



## Minutes of the VIVID Customer Scrutiny Panel meeting held at 6pm on Microsoft Teams on 19 February 2026

- Present:** Lee Sexton (LS), Vice Chair  
David Conquest (DC)  
Natalie Weaving (NW)  
Rosemary Pyke (RP)  
Mo Afzal (MA)  
Sharon Maddison (SM)  
Karen Rawlings (KR)  
Lisa Macintosh (LM)  
Yvonne Lewis (YL)
- In attendance:** Andrew Rossiter (AR), Property Service Director  
Sarah Smith (SS), Place Shaping & Customer Influence Manager  
Natalia Hadfield (NH), Head of Customer Experience  
Lauren Cannon (LC), Governance Manager  
Elise Repton (ER), Governance Administrator (minutes)  
Zoe Brown (ZB), Independent Living Team Leader (observing)
- Part attendance:** Daniella Schauerman (DS), Performance & Insight Analyst  
Natasha Wall (NWa), Customer Resolution Quality Manager  
Susan Willis (SW), Customer Influence Advisor
- Apologies:** None

The meeting was confirmed as quorate and started at 18:00pm

### DECISIONS TAKEN BY THE PANEL:

- VCSP 002/26** Chair and Vice Chair nominations  
The roles of Chair and Vice Chair for 2026/2027 were agreed.
- VCSP 003/26** Minutes from the meeting held on 13 November 2025  
The minutes of the meeting held on 13 November 2025 were agreed and approved.
- VCSP 009/26** VCSP budget review and Customer Influence budget 2025/26  
The 30-day cap on expenses starting 1 April 2026 was approved.
- VCSP 012/26** VCSP scrutiny review  
VCSP agreed the next steps for their scrutiny review.

### FULL MINUTES OF THE MEETING:

- VCSP 001/26** Welcome and apologies  
LS welcomed everyone to the meeting.

KR mentioned having issues with her laptop, LC agreed to contact her outside of the meeting to resolve. **ACTION LC**

- VCSP 002/26** Chair and Vice Chair nominations  
LS certified the roles of chair and vice chair for 2026/2027 confirming that he'll continue his role in vice chair whilst YL will step up to the chair position. LS assured YL and the panel that he will be in total support.  
**The roles of Chair and Vice Chair for 2026/2027 were agreed.**

VCSP 003/26

**Minutes from the meeting held on 13 November 2025**

The minutes of the meeting held on 13 November 2025 were agreed and approved.

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VCSP 004/26

**Matters arising**

**VCSP 072/25 – update from TPAS scrutiny conference**

LS agreed to follow up with members on interest in attending conferences and will inform LC.

**VCSP 062/25 – matters arising**

SS advised that a scrutiny process had been provided to members and asked members to review and approve the updated version. LS confirmed that the process had been used and it was clearer and made more sense however, noted that the group had not yet had a collective discussion on it. SS requested the members provided feedback on the revised process to SS and LC by the end of next week (27 February 2026). This will allow a final version to be agreed and embedded within the scrutiny processes. **ACTION ALL**

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

VCSP 005/26

**Update on void inspectors**

SW presented an update on void inspections, outlining progress against a recommendation from the last scrutiny review on moving in and moving out. The presentation highlighted the involvement of customers in the voids process, including attending inspections alongside void supervisors.

SS thanked SW for the presentation and confirmed that it had been brought to the panel to demonstrate progress on the scrutiny recommendation and to seek member feedback.

SW confirmed that the proposal involves one void inspection per month across the business as a pilot. Inspections will be selected from available void properties, with customers in the local area invited to participate. DC raised concerns around potential cherry-picking of properties. In response, SS suggested using a randomiser to select void properties to improve transparency, which SW agreed could be embedded into the process. **ACTION SW**

NH noted that the purpose of the scrutiny recommendation is to monitor outcomes and that the panel could request inspections of specific property types or areas if trends emerge. LS asked about contingency arrangements if customer uptake is low and suggested involvement from VCSP members or VIVID Ambassadors. SW advised that the intention is to prioritise customers with no previous involvement with VIVID.

