



South Cambridgeshire District Council

Keeping Homes free from Hazards: Management of Housing Health & Safety Rating System (HHSRS¹) Policy incorporating Awaab's Law

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¹ The Housing Health and Safety Rating System (HHSRS) is a statutory, risk-based assessment framework used to identify and evaluate potential hazards to health and safety in residential properties. It assesses 29 categories of housing hazard based on the likelihood and severity of harm that could result. Hazards are rated as either Category 1 (serious risks) or Category 2 (less serious risks)



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1. Introduction

- 1.1 Awaab's Law introduces clear legal duties for social landlords to investigate and remedy serious health and safety hazards within fixed timescales. It reflects the importance of prompt, transparent action where housing conditions present risks to residents' health.
- 1.2 This policy sets out how South Cambridgeshire District Council (SCDC) will meet its statutory responsibilities under Awaab's Law, establishing a single, unified framework for the identification, assessment and management of housing hazards. It replaces all previous policies relating to specific hazard types, including the Damp, Mould and Condensation Policy, which is now withdrawn.
- 1.3 The introduction of Awaab's Law requires landlords to take a consistent, risk-based approach to all hazards likely to affect residents' health and safety, supported by legally prescribed timescales and clear accountability. Maintaining separate, hazard-specific policies would create duplication, inconsistency and a risk of non-compliance with statutory duties.
- 1.4 This policy therefore brings all hazards, including damp and mould, within one comprehensive framework aligned to the Housing Health and Safety Rating System (HHSRS). This ensures that all cases are assessed and managed consistently based on the risk of harm to residents, rather than by hazard type, and that SCDC can deliver a clear, transparent and legally compliant service.

2. Definitions of a Hazard

- 2.1 For the purposes of this policy, a hazard is defined in Section 2(1) of the Housing Act 2004 as:

'Any risk of harm to the health or safety of an actual or potential occupier of a dwelling arising from a deficiency within the dwelling, or in any building, or land in the vicinity'.



- 2.2 For the purposes of this policy, 'harm' shall be understood in accordance with the principles of the Housing Health and Safety Rating System (HHSRS). Harm refers to the potential impact of a hazard on the health or safety of an occupier, including both physical and mental health outcomes. In line with HHSRS, harm is assessed on a risk basis and does not require actual injury or illness to have occurred; instead, it reflects the likelihood of an occurrence and the severity of the possible outcome, ranging from minor effects to serious illness or death. This risk-based definition is set out in the [Housing Health and Safety Rating System \(England\) Regulations 2005](#) and associated operating guidance, and underpins the Council's assessment of hazards within this policy. While this assessment informs professional judgement, it does not in itself determine whether a hazard meets the thresholds of a 'Significant Risk of Harm' or 'Emergency Hazard' under Awaab's Law, which are applied separately in accordance with statutory definitions.
- 2.3 Hazards are assessed under [HHSRS](#) based on the likelihood of an occurrence that could cause harm and the severity of the outcome, taking into account the vulnerability of the occupant. Under HHSRS hazards are categorised as either:
- Category 1 Hazards – serious risks requiring prompt action
 - Category 2 Hazards – less serious risks that may still require intervention
- 2.4 The HHSRS categorisation of Category 1 and Category 2 hazards is a separate framework from the classification introduced by Awaab's Law. While both assess risk, Awaab's Law introduces distinct legal categories of 'Emergency Hazards' and 'Significant Risk of Harm', (see Section 6 definitions) which determine the statutory response times and duties set out in this policy. The categorisation under HHSRS does not in itself determine whether a hazard meets the threshold for an Emergency Hazard or Significant Risk of Harm.
- 2.5 In practice, SCDC will assess all hazards using HHSRS principles, but will apply the definitions set out under Awaab's Law to determine the appropriate response, prioritisation and statutory timescales.
- 2.6 HHSRS identifies 29 prescribed hazard categories. These are grouped broadly as follows, with links provided to the relevant legislation for



each category (with further examples provided within the government's [operational guidance Annex C](#)):

Physiological hazards

1. [Damp and mould growth](#)
2. [Excess cold](#)
3. [Excess heat](#)
4. [Asbestos and manufactured mineral fibres \(MMF\)](#)
5. [Biocides](#)
6. [Carbon monoxide and fuel combustion products](#)
7. [Lead](#)
8. [Radiation](#)
9. [Uncombusted fuel gas](#)
10. [Volatile organic compounds](#)

