

**Group Customer Committee Meeting**

**Date:** Monday 17 November 2025

**Location:** MS Teams

**Chair:** Hanif Malik

Context	Agenda Item
<p><i>Chair's welcome</i></p>	<p><b>Welcome &amp; Opening Remarks</b></p> <p>The chair welcomed members to the meeting.</p> <ul style="list-style-type: none"> <li>• All members were present and <b>no apologies</b> or <b>declarations of interest</b> were recorded</li> <li>• Christine Smith attended for the first time as an observer</li> <li>• The previous minutes were approved.</li> </ul>
<p><i>Minutes from Group subsidiaries and Committees are presented to GCC for their review, these include:</i></p> <ul style="list-style-type: none"> <li>• <i>Karbon Resident Committee minutes</i></li> <li>• <i>54North Homes Customer Experience Committee Minutes</i></li> </ul>	<p><b>Resident Engagement &amp; Committee Minute Updates</b></p> <p><b>Karbon Residents Committee (KRC) Update</b></p> <ul style="list-style-type: none"> <li>• Work advancing on <b>customers in vulnerable circumstances</b>, focusing on accessibility and communication.</li> <li>• Benchmarking underway against <b>Spotlight reports, legislation, and other providers</b>.</li> <li>• Karbon's <b>strong performance in fire safety</b> highlighted—described as ahead of sector peers.</li> <li>• Staff praised for proactively facilitating discussions and maintaining focus.</li> </ul> <p><b>54 North CEC Minutes</b></p> <ul style="list-style-type: none"> <li>• Ongoing difficulties in resolving <b>Stage 1 complaints</b>, leading to escalation.</li> <li>• New group level <b>Repairs &amp; Maintenance</b> and <b>Compensation</b> policies adopted without local exceptions.</li> <li>• Assets/development reporting flagged <b>communication challenges</b>.</li> <li>• Early progress since launch of the <b>KPS repairs service in Yorkshire</b>, despite higher-than-forecast costs due to contractor reliance and optimistic budgeting.</li> <li>• Standards for 'normal repairs' now have <b>longer target times</b>, but delivery remains "comparable or better"; customer care improved.</li> <li>• Satisfaction stable but expected to increase.</li> </ul>
<p><i>Reporting relates to a progress update against our Resident Involvement Framework.</i></p> <p><i>The Karbon Homes Resident Involvement Framework has formed the</i></p>	<p><b>Resident Involvement Report</b></p> <ul style="list-style-type: none"> <li>• Customer participation generally positive despite limited formal feedback.</li> <li>• <b>Beamish summer event</b> attracted over 200 customers and increased digital engagement; viewed as a worthwhile investment.</li> </ul>

<p><i>foundation from which resident involvement has been delivered, particularly through the Karbon Residents Committee, the scrutiny function and project and task groups.</i></p>	<ul style="list-style-type: none"> <li>• Ongoing scrutiny work with <b>all previous recommendations up to date.</b></li> <li>• Explore becoming a “<b>Business Friend of Beamish</b>” to secure better pricing and long-term partnership benefits.</li> <li>• Scrutiny should assess operational effectiveness—not just policy compliance.</li> </ul>
<p><i>Feedback from Scrutiny Recommendations</i></p>	<ul style="list-style-type: none"> <li>• Translation and interpreter services available for customers needing language support.</li> <li>• Scrutiny is driving practical change</li> <li>• 70+ building safety recommendations implemented</li> <li>• Updated customer friendly leaflets and procedures</li> <li>• New temperature cards for surveyors to distribute</li> <li>• Winter magazine double page spread on damp &amp; mould updates</li> <li>• Work ongoing on improving access to Beamish for customer employability and engagement.</li> </ul>
<p><i>Performance Reporting across various items, Customer Data Project, Asset Management, Anti-Social Behaviour,</i></p>	<p><b>Customer Data Project – Verbal Update</b> The regulator clarified the IDA recommendation: Karbon must <b>use customer data to drive change</b>, not just fill data gaps.</p> <p>Major components:</p> <ul style="list-style-type: none"> <li>• Part of the <b>Good to Great transformation programme.</b></li> <li>• Commitment to contact <b>90% of customers by March 2026</b> via email, phone and in person approaches.</li> <li>• A <b>colleague app</b> and <b>smart self-serve link</b> are being launched to feed customer needs directly into Capita.</li> <li>• Questions will focus on actionable areas such as <b>disability</b> and <b>language needs.</b></li> <li>• Improvement plan with regulator will focus heavily on <b>non-emergency repairs</b> and aligning services to diverse customer needs.</li> </ul> <p>The Committee discussed:</p> <ul style="list-style-type: none"> <li>• How data would shape future <b>housing requirements</b>, especially for older and disabled customers.</li> <li>• Use of external demographic trends as part of strategic decision making.</li> </ul> <p><b>SHAPE Tool Results – Asset Management Update</b> AB presented a detailed analysis of economic, social, and performance data across <b>nearly 30,000 properties</b>, grouped into <b>1,279 asset groups.</b></p> <p>Major findings:</p> <ul style="list-style-type: none"> <li>• <b>Planned investment:</b> <ul style="list-style-type: none"> <li>○ £43k per Karbon unit</li> <li>○ £33k per 54N unit</li> <li>○ Total £1.27bn over 30 years</li> </ul> </li> <li>• <b>Decarbonisation costs:</b> Additional <b>£1.12bn</b> to meet net zero by 2050 → average <b>£80k per property.</b></li> </ul>

- **Average maintenance cost:** £1,500 per unit.
- **Average rent:** £104.84/week with significant tenure variation.
- Without government funding, business plans would **fail within five years** under current net-zero expectations.

