



South
Cambridgeshire
District Council

South Cambridgeshire District Council

Housing Engagement Board

Quarterly Meeting

15 September 2026 – 6pm to 7.30pm

Agenda Pack

Housing Engagement Board Quarterly Meeting Agenda

Date: **Tuesday, 15 September 2026**

Time: **6pm – 7.30pm**

Venue: **Swansley Meeting Room, SCDC Offices, Cambourne**

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1. Welcome, Apologies and Terms of Reference

The Chair will welcome all present and apologies will be noted.

The Terms of Reference document is included in the pack for information.

South Cambridgeshire District Council (SCDC)

Terms of Reference for the Housing Engagement Board (HEB)

Please note: The term “Tenant” is used throughout this document as a generic term and includes both council tenants and council residential leaseholders.

1. Purpose

The purpose of the HEB is to represent tenant and residential leaseholders’ interest in relationship to the development and performance of the Housing Services (HS). The HEB will work at a strategic level to scrutinise and be consulted on key issues that affect the HS. Feedback from the HEB will be considered as part of the decision-making process in line with the Council’s constitution.

2. The objectives of the HEB are to scrutinise and make recommendations for improvement for the housing service on behalf of all service users

- To be a critical friend, recommending improvements for the HS.
- To ensure the Council delivers a high standard HS.
- That the HS is fair, equitable and tenant friendly.
- That tenants’ priorities are represented, and their views are an integral part of the decision process.
- HS service ambitions are achievable, within budget and resources.
- HS service offers value for money.
- HS meets government regulatory standards.
- HS reflects the Council’s business plan’s objectives.

3. The Role of the HEB

- To ensure strategic decisions are in line with HEB objectives.
- To review housing policy and finance issues and make recommendations where appropriate.
- To scrutinise the housing service’s plans and policies

- Input into the setting and monitoring of targets and performance indicators for housing.
- To feed into the development of the annual service plan and the Annual Report for tenants.
- Work with other tenant groups, including task and finish groups, to improve services and help review objectives and aspirations.
- Represent SCDC tenants to outside persons and organisations.
- Elected tenant board members to act as the Chairperson for their Area-based tenant Forum.

In doing the above the HEB will ensure that consideration is given to value for money, available resources and the corporate objectives of SCDC.

4. Membership

4.1 The HEB will consist of:

- the Cabinet Lead Member for Housing (or a nominated substitute in their absence).
- two councillors nominated by the two main political parties of the Council.
- the Head of Housing (a non-voting member) (or a nominated substitute in their absence).
- seven elected tenant representatives made up of two from the North Area, two from the East Area, two from the West Area and one residential leaseholder.

4.2 Tenant Representatives to the HEB will be elected every four years by the tenants.

4.3 Tenant Representatives will be tenants or residential leaseholders of SCDC or their recognised spouse / partner (as per SCDC). Tenants in breach of their tenancy conditions will not be eligible to be or remain as a Board Member.

4.4 The Head of Housing and the Lead Cabinet Member for Housing at SCDC will be permanent members of the HEB.

4.5 The normal term of office for tenant representatives will be four years; however, should a tenant representative leave before the end of term, a new tenant representative will be co-opted according to the current Co-option Policy document.

4.6 HEB members, except for the Head of Housing, the Lead Cabinet Member for Housing and councillors, who fail to attend two consecutive full HEB board meetings and fail to provide any apologies will forfeit their membership of the Board, unless, due to extenuating circumstances agreed otherwise by the HEB. If extenuating circumstances

cannot be provided by councillors for their absence, their attendance will be escalated to their political party who will be asked to provide the HEB with a new member.

- 4.7 HEB members agree to use digital communications including video conference, shared facilities which may include MS Teams or a central document library. Meetings will be held either online or face to face. Assistance and training will be provided as requested.
- 4.8 HEB members agree to make available contact details with colleagues to facilitate work between meetings.
- 4.9 HEB members will attend training sessions where appropriate and where possible.

5. Quorum

- 5.1 A quorum will be at least 50% of the board, for example, if membership is seven, a minimum of four members would be required and must include either the Head of Housing or a Councillor.
- 5.2 Inquorate meetings should be noted, and recommendations ratified at the next quorate meeting.

6. Chairing Meetings

- 6.1 The Chair will normally be the Lead Cabinet Member for Housing.
- 6.2 The Vice-Chair will be an elected tenant representative unless none are available, in which case any HEB member can be appointed by the HEB.
- 6.3 The Vice-Chair nomination will be agreed by the seven elected tenant representatives unless none are willing to stand.
- 6.4 The Chair and Vice-Chair will be elected every 12 months.
- 6.5 The Vice-Chair will deputise for the Chair in their absence.

7. Frequency of HEB Meetings

- 7.1 The HEB will meet quarterly with a minimum of four quarterly meetings per year.
- 7.2 The Resident Involvement Team will provide secretariat support for the HEB.
- 7.3 The Resident Involvement Team will liaise with officers and relevant others as necessary to plan for forthcoming meetings. Any member can request to add additional items to the agenda. These should be submitted at least four weeks before the meeting.
- 7.4 The HEB will be provided with supporting documents a minimum of one week prior to each meeting.

- 7.5 HEB members will read any material provided prior to attending the meeting.
- 7.6 Minutes of the HEB meetings will be made available within four weeks of the meeting.
- 7.7 To meet the demands of projects and reviews, one off meetings may be called at short notice, if deemed necessary.
- 7.8 The HEB may establish Task and Finish Groups to lead on specific activities.
 - 7.8.1 Task and Finish Groups could be internal tenant groups or external groups
 - 7.8.2 Task and Finish Groups must report to the HEB at an agreed frequency

8. Code of Conduct

- 8.1 HEB members will be compliant with SCDC's Equality and GDPR policies.
- 8.2 HEB members agree to abide by the Code of Conduct.
- 8.3 HEB members will be required to sign the Code of Conduct.

9. HEB Elections

- 9.1 Elections will be held every four years.
- 9.2 Elections will be administered by an independent organisation.
- 9.3 Any current tenant or residential leaseholder, meeting candidate criteria, can run for election.

10. HEB Support

- 10.1 Administrative support for the HEB will be provided by the Resident Involvement Team.
- 10.2 All new members will be provided with a handbook of key documents and undertake an induction programme and training.
- 10.3 Training requirements will be assessed and relevant training will be provided as and when needed in line with current regulation.
- 10.4 All elected tenant and residential leaseholder representatives will be eligible for an annual allowance of £500 (which will be aligned from 1st April 2025 and annually thereafter in line with increases awarded to councillors' allowances) for sundries, plus an additional amount for expenses such as travelling costs and additional support for baby-sitting / carers costs. The annual allowance will be paid in two equal instalments twice a year, six months in arrears. The additional expenses should be claimed monthly.

- 10.5 All tenant and residential leaseholder representatives will be eligible for a meal allowance, in line with the council's subsistence and travel allowance policy, when attending conferences.

11. Access to Information

- 11.1 The HEB can request additional data, reports and information to carry out their activities.
- 11.2 Where appropriate information is not readily available, the HEB may request information reports (appropriate in scale and content of the performance review and subject to available resources) and / or invite officers or managers to meet with the HEB to provide additional information or insight.
- 11.3 All requests for information and evidence must be made via the Resident Involvement Team.

12. Accountability

- 12.1 The HEB meetings will be publicised on the website.
- 12.2 Minutes and meeting papers will be made available to the public on the SCDC website.
- 12.3 The HEB will approve an annual report for tenants which will include input from the elected tenant representatives.

13. Reviewing the Terms of Reference

- 13.1 These Terms of Reference were approved by John Batchelor, Lead Member for Housing, and Peter Campbell, Head of Housing for SCDC, and ratified at a meeting of the HEB held on the:

Approved: **20 December 2021**

Reviewed: **27 February 2025**

Approved: **21 July 2025**

- 13.2 The Board will review the terms of reference regularly to ensure they reflect the duties and responsibilities of the Board.

Next review: **February 2027**

2. Quorum

A quorum shall consist of 50% of members.

3. Minutes of Previous Meetings – 22 June 2026

The minutes of the meeting held on 22 June 2026 are included for approval.

Housing Engagement Board

Minutes of the Quarterly Meeting

held on Monday, 22 June 2026

from 2pm to 4pm

in the Monkfield Room, South Cambridgeshire Hall, Cambourne

Attendees: Cllr John Batchelor – Chair
Vivienne Till (Elected Tenant Representative) – Vice-Chair
Amy Stock (Elected Tenant Representative)
Margaret Wilson (Elected Tenant Representative)
Jim Watson (Elected Tenant Representative)
Patti Hall (Elected Residential Leaseholder Representative)
Ivor Grant (Tenant Volunteer)
Julie Fletcher (SCDC – Services Manager – Housing Strategy)
Geoff Clark (SCDC – Services Manager – Tenancy and Estates)
Eddie Spicer (SCDC – Service Manager – Housing Assets) (online)
Gina Manderson (SCDC – Housing Communications Officer) – Minute taker
Elizabeth Mccluskey (SCDC – New Build Intern)

Apologies: Cllr Heather Williams
Cllr Eileen Wilson
Laura Nelson (Elected Tenant Representative) (no apology received)
Michael Luffman (Elected Tenant Representative)
Peter Campbell (SCDC – Head of Housing)
Dave Armitage (SCDC – Resident Involvement Team Leader)
Bronwen Taylor (SCDC – Resident Involvement Officer)

1. Welcome and Apologies

The Chair welcomed everyone to the meeting at 2pm.

Apologies were received from Cllr Heather Williams, Cllr Eileen Wilson, Michael Luffman, Peter Campbell, Dave Armitage and Bronwen Taylor.

2. Quorum

The meeting was quorate.

3. Minutes of Previous Meetings – 15 January 2026 and 26 March 2026

The Chair referred to the minutes of the meetings held on 15 January 2026 and 26 March 2026.

15 January 2026

Margaret Wilson referred to the heading “Reaching Every Tenant Policy”, under point 4.1 – Endorsement of Policies, on page four of the minutes and said that the word “with” had been repeated in the second sentence and suggested that the second “with” be removed.

The minutes of the meetings held on 15 January 2026 and 26 March 2026 were approved by the Board as true reflections of the meetings, subject to the above minor amendment.

Action: Bronwen Taylor

3.1 Matters Arising from the meeting held on 15 January 2026

Item 3 – Minutes of previous Meetings – 25 September 2025 and 27 October 2025

Action: Amend the minutes as follows:

- **Minutes of 25 September 2025** – item 4.1 – Water Meter Project – paragraph four – the word “effect” should read “affect”
- **Minutes of 27 October 2025** – item 3 – Endorsement of Policies – paragraph two – the word “Councillor” be added before the word “Overview”

Report back: The minutes have been amended accordingly.

For noting.

Item 4.3 – Adaptations

Action: To provide a report on adaptations to see what the demand was and how the demands were being met.

Report back: Added to the agenda as item 4.1.

Item 5.1 – Forward Plan 2025 / 2026

Action: To discuss including a feedback report from the HEB to the Annual General Meeting (AGM) of the Full Council in the constitution with Democratic Services.

Report back: Suggested that an annual report is taken through to the Scrutiny and Review Committee and Cabinet, possibly in October 2026, outlining the work that tenant representatives have been involved in.

For noting.

Item 5.3 – Policy and Procedure Panel

Action: To send a list of actions that require evidence of being completed.

Report back: Julie Fletcher advised that the actions on the list had been included in the appendices which were included in the agenda pack and amended where appropriate in the policies.

For noting.

Item 6.1 – Collection of Information from Tenants

Action: To investigate why both email and in-person collections of information from tenants happened simultaneously.

Report back: Added to the agenda as item 4.2.

Item 6.3 – Communal Hall Accounts

Actions: To set up a meeting with the accountant, tenant representatives and councillors to discuss the communal hall accounts.

Report back: Added to the agenda as item 4.3.

4. New Matters

4.1 Disabled Adaptations in Council Properties

Julie Fletcher referred to the report and gave an update on the Council's position with regards to disabled adaptations in council properties; and notes the performance information and proposed future monitoring measures. She said it had been provided in

response to a request from the Housing Engagement Board for further information on how the Council managed disabled adaptations within the Housing Revenue Account (HRA).

Margaret Wilson asked a question about Point 12 – Approval is subject to policy criteria, budget availability and value-for-money considerations. She asked if there were any other budgets available for this work such as from the NHS or did it all have to be funded by SCDC?

Julie Fletcher advised that as part of the HRA Financial Settlement, SCDC would fund disabled adaptations for its council properties.

This report was noted.

4.2 Tenant Census Project

Julie Fletcher introduced the report explaining and providing an update on the Tenant Census project which commenced in December 2025, with the aim to collect tenant data on household composition, including details of any disabilities, language needs and preferred methods of contact. This initiative was an important step in meeting our responsibilities under the Social Housing (Regulation) Act 2023 and the enhanced requirements set by the Regulator of Social Housing (RSH).

Jim Watson asked what the response rate had been so far.

Julie Fletcher referred him to point 6 in the report which stated that we had received 2,503 responses, representing a 45.4% overall response rate. This was broken down by 1,639 responses from tenants living in general needs housing (39%) and 864 responses from tenants in sheltered housing (65.8%). She said the aim was to get 95% response rate from Sheltered Housing tenants and an 85% response rate from general needs tenants.

Margaret Wilson asked if we would be recording those who had refused to provide their information so that if there were issues at some point we would have a record that the information was asked for but not provided.

Julie Fletcher advised that now we were getting to the stage of contacting people for a third or fourth time, a record would be made that the tenant had refused.

The report was noted.

4.3 Communal Room Service Charges

Geoff Clark explained that a meeting had been set up in March but due to low attendance a further meeting had been arranged within the next few weeks. He said the meeting was open to anyone who would like to come and discuss the issue. He added that Cllr Williams had expressed an interest in attending the meeting so he would pass on the details of the meeting to her.

Geoff Clark shared further information with Margaret Wilson, Patti Hall and Ivor Grant, and invited any questions that arose from that to be sent over before the next meeting for discussion.

Action: Geoff Clark

4.4 Endorsement of Policies

Pets Policy

Julie Fletcher advised that the Pet Policy had been reviewed and consulted on more widely through the website approximately a year ago, which generated a significant amount of feedback. The responses reflected a range of views, with some residents supporting the introduction of a policy on pet ownership and others opposed to it.

Geoff Clark added that feedback had also been received from colleagues in Housing, who highlighted areas where the wording appeared contradictory. As a result, amendments were made to improve clarity. He emphasised that the policy was not intended to prevent residents from keeping pets, recognising the important role that pets play in many people's lives.

The Chair asked for clarification of when permission would be needed, for example if a tenant wanted only one pet such as a cat or dog, would they need permission. In response to this, permission was not needed for keeping one suitable domestic pet.

Geoff Clark explained that the policy did not go into detail in terms of the types, sizes and numbers of pets that required permission, but was more focussed on reasonableness and suitability, with the emphasis being on ensuring pets were being cared for, were not causing a nuisance to surrounding neighbours and that there were no dangerous animals.

Margaret Wilson asked about point 13 – “Risks / Opportunities” which states that “the remaining 11 properties have been recorded following reported incidents involving aggressive or dangerous behaviour by dogs.” She asked whether tenants were able to find out if they were on this register as there could be vexatious reports from neighbours.

Clark advised that information relating to the locations of dangerous dogs was confidential. He explained that all reports of dangerous dogs would be investigated and, where allegations were found to be unsubstantiated, no further action would be taken. He added that any vexatious or malicious reports would be addressed through the appropriate investigation process.

Julie Fletcher said that the register also helped identify properties with dangerous dogs which could pose a risk for visiting officers.

Jim Watson asked whether anyone else was made aware of this register, for example the police.

Geoff Clark confirmed that the police did hold a register of dangerous dogs.

Estate Services and Communal Areas Policy (Housing)

Julie Fletcher advised that this policy had recently been reviewed by the policy panel and that it set out service standards and inspections processes for both external and internal communal areas.

Geoff Clark added that a great deal of the work being carried out under this policy was not new and that the policy brought together existing workstreams.

Margaret Wilson raised the issue of people parking on grassed areas. She said that it was acceptable during the summer but in the winter or in bad weather it caused issues. She added that inspecting estates at different times of the day and year was important, as inspecting estates in the middle of the day in good weather may not show the same issues that arose when everyone was at home or if the weather was bad.

Geoff Clark acknowledged this point and commented that informal inspections by Housing Officers were done at different times of the day. He said that we have added a formal estate inspection in winter to compare to issues raised in the warmer months.

Geoff Clark reported that car parking was an issue generally, but there were limited options on our estates. He said that we were always looking for different solutions without having to pave over all of the green space.

Keeping Homes free from Hazards

Julie Fletcher explained that following Awaab's Law we published a Damp and Mould Policy. She said there were now more hazards that needed to be considered alongside damp and mould and that this policy brought them all together. She added that Awaab's Law had also put timescales on responding to reports of hazards. She said that a lot of

work had been done behind the scenes to set up how these reports were to be monitored and recorded.

Margaret Wilson commented that there was a direct link between this policy and the Tenant Census.

Julie Fletcher agreed that having a better understanding of tenants' individual circumstances would enable the council to priorities work more effectively, as a particular hazard may present a greater risk to some tenants than to others, depending on their specific needs and vulnerabilities.

Amy Stock said that it was raised at the TPAS conference that tenants recently attended that Hoarding and Anti-Social Behaviour were also issues to consider.

Geoff Clark agreed and commented that hoarding cases were very complex, often with mental health issues that needed to be addressed. He said there was always a balance between ensuring the health and safety of the tenant and surrounding homes, and dealing with the sensitive mental health issues related to hoarding. He added that a great deal of work goes into dealing with these cases.

