


Meeting	Customer Services Subcommittee	
Date	Monday 8th December 2025	
Time	10:00am- 12:00pm	
Location	Teams	
Core Members:		
Paul Hayward (PH)	Board Member and Chair	
Becky Royle (BR)	Board Member	
Kathy Jones (KJ)	Board Member	
Richard Amos (RA)	Tenant Board Member	
Lynn Fonseca (LF)	Tenant Board Member	
James Wood (JW)	Operations Director	
Ros Jones (RJ)	Corporate Director	
Julie Brock (JB)	Shropshire Council	
Nicky Richardson (NR)	Chair of Customer Scrutiny Panel	
James McGlone (JM)	Governance & Risk Manager	
Rachel Mackenzie (RM)	Corporate and Executive Services Coordinator	
Joanna Grivell (JG)	Corporate and Executive Services Manager and Minute Taker	
Apologies:		
Duncan Kerr (DK)	Councillor Board Member	
Ruth Phillips (RP)	Assistant Director of Customer and Community	
Jenny Daisley (JD)	Shropshire Council	
Rebecca Willmott (RW)	Tenant Board Member	
Presenters:		
Dave Moran (DM)	IT, Bus. Transformation & Performance Manager	
Emma Jones (EJ)	Customer Engagement Manager	
Rebecca Jones (ReJ)	Complaints & Disrepair Manager	
Kasim Riaz (KR)	Head of Housing	

Emily Parry (EP)	Communications & Marketing Manager
Mara Hargreaves (MHa)	Marketing Consultant
Gemma Griffiths (GG)	Project Accountant

Agenda Item	Agenda Item	Who	When
1	<p>Welcome, Apologies and Declarations of Interest</p> <p>Duncan Kerr, Jenny Daisley and Rebecca Willmott sent apologies. Ruth Phillips is a standing apology as she is on maternity leave.</p> <p>Introduction to Julie Brock, Client Strategy Manager for the Council, Rebecca Royle a new Board Member and Rachel Mackenzie who has joined the STAR team and will support minute taking.</p> <p>No declaration of interest raised.</p> <p>PH welcomed everyone to the meeting.</p>		
2	<p>Minutes of Last Meeting: 8th September 2025</p> <p>It was agreed that the minutes were a true and accurate record of the last meeting on 8th September 2025.</p>		
3	<p>Action Tracker Review</p> <p>RJ and JW gave updates on the Action Tracker:</p> <p>It was noted that there were improvements to the action tracker since the last version. The action tracker looks a lot better and is a lot easier to track action.</p> <ul style="list-style-type: none"> • Action # 21: The no access policy is being reviewed at the moment by the business and will be coming to this committee in due course. • Action# 35: Arrears position - we are continuing working in this area. We have seen an increase in the arrear numbers. We get limited information from the Council in the payment files. We do think it is related to the Universal Credit roll out. We are working with them to approve the reporting and when we have that information, we will be able to understand the spike in arrears. • PH asked for the team to review a couple of the actions which he does not feel are complete. For example, Action #30 on Protected characteristics and ASB. • It was requested to circulate the amended Terms of Reference to the committee. Continued Action #39: Circulate the updated TOR. 	<p>RJ/JMc</p> <p>JMc</p>	<p>9/3/2026</p> <p>9/3/2026</p>

