

Business Strategy and Performance Scrutiny Group

Venue: Microsoft Teams

Date: 13th January 2025 **Time:** 18.00 – 20.00

Present: Lindy Morgan – Chair, Board Chair (LM), Georgina Parkinson – Director of Housing (GP), John Bingel – Lead Inspector, Regulator of Social Housing (JB), Carl Magness – Inspector, Regulator of Social Housing (CM), Sarah Kendall – Inspector, Regulator of Social Housing (SK), Joann Walsh – Inspector, Regulator of Social Housing (JW), Adam Wheelhouse – Customer Services Manager (AW), Gavin Jones – Head of Communications & External Affairs (GJ), John Bruton – Board Member (JB), Jo Lavis – Board Member (JL), Pamela Swan – Resident (PS), Nina Raisbury – Resident (NR), Kenneth Templey – Resident (KT), Marie McLeish – Resident (MM), Michael O Ejeomo – PA to Housing Director (MOE – Minute Taker)

Apologies:	Zoanne Martin	
	Agenda Items	Action
1	Welcome and Apologies	
	Introductions were made and the inspectors from the Regulator advised that they were attending to observe as part of their inspection of Hastoe. Apologies were received for Zoanne Martin.	
2	Minutes of the last meeting	
	The minutes of the last meeting were approved as an accurate record of the meeting.	
3	Actions arising	
	See the action tracker for updates.	
4	Terms of Reference	
	The group agreed to amend the Terms of Reference (ToR) to reflect that a minimum of two residents should be attending the group. It was agreed that moving forward one of the Board Members should chair the meetings to promote transparency and trust.	GP
	It was also suggested that training may be arranged for any resident interested in chairing the meetings in future.	
	Following discussion the group agreed to add a signature, review date and reviewer's name to the bottom page of the ToR. They also agreed to add to that the ToR will be reviewed annually.	GP
5	Outcome of Board discussions in December (Actions for Business Strategy)	
	GP informed the group members that the feedback/comments from the last session held in October last year were discussed at the Board Away Day in December. Some of the areas discussed by the Board were the results from the recently completed TSM survey and ongoing stock condition survey.	
	In relation to the 20% result we received for residents who are dissatisfied with our repairs performance, GP advised that following analysis of our repairs data we discovered that the dissatisfaction percentage was linked to the 20% of our stock that had been identified as outliers where 5 or more repairs are carried out each year.	

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<p>The team also found out that the outliers were the properties where we are generating a majority of our complaints, dissatisfaction, additional cost and repairs. To address this problem, we changed the process for managing routine repairs for these outlying properties to ensure that their routine repairs are subject to a review before they are carried out. The analysis also revealed that there's a small number of properties where repairs haven't been reported in the past year. As a result, some works would also be done to consider whether there are issues with these properties or the residents for a different reasons.</p> <p>In relation to how we can better engage with residents in the procurement and management of responsive repairs contractors, KM explained that a plan is underway to put together a strategy for contractor procurement and arrange some sessions to discuss and gather feedback from residents about the plan for contractor failures.</p> <p>In relation to the 'no access' issues faced by contractors, KM advised that we usually monitor 'no access' issues reported by contractors and also challenge the contractors where an appointment isn't rearranged. Following discussion it was agreed to put controls in place to help check that contractors are booking appointments in line with their contracts and the existing 'no access' procedure. It was also agreed to look into how to improve the communication gap between the teams, contractors and residents so that appointment times can become more flexible.</p> <p>GP informed the group that over 60% of Hastoe homes have been surveyed by RAND Associate so far and that the Property Services team are currently working on validating and inputting the data into the system. The result from this survey also showed that we have sufficient resources for our homes to meet the existing decent homes standard.</p> <p>In relation to the concern about the representatives from RAND Associate turning up at people's homes without a prior appointment, it was agreed that the survey team would be reminded that they should arrange an appointment with tenants before attending their properties.</p> <p>With regards to the procurement and contract management, GP advised that we have now an external contract manager and we are working on the reprocurement of some underperforming contractors and those that had been generating most of the complaints received.</p> <p>In April last year Hastoe's Call Centre was split to create a dedicated team whose responsibility is to follow up all existing repairs and take calls specifically for an open repair order. Since this team was introduced it had help us to have a better control of what's going on with our repairs and also led to an improvement in our communication with customers.</p> <p>A project is also underway to publish and communicate the data about contractors by performance and stock condition survey to customers through MyHastoe and website. As part of next year's strategy, the team will also be working with the contractors around 'no access' issues and how we can better understand the contractor's culture and systems. A dedicated contract administrator is also now in place to help with our contracts. Since starting their role they have had a significant impact in contractors performance and helped with specifically identifying areas of poor performance.</p>	<p>KM</p> <p>KM</p>
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In addition, the team will be working on improving our management and expenditure in relation to warranties and what information we have on the system for manufacturers we work with.

