



## **Minutes of Resident Board Q1 Performance Meeting 29th July 2025**

**Slough Borough Council, Observatory House, 25 Windsor Road SL1 2EL**

### **Attendees:**

#### **Resident Board Present:**

Tim Blanc - Independent Chair (TB)  
Ishaq Fazal (IF)  
Christine Griffin (CG)  
Trevor Pollard (TP)  
Bushra Raj (BR)  
Dave Shaw (DS)

#### **Officers in alphabetical order**

Peter Bird, Neighbourhood lead south (PB)  
Victoria Boateng, Head of Housing (VB)  
Nikki Claire, Resident Involvement Officer (NC) (minute taker)  
Hanna Irfan, Senior Resident Involvement Officer (HI)  
Mohammed Ishtiaq, Customer Service Operations Manager (MI)  
Anita Jan, Resident Involvement and Information Manager (AJ)  
Natasha Jopp, Complaints and Resident Involvement Officer (NJ)  
Lisa Keating, Director of Housing (LK)  
Allison Kennedy, Head of Customer Services (AK)  
Ian Stone, Asset Programme Manager (IS)  
Steve Wakefield, Account Manager (Cardo) – (SW)  
Sarah Williams, Neighbourhood Lead North (SWa)

### **Apologies**

Tanieque Noel-George (TNG)  
Dinah McGarry DM  
Zarron Miller, Neighbourhood Manager  
Councillor Robert Stedmond, Lead for Housing  
Yamini Veluppillai, Resident Involvement Administrator

Number	Item	Action
<b>1</b>	<b>Previous Minutes &amp; Action Log Review</b>	
1.0	Welcome and introductions took place. Apologies noted, including a short video shared from Cllr Stedmond Lead Councillor for Housing.  Minutes were reviewed and updated received : Board members approved papers for sign off.	

Number	Item	Action
	<i>Item 2 - Transformation</i> - LK highlighted the council had engaged an external consultancy, the Boston Consultancy Group, to review the current Housing model and wider corporate operations in support of ongoing transformation.	
1.1	<b>ACTION 1 :</b> Transformation and updates from Boston Consultancy Group review to be presented at September	<b>LK</b>
1.2	<i>Item 4 – Housing Officer Contact Details</i> - VB advised a poster competition has been arranged, deadline is first week of August ( <i>Post meeting note: take up for competition has been low, the date has been extended to September</i> )  Further updates will be given in presentations.	
<b>2</b>	<b>Director of Housing updates (LK)</b>	
2.0	<p>LK provided service update: -</p> <ul style="list-style-type: none"> <li>• LK has five heads of service overseeing various functions, a graduate trainee post has been approved for a two-year project post.</li> <li>• Transparency Influence and Accountability sits with multiple team members, including VB, Janet Weekes (Head of Temporary Accommodation &amp; Allocation, and IS, responsible for safety and quality. IS has been appointed as permanent Head of RMI</li> <li>• In June SBC received a C3 Regulatory Judgement, indicating significant failings and the need for substantial improvement</li> <li>• The regulator highlighted : <ul style="list-style-type: none"> <li>- Engagement with residents is low</li> <li>- The SBC website lacks key information and is not user friendly</li> <li>- Feedback on health and safety was generally positive, but many residents still find it difficult to contact the council.</li> </ul> </li> </ul> <p>SBC shared its improvement plan with the regulator and expects feedback by 11<sup>th</sup> August. The improvement plan can be found in your pack.</p>	
2.1	<p>LK advised the board of fraud concerns in the Allocations Team, these are being investigated. A self-referral was made to the Regulator, and an internal investigation is underway.</p> <p><b>Board Discussion points:</b>  <i>Choice-Based Lettings</i>  LK explained most local authorities have a Choice Based Lettings process, it is a digital system that allows applicants on the</p>	

