



HOUSING IMPROVEMENT PLAN

2025-26 onwards

A summary of activity and progress to date

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

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Introduction

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

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

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

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

Progress Summary as at January 2026

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



These activities fall into three categories:

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

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

Completed

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

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

Underway – high priority

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

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

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

Still to be started but within timeframes

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

Behind schedule / Not completed to timeframes

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

Summary

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

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

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

Catherine Buckle – Business Development Manager (Housing)