4.5 Elected Tenant / Residential Leaseholder Representative Guide

Julie Fletcher referred to the guide and explained that the tenants and leaseholder representatives had attended a meeting to discuss this document. She added that it was raised at the HQN mock inspection that it was not overly clear what the tenant representative's role was and what the expectations were.

The Chair commented that it might be useful to have a guide for the role of Councillors on this board.

Julie Fletcher said there was the terms of reference that Councillors could refer to. She added that as Cllr Wilson was stepping down from the board and there would be a new member, we may want to look at creating a document to give them more clarity on the role.

Action: Dave Armitage

4.6 Tenant Satisfaction Measures (TSMs) Annual Report 2025 / 2026

Julie Fletcher explained that the original report that was issued contained some errors in the data published. She said the numbers were not incorrect but the filters that had been

applied were. She explained that when the question “Have you raised a complaint in the last 12 months?” was asked, it should only record the satisfaction of those who answered yes to this question, however the previous report had included all tenants who answered this question, regardless of if they had raised a complaint in the last 12 months or not. She said it had affected four of the measures overall, with only one of the four measures going down in satisfaction (in relation to complaints), and the others going up.

Julie Fletcher reported that overall, the report was positive although an area we still needed to look at was complaints handling. She said we were recruiting an officer to deal with complaints handling and monitoring as the number of complaints we were receiving had doubled since last year. She added that this was a national trend and may not be an indicator of poor service but rather that more people were aware of how to raise a complaint. She said the time we took to respond to complaints was something we would be working on and the new officer would help with this issue.

4.7 Annual Complaints Report and Self-Assessment of the Complaints Code

Julie Fletcher referred to the report included in the pack and explained that it was an annual report that we were required to submit to the Housing Ombudsman and publish on our website. She highlighted that most complaints were related to repairs as this was the main reason for tenants interacting with us. She added that we published the Complaints Policy last year which meant we were now fully compliant.

The Chair clarified that this report was for the Housing Ombudsman and the TSM’s report was for the Housing Regulator. He said that the Housing Regulator was who we would be inspected by.

Julie Fletcher confirmed that that was correct and that they were two separate bodies, however, they did speak to each other.

4.8 Approval of Service Plan

Julie Fletcher referred to the Housing Service Plan included in the pack and said that it was an internal document that was put together by Housing Service Managers setting out priorities for the coming year. She asked the tenant representatives if the key actions we had highlighted were the right actions or if there was anything missing from those actions.

The Chair said that he was surprised to not see Local Government Reorganisation mentioned in the report.

Julie Fletcher explained that there would be more consideration for that once we knew what option had been chosen for the new authority but was likely to feature at a corporate level.

The Chair commented that the Development Corporation was also not mentioned in the report as a risk.

Julie Fletcher explained that she did not think they were aware of the Development Corporation at the time of developing the service plan. She said that this report was focused on housing so there may be more in the Corporate Plan around those issues.

Margaret Wilson raised an issue about the allocation of homes and what consideration was given to allocating homes such as flats to those with accessibility needs or with children in prams etcetera. She said that when people were desperate for a home they would take anything, however, it may not be suitable for them in the long term.

Julie Fletcher explained that there was a Lettings Policy that was reviewed regularly and could be something that tenants could look at when it was reviewed. She added that this was not a tenant specific policy and had a wider consultation, however, she would look at when it was due to be reviewed and she would ensure that tenants were included in the consultation.

Action: Julie Fletcher

4.9 Review of Performance Reports

Julie Fletcher explained that following the HQN Mock Inspection, it was highlighted that the performance reporting structure was confusing, with different reports going to different audiences, with no clear line of oversight. A new report has therefore been created that includes all the information in one report. She said that this report would be presented to the HEB as currently it was only reviewed by the TSM and KPI Panel.

5. Standing Items

5.1 Forward Plan

Julie Fletcher referred to the Forward Plan in the pack and advised which items would be included in the agenda for the meeting in September 2026. She said the Asset Management Strategy was being worked on with consultants and would then be reviewed

by tenants. She said Local Government Review (LGR) had been added as a new item as we should have more details of what this would look like by September 2026.

Julie Fletcher said a Recruitment Protocol had also been added as a new item which would look at how and when we could involve tenants in the recruitment process of new housing staff.

5.2 Contracts Review Panel

Geoff Clark advised that regular meetings to discuss the landscapes contract were held with tenant volunteers and a representative from SP Landscapes, the last one being on 17 March 2026. He added that the contract for our Lifeline Service for Sheltered Housing tenants was due to be reviewed and we would be looking at a joint procurement with Cambridge City Council. He said that tenants would be given the opportunity to be involved in this process.

Ivor Grant said that he had raised an issue that his lifeline was still not connected to his smoke alarm.

Geoff Clark explained that this issue had been escalated.

Eddie Spicer added that they have had some issues finding someone to carry out the work but it was a simple fix.

Margaret Wilson asked whether the digital switchover would affect lifeline alarms.

Geoff Clark explained that this was part of a different piece of work but we have been working on replacing units to be ready for the digital switchover.

Margaret Wilson asked if there would be any change to how it would operate.

Eddie Spicer explained that the way it operated would not change and it would only be the phone line that would change from analogue to digital.

5.3 Tenant Satisfaction Measures and Key Performance Indicators Panel – Annual Report

The notes from the panel meeting held on 26 May 2026 were included in the pack and were noted by the board.

6. Any Other Business (AOB)

6.1 Meeting Times

Julie Fletcher reported that at the pre-meeting held before the board meeting today, tenant representatives said that the meeting times were not the most convenient for those who worked. She said we would look at setting meeting times later in the evening in order to make it easier to attend.

Action: Bronwen Taylor

6.2 Intern looking at how to Engage with Younger Tenants

Julie Fletcher advised that we have an intern in Housing Strategy working with the Resident Involvement team and one of her projects was to work on how we can engage with younger tenants.

Amy Stock and Vivienne Till expressed a wish to feed into this project.

6.3 Re-let Procedure

Margaret Wilson said that it was discussed at a previous meeting that the procedure for re-lets would be looked at, specifically what tenants were asked to remove from their homes at the end of their tenancy.

Julie Fletcher advised that Dave Armitage would be putting together a scrutiny project tenant group to look at this in detail.

7. Meeting Dates

The Chair referred to the meeting dates as follows:

- 24 September 2026 – Thursday (Teams meeting / venue to be confirmed)
- 10 December 2026 – Thursday (Teams meeting / venue to be confirmed)
- 23 March 2027 – Tuesday (Teams meeting / venue to be confirmed)

Julie Fletcher advised that the next meeting date may have to be changed to ensure that the performance report was included as they may need longer to collate the data. She added that the times may be amended as discussed in item 6.1 above.

8. Closing

The Chair thanked Julie Fletcher for the huge amount of work she had put into these items.

There being no further business to discuss, the meeting ended at 3.30pm.

3.1 Matters Arising from the Meeting held on 22 June 2026

Item	Officer / s	Action	Report Back
3	Bronwen Taylor	Amend the minutes as follows: Page 4 – under the heading “Reaching Every Tenant Policy” – point 4 – remove the word “with” as it had been repeated	The minutes have been amended accordingly. For noting.
4.3	Geoff Clark	To invite Cllr Williams to the upcoming meeting and provide feedback on the outcome.	This item will be taken forward as part of the Communal Room Charges Policy which will be looked at in due course. For noting.
4.5	Dave Armitage	To look at creating a document to provide clarity on the role of councillors on the HEB.	Dave Armitage is in the process of drafting a document. For noting.
4.8	Julie Fletcher	To ensure that tenants are included in the consultation of the Lettings Policy when it was due for review.	A more comprehensive review of the Allocations Partnership is expected following Local Government Reorganisation (LGR) and is likely to include public consultation. Whilst the Allocations Policy sits outside Landlord Services and is therefore not subject to the HRA policy review process, HEB members will be informed of any future consultation opportunities and invited to provide individual comments or collective feedback where appropriate. For noting.
6.1	Julie Fletcher	To look at suitable dates to hold some HEB meetings in the evening to accommodate members who worked.	The September and February meetings will be held in the evenings if convenient for the board. For noting.

4. New Matters

4.1 Local Government Review (LGR)

Peter Campbell to provide a presentation on the Local Government Review.

4.2 Recruitment Protocol

Included in the pack are the following documents:

- HEB Report – Recruitment of Housing Staff Procedure
- Procedure for Tenant Representative Involvement in the Recruitment of Housing Staff

Julie Fletcher to report.

Report to:	Housing Engagement Board 15 September 2026
Lead Cabinet Member:	Councillor John Batchelor – Lead Member for Housing
Lead Officer:	Peter Campbell – Head of Housing

Tenant Representative Involvement in the Recruitment of Housing Staff

Recommendations

1. It is recommended that the Housing Engagement Board
 - Notes the proposed Procedure for Tenant Representative Involvement in the Recruitment of Housing Staff (Appendix A).
 - Supports the introduction of a formal framework for tenant involvement in designated housing recruitment processes.
 - Notes that the procedure has been developed to strengthen resident influence whilst ensuring compliance with the Council's Recruitment and Selection Policy, data protection requirements and principles of fair recruitment.

Details

2. The Council has a long-standing commitment to involving tenants in shaping and influencing housing services. The proposed procedure formalises arrangements for tenant representative involvement in the recruitment of certain housing posts, ensuring a clear, consistent and transparent approach is applied across the housing landlord service.
3. The procedure establishes defined roles, responsibilities and expectations for both officers and tenant representatives, ensuring participation takes place within the Council's approved recruitment framework and in compliance with confidentiality and General Data Protection Regulation (GDPR) requirements. Tenant representatives participating in recruitment activities will receive appropriate training and be required to adhere to confidentiality and data protection obligations.
4. The proposed arrangements focus on Service Manager posts and senior customer-facing management positions responsible for landlord services. This approach seeks to maximise the impact of resident involvement within available capacity whilst

focusing participation on roles that are most likely to influence service delivery and the tenant experience.

5. The procedure does not seek to involve tenant representatives in every recruitment exercise. This reflects practical considerations around the availability of trained tenant representatives and recognises that, for some specialist or high technical roles, technical competence will be the primary consideration in the selection process.
6. The procedure also recognises the importance of managerial accountability. Whilst tenant representatives will play a meaningful role in interviewing and providing feedback on candidates, recruiting managers will retain responsibility for final appointment decisions. This reflects the principle that managers should be accountable for selecting and managing their own teams while ensuring that tenant perspectives contribute appropriately to recruitment outcomes.
7. The Head of Housing will retain discretion to determine whether tenant involvement is appropriate for individual recruitment exercises, allowing flexibility for exceptional circumstances, organisational change or recruitment processes where alternative arrangements may be required.

Reasons for Recommendations

8. Formalising tenant representative involvement in recruitment supports the Council's commitment to resident engagement and ensures that tenant feedback is incorporated consistently and appropriately into recruitment processes.
9. The procedure provides clarity for officers and tenant representatives, promotes fairness and transparency, and ensures recruitment activities are undertaken in accordance with established employment, equality and data protection requirements.
10. The proposed scope balances meaningful tenant involvement with operational capacity, managerial accountability and the practicalities of delivering timely recruitment processes.

Implications

11. In the writing of this report, taking into account financial, legal, staffing, risk, equality and diversity, climate change, and any other key issues, the following implications have been considered:-

Financial and Fraud Impact

12. There are no significant direct financial implications arising from the adoption of the procedure. Recruitment activities will continue to be undertaken within existing budgets.

Legal

13. The procedure supports compliance with the Council's Recruitment and Selection Policy, equality legislation and data protection requirements relating to the handling of personal information during recruitment processes.

Risks / Opportunities

14. The procedure provides an opportunity to strengthen resident influence and confidence in housing services whilst ensuring recruitment processes remain fair, robust and professionally managed.

Consultation responses

15. As this is an internal procedure rather than a formal policy, this document has not been consulted on more widely through the Policy Panel but will be discussed as part of the Housing Engagement Board consideration.

Alignment with Council Priority Areas

Healthy and Supported Communities

16. The procedure supports meaningful resident involvement in housing services and helps ensure that the recruitment of key housing staff reflects the needs and expectations of tenants and residents.

Appendices

Appendix A: Procedure for Tenant Representative Involvement in the Recruitment of Housing Staff

Report Author:

Julie Fletcher – Service Manager – Housing Strategy

Telephone: (01954) 713 352

Appendix A

Procedure for Tenant Representative Involvement in Housing Recruitment Processes

1. Purpose

This procedure sets out how trained tenant representatives will be involved in the recruitment of designated housing posts, ensuring that the resident voice contributes to the appointment of staff responsible for delivering landlord and housing management services.

This procedure should be read alongside the Council's Recruitment and Selection Policy, which remains the governing document for all recruitment activity.

2. Scope

Tenant representatives will normally be involved in the recruitment of:

- Service Manager posts within housing landlord services; and
- Other senior customer-facing management positions where staff have responsibility for delivering landlord services to tenants (Grade 6 and above)

The recruitment of the Head of Housing will be undertaken in accordance with the Council's senior management recruitment arrangements. Resident involvement may form part of those processes were deemed appropriate by the Chief Executive.

Temporary and fixed term appointments, secondments, agency staff and acting-up positions are outside the scope of this procedure. Roles requiring a high degree of specialist professional, technical or regulatory expertise may also be excluded where the nature of the role means that technical competence is the overriding consideration in the recruitment process.

Ultimately the Head of Housing is responsible for determining if tenant representatives are involved in recruitment of individual posts.

3. Principles

The Council recognises the value of involving tenants in the recruitment of housing staff and is committed to ensuring that the resident perspective is considered when appointing employees who influence the delivery of housing services.

Tenant representatives will:

- Bring a resident perspective to recruitment decisions.

- Support the Council in identifying candidates who demonstrate a commitment to customer service and tenant engagement.
- Participate in recruitment activities in a fair, objective and professional manner.
- Be treated as valued participants throughout the recruitment process.

4. Selection of Tenant Representatives

Tenant representatives will be selected from a pool of trained volunteers administered by the Resident Involvement Team Leader.

A rota system will normally be used to ensure opportunities are shared fairly and consistently across the tenant representative group.

Recruitment panels will normally include:

- Two tenant representatives for Service Manager appointments.
- One tenant representative for other applicable posts.

Alternative arrangements may be agreed where circumstances require.

The organisation is committed to tenant involvement in recruitment wherever practicable. However, where suitably trained tenant representatives are unavailable and participation cannot be secured within the required recruitment timescales, the recruitment process will proceed without tenant involvement to avoid undue delay to the appointment. The recruiting manager must document the steps taken to secure tenant involvement and the reasons why this was not possible.

Tenant representatives are expected to participate in all stages of the interview process and must be present for the interviews of all shortlisted candidates to ensure a fair and consistent approach. However, the shortlisting of applicants will be undertaken by officers using the approved scoring matrix and the Council's internal recruitment system. This ensures a consistent, objective and timely assessment of applications, reflects that access to the recruitment system is restricted to authorised officers only, and recognises the practical time constraints associated with completing shortlisting within recruitment timescales.

5. Training and Responsibilities

Before participating in any recruitment activity, tenant representatives must:

- Complete recruitment and selection training approved by the Council.
- Understand the requirements of equality, diversity and inclusion legislation.
- Be familiar with the Council's Recruitment and Selection Policy.
- Sign any required confidentiality or data protection declarations.

Tenant representatives are expected to:

- Treat all applicants fairly and consistently.
- Maintain confidentiality throughout and after the recruitment process.
- Attend all required meetings and interviews relating to the recruitment exercise.
- Contribute constructively to discussions and decision-making.

6. Conflicts of Interest

Tenant representatives must declare any actual, potential or perceived conflict of interest as soon as it becomes known.

Examples include:

- Family relationships.
- Friendships or close personal relationships.
- Previous employment relationships.
- Current disputes or other circumstances that may affect impartiality.

Where a conflict of interest exists, the Council may withdraw the tenant representative from the recruitment process and appoint an alternative representative.

7. Confidentiality and Data Protection

During recruitment activities, tenant representatives may have access to personal and confidential information relating to applicants. To protect candidate privacy and comply with data protection requirements, candidate details will not be shared with tenant panel members before the day of the interview. Candidate information will be provided in paper format on the interview day and must be returned to the Recruiting Manager at the conclusion of the interview process for secure handling and disposal in accordance with Council procedures.

Tenant representatives must:

- Not disclose information obtained during the recruitment process to any third party.
- Handle all recruitment documents securely.
- Return or securely destroy recruitment documents when instructed.
- Comply with all applicable data protection requirements and Council policies.

Failure to comply with these requirements may result in removal from the tenant representative pool and exclusion from future recruitment activities.

8. Recruitment Process

Recruitment Planning

The recruiting manager will:

- Liaise with the Resident Involvement Team Leader to identify suitable tenant representatives.
- Provide relevant recruitment documentation.
- Agree a timetable for the recruitment exercise.

Shortlisting

The recruiting manager will:

- Appoint appropriate officers to undertake the shortlisting exercise in accordance with internal procedures
- As part of the interview invitation, advise candidates that the interview panel will consist of both officers and tenant representatives.
- Contact tenant panel members with regards to the scheduling of the interviews and the names of candidates.

Interview

Recruitment panel members will:

- Participate in interview preparation,
- Ask agreed interview questions.
- Assess candidates against the published criteria.
- Record scores and interview notes in accordance with Council procedures.

Appointment

Following the interviews, panel members will discuss the outcomes and identify the preferred candidate.

Tenant representatives are full members of the recruitment panel and will contribute to the interview assessment and appointment recommendations.

The recruiting manager retains responsibility for the final appointment decision in accordance with the Council's Recruitment and Selection Policy. Where consensus cannot be reached, the recruiting manager will determine the outcome, taking account of the views of all panel members and any additional assessment information available.

9. Induction and Ongoing Engagement

Tenant representatives will be invited to contribute to the induction of new housing employees, helping them understand:

- The role of tenant representatives.
- The importance of resident engagement.
- The Council's commitment to customer-focused service delivery.

