

Minutes of the Tenant Scrutiny Group Teams Meeting

Monday 8th September 2025, 10.00am – 11.30am

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| Group Members Present | Eric Shipton (ES) - Chair Ann Kelly (AK) Sarah Bennett (SB) Pat Cheese (PC) | - Tenant Rep Sutton - Tenant Rep Ladywood - Tenant Rep - Tenant Rep Hodge Hill |
| Officers Present | Sarah Gardner (Notes) Carla Bates SSM Asha Patel(AP) Maintenance Sam Ryan (SR) Mara Shephard (MS) Geraldine Collins (GC) Mary Kearney (MK) Service Dipti Patel (DP) | - Change Management Officer (RI) – Resident Services and Partnerships - Interim Head of Repairs and – SSM Repairs South - Performance Team - Call Centre Manger - Operations Manager, Customer - Repairs and Maintenance |
| Apologies | Maria Rawlins (MR) Sheila Devaney (SD) Julie Ashton (JA) Richard Labran (RL) Strategy Manager Lee Wood (LW) John Jamieson (JJ) Amanda Broughton (AB) Matthew Fox Redfern (MFR) | - Tenant Rep Erdington - Tenant Rep Hall Green - Tenant Rep Hodge Hill - Senior Housing Modernisation and - Head of Planned Maintenance - Head of Housing Management - Tenant Rep - Tenant Rep Sutton |

| Item | | Action |
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| 1.0 | <u>Welcome and Introductions</u> | |
| 1.1 | ES welcomed everyone to the meeting. | |
| 2.0 | <u>Apologies</u> | |
| 2.1 | See above. | |

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| 3.0 | <u>Minutes of the meeting held on May 2025</u> | |
| 3.1 | Minutes agreed. | |
| 4.0 | <u>Matters Arising</u> | |
| 4.1 | None | |
| 5.0 | <u>TSG Report – Q1 April - Jun 2025</u> | |
| 5.1 | <p>How satisfied or dissatisfied are you with your landlord's approach to handling anti-social behaviour? (TSM-Perception)</p> <p>Target – 50%, Performance – 52.37% Exceeding Target CB – We are pleased that customers are more satisfied than previously so the work we are doing at transforming services is having a positive impact.</p> | |
| 5.2 | <p>ASB cases per 1,000 Stock</p> <p>The target is 5 per thousand properties, performance is currently 7.41 so currently not meeting target. CB - the dip is likely down to seasonal variations i.e. lighter nights, the school holidays Additionally staff absence over the summer. Hopefully it will pick up.</p> | |
| 5.3 | <p>% ASB cases initially contacted within target</p> <p>The target is 80%, and it's currently 85.98% so exceeding target. CB– Above target, which is great.</p> | |
| 5.4 | <p>% current ASB cases that have been contacted in the last 4 weeks Target – 75%. Performance was 61.97% so not meeting target. CB – So we've seen a downward trend, part of that is embedding of the new service redesign. Housing officers are now allocated specific patches and officers moving across were taking work with them, which along with the summer holidays, has had an impact but</p> | |

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| 5.5 | <p>there are shoots of improvement which we hope will continue.</p> <p>DA cases initially contacted within one day.</p> | |
| 5.6 | <p>Target – 80%. Performance – 91.11%– Exceeding Target</p> <p>% current DA cases have been contacted in the last 3 weeks</p> <p>Target is 75 and current performance 40.63% Not meeting Target CB - We think this is being impacted by the service redesign, officers who haven't worked in DA previously have moved across so there's upskilling and training that's happening. When the teams' bed in this should improve.</p> | |
| 5.7 | <p>How satisfied or dissatisfied are you with your landlord's approach to complaints handling? (TSM – Perception)</p> <p>Target – 50% performance – 13.46% Not meeting target CB - We've contacted the compliance team to ask for some more detail but haven't had that back yet. Hopefully we will get that update for the next meeting.</p> | |
| 5.8 | <p>Housing Management complaints received per 1,000 properties.</p> <p>Target 0.9% Performance- 1.54% CB – slightly above target but staying close to 1 per 1,000 properties. Again this is impacted by seasonal variations.</p> | |
| 5.9 | <p>Proportion of stage one and stage two complaints responded to agreed timeframes.</p> <p>Target is 60 % previous month 98.68%. Exceeding Target</p> | |
| 5.10 | <p>How satisfied or dissatisfied are you that your landlord keeps these communal areas clean and well-maintained? (TSM – perception)</p> <p>Target – 60% Performance – 50.37% Not meeting target CB - So there's some proactive work being done around recruiting to vacancies and managing absence that is having a positive impact, and we are hoping that trend</p> | |

