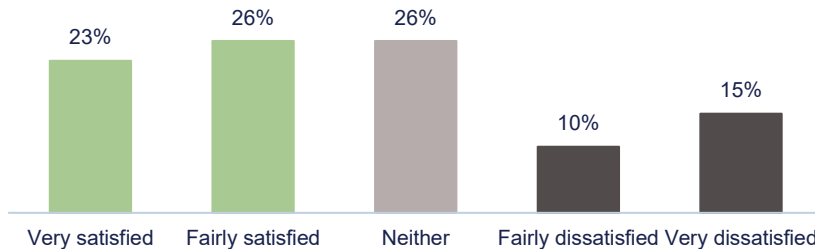
While this metric has the second-lowest level of satisfaction in the survey, it is often one of the lower-performing TSMs for Registered Providers (see Benchmarking Page 25).

Satisfaction with this metric can be influenced by tenants' knowledge and experience of how anti-social behaviour is handled, as well as wider problems in their neighbourhood. It should be noted that all tenants are asked about their perception of how the Council handles ASB, not just those who have reported a case in the last twelve months. This means effective communication with all tenants is important, not just those who have experienced ASB.

Compared with the previous survey, satisfaction has fallen just 1p.p but is a little higher than in 2023/24.

Once again, sheltered and supported housing tenants are the most satisfied (67%), compared with 47% of general needs tenants.

Approach to ASB





Respectful & Helpful Engagement



Seven out of ten tenants agree that they are treated fairly and with respect by the Council (70%), which is the same this year as with the previous survey.

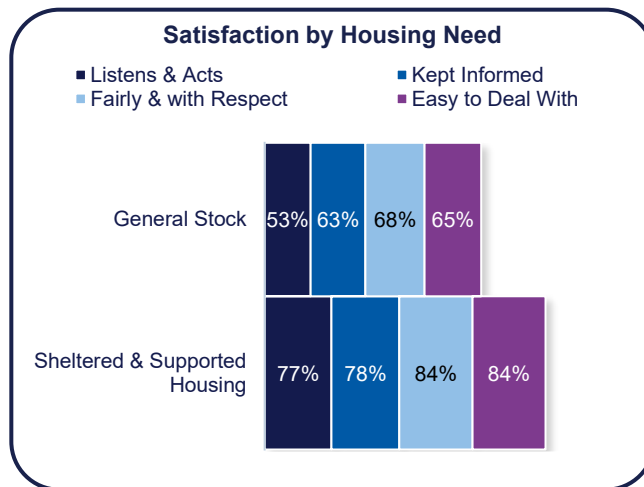
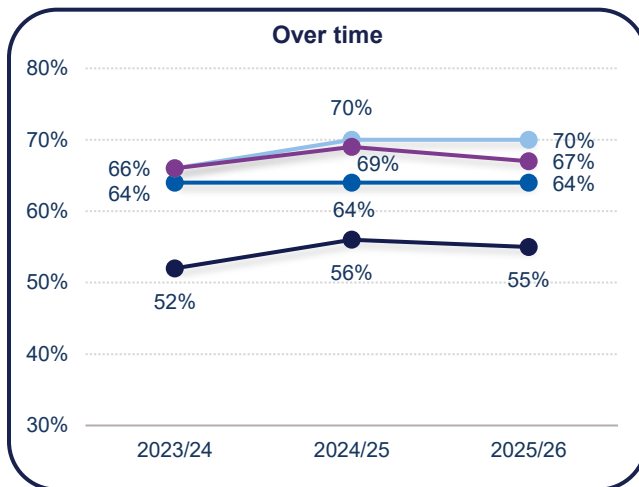
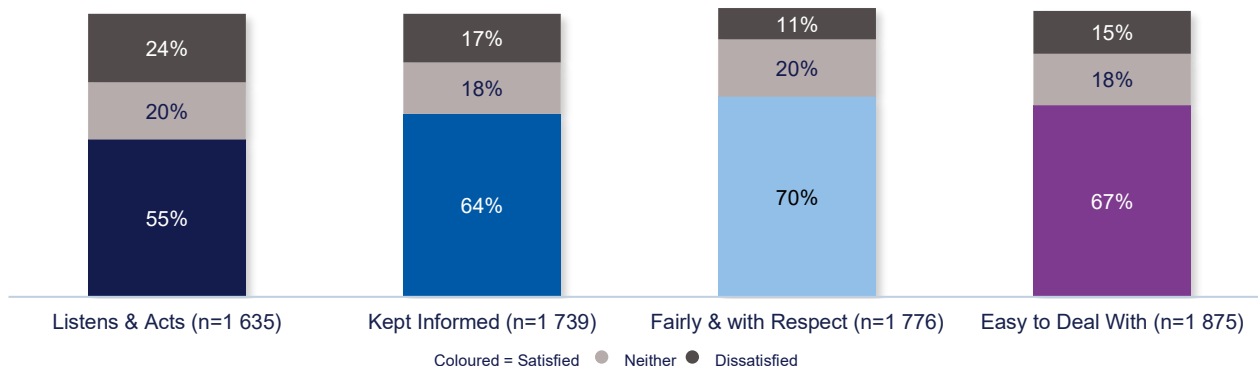
Slightly fewer tenants are satisfied that they are kept informed about things that matter to them (64%). Satisfaction is also the same as last year.

In addition, two-thirds (67%) find dealing with the Council easy, 15% find it difficult. Satisfaction is down 2p.p this year.

Over half of the tenants are satisfied that their views are listened to and acted upon (55%), with 24% dissatisfied. Satisfaction with this measure can be impacted by a range of interactions tenants have with their landlords, including how repair requests, anti-social behaviour cases, and complaints are handled, as well as more formal feedback channels, such as tenant panels and surveys. For example, this report has shown that some dissatisfaction is being caused by outstanding repairs that have not been dealt with, and tenants may, therefore, feel they are not being listened to when they report repairs. This measure has also decreased very slightly, down 1p.p.

There is a familiar pattern with the type of tenure, sheltered and supported housing tenants again being the most satisfied.

Respectful & Helpful Engagement





Effective Handling of Complaints



When asked if they had made a complaint to the Council in the last 12 months, 22% of tenants said they had. However, it is hard to tell how many of these are genuine complaints or service requests which have yet to be fully actioned. At the same time, a high proportion of complaints alone is not necessarily a negative, since it can indicate an easily accessible and transparent complaints process.

Of the tenants who said they made a complaint, around a quarter are satisfied with the Council's approach to complaint handling (27%), with considerably more dissatisfied (53%). Satisfaction has fallen by 1p.p since the previous survey.

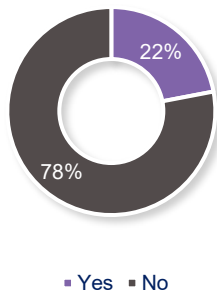
Complaint handling is usually the lowest-performing TSM for Registered Providers, so this result is not unexpected; however, it does suggest that improvements can be made to the process.

Dissatisfaction with complaints can be caused by the outcome, i.e. if tenants got the resolution they wanted (notoriously difficult), as well as how it was handled, including timeliness, how they were kept updated and the attitude of the staff they dealt with.

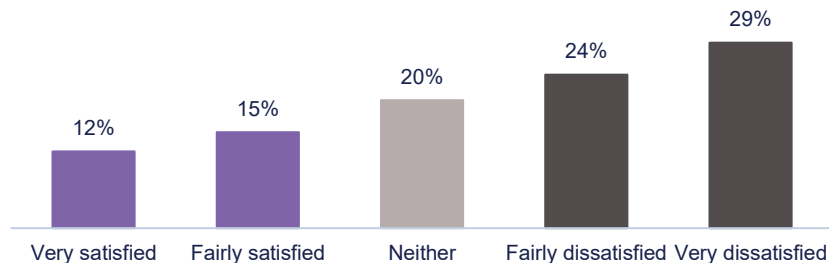
Sheltered and supported housing tenants are more than twice as satisfied as their general needs counterparts.

Effective Handling of Complaints

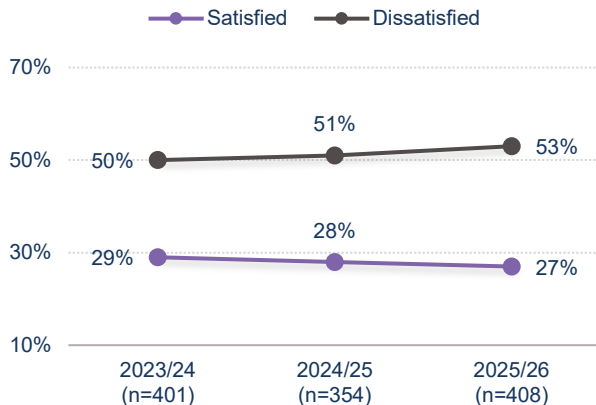
Complaint in Last 12 Months



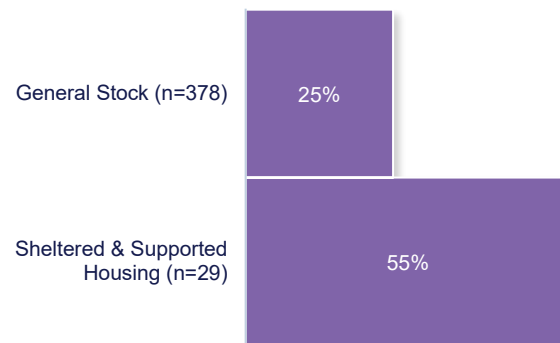
Satisfaction with Complaints Handling



Over time



Satisfaction by Housing Need





Wellbeing



Cost of Living

Tenants were asked about the cost of living and whether they struggle to meet the cost of several expenses.

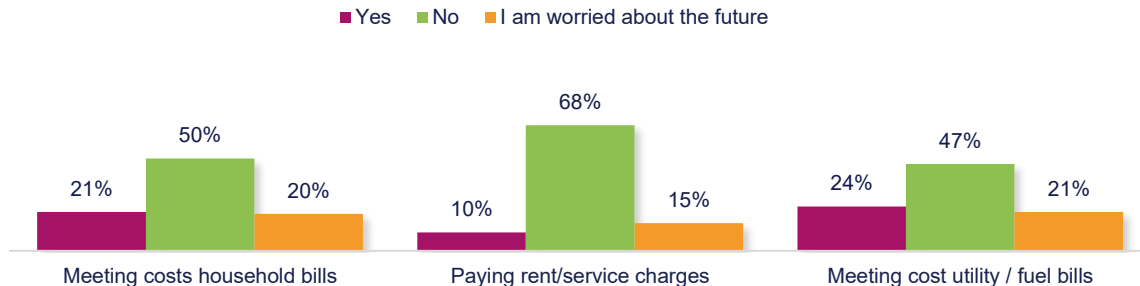
Tenants struggled the most with meeting the cost of utility/fuel bills, followed closely by meeting the cost of other household bills.

Paying rent or service charges is of less concern to tenants, although over 10% still struggle to meet these bills.

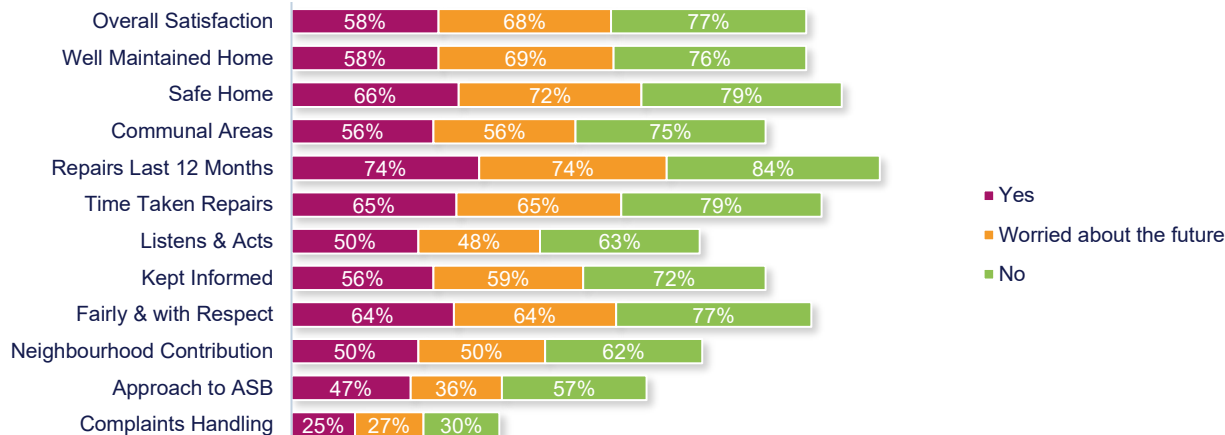
Despite the disparity in those concerned with different expenses (10% to 24%), the proportion of tenants who worry about the future is much more similar, ranging between 15% and 21%.

There is a theory that those struggling financially are less satisfied with the range of services they receive. This appears to be true here, with just 58% of those worried satisfied overall, compared with 77% of those not worried. This pattern extends over the remaining measures and suggests that if the Council can do anything to help householders, perhaps with benefit advice or budgeting, satisfaction could increase as a result.

