Customer Experience Panel Meeting
07th July 2026 7pm – 9pm
Hightown House, Maylands Avenue

		Action Owner
1.0	**Introductions and Apologies**	
1.1	Apologies were noted.	
1.2	**Declarations of Interest.**	
1.2.1	No declarations raised.	
1.3	**Minutes of previous meeting and matters arising.**	
1.3.1	Minutes agreed.	
2.0	**Standing Items**	
2.1	**Community Development and Customer Involvement report.**	
2.1.1	SJP advised that the format has been revised and explained that while the current report provides comprehensive information, previous feedback from this Panel has highlighted the need for a more accessible and engaging format.	
2.1.2	SJP passed round the first draft document of 'Customer Impact Snapshot'. A copy is attached as **Appendix 1** to these minutes.	
2.1.3	SJP explained that the new report is intended to replace the traditional written report with a more accessible, visual and easy-to-read format that better demonstrates the value and impact of customer involvement. The report has been designed to align with the Consumer Standards, particularly in relation to transparency and accountability, accessibility and inclusivity, customer influence, and neighbourhood management.	
2.1.4	The report will provide a quarterly summary of engagement activity across the organisation and clearly demonstrate how customer	

feedback has influenced decisions and service improvements. It has been structured around three key areas:

- The customer feedback, suggestion or recommendation
- received.
- The action taken by the organisation in response.
- The resulting impact or improvement achieved.

2.1.5 The report is proposed as a quarterly publication rather than an annual impact report, enabling the organisation to provide customers with more regular updates and strengthen the feedback loop.

2.1.6 When published, the document will be hosted on the organisation's website and will include interactive links and QR codes directing customers to additional content such as videos, customer stories, consultation outcomes and examples of involvement activities.

2.1.7 PJ commented that it was clear, attractive, easy to read and more engaging than the existing written report.

2.1.8 MB commented that it was more appealing to read for customers and to engage with the content. Also, that the fact that the colour scheme matched our new values made it more attractive and easily identifiable.

2.1.9 SJP advised that Panel members were welcome to provide further feedback on the design and layout once they had had more time to scrutinise, as this is only the first draft.

2.2 Tenant Satisfaction Measures action plan.

2.2.1 SJP brought to the Panels attention that we are now putting all the information in one place.

2.2.2 SJP advised the Panel that the action plan is reviewed on a quarterly basis, enabling progress against individual improvement actions and targets to be monitored and scrutinised by the Panel.

2.2.3 SJP reported that the majority of actions remain on track and are progressing as planned; however, timescales have been extended in two areas. Development of the Customer Strategy has been delayed ensuring it aligns with the organisation’s wider Corporate Strategy, which is still being developed, while progress on the

	Customer Data Collection Project was reported separately under the customer data collection update.	
2.2.4	PJ sought clarification on the satisfaction data presented within the action plan, particularly in relation to the differences between rented and shared ownership customer satisfaction levels.	
2.2.5	SJP confirmed that the figures represented satisfaction levels recorded through the TSM survey process and noted that shared ownership customers generally report lower levels of satisfaction than general needs customers.	
2.2.6	MB identified possible reasons for this trend, suggesting that shared owners may have higher expectations due to their financial investment in their homes and the additional costs associated with paying both a mortgage and rent or service charges.	
2.2.7	SJP advised that this position is reflected more widely across the housing sector.	
2.2.8	SJP confirmed that the next round of TSM satisfaction surveys is scheduled to take place during September/October, with the current action plan focused on delivering improvements ahead of that survey cycle.	
2.3	**Update customer data collection project.**	
2.3.1	SJP provided an update on the Customer Data Collection Project, advising that the customer census commenced in May and that the telephone contact phase of the project is due to conclude on 10th July. Staff from across the organisation have been supporting the initiative, and a positive response has been received from customers so far.	
2.3.2	SJP explained that the next phase of the project will be the "Tell us More On the Road" campaign during August, where staff will undertake door-knocking visits to customers who have not been successfully contacted by telephone, with activity taking place each day throughout the month to maximise engagement and increase completion rates.	
2.3.3	SJP also advised that work is underway to develop an online self-service form which will enable customers to update their details electronically. However, this element of the project will take	

	longer to implement as it requires support and development from the IT Department.	
2.3.4	MB queried whether customer information is already captured when customers log repairs through the customer portal.	
2.3.5	SJP confirmed that only basic information is currently collected through this process. Looking ahead, the intention is to make better use of all customer contacts, including telephone calls, by routinely checking and updating customer information where appropriate, helping to ensure customer records remain accurate and up to date.	
3.0	**Competence and Conduct Standard**	
3.1	**What is the Competence and Conduct Standard?**	
3.1.1	SJP conducted a presentation on the standards and what they mean to Hightown. A copy of the presentation is attached as **Appendix 2** to these minutes.	
3.1.2	SJP requested that the Panel go round the room and answer the eight questions with post it notes on the papers.	
3.1.3	The Panel duly went around the room and there were some healthy discussions around the answering of the questions. The subsequent answers are attached as **Appendix 3** to these minutes.	
4.0	**Key Performance Indicators**	
4.1	**Review of year-to-date information.**	
4.1.1	SJP presented the latest Key Performance Indicators (KPIs), explaining that these are reviewed with the Panel every six months and represent performance targets across the customer services areas of the business. Following feedback from the January meeting, KPI information is now presented across a twelve-month period, split into four quarters, enabling trends and performance patterns to be more easily identified.	
4.1.2	SJP reminded Panel members that the arrows included within the performance report indicate whether performance has improved or declined over the reporting periods.	
4.1.3		

	SJP provided an overview of the Stock Condition Survey process, explaining that surveys assess the condition of homes and ensure compliance with regulatory and safety requirements. The surveys cover a range of property components and help inform future investment and maintenance programmes.	
4.1.4	MB asked for clarification on DHS (Decent Homes Standard).	
4.1.5	SJP explained that performance against the Decent Homes Standard (DHS) forms part of this reporting and that properties must meet specific criteria to be classed as decent homes.	
4.1.6	PJ commented that the downward performance arrows were the areas she would naturally focus on when reviewing the report and suggested that greater emphasis should be placed on highlighting areas where performance was declining.	
4.1.7	MB agreed that areas showing downward trends warranted further scrutiny. It was agreed that future reports should place greater emphasis on highlighting declining performance. **Action: KPI data to highlight downward trends.**	**SJP**
4.1.8	SJP reviewed the complaints data, including Stage 1 and Stage 2 complaint volumes and response times.	
4.1.9	MB observed that the figures could also be viewed positively, noting that approximately 75% of complaints were resolved without progressing to Stage 2.	
4.1.10	SJP agreed that this provided a useful additional perspective when reviewing complaint performance.	
4.1.11	SJP explained several factors affecting performance within the Housing Management indicators. The Panel were advised that housing-related targets can be impacted by external factors such as court availability and court hearing dates, which are outside of Hightown's control and can affect timescales for resolving cases.	
4.1.12	SJP discussed Former Tenant Arrears, explaining that recovery can be challenging once individuals have left Hightown properties, particularly where engagement is limited. Hightown therefore works with an external debt collection agency to pursue outstanding debts where appropriate.	

4.1.13	SJP explained that in relation to void properties, re-let times can be affected by the condition in which properties are returned. Significant repairs, clearance works, replacement components, contractor availability and statutory compliance checks can all affect the time taken to return a property to a lettable standard. As multiple contractors and teams are involved in the void process, delays can occasionally arise outside Hightown's direct control.	
4.1.14	SJP questioned the Panel if they would like any more information on the ASB section of the report.	
4.1.15	MB advised that he is satisfied with the information given.	
4.1.16	SJP provided a brief explanation about enforcement options available to Hightown and partner agencies, including injunctions and other legal remedies used to address serious cases of anti-social behaviour.	
4.1.17	SJP advised that the Mutual Exchange and Tenancy Sustainment sections were presented for information.	
4.1.18	SJP spoke positively about the work of the Tenancy Sustainment Team and highlighted the significant support provided to customers through welfare benefits advice, tenancy support, financial assistance and income maximisation.	
4.1.19	SJP informed the Panel that the Tenancy Sustainment Team is now able to provide support to customers from the point of sign-up where required, enabling earlier intervention and helping to sustain tenancies from the outset.	
4.1.20	PJ noted the substantial financial gains secured for customers through the team's income maximisation and welfare support work, highlighting the significant difference this assistance has made to customers' financial wellbeing. Also, that helping customers access benefits, grants, and other sources of financial support not only improves household stability but also plays a key role in sustaining tenancies, reducing rent arrears, and preventing customers from reaching crisis point.	
4.1.21	MB welcomed the positive outcomes achieved and recognised the wider benefits for both customers and the organisation.	

4.1.22	SJP emphasised that the KPI reporting process is intended to be transparent and provide the Panel with the opportunity to scrutinise performance and challenge areas of concern.	
5.0 5.1 5.1.2 5.1.3 5.1.4 5.1.5 5.1.6	**Future Customer Influence and Scrutiny** SJP requested that the Panel identify a service area they would like to examine in greater detail at a future meeting. Complaints had previously been suggested. PJ expressed an interest in reviewing the Repairs Service. MB agreed with this proposal and members confirmed they would like to undertake a review of the repairs service as a whole rather than focus on a specific element. SJP agreed to arrange for the Repairs Manager to attend the next meeting to provide an overview of the service and a more detailed explanation of the associated KPI performance. **Action: Repairs Manager to be invited to attend the next meeting and provide supporting information, including KPI data and relevant policies, to facilitate the service review.** PJ questioned if there was a Repair Policy. SJP confirmed that there is a policy and an information pack would be prepared and circulated in advance of the meeting to support the Panel's scrutiny and review of the service.	**SJP**
6.0 6.1	**Any Other Business** ER requested that Panel members respond to meeting invitation emails to confirm whether they will be attending upcoming meetings. This will help ensure that meeting papers are distributed accurately and in a timely manner and, where meetings are held in person, enable appropriate catering arrangements to be made based on confirmed attendance.	
7.0 7.1 7.2	**Close of Meeting** Meeting closed at 9pm. Date of next meeting: 04th August 2026 7pm via Teams.	

Appendix 1
Customer Impact Snapshot.

3058E437.pdf

Appendix 2

Let's talk — professionalism!

Customer Experience Panel | July 2026

Shetal Jagatia-Patel
Head of Housing

Today's discussion

- Why this matters — and why now
- What we mean by professionalism at Hightown
- Discussion — what does a Hightown professional look like?
- The five principles of a housing professional
- What happens next — and what we need from you

Why this matters

Grenfell changed everything

- The Social Housing White Paper 2020 heard from residents who felt ignored and let down. Staff had not behaved professionally, and complaints had not been dealt with properly — the consequences were catastrophic.

The regulator responded

- The Regulator of Social Housing (RSH) Competence and Conduct Standard comes into force October 2026. Every registered provider must ensure colleagues have the right skills, knowledge and behaviours to deliver a professional service.

This is bigger than a regulation

- The RSH will look for cultural change, not just certificates. They want to see that professionalism is lived, not just documented. We want everyone in Hightown to be a professional not just in Housing.

It matters to our customers

- Our satisfaction data shows that how colleagues treat customers directly affects their trust in Hightown. Professionalism is the single biggest thing we can improve.

What Does the Standard Require?

The standard covers three core areas:

- **Competence: Staff and leaders must have the right skills and training to deliver good outcomes for customers**
- **Conduct: All staff must treat customers with fairness, respect and dignity at all times**
- **Professionalism: The organisation must have a culture of accountability, learning and continuous improvement**

This applies to all staff — from frontline housing officers to the board

Why Does This Standard Matter?

Poor outcomes for customers are often linked to:

- Weak organisational cultures where poor practice goes unchallenged
- A lack of professional skills and training among staff

This standard means customers can expect:

- A consistently professional and knowledgeable service
- Staff who are trained, accountable and treat customers with respect

How we’re approaching this

Just compliance

- We must meet the Standard by October 2026
- Focus: qualifications and tick-boxes
- Colleagues see it as something done to them
- Customers see no change

The Hightown way ✓

- We are building a workforce of Hightown professionals
- Focus: culture, capability and customer outcomes
- Colleagues feel invested in, not audited
- Customers see and feel the difference
- This is for everyone at Hightown

This is the Hightown Professionalism Programme — not a compliance exercise.

Session: Discussion time

Think of a company or person you consider truly professional to deal with

- **Q1 What makes them professional?**
  Think about how they treat you, not just what they know.
- **Q2 Do you consider Hightown professional in how it deals with you?**
  What would you say? What do you think other customers would say?
- **Q3 What gets in the way of Hightown feeling professional to you?**
  Be honest. What are the real moments that let it down?
- **Q4 What's one thing we could do differently?**
  A practical suggestion that would actually make a difference to you.

The five principles of a housing professional

From the Chartered Institute of Housing

Code of Ethics

Respect for others
"Do I challenge inappropriate behaviour when I see it?"

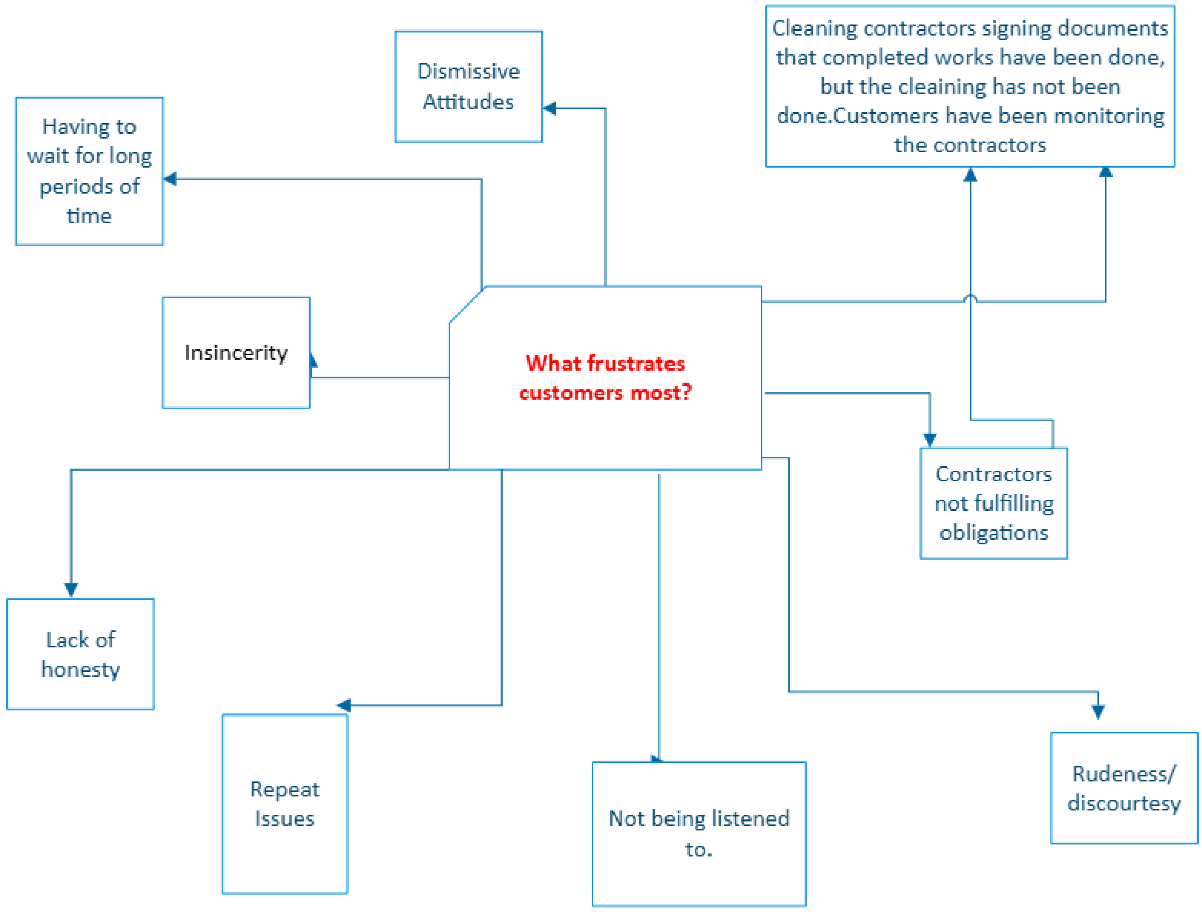
Act with integrity
"Would I be comfortable if this were made public?"

Take responsibility
"Have I considered the impact of my actions on others?"

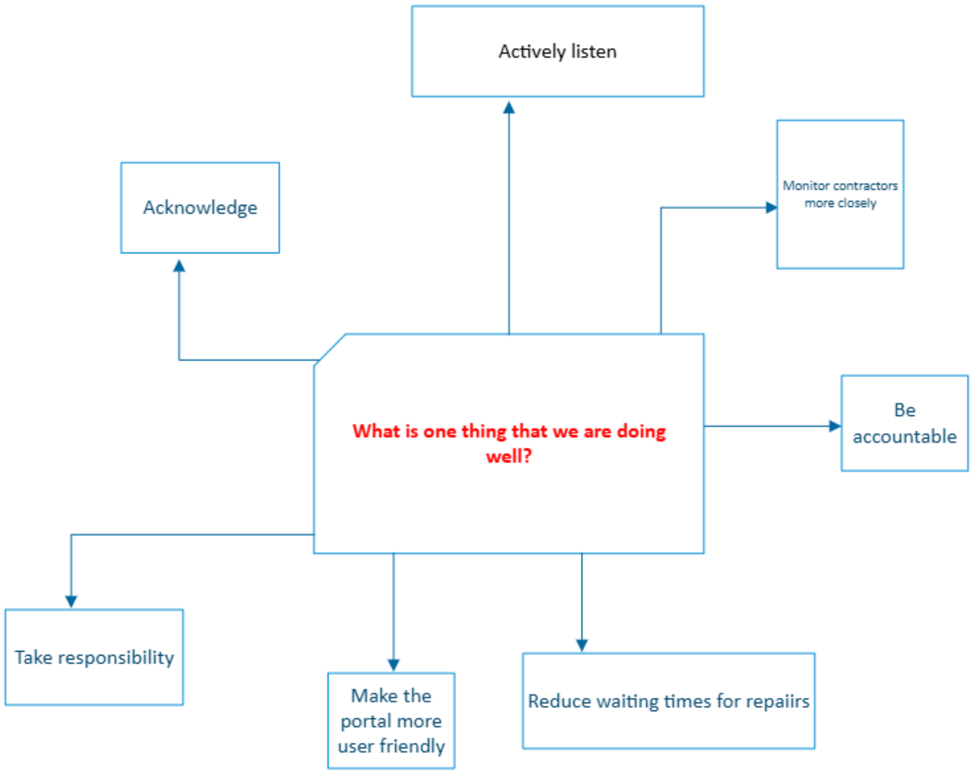
Maintain professional competence
"Have I made a real commitment to my own development?"

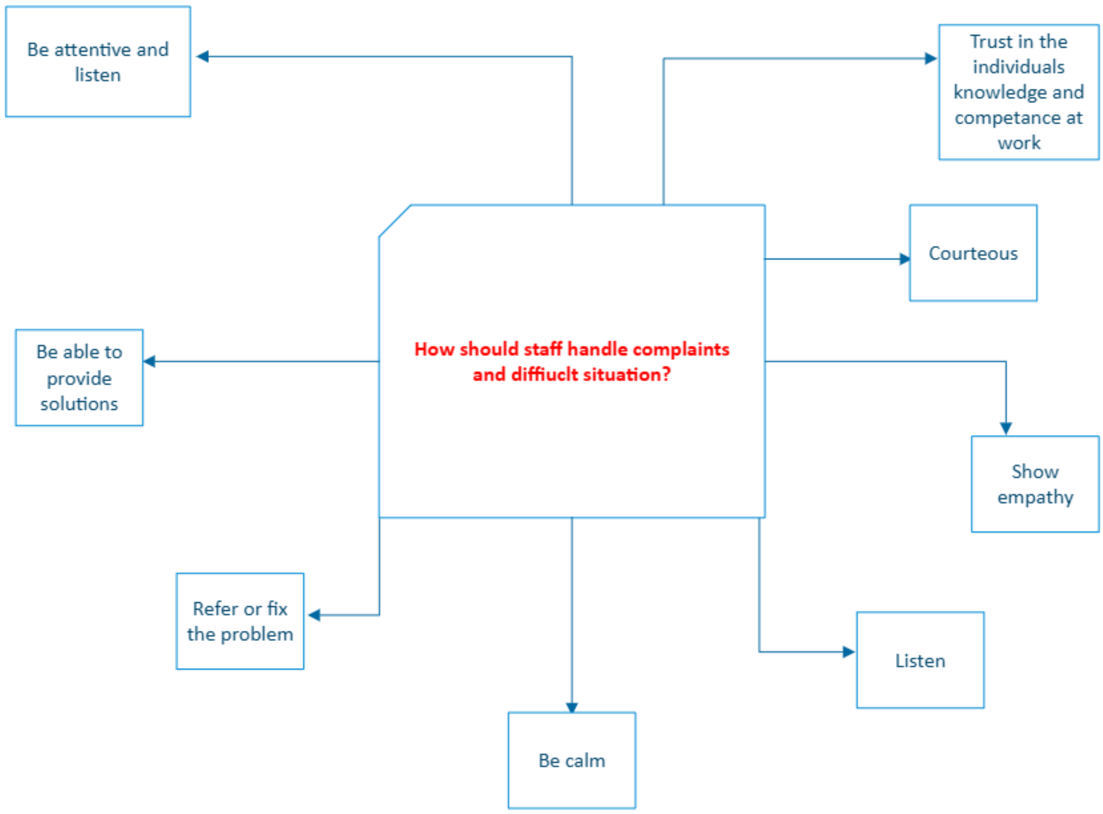
Make a difference
"Do I try to leave customers and colleagues better off?"

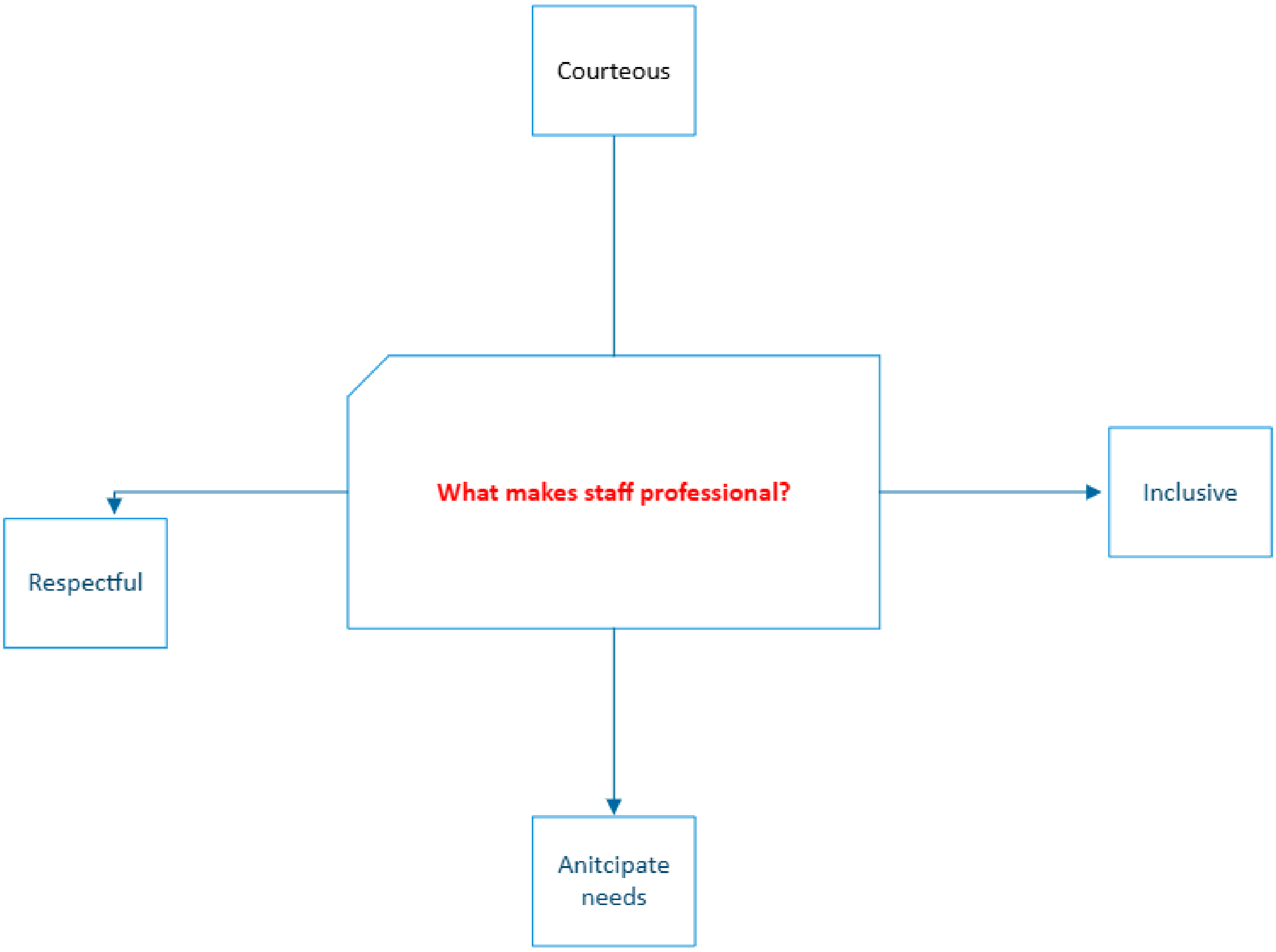
Appendix 3

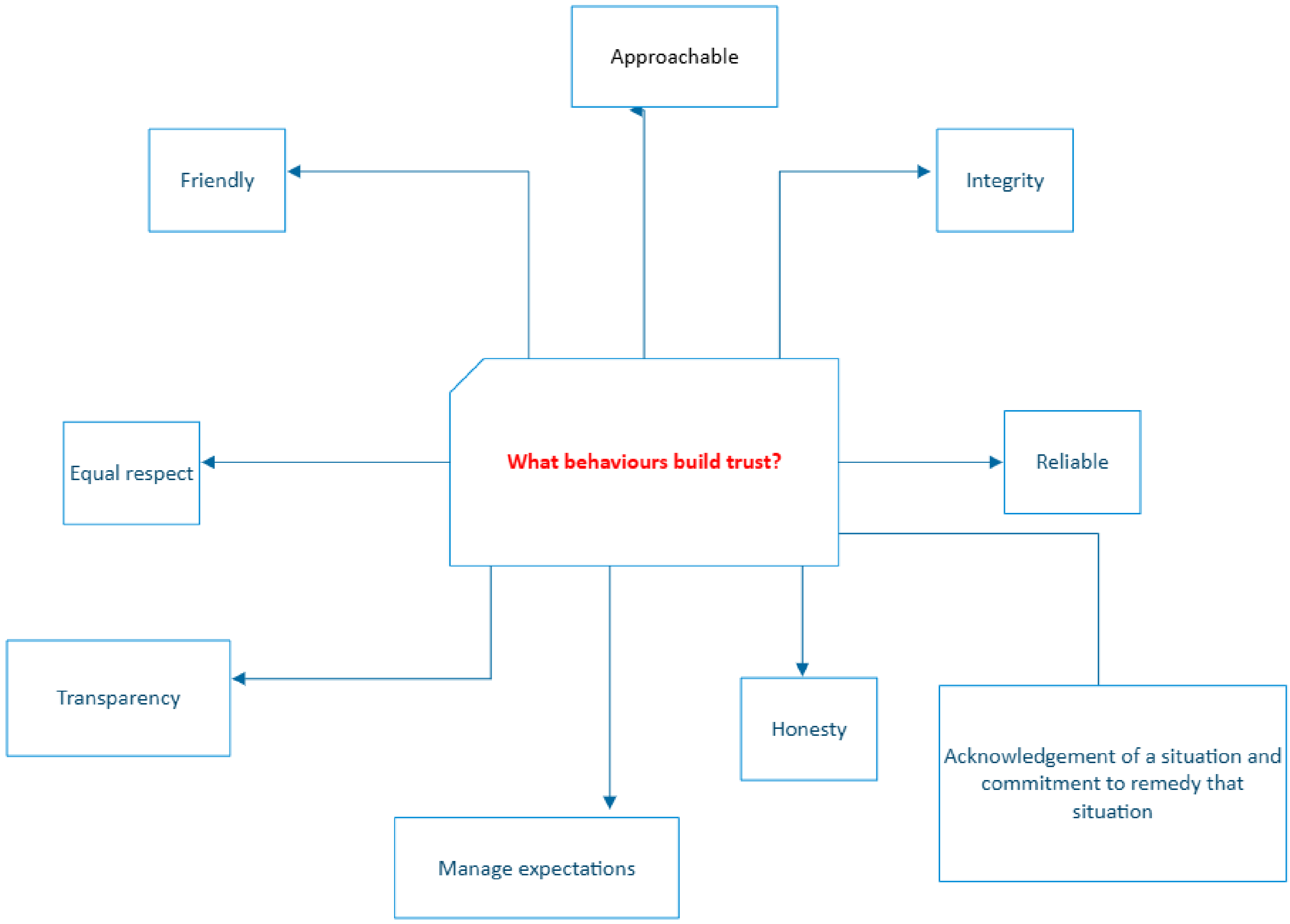


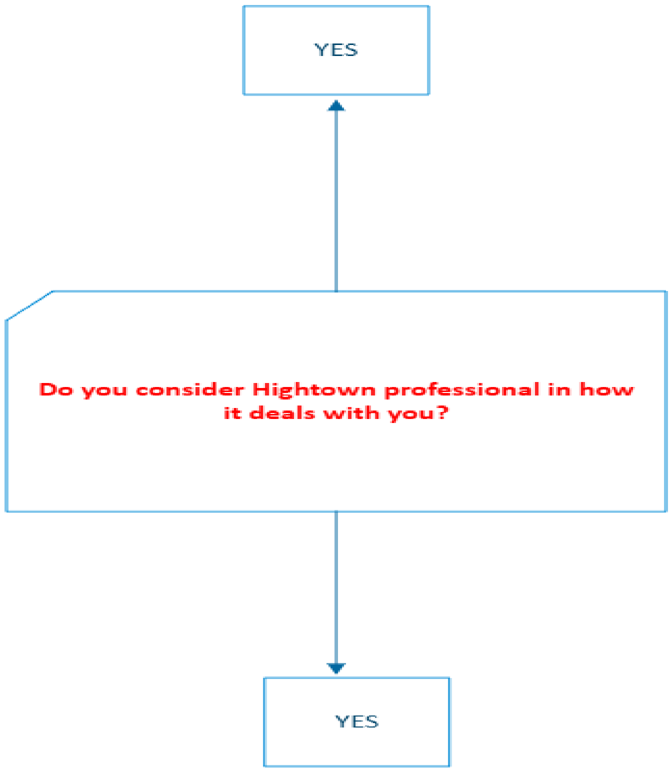
What frustrates customers most?
Dismissive Attitudes
Cleaning contractors signing documents that completed works have been done, but the cleaining has not been done.Customers have been monitoring the contractors
Having to wait for long periods of time
Insincerity
Contractors not fulfilling obligations
Lack of honesty
Repeat Issues
Not being listened to.
Rudeness/ discourtesy

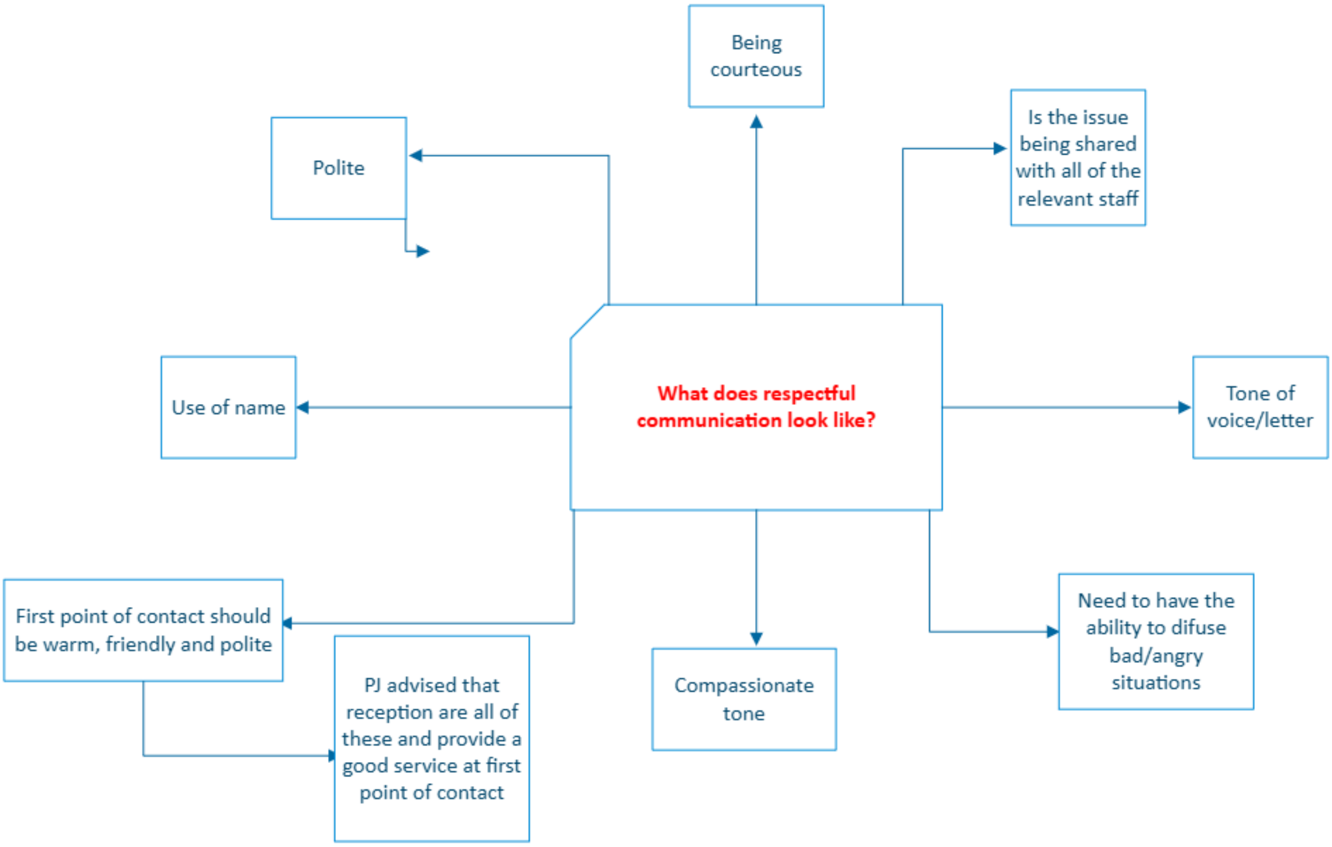

What is one thing that we are doing well?
Actively listen
Acknowledge
Monitor contractors more closely
Be accountable
Take responsibility
Make the portal more user friendly
Reduce waiting times for repaiirs

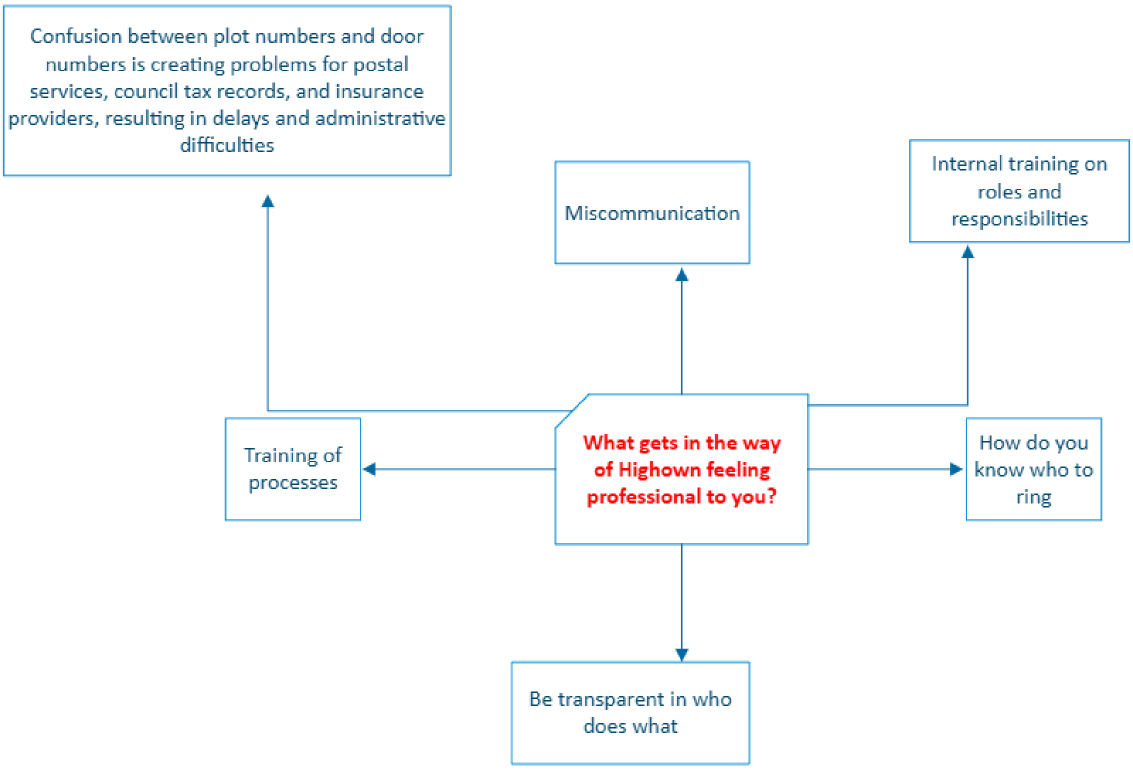

How should staff handle complaints and diffiuclt situation?
Be attentive and listen
Trust in the individuals knowledge and competance at work
Courteous
Be able to provide solutions
Show empathy
Refer or fix the problem
Listen
Be calm


Courteous
What makes staff professional?
Respectful
Inclusive
Anitcipate needs


Approachable
Friendly
Integrity
Equal respect
What behaviours build trust?
Reliable
Transparency
Honesty
Acknowledgement of a situation and commitment to remedy that situation
Manage expectations


YES
Do you consider Hightown professional in how it deals with you?
YES


Being courteous
Polite
Is the issue being shared with all of the relevant staff
Use of name
What does respectful communication look like?
Tone of voice/letter
First point of contact should be warm, friendly and polite
PJ advised that reception are all of these and provide a good service at first point of contact
Compassionate tone
Need to have the ability to difuse bad/angry situations


Confusion between plot numbers and door numbers is creating problems for postal services, council tax records, and insurance providers, resulting in delays and administrative difficulties
Miscommunication
Internal training on roles and responsibilities
Training of processes
What gets in the way of Highown feeling professional to you?
How do you know who to ring
Be transparent in who does what