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| 5.11 | <p>continues. There's also a review of estate services as not all of our blocks are managed with contracts so there should be changes to procedures that will help.</p> <p>% of dumped rubbish jobs completed within 15 days – Target – 60% Performance – 38.10% Not meeting Target. CB - This has been impacted by the bin strike and contributed to an increase in fly tipping. Housing has offered support to the service, but this still has had an impact on collection times for waste.</p> | |
| 5.12 | <p>How satisfied or dissatisfied are you that your landlord makes a positive contribution to your neighbourhood. (TSM – perception)</p> <p>Target – 60% Performance – 56.78% Not meeting target CB – I have taken over from Louise Fletcher as the SSM for Resident Engagement and Partnerships and we are looking at increasing the number of community events to increase our engagement options and make sure that we're engaging better with the whole neighbourhood.</p> | |
| 5.13 | <p>% of responses to breaches within 10 days – Target – 60% Performance – 88.02% Exceeding Target</p> <p>Target 60%, performance – 92.62%. - Exceeding Target</p> | |
| 5.14 | <p>% current breaches have been contacted in the last 4 weeks</p> <p>Target 60%. Performance – 53.96% Not meeting target CB - In July we had a proactive visiting week where all staff were out doing the surveys where we speak to residents about their property conditions. This has had an impact, but you'll see on the proactive visits they went up significantly. So we saw more people than we normally would have done.</p> | |
| 5.15 | <p>Average void turnaround excluding major works.</p> <p>Target – 28 days. Performance – 55.82 days – Not meeting target. AP – I wanted to provide you with a brief update on the work of the Voids Task and Finish Group, which has</p> | |

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| 5.16 | <p>been active for the past four to five weeks and will continue to meet monthly. The group, led by Dave Ashmore, Wayne Davis, and me, was established to address the challenges in void turnaround performance. A number of contributing factors have been identified, including contract turnaround delays, increased demand for temporary accommodation voids, and issues with data and systems reconciliation. Thanks to the excellent work by Sam and Mitch, we've now been able to reconcile our data accurately, allowing us to assess turnaround times more effectively and take targeted action. The group reports directly to Paul Langford, the Housing Sub Board, and the Regulator. We've also seen a dip in performance from Equans, who have been supporting Fortem. This is being addressed through improvement plans, with the Director fully aware of the contributing factors—namely supply chain issues, staff holidays, and resource constraints typical of the summer period. Additionally, we've experienced a 30% increase in voids during July and August compared to usual levels. While the current performance is not where we want it to be, we are taking focused action. The group will continue its work over the next 6 to 12 months, with improvement targets set for the end of October.</p> <p>Average void turnaround major works</p> <p>Target – 60. performance – 103.11 days – not meeting target. AP – older voids- especially those with complex structural issues- are now coming back into management. While this is a positive step, it does temporarily affect our performance figures, making overall performance appear worse than it is. However, it's important to note that these properties are essential to bring back into use, and their return reflects progress. On a positive note, we've seen a reduction in major works voids from 211 to 203, and we're aiming to bring this down further to below 70–60 days over the coming months. This trajectory is encouraging and shows that our improvement plans are beginning to take effect. SR - Additionally, we've received 34% more voids—around 100 more than usual—over the past two months.</p> | |
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| 5.17 | <p>This surge has added pressure, but the team has made significant headway, particularly with structural jobs that require party wall agreements. Just a few of these can disproportionately affect performance metrics.</p> <p>Dwellings vacant but available to let (%)</p> <p>Target – 0.5% Performance – 0.47 % - Exceeding Target</p> | |
| 5.18 | <p>Lettings/Voids/Allocations transactional surveys % of positive responses</p> <p>No data available CB – New voids lettings and engagement group established which will look at reasons for no customer feedback.</p> | |
| 5.19 | <p>% of new tenancies visited for the 6-month process</p> <p>Target – 80%. Performance – 79.56 % not meeting target. CB - The targets 80% and performance is 79.56, so it's so close only slightly below target but improving, it's been impacted by the changeover to working locally, but hopefully in the next couple of months, things start to settle down and start improving.</p> | |
| 5.20 | <p>% of tenancies visited in the last three years</p> <p>Target – 100% Performance – 97.66%- not meeting target.</p> <p>CB – We're currently at 97.66%, just 2.34% below the 100% target. While slightly under, the percentage of tenants seen in the last 3 years has increased, and we expect further improvement with upcoming proactive visits. Please note that the table may appear to show a larger gap due to small percentage increments (e.g., 98.2% to 98.02%), but the actual difference is minimal. Another proactive campaign is planned for September, with a commitment to run one campaign per quarter going forward. We'll ensure all dates are shared in advance. MH requested advance notice so contractor resources can be aligned accordingly CB this will be fed back and factored into planning.</p> | |

