



Minutes of the VIVID Impact meeting held at 6pm on Microsoft Teams on 9 July 2025

Present: Alan Chatfield (AC), Chair
Lee Sexton (LS), Vice Chair
David Conquest (DC)
Shannah Eagles (SE)
Rosemary Pyke (RP)
Mo Afzal (MA)
Sharon Maddison (SM)
Karen Rawlings (KR)

In attendance: Alex Nagle (AN), Customer Service Director
Natalia Hadfield (NH), Head of Customer Experience
Lauren Cannon (LC), Governance Manager
Sadia Tasnim, Company Secretarial Assistant (minutes)

Part attendance Michael Stacey (MS), Performance and Insight Analyst
Mark Gittos (MG), Place Shaping and Customer Influence Team Leader

Apologies: Natalie Weaving (NW)
Richard Holder (RH)

The meeting was confirmed as quorate and started at 6pm

DECISIONS TAKEN BY THE COMMITTEE:

- VI 030/25** Scrutiny review update
VIVID Impact reviewed the work from the scrutiny review and agreed recommendations to the Customer Service Committee.
- VI 039/25** Budget Update
VIVID Impact reviewed the expenditure for the last 3 months and agreed to the budget for the next 3 months.
- VI 040/25** Terms of reference update
VIVID Impact approved the updated terms of references subject to the changes being made.
- VI 041/25** Year-end review
VIVID Impact discussed and noted the year in review (April 2024 – March 2025) and agreed actions for the areas of improvement identified.

FULL MINUTES OF THE MEETING:

- VI 027/25** Welcome and apologies
The Chair welcomed the group, and apologies were received by RH and NW.
- VI 028/25** Minutes from the meetings held on 20 February 2025, 25 March 2025, 1 April 2025, 10 June 2025
The minutes from the meetings held on 20 February 2025, 25 March 2025, 1 April 2025 and 10 June 2025 were agreed as an accurate copy and were approved.

VI 029/25

Matters arising

The updates to the matters arising were noted.

VI 030/25

Scrutiny review update

AN confirmed that responses to the recommendations are currently in progress. While the report included numerous recommendations, four have been prioritised for action. It was agreed that the focus would remain on these. Once a full response is finalised, AN will share it with LS, who will circulate it to all members via the WhatsApp group. **ACTION: AN**

AN expressed appreciation for the extensive work carried out on the review. The first recommendation proposed establishing a dedicated team solely responsible for check-ins and check-outs. AN clarified that currently, the same team handles both processes and acknowledged that resource constraints may prevent the formation of a specialist team. In that case, refresher training will be necessary.

The voids process and supervisors' roles are under review to ensure alignment with standards. AN emphasised the importance of clarifying the responsibilities of Neighbourhood Officers (NOs), noting that Phase 2 of P25 will offer customers greater visibility into the process.

LS shared that two NOs reported receiving no training on void and handover standards. AN stressed the need for updated training to ensure NOs have consistent and current knowledge. AN also highlighted the importance of balancing the goal of minimising void periods with maintaining proper sign-up procedures.

LS raised concerns about tenants receiving very short notice before moving in, particularly those with additional needs or disabilities. AN acknowledged this and linked it to item 5.1.4, noting that while local authorities provide some information, there is room to improve how support needs are identified and addressed. Communication around lettings and voids is under review, and updates will be shared once finalised.

SE noted that while there is a checklist for moving out, there is none for moving in. AN confirmed that such paperwork exists, is currently under review, and will be shared with the group once complete. **ACTION: AN**

The cost implications of painting walls white were also discussed. AN confirmed this is under consideration. LS suggested that a consistent standard could help set expectations, and DC agreed, noting that white walls create a fresh impression. AN reiterated that redecoration is assessed on a case-by-case basis, balancing time and cost constraints. The current standard is to leave walls ready for decorating.

AC proposed offering tenants the option to decorate themselves or providing incentives. AN responded that due to timescales and safety concerns, properties cannot be shown until they are returned and deemed safe. Feedback will be considered in future reviews. LS acknowledged the ideal scenario but noted the business reality of avoiding extended void periods and revenue loss. AN agreed, emphasising the need to strike a balance while aiming for positive outcomes.

AN explained that if flooring is in good condition and clean, it may be retained for the next tenant. New legislation under Decent Homes 2 includes provisions for decent flooring, and consultations are planned. The voids team is now tasked with assessing carpet quality and either cleaning or removing it as needed. AC mentioned a case where a tenant was told to remove carpets, which AN agreed to follow up on. **ACTION: AN**

LS noted that the recommendation to update home standards was made before the consultation, and it's encouraging to see progress in this area.