Cost of Living Concern



Cost of Living Concern & Satisfaction





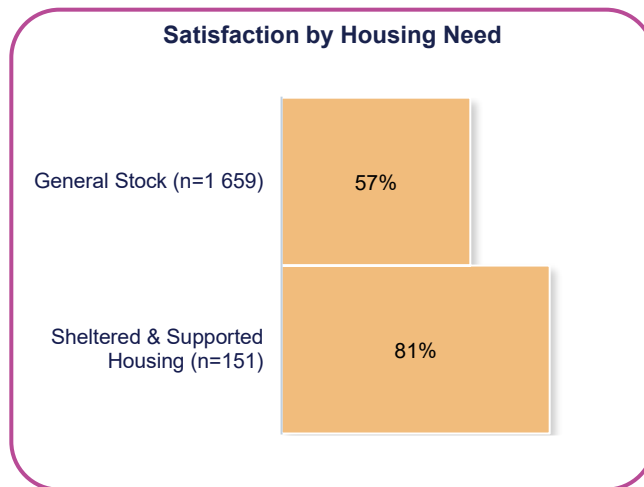
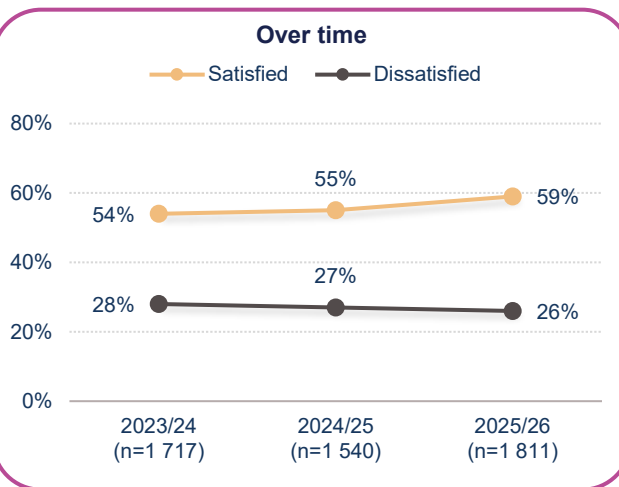
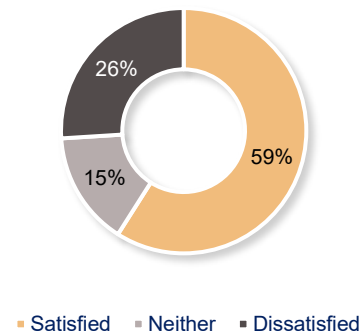
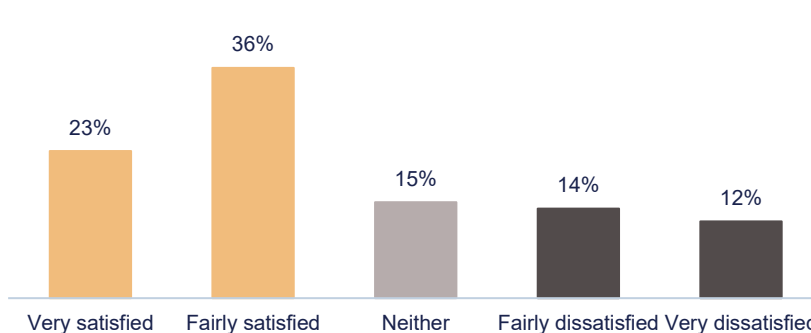
Home Heating

Six out of ten tenants (59%) are satisfied with the heating in their homes, although fewer are very satisfied than fairly satisfied, 23% and 36% respectively.

However, a quarter of tenants (26%) are dissatisfied with their heating, suggesting many want more to be done to improve the facilities in their homes.

The situation has improved a little since last year, with satisfaction up 4p.p and dissatisfaction down by 1p.p.

Again, it is the sheltered and supported housing tenants who are the most satisfied, but this falls to 57% for general needs tenants.





Damp and Mould

It is of some concern that almost a third (31%) of tenants say they currently suffer with damp and mould in their homes, this having increased marginally since last year.

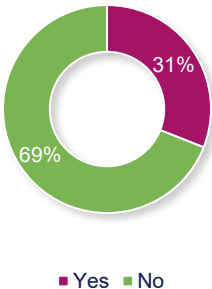
Of these tenants, 70% have reported the problem, while 30% have not.

With Awaab's Law introduced in October of last year, the Council is under strict timescales to investigate and fix, where necessary, damp in its homes.

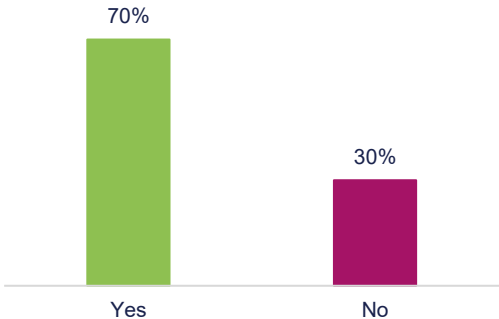
Cambridge will be working on this already, but with so many not reporting the problem, more may need to be done to address all concerns.

To help this, Acuity has made available the names and addresses of all those who say they have a problem.

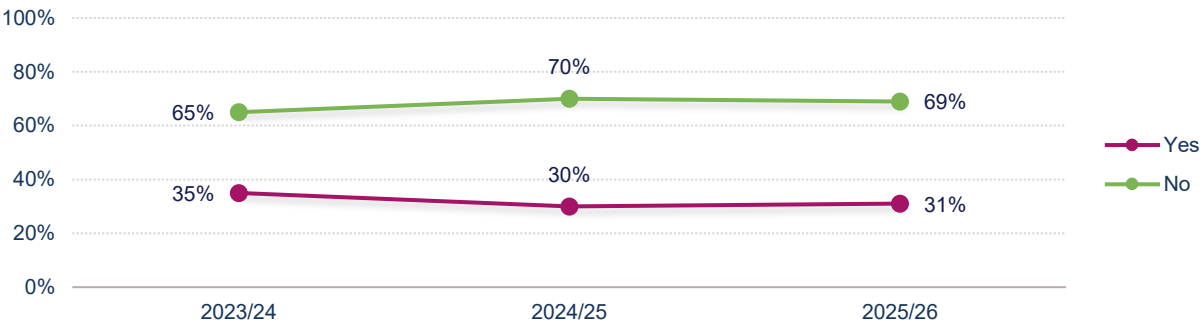
Currently Suffer from Damp & Mould



Reported Damp & Mould



Suffering from Damp & Mould over time





Sentiment

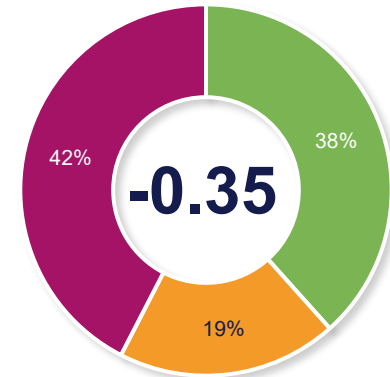


Overall RSI Score

The Organisational-Level RSI offers a single, headline metric that captures the overall emotional tone of tenant feedback across all key service areas.

It is based exclusively on responses to the seven core RSI open-ended questions. It reflects how positively or negatively tenants feel about the organisation's performance across these key areas.

Please note that if your organisation does not ask all seven core RSI questions, you are unable to benchmark your Organisational RSI Score. Each individual RSI question will be analysed in its relevant section throughout the report.



■ Positive ■ Neutral ■ Negative

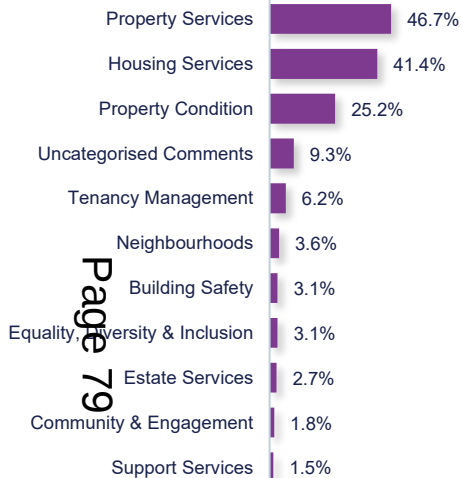
Overall Satisfaction

Please describe your specific experiences that have shaped your view of Cambridge City Council's service.

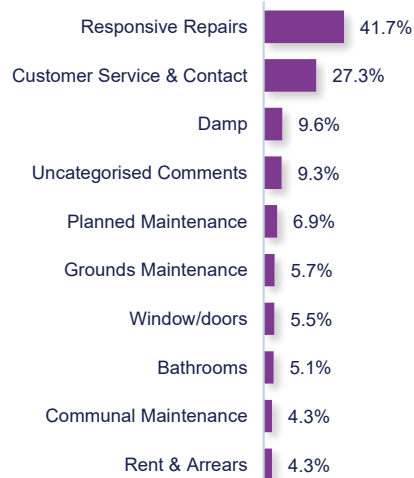
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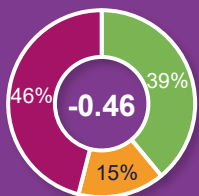
Categories



Top 10 Subcategories



Attribute	Count	%	Sentiment Score
Timeliness & Responsiveness	458	44.0%	-0.87
Subcategory, no attribute (yet)	223	21.4%	-0.76
Communication / Transparency	182	17.5%	-0.51
Quality of Work / Service	172	16.5%	-0.43
Resolution	157	15.1%	-2.55
Satisfaction	95	9.1%	+2.97
Effort	52	5.0%	-1.58
Staff Conduct	48	4.6%	+3.54
Listening / Acting	41	3.9%	-1.78
Appointments / Convenience	32	3.1%	-2.03
No Comments	32	3.1%	-0.28
Empathy	24	2.3%	0.00
Worker Conduct	18	1.7%	+0.89
Safety	14	1.3%	-3.36
Trust	14	1.3%	-2.43
Accountability	10	1.0%	-4.50
Consistency	10	1.0%	-0.50
Fairness	4	0.4%	+1.25
Accessibility			-



Tenants were asked to describe the experiences that have shaped their view of Cambridge's service. Many tenants praise prompt, polite responses for routine repairs, gas checks and refurbishments (new kitchens, boilers, windows), and value safety checks and supportive staff. However, a large and persistent set of problems emerges: widespread delays or non-completion of repairs (especially damp/mould, guttering, windows, doors, roofing, bathrooms and heating), poor-quality contractor workmanship, repeated follow-ups required, and weak communication. Long phone waits, missed callbacks, and inconsistent information are also concerns. ASB, security failures (broken entry systems, unsecured doors) and pest issues recur.

Vulnerable tenants report serious welfare impacts (health, mobility, mental health) from slow or inadequate responses; some report repeated distress from housing officer interactions. Tenants also complain about outsourcing/contractor management, perceived unfairness in rehousing/prioritisation, unclear ownership of issues, and slow refunds/overpayment handling. Overall sentiment is polarised: pockets of high satisfaction where work is timely and professional, but many long-standing service gaps are causing frustration, health risks and loss of trust in landlord responsiveness and accountability.

For further information about Acuity's Resident Sentiment Index, please see Appendix 1.

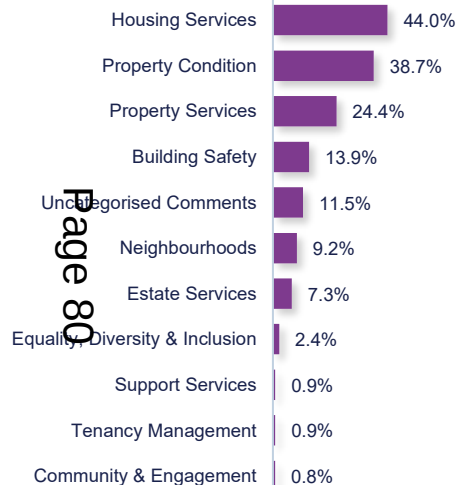
The Home

Share your views on the safety and maintenance of your home and the cleanliness and maintenance of any communal areas.

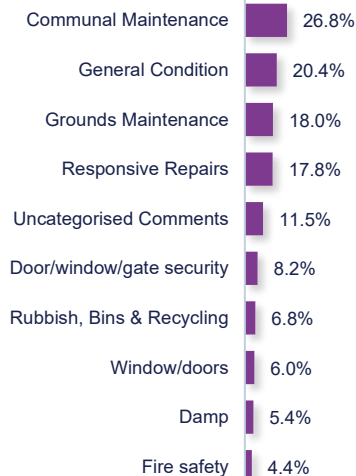
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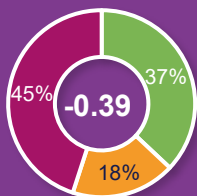
Categories



Top 10 Subcategories



Attribute	Count	%	Sentiment Score
Quality of Work / Service	259	39.4%	-0.45
Timeliness & Responsiveness	197	29.9%	-1.37
Subcategory, no attribute (yet)	169	25.7%	-1.60
Safety	101	15.3%	-0.30
Resolution	56	8.5%	-2.50
Communication / Transparency	41	6.2%	-1.51
Effort	26	4.0%	-2.38
Satisfaction	18	2.7%	+1.56
No Comments	17	2.6%	-0.94
Listening / Acting	13	2.0%	-3.92
Accountability	10	1.5%	-3.20
Worker Conduct	7	1.1%	-1.00
Appointments / Convenience	5	0.8%	-3.20
Consistency	5	0.8%	-1.60
Staff Conduct	5	0.8%	-1.00
Empathy	2	0.3%	0.00
Trust	2	0.3%	-5.00
Accessibility	1	0.2%	-5.00
Fairness	1	0.2%	-3.00



Tenants were asked to share their views on the safety, maintenance and cleanliness of their homes and any communal areas. Many feel their homes are safe and annual safety checks (gas, electric, fire alarms, boilers) are reliable, but a large portion report persistent maintenance failures and slow or inconsistent repairs. Frequent issues include damp, mould and condensation (sometimes long-standing), poor or broken doors/locks and insecure communal entrances, clogged drains, overflowing/insufficient bin areas and fly-tipping, damaged pathways and external fencing, and inadequate communal cleaning (often cursory weekly visits). Tenants describe long waits, repeated chasing, missed appointments, and poor contractor quality or incomplete jobs; several mention needing to pay or carry out repairs themselves.

Anti-social behaviour, drug use, theft, homeless people accessing blocks, and inadequate lighting/CCTV raise safety concerns in some locations. Communal lifts, bin stores and bike sheds often break, smell or are insecure. A minority praise prompt responses, good caretakers, recent upgrades (doors, windows, cladding, boilers) and tidy gardens. Overall sentiment is varied but leans toward frustration where recurring damp, slow remediation, communal cleanliness, access/security and communication from the landlord remain unresolved.

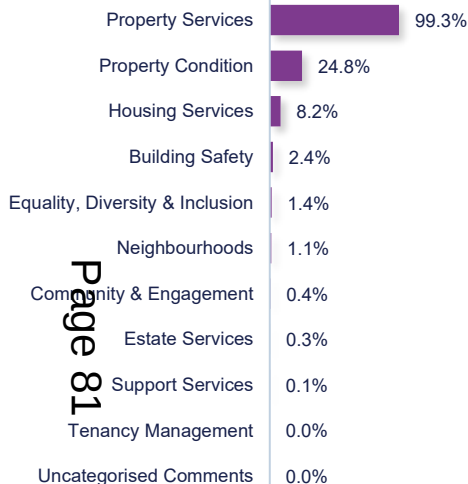
Repairs & Maintenance

Tell us more about your experience with the repairs service over the last 12 months.