Psychological hazards

11. [Crowding and space](#)
12. [Entry by intruders](#)
13. [Lighting](#)
14. [Noise](#)

Protection against infection

15. [Domestic hygiene, pests and refuse](#)
16. [Food safety](#)
17. [Personal hygiene, sanitation and drainage](#)
18. [Water supply](#)

Protection against accidents

19. [Falls associated with baths, etc.](#)
20. [Falling on level surfaces etc](#)
21. [Falling on stairs etc](#)
22. [Falling between levels](#)
23. [Electrical hazards](#)
24. [Fire](#)
25. [Flames, hot surfaces etc](#)
26. [Collision and entrapment](#)
27. [Explosions](#)
28. [Position and operability of amenities etc](#)



29. [Structural collapse and falling elements](#)

- 2.7 Each hazard represents a potential risk to health or safety and will be assessed and managed in line with the risk-based framework set out in this policy, regardless of type.
- 2.8 In line with Awaab's Law and emerging regulatory changes, the number and grouping of hazard categories may be revised nationally. This policy will remain aligned with the current statutory definition and structure of HHSRS at the time of application.

3. Scope and purpose

- 3.1 This policy applies to council-tenants within their homes and in communal areas or shared facilities, where such hazards present a risk of harm and are the responsibility of SCDC to maintain. It does not include temporary accommodation occupied under a licence, leasehold, equity share or shared ownership properties (unless stated within the lease agreement regarding property maintenance/repairs). Properties managed by Ermine Street Housing or Shire Homes Lettings are not within the scope of this policy.
- 3.2 For properties in scope, this policy applies to all relevant housing hazards as defined under the Housing Health and Safety Rating System (HHSRS) (See Section 2), where they present an Emergency Hazard or a Significant Risk of Harm.
- 3.3 From October 2025, the policy applies to:
- All Emergency Hazards (excluding overcrowding)
 - Hazards relating to damp and mould where they present a Significant Risk of Harm
- 3.4 From 2026 (subject to confirmation), the policy will extend to include additional hazards where they present a Significant Risk of Harm, including:
- Excess cold and excess heat
 - Falls (including on level surfaces, stairs, and between levels)
 - Structural collapse and explosions
 - Fire and electrical hazards
 - Domestic and personal hygiene and food safety



- 3.5 From 2027 (subject to confirmation), this policy will apply to all remaining HHSRS hazards (excluding overcrowding) where they present a Significant Risk of Harm.
- 3.6 No hazard type is subject to separate policies, processes, or assessment criteria.
- 3.7 Issues that do not meet the threshold of an Emergency Hazard or a Significant Risk of Harm, as determined through the risk-based assessment set out in this policy, will be managed as non-hazard repairs, regardless of hazard type. These cases fall outside the statutory requirements of Awaab's Law but will be addressed through standard responsive repair processes.
- 3.8 All reported issues will remain under review, and where there is evidence of increased risk, deterioration, or repeat occurrence, they will be reassessed in line with this policy and escalated where appropriate.
- 3.9 All cases of damp and mould will be managed under this policy as a housing hazard in accordance with the Housing Health and Safety Rating System (HHSRS) and Awaab's Law.
- 3.10 The purpose of this policy is to ensure that:
- All housing hazards, including damp and mould, are identified, assessed and managed through a single consistent framework.
 - Emergency hazards and hazards posing a significant risk of harm are investigated and remedied within legally prescribed timescales.
 - Residents are protected from risks to health and wellbeing.
 - Clear governance, accountability and assurance arrangements are in place.
 - Statutory requirements are fully integrated into housing management practices and service delivery.

4. Legislative Context

- 4.1 [Hazards in Social Housing \(Prescribed Requirements\) \(England\) Regulations 2025](#), known as and referred to in this Policy as Awaab's Law, was introduced



through the Social Housing (Regulation) Act 2023 and came into force for the social rented sector in phases starting from 27 October 2025.

