



Minutes

Plymouth Community Homes  
Customer Focus Committee  
5<sup>th</sup> August 2021, 10:00am  
Virtual Meeting – Microsoft Teams

**Present:**

Lavinia Porfir (LP) Chair  
Debbie Roche (DR)  
Valerie Lee (VL)  
Graham Clayton (GC)  
Ember Wolffire (EW)

**Also in attendance:**

Carl Brazier (CB) Director of Homes and Neighbourhoods  
Liz Phillips (LPh) Head of Income, Commercial and Home Ownership  
Angie Edwards-Jones (AEJ) Head of Customer Experience & Assurance  
Helen Ryan (HR) Head of Communities and Supported Housing  
Alice Potter (AP) Communities Team Manager (part)  
Helen Sambells (HS) Communities Administrator (part)  
Louise Jarvis (LJ) Customer Experience Manager (part)  
Ian Frazer (IF) Head of Asset Management  
Angie Scott (AS) Head of Communications & Marketing  
Charlotte Edwards (CE) Head of Strategy, Performance and Policy  
Sarah Jeatt (SJ) Personal Assistant to Carl Brazier (part)  
Laura Moss (LM) Governance Assistant – Minutes

**Apologies:**

Kelly Wilding (KW)  
Maria Schingen (MS) Head of Strategic Procurement

1	<b>Welcome and Introductions: Confirm Quorum</b>	<b>Action By</b>
01/08/21	<i>The meeting started at 10:00am</i>	

**Redacted Minutes - Some items are redacted as they are confidential or commercially sensitive**

	<p>LP welcomed the Committee and attendees, and the meeting was confirmed as quorate.</p> <p>The Committee passed on their gratitude and commended staff for each of their reports and presentations to be delivered at the meeting.</p>	
<b>2</b>	<b>Apologies for Absence</b>	
02/08/21	KW did not attend the meeting which the Governance Team will follow up after the meeting.	
<b>3</b>	<b>Declarations of Interest</b>	
03/08/21	<p>The guidance provided to Committee members on declaring an interest was noted.</p> <p>LP and DR have standing declarations as Plymouth Community Homes (PCH) tenants however this does not relate directly to any items on the agenda.</p> <p>DR declared an interest in Item 12 – Pembroke Street Estate Management Board Annual report as she is Chair of the Board. As the report was for monitoring only it was agreed DR could participate in discussions for this item.</p> <p>VL also declared her non-executive role on the Partnership Board with LiveWest South West and University Hospitals. However, it was agreed that this interest would not impact on any of the reports at the meeting.</p>	
<b>4</b>	<b>Minutes of previous meeting (7<sup>th</sup> May 2021)</b>	
04/08/21	<p>The minutes of the previous Committee meeting were discussed, and it was <b>confirmed</b> that the minutes were a correct record of the meeting and that they could be electronically signed by the Chair.</p> <p>The notes from the two CFC Independent Review meetings held on 21<sup>st</sup> May and 18<sup>th</sup> June 2021 were also noted by the Committee.</p>	
<b>5</b>	<b>Chair's Urgent Business</b>	
05/08/21	There was no Chair's urgent business.	
<b>6</b>	<b>Matters Arising</b>	