Committee discussion:

- Tool used for disposal decisions, identifying underperforming asset groups, option appraisals.
- Hydrogen boiler conversion queried—team advised focus is on **EPC Band C by 2030**, avoiding premature technology investments.
- Karbon maintaining flexibility in case national **net zero policy changes**.

**Anti-Social Behaviour (ASB) Research**

RA, JD and JR presented the most comprehensive ASB analysis to date, covering **4,800 cases (Apr 2023–Mar 2025)**.

**Key insights:**

- **Top case types:** Noise, harassment/threats, drugs.
- **Seasonality:**
  - Spring highest case volume
  - Noise dominant in winter
  - Drugs & youth disorder peak in spring
  - Harassment/threats rise in summer
- **Case duration:**
  - Short: minor vandalism
  - Long: multi-agency cases like drugs & domestic abuse
- **Demographics:**
  - Complainants: mostly female, younger
  - Perpetrators: mostly male, younger, single
  - Slightly higher vulnerability flag presence in both groups
- **Satisfaction** improved from **56% → 72%**, but customers remain least satisfied with being kept informed.

**Geographic patterns:**

- Hotspots: Byker, Gateshead, South Tyneside, Sunderland, Blyth, Chester-le-Street.
- Property types most associated: **maisonettes, bedsits, flats**.
- Police data aligned with urban/transport connected hotspots.

**Operational responses:**

- New **ASB categorisations** (e.g., cannabis separated from general drug activity).
- Stronger risk assessments, action plans, welfare calls.
- Plans to tighten tenancy agreements and improve communication expectations.
- Importance of reinforcing customer updates even when “no change” has occurred.

<p><i>Complaints, Compliments &amp; Satisfaction - Reporting provides detail on the Q2 2025/26</i></p>	<p><b>Complaints, Compliments &amp; Satisfaction – Q2 2025/26</b></p> <p>WG presented the first <b>Group-wide report</b>.</p> <ul style="list-style-type: none"> <li>• Stage 2 complaint uphold rates a concern but improving during Q3 following staffing changes and recruitment adjustments.</li> <li>• Issue raised around repeated visits for repairs; WG working with out of- hours provider to improve customer messaging about “make-safe” vs “repair-”.</li> </ul> <p><b>Customer Satisfaction Measures (CSAT) Q1</b></p> <p>Several indicators improving with some areas requiring continued attention.</p>
<p><i>Tenant Satisfaction Measures</i></p>	<p><b>Tenant Satisfaction Measures (TSMs)</b></p> <ul style="list-style-type: none"> <li>• <b>Re-let time</b> improved to <b>32.8 days</b> (from 37.33).</li> <li>• <b>Rent arrears improving.</b></li> <li>• TSM measures at/within tolerance.</li> <li>• <b>Non-emergency repairs remain a significant challenge</b>, though major improvements underway through targeted investment, redeployment and additional resources.</li> <li>• <b>NPS improving</b>, expected to rise further.</li> <li>• Void loss improving but still behind target.</li> </ul> <p>Committee response:</p> <ul style="list-style-type: none"> <li>• Chair praised the improvements and the realism needed around the 20-day repair target given sector conditions.</li> </ul> <p>No further concerns raised.</p>
<p><i>Reporting provides detail on Karbon Group Operational Performance for the period 1 April 2025 – 30 September 2025</i></p>	<p><b>Performance Reports</b></p> <p><b>Q1 Performance Report</b></p> <ul style="list-style-type: none"> <li>• New format includes narrative from IJ and clearer insight structure.</li> <li>• Overall TSM satisfaction improving month on month.</li> <li>• Non-emergency repairs behind target but improving.</li> <li>• Repairs satisfaction one red rated; other areas amber but within tolerance.</li> <li>• Compliance reporting format to be updated.</li> </ul>
<p><i>Governance related items regarding risk, self-assessments against regulatory standards, annual reports to Board and Committees and any policy approvals.</i></p>	<p><b>Policy &amp; Risk Review</b></p> <ul style="list-style-type: none"> <li>• New streamlined risk reporting format, aligned with Group Board.</li> <li>• Elevation of service delivery risk to the Strategic Risk Register for the first time due to pressure on non-emergency repairs.</li> <li>• Health &amp; Safety remains highest scoring risk but within appetite and strongly controlled</li> </ul>

**Next Meeting**

16 February 2026