

## Resident Strategy and Performance Session

**Venue:** Microsoft Teams

**Date:** 10th November 2025      **Time:** 17.00 – 19.00

**Present:** Lindy Morgan – Chair, Board Chair (LM), Georgina Parkinson – Director of Housing (GP), Megan Owen – Regional Property Manager (MO), Laura Roberts – Head of Communications & Engagement (LR), Madeleine Foster – Board Member (MF), John Bruton – Board Member (JB), Meghan Rank – Home Ownership Manager (MR), Pamela Swan – Resident (PS), Nina Raisbury Resident (NR), Marie McLeish – Resident (MM), Zoanne Martin – Resident (ZM), Kayleigh Green – Resident (KG), Michael O Ejemo – PA to Housing Director (MOE – Minute Taker)

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| <b>Apologies:</b> | Katie Millar (KM), Amina Lawson (AL), Diana Mary Quarrington (DMQ), Kenneth Templey (KT), Camilla Cudmore (CC), Emma Ayres (EA), Julie Louise Neupane (JLN), Paris Driver (PD), Stacey Hammond (SH), and Victoria Frances Brimacombe (VFB). |
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|          | <b>Agenda Items</b>   | <b>Action</b>                  |
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| <b>1</b> | <b>Welcome and Apologies</b>  |                                |
|          | Participants introduced themselves and apologies from Katie Millar, Amina Lawson, Diana Mary Quarrington, Kenneth Templey, Camilla Cudmore, Emma Ayres, Julie Louise Neupane, Paris Driver, Stacey Hammond and Victoria Frances Brimacombe were noted. <b>Follow up KT after the meeting to ensure he receives the notes and offer further support in advance of future meetings, especially considering his hardware change.</b>   | <b>MOE</b>                     |
| <b>2</b> | <b>Minutes of the last meeting</b>  |                                |
|          | <ul style="list-style-type: none"> <li><b>Terms of Reference Review:</b> NR pointed out missing review dates and quorum details in the group's terms of reference, prompting agreement to review and update these at the next meeting. <b>The group agreed to add this to next meeting's agenda.</b></li> <li><b>Contractor Performance Data:</b> NR questioned the accuracy of published contractor performance figures; MO explained that these are based on resident feedback and highlighted the importance of encouraging more responses to ensure data reliability.</li> <li><b>No Access Procedure:</b> NR was unable to locate the no access procedure on the website; GP clarified that access requirements are detailed in contractor contracts and <b>agreed to consider publishing clearer guidance for residents.</b></li> </ul> | <b>MOE</b><br><br><b>GP/LR</b> |
| <b>3</b> | <b>Actions arising</b>  |                                |
|          | GP explained the use of the action tracker to monitor progress on actions, highlighting that some items marked as complete may still require feedback from residents, and that ongoing items are tracked with updated deadlines.  |                                |
| <b>4</b> | <b>Update on the outcome of the Regulator of Social Housing's Inspection and Improvement Plan</b>   |                                |

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|   | <ul style="list-style-type: none"> <li><b>Inspection Results Overview:</b> LM summarised the inspection process recently completed by the Housing Regulators, explaining that the organisation received G1 for governance, V2 for viability, and C2 for customer, clarifying that these scores indicate areas for improvement but are not failures.</li> <li><b>Physical Survey Requirements:</b> PS queried whether all properties must be physically surveyed; LM and GP confirmed that every rented property must be individually inspected, and previous practices of 'cloning' data are no longer permitted.</li> <li><b>Stock Condition Data and Shared Areas:</b> PS raised questions about responsibility for shared areas such as guttering; MO explained that stock condition surveys provide long-term planning data, and that responsive repairs and party wall agreements address shared responsibilities.</li> <li><b>Survey Execution and Data Validation:</b> MM asked who conducts the inspections; GP stated that Rand Associates, a consultant firm, is employed, and that internal staff validate survey data and may conduct follow-up checks if discrepancies are found.</li> <li><b>Communication of Survey Findings:</b> JB suggested sharing relevant survey findings with shared owners; GP and LM agreed this could be addressed by the new homeowners group and through improved data sharing.</li> </ul> |                         |
| 5 | <p><b>Update on Tenant Satisfaction Measures Survey</b></p> <ul style="list-style-type: none"> <li><b>TSM Survey Update:</b> GP reported that an additional question about repairs was added to the TSM survey to enable more detailed analysis of repair types, and that the survey is ongoing with further analysis planned. LR advised that about 60 responses have been received so far and that they hope to complete the project by next month. <b>The group agreed to add the TSM survey update to next meeting's agenda.</b></li> <li><b>Complaints Awareness:</b> GP noted that instead of surveying residents about their awareness of the complaints process, the executive team decided to increase advertising of the complaints service, as this would be the outcome if respondents indicated that they did not know how to access the service.</li> <li><b>Homeowners Group Launch:</b> GP announced that invitations for the new homeowners group would be sent out soon, with the first meeting planned for early December, and that the group would consult on the sales pack and shared ownership code. <b>GP and LR to ensure the upcoming homeowners group meeting includes an agenda item to design an appropriate survey for shared owners and leaseholders, focusing on relevant questions and engagement.</b></li> </ul>  | <p>MOE</p> <p>GP/LR</p> |
| 6 | <p><b>Review of Business Strategy Actions and Key Performance Indicators</b></p>  |                         |

