

HYDEWIDE RESIDENTS VOICE

MINUTES OF A MEETING HELD ON TUESDAY 26 November 2019

AT PARK STREET FROM 5.30PM - 7.30PM

1.0. Welcome, introductions, apologies for absence and declarations of interest

1.1 The Chair welcomed everyone to the meeting and introductions were given. There were no declarations of interest received.

2. Minutes of last meeting and matters arising

2.1 The minutes of 17 September 2019 were agreed to be a true and accurate record. There were a few minor amendments, including a correction of a name, and confirmation that Hyde are still continuing residents involved in staff recruitment. Further discussion was had during the Resident Engagement Strategy agenda item.

3. Customer Strategy consultation update

3.1 A reminder of the timeline for the Customer Strategy development was given as well as an overview of the level of engagement, insight and resident interviews that have taken place to date. The Customer Strategy draft has now been approved by the business.

3.2 Hyde need to reach more customers, take the insight and mould services around the feedback. If Hyde are not able to do something, we need to let the resident know and prevent the 'black hole' effect many residents feed back to us about.

3.3 Hyde have acknowledged the view provided by resident feedback; "sounds great but we don't believe you until residents see outcomes". In response, Hyde have started to build the online self-serve portal, which will go live in January with basic functionality: View and Pay My Balance. Between 5-6,000 customers call Hyde every month for their balance and said they were "fed up of phoning Hyde and asking for their account balance and how much they have to pay", so this was decided as a priority. Residents have been involved in consultation and testing so far but will continue to be genuinely engaged and Hyde will action the feedback.

3.4 HRV stated the following:

- The self-serve portal must be well advertised - specifically around the fact that the format to be launched in January is a starting point and will be developed further.
- Rent account and full accounting should be a priority as asked for by many residents.
- Consider rent changes from the council and Universal Credit roll outs. It was confirmed the Income Team are proactively speaking to residents to discuss payment solutions rather than them go into debt.
- Acknowledge that things can go wrong in system design and implementation and contingency plan to address.
- Look at whether the Housemark app can be linked to the self-serve portal; allowing the resident to view their own estate-based documents and include who their Property Manager is.
- Will there be a moving of resources due to more digital transactions and less phone conversations? Hyde is going to need a similar amount of resources to manage the

further enquiries but the 'hand offs' should reduce and there should be more 'right first time'.

- What work is being done to address the new culture of employees? The culture will be driven by the "Ways of Working" programme (more up to date technology, software, employee engagement activities and training). The new customer relationship management system will also help as will help employees get the right information quickly. The Tone of Voice and associated training has been very successful, and staff have fed back the positive impact it has had.
- Video guidance was suggested for customers on the self-serve portal or click through training but it was suggested it would not be needed as it should be so easy to use, residents won't need it.
- Harder to reach/non-digital that cannot/will not use the portal need to be allocated for. Hyde will do something different for them and we are currently working with the Hyde Foundation.
- How do Hyde ensure there is a plan for continuous work and lessons learnt taken into account. There is a challenge around changing culture and re-organising teams for more individual accountability and ownership; it should be more motivating to see an issue through from end to end. The strategy commitment is for a further three years and things will change over that time, for example, the Contact Centres will have their roles enhanced to include the use of webchat.
- How do you improve the service for non-digital customers? With the introduction of the self-serve portal, there will be more time for customers who want to speak to us, more face to face and more Hyde Foundation work.
- Turn off the app and stop advertising, if Hyde are not going to use it.
- 9% of the UK do not use digital means - How will Hyde allow for this? Hyde may text (SMS) to start the digital conversation and introduce engagement with the customer portal. **Action** – Share the 'Digital' paper on the OAK and confirm Hyde have no wish to move to 100% digital.

3.5 Hyde confirmed that we are taking it slowly and asking our involved residents to test the system thoroughly, then phase roll out. A ready-made solution is being configured for us rather than us build it ourselves. Hyde are also consulting on things like naming a button on the portal something that makes sense to the customer of the transaction they want to perform.

3.6 It will be available to all customers but there will be no functionality for leaseholders initially.

3.7 Baseline measures were asked for by HRV; which include an increase in customer satisfaction, reduced complaints, reduced repeat contact over the same issue. We could monitor the number of transactions online increasing also. Hyde to share the scorecard with HRV. **Action** - Input from customers would be helpful re the measurables and outputs. Hyde currently measure different touchpoints of the customer journey and customer perception.

