

Tenant Annual Report

2024-2025





A message from our Chief Executive, Stephen Hills

Welcome to our 2024/2025 Tenant Annual Report

The 2024/25 financial year marked the first year of delivering our new Corporate Plan, and we are grateful to those tenants who contributed to shaping the priorities it sets out. Their insights and involvement have been instrumental in guiding our focus and actions.

One of the core priorities was investing in our existing homes. We undertook comprehensive surveys to identify properties most in need of improvement. This enabled us to launch a targeted programme to upgrade insulation and heating systems in homes requiring the greatest support. These improvements not only help tenants lower their energy bills, particularly critical during a time of rising living costs, but also contribute to Cambridge Housing Society's broader goals of achieving net zero carbon emissions and promoting sustainability.

Another key development during the year was the establishment of a new repairs contract. Working closely with tenants throughout the process, we appointed Fortem as our new contractor. This contract is vital to our core housing service, and we're confident it delivers both value for money and a high standard of quality.

Tackling damp and mould also remained a significant area of focus. We took a proactive and tenant-centred approach, reaching out to affected households and responding quickly and thoroughly. While we acknowledge that challenges remain, we've made solid progress and are putting systems in place to ensure continued improvement in future years.

Fire safety was another critical priority. We completed detailed fire safety surveys in all homes where required and carried out essential works to address identified risks, reinforcing our commitment to tenant safety.

Our collaboration with tenants continued through active engagement with the Tenant Committee and the implementation of our Tenant and Customer Engagement Strategy. A particular area of focus was complaint handling. We recognised the need for further improvement and as part of this effort, we completed a self-assessment against the Housing Ombudsman's Complaint Handling Code to identify and address gaps in our processes.

This year also saw the publication of results following the first nationwide Tenant Satisfaction Measures (TSMs) for social housing providers. We were proud that Cambridge Housing Society ranked as one of the best-performing housing associations nationally. However, the results also highlighted areas where further work is needed, and we are committed to acting on this feedback to continue improving the quality of our services. We look forward to reviewing next year's TSM results to assess the impact of the changes we've made.

In parallel, our Board reflected on the strategic direction of Cambridge Housing Society and reaffirmed their commitment to maintaining our status as an independent, locally rooted, community-focused housing association. We were pleased to retain the highest possible financial viability rating from the Regulator of Social Housing, an achievement that supports our continued independence and resilience.

Finally, in partnership with our Tenant Committee, we launched our new and forward-thinking Well-being Strategy. This important initiative lays the foundation for delivering on a wide range of actions designed to improve the wellbeing of our communities, and we look forward to bringing it to life in the years ahead.

*Stephen Hills, Chief Executive
Cambridge Housing Society*

Who we are

Founded in 1927, Cambridge Housing Society is an independent housing association with over 3,000 homes in Cambridgeshire.

We are one of only two independent housing associations working solely in Cambridgeshire and are the only one to offer a blend of affordable rented homes, specialist supported housing and a range of community support services.

2,136

low cost
rental homes

481

shared ownership
homes

3

sheltered (retirement)
housing schemes

3

Housing with Care
schemes for older people

9

CHS supported housing services providing accommodation and support to:

- Young 16-25 year olds at risk of homelessness
- Young parents
- Women with mental health needs
- Adults with learning disabilities and autism

4

community service:

- Money Matters advice and support
- Cambridgeshire Local Assistance Scheme (CLAS)
- Homeless Outreach Employment Advisory Service
- Housing Benefit Project

24

support housing services managed by 4 managed agents providing accommodation to:

- Adults with learning disabilities
- Adults with mental health needs
- Women fleeing domestic violence
- Older Vietnamese people

Our purpose and mission is to enable people to flourish, by providing security and creating opportunities, through the delivery of high-quality Cambridgeshire based homes with support and we strive to deliver this through our values:

Care

- Compassionate
- Attentive
- Inclusive
- Social conscience

Openness

- Communication
- Open-minded
- Transparency
- Respectful

Trust

- One team
- Collaborate
- Empowerment
- Ownership



TSM **81.7%**

Overall satisfaction of tenants with the service provided by Cambridge Housing Society (compared to 79.1% in 2023/24)



TSM
(Tenant Satisfaction Measures)



Tenant Feedback



Your home

At Cambridge Housing Society, we know that a safe and secure home is vital.

Building and safety measures

In 2024/2025, we carried out the following:		Compared to 2023/24	
Safety checks	2,623	2,575	↑
Electrical safety checks	495	375	↑
Homes have a valid gas safety check	100%	100%	TSM
Homes have a valid fire safety check	100%	97.2%	↑ TSM
Homes have a valid asbestos survey	100%	100%	TSM
Water safety checks in eligible properties	100%	100%	TSM
Lift safety checks*	74.2%	100%	↓ TSM
Homes have a valid Electrical Installation Condition Report (EICR)	98%	94%	↑
Homes have a valid risk assessment	97%	89%	↑
Legionella risk assessments in eligible properties	100%	94%	↑

*The lift safety figures are lower than usual due to three lifts being taken out of service because of complex repairs. Safety checks are completed on two lifts. The final safety check will be completed once repairs are finalised.