In relation to how frequent we service renewable heat pumps, KM explained that this servicing is usually carried out annually. However, a review of the air source heat pumps is underway to look into the cost of managing and maintaining them efficiently across our properties. As a part of the plan, new contractors had been recently procured and some works are also being done around the contractual arrangements with our suppliers for renewables to help improve this service.

In relation to the difficulty faced by shared owners around reporting ground maintenance issues, GP advised that estate management issues are normally reported through the portal or by contacting the Customer Services team.

In addition, we now run some estate services scrutiny sessions with our Resident Champions where they can raise concerns like this. A session was held in November last year where estate management issues and contract management were discussed.

A consultation is to be undertaken by the end of March 25 to look into how we can better engage and communicate with our shared owners and leaseholders.

In response to a query about how Hastoe provide updates on communal repairs to shared owners, **it was agreed to work on how the system can automatically send text messages to shared owners about their communal repairs.**

KM

GP informed the group members that she had recently done a review on a total of 169 reports of antisocial behaviour received between April and October last year and noticed that some reports were estate management or other issues. In order to address this issue we are planning to engage with residents to see how we can better manage expectations about what we can do as a landlord for low level issues that do not constitute antisocial behaviour.

In addition, we are going to work more closely with external agencies in other to resolve these kind of cases and promote positive community living. Following discussion **it was agreed to provide some advice and useful information to tenants about how they can better manage the complaints about neighbours.** The possibility of introducing a process via MyHastoe that helps the resident establish the nature and severity of their issue and offers advice and guidance for issues that the resident can resolve themselves. It was also suggested that the Resident Champions may be able to assist in communicating these useful tips to residents where needed.

GP advised that over the past 12 months we have been undertaking work to improve our knowledge about our residents. This is being done with analysis of the property outliers and by collecting more data about our residents It is hoped that this more proactive, targeted housing management service would be more effective.

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	<p>Following discussion the group agreed that this is the right action for the strategy.</p> <p>Following discussion about communication with shared owners, it was suggested that a Task and Finish group where both older and newer shared owners and leaseholders can attend to help gain a better understanding of the issues they face. It was also suggested to offer training for solicitors about shared ownership, so that they are more knowledgeable in this area and can better advise prospective shared owners about how shared ownership works.</p>	GP
6	Performance indicators for 2025/26	
	<p>The group members were informed that as a part of the strategy each year the performance indicators are usually added to the strategy update that goes the Board every quarter. The residents were asked to provide some feedback on the targets that had been set for next year. In relation to why the target set for the average call waiting times was high, GP explained that these targets are normally set based of the existing performance of the Customer Services team to ensure that the targets set are realistic, and in this case we had performed significantly better after setting the current year's target. This improved performance will be taken into account when setting the target for the new financial year.</p> <p>In relation to the target set for staff turnover, GP advised that the Property Services and Customer Services call handling teams now have a more stable staffing level compared to the previous year. NR asked whether exit interviews are held when staff leave Hastoe. GP explained that these always offered by the HR team and that feedback from the interviews is reviewed to see if there are any themes or concerns.</p> <p>The Property Services team had also recently introduced mobile working to the Repairs Officers which allow them to update the system when they are out and about in other to reduce travel times. Similarly, we hope to introduce this system to the Housing Officers in the coming months. In addition, some people from outside the housing sector with transferrable skills have been recruited and trained to be able to take up a Housing Officer role as a way to mitigate against the skills shortage. Evidence of staff who have been trained by us and are doing well can be seen across both Housing and Property Services teams. A mobile and hybrid working structure, new systems and Connect Days have also been introduced to help reduce staff turnover.</p> <p>In relation to what satisfaction target should be set for next year, it was agreed to set the target at 75%. It was also agreed to monitor this target from time to time to ensure the teams are all working in the right direction.</p>	
7	AOB	
	<p>Following discussion on the Tenant Satisfaction Measure (TSM) survey it was agreed to arrange a separate session to go through the TSM survey questions and invite the expert company who does the surveys to attend this session. The session would allow the group members to be able to review whether additional questions should be asked. It was noted that the existing questions cannot be amended. This is so all Registered Providers ask the same questions and then the performance can be compared</p>	GP

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<p>Following discussion on publishing contractors performance, it was agreed to add the breakdown by contractors performance from the last TSM survey to the TSM page of the website. It was also agreed to provide hard copies of this information on resident notice boards where they are in place.</p>

KM