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	<p>Housing register to bid for properties. This will help with preventing fraud. Timescale for moving to this, could be up to 6 months due to tendering process</p> <p>Housing register to bid for properties. This will help with preventing fraud. Timescale for moving to this, could be up to 6 months due to tendering process</p> <p><i>Out of Borough Placements</i> : LK clarified that other local authorities have to notify us that they are housing their applicants in Slough, this places additional strain on services.</p> <p>TB requested future discussion on homelessness, new builds, and the direction of affordable Housing.</p>	
2.2	<b>ACTION 2:</b> Janet Weekes and Fola Akinsowon to be invited to September meeting.	<b>JW/FA</b>
2.3	<p><i>Leaseholder Engagement</i></p> <p>TB was keen to understand the role of the board in the improvement plan. He also encouraged greater involvement of Leaseholders and asked that Leaseholder matters be included in relevant forums.</p> <p>LK agreed and would look at ways to make this happen</p> <p>AJ mentioned the planned Leaseholder Online Event in August , also advised Angela Powell (Head of Home Ownership) will be attending September meeting.</p> <p><i>Engagement and Inclusion:</i></p> <p>VB highlighted there will be a number of ways that the board and wider residents could get involved i.e. forming a readers group to review communication materials such as newsletter and reports, before final sign-off. This will provide residents, scrutiny groups, and the Board an opportunity to feed back.</p> <p>AJ confirmed on-going efforts to recruit more Board Members.</p> <p>CG felt there needs to be more face to face engagement for those who do not have internet access. Suggestion was made for those who do not have internet could join online in our offices if necessary.</p>	
<b>3</b>	<b>Customer Service Performance (MI)</b>	
3.0	<p>MI provided a summary of Customer Service performance from April to June 2025 (Q1) noting it was a busy period. Across both strategic and Neighbourhood Services, a total of 2,065 neighbourhood calls and 1,286 strategic calls were received during the quarter.</p> <ul style="list-style-type: none"> <li>• Neighbourhood Services: <ul style="list-style-type: none"> <li>- Total calls received 2,065</li> <li>- Total calls answered, 1,364</li> </ul> </li> </ul>	

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	<ul style="list-style-type: none"> <li>- % answered 66.1% (target 80%)</li> <li>- Average response time, 12m 9s</li> <li>- Calls abandoned 681</li> <li>• Strategic Services:               <ul style="list-style-type: none"> <li>- Total calls received, 1,286</li> <li>- Total calls answered, 923</li> <li>- % answered, 71.8%</li> <li>- Average response time, 13m 49s</li> <li>- Calls abandoned, 346</li> </ul> </li> </ul> <p>MI explained that April was the busiest month due to demand for support on Benefits, Council Tax, Direct Debits and Rent Statements.</p> <p>AK acknowledged that customer services will need to be remodelled as part of the front door Transformation work to meet increasing demand and suggested starting preventative work around: homelessness and rent areas. AK noted there are currently around 30 full time equivalent staff managing calls, emails and e-forms and the contact centre is under heavy workload, especially with seasonal spikes. Improvements are needed to ensure smooth services and reduce abandon rates. DS felt that the closure of the previous 'My Council' offices and residents not being able to go in and speak to anyone has added demand of spike in calls. MI confirmed that SBC currently operates 5 customer service hubs, where residents can make appointments and see staff. These hubs will be part of the wider review into service performance. AK added the following points:</p> <ul style="list-style-type: none"> <li>• There is a need to review which buildings to operate from. The library consultations have changed what building we will operate from.</li> <li>• A One Stop Shop service offer will not be developed, more along the lines of community hubs to support vulnerable residents with holistic needs (e.g. blue badge holders, social care).</li> <li>• There's a main user group who make up 30% of demand with complex needs. AK stressed the importance of developing a strong digital platform for residents to access their accounts, track repairs and submit queries online.</li> </ul> <p>AJ confirmed conversations with libraries manager regarding library services. Libraries are not closing and may form part of future access points.</p> <p>AK reiterated that most resident contact occurs via the contact centre, particularly for repair-related enquiries.</p> <p>TB asked how digital access online services can be improved.</p>	