- 4.2 The legislation places mandatory duties on social landlords to investigate, communicate and remedy serious health and safety hazards, including damp and mould, within fixed timeframes.
- 4.3 Whilst Awaab's Law is being implemented in phases, this policy reflects both current and forthcoming statutory requirements. From October 2025, duties apply to emergency hazards and significant damp and mould hazards. In 2026, these requirements will extend to additional hazards where they present a significant risk of harm, and by 2027 will include all remaining Housing Health and Safety Rating System (HHSRS) hazards, excluding overcrowding.
- 4.4 Awaab's Law builds upon existing legal duties and does not replace them. SCDC will continue to meet its wider obligations under:
- [The Housing Act 2004](#) (including the [Housing Health and Safety Rating System](#))
 - [The Landlord and Tenant Act 1985 \(Section 11 – repairing obligations\)](#)
 - [The Homes \(Fitness for Human Habitation\) Act 2018](#)
 - [The Environmental Protection Act 1990 \(statutory nuisance\)](#)
 - [The Regulator of Social Housing's Safety and Quality Standard](#)
- 4.5 The phased introduction of Awaab's Law does not reduce SCDC's existing responsibilities to ensure that homes are safe, well maintained, and fit for human habitation.

5. Reducing Housing Hazards

- 5.1 SCDC will take a pro-active, data-led approach to identifying and reducing hazards across its housing stock. Through the use of periodic stock condition surveys and associated data, we will assess the condition of our properties and identify potential risks at an early stage.
- 5.2 In addition, the Council will use opportunities arising from all property-related activities, including visits and inspections of homes and communal areas as well as repairs, maintenance and upgrade works and periods when properties



become empty, to identify and address potential risks. This proactive approach will support the early identification and mitigation of hazards and reduce the likelihood of future risks arising.

6. Assessing a hazard and Prescribed Timeframe

6.1 All hazards will be assessed using HHSRS principles, with Awaab's Law determining the Council's statutory response, prioritisation and timescales.

6.2 Definitions

- **Emergency Hazards:** Defined as those posing an imminent and significant risk of harm to the health or safety of an occupier of the social home. An 'imminent and significant risk of harm' is defined in regulations as *'a risk of harm to the occupier's health or safety that a reasonable lessor with the relevant knowledge would take steps to make safe within 24 hours'*
- **Significant risk of harm:** A hazard posing a significant risk of harm to the health or safety of an occupier of the social home. A 'significant risk of harm' is defined in regulations as *'a risk of harm to the occupier's health or safety that a reasonable lessor with the relevant knowledge would take steps to make safe as a matter of urgency'*
- **Working day:** Monday to Friday, excluding public holidays
- **Prescribed timeframe:** A legally mandated deadline under Awaab's Law
- **Making Safe:** Refers to actions taken to remove or reduce an immediate risk of harm.
- **Resolution:** Refers to the completion of all required works to permanently address the hazard and prevent recurrence.

6.3 When assessing a hazard, SCDC will consider the tenant and any person who could reasonably be expected to reside within the household as to the impact of the hazard on their health and wellbeing.

6.4 In determining whether damp and mould constitute a hazard, SCDC will apply the same risk-based assessment informed by HHSRS principles. Assessment will be based on the likelihood and severity of harm to the occupant, taking into account factors such as vulnerability, duration of exposure, living conditions, and the potential for deterioration.



- 6.5 For the purposes of Awaab's Law, SCDC's legal obligations begin when it becomes aware of a potential hazard, or of a material change to a previously identified hazard. The date SCDC becomes aware of the issue is treated as Day Zero. For statutory timescales expressed in working days, the relevant period will commence on the next working day. However, where a potential Emergency Hazard is identified, the requirement to investigate and make safe within 24 hours applies from the point of awareness and is not subject to working day conventions.
- 6.6 Recurring reports of any hazard, or reoccurrence following previous remedial action, will be treated as a material change in circumstances and will trigger a reset of applicable statutory timescales under Awaab's Law.
- 6.7 Awareness may arise through inspections, investigations, notifications from tenants or third parties (including contractors, regulators or statutory bodies), or issues raised on a tenant's behalf. Where a hazard or material change is reported by a third party, SCDC is considered to have become aware on the date the notification is received, and statutory timescales begin from that date.
- 6.8 SCDC will meet or exceed the following legal minimum timeframes:

6.9 Emergency Hazards – Route One

Step 1 – Identification and initial assessment

Required Action: A potential hazard is reported, or SCDC becomes aware of a potential hazard. SCDC to review available information about the hazard and the resident's circumstances and makes an initial assessment to determine whether the issue may be a significant hazard, an emergency hazard or is outside of the scope of Awaab's Law. If assessed as an Emergency Hazard, Route One applies.

Timescale/Notes: This point marks Day Zero in the Awaab's Law timeline.

