

Customer Voice Panel

Agenda and minutes

15th December 2025

John, Robin, Hena

Ali & Natalie

Stock Acquisition Opportunity – Ali Bennett

Ali gave an overview of the opportunity with the increase of 2,200 more units from Orbit.

Currently in the early stages of due diligence – Tranche 1 to come over June 2026 and tranche 2 October 2026.

Consultation for Tranche 1 customers in January

Tranche 2 – August

This is Orbits consultation so led by them – there will be carious events face to face and a virtual open meeting for customers. Raven staff to be present.

Addition of Sutton, Croydon and Adur & Worthing to the areas in which we operate.

Area	Homes
Adur & Worthing	3
Brighton & Hove	275
Horsham	214
Lewes	91
Mid Sussex	48
Reigate & Banstead	365
Croydon	295
Epsom & Ewell	280
Sutton	670

Current Raven stock areas

Tranche 1 – 996 homes

Tranche 2 – 1,245 homes



ison Bennett

7,000 to 9,000 homes -n bring in the South East homes into our portfolio – looking to consolidate the geography – mainly will be in the Midlands

	Total
Adur and Worthing	3
Brighton and Hove	275
Croydon	295
Epsom and Ewell	280
Horsham	214
Lewes	91
Mid Sussex	48
Reigate and Banstead	365
Sutton	670
	2,241

Tranche 1	Total
Adur and Worthing	3
Brighton and Hove	275
Horsham	214
Lewes	91
Mid Sussex	48
Reigate and Banstead	365
	996

Tranche 2	Total
Croydon	295
Epsom and Ewell	280
Sutton	670
	1,245

Shared ownership	Freehold	Leasehold	Homebuy	Supported Housing	Older Persons	Affordable rent	Social rent
359	96	342	5	19	32	418	970

Croydon the main area we need to find out more how this will be managed as this may be slightly different.

Sutton the largest grouping – not come back yet but going to make introductions when we are ready to have more conversations.

Staffing levels – this has been reviewed over the summer and part of the operating model.

A number of additional staff required and some more staff in Year 1 & Year 2 to deal with spikes in repair and ASB requests.

In terms of staffing levels – satisfaction for HO is already low, will bringing new homes have an impact on managing the improvements you are putting in.

NF – service charge project to ensure this working properly.

Staffing in the HO team to review and look at the structure to see if more support is needed – different approach and more resources – end to end management piece on how we can bolster the team.

The recruitment in Jan should hopefully help in the preparation for the transfer in June.

Using the Orbit to understand where the satisfaction is better in some areas of HO

Ways of engaging with the new customers and Raven – Marketing Team involved in the project. Meetings being held for HO and Tenants.

Transition for the distance to travel – what contracts do Orbit have in place that we may want to build a relationship & engage with before we are in contract in the new areas.

Contracts – getting legal advice, but currently we don't think we can just add the additional properties onto our contracts in particular the HO properties.

Contracts will expire when the properties come across but we need to have a plan on how we can align the existing contract with the new contracts. We want to do this as efficiently as possible.

Handful of staff to TUPE in Tranche 1 and no further staff in Tranche 2 – these are all area/housing managers and cleaning team operatives.

Management inhouse is done through Project Lead and Sponsor and all Lead Managers are involved – Main Steer Group leading on the whole project.

20% stock condition survey on stock of this size – debating whether to go into the properties between the completion – need to weigh up whether the customer experience will be good if we say that Orbit need to finish the repairs etc.

There will be a marker on our system so we can identify which customers are Orbit, to see if impact on existing customers, overall performance since transfer to Raven.

We are open to discussions, but we are not actively looking for more projects although probably not this coming year due to the capacity.

This project will position us well for the post local government restructure. Puts us better to future local projects.

Can the customer refuse?

This is not a ballot so no. So far only 1 person has contacted Orbit so far, so there doesn't seem to be a sense of dissatisfaction. The properties are usually on the outskirts of the geographical area.

HO couldn't refuse it, but Homes England have to give consent.

Do we have an idea on how much work is required for energy rating?

Stock is younger than ours, EPC are better than ours generally apart from some of the Shared Ownership.

Planned maintenance programme will be handed over so we can factor in the work which is needed and will factor into the model.

Will we be aware of any outstanding issues with the HO?

Yes, we would need to advise what ones are

3 blocks have fire safety issues to be resolved, so we won't be taking them until this has been completed.

Environmental performance around energy efficiency, are we looking at ways to improve for all stock. Sustainability lead to come and talk in the future (Anthony).

Leaseholders can decline to have the work done – there are options of funding to support the work and find the right solution.

Natalie – Customer Experience Operating Model

This has been in progress for quite some time – with inspection and the regulatory changes with the Consumer Standards has led to this taking time to be designed, and what it needs to do.

We started with a clear vision



What
Matters



To create a Customer Experience Operating Model, which delivers **consistent performance** every day, with the capability to **adapt and improve** service delivery to meet **evolving customer needs**, and which has the capacity to continuously improve to drive **efficiencies and is scalable**.