This may be achieved through induction sessions, meetings with new staff, or other engagement activities.

10. Local Government Reorganisation and Exceptional Circumstances

The Council reserves the right to amend, suspend or adapt this procedure where recruitment is affected by:

- Local Government Reorganisation (LGR);
- Organisational restructuring;
- Redeployment exercises;
- Recruitment controls or freezes;
- Assimilation processes; or
- Other exceptional organisational circumstances.

In such cases, the appropriate level of tenant involvement will be determined by the Head of Housing or delegated senior officer, having regard to statutory requirements, transitional governance arrangements and organisational need.

Reasonable endeavours will be made to maintain resident involvement wherever practicable.

4.3 Tenant Satisfaction Measures and Consumer Standards – Quarter 1 Performance Reports

Included in the pack are the following documents:

- HEB Report – Quarter 1 Performance Reports
- Quarter 1 2026 / 2027 – Housing Landlord Services Performance Report
- Quarter 1 2026 / 2027 – Housing Landlord Complaints Performance Report
- TSMs and KPI Quarter 1 – Panel Meeting Notes – 3 September 2026

Julie Fletcher to report.

Report to:	Housing Engagement Board 15 September 2026
Lead Cabinet Member:	Councillor John Batchelor – Lead Member for Housing
Lead Officer:	Peter Campbell – Head of Housing

Housing Landlord Services Performance and Compliance Report and Complaints Report

Quarter 1 2026 / 2027

Recommendations

- It is recommended that the Housing Engagement Board:
 - Notes the Quarter 1 Housing Landlord Performance and Compliance Report (Appendix A)
 - Notes the Quarter 1 Housing Landlord Complaints Performance Report (Appendix B)
 - Acknowledges the overall positive compliance position across landlord health and safety responsibilities and Consumer Standards requirements.
 - Notes the areas to be kept under review, particularly complaint handling timescales, repairs performance in relation to customer satisfaction and appointments kept, and performance across the relet process.

Details

- This report provides a summary of Housing Landlord Service performance, regulatory compliance and complaints performance for Quarter 1 2026 / 2027. It should be read alongside Appendix A (Performance Report) and Appendix B (Complaints Performance Report).
- This is the first quarter using the new Housing Landlord Performance Reporting framework approved by the Housing Engagement Board in June 2026. The framework has been developed to strengthen oversight of compliance with the Consumer Standards, Tenant Satisfaction Measures and wider landlord responsibilities; and will also be considered by Cabinet.

4. As this is the first reporting cycle under the new format, the reports will continue to evolve and be refined throughout the year as feedback is received and additional benchmarking and performance information becomes available.

Compliance and Regulatory Assurance

5. Overall, the Council continues to maintain a strong compliance position, achieving 100% compliance for all principal statutory landlord safety programmes during Quarter 1, including:
 - Gas Safety
 - Fire Safety Inspections
 - Asbestos Management Inspections
 - Water Safety
 - Lift Safety Inspections
6. There were no outstanding actions relating to gas, asbestos, water or lift safety. Whilst 13 fire safety actions remain open, these have been reviewed by a qualified fire safety specialist and assessed as low risk and compliant pending future improvement works.
7. Performance relating to damp and mould and Awaab's Law requirements remains strong. During the quarter, 149 damp and mould cases were reported, and following investigation none were assessed as meeting the threshold of an emergency hazard. Of the 149 cases, 27 significant cases were identified and investigated within required timescales and repairs initiated within statutory requirements. All other emergency repairs were made safe within 24 hours.
8. Electrical safety compliance averaged 96.77%, slightly below target but above the intervention threshold. A new contract is being mobilised to increase capacity and improve performance. Oil and solid fuel servicing performance was also impacted by a small number of access issues, which are being managed through the Council's access procedures.

Repairs Performance

9. Repairs performance during Quarter 1 was generally positive, with improvements recorded across a number of key customer-focused measures. Tenant satisfaction with responsive repairs increased from 88.67% in March to 90.0% in June, bringing performance close to the target level. The percentage of repair appointments kept also improved during the quarter, rising from 92% in April and May to 96% in June.

Although performance averaged 93.33% across the quarter and remained slightly below target, the upward trend is encouraging. Repair quality continues to be strong, with only 0.25% of repairs requiring a recall within 28 days, while 98.1% of routine repairs and 100% of emergency repairs were completed within target timescales. The service will continue to monitor performance closely alongside the findings of the independent repairs contract review to support further improvements in customer experience and satisfaction.

Relets Performance

10. Performance within the relets service continues to be an area of focus. Over the past year, a range of improvement measures have been implemented, including increasing contractor capacity and reviewing internal processes to improve the turnaround of vacant properties. Although the average number of days taken to relet a standard void property remained above the target of 39 days, performance at 41 days in June remained within the second quartile when benchmarked against comparable landlords and better than the HouseMark median. A contributing factor has been the unusually high number of tenancy terminations during Quarter 1, with 99 terminations recorded compared to 68, 87 and 74 in the equivalent periods of the previous three years, placing additional pressure on the service. Encouragingly, significant progress has been made in reducing long-term empty properties, with the number of homes vacant for more than six months falling from 29 at the end of 2025 / 2026 to 16 at the end of Quarter 1. As this backlog continues to reduce, it is expected to have a positive impact on overall relet performance. Nevertheless, the proportion of homes within the relet process at quarter end remained above benchmark levels and will continue to be monitored closely to ensure sustained improvement.

Other Key Performance Highlights

11. Performance was strong across a number of other key landlord service measures during Quarter 1, including:
 - Current tenant rent arrears remained within the HouseMark upper quartile benchmark, at 1.65% of current chargeable rent.
 - 98.1% of routine repairs were completed within target timescales, exceeding the HouseMark upper quartile benchmark.
 - 100% of emergency repairs were completed within 24 hours, including all high-priority emergencies being attended within four hours.

- Only 1.21% of homes were assessed as non-decent at quarter end, a significant improvement from the previous year-end position.
- 100% of mutual exchange applications were determined within the statutory timescales during the reporting period.
- Rent loss arising from vacant properties remained low at 2.4%, significantly below the target level of 4%.
- Satisfaction among new tenants was positive, with 100% of respondents satisfied with both the relet service and the condition of their new home

Complaints Performance

12. A total of 72 complaints were received during Quarter 1, compared with 35 during the same period last year. Repairs and maintenance continued to account for the largest proportion of complaints, with service delivery remaining the most common complaint theme. This reflects wider trends across the social housing sector, where repairs-related issues consistently generate the highest levels of customer feedback. Given that repairs' services involve the most frequent day-to-day contact with tenants, it is not unexpected that they account for the largest proportion of complaints received.
13. The overall increase in complaint volumes reflects trends seen across the social housing sector and may, in part, be influenced by greater public awareness following media attention on housing standards and complaint handling. The Housing Ombudsman has recognised that higher complaint volumes do not necessarily indicate poor service performance and can instead demonstrate tenant confidence in accessing and using an effective complaints process. Complaint outcomes continue to provide valuable insight into customer experience and support ongoing service improvement.
14. Complaint handling timescales remain the main area of concern. Performance against the Housing Ombudsman's Complaint Handling Code was below target, with 66.04% of Stage 1 complaints and 75% of Stage 2 complaints responded to within the required timescales. Overall compliance with complaint response timescales was 67.7%. Performance has been affected not only by increased demand but also by the growing complexity of complaints, which often require detailed investigation and input from multiple service areas. In addition, the increasing use of AI-assisted submissions has resulted in more comprehensive complaints, frequently raising multiple issues that require wider consideration before a response can be issued.

15. A dedicated Housing Complaints Officer has now been appointed to improve response times, strengthen oversight and ensure learning from complaints is effectively embedded across the service.

Overall Assessment

16. Quarter 1 provides assurance that the Council continues to meet its principal landlord safety responsibilities and remains compliant across all core statutory safety inspection programmes, with 100% compliance achieved across gas, fire, asbestos, water and lift safety checks. Performance against the Consumer Standards remains broadly positive, with particularly strong results in relation to building safety, repairs, damp and mould management, rent collection and tenancy services. Repairs performance showed encouraging improvement during the quarter, with increases in tenant satisfaction and appointments kept, alongside strong performance in completing routine and emergency repairs within target timescales. Progress has also been made in improving the relets service, including a significant reduction in the number of long-term empty properties, although relet times and the proportion of homes within the relet process remain areas for continued focus. Whilst complaint handling timescales and a small number of compliance measures affected by access challenges require ongoing attention, targeted improvement actions are in place.
17. Overall, the Quarter 1 results demonstrate a strong compliance and service delivery position, providing assurance that landlord services are operating effectively and in line with regulatory expectations.

Reasons for Recommendations

18. The Housing Engagement Board has a key role in monitoring landlord performance and seeking assurance that services continue to meet regulatory expectations, statutory obligations and tenant needs. This report provides a summary of the Council's performance and compliance position for Quarter 1 2026 / 2027.

Implications

19. In the writing of this report, taking into account financial, legal, staffing, risk, equality and diversity, climate change, and any other key issues, the following implications have been considered:-

Financial and Fraud Impact

20. Maintaining compliance helps reduce the risk of regulatory intervention, legal challenge and additional costs associated with service failure.

Legal

21. This report provides assurance regarding compliance with landlord health and safety responsibilities, Consumer Standards and the Housing Ombudsman's Complaints Handling Code.

Risks / Opportunities

22. Strong performance across key compliance areas helps mitigate regulatory, health and safety and reputational risks. Continued focus on complaint handling, repairs performance and performance across the relet process will support further improvement.

Consultation responses

23. As part of the Landlord Performance Assurance Framework, the reports contained at Appendix A and Appendix B have been considered by the TSM and KPI Tenant Panel on 3 September 2026. The notes from that meeting can be found at Appendix C.

Alignment with Council Priority Areas

Healthy and Supported Communities

24. The report demonstrates the Council's commitment to providing safe, well-maintained homes and responsive landlord services, supporting the wellbeing of tenants and residents.

Appendices

Appendix A: Housing Landlord Services Performance Report Q1 2026 / 2027

Appendix B: Housing Landlord Complaints Performance Report Q1 2026 / 2027

Appendix C: Meeting Notes from the TSM and KPI Tenant Panel 3 September 2026

Report Author:

Julie Fletcher – Service Manager – Housing Strategy

Telephone: (01954) 713 352

Housing Landlord Services Performance Report Quarter 1 2026 / 2027

Appendix A: Corporate Key Performance Indicators – Housing (Landlord Services)

The following Key Performance Indicators (KPIs) are reported quarterly to Cabinet as part of the Council’s corporate operational performance suite. Those relating specifically to the Council’s landlord services have been extracted from the overall report for oversight by the Housing Engagement Board. This KPIs support assurance against the Consumer Standards set by the Regulator of Social Housing, which define the required outcomes for tenant safety, service quality, transparency, neighbourhood management and tenancy services.

Benchmarking: Performance is benchmarked, where data is available, through HouseMark (the UK housing benchmarking service), enabling comparison with a peer group of local authorities and Arm’s Length Management Organisations (ALMOs) managing fewer than 10,000 homes. This ensures performance is assessed against organisations of a similar scale and operating context. Targets are approved by Cabinet and are informed by top-quartile performance within the sector, while remaining realistic and achievable in light of local conditions and service delivery pressures.

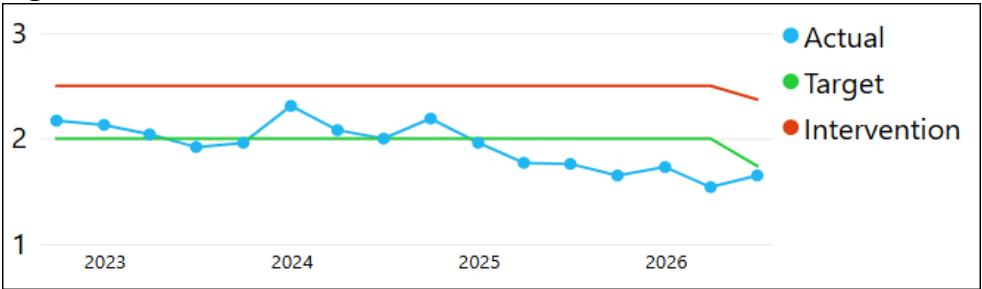
Rag Rating: A ‘traffic light’ system denotes performance, using the following definitions.

Green	Target has been met or surpassed
Amber	Performance is below target but remains above the intervention level; service managers are expected to monitor performance closely
Red	Performance is below the intervention level – representing underperformance of concern

KPI04: % of current tenant rent arrears as a proportion of current chargeable rent

[Tenancy Standard]

Month	Actual	Target	Intervention	Outlook RAG
March	1.54	2.00	2.50	-
June	1.65	1.74	2.37	Green



Comments:

For the 2026 – 2027 financial year the target and intervention levels have been updated based on the latest annual benchmarking data.

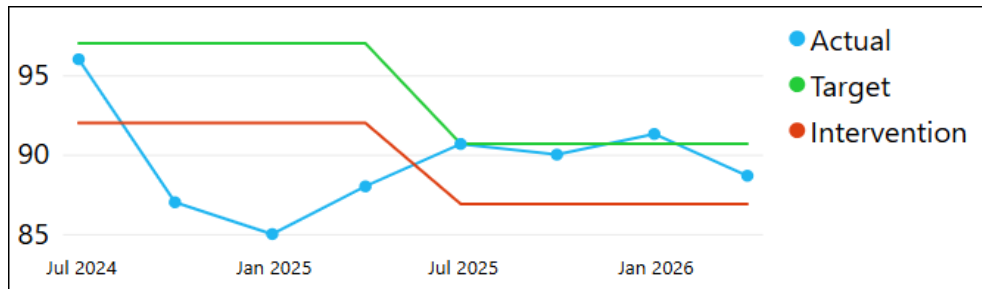
Target has been set to align with top (first) quartile and intervention with second quartile (as set out at Appendix Ai).

The Q1 result 1.65% is within top (first) quartile (1.74% or below – HouseMark benchmarking data 2025 – 2026)

KPI14: % tenants satisfied with responsive repairs (Independent Survey)

[Safety & Quality Standard]

Month	Actual	Target	Intervention	Outlook RAG
March	88.67	90.69	86.90	-
June	90.00	90.69	86.90	Amber



Comments:

Tenant satisfaction with responsive repairs increased during Q1 to 90%, only marginally below target. This improvement was anticipated and reflects seasonal trends, including fewer heating-related repairs and improved progress with external works during the warmer months.

Based on HouseMark benchmarking, the Q1 result places the service within the 3rd quartile when compared with similar local authority housing providers. Satisfaction is measured through independent monthly surveys undertaken by a specialist research company, which contacts a random sample of tenants who received a repair during the previous month. The Council considers this approach to provide a robust and impartial measure of customer satisfaction, as feedback is collected independently of the repairs service. While benchmarking remains a useful comparator, approaches to collecting satisfaction data vary between landlords. Some providers collect feedback at the point a repair is completed, including directly by operatives, which can influence reported satisfaction levels. As a result, benchmarking comparisons should be viewed in the context of the different methodologies used across the sector.

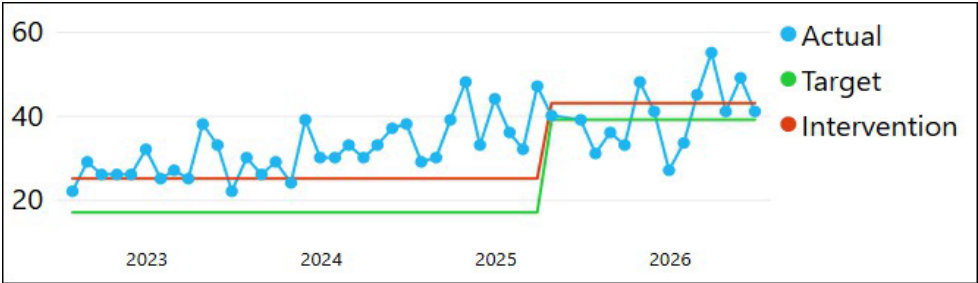
To support further improvement, Mears has begun joint training sessions with the SCDC Contact Centre to strengthen consistency of customer service and improve the end-to-end customer experience. In addition, an independent review of Mears' contract performance is currently underway to identify further opportunities for service improvement.

An amber Outlook RAG has been applied for next quarter.

KPI15: Average days to re-let all housing stock (See additional Questions at Appendix D)

[Tenancy Standard]

Month	Actual	Target	Intervention	Outlook RAG
April	41	39	43	-
May	49	39	43	-
June	41	39	43	Amber



Comments:

This is the nationally recognised HouseMark indicator used for benchmarking across the social housing sector. It measures the average number of days between a tenancy ending and a new tenant moving in, where only routine maintenance and redecoration are required.

The time it takes to re-let a home can vary depending on different factors, such as the condition of the property and the work needed to prepare it for a new tenant. Properties requiring major works are excluded in line with the HouseMark definition, although major works activity can indirectly impact overall re-let times and resources.

Performance throughout the quarter has been second quartile (between 39 and 58 days – HouseMark benchmarking data 2025 – 2026). This is better than median for similar organisations.

We have seen a high number of terminations of tenancy in the first quarter – 99 in total. For the first quarter of the previous 3-years, it was 68, 87 and 74. A higher number of terminations can add additional pressure to re-let times.

This KPI is linked to CS25, Average Relets of Major Works see Appendix E. When viewed together, these measures provide a complete picture of property relets and the number of properties that have been relet and occupied by tenants during the reporting period

KPI16: % of damp and mould cases dealt with within statutory timescale

[Safety & Quality Standard]

Month	Actual	Target	Intervention	Outlook RAG
June	100	100	95	Green

This is a new KPI introduced for the 2025-26 financial year. A chart will be provided once more results become available.