**Redacted Minutes - Some items are redacted as they are confidential or commercially sensitive**

06/08/21	<p>A list of all on-going and completed actions from previous meetings, with updates, was uploaded to Boardpacks ahead of the meeting for the Committee to review.</p> <p>The Committee noted the Minute Action Log.</p>	
<b>7</b>	<b>Decisions since last meeting</b>	
07/08/21	There have been no Urgent or Efficient Decisions since the last meeting.	
<b>8</b>	<b>Presentation – Resident Engagement</b>	
08/08/21	<p>AP gave a presentation on Resident Engagement to the Committee for information.</p> <p>The presentation provided an overview of resident involvement, the Learn for Free programme, the demographics of involved residents and the next steps for Resident Engagement.</p> <p>The PCH Resident Involvement Strategy was last reviewed in 2019 following consultation with 887 residents. The proposed updates included recommendations within the Together with Tenants Charter, the Housing White Paper, the Hackett report and PCH’s own TPAS accreditation. The PCH Board noted the updates in November 2019 which then formed the PCH Resident Involvement Strategy 2019-22. There have since been further minor updates to reflect the new Strategic Business Plan values.</p> <p>Resident Involvement – offers a wide variety of Formal and Informal engagement options dependent on resident time and commitment available.</p> <p>Learn for Free – provides residents with various opportunities to obtain formal qualifications and training to more informal social skills and confidence building.</p> <p>The Committee were also informed of the numerous ways the Communities Team continued to keep residents involved during the Covid pandemic and national lockdowns. This led to the development of PCH Connect which is a new way of delivering community activities online.</p> <p>The number of resident consultations being undertaken has increased considerably; in 2019 5 large consultations were completed, in 2020 17</p>	

**Redacted Minutes - Some items are redacted as they are confidential or commercially sensitive**

	<p>consultations took place, and in 2021 13 consultations have taken place so far this year such as Feedback on Service Charge Policy and Strategy.</p> <p>Resident Involvement services are constantly being reviewed and are evolving as a result of resident feedback through activities.</p> <p>It was also shared with the Committee that PCH have been shortlisted in the TPAS Awards for Excellence in Resident Engagement, meaning that PCH are one of six housing associations nationally to be shortlisted. This is a great achievement.</p>	
09/08/21	<p><b>As a result of questions the following was clarified:</b></p> <p>The Committee praised the presentation and the hard work of the Communities Team.</p>	<b>AP/HR</b>
10/08/21	<p>It was suggested that PCH could consider expanding its offer of formal qualifications through the Learn for Free programme to support residents in accessing employment with larger employers. For example, other social housing providers are supporting residents to gain employment in the healthcare sector.</p>	
11/08/21	<p>Following every resident consultation, a report is written detailing what the findings were, and the changes made as a result of resident participation. The Committee were advised that should the consultation be related to a local community within the city then the report would be posted to all residents within that area. If the consultation related to a subject affecting all PCH residents then the report would be sent to the residents involved only however, the report would be advertised on social media and the website to ensure that it is widely available.</p>	
12/08/21	<p>It was queried how many residents were members of multiple resident involvement groups. The Committee were assured that this information is recorded within a database called the Tenant Participation Tracker (TP Tracker) and it is rare for a resident to be involved in only one group. There are currently around 585 residents on the Resident Involvement register and 620 residents on the Learn for Free programme.</p>	
13/08/21	<p>The Customer Focus Committee <b>noted</b> the presentation on Resident Engagement.</p>	
<b>9</b>	<b>Update on Resident Review 2019/20 and 2021</b>	

**Redacted Minutes - Some items are redacted as they are confidential or commercially sensitive**

14/08/21	<p>HR presented the Update on Resident Review 2019/20 and 2021 to the Committee for monitoring.</p> <p>Resident Review is the new resident scrutiny process which was introduced in 2019 with the specific aim of enabling an increased number of tenants to be involved in scrutiny. During 2021, the first Resident Review scrutiny was completed as the process was paused in 2020 due to the Covid pandemic.</p> <p>The new resident scrutiny process involved a Task and Finish Group of residents examining and leading the review on the topic of 'Getting hold of the right person at PCH'. The Committee were provided with the Task and Finish Group's finalised report which was independently written by the residents with the assistance of an external facilitator. An update on the progress that PCH is making in implementing the residents' recommendations made within the report was also included.</p> <p>The 2021 Resident Review has recently launched with the chosen topic of PCH contractors' interactions with PCH tenants: To evaluate and compare interactions between contractors and residents, against PCH and resident expectations, requirements and agreed standards.</p>	
15/08/21	<p><b>As a result of questions the following was clarified:</b></p> <p>The covering report included some of the Task and Finish Group participants' demographics. A breakdown of the resident's ethnicity was also requested. This data can be obtained from the Tenant Participation Tracker database, for residents that were willing to divulge this information, and shared with the Committee.</p>	<b>HR</b>
16/08/21	<p>Within the covering report it explains that the Task and Finish Group requested and reviewed 10 sets of existing internal and external data and information during their review. It was agreed that the data and information would be shared with the Committee.</p>	<b>HR</b>
17/08/21	<p>The Committee also enquired if the successful outcome of the first Resident Review will be publicised. The Communities Team will be looking into this.</p>	<b>HR/AP</b>
18/08/21	<p>The Customer Focus Committee <b>noted</b> the Update on Resident Review 2019/20 and 2021.</p>	
19/08/21	<p><i>SJ and LJ joined the meeting at 10:45am</i></p>	
<b>10</b>	<p><b>Presentation – Amplifying the voice of tenants</b></p>	