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| 5.21 | <p>% RTB decisions made within 30 days</p> <p>Target – 70% Performance- 0.00% - Not meeting target. CB</p> <p>- As explained by our RTB Manager, the RTB process is completed in stages by the same officers, creating a continuous cycle of work. Once a group of applications reaches a certain stage, it becomes an “all hands-on deck” situation, leading to peaks and troughs in workload. MH</p> <p>- There are currently around 6,500 RTB applications pending approval. This backlog is partly due to the discount reduction (from 40% to 20%) which triggered a surge in applications last year. However, some delays are due to residents not providing required documents (e.g. mortgage offers). Likewise, solicitors and conveyancing teams are also experiencing increased workloads, contributing to delays from the legal side. I just wanted to note I’m concerned about the potential loss of properties especially on the East, during the transition to new contractor arrangements. The backlog could impact wider services if not managed carefully so while the volume of new applications is expected to decline its important to understand the knock-on effects on other services.</p> | |
| 6.0 | <p>Q1 Asset Management and Maintenance Report April-Jun 2025</p> <p>KPI001 – Customer Satisfaction – performance all green and on target</p> <p>KPI002 – Work orders completed within timescale – all green and on target.</p> <p>KPI004 – Service Improvement Notices / Rectification Notices – 1 SIN for South This will remain in place for the foreseeable future.</p> <p>KPI005 – Safety Service Improvement Notice – all green</p> <p>KPI006 – Properties with a valid Landlord Gas Safety Record- All green, performance on target</p> | |

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| 6.1 | <p>KPI008 – Appointments kept – All Green and on target</p> <p>KPI009 – Compliance with No Access Process – all green and on target. AP - our Service Improvement Group has been actively focusing on reducing no access rates and improving customer communication to ensure we keep as many appointments as possible. While our overall performance remains strong, we're shifting our attention from simply meeting the 98.1% target to understanding the 2% of appointments that aren't being met. We're now asking deeper questions: Are there common addresses or repeat customers? Could language or demographic factors be contributing? Are there access issues we need to address? This kind of analysis wasn't something we had the capacity to do last year, so it's encouraging to see the progress we're making. We're optimistic that this more targeted approach will help us maintain a positive trajectory and deliver even better service outcomes.</p> | |
| 6.2 | <p>KPI010 – Works orders not resulting in Customer Complaints – All Green and on target. AP - We've been working hard on improving how we handle complaints. We're tracking the number of works orders that don't result in complaints—which is the vast majority—and using that data to better understand where things are going well and where we can improve. Paul Langford receives a monthly report at DMT on our complaint's performance, and my SSMS and complaints backlog team are working closely with the central Complaints Team to ensure we're processing cases as quickly and effectively as possible.</p> | |
| 6.3 | <p>KPI011 – Customer Satisfaction Request Rate – South (Amber) 83.03% Performance up from 80.52% the previous month. All the rest Green and on target. AP - So this is where we expect the contractors to automatically send us the information about customer satisfaction. Historically we have had issues with the data from the South, and I talked about the change in their IT system at the last meeting. There has been a drop in Fortems return rate so there is a little bit of work to do which I'm working with them on.</p> | |
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| 6.5 | <p>KPI012 – Work in Progress Overdue – South (Amber) 95.2%. All the rest green and on target AP - We're now down to approximately 2–3 weeks' worth of outstanding work with most contractors, with Fortem slightly behind at around 4 weeks. This equates to roughly 4,000 jobs, which is a significant improvement from the 6,000–7,000 jobs we had in WIP just 6–8 months ago. The teams have worked hard to pull this back, and the results are showing. We continue to work closely with Fortem holding weekly performance reviews led by Sam to ensure WIP is being closed off as quickly and accurately as possible. Fortem has a validation process in place before orders enter our system — they check each order for commercial correctness and completion. While this introduces a short lag, it ensures quality and accuracy. As a result, performance indicators may appear slightly behind mid-month but typically resolve to green by month-end.</p> | |
| 6.6 | <p>KPI014 – Work orders not resulting in a /2/3/4 plus works order being raised – All Green and on target. AP - So this measures in a roundabout way, the first-time fix, as we want to make sure that the job gets done and there's no reason for a recall, a follow-on appointment or further works. So what this primarily looks at is whether the work was done to a correct quality standard, and if it was, we don't have to raise what we call the slash 2. So the West had a bit of a dip, but they've pulled it round.</p> <p>KPI015 – Repairs Completed at First Visit – All green, Performance on target. AP - We're aiming to push the contractors up to the benchmark of 80% if we can, but the standard is 75% because we recognise not all jobs can be fixed the first time. If there's materials to order that can take three to five days. So we set the target at 75%. Again, I'm not worried about the 75%. I look at the 25% to say why did they not get fixed first time? Was it to do with materials? Was it to do with trades and how can this be improved with our contractors.</p> | |