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	AK stressed the importance of developing a strong digital platform for residents to access their accounts, track repairs and submit queries online.	
<b>4</b>	<b>Compliance Update (IS)</b>	
4.0	<p>IS provided a compliance update, focusing on key performance areas including fire safety, electrical testing, water, gas lifts and asbestos.</p> <p><i>IS Fire Risk Assessments:</i></p> <ul style="list-style-type: none"> <li>• All the blocks have had up to date fire risk assessments carried out.</li> <li>• Of the 3,222 actions identified, 2,168 remain outstanding.</li> <li>• Weekly monitoring continues for 713 high-risk actions, with priorities centred around: <ul style="list-style-type: none"> <li>- Leaseholder front door replacements</li> <li>- Loft compartmentation works (target 1<sup>st</sup> October 2025)</li> <li>- Bin store segregation and blocked escape routes.</li> </ul> </li> </ul> <p><i>Electrical Testing:</i></p> <ul style="list-style-type: none"> <li>• As of 17<sup>th</sup> July 2025, compliance stands at 97.3%</li> </ul> <p><i>Lifts:</i></p> <ul style="list-style-type: none"> <li>• 100% compliant as of Q1</li> <li>• Kennedy House lift replacement is progressing, with 4 weeks remaining for completion.</li> <li>• Two further lift replacements are scheduled for Allington Court in 2025/2026</li> <li>• IS noted concerned surrounding life use for residents with disabilities or young children, particularly in buildings with asbestos-lined lift shafts.</li> </ul> <p>VB added that a survey was conducted to understand the lived experience of residents during lift outages (shopping delays, service disruptions). The feedback is being used to improve support.</p> <p><i>Asbestos:</i></p> <p>IS stated survey data is available for 60% of dwellings. Work is on-going to target properties with missing or limited data. A small program of scheduled surveys continues alongside this data collection.</p> <p>TP raised questions around whether outhouses are included in asbestos checks, IS confirmed they are included. There was also concern that Leaseholders in Priory Estate have not been updated regarding corrugated asbestos findings.</p>	

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4.1	<b>ACTION 3 :</b> LK agreed that asbestos information needs to be better communicated and suggested using notice boards. TP highlighted there were no notice boards at Priory Estate	<b>VB/ZN</b>
4.2	<p><i>Resident Engagement and Liaison:</i></p> <p>IS shared that there is on-going liaison with residents, particularly around major works such as at Kennedy House.</p> <p>IS stated SBC is currently working with Cardo and internal teams to ensure that works are planned and communicated with empathy and clarity.</p> <p>PB described recent engagement efforts, including visits in December and April supporting vulnerable residents during lift outages and ensuring access to essential services.</p> <p>TB commended the team for their compassionate and proactive approach and stated that compassionate work like this such be highlighted in future.</p> <p>LK highlighted the importance of balancing recognition of good work with transparency around areas needing improvement.</p> <p>TB was keen to understand more around vulnerability and wellbeing</p> <ul style="list-style-type: none"> <li>○ What data does the council hold</li> <li>○ Are wellbeing checks carried out</li> <li>○ What works needs to be undertaken</li> <li>○ Is their data on 'thin file' clients who never report repairs or SBC housing have no interaction with?</li> </ul> <p>TB also highlighted the importance of leaseholders having access to planned major works.</p>	
4.3	<b>ACTION 4 -</b> Planned Works schedule for 2 years to be created to share with leaseholders.	<b>IS</b>
<b>5</b>	<b>Repairs (SW)</b>	
5.0	<p>SW delivered an update on repairs maintenance and performance for Q1 2025-2026, referencing the figures presented in the accompanying performance slides.</p> <p>SW explained that the first few weeks of the quarter were challenging, and while performance is still below target, there are early signs of improvement in satisfaction levels. SW stated that communication remains key to addressing resident's concerns, particularly around delays due to materials on order, unclear appointment information, and updates on repairs.</p>	