VIVID Impact reviewed the work from the scrutiny review and agreed recommendations to the Customer Service Committee.

VI 031/25

Recommendation tracker

AN shared that a discussion had taken place with LC regarding improvements to the tracker. One of the key issues identified was the absence of expected completion dates, which makes it difficult to assess whether actions are on track.

To address this, LC will be reissuing the tracker with updated details, including expected completion dates. This will also incorporate a colour-coded system to enhance clarity and tracking. **ACTION: LC.**

VIVID Impact noted the updates from the recommendation tracker in July 2025.

VI 032/25

Verbal COO update includes P25 phase two release update

AN provided a summary of recent updates, highlighting key developments across several areas. The update began with a reference to the Housing Ombudsman's spotlight report on repairs, released in May. AN noted that the report contains a significant amount of detail, and VIVID has completed a self-assessment against its findings. Areas for improvement have been identified as a result of this review.

In June, the government's comprehensive spending review introduced a 10-year rent settlement, which will be set at CPI + 1%. AN explained that this may result in above-average increases for some customers, as the government is aiming to return to rent convergence. This represents a substantial policy shift. Additionally, the Chancellor announced new welfare and pensioner benefits, extending support to approximately 9 million people, which is expected to benefit many customers.

Looking ahead to October, AN confirmed that Awaab's Law is expected to come into effect. VIVID has proactively assessed its readiness for this legislation, reviewed relevant policies and procedures, and provided assurance to the Board that preparations are well underway.

AN reported that Phase 2 of P25 went live on 23 June, focusing on improvements to the repairs service. The enhancements are designed to provide customers with greater visibility and improve communication, particularly through the lettings process. The new system also simplifies the referral process for frontline staff, making it efficient.

LS mentioned an issue he'd become aware of where complaints had been closed incorrectly. NH asked for the details to be shared so this could be investigated. **Action: LS**

KR advised that she could see that a communal repair had been raised for her block, and 5 others in the area. The detail of the repair cannot be viewed, and no-one knows what it's for. NH asked for a screenshot in order to investigate. **Action: KR**

The COO update was noted.

VI 033/25

Performance review

MS provided an update on the TSMs and performance against service standards.

For LCRA customers: 10 of 12 satisfaction measures improved year-on-year, though scores for communal area maintenance and landlord's neighbourhood contribution declined. In Q4, 11 out of 12 measures dropped compared to Q3—repair service satisfaction fell by 7.5% and communal cleanliness by 13.6%. While repair completion time satisfaction decreased in Q4, it saw the greatest annual gain, up from 63% to 67.1%. As results are perception-based and sampled quarterly, annual trends offer more reliable insight.

For LCHO customers: 8 out of 9 satisfaction measures showed an increase between 2023/24 and 2024/25, with a decrease only in the measure about tenants being kept informed. From Q3 to Q4, 5 of

the 9 measures increased, including an increase in communal area cleanliness satisfaction from 43.8% to 60.3%.

Key highlights from the service standards were shared including customer commitments, stage 1 and stage 2 complaints, repair wait times, satisfaction with repairs, call wait times and customer contact. Overall, 6 measures met their targets, 7 were within 5% (amber), and 9 were more than 5% off target (red).

In response to questions, it was clarified that Q4 performance decreases may not represent a consistent trend, given the limited history of regulator-prescribed TSMs. Ongoing benchmarking with other organisations aims to identify sector-wide patterns.

Questions were raised regarding the accuracy of reported call wait times. Although the average wait time was stated as 8 minutes 45 seconds, some members referenced longer individual experiences. The team acknowledged recent challenges related to system changes and staffing, and noted that improvements are in progress.

MA cited a repair case concerning a canopy issue unresolved since March 2024, affecting several homes. AN will investigate this matter further **ACTION AN**, observing that the delays may be associated with developer obligations or shortages related to specific trades.

VIVID Impact discussed and noted the update on performance.

VI 034/25

Proposals for utilising housing perks – verbal update

MG provided an update on the Housing Perks initiative, which aims to extend incentives to all customers involved in VIVID Impact activities. A dashboard has been developed to track involvement, awarding Housing Perks points for every 15 or 30 minutes of participation. For example, surveys typically take 15 minutes, while VIVID Impact sessions last around 2 hours, equating to 120 minutes of engagement.

Each customer interaction is logged, with up to 5 activities tracked monthly. A random generator selects 2 winners each month to receive a £50 voucher. All participants are re-entered into the draw monthly, offering 12 chances to win annually. At year-end, 3 top contributors will receive additional vouchers based on their engagement levels.