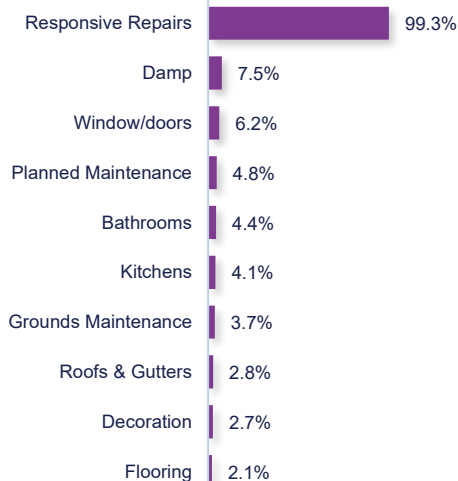
Base Size: 705



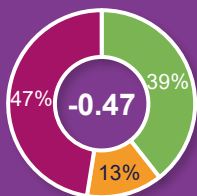
Categories



Top 10 Subcategories



Attribute	Count	%	Sentiment Score
Timeliness & Responsiveness	349	49.7%	-0.81
Subcategory, no attribute (yet)	168	23.9%	-0.86
Quality of Work / Service	122	17.4%	+0.02
Resolution	103	14.7%	-1.69
Communication / Transparency	80	11.4%	-1.44
Satisfaction	56	8.0%	+3.20
Effort	38	5.4%	-1.45
Appointments / Convenience	36	5.1%	-1.56
Worker Conduct	29	4.1%	+2.66
No Comments	13	1.9%	-0.38
Listening / Acting	12	1.7%	-0.83
Empathy	10	1.4%	-0.30
Safety	7	1.0%	-3.29
Accountability	5	0.7%	-2.40
Consistency	4	0.6%	-1.00
Trust	3	0.4%	-4.33
Accessibility	1	0.1%	-5.00
Fairness	1	0.1%	-5.00
Staff Conduct			-



Tenants were asked to “Tell us more about your experience with the repairs service over the last 12 months,” and 705 left comments. Positive feedback highlights timely responses for many routine and emergency jobs, polite tradespeople, and satisfactory single-visit fixes (boilers, doors, taps, fences). However, major themes of dissatisfaction recur: slow or inconsistent scheduling, frequent need to chase or repeat requests, poor communication from contractors and the Council, and incomplete or low-quality repairs requiring multiple return visits. Chronic issues include recurring damp, mould and condensation that are repeatedly surface-treated rather than investigated; persistent heating/boiler faults; delayed or missing window/door and flooring replacements; and subcontractor performance problems (cheap contractors, missed appointments, poor workmanship, site cleanliness).

Vulnerable tenants report accessibility and notification failures. Emergencies are sometimes handled well, but non-urgent but health-impacting issues (mould, leaks, specialist fixtures) face long waits. Administrative weaknesses appear: unclear timelines, poor handoffs between council, surveyors and contractors, and inadequate follow-up. Overall sentiment is mixed: many frontline operatives are praised, while systemic processes, contractor management and communication are the main sources of dissatisfaction.

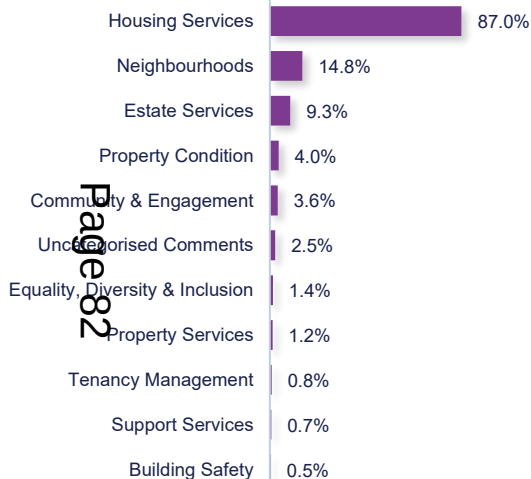
Neighbourhood Contribution

Share your views on your landlord's contribution to your neighbourhood.

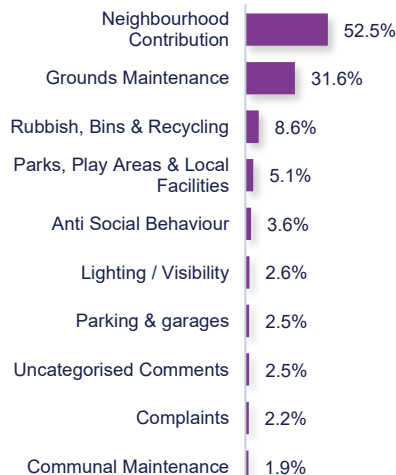
Base Size: 732



Categories

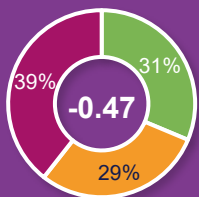


Top 10 Subcategories



Attribute

Attribute	Count	%	Sentiment Score
Subcategory, no attribute (yet)	239	36.9%	-0.71
Quality of Work / Service	129	19.9%	-0.50
Satisfaction	100	15.5%	+1.72
No Comments	78	12.1%	-1.04
Timeliness & Responsiveness	59	9.1%	-2.31
Listening / Acting	23	3.6%	-3.00
Communication / Transparency	21	3.2%	+0.95
Safety	21	3.2%	-1.33
Resolution	17	2.6%	-2.82
Effort	12	1.9%	-0.83
Empathy	9	1.4%	-1.44
Staff Conduct	8	1.2%	+0.13
Consistency	4	0.6%	-0.75
Trust	2	0.3%	0.00
Appointments / Convenience	1	0.2%	0.00
Fairness	1	0.2%	-5.00
Accessibility			-
Accountability			-
Worker Conduct			-

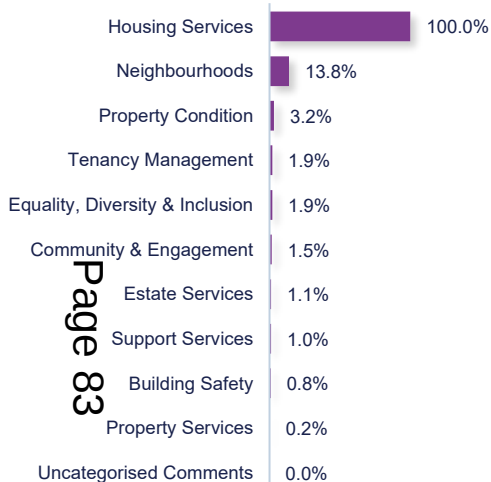


Tenants were asked to share their views on Cambridge's contribution to the neighbourhood. Common positive notes mention regular grass cutting, bin collection, occasional planting/flowers, playgrounds, skips, CCTV, and visible maintenance teams. Many respondents feel basic services occur (weed/hedge trimming, drain clearing), and some praise specific improvements or clean-ups.

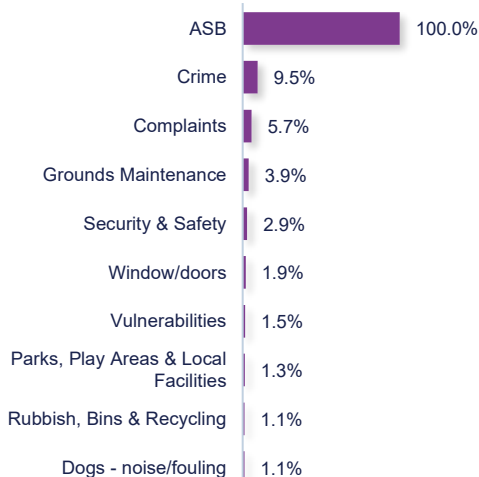
Major concerns recur: poor road/pavement condition and numerous potholes; inconsistent or inadequate grounds maintenance (overgrown hedges, leaves, uneven grass cutting, mossy/slippery paths); persistent litter, fly-tipping, and dog fouling; anti-social behaviour, drug use, and slow or ineffective enforcement; inadequate parking and problematic parking on verges; poor or uneven communication and slow response from housing officers; uneven investment, with some areas prioritised over others; safety issues from poor lighting and blocked sightlines; unmet promises (removed community facilities, unfinished projects). Several cite neglected communal spaces, inaccessible support for vulnerable residents, and frustration with perceived neglect or minimal effort beyond the basics. Overall sentiment: pockets of satisfaction but widespread dissatisfaction with maintenance quality, responsiveness, safety, and consistency of neighbourhood services.



Categories

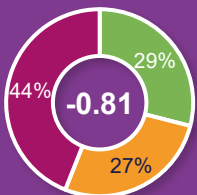


Top 10 Subcategories



Attribute

Attribute	Count	%	Sentiment Score
Subcategory, no attribute (yet)	238	30.6%	-1.05
Listening / Acting	105	13.7%	-1.62
Timeliness & Responsiveness	104	14.5%	-1.24
No Comments	78	8.9%	-0.41
Resolution	56	7.4%	-1.14
Communication / Transparency	50	7.3%	-2.52
Satisfaction	50	5.7%	+3.10
Quality of Work / Service	38	4.9%	+0.18
Safety	20	2.4%	-1.60
Effort	10	1.4%	-1.80
Empathy	9	1.3%	-2.22
Accountability	4	0.6%	-3.75
Fairness	4	0.5%	-4.50
Trust	4	0.6%	-1.25
Appointments / Convenience	1	0.1%	0.00
Consistency	1	0.2%	-3.00
Staff Conduct	1	0.1%	-3.00
Accessibility			-
Worker Conduct			-



Tenants were asked to give their thoughts on Cambridge's handling of ASB. Common issues: persistent drug use/smell, noisy neighbours (parties, banging, vehicles, e-scooters), youth loitering, trespassers/vagrants, vandalism, theft, fly-tipping and safety concerns at night. Many report repeated incidents with little effective action beyond generic letters; complainants are often told to contact the police or to provide recordings (noise app seen as ineffective).

Several respondents describe long delays, poor follow-up, limited on-site presence, and perceptions that housing teams pass responsibility between police and landlord. Positive experiences exist: some rapid responses, lock/door changes, eviction in a few cases, CCTV and security improvements and helpful housing officers. Vulnerable tenants report feeling unsafe, retraumatised or ignored; confidentiality and anonymity barriers are raised. Recurrent themes: need for clearer ownership, faster investigation, better evidence-gathering, targeted interventions rather than blanket letters, improved communication and updates, and more visible deterrents (CCTV, lighting, patrols) to restore residents' sense of safety.

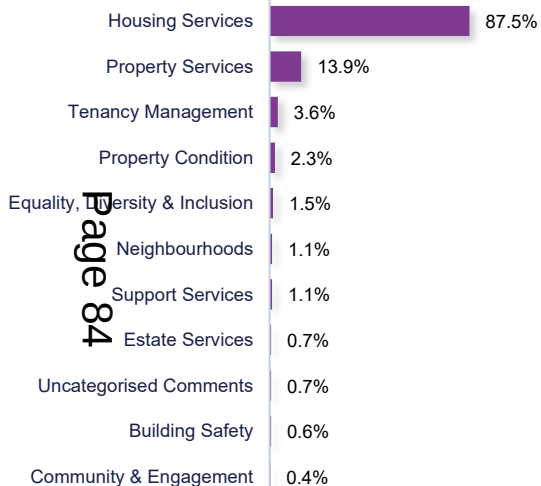
Customer Service & Communication

Describe your experience with the customer service and communications you receive.

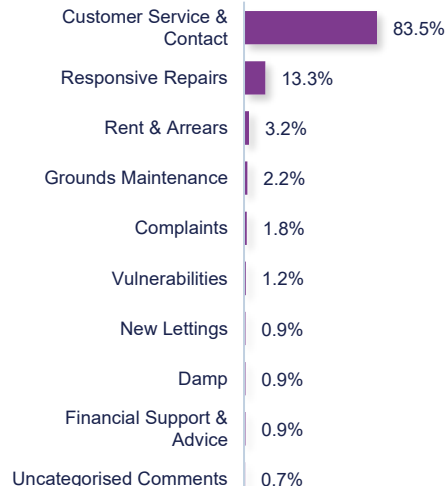
Base Size: 1,104



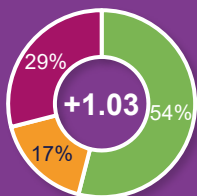
Categories



Top 10 Subcategories



Attribute	Count	%	Sentiment Score
Communication / Transparency	304	27.9%	+0.24
Staff Conduct	247	22.7%	+3.21
Subcategory, no attribute (yet)	207	19.0%	-0.02
Timeliness & Responsiveness	190	17.4%	+0.25
Satisfaction	173	15.9%	+3.49
Effort	118	10.8%	-0.64
Quality of Work / Service	96	8.8%	+2.27
Listening / Acting	57	5.2%	-0.11
Resolution	48	4.4%	-0.83
No Comments	32	2.9%	-0.53
Empathy	30	2.8%	+1.57
Appointments / Convenience	17	1.6%	-1.12
Accountability	15	1.4%	-2.13
Accessibility	8	0.7%	-0.88
Worker Conduct	8	0.7%	-0.50
Trust	7	0.6%	-3.57
Consistency	6	0.6%	-2.50
Safety	4	0.4%	-5.00
Fairness			-



Tenants were asked to describe their experience with the customer service and communications they receive. Many tenants praise polite, helpful staff, timely repairs in some cases, and regular newsletters/texts that keep them informed. Positive mentions include specific officers (e.g., "Daniel," "Mohammed"), prompt same-day repairs, and useful call-back systems. Major concerns centre on long phone wait times, difficulty reaching the right department, automated phone menus, and inconsistent follow-through after initial contact. Numerous reports describe being passed between teams, lack of updates, unanswered emails, broken promises, and contractors who don't turn up or perform temporary fixes. Several respondents report serious failures: ignored safety or anti-social issues, unresolved damp/mould, delayed major repairs, and prolonged rent overpayment disputes.

Accessibility problems appear for people without the internet, with limited office opening days, or with language/vision/cognitive barriers. Tone varies by individual contact: some staff are "rude" or "patronising," others are "excellent." Overall, the customer-facing front line is generally viewed positively, but systemic issues, such as response times, departmental coordination, contractor oversight and equitable responsiveness, drive most dissatisfaction.

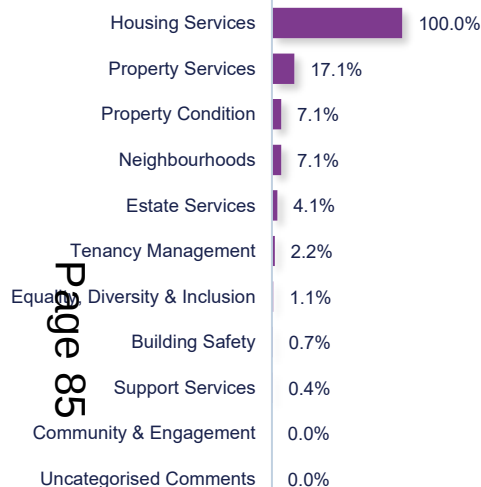
Complaints Handling

Please describe your experience of how complaints are handled.