**Redacted Minutes - Some items are redacted as they are confidential or commercially sensitive**

20/08/21	<p>CB and LP gave a presentation on Amplifying the voice of tenants to the Committee for information.</p> <p>The presentation provided an overview of the key themes deriving from the Housing White Paper, the recent In-Depth Assessment carried out by the Regulator of Social Housing (RSH) and the National Housing Federation (NHF) Together with Tenants Charter. All strongly focus on empowering residents, encouraging resident engagement, and ensuring all resident voices are heard.</p> <p>The Committee were reminded of PCH's current positive approach to resident empowerment which included:</p> <ul style="list-style-type: none"><li>• Tenant Board Members</li><li>• Early adopters of the Together with Tenants Charter</li><li>• Customer Focus Committee</li><li>• Resident Review</li><li>• Resident Involvement provision</li></ul> <p>The next steps proposed to enhance PCH's position were detailed which comprised of a review of the outcomes from the last formal STAR resident survey and gathering feedback from residents through transactional surveys. Reviewing the Communications Strategy, undertaking an independent Resident Engagement Health Check and exploring the organisation of an Annual Conversation with all PCH residents.</p> <p>The next steps for the Customer Focus Committee were also presented which included hosting Committee meetings within the community to connect with residents; greater interactions between the Committee and the PCH Board; and recruiting more residents to the Committee (up to 7 residents, one of whom may be a leaseholder and one of whom may be a shared owner, as well as 5 PCH Board Members) following approval of the new Terms of Reference for the Customer Focus Committee by the PCH Board in September 2020.</p> <p>The Committee have also recently commissioned its first independent review on 'how PCH tackles social housing stigma' and 'understanding the impact of the Covid-19 pandemic on PCH residents'. The Committee will agree target deadlines for the review and the outcome will be reported back once completed.</p> <p>The recruitment of a 'Tenant Champion', a resident within the community to raise awareness of the Together with Tenants charter, is being explored.</p>	

**Redacted Minutes - Some items are redacted as they are confidential or commercially sensitive**

	<p>Along with the opportunity to recruit Tenant Champions to provide a point of contact in relation to Anti-Social Behaviour and Domestic Abuse. This will empower residents and the role description is currently being developed.</p> <p>Success will be measured through the number of residents that are engaged and changes made as a result; improved resident services evaluated through resident feedback; thriving communities from building on existing working relationships with partners in the city and compliance with the RSH in respect of resident empowerment.</p>	
21/08/21	<p><b>As a result of questions the following was clarified:</b></p> <p>The results of the last STAR survey showed that an area for improvement was staff being helpful/unhelpful. It was noted that both residents and all PCH staff will need to work together to achieve the next steps set out within the presentation. This will be assessed through the independent Resident Engagement Health Check which will be taking place across the whole organisation.</p>	
22/08/21	<p>The Development team acquire their own feedback for projects which is shared with the Development Committee. It was suggested that the feedback obtained through these surveys is shared with the Customer Focus Committee to ensure customer experiences are reviewed by the appropriate Committee.</p>	<b>Andrew Lawrie</b>
23/08/21	<p>DR invited the Committee to hold a meeting at Pembroke Street when possible.</p>	<b>LM</b>
24/08/21	<p>There were concerns raised surrounding the Tenant Champions for Domestic Abuse and Anti-Social Behaviour within the community as this could potentially place the resident at risk. The Committee were assured that the Tenant Champions would not replace PCH staff, the resident would receive appropriate training and guidance on how to recognise instances of Anti-Social Behaviour and Domestic Abuse. It was requested that the Committee view the Tenant Champion role description at its next meeting in November 2021 once it has been developed, with a potential change of the role title.</p>	<b>CB/HR/AP</b>
25/08/21	<p>It was proposed that training on Domestic Abuse and Anti-Social Behaviour could be provided to residents through the Learn for Free programme on a voluntary basis.</p>	<b>AP</b>

