



Minutes of Slough Resident Board Operational Meeting Tuesday 8th April 2025

Cardo / SBC offices at Hawker House Heron Drive Langley Slough SL3 8XP

Attendees:

Resident Board Present:

Tim Blanc - Independent Chair (TB)
Christine Griffin (CG)
Dinah McGarry (DM)
Tanieque Noel-George (TNG)
Trevor Pollard (TP)
Bushra Raj (BR)

Officers: In alphabetical order:

Victoria Boateng, Head of Housing (VB)
Sean Hughes, Regulatory Inspection Lead (SH)
Anita Jan, Senior Localities Participation Officer (AJ)
Lisa Keating, Director of Housing (LK)
Adam Minogue, Cardo (AM)
Mitchell Powell, Accommodations and Allocations Lead (MP)
Ian Stone, Asset Programme Manager (IS)
Tony Turnbull, Neighbourhood Manager (TS)
Yamini Velupillai, Inspection Support Officer (Minutes - YV)
Steve Wakefield, Account Manager (Cardo) – (SW)

Councillors:

Paul Kelly, Councillor (PK)

Social housing regulator:

Tanya King (TK)

Apologies:

Ishaq Fazal (IF)
Dave Shaw (DS)



Number	Item	Action
1	Previous Minutes & Action Log Review	
1.0	<p>TK introduced herself as the Lead Inspector for the Regulator of Social Housing, overseeing the inspection of the Consumer Standards for Slough Borough Council Housing.</p> <p>All Board Residents agreed for photographs to be taken.</p> <p>The Chair welcomed all participants, and attendees introduced themselves.</p>	
1.1.	The minutes of the previous meeting were reviewed, approved and signed off with the consent of all members.	
1.2.	<p>The action log was reviewed with four main points discussed:</p> <ol style="list-style-type: none"> 1. Lightning Reach - Demographic Profile Information Capture An update was received on 07.04.25 but requires refinement. Considerable data has been provided; however, the format needs adjustment. Action 1: <i>Lightening Reach, Demographic Profile Information Capture will be shared in a more concise format by next meeting.</i> Note : <i>details in presentation for 13 May 2025 - can be sent separately if required</i> 2. Cardo Customer Call Back Post-Repair Completion This point has been addressed in the meeting papers and will be discussed later in today's meeting. 3. Housing Demand - Temporary Accommodation Data A link related to the first six months of 24/25 can be shared; however, links to other periods cannot be accessed. Q3 data is expected to be published by the end of May 2025, with Q4 available by the end of July 2025. Currently, 770 families are in Temporary Accommodation, including parents with dependent children and pregnant women. 4. Estate Inspections - Process Map The process map remains incomplete. Roads are currently inspected monthly, with officers allocated inspections according to their overseen patches. The team is working to improve inspection allocation and establish clear deadline dates. Housemark's Photobook solution is being considered to capture information, reduce paperwork and improve inspection outcomes. There is a particular focus on housing properties, with consideration being given to inspecting roads in particularly poor condition. Action 2: <i>To complete process map of estate inspections and circulate by May meeting.</i> Note : <i>details in presentation for 13 May 2025 - can be sent separately if required</i> Action 3: (TB raised): <i>To provide detailed information on the current estate inspection process, identifying areas for improvement and timeline for Photobook implementation.</i> Note : <i>Partly completed on 29 Apr 2025 (attached to presentation for 13 May 2025 - this can be sent separately if required). Still to provide details on areas of improvement and timeline for Photobook. Hopeful to have this in time for the meeting.</i> TB emphasised the importance of understanding the timeframe required to complete the Estate Inspections. Action 4: <i>To provide an estimated date for Estate Inspection completion.</i> Note : <i>This will depend on the date for Housemark implementation.</i> 	VB



