

Resident Strategy and Performance Session

Venue: Microsoft Teams

Date: 3rd March 2026 **Time:** 16.00 – 18.00

Present: Lindy Morgan – Chair, Board Chair (LM), Georgina Parkinson – Director of Housing (GP), Alex Turton – Property Administration & Landlord Compliance Manager (AT), Madeleine Foster – Board Member (MF), , Kenneth Templey – Resident (KT), Nina Raisbury Resident (NR), Michael O Ejeomo – PA to Housing Director (MOE – Minute Taker)

Apologies:	John Bruton (JB), Alison Lemmey (AL), Amina Lawson (Ala), Zoanne Martin (ZM), Katie Millar (KM) and Pamela Swan (PS)	
	Agenda Items	Action
1	Welcome and Apologies	
	Participants introduced themselves and apologies from John Bruton, Alison Lemmey, Amina Lawson, Zoanne Martin, Katie Millar, Marie McLeish and Pamela Swan were noted. GP advised the group that ZM had provided some comments along with her apologies and that they will be discussed during the meeting.	
2	Minutes of the last meeting	
	The minutes of the last meeting were approved as an accurate record of the meeting.	
3	Actions arising	
	<p>With regards to action 3, GP explained that engagement with customers regarding new responsive repairs contractors in the East region is planned for quarter four, with a pilot approach being used to gather in-depth feedback from residents before entering long-term contracts. NR raised concerns about the validity of trial feedback, which GP and LM addressed by noting the benefits of the pilot and ongoing performance monitoring.</p> <p>In relation to item 8, GP described attempts to automate text message notifications for communal repairs, which were halted due to resident confusion. Instead, significant block repairs now prompt manual SMS updates, and the team continues to seek better communication methods. NR shared personal experience of communication gaps during fire safety works, prompting AT to commit to investigating and improving updates for affected residents in NR's area.</p> <p>With regards to action 9, GP reported that the first meeting of the group for homeowners (shared owners, and leaseholders) was held in December, with six residents attending. The group was consulted on the shared ownership code and sales pack, and further consultation on tenant satisfaction measures (TSMs) survey questions was conducted via email. Another meeting is scheduled for the end of March.</p> <p>In relation to action 10, AT and GP updated that satisfaction survey SMS messages are now sent for every works order, resulting in increased feedback. The approach to incentivising survey responses will be evaluated in the next financial year, with initial results showing improved response rates.</p>	AT
4	Terms of Reference	

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	<ul style="list-style-type: none"> • Minimum Attendance Requirements: NR pointed out that while the terms of reference specify a minimum number of residents for quorum, they do not set minimums for staff or Board members. GP to add a minimum attendance requirement for staff and Board members to the terms of reference. • Declaration of Interest: NR recommended including a standard agenda item for declarations of interest, as is common in other governance documents. GP to add a standard agenda item for declaration of interest at each meeting. • Quorum Checks and Meeting Validity: LM suggested adding a regular agenda item to confirm quorum at the start of meetings, noting that while meetings may proceed with fewer attendees, official decisions would require a quorate group. 	<p>GP</p> <p>GP</p>
5	Outcome of TSM Survey	
	<ul style="list-style-type: none"> • Survey Results and Trends: The group reviewed the TSM survey results, noting improvements in overall satisfaction but also a plateau in recent progress. LM and GP explained that previous gains were linked to contractor changes and staffing improvements, while recent capital spending on building safety limited visible upgrades. • Request for Benchmarking Data: NR and MF requested that future survey results and targets include national or sector averages for comparison. NR added that doing this would help residents who attend these sessions to provide constructive feedback about the results. GP agreed to source and include benchmarking data from the regulator and other housing associations in future reports and resident communications. • Use of Survey Data for Strategy: The group discussed how TSM data informs strategic priorities and target setting, with LM emphasising the need for context and realistic, yet ambitious, targets. GP to review and include sector or national average satisfaction scores alongside internal results for future TSM reports and targets and determine appropriate comparators for benchmarking. 	<p>GP</p> <p>GP</p>
6	2026/27 Strategy	
	<p>LM explained that the Board and executive have had discussions around how the strategy can be aligned with our values. LM, GP, and NR also discussed the integration of organisational values into strategy and the need for resident input in future values reviews. The group agreed to hold a dedicated session on values at the next meeting.</p> <p>Action GP to add to next agenda</p> <p><u>Objective 1 – Deliver good quality services for our residents that meet their needs</u></p>	<p>GP</p>

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GP outlined ZM's comments to the group members. ZM is in support of the recruitment of a Complaint Handler but wants to know what steps are being taken to reduce the overall number of complaints and the recurring reasons for the complaints raised. She understands that Hastoe may not classify all issues as complaints but thinks it would be helpful to understand the key themes. She also wants to know how vulnerable residents are identified and whether frontline staff are professionally trained to recognise and support them. It would be helpful to know what type of training is completed by frontline staff and how often it is provided to them. GP explained that annual and monthly complaints reports are provided to the Members Responsible for Complaints and Board for thematic analysis, and the importance of accessible complaints processes. A Complaints Scrutiny group is also in place to help with better monitoring of complaints. The group also discussed identifying and supporting vulnerable residents through tenancy audits, customer service interactions, and safeguarding referrals.

