



Customer Resolution Panel Meeting:
Wednesday 15 April 2026
10.30am – 12.30pm
St Helens Central, Room Cen002

Panel members in attendance:

Redacted for sharing

Others in attendance:

Annmarie Flynn (AF)	Tenant Involvement Team Leader
Rhona Clarke (RC)	Tenant Involvement Officer
Emma Roberts (ER)	Service Lead - Customer Resolution and Tenant Involvement
Leanne Pennington (LP)	Ombudsman Investigations Manager
Kristine George (KG)	Ombudsman Investigations Manager
Julie Bell (JB)	Learning Officer (Customer Resolution)
Katherine Smith (KS)	Learning Officer (Customer Resolution)

Apologies:

Redacted for sharing

Minutes

Agenda Item No	Subject	Action
1.	Welcome and housekeeping – HS	
2.	Minutes & Matters Arising – HS Approved as true record. No matters arising	
3.	Declarations of Interest:	
4.	Recommendations Action Monitoring Log – AF The following panel actions were approved as complete or no longer relevant:	

	CP151 Panel members asked if Learning Officer could present anonymised delighted dissatisfied responses. This was presented at CRP meeting 15.04.26 CP58 Panel members requested that the prize draw for first-time access to gas safety checks be reinstated, as it had been stopped three years ago. The Assets Team has now confirmed this will resume, with the first draw scheduled for 05.05.26. CP82 PH queried if a complaint is made by an individual but the same issue impacts on others would everyone be compensated? Findings discussed at panel meetings 15.04.26 CP101 The panel reviewed customer satisfaction levels, noting that planned works continue to score lower than other areas, with GF confirming this is mainly due to dissatisfaction with scaffolding. The panel requested that the scaffolding letter be referred to the Editorial Panel, and the Assets Team has now reviewed the updated letter in preparation for next year's workstreams. CP108 HS queried whether a leaflet explaining Positive Input Ventilation (PIV) units, including what they are and their benefits, could be included in the new tenancy pack. The tenancy pack is currently under review. In the meantime, a news update has been shared via the Torus website and Torus Talk, providing information on ventilation and the different types of extractor fans available. CP109 SS highlighted that Neighbourhood Officers should be aware of PIV units when viewing properties with potential tenants, and	RC to update Recommendations Monitoring Log CP51 Complete CP58 Complete CP82 Complete CP101 Complete CP108 Complete CP109 Complete CP117 Complete CP134 Complete CP147 Complete CP148 Complete CP150 Complete CP151 Complete
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	this information has now been rolled out and shared through the Neighbourhood Programme. CP117 Tenant Voice Team met with Business Intelligence after the last panel to look at how reliable the completion text messages are. A report is being pulled together and will come back to the next meeting. It's not possible to track every phone call made by operatives, so instead it's been agreed Tenant Inspectors will check a sample of completed repairs to see if calls are being made as part of the 5-step comms. This will be added to the 2025/26 Tenant Inspectors workplan (AF), which was approved by the panel on 15.04.26. CP134 Panel discussion about the quality of correspondence and response letters, and how to communicate more effectively with tenants, MB suggested producing an easy-read guide to letter writing, including clear do's and don'ts and avoiding jargon. RC agreed to refer the member's suggestion to the Corporate Communications Team for a response, and this has since been included in the Communications Team's programme. CP147 Panel members discussed aged actions awaiting approval and asked that we discuss these as an agenda item at next meeting. Discussed as agenda item 15.04.26 CP148 Panel queried if it is possible to look at determination outcomes and how much compensation was paid out in those outcomes. LP presented and discussed the item at the panel meeting on 15.04.26. As an outcome of this action, a compensation tracker has now been put in place to enable ongoing monitoring and reporting going forward.	
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	CP150 Following an issue raised by an involved customer, conflicts and declarations of interest were discussed with members, including clarification on what does and does not constitute a conflict and when declarations are required. Members agreed that this should be added as a standing agenda item for all future panel meetings, with RC to ensure it is included on the agenda going forward. CP151 Members requested that FCR - First Contact Resolution be added to jargon buster which has now been done.	
5.	Historic RAML Actions: Historic RAML actions were incorporated into the RAML actions referenced above, and all actions have now been updated accordingly on the monitoring log.	
6.	Housing Ombudsman Determination Outcomes and Compensation Paid: LP provided a data and numbers focused update for members. During 2025/26, Torus received a total of 100 formal information requests, with monthly volumes ranging from 2 to 13, and members were reminded of the requirement to respond within the Housing Ombudsman's specified timescales. LP confirmed that 66 Housing Ombudsman determinations have been received during the year, with Torus's overall maladministration rate remaining at 62%, consistent with the previous year, and complaint handling maladministration recorded at 58%. LP shared details of Housing Ombudsman compensation, advising that awards over the last six months totalled £21,550, with individual payments ranging from £50 to £5,300.	.

	As an outcome of this action, a compensation tracker has now been implemented to support ongoing monitoring and reporting. RJ Queried the case for £5,300 and why it was so high LP This relates to a severe maladministration which can be read online. A lot of learning has been taken from this particular case. Taken extremely seriously at highest outcome. ER advised that operational meetings are held monthly with each service area to provide service-specific feedback. Each service area is responsible for addressing recommendations and feedback through a dedicated action plan. Members discussed the financial impact of determinations and emphasised the importance of learning from Housing Ombudsman outcomes to support ongoing service improvement.	
7.	Learning Officer Update: JB presented a summary of February's complaints feedback, highlighting generally positive experiences at Stage 1 and Stage 2, with customers recognising good communication and compassionate handling once complaints were actively managed. Key themes included gaps in compensation awareness, particularly among customers with limited digital confidence, and ongoing dissatisfaction linked to delayed or incomplete repairs, including damp and longstanding works where follow-up was lacking. While some complaints escalated due to perceptions of poor initial handling or lack of compassion, customers confirmed satisfaction where learning actions were taken, response letters were reissued, compensation clarified or paid, and outstanding repairs were chased, demonstrating the importance of visible learning and follow-through in resolving complaints. JB provided an update on learning from recent Housing Ombudsman determinations, highlighting key themes including repairs and defects, mutual exchange responsibilities,	

	complaint response quality, and pest control, with learning reviews underway but embedding varying across services. JB advised that risks remain around systems alignment, neighbourhood complaint handling, key fob issues, and antisocial behaviour, largely due to dependencies and early-stage scoping. Progress was noted with the introduction of a complaint closure feedback form, although uptake is currently low. Members were advised that learning progresses most effectively where there is clear ownership, with systems, alerts, and communication preferences for vulnerable customers remaining priority risk areas. HS Is the Mutual Exchange process available to view? AF National System available and we have an internal system which sits behind it.	
8.	Any Other Business: ER a dedicated work type for QL complaints has been created, with open complaints now raised as RR – Complaint Responsive Repair and a selected number of operatives assigned. Once live, this will be added as an agenda item for the next meeting to support monitoring of complaint-related volumes, organisational costs, and root-cause issues, providing improved oversight and greater autonomy.	
Date of Next Meeting: 10 June 2026		