

CUSTOMER VOICE

Minutes of Virtual meeting held on TUESDAY 7 December 2021

via ZOOM from 5.30PM - 7.30PM

1	Welcome, introductions, apologies declarations of Interest
1.1	The Chair welcomed everyone to the meeting and introductions were given.
1.2	No declarations of interest were made.
2	Minutes of last meeting and Actions from 28th September meeting
2.1	Minutes taken as read
2.2	Outstanding actions from last meeting. Invite CV members to next D & I meeting Action
3	Sustainability Strategy – Asset Management Director
3.1	Agreed to share the slides on sustainability with CV via the OAK ACTION
3.2	A 2 year sustainability strategy was launched last year. We are now at the point where we are looking at the next strategy and want to work with customers and CV to co-create this.
3.3	The sustainability agenda has shifted significantly with the carbon economy and emissions trading starting. There is also shifting opinions on technology
3.4	Asset Management Director commented that there is a lot of ‘cathedral thinking’. That is we are laying the foundations of this work without knowing what the roof or finished article looks like.
3.5	There are 2 government targets that need to be met. All properties to be at ECP category c or above by 2030 and the net carbon target by 2050
3.6	Hyde have started to look at ECP target which is 8 years away. Considering a fabric first approach with retrofitting properties
3.7	Hyde have formed a greener futures partnership with 3 other registered providers, Abri, Anchor Hanover, Home Group and Sanctuary Group. The aim is to work collaboratively when looking at ways to achieve these targets.
3.8	CV member: What funding routes are Hyde looking at to pay for retrofitting. What will the cost implications be to customers in existing homes, especially leaseholder and shared owners Asset Management Director: The primary focus will be on renters. We may not hold all the relevant data needed for leaseholders and shared owners. Hyde did not apply for the first round of government funding (demonstrator fund). This was because needed a local authority partner and Hyde geographical spread made this challenging. The second wave of funding is in April/May 2022; we are looking to do a joint bid with the greener futures partners or other registered providers.

3.9	<p>CV member commented that this will cost Hyde a lot of money. There is not enough housing being built to move people into in order to complete the work. He is glad Hyde are meeting with and working with the government and other registered providers on this issue.</p> <p>Asset Management Director: There is a big concern about the lack of skills in the sector. There is a lot of work to be done with building safety, building new homes and sustainability. We need to improve skills within the workforce and we are looking into joint ventures for training.</p>
3.10	<p>CV member: Customers want honesty and clarity. Hyde need to have targets that are reasonable and achievable. He understands Hyde want to do everything that is possible but these need to be realistic.</p>
3.11	<p>Asset Management Director would like some resident volunteers to help develop the next strategy from March 2022. The strategy is likely to be an 8 year strategy with 2 year banding targets until 2030. What would customers like to see in the strategy and how can we work with customers to increase their understanding of sustainability issues?</p>
3.12	<p>CV Chair: Is Hyde doing their own research to see if government initiatives are feasible and will work for Hyde's customers?</p> <p>Asset Management Director: Hyde are not doing their own research and development, this would be too expensive. However, we are not on our own in the sector especially working with the greener futures partnership and want to make sure we do the right thing.</p>
3.13	<p>CV member: As well as the greener futures partnership are Hyde engaging with builders of houses and not just providers. In the commercial sector builders are looking into alternatives as the clients are demanding sustainable alternatives.</p> <p>Asset Management Director: Yes we will engage with them when the time is right. At the moment the contractors are openly saying they are just using gas at the moment. The drive has to come from clients, for example Yorkshire Housing are banning gas boilers in all new homes. Noted that smaller contractors may be more forward thinking and agile.</p>
3.14	<p>CV Observer: There is a lot of press relating to insulate Britain. Where are Hyde on insulating its existing stock?</p> <p>Asset Management Director We are focusing on lower performing properties in a fabric first approach which looks at cavity wall and off insulation.</p>
3.15	<p>CV Observer: Is keen to see a bottom up approach. Hyde has a variety of properties and these will need very different approaches to achieve aims.</p> <p>Asset Management Director: We are looking at this by going through the different properties types and understanding what aspects will work for each type Hyde own. It will be a property by property approach, assessing the impact on customers. We will need to find the right type of funding to maximise impact.</p>
4	Building safety update– Safer Homes Director
4.1	<p>Safer Homes Director gave update on building safety compliance End Nov 99.72%. Compliant over every area apart from fire actions. The fire actions that are overdue relate to fire doors. This is due to supply chain issues with timber. These should be signed off by end Jan 2022.</p>
4.2	<p>Safer Homes Director gave update on applications to building safety fund for 7 blocks. 2 are in final stages, 3 others have passed the verification stage. The remaining 2 cost effectiveness stage. There have been no queries on the applications and the ministry representative has indicated we will start to hear the outcomes from Jan 2022. There</p>