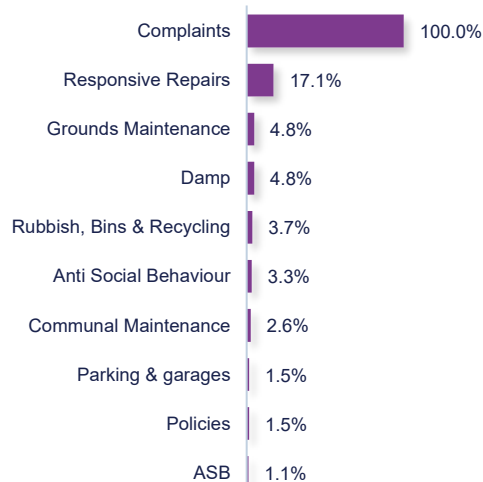
Base Size: 269



Categories

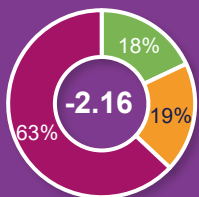


Top 10 Subcategories



Attribute

Attribute	Count	%	Sentiment Score
Subcategory, no attribute (yet)	83	30.9%	-2.24
Timeliness & Responsiveness	70	26.0%	-1.79
Communication / Transparency	66	24.5%	-2.61
Listening / Acting	44	16.4%	-3.68
Resolution	39	14.5%	-2.49
Quality of Work / Service	28	10.4%	-0.96
No Comments	13	4.8%	-0.38
Effort	10	3.7%	-2.50
Satisfaction	8	3.0%	-1.00
Empathy	4	1.5%	-0.50
Safety	4	1.5%	-5.00
Accountability	3	1.1%	-3.33
Appointments / Convenience	2	0.7%	+2.50
Staff Conduct	2	0.7%	-5.00
Trust	2	0.7%	-5.00
Consistency	1	0.4%	-3.00
Fairness	1	0.4%	0.00
Accessibility			-
Worker Conduct			-



Tenants were asked to describe their experience with the complaints handling service. Responses show widespread dissatisfaction with how complaints are handled. Common themes are slow or no responses, poor follow-up, and lack of resolution. Many complaints are acknowledged but then drop off with no action. Recurring issues include damp/mould, unresolved repairs (gutters, doors, windows, boilers, plumbing), persistent anti-social behaviour and drug/weed smells, bin/communal cleanliness, pest control, and security/door-entry failures. Several respondents report repeated referrals between departments, inconsistent case ownership, and copy-paste or rude communications. A minority report positive experiences: prompt responses, effective repairs, helpful staff, or successful mediation.

Escalations to councillors, ombudsman or police are sometimes needed to get action. Emotional impact is evident: tenants report feeling ignored, unsafe, stressed or forced to leave their homes. Operational problems noted: poor inter-departmental coordination, missed deadlines, and unclear complaint processes (phone vs online). Overall sentiment is negative, with pockets of competent service; systemic issues, such as communication, accountability, and timely delivery of repairs/ASB interventions, are the primary drivers of dissatisfaction.



Further Insight



The charts opposite demonstrate the range of satisfaction and dissatisfaction with the different survey measures.

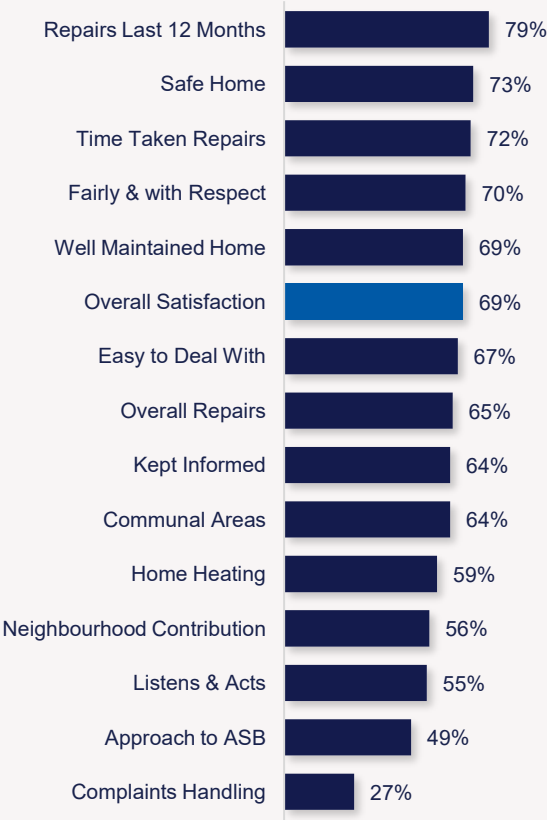
Although satisfaction may appear low, there is sometimes a significant number of tenants who have no opinion either way, selecting the neither satisfied nor dissatisfied option, rather than being actively dissatisfied with the service.

For example, whilst just 56% of tenants are satisfied with the positive contribution made to the neighbourhood (ranking in the bottom five for satisfaction), 20% are dissatisfied, with 25% neither satisfied nor dissatisfied. This indicates that some tenants are unsure how to interpret this metric and what their landlord is responsible for, or are unaware of the contribution the Council makes to their local area. With this in mind, more could be done to promote the positive impact the council has locally. There are also a significant number giving neutral responses to the ASB and some engagement questions.

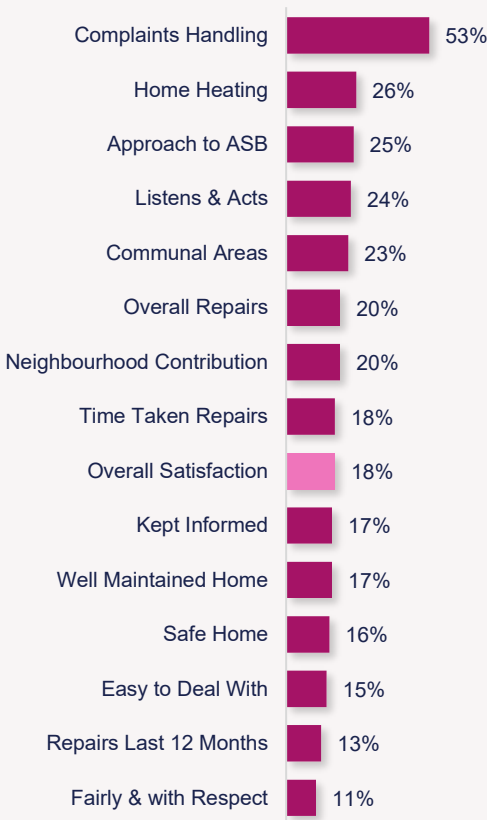
Satisfaction with the Council's approach to complaints handling has both the lowest level of satisfaction (27%) and the highest level of dissatisfaction (53%), but this is the only measure with more dissatisfied than satisfied.

Annual Satisfaction & Dissatisfaction

Satisfaction with Measures 2025/26



Dissatisfaction with Measures 2025/26





As has been shown throughout this report, satisfaction has generally increased slightly, compared with the previous survey carried out in 2024/25.

Just two measures have seen an increase since last year, while four have remained the same, and nine have decreased.

The biggest increase has been for satisfaction with home heating, having gone up by 4p.p. Conversely, the biggest decrease belongs to overall satisfaction and the time taken to complete repairs, both of which went down by 4p.p.

Between 2024/25 and 2025/26, there were also several increases in satisfaction, so it is very positive that the Council is continuing this upward trend, especially in a context where satisfaction has generally been stable across the sector during this period (see National Context Page 24).

It should be noted that for a change to be considered statistically significant, it must exceed the combined margins of error for the last two surveys, in this case, around 4.2p.p, meaning that only overall satisfaction, the time taken to complete repairs, and satisfaction with home heating meet this threshold. However, smaller changes can indicate a direction of travel, and it can be concluded that Council is heading in the right direction of improvement.

Year-on-Year Change

	2024/25	2025/26
Overall Satisfaction	73%	69% (-4)
Well Maintained Home	71%	69% (-2)
Safe Home	73%	73% (+0)
Communal Areas	64%	64% (+0)
Repairs Last 12 Months	78%	79% (+1)
Time Taken Repairs	76%	72% (-4)
Overall Repairs	67%	65% (-2)
Listens & Acts	56%	55% (-1)
Kept Informed	64%	64% (+0)
Fairly & with Respect	70%	70% (+0)
Easy to Deal With	69%	67% (-2)
Neighbourhood Contribution	57%	56% (-1)
Approach to ASB	50%	49% (-1)
Complaints Handling	28%	27% (-1)
Home Heating	55%	59% (+4)



Key Driver Analysis - LCRA

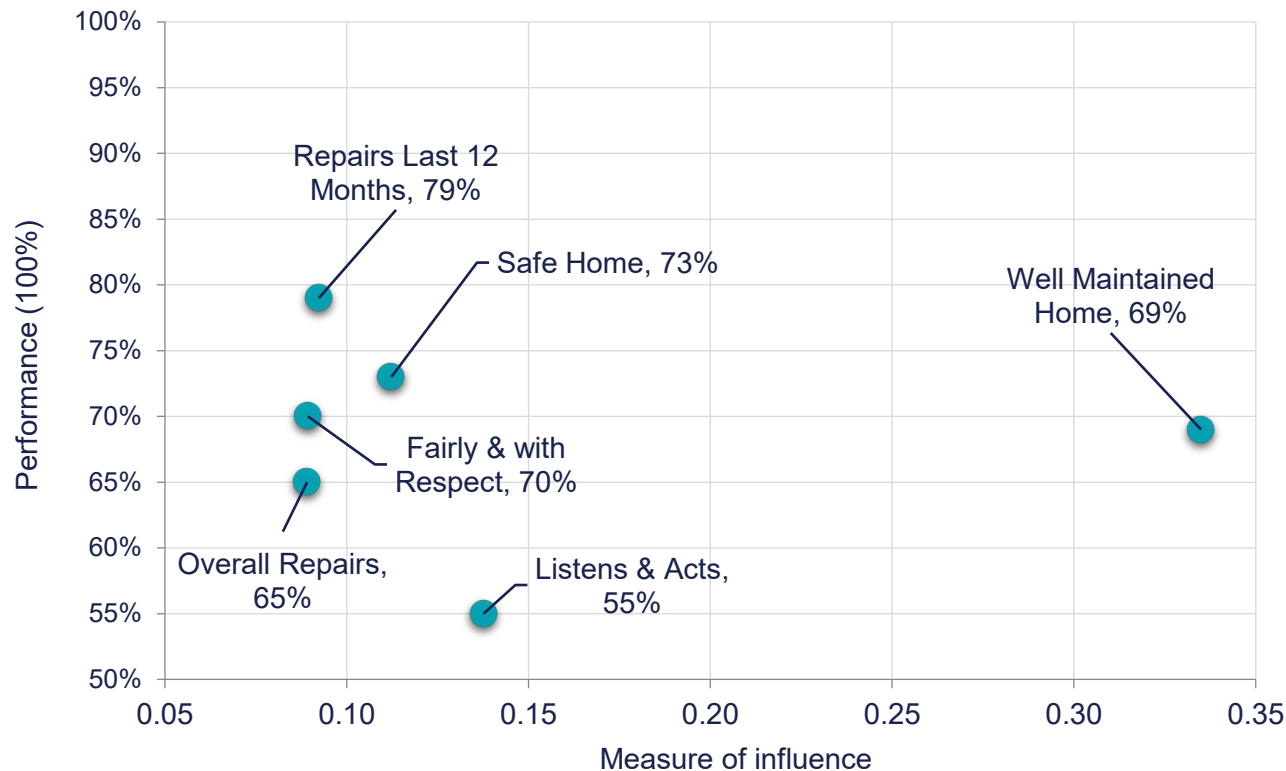
Key driver analysis is used to examine the relationship between the different variables (the questions asked in the survey) and determine which elements of the service are the key drivers for tenants' overall satisfaction.

Each landlord has its own unique pattern of influence, and when considering the results for 2025/26, the most important driver for tenants' satisfaction with the overall service provided is that the Council provides a well maintained home, followed by how tenants' views are listened to.

Listening to tenants' feedback and acting on it, the provision of a safe home, the repair service, treating tenants with respect, and overall repairs, are also important, but not as influential.

This analysis implies that if improvements around the most influential measures can be achieved, it is more likely to lead to increased satisfaction with the overall service provided by the Council.

Annual Key Driver Analysis – Overall Satisfaction





Benchmarking – RSH Results 2024/25 (LCRA)

All registered providers with over 1,000 units were required to submit their TSM results for 2025/26 to the Regulator of Social Housing by the end of June 2026. The full set of results for the year will be released later on in the year.

Typically, national datasets do not vary much year on year, and here we provide a comparison with the previous year's dataset (2024/25), which includes local authorities and housing associations.

When compared against all landlords, all but two measures for Cambridge are below the median.

Satisfaction with the repairs service in the last 12 months and the time taken to complete repairs fall into the second quartile, with the first two at 5.1p.p and 2.7p.p above the median.

Five of the remaining metrics fall in the third quartile, including the overall service, with five in the lower quartile, including the handling of ASB and complaints.

Base size: 353 landlords





Benchmarking – RSH Results 2024/25 (Councils)

Given that this is a local authority, it is appropriate to compare the results against other local authorities only, and the chart shows the differences against the quartile positions, again using the 2024/25 RSH data set.