Number	Item	Action
2	Tenants Satisfaction Measures Results (LK)	
2.0	<p>LK - two years' worth of data comparing 2023 vs 2024 was presented:</p> <ul style="list-style-type: none"> • The latest survey was conducted between September and December 2024. • 714 responses were received from 5,647 tenants, representing a 13% response rate. • "Don't know" responses have been excluded from the report samples. • Complaints handling is of particular interest. The Ombudsman's self-assessment has now been completed and will be shared with residents. • A Housing Task Force has been operational since January 2025, reducing the number of overdue complaints and examining the quality of Stage 1 and Stage 2 complaint responses. <p>Action 5: (TB raised): <i>To provide information on when the next SBC Resident Perception Survey is due, or if completed, to share data that correlates with TSMs specific to SBC tenants.</i></p> <p>Note: The corporate resident survey is currently going through the procurement process (last survey was carried out July 2023)</p> <p>TB queried the high non-satisfaction figures in resident satisfaction surveys. AJ noted that further surveys will be conducted in the coming months. LK agreed, stating it was important to identify the top 10-100 residents with the highest number of complaints and arrange face-to-face meetings to understand how these complaints can be resolved to residents' satisfaction, working closely with colleagues at Cardo.</p> <p>LK further reported:</p> <ul style="list-style-type: none"> • The Contact Centre is working to ensure repairs and complaints are closed with satisfactory outcomes. • ASB management is divided between housing and a central team. LK aims to report this data to the Board and is collaborating with VB on this matter. • All 12 measures show SBC scoring low across the board. The aim is to progress to mid and then upper ratings. • Less than half of tenants are satisfied with overall services provided (TP01 Overall satisfaction). • 71% of tenants have had repairs in the last 12 months, with 53% reporting satisfaction. LK emphasised the importance of identifying both positive and negative aspects to improve services. <p>Savills has been commissioned to complete a stock condition survey, aiming to assess up to 80% of properties. CG suggested this high number of property visits may contribute to the high dissatisfaction measure. LK responded that there is a good budget in place and areas requiring replacements will be targeted.</p> <p>PK asked IS about accelerating the kitchen and bathroom modernisation programme, noting that more urgent replacements might be identified following the new stock condition survey.</p> <p>CG enquired about Britwell and two other externals, previously allocated for kitchen and bathroom improvements. IS noted that durability depends on the quality of units fitted. SW added that components were used more frequently during the lockdown period.</p> <p>LK reported that Penningtons has been engaged to review the approach to damp and mould reports, with a significant response received from tenants. IS confirmed</p>	<p>5. LK/AJ 6. LK/IS</p>



Number	Item	Action
	<p>remedial works are underway.</p> <p>Action 6: <i>To share Penningtons report with Resident Board by next meeting.</i></p> <p>LK noted:</p> <ul style="list-style-type: none"> • There are no outstanding Category 1 actions regarding home safety. • Regarding positive contributions to neighbourhoods, one in three people expressed dissatisfaction. Increasing visibility is important. <p>CG observed that elderly residents appear most satisfied, questioning whether this is because vulnerable people receive prompter attention. LK explained that elderly residents seem more satisfied with appropriately sized homes, while younger residents face issues such as overcrowding. VB added that technological barriers may result in fewer complaints from elderly residents.</p> <p>TNG raised concerns about ASB damaging communal kitchen and bathroom upgrades. IS confirmed they will undertake repairs and redecoration where possible. LK noted that ASB has not been properly recorded to identify problematic blocks. TB enquired about demographic understanding. LK responded that forms have been distributed to capture this data for heat mapping. Targeted work is needed to collect this information.</p> <p>AJ confirmed efforts to target demographic data regarding ethnicity. TB commented on the damp and mould communications, noting that lower complaint levels from tenants with English as a second language might reflect a lack of trust.</p> <p>TB suggested focusing more on younger tenants, who typically have higher response rates.</p> <p>Damp and mould briefing sessions will be provided to staff to prepare them for incoming complaints.</p>	
4	Cardo Damp and Mould Report (SW/IS)	
4.0	<p>SW and IS reported:</p> <ul style="list-style-type: none"> • A seasonal increase in damp and mould reporting is evident, with cases expected to naturally decrease during summer. • Potential structural issues with buildings or roofs may exist, requiring longer-term solutions. • Damp and mould represent a long-term issue that often cannot be quickly resolved. A dedicated IVR telephone system was implemented four weeks ago to connect tenants directly with staff managing damp and mould issues. • Environmental sensors have been installed in properties with recurring damp and mould to identify root causes. Residents can access a portal to monitor conditions in their property. • Property extraction and ventilation are problematic; new systems are being installed alongside significant investment in door and window replacements. • A proactive approach is being taken, with follow-up after remedial works. • SBC has secured two successful bids for the Decarbonisation Fund, due for completion in September. This should reduce damp and mould complaints and yield significant improvements. <p>Action 7: <i>To publicise Customer Call Centre (damp and mould) changes in the Housing Newsletter in the July edition</i></p>	<p>7. AJ</p> <p>8. AJ</p> <p>9. VB</p>



