

**Customer Voice Panel
Agenda and minutes
23rd March 2026**

Attendance: Mark Brookman; Robin Whitwell; John Hooper
Joanne Silner & Shuna China

Meeting notes:

Complaint Performance and Trends: Shuna led a review of recent complaint volumes, highlighting a slight drop in logged complaints but sustained closure rates, with Mark, Joanne, and Robin Whitwell discussing escalation to Stage 2, Housing Ombudsman cases, and the main themes driving complaints such as repairs, gas, ASB, and asset issues.

- **Complaint Volume Analysis:** Shuna presented data showing a decrease in complaints logged this month compared to last year but noted that the number remains higher than previous months. Stage 2 complaints have increased, and the team is monitoring escalation patterns and response times to ensure compliance with the complaint handling code.
- **Housing Ombudsman Cases:** The group discussed the consistency of cases within the Housing Ombudsman portal, with Shuna explaining that most cases are low risk, but a third are medium risk. Two determinations were received in February, one involving maladministration and service failure, and another with reasonable redress and no maladministration.
- **Complaint Themes:** Repairs continue to be the main theme of complaints, with a 10% increase from last month. Gas complaints have also risen, while ASB and asset complaints remain consistent. The team is breaking down repair complaints into general repairs, disrepair, and DMC to better understand root causes.
- **Complaint Handling Process:** Shuna clarified that each complaint is handled case by case with strict response times, and compensation is determined by the code rather than complaint duration. The team investigates long-term cases to identify process failures and prevent future issues.

Customer Satisfaction and Repair Service: Shuna and Joanne reviewed satisfaction scores, noting improvements in most areas but ongoing challenges with complaint handling and communal area maintenance, while Mark and John discussed the impact of repair delays, compensation, and the importance of learning from complaints for continuous improvement.

- **Satisfaction Scores Overview:** Shuna reported that satisfaction scores for February improved across most measures, with only complaint handling and

communal area maintenance falling below target. The largest increase was seen in satisfaction with time taken to repair, attributed to the ongoing repair service redesign.

- **Repair Journey Sentiment:** The repair journey sentiment decreased, particularly in areas such as repairs completed in a reasonable time and customer communication. The lowest sentiment was associated with the overall repairs experience, indicating areas for further investigation.
- **Drivers of Satisfaction and Dissatisfaction:** Positive drivers included customer communication, reliability, and efficient contractor visits, while negative drivers were high time-based effort required by customers, repeated follow-ups, and unresolved repairs. ASB and financial concerns related to cost of living and heating also contributed to dissatisfaction.
- **Complaint Handling Deep Dive:** A new survey question was introduced to better understand how customers raise complaints. Analysis revealed that many dissatisfied customers did not use the formal process, and prolific complainers were identified. The team is mapping customer journeys and focusing on ASB procedures to address recurring issues.

Scrutiny Review of Compensation Policy: Mark presented findings from the panel's scrutiny review of compensation, comparing Raven's policy and performance to other housing associations, with Shuna and Joanne confirming alignment with Housing Ombudsman best practices and discussing the importance of policy adherence and continuous improvement.

- **Comparative Analysis:** Mark compared Raven's compensation policy to Clarion and L&Q, noting that Raven's approach is fair and just, with better communication and adherence to Ombudsman guidelines. Other associations were criticized for poor compensation handling and record keeping.
- **Policy Alignment:** Shuna emphasised that the review focused on whether Raven's draft policy aligns with Housing Ombudsman best practices. The panel confirmed that the policy is robust and covers appropriate compensation categories.
- **Continuous Improvement:** Joanne explained that the organization is prioritizing learning from complaints, with a new customer journey manager and systems process lead set to analyse high-value and high-impact complaints for root cause analysis and process improvement.
- **Panel Contributions:** Mark agreed to send his notes for inclusion in the final report, while Robin and John indicated limited capacity to contribute further due to personal commitments. Shuna requested any additional findings to be sent within a few weeks to finalize the review.

Service Request Handling and Communication: Joanne discussed ongoing efforts to improve service request handling and communication, including centralising specialist teams, tracking response times, and addressing individual cases such as Mark's bathroom request and Robin's concerns about paperwork and service charge statements.

- **Centralised Administration:** Joanne described the creation of a Tier 3 specialist housing administration team within the contact centre to oversee incoming work, track progress, and ensure timely closure, aiming to eliminate 'black holes' in service delivery.
- **Case Tracking and Accountability:** The team is focusing on accountability and response times, with Joanne requesting more information from Mark regarding his bathroom request and refusal letter and investigating data retention policies for documentation.
- **Paperwork and Communication Preferences:** Robin raised concerns about receiving excessive paperwork and requested more communications via email. Joanne confirmed that homeowners can opt out of paper statements and that efforts are underway to improve digital communication, subject to legal requirements.
- **Service Charge Statement Clarification:** Robin questioned the price differential in communal cleaning charges between blocks, expressing concerns about value for money and service delivery. Joanne agreed to review the breakdown and provide a formal response.

Reporting and Handling of Anti-Social Behaviour (ASB): Shuna and Joanne clarified procedures for reporting ASB, including options for non-Raven residents, the role of estate operatives, and collaboration with police and other agencies, with Robin and Mark sharing personal experiences and suggestions for clearer website guidance.