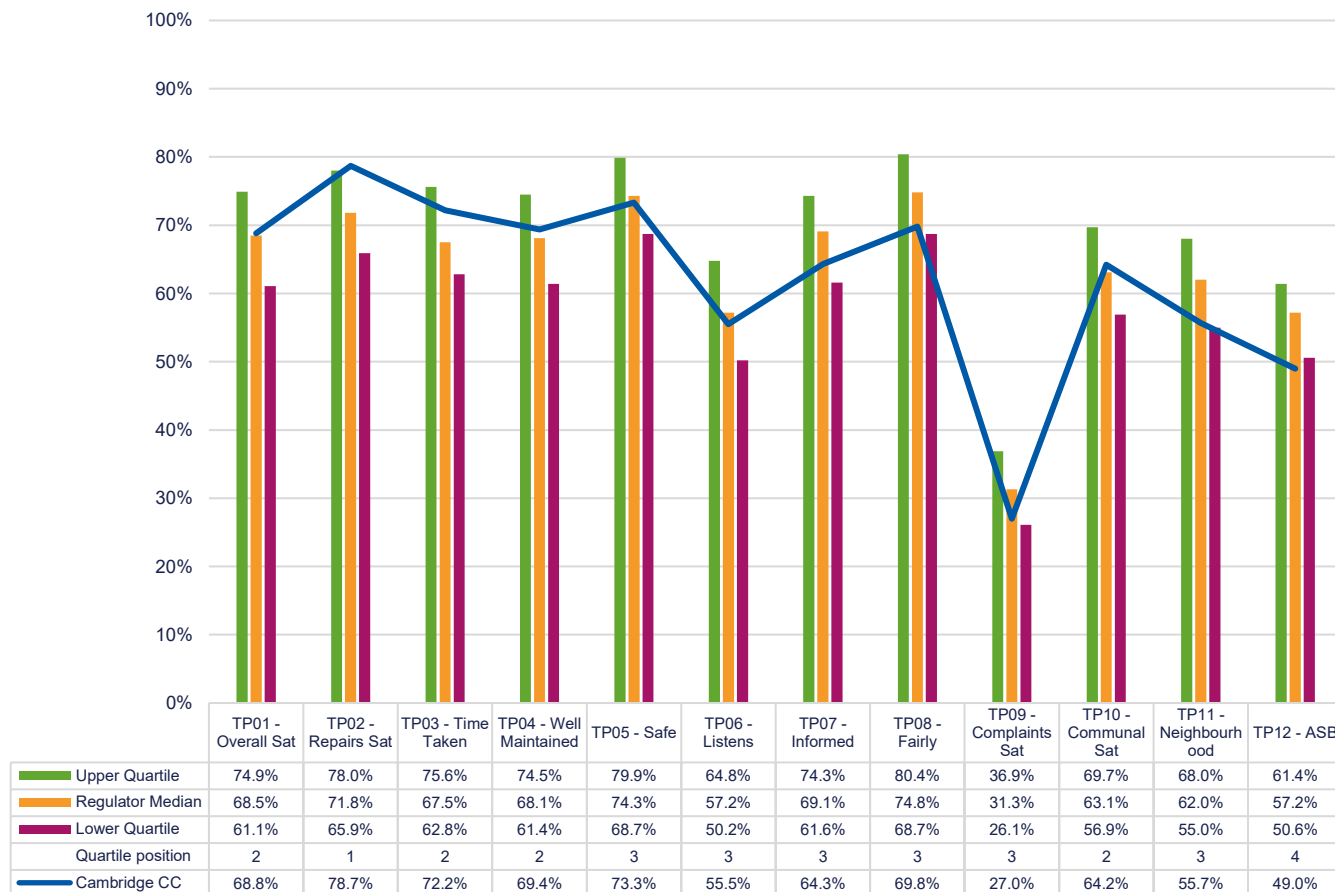
The Council compares better against this group, with five measures above the median, four in the second quartile, including the overall service.

There is one measure in the top quartile, the repairs service in the last 12 months (6.9p.p above the median).

Satisfaction with the handling of ASB is the only measure to fall into the lower quartile, although this is 8.2p.p below the median cut-off.

The Council should be generally pleased with the performance compared with other councils, but it also shows where improvements could still be made.

Base size:158





Top 30 Comments

The table to the right presents the top 30 comment areas from tenants for the seven sentiment questions used in the survey.

By far the most commonly mentioned area is property services, particularly the timeliness and responsiveness of repairs, which has a negative score of -1.17. This shows that this aspect of service is of the utmost importance to tenants, but could be improved, with more tenants reporting negative experiences of this, which have shaped their perception of the services provided. Tenants also negatively commented on the quality of repair work (-0.41) and communication around repairs (-1.50).

Additionally, tenants would like improvements to the condition of their property, including windows/doors, roofs/gutters, and kitchens. Issues with damp are also mentioned by several tenants, which need to be resolved as a matter of urgency.

On the other hand, customer service and contact is viewed more positively, including communication (+0.50) and the conduct of staff (+3.41).

	%	Count	Score
Property Services - Responsive Repairs - Timeliness / Responsiveness	41.80%	619	-1.17
Housing Services - Customer Service & Contact - Communication / Transparency	20.66%	306	0.50
Property Services - Responsive Repairs - Other	20.39%	302	-1.16
Housing Services - Customer Service & Contact - Staff Conduct	18.16%	269	3.41
Property Services - Responsive Repairs - Quality of Work / Service	17.22%	255	-0.41
Property Condition - General Condition	16.95%	251	1.27
Uncategorised Comments	16.81%	249	0.11
Housing Services - ASB - Other	16.48%	244	-0.98
Property Services - Responsive Repairs - Resolution	16.21%	240	-2.69
Housing Services - Customer Service & Contact - Satisfaction	15.46%	229	3.42
Housing Services - Communal Maintenance - Quality of Work / Service	14.31%	212	-0.38
Property Services - Responsive Repairs - Communication / Transparency	13.91%	206	-1.50
Housing Services - Customer Service & Contact - Other	13.77%	204	0.27
Housing Services - Customer Service & Contact - Timeliness / Responsiveness	13.37%	198	1.23
Property Condition - Damp	12.83%	190	-3.19
Housing Services - Grounds Maintenance - Quality of Work / Service	12.42%	184	-1.19
Property Condition - Window/doors	12.36%	183	-2.92
Housing Services - Grounds Maintenance - Other	12.02%	178	-2.31
Estate Services - Rubbish, Bins & Recycling	10.94%	162	-2.70
Housing Services - Neighbourhood Contribution - Other	9.45%	140	-0.09
Housing Services - Grounds Maintenance - Timeliness / Responsiveness	8.85%	131	-3.32
Housing Services - Customer Service & Contact - Effort	7.90%	117	-0.23
Housing Services - Complaints - Timeliness / Responsiveness	7.70%	114	-2.59
Property Condition - Bathrooms	7.43%	110	-2.73
Housing Services - ASB - Listening / Acting	7.22%	107	-1.97
Housing Services - ASB - Timeliness / Responsiveness	7.22%	107	-0.80
Housing Services - Communal Maintenance - Timeliness / Responsiveness	7.02%	104	-1.59
Housing Services - Complaints - Other	7.02%	104	-2.03
Building Safety - Door/window/gate security	6.95%	103	-0.98
Housing Services - Customer Service & Contact - Quality of Work / Service	6.75%	100	3.05



National Context

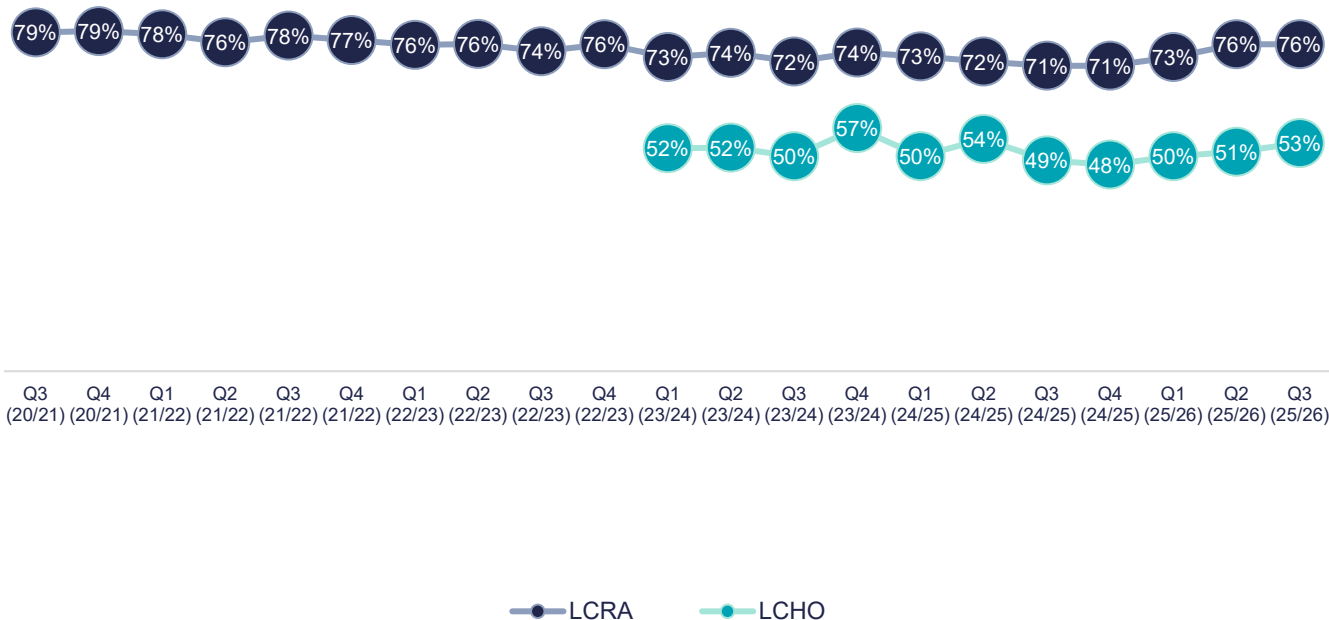
When considering the results, the national context and external factors must also be taken into account.

Satisfaction is based on perception rather than specific values, so it can be affected by these factors and how positive people feel about their lives.

Tenants have had to face considerable challenges in recent years, particularly the ongoing cost-of-living crisis, political changes and some will still be recovering from the disruption caused by the pandemic of 2020 and the effect it had on the delivery of services.

The graph demonstrates how overall satisfaction has changed over time for Acuity's clients (tracker only). The trendline is downward over the last few years, but there are signs that it is starting to increase again as we move through 2025/26.

Overall Services (Acuity Clients)



Page 93



Leaseholders



Leaseholder Satisfaction & Dissatisfaction

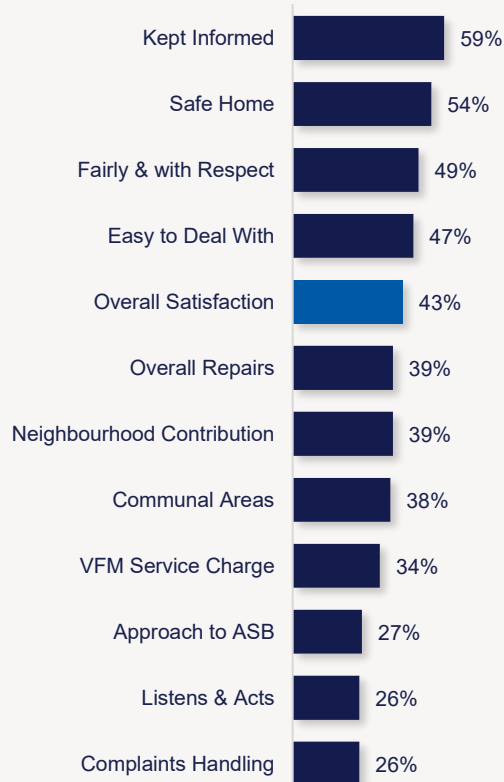
The charts opposite demonstrate the range of satisfaction and dissatisfaction with the different survey measures for the leaseholders at Cambridge. The charts look quite different from the LCRA tenants, with five of these measures having more dissatisfied than satisfied.

Satisfaction with the overall service sits at 43%, with 36% dissatisfied, with the highest satisfaction for the way the leaseholders are kept informed about things that matter to them, but this is only at 59%.

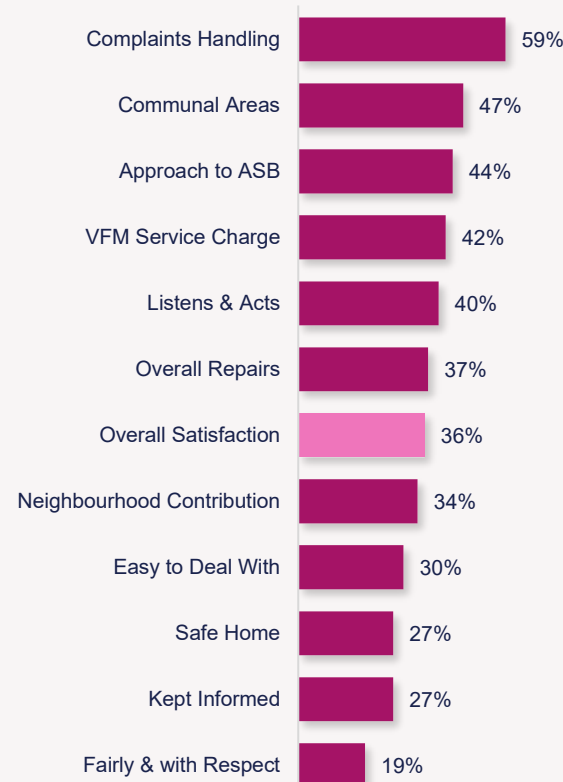
In contrast, just 26% are satisfied with the handling of complaints, 59% are dissatisfied, and 47% are dissatisfied with the maintenance of the communal areas and 44% with how ASB is handled.

This profile of results is not uncommon; leaseholders are traditionally less satisfied than their tenant counterparts, so the Council should not be unduly worried. However, the handling of complaints is a bit of concern, as it is with the tenants, so any improvements in the process should benefit all residents.

Satisfaction with Measures 2025/26



Dissatisfaction with Measures 2025/26





Top 30 Comments

Given the lower range of satisfaction, it is of no surprise that many of the comments about the services provided are also negative.

The time to complete repairs is again the most common of these comments, with a negative sentiment score of -2.16.

All comments relating to the property condition and repairs are negative, but those comments about the customer service and staff are generally positive, with a score of +1.29 for the staff conduct.

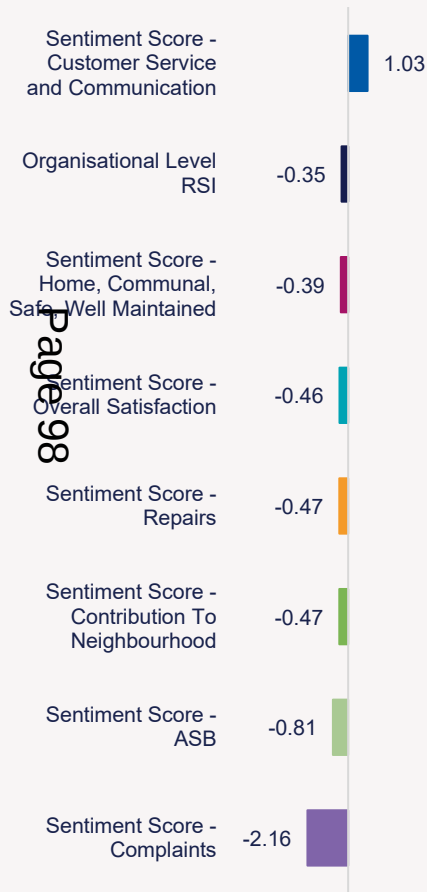
These comments are available to view in full on the Acuity dashboard and provide extra insight into the satisfaction scores, helping to identify those areas most in need of attention.

