

# Minutes

**Date: 28 January 2026**

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**Meeting** : **Housing Operations Committee**

**Present** : Pam Norton, Board Member  
Michael Payton, Board Member  
Anne Brown, Resident Member  
John Vine, Resident Member  
Peter Burdon, Resident Member

**In attendance** : Glynis Gatenby, Operations Director  
Celia Dawes, Executive Support

**Observing:** :

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**Item:**

**Action:**

**1 Apologies for absence / declarations of interest**

1.1 Apologies for absence were received from Barbara Bransgrove and Annette Dunningham, Board Members, Jean Gardner and Betty Brock, Resident Members and Robin Roberts, Chief Executive. Philomena McMurrough who was to observe this meeting, was also unable to attend.

1.2 There were no declarations of interest.

1.3 The meeting is quorate.

**2 Minutes of the Housing Operations meeting held on 22 October 2025:**

2.1 Pam Norton asked if anyone had any corrections or comments on the minutes of the meeting held on 22 October 2025. There were none.

2.2 The minutes were agreed to be an accurate record and were approved.

**Item:****Action:****3 Actions from last meeting**

3.1 Pam Norton confirmed that all actions had been completed.

**4 Performance measures (quarter 3, 2025 / 2026)**

4.1 Glynis Gatenby introduced the report which reviews performance measure results for quarter 3, 2025 / 26 to the end of December.

4.2 Glynis Gatenby confirmed that the TSM (tenant satisfaction measures) results have been added to the performance measures for quarter 3. The ten perception survey responses will remain the same until the next survey in two years' time.

4.3 The management data satisfaction measures will be completed by the end of March and added to the existing results.

**4.4 *Our resources:***

- relet times, across all our homes, is on target at 21 days. We currently have a high number of void properties, some of which require major works; the team will do their best to meet the target at the end of the year
- rent arrears for all homes stand at 1.07%, which is higher than usual but expected for the time of year. We continued to have issues where residents are being moved from housing benefit to universal credit which causes delays in payments
- appendix 2 lists the cases of arrears over £1,000. There are currently nine cases with the highest being just over £3k, which are all being managed appropriately by the team
- former rent arrears are steady, standing at 0.16% which is a slight increase but a write off will be brought to Board which will positively impact this figure if approved

**4.5 *Our communities:***

- the figures quoted at point 5.1 regarding digital use, are up to the end of November as the latest figures are not yet available due to staff changes. Stacey (Smither-Moore) is doing some KIT (keep in touch) days so will look into these
- we received three service requests and four complaints in the last quarter which are listed at point 5.4. The two complaints from Norman House are due to issues with their hot water following the development works where existing flats were knocked through to create new flats. The water is warm and although technically meets an acceptable temperature, it is not as hot as we would wish. Two major parts are now to be replaced which we hope will resolve the issue. Both residents have heating. We are refunding their rent in full and have so far refunded them for September to November 2025.

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- 41 compliments were received which brings to total for the year up to end of December to 109. A large proportion are for the contractors followed by the SHS service and the SHS team

## 4.6

*Our residents:*

- there is one open and active case of ASB which is in one of our older people's housing units; criminal damage to a door caused by an intoxicated neighbour – this is being investigated by the housing manager

## 4.7

*Our homes:*

- repair results are good with emergency repairs at 100% and non-emergency repairs at 99%
- gas, legionella testing and electrical safety remain at 100% compliant
- lift out of action (routine measure) is at 172 days which is largely related to Nairn Court and Dorothy Pettingell House. Peter Toulson is working with procurement on the replacement lifts at Old Brewery House and Thomas House
- lift servicing remains at 100%
- we have carried out further works on our EPCs to raise them from a D rating to a C, reducing the number of homes with a D from 9.3% to 6.3%. 93.2% of homes now have an EPC rating of C or above
- the FRA tracker is managed by Delco. This was reviewed and updated by Peter Toulson in January who noticed that some sites had been left off the tracker. These have now been added. There are 136 outstanding actions which relate to items such as signage and clearing cupboards. These will be completed by the end of March. Full figures should be received by the end of February and will be reported to the Board. Delco are happy for us to complete works by the end of March
- there were two cases of unresolved reports of condensation, damp or mould at the end of December, one being the case of the two bedroom flat occupied by seven people. They are currently progressing through a mutual exchange. The receiving landlord, Clarion, are being slow to respond. Michael Payton commented that this would be a solution and was positive news. Glynis Gatenby agreed, stating that the incoming residents would not be overcrowding, therefore the property could be aired properly purely due to the number of people living there. The second case is also at the Wandle Valley estate and due to a hoarding issue. The Council are involved and their housing manager says they feel that good progress is being made. Our housing manager and property inspector are due to visit next week. We have had one case reported this month – all the works have been agreed and are being carried out this Friday and Saturday

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- 4.8 *Our people:*
- employees have carried out 202 hours of training since April which includes online and in-person sessions
  - Glynis Gatenby reported that she had attended a training seminar yesterday regarding the “Competence and Conduct Standard for social housing”. We meet the qualifications required but there is a huge amount of work to be done on the conduct side. A report will go to the Board in March
- 4.9 Pam Norton enquired about the monitoring of communal heating at our schemes. Glynis Gatenby confirmed that Ofgem had gone live yesterday as the regulator. Subject to Board approval, the KPIs would start in April and will be a subset of the KPIs currently recorded.
- 4.10 Pam Norton asked if there were any questions or comments. There were none.
- 4.11 The Housing Operations Committee agreed to:**
- i) note the performance for quarter 3, 2025 / 2026**
  - ii) note the arrears cases exceeding £1,000**
- 5 Tenant Satisfaction Measures: survey results**
- 5.1 Glynis Gatenby introduced the report explaining that the tenant satisfaction measures (TSM) perception survey is required by the Regulator. It is run every two years and this year it was externally managed (by Acuity).
- 5.2 The survey was carried out between late August and early October. It was issued both digitally and by hard copy. There was a prize draw which included all residents that responded to the survey and the winning residents, drawn at random by Acuity, were from Trickett House, Bridges Court and Nairn Court.
- 5.3 We had a 55% return (45% is required to be statistically valid), which were mainly postal responses, with approximately one-third digital, and one telephone survey was carried out.
- 5.4 Acuity were astonished by the results, noting that they were ‘exceptional’ and amongst the very best in the top quartile. The headline figure, satisfaction with our services, shows 92.4% satisfaction which, albeit a slight drop from the last survey, is still a great result. The results are listed at point 5.6 of the report, all results are in the top quartile of all housing associations, regardless of size.
- 5.5 Acuity had a QR code put on all the surveys but unfortunately this failed on some of the forms which has meant that we are unable to

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identify all who completed the survey returns. We are therefore unable to follow up on some of these. Acuity have agreed to refund 10% of the costs as we are unable to respond directly to 7% of the respondents.

- 5.6 Glynis Gatenby continued that all residents who gave consent to be contacted have been sent a letter. Some of these were 'holding' responses whilst we look into the comments made, none of which were major, following which they will receive a full response. We feel it is important for residents to know that we have looked at their responses and responded to them. All of this will be explained in an article in the Sutton Scoop newsletter.
- 5.7 An action plan will be developed and used to monitor progress by the residents' charter group, the HOC and the Board and regular updates will be provided until all actions are completed. A further update will be presented to this committee at the April meeting.
- 5.8 Pam Norton commented that Acuity had provided quite an extensive report. Michael Payton agreed and stated that these were excellent results overall and very pleasing to see.
- 5.9 Michael Payton referred to the complaints handling result, asking if we can take anything from this. Glynis Gatenby replied that this is one result that stood out, although it is still in the top quartile. It mainly refers to communication around repairs, particularly regarding the lift issues. We were able to identify some of the sites where the comments came from (Thomas House and Trickett House). There were also some responses from Old Brewery House regarding the garden etc. Glynis Gatenby said she will be doing more detailed analysis of the report. Pam Norton asked what the 56% figure was a percentage of as this was confusing. Glynis Gatenby confirmed that we do not receive a great number of complaints, the figure is a percentage of those respondents who reported making a complaint in the last 12 months who are satisfied with our handling of them. The question is about our handling of complaints not about the outcome, we are not sure that the subtlety of this comes across, but the question has to be asked in the same way across all housing associations. Having so few complaints works against us on this occasion. Additionally, people who said they made a complaint is higher than what we record as some are reporting a repair which is not counted as a complaint.
- 5.10 Pam Norton thanked Glynis Gatenby for her report and asked if there were any further questions. There were none.
- 5.11 **The Housing Operations Committee agreed to:**  
i) **note the results of the TSM survey 2025 / 2026**

**Item:****Action:****6 Operational update**

- 6.1 Glynis Gatenby introduced the report which updates Members on the operational work undertaken since the last meeting and highlighted the following:
- 6.1.1 Community engagement:
- the community engagement programme was busy over the Christmas period. The panto at Epsom Playhouse was not well attended but received excellent feedback from those that did attend. A Christmas party will probably be organised for this year
  - there were 87 opportunities for residents to be involved in quarter 3, with 766 recorded attendees
  - item 3.3 of the report lists events carried out during January and planned for February
- 6.1.2 Cloverdale Court:
- the scheme, our only housing with care scheme, has received a mini refurbishment which should be completed soon with one kitchen to be improved and the new handrails being rounded off
  - the corridors have been redecorated, new flooring installed, new signage and door numbers and communal toilets have been refreshed
- 6.1.2.1 John Vine agreed that the inside of the scheme has been transformed. Glynis Gatenby thanked John (Vine) for the work he has carried out in the gardens at the scheme, which have also been transformed.
- 6.1.3 The (wider) Sutton Housing Society Team:
- Stacey (Smither-Moore) is currently on maternity leave but is doing some KIT (keeping in touch) days. She will carry out some front-line IT work
  - Xavier Pamment who was covering Stacey (Smither-Moore)'s maternity leave left at the end of December
  - Yasmin Taylor who has been on maternity leave, has decided not to return to work. Marie-Claire Newman who was covering the role of Lettings Officer will now remain as a permanent member of the team
- 6.1.4 The residents' charter group:  
The group looked at the following items at their last meeting:
- draft corporate plan, values and themes. They were pleased with the Board and staff team's suggestions – this will be presented to the Board at the next meeting
  - the summary of the TSM survey results
  - damp and mould reports – where households / ethnicity were considered and no trends were found