LS also queried engagement with VIVID Ambassadors. SW confirmed that an update would be provided to Ambassadors next week. **ACTION SW**

*SW left the meeting*

**The updates on void inspectors were noted.**

VCSP 006/26

**COO Verbal Update**

AR introduced himself to the panel as VIVID's newly appointed Property Service Director.

**Awaab's Law:**

AR provided an update on Awaab's law which has been referenced in previous meetings. Since implementation, approximately 1,200 cases have been received. It was noted that VIVID were well prepared for the expected volume of cases and didn't experience an alarming peak, although cases have been received consistently. Resources were in place to manage the demand, and overall, the implementation has gone well, with all declared cases responded to within required timescales.

AR confirmed that there have been no decants arising from any damp and mould cases received to date. The panel were advised that further phases of Awaab's Law will be coming into effect shortly and that preparations are already in place. Cases are monitored weekly, with regular check-ins with the team to ensure that any additional support is identified and provided where required. An overall positive update was shared.

**14-day repairs:**

AR provided an update on VIVID's 14-day repairs programme, confirming that this is a large, end-to-end project reviewing the full repairs journey from reporting through to completion. The aim is to deliver an improved repairs service within 14 days, while recognising that some non-routine repairs will continue to fall within the 28-day timescale.

The programme includes the introduction of multi-trade operatives to reduce follow-on visits and improve efficiency. Three multi-trade operatives have been onboarded, with further recruitment ongoing for both multi and single-trade roles. A competency matrix has been developed for multi-trade operatives, with Level 3 representing the highest skill level.

AR confirmed that four subcontractor companies have been appointed to manage overflow work, supporting the Direct Labour Organisation (DLO) where diary capacity is constrained. A revised process now allows our customer experience team to issue work directly to contractors, which has reduced pressure on our planning team, this is working effectively.

Approximately 60% of repairs are currently being completed within 14 days. AR advised that the process is taking shape, with positive daily and weekly progress, strong cross-team collaboration, and a detailed plan in place. The overarching aim remains to improve the customer experience.

LS asked whether there had been a noticeable improvement in team morale and positivity as a result of working towards the 14-day repairs target. AR noted that while the change was initially met with some concern from trades teams, regular communication and contractor support have led to improved confidence and morale, with positive change observed over recent months.

MA asked whether the four additional resources referred to were individual subcontractors or companies. AR confirmed that support is provided by four subcontractor companies, offering a substantial pool of operatives to manage overflow work.

SM asked about customer feedback text messages issued following repairs, including response rates and usefulness. AR advised that response levels are good, with weekly summaries of feedback and scores shared with trades teams. Scores have been strong, and sharing positive feedback was highlighted as important in recognising the pride trades take in their work. AR noted that all feedback supports continuous service improvement.

LS asked whether the move towards the 14-day repairs target had impacted staff turnover. AR advised that some turnover is typical within operational roles across the sector, but high levels of churn are not currently being experienced. AR confirmed that work is ongoing to explore alternative recruitment approaches and improve recruitment outcomes.

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

**VCSP 007/26**

**Performance review**

*DS joined the meeting*

DS introduced the performance paper and the associated appendices.

LS noted declines across several areas in Appendix A and asked whether there was an explanation. DS advised that while performance is monitored quarterly Tenant Satisfaction Measures (TSMs) are assessed annually. Any confirmed decline at year end would trigger a deep dive to understand

underlying causes. DS confirmed that Q3 performance can be compared year-on-year to identify trends, noting that results may be influenced by the timing of the Q3 survey. DS also explained how quarterly reporting aligns with the financial year.

DS introduced Appendix B, a new appendix providing a breakdown of customer satisfaction for 2024/25 and year-to-date 2025/26. Full-year data for 2025/26 is not yet available. The appendix also shows response volumes by question and tenure type.

