

Customer, Colleague and Culture Committee Update 5 May 2026

Urgent business: Chief Executive recruitment

Hayley Selway informed committee members of the unanimous decision to appoint Kevin Bennett as TRH's new Chief Executive. Tenants and TRH staff had been involved in the recruitment process and Kevin would be joining the organisation on 26 May 2026 with a handover planned including early engagement with tenants and Board Members.

Member Responsible for Complaints update

The Member Responsible for Complaints explained that TRH was continuing to make improvements to the complaints handling process, with a strong focus on clearer communication, complaint responses and extra training for managers. The Committee recognised that improvements were already being seen in the tone and quality of complaint letters, and more work was underway to ensure complaints were answered in accordance with the Housing Ombudsman's timeframes.

Tenants' Voice Member update

Tenants' Voice representative Teresa Basher shared an update and confirmed that the Tenants' Voice Group continued to play an important role in shaping TRH's work, taking part in workshops on key policies and strategies throughout the year. Tenants' Voice Group Members had also contributed to the recent regulatory inspection, helping make sure tenants' views were heard.

Tenant influence on TRH decision making

The Governance Manager summarised recent activity involving both the Tenants' Voice Group and wider involved tenants. In recent months, tenants had helped review policies, supported senior staff recruitment, contributed to the regulatory inspection and contributed to service improvements in areas such as home condition survey communications and process and complaints.

Quarterly complaints update

The Head of Customer Experience informed the committee that TRH had seen an increase in complaints in Quarter 4 compared to the previous quarter. The majority of complaints had been handled within the Housing Ombudsman's timescales but a small number had slipped outside this requirement, and the customer team were working to improve how complaints were managed and lessons learned from them. The majority of complaints received in the quarter were related to repairs but feedback about neighbourhood services remained positive. Complaints about anti-social behaviour were low, and none had been upheld, demonstrating that recently implemented policies were working well. Overall, customer satisfaction remained strong, with no complaints about callbacks and positive feedback being provided in tenant surveys.

Complaints Policy

During Quarter 1 2026/2027, TRH worked closely with tenants through a series of workshop sessions to amend the Complaints Policy. Following tenant feedback the policy has been amended to make it clearer, simpler and easier to use. The changes meant that the policy was now more customer friendly, better reflected Housing Ombudsman guidance and gave tenants more opportunities to share feedback.

The Committee approved the new Complaints Policy.

Customer Performance and Satisfaction Report

At the meeting the Committee reviewed the key performance indicator suite for Quarter 4 2025/2026. The Assistant Director of Neighbourhoods summarised the report by advising that tenant satisfaction continued to improve, with overall satisfaction reaching 84% by the end of quarter four. Eight out of 12 Tenant Satisfaction Measures had seen improvement in score, including fairness and respect, listening to tenants, and complaint handling. Most performance measures were on track, although there were still challenges around complaint response times, voids and missed appointments, and work was underway to improve these areas.

TRH colleague focus

TRH officers presented a set of indicators which focused on the following area

- Colleague Sickness. (including long-term)
- Colleague Turnover.
- Mandatory training.

The Committee discussed the Competence and Conduct Standard legislation that would begin to be enforced by the government as of October 2026.

The Interim Head of People advised Committee members that the people team were reviewing the skills and qualifications needed for some senior roles to meet the new housing standards. Further updates would be provided to the Committee on progress at future meetings.

Shared Ownership Improvement Plan

The Head of Homeownership attended the meeting to provide Committee members with an update. They advised the report had been created in partnership with one of TRH's Shared Owners.

The need for a Shared Ownership Improvement Plan had been identified through a Shared Ownership Tenant Satisfaction Measure survey carried out by Acuity - the same

organisation who carried out the Tenant Satisfaction Measure surveys for TRH on a quarterly basis.

On the back of the review, a Shared Ownership Improvement Plan has been created and updates on progress will be presented to the Customer, Colleague and Culture Committee on a quarterly basis and the TRH Group Board on a six monthly basis going forward.

Board safeguarding role

At the previous meeting Committee Members were informed work was underway to create a Group Board Safeguarding Champion role. At this meeting, the Committee was provided a role profile to review and scrutinise.

The Committee were in unanimous agreement that Group Board would need to approve the need for a safeguarding role but were happy to recommend the role profile to them for approval.