Step 2 – Immediate Investigation

Required Action: The landlord must take urgent action to investigate the emergency hazard and to make the property safe. This may include temporary repairs, safety measures, or emergency works to remove or reduce the immediate risk to the resident.



Timescale/Notes: Action must be taken within **24 hours** of becoming aware of the emergency hazard. This timeframe runs continuously from the point of awareness (Day Zero), including evenings, weekends and public holidays, and does not commence from the next working day. (see note at 6.5 above)

Step 3 – Making Safe or Decent

Required Action: Where the hazard cannot be made safe within 24 hours, SCDC will offer the resident suitable alternative accommodation while further works are carried out to address the hazard.

Timescale/Notes: Alternative accommodation must be offered without delay where required.

Step 4 – Completion of Works

Required Action: SCDC will carry out all necessary works to fully resolve the emergency hazard and ensure the property is safe for occupation.

Timescale/Notes: Works must be completed **as soon as reasonably practicable**.

Step 5 – Resolution

Required Action: The emergency hazard is resolved, and the property is safe for occupation. Any requirement to provide alternative accommodation under Awaab's Law ends once the hazard has been fully addressed.

Timescale/Notes: End of Route One process.

6.10 Significant Risk Hazards (including Damp and Mould) – Route Two

Step 1 – Identification and initial assessment

Required Action: A potential hazard is reported or SCDC becomes aware of a potential hazard. SCDC to review available information about the hazard and the residents' circumstances and makes initial assessment to determine whether the issue may be a significant hazard, an emergency hazard, or is outside of the scope of Awaab's Law.

Timescale/Notes: This point marks Day Zero in the Awaab's Law timeline.

Step 2 – Investigation

Required Action: Where a potential significant hazard is identified, the landlord must carry out an investigation to assess the nature and level of risk.



If, during the investigation an emergency hazard is identified the landlord must follow the emergency hazard process (Route One).

Timescale/Notes: Investigation must be completed within **10 working days**.

Step 3 – Confirmation of Significant Hazard

Required Action: If the investigation confirms a significant hazard, the landlord must:

- Provide a written summary of the investigation and its findings to the resident within 3 working days of the conclusion (unless the property is made safe and works are completed within 3 working days).
- Complete relevant safety works and begin, or take steps to begin, any further supplementary works to prevent the hazard from reoccurring within 5 working days of concluding the investigation.
- Where further supplementary works are required and it is not possible to begin them within 5 working days, the landlord must start these as soon as reasonably practicable and within 12 weeks of the investigation concluding.
- If the investigation finds an emergency hazard SCDC will follow the process for emergency hazards, outlined at Route One.

Timescale/Notes:

- Written summary within **3 working days** of investigation conclusion (unless resolved).
- Safety works completed and further works initiated within **5 working days**.
- Any additional works to start as soon as practicable and within **12 weeks**.

Step 4 – Alternative Accommodation

Required Action: Where the property cannot be made safe within required timescales, the landlord must offer suitable alternative accommodation until the hazard is fully resolved.

Timescale/Notes: Applies until the significant hazard is resolved

Step 5 – Resolution

Required Action: The significant hazard is resolved and all required safety and preventative works are completed. The obligation to provide temporary or alternative accommodation under Awaab's Law ends.



Timescale/Notes: End of Route Two process.

- 6.11 A record will be created for all reported hazards at the point SCDC becomes aware, including date of awareness (Day Zero), actions taken, communications and outcomes, to ensure compliance with statutory timescales and audit requirements.
- 6.12 If the issue reported is not considered to be an Emergency or Significant hazard it will be treated as a non-hazard repair outside of the statutory requirements of Awaab's Law. The tenant will be advised accordingly as part of the written summary within **3 working days** of the conclusion of the investigation, with the issue being addressed through the responsive repair process.

7. Reporting a hazard

- 7.1 Residents who identify a potential hazard should report this via the Repairs Hotline - **0800 085 1313** which is available 24 hours a day, 7 days a week. All reports will be assessed and triaged through a single hazard assessment process in line with this policy.
- 7.2 Residents will be informed promptly upon receipt of a hazard report, including confirmation that the issue is being assessed under this policy.

8. Person-centred approach

- 8.1 The effect of a hazard will be different for each person, and some people may be more at risk of harm from a hazard than others. Therefore, SCDC will investigate the level of risk the hazard presents to a tenant, and any household members that live in the property, on a case-by-case basis.