LM queried satisfaction with the handling of ASB. DS advised that regular service improvement meetings are held to review complaints and feedback, with ongoing learning used to drive service improvements. LS noted that ASB outcomes can be a no-win situation, as customers may remain dissatisfied despite cases being resolved appropriately and lawfully. NH added that similar patterns are seen within complaints-related TSMs, which provide a holistic view of sentiment rather than case-specific feedback.

LS asked whether TSM questions could be changed. NH confirmed that TSM questions are set by the Regulator and cannot be amended, as they enable benchmarking across the sector. Transactional feedback is therefore used alongside TSMs to build a fuller picture of performance and drive improvements.

DS introduced Appendix C, the Service Standard Dashboard, which includes monthly performance, quarterly figures and a rolling 12-month view.

LS queried why some customer influence TSMs were not colour-coded. DS advised that the measure “*listens to tenant views and acts upon them*” does not yet have a formal target. NH explained that holistic feedback can reflect broader negative experiences rather than specific customer influence activity, making target-setting challenging. LC queried why this measure was blank for October to December, and DS confirmed that TSMs are reported quarterly, not monthly. Members were advised that the year-to-date figure for the “*number of projects involving customer influence*” is expected to increase, as it reflects the number of customers involved.

LS suggested that, even without a formal target, the measure should be reflected against a RAG status and requested progress by the next meeting in May. **ACTION DS**

DS advised that the next meeting will focus on reporting the full set of TSMs, which will allow a complete year-end view of performance. DS noted that customer psychographic segmentation data will be available, providing a stronger evidence base across responses, including comparisons between different tenure types and between online and telephone responses.

LS asked whether the proposed timeframe would work, noting that Q4 data was not received last year. DS advised that the next meeting on 21 May will include full year-end TSM reporting. Members may request additional information in advance, and psychographic segmentation data will be available, including comparisons by tenure and response channel. DS noted that some management information, such as complaints and repairs volumes, may be more challenging to provide by that date due to reporting timescales.

*DS left the meeting*

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

**VCSP 008/26**

**Complaints and lessons learnt update**

*NWa joined the meeting*

NWa introduced herself to the panel and provided an update was provided on key service improvements following customer feedback.

Updates have been made to customer literature, including clearer guidance on independent snag lists for new build properties, revised electrical testing appointment letters confirming two third-party operatives will attend, and updated website information on mutual exchanges and service charge enquiries. A service charge enquiry acknowledgement template is being developed to support clearer first-contact responses.

A cross-service monthly working group has been established between the customer experience, repairs and customer resolution teams to identify trends and improve first-contact resolution. This has led to the development of additional internal knowledge articles, including a decision-making matrix for frontline staff.

Work is nearing completion on a defects repairs responsibility matrix, aligned with the existing repairs responsibility matrix and due to be published on the website. A trigger has also been introduced for additional cleaning where properties have been void for an extended period, with a further clean completed shortly before letting. Work is underway to develop a lift policy with clear communication touchpoints to improve customer updates during lift outages.

The panel were advised that the second 'service improvement working together group' session will take place at the end of February, with increased customer attendance. Feedback from previous sessions has been incorporated, with a stronger focus on completed actions

The customer resolution team continues to manage all Stage One complaints, supported by two newly appointed senior advisors as part of the ambition to fully centralise complaints handling. An increase in Stage 1 complaints during December and January was noted, and work is underway to identify root causes and reduce volumes. Stage 2 complaints remain managed by relevant service managers.

LS asked whether customers are advised that, if they escalate a complaint to Stage 2, the matter could be fully reviewed and potentially result in changes to the Stage 1 resolution. Clarification was provided on the Stage 2 complaints process, confirming that it provides an independent review of how Stage 1 complaints were handled. While it's unlikely that an agreed Stage 1 resolution would be withdrawn, each case is considered individually. NH added that it represents the VIVID's final opportunity to review the complaint thoroughly and seek to resolve it appropriately for the customer. The panel suggested clearer information about the Stage 2 process be included on the website. **ACTION NWA**

LS asked how large the service improvement working group is, with NWA confirming it continues to rotate membership to ensure diverse customer voices, with attendance increasing from 6 at the first meeting to 19 at the upcoming session.