	<ul style="list-style-type: none"> • Continued Action 31: Tenancy Sustainment. PH asked that this added to the Neighbourhood Management update in terms of tenancy sustainment and income gains. 	KR	9/3/2026
4	<p>Operational Performance Review – P7/Q2 DM gave updates on the Operational Performance review:</p> <ul style="list-style-type: none"> • We are going through a few issues with Voids turnaround and have some challenges with repairs reporting. We are working with MRI, our software supplier for Housing One and for Optimise to address problems with reporting. • There are more difficult targets this year compared to last year. At Q2 last year, 66% of KPIs were achieved. This year we are achieving 61% and forecast to reach 81%, representing a 1% improvement on last year’s final performance. • RR queried the 96.5% target at 3.5 Repairs and maintenance for appointments kept. It is red now at 78% and asked if the target is realistic compared to peer group and is it linked to a service level agreement with Shropshire Council. DM stated the target is high but is not unachievable as it has been achieved or close to achieved in the past. This is one of the KPIs that has been adversely affected by the roll out of the new system. From May 2025, we moved from our old Housing Management System for scheduling which was DRS and from May we replaced DRS to using Optimise system. We have been struggling to get the same functionality out of Optimise as previous were able to report on this KPI directly from DRS. We are working with MRI. We don’t have an SLA in place; it is part of the management agreement KPIs. • We compare and benchmark using a partner called Housemark with other registered housing providers and we have been tracking our performance quite well. We benchmark against all others that have 5000 units or less and are outside of London. <p>PH asked about the disconnect between the satisfaction levels and the appointments kept. You would expect the dissatisfaction to have shown in the CSAT level. DM said there could be a lag between the appointment being missed and the CSAT score going down. We have noticed internally, the system issues aren’t just around reporting there are some other issues which are causing appointments to be missed.</p> <ul style="list-style-type: none"> • JW said the operational impact has been painful since the implementation and there is quite a lot of manual intervention. The planners are constantly checking for any blips in the system. What we do know is that the WIP is almost at record lows for STAR and that we are attending most appointments and repairs in in some of the quickest timeframes we ever have. So that's kind of helped mitigate where we have missed appointments and customers have expressed dissatisfaction, we have been able to get out there quickly and get that first time fix. It has been an ongoing challenge. 		

	<ul style="list-style-type: none"> Part of the IT change was moving to Optimise Scheduling which was a trailblazing move, and it was about using technology and AI to help us schedule appointments and take some of the manual interventions out. It has not been without its challenges. The rollout will be a long-term service improvement. If there was a big issue with attending appointments, there would be a lot more noise coming from our tenants. PH asked what are we doing to address the issues to get the voids in a better position? JW said as part of the operational restructure, Voids are now part of the Repairs and Maintenance team. On 1st October 2025, we had 74 voids and as of last week we had 33, reducing this to a record low for STAR. Earlier this year, STAR made the move to having intrusive asbestos surveys which we felt was the right thing to do to do the refurb survey. That has created a time lag. We are averaging 22 days for that survey to be returned and for removal to be complete. This is what has unfortunately allowed the voids to build up. A lot of the voids now are temporary accommodation, and they are relatively light touch to turn around. The current time lag is within the Service level agreement, which is 14 days, we are currently averaging around 6-7 days which has helped Voids times to come down. DM said last year the turnaround target was 69.5 days, this year's target is 30.80 days because we are aiming for top quartile. This target was set before the decision was made to go with the intrusive asbestos surveys and we weren't aware of the impact that they would have. Next year the target will be re-evaluated and making sure that we set a more realistic target bearing in mind doing the asbestos refurbishment surveys which is the right thing to do. Action #43: PH asked in future reports if where there are reds and greens if it can be added into the report what we are looking to do to try to address them and also where they have turned green what was done to add a bit more context. Two reds where it is unclear are domestic electric safety and fire risk assessments. JW stated domestic electric is an ambitious target. A detailed overview of the electrical safety position in the building safety update. We had 17 properties that didn't have any EICR within the last five years, all the 17 come with complicated background and are in our no access procedures to try to gain access. We are able to document all the actions we have taken to get access to these properties. Action #44: Fire risk assessment is covered in the building safety report which went to the FAR committee and will go to the main Board meeting. This can be circulated. We have developed a different way of looking at fire risk assessment, historically they were all done at the same time which led to high risk for us so we have been smoothing that out over the course of this year. We don't have any very high or high risks currently. We have medium and low risks that are all centred about compartmentation, and they are all in planned programme. We are currently forecasting that all these works will be 	DM	9/3/2026
		JW	9/3/2026