	%	Count	Score
Property Services - Responsive Repairs - Timeliness / Responsiveness	35.00%	63	-2.16
Property Services - Responsive Repairs - Other	33.33%	60	-2.32
Housing Services - Customer Service & Contact - Communication / Transparency	29.44%	53	0.00
Estate Services - Rubbish, Bins & Recycling	26.11%	47	-3.30
Housing Services - Communal Maintenance - Quality of Work / Service	23.89%	43	-3.02
Uncategorized Comments	21.67%	39	-0.57
Housing Services - Customer Service & Contact - Staff Conduct	21.11%	38	1.29
Housing Services - Communal Maintenance - Timeliness / Responsiveness	21.11%	38	-3.49
Property Services - Responsive Repairs - Quality of Work / Service	19.44%	35	-1.71
Housing Services - Customer Service & Contact - Other	17.78%	32	0.15
Housing Services - Grounds Maintenance - Other	17.78%	32	-2.68
Housing Services - Grounds Maintenance - Quality of Work / Service	17.22%	31	-2.45
Housing Services - Grounds Maintenance - Timeliness / Responsiveness	16.11%	29	-3.64
Property Services - Responsive Repairs - Communication / Transparency	15.56%	28	-3.00
Property Condition - General Condition	15.56%	28	-0.10
Property Condition - Roofs & Gutters	14.44%	26	-3.44
Property Condition - Decoration	12.22%	22	-3.44
Housing Services - Customer Service & Contact - Timeliness / Responsiveness	11.67%	21	1.29
Housing Services - Complaints - Other	11.11%	20	-1.73
Housing Services - Neighbourhood Contribution - Other	11.11%	20	-1.10
Housing Services - Complaints - Communication / Transparency	10.00%	18	-3.42
Housing Services - Customer Service & Contact - Effort	10.00%	18	-0.33
Neighbourhoods - Anti Social Behaviour	9.44%	17	-3.22
Housing Services - Customer Service & Contact - Satisfaction	8.89%	16	3.06
Property Condition - Lighting / Ventilation	8.89%	16	-3.05
Property Services - Responsive Repairs - Resolution	8.33%	15	-2.33
Housing Services - Communal Maintenance - Other	8.33%	15	-3.19
Housing Services - Complaints - Timeliness / Responsiveness	6.67%	12	-3.87
Neighbourhoods - Lighting / Visibility	6.67%	12	-2.85
Neighbourhoods - Parking & garages	6.67%	12	-5.00



Summary

Sentiment Scores



Summary

Overall Satisfaction

Many praise quick emergency responses and helpful staff, but widespread complaints about slow, poor-quality repairs, recurring mould/damp, poor communication, missed follow-ups, long waits for upgrades, and unresolved anti-social behaviour and communal maintenance issues.

The Home

Many report generally safe homes and yearly safety checks, but frequent complaints about poor communal cleaning, delayed or inadequate repairs, persistent damp/mould, insecure doors/gates, overgrown/neglected grounds, fly-tipping and inconsistent communication from the council.

Repairs

Repairs generally prompt for simple jobs; major, recurring and mould issues are often slow, poorly communicated and repeatedly temporary. Subcontractor quality varies. Tenants report long waits, missed appointments, inadequate follow-up and distress from unresolved damp, heating and security faults.

Neighbourhood Contribution

Many praise basic upkeep (grass, bins, flowers) and safety, but frequent complaints about potholes, poor pavements, fly-tipping, inconsistent maintenance, anti-social behaviour, slow Council responses and unclear communication, leaving some neighbourhoods feeling neglected and unsafe.

ASB

Tenants report widespread concerns about slow, inconsistent ASB responses. Common issues: drug use, noise, inadequate enforcement, poor communication and reliance on letters or police. Some positive cases exist, but many feel unsafe, unheard and frustrated by the lack of effective action.

Customer Service & Communication

Tenants often describe staff as polite and helpful, but still report long phone waits, confusing automated systems, slow or poor follow-through on repairs (especially contractors), inconsistent communication, and delays resolving mould/overpayment issues. Overall service is seen as hit-or-miss.

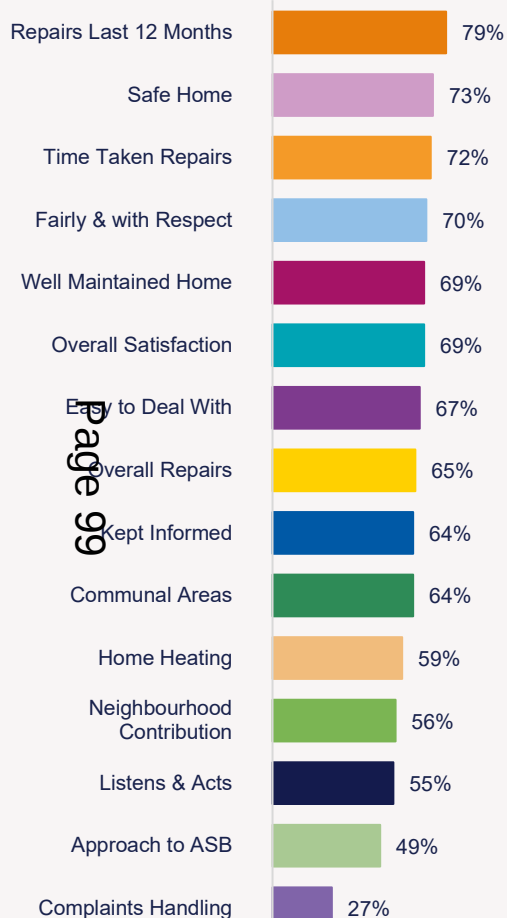
Complaints

Many tenants report dissatisfaction, with complaints often acknowledged but not resolved, with slow or no follow-up. Common issues include mould, repairs, ASB/noise, bins and security. Communication is inconsistent, with tenants noting some helpful staff but many copy-responses, delays and perceived lack of action.

Further sentiment analysis can be found within the sentiment section of this report



Satisfaction with Measures



Summary

Acuity was commissioned to undertake an independent satisfaction survey of the Council's tenants, using a mixed-mode approach of postal, online and telephone questionnaires. The survey incorporated all the TSMs, which became mandatory for Registered Providers of social housing to collect from April 2023. The report includes the findings from the Council's tenants, but also includes a section on the leaseholders only.

Seven out of ten tenants (69%) are satisfied with the overall service provided by the Council, whilst four measures exceed 70% satisfaction, the most for the home being safe (73%) and the repairs service in the last 12 months (79%). However, satisfaction falls to 49% for the handling of anti-social behaviour, and only 27% are satisfied with the way complaints are dealt with; far more (53%) are dissatisfied.

When comparing the results with the survey undertaken during 2024/25, most measures have decreased in satisfaction, including the overall service, which is down by 4p.p. Most changes are small, this being the biggest negative change, together with the time to complete repairs (also down 4p.p). However, five measures have stayed at the same level, including the home being safe, and two have improved. Satisfaction with the repairs service in the last 12 months is up 1p.p with a 4p.p increase in satisfaction with the home heating.

When compared against other Council landlords, five measures are above the group medians, four in the second quartile, including the overall service, and one in the top quartile: the repairs service in the last 12 months. However, the remaining measures fall below the medians, with the handling of ASB in the lower quartile. In terms of the key drivers of satisfaction, having a well-maintained home is the clear driver, although how views are listened to, the home being safe, the recent repairs service, overall repairs and treating tenants fairly are all also important, but not as influential.

Sentiment analysis has been used against seven qualitative questions, covering the main areas of service. This gives a sentiment score based on the comments made and also highlights where tenants are happy with the service or where they think improvements could be made. The overall sentiment score is negative at -0.35, and all other subject areas have negative scores with the exception of customer service (+1.03). Analysing the sentiment scores and reading the comments will help the Council get a better understanding of what is driving satisfaction, and what is not working quite as well.

Satisfaction is shown to increase with age, is higher for newer tenants, and male tenants are more satisfied than female. The demographic differences are summarised at the end of the report.

The leaseholders are consistently less satisfied than their tenant counterparts, and on five measures, there are more dissatisfied than satisfied. Overall satisfaction stands at 43%, with 36% dissatisfied, and satisfaction ranges from just 26% for the handling of complaints to 59% for being kept informed. Despite the lower scores, this is consistent with many other similar surveys, with leaseholders being generally less satisfied. Whilst there are things the Council could improve to increase satisfaction with this group, it should not be unduly worried by the results.





Cambridge City Council has around 8,800 properties, mostly LCRA tenants but including 1,184 leaseholders, and commissioned Acuity to carry out an independent survey of its residents, based on the TSMs from the Regulator of Social Housing.

The survey reveals many areas of good performance, but it has also highlighted some areas where improvements could be made.

The comments made by the residents give insight into what they are most concerned about and will help the Council target services that may need some improvement.

Shown opposite are some recommendations that the Council may wish to follow up on to help improve satisfaction in the future.

Recommendations

Repairs Service

Although the highest levels of satisfaction are found for the repairs service, and satisfaction has improved since the previous survey, it is one of the main focuses of negative comments when tenants were asked to expand on their answer to the overall satisfaction question. In particular, tenants mentioned the timescales to complete work, with long delays and having to chase for updates. These concerns could be linked to issues around resources and delays caused by more urgent problems. Tenant expectations around timescales can also sometimes be hard to match. Good communication is important so tenants are fully aware of when a repair will be done and kept informed of any progress or delays. Tenants also mention the quality of repair work, which suggests spot-checking may be necessary to ensure standards are met. If this is already in place, a review of the process here is advised. The home being well-maintained is the key driver for overall satisfaction, so improvements must be made wherever possible. Some tenants are also experiencing problems with damp and mould, which need to be resolved as a matter of urgency, particularly in the context of Awaab's Law.

Handling of Complaints

Since the introduction of the TSMs, the handling of complaints has been consistently the lowest-rated service, and it is also the lowest-rated in this survey. Over a fifth of tenants said they had made a complaint, but the question of 'what is a complaint?' to tenants continues, so it is not clear how many of these are genuine complaints or service requests. Dissatisfaction is high at 53%, and although the survey did not include any follow-up questions, this is often linked to the quality and frequency of communications. Where landlords do well with complaints, it is usually because they are clear on how and when tenants should complain, what they can expect in terms of service and have regular updates on progress. While the effective handling of complaints is an issue for all social landlords, the Council may wish to review processes to ensure responses are adequate and tenants' frustrations are addressed. Some landlords have included further questions to find out more about the process and where things do not work as well as they should; this is something the Council may wish to consider for the future.

Neighbourhood Management

The Council is clearly concerned about the neighbourhood areas, so it included a question about possible improvements and the importance placed on these by tenants. The general feeling is that most changes are important, although lighting, pathways, disabled access and security measures appear to be the most important. This question will help the Council target the areas most important to tenants. This also tends to support the comments made, with some complaining about ASB in the areas, the quality of cleaning, fly-tipping and general maintenance, adding to a feeling, among some, of being unsafe. It is encouraging that the Council are considering some upgrades, as these will definitely benefit the lives of its tenants.

Resident Sentiment Index (RSI)

Resident Sentiment Index (RSI): Overview

Our new Resident Sentiment Index (RSI) uses a sector-specific sentiment categorisation model developed from decades of housing data and commentary. It allows landlords to move beyond satisfaction scores by showing not only how residents feel, but why. The framework includes seven key open-ended TSM questions across each of the main service areas, allowing organisations to benchmark with their peers.

Our model analyses open-ended survey responses across key service areas, categorising them using a deep learning sentiment engine. Each comment is scored on a 5-point scale (from -5 to +5) and grouped by category, subcategory, and – where relevant – cross-cutting attributes such as trust, listening, or communication. These attributes help identify what drives sentiment within services like repairs or tenancy management.

Note: Not every subcategory will have attributes. Some service areas (e.g. Property Condition, Neighbourhoods) are stand-alone themes that don't require further layering.

Key Features

- A clear, overall sentiment score for your organisation and each service area
- Detailed analysis by category, subcategory, and (where applicable) attribute
- Automated, regulator-ready reporting aligned to TSM and STAR survey requirements
- Scalable benchmarking for tracking performance over time and against sector peers

How We Categorise Feedback

We follow a multi-stage process to turn unstructured comments into actionable insight:

- **Model Design:** Combining housing sector expertise with real resident language to build a structured categorisation model
- **Expression Building:** Creating comprehensive expressions to detect key themes and sentiments
- **Testing & Tuning:** Refining expressions to maximise accuracy and coverage
- **Deployment:** Automatically categorising and scoring comments at scale

Some feedback will remain “Uncategorised” – particularly when language is highly specific, off-topic, or outside current theme coverage. This is expected and will reduce as the model continues to grow.



Demographics



This table shows the results split by the method used to respond to the survey.

Completing the survey online is the most popular method, with 44% choosing this option, compared with 32% by telephone interview and 24% by post.

Tenants who completed a postal survey are the most satisfied, with the highest ratings for 12 of the measures, including the overall service. Those completing the survey online are the least satisfied, with the lowest ratings for all the measures.

Younger tenants are more likely to have completed their survey online – 39% of tenants are aged over 60, compared with 70% of those completing a postal survey. As is demonstrated on the following page, satisfaction does tend to increase with age, meaning this is a key factor in the differences in satisfaction by response method. However, the number over 60 completing a telephone interview is lowest at just 14%

Nonetheless, there are benefits to having an online element, such as tenants completing the survey who would otherwise not have done so. Tenants may also find it easier to give more honest responses than when talking to a person on the phone.