Number	Item	Action
	<p>Action 8: (TB raised): To provide details on communication improvement measures, timelines, and tools being considered. To report on whether a survey has been conducted regarding the current online newsletter to gauge if residents find the content informative, read it at all, or are aware of its existence.</p> <p>PK enquired whether trends in damp and mould correlated with property style, age and location. IS confirmed this correlation.</p> <p>PK asked about callback rates. SW noted high feedback volumes regarding mould treatment, with the aim now being to permanently resolve issues using the secured funds.</p> <p>Additional points:</p> <ul style="list-style-type: none"> • The gap between 78% and 63% requires investigation. • Properties have been immediately treated by washing down affected areas, but delays in subsequent steps have generated most feedback. • 23% of residents reported damp and mould recurring after remedial works. <p>LK directed attendees to additional information in the meeting pack.</p> <p>TB asked about planned communications regarding damp and mould interventions. LK responded that compliance training with Penningtons will be conducted, covering the “big 6” compliance areas internally. Notice board information and website content are also under review. TB questioned whether many tenants access the website or read letters about rent arrears.</p> <p>LK confirmed that printed newsletters have been distributed to community hubs.</p> <p>Action 9: To ensure noticeboards are kept updated for residents’ information.</p> <p>TNG asked about SBC’s use of text messaging services. LK confirmed limited use via ChatBox. VB stated that expanding information distribution via text and WhatsApp is planned. LK emphasised the importance of ensuring contact methods are secure and recognisably from SBC.</p> <p>BR enquired about Cardo contact timescales and update procedures. SW stated the target response time is 48 hours, with SBC/Cardo contacting residents directly to provide a job number and visit date, or to advise that the issue has been referred to SBC. IS noted that on-site operatives should be able to provide dates and next steps. LK acknowledged the need for improved monitoring and integrated systems to prevent issues falling through gaps and increase tenant satisfaction.</p>	
5	Slough Housing Application Process (MP)	
5.0	<p>MP reported:</p> <ul style="list-style-type: none"> • The housing register lists households potentially eligible for social housing under the SBC allocations scheme. • Currently, the process relies entirely on paper forms, without a customer portal or interface. All information is manually entered into the system. • The goal is to transition to an online portal where residents can log in, upload supporting documents, and communicate directly with officers. Paper forms will remain available for those requiring them. The portal will allow residents to view application progress in real-time. • Housing applications being mislaid represent the largest source of complaints. 	



Number	Item	Action
	<ul style="list-style-type: none"> A focus group will be established to test the system with tenants, members of the public, and SBC staff to ensure the portal serves its intended purpose. Video guides are being developed to assist users in navigating the portal. The housing policy will be refreshed following portal implementation. <p>TNG questioned why implementation has taken so long. MP acknowledged this delay but suggested the portal would deliver quick wins. He added that choice-based lettings will allow tenants to log in and bid on properties.</p> <p>PK asked about eligibility criteria and whether problematic tenants are tracked between boroughs or given a clean slate. MP noted that councils should request references from previous authorities, which is not currently happening. Annual application renewals should track changes in circumstances, potentially affecting banding or eligibility, while also capturing demographic information.</p> <p>TB asked if people would be encouraged to use the portal. MP explained that following feedback, SBC aims to refine the portal before wider adoption. Based on testing elsewhere, the portal should take only 5-10 minutes to complete which would encourage usage.</p>	
7	Customer Journey Mapping (LK)	
7.0	<p>Please see Appendix A</p> <p>Please note actions from Appendix A as follows:</p> <p>Actions 10 & 11:</p> <ul style="list-style-type: none"> Agree Social Value Plan and TB to share Barnet's social value plan/template (completed) To set up quarterly meetings for SBC/Cardo to discuss social value and resident involvement (completed) 	10. TB/VB/LK 11. AJ
8	AOB	
8.0	<p>LK thanked TT for his 11 years of service and contribution to SBC ahead of his departure in May 2025.</p> <p>TK thanked the Board for allowing her to attend the meeting and provided an update on the inspection process and next steps. Regulators are compiling reports, and a list of missing documents has been sent to SBC for submission to RSH by 14.04.25. A final meeting will address any gaps before reports are finalised and a grading assigned. A regulatory judgement will be issued and published in the last week of June 2025.</p>	
9	Meeting Close	
9.0	<p>TB closed the meeting, thanking everyone for attending.</p> <p>Meeting Close.</p>	