Comments:

As we have progressed into the summer we have seen a dramatic change in the trends of reporting cases. We have also been developing the service we provide in line with developments in the sector as more knowledge is made available, this coupled with the higher level of tenant data collected on vulnerabilities has led overall to a much better quality of service delivery, it has increased the number of cases categorised as in scope of Awaab's Law but the overall number of cases reported have reduced by nearly 50% this quarter.

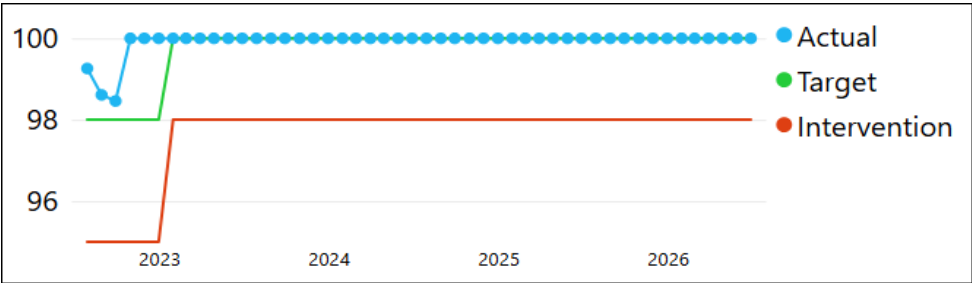
Phase 2 of Awaab's law comes into force on 30 November 2026, and we are actively preparing for this at the moment, the outlook is uncertain as to volumes but the sector reports that there will be a £213bn increase in costs to meet compliance.

A green Outlook RAG has been applied as we expect performance to remain on target through Q2.

KPI17: % emergency repairs in 24 hours

[Safety & Quality Standard]

Month	Actual	Target	Intervention	Outlook RAG
April	100	100	98	-
May	100	100	98	-
June	100	100	98	Green



Comments:

During Q1 there were 1,003 emergency 24-hour repairs which we class as urgent.

In addition to emergency repairs in 24-hours, we also aim to respond to high-priority emergencies within four hours. All 33 high-priority emergencies were completed within four hours during the quarter.

An emergency repair is classed as one or more of the following:

- A total loss of electric power or water supply
- An uncontrollable water leak
- A blocked, leaking or non-flushing toilet (when there is only one in the home)
- A water mains leak
- Insecure ground floor windows, doors or locks

Appendix B: Corporate Strategic Indicator Report

In addition to the suite of Operational KPIs set out in Appendix A, the Council’s Corporate Action Plan introduces an additional set of measures known as Strategic Indicators (SIs).

Strategic Indicators are designed to directly measure progress against the actions and objectives contained within the Corporate Action Plan. The indicators listed below relate specifically to the Council’s Housing Landlord Service and demonstrate how these align with the Consumer Standards.

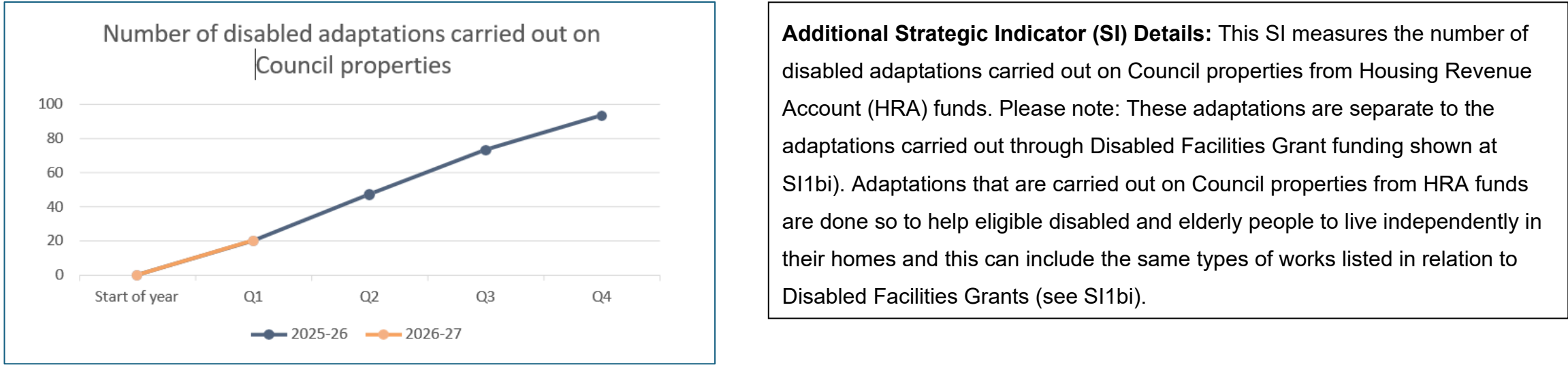
Healthy and Supported Communities

SI 1bii) Number of disabled adaptations carried out on Council properties from HRA (Housing Revenue Account) Funds

[Safety & Quality Standard]

Latest Result: 20 major adaptations were completed during Q1.

Context and Long-Term Trend: The below chart shows the number of disabled adaptations delivered on Council properties in the year to date, against delivery numbers across the 2024 – 2025 and 2025 – 2026 financial years.



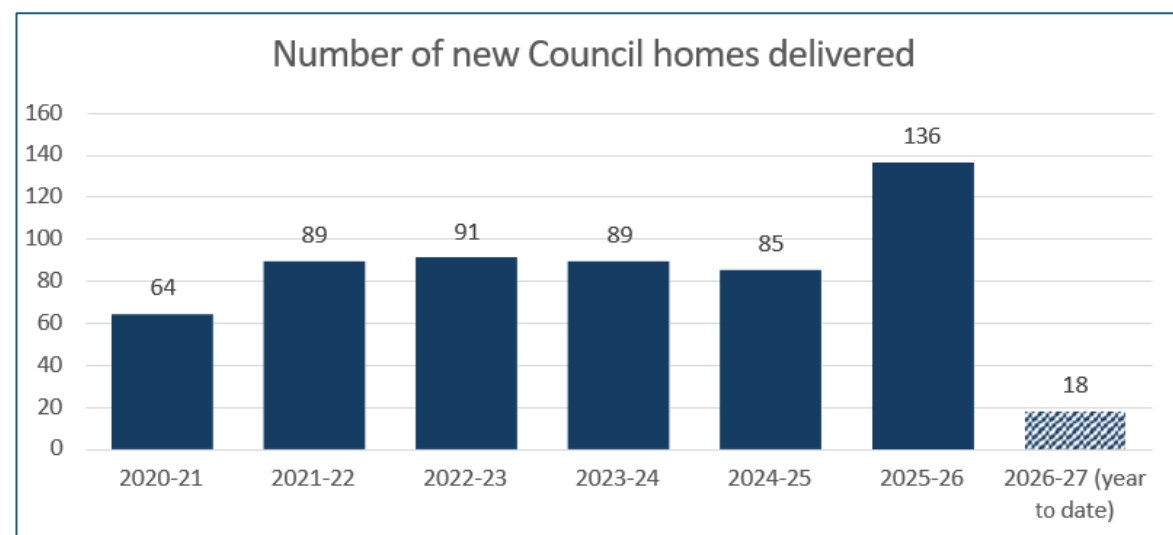
Sustainable homes and vibrant places

SI 5ai) Number of new Council homes delivered (year to date)

Latest Result: 18 new homes have been handed over from developers during Q1 2026 – 2027

Context and Long-Term Trend: The New Build Service has an annual delivery target of 75 affordable homes per year. The 18 homes delivered represents just under 25% of this annual target. 13 of these properties were affordable rent across Northstowe and Fulbourn and five were shared ownership in Cottenham.

The current outlook for 2026 – 2027 is for 187 new build homes to be compared with an average of 102 over the previous 5-years.



Additional Strategic Indicator (SI) Details: This SI measures the delivery of new Council homes. This includes new build homes that are built for affordable rent, shared ownership, LAHF (Local Authority Housing Fund) funded temporary accommodation and LAHF funded refugee housing.

SI 5aii) Number of new Council homes in delivery pipeline (in contract but not yet delivered)

Latest Result: There are currently 584 properties which have been approved by Cabinet for future handovers over the coming years

Context and Long-Term Trend: 14 schemes make up the 584 properties in the current delivery pipeline. These are scheduled for completion by 2030.

Additional Strategic Indicator (SI) Details:

This SI measures the number new Council homes in the delivery pipeline at the end of each quarter. The delivery pipeline includes properties that will be delivered through schemes that have been approved by Cabinet.

Historic data in relation to this SI is not currently held – as further quarterly data becomes available; this will be added to the graph.

SI 7ai) % of SCDC owned Council homes with a 'C' Energy Performance Certificate (EPC) rating or above

Latest Result: 74% of SCDC Council Homes have a 'C' EPC rating or above at end of Q1.

Context and Long-Term Trend: Performance has improved from 68% in the previous quarter to 74% at the end of Q1, demonstrating continued progress in improving the energy efficiency of council homes through planned investment and retrofit works. The Council remains on track towards its longer-term objective of achieving an EPC rating of C or above by 2030. See Appendix C, Strategic Objective 07ai) for further information.

Additional Strategic Indicator (SI) Details:

This SI shows the % of SCDC owned Council homes with a 'C' Energy Performance Certificate (EPC) rating or above.

Appendix C: Corporate Action Plan Report

The Corporate Action Plan provides a narrative update in relation to non-numeric Corporate Action Plan outputs. Those listed below relate to the Council’s Housing Landlord Service and how they align with the Consumer Standards.

A colour-coding system is applied to this element of the report as follows:

- Purple – the output has been delivered.
- Green – the output is on target for completion within target timescale or tolerance.
- Amber – the output has been delayed beyond target timescale but is on track to be delivered by a revised delivery date.
- Red – the output will not be delivered, or a delivery plan is needed.

What we will do (Key Objectives)	How we will achieve the objective	Monitoring Arrangements – Outputs (O) and Strategic Indicators (Sis)	Position at end of Q1	Q1 RAG
1) We will help our residents, including older, disabled and vulnerable people, to live safely in their own homes	1c) By complying with landlord safety and compliance checks to council housing	O1ci) Updates detailing compliance with required landlord safety checks, including reference to the different categories of compliance [Safety & Quality Standard]	Overall, the Council's landlord safety position remains strong, with full compliance achieved across all principal regulatory safety checks. Targeted action is underway to address a small number of outstanding cases relating to wider landlord safety responsibilities and operational compliance activities, ensuring a comprehensive approach to resident safety and assurance. <i>See Appendix E [TSM & Consumer Standards Performance Monitoring for further information]</i>	Green
1) As above	1e) By listening to our Council tenants to make sure they have a voice and can help to influence policy and improvements for the housing service.	O1ei) Undertake annual tenant satisfaction survey and tenant engagement activities throughout the year [Transparency, Influence & Accountability Standard]	The annual tenant satisfaction survey was completed and results presented to Cabinet on 22 June 2026 and submitted to the Social Housing Regulator within deadline. Overall satisfaction remains high at 76%. Whilst this represents a modest decrease from 78.6% in 2024 / 2025, the proportion of tenants who are ‘very’ or ‘fairly dissatisfied’ has reduced slightly. Performance remains particularly strong across core landlord services, including repairs, building safety and fair treatment, all of which meet or exceed expectations and continue to underpin tenant confidence.	Green
4) We will support the most vulnerable people in our communities to ensure they have access to the resources and opportunities needed to lead safe, healthy and fulfilling lives	4a) By targeting support to help residents through the cost-of-living crisis	O4aiii) Updates on the analysis and use of tenant census data to identify tenants flagged as vulnerable for targeted interventions [Tenancy Standard]	So far, we have received 2,503 responses (a 45.4% response rate). 39% of responses are from tenants living in general needs housing and 65.8% from tenants in sheltered housing (65.8%). Phase 2 will target non-responding tenants through telephone reminders and home visits (to be made alongside existing activities such as water saving visits, maintenance, surveys, sheltered estates work and routine housing management). Multiple contact channels will ensure all tenants are reached. The project aims for 95% participation in sheltered housing and 85% in general needs housing by April 2027, before moving to a business-as-usual approach with a two-year review cycle.	Green

What we will do (Key Objectives)	How we will achieve the objective	Monitoring Arrangements – Outputs (O) and Strategic Indicators (Sis)	Position at end of Q1	Q1 RAG
7) We will invest in our housing stock and improve the energy efficiency of housing across the district – ensuring homes meet modern standards	7a) By continuing to develop and implement plans to improve the efficiency of our council housing stock, including work to ensure our properties achieve Energy Performance Certificate rating of ‘C’ or above by 2028 (in line with government targets)	O7ai) Updates relating to the upgrade of properties below EPC Band C, supported by Wave 3 Social Housing Decarbonisation Fund, with the aim to complete 200 upgrades to C level or above each year. [Safety & Quality Standard]	Installation works have commenced under the Wave 3 Social Housing Decarbonisation Fund (SHDF) programme, which is expected to deliver 200 property upgrades to EPC Band C or above each year for the next three years. The previous Wave 2.1 programme has now been completed, with 237 council homes successfully upgraded. The average SAP rating across the housing stock has increased to 70 (C Rating). A complementary programme is being developed to improve homes not covered by grant funding, supporting the ambition for all remaining council homes below EPC Band C to reach that standard by 2030. We have also received approval for funding for a programme of Solar Panel installations. In conjunction with these projects, we are renewing older Energy Performance Certificates (EPC), incorporating changes that have taken place over the last 10-years. This will also contribute to a change in the overall ratings. As of end of Q1: - 3,523 properties are currently at EPC C or above - 416 properties are at Band E or below and included in the current project. - 1,664 properties are within Band D and are within a few points of Band C, these are being reassessed and minor works (including solar) carried out to boost efficiency ratings.	Green
7) As Above	7a) As Above	O7aii) Fit water flow reduction measures across 4,200 council properties identified with water meters [Safety & Quality Standard]	885 water flow meters have been fitted during Q1, representing 21% completed to date. This indicates that delivery is broadly on track to achieve the target by the end of 2026 / 2027, with installation rates likely to increase as processes become more established.	Green
10) By 2030 we will reduce emissions from the Council’s estate and operations by 75% from 2018 – 2019 levels	10b) By increasing the energy performance of buildings owned and operated by the Council (including through on-site renewable energy generation)	O10bi) Complete assessments of sheltered housing communal rooms, including identification of decarbonisation improvements and a costed delivery plan (to take place alongside the refurbishment review) [Safety & Quality Standard]	Five sheltered housing communal rooms have been confirmed as secure for long-term use, with assessments completed and improvement works underway, focusing on window replacement and insulation. During Q1 a further assessment was carried out at Clifden Close, Arrington. One of the key outcomes was the recommendation to undertake a detailed survey of the existing heating system. Two further communal room visits have been arranged for Q2. To date, 14 resident engagement visits have been completed across sheltered housing communal room sites. A further 25 visits remain to be undertaken as part of the ongoing assessment programme.	Green

What we will do (Key Objectives)	How we will achieve the objective	Monitoring Arrangements – Outputs (O) and Strategic Indicators (Sis)	Position at end of Q1	Q1 RAG
10) As Above.	10d) By building carbon reduction, climate adaptation and the protection and enhancement of nature into decision making across the Council	O10diii) Updates on action to reduce the carbon impact of our Housing stock renovation processes, including through reuse and recycling of materials where appropriate. [Safety & Quality Standard]	Work to reduce the carbon impact of housing renovation processes is ongoing, reflecting the continued development of low carbon materials and products. Our main housing repairs contractor is continuing to trial four electric and hybrid vehicles to assess their suitability across the rural geography of South Cambridgeshire. The findings from the trial will help inform the potential wider rollout of low-emission vehicles across the fleet. Within the emerging Asset Management Strategy, we will also explore the opportunities across our wider supply chain. This includes looking at more sustainable products, such as wall boards instead of ceramic tiles, recyclability of materials, more local manufacturing of gas boilers, as well as the re-use of furniture and fixtures and fittings in our void property works.	Green
12) We will support others (including parish councils, local communities and businesses) to respond to the climate and ecological emergencies, with the ambition of halving emissions by 2030, putting us on the path to net zero by 2050	12b) By identifying new opportunities to plant trees, establish wildflower strips and in other ways enhance nature in our communities, in consultation with residents	O12bi) Continue to identify and deliver opportunities for tree planting and delivery of other biodiversity enhancements on SCDC-owned land, including Housing Revenue Account land [Neighbourhood & Community Standard]	Areas on council housing sites that have been designated and managed for nature are being maintained in line with recommendations from a commissioned ecological assessment. Site visits are planned during Q2 to identify further opportunities for biodiversity enhancements on Housing Revenue Account land	Green
17) We will ensure our services are delivered smoothly, focussing on ease of access for our customers, making it easier to engage with decision-making, and making best use of technology to provide 24 / 7 services	17b) By making it easier for customers to find information and access services online and engage with us (Including through consultations)	O17bii) Promote and roll out the 'M&Me' Repairs App for council tenants, designed to streamline how tenants can book, track and manage repairs to their homes [Transparency, Influence & Accountability Standard]	The 'M&Me' Repairs App continues to be rolled out to council tenants. Initial implementation was affected by some technical issues, which have now been addressed. While tenant uptake has been slower than anticipated, promotion of the app is ongoing to increase awareness and encourage wider use	Green

Appendix D: Tenant Satisfaction Measures (TSMs) and Consumer Standards Regulatory Requirements

1. Background

The Regulator of Social Housing monitors housing providers through a combination of performance indicators and periodic inspections. Providers submit indicator data annually, and each organisation is subject to an in-depth inspection on a four-year cycle. Since 2023, Cabinet has received an annual report on Tenant Satisfaction Measures (TSMs) submitted to the Regulator. These measures comprise both tenant perception data, gathered through an annual survey, and a suite of management information and performance indicators calculated in accordance with the Regulator’s prescribed methodology.

2. The annual TSM report and its supporting appendix are presented to Cabinet each June. The most recent report is available here [TSM Annual Report to Cabinet](#) and [amendment report](#), with the accompanying [Appendix](#).