Response Method

	All Residents	Online	Telephone	Postal
Overall Satisfaction	69%	64%	67%	78%
Well Maintained Home	69%	66%	68%	76%
Safe Home	73%	69%	73%	82%
Communal Areas	64%	60%	64%	71%
Repairs Last 12 Months	79%	76%	80%	83%
Time Taken Repairs	72%	70%	73%	75%
Overall Repairs	65%	59%	66%	73%
Listens & Acts	55%	50%	56%	64%
Kept Informed	64%	58%	69%	70%
Fairly & with Respect	70%	63%	77%	72%
Easy to Deal With	67%	62%	69%	73%
Neighbourhood Contribution	56%	50%	59%	62%
Approach to ASB	49%	44%	54%	53%
Complaints Handling	27%	22%	33%	30%
Home Heating	59%	51%	63%	66%



Housing Need

Sheltered tenants are consistently more satisfied than those in general needs accommodation.

This is again likely to be linked to age, as it will be older tenants who live in sheltered accommodation. However, they are also likely to receive a high level of service, which could be a factor in determining satisfaction.

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	All Residents	General Stock	Sheltered & Supported Housing
Overall Satisfaction	69%	67%	86%
Well Maintained Home	69%	68%	89%
Safe Home	73%	72%	90%
Communal Areas	64%	61%	81%
Repairs Last 12 Months	79%	78%	91%
Time Taken Repairs	72%	71%	85%
Overall Repairs	65%	63%	87%
Listens & Acts	55%	53%	77%
Kept Informed	64%	63%	78%
Fairly & with Respect	70%	68%	84%
Easy to Deal With	67%	65%	84%
Neighbourhood Contribution	56%	54%	72%
Approach to ASB	49%	47%	67%
Complaints Handling	27%	25%	55%
Home Heating	59%	57%	81%



Tenure Type

The breakdown of results by tenancy type largely supports the view seen in the table on housing need above.

Although there are very few in extra care accommodation, they are very satisfied with the range of services they receive.

Those on sheltered secure tenancies are also pleased, but those with a standard secure tenancy, most of whom will be in general needs accommodation, are the least satisfied.

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	All Residents	Extra Care	Introductory Tenancy	Licensee of CCC Temp Acc	Secure Tenancy	Shltd Secure Tenancy	Staff Caretr Tenancy
Overall Satisfaction	69%	100%	77%	100% *	67%	84%	100% *
Well Maintained Home	69%	90%	76%	100% *	67%	88%	50% *
Safe Home	73%	100%	77%	100% *	72%	88%	100% *
Communal Areas	64%	100%	73%	- *	60%	80%	50% *
Repairs Last 12 Months	79%	50% *	82%	- *	78%	94%	0% *
Time Taken Repairs	72%	100% *	79%	- *	71%	88%	0% *
Overall Repairs	65%	100%	63%	100% *	63%	87%	50% *
Listens & Acts	55%	100% *	66%	100% *	53%	75%	50% *
Kept Informed	64%	100% *	71%	100% *	63%	76%	100% *
Fairly & with Respect	70%	90%	76%	100% *	68%	82%	100% *
Easy to Deal With	67%	100%	76%	100% *	65%	82%	50% *
Neighbourhood Contribution	56%	67% *	63%	100% *	54%	71%	50% *
Approach to ASB	49%	71% *	57%	100% *	47%	66%	100% *
Complaints Handling	27%	0% *	32%	- *	25%	56%	- *
Home Heating	59%	90%	64%	- *	57%	80%	50% *

*Base below 10



LCRA/Leaseholders

As shown in the report above, leaseholders are consistently less satisfied than their tenant counterparts. This is consistent with most other similar surveys where landlords have significant numbers of leaseholders.

Most landlords, including councils, have less interaction with leaseholders, and often these are negative, around major works or communal facilities. Also, perhaps another reason for the lower satisfaction is that expectations change when buying a home.

In addition, landlords are less geared to dealing with leaseholders rather than with the far more numerous tenants.

	All Residents	LCRA	Leaseholder
Overall Satisfaction	65%	69%	43%
Well Maintained Home	69%	69%	- *
Safe Home	71%	73%	54%
Communal Areas	59%	64%	38%
Service Charge VFM	34%	- *	34%
Repairs Last 12 Months	79%	79%	- *
Time Taken Repairs	72%	72%	- *
Overall Repairs	61%	65%	39%
Listens & Acts	52%	55%	26%
Kept Informed	64%	64%	59%
Fairly & with Respect	67%	70%	49%
Easy to Deal With	65%	67%	47%
Neighbourhood Contribution	53%	56%	39%
Approach to ASB	46%	49%	27%
Complaints Handling	27%	27%	26%
Home Heating	59%	59%	- *



Age Group

It is common in surveys of this type that satisfaction generally increases with age, and this appears to be the case for the Council.

Tenants aged 75 to 84 and 85 and over are the most satisfied with all the survey measures, including 83% of those over 85 satisfied overall.

Tenants aged under 25 are the least satisfied with all but two measures, including just 48% satisfied with the overall service.

The general trend is consistent with many other surveys and means that the age profile of different landlords will be a major factor in determining satisfaction levels.

It is not entirely clear why this is, but it could be that older people are generally happier in their home and understand how the system works, whereas younger tenants can have higher expectations of what they feel services should look like.

	All Residents	0 - 24	25 - 34	35 - 44	45 - 54	55 - 59	60 - 64	65 - 74	75 - 84	85 +
Overall Satisfaction	69%	48%	67%	64%	60%	67%	67%	80%	81%	83%
Well Maintained Home	69%	50%	65%	63%	61%	66%	69%	80%	84%	81%
Safe Home	73%	46%	66%	68%	68%	70%	75%	82%	85%	82%
Communal Areas	64%	53%	56%	59%	58%	65%	64%	71%	86%	69%
Repairs Last 12 Months	79%	73%	70%	73%	72%	78%	82%	87%	93%	89%
Time Taken Repairs	72%	55%	59%	62%	68%	76%	73%	84%	89%	81%
Overall Repairs	65%	50%	60%	60%	60%	58%	66%	72%	80%	76%
Listens & Acts	55%	41%	52%	52%	53%	51%	52%	61%	67%	68%
Kept Informed	64%	48%	61%	60%	60%	65%	59%	70%	73%	77%
Fairly & with Respect	70%	72%	67%	72%	65%	68%	64%	72%	77%	78%
Easy to Deal With	67%	57%	65%	63%	62%	68%	67%	72%	73%	80%
Neighbourhood Contribution	56%	42%	54%	53%	52%	54%	49%	61%	65%	68%
Approach to ASB	49%	26%	45%	46%	51%	45%	43%	56%	50%	63%
Complaints Handling	27%	8%	23%	29%	25%	25%	19%	33%	50%	11% *
Home Heating	59%	41%	54%	56%	54%	57%	58%	63%	72%	77%



Length of Tenancy

Satisfaction tends to be high for newer tenants, as seen here. Although there are very few who joined the Council under a year ago, those with Cambridge for 1 to 3 years tend to be the most satisfied.

Newer tenants are often happy to have received an offer and move into social housing accommodation, but as they experience more issues over the years, they become more critical. This is shown here, with, for example, tenants of 6 to 10 years and 11 to 20 years being the least satisfied with most survey measures. These tenants are more likely to have been waiting for repairs for some time, compared with newer tenants, who typically move into homes where any necessary repairs have been done during the voids process.

As those with the longest tenancies are often among the oldest tenants, satisfaction tends to improve again for these groups, as is the case for the Council. Tenants of over 20 years generally have the second-highest level of satisfaction. These tenants may also have a higher sense of loyalty and commitment to the Council and feel settled in their homes, having been there for a long time.

	All Residents	< 1 year	1 - 3 years	4 - 5 years	6 - 10 years	11 - 20 years	Over 20 years
Overall Satisfaction	69%	100% *	75%	68%	62%	63%	72%
Well Maintained Home	69%	100% *	73%	72%	63%	64%	73%
Safe Home	73%	100% *	74%	73%	69%	69%	79%
Communal Areas	64%	80% *	67%	61%	64%	59%	66%
Repairs Last 12 Months	79%	100% *	79%	78%	79%	71%	86%
Time Taken Repairs	72%	80% *	73%	68%	73%	66%	79%
Overall Repairs	65%	100% *	66%	66%	65%	59%	68%
Listens & Acts	55%	100% *	64%	57%	51%	47%	56%
Kept Informed	64%	100% *	69%	69%	63%	57%	64%
Fairly & with Respect	70%	83% *	76%	73%	69%	64%	67%
Easy to Deal With	67%	100% *	70%	68%	66%	62%	68%
Neighbourhood Contribution	56%	100% *	61%	57%	54%	50%	55%
Approach to ASB	49%	100% *	55%	56%	46%	47%	43%
Complaints Handling	27%	- *	32%	33%	19%	26%	23%
Home Heating	59%	83% *	60%	60%	64%	53%	59%

*Base below 10



Gender

More female tenants than male tenants responded to the survey (1,277 and 750, respectively), which is representative of the tenant base.

As is often found in surveys of this kind, male tenants are generally more satisfied than females. In fact, male tenants are more satisfied with all of the measures in the survey, with 72% satisfied overall compared with 67% for females.

However, the differences between the two genders are not great, with a maximum of 10p.p. for the maintenance of the communal areas and the handling of ASB.

	All Residents	Female	Male
Overall Satisfaction	69%	67%	72%
Well Maintained Home	69%	67%	73%
Safe Home	73%	72%	76%
Communal Areas	64%	60%	70%
Repairs Last 12 Months	79%	77%	83%
Time Taken Repairs	72%	69%	77%
Overall Repairs	65%	63%	68%
Listens & Acts	55%	53%	59%
Kept Informed	64%	62%	69%
Fairly & with Respect	70%	68%	72%
Easy to Deal With	67%	66%	69%
Neighbourhood Contribution	56%	52%	61%
Approach to ASB	49%	45%	55%
Complaints Handling	27%	26%	28%
Home Heating	59%	57%	63%



Property Type

The results here are broken down by property type, with most tenants occupying either flats or houses.

The relatively few in bungalows (51 responses) are generally the most satisfied, with 70% satisfied overall, although this is jointly the highest rating with those in flats.

The least satisfied are those in maisonnettes (64%).

Age is once again likely to play a role here, as older tenants will be more likely to be in bungalows and possibly flats, and younger families in houses and maisonnettes.

	All Residents	Bedsit	Bungalow	Flat	House	Maisonnette
Overall Satisfaction	69%	67%	70%	70%	68%	64%
Well Maintained Home	69%	50%	69%	72%	68%	64%
Safe Home	73%	42%	76%	73%	74%	68%
Communal Areas	64%	83% *	47%	65%	68%	57%
Repairs Last 12 Months	79%	100% *	88%	80%	78%	66%
Time Taken Repairs	72%	56% *	77%	76%	70%	66%
Overall Repairs	65%	58%	69%	68%	61%	62%
Listens & Acts	55%	70%	67%	57%	53%	56%
Kept Informed	64%	64%	74%	67%	60%	74%
Fairly & with Respect	70%	55%	73%	73%	67%	70%
Easy to Deal With	67%	58%	69%	68%	66%	67%
Neighbourhood Contribution	56%	56% *	59%	59%	51%	61%
Approach to ASB	49%	33%	61%	51%	46%	53%
Complaints Handling	27%	40% *	25% *	27%	26%	29%
Home Heating	59%	58%	65%	64%	54%	53%

*Base below 10



Ward

The results can also be split by Ward; due to the high number of wards, these are displayed across two pages.

Of the wards displayed here, tenants in Cherry Hinton performed well, with the highest satisfaction scores for 11 measures, including complaints handling, overall repairs and maintenance and home heating.

The Castle ward appears to be the least satisfied generally, scoring the lowest levels for ten measures, including overall satisfaction with the service provided.

Tenants in Cherry Hinton are more satisfied with the overall service provided by 15p.p compared with tenants in Castle.

	Abbey	Arbury	Castle	Cherry Hinton	Coleridge	East Chesterton	Kings Hedges
Overall Satisfaction	69%	64%	59%	74%	67%	70%	67%
Well Maintained Home	65%	62%	56%	75%	70%	68%	66%
Safe Home	72%	65%	56%	75%	75%	78%	71%
Communal Areas	72%	58%	60%	59%	67%	64%	56%
Repairs Last 12 Months	81%	74%	100%	83%	79%	83%	72%
Time Taken Repairs	72%	68%	60%	77%	71%	72%	69%
Overall Repairs	63%	60%	59%	73%	61%	64%	61%
Listens & Acts	53%	52%	63%	63%	48%	61%	53%
Kept Informed	62%	61%	56%	67%	58%	65%	65%
Fairly & with Respect	66%	68%	50%	77%	63%	67%	71%
Easy to Deal With	65%	64%	53%	72%	66%	65%	65%
Neighbourhood Contribution	50%	54%	57%	60%	54%	53%	55%
Approach to ASB	45%	42%	40%	53%	46%	54%	49%
Complaints Handling	27%	26%	25% *	32%	31%	26%	26%
Home Heating	56%	54%	53%	62%	61%	57%	53%



Ward Continued

Of the wards displayed on this page, tenants in Market are the most satisfied, with the highest scores for 12 measures, including overall satisfaction with the service provided (83%). On the other hand, tenants in Trumpington are generally the least satisfied.

It can be helpful to see satisfaction split by ward area, as this can give an indication to Cambridge City Council of which wards have weak areas which can be improved and which are performing well, where best practice can be applied to the organisation as a whole.

	Market	Newnham	Petersfield	Queen Edith's	Romsey	Trumpington	West Chesterton
Overall Satisfaction	83%	57% *	77%	70%	70%	63%	81%
Well Maintained Home	96%	71% *	85%	77%	75%	61%	83%
Safe Home	88%	71% *	85%	83%	76%	72%	83%
Communal Areas	83%	50% *	87%	74%	67%	63%	60% *
Repairs Last 12 Months	94%	80% *	80%	82%	77%	78%	90%
Time Taken Repairs	94%	80% *	72%	81%	72%	70%	82%
Overall Repairs	95%	71% *	74%	68%	60%	68%	75%
Listens & Acts	75%	25% *	61%	56%	57%	51%	60%
Kept Informed	75%	50% *	79%	69%	63%	59%	71%
Fairly & with Respect	81%	57% *	77%	69%	70%	73%	68%
Easy to Deal With	83%	57% *	78%	67%	67%	65%	75%
Neighbourhood Contribution	86%	50% *	65%	65%	46%	54%	63%
Approach to ASB	71%	40% *	62%	55%	51%	44%	40%
Complaints Handling	67% *	0% *	19%	14%	38%	14%	0% *
Home Heating	88%	100% *	69%	62%	64%	68%	57%



This research project was carried out to conform with ISO20252:2019 and the MRS Code of Conduct.