Date of next meeting: Tuesday 13 May 2025

Time: 18.30 – 20.30

Location: Virtual MS Teams



Appendix A

SBC/Cardo Resident Involvement Online Meeting **28 March 2025**

Attendees:

Lisa Keating (LK), Anita Jan (AJ), Victoria Boateng (VB), Tim Blanc (TB - Independent Chair of Board)
Steve Wakefield (SW - Cardo), Adam Minogue (AM - Cardo)

Purpose of the Meeting

This meeting was arranged to clarify the Board/SBC's expectations for Resident Involvement from Cardo. This was due to confusion that took place recently in relation to posters that were placed in notice boards in blocks to advertise resident involvement opportunity / social value and included an incentive. The Board and Slough were keen to see a clear process / approach to journey mapping.

1. LK advised she meets Cardo's senior leadership team on a monthly basis and was keen to ensure there was clarity from both sides around expectations. Highlighting Customer Journey Mapping and Social Value needed to be kept separate.
 - a) Customer Journey Mapping - Discussions took place around what the Board/SBC were keen to see: - Targeted approach to ensure meaningful engagement
 - b) Identify cohort of tenants (reported a repair/made a complaint)
 - c) Look at trigger points (communication/appts)
 - d) Arrange a date for the sessions looking at options of what would work best (daytime/evening online/in person)

SW advised he had agreement to commission PML Group to carry out the work on Cardo's behalf.

Actions :

- Cardo to move forward with commissioning PML Group
 - SBC/Board to see a clear approach / process
 - Targeting – those who have had repair in last 3 months/high no of repairs
 - Cardo to liaise with SBC around comms
 - Will keep us informed on plan to move forward
2. Social Value – TB advised he is the social value lead at Barnet Homes their approach is to encompass social, environmental and economic. Understanding the profile of tenants (demographics, poor health, poor employment). TB suggested reviewing Slough's Joint Needs Assessment.

Barnet's contractors provide a quarterly report for them so they can have an overview throughout the year. TB happy to share the template they have.

Looking at monetary value, will be good to see what that looks like for Cardo.

3. SW advised Cardo currently carries out social value events, cleans ups, visiting schools and apprenticeship programme partnering with Langley College. He has previously reported on Cardo's social value plans with SBC and was keen to get a steering group to monitor projects etc. Monetary



value was also shared, it appears Cardo have been under reporting, but this has now been rectified.

4. TB was not sure how this would add value, he advised Cardo would need to be clear about their brief and aspirations of setting up a group. Setting boundaries. Suggested board members could monitor progress similarly to the way they are monitoring Slough's Resident Involvement Action Plan.
5. TB gave suggestions: -
 - Social Value projects driven by communities. Review Slough's Joint needs assessment target understand estates feedback from HOs and Housing manager
 - Support and liaise with the third sector
 - TB suggested looking at top 5-10 things that are the tenant's responsibility and look to hold DIY workshops
 - Employee Volunteer scheme
 - Board members to monitor social value

Other possible pieces of work:

- Slough employees (possibly tenants and leaseholders) staff can provide their experience / insight looking at repair standards
 - ThinFile Tenants – are those who haven't reported a repair in the last 10 years (why is that?)
6. TSM – LK advised Slough has just received the results of our 2024 TSM survey. Things have improved with the service Cardo provides and things are changing, however the TSM results are not showing this. Slough needs to be in a place where we can evidence outcomes. LK suggested quarterly meetings are arranged to keep on top of this.

Actions:

- TB to share Barnet's social value plan/template
- Agree Social Value Plan
- AJ to set up quarterly meetings.

Next online meeting scheduled for Friday 11 April (11:00am)