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	<p>SW went on to detail the impact of planned and unplanned staff absences on service delivery which will be reflected in the September report on calls and performance.</p> <p>DS raised the issue of residents not receiving apologies for cancelled repair appointments.</p> <p>SW acknowledged this and confirmed that emergency demand and staffing shortages have increased average wait times for first appointments.</p> <p>TB asked if it is possible to provide a breakdown by trade as to where recruitment is needed</p>	
5.1	<p><b>ACTION 5 : SW to review</b></p> <p>SW also cited IT system functionality as a barrier, especially in relation to managing voids.</p>	<b>SW</b>
5.2	<p>Complaint handling:</p> <p>SW explained complaint volumes reduced from 133 to 112, driven by quicker responses and better communication. SW added that residents were more satisfied when kept informed, affectively turning complaints into compliments.</p> <p>SW stated closed complaints now include a recorded category for upheld complaints. He also highlighted 46% of complaints in Q1 related to damp and mould and were escalated for remedial works.</p> <p>LK confirmed</p> <ul style="list-style-type: none"> <li>• there were no overdue complaints a week prior to the meeting.</li> <li>• A review of complaint escalation procedures from stage 1 to stage 2 is being initiated.</li> <li>• A task force has been asked to review complex or high-frequency complaints.</li> </ul> <p>SW confirmed live complaints decreased from 94 in January to 30 by end of June, where he added communication and learning from past complaints have been prioritised as part of service improvement efforts.</p> <p>SW responded that SBC must consider building design, insulation, and ventilation options supported by research. Solutions will focus on year-round cooler in summer and warmer in winter.</p>	
5.3	<p><b>ACTION 6 : Quarterly updates on complaints closed / complaints upheld capturing trends in lessons learned actions taken to ensure any failings are not repeated</b></p>	<b>LK</b>

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5.4	<p>CG asked about upcoming major works and installations.</p> <p>SW confirmed a funded SDHF programme, part funded by the government, is underway.</p> <p>SW further confirmed the following:</p> <ul style="list-style-type: none"> <li>• 276 bungalows being re roofed and fitted with solar panels</li> <li>• Additional funding is expected to extend this work further</li> </ul> <p>CG raised concerns about extreme heat in upper floors, asking if ceiling fans or air conditioning could be installed.</p>	
<b>6</b>	<b>Customer Journey Mapping (SW)</b>	
6.0	<p>SW introduced the Customer Journey Initiative, developed in collaboration with Cardo, he explained the aim of better understanding resident experiences, with focusing on engagement from both satisfied and dissatisfied residents to:</p> <p>review the journey of a repair</p> <ul style="list-style-type: none"> <li>- help identify what works and doesn't work</li> <li>- identify where improvements are needed</li> </ul> <p>SW outlined:</p> <ul style="list-style-type: none"> <li>- How repairs are reported and recorded</li> <li>- Resident satisfaction from start to finish</li> <li>- Use of IT systems and communication style</li> <li>- Transparency and accountability within services</li> </ul> <p>SW stated meeting had been arranged w/c 4 August to move this forward gather input from residents and involve them in shaping how repair services can improve.</p> <p>VB noted that the Housing Summer Roadshow will take place on the 28<sup>th</sup> August, encouraging residents to attend, raise concerns, and engage in estate walkabouts and activities alongside Cardo operatives.</p> <p>TB asked whether repairs identified during customer visits could be recorded in real time and actioned immediately to improve responsiveness and satisfaction.</p> <p>SW agreed and confirmed that it is being built into the journey mapping plan.</p>	
6.1	<b>ACTION 7:</b> TB asked for sight of the Social Value Annual Review of for 2024/25 that is part of the councils contract.	<b>7 SW</b>
<b>7</b>	<b>Housing Management Update</b>	
7.0	<p>VB provided an update on estate inspections:</p> <ul style="list-style-type: none"> <li>• Inspections have been publicised on the SBC website</li> </ul>	