The performance indicators outlined below reflect quarterly landlord performance relating to the Tenant Satisfaction Measures (TSMs) prescribed by the Regulator, as well as additional performance indicators that demonstrate how we are meeting the requirements of the Consumer Standards. These are presented to Cabinet and the Housing Engagement Board on a quarterly basis to ensure that there is consistent oversight of regulatory compliance throughout the year. This approach supports a proactive governance framework, enabling timely identification of emerging issues and ensuring that service delivery remains aligned with both statutory obligations and tenant expectations.

Data included in this report is subject to internal validation, management review and quality assurance processes, with TSM data prepared in accordance with the Regulator’s prescribed methodology.

By integrating these indicators into the quarterly reporting cycle, the Council reinforces its commitment to transparency, accountability, and continuous improvement in the housing service. This also aligns with the Social Housing Regulator’s expectations for providers to demonstrate strong governance and provide assurance around safety and compliance.

Rag Rating: A ‘traffic light’ system denotes performance, using the following definitions.

Green	Target has been met or surpassed
Amber	Performance is below target but remains above the intervention level; service managers are expected to monitor performance closely
Red	Performance is below the intervention level – representing underperformance of concern

3. Tenant Satisfaction Measures (TSMs) – Overview

Quarter 1 Results

Regulator’s Code	Measure / Performance Indicator	Target	Quarter 1 April – June	RAG Output	Comments
CHO1(A) [Transparency, Influence & Accountability Standard]	Complaints relative to the size of the landlord Stage 1 Complaints (Number of stage 1 complaints per 1,000 homes – only includes landlord-related complaints)	N / A	10.34 (representing 58 complaints received)	N / A	A total of 58 complaints were received in Q1, compared to 57 in Q4 2025 / 2026, indicating that complaint volumes remain stable. As in previous quarters, repairs accounted for the largest proportion of complaints, reflecting a trend seen across the social housing sector. HouseMark and Housing Ombudsman data continue to identify repairs as one of the most common causes of resident complaints. Note: No target is set for complaint volumes, as the number of complaints received can reflect resident confidence in an accessible and trusted complaints process. Focus is therefore placed on the quality and timeliness of complaint handling and the learning arising from complaints.

Regulator's Code	Measure / Performance Indicator	Target	Quarter 1 April – June	RAG Output	Comments
CHO1(B) [Transparency, Influence & Accountability Standard]	Complaints relative to the size of the landlord Stage 2 Complaints Number of stage 2 complaints per 1,000 homes – only includes landlord-related complaints)	N / A	2.14 (representing 12 complaints received)	N / A	A total of 12 Stage 2 complaints were received in Q1, compared with 10 in Q4 2025 / 2026. Although this represents a small increase, volumes remain low overall. This is consistent with sector trends, where greater resident awareness and increased regulatory focus on complaint handling have led to higher levels of complaint escalation and reporting.
CH02 (A) [Transparency, Influence & Accountability Standard]	Complaints responded to within Complaint Handling Code timescales Stage 1 complaints responded to (within 10 working days or within 20 working days for complex complaints) (Only includes landlord-related complaints)	95%	66.04% (35 out of the 53 responded to were within the required timescales)	Red 	The timeliness of responses to complaint investigations remains a challenge for the service. This is due to both the volume of complaints received, the use of AI technology and the complexity of some cases, which can require extensive enquiries and coordination across teams. Performance has also been impacted by increased regulatory and compliance requirements, resulting in competing service priorities. To address this, a dedicated Housing Complaints Officer has been appointed (starting on 3 August 2026). This role will provide additional capacity to manage complaints, improve response times, strengthen oversight of investigations, and support service improvements arising from complaint learning.
CH02 (B) [Transparency, Influence & Accountability Standard]	Complaints responded to within Complaint Handling Code timescales Stage 2 complaints responded to (within 20 working days or within 40 working days of acknowledgement for complex complaints) (Only includes landlord-related complaints)	95%	75.00% (9 out of the 12 responded to were within the required timescales)	Red 	(See comments above)
NM01 (A) [Neighbourhood & Community Standard]	Anti-social behaviour cases relative to the size of the landlord (Total opened including hate incidents per 1,000 homes)	N / A	9.03 (representing 53 cases)	N / A	This compares to 60 cases reported at Q4 2025 / 2026. Our average monthly rate was 3.01 Compared with HouseMark benchmarks Performance was above the median but below upper quartile overall: Median: 2.34 Upper Quartile: 4.26 No target is set for anti-social behaviour case volumes, as higher reporting levels can demonstrate residents' confidence in reporting concerns. Focus is therefore placed on the effective management and resolution of cases.

Regulator's Code	Measure / Performance Indicator	Target	Quarter 1 April – June	RAG Output	Comments
NM01 (B) [Neighbourhood & Community Standard]	Anti-social behaviour cases that involve hate incidents (subset of NM01 (A) relating to hate incidents only)	N / A	0	N / A	Reported hate crime incidents remain very low across the district, with no cases reported during Quarter 1. This follows a total of three incidents reported throughout 2025 / 2026. The position will continue to be monitored to ensure that any emerging trends are identified and responded to appropriately.
RP01 [Safety & Quality Standard]	Proportion of homes that do not meet the Decent Homes Standard The Decent Homes Standard sets a minimum requirement around safety, energy efficiency and tenant wellbeing. A Home must be free from serious hazards, in a reasonable state of repair, provides reasonably modern facilities and a reasonable degree of thermal comfort.	2.5%	1.21% (68 non-decent homes)	Green 	The number of non-decent homes has reduced significantly from 220 reported at year end 2025 / 2026. However, it should be noted that the measure for non-decent homes can fluctuate significantly from quarter to quarter as homes naturally move in and out of the Decent Homes Standard when components reach the end of their life. It should be noted that the Q1 figure excludes 90 homes where we have been refused access to the property. We are working towards programming works at least one year in advance of homes becoming non-decent, including preventative and energy efficiency improvements, to improve long-term stock condition. While addressing existing backlog and legislative change, some short-term variation in this KPI is expected. Note: The revised Decent Homes Standard will remove age-based assessments, with compliance determined by component condition. Whilst implementation of the new Decent Homes Standard is expected from 2035, guidance suggests we can start to transition to the new standard, which we will aim to do from April 2027 once our systems have been updated.
RP02 [Safety & Quality Standard]	% Repairs completed within target timescale [Routine Repairs within 20 working days] [Emergency Repairs within 24 hours]	92.8% (routine repairs) 100% (emergency repairs)	98.10% (2,329 / 2,374 routine repairs) 100% (1,026 emergency repairs)	Green 	At the end of June 2026, performance was 98.10%, exceeding the HouseMark upper quartile benchmark of 95.29%, placing performance in the first quartile
BS01 [Safety & Quality Standard]	Gas safety checks (Number carried out as a proportion of those required to be carried out)	100%	100% (representing 3,605 gas safety checks undertaken out of 3,605 required)	Green 	This is the current compliance performance overall for gas safety. For future quarters, we will be looking to refine this performance measure to indicate the number completed and due within each quarter.
BS02 [Safety & Quality Standard]	Fire safety checks (Number carried out as a proportion of those required to be carried out)	100%	100% (representing 109 fire safety checks undertaken out of 109 required)	Green 	This is the current compliance performance overall for fire safety checks. For future quarters, we will be looking to refine this performance measure to indicate the number completed and due within each quarter.

Regulator's Code	Measure / Performance Indicator	Target	Quarter 1 April – June	RAG Output	Comments
BS03 [Safety & Quality Standard]	Asbestos safety checks Communal Buildings / Public Access areas (Number carried out as a proportion of those required to be carried out – homes requiring asbestos management surveys or re-inspections in line with the Control of Asbestos Regulations)	100%	100% (representing 109 asbestos safety checks undertaken out of 109 required)	Green 	This is the current compliance performance for overall asbestos safety checks. For future quarters, we will be looking to refine this performance measure to indicate the number completed and due within each quarter. While domestic rented homes are not fully within the scope of the Control of Asbestos Regulations 2012, landlords retain a duty of care under the Health and Safety at Work etcetera Act 1974. A full asbestos survey will be completed for all properties starting in 2026, followed by annual management re-inspections and full re-surveys every eight years – (See CS 11 below).
BS04 [Safety & Quality Standard]	Water safety checks (Proportion of homes for which all required legionella risk assessments have been carried out)	100%	100% (representing 40 water safety checks undertaken out of 40 required)	Green 	This is the current compliance performance for overall water safety checks. For future quarters, we will be looking to refine this performance measure to indicate the number completed and due within each quarter.
BS05 [Safety & Quality Standard]	Lift safety checks (Number of dwelling units owned within properties with communal passenger lifts for which all Lifting Operations and Lifting Equipment Regulations (LOLER) inspection reports were carried out and recorded during the reporting period) [This does not include exclusive-use lifts in individual homes, such as hoists and stairlifts)	100%	100% (representing six lift safety checks undertaken out of six required)	Green 	This is the current compliance performance for overall lift safety checks. For future quarters, we will be looking to refine this performance measure to indicate the number completed and due within each quarter.

4. Consumer Standards: Additional Performance Indicators

As these measures have been newly introduced, benchmarking and comparative performance data may not yet be available.

Ref No.	Measure / Performance Indicator	Target	Quarter 1 April – June	RAG Output	Comments
CS1 [Safety & Quality Standard]	Percentage of repair appointments kept (emergency & routine) [Monthly]	95% [Intervention 90% or lower]	April – 92.00% May – 92.00% June – 96.00% (Average for the quarter = 93.33%)	Amber 	The target for repair appointments kept was not achieved during the reporting period. This was due to a number of emergency and routine repair appointments being attended outside the agreed two-hour appointment window. Under the KPI measurement criteria, any appointment attended outside the scheduled time slot is recorded as not kept, even where the operative attends and completes the repair on the same day. For example, an appointment attended just a short time after the end of the agreed window would be recorded as outside target, which can adversely affect overall performance despite the repair service having been delivered on the day of the appointment. Performance continues to be closely monitored, and a review of the repairs contract is currently being undertaken by consultants to identify opportunities for service improvement.
CS2 [Safety & Quality Standard]	Percentage of total repairs reported that require a recall for the same issue within 28 days of the original repair, where the tenant reports that the fault is a recurrence of the previous repair.	12% [Intervention 15% or higher]	0.25% [representing nine repairs in total]	Green 	This is a new performance measure introduced following feedback from tenant representatives. To support this measure, an additional question has been added to the monthly repairs satisfaction survey asking tenants whether their repair related to a recurring issue. This enhancement was developed in consultation with tenant representatives and will provide valuable context alongside recall data, helping to improve understanding of first-time fix performance and recurring repair issues.
CS3 [Safety & Quality Standard]	Number of new emergency hazards reported per 1,000 properties [aligned with Awaab's Law requirements]	N / A	See commentary	N / A	An emergency hazard is a defect or condition that presents an imminent and significant risk of serious harm to the health or safety of an occupant and requires immediate action. In assessing the severity of a hazard, consideration is given to the circumstances and vulnerabilities of household members. Under Awaab's Law, emergency hazards must be investigated and made safe within 24-hours of a landlord becoming aware of them. Under Phase 1 of Awaab's Law, which came into force on 27 October 2025, the primary focus has been on significant damp and mould hazards, alongside all emergency hazards presenting an imminent risk to health or safety. Operationally, emergency issues such as gas leaks and dangerous electrical defects continue to be managed through the Council's emergency repairs process. Q1 Performance - A total of 1,003 emergency repairs were reported, and all were attended to within 24 hours. Work is underway to enhance reporting systems so that emergency repairs meeting the regulatory definition of an emergency hazard can be separately identified and monitored. 149 damp and mould cases were reported during the quarter. Following investigation, none were assessed as meeting the threshold of an emergency hazard presenting an imminent and significant risk of serious harm. Looking Ahead Phase 2 of Awaab's Law will come into force on 30 November 2026 and will extend the statutory requirements beyond damp and mould to include a wider range of significant housing hazards. These include excess cold, excess heat, falls hazards, structural collapse and falling elements, fire and explosion hazards, electrical hazards, and domestic hygiene, pests and refuse hazards.

Ref No.	Measure / Performance Indicator	Target	Quarter 1 April – June	RAG Output	Comments
CS4 [Safety & Quality Standard]	Number of new significant damp and mould hazards reported per 1,000 properties [aligned with Awaab's Law requirements]	N / A	0.5%	N / A	Out of 149 cases of damp and mould reported in Q1, following investigation, 27 cases met the definition of a significant damp and mould hazard. Following the implementation of Awaab's Law we have made improvements in our triage, assessment and data collection processes, supported by enhanced information on tenant vulnerabilities and risk factors. As a result, more cases are being correctly identified and recorded, meaning the number of cases considered in scope has increased.
CS5 [Safety & Quality Standard]	% of emergency hazards resolved within 24 hours [aligned with Awaab's Law requirements]	100%	100%	Green 	See commentary at CS3.
CS6 [Safety & Quality Standard]	% of significant damp and mould hazards investigated within 10-working days [aligned with Awaab's Law requirements]	100%	100%	Green 	This represents 27 cases identified with significant damp and mould hazards.
CS7 [Safety & Quality Standard]	% of significant damp and mould repairs initiated within 5-working days [aligned with Awaab's Law requirements]	100%	100%	Green 	Of the 27 cases identified with significant damp and mould hazards, all had repairs initiated within 5-working days.
CS8 [Safety & Quality Standard]	Percentage of domestic properties with Electrical Installation Condition Report certificate (EICR) up to five years old [Monthly]	100% [Intervention 95% or lower]	April – 97.33% May – 97.02 % June – 95.97 % (Average for the quarter = 96.77%)	Amber 	The performance is slightly below target due to capacity and delivery challenges experienced by the current contractor. A new contractor is being mobilised in June to increase capacity, improve resilience, and support a return to target performance.
CS9 [Safety & Quality Standard]	Gas Safety – Number of outstanding actions following gas safety checks	N / A	0 Actions (Across 3,605 properties 0 Overdue)	N / A	There are no outstanding actions relating to gas safety and therefore we are fully compliant.
CS10 [Safety & Quality Standard]	Fire Safety – Number of outstanding actions following fire safety checks	N / A	13 Actions	N / A	There are currently 13 outstanding fire safety actions across seven communal rooms and six residential blocks. These actions primarily relate to the specification of fire alarm systems following changes to fire safety standards and do not indicate that the buildings are unsafe. A programme of upgrade works will be undertaken in communal rooms confirmed for continued long-term use, with the annual inspection programme recommencing in September.

Ref No.	Measure / Performance Indicator	Target	Quarter 1 April – June	RAG Output	Comments
					Of the 13 actions, eight are recorded as overdue at the end of Q1 but considered to be low risk. These actions have since been reviewed by a qualified fire safety specialist and re-assessed as compliant pending future improvement works.
CS11 [Safety & Quality Standard]	Asbestos Safety – Communal Buildings / Public Access areas Number of outstanding actions following asbestos safety checks	N / A	0 Actions	N / A	Out of the 332 communal buildings / public access areas identified, there are no outstanding actions relating to asbestos safety.
CS12 [Safety & Quality Standard]	Asbestos Safety – Residential Dwellings Number carried out as a proportion of all property's pre-year-2000 to be inspected	TBC	See Commentary	-	Although there is no statutory requirement to hold an asbestos safety certificate for every residential dwelling, the Council has a duty to identify, assess, manage and monitor asbestos-containing materials (ACMs) where they may be present. It is considered good practice that a full asbestos survey is carried out every 10-years for domestic properties. To strengthen assurance and improve the quality and accuracy of asbestos information held, a comprehensive re-survey programme commenced in May 2026 for all properties built before 2000. At the commencement of the programme: • 5,262 properties were identified as falling within scope. • 3,062 properties were known to contain asbestos-containing materials. • 1,163 properties had been surveyed within the previous five years. • 473 properties had surveys between five and ten years old. • 2,695 properties had surveys more than ten years old. The programme will be delivered over a two-year period and is intended to ensure that all in-scope properties have up-to-date asbestos survey information. Once complete, properties containing asbestos will be subject to annual management re-inspections, with full re-surveys undertaken on a planned cyclical basis to ensure survey data remains current and well within the Council's ten-year survey standard. To date, 105 asbestos surveys have been completed as part of the re-survey programme. Future performance will be monitored against the agreed delivery profile for the programme rather than a fixed annual target, providing a more meaningful measure of progress towards achieving full and up-to-date asbestos survey coverage across the housing stock.
CS13 [Safety & Quality Standard]	Asbestos Safety – Residential Dwellings Number of outstanding actions following asbestos safety checks	N / A	0 Actions (0 Overdue)	N / A	-
CS14 [Safety & Quality Standard]	Water Safety – Number of outstanding actions following water safety checks	N / A	0 Actions (0 Overdue)	N / A	These tests are carried out Bi-Annually, the next round of inspections is due Q3 2026.