Responsive repairs

- **5,513** repairs completed (compared to 5,500 in 2023/24)
- **501** emergency repairs carried out (compared to 548 in 2023/24)
- **82%** - appointments that were made and kept (compared to 77% in 2023/24)
- **74%** - repairs 'right first time' (compared to 74% in 2023/24)
- **84%** - customer satisfaction (compared to 88% in 2023/24)



Related TSMs and performance data

- TSM** **70.7%** - satisfaction with overall repairs services (compared to 72.8% in 2023/24)
- TSM** **70.1%** - satisfaction with time taken to complete most recent repair (compared to 69.8% in 2023/24)
- TSM** **77.1%** - satisfaction that the home is well maintained (compared to 73.1% in 2023/24)



Repairs to empty homes between tenancies (voids)

- **169** properties (compared to 163 in 2023/24)
- **£1,936.98** – average cost of repairs to void properties (compared to £2,001 in 2023/24)
- **6.7** – average number of days to complete void repairs (compared to 9 in 2023/24)



Planned and cyclical works

We also fitted the following:

- **47** kitchens (compared to 51 in 2023/24)
- **41** new bathrooms and WCs (compared to 93 in 2023/24)
- **108** new A+ rated boilers (compared to 109 in 2023/24)
- **181** window and door replacements (compared to 86 in 2023/24)



Decent Homes Standard (DHS) and repairs

- TSM** **0.2%** proportion of homes that do not meet the DHS
- TSM** **75.8%** repairs completed within target timescales (non-emergency)**
- TSM** **93.9%** repairs completed within target timescales (emergency)***

** Target timescales: 15-20 working days

*** Target timescales: 24-48 hours

Sally's story

At Cambridge Housing Society, we're committed to improving the quality, comfort, and safety of our homes, all while keeping our residents informed and involved every step of the way. Hearing directly from tenants helps us understand what we're doing well and where we can continue to improve. In this case study, Sally*, a long-standing resident of Cambridge, shares her recent experience with repairs and improvement works carried out in her home – including damp and mould treatment, insulation and ventilation upgrades, and window replacements. Her story highlights the value of clear communication, quality workmanship, and the real impact these improvements can have on everyday living.

22

net zero properties
completed in 2024/25



"My name is Sally, and I've lived in my Cambridge Housing Society home in Cambridge for over 20 years now with my family. Thankfully over the years, we've faced a small number of issues, but most recently it was managing the mould in the bathroom that had been causing me concern.

Cambridge Housing Society arranged for repairs to my bathroom, and while I can't say for certain whether the mould problem will return, especially with winter still ahead of us, I'm genuinely pleased with the standard of the work that was carried out. My bathroom looks much better, and I feel hopeful that it won't come back once the weather gets colder.

What really stood out to me was the communication throughout the whole process. I was in contact with one of the managers and he was fantastic – he kept in regular contact to check on how things were going and made sure I was always kept in the loop. That made a big difference. I always knew what was happening and when, so I really appreciated that.

In addition to the bathroom repairs, Cambridge Housing Society also carried out insulation improvements and replaced the windows in the house. The operatives were nice and helpful and respectful to my home.

I can already feel the difference since having this work done. The house feels warmer and much quieter than before. There's less draught, which I'm happy about – it just makes the place feel more comfortable overall.

Honestly, I don't have anything negative to say. The whole experience has been a positive one for me and my family. I don't have any suggestions for improvement – just want to say thank you. We're very happy with how it all turned out."

*Name has been changed

Housing management

Our general needs homes are mainly made up of social rented homes, but we are now seeing an increase in affordable rent homes. Rent levels are important because our general needs homes provide housing for individuals and families who are unable to privately rent or buy in the current market. All general needs rents are set in accordance with the rent calculation in the Government's Policy Statement on Rents for Social Housing. Social rents are normally significantly lower than affordable rents as affordable rents are determined in line with the current market.