For further information on this report please contact:

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Acuity

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Cambridge City Council

Housing Advisory Board Paper

New Build Working Group - Scope

Responsible Officer	Emily Downey
Contact Details	Tel: 01223 458323 Email: emily.downey@cambridge.gov.uk
Purpose of Paper	The Housing Advisory Board Working Group are undertaking research on the topic of council newbuild repairs and maintenance after the defects period. This item provides an update on their project scope.
Recommendation(s)	To note the scope of the Housing Advisory Board Working Group
Brief Summary	On the 15th June 2026, the Housing Advisory Board agreed the membership for the working group as: • Diana Minns • Renata Wais • Mandy Powell-Hardy • Cllr Martinelli • Cllr Davidson The working group has convened twice, representatives from the City Council's Housing Development Agency (HDA), Repairs, Maintenance and Assets team attended to provide subject matter expertise. The working group have refined the scope to only focus on Hill developments and exclude historic Keepmoat schemes The following data for Hill developments has been requested from City Council officers to aid the research: • existing defects period data, this will be used as a baseline • post defect repairs and maintenance data • latent defect and post-defects issues where available Key progress: • A scoping document has been created to help refine the aims of the project and track key milestones. This will be presented by Diana Minns on 14th September

	• The defect and repairs data will be used to identify key research questions around common repair themes, recurring issues and development performance • Next steps: plan to conduct fieldwork and engage with residents through interviews, estate walkabouts and site visits at identified Hill developments • The outcome of this research seeks to aid resident understanding of their responsibilities and identify learning to adapt the councils approach for future developments
Is the paper going to Cabinet or either Scrutiny Committee's?	No
Appendices	



Cambridge City Council

Housing Advisory Board Paper

Work Programme, 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 inform the Housing Advisory Board of its outline work programme and future meeting dates to enable it to plan its work in 2026/27.
Recommendation(s)	The Housing Advisory Board is recommended to note the contents of the report and comment as necessary.
Brief Summary	The draft work programme for future meetings of the Board is attached at Appendix A. The latest Forward Plan is attached as Appendix B. The most up-to-date plan will be provided nearer the time if updated. Members are requested to review the documents and determine the items they wish to include on the future programme. The Forward Plan lists the decisions that need to be taken at upcoming Cabinet Meetings or by the relevant Cabinet Members. The Scrutiny work programmes are also attached at Appendix C & D The HAB future meeting dates for 2026/27 are as follows: • 9 November 2026 • 25 January 2027
Is the paper going to Cabinet or either Scrutiny Committee's?	Update is purely for Housing Advisory Board
Appendices	Appendix A – Housing Advisory Board Work Programme Appendix B - Forward Plan Appendix C – Performance, Assets and Strategy Overview & Scrutiny Work Programme

HOUSING ADVISORY BOARD

WORK PROGRAMME - MUNICIPAL YEAR 2026/27

(This work programme is updated regularly following each meeting of the committee and as required, in consultation with the Chair. Unallocated potential future items are listed at the end of this document)

Meeting Date: 9 November 2026	Time: 6.00pm	Committee Room: TBC
Reminder Date:	14/10/26	
Deadline for Titles:	21/10/26	
Deadline for Reports submission:	28/10/26	
Democratic Services Officer:	Matthew Hussey	

Agenda Items	Report Author/Format/Comments
Housing Performance Report	Catherine Buckle Written Report
Housing Improvement Plan update	Catherine Buckle Written Report
Rent Regulation Update	Samantha Shimmon Written Report
New Build Working Group - Update	Emily Downey Written Report
Appointment of Independent Members (Moved from 14/09/26)	Samantha Shimmon Written Report
Voids (Moved from 14/09/26)	Samantha Shimmon Written Report
Work Programme (Standing item)	Democracy and Scrutiny Officer Written Report
Dates of Future Meetings: • 25 January 2027	Democracy & Scrutiny Officer

HOUSING ADVISORY BOARD

WORK PROGRAMME - MUNICIPAL YEAR 2026/27

(This work programme is updated regularly following each meeting of the committee and as required, in consultation with the Chair. Unallocated potential future items are listed at the end of this document)

Meeting Date: 25 January 2027	Time: 6.00pm	Committee Room: TBC
Reminder Date:	30/12/26 (22/12/26)	
Deadline for Titles:	06/01/27	
Deadline for Reports submission:	13/01/27	
Democratic Services Officer:	Matthew Hussey	

Agenda Items	Report Author/Format/Comments
Housing Performance Report	Catherine Buckle Written Report
Housing Improvement Plan update	Catherine Buckle Written Report
Rent Regulation Update	Samantha Shimmon Written Report
New Build Working Group - Update	Emily Downey Written Report
Work Programme (Standing item)	Democracy and Scrutiny Officer Written Report
Dates of Future Meetings: •	Democracy & Scrutiny Officer

Future Items:

- Tenant and Leaseholder Involvement Strategy 2026-28 Annual Report – Future Meeting
- Lift breakdowns, the average time for repair, supply issues and iron works – Future meeting?
- Risk Based Report - Future meeting
- Comparison Report on how Cambridge City Council compared with other Local Authorities on the disrepair of its properties – Future meeting



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

September 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.

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.
- Or
- 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.

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Part 1 – Key Decisions						
Decision Title	Decision Description	Decision Maker	Date of Decision	Contact Officer	Documents to be considered	Relevant Scrutiny
Review of a Public Space Protection Order for Dog Control across the City	To approve the renewal of a Public Space Protection Order for Dog Control across the City	Cabinet Lead Cllr Mike Todd-Jones	23 September 2026	Sarah Steggles, Team Manager – Public Safety Sam Scharf, Director of Communities	There has been a PSPO across the City since 2017 to restrict dogs on leads in some open spaces, and for certain times of the year. The PSPO also requires that if a dog defecates the person in charge of the dog must remove the faeces. The PSPO need to be reviewed every 3 years the last review took place in 2023. The next review needs	Services, Climate and Communities Overview and Scrutiny Committee

					to be completed by October 2026. Consultation will take place from June and evidence gathering will inform a decision if the current PSPO will no longer be required, need amending, or remain with no changes	
River Cam, Chalk Streams and Tributaries – Strategic Review and Environmental Projects 2306124	To consider an officer report reviewing Council activity and partnerships to protect and improve the River Cam, chalk streams and tributaries, including alignment with key Council strategies. The report will also seek approval for environmental projects, including Cambridge Water Pebble Fund and potential AstraZeneca projects, and associated funding and partnership arrangements.	Cabinet Lead Cllr Martin Smart	23 September 2026	Alistair Wilson, Assistant Director for Public Realm and Environment Director, City Services Group (James Elms)	Officer report; Biodiversity Strategy 2022–2030; Climate Change Strategy; Urban Forest Strategy 2026–2036; Greater Cambridge Local Plan and supporting evidence; relevant funding agreements, project proposals and partnership documentation.	Services, Climate and Communities Overview and Scrutiny Committee
Update on the Civic Quarter	To approve a capital budget for the delivery of	Cabinet	20 October	Ben Binns, Assistant	The Council previously committed to returning to Cabinet with an update on Civic	Performance, Assets & Strategy

Project	the Civic Quarter Project	Lead Cllr Jenny Gawthrop e-Wood and Cllr Antoinette Nestor	2026	Director, Development Director of Economy and Place (Lynne Miles)	Quarter project following submission of planning designs this year. Cabinet is now requested to consider options to approve a capital budget for the delivery of the Civic Quarter project.	Overview and Scrutiny Committee
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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.

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Part 2 – Non-Key Decisions

Decision Title	Decision Description	Decision Maker	Date of Decision	Contact Officer	Documents to be considered	Relevant Scrutiny
Review of the Public Space Protection Order for Punt Touts	To approve the renewal of a Public Space Protection Oder for Punt Touts	Cabinet Lead Cllr Mike Todd- Jones	23 September 2026	Yvonne O'Donnell, Strategic Environment al Health and Public Safety Lead Director,	There has been a PSPO across the City since 2017 for illegal punt touting, only allowing touting to take place in certain parts of the City Centre with a review date for 3 years. The PSPO was reviewed in 2023. It is now up for a review in 2026 to be implemented by October 2026.	Services, Climate and Communities Overview and Scrutiny Committee

				Communities Group (Sam Scharf)	Consultation will take place from June, and evidence gathering will inform a decision if the current PSPO will no longer be required, need amending, or remain with no changes	
Q1 Performance Report	To provide Cabinet the Quarter 1 Performance Report	Cabinet Lead Cllr Jenny Gawthrop e-Wood	23 September 2026	Jane Wilson, Chief Operating Officer	Integrated Quarterly Performance Report with high level narrative description of the quarter, and including finance, risk and performance measures.	Performance, Assets & Strategy Overview and Scrutiny Committee
State of the City and Annual report	To note the annual State of the City update report and Annual Report	Cabinet Lead Cllr Katie Thornburrow	23 September 2026	David Kidston, Head of Strategy & Policy Chief Executive (Robert Pollock)	The annual State of the City update report provides a narrative update on key indicators of environmental, social and economic conditions in Cambridge in 2025/26. The original State of the City report was produced in 2023. The Council's Annual Report provides a summary of the key impacts and achievements of the Council during 202/26.	Performance, Assets & Strategy Overview and Scrutiny Committee
Future Provision and Operation of	To update Cabinet on progress in reopening	Cabinet Lead Cllr	23 September	Alistair Wilson,	The Council previously committed to returning to Cabinet with an update on	Services, Climate and Communities

Public Toilets at Parker's Piece and Quayside	toilet facilities at Parker's Piece and to seek approval for the future approach to the operation, management and investment in the public toilet facilities at Parker's Piece and Quayside	Martin Smart	2026	Assistant Director for Public Realm and Environment Director, City Services Group (James Elms)	public toilet provision following changes approved in June 2025. Cabinet is now requested to consider options for the future of the Parker's Piece and Quayside facilities, including operational arrangements, costs and any investment required to support continued public use.	Overview and Scrutiny Committee
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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

There are none

Cabinet Dates 2026/27:

2026: 23 September, 20 October, 17 November, 15 December

2027: 18 January, 11 February, 23 March

Members of Cabinet

Cllr Thornburrow	Leader of the Council, Planning and Transport
Cllr Moore	Deputy Leader of the Council, Climate Action & Environment
Cllr Smart	Nature, Open Spaces & City Services
Cllr Todd-Jones	Communities
Cllr Bird	Housing
Cllr Gawthrope Wood	Finance and Corporate Operations
Cllr Nestor	Inclusive Economy and Skills

Overview & Scrutiny Committees:

Performance, Assets & Strategy:	Services, Climate & Communities
23 June 2026 15 July 2026 6 October 2026 3 November 2026 27 January 2027 2 March 2027	18 June 2026 21 September 2026 19 November 2026 4 February 2026 11 March 2027

Leader, Planning and Transport	Deputy Leader, Climate & Environment
Housing	Communities
Finance and Corporate Operations	Nature, Open Spaces and City Services
Inclusive Economy and Skills	

Contact Details

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

Email Address: democratic.services@cambridge.gov.uk

Phone Number: 01223 457000

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Appendix C

Performance, Assets and Strategy OSC Work Programme – September 2026

Provisional Date	Topic Title	Lead Contact / Cabinet Member	Purpose and Target Outcomes
6 October	Civic Quarter	Assistant Director, Development, Economy and Place	To consider an update on the project ahead of Cabinet on 20 October and its decision on options to approve a capital budget
6 October	Q1 Performance Report	Chief Operating Officer	To consider the Q1 performance report following Cabinet on 23 September
6 October	Annual Work Programme	Senior Overview and Scrutiny Officer	To receive an update on the work programme for 2026/27
27 January	Budget	Chief Finance Officer	To consider the draft budget proposals

Additional Items (to be scoped)

- Council homes (retrofitting, damp and mould, voids housing audit) and new housing
- Community wealth building
- 3C ICT
- Inclusive Growth & BID
- Apprenticeships/Skills
- LGR
- Development Corporation
- HMOs

Committee Remit

The Performance, Assets and Strategy Overview and Scrutiny Committee is responsible for the scrutiny of the following Cabinet portfolios:

- Planning and Transport
- Finance and Corporate Operations
- Housing
- Leader

The Committee will also have oversight of the Council's functions relating to Cambridgeshire and Peterborough Combined Authority.

Meeting Dates

6 October 2026, 3 November 2026, 27 January 2027, 2 March 2027

Please contact Justin Long (Senior Overview and Scrutiny Officer) justin.long@cambridge.gov.uk for more information.

Appendix D

Services, Climate and Communities OSC Work Programme – September 2026

Provisional Date	Topic Title	Lead Contact / Cabinet Member	Purpose and Target Outcomes
21 September	Equity Strategy	Strategic Resettlement and Community Equity Lead / Cabinet Member for Communities	To consider the draft strategy ahead of public consultation
21 September	River Cam	Assistant Director – Public Realm and Environment / Cabinet Member for Cabinet Member for Nature, Open Spaces and City Services	To receive an update on current activity following the motion agreed by Council in July
21 September	Annual Work Programme	Senior Overview and Scrutiny Officer	To receive an update on the work programme for 2026/27
TBC	Herbicide-Free Weed Management Programme	Assistant Director – Public Realm and Environment / Cabinet Member for Cabinet Member for Nature, Open Spaces and City Services	To receive an update on the programme following the October 2025 item

TBC	Extreme Heat Management	Senior Overview and Scrutiny Officer	To consider scrutiny of the issue following a scoping meeting in September
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Additional Items (to be scoped)

- Recycling
- Climate Change Strategy – performance
- Cultural Events / Strategy
- Open Space Usage
- ASB Enforcement
- Empty Homes (requested by PAS Committee)
- Impact of reorganisation on Public Realm / City Services (requested by Committee pre-election)
- Culture Strategy (requested by Committee pre-election)
- Folk Festival review (requested by Committee pre-election)

Committee Remit

The Services, Climate and Communities Overview and Scrutiny Committee is responsible for the scrutiny of the following Cabinet portfolios:

- Climate Action and Environment
- Communities
- Nature, Open Space & City Services
- Inclusive Economy and Skills

In addition, the Committee is responsible for scrutiny of crime and disorder strategies, safeguarding and RIPA.

Meeting Dates

21 September 2026, 19 November 2026, 4 February 2026, 11 March 2027

Please contact Justin Long (Senior Overview and Scrutiny Officer) justin.long@cambridge.gov.uk for more information.