**Redacted Minutes - Some items are redacted as they are confidential or commercially sensitive**

26/08/21	Although the outcomes of the STAR survey were very positive one other area for improvement included, 'improvement in managing finances.' This is in relation to the support and signposting provided to residents.	
27/08/21	The Customer Focus Committee <b>noted</b> and supported the presentation on Amplifying the voice of tenants.	
28/08/21	<i>SJ left the meeting at 11:17am</i>	
<b>11</b>	<b>Social Value Reporting</b>	
29/08/21	A presentation on Social Value Reporting was included within the Boardpacks however it was agreed that this item would be postponed to the next meeting on 4 <sup>th</sup> November 2021 due to MS being absent at short notice.	
<b>12</b>	<b>Pembroke Street Estate Management Board Annual Report</b>	
30/08/21	<p>LP presented the Pembroke Street Estate Management Board annual report to the Committee for monitoring.</p> <p>Pembroke Street residents group started in 1987 and the Estate Management Board (PEMB) was set up in 1994. It is essentially a resident led organisation known as a Tenant Management Organisation (TMO) which carries out the functions of a Social Housing provider (PCH) on our behalf.</p> <p>Services within both PEMB and PCHs remit were listed in the report. It was confirmed that PCH Housing Officers and Repairs Supervisors provide day to day liaison with Pembroke Street to support both the Housing Management function and repairs. They also attend monthly Liaison meetings with resident representatives and PCH also has two places on the PEMB and attends quarterly meetings and sub-committee meetings as required.</p> <p>The Modular Management Agreement (MMA) sets out responsibilities for both the PEMB and PCH in detail to ensure everyone understands clearly what functions are carried out by each party. Within the MMA, PEMB are required every five years to consult and confirm with residents that they wish their TMO role to continue. The Ballot took place in August 2019 with a positive result confirming PEMB to continue their role.</p> <p>PEMB are currently paid £191,818.34 per annum, the allowance is paid in quarterly amounts. The allowance is reviewed annually and is adjusted in line with PCH performance/costs.</p> <p>The report provided performance information for 2020/21 which showed targets across most areas had been achieved. In addition to the repairs, PEMB this year also carried out extensive grounds' maintenance including, grass cutting, weed spraying, tree pruning, power washing of paved areas</p>	