To streamline the process, MG explained that the system uses usernames and email addresses to track survey participation, reducing manual input. The random generator simplifies monthly selections.

The dashboard includes a dropdown menu categorising involvement types—VIVID Impact, service standards, surveys, webinars, thematic groups, inclusive groups, and customer ambassadors. Time is tracked in 15-minute increments, and every 30 minutes earns a point. Vouchers can be redeemed via the Housing Perks app or website, though alternative codes are available for external use.

SE asked whether participants are automatically included. MG clarified that users must sign up using their tenancy reference number. Once registered, their details are added to the system.

MG described Housing Perks as similar to cashback platforms like Quidco or TopCashback, offering discounts at major supermarkets including Tesco, Asda, Sainsbury's, Aldi, and Morrisons. LS noted the expanded selection since the app's launch, and MG added that the initiative is gaining traction, with endorsements reportedly from the Prince and Princess of Wales.

The team expressed appreciation for the update, and MG thanked everyone for their time.

VIVID Impact noted the update on proposals for utilising housing perks.

Customer influence delivery plan update

NH provided a concise update on the Customer Influence Delivery Plan. It was noted that since achieving TPAS accreditation earlier in the year, the team has continued to build on last year's work and is progressing well against the Year 2 delivery plan priorities.

Key highlights included customer involvement in 2 current procurement projects: 1 for the out-of-hours emergency repair service and another for repairs contractors. Customers are actively participating in these processes. NH confirmed that all VIVID Impact members will be invited to take part in these activities, as requested in the last scrutiny review. If not already contacted, team members will be reaching out soon.

NH also highlighted ongoing collaboration with the governance team to strengthen formal scrutiny and increase membership on the Customer Service Committee. Work continues on actions from the TPAS accreditation, with a focus on learning from sector exemplars and sharing best practices.

Additionally, the team is working closely with the Building Safety team to develop customer influence plans and service standards for high-rise blocks. There are also several influence activities underway related to policy and procedure reviews.

No questions were raised, and the group expressed thanks for the update.

VIVID Impact noted the progress made with the customer influence delivery plan.

Verbal update from Customer Service Committee

The co-creation of service standards is progressing. At the April CSC meeting, the committee approved three new standards: the Customer Influence Standard, the Keeping in Touch Standard, and the Putting Things Right (complaints) Standard. These are now live on the website and clearly marked as developed with customer input. The goal remains to review all service standards by the end of the year, and the team is on track to meet this.

The customer service committee will meet again on 22 July and a further update will be provided at the next meeting. No questions were raised.

VIVID Impact noted the update given from Customer Service Committee.

Update from National Residents Panel

AC noted the report had been shared via WhatsApp and included in the meeting pack, with no immediate feedback from attendees. Looking ahead, another meeting is expected in one to two months, where expanding the National Residents Panel by inviting new members will be a key agenda item. Interested individuals were encouraged to come forward.

AC revisited the proposal to create regional panels that would select representatives for the national panel, aiming to better address regional issues and facilitate discussions with government.

The panel's role in shaping Awaab's Law, which is nearing legislation, was also highlighted as a significant achievement.

VIVID Impact noted the update from the National Residents Panel.

Complaints and lessons learnt update

NH provided an update on complaints performance. She noted that, as previously mentioned by MS, there have been continuous improvements in this area. The top theme for complaints is currently customer service—specifically, issues around keeping customers informed. This has prompted the introduction of the new "Keeping in Touch" service standard, which outlines consistent expectations across all teams. Internal guidance has also been issued to support this.

The second most common complaint theme relates to the quality of repair work, including workmanship and follow-on jobs.

The third theme, which has dropped in ranking, is the length of time waiting for appointments. This decline is seen as a positive sign, reflecting efforts to reduce repair wait times.

NH highlighted that, in response to TPAS recommendations, a new Complaints Lessons Learnt Improvement Group is being established. Led NW, this group will involve customers in reviewing complaint themes, identifying service improvements, and tracking progress.

With the launch of Phase 2 now complete, the team expects to begin implementing several service improvements in the coming months. Internally, a new Complex Case Team was launched in May. This team proactively manages ongoing repairs that involve multiple trades or vulnerable customers, providing a named case handler and regular updates to prevent escalation into formal complaints.

Early results from this pilot have been very positive, with all five satisfaction surveys returned so far scoring 10 out of 10. The team is also working on a dashboard to support preventative complaint management, aligning with recommendations from the Housing Ombudsman's "Repair and Redress" report. This includes proactive communication and case management to resolve issues before they become formal complaints.

NH concluded by inviting questions, but none were raised. The chair thanked her for the update.

VIVID Impact noted the complaints and lesson learnt update report.

