

Minutes



Nottingham
City Council

Housing
Services

Housing Assurance Board

Minutes of the meeting held on **25th September** at 6pm via Microsoft Teams.

ATTENDEES

BM- Board Member

Tanaiya Daniel (Chair), Anne Dean (Vice -Chair), Marie Smith (BM), Victor Haven (BM), Linda Chamberlain (BM), Kudzai Muganhiri (BM), Cllr Jay Hayes, Executive Member for Housing and Planning, Pinder Bungar, Head of Responsive Repairs, Mark Lowe, Assistant Director for Strategy, Andy Shone, Business Improvement & Performance Manager, Paul Spencer, Head of Customer Experience, Heather Fry, Safer Neighbourhood Housing Manager, Lisa Dawkins, Head of Involvement, Siobhan Reilly, Tenant Involvement Project Manager, Nicola Perkins, Tenant Community Involvement Manager, Dan Lucas, Housing Strategy and Partnerships Manager, Natalie Hallam, Business and Performance Manager, Amanda Outram, Tenant Involvement Project Manager, Cherrelle Daniel, Tenant Involvement Project Manager, Gareth Wallace-Parkin (RSH), Laura Owen (RSH)

APOLOGIES

No apologies

ABSENT

Bereket Amaha (BM), Geraldine Chesta (BM), Jayati Bhattacharjee (BM)

Item No.	Item Detail	Actions	Action Completion Date
1	Welcome & Introductions		
2	Attendance and Apologies for Absence - Attendance and apologies as noted above. Declaration of interest – None Previous Minutes and Actions The chair approved the minutes from the meeting held on 31 st July as a correct record.		

	<p>Draft Landlord Strategy: The draft landlord strategy is scheduled for discussion as an agenda item this evening.</p> <p>The Improvement plan: has been shared. Following concerns raised by the Board regarding its format, a revised version has now been circulated in report format.</p> <p>Total Mobile Update: An update from Total Mobile has been sent to the Board. At present, there is no confirmed timeline for rollout. Additionally, feedback from other customers and organisations remains limited.</p> <p>EHOB & Workshop Demo: A demonstration of Total Mobile will be provided at the October workshop for Board. EHOB documents have been circulated to all Board members and will continue to be shared.</p> <p>Laptop Exchange: The Board has received an update regarding a potential date for the laptop exchange, anticipated to take place in October.</p> <p>Performance Data Target Setting: The Board acknowledges receipt of the proposal for new performance data target setting.</p>		
3	<p>Balanced Scorecard and Performance Data July 25 Update on Repairs Performance for August 25 by Pinder Bungar, Head of Responsive Repairs</p> <p>Following on from the Board's pre-meeting on Thursday 18th September, they requested for an update on Repairs:</p> <p>Information given on Total Mobile Implementation Go-Live Dates and key benefits observed already and future enhancements.</p> <p>Performance Data Highlights from the Balanced scorecard performance data for Repairs in August 25.</p> <p>In August, performance for Appointments Made and Kept improved and remained in the upper quartile compared to sector peers. The Average Days to Complete Repairs was 11.9 days, covering all repair priorities. Emergency Repairs Completion time rose from 1.11 days in July to 1.55 days in August, missing the 1-day target due to manual handling of out-of-hours jobs; integration with Total Mobile is planned to address this. For Non-Urgent Repairs Completed Within Target Timescale, performance dipped slightly to 72.85% (below the 75% target), attributed to short-term staff sickness, with expectations of recovery.</p> <p>Awaiting enhanced reporting modules from Total Mobile. Live scorecard functionality anticipated in October and continued monitoring of emergency repair performance and system integration.</p>		

	<p>Board commented on the potential for digital exclusion with the rollout of Total Mobile and how tenant communication preferences will be gathered to ensure inclusivity. Pinder confirmed that a strategy will be developed in collaboration with the Tenant Involvement team to ensure all tenants, regardless of digital capability, are considered.</p> <p>The Board raised concerns regarding contractor oversight, particularly in relation to United Living. A recurring issue was noted where properties were being revisited unnecessarily, with no record of previous visits. The Board requested clarification from the Asset Management team on how contractor activity is being monitored to prevent duplication and ensure accountability. Anne Dean highlighted the financial impact of repeated contractor visits.</p> <p>ACTION: For an update to be provided from the Asset Management team on how contractors are managed to avoid duplication of work and any costs associated with this.</p> <p>Pinder wanted to reassure the board that Total Mobile's contractor portal is currently in testing with a subcontractor. Once implemented, contractors will be required to input into this, and is expected to improve transparency and performance tracking.</p> <p>The Board requested more detail on how other councils, such as Sheffield, are using Total Mobile. Pinder noted that while he didn't have specifics, he will attend a regional Total Mobile forum in two weeks and will bring back insights. ACTION: Update to be provided on feedback from other organisations using Total Mobile and successes of this.</p> <p>The Board thanked Pinder for attending.</p>	WS	27/11
4	<p>Agenda Item: Annual Complaints Report 2024–25 Paul Spencer, Head of Customer Experience</p> <p>A summary provided of complaint handling performance for the year, highlighting key trends, compliance status, Ombudsmen cases and areas for improvement.</p> <p>Continuous Improvement:</p> <p>A new automated complaint logging system launching soon, complaints training embedded in onboarding for new staff. Deeper analysis by tenant demographics to identify inequities and improved internal collaboration and quarterly performance reporting. Benchmarking currently confirms performance meets or exceeds sector averages.</p> <p>The Board commented on the breakdown of contact types shown in the Customer Relations Team (CRT) graph, which included 19,068 emails and 7,521 calls. Paul Spencer confirmed these figures represent a mix of general enquiries and complaints. He committed to providing a more detailed ratio of complaints vs. service requests</p>	PB	27/11