**Redacted Minutes - Some items are redacted as they are confidential or commercially sensitive**

	<p>and enhancing areas of the estate by adding planting and new planters. In addition, the original metal artwork on the estate was repainted.</p> <p>The results of the annual customer satisfaction survey which was completed in June 2020. 103 households took part in the survey which represented 65% of the estate. The overall satisfaction score was 97%.</p> <p>In addition to the standard Housing Management and maintenance functions, PEMB support and encourage a strong community and have organised a number of events and activities in 2020/21.</p>	
31/08/21	<p><b>As a result of questions the following was clarified:</b></p> <p>The Committee were assured that all the negative comments recorded as a result of the annual customer satisfaction survey which took place in June 2020 have now been resolved. The ongoing damp problem recorded is now progressing through a legal disrepair claim.</p>	<p><b>Stephen Ford</b></p>
32/08/21	<p>The data shown within the Tenancy Management ASB performance table on page 4 was queried as it reads '% Customers satisfied with ASB response' with 1% showing for Quarter 1. The data presented will be reviewed and amended where necessary however, the Committee were assured that 100% of customers were satisfied with the outcome of their ASB case.</p>	
33/08/21	<p>The positive outcomes of the Tenant Management Organisation (TMO) being in place were noted however it was queried whether there were any negatives such as attributing any issues that couldn't be resolved by the TMO being passed onto the responsibility of PCH. The Committee were assured that there are great close working relationships between PCH and the TMO and this has not occurred.</p>	
34/08/21	<p>The possibility of using the TMO model across the city was discussed. It was explained that the Pembroke Estate Management Board formed because of residents' passion to improve the estate. Government funding was received, and residents were involved in the regeneration of the estate. The TMO offers good value for money, manages its own functions as set out in the MMA (Modular Management Agreement) such as voids, grounds maintenance and anti-social behaviour.</p>	
35/08/21	<p>To form a TMO, residents within a community will need to have a strong desire to do so as a large amount of work and time commitment is involved. There is also a legal process that a TMO will need to follow.</p>	

**Redacted Minutes - Some items are redacted as they are confidential or commercially sensitive**

36/08/21	The Customer Focus Committee <b>noted</b> the Pembroke Street Estate Management Board annual report.	
37/08/21	<i>The meeting stopped for a 5 min break at 11:28am – HS and AP left the meeting</i>	
38/08/21	<i>The meeting recommenced at 11:33am</i>	
<b>13</b>	<b>Asset Management Q1 2021/22 Performance Update</b>	
39/08/21	<p>IF presented the Asset Management Quarter 1 Performance Update to the Committee for monitoring.</p> <p>The report provided visibility as to how the team is delivering against the targets, which were set out in the Asset Management Update to the PCH Board on 29<sup>th</sup> July 2021, which reviewed performance in 2020/21 and highlighted the work to be undertaken in 2021/22. The targets link back to the Asset Management Strategy 2017-2022</p> <p>Despite continuing disruption to working patterns and supply chain shortages, the Asset Management Team have continued to deliver investment into residents' homes and enhanced their understanding of the performance of PCH homes. During the past 90 days, the team have:</p> <p></p> <ul style="list-style-type: none"><li>• Recruitment of a Stock Condition Surveying Team is underway and the first appointments have been made</li><li>• 2021/22 Programme of Works has been published</li></ul> <p></p> <p>A breakdown of the work carried out during Q1 of 2021-22 was presented along with areas of focus for each of the teams that contribute to Asset Management: Asset Data team, Surveying team, Fire Safety team and the Programme Delivery team.</p> <p>An overview of the process that the Leasehold Team adopt once the fire safety team have completed a fire risk assessment and identifies a leasehold property fire door that requires action was also included in the report. This was requested by the Committee at its meeting on 5<sup>th</sup> May 2021.</p>	
40/08/21	<p><b>As a result of questions the following was clarified:</b></p> <p>The EPC values of the housing stock were included within the quarterly report. This information will be used to shape the future Asset Management</p>	