	<p>completed by next July. By the middle of next year, we can say we are totally fire safe. We are auditing every fire door.</p> <ul style="list-style-type: none"> • KJ asked if any outstanding actions could be shown by what risk such as high, medium and low and by time. For example, how many are over 6 months or over 12 months etc. JW confirmed that this is in the report. All the actions that aren't complete by time are in planned programmes. We have had to work with our supply chain to do the highest risk first and we will be over time on certain buildings, but they are all programmed in. 		
5	<p>CRM System Update DM gave overview and update on CRM system:</p> <ul style="list-style-type: none"> • This report was produced by David Moran and Lindsay Truman, who is the Business improvement consultant. • We have a lot more data coming into the system in terms of the contact points that we are having with our tenants which is the aim of the module. • CRM is the record of all the touch points with tenants and customers, and their preferences for contact. The report highlights the area of the business with the highest levels of engagement and touchpoints recorded. The key message is that the CRM system is being actively and effectively used. There are approximately 3500 manual CRM entries per month on average. • PH asked about resident data and what % we are at for completeness? Have you got a figure of where we are at in terms of being up to date on tenant circumstances. DM said that this is covered in the customer profiling project which is separate to CRM. When we talk about the data, the working group narrowed in on certain pieces of information to quantify what information we had and how up to date it was. The key ones are date of birth, gender, ethnicity, which language they speak, national insurance number, telephone number and email address and vulnerability. • We were sitting at about 80% that has been collected, a few are mandatory fields within our system anyway. We are in a good position as the target for the customer profiling working group was to hit is 80% on those target points and we are already at 81%. Initiatives such as the big check in helped to make sure that those data points were up to date and recent. We are confident in the data and the accuracy of the data. • PH highlighted that for the other 19% of residents that we haven't got the information for, and they contact us as part of other touch points that would be an opportunity to get that information up to date? DM confirmed that is the approach. DM said that EJ is looking to contact people where we don't have email addresses but do have a mobile telephone to contact them via text. • RA asked about vulnerability and what type of things are recorded. DM said vulnerabilities have a defined code in the system such as hard of hearing, more time to answer the door. There is a list of about 20 vulnerabilities 		

	<p>indicators, in tandem with them are violent markers. The vulnerabilities can be updated by our staff, and we also have a form that asks the tenant if they are happy for us to store this information to ensure that we are compliant with GDPR.</p> <ul style="list-style-type: none"> • RA queried the language used, for him as a disabled person he would not regard himself as having any vulnerabilities but its more about the support needed to live a good life. Action # 45: RA asked could we approach it to be more positive way and it be enabling how STAR can support the resident more. The term is OK for back office but for front facing customers and residents to look at the language we are using. EJ and RA will pick this up after the meeting to look at some better terminology to be used. • Action # 46: PH said he would like to have more information on the Customer profiling working group and what it is looking at. It might be helpful to see details from that at the next meeting. EJ to provide an update/paper at the March meeting. DM said he has been asked to cross reference the profiling data with ASB and complaints. 	EJ	9/3/2026
6	<p>Voice of the Customer EJ gave a 6-month update on Voice of the Customer report and Customer Engagement:</p> <ul style="list-style-type: none"> • The report included a list of activities and how we are monitoring the actions from the scrutiny panel and how they are added to service improvement plan. • The Customer Scrutiny panel are currently working on communal areas; this is being reviewed and is being finalised. Meeting on the 17th December 2025 to finalise the recommendations that will go into the full report that will be presented at EMT and then to the Customer Services Subcommittee later. • At the last meeting we discussed a process for inducting tenant board members and how we should have the same induction process for all Board members. The report included a formal proposal for the induction process. There has been a few slight changes to it for example for the independent members if they have carried out any of the mandatory training within their own working life, they would just have to show evidence they had already done it within the last 12 months. RJ highlighted that the Board Member induction policy is going to Board to be discussed. It's been expanded to include the onboarding process as well and it sets our expectations about how recruitment takes place and collecting references. • We moved to Acuity for the transactional surveys this year. This has not been reported to this committee before, so EJ has done an overview of the target number of surveys for the year and how the sampling is done. Within 	EJ	9/3/2026

the Acuity dashboard, managers can look at the different elements of the surveys and comments that come through as part of the survey. With the Acuity system if a call handler is carrying out the survey and there is something that needs immediate action, the system will send an alert to the relevant team. An example of this would be if there was damp and mould issue was mentioned during the survey, an alert would go via email to Repairs team who will pick this up with the compliance team straight away and get it actioned.