Natalie went through what insight we used to help with the design, from customers, colleagues and how other HA's work.

Introducing the new ways of working -

Introducing new ways of working



What
Matters



1. Improved customer ownership at initial point of contact - 3-Tiered Customer Service Centre
2. Minimising handoffs - centralised housing administration
3. Co-ordinating planning - centralised scheduling from three separate teams and a reviewed the ways of working and introduced a performance analyst
4. Dedicated support for customer experience management focused, insight, design and process improvement
5. Increased support and visibility of Housing Officers including Homeowners
6. Supported Housing end to end management
7. Investment in Estate Services to improve presence and accountability with two new Team Leaders, extended the remit of the cleaning team and introduced new Senior Estate Operatives

1-600 size patches for the Housing Officers so they can deal with issues better – HO now sit with the patches so tenure blind, they will be the lead person in the community, understanding who is behind the doors. Busy homes compared to quiet homes – people who are demanding more out of Ravens time.

Team leader – to take on the more complex cases so they get managed and not lost.

9 Housing Officers

Support Housing will carry out the end to end process instead of hand offs.

New Estates Services to improve the presence in the estate and deal with maintaining the estates. Clean & Safe.

New structure the Housing Officer will be involved in supporting the community events and the Estates Lead will be looking at managing the way this will be working.

HO having the Housing Officer has an extension of service which wasn't there before, so you have a better service for all.

Our Contact Centre will evolve to a 3 -tier customer service centre, centralising contacts and administration to drive better accountability

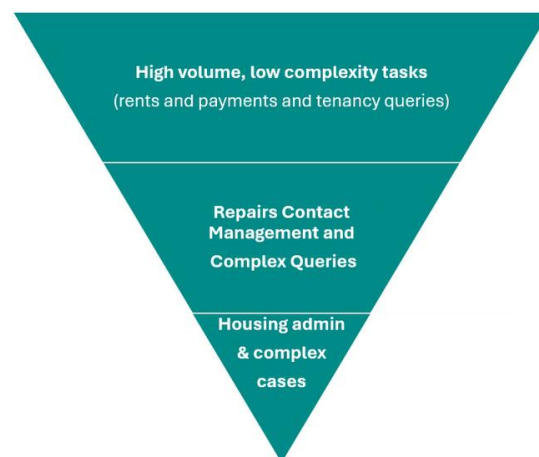
Managing commitments, reducing customer effort and improving outcomes for customers



The **3-tiered structure** is designed to improve **first contact resolution**, by minimising tasks and call back to other departments through enhanced remit and training. The suggested tiers are:

- 1) High volume, low complexity and self serve promotion
- 2) Complex queries and repairs specialist support
- 3) Case management and housing administration to support frontline teams.

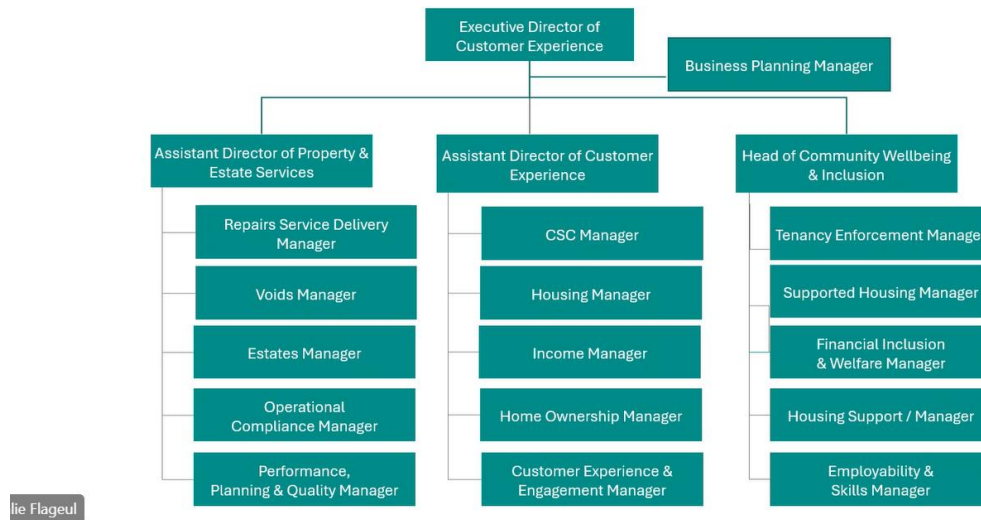
The objective being to streamline processes, remove duplication and delays and consider opportunities for digitisation, to reduce cost to serve.



Community Wellbeing and Inclusion – looking at the way we want to support customers better so no one is left behind.

The proposed OD differentiates between generalist and specialist support.

Two of the pillars are providing the end-to-end service experience, one pillar providing the specialist support



lie Flageul

10

Slides to be shared after the meeting.

Are we able to get the amount of time Voids are ready to relet.