

Appendix

Housing Improvement Programme (HIP) Update

Housing Advisory Board

June 2026

One Cambridge, fair for all

Purpose and Overview

1. Provide an overall progress update on the Housing Improvement Programme (HIP)
2. Provide an update on HIP Leadership
3. Propose next steps and identify priority items

Background and Context

- The Housing Improvement Programme (HIP) sets 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 focuses on four key areas:



Regulatory Compliance

Achieving full compliance with the council's regulatory responsibilities



Data Management

Strengthening the council's ability to manage and use data



Service Quality

Improving the quality of housing services for tenants and leaseholders



Working with Tenants and Leaseholders

Working with tenants and leaseholders to identify areas for improvement and measure satisfaction

Progress Overview by the Numbers

- Overall, most actions in the HIP remain **on track**, with a growing number **requiring further action** as work continues.
- **Dependencies** with data systems, council applications, and external contractors have been identified.

4

Areas completed or showing strong progress related to compliance and governance

3

Areas showing significant progress related to engagement and satisfaction for tenants and

3

Projects completed or nearing completion related to Compliance and Health & Safety

2

Areas showing progress related to performance data and transparency

2

New actions added to support different workstreams

4

Projects with significant dependencies across systems

4

Areas requiring attention related to Anti-Social Behaviour, Hate Crimes, Domestic Abuse, and Tenancy Oversight

4

Areas requiring additional work related to data and systems complexity

10+

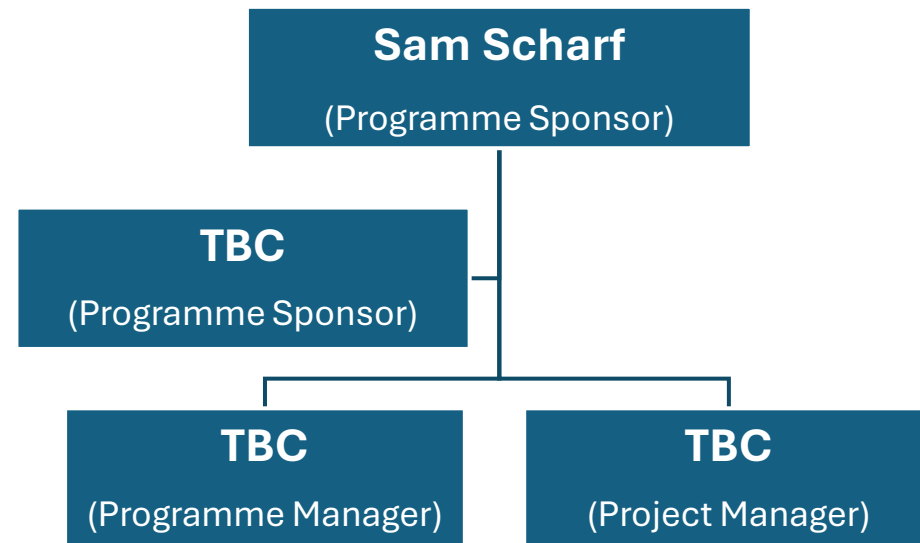
Policies and procedures across multiple areas requiring review and updates

Update: MRI Programme Review

- The council is completing a large-scale IT systems review, alongside the HIP.
- The MRI System—also known as Orchard or Housing Enterprise—holds all council housing information related to asset management, repairs and tenancies.
- By reviewing the MRI Programme alongside the HIP, the service can establish where systems need to be updated or improved to deliver the HIP priorities.

Update: Programme Leadership

- Sam Scharf has been confirmed as the Programme Sponsor for HIP
- Sam is the Director of the council's Communities Group.
- Sponsorship will bring together Housing Improvements, which include utilisation and optimisation of systems as well as any wider changes.
- Leadership across much of this programme will begin to be delivered jointly with South Cambridgeshire District Council, due to much of the change impacting our future Unitary position.



Next Steps

- Meeting planning and delivery with internal partners
- Update plan based on feedback from meetings and findings from the MRI programme review