**Redacted Minutes - Some items are redacted as they are confidential or commercially sensitive**

41/08/21	<p>Strategy and shared with Savills, who are going to undertake an analysis of PCH properties to achieve an EPC level of C or above as well as zero carbon.</p> <p>The Data Team are also concluding the implementation of the Option Appraisal Module which assesses the return of a PCH property. [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
42/08/21	<p>At its last meeting on 5<sup>th</sup> May 2021 the Committee also requested an overview of the housing stock survey process to gain a deeper understanding of the work undertaken. The following information was shared:</p> <ul style="list-style-type: none"><li>• Review data on Promaster, repairs history, speak to Housing Officers, review resident contact/feedback about any issues</li><li>• Undertake a site visit</li><li>• Categorise the type of maintenance required as either:<ul style="list-style-type: none"><li>- planned maintenance – revenue repairs such as painting and small repairs</li><li>- planned maintenance plus – the condition of capital components like windows and roofs will be assessed at the same time so that maintenance can be planned for when all the components are deemed to require repair within the next 10 years. This is because scaffolding can be very costly, so the aim is to repair all aspects at once on each block within a 10-year period. These works are planned by in-house teams and then undertaken by a term contractor.</li><li>- large modernisation of blocks – such as buildings that have water ingress or insufficient energy efficiency tend to require a large amount of work. The work is then designed and tendered externally.</li></ul></li></ul>	
43/08/21	<p>The work undertaken across the city by PCH over the last three years has increased significantly which has seen an encouraging change in communities. The Committee were reminded that planned maintenance programmes are now published however it is subject to change due to emerging risks and other factors which may delay the programme.</p>	
44/08/21	<p>It has been identified that nationally damp can be an issue in homes. The Committee were informed that PCH do receive reports of damp from residents however primarily these are cases of condensation. PCH support residents in how to overcome condensation, which can be contributed to</p>	

**Redacted Minutes - Some items are redacted as they are confidential or commercially sensitive**

	<p>because of fuel poverty as heating systems are used infrequently resulting in fluctuation of temperatures. Even if it is believed that the mould is caused by condensation often remedial and proactive works will also be undertaken by PCH to help the resident. Evidence of the action taken is then recorded. If the resident believes that the situation is damp rather than condensation an independent survey of the property is often commissioned through a damp contractor by PCH.</p>	
45/08/21	<p>It was confirmed that although evidence of remedial works is recorded under individual addresses this information is difficult to capture within one report for the complete housing stock. Data is currently being analysed and gathered to provide the Committee with this information at the next meeting in November 2021.</p>	<b>IF</b>
46/08/21	<p>There are some properties with damp through water ingress or leaks from other properties which PCH are working on resolving.</p>	
47/08/21	<p>To provide assurance, it was agreed that a short briefing paper would be circulated to the Committee detailing the process that PCH follows in cases of damp and condensation and how many cases are reported every year. A more detailed report would then be presented at the next Committee meeting.</p>	<b>IF</b>
48/08/21	<p>The Committee enquired about how PCH communicate with leaseholders regarding proposed works to blocks such as windows. PCH will follow the Section 20 leasehold major works process which includes liaison with the leaseholder and serving a notice of intention. Leaseholders will have legal protection and the option of leasehold tribunals if necessary.</p>	
49/08/21	<p>PCH are responsible for ensuring properties are watertight which can mean replacing roofs, windows and render which can be costly. Dependent on the type of lease held, PCH are able to carry out repairs and recharge leaseholders however leaseholders can refuse window repairs. These instances are dealt with on an individual basis.</p>	
50/08/21	<p>Some recharges are costly due to the age of the building which can be up to 50/60 years old. It is not possible to use social housing rent to fund repairs to leasehold properties. However, as PCH do not have the right to enter properties, when sprinklers were installed in high rise flats PCH did not charge leaseholders for this to ensure we gained access to every property and that the utmost fire safety could be adhered to.</p>	