	have been delays in the processing of applications due to the large number of applications the fund has received.
4.3	CV vice chair: What is happening with the applications and what is the process once we know the outcomes?
4.4	Safer Homes Director: If successful 80% of the costs will be funded. Last 20% will be drawn down when the work is completed. If the applications are unsuccessful Hyde will look at other ways to cover cost including other grant sourcing, contractors, developers. We are trying everything to stop the cost of the work being passes onto some owners. We should get the outcomes in January 2022. We will want to see program of works. When these have had approval we can start the mobilisation of the program.
4.5	Safer Homes Director: Hyde are actively pursuing a number of developers. This is a long drawn out process. Proposals are revied by our fire experts and this impacts delay in the reports. There is a shortage of qualified fire engineers which add to wait times.
4.6	Safer Homes Director acknowledged that the process had taken a long. The requirements were application in by 30 June 2021 with the program of works to start work on site 30 September 2021.
4.7	CV member commented that a lot of housing associations are applying for the grant funding and he hopes Hyde will be successful. He noted that Hyde have been one of the few housing associations who have stated they want to minimise the costs to leaseholders.
4.8	Safer Homes Director: Aware need to get communication right and set expectations with residents. We will start talking to residents when we know the outcomes of the applications. Inform of the program of works and update on a monthly basis.
4.9	CV member My personal view. Communication pretty good and clearer. The more communication to affected residents the better. Recent communication was very positive. Hope this was thought about before it was sent. Safer Homes Director confirmed that a lot of thought had gone into that particular communication.
4.10	Safer Homes Director: slides have been provided in papers and taken as read. Any questions regarding building safety panel?
4.11	CV member: Would like to know view on building safety manager role and how differs from Property Manager Role.
4.12	Safer Homes Director: Pilot currently running in Bermondsey Spa and Gosport. The role is very specific role with specific and definitive outcomes. Customer impact and input is a part of the role. The Building Safety Manager (BSM) will oversee a number of high rise/ high risk properties. We have started to look at the team structure. This is likely to be a 3 tier structure with a head of service, building safety managers and assistant building safety manager. The BSM will undertake inspections there will be a need for increased door inspections. We will use technology to help with these. The BSM will need to liaise with fire service and vulnerable residents. The role will be very different to property manager role.
4.13	Safer Homes Director agreed to share working group documents with CV on the OAK ACTION
4.14	Asset Management Director: There are very clear targets in draft legislation. The legislation is prescriptive on number of buildings BSM can look after. Work will be needed on how we share the 'golden thread' information with customers in a simple format. We will be looking at what information we have got and improve on this rather than starting from a blank slate.

	The Building Safety manager role will need to be tailored for the block and for the area they are responsible for.
5	Governance update - Company Secretary
5.1	Hyde are undertaking a governance review. We are implementing a new style of reporting at group board. Reports from each committee, subsidiary and key engagement groups to be provided to the board. A copy of CV report has been provided in tonight's papers. Key themes include complaints, recruitment to CV and the customer connect conference
5.2	Company Secretary: Asked for CV comment on what would be useful to see and what do you want in the next report. What do you want CV to feed up to the group board?
5.3	CV Observer asked why is there not a resident NED on the board
5.4	Company Secretary: We are looking at this. Chair CV is an observer on the board. Historically board members are paid. CV rep who was on the board could not take payment due to significant impact on their benefits. This is being looked at within the governance review. We have looked at what other registered providers do. The vast majority pay their board members as there are legal responsibilities link to the position. Even if the board member refuses the payment HMRC deem this to have been taken and will be counted towards the individuals income. This can have significant impact on welfare benefits. Currently resident rep is CV chair, they are not remunerated and therefore are unable to vote. Hyde have considered having a board member with lived experience and could be a resident of another housing association
5.5	CV Observer: Why do board members have to be paid?
5.6	Company Secretary: The payments were brought in 10/12 years ago. 99.9% large registered providers pay their board members. Being a board member is a big responsibility. Hyde is a big organisation large turn over, 50,000 properties and over 1000 staff. People do not do this for love anymore. As a big business there are things we need board members to be able to do. Company Secretary would be very surprised if Hyde or any other G15 decided to stop paying board members
5.7	CV Observer: It is important to resident member needs to be uniquely familiar to Hyde experiences and culture to for fill obligation as a customer board member. It is important customers do have a voice on the board from a governance point of view. Frustration from residents we don't have a voice on the board.
5.8	Company Secretary: emphasised that current CV chair is very much involved and part of the discussion There has been change in the last year in how we see residents in the board and an increased profile of resident engagement. New chair of the board has different agenda and is very keen we have resident voice and customer experience in the new governance structure
5.9	CV chair: The discussion historically has also looked at how the resident feels about getting paid to sit on the board. Whether this means they are seen as a voice of Hyde rather than a voice of the resident.
5.10	CV member: no easy answer to question of payment. CV chair and vice chair do a lot of work on the board. Important to report back to customer voice. They need the rest of CV to help and support.
5.11	CV member: The resident board member also needs to consider the legal liability and responsibility they take on with the role.