VI 039/25

Budget Update

LC opened the discussion by providing a quarterly update on the VIVID Impact budget. The total spend for the last quarter was £1,420.32, which covered the boot camp day, travel, and equipment. LC explained that the purpose of the report was to review past spending and gather input on anticipated needs for the next three months.

AC and LS confirmed that discussions had taken place regarding future needs. LC noted that travel to CSC meetings would be covered separately and not from the VIVID Impact budget.

LS proposed allocating funds for attendance at upcoming TPAS events, including the national conference, potentially for one or two members. He also raised the idea of holding another development day, ideally aligned with the updated terms of reference.

A key point raised by LS was the need for IT improvements. He explained that some members, including himself, were using outdated or malfunctioning devices, which hindered their ability to contribute effectively. He suggested a long-term investment in standardised, modern devices for the 10 members, estimating a potential cost of up to £10,000. The goal would be to ensure consistency and ease of support across the team.

LC responded that before any investment could be made, it was important to assess whether the issues were due to the devices themselves or user/system related. She proposed working with members individually to identify specific problems and determine whether upgrades or additional IT support would be more appropriate. LC emphasised that this would likely be a longer-term project rather than something addressed in the next quarter.

AC agreed and suggested that all members report their device issues to LS, who would collate the feedback. If a trend emerged, LC could then assess whether a group-wide upgrade was necessary. LS volunteered to coordinate this and feed the information back to LC. **Action: LS**

NH proposed splitting the issue into three areas: 1. maintaining a register of devices to track age and compliance, 2. addressing training needs around authentication tools, and 3. reviewing long-term budget requirements for upgrades. It was suggested that LS share the collated feedback with both NH and LC so the two teams could coordinate a response. **ACTION: LS**

NH also noted that resolving IT issues would help maximise the value of meeting time, which is often disrupted by technical difficulties.

With consensus on the budget direction, the meeting moved on to the next agenda item.

VIVID Impact reviewed the expenditure for the last 3 months and agreed to the budget for the next 3 months.

VI 040/25

Terms of reference update

LC introduced the item by recalling the recent meeting where the group reviewed and agreed on updates to the Terms of Reference. LS noted that the section regarding the roles of the Chair and Vice Chair had been updated, particularly around the phrasing of “appropriate action.” He believed the wording might have been reversed from what was agreed.

LC acknowledged the feedback and agreed to revert the wording in section 2.5 to its original form.

LC also addressed the Code of Conduct, noting that it currently doesn’t align well with VIVID Impact. An updated version is being developed and is expected to be ready for review by August.

The group agreed to approve the Terms of Reference with the amendment to section 2.5.

VIVID Impact approved the updated terms of references subject to the changes being made.

VI 041/25

Year in review

LC introduced the agenda item by explaining that, as with VIVID’s board, it was a good time for the VIVID Impact group to reflect on the past year (April to March) and consider areas for improvement and focus for the year ahead. She noted key highlights from the past year, the forward-look at this year and suggested improvement areas.

AC shared that using text messages instead of emails has increased recruitment among younger residents. LC and NH confirmed this method worked well in recent customer service committee recruitment and will be used further. NH noted text messaging is part of a wider strategy to engage younger audiences, based on TPAS feedback.

LS, AC and DC agreed that we should invite individuals with relevant expertise as temporary group members when needed.

AC agreed with the feedback and proposed focus areas commenting they suited the group’s needs.

VIVID Impact discussed and noted the year in review (April 2024 – March 2025) and agree actions for the areas of improvement identified.

VI 042/25

Customer experience strategy – verbal update

NH confirmed that the strategy received formal approval from both the Customer Service Committee and the Board. The strategy was developed in collaboration with customers, including members of the VIVID Impact group.

The document outlines a series of customer commitments, beginning with a general aim for every customer to feel that VIVID provides them with a good place to live. There are seven specific promises shaped by customer feedback and aligned with VIVID’s Customer Influence Strategy. These promises focus on listening, understanding, learning, and acting based on customer input to improve services across VIVID.

A steering group, chaired by AN, has been established to oversee the implementation of the strategy through September. This group will organize how the promises are delivered, define measures of success, and establish processes for monitoring and reporting progress.

NH noted that while the strategy exists as a formal document, its effectiveness depends on thorough implementation and resulting improvements to customer experience. Additional updates will be provided as implementation continues.

VI 043/25

Any other business

LS confirmed that discussions regarding the next steps with AC, LS, LC, and NB are scheduled to take place at the end of the month.

No further business was raised.

Meeting closed: 8:20pm

Date of next meeting – 28 August 2025

Signed: Chair

Date: