



Minutes of the Resident Board Q4 Performance Meeting Tuesday 13 May 2025 Microsoft Teams

Attendees:

Resident Board Present:

Tim Blanc - Independent Chair (TB)
Ishaq Fazal (IF)
Christine Griffin (CG)
Dinah McGarry (DM)
Tanieque Noel-George (TNG)

Officers: In alphabetical order:

Annie Bunker, Neighbourhood Lead East (AB)
Peter Bird, Neighbourhood Lead South (PB)
Hamish Dibley, Transformation Programme Director (HD)
Hanna Irfan, Senior Resident Involvement Officer (HI)
Mohammad Ishtiaq, Customer Service Operations Manager (MI)
Anita Jan, Resident Involvement & Information Manager (AJ)
Natasha Jopp, Complaints and Resident Involvement Officer (NP)
Lisa Keating, Director of Housing (LK)
Ian Stone, Asset Programme Manager (IS)
Sarah Williams, Neighbourhood Lead (SW)
Yamini Velupillai, Inspection Support Officer (Minute Taker - YV)

Cardo:

Steve Wakefield, Account Manager (SWa)

Apologies:

Victoria Boateng, Head of Housing
Sean Hughes, Regulatory Inspection Lead (SH)
Paul Kelly, Councillor (PK)
Trevor Pollard, Board Member (TP)
Bushra Raj, Board Member (BR)

Number	Item	Action
1.	Previous Minutes & Action Log Review	
1.0	The minutes of the previous meeting were reviewed, approved and signed off with the consent of all members. ACTION 1: <i>To upload minutes to website.</i> The action log was reviewed with four main points discussed: • Items 3 and 4 were covered on the agenda • Item 5 (TSMs): The last resident perception survey was conducted in 2023. Procurement for the next survey is underway. • Item 6 (Damp and Mould report): A summary of the Pennington Choices report will be sent out in the weekly communications by the end of the week. TB asked IS if there was anything alarming in the damp and mould report that resident board members should be aware of. IS replied that there were issues around case management using IT and follow-ups, but nothing necessarily striking. ACTION 2: <i>AJ to share a summary of the Damp and Mould report in the weekly communications by 17 May 2025.</i>	AJ
2.	Target Operating Model (HD)	
2.0	• Cabinet approved design principles in November for Slough's new operating model focused on: resident-first approach, getting basics right, achieving first-time resolution, creating a more agile organisation • Moving from activity management to understanding resident demand • Started with customer services as it's the main place where residents interact with the council • Analysis identified that from a population of 160,000, the Council received calls from 44,000 residents who called 231,000 times last year • 2,425 residents (the "vital few") were responsible for 1/3 of all calls (over 71,000 calls) • 907 people have been high-volume callers for consecutive years, split between housing, council tax and adult social care • The transformation will be in three phases: Review (understanding resident need and demand), Redesign (testing new processes on small groups), and Embed (scaling successful approaches) • Recruitment for transformation team was delayed but is now in progress • Work with housing services will begin this summer TB asked whether there would be a revision of the corporate plan. HD confirmed it would follow because of the transformation work and would be evidence-based. TB enquired about what might be required from the resident board for this programme. HD responded that they would like to actively involve this forum and work with the board members, as well as wider service users across the borough.	HD

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	TB asked how Cardo's customer journey mapping that will be undertaken fits with the Council's overall approach. LK explained that while they don't have much from HD's team yet, they can see the approach coming, which is quite different from what they've been able to do before. For now, they will proceed with customer journey mapping independently, and HD can work alongside them later. ACTION 3: <i>HD to return to a future meeting to update on the Transformation Programme's progress, particularly regarding housing service engagement (date to be confirmed, suggested for September 2025).</i>	
3.	Housing Service Update (LK)	
3.0	Service Structure and Inspection • Team changes: Tony has left, VB has joined, interviewing for Head of Repairs and Maintenance, appointed an interim Head of Housing Needs • Housing Improvement Programme is being refined based on regulator feedback • The regulator's inspection feedback expected by end of May/early June with publication in mid/late June • Service improvement plan will be finalised in June and shared with the board in July ACTION 4: <i>To present the finalised Housing Service Improvement Plan at the July meeting, broken down into the four consumer standards.</i>	LK
3.1	Temporary Accommodation (TA) and Homelessness • Significant challenges with high demand and high costs • Weekly team meetings with the Executive Director of Finance • The government has doubled grant funding recognising Slough's challenges • Total homeless households are increasing each week • 646 people in relief with no decision yet made • Consistent 48 approaches per week Currently over 1,300 people in TA • High acceptance rate (80-90%) being reviewed • Working on closing cases faster (25-33 per week) • Reducing households in bed and breakfast accommodation • Working on reducing TA arrears • Total units: 1,357 (aim to reduce to under 1,000) CG asked about accepting people from outside the borough, suggesting there should be a limit. LK explained there are two ways people come into the borough: • 1) directly approaching, in which case they must prove local connection, otherwise they're turned away • 2) being placed by other councils, which is harder to manage but the council is pushing back more firmly. She gave an example of a family arriving from Hillingdon who was sent back and noted that the council is working to get acceptance rates down from nearly 100% to closer to the national average of 60%.	5 LK 6 LK/VB

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	TB asked about a housing strategy for Slough, particularly regarding relationships with the private rented sector and affordable home building. LK acknowledged that the existing strategy needs a refresh and mentioned she'd discussed this with David, the Director of Adults, to work together on this. She also noted they've procured 25 homes from the private sector as affordable accommodation for five years at a much lower rate. ACTION 5: LK to provide an update on the housing strategy refresh at a future meeting, including plans for affordable home building (suggested for October 2025). TNG raised a question about tenants who have housing but aren't staying there, while families need homes. LK confirmed they are committed to a proper tenancy audit programme, noting they have two staff working on tenancy fraud but haven't been massively proactive in this area. She indicated that VB would bring improvements to this process. ACTION 6: LK/VB to implement a proper tenancy audit programme and report back at the September meeting on progress and findings.	
3.2	TA Compliance • New contracts with providers requiring proper documentation • Team has collected 600 certificates • Working with Pennington's on compliance health check	
4.	Customer Service Performance (MI)	
4.0	Housing Strategic Services • 6,835 calls received, 5,633 calls answered (82.4%) • Average response time: 7 minutes 56 seconds • Average transaction time: 10 minutes 57 seconds Housing Neighbourhood Services • 9,698 calls received, 7,661 calls answered (79%) • Average response time: 6 minutes 57 seconds • Longest wait times: Strategic Services: just over an hour for one call Neighbourhood Services: just over an hour for one call • Abandoned calls analysis: Breakdown of abandoned calls by time duration, significant number of calls abandoned after 10 minutes of waiting TB asked about targets for customer service performance. MI explained they have three overall KPIs for customer services that have improved from 75% to 80%, but no individual targets per service. He noted they are bringing more services into the contact centre without additional resources, which would necessitate reviewing each service's targets. TB asked which enquiries could benefit from channel shifting to online services. SW responded that probably all of them could, particularly rent account access and online repairs reporting. She mentioned the NEC customer portal app is in development, which should address some of these	MI

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	issues. AB added that housing officer enquiries would be the only category difficult to make digital due to their sensitive nature, but exchanges and tracking applications would benefit greatly from digital access. ACTION 7: <i>MI to develop service-specific performance targets for housing-related calls and present at the September meeting.</i> TNG raised concerns about the difficulty tenants have contacting housing officers. LK acknowledged they are "digitally backwards" in Slough, with many paper-based processes. She highlighted the need to improve online presence and ensure housing officers are out in their areas with clear contact information on notice boards. ACTION 8: <i>AB, PB, and SW to ensure all housing officers' contact details are clearly displayed on estate notice boards by end of June 2025.</i>	
5.	Compliance Update (IS)	
5.0	• Fire Risk Assessments: 2,246 overdue actions (decreasing) • 760 higher risk items relating to leaseholder doors • Letters sent for first three batches of leaseholder door replacements • Target completion: loft compartmentation by 1st October 2025, leaseholder doors by 1st April 2026 • Asbestos: 67% of dwelling data collected • Targeting surveys for property archetypes with no data • EICR testing: Above 95% compliance • 52 properties with no certificate or certificates older than 10 years Court warrants pending for access to 5 properties • Lifts: Kennedy House lift work to start in June, Allanton Court in September • Water inspections: 100% up to date Gas servicing: Up to date at end of Q4 TB asked about the plan for addressing the 2,246 overdue fire risk assessment actions. IS explained they have significantly reduced this number from over 3,000 at the end of last year. SB is taking a targeted approach, focusing on higher-risk buildings first, with no outstanding actions on tower blocks and only a small number on DES blocks. IS confirmed they aim to complete loft compartmentation work by the end of September and leasehold doors by the end of March next year. ACTION 9: <i>IS to provide quarterly updates on the reduction of overdue fire risk assessment actions against the targets of loft compartmentation (1 October 2025) and leaseholder doors (1 April 2026). FRA Updates.</i>	
6.	Repairs Performance (SWa)	
6.0	• Completions on time improved each quarter throughout 2024-25 • Extensive backlog of overdue works now largely cleared • Overdue works reduced to single figures (4-7) • First time fix rate maintained throughout Q4 • Additional resources deployed for damp and mould work streams	

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	• Customer satisfaction declined in Q4 • Main issues: communication and engagement with residents • Addressing with performance management, incentives, mystery shopping • Damp and mould: Over 200 properties have sensors installed to monitor temperature, humidity, ventilation • Process in place to get to severe cases within 24 hours • Longer-term solutions being implemented beyond initial treatment TB asked about the turnaround time for serious damp and mould issues, particularly considering Awaabs Law and the 24-hour requirement coming into effect in October. SWa explained they are treating it with the seriousness it deserves and can currently get to severe cases within 24 hours of reporting, thanks to dedicated resources. He noted that the extent of the issues determines how long the rectification will take. LK added that they proactively wrote to all residents asking about damp and mould, generating a lot of information to work through. She acknowledged that compliance is a priority, and they will request additional resources if needed. CG mentioned residents who reported damp and mould had someone treat it, but it started to reappear months later. She asked if the initial treatment was insufficient or if it was a more underlying issue. SWa explained that they initially treated over 2,200 reported cases of damp and mould with a wash but now have additional resources to follow up. Where problems recur, they will re-inspect and implement longer-term remedial solutions such as ventilation, window improvements, or insulation. He mentioned the sensors being installed to detect temperature, humidity, and ventilation issues, noting that this would help with both identifying solutions and resident education. TNG asked about the monitoring programme SWa mentioned. He confirmed they've installed sensors in over 200 properties, which can detect detailed issues like draught excluders blocking airflow and provide data to guide remedial works. <i>ACTION 10:</i> SWa to provide an update on the damp and mould sensor programme results and insights at the September meeting. TB noted the difference in satisfaction rates for damp and mould between Q1 (92.2%) and Q4 (62.5%). SWa clarified that the Q1 figure was based on a smaller sample when they first started measuring, and as survey numbers increased, satisfaction dropped. TB asked about the status of the damp and mould policy, which was to go out for wider consultation. LK acknowledged they have rewritten several policies, but these haven't been shared with the board yet. LK committed to sharing the damp and mould policy at the July meeting, with IS confirming this timing. <i>ACTION 11:</i> LK/IS to present the draft Damp and Mould Policy at the July meeting, with a plan for wider consultation.	

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7.	Housing Management Update (LK on behalf of VB)	
7.0	Estate Inspections - Review conducted, target setting in place - Plans to create a poster through a competition for local children - Aiming to work more closely with Cardo on joint visits - Estate inspection record forms included in the pack Improvements identified: publicising dates, standardising inspections, proper scheduling ACTION 12: LK/VB to launch the estate inspection poster competition by the end of June 2025, with a plan to publicise inspection dates on notice boards.	
7.1	HouseMark App Funding secured, implementation with neighbourhood leads (expected launch in Q2) ACTION 13: LK to provide a firm date for the House Mark App launch at the July meeting.	
7.2	Voids Empty Homes - Task force continues to meet significant improvement: reduced from 180 to around 79 empty homes, 14 ready to let 9 on hold (updated figure provided by PB) 35 in repair Pre-notice system working well with 12 properties identified for upcoming void work	
7.3	Lightening Reach - Demographics shared: Main users aged 35-37 Majority of users are female 81% white users (compared to 55% white population in Slough) - Plans to drill down further into data and promote the service more widely ACTION 14: LK/VB to meet with Lightning Reach to obtain more granular usage data and develop a promotion plan by September 2025.	
8.	AOB	
7.0	- Customer journey mapping to start in June (confirmed by SWa) - Repairs performance information shows improvements with many green indicators - Estate days being planned for the summer holidays (AJ clarified that tomorrow's event is to scout locations, not an actual estate day) ACTION 15: SWa to confirm the date for customer journey mapping and inform board members (by end of May 2025) ACTION 16: AJ to circulate dates and locations for the summer estate days once finalised (by end of June 2025)	15 SWa 16 AJ

Date of next meeting: Tuesday 15 July 2025

Time: 18.30 – 20.30

Location: Virtual MS Teams