**Redacted Minutes - Some items are redacted as they are confidential or commercially sensitive**

51/08/21	PCH are now able to offer payment plans due to obtaining a consumer credit licence with the Financial Conduct Authority and will provide support to leaseholders who have received large recharge bills.	<b>GC/IF/ Jonathan Quinn</b>
52/08/21	It was requested that the Monitoring of actions from FRAs (Fire Risk Assessments) table on page 6 of the report be reviewed so that the data could be presented in a more user-friendly format. A suggestion was made to add an extra row under the 21/22 information to provide an overall Total Generated and Total Completed. Additionally, the remedial works timescales and RAGO rating could also perhaps be presented in an alternative way, GC agreed to share his suggestions with IF and the Asset Manager outside of the meeting.	
53/08/21	The Customer Focus Committee <b>noted</b> the Asset Management Q1 Performance Update.	
<b>14</b>	<b>Welfare Reform</b>	
54/08/21	<p>LPh presented the Welfare Reform Update to the Committee for monitoring.</p> <p>At the end of June 2021, there were 4,173 PCH tenants receiving Universal Credit (UC). Of these, 1,203 were in rent arrears. The arrears figure for those on UC was 2.17%, compared with 1.42% for PCH's overall current rent arrears.</p> <p>The total number of tenants receiving UC represents an increase of 215 since the start of quarter 1. It is very positive that the incomes team, welfare reform team and financial inclusion team are now able to visit tenants again where face to face support is preferable.</p> <p>The Committee were informed that the Government have confirmed its intention to cease the £20 per week uplift in UC, which was applied at the beginning of the pandemic, in September 2021. However, where tenants are struggling financially because of the pandemic, and are working with PCH so that support can be given, PCH will continue to follow the NHF (National Housing Federation) pledge; that 'we will not evict anybody from their home as a result of financial hardship caused by the pandemic as long as tenants are making contact with us and agreeing a manageable way to move forward'. No evictions for rent arrears have taken place in this year so far.</p> <p>At the end of June 2021, the number of 'bedroom tax' cases had increased to 914. Whilst before the pandemic this number had usually been stable or showed a decrease, the number has continued to rise over the last quarter</p>	

**Redacted Minutes - Some items are redacted as they are confidential or commercially sensitive**

	<p>(an increase from 870 since March 2021). Reasons for this were explained within the report.</p> <p>PCH continue to help tenants to register on Devon Home Choice for a move to a smaller property. As at June 2021, a total of 758 tenants have been assisted to downsize since the bedroom tax has been in place from April 2013. This represents assistance for a further 17 tenants since March 2021.</p> <p>At the end of March 2021, there were 81 PCH tenants affected by the benefit cap. This reduced to 80 at the end of June 2021.</p>	
55/08/21	<p><b>As a result of questions the following was clarified:</b></p> <p>The Committee enquired if the removal of the £20 uplift in Universal Credit (UC) will cause an increase in rent arrears. A recent report confirmed that the £20 uplift was a high proportion of many residents' income and that this equated to a 12% average of their UC entitlement. The incomes team, welfare reform team and financial inclusion team will be working closely with the residents affected by this.</p>	
56/08/21	<p>Job vacancies in the three months to May 2021 have recovered to levels prior to the pandemic so hopefully this will help to offset some of the effects of the withdrawal of the £20 uplift in UC.</p>	
57/08/21	<p>The Customer Focus Committee <b>noted</b> the Welfare Reform report.</p>	
<b>15</b>	<p><b>Performance Indicators</b></p>	
58/08/21	<p>CE presented the Performance Indicator report to the Committee for monitoring.</p> <p>The Performance Indicator report presented a suite of performance measures most relevant to the areas of responsibility falling within the remit of the Committee, covering the period to 30<sup>th</sup> June 2021.</p> <p>Overall, the organisation continues to perform well, with most of the indicators being either within target or marginally off target. The variances were detailed in the report.</p> <p><b>Asset Management (Repairs and Regeneration)</b> – 5 performance indicators were outside of target but within 10% and 1 was more than 10% outside of target. 6 performance indicators were on target.</p>	

