

# Housing Performance Report

**To:**

Gerri Bird, Executive Councillor for Housing

Housing Scrutiny Committee (04/02/2025)

**Report by:**

Sam Scharf, Communities Director

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**Wards affected:**

All

<b>1.</b>	<b>Recommendations</b>
1.1	<p>It is recommended that the Executive Councillor for Housing consider:</p> <ul style="list-style-type: none"> <li>i. The Housing Service’s results in operational delivery, health and safety and customer focus performance, plus the current pressures on service delivery and the impact this may have on reaching targets laid out in this report.</li> <li>ii. The recent reports of damp, condensation and mould received by the service, and the measures being put in place to help combat DCM in tenant’s homes.</li> <li>iii. The update on the rent regulation project</li> <li>iv. Any further measures of performance that would be beneficial to be included in these reports, going forward.</li> </ul>
<b>2.</b>	<b>Purpose and reason for the report</b>
2.1	<ul style="list-style-type: none"> <li>• To update Housing Scrutiny Committee on the progress towards meeting performance against indicator targets that support the delivery of the Council’s vision: “One Cambridge, Fair for All’ (Appendix A)</li> <li>• To brief Members on the regular programme of statutory and regulatory returns currently being submitted by the Housing Service (Appendix B)</li> <li>• To provide an update on damp, condensation and mould recorded in HRA stock (Appendix C)</li> <li>• To provide an update on the rent review project (Appendix D)</li> </ul>
<b>3.</b>	<b>Alternative options considered</b>

3.1	<p>An update on compliance has been bought to HSC each quarter for the last few years, and a small suite of operational performance indicators and feedback on complaints is shared with tenants and leaseholders via the Open-Door magazine. To strengthen the governance arrangements for the monitoring of housing performance, it is proposed that four reports covering the full range of performance-related activity are bought to HSC throughout the year and shared with residents via the website.</p> <p>The alternative option is to share the report with members of HSC as part of a quarterly performance update without bringing the item to Committee. The Regulator expects Governing bodies to have oversight of performance against the TSM measures, and in particular, Health &amp; Safety. It is therefore recommended that a wider report containing these measures, plus the other key areas of housing service performance, is presented to HSC on a regular basis.</p>
4.	<p><b>Background and key issues</b></p>
4.1	<p><b><u>Overview</u></b></p> <p>To ensure continuous monitoring of performance throughout the year, the Housing Service keeps an oversight of operational, management and stress indicators across all service areas. Monitoring and review take place quarterly at Housing Leadership Board, and in the case of compliance data, Housing Scrutiny Committee each quarter. Where services are not meeting customer expectations, an understanding of where dissatisfaction is high is captured via complaints monitoring and transactional surveying.</p> <p>In line with the requirements of the Consumer Standards as set out by the Regulator for Social Housing and to improve the level of information that Housing Scrutiny Committee receives, it is proposed to introduce a quarterly scrutiny report, that incorporates the current compliance data with other key areas of performance across the housing service.</p> <p>Cambridge City Council's Housing Service sets performance targets to ensure:</p> <ul style="list-style-type: none"> <li>• The quality of services is good, and meeting the expectations of customers</li> <li>• Progress against the delivery of the Corporate Plan</li> <li>• Delivery against our regulatory and statutory requirements</li> <li>• Prompt focus on areas of poor performance, resource identification to address</li> </ul>

failing areas of performance and the maintenance of good performance.

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

Performance measures are presented in the following way:

- **operational efficiencies**, which also pick up some of the indicators submitted to the Regulator via LAHS and the TSM's (see appendix B for details) and used for benchmarking purposes via Housemark,
- **Health and Safety**, where datasets on compliance will be aligned with the Regulator's requirements on reporting,
- **Customer Focus**, which look at levels of satisfaction within services, and includes data from the TSM's.

It is also proposed to bring to Committee annual reports on the TSM results and benchmarking, as well as other areas of performance-related activity as required.