3.8 How we can better listen to our customers in a wider range of channels? Anglian was given as a preferred example by HRV. A HRV member had also experienced the work of Southwark and had hoped that Hyde Resident Engagement would mimic the model. What they liked was the amount of what they did; staff were around, face to face, at different times and different locations.
Hyde confirmed that the work of the Resident Engagement strategy will underpin the Customer Strategy.
More face to face consultations or feedback gaining sessions were unanimously suggested by HRV, and an offer from Hyde of what they want to gain at that session and give back to the resident, i.e. an opportunity to vent a recent repair failure. Hyde should proactively go to customers to find out what went wrong. Hyde should not be thinking about the expense of face to face engagement and think about what residents have been asking for.

- 3.9 HRV asked Hyde to note that some residents do not want to engage at all, regardless of which channel is opened; this was felt to be a much larger number than those who want to be involved. Content is key as they may read but not engage. Content needs to be relevant, timely and targeted at the right people. It was also asked how much resource should Hyde use on trying to engage residents who do not want to be involved in surveys, feeding back and volunteering. A suggestion was to publicise evidence that you have listened and the actions taken upon it. A definition of “local” was also suggested to be needed as could mean a building, a block, an estate or a county dependent on the person. This needs more consultation. It was also noted by HRV that the Hyde Foundation do not necessarily have all the answers, despite their local work, as a lot of their work is not with Hyde residents. Hyde need to follow Service Level Agreements and residents would be happy. Hyde do not have to hold Hyde only events, Hyde should be going to other events and partner with other providers.
- 3.10 The recent service charge survey was thought to have been oddly laid out. HRV wanted clarity of what the survey was gaining and why they were unable to have an opportunity to vent about the accuracy of the statement within it. However, HRV were pleased to see that feedback was requested on a service charge matter.
- 3.11 The three questions will be posted on the OAK and further feedback collated.

4. HRE inspection update – Ready for Regulation

- 4.1 HRE Chair explained the background of the Ready for Regulation inspection, talked about the Regulatory Framework and how the Consumer Standards are mainly self-assessed. HRE decided to take part in a desktop analysis of how Hyde meet the standards considering the social housing green paper and becoming ready for consumer standard regulation.
- 4.2 HRE Chair explained how the recommendations are taken seriously by the business and the escalation process through Operations Leadership Team (OLT) up to Group Housing Services Board (GHSB). HRV members felt they were much closer to the GHSB because of the HRE recommendations and that the meetings have been felt to be between equals in more recent years. HRV members need to maintain a close relationship to GHSB. It was notes that Group Board and GHSB members had requested the dates of future HRV meetings, so they can attend where possible.
- 4.3 HRE Chair talked through the recommendations. It was felt there should be no more acronyms for resident groups and the names should be clearer to what they actually do. As mentioned by another member previously – HRE have recommended that the resident-led actions undertaken by the business as a result of HRV meetings and HRE recommendations are published as such to ensure residents know they are listened to and action taken. HRV were very happy with the recommendations.
- 4.4 New HRV members suggested they would find it useful to confirm which sections of the minutes/discussions at HRV can be published and information disseminated to other residents. It was clarified that the minutes are on the Hyde website so anything confidential will be marked as so and confirmed in the meeting before the start. There has not been confidential information at HRV for a few years.
- 4.5 It was felt the HRE inspections have been working very well and that Hyde is finding them beneficial. It has felt to members that residents are really working together with Hyde for service improvement purposes. However, ensuring the recommendations are actioned and validated has been another matter and some areas of the business do not seem to have completed actions.
- 4.6 HRE Chair gave an update on the communal repairs inspection and the end to end process was explained. The monitoring of the recommendation updates was also explained in the

context of using software, 4Action. Hyde confirmed that the HRE inspections are treated equally as audits. There are plans to also include HRV, CHOP and HRE meeting actions into 4Action in the near future.

5. Resident Engagement Strategy update

- 5.1 Follow on from the previous consultation meeting in September. The Resident Engagement Strategy consultation will be continued until the end of December. In January Resident Engagement will be looking at the resident and staff feedback and develop the strategy based on that. There will be an opportunity in January for HRV to review what is being done as part of the strategy consultation and comment. HRV suggested Hyde need to be more innovative with the work resident do to involve more residents and bring tangible service improvement. HRV felt that, although TPAS have recently released their draft standards, a lot of what TPAS do is not relevant to an organization the size of Hyde and we are currently doing the activities they suggest.
- 5.2 HRV reiterated that the Customer Strategy needs to link to the Resident Engagement Strategy and the potential Social Housing White Paper. The information in the strategies need to be cascaded to all staff and residents from the top of the organisation. HRV noted that it does feel like it is coming from the top but needs to continue.