Average Weekly Rents

Social rent

1 bedroom	£109.06
2 bedrooms	£128.21
3 bedrooms	£142.38

Affordable rent

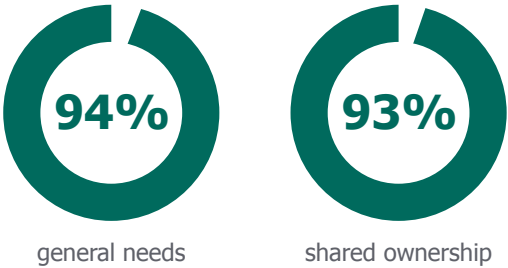
1 bedroom	£158.36
2 bedrooms	£189.76
3 bedrooms	£220.34

Non-CHS private sector rents

1 bedroom	£191.00
2 bedrooms	£246.00
3 bedrooms	£296.00

Housing management continued

Satisfaction with the lettings process



Number of lettings



general needs
(compared to 157 in 2023/24)

Relet times (days)



general needs/sheltered
(compared to 26.7 in 2023/24)

Evictions



(compared to 6 in 2023/24)

Mutual exchanges



(compared to 23 in 2023/24)

Other

- 25 new domestic abuse cases (compared to 16 in 2023/24)
- 17 domestic abuse cases open at year end (compared to 14 in 2023/24)
- 20 formal complaints about housing management/charges (compared to 13 in 2023/24)

Supported housing

Satisfaction with the lettings process



supported housing

Number of lettings



supported housing
(compared to 68 in 2023/24)

Relet times (days)



supported housing

Evictions



(compared to 4 in 2023/24)

Safeguarding incidents



(compared to 73 in 2023/24)

Housing with Care

Our three Housing with Care schemes provide independent living in one and two-bed flats for older people. Richard Newcombe Court is centrally located in Cambridge on Histon Road and Dunstan Court is located on Wulfstan Way off Queen Edith Road. Moorlands Court is located in the quiet village of Melbourn in South Cambridge.

Alongside providing self-contained accommodation we also provide support to tenants based on their needs and requirements. In September 2023, Cambridge County Council awarded its support contract to Radis and tenants now have the choice of receiving their care and support from both Cambridge Housing Society and Radis.



Number of Housing with Care lettings

23 (compared to 38 in 2023/24)



Relet times (days)

46 (compared to 91 in 2023/24)



Safeguarding incident

1 (compared to 0 in 2023/24)



Number of hours of personal care delivered

36,213
(compared to 38,471 in 2023/24)



Tenant satisfaction in our Housing with Care Schemes

How do you rate the quality of care we provide

100%

(compared to 100% in 2023/24)

How do you rate the approachability and professionalism of our care team

100%

(compared to 100% in 2023/24)

How do you rate the cleanliness of the scheme

95%

(compared to 97% in 2023/24)

How do you rate your experience in the restaurant

92%

(compared to 91% in 2023/24)

How do you rate the quality of meals provided in our restaurant

85%

(compared to 83% in 2023/24)

If you have had a complaint, how would you rate the way in which it was dealt with

83%

(compared to 81% in 2023/24)

Your Voice



Listening to our tenant voice is a key priority, and in February 2024, we agreed a new strategy on customer engagement with our Tenant Committee who had been heavily involved in developing a new approach. We agreed a shared vision for working with customers to ensure they can influence and improve services, removing any barriers to engagement and communicating effectively. The strategy identified a range of ways that customers can be involved with Cambridge Housing Society in ways to suit them.

The year in numbers

4,441	119
Tenant survey replies	Tenants personally contacted about volunteering
22	17
Tenant Estate Inspectors	New tenant volunteers recruited
17	12
Committee and panel meetings	Monthly tenant newsletters
6	3
Induction and training sessions for involved tenants	Online focus groups and forums



68.3%

satisfaction that we listen to tenant views and act upon them (compared to 66.7% in 2023/24)



73.4%

satisfaction that we keep tenants informed about things that matter (compared to 70.7% in 2023/24)



80.7%

agreement that we treat tenants fairly and with respect (compared to 82.1% in 2023/24)



Engagement in action

These are some examples of changes made as a result of feedback from our customers:

- We consulted customers who would be affected by a change to our service charge policy which was to introduce charges for safety checks in communal areas and pest control where it's needed. A few concerns were raised about the increased charges (which we keep as low as possible), although the need to have these checks was understood.
- Ellis House (sheltered scheme) residents expressed concerns about security after a break-in and we installed CCTV covering the front and back of the building.
- A neighbourhood grant of £925 was set by us to fund six projects in Cambridge, Cherry Hinton, Milton, and Little Paxton including face-painting for a community event, a gardening club, Christmas decorations, buffets for two Christmas parties, and a skip day.



Tenant Committee

The core group for our involved tenants is the Tenant Committee, members of which also sit on the panels focussing on complaint handling and scrutiny of our services. During the year, eight new tenants joined and our longstanding Chair stood down. We identified that the timing and format of meetings (in-person during the working day) could be a barrier for some customers, so the Committee changed it to include two evening meetings and one online meeting a year.

The committee had a busy year including:

- Adopting the National Housing Federation's Together with Tenants Charter
- Policies endorsed included complaints and service charges
- Strategies reviewed included communities (neighbourhood) and communication
- Updates were given on our decarbonisation works and repairs contract procurement
- Input on value for money issues fed into our self-assessment against the new Consumer Standards
- At every meeting, the latest Tenant Satisfaction Measures were reviewed



Scrutiny

The Tenants' Scrutiny Team delivered a valuable report on our approach to damp and mould, including many recommendations that were agreed by us and acted on during 2024-25. These included more proactive identification of homes at risk of damp and mould, improved communication, increased recognition of individual circumstances, and increased training for staff who visit homes to recognise damp and mould.