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| 6.7 | <p>KPI016 – Kitchen and Bathroom Refurbishment Orders Completed Within timescale – All green and on target apart from South (Red) 18%. AP - So the system is working fine but it still appears that the backlog of data doesn't seem to have found its way through into Fortems IT system. So, I'll take an action away and find out why. SR - There's a problem with Connect talking to NEC. So they're trying to data load through to NEC rather than have it come through direct from connect just for the backlog. So, they're hoping it's going to be improved over the next couple of months, but at the moment, it's just not coming through to NEC on the interface. ES – I'm getting a lot of negative feedback locally about the kitchen and bathrooms programme. My next-door neighbour went on holiday for a fortnight and left the keys with the repairs people to do her kitchen and bathroom, but when she came back this had still not been done. As you can imagine she was very annoyed it was also very difficult for her as she had young children -they needed bathrooms, they needed toilets and all the rest of it, but it was still in the same state. Another lady was left without a kitchen for three days. I myself had the floor in my toilet took up and, in the process, they cracked a pipe, and it took them a week to repair it. They stripped the bathroom out. They stripped the kitchen out, left me with no cooker for a weekend. Luckily some neighbours stepped in, it has been a nightmare. It's not good at all. AP - On behalf of the team I apologise. We are aware there are problems and we've had some complaints highlighted to us about the quality of the work and about customers waiting and it's not acceptable. We do more in a month than we used to do in a year, so we are getting some negative feedback. We've also had some negative feedback from local councillors, and we understand there's also a Facebook group. Rest assured, we are looking into it. It is a supply chain delivered programme. so you've got a good subcontractor, and you've got a subcontractor that's not so good. What we've got to do is delve into which subcontractors are failing. Do we need to replace</p> | |
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| 7.0 | <p>them? Going forward, my senior service managers will be working more closely with Lee so they've got an idea of what's happening in the areas. At the moment my team are focusing on repairs and Lee's team are focusing on planned, but we are going to try and join up better with the start of the new programme and be more visible. As an action Dipty will collate these issues and together with Lee investigate what the problem was. PC -. I just wanted to reiterate what Eric was saying I know friends in Bridge Meadow House that have complained about the workmanship. For example, they put the kitchen tiles down before they'd even put the cupboards in or anything. So, the tiles are scratched but it was the lack of communication that annoyed them the most. It took six weeks to do their refurb, and they promised 2 weeks so for 6 weeks their living room was a kitchen, so poor communication and workman not turning up was a big problem. AP - It's not the experience that we want our customers to have. So, we will take each case away and we will be able to look into it but the common issues seem to be poor communication and poor workmanship.</p> <p>TSG Q1 Sept Contractor Report – Fortem</p> <p>AP - I just wanted to share a quick summary of the fantastic work happening across the South region this quarter — both in terms of operational delivery and the social value. In terms of Operational Activities 15,000+ repairs, 3,500 emergency repairs and 250 voids completed. 56,700 improvement works and compliance checks were all completed. This reflects a high level of operational activity and strong delivery across core services. In terms of Social Value 27 commitments have been fully met, 24 are in progress: 4 on track for full delivery by year-end. Crucially projects like the apprenticeships have supported young people into employment. Achievements - Consistent performance with minor exceptions TSM Measures - Stable and trending positively. Opportunities - Voids Task & Finish Group. Ongoing challenges - Service Improvement</p> | |
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| 7.1 | <p>Plan: September target not met, but October forecast looks promising, Disrepair Claims: High volume due to cold calling and impersonation; action taken with SRA to strike off unscrupulous firms.</p> <p>TSG Q1 Sept Contractor Report – Equans AP – I just wanted to share an update on the performance and progress across the North, West, and East regions, which Equans currently covers — a significantly larger quadrant of our operations. In just one quarter, we’ve seen over 30,000 repairs completed, including 5,190 emergency repairs and 355 voids. Investment is ramping up impressively — for example, 104 roofs have been replaced in this period alone. To put that into perspective, a few years ago we wouldn’t have replaced that many roofs in five years. It’s a clear sign that we’re making progress, even though we know there’s still a long journey ahead. On the social value front, Equans is performing strongly. Out of their commitments, 18 have been fully met and 23 are currently in progress. Their delivery is impressive and continues to grow in impact. In terms of performance, Equans’ KPIs are all green, WIP is minimal, and TSM measures remain steady. However, like other areas of the city, they’re facing challenges with voids, disrepair, and leaks from above. One of the most promising developments is their leadership on a water monitoring strategy. We’ve had serious issues with underground bursts and leaks, particularly in tower blocks where residents have been left without water. Equans is now piloting a strategy to monitor water pressure, which could help us move from reactive to proactive management. While I’m not a technical expert, our colleagues are working on solutions involving valve devices that track water flow. This will also improve collaboration with Severn Trent. You will probably have heard about the leaks and Carla’s team has been incredible, especially in her blocks, ensuring residents received bottled water and support during outages. The challenge is significant. Much of our pipe infrastructure</p> | |
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| | <p>is 50 to 70 years old, with cast iron pipes that have never been replaced. National infrastructure projects haven't prioritised this, so we're developing a long-term strategy to begin replacing mains pipework. A pilot project is underway in two blocks, and if successful, we'll look to expand it gradually. However, with 189 high-rise blocks needing attention, this will be a 10 to 15-year journey. We're grateful to residents for their patience and support, and we're hopeful that this pilot will pave the way for a more resilient water infrastructure across our estates. CB – I just wanted to say that over the last 12–18 months the working relationships between teams—especially housing management and asset management—have improved significantly. The close working relationship between Wayne and Dave has been a major factor in strengthening these interdepartmental connections and it's having a positive effect on performance, particularly in supporting residents more effectively. Housing management now have a deeper understanding of asset management's perspective, and asset management knows who to approach for communication needs. While there's still room for improvement, the progress so far is clear and encouraging. AP - Thank you, Carla.</p> <p>Call in – Contact Centre</p> | |
| 8.0 | <p>SG - 'm now going to share the final presentation, which is from Mary and Geraldine. As you're probably aware, we've received quite a bit of feedback from both TSG and LHIB members regarding the contact centre script. Several questions and concerns were raised and passed onto Mary and Geraldine for review. They have prepared a response addressing these concerns, including input from both Repairs and Maintenance and Housing Management. Their presentation will outline what actions have been taken to respond to and resolve the queries raised. So, I'll now hand over to Mary and Geraldine to take us through their update.</p> <p>Call Centre Waiting Times</p> | |