With regards to identifying which residents are vulnerable, GP advised that the Landlord Compliance team had been faced with some instances where some properties aren't accessible for them to carry out relevant checks and that in some cases the residents living at these properties are vulnerable. A Disability Scrutiny group is also in place where residents who have shown interest in joining this group are invited to provide comments on the issues faced by Residents with disabilities in accessing services.

In relation to providing training on how to support vulnerable residents, GP explained that a Neurodiversity training is currently being arranged for staff to help them to better understand how to support vulnerable tenants. MF and GP also discussed improving transparency by publishing key findings and outcomes from resident groups on the website and in the annual report, aiming to better demonstrate the impact of resident engagement on service delivery.

NR agreed and explained her experience with one of the Customer Services team who had recently helped her with an enquiry. She was very pleased with the service received from this staff member.

Objective 2 – Maintain and invest in safe, energy efficient homes

NR inquired about the pilot scheme replacing heat pumps with high retention storage heaters. AT explained that the pilot is limited to properties where heat pumps have failed, with results to be reviewed by the Board. The group also discussed the use and challenges of solar panels and the need for tailored solutions based on property type and location. The Board hopes to review the feedback from the pilot about the use of heat pump source in September this year.

Objective 3 – Review assets to support delivery of our rural purpose

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	<p>GP introduced a new strategic objective to address legacy urban stock, explaining ongoing trickle sales and the potential transfer of blocks to other landlords, with the aim of focusing resources on rural provision. KT and NR raised challenges in engaging rural residents, with GP and LM outlining ongoing efforts such as drop-in days, estate services expansion, and targeted outreach based on data. KT suggested arranging a road show where residents can attend and provide feedback rather than simply focusing on online forum. The group acknowledged logistical difficulties but reaffirmed commitment to rural service delivery. LM advised that the various teams now carry out some in-person tenancy audit and door knock days throughout the year. NR advised that their Housing Officer has already tried engaging with the residents in their area a couple of times but has been unsuccessful. GP added that an additional Estate Services Manager and caretakers are to be recruited, depending on the outcome of resident consultation, which will provide a more visible service to residents.</p> <p><u>Objective 4 – Develop homes in rural areas to support sustainability of rural communities</u></p> <p>LM and GP outlined the ongoing rural development programme, noting the challenges of opportunity-led development, planning, and funding constraints, with a target of building 100 homes per year.</p> <p><u>Objective 5 – Run a professional, efficient organisation and be an excellent employer</u></p> <p>GP and MF described plans to trial the Great Place to Work accreditation, replacing Investors in People, and to explore fresh staff engagement initiatives to ensure alignment between staff perspectives and organisational goals..</p>	
7	<p>Key Performance Indicators</p>	
	<ul style="list-style-type: none"> • Target Setting Process: GP clarified that the proposed targets are preliminary and have not yet been discussed by the Board, inviting resident feedback. NR reiterated the difficulty of evaluating targets without sector benchmarks, and the group agreed to include comparative data in future target-setting exercises. The group agreed to consider setting achievable targets when comparing the KPIs with a benchmark. GP to check the statistics from the preceding year which could be used to determine the KPIs for next year. KT commended Hastoe’s effort in setting up KPIs following the difficulties surrounding managing properties in this present economy. • Balancing Ambition and Realism: LM and GP explained the need to set targets that are both ambitious and achievable, considering sector context and internal capacity. The group discussed the potential for multi-year targets to allow for gradual improvement. 	
8	<p>AOB</p>	

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	<ul style="list-style-type: none"> • Portal Limitations and Planned Works Visibility: NR reported difficulty accessing communal repair information and the resident representative section on the portal. GP explained that the current portal only displays repairs reported for individual properties and that planned works are managed outside the main system, limiting visibility. GP explained that the Business Systems team had already set up a section for Resident Representatives (RR) on the portal to report issues which should route queries to the appropriate team. However, she agreed to escalate the issue raised to the Business Systems team. • Communication on Major Works: NR reported that she and other residents in her area could not find any updates on major planned works on the portal. AT and GP acknowledged that updates on major planned works are not integrated into the portal and agreed that the planned works team should provide direct updates to affected residents and representatives, with AT taking responsibility for follow-up. AT to investigate and provide an update to NR and other residents regarding the ongoing fire safety works and ensure communication processes are improved for major planned works. 	<p>GP</p> <p>AT</p>
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