



## Minutes of the VIVID Customer Scrutiny Panel meeting held at 6pm on Microsoft Teams on 13 November 2025

- Present:** Lee Sexton (LS), Vice Chair  
David Conquest (DC)  
Natalie Weaving (NW)  
Rosemary Pyke (RP)  
Mo Afzal (MA)  
Sharon Maddison (SM)  
Karen Rawlings (KR)
- In attendance:** Alex Nagle (AN), Customer Service Director  
Sarah Smith (SS), Place Shaping & Customer Influence Manager  
Emma Flynn (EF), TPAS (observing)  
Lauren Cannon (LC), Governance Manager  
Elise Repton (ER), Governance Administrator (minutes)
- Part attendance:** Tanya Hibberd (TH), Performance & Insight Analyst  
Natasha Wall (NwA), Customer Resolution Quality Manager  
Sam Sinclair (SSi), Communications Manager
- Apologies:** Natalia Hadfield (NH), Head of Customer Experience  
Andrew Rossiter (AR), Property Service Director

The meeting was confirmed as quorate and started at 6.03pm

### DECISIONS TAKEN BY THE PANEL:

- VCSP 061/25** Minutes from the meeting held on 28 August 2025  
The minutes of the meeting held on 28 August 2025 were agreed and approved
- VCSP 069/25** VCSP scrutiny review  
VCSP agreed the next steps for their scrutiny review
- VCSP 070/25** Communications plan  
VCSP agreed the communications plan

### FULL MINUTES OF THE MEETING:

- VCSP 060/25** Welcome and apologies  
The Vice Chair welcomed the group, and apologies were received for NH and AR.
- VCSP 061/25** Minutes from the meeting held on 28 August 2025  
The minutes of the meeting held on 28 August 2025 were agreed and approved
- VCSP 062/25** Matters arising  
LS noted that several actions remain under matters arising some will be addressed in this meeting, others will continue beyond tonight, and some are complete.  
SS assured progress on Cornwall Housing matters, confirming work on the scrutiny panel's recommendation for a void inspector model. A productive call with Cornwall this week provided insights to inform our approach. SS will scope and further define our approach to void inspectors and present it at the next meeting. **ACTION SS**
- LC and SS have been reviewing the swim lane and step-by-step guide. They would like to revisit the step-by-step guide, to include any improvements suggested as part of our TPAS review and will bring this back to the next meeting. NW raised concerns that the swim lane format is difficult to read and not accessible. LC acknowledged this and explained that the step-by-step guide was created alongside the swim lane for clarity. LC agreed to explore ways to make the format more accessible. **ACTION LC/SS**
- LS confirmed that work related to Awaab's Law has been completed. We anticipated the changes well ahead of full implementation, which was commended. NW provided feedback that the communications

sent regarding Awaab's Law were difficult to understand, noting that the average UK reading age is 9. NW questioned whether this feedback was acted upon. AN updated that the suggestion to send a single communication rather than including it in the e-newsletter was implemented. AN reviewed the letter sent to customers and hopes NW's feedback was considered.

LS asked whether the communication was sent to all customers. AN confirmed it was and noted that SSI has data on open rates. LS mentioned not recalling receiving the communication as a shared owner. AN explained that a slightly different version was sent to shared owners and leaseholders due to differing obligations regarding damp and mould. AN added that emails may have gone to spam and work is ongoing to address this.

**The updates to the matters arising were noted**

**VCSP 063/25**

**COO verbal update**

Angela Rayner, former Secretary of State and a strong advocate for social housing, has resigned. Steve Reed has taken over the role. It's currently unclear whether the sector will maintain the same high profile under the new leadership.

Awaab's Law came into force on 27 October. The first phase focuses on damp and mould hazards; other hazards will be addressed in 2026 and early 2027. Communications will be issued as new phases come into effect. No significant increase in case volumes has been observed so far, although volumes are similar to last year which is expected during winter. Performance is being monitored to ensure compliance with the new timescales.