Ref No.	Measure / Performance Indicator	Target	Quarter 1 April – June	RAG Output	Comments
CS15 [Safety & Quality Standard]	Lift Safety – Number of outstanding actions following lift safety checks (communal passenger lifts in line with the Lifting Operations and Lifting Equipment Regulations (LOLER))	N / A	0 Actions (0 Overdue)	N / A	These are carried out six monthly with all repairs carried out directly following inspections. Any major faults would entail the lift being taken out of commission while the fault exists.
CS16 [Safety & Quality Standard]	Hoists and Stair lifts (non LOLER) – Number of outstanding actions following lift safety checks (exclusive-use lifts in individual homes, including hoists and stairlifts)	N / A	0 Actions (0 Overdue)	N / A	Generally, the service contractor repairs any issues during the service visit.
CS17 [Safety & Quality Standard]	Oil safety checks (Proportion of homes for which all required oil safety checks and servicing have been carried out)	100%	98.19% (representing 380 oil safety checks undertaken out of 387 required)	Amber 	While there is no statutory requirement to undertake annual servicing, the Council follows industry good practice by carrying out servicing on an annual basis to support safety, compliance and the ongoing performance of the asset. Target not achieved due to access issues affecting seven properties. These are currently being addressed through the access policy process.
CS18 [Safety & Quality Standard]	Oil Safety – Number of outstanding actions following oil safety checks	N / A	0 Actions	N / A	No outstanding actions identified following the annual oil safety check.
CS19 [Safety & Quality Standard]	Solid Fuel Heating safety checks (Proportion of homes for which all required solid fuel safety checks and servicing have been carried out)	100%	94.02% (representing 63 solid fuel safety checks undertaken out of 67 required)	Amber 	While there is no statutory requirement to undertake annual servicing, the Council follows industry good practice by carrying out servicing on an annual basis to support safety, compliance and the ongoing performance of the asset. Target not achieved due to access issues affecting four properties. These are currently being addressed through the access policy process.
CS20 [Safety & Quality Standard]	Solid Fuel Heating – Number of outstanding actions following solid fuel safety checks	N / A	-	N / A	No outstanding actions identified following the annual solid fuel heating checks.

Ref No.	Measure / Performance Indicator	Target	Quarter 1 April – June	RAG Output	Comments
CS21 [Safety & Quality Standard]	Percentage of safety checks carried out on smoke alarms in individual properties	100%	93.55% (representing 5,368 checks out of 5,742 required)	Amber 	These will mirror the EICR (Electrical Condition Report) figures as they form part of the EICR visit. We do not carry out intermittent inspections specifically; however, Gas, oil and solid fuel heated properties are checked on an annual basis where alarms are checked and replaced as needed in line with the LGSR and Carbon monoxide detectors. Where properties have electric heating including air source heat pumps the carbon monoxide detectors are not required. Those still requiring a smoke alarm safety check have been prioritised through the EICR programme for completion this year.
CS22 [Tenancy Standard]	Percentage of homes within the re-let process at quarter end, as a proportion of total housing stock (Includes newly vacant properties, homes awaiting inspection or minor repairs, properties undergoing safety checks or redecoration, and homes where a new tenant has been identified but the tenancy has not yet commenced.) Properties that require major works are excluded – see CS23 below [aligns with the methodology for the HouseMark definition ‘Proportion of dwellings vacant and available to let’]	0.5% [Intervention 0.75% or higher]	1.23% (representing 69 dwellings)	Red 	At the end of June 2026, 1.23% of homes were vacant and progressing through the re-let process, compared with the HouseMark median of 0.65%. This indicates that a higher proportion of homes were vacant at the quarter-end snapshot than the average reported by comparable landlords. This figure is slightly higher than that reported for Q4 2025 / 2026 of 1% Snapshot position at the end of Q1 for ALL Vacant Council Properties: • 69 properties going through the relet process (1.23% of stock) • 28 properties requiring major works • Four properties awaiting redevelopment Total Vacant: 101 (1.8% of stock) [CS22, CS23 and CS24 should be read together as related measures of vacant property performance at quarter end.]
CS23 [Tenancy Standard]	Percentage of vacant dwellings not available for relet at the end of quarter snapshot, as a proportion of total dwellings. [This includes vacant properties handed over to contractors that cannot be re-let due to major works, or where the property is awaiting sale or demolition.]	0.5% [Intervention 1% or higher]	0.57% (representing 32 dwellings)	Amber 	The percentage of vacant dwellings not available for relet has slightly decreased from 0.66% in Q4 2025 / 2026.

Ref No.	Measure / Performance Indicator	Target	Quarter 1 April – June	RAG Output	Comments
CS24 [Tenancy Standard]	Number of HRA council properties that have been empty for over six months [This excludes properties awaiting redevelopment or sale]	N / A	16	N / A	There were 16 HRA council properties that had been empty for more than six months at the end of the quarter. This is an improvement from Q4 2025 / 2026 of 29 properties. This excludes four properties awaiting redevelopment or sale.
CS25 [Tenancy Standard]	Average number of days between one tenant moving out and a new tenant moving into a home that required major works . [This indicator includes properties requiring works that typically exceed the standard re-let specification, such as structural repairs, full electrical rewires, heating system replacements, fire safety works, EPC or decarbonisation upgrades, and extensive kitchen or bathroom replacements. It excludes properties awaiting redevelopment or sale.]	N / A	188 days (representing 44 dwellings)	N / A	Average re-let times for homes requiring major works were 188 days, based on 44 completed re-lets. Performance is closely linked to KPI 15 (average days to re-let standard relets), as homes requiring extensive repairs and improvements take longer to return to use and can reduce contractor capacity available for routine re-let works. Reviewing both measures together provides a more complete picture of void performance.
CS26 [Tenancy Standard]	Percentage of rent loss from vacant dwellings [This shows how much rental income we are unable to collect when homes are empty and not being lived in].	4% [Intervention 5% or higher]	2.40%	Green 	This represents £261,358 rent lost (cumulative)
CS22 [Tenancy Standard]	Number of lettings within our Housing Stock (including all re-lets and newbuilds)	N / A	84	N / A	In total 84 lettings were made within our council stock for Q1, which included 17 newbuild properties. Further comparison information will be provided for Q2.
CS27 [Tenancy Standard]	Percentage of tenants satisfied with the re-let service.	85% [Intervention 80% or lower]	100% (representing five responses)	Green 	The number of responses to the satisfaction survey is low and we are currently reviewing how we can increase take-up.

Ref No.	Measure / Performance Indicator	Target	Quarter 1 April – June	RAG Output	Comments
CS28 [Tenancy Standard]	Percentage of tenants satisfied with the condition of their new home	85% [Intervention 80% or lower]	100% (representing five responses)	Green 	The number of responses to the satisfaction survey is low and we are currently reviewing how we can increase take-up.
CS29 [Tenancy Standard]	Percentage of mutual exchange applications responded to within timescales [written decision within 42 days]	100%	100%	Green 	This is a new performance measure. Further comparison figures will be provided when available.
CS30 [Tenancy Standard]	Number of mutual exchange applications received	N / A	Six	N / A	Out of the six mutual exchange applications received: - One has been approved - Two have been refused - Three are awaiting a decision
CS31 [Neighbourhood & Community Standard]	Average number of calendar days taken to investigate and close anti-social behaviour (ASB) cases [measured from the date the case is opened to the date formal case closure is recorded]	N / A	319 (representing 42 cases)	N / A	The average closure time has been affected by a small number of older cases that remained open for an extended period before being resolved. These cases, dating from 2023 and 2024, have increased the overall average. However, most cases raised during 2025 and 2026 were resolved much more quickly, meaning current response and resolution times are performing better than the average figure alone would suggest.
CS32 [Neighbourhood & Community Standard]	Number and type of safeguarding actions undertaken during the reporting period.	N / A	See commentary	N / A	These figures provide an overview of the safeguarding activity undertaken by the team during the reporting period. They illustrate the volume and range of interventions delivered rather than serving as a direct measure of performance. The figures reflect the team's proactive engagement with residents, effective partnership working, and commitment to ensuring appropriate support and safeguarding measures are in place where needed. During Q1: 432 home visits were carried out 20 benefit referrals were made Seven child / adult safeguarding referrals were made Nine Multi-Agency High Risk meetings were held
CS33 [Neighbourhood & Community Standard]	Number of enforcement actions taken in response to reported ASB during the period	N / A	See commentary	N / A	These figures provide an overview of the enforcement activity undertaken by the team during the reporting period. They illustrate the volume and type of interventions delivered, with a focus on resolving issues through engagement and support wherever possible, and formal enforcement action used as a last resort. Home visits relating to enforcement activity are included within the overall number of safeguarding home visits, reflecting the overlap between these areas of work and the integrated approach taken by the team. During Q1: 96 tenancy warnings were issued Five Notice of Seeking Possession Orders were made

Ref No.	Measure / Performance Indicator	Target	Quarter 1 April – June	RAG Output	Comments
CS34 [Tenancy Standard]	Total number of housing fraud referrals received during the reporting period [A referral can be from internal officers, external partners or through anonymous reporting channels]	N / A	10	N / A	All Q1 reports of potential fraud were received on-line from external reporters. Of the 10 referrals received, following initial assessment: • Two of the referrals warranted further investigation, and • Eight were found to have no identifiable indicators of fraud.
CS35 [Tenancy Standard]	Number of routine housing fraud prevention checks completed and closed during the reporting period [Includes a review of Band A housing applications, RTB applications, and mutual exchange applications]	N / A	61	N / A	Prevention housing fraud checks are routine and proactive verification activities to identify housing fraud risks. These checks are not initiated by referrals, allegations, complaints, or reported concerns.
CS36 [Tenancy Standard]	Number of housing fraud investigations closed within the reporting period, broken down by outcome.	N / A	Nine	N / A	Of the nine fraud investigations closed during the reporting period: • Two resulted in warning letters being issued • Seven were closed with no further action required

Housing Landlord Complaints Performance Report

Quarter 1 2026 / 2027 (April to June 2026)

Overview

This report summarises Housing Landlord Complaints performance for Quarter 1 (April to June) 2026 / 2027, including complaint volumes, complaint themes, complaint outcomes and response times.

At a Glance

- 72 complaints received
- 106% increase compared with Q1 2025 / 2026
- 67.7% responded to within target timescales
- Repair and Maintenance remains the largest complaint category
- Service Delivery remains the top complaint theme

Complaints volumes

Q1 Comparison Number of Complaints received

-	Q1 2025 / 2026	Q1 2026 / 2027
Stage 1	29	58
Stage 2	5	13
Housing Ombudsman	1	1
Total Complaints received	35	72

We received 72 complaints in Q1 2026 / 2027, compared with 35 during the same period last year. The increase was largely driven by a rise in Stage 1 complaints, which increased from 29 to 58.

The increase in complaint volumes mirrors a continuing trend across the social housing sector. National benchmarking from the Housing Ombudsman and HouseMark shows that complaints have continued to rise, driven by increased resident awareness, higher service expectations and strengthened regulatory requirements. The Housing Ombudsman recognises that higher complaint volumes can also be indicative of an accessible and effective complaints process, in line with the principles of the Complaint Handling Code.

Complaint Themes

SCDC Themes

Theme	Q1 2025 / 2026	Q1 2026 / 2027
Service Delivery	17	33
Failure to Act	7	11
Staff Conduct	6	11
Communication	3	7
Other	2	6

Service Delivery remained the most common complaint theme, increasing from 17 complaints in Q1 2025 / 2026 to 33 in Q1 2026 / 2027. Complaints relating to Failure to Act, Staff Conduct and Communication also increased compared with the previous year.

HouseMark Themes

Theme	Q1 2025 / 2026	Q1 2026 / 2027
Repair and Maintenance	26	51
Staff and Customer Services	5	10
Tenancy Management	3	-
Estate Services	-	4
Other	1	2

Repair and Maintenance continued to account for the largest proportion of complaints, increasing from 26 complaints in Q1 2025 / 2026 to 51 in Q1 2026 / 2027. While this remains the area generating the highest level of customer concern, it is also the service with the greatest volume of tenant interactions and service requests. As a result, it is expected that Repairs and Maintenance will attract a higher proportion of feedback and complaints than other service areas.

This trend is consistent with findings from the Housing Ombudsman, which identify repairs and property condition as the most common causes of complaints across the social housing sector. The level of complaints received in this area therefore reflects both local service demand and wider national patterns.

Outcomes and Response Times

Complaint Outcome Comparison

Period	Upheld	Partly Upheld	Not Upheld
Q1 2025 / 2026	10	17	16
Q1 2026 / 2027	20	32	13

Upheld and partly upheld complaints increased compared with the previous year, reflecting the higher number of complaints received during the quarter and highlighting opportunities for service improvement.

Complaints Response Times

Action	Number	Percentage
Within Timescale	44	67.7%
Outside Timescale	21	32.3%
Total Responses sent in quarter	65	-

Complaint responses issued during the quarter relate to complaints received in both the current and previous quarters and are therefore not directly comparable to complaint volumes received during Q1. Of the 65 responses issued, 44 were provided within the target timescale and 21 outside the target timescale, resulting in 67.7% compliance with the service target of 80%.

Response Times comparison with Q1 2025 / 2026

Period	Within Timescale
Q1 2025 / 2026	86.0%
Q1 2026 / 2027	67.7%
Change	-18.3 percentage points

Performance against response timescales fell from 86.0% in Q1 2025 / 2026 to 67.7% in Q1 2026 / 2027 and was below the service target of 80%. Improving response times remains a key focus area for the service

Housing Ombudsman Update

During Q1 2026 / 2027, one complaint was referred to the Housing Ombudsman. As at 30 June 2026, there were three open Housing Ombudsman cases awaiting review or determination, including the complaint received during the quarter.

The service continues to cooperate fully with Ombudsman enquiries and uses learning and recommendations arising from complaints and investigations to drive continuous service improvements for tenants and residents.

Compliments

In addition to complaints, the Housing Service received 13 compliments during Quarter 1. Tenants and residents took the time to acknowledge the professionalism, support and high standard of service provided by staff and contractors. This positive feedback reflects the

commitment of teams across the service to delivering a responsive and customer-focused experience.

Examples of feedback received include:

“A big thank you to both of you for all your support and professionalism.”

“I wanted to let you know how incredibly helpful and supportive she has been.”

“Just writing to say how happy we were with the guys who did our kitchen. They were so helpful and did a wonderful job.”

“The kitchen refurbishment is fantastic. The team who were here during the week were great, very polite, professional and hardworking. They provided updates each day on the work being carried out and always cleaned up before leaving. The standard of the completed kitchen is excellent. I would recommend them to anyone. I am very pleased with and grateful for my new kitchen.”

“I wanted to say how impressed I was with the quality of the void works completed by your operatives. Please pass on my thanks and compliments to your Voids Team for an absolutely fabulous job.”

Next Steps

Improving complaint response times remains a key priority. Performance has been affected by increased complaint volumes, the complexity of some investigations and competing regulatory requirements.

To support improvements, a dedicated Housing Complaints Officer will join the service in August 2026. This additional resource will help improve response times, strengthen oversight of complaint investigations and ensure learning from complaints is used to drive service improvements.

We will also continue to focus on complaints relating to Repair and Maintenance, Service Delivery and Communication to identify recurring issues and improve services for tenants and residents.

We value feedback from our tenants and residents and will continue to use complaints as an opportunity to learn, improve our services and enhance the customer experience.

Conclusion

During Q1 2026 / 2027, complaint volumes increased significantly compared with the same period last year, particularly in relation to Repair and Maintenance, and Service Delivery. Whilst this reflects local service pressures, it also mirrors wider trends across the

social housing sector, where complaint volumes have continued to rise as residents become more aware of their rights and complaint processes become more accessible.

Repair and Maintenance remains the most significant area of customer concern and will continue to be a key focus for service improvement. The increase in upheld and partly upheld complaints has provided valuable insight into where services can be strengthened and where improvements to communication, responsiveness and service delivery are required.

Although performance against complaint response times fell during the quarter, additional resource has been secured through the recruitment of a dedicated Housing Complaints Officer to improve timeliness, strengthen complaint oversight and ensure lessons learned are embedded across the service.

The service remains committed to viewing complaints as a valuable source of customer feedback and learning, using the outcomes of complaint investigations to drive continuous improvement, enhance service quality and improve outcomes for tenants and residents.

TSM and KPI Quarter 1 Reports Panel Meeting (Online) – Notes

Date: 3 September 2026

Time: 2pm to 3.30pm (online)

Attendees: Margaret Wilson (Elected Tenant Representative)

Vivienne Till (Elected Tenant Representative)

Patricia Hall (Elected Tenant Representative)

Ivor Grant (Tenant Volunteer)

Peter Campbell (SCDC)

Grace Andrews (SCDC)

1. Quarter 1 Performance Overview

Grace Andrews provided a high-level summary of Quarter 1 performance rather than reviewing the reports page by page. Key points included:

Positive Performance Areas

- Safety and compliance performance remains strong.
- Repairs completed on time have improved.
- Tenant satisfaction with repairs has improved.
- Continued investment in housing development and delivery of new homes.

Areas Requiring Improvement

- Repair appointment attendance within agreed timeslots.
- Complaint response times.
- Re-let performance (time taken to re-let properties after becoming vacant).

2. Complaints Performance

Key Findings

- Complaint volumes have increased significantly.
- Repairs continue to be the most common cause of complaints.
- Complaint response times have not met targets.

Actions Already Taken

- A dedicated Housing Complaints Officer started in August.
- Continued focus on repairs and maintenance-related complaints.
- Increased emphasis on service delivery, communication and learning from complaints.

Discussion

- Complaint numbers have increased by approximately **106% compared with the same period last year**.
- Increased awareness of the complaints process and Housing Ombudsman requirements has contributed to higher complaint volumes. We have also seen a rise in FOI and Subject Access Request submissions, some of which are linked to existing complaints and submitted by the same individuals.
- Members discussed the growing complexity of complaints and the time required to investigate and respond.
- Peter Campbell highlighted concerns about AI-generated complaints, which can be lengthy, complex and resource-intensive to answer.
- While complaint volume itself was not considered concerning, the complexity and resources required to respond were identified as significant challenges.

Compensation and Claims

- Members discussed compensation claims and disrepair cases, including whether there had been an increase in volumes.
- Concern was expressed about "claim farming" businesses encouraging high-value compensation claims.
- It was noted that the majority of complainants seek resolution and service improvement rather than financial compensation.

3. Repairs and Re-let Performance

Repairs Appointments

- Missed appointment targets are believed to be linked partly to contractors missing allocated appointment windows, even when tenants are informed of delays.