5.12	CV Observer: Is the amount of payment of payment important, could the resident member be paid £1 and get the right to vote. This would minimise impact on income and benefits. Company Secretary agreed to look into this option when considering the governance review.
5.13	Company Secretary thanked CV for their contributions. There is a board strategy day this week to look at governance review and will look at these issues to be brought back to the table.
6	Complaints – Customer Experience Manager
6.1	Reported taken as read. Any questions
6.2	CV vice chair commented it is good to see satisfaction raising. Do the figures in the report relate to all complaints or just formal complaints.
6.3	Customer Experience Manager: The figures in the report relates to formal complaints only. There are currently 200 open informal complaints. The majority relates to repairs. It is the customers choice if they want their complaint to be formal or informal. This changed with the change in the ombudsman code. Customer Experience Manager explained that with an informal complaint Hyde offer a quicker resolution time of 5 days. An informal complaint is still investigated in a formal way.
6.4	CV vice chair: During the complaints session at the Customers Connect conference there was feedback that residents complaints had been downgraded from formal to informal. How does this happen? Customer Experience Manager: We would never downgrade a complaint. It could be human error or a misunderstanding as we have reached out to operational colleagues for support with the backlog. Customer services do encourage residents to pursue an informal complaint as this often means quicker resolution. Customer Experience Manager will look into this when CC21 feedback is received.
6.5	CV Vice chair: Questioned the 3% margin on Housing Ombudsman negative determination ratio. Customer Experience Manager: This year we have received 23 determinations from the Ombudsman. 5 have been negative determinations. There are 25 outstanding determinations. Nationally the housing Ombudsman has received an 83% increase in cases from all registered providers. If the ratio of cases where maladministration is found increases to more than 25% the complaints team would need to provide report to the board to offer reassurance on how we are seeking to resolve situations before they go to ombudsman. Head of service and directors do look at and talk through negative determinations in order to learn and look at service improvement going forward
6.6	CV Observer: How does Hyde determine root cause analysis of particular service area or staff. Is there any value of referring back to the original source of the complaint. Customer Experience Manager: Customer journey mapping is used and we look at when it came to become a complaint and how the complaint was resolved. All complaints are reviewed for key themes and trends. Customer Experience Manager also looks at Customer satisfaction feedback and areas of improvements so Hyde can learn from mistakes to identify where issues went wrong and put things in place so doesn't happen again. An individual's line manager is are responsible for looking at performance of staff manage this.
6.7	CV member: Noted that repair complaints are part of big increase. This should tell Hyde where the focus has to be. Hyde has to concentrate on the contractor performance and feedback key themes and trends to ELT

	Customer Experience Manager: Repairs are a key theme for lots of HA's. This is a resulted of a few interlinking factors; the pandemic; lack of recourses/materials as well as ack of skilled labour. Customers are also at home more and more aware of surroundings, your home more important than ever before.
6.8	Asset Management Director: His peers are working hard to tackle at root cause of complaints. If individual staff members are an issue it is dealt with. Contractor performance management needs to change and we are working hard at this at a high level. We are working on property data, looking at repeat contacts and repeat repairs especially around damp/mould/mildew. We are trying to use data to predict what future works are needed. Asset Management Director offered reassurance that we are working hard behind the scenes although it is frustrating not translated into service improvement.
6.9	CV Member is impressed and pleased with the results detailed in paper and is very happy with the action taken. How is Hyde going to show customers that complaints are important. Customer Experience Manager: We need to let customers know what we are doing and what has changed as a result of the complaints. Complaints team have got additional resources. It is important to share what we are learning a lot wider than we are at the moment.
6.10	Resident complaints board member since Sept 2020. The complaints board meets every 2 months and covers all business areas. They look at Housing Ombudsman determination case studies, MP and councillor enquires. They track the customer journey so we can see where things have gone wrong. As a resident you bring your lived experience and customer insight. For example, challenging Hyde about contractor performance.
6.11	CV vice chair passed on thanks to resident member of complaints board. The complaints board was a result of a RIT recommendation. It was the first time Hyde had let a resident joining a business meeting, this was a break through RIT.
6.12	CV Observer: Are you the voice of a customer in complaints? Complaint bord member explained that there are 2 resident members on the complaints board. Another example of things resident members have picked up on is the need to update a customer even if nothing to tell them.
7	Customer Connect Conference – CI Communications Advisor
7.1	Paper taken as read
7.2	This is the first time Hyde has done an online customer conference. Overall we are pleased with the conference. We have received great feedback on services and pleased with the level of attendance. The next steps are the CI team are collating the feedback from the chat and Q & A. We have pulled out the urgent cases to follow up. The remaining feedback is being sorted by service area and provided to the leads to follow up. A more detailed report will be provided to ELT and the board.
7.3	CV chair: congratulations to The CI the team. Sessions attended were really interesting and opportunity for service leads to listen to the issues customer are facing. She appreciates the huge amount of work that has been put in and not sure on frequency
7.4	CV member: The same themes are coming through from customers. Hyde need to follow up and show they have listened to customers.
7.5	CI Communications Advisor: We will be feeding back to people who attended. Urgent cases raised have already been contacted. A general message will go out to residents this week to ask for feedback on the event. We will also timetable in further updates to

