CAMBRIDGE
CITY COUNCIL

HOUSING PERFORMANCE REPORT

2025-26 as at Qtr. 3

Sam Scharf – Communities Director

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Introduction

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

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

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

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

We look at three main areas:

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

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

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

Operational efficiencies

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

Manager's commentary:

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

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

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

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

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

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

Manager's commentary:

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

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

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

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

Manager's commentary:

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

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

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

Health & Safety in council homes

Reporting and publishing data on our performance against the building safety Tenant Satisfaction Measures (management data) is a mandatory requirement under the new Social Housing (Regulation) Act 2023. Where the data relates to properties within a block, each flat still in council ownership must be counted. This also includes those units managed by a third party, as the council as the landowner retains overall responsibility for health & safety.

At the present time, EICR reporting is NOT included in the TSM's, however, for consistency, the service is calculating the results based on the TSM methodology.

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

Compliance as at 31/12/2025

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

The data includes properties run under the Management Companies.

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

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

Manager's commentary:

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

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

General Needs properties

Compliance Dashboard

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

Buildings Over 11 Meters Fire Door Inspections

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

Actions

General Housing

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

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

Sheltered Properties

Compliance Dashboard

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

High Risk Properties Fire Door Inspections

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

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

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

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

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

Commentary:

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

Health and Safety indicators relating to Awaab's Law:

A damp and mould live case is where damp and/or mould has been recorded in line with policy and investigations into or actions to tackle the cause of damp and/or mould are ongoing and yet to be resolved.

A housing disrepair claim is a legal claim brought by a tenant or on a tenant's behalf in respect of poor housing conditions at a home where the council is responsible for maintenance.

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

Damp, Condensation & Mould Cases update – Dec 2025

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

Total cases received 2023/24: 474 Completed

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

*2023, 2024 and 2025 DCM cases received

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

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

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

Disrepair Claims Progress

Current Claims Breakdown (as of December 2025)

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

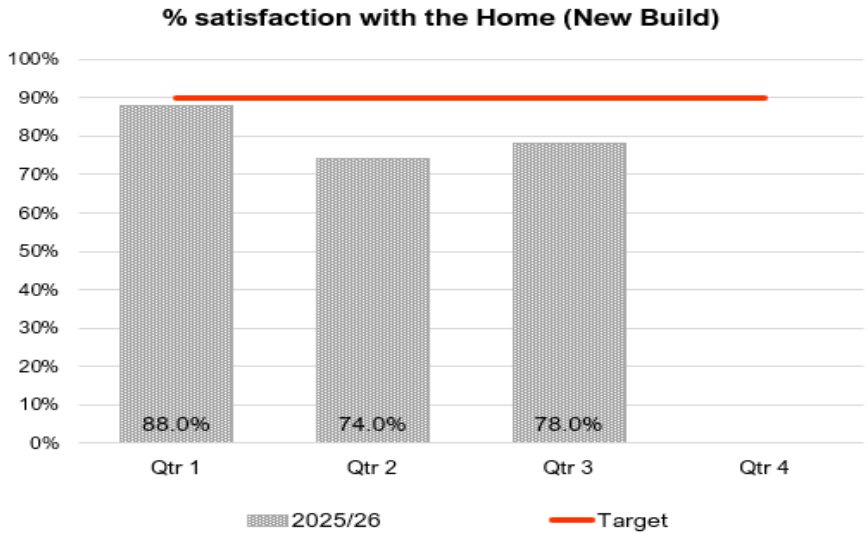
Total live claims from **35 (Oct)** to **28 (Nov)** — drop due to backlog clearance on post completion inspections
New claims: Oct had **4 new claims**, Nov had **5 new claims + 1 reopened**, showing a continued upward trend, however, no specific reason for this.

Expenditure Breakdown

Financial Year	Legal/Consultancy Costs	Compensation payments	Work given to external contractors
2022/23	£12,250	£41,500	
2023/24	£125,055	£36,526	
2024/25	£233,622	£49,756	£128,223
2025/26	£322,975 last month to £331.643.80 ▲+2.68%	£30,292 last month to £31,294.02 ▲+3.31%	£134,552 last month to £139,307.91 ▲+3.53%

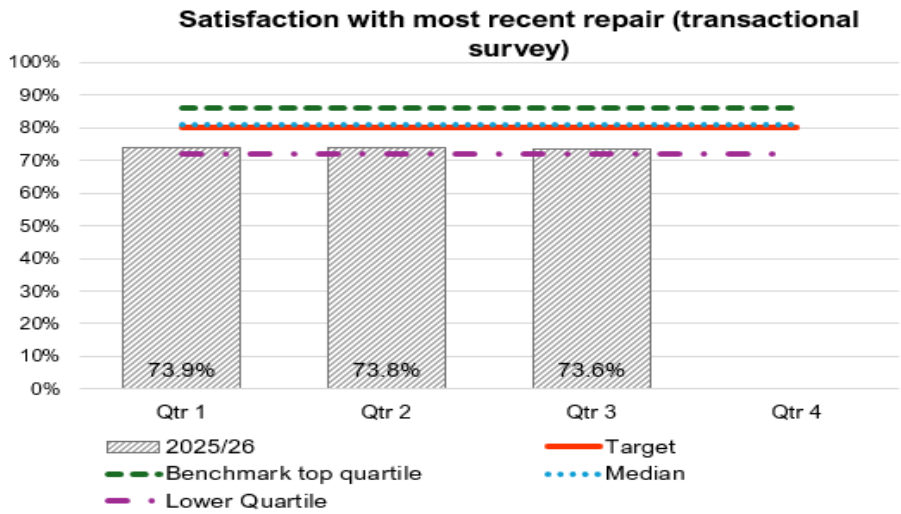
The Tenant's Voice

Feedback from tenants helps shape services and provides the necessary challenge to make improvements. We have access to feedback for satisfaction with a new build home and the responsive repair service via the surveys below, which are completed at, or very close to, the time the service was received. We are looking to expand these types of 'instant feedback' surveys in 2025/26 for parts of the planned works and tenancy management services.