**Redacted Minutes - Some items are redacted as they are confidential or commercially sensitive**

	<p>Repair completion times overall are slightly off target. There are increasing numbers of staff being required to self-isolate as Covid infection levels increase in the Plymouth area. PCH are also affected by the ongoing national shortage of building materials which is also causing delays with some repairs.</p> <p><b>Housing Management</b> – 3 performance indicators were on target.</p> <p><b>Voids and Lettings</b> – 1 performance indicator was on target and 12 performance indicators were more than 10% outside of target. (These 12 indicators take into account the current Covid-19 situation and have been marked under the agreed new 'pale' version of the red target.)</p> <p>There has been a further reduction of days taken to re-let void properties, with the average turnaround standing at just under 50 days. This is a 5 day decrease since the last reporting period. There is an interim target of reaching 50 days by the end of September 2021, with the aim of reducing the turnaround time to 40 days by the end of December 2021. This assumes that PCH are able to fully return to normal ways of working with no further restrictions.</p> <p>At its last meeting, the Committee requested a breakdown to explain the reasons for no access to carry out necessary gas servicing which was include within the report. There were four homes with an out-of-date gas safety certificate at the end of June 2021.</p>	
59/08/21	<p><b>As a result of questions the following was clarified:</b></p>	
60/08/21	<p>It was confirmed that resident satisfaction with programmed works is included within the report showing that in June 2021 96% of residents were satisfied across all programmes, cumulatively and 94% in month.</p> <p>Relationships with contractors is the next topic to be reviewed through the Resident Review process and it was queried whether resident feedback is currently collated to assist with this. The Committee were informed that feedback in relation to specifically the conduct of the contractor is collected, and any negative comments are reported to the appropriate management teams to be followed up.</p>	
61/08/21	<p>The Committee were advised that material shortages and staff self-isolating are challenges faced across the industry at present. This is also evident with the increase in the cost of materials. Some contracts with suppliers are at fixed prices however these are due for renewal imminently so PCH are expecting prices to increase.</p>	

**Redacted Minutes - Some items are redacted as they are confidential or commercially sensitive**

62/08/21	The Customer Focus Committee <b>noted</b> the Performance Indicator report.	
<b>16</b>	<b>Digital Customer Communications Update</b>	
63/08/21	<p>AS presented the Digital Customer Communications Update to the Committee for monitoring.</p> <p>For Quarter 1 2021/22, there are now 6871 residents with active My PCH accounts - this represents 48% of tenants. The target of 60% of tenants is still being strived for.</p> <p>This quarter the first digital communications analytics reports (Appendix A) was included, which was presented in a visual dashboard format to make the data as engaging and impactful as possible. The aim is to begin to show trends and patterns, rather than simply reporting on growth in the number of subscribers, which has been the focus up until now. As more data becomes available each month, it will be added to the report to build a fuller picture of behaviours.</p> <p>Some of the analytics shown within the report were:</p> <ul style="list-style-type: none"> <li>• 19,169 logins – meaning residents are logging in at least once a month over the Quarter</li> <li>• 1,144 password resets - Improvements to the registration and login process of My PCH are underway, which addresses resident feedback received through ‘Hotjar’ - the 24/7 feedback function on the website and portal.</li> <li>• 1,305 repairs reported - this equates to 9.3% of total repairs reported (only routine repairs can be reported through My PCH at present)</li> <li>• 29,568 rent statement views - this means people are viewing their rent statement more than once per visit</li> <li>• 69.82% of payments have been received online</li> </ul> <p>Progress of Phase Two of the My PCH portal has been slow however, it was confirmed that the online tenant application portal is set to go live this month. Initially, following thorough staff testing, selected residents will be asked by the Housing Choices Team to help test the application portal. Feedback will be collected based on residents’ experiences and the Team will be available to help wherever needed. Once PCH are confident the process works as intended, it will be offered to all new applicants. For prospective tenants who cannot complete the application online, staff in Housing Choices will support them through the process.</p>	
64/08/21	<b>As a result of questions the following was clarified:</b>	

**Redacted Minutes - Some items are redacted as they are confidential or commercially sensitive**

	<p>One of the recommendations from the recently completed Resident Review on 'Getting hold of the right person at PCH' was to develop a My PCH app for use on mobile devices. It was explained that when compared to a website an app is expensive as two versions need to be developed to be suitable for both iOS and Android devices. As a result, it was decided to initially develop a website to provide online services to residents securely. Once PCH are content that the online services provided are being utilised by residents then an app would be considered.</p>	
65/08/21	<p>Another aspect within the Resident Review was regarding staff contact information being made readily available to residents. It was suggested that Housing Officer contact details specific to the resident logging in could be made available through the My PCH portal. The Committee were informed that