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	<ul style="list-style-type: none"> <li>• Posters are being created for display on noticeboards in block entrances</li> <li>• Information will also be shared via Housing Highlights</li> <li>• A paper inspection form is currently in use but will soon transition to a digital format</li> </ul> <p>SW added that during estate inspections, staff assess a range of areas including:</p> <ul style="list-style-type: none"> <li>• Fire risk, ASB, and communal areas</li> <li>• Scoring is based on the Housemark standards (0,1,2,3)</li> </ul> <p>TP asked whether Board Members can attend these estate inspections.</p> <p>VB Confirmed the team is keen for residents and Board Members to join inspections, with the goal of having resident inspectors involved in monitoring to ensure work is carried out.</p>	
7.1	<b>ACTION 8 :</b> Look at ways to publicise estate inspections through, website, resident noticeboards and Housing Highlights	<b>VB</b>
7.2	<p><i>Further actions and points raised:</i></p> <p>VB proposed having inspection auditors made up of residents, to add community accountability and transparency.</p> <p>VB added collaboration is ongoing with DSO and Cardo on ground maintenance outcomes and that a feedback system is being considered, where residents can track issues they've raised and see outcomes.</p> <p>CG flagged a historical issue with unauthorised removal of roses during grounds maintenance works.</p> <p>VB suggested increasing resident involvement in planting greenery.</p> <p><i>Housemark's Photobook</i></p> <p>VB and the team now have access to Photobook, online portal making it easier for staff to record details online during estate inspections. Staff training to be carried out in August/September. Will keep board updated.</p> <p>VB highlighted all complaints are now being answered on time, data shows positive progress, but lessons learned show gaps in:</p> <ul style="list-style-type: none"> <li>- Communication (delayed or incorrect responses)</li> <li>- Notes and updates</li> <li>- Follow up during annual leave or staff absences</li> </ul>	
7.3	<b>ACTION 9 :</b> TB requested for Complaints Stage 1 for future reporting can complaints commentary be broken down/separated between (general housing management/repairs/TA)	<b>LK/VB</b>

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7.4	<p>LK confirmed a Complaints Task Force is in place where:</p> <ul style="list-style-type: none"> <li>- Data is reviewed weekly across three focus areas</li> <li>- Task Force reviews complaints at escalation stages, ensuring appropriate tracking and timely resolutions</li> </ul> <p>TB raised the issue of identifying vulnerable residents during inspections and contact.</p> <p>LK acknowledged inconsistency in current practice. A programme is needed to ensure tenants are visited and engaged with at least once a year, especially those at higher risk (e.g., elderly, isolated, or with support needs).</p>	
<b>8</b>	<b>Resident Involvement Engagement (AJ)</b>	
8.0	<p>AJ shared a brief update on resident involvement activity.</p> <ul style="list-style-type: none"> <li>• The team has nearly completed onboarding and has now introduced all Resident Involvement team.</li> <li>• Significant progress has been made in partnership with Housing Management, particularly around resident engagement.</li> </ul> <p>AJ went on to outline recent Resident Involvement works:</p> <ul style="list-style-type: none"> <li>• Supporting consultations on High Rise flats, with teams collecting and feeding back volumes of resident data</li> <li>• Updates being logged onto the Resident Involvement database, and communication with residents has been prioritised throughout</li> <li>• The focus remains on building relationships, supporting improvement plans, ensuring the resident voice is embedded in service delivery.</li> </ul> <p>VB added the team are working with housing staff to help spread the word about the importance of resident participation. VB stated that on-going efforts are needed to increase engagement, adding the necessity for Housing Services to move forward and remain resident led.</p>	
8.1	<p>TB – thanked SW and IS for being very open and honest. Requested continued transparency, open and honest with them</p> <p>LK – remarked that honesty is the best policy.</p> <p>TB closed the meeting, thanking everyone for attending</p>	
<b>9</b>	<b>Meeting Closed</b>	