	all attendees and put available resources on the website. The next involving you bulletin will be a conference special, this goes out to all residents.
7.6	CV vice chair: Offered her congratulations to the team. The conference was a real triumph. However, the feedback is nothing new, we have heard it all before and it is frustrating. Hyde are hearing from customers but need to do something about it. She would hate to think that was it. Vice chair suggested a service area focused sessions are held ever few months going forward. Hyde staff talking directly to customers and gearing feedback directly from customers.
7.7	Director Customer Experience: Agrees with making ourselves accessible to hear from customers The timing of the conference is important. Hyde's board wants to own actions and report from customers connect conference. The new governance structure is also a factor.
7.8	CV Observer: Hyde need a plan with key deliverables to address the customer feedback from the conference. This needs to be reported back to CV. Hyde need a systemic shift to become customer focussed.
8	Resident Inspection Team update
8.1	Report taken as read. RIT chair noted there was one correction. It has been 6 months since the decant inspection began
8.2	The recommendations from the decants inspection is due to get signed off at the next formal RIT meeting on 5/1/22
8.3	Scrutiny day is being held on 27 Jan 2022. Please come and contribute. Invites to be sent out. ACTION
8.4	RIT chair was pleased to see the work of RIT get recognition in the housing services strategy update at GHSB
8.5	Asset Management Director comment that the work around looking at repeat repair was a result of a resident inspection recommendation.
9	Customer Involvement Projects Update Customer Involvement Manager
9.1	Papers taken as read. RC invited any questions or comments on projects listed
9.2	Customer Involvement Manager commented that much of the teams time since the last CV meetings has been spent on the customers connect conference. .
9.3	HOP chair would like to thank CI team for help with HOP life cycle project
10	Rolling Agenda Planner - ALL
10.1	4 scheduled CV meeting and these are aligned with board calendar. Next CV meeting 29 Jan.
10.2	15 Feb CV planning meeting
11	AOB - ALL
11.1	CI manager: Proposed a new way for CV can hear directly from residents, a quarterly session where CV go out digitally to customers to hear from a wider group of customers directly. This could help inform CV's report to GHSB/G. Discussed and agreed. ACTION
11.2	CV member: After being involved with CV for over 10 years he is stepping down. A big thank you to CI team and CV members and been very supportive and many have become friends. The last 2 years have been difficult as unable to meet in person. Advice

	to new members and other members take up the training opportunities when offered., these are very useful and can be used outside of Hyde. It's been a pleasure being on CV and is not the end involvement with Hyde, they are still on the on BSP
11.3	HOP chair is stepping back from being the chair of HOP and therefore on CV. She has enjoyed it even though the topics are not always easy. HOP chair commented that many externally don't see the benefits but she genuinely feels a lot would not happen without CV and HOP pushing for change. She will keep in touch and stay involved with CI. They would like to thank Hyde teams for their support
11.4	CV vice chair: Would like CV to have an updates service charge report for next meeting Would also like to invite someone to speak about responsive repairs ACTION
11.5	CV vice chair: Can CV members be provided with the updated volunteer expenses policy and use of IT policy ACTION To be shared on the OAK.
11.6	Customer Involvement manager thanked the observers who attended. We have received a large number of applications to CV and interviews are being held on 16/12, 20/12, 2/12, 11/01,12/01,13/01. Any observers who would like to save the date please email the team.