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| | <p>GC – We’re aware that call waiting times can be longer during peak periods, particularly on Monday mornings and throughout the winter season. These are historically our busiest times, and we continue to take proactive steps to manage demand and improve the customer experience.</p> <ul style="list-style-type: none"> • Forecasting & Staffing: We regularly review and refine our call forecasts to ensure we have the right number of staff scheduled. This includes increasing staffing levels where needed and planning ahead for seasonal peaks. • Voice Automation: We’ve introduced voice automation to support self-service options. This allows customers to resolve queries quickly where possible, while still offering the option to speak to an advisor if needed. • Recruitment: We are actively recruiting to boost capacity ahead of the winter peak, ensuring we’re well-prepared for increased demand. • Rapid Response: On particularly busy days, such as Monday mornings, we implement a “rapid response” approach. This involves redeploying back-office team managers and other trained staff to handle calls and reduce queue times quickly. • Collaboration: When telephony issues arise or call volumes spike unexpectedly, we work closely with Asha and the wider team to ensure they’re informed and can support as needed. • New Telephone System We’re also excited about the rollout of our new telephone system. While it’s early days, we’re already seeing improvements, and we expect it to continue enhancing call handling and reducing wait times over time. <p>ES - There’s a lot to talk about this new telephone system. How is it going to improve things? GC – We’re currently in the process of implementing enhancements to our telephone system, which are expected to significantly improve the caller experience. Although not yet live, we’re working to introduce a callback option that will allow callers to hold their place in the queue without staying on the line and the system automatically calls them back once they reach the front of the queue. This feature is particularly useful during peak times and will help reduce frustration for customers waiting to speak to an advisor. We’re currently resolving some technical challenges, especially around enabling this on</p> | |
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| 8.2 | <p>the housing line, and hope to have it in place soon. The new system also includes a voice automation journey designed to provide upfront information to callers and redirect them to the correct service area if they've selected the wrong option. Importantly, these improvements won't affect customers' ability to reach an advisor — they're designed to streamline the process and improve efficiency. ES – Thank you MK - Donna, as part of the voice automation team carries out user research. She's fantastic—she regularly engages with community organisations and actively gathers feedback on users' confidence levels with our services. For example, Donna's research with blind and visually impaired users revealed that the option to add emojis in the online chat bar interfered with their screen readers. Based on this feedback, we removed the emoji feature, resulting in a more accessible experience. ES - Are these new phones able to help people when English isn't their first language? MK - No, but the web pages can be translated. GC -We've also got the translation service called 'Big Words' that we're able to dial into. MK - and the good thing about voice automation, it doesn't need a sentence. just a couple of words SB – what about residents that have learning support needs or a disability such as mental health problems? MK - Donna's worked with 10 different user groups GC - We can supply presentations of all the work that she's done. SB - That would be great because I've got a hidden disability and it's something that is often a great struggle. So, for example even though I went through the main contact centre to say that I wouldn't be available for the gas service appointment, I was still getting automated letters saying you were going to issue me with the section to enter my property. So I'm just conscious if there's going to be a new phone system, it needs to be easy for people with mental health difficulties to use. GC - all our advisors are highly trained; they should be doing everything they can to help. AP – I'm sorry, that's not a great positive experience in terms of the gas process. So I think one of the things we need to do is just understand whether we are taking those into account or whether there's a gap. Then what we'll do is we'll look at the programme app and we'll talk to the relevant SSM to make sure that we can put any adjustments that we need in place. SB Thank you.</p> <p>Communal Repairs</p> | |
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| 8.3 | <p>MK – our last meeting, identified there was some confusion amongst advisors regarding the booking of communal repairs. To clarify: For most communal bookings, tenants do not need to be home, as contractors don't require access to individual properties. However, in some low-rise blocks, contractors do sometimes need access to tenants' homes. So after the meeting, I issued a briefing to all advisors: When booking a communal job in a low-rise block, please check and record in the report whether the tenant is happy to provide access if needed. AP- in our comments we discussed reviewing data on "no access" issues in low-rise blocks. Currently, I can only check this block by block. I plan to speak with Carl Wallace (our reporting specialist) to see if we can generate a report covering all low-rise blocks, to identify any patterns or problem areas.</p> <p>Behaviour of Call Centre Staff</p> <p>GC - We take the behaviour and professionalism of our contact centre advisors very seriously. All advisors undergo regular call quality monitoring, which is carried out by their team managers. In addition, we conduct end-of-call customer feedback reviews, allowing us to proactively identify and address any concerns. While it is rare for us to receive complaints or reports regarding advisor behaviour, please be assured that any issues raised are fully investigated and dealt with appropriately. We have a zero-tolerance approach to unacceptable behaviour, and we are committed to maintaining high standards. We invest significantly in our advisors' development, including training in soft skills and professional conduct, to ensure they consistently deliver a respectful and helpful service. If any concerns do arise, they are typically picked up either through our internal monitoring processes or via formal complaints. The volume of such issues remains exceptionally low, which reflects the effectiveness of our approach. AP - Regarding Out-of-Hours Service as</p> | |
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| 8.4 | <p>John rightly pointed out, some queries may occur outside of standard hours. In these cases, the service is provided by our contractor team. If you have experienced any issues after 8:00 pm, it's possible that the interaction was with a contractor rather than one of our in-house advisors. If you can provide specific examples, I'll be happy to investigate further and follow up with the contractor team as needed.</p> <p>Emergencies</p> <p>AP - In the current contract, combining emergency and routine repairs during the same visit is challenging. This is primarily due to the need to meet strict emergency response times and the unpredictable nature of routine repairs, which can vary significantly in duration. Attempting to merge these types of work can conflict with our key performance indicators (KPIs), particularly those focused on response times. In effect, the KPIs have created constraints that limit our ability to deliver a more customer-focused service. However, in the upcoming 2026 contract, we've taken steps to improve this. While the KPIs remain similar, they place greater emphasis on keeping appointments and completing work in a single visit where possible. The new systems will support this approach by flagging opportunities to combine appointments. For example, if a customer already has a scheduled visit—say with Eric on Thursday—the contact centre will be prompted to ask if it's acceptable to carry out both the emergency and routine work during that same visit. Planners will also be able to identify and combine appointments where feasible. That said, it remains a balancing act between meeting trade KPIs and maintaining appointment commitments, which is why it's not always straightforward.</p> | |
| 8.5 | Voice Automation | |