ReJ gave updates on Complaints:

- As it stands at the end of November 2025, we have 140 stage 1 complaints this year. There have been 21 escalations to a stage 2. We have 1 case with the Ombudsmen. There was 1 missed complaint timescale earlier this year.
- ReJ has introduced a quick resolution stage to the complaint process. This is in line with the Ombudsmen. The quick resolved cases are still logged and forms part of our statistics but it looks for a quick fix – Customers looking for the repairs to be done, or neighbourhood issues that have not been addressed, and we look to resolve it quickly. ReJ speaks to the customer, and phones to them to acknowledge. The relevant team will then call them. Following that process, ReJ will call them to ensure that customer is happy, and the outcome is what they wanted, following that an email would be sent to acknowledge their satisfaction.
- We aim to respond as quickly as possible. Previously all complaints went to different departments for their response but now ReJ looks through the service and anything on the system and aims to respond to a complaint within an improved timeframe. Stage 2 continue to go to the Directors.
- We did have a few Awaab's Law cases coming in and prioritised them and work with the Building Safety to make sure the timescales are met.
- In the report it covered complaints related to Heating issues. Liberty Gas have been inundated with work and there were some delays in service. ReJ has tracked a customer journey to see how the customer goes through the process with ourselves, and we are working with Liberty Gas to improve the gaps and make sure the service is as expected. Guidelines have also been put in place regarding new boilers going in as previous there has been a few delays in getting new boilers put in and relying on repairs.
- Working with Retrofit to do an information sheet to give to customers who are having solar panels fitted which should give them more information about the Solar panels and answer some of their questions and stop that dissatisfaction with the service.
- Been in contact with the MRCs (the members responsible for complaints) and hoping to meet with them in the New Year.
- We have one case with the Housing Ombudsmen, which is a complex case about aids and home adaptations. A 65-page submission of documents and

	<p>information has been sent to the Ombudsmen and now waiting for the outcome.</p> <ul style="list-style-type: none"> • Disrepair cases – they are work in process. We currently have 8 disrepair claims, 2 are with the Surveyor and 4 are in the final stages. ReJ plans to go out to the customers to see what the issues are and see if there are ways to improve the process and quicker way of resolving it rather than going through the legal process. • LF said that she is pleased to hear about the solar panelling and information pack. The tenants need to be kept in the loop and what improvements are going to happen to their property. • JW said the solar panels are part of an ECO 4 programme which is quite difficult to manage. It is predicated around high volume and low margin from the supply chain perspective. We had a supplier come to us with 323 solar panels installs available before end of Feb 2026. We decided to put in 320 installs of solar panels that will make tenants’ homes much cheaper to heat. There was very little mobilising time. It was a risk to do this. There has been some dissatisfaction from tenants where the communication has not been good from the supplier. However, at the end of the winter period, tenants will reap the benefits and that property has the benefit for the next 20 years. It was done for the greater good and it was worth some of the operational challenges. • RA said the engagement across STAR is fantastic. The customer Influence register, throughout all the engagement it does it without mentioning it but the key word that is missing is co-production. EJ said she will use that term going forward. • Action #47: KJ suggested including details in the report on how we compare against peers for example the Ombudsmen case and how that compares. Is it the normal or higher or lower so we get a sense of how we are performing against our peers. Re J said she would look to include some comparison for Ombudsmen in her next report. KJ said they do annual reports so could use Chat GPT to find out. • NR said she has had the solar panels fitted, she wasn’t happy at first but now is extremely happy now as her bills have come down dramatically. JW said that he thinks that where there is planned maintenance it goes much smoother and NR agreed she had a good experience with the triple glazing, it is incredible and was so much smoother and easier and she was told what was going on all the way the process. • PH asked about the action plan from the scrutiny panel. He asked that NR and LF were happy with the action plan. They agreed. • The contract for kitchens and bathroom has been appointed to Lovells. They will deliver about 50% of the programme this year and the remainder will be carried over into next year. We are currently going through a major works tender which will appoint future contractors for kitchen and bathrooms. 	ReJ	9/3/2026
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	<ul style="list-style-type: none"> • Action #48: PH would like to see where there are low scores in the satisfaction surveys that for future reporting, it would be good to include what STAR are looking to do to address those. • Action #49: PH would like to see the complaint trends included in future reports. 	EJ	9/3/2026
		ReJ	9/3/2026
7	<p>Policies Update RJ gave overview and updates on Policies:</p> <ul style="list-style-type: none"> • The aim was to get all policies in date by the end of December 2025, the report is somewhat negative, but we have done quite a bit of work to determine where we can get some things over the line by the end of the year. • Neighbourhood’s policies are going to be carried over until February 2026 as they do need quite a significant overhaul and with the recent restructure of the business it is better and safer to take them out of the accelerated programme and push them for delivery in February 2026. • The virtual approval system is needed for policies to be approved between committee dates. If committee members could send comments or acceptance back once policies are sent out. PH asked for advance notice where possible. 		
8	<p>Operations Risk Register Report taken as read.</p> <ul style="list-style-type: none"> • PH said the report indicated no changes to the areas that have been highlighted and no risks being escalated to the risk register. He flagged that there appears to be issues with recruitment in the neighbourhood’s team so this needs to be watched. JW said the team has had a major overhaul but assures the committee that there are a few risks, but they have gone through a huge transformation in a short period of time. We feel we now have the right management team in place now to deliver the service. • There has been a change to quite a number of the risks during the last period, which is generally a downwards trend because we were aware that we have some challenges in different areas of the business so those risk levels elevated and as we moved through the summer and into this final quarter of the calendar year, we feel we have more control around particular threats such as compliance, damp and mould or neighbourhood management issues. So, the risks have started to reduce. • Operations are under control, and nothing needs elevating to the strategic risk register. The only one that could have been an issue was the introduction of Awaab’s Law but we were well prepared for that and we are comfortable we have it under control. 		

