

Key Changes Since the June 2026 Report

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.

LGR — 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.

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.

One Cambridge, fair for all

A focused portfolio moves HIP into delivery

11 priority projects now define the next phase

Programme oversight directs effort to the highest-value work.

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| 01 | Decent Homes reporting improvements | 07 | HRA Asset Management Strategy |
| 02 | Contractor KPI development | 08 | Resolve key housing data quality issues |
| 03 | Disrepair framework | 09 | Complaints improvement |
| 04 | Damp, Condensation and Mould (DCM) | 10 | Tenant Satisfaction Measures (TSM) Action Plan |
| 05 | Contractor data reconciliation | 11 | Enhanced tenant engagement and tenancy management oversight |
| 06 | Gas capping process review | | |

Digital capability now underpins delivery

DIGITAL HOUSING PROGRAMME

Dedicated delivery capacity

A dedicated programme has been established to support HIP objectives.

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.

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

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| 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.