Governance and influence –

- Residents in Recruitment. It was confirmed no restructure jobs have a resident in attendance at the interview. The processes for this project do work and we should use the Customer and Resident Engagement strategies to push this agenda. An accessibility issue was identified by HRV and the project should be more inclusive for those who are unable to write a lot. If you are able to record and articulate your opinion, should be able to be involved.
- First Word consultants were advised to be able to help regarding the new names of resident groups. This has been confirmed in the HRE recommendations and actions.
- HRV meetings/structure needs to be more productive and dynamic. HRV meets for 10 hours a year; what is the best thing to get out of this time? A planning day will be booked in January to include the draft Resident Engagement Strategy and HRE inspection areas. Skype calls into meetings would be useful, especially to CHOP, which is currently London biased. If people are going to apply from across all Hyde areas, we need to encourage more Skype and digital access.
- Achievements of HRV and HRE – the HRV minutes are online but people don't necessarily go there. Hyde's Facebook maybe a better use of advertising. It needs to be two-way communication; how Hyde let residents know what they are doing and vice versa.
- Self-promotion by HRV – what did HRV intend to do this year and lessons learnt. Are the priorities still fit for purpose? There needs to be a mechanism to make sure HRV are listening to residents. Hyde need to be publishing things like the resident involvement that took place in the customer portal testing and development and HRV's consultation on the Customer Strategy.

Scrutiny

- Property Services have recently confirmed they would like resident involvement in their contractor meetings; giving residents an opportunity to hold contractors to account. There should maybe also be an opportunity for officers to pick residents, who have had issues, to hold contractors to account separately – maybe included in the HRE recommendations for communal repairs. The opportunities should be defined by HRV and Property Services to manage expectations and training should be included.
- Performance information is currently held on the Hyde website, but if you didn't know it was there it would be difficult to find. The website is not user friendly – the same conversation was had at CHOP – and it was suggested that a start be made by reviewing the Resident Engagement sections of the website and reduce the 'click' numbers down to a more manageable two and then conclude with user testing.

- Advertising is needed of the resident recommendations as previously discussed from HRE and the outcomes of those recommendations. This is a HRE recommendation from the Ready for Regulation inspection also.

Local

- Audit of local areas is currently taking place to see what services are delivered in which areas.
- As previously discussed, the word "local" needs to be defined. It was suggested that targeting is done on percentages of a building/block/estate when surveying and requesting feedback to show where different types of engagement is required. If they don't involve in a certain way, try a new one. New IT system will help us measure involvement by individual.
- Local offices, where they still exist, are not necessarily used by residents due to accessibility issues or that the residents do not know they can 'pop in' and speak to someone; Chichester was given as an example.
- The offer for local face to face engagement is not correct, residents do not know what resident engagement is, they want to come and talk to someone about their personal repair or communal issues. If Hyde want residents to come and talk to them about resident engagement Hyde need to offer something in return, for example training.
- Peer to peer feedback has proved to be very effective and should be utilised.
- Local engagement models need to be tested and not prescriptive (only for certain duration or for a certain area).

6. HRV Priorities update

- 6.1 Update from the last meeting. Vulnerability - the Tenancy Sustainability Policy is being reviewed and will involve residents in the process.
- 6.2 There needs to be a discussion of whether HRV want to keep the same priorities or change them. Suggested to take place at the planning day in January.
- 6.3 HRE inspection of complaints will be starting in January 2020.

7. Rolling Agenda Planner

- 7.1 Dates for HRV in 2020 were discussed. HRV members would prefer a Saturday in January for a HRV/HRE planning day (not the 18th) and a meeting on the 21st January. The venue was preferred as away from Park Street but in London and a full day.
- 7.2 HRV appraisals are due to be completed in January and will include an overview of what it is about; it is an opportunity to talk about your membership and development required. They can be completed over the phone if preferred.
- 7.3 Update from Hyde Foundation was requested – no specific area of interest.

8. AOB

- 8.1 Information about fire: stay put when block is finished. Can ask for FRA.