	<p>as a follow-up action. ACTION: Detailed Update to be provided of the ratio of complaints vs service requests.</p> <p>Complaint Categorisation & Transparency Concerns were raised about the transparency of how complaints are categorised, particularly regarding the distinction between service requests and formal complaints. Paul explained that initial dissatisfaction expressed during contact is often treated as a service request if the issue is still within agreed process timelines. However, if resolution cannot be achieved or the caller insists, the matter is escalated to a Stage 1 complaint. A specific example was shared by the Chair highlighting the tenant was advised they could not raise a complaint despite expressing dissatisfaction. Paul acknowledged this was incorrect and not reflective of the service standard.</p> <p>The Board acknowledged the reduction in Housing Ombudsman cases but noted that maladministration and service failure findings remain relatively high. A request was made for more detail on the types of failures being identified. ACTION: Details on the types of failures being identified to be provided to board.</p> <p>Paul Spencer confirmed that while case numbers have decreased, individual cases often contain multiple issues. Paul assured the Board that Nottingham City Council Housing Services is actively analysing these cases to identify recurring issues and implement learning to prevent repeat findings. ACTION: Paul committed to providing a more detailed written breakdown of maladministration themes and service failures to the board.</p> <p>The Board commented on previous commitments around staff development and equitable outcomes, and Paul Spencer responded that call quality monitoring is actively carried out for all Customer Service Advisors. Feedback from complaints or other channels is used to guide coaching and ensure service standards are maintained. Recruitment for the Equitable Outcomes Officer is ongoing, In the interim, a Customer Insight Officer has been assigned full-time to begin analysis and generate learnings around equitable outcomes.</p> <p>The Board asked how compliments and positive feedback are being used to support learning and development across Housing Services. Paul confirmed that compliments are actively shared with staff, especially when they are directed at individuals through Internal communications. Plans are in place to showcase compliments more visibly through tenant newsletters and the website.</p> <p>The Board thanked Paul for attending.</p>	PS	27/11
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5	<p>Agenda Item: Domestic Abuse Policy – Noting for Information. Heather Fry, Safer Neighbourhood Housing Manager</p>		

	<p>Heather Fry briefed the Board on minor amendments made to the Domestic Abuse Policy. These updates reflect best practice and support the Council's ongoing work towards Domestic Abuse Housing Alliance (DAHA) accreditation. The scope of the policy has been expanded to cover the wider Housing Services Directorate, beyond Council Housing Services. Heather welcomed the Board's endorsement of the revised policy and its rollout to customers and colleagues.</p> <p>The Board commended the policy's clarity and the broadened definition of domestic abuse, including support for tenants with pets.</p> <p>The board suggested including social media abuse as a recognised form of domestic abuse, given its increasing relevance. The Board praised the local support and useful contacts section, and proposed adding: Bright Sky app, Hollie Guard app and the Job Centre J9 initiative</p> <p>Heather confirmed she would explore adding these resources and noted that Housing Services is also considering J9 accreditation for relevant council housing areas, building on existing accreditation within Housing Solutions.</p> <p>The Board thanked Heather for attending.</p>		
6	<p>Improvement Plan Update Mark Lowe. Assistant Director for Strategy</p> <p>Mark Lowe provided an overview of progress against the Housing Services Improvement Plan, highlighting key achievements and ongoing areas of focus.</p> <p>The board had no further comments following the update provided.</p>		
7	<p>Resident Engagement Strategy Consultation Update Lisa Dawkins, Head of Involvement</p> <p>Lisa Dawkins shared an update on the ongoing consultation for co-developing the Resident Engagement Strategy, highlighting strong participation across tenants, staff, and community groups.</p> <p>675 survey responses from tenants have been received, 75 responses received from housing colleagues, with 91 face-to-face interactions through the Resident Influence Steering Group. The group has met five times, gathering around 150 pieces of feedback. 78% felt the strategy themes reflected tenant priorities.</p> <p>Demographic representation was broadly aligned, with strong engagement from disabled residents, though lower participation was noted among 25–44 year olds and male tenants groups - targeted work planned for future outreach. The consultation used multi-</p>		