LS asked for clarification on the trigger for additional cleaning. NWA advised that the trigger is currently being finalised but will apply where a property has been void for over a specified period. In such cases, an additional clean will be carried out shortly before the property is let.

*NWA left the meeting*

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

**VCSP 009/26**

**VCSP budget review and Customer Influence budget 2025/26**

LC introduced the budget tracker, noting that there is until the end of March to complete Q4 reporting and confirm the final costs for the financial year. LC highlighted that very few expense claims have been submitted to date and asked members to submit any outstanding expenses. **ACTION ALL**

The panel were advised that a recent discussion had taken place between LC, ER, LS and YL regarding the introduction of a cap on expenses. It was confirmed that, from 1 April 2026, a 30-day limit will apply to expense claims. Any expenses submitted after the 30-day period may be written off.

**VCSP noted the budget review update and approved the 30-day cap on expenses.**

**Update from Customer Service Committee**

LS shared feedback from the recent CSC meeting. LS noted that some members were unclear about the purpose of the CSC. NH and LC clarified the role and purpose of the CSC. It was confirmed that, while YL is acting as Chair, she will be invited to attend future CSC meetings on behalf of the VCSP. Invitations for upcoming meetings will be shared with YL. **ACTION ER**

NH advised that if members would like updates or information from any other VIVID Board or Committee meetings, this can be brought to future meetings. LS requested that the slides from the induction session be shared with members as a refresher. **ACTION ER**

LC provided an update on recruitment to the CSC, advising that a recruitment plan is currently being developed. It is anticipated that new members will be in place by April, aligning with the next CSC meeting.

An action from the previous CSC minutes regarding the inclusion of the recommendation tracker within the performance report was discussed. NH explained that the purpose is to provide assurance that recommendations are being implemented, monitored, and achieving the intended impact.

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

**Annual review of customer influence**

NH introduced the customer influence review, recently presented to the Board, highlighting the range of activity undertaken to strengthen customer influence. Members were reminded that regular updates are provided through VCSP meetings on progress against the year 1 and year 2 customer influence delivery plans.

Key achievements were noted, including the significant number of hours contributed by customers and participation in up to 90 engagement activities over the past year.

NH confirmed that the review and co-creation of service standards with customers is nearing completion, with the safe homes and repairs service standards currently being finalised by AR and due for sign-off at CSC in April. A number of thematic customer groups have also been established following policy reviews, including the service improvement group and the inclusive service group.

While recognising the substantial progress made, NH emphasised that this represents the early stages of embedding customer voice across VIVID. The focus for the coming year will be on demonstrating impact, ensuring that customer involvement activity leads to meaningful improvements that customers can feel. This outcomes-based approach will be central to the scoping of future scrutiny reviews.

NH reminded members of previous updates on the Customer Promises and Customer Experience Strategy, which were launched internally in October–November and are due to be launched with customers in April. A launch plan is being finalised, setting out the customer promises, their purpose, and how impact will be measured. NH noted that the customer promises are closely aligned with the customer influence work, as they are based on what customers have said “good” looks like. Ensuring that future activity delivers against these promises was highlighted as a key focus for the year ahead.

NH also reiterated the importance of using representative customer data, including psychographic segmentation, to inform service design and decision-making, particularly to reach under-represented and harder to reach customer groups. An update was provided on the ongoing digital transformation programme, including P25, which aims to improve and integrate internal systems and move towards a single, consistent system across VIVID.

NH advised that procurement has begun for a new customer engagement platform, with a shortlist of providers currently being assessed. Customers will be involved in the selection process to provide

feedback. The platform aims to broaden customer engagement and support scrutiny activity through online polls and website-based feedback tools.