The team also worked on a payment methods project, looking at potential efficiencies for Cambridge Housing Society and the reasons customers may have for using different payment methods. There are already positive outcomes as a result of the team's work:

- Around £24,000 saved due to a procurement exercise and signing a new contract with AllPay
- A change to the sign-up process to eliminate cheques in Housing with Care Schemes

New members received TPAS (tenant engagement experts) training on how to undertake scrutiny and three members attended the Tpas scrutiny conference. The Chair of the panel continues to mentor the Vice Chair in preparing agendas and checking minutes to support the continuity of the panel.

Your Voice continued

Complaints Panel

Over the last 12 months, our Complaints Panel members have driven good practice around complaint handling. During the year the Panel:

2024/25

Reviewed one stage 2 complaint and responded to the complainant

Co-produced the self-assessment on how our own policy and procedure measures up against the Housing Ombudsman's Complaint Handling Code

Reviewed the complaints policy to make sure it keeps up with the Housing Ombudsman's requirements

Members have continued to be champions for the complaints process and the new structure of the panel will ensure that it holds us to account for the quality of our complaint handling

Tenant Feedback

The Online Feedback Panel

We asked the 400+ members of our Online Panel to let us know what would be important to them in a new repairs contract. They also reviewed the new navigation on the website and said that it would make it easier to find the information they were looking for.

Tenant Feedback

Building Safety Forum

Tenants who lived in blocks were surveyed and invited to a new Building Safety Forum which met online in February 2025. Tenants gave feedback on how to encourage tenants to report safety concerns. We are trialling some new signage at Samuel Jones Crescent in St Neots as a result. Tenants wanted an app to report communal repairs and this feedback will feed into our digital strategy.

Tenant Feedback

Procurement

Tenants were actively involved in the scoping and design of the new responsive and planned repair and voids contract and also the communal cleaning contract. They evaluated tenders, participated in moderation meetings and are involved in the mobilisation e.g. visiting contractor offices to see how their systems work.



Complaint handling report

We aim to resolve an issue when a customer first raises it with us, and during 2024/25, we logged 213 such instances, up from 164 the previous year. When our customers remain dissatisfied or choose to make a formal complaint, we ensure they receive a full formal response in line with our comprehensive complaints handling process.

80

Total number of complaints received in 2024/25. The number of complaints has more than doubled from 36 during 2023/24.

21

Formal complaints were escalated to the second stage in 2024/25, all of them property-related – an increase from 5 in the previous year.



- 13 Planned Maintenance
- 16 Estate Services
- 7 Other property
- 3 Housing with Care
- 3 Development
- 128 Repairs
- 43 Housing Management



- 20 Housing Management/charges
- 2 Development
- 58 Property Services

We believe the overall increase in formal complaints is due in part to the awareness raising with our customer facing teams to ensure that they offer to open a complaint. We also believe there is now increased awareness among our customers about making complaints.

From the complaints that were closed at the year-end, 23 were fully upheld, 31 were partly upheld and 26 were not upheld.



47.2% - satisfaction with our approach to handling complaints (compared to 42.3% in 2023/24)



74.3% - complaints responded to within Complaint Handling Code timescales (stage 1) (compared to 92.8% in 2023/24)



27.5 - number of stage 1 complaints per 1,000 homes (compared to 11.1 in 2023/24)



100% - complaints responded to within Complaint Handling Code timescales (stage 2) (compared to 100% in 2023/24)



7.1 - number of stage 2 complaints per 1,000 homes (compared to 1.9 in 2023/24)

Themes arising from complaints:

- The value of taking into account customers' needs. We therefore aim to agree a new policy on reasonable adjustments in service delivery, and our project to collect more information from customers about their relevant personal circumstances will improve the quality of this data
- Follow-on works, and delays in repair times remain the most common causes of dissatisfaction
- Issues around service charges, whether through miscalculation or lack of clear information for customers. The shared ownership satisfaction working group has identified some changes in process and timing
- Communication, for example, about newbuild defects, tenant alterations, work carried out in empty homes

Community investment

During 2024 to 2025, our Community Investment team continued to play their part in supporting our tenants and customers, as well as the wider community, through the cost of living pressures faced by many households. Firstly, the CLAS team engaged with 470 of our tenants and an additional 1,022 local residents in the community, providing them with income maximisation through financial awards, recycled furniture and new white goods.

We also continued to steward various networks in Cambridgeshire, bringing relevant and diverse organisations together – including public, voluntary, community and faith – to help better support people in the community. In total 279 organisations are now engaged. We have also been successful in campaigning for extra resources from local authorities.