9	<p>Neighbourhood Management KR gave update on Neighbourhood management:</p> <ul style="list-style-type: none"> In terms of the report, the recruitment is the main impact. It is not just in one area, we have had it in the contact centre, lettings, and housing management function. We have been actively working on this over the last few months. In the interim, we are going to bring in some agency staff in areas where we think it is needed. It is hard to recruit in this sector with experience. One of the approaches we are looking at now is to look for more of the soft/transferrable skills. So, they might not have housing management knowledge but have the soft skills and customer service skills that are transferrable skills we are looking for. We are hoping to have some updates in the New Year regarding recruitment. Action #50: PH raised if some of the targets around the neighbourhoods, safeguarding and ASB, tenancy visits could have some more information added to future reports. KR coming into the post one of his big focuses has been about data. Previously some of the ways we were recording data, wasn't easy to strip out of the data and be able to report on it. There has been a lot of work on process mapping across the whole of neighbourhoods and the processes should be signed off soon, and then next step will be building that into our housing system. This will allow for future reports to be able to go into more granular details across the board for Housing Management. 	KR	9/3/2026
10	<p>Tenancy Agreement Consultation Outcome GG gave overview and updates on the tenancy agreement:</p> <p>Report taken as read.</p> <p>35 tenants asked for some help with the transition, and they will get some support with budgeting.</p> <ul style="list-style-type: none"> There was a slight change in Appendix 3 to repair and maintenance responsibilities based on comments from tenants so we are asking for approval to make those changes of some minor things that will not be a tenant's responsibility. Also request the committee recommends to Board the seeking of a Preliminary stage 1B approval from Shropshire Council to amend the tenancy agreement as proposed. Providing approval is achieved from Shropshire Council the Notice of Variation and implementation will be sent out with the annual rent setting letter. Note that this report was also presented and discussed with the FAR Committee on 3rd December. <p>Committee agreed to approve the recommendations in this report.</p>		
11	<p>Service Charges Update - Assisted Garden Scheme GG gave updates on the service charge and assisted garden scheme:</p>		

	<ul style="list-style-type: none"> We have been reviewing the service charging. The costs STAR has been charging is lower than the money STAR gets to do the work. We have calculated all the service charges going forward based on actual costs. There is going to be big changes for the ground's maintenance and utilities for communal areas following this review. Previously a lot of these communal buildings have never been charged. The committee is asked to agree the principles of how they are calculated. Once they have all the details will be reviewing the impact to customers. There will be communications of how they can get support. Lease holders will move onto Housing One. Garden assist is one element of the service charging. It is an optional gardening scheme. It costs STAR £93K to do it and only recovering around £16K which is a deficit of £76K. There are some large gardens and maintaining gardens can be difficult to enforce. After reviewing the service, we propose to offer discount of 50% to existing subscribers further capped at £10 a week including VAT. This would result in an income recovery of £41K for STAR. New applicants would be quoted 100% cost recovery at entry. JW said the Garden assist is going to be controversial. Others have just ceased the service. We want to continue to support customers, and the age profile of people using the service, we have put a lot of time and effort to strike a balance. All finances of the business is under pressure. This service comes at a huge cost to the business that we cannot sustain. Action #51: KJ asked whether there are any tenants who will be affected by rent convergence when it comes in, and service charges and as mitigation how many of those would receive full or partial benefit? RJ said we are still waiting for by tenant output, but we already do have plans to overlay that with benefits data and will add in the rent convergence into the analysis. NR said she has an elderly neighbour who is being ripped off at £40 an hour by another garden company, how much would it be for STAR to do her garden? GG said the costs for STAR operatives is £63 an hour, the operative time, vehicle hire, equipment, so it is £63 an hour to ensure cost recovery. Each individual garden would be assessed, and a quote would be given. The costs were based on the number of hedges and lawns not the size of them which is why we have been under recovering money. <p>The recommendations in this report were approved.</p>	GG	9/3/2026
12	<p>Call Centre Review MHa gave overview and updates on the call centre</p> <ul style="list-style-type: none"> We are looking to see if we can work differently to increase first contact resolution, modernising technology so we can ensure we align with consumer standards. Currently a high number of calls are being answered 		