NH confirmed that a TPAS check-in is scheduled for the following week with SS to review progress against recommendations made at the time of accreditation. Evidence has been submitted in advance, and TPAS will provide feedback following the meeting. NH emphasised the commitment to strengthening scrutiny with the panel, including plans to grow the group, increase customer representation, and expand the reach and impact of scrutiny work. This includes supporting the panel through the current review of customer communications.

Emma Flynn (EF) from TPAS advised that the recommendations closely aligned with VIVID's own self-assessment and internal review findings, providing reassurance that strengths and areas for improvement had been accurately identified and that a culture of continuous improvement is in place. EF also highlighted the value of learning from sector good practice, noting the work SS is undertaking to network with other organisations and broaden customer involvement.

Members were advised that TPAS feedback is currently being reviewed and that the team is refining the year 3 delivery plan. Once drafted, the plan will be shared with the panel for feedback prior to finalisation, including the opportunity to identify any gaps or areas for further influence. **ACTION NH/SS**

It was confirmed that, once finalised, the year 3 delivery plan will be submitted to CSC for approval. Ongoing progress updates against the delivery plan will then be provided throughout the year, both to CSC and the panel.

SS provided an update on work underway with LC to strengthen links with sector colleagues as part of the TPAS accreditation. Engagement has taken place with housing associations that have achieved TPAS accreditation, including those with 'Exemplar' status, to explore opportunities for collaborative working and cross-organisational scrutiny involving customers.

SS highlighted the ambition to support panel members to work alongside peers from other organisations, share learning, and contribute to developing best practice in scrutiny, with the potential for a nationally recognised model. It was noted that the aim is to share progress more widely by September, including at the national conference, with TPAS supporting this work as a neutral facilitator.

SS asked whether any panel members would be willing to attend a meeting scheduled for 25 February to progress this work. SM confirmed interest and LS agreed to gauge interest from other members outside of the meeting. **ACTION LS**

Members discussed the collaborative approach, including the potential to allocate budget to support this activity. It was noted that this approach could support progress towards the TPAS Quality Mark for scrutiny, building on existing TPAS accreditation.

**VCSP noted the annual review of customer influence.**

**VCSP 012/26**

**VCSP scrutiny review**

It was agreed that scrutiny notes will be collated and turned into a summary for the panel by end of day 20 February and sent out to panel members. **ACTION ER**

Members were asked to submit any comments on the scrutiny notes to ER and LC to enable all feedback to be collated and reviewed. This will support the identification of actions to be taken forward. **ACTION ER/LC**

It was agreed that the notes and next steps, including updates to the recommendation tracker, will be discussed at the next meeting scheduled for 3 March 2026.

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

**Any other business**

NH thanked LS for his great work stepping up as Interim Chair, this was echoed by the panel and other VIVID colleagues.

LS advised that a review of the VCSP Terms of Office is required over the coming months. It was noted that the current Terms of Reference specify a 3-year term with the option to extend, and that this requires further shaping to ensure a future-proof approach. LS requested that this be added to the agenda for the next meeting. **ACTION ER**

LS noted that MG had previously been leading work on recognising hours contributed through Housing Perks and that there had been limited updates. SS confirmed that a Housing Perks incentive scheme has been introduced, with £50 vouchers awarded to 2 involved customers each month, which is working well. Newer panel members requested further information. **ACTION LC**

YL thanked LS for setting a high standard in the Chair role and noted that there would be a lot to learn. SS confirmed that support would be provided throughout the transition.

ER provided an update on DBS checks, advising that 2 applications have not yet been started and that ID is still outstanding for 1 member. ER confirmed that reminder emails will be sent to resolve this. **ACTION ER**

LS thanked panel members for the time and contributions made during the meeting and formally handed over the Chair role to YL.

*Meeting closed at 20.03*

**Date of next meeting – 21 May 2026**