Re-let Times

- Members asked about reasons for increased tenancy terminations and longer re-let periods.
- Peter Campbell advised that information is collected regarding reasons for tenancy endings.
- Properties requiring the most extensive works are often those vacated after long tenancies, particularly where tenants have moved into care or passed away and significant catch-up repairs are needed before reletting.

4. Damp and Mould / Awaab's Law

Discussion Points

- Members noted the significant costs predicted across the housing sector in meeting future compliance requirements under Awaab's Law.
- Peter Campbell reiterated that tenant lifestyle is not regarded as the primary cause of damp and mould issues.
- South Cambridgeshire continues to investigate all reported damp and mould cases and respond promptly.
- Only a small proportion of reported incidents are expected to fall directly within Awaab's Law requirements, but all cases require investigation.

5. New Council Homes and Affordable Housing

New Homes Delivery

- Members discussed the target of delivering 187 new homes.
- Growth is largely linked to major housing developments and the Council's strong working relationships with developers.
- Developers increasingly approach the Council directly as a preferred affordable housing partner.

Section 106

- Clarification was provided that Section 106 is not direct funding for affordable housing purchases.
- Affordable homes are typically purchased below market value, enabling affordable rents to be offered.

Shared Ownership

- Shared ownership was explained as a part-buy, part-rent model allowing residents to gradually increase ownership ("staircasing").
- Rental income from the unsold share contributes to the Housing Revenue Account.

6. Solar Panels

Extensive discussion took place regarding solar panels on council properties.

Concerns Raised

- Residents reported uncertainty about:
 - Whether they are benefiting from solar generation.

- How feed-in arrangements work.
- Meter readings and monitoring.
- Responsibilities when properties change tenants.
- What happens when existing agreements expire.

Clarifications

- Many installations were completed under historic "rent-a-roof" agreements where a private company owns the panels and receives feed-in tariff income.
- Tenants benefit through use of generated electricity rather than payments.
- Not all properties were suitable for installation and participation was voluntary.

Agreed Follow-up

- A short information paper will be requested from Chris Brown explaining:
 - How the solar panel arrangements work.
 - Tenant benefits.
 - Metering arrangements.
 - End-of-contract arrangements.
 - Frequently asked questions.

7. EPC Ratings and Asset Management Strategy

EPC Improvements

- Most housing stock already achieves EPC band C or above.
- Work is continuing to improve lower-rated properties, with properties in bands E and below being prioritised first.

Asset Management Strategy

- Members requested clearer information regarding future upgrade programmes and planned improvements.
- Peter Campbell confirmed:
 - The revised Asset Management Strategy is expected before the end of the calendar year.
 - A detailed action plan will be developed following approval of the strategy.

8. Water Efficiency Project

Feedback from Residents

- Feedback received from tenants was generally negative.
- Concerns centred around reduced water flow from taps and showers.
- Some residents felt any savings would be outweighed by inconvenience.

Response

- Participation remains optional.
- Medical and accessibility needs will continue to be considered.
- The project is intended to reduce water consumption and lower household costs.

9. Report Format Feedback

- Members welcomed the revised report format.
- The new layout was felt to be clearer and easier to follow.
- It was noted that the report aligns with information presented to elected members and senior governance bodies.

Actions

Action	Lead
Provide written briefing on solar panel arrangements, tenant benefits and future arrangements.	Chris Brown
Include the Asset Management Strategy action plan as part of future updates.	Peter Campbell / Housing Service
Continue monitoring complaint volumes, complexity and response performance.	Housing Service
Continue delivery of EPC improvement programme focusing initially on lower-rated properties.	Housing Service

Meeting Close

The panel thanked officers for the discussion and welcomed the improved reporting format. Meeting concluded at approximately 3:27pm.

4.4 Tpas National Tenants Conference – Feedback Reports

Vivienne Till, Margaret Wilson and Jim Watson attended the Tpas National Tenants Conference in Nottingham on 14 and 15 July 2026.

Included in the pack is the feedback report from Margaret Wilson for noting.

Tpas Annual Conference – 14 and 15 July 2026

Feedback Report – Margaret Wilson

TPAS (described as the tenant engagement experts) held their annual conference at East Midlands Conference Centre, Nottingham. As usual, it was tenant-focused, inspiring, helpful and well attended. Delegates represented tenants, housing associations, local authorities, and other interested parties. The theme for this year was power, voice and influence. Given the completion of the Social Housing Regulator's first year of inspections, the theme reflects the changes in legislation that concern tenant involvement.

This report covers the sessions I attended and includes insights gained from discussion with other delegates and speakers.

Opening session

Keynote speakers were Peter Apps, Jack Smith, Joan Allen, and Eve Blezard. They shared their thoughts and experiences on who are the power-holders in landlord tenant relationships, as illustrated by the voice and influence of tenants. This topic is important because the Social Housing Regulator requires to see evidence of these things during their inspections. Paying lip service, or exercising tick-box attitudes is no longer acceptable. Additionally, we must all remember that the renewed and thorough examination of tenant engagement was provoked by the terrible fire at Grenfell Tower where tenant warnings were ignored and their participation obstructed.

Peter Apps

Peter Apps is a journalist who has followed events since the Grenfell Tower disaster, written a book about his findings, and published widely in trade papers and general media.

He began by describing the context of the landlord / tenant relationships in general at Kensington and Chelsea Borough Council and, in particular, that at Grenfell Tower. The majority on the management board were elected tenants, therefore it appeared to be tenant run presenting "one face to the outside world" but "nothing could be further from the truth". The management board operated a short-term policy "branded [involved tenants] rebels, troublemakers" and "actively froze tenants out". During the enquiry into the fatal fire it was revealed that the board "ran tenancy background checks [on one individual] in an effort to get him evicted" because he kept asking questions.

This adversarial relationship developed because the lack of consumer choice and the stigmatisation associated with local authority housing is what separates this sector from everything else. Social housing tenants have no choice. In this case, the lack of respect

led to a deep rooted systematised stigma for tenants. There should be no stigma attached to dissent when landlords ignore their tenants and fail to give them status as a person with rights.

As is well-known, national government was stung into action by the terrible loss of life. Legislation, given royal assent in 2023, brought the Social Housing Regulator into being with a remit to ensure that the tenant voice and experience is a part of the management infrastructure. Imbalances must be recognised and dealt with.

Social housing is totally funded by tenants' rents and service charges. Therefore, its whole *raison d'être* is to provide homes for people. The organisation of building, maintaining, and allocation exists solely for tenants who should have an equal say in the management of their homes. The reality is that this equality does not happen naturally.

Whilst all the above is a matter of public record following a specific incident, such experiences and attitudes are widespread throughout social housing.

Jack Smith

Jack Smith from the Regulator of Social Housing (RSH) is the Assistant Director Assessment and Tenant Engagement. He reiterated the RSH's General findings over the last two years and stated that the RSH wanted to have "[its] thumb on the scales of power". There is still an imbalance of power between landlords and tenants and the RSH aim to scrutinise this imbalance to bring about "transparency, influence and accountability". The RSH may be contacted directly by tenants as well as conducting their regular inspections. Therefore, tenant feedback and experience are regarded as equally important as survey and satisfaction measures gathered by third parties.

Landlord performance is viewed largely by how much influence and scrutiny tenants are allowed. Of all the inspections conducted so far 143 landlords did not achieve C1 grade. Jack's perception was that this meant 143 landlords were failing. Meaningful engagement with tenants was the downfall of 51 landlords, 47 failed on the information given to their tenants and 32 had unsatisfactory information about their performance. "Inspections are meant to have a view of what is happening" therefore, landlord ambitions and aims maybe well meaning but are not necessarily a part of the inspection process.

Landlords were expected to answer the question "how are you making sure that tenants are influencing your approach?" by the 1st of October 2025. The answer is that decisions "must be made **with**, not for, tenants."

We are in the dawn of a new, structured framework for landlord / tenant engagement but the implementation and future form it will take are still being moulded. National

government, ombudsmen, regulators and landlords will all have a part to play so its final appearance is still uncertain. However, the question driving regulation and infrastructure will always be, “where is the tenant voice?”

Joan Allen

Joan Allen is an ‘engaged tenant’ at Citizen Housing; one of the country’s largest housing associations based in the West Midlands. She is on the Board and has been involved with ensuring that “residents’ voices shape decision making.”

As a passionate supporter of community interests alongside tenant engagement, her perspective is that the “tenant’s voice is really powerful” as “landlords can’t ignore you when you’re in a group”. Tenants can ensure that action follows talking which in turn helps allay the fear that some tenants have of challenging landlord policies or decisions. This is the universal fear that social housing tenants have of losing their home if they are too proactive or demanding.

Her experience is that Citizen clearly demonstrates a corporate desire to work with tenants. She follows the principle that giving tenants opportunities to contribute leads to them having more pride in their environment and local community. That sense of ownership provides a feeling of belonging and responsibility that is, overall, conducive to good landlord / tenant relationships.

Tenants participate in many scrutiny activities and contribute locally via Citizen Hubs. These Hubs seek tenants’ experiences, ideas and thoughts about their homes and communities. People are encouraged to contribute rather than say, ‘someone else will do that’.

The Board, and, thus, the tenants who sit on it, is key to overall strategy, ensuring the Executive Team is effective and well-resourced, performance monitoring and identifying and dealing with problems.

This was a thought-provoking contribution to the session.

Eve Blezard

Eve Blezard from the Chartered Institute of Housing (CIH) is their policy lead for asset management, building safety and culture. She spoke about community development with an emphasis on “is anybody listening?” The overview from the CIH is that there is improvement in tenant engagement but she questioned whether that “actually changes anything”. Her example was Awaab’s Law, which relates to damp and mould, but the legislation has much wider application. She observed that the law can’t change culture and landlord culture is where change must be aimed.

She mentioned that the CIH continually hear phrases like, “lifestyle choices” or they notice assumptions such as, “why are [they] doing this?” What is missing are questions about what influences residents’ choices and a willingness to “understand what it feels like to live [in a tenant’s home]”. The data collected do not always provide accurate answers or guidelines as to why tenants complain or feel unheard.

The most visible engagement between tenants and landlords concerns repairs and maintenance. Accordingly the CIH has begun a new research project, Repairs Culture, Accountability and Participation (RECAP), that builds on previous work on improving the culture around this service. The aim is to improve insight into the tenant lived experience and help landlords and contractors develop a genuine culture of accountability.

Too often repairs are not carried out to high standards - “it’s only Council” - or tenants feel stigmatised by attitudes from both their landlord’s employees or that of the contractors. Data do not always reflect reality as what is important is not only ‘was the job done on time?’ but the number of visits or the quality of the finished work.

Landlords need to cultivate an atmosphere of trust, belonging and community which requires an “organisational culture shift”. CIH through RECAP promotes the notion that the “lived experience needs the same weight as the stock survey” and this only comes via good tenant involvement.

Delegate questions

This session finished with audience questions. The main recipient was Jack Smith from the Regulator.

He reassured delegates that the Regulator is very keen to hear directly from tenants and, during inspections, will be looking for evidence of changes brought about by tenant input. He observed that regulations make good structures and rules but are not so good at helping communities.

Responding to a question about Council auditing, he observed that most low inspection scores are from Councils. He expanded this by recommending the questions, “how do you know you’re doing the right things?” And “are you asking the right things?”. This was in reference to ‘tick-box’ culture and third party data.

Encouraging ‘professionalism’ within social housing it was said that professional standards won’t solve competency but it should help. Bringing in standards will contribute to an individual, whose standards may not be those of the organisation, adhering to its ethos and attitude.

Professional standards will aim to bring about culture shift, honesty, reflection, awareness of biases and recognition of what matters to tenants. It is always easier to have human to human conversations and all organisations can succeed or fail. What is necessary is willingness to keep a local context and good customer service.

‘Stigma’ provoked a universal response from the panel. Language within the industry is “very entrenched” and the CIH intends to lobby for change. For example, changing the language used in examinations and qualifications.

Words such as ‘void’, ‘stock’ and phrases like ‘front line’ “must change”. Economically, rent is power but structures need to ensure that tenants are prominent. For example, a landlord should not take credit for listening; ie. ‘Being a good landlord’ because that needs to be a given.

Finally, each speaker was asked to give one change that they would like to happen.

- ❖ Jack Smith - Increase the pace of change, “progress goes at the pace of trust”
- ❖ Eve Blezard - Have the lived experience treated as evidence and given weight
- ❖ Pete Apps - Flush out the attitude that tenants should be grateful
- ❖ Joan Allen - Tenants should feel how powerful they are

Seminars

There are several seminars that happen simultaneously and they frequently involve a degree of networking and participation from delegates. Therefore, the take-away information is usually more focused and includes other delegate experiences. This year was no exception.

The conference theme, power, voice and influence, ensured that landlords and tenants that are successfully negotiating the change of power dynamics since the royal assent to the Social Housing (Regulation) Act 2023 played a prominent role in the seminars.

What Does it Take to Move From Simply Listening to Residents to Creating a Culture Where Tenant Voices Genuinely Shape Services?

The two speakers were introduced together with the five key exemplars used to demonstrate how well “does the tenant voice run through the whole organisation” and are the landlords “committed to listening, learning and *continually* improving?” (my emphasis)

- ❖ Listening with purpose
- ❖ Building trust
- ❖ Showing genuine influence

- ❖ Using insight to improve service
- ❖ Demonstrate impact

The speakers represented two Housing Associations (HA); Nottingham Community Housing Association (NCHA) and Midland Heart. Both had received a C1 rating from the Social Housing Regulator (SHR) inspection and shared their experience of achieving this outcome and their TPAS accreditation.

Although both HAs, they were very different sizes; Midland Heart the largest with 34,000 properties in 49 Local Authority areas and NCHA, closer to SCDC, with 10,000 homes within 6 Counties. The difference is relevant because expectations are different, demographics may be different (for example, NCHA has a lot of under 25year old tenants). Yet both organisations prioritised listening and learning with the attitude that problems (complaints?) indicate areas for improvement and what can be done better. Human Resource departments are involved with tenant matters to ensure that tenants participate directly in the induction of all staff. Additionally, people from all areas collect feedback because, “Everything to do with the customer is everyone’s business.” Council landlords are expected to meet the same standards even though they have traditionally been less accessible and had more hierarchy.

Communication with tenants is paramount and every form of contact with tenants had a survey form attached and all tenant feedback was taken to the power holders. From this plans were developed together with how they would be implemented. Once instigated, plans continued to be questioned for ongoing effectiveness; that is, “not ‘task and finish’.” The following speakers’ comments illustrate the expected thought processes for landlord staff

- ❖ “People [the board] need to see that listening to customers is important.”
- ❖ “We don’t do that anymore.”
- ❖ “The project end-product will have a knock-on-effect on the customer.”
- ❖ “How can I help?”

Tenants that have received a service are always followed up and both HAs have a policy of all staff meeting tenants by ‘door knocking’. By taking a proactive approach, tenant involvement is encouraged and their opinions are given weight throughout the HAs. When prospective staff are being recruited any that do not wish to meet tenants are regarded as “Not for us / this organisation.” These protocols and attitudes are intended to ensure that landlords demonstrate empathy and compassion whilst being proactive rather than reactive.

Introducing RECAP: A First Conversation on Repairs Scrutiny

Repairs Culture, Accountability and Participation (RECAP) is a new, national project “to maximise resident insight and engagement in how repairs and maintenance services are delivered and to support landlords and contractors in building a genuine culture of accountability.” (From Chartered Institute of Housing website). It derives from an earlier initiative that developed 12 guiding principles for improving the social housing repairs culture and will focus on helping tenants establish scrutiny when looking for solutions to identified issues.

Much of this seminar was audience interaction with each other and the speaker. The resulting themes were:

- ❖ A reality check for present tenant scrutiny - how much weight is given
- ❖ Blockers - what gets in the way of good scrutiny
- ❖ Gold standards - what works well
- ❖ Ideas for change - what would tenants want to change

An outcome of good tenant scrutiny came from tenants in Wales; this concerned floor coverings and how they related to tenant well-being. It was tenants' lived experience that provided the opportunity for the landlord to have more interest and care in how they allocated their homes.

Widespread, structural and deeply felt - the ongoing challenge to tackle social housing stigma

Like it or not, there is stigma associated with social housing. This may be towards individual tenants, groups of tenants, or neighbourhoods. Stigma is felt by tenants and practised within all walks of society - including their landlords and the construction industry.

The seminar opened with a question, “Do you live in a stock?” It was answered with ironic laughter. Language is the main, optional weapon of stigma and it can be brandished deliberately or unconsciously. Such language pervades the culture of social housing along with expressions of blame such as ‘lifestyle’. Maintenance work and repairs are the other areas for stigmatisation. Quality is not important because “workmen talk to you as though you should be grateful.” It has taken tragedies to bring the public gaze onto social housing and stimulate a climate for change.

This seminar was presented by the Stop Social Housing Stigma (SSHS) campaign organisation. This organisation has grown rapidly, conducted (or commissioned) research into tenants' experience of stigma, and now, following a meeting with Baroness Sharon

Taylor, the Parliamentary UnderSecretary of State at the Ministry of Housing, Communities and Local Government, has Ministerial support in addressing the stigma associated with tenants of social housing.

We were presented with a Code of Conduct template that aimed to establish stigma-free relationships between social landlords and their tenants. Although this is available to view on the website ([https:// stopsocialhousingstigma.org/wp-content/uploads/2026/07/SSHS-Code-ofconduct-issues.pdf](https://stopsocialhousingstigma.org/wp-content/uploads/2026/07/SSHS-Code-ofconduct-issues.pdf)) some important observations were made:

- ❖ Everybody is there because of the residents
- ❖ Staff have a primary duty to residents / tenants
- ❖ Staff have a responsibility to challenge stigma when it occurs
- ❖ Roles should be conducted in a way conducive to building trust
- ❖ There should be enthusiasm for tenant scrutiny

It was emphasised that these responsibilities also applied to any contractors and to *all* staff and Councillors. Comparison was made with the NHS¹ where there are clear, written codes of conduct that especially address the behaviour expected of staff. We were shown some tenants' quotations:

- ❖ "Treated as though ruddy stupid, liars and 2nd class citizens"
- ❖ "We should be grateful for having somewhere to live"

Many audience members identified with the examples given. SSHS are still conducting surveys and aim to establish more connections with social housing landlords to improve relationships between them and their tenants. Much of their work will now enable tenants' voices to be heard at national government level.