4.2	<p><b><u>Proposed timeline of performance reporting</u></b></p> <p>To ensure continued transparency and a good governance structure around performance is in place, the following timetable for updates is proposed:</p> <table border="1" data-bbox="225 327 1461 887"> <thead> <tr> <th data-bbox="225 327 740 371">Report</th> <th data-bbox="740 327 852 371">when</th> <th data-bbox="852 327 1461 371">Detail</th> </tr> </thead> <tbody> <tr> <td data-bbox="225 371 740 495">Operational effectiveness, Health &amp; Safety, &amp; customer focus</td> <td data-bbox="740 371 852 495">Feb</td> <td data-bbox="852 371 1461 495">Including an update on rent regulation project / damp and mould / disrepair / other as required</td> </tr> <tr> <td data-bbox="225 495 740 618">Operational effectiveness, Health &amp; Safety, &amp; customer focus</td> <td data-bbox="740 495 852 618">Jun</td> <td data-bbox="852 495 1461 618">Including an update on rent regulation project / damp and mould / disrepair / other as required</td> </tr> <tr> <td data-bbox="225 618 740 741">Operational effectiveness, Health &amp; Safety, &amp; customer focus plus TSM results year end</td> <td data-bbox="740 618 852 741">Sep</td> <td data-bbox="852 618 1461 741">Including an update on rent regulation project / damp and mould / disrepair / other as required</td> </tr> <tr> <td data-bbox="225 741 740 887">Operational effectiveness, Health &amp; Safety, &amp; customer focus plus Benchmarking as at Yr End</td> <td data-bbox="740 741 852 887">Nov</td> <td data-bbox="852 741 1461 887">Including an update on rent regulation project / damp and mould / disrepair / other as required</td> </tr> </tbody> </table>	Report	when	Detail	Operational effectiveness, Health & Safety, & customer focus	Feb	Including an update on rent regulation project / damp and mould / disrepair / other as required	Operational effectiveness, Health & Safety, & customer focus	Jun	Including an update on rent regulation project / damp and mould / disrepair / other as required	Operational effectiveness, Health & Safety, & customer focus plus TSM results year end	Sep	Including an update on rent regulation project / damp and mould / disrepair / other as required	Operational effectiveness, Health & Safety, & customer focus plus Benchmarking as at Yr End	Nov	Including an update on rent regulation project / damp and mould / disrepair / other as required
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5.	<b>Corporate plan</b>															
5.1	The reporting of progress against key performance measures supports Priority 2: Tackling poverty and inequality and helping people in the greatest need, and Priority 3: Building a new generation of council and affordable homes and reducing homelessness.															
6.	<b>Consultation, engagement and communication</b>															
6.1	<p>The report asks the Executive Councillor for Housing to consider whether the proposed reporting arrangements are practicable and whether HSC members, tenant and leaseholder representatives have any other measures they would like to see reported on, going forward.</p> <p>Performance indicators will be shared on the Housing webpages, and feedback from visitors to the website will be asked for via a housing content specific feedback form (currently in development).</p>															
7.	<b>Anticipated outcomes, benefits or impact</b>															
7.1	Strong governance, visibility and accountability around the performance of housing services will highlight to members the pressures currently facing services, e.g. the ability to recover monies owed, and the measures being put in place to support tenants and residents experiencing financial pressures.															
8.	<b>Implications</b>															

8.1	<b>Relevant risks</b>
	There are no risks associated with this report
	<b>Financial Implications</b>
8.2	There are no financial implications associated with this report
	<b>Legal Implications</b>
8.3	NA
	<b>Equalities and socio-economic Implications</b>
8.4	NA
	<b>Net Zero Carbon, Climate Change and Environmental implications</b>
8.5	NA
	<b>Procurement Implications</b>
8.6	NA
	<b>Community Safety Implications</b>
8.7	NA
<b>9.</b>	<b>Background documents</b> Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985
9.1	None
<b>10.</b>	<b>Appendices</b>
10.1	<ul style="list-style-type: none"> <li>• Performance Indicators (Appendix A)</li> <li>• List of statutory and regulatory returns being submitted to the Regulator (Appendix B)</li> <li>• Update on damp, condensation and mould recorded in HRA stock (Appendix C)</li> <li>• Rent review project update - December 2024 (Appendix D)</li> </ul>
	To inspect the background papers or if you have a query on the report please contact Catherine Buckle, Business Development Manager (Housing), 01223 457261 <a href="mailto:Catherine.buckle@cambridge.gov.uk">Catherine.buckle@cambridge.gov.uk</a>