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- resident engagement policy – members of the group were asked to comment on the policy by today but no comments have been received

**6.2 Development**

6.2.1 The development update has been provided by Robin Roberts, the following were highlighted:

- Trickett House is well underway
- planning permission secured for four infill sites at Wandle Valley
- a decision on planning permission for Robertson House (airspace and side extension with new entrance) is expected on 29 January 2026
- a decision on planning permission for Peppermint Court (two new flats) is due 6 February 2026
- Ray (Alder) will be looking at detailed design work for Griffiths Close development later this year

**6.3 Planned maintenance programme 2025 / 2026**

6.3.1 The planned maintenance programme for 2025 / 2026 is going well. Glynis Gatenby stated that it has been a challenge transitioning from one manager to another, but Peter (Toulson) is dealing with this really well.

6.3.2 There has been a rise in repairs due to an awareness of residents to report these.

6.3.3 Pam Norton asked how many residents are in the residents' charter group. Glynis Gatenby confirmed that there are 12 members with residents from Griffiths Close, Kent Court, Nairn Court, Trickett House, Peppermint Court, Thomas House and Ronald House so a really good mix of residents. Pam Norton felt that the group was going well. Glynis Gatenby agreed it was and added that the group meet informally at different schemes, they talk through a lot of subjects, and all are relevant to our organisation.

6.4 There were no further questions or comments.

**6.5 The Housing Operations Committee agreed to:**

- i) **note the contents of the report**

**7 Policies for approval**

7.1 Glynis Gatenby introduced the report which is seeking approval for one new policy and an update of costs on another.

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- 7.2 Resident engagement policy:
- 7.2.1 Glynis Gatenby stated that having worked at SHS for ten years, there has never been a formal resident engagement policy. Previously, involvement in our services by residents has purposefully been low key and informal, albeit useful and meaningful.
- 7.2.2 Due to all the new regulations, it was decided we need a policy to set out our approach. We have the resident engagement strategy so the policy will support that.
- 7.2.3 This is a light-touch policy which emphasises the importance of our residents being central to our work and the structuring of our offer, a way to give their views.
- 7.2.4 The policy is compliant with the regulatory standards. The residents' charter group has reviewed the policy and were very positive in their view.
- 7.2.5 Michael Payton asked whether this was an inward or outward facing policy – will it inform staff and the Board how we deal with residents. Glynis Gatenby replied that it is both – it will be available on the website and promoted in the newsletter, on digital notice boards and the resident app.
- 7.2.6 Pam Norton questioned the contact with residents on a rolling annual basis, she felt 12 months was a long time to have no contact. Glynis Gatenby confirmed that she does check each month and there are very few with no contact for 12 months, mainly in the general needs homes who are working or residents in older people's housing who have not made contact with us. Although the period of one year was felt to be reasonable, perhaps we could consider six months. Pam Norton felt that would be suitable. Glynis Gatenby agreed to discuss this internally and report back on the impact of adjusting the report to six monthly.
- 7.3 Recharge costs (associated with the recharge policy):
- 7.3.1 Glynis Gatenby reported that the Housing Operations Committee had approved the recharge policy (and costs) last year.
- 7.3.2 Following a review of the costs, it has been found that we have been under-charging for some items. The Property Services Manager has recommended that some rechargeable works be charged at cost, rather than us providing a guideline figure. Costs will vary according to contractor. We have updated other costs based on the actual charges made to SHS for the work involved.
- 7.3.3 Pam Norton said it was good that there is no change to the majority

**GG**

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of recharges but stated that some charges have almost doubled. Glynis Gatenby confirmed that these amended costs are based on the actual costs we are paying. We do make residents aware of the costs before the work is carried out.

7.3.4 Pam Norton also commented that some of the costs have been removed. Glynis Gatenby replied that these are for repairing faults on a resident's own equipment / machine, so have been removed. She added that if a resident was really unable to arrange the repair themselves, we would carry out the work and charge at cost, although we do not want to advertise that.

7.3.5 Pam Norton asked if the handyman service was used much. Glynis Gatenby confirmed it was – she would provide an update at the next meeting.

**GG**

7.4 There were no further comments or questions.

**7.5 The Housing Operations Committee agreed to:**

- i) approve the new resident engagement policy**
- ii) approve the updated recharge costs to accompany the recharge policy with effect from 1 February 2026**

**8 Any other business**

8.1 No further items were raised.

**Date of next meeting: 29 April 2026 at 5.30pm**