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| 8.6 | <p>MK: In the future, we'd like the option to utilise our telephony system in a way that links with Sarah's concern — ideally, allowing us to route customers directly to an advisor from the outset. However, one of the challenges we face is the sharing of data across multiple systems. While the telephony system may have the functionality to support this, some of the necessary information might not be stored in the housing system, or there could be conflicts if the customer needs to speak to a different team member. This makes seamless integration more complex. SB - When planning these systems, how do you consider the impact on people with disabilities? I know you mentioned staff receive training, but is any of that training delivered by actual service users, or is it just by able-bodied trainers who may have only completed a course? GC- We have a dedicated trainer for the contact centre. SB - Does that trainer have lived experience of disability? GC- It varies, but that's a really valid point. Thank you for raising it. SB - I'd be happy to put myself forward if there's ever an opportunity. I'd really like to help. GC - That would be very welcome, Sarah. You've raised an important issue, and I think Mary and I should set up a separate session with you to discuss this further. It would be great to link you in with Donna as well. SB - Honestly, I'd be really happy to help. Thank you. AP - One thing I want to raise is that when we reviewed the responses from all the bidders, we specifically asked how they would actively engage with customers, especially those with vulnerabilities or specific needs. I think we'll see a much more engaged approach from future contractors starting April 2026.</p> <p>Speaking to a Supervisor</p> <p>GC - As far as Mary and I are concerned, if someone requests to speak to a supervisor, that should never be an issue. However, it's not always possible for a supervisor to be immediately available—they may be handling other escalations or in one-to-one meetings with their staff. That said, we should always take a callback request and arrange for a team manager to contact the customer at their earliest convenience. If there are any issues with this process, I need specific examples so we can address them straight away. This should be standard practice, and we want to ensure it's happening consistently.</p> | |
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| 8.7 | <p>Resolute Champions</p> <p>GC - We've established a robust process to ensure that our advisors can resolve the majority of tenant queries at the first point of contact — whether that's booking a repair or liaising with our contractors. However, we recognise that not every case follows the "happy path." That's where our Resolution Champions come in. Their role is to step in when the standard process has broken down and a more joined-up, hands-on approach is needed. We don't want tenants stuck on the phone, feeling like they're being passed from pillar to post. The Resolution Champion takes full ownership of these complex cases. If we were to assign these champions to general call handling, we'd lose the capacity to manage those more difficult cases effectively. That's why it's so important that our advisors get things right at the first point of contact. If there are any concerns about how an advisor has handled a case, please let me know — that's where we focus our improvements. By doing so, we can keep our Resolution Champions free to support the cases that truly need that expert, end-to-end support.</p> | |
| 8.8 | <p>Wrong Tradesman</p> <p>AP – This is a specific issue raised by Eric. The immersion heater was selected during the initial contact, which triggered an electrician dispatch automatically via the script. However, the actual issue was with the tank not filling, which is a plumbing issue. The script behaved correctly based on the keyword "immersion heater," but the context of the issue (no hot water due to tank filling) wasn't fully captured. The script was reviewed with Mary, who confirmed it was followed correctly by the contact centre. The mention of "immersion heater" led to the wrong trade being dispatched, which is understandable given how the script is structured. A suggestion was made to add an extra clarifying question, such as: "Is the tank filling up properly?" This could help differentiate between electrical and plumbing issues more accurately. MK - even if the wrong trade is dispatched, operatives on site should inform the contractor immediately. Call the planner from site to rebook the correct trade. In this case, the operative completed the job and raised a follow-on, which is not the correct process. This has</p> | |