	<p>channel outreach to over 22,000 tenants, with a co-designed questionnaire ensuring accessibility and relevance. Tenant feedback is actively shaping the strategy, with a strong focus on co-production.</p> <p>Next Phase of consultation:</p> <p>Lisa Dawkins outlined the next phase, following the consultation period to include a Data Review & Gap Analysis to understand targeted work required. An Equality Impact Assessment is on going and work will be carried out in October with the Equalities Advisor and the Disability Involvement Group. Qualitative feedback from focus groups, steering group sessions, and open-text survey responses is being themed and analysed to identify key messages and inform strategy strands.</p> <p>The Board commended the co-creation approach taken in developing the Resident Engagement Strategy.</p> <p>The Board highlighted the need for improved communication across the organisation. Lisa acknowledged this and emphasised the importance of closing the feedback loop, ensuring tenants understand how their input has influenced decisions. Tools like the live action log and future impact statements will be used to demonstrate outcomes and build trust. Lisa confirmed that the Upshot outcomes management system will be used to record and evidence all resident engagement activity.</p> <p>The Board noted that while 675 responses is a strong result in comparison to other survey responses, it represents only 3.07% of the 22,000 tenants contacted. It was explained the decision to reach out to all tenants was intentional, aiming to ensure everyone had the opportunity to participate, especially those previously uninvolved. The wide outreach also supports behavioural insights, helping the team understand which communication methods (email, text, letter) are most effective across different tenant groups. Multiple formats were used to avoid digital exclusion, including letters, which cost £2,000, resulting in 100 responses. Text messages sent out, were free under current allocation. Postal responses had a stronger return rate, particularly from elderly tenants and those with disabilities, contributing to higher representation from disabled residents. Email engagement was notably low.</p> <p>The Board asked whether communications were sent in alternative formats (e.g. Braille, large print, other languages). It was confirmed that no alternative formats or translation services were used during the initial phase. Targeted outreach is planned for underrepresented groups, including those with language barriers and other protected characteristics.</p> <p>.</p> <p>The Board asked whether the January deadline for presenting a draft Resident Engagement Strategy is realistic. Lisa confirmed that a draft will be ready by January but acknowledged it may not yet be fully representative.</p>		
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	<p>The Board commented on the reliability of tenant contact data used for outreach. Lisa confirmed that while some data is accurate, discrepancies do exist. A data cleansing exercise is underway, supported by the stock condition survey and future integration with Total Mobile, to improve data quality across Housing Services.</p> <p>The Board thanked Lisa, Siobhan and Nicola for attending.</p>		
8	<p>Draft Landlord Strategy - Mark Lowe, Director of Strategy, with Dan Lucas, Strategy and Partnership Manager</p> <p>Mark Lowe introduced the revised draft of the Landlord Strategy, noting that it had been significantly restructured following previous Board feedback and the findings from the Regulator of Social Housing inspection.</p> <p>Key Updates to the Strategy</p> <p>The strategy has been completely reformatted and now aligns with the Consumer Standards, providing a clearer framework for priorities and accountability.</p> <p>It is designed as a public-facing document to communicate the Council's role and priorities to tenants, leaseholders, councillors, partners, and stakeholders. The strategy sets out broader, long-term priorities.</p> <p>A consultation process will follow, including:</p> <ul style="list-style-type: none"> ○ A graphically designed version for accessibility. ○ An easy-read version to support wider engagement. ○ Updated data and statistics to be added before public release. <p>The Board welcomed the revised strategy and acknowledged that previous feedback had been well considered. Two minor suggestions were made: On page 25, consider changing "TEM" to "Tenant and Estate Management" for clarity. And In the introduction, include an explanation of the regulator's grading structure, especially the meaning of C1 and C3, to improve understanding.</p> <p>The Board supported the strategy for wider consultation and thanked both Mark and Dan for attending.</p>		
9	<p>AOB</p> <p>Update on Awaab's Law Preparation Natalie Hallam, Business and Performance Manager</p> <p>Natalie Hallam provided an update on the Council's readiness for Awaab's Law, which comes into effect on 27 October 2025. The law focuses on the timely investigation and resolution of emergency and significant hazards in social housing, particularly damp and mould. A dedicated project team is in place, currently focused on Phase 1, which addresses emergency and significant hazards.</p>		

	<p>Project Objectives & Scope</p> <ul style="list-style-type: none"> • Achieve full compliance with Awaab's Law by the legal deadline. • Update policies and procedures to reflect new legal duties. • Deliver staff and contractor training. • Implement systems for monitoring, auditing, and reporting. • Inform tenants through a structured communications plan. • Provide assurance and oversight to governance boards. <p>Progress & Milestones</p> <p>A Communications Plan launched on 15 September, targeting both internal staff and tenants. Staff training begins 15 October, building on existing procedures.</p> <p>Total Mobile integration is on track to support real-time monitoring and audit trails. Performance reporting will begin in November, with data feeding into the balanced scorecard. A project evaluation will follow Phase 1 to inform future phases.</p> <p>Existing damp and mould processes have been reviewed and adapted to meet new legal requirements. Over 17,000 stock condition surveys completed, helping identify risk areas for proactive intervention. Final system testing and assurance checks are underway ahead of the go-live date.</p> <p>The Board welcomed the update and thanked Natalie for attending.</p>		
	Meeting Concluded 20:00PM.		