Transforming Homes: New Thinking from Cardiff University

This seminar was delivered by a researcher and two architects. It presented a research project that aims to assist landlords who need to retrofit their homes to bring them up to modern standards. The homes currently being observed are pre WWI in Swansea and Bristol, but their goal is to learn lessons and produce scaleable protocols for other landlords. Their target is 'beyond retrofit', rather it is to produce 'good places to live'.

Delegates were tasked with imagining their ideal home. We were provided with scaled models of 'typical' houses together with a selection of materials that could be used. For example, insulation materials might be some form of chemical foam, natural cellulose

¹ Perhaps an unfortunate comparison given recent events.

fibres or sheep's wool. Design and layout were also flexible and we were encouraged to use our experience, expertise and to think "outside the box" as we adjusted the models and selected the materials.

Each group of delegates had a spokesman that summarised and presented the model results to the room. Everyone was invited to complete their own list of 'ideal' materials and design features to be considered when undertaking modernisation of older homes as well as when designing new-build. Prominent themes were natural materials, sustainability and flexibility. The lists and models were collected, the models photographed and ideas from this seminar and many other tenant groups will contribute to the final research thesis. It is hoped that the thesis, filled with tenants' contributions, will provide advice to builders, developers and housing professionals as they design and build into the future.

Closing session

As in previous years this session comprises success stories from tenants. The topic was, 'what difference has getting involved made?'

There were four short presentations from tenants across the country. Their 'differences made' included scrutiny, a new framework following a merger, improving communication and tenant involvement.

Scrutiny

Two presentations concerned tenant scrutiny protocols that led to improved outcomes for tenants. The first focused on a new, more localised communication set-up. Following a tenant survey that asked what issues mattered most to them, involved tenants looked at how the landlord communicated with its residents. At that time there was only one point of contact for a highly centralised service. The new system was completely feedback-led and divided the landlord's geographical region into smaller areas. Those areas provided greater opportunities for neighbourhood meetings, more time for landlord staff in communities and better communication. The tenants then "held the landlord to account" as problems could be seen at first hand. Overall improvements were achieved in communication, repairs and maintenance, and general neighbourhoods.

The second embarked on improving the scrutiny structure itself. The engaged tenants wanted this to begin with interviews; they spoke to tenants, senior and middle managers as well as contractors. They found that middle management tended to become defensive when questioned, whereas the seniors grasped the issues of concern. Cleaning (communal areas and communities) was an example quoted where poor service could lead to poor tenant responsibility and lack of consideration for others.

Ten scrutiny processes were undertaken that produced 209 recommendations; an average of 20 per subject. Tenants are currently conducting a review of the 75% (191) that were implemented to assess how they are working. They considered their work on antisocial behaviour a particular success because many more cases are being reported. This is attributed to a clearer understanding of what constitutes antisocial behaviour combined with greater engagement with, and improved trust of, involved tenants and the landlord.

Communication

The elephant in every room to do with landlord / tenant engagement; this group spoke about instituting schemes that involved all those concerned with residents' daily life from 'the board' to the tenants. The focus was on community and outdoor areas as a means of bringing people together physically and aimed to improve communication between all aspects of the landlord / tenant relationship.

They instituted a regular 'Tidy Friday' where staff and local residents came together to improve the community surroundings. This wasn't solely litterpicking but included cleaning up any graffiti and tidying and planting up soft landscaping. The scheme proved very popular and became a vehicle for 'in person' interactions and word of mouth communication. A successful social media vehicle for promoting tenant engagement came from a video made during the event. (www.youtube.com/watch?v=GhS7NUg_woM) is another example.

New Framework

This was a long-term project that originated in the need to provide a new framework for tenants following a merger between landlords; in this case Housing Associations. They intended to "co-create together" what tenants wanted their new situation to "look like", assisted by TPAS. The process took 18 months and was clearly thorough and intense. *Every* tenant was telephoned and asked that question.

They took stigma "to heart" and formed a group comprising volunteers from all demographics that represented tenants, residents and staff. Having tenants involved from the start of the merger helped to ensure a smooth process that required less "later tweaks" to improve it. Lived experience was central to the planning process as was the fact that people's communities and homes would be affected no matter how slightly. One tenant was quoted as saying, "Are we another tick-box exercise?".

The landlord now proudly states "Tenants talk, Riverside listens" on their website. That seems a suitable closure to this report.

5. Standing Items

5.1 Forward Plan

Julie Fletcher to provide an update on the Forward Plan included in the pack.

Housing Engagement Board – Forward Plan – 2026 / 2027 (updated September 2026)

Date of Meeting	Topic	Description	Lead Officer	Decision Route	Outcomes
January 2026 Separate session outside of HEB for tenant representatives [Completed]	Budget Update	To review the budget position for 2026 / 2027	Peter Campbell	Cabinet to approve budget February 2026	For Information – no specific outcomes
March 2026 – Special HEB Policy Meeting [Completed]	Reaching Every Tenant Policy	To note / provide further comments on the Reaching Every Tenant Policy following tenant consultation through the policy panel	Geoff Clark	Cabinet	Policy Endorsed
March 2026 – Special HEB Policy Meeting [Completed]	Compliance Safety Policies: Fire Safety Asbestos Lift Safety	To note / provide further comments on the compliance safety policies following tenant consultation through the policy panel	Eddie Spicer	Cabinet – March 2026	Policy Endorsed
March 2026 – Special HEB Policy Meeting [Completed]	Compensation Policy	To note / provide further comments on the Compensation Policy following tenant consultation through the policy panel	Peter Campbell	Cabinet – March 2026	Policy Endorsed
March 2026 – Special HEB Policy Meeting [Completed]	Repairs and Maintenance Policy	To note / provide further comments on the Compensation Policy following tenant consultation through the policy panel	Eddie Spicer	Cabinet – March 2026	Policy Endorsed

Date of Meeting	Topic	Description	Lead Officer	Decision Route	Outcomes
June 2026 Originally due – September 2025 [Completed]	Pets Policy	To note / provide further comments on the Pets Policy following tenant consultation through the policy panel	Geoff Clark	Cabinet – June 2026	Policy Endorsed
June 2026 Originally due – September 2025 [Completed]	Estate Services and Communal Areas Policy (new policy)	To note / provide further comments on the Communal Areas Policy following tenant consultation through the policy panel	Geoff Clark	Cabinet – June 2026	Policy Endorsed
June 2026 [Completed]	Tenant Satisfaction Measures (TSM) Submission	To note / provide further comments on the TSM submission to be sent to the Social Housing Regulator by the end of June 2026.	Julie Fletcher	TSM submission to Cabinet June 2026	Endorsed by Cabinet and submitted to the Regulator / published on website
June / July 2026 Separate briefing session Originally due – March 2026 [Completed]	Tenant Satisfaction Survey Results	Review the outcome of the 2025 / 2026 tenant satisfaction survey results. Results to be presented by MEL Research Ltd.	Julie Fletcher	N / A	Briefing held 29 July 2026 for Members, staff and tenant reps.
June 2026 [Completed]	Performance Monitoring	Agree performance indicators and oversight and scrutiny procedures	Julie Fletcher	Housing Engagement Board / Lead Member for Housing	HEB agreed Performance Monitoring template

Date of Meeting	Topic	Description	Lead Officer	Decision Route	Outcomes
June 2026 [Completed]	Complaints Annual Report and Self-Assessment	Endorse the Complaints Annual Report and Self-Assessment for 2025 / 2026 prior to submission to the Housing Ombudsman	Julie Fletcher	Cabinet – June 2026	Endorsed by Cabinet and submitted to the Ombudsman/published on website
June 2026 [Completed]	Compliance Safety Policies: Hazards (incl. Damp and Mould) [Renamed HHSRS]	To note / provide further comments on the compliance safety policies following tenant consultation through the policy panel	Eddie Spicer	Cabinet – June 2026	Policy Endorsed
June 2026 [Completed]	Tenant Census Report	Report requested by HEB at the last meeting as to an update on the tenant census	Julie Fletcher	HEB	HEB noted report
June 2026 [Completed]	Disabled Adaptations Report	Report requested by HEB at the last meeting	Julie Fletcher	HEB	HEB noted report
June 2026 [Completed]	Service Plan 2026 / 2027	To note the service plan for 2026 / 2027, identifying any additional key priorities / challenges to be included for this year and / or to support the development of next years' Service Plan.	Julie Fletcher	HEB	HEB noted service plan. No additional priorities or additions proposed. Actions relating to LGR to be progressed at a corporate Council-wide level

Date of Meeting	Topic	Description	Lead Officer	Decision Route	Outcomes
Originally due – June 2026 [Superseded]	Service Charges / Communal Rooms	Report requested by HEB at the last meeting.	Geoff Clark	HEB	Follow-up meetings were arranged but did not proceed due to low attendance and a date misunderstanding. To be progressed through the Rent Setting Policy and Communal Room Charging Policy.
September 2026	LGR	Verbal update on Local Government Review (LGR)	Peter Campbell	N / A	-
September 2026	Recruitment Protocol	To establish a recruitment protocol for tenant involvement.	Julie Fletcher	HEB	-
September 2026 [New]	Q1 Performance Monitoring	High level oversight of Q1 Performance relating to Tenant Satisfaction Measures (TSMs) and the Consumer Standards	Julie Fletcher	Cabinet – September 2026	-
Originally due – September 2025 New Date – November 2026 [Revised]	Asset Management Strategy (existing)	Review and update of the existing Asset Management Strategy	Eddie Spicer	Cabinet – November 2026	-

Date of Meeting	Topic	Description	Lead Officer	Decision Route	Outcomes
Originally due – September 2025 New Date – November 2026 [Revised]	Rent Setting and Service Charges Policy	To note / provide further comments on the Rent Setting and Service Charges Policy following tenant consultation through the policy panel	Geoff Clark	Cabinet – November 2026	-
November 2026	Right-sizing Policy	To note / provide further comments on the Right Sizing Policy – supporting tenants to move to more suitable accommodation	Julie Fletcher	Cabinet – November 2026	-
November 2026	Rent Arrears Management Policy	To note / provide further comments on the Rent Arrears Management Policy following tenant consultation through the policy panel	Julie Fletcher	Cabinet – November 2026	-
Originally Due – September 2026 New Date – March 2027 [Revised] [Awaiting outcome of new legislation – Social Housing Bill]	No Access Policy	To note / provide further comments on the 'No Access' Policy – setting how we respond when tenants do not allow access for essential inspections or repairs.	Eddie Spicer	Cabinet – March / April 2027	-

Date of Meeting	Topic	Description	Lead Officer	Decision Route	Outcomes
Originally due – December 2025 New Date – November 2026 [Revised] [Delayed due to other policy priorities relating to compliance with the Consumer Standards]	Communal Room Charging Policy (new policy)	To note / provide further comments on the Communal Room Charging Policy following tenant consultation through the policy panel	Geoff Clark	Cabinet – November 2026	-
November 2026 [New]	Q2 Performance Monitoring	High level oversight of Q1 Performance relating to Tenant Satisfaction Measures (TSMs) and the Consumer Standards	Julie Fletcher	Cabinet – September 2026	
Original Date – December 2025 New Date – November 2026 [Revised]	Empty Property Re-let Standards	Scrutiny Project Group being set up with tenant representatives to look at the standard of empty properties when they are let. Outcome: Group to provide a report / suggestion of what they feel should be changed which will be considered as part of the new Standard	Dave Armitage	Housing Engagement Board / Lead Member for Housing	-
February 2027 [New]	Q3 Performance Monitoring	High level oversight of Q1 Performance relating to Tenant Satisfaction Measures (TSMs) and the Consumer Standards	Julie Fletcher	Cabinet – September 2026	

Date of Meeting	Topic	Description	Lead Officer	Decision Route	Outcomes
April 2027 [New]	Q4 Performance Monitoring	High level oversight of Q1 Performance relating to Tenant Satisfaction Measures (TSMs) and the Consumer Standards	Julie Fletcher	Cabinet – September 2026	
TBC	Relet Management Policy	Following outcome of scrutiny project	Eddie Spicer / Dave Armitage	Cabinet	-
TBC Not before April 2027 [New]	Service Plan 2027 / 2028	To note the service plan for 2027 / 2028, identifying any additional key priorities / challenges to be included for this year and / or to support the development of next years' Service Plan.	Julie Fletcher	HEB	
TBC Not before April 2027 [New]	Complaints Annual Report and Self-Assessment	Endorse the Complaints Annual Report and Self-Assessment for 2026 / 2027 prior to submission to the Housing Ombudsman	Julie Fletcher	Cabinet	
TBC Not before April 2027 [New]	Tenant Satisfaction Survey Results	Review the outcome of the 2025 / 2026 tenant satisfaction survey results. Results to be presented by MEL Research Ltd.	Julie Fletcher	N / A	
TBC Not before April 2027 [New]	Tenant Satisfaction Measures (TSM) Submission	To note / provide further comments on the TSM submission to be sent to the Social Housing Regulator by the end of June 2026.	Julie Fletcher	Cabinet	

5.2 Contracts Review Panel

Meetings to review and discuss the ground's maintenance contract were held on 17 March and 8 July 2026.

Copies of the notes from the meetings are included in the pack.

Geoff Clark to report.

SP Landscapes Contract Review Meeting

17 March 2026 – 10.30am to 12pm

Present – Jim Watson (JW) – Tenant Representative

Patti Hall (PH) – Leaseholder Representative

Paul Bowman (PB) – Independent

Simon Luckings (SL) – Operations Manager SP Landscapes

Debbie Barrett (DB) – Housing Services Team Leader

Geoff Clark (GC) – Service Manager Tenancy and Estates

Scheduled Work

High Frequency Cuts x 12

The first cut of the new season was completed between 23 February and 16 March.

The second cut has commenced from 17 March.

95% of obstacle spraying has been completed (alongside the first cut) the remaining 5% will be completed during the second cut.

Low Frequency Cuts x 4

The first cut of the season is planned for 6 / 7 May.

Welfare Grass cuts x 5

First cut is planned for week commencing 13 April.

Annual Ditch Clearance

This was completed between 19 January and 6 March.

Annual Hedge Cut

Most of this work was completed in December; a few missed hedges were completed in March.

Hardstanding and Weed Spray

First visit of the season is planned for May / June, second visit August / September.

Wildflower cut and collect

Planned for week commencing 19 October.

Sheltered Scheme Sites

The main shrub maintenance visit was completed between 7 January and 12 February.
Spraying of moss.

Responsive works

Work requests and quotes for more detailed exercises, continue to be sent to SP as they are identified from our formal and informal estate inspections.

Further works to be considered over winter months dependant on budgetary capacity.

Tree Survey

Three areas completed and survey data submitted. Fourth and final area survey is complete, and the survey data will be provided shortly. Quotes have been provided for high priority works for first three areas, works orders have been submitted and are part way through completion.

Any Other Business

PH raised concerns about moss growth at Franklin Gardens, Cottenham. SL said the new walk behind weed brush should show improvements shortly.

Ensure new Housing Officer patches are shared with SL.

PB queried the list of tenants receiving a welfare cut – DB and SL confirmed this is being regularly updated.

PB referenced 2026 formal estate inspections and said that if the site had been inspected in a previous year could the actions be provided. GC to discuss with Bronwen Taylor.

There was a general agreement that actions coming out of formal estate inspections should only be completed once work has been done not when works are ordered.

Geoff Clark

23 March 2026

SP Landscapes Contract Review Meeting

8 July 2026 – 1pm to 2.30pm

Present – Jim Watson (JW) – Tenant Representative

Patti Hall (PH) – Leaseholder Representative

Paul Bowman (PB) – Independent

Simon Luckings (SL) – Operations Manager SP Landscapes

Debbie Barrett (DB) – Housing Services Team Leader

Geoff Clark (GC) – Service Manager Tenancy and Estates

Scheduled Work

High Frequency Cuts x 12

Six cuts have been completed.

Seventh cut in progress but not much grass to cut at present.

Weather conditions have not had too much of an impact, but operatives are starting early where they can and shortening the day when it is really hot.

Low Frequency Cuts x 4

One cut completed

Second cut due to commence week commencing 27 July.

Welfare Grass cuts x 5

Three cuts completed.

Hardstanding and Weed Spray

50% of the hardstanding weed spray has been done.

Wildflower cut and collect

Planned for week commencing 19 October.

Sheltered Scheme Sites

Works have commenced; operatives are working closely with sheltered estate officers to agree which sites should be a priority.

Responsive works

Work requests and quotes for more detailed exercises, continue to be sent to SP as they are identified from our formal and informal estate inspections.

Further works to be considered over winter months dependant on budgetary capacity.

Tree Survey

Data from the fourth and final area survey was submitted in April. High priority works from the first three surveys have been ordered and completed. High priority works for the fourth survey to be ordered soon, followed by medium priority works for four 4 areas.

Any Other Business

Recommended that a new tree survey is commenced from April 2030.

All agreed there is less reactive tree surgery work because of two tree surveys completed in recent years.

Drains on garage sites were discussed – Geoff to talk to Eddie Spicer, Service Manager for Assets, to see what arrangements we have in place to manage.

PB said that he had had difficulty reporting an abandoned vehicle through our website.

Geoff Clark

29 July 2026

6. Any other Business

Any additional issues to be raised.

7. Proposed Meeting Dates for 2026 / 2027

- 10 November 2026 – Tuesday (Teams meeting / venue to be confirmed)
- February 2027 – (Teams meeting / venue to be confirmed)

8. Closing