Money Matters

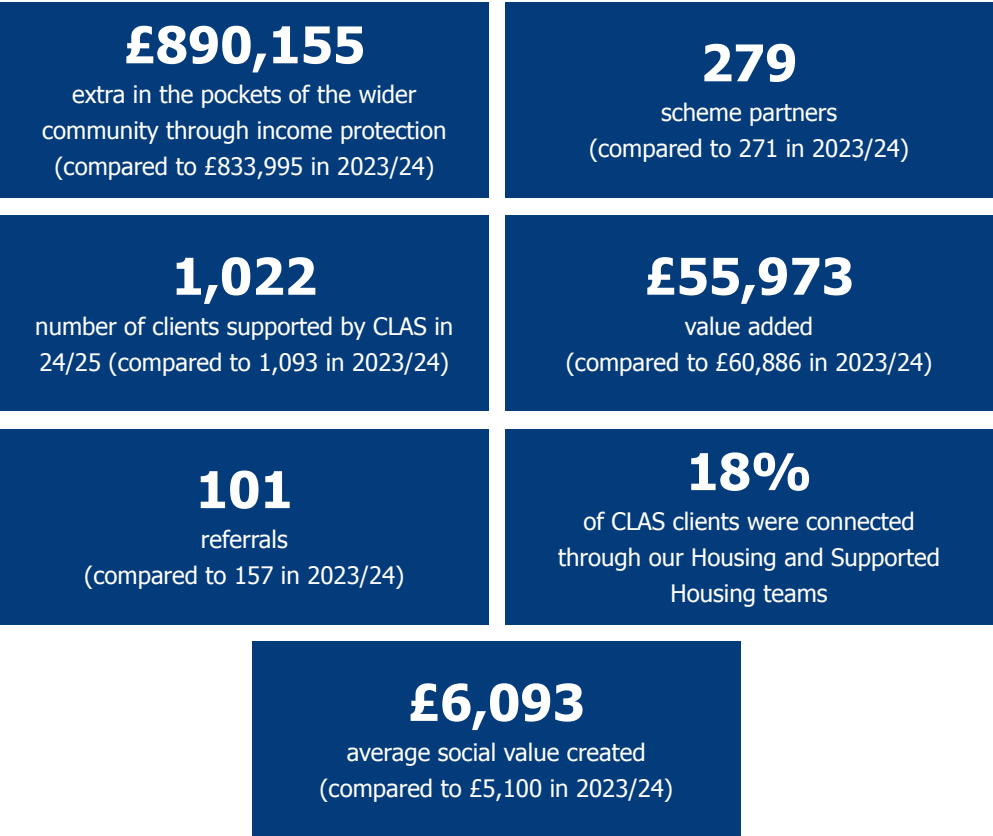
When changes to the Winter Fuel Allowance were announced in Autumn 2024, our team wanted to ensure our customers who were entitled to Pension Credit were receiving it. They found customers were more forthcoming about their health needs than their financial problems, so they therefore changed the focus of their work to assist these customers to get the Attendance Allowance which also makes them eligible for Winter Fuel Allowance regardless of income.