To do this, we will use existing data on our tenants, including:

- Who lives in the property
- Disabilities and vulnerabilities
- Medical conditions
- Language barriers
- Additional support needs
- Any protected characteristics
- Vulnerabilities due to age, such as young children and elderly people



- 8.2 Where vulnerabilities are identified, cases will be prioritised accordingly, and this may result in accelerated investigation or intervention timescales where necessary to reduce risk.

9. Exceptions to required works

- 9.1 The requirement to conduct works under Awaab's Law is subject to limited statutory exceptions. These include circumstances where:
- The significant or emergency hazard arises from accidental damage or events outside the landlord's control, such as fires, storms, or flooding, for which repairing obligations are already exempt under existing legislation.
 - SCDC is unable to lawfully conduct the required works, including where necessary approvals (such as building control consent or the consent of a freeholder).
 - Responsibility for the works rests with the lessee, due to their obligation to use the property in a tenant-like manner or under an equivalent express covenant.
 - The works relate to items that the tenant is entitled to remove from the property, such as white goods owned by the tenant.
 - Cladding-related works, where the remediation of unsafe cladding typically constitutes a longer-term programme of works rather than an emergency repair.
- 9.2 Where an exception applies, the specific works are not required under Awaab's Law. However, SCDC will still consider how best to support affected residents and will continue to meet its wider responsibilities under existing legislation, policies and procedures, including its duty to keep homes safe and address disrepair where required.

10. Resident Communication

- 10.1 SCDC will:
- Provide updates at key stages (post-inspection, pre-works, delays)
 - Maintain regular contact where works are ongoing (at least every 5 working days unless otherwise agreed)
 - Provide clear written summaries
 - Avoid language that implies blame or lifestyle causation



10.2 All communication will be recorded in the case file.

11. Access to the Property

11.1 In order to investigate and make safe hazards, SCDC requires reasonable access to the property. We will work proactively with tenants to agree access arrangements at a time and date that is suitable, taking account of individual circumstances and needs.

11.2 To facilitate access, SCDC will:

- Offer a range of appointment timeslots wherever possible.
- Make multiple attempts to contact tenants at different times of the day using a variety of communication methods, including telephone, email and letters.
- Provide clear information about the work to be undertaken and what is required from the tenant, using accessible and appropriate communication, including translation services where needed.
- Explain who will be attending the property to provide reassurance.
- Take into account any barriers to access, and work with tenants to identify and address these wherever practicable.
- Leave a calling card with contact details where access cannot be gained at a scheduled appointment, to enable alternative arrangements to be made.

11.3 Tenants are expected to engage reasonably in arranging and facilitating access to their home. Where access is refused or repeatedly not provided despite reasonable efforts by SCDC, this may affect the ability to complete works within statutory timescales. In such circumstances, SCDC will keep clear records of access attempts and continue to take proportionate steps to resolve health and safety concerns in line with legal requirements and this policy.

12. Alternative Accommodation

12.1 Where a significant or emergency hazard cannot be made safe within the statutory timescales required under Awaab's Law, SCDC will take reasonable steps to secure suitable alternative accommodation for the tenant and any persons who would normally reside in the property. This duty will apply for as



long as is necessary to prevent residents from being exposed to a continued risk of harm.

- 12.2 SCDC will pay for the alternative accommodation and meet any reasonable costs associated with the move.
- 12.3 The suitability of alternative accommodation will be assessed on a case-by-case basis, taking account of the household's needs and circumstances. Tenants may choose whether to accept or decline an offer of alternative accommodation. Where a tenant or any household member remains in the property, SCDC will provide appropriate information on risk mitigation, or confirm where mitigation is not possible, and will continue to progress remedial works as soon as reasonably practicable.
- 12.4 Where a tenant declines an offer of suitable alternative accommodation, the Council will record the reasons provided (where given) and confirm the decision in writing, including the risks associated with remaining in the property. This does not remove the Council's ongoing duty to take all reasonable steps to mitigate risk and resolve the hazard.
- 12.5 The requirement to secure alternative accommodation will end in the following circumstances:
- Once the relevant safety works are completed,
 - It is determined that no qualifying hazard exists,
 - SCDC is lawfully unable to carry out the works, or
 - The tenant confirms in writing that they no longer wish to be provided with alternative accommodation.