The Renters' Rights Act became law on 27 October, introducing significant changes for both private and social landlords. The legislation provides greater security for tenants, particularly in the private sector. Assured Shorthold Tenancies have been abolished, meaning all new tenancies issued by landlords will now be assured. Additionally, "no fault" evictions have been removed. Under assured tenancies, landlords must now prove their case in court to regain possession of a property, which was not required under the previous assured shorthold tenancy system. Rent review notice periods will be slightly longer under the new rules; however, details and implementation dates have not yet been confirmed.

In the Spring Budget, the Chancellor announced a 10-year settlement for social landlords under the Rent Standard. This allows social landlords to increase rents annually by the Consumer Price Index (CPI) rate in September plus 1%. A paper outlining the revised rent strategy, which has been consulted on with customers and incorporates their feedback, will be presented to the Board at the end of November. The Board will review the rent strategy and consider rent adjustments for the next year.

The Social Tenant Access to Information Requirements (STAIRS) will come into effect in October 2026. From this date, all social landlords will be required to publish information about how they operate. From April 2027, social housing customers will have a legal right to request a wide range of information, including how we operate, health and safety, repairs, and maintenance history. These changes aim to provide customers with greater transparency and insight into landlord performance.

The P25 system went live in June, focusing on improvements to the repairs service. There have been issues with data accuracy, and work is ongoing to correct these and ensure processes function as intended. Challenges have been identified with mobile working devices in areas with poor connectivity. The current online system does not support offline functionality, which is essential for operatives working in low-signal areas. An offline solution is scheduled to go live in December.

Progress continues toward achieving the 14-day non-urgent repair target aiming to be met by March. This remains a key priority, with significant involvement from AR.

LS thanked AN for the update and invited questions from the panel, there were no further questions.

**VCSP noted the update provided on operational matters**

**Performance review***TH joined the meeting*

TH introduced the performance paper, highlighting key issues and inviting member input. The group reviewed Q2 tenant satisfaction measures (TSMs). Surveys now use a mixed-method approach (phone and email), broadening reach but showing slightly lower scores from email respondents. Trends will be reviewed later in the year; significant drops will trigger deep-dive analysis for Q3.

Low-cost home ownership satisfaction dropped to 54%, largely due to online responses (25%). In contrast, low-cost rental customers reported improved repair completion times. A rolling year column (Oct 2024–Sept 2025) has been added for context, as TSMs track satisfaction continuously.

Survey data: 759 responses in Q2 (524 phone, 235 email), with one-third via email. TH acknowledged the mixed-method approach was a known risk but enables broader engagement. Benchmarking remains above last year's sector median, while many peers still rely solely on telephone surveys. NW suggested including total survey responses for context, noting that more data supports better learning and improvement. **ACTION TH**

SS noted the regulator has published last year's TSM trends and suggested sharing the annual summary to show sector performance and our national position. TH confirmed this is being prepared and can be shared as a separate paper or at the next meeting. The report will include a cross-country profile and benchmarking against 20 similar housing associations. LS agreed to present this at Q3 and requested comparisons for 2023/24 and 2024/25 if available. **ACTION TH.**

LS highlighted a previously discussed dip and was surprised by the scale of data now available. TH confirmed the dataset is significantly larger, offering deeper insight.

To achieve a representative sample of VIVID's 34,000 customers, 2,200 responses per year are required. A mixed-method approach engages diverse groups, with online surveys including quarterly psychographic segmentation for representativeness analysis. TH will present Q3 data, showing profile shifts and insights from 300 customers who answered optional questions. **ACTION TH**

LS supported sharing this information and stressed the need to show that feedback drives change to encourage participation. TH agreed, noting visible actions maintain engagement.

DC asked about leaseholder data. TH confirmed leaseholders are surveyed (smaller sample) and will include this in the Q3 report.

DC noted a significant difference in figures. TH explained this reflects our customer base, which is mainly LCRA. Of 759 surveyed, 585 were LCRA and 147 LCHO. The sample is proportionate, and steps are taken to ensure representation before issuing surveys.

Shared owner satisfaction remains lower, historically linked to issues such as unclear service charges and communal area cleanliness. These concerns are fed back quarterly. TH confirmed this trend aligns with sector norms, with improved communication seen as key. AN suggested benchmarking data to illustrate sector-wide trends. Timing of interactions also impacts satisfaction, and work is ongoing to improve communications.