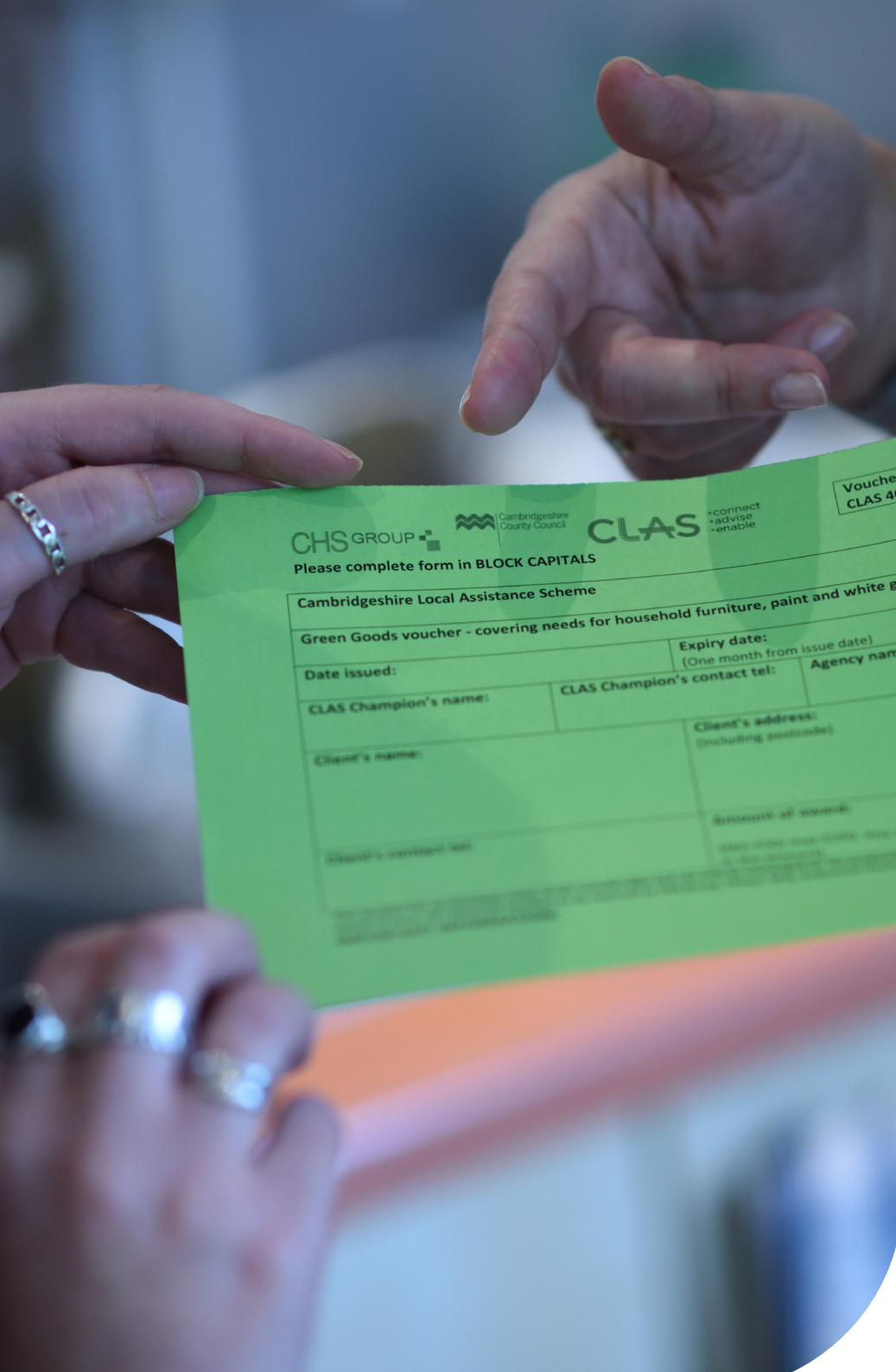
Throughout the year, the team saw an increase of 20% in the number of tenants accessing their support, suggesting more of our tenants were experiencing financial pressures. It was also an indication that as an organisation we are getting better at engaging with our tenants who may need our support and improving pathways into the service. Our long-term strategic objective is to get to a point where we are confident that all our tenants are receiving the welfare benefits they're entitled to.

£454,220 extra in our tenants' pockets through income protection (compared to £400,000 in 2023/24)

£502,378 social value created through Money Matters services (compared to £400,000 in 2023/24)

CLAS (Cambridgeshire Local Assistance Scheme)





Jane's* Story

Both me and my partner, John* have been out of work since early 2024 due to ill health and we had a joint claim for Universal Credit (UC).

While waiting for our UC claim to be processed, we built up rent arrears and started getting extremely worried about our finances. We both applied for Personal Independence Plan (PIP), and after being assessed, I received no points and John was assessed as standard mobility. This had a big impact on us. We struggled to cope, got very anxious about our situation and our mental health started to decline.

Our Housing Officer, Debra became aware of our situation and spoke to Cambridge Housing Society's Money Matters advisor, Sally, and asked her for advice and support. Debra also went to Huntingdon District Council and was able to get the team to pay £1,310.16 from the Homeless Prevention Fund towards my rent arrears.

Sally visited us in May and was able to help complete a 'Capability for Work' UC application for me and this was thankfully successful. She also said she would apply for a couple of grants, so we were able to buy food and pay for gas and electric. She asked me all about my previous health history and I was able to find

a few supporting letters. In July, Sally made a new PIP claim and in October later that year I was informed that I had been awarded enhanced Daily Living and Mobility backdated to July. I notified Sally and she suggested John contacts UC to tell them about my PIP – he was later awarded the Carers Allowance Premium.

Throughout the whole process Sally never judged and has supported us since April. Along with Debra, they have given us piece of mind and we can now manage financially. **Thanks to Sally and Debra we have been awarded £18,520.76.**

Total grants received: £1,570.16

- CLAS supermarket vouchers - £150
- Household Support Fund – £110
- Homeless Prevention Fund Grant - £1,310.16

Total benefits received: £16,950.60

- Personal Independence Payment – £9,583.60 pa
- Universal Credit Limited Capability for Work Related Activity Premium – £4,994.28 pa
- Universal Credit Carers Premium – £2,372.72 pa

*Names have been changed

Your community

Development programme

During 2024 to 2025, we launched an exciting new development in Cambourne, west of Cambridge in partnership with housing developers, Taylor Wimpey. This new development will see the delivery of 12 high-quality new homes by early 2026 and will provide six socially rented and six shared ownership homes, helping to meet the diverse housing needs of the local community.