13. Governance and Accountability

13.1 Roles and Responsibilities

SCDC will appoint a 'Responsible Person' to ensure that the commitments in this policy are carried out as well as the actions identified as part of any hazards reported – see management structure below:



Duty Holder: Head of Housing

Has ultimate accountability for the management of identified hazards.

Responsible Person: Service Manager - Housing Assets

Oversees the overall implementation of this policy.

Deputy Responsible Person: Response and Voids Manager

Supports the responsible person in the day-to-day management of this policy.

13.2 Assurance and Performance Monitoring

SCDC will:

- Maintain a live compliance register to track all reported hazards, actions taken, statutory timescales and outcomes.
- Monitor compliance through the Operational Housing Stock Group, with performance overseen by the tenant performance panel, Housing Engagement Board and Cabinet, in line with the Assurance Framework.
- Report breaches and near-misses, where a failure to meet statutory duties or timescales was narrowly avoided, to the Head of Housing
- Escalate systemic risks to Cabinet where required as part of the management of strategic risks

Where statutory timescales are at risk of being breached:

- Cases will be escalated immediately to the Responsible Person
- Corrective actions will be implemented without delay
- Residents will be informed and provided with updated timelines
- All breaches will be logged and reviewed by the Operational Housing Stock Group to prevent recurrence

As a minimum, SCDC will report Key Performance Indicators (KPIs) through its Housing Stock Group, the KPI/TSM Tenant Panel, the Housing Engagement Board and via corporate reporting channels, These KPIs will include:

- Number of new emergency hazards reported per 1,000 properties



- Number of new significant damp and mould hazards reported per 1,000 properties
- % of emergency hazards resolved within 24 hours
- % of significant damp and mould hazards investigated within 10 working days
- % of significant damp and mould repairs initiated within 5 working days

14. Accessibility and inclusion

14.1 SCDC will engage with tenants and residents in line with the [Equality Act 2010](#). Reasonable adjustments will be made to ensure services are accessible to all. This may include:

- Contact preferences
- Offering home visits
- Use of advocates or interpreters
- Alternative communication formats, such as large print or translated materials
- Adjusting appointment times
- Adjusting locations to accommodate mobility or health needs

14.2 SCDC recognises that certain hazards may have a disproportionate impact on residents due to protected characteristics, health conditions, or vulnerabilities. The Council will take this into account when assessing risk, prioritising works and determining appropriate remedies, ensuring that responses are tailored to individual needs.

15. About this policy

15.1 This policy will be reviewed every 5 years. However, earlier reassessment may be required following tenant feedback, further guidance or where there are changes in operations and/or legislation.

15.2 This policy has been produced in consultation with tenant representatives. If a tenant is interested in getting involved in shaping the housing service, further information is available on the [website](#), or contact resident.involvement@scambs.gov.uk.





16. Service Requests and Complaints Process

- 16.1 Residents should report any safety concerns/hazards by telephone via the Repairs Hotline: 0800 085 1313, which is available 24 hours a day, 7 days a week.

For all other repairs or general enquiries, residents can use the following channels:

Repairs: [Online](#) via the Council's [website](#).
By phone via the Repairs Hotline: 0800 085 1313.
Through the **M&Me** Mobile App

General Queries: Tel: 01954 713 000 or
Email: duty.housing@scambs.gov.uk.

The [Communications Charter for tenants and leaseholders](#) sets out detailed guidance on how to contact the Council and the service standards that can be expected in relation to communication and responsiveness.

- 16.2 SCDC aims to provide excellent customer service but recognise that mistakes can happen. If a tenant is dissatisfied with the service received following a service request, they can make a complaint in accordance with the Council's Complaints Policy. To make a complaint, visit our [website](#) or telephone 01954 713000 or email housing.complaints@scambs.gov.uk.

17. Our Values

Ambitious

- We are proactive and take a forward-thinking approach to addressing challenges.
- We create smart solutions and reach our goals with determination and a clear vision.

Collaborative

- We foster a culture of teamwork and open communication.



- We work with and involve stakeholders, to improve how the organisation works and serves the public.

Compassionate

- We prioritise empathy and understanding in decision-making and service delivery.
- We consider the wellbeing of people and communities in everything we do, and we replicate this when we talk to our colleagues because we know that when we support each other, we all do better.

Accountable

- We take responsibility for our actions and decisions.
- We own up to mistakes and make sure we fulfil our commitments.