AN confirmed TH can provide leaseholder data and suggested reviewing annual rather than quarterly data. TH will report the percentage difference between LCRA and LCHO at Q4. SS requested inclusion of response rates, satisfaction rates, and tenure types in future reviews. **ACTION TH**

LS noted that reporting customer base percentages by tenure type would help assess service delivery differences, not just response rates. DC observed tenants receive more communication than other tenure types and, as a leaseholder, receives very little. AN responded that newsletters go to shared owners and leaseholders monthly, though content varies. DC raised concerns about access to neighbourhood officers; AN acknowledged this, noting customers may miss officers when on-site.

TH reported Q2 improvements for service standards in non-emergency repairs and data cleansing but a drop in timely callbacks, which NH teams are addressing. Work continues to improve communication.

AN highlighted contact centre performance challenges due to staff churn. Recruitment is underway to stabilise headcount, and a project is progressing to enhance the callback process and system use. LS asked if the recent call centre outage will affect data. AN confirmed it will appear in Q3 (outage occurred in October) and may have a slight impact, though resources focused on reducing wait times should limit the effect. LS noted this will be considered when reviewing Q3 results.

TH reported system issues affecting Customer Contact and Keeping in Touch measures. Work is underway to improve response rates and survey processes. Complaints satisfaction fell between Q1 and Q2, though closure within timescales remains strong. Low survey volumes (6–7 per month) can skew results; TH will include sample sizes in future reports. LS agreed and noted previous feedback that surveys did not reference the specific complaint, asking if this has been addressed, LC will follow up and confirm. **ACTION LC**

AN explained that response rates have dropped since introducing the new system and survey method. Surveys are sent via text with a link, but unclear messaging makes customers hesitant to open them. Work is underway to improve response rates.

The group discussed reliance on transactional surveys to identify dissatisfaction and enable quick action. AN noted efforts to improve customer awareness of survey authenticity and potential content changes. Complaints and ASB surveys have low scores and response rates, limiting data robustness. NW suggested using text links instead of email for easier access and better connectivity. AN acknowledged previous methods achieved better results and confirmed improvements are being explored. Low-score alerts now trigger proactive follow-up by teams to address issues.

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TH highlighted that monitoring impact from scrutiny reviews is a priority. Suggested ways to measure impact include: increased customer satisfaction, reduction in complaints and improved performance in the repairs service. Members were asked for focus areas. LS confirmed a review is planned for early January and suggested revisiting the recent "moving in and moving out" review. **ACTION TH**

KR shared feedback on a gas contractor visit, noting poor engagement compared to our staff, who typically interact and listen. TH acknowledged this and advised she'd share with teams to reinforce standards for both contractors and in-house teams, including the doorstep standard and 60-second round-up. AN requested KR's address to follow up with the gas manager. **ACTION LC**

SS emphasised the need to measure the impact of scrutiny recommendations and suggested adopting verification processes, referencing TPAS conference insights from Redkite Housing. SS proposed a meeting with TH and VCSP to explore this approach. AN noted that while the tracker shows updates, assessing customer outcomes and value delivered is essential. Communicating these impacts will highlight VCSP's work and support recruitment. **ACTION TH/SS**

DC asked about gas safety checks. AN confirmed around 98% are completed in-house, with contractors used temporarily due to system issues. Gas services remain on track. AN also suggested any survey changes be reviewed by the panel before implementation. **ACTION TH**

**VCSP discussed and noted the update on performance**

*TH left the meeting*

**Complaints and lessons learnt update***NWa joined the meeting*

NWa provided an update on key implementations: customer vulnerability procedure, empty homes booklet, direct debit guidance, third-party contracts, new-build warranty information, and kitchen/bathroom replacement leaflet. Service improvement is a priority, with internal changes including rebranding the Quality Team as the Service Improvement Team. The team will work with business leads and sponsors to deliver and monitor actions, measuring effectiveness and impact on complaints. These changes aim to drive positive change across the business.