% satisfaction with the new home (transactional survey)

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



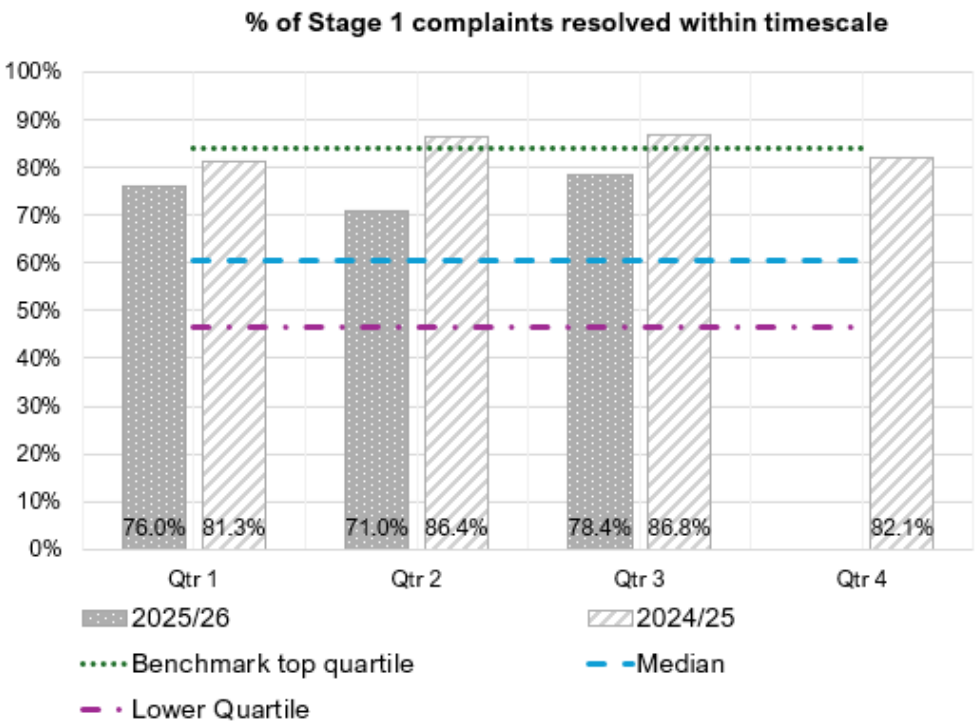
satisfaction with most recent repair (transactional survey)

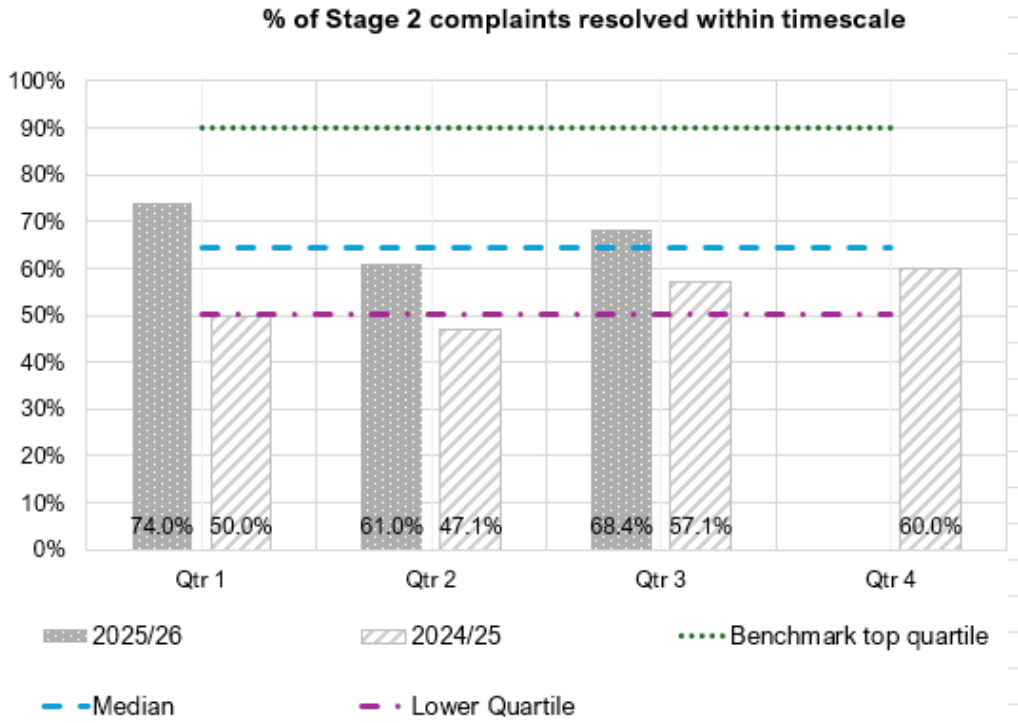
Qtr 1: Results are based on 23 returned surveys in Qtr 1. Four surveys reported a 1 for satisfaction in May - 2 were due to the DLO not showing up. Follow up has been requested by the Works Planner. 16 surveys reported a 5 out of 5 service. The data used for benchmarking are authorities with a DLO.
Qtr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

% of complaints resolved within timescale

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

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





Engagement with tenants

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

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

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