- **ASB Reporting Channels:** Shuna explained that ASB can be reported via phone, email, or online forms, and that non-Raven residents can also raise incidents. The website provides guidance on when to contact Raven, the police, or local authorities.
- **Estate Operatives and Inspections:** Estate operatives are responsible for regular inspections and addressing reported issues, including those from non-residents. Dangerous situations are prioritized for action, and all contacts are recorded in the system.
- **Collaboration with Police:** Mark described a case where police assisted in reporting ASB to Raven, highlighting the importance of incident numbers and partnership working. Joanne confirmed that criminal acts should be reported to the police, and Raven works closely with law enforcement and other agencies.

- **Website and Process Improvements:** Robin suggested clearer website instructions for non-residents, and Shuna agreed to review and enhance guidance to ensure accessibility and understanding of reporting options.

Repairs, Operative Training, and Preventative Maintenance: Mark, John, and Robin discussed the importance of operative training, correct diagnosis, and preventative maintenance, with Shuna and Joanne explaining the use of multi-skilled operatives, team leaders, and reporting mechanisms to ensure quality and efficiency in repairs.

- **Operative Skills and Training:** Shuna and Joanne clarified that operatives are hired as qualified specialists or multi-skilled workers, and team leaders provide support and mentoring. Trends in repair quality are monitored through reporting, and training is adjusted as needed.
- **Diagnosis and First-Time Fix:** The team emphasized the importance of sending the right trade to each job and achieving first-time fixes to reduce repeat visits and costs. Operatives are encouraged to recognise when additional expertise is required.
- **Preventative Maintenance:** Robin highlighted the need for preventative work, such as tree maintenance, to avoid property damage and complaints. Joanne confirmed that both resident and non-resident complaints are tracked, and repeated service requests escalate to formal complaints.

Estate Management and Community Engagement: Robin and Mark raised concerns about estate management, including the transition from wardens to estate operatives, the importance of consistent service across estates, and the need for formal recognition of departing staff, with Joanne outlining plans for continued community engagement and support.

- **Role Transition and Consistency:** Joanne explained the new operating model, which aims to provide consistent estate management through smaller patches, estate operatives, and housing officers, ensuring fair treatment for all residents.
- **Staff Recognition and Community Relationships:** Robin advocated for formal recognition of departing staff, such as Conrad, and expressed concerns about maintaining close community relationships. Joanne assured that new roles and recruitment will support ongoing engagement.
- **Communication and Follow-Up:** Robin reported missed visits and communication lapses regarding safety issues, and Joanne committed to investigating and improving communication processes.

Future Customer Engagement and Scrutiny Continuity: Robin and Mark discussed the importance of continuity in customer engagement and scrutiny work, with Joanne

and Shuna confirming plans to broaden recruitment, maintain progress, and consider promotional activities such as videos to encourage participation.

- **Engagement Programme Planning:** Joanne outlined ongoing efforts to review and expand the customer engagement programme, ensuring continuity and recruitment of new members to sustain the group's work.
- **Promotional Activities:** Mark suggested creating a video to promote the CVP and encourage participation, with Shuna agreeing to consider various campaign strategies once engagement plans are finalised.

Fire Safety and Leaseholder Concerns: Robin raised issues regarding fire safety inspections and the lack of self-closing doors in leasehold properties, with Joanne agreeing to investigate and coordinate with contractors to address these concerns.

- **Fire Safety Inspection Follow-Up:** Robin reported that leasehold properties lack self-closing doors despite repeated fire safety inspections, and Joanne committed to raising the issue with relevant staff and contractors, noting a new contractor will be responsible for roofs and doors going forward.
- **Disability Aid and Communication:** Robin also mentioned delays in addressing a safety issue related to a disability aid, and Joanne promised to follow up and improve communication regarding such requests.

Follow-up tasks:

- **Scrutiny Review Report Completion:** Send written notes and findings from the compensation scrutiny review to Shuna in Word format for inclusion in the final report. (CVP All)
- **Scrutiny Review Report Completion:** Review the provided documentation for the compensation scrutiny review and send any additional findings or insights to Shuna for inclusion in the report. (John & Robin)
- **Scrutiny Review Documentation Access:** Resend the scrutiny review report and all relevant documents to John's work email address. (Shuna)
- **Compensation Refusal Letter Investigation:** Locate and review the refusal letter and related documentation for Mark's TDI (Tenant's Domestic Improvement) request and follow up with Mark regarding the outcome. (Joanne)
- **Compensation Refusal Letter Investigation:** Forward the original TDI documentation and any related materials to Joanne for review. (Mark)
- **Service Charge Differential Clarification:** Review the breakdown and specification for communal cleaning charges for Robin Whitwell's block and the comparable block and provide an explanation for the price differential. (Joanne)
- **Soffit Cleaning Request Follow-up:** Resend the soffit cleaning request and associated photographs to Joanne, including the date/time of the original submission, for investigation into why the issue was not addressed. (Mark)

- **Fire Door Compliance and Table Issue:** Raise the issue of missing self-closing fire doors in tenanted properties and the outstanding table safety concern with Gary and follow up with Robin Whitwell regarding resolution. (Joanne)