The first customer involvement session was held in September, covering complaint performance, actions already implemented, and actions in progress. Customers were invited to share suggestions, and communication emerged as a key theme. It was acknowledged that some improvements will take time to implement. Feedback highlighted that customers primarily want to be kept updated. The importance of the Keeping in Touch Standard was reinforced. Plans include updating customers when neighbourhood officers change, with options being explored for sending text notifications to impacted customers. Phase 3 of P25 will consider introducing automated messaging for these updates.

The Service Improvement Team attended a roadshow in Gosport, where several customer suggestions were received including, installing noticeboards in communal areas to display the date of the last lift service and adding fencing around a communal path and car park. Work is underway with Rowner Community Trust to progress this suggestion.

There are many exciting initiatives in progress, and plans are being made for tweaks to the next "Lessons Learned" session with customers in January.

The Customer Resolution Team currently manages all Stage 1 complaints and consists of two senior advisors. Plans are in place to build a fully centralised team to deliver a consistent service and ensure compliance with the Housing Ombudsman Code.

LS acknowledged the significant amount of work completed and noted links to upcoming corporate communications.

DC raised an issue with the online system: the help page lists Neighbourhood Officers (NOs) correctly, but the profile page shows a different person. AN explained the system cannot hold two names for one customer (NO and SC team), creating challenges for shared owners and leaseholders. This will be reviewed. **ACTION AN/NWa**

AN clarified NOs cannot be contacted directly by email as they are often in the field. Customers should contact CEX, which resolves 90% of issues or raises callbacks. DC questioned why NOs are listed if they cannot be contacted; AN said customers requested visibility of their NO, and the system supports this. LS raised concerns about complaints being marked as closed before all linked actions were completed, particularly Stage 2 cases. NWa confirmed that if commitments are made as part of complaint resolution, they should be tracked, and the complaint should remain open until all actions are complete. **ACTION NWa**

**VCSP noted the update provided for complaints and lessons learnt**

*NWa left the meeting***Budget review**

LC introduced the budget tracker, confirming that a tracker has been created for Q1 and Q2, with no updates yet for Q3. LC reminded members to submit any expense claims promptly to ensure reimbursement. Future spend is anticipated for the upcoming scrutiny review day.

LS asked whether IT costs will feature in the budget. LC confirmed discussions are ongoing with IT and hopes to provide an update soon regarding new devices. All existing equipment issues should now be

resolved, ensuring members can use their current devices effectively. Plans are in place to refresh equipment following a Windows upgrade and to enhance security features.

**VCSP noted the budget review update**

**VCSP 067/25**

**Update from Customer Service Committee**

LS shared details from the recent CSC meeting, noting positive conversations and praise for the work undertaken. Formal thanks were extended to SS and SM for their contributions around TPAS, AC for serving as Chair over the past four years and the governance team for supporting the panel for the last year, noting improvements made during this period.

MD provided an update on performance, budgets, and customer influence.

MD asked CSC to propose subjects for an ongoing engagement plan to ensure continuity in scrutiny work and avoid any lull. Potential topics discussed included: accessibility and Occupational Therapy (OT), housing for older persons and shared ownership and leaseholders. There was discussion around the potential for VIVID to employ their own OT to speed up processes and strengthen internal connections, which was viewed as a positive step. MD also noted that some engineers in the repairs team are undertaking training to cover multiple areas, enabling tradespeople to perform a wider range of tasks.

**VCSP noted the update provided by the Customer Service Committee**

**VCSP 068/25**

**Recommendation tracker**

LC invited members to provide feedback on whether the updates being shared are useful and confirmed the opportunity to ensure members are satisfied with the current approach.