We also secured a new site on Doddington Road in Wimblington, south of March, where we have entered into a design and build contract. This scheme which will deliver a further 14 new homes in 2027 including 10 for social rent and four for shared ownership.

Our development programme remains a cornerstone of our commitment to address housing needs across Cambridgeshire, and in doing so, create homes, support communities and shape a better future for all.

Anti-social behaviour (ASB) and Neighbourhoods

Tenant Feedback

At Cambridge Housing Society, we understand the impact Anti Social Behaviour (ASB) and neighbour disputes can have on households and the wider community which is why we act quickly to help prevent and tackle such behaviour. During the year, our General Housing Team focussed more on giving neighbours being complained about a clear opportunity to give their account. This was a result of feedback from a customer whose neighbour had complained about them. The Housing team also undertook training to help them improve the assessment of risk when handling ASB cases.

Often an issue reported as ASB turns out to be a dispute between neighbours and in such cases we give advice to help relationships improve. This year we have employed a high quality external mediation provider to help neighbours to resolve their differences, which CHS funds.



43

New anti-social behaviour cases
(compared to 43 in 2023/24)



66%

Satisfaction that we keep communal
areas clean and well maintained
(compared to 60.3% in 2023/24)



58.1%

Satisfaction that we make a positive
contribution to neighbourhoods
(compared to 57.0% in 2023/24)



54.5%

Satisfaction with our
approach to handling ASB
(compared to 51.2% in 2023/24)



14.4

ASB cases per 1,000 homes
(rented and shared ownership)
(compared to 15.5 in 2023/24)



0

Number of ASB cases that involve
hate incidents per 1,000 homes
(data not available for 2023/24)

Our year in numbers

Customer services



1,076

Average number of calls taken each month by Customer Services (compared to 1,273 in 2023/24)



25 seconds

Average time taken to answer phone calls (compared to 9.3 seconds in 2023/24)



37

Average number of LiveChat calls per month (compared to 54 in 2023/24)

Support



Over £1 million Social Value created through our Supported Housing services

Investing in your home and services



2%

Community investment
£651,811

11%

Housing Management
£3,186,653

19%

Central services/overheads
£5,644,896

9%

Service costs
£2,797,581

8%

Support costs
£2,384,449

14%

Building works - responsive repairs
£4,131,126

5%

Building works - cyclical
£1,567,632

8%

Building works - improvements
£2,264,000

24%

Interest Costs
£7,036,837

1 in 5



1 in 5 general needs tenants supported by Money Matters securing **£450k additional income** for households



97 tenants supported in our Housing with Care schemes

Plans for the next 12 months

Our priorities for 2025/26 will be to deliver key projects outlined in our Corporate Plan.

Corporate Plan Priority Project List for 2025/26

Project

- Complete a project to ensure that information that we hold about tenants' homes is up to date and able to be used effectively to plan for future repair and maintenance needs.
- Carry out a review of how the Housing with Care service is run to ensure that we are meeting the regulation standards set by the Care and Quality Commission.
- Seeking ways to raise additional money from local business and donors to help support some of the key community projects run by CHS.
- Carry out a number of actions from the Digital Strategy aiming to improve business efficiency and improve services to tenants and customers.
- Establish a project to gather key information from tenants and customers to help us check how well services are being delivered.
- Work with the new repairs contractor to get them up and running to provide the best service to tenants.
- Explore new options to help the residents of our Russell Street supported housing service move on to long term accommodation after their two years at the hostel.
- Work to increase satisfaction with shared owners including making service charges more transparent and improving communication.
- Explore ways to improve the delivery of neighbourhood services in response to the recent Tenant Satisfaction Measures which showed this area as needing improvement. We are starting a project aiming to improve the neighbourhoods our residents live in, for example how well we maintain shared spaces and work with partner organisations to improve local areas. We will be consulting on our approach to antisocial behaviour and neighbour disputes, including consulting tenants on an update of our anti-social behaviour policy.
- Work towards renewing our Domestic Abuse Housing Alliance accreditation to ensure we provide the most effective support to victims and survivors of domestic abuse.
- We're committed to providing fair, inclusive and accessible services to every tenant and resident so during 2025/26 we'll be launching a data collection project to review the current details we hold such as household members, age, marital status, ethnicity and any disabilities including mental health conditions. This will ensure our services reflect the needs of all our communities fairly and without discrimination.



CEO departure

After seven years of working at Cambridge Housing Society, our Chief Executive, Stephen Hills, retired at the end of October 2025.