	<p>by specialists, and there is potential to implement a triage process to increase customer satisfaction.</p> <p>PH said he looks forward to seeing progress.</p>		
13	<p>Update on New Website MHa gave updates on the new website:</p> <ul style="list-style-type: none"> • The new website is a first step for self-service for those customers who wish to. We are attempting to provide an excellent digital experience for those customers that do want to look for information themselves. The new website takes a massive leap forward. It has a lot more content. • The pre-work has been done, the design work has been done and is reflecting industry best practices and industry standard. • We will have the first sight of the new website today and will go live in January. It won't be launched with any bells and whistles until we understand how it has landed. • RR asked where the industry best practice came from. MH said she has previously worked for large housing association and introduced the first self-service website and a two-way SMS system. She has overseen five websites in the last 5 years mainly due to mergers. STAR have chosen to use Home Marketing who belong to Stockport Homes and they regularly deliver housing association related websites. We think it is rightsized for STAR Housing. • RR said the language is interesting which suggest a more passive approach. She asked what are the operational benefits that you are seeking to gain from an omni channel approach? And what does success look like. MH said it goes hand in hand with the call centre review. Having the self-service website is asking customers who are disposed to digital channels to deal with things virtually have the option to do so. It is not currently available to them. They will be able to complete online forms rather than call us and could do it themselves so there will be some savings there. There has been some work of how the forms come though. There is an opportunity to automate some of the low-level requests, aligning them with the tenant portal. It is about giving them the chance to engage with us over various platforms instead of it just being call based. It is also 24/7 Information access for tenants • What does success look like. The use of the website is currently very low. Success should be an immediate and very obvious in terms of the number of low-level queries answered by going onto the website instead calling the call centre. If people call and listen to the IVR (Interactive Voice Response) it will say did you know you can find the answer on the website, and they can come out of the telephone queue and into self-service. It will also increase the percentage of the people who adopt the tenant portal. It is a low estimate of 20% increase. • RR asked for some more details about what the aspiration is and some of the metrics to measure success. RJ said it is opening the channel that is not there currently, a lot of our tenants are elderly, and they don't want to do digital. It is not about a wholesale shift from the phones. Until we open the 		

	<p>channels and operate them and analyse the data we don't know where we can take it.</p> <ul style="list-style-type: none"> RJ added the cost benefit it is a bottom-line requirement that we have a website that is accessible and fit for purpose and up to date. <p>PH said that there will be an update on progress.</p>		
14	<p>Marcomms Update EP gave overview of Marcomms:</p> <ul style="list-style-type: none"> EP has reintroduced the marketing function within the business. There has been so many changes. It is important that the managers and heads of service ensure she is being told about events as this previous hasn't happening. EP has been meeting with teams to put a process in place for marketing / comms to be involved and that her time is used effectively. This enables her time to be spent bringing up the marketing and comms across the business and this goes hand in hand with the website implementations and using it for communication to tenants. <p>Action: PH asked if the Road map of events to be included in papers for the subcommittee.</p>	EP	9/3/2026
15	<p>Matters for Escalation</p> <p>PH said there is nothing to be escalated.</p>		
16	<p>Forward Plan Review</p> <p>Items to be included in future:</p> <ul style="list-style-type: none"> Customer profiling Contact centre Website Comms Roadmap 		
17	<p>AOB</p> <p>There were no items raised under AOB.</p>		