LS reiterated the request for updates to be provided in excel format. LC confirmed that the current version will be uploaded after the meeting for review and that the tracker will be shared in the correct format for the next meeting. **ACTION ER**

**VCSP noted the updates on the recommendation tracker**

**VCSP 069/25**

**VCSP scrutiny review**

LS acknowledged the effort in preparing the document and confirmed the next scrutiny review will focus on customer communication and its effectiveness, led by NW. LS noted delays and requested time to create a clear plan with timelines, starting by setting the presentation date and working backwards. A Doodle poll will be sent next week to confirm January availability. **ACTION ER**

NW questioned the scope, noting a full marketing review is too broad, and proposed starting with website content as the core channel. AN clarified the review should cover e-newsletters and corporate communications, ensuring content is tailored and reaches all tenure types, with scope to be confirmed with SSI and ELS. The group agreed the scope needs clarification. NW emphasised the need for realistic deadlines and suggested applying lessons from the retrofit project. NW highlighted the website review will be substantial. AN confirmed a business case for a new website is in progress, and the communications team is seeking feedback on whether the site should be replaced or reviewed.

LS proposed splitting the work into two teams: one for the website and e-newsletters (led by NW) and another for remaining scope areas, possibly involving new members. SS noted panel members may need extra home data and offered support. SS also outlined plans to build links with other housing organisations for benchmarking and will update the panel after an upcoming meeting, encouraging peer engagement when defining scope.

LS asked about timelines for concluding the review. LC suggested updating CSC as progress is made and proposed May CSC as a realistic deadline. NW agreed, noting time in the Basingstoke office will be needed to review data and improve website content and accessibility. AN confirmed a business case exists and will arrange for NW to meet SC in Comms to review requirements. **ACTION AN**

SS urged involving customers across all tenures and gathering insights beyond opinions. LC confirmed plans to involve as many customers as possible, exploring weekend options while ensuring internal availability.

## **VCSP agreed the next steps for their scrutiny review**

**VCSP 070/25**

### **Communications plan**

*SSi joined the meeting*

SSi presented the communications plan, focusing on aims and outcomes rather than tactics. Key points:

- The plan should evolve over time
- Define purpose: What do we want to achieve? How do we involve more customers and amplify their voice?
- Ideas: update website with minutes, highlight panel value, showcase impact of decisions.
- Initiatives: “Meet the Panel” bios/videos, psychographic targeting, “You said, we did” updates, track and share customer impact

SSi stressed keeping impact visible and showing how input drives change. NW supported reviewing past scrutiny work to demonstrate influence. SSi confirmed data is available but highlighted need for customer feedback. LS agreed, noting TH data will help show ripple effects of policy changes.

LC suggested evolving communications with panel development and involving SSi to boost awareness. SS proposed adding a standing agenda item for communications updates to reflect on achievements and share with customers. LS recommended setting a filming date to allow more time with SSi, aiming for videos of all panel members. SSi stressed visibility and representation, capturing proud moments and showing impact. LS suggested inviting SSi to the scrutiny day to film and highlight that panel work goes beyond paperwork.

### **VCSP agreed the communications plan**

*SSi left the meeting*

**VCSP 071/25**

### **Customer influence update**

SS shared an update on key activities: embedding TPAS recommendations, progressing Year 3 delivery plan projects, and invited questions on current initiatives and impact. LS noted CSC feedback that red items were viewed negatively and suggested using RAG ratings instead. The panel agreed. **ACTION SS**  
**VCSP noted the contents of the customer influence update.**

**VCSP 072/25**

### **Update from TPAS Scrutiny Conference**

SS updated on the TPAS conference, thanked SM for attending, and shared key learnings. SS stressed linking with other customers and using TPAS and Scrutiny Club resources to promote collaboration. SS emphasised persistence in ensuring recommendations lead to action and will share slides. **ACTION SS**  
LS noted a detailed discussion will follow at the next meeting and flagged upcoming conferences, including one in London in February. LS will inform LC of four interested attendees. **ACTION LS**  
SS advised splitting attendees across workshops for maximum value.  
LS reported that CSC were very pleased with the team’s attendance and presentation at the previous conference.

### **VCSP noted the update from the conference**

**VCSP 073/25**

### **Any other business**

LC asked members to express interest in upcoming conferences and reminded them to submit expenses.

SS requested feedback on the scrutiny review process and a final scope review. **ACTION ALL**

LS aims to schedule a meeting before year-end to finalise scope. **ACTION ER**

DC thanked VIVID for accommodating a customer in a wheelchair, noting that a ramp was installed within two weeks.

*Meeting closed at 8.18pm*

**Date of next meeting – 19 February 2026**