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| | <p>been picked up with the contractors to reinforce the correct escalation and communication protocol.</p> | |
| 9.0 | Any Other Business | |
| 9.1 | <p>ES – There has been a lot of discussion about the 2026 contract when will we receive a presentation on the changes? AP - There's been strong resident engagement so far with tenants involved in shaping the new service delivery for the 2026 contract. Once the contract is awarded, a dedicated work stream for resident engagement will be activated, led by the communications team in City Housing. It's a bit early to share a detailed engagement plan but there will be regular updates to CHIB once the contract has been awarded that we will share. ES - That's wonderful. Thank you.</p> | |
| 9.2 | <p>ES – Do we get data on performance from the rent team? SG – No, but we can invite someone from the rent team to the next meeting in November if there are specific queries. CB - The rent team does provide performance reports (e.g. rent collection rates, arrears trends) to directors, and these could be shared. CB also asked if ES had anything specific, they want the rent team to discuss. ES - It's one of those areas that gets talked about a lot—usually in terms of how bad things are getting—but we're left in the dark about the actual process. We don't understand how the money is collected, what happens to it once it's collected, or what they do if they can't collect it. Does the debt just sit there? Does the case get closed? SG – we had the Rents Team in a few years ago so I will recirculate the minutes and ask them to the next meeting to give an update.</p> | |
| 9.3 | <p>AK – I'd really appreciate a bit of advice. I've heard a mouse on more than one occasion behind the coving, where the ceiling wiring runs. It's got me thinking that since the sprinkler system was installed, they might be</p> | |