Speaking on his decision to retire, Stephen said:

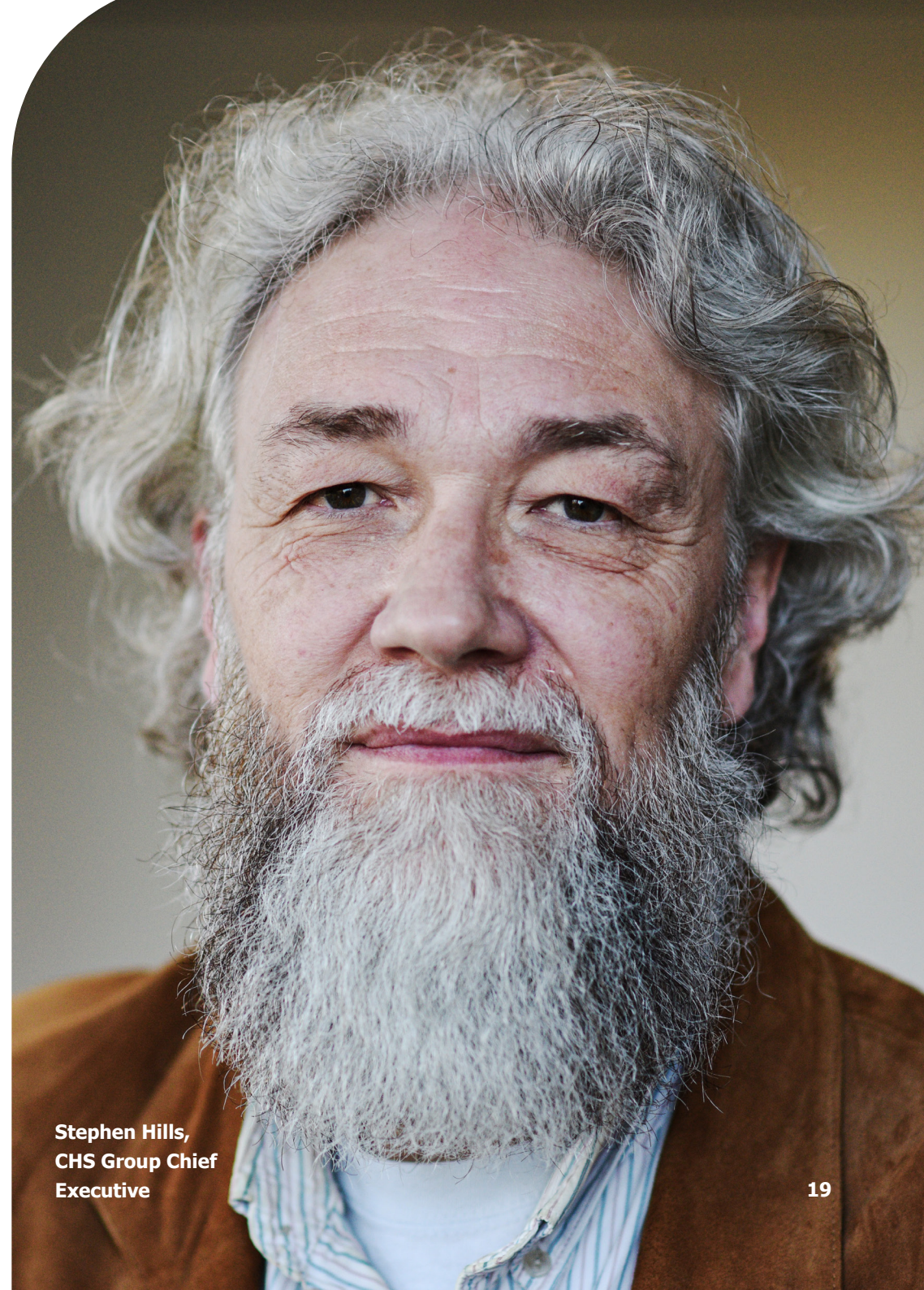
"My time at Cambridge Housing Society has been a truly rewarding experience, and I am particularly proud of everything that has been accomplished working together with tenants over the past three years in my role as Chief Executive. I am confident that the organisation is in a strong position moving forward with a united and dedicated team at its core."



We are pleased to say that Stephen will be succeeded by Chris Harris who has over 30 years' experience in the housing sector. Since June 2021, Chris has served as Chief Executive of Arhag Housing Association, an organisation that closely aligns with Cambridge Housing Society in both values and purpose. With over 30 years of experience in the housing sector, Chris has also held senior leadership roles at Genesis Housing Group, Catalyst Housing Group, London & Quadrant, and spent over six years as Executive Director of Customer Services at Southern Housing Group.

Chris brings with him a deep commitment to social values and a strong track record of leadership. He is passionate about our mission to help people flourish by providing security and creating opportunities through high-quality, locally focused housing and support services.

Chris joined the organisation on 3rd November.



**Stephen Hills,
CHS Group Chief
Executive**



Head Office

Cambridge Housing Society, Endurance House,
Chivers Way Histon, Cambridge CB24 9ZR



General Enquiries

0300 111 3555

Minicom

01223 713784

Repairs

0300 111 3555

(24 hours for
emergency repairs)



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housing, care, and community services in Cambridgeshire