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|  | <p>LM informed the residents that the Board and ET members have produced a 3 year rolling business strategy which includes four main strategic objectives. LM and GP outlined the objectives and invited residents to provide feedback on whether the focus areas and actions align with their needs, with plans to revisit the strategy after board away days.</p> <p><b>(1) <u>Deliver good-quality services for our residents that meet their needs</u></b></p> <ul style="list-style-type: none"> <li><b>Engagement Opportunities and Feedback:</b> GP reported that the regulator praised the range of engagement opportunities but requested clearer evidence of resident engagement leading to service improvements and strategic influence.</li> <li><b>Tenancy Audits and Outreach:</b> MF and GP described the use of tenancy audits and targeted visits to engage residents who may not otherwise participate, with approaches tailored to different regions and estate types.</li> <li><b>Communication with Resident Representatives:</b> NR raised concerns about the difficulty of contacting housing officers directly, suggesting a dedicated channel for resident representatives; LR and GP discussed possible solutions such as a dedicated inbox or improved portal functionality, with plans to consult further. <b>GP and LR to explore and propose a dedicated communication channel or system to support resident representatives in contacting housing officers, ensuring messages are recorded and support is effective without undermining existing processes.</b></li> <li><b>Clarity of Terminology and Inclusion:</b> PS and others noted confusion around terms like 'tenant', 'resident', 'shared owner', and 'leaseholder', and LM encouraged the group to highlight unclear language to ensure all participants feel included.</li> <li><b>Customer Engagement and Tenancy Audits:</b> MF and GP discussed the value of ongoing Drop-in days and tenancy audits across the schemes in identifying resident needs and ensuring engagement extends beyond the most active participants. GP added that some checks are being done on the residents data to contact those tenants that haven't been in contact with Hastoe in the past year and visit them.</li> </ul> <p><b>(2) <u>Maintain and invest in, safe, energy-efficient homes</u></b></p> <ul style="list-style-type: none"> <li><b>Analysis of Repair Outliers:</b> GP described the use of data to identify properties with excessive repairs, prompting further investigation into underlying issues or potential misuse, and MO explained the breakdown of analysis by repair type, such as heating.</li> </ul> | GP/LR |
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|  | <ul style="list-style-type: none"> <li><b>Contractor Accountability:</b> KG asked about consequences for underperforming contractors; MO outlined monthly contractor meetings, performance plans, and the onboarding of new contractors, while LM described the use of audits and legal claims to recover costs where appropriate.</li> <li><b>Supply Chain and Obsolescence:</b> MM raised concerns about supply chain delays and obsolete parts affecting repairs, particularly for heating systems; <b>LM and MO acknowledged these challenges and committed to discussing them at upcoming board strategy sessions.</b></li> <li><b>Resident Feedback on Repairs:</b> MO highlighted the need for more resident feedback after repairs, noting that current text message systems may not be effective, and participants discussed alternative methods such as phone calls, cards, or contractor prompts to improve response rates. <b>LR and MO to explore options to incentivise residents to provide feedback after repairs, such as prize draws or alternative communication methods.</b></li> </ul>  | LM    |
|  | <p><u>(3) Develop homes in rural areas to support the sustainability of rural communities</u></p> <ul style="list-style-type: none"> <li><b>Sustainable Homes and Energy Efficiency:</b> MO described efforts to improve energy efficiency, manage heating system obsolescence, and tailor solutions to individual properties, while seeking resident feedback on contractor performance and communication. MO also spoke on the existing method for gathering feedback from residents after a repair has been completed through text messages and the need to explore other channels for collecting more feedback about a contractor's performance, particularly the newer ones. A lot of research is also being done to improve how the renewable heat pumps could be better managed and their impact on the property before and after installation. PS and MM advised that they had never received any text messages asking them for feedback after a job is completed while NR confirmed she had received them previously. <b>MO and LR to investigate why residents are not consistently receiving automated text messages for repair feedback and assess the efficiency of the job completion notification process.</b></li> </ul> | LR/MO |
|  | <p><u>(4) Run a professional, efficient organisation and be an excellent employer</u></p> <ul style="list-style-type: none"> <li><b>Cybersecurity and Business Continuity:</b> LM and JB emphasised the organisation's focus on preparing for potential cyber attacks, including business recovery planning and cautious adoption of artificial intelligence.</li> <li><b>Data Minimisation and Communication Changes:</b> GP explained the move to reduce sensitive resident data held in systems and the shift away from direct emails to housing officers, aiming to mitigate risks in the event of a data breach.</li> </ul>   | MO/LR |

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|   | <ul style="list-style-type: none"><li><b>Staff Training and Customer Frustration:</b> LR described ongoing staff training on data protection and acknowledged resident frustration with reduced direct contact, prompting consideration of improved communication about these changes.</li></ul> |  |
| 7 | <b>AOB</b>   |  |
|   | N/A  |  |