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| | <p>getting in through the ducts. I'm wondering if it's just me, or if anyone else has reported something similar. Is there anything that can be done about it? AP - We currently have two types of repairs. One of these is to block up holes to prevent access from vermin, which we typically handle through the Contact Centre. However, it's important to note that pest control itself isn't part of our remit—it falls under Environmental Services. To proceed, I'd need your address so I can check the property details. This will help me determine whether the issue is isolated or part of a wider problem. If necessary, I can also review any previous work carried out at the location. Once I have that information, I'll be able to advise on the next steps or refer it appropriately.</p> | |
| 9.4 | <p>AK – At the last meeting we discussed providing repairs reports at constituency level. I took this back to my LHIB, as you asked to clarify which specific areas, we wanted data for. I believe Mark Crooke scheduled a meeting with you Asha to discuss, among other things. AP – Yes, we did meet but I can't recall if the constituency-level data was discussed. I can obtain data by constituency, and we are happy to provide a sample for review (similar to the infographic shared today). However, I need to check if the KPI can be broken down at that level and will follow up on this. CB added that data officers have been working on providing more detailed constituency-level reports for LHIB meetings. A draft will be sent to CHIB to ensure consistency in detail and design before wider circulation.</p> | |
| 10.0 | <p><u>Date of Next Meeting</u></p> <p>Monday 10th November 2025, 10-11.30, TSG Teams Meeting.</p> <p>Please note meeting invites have already been sent.</p> | |

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| | <div>2026 Dates</div> <table><tr><td>9th Feb 10-11.30am</td></tr><tr><td>11th May 10-11.30am</td></tr><tr><td>7th Sept 10-11.30am</td></tr><tr><td>9th Nov 10-11.30am</td></tr></table> | 9 th Feb 10-11.30am | 11 th May 10-11.30am | 7 th Sept 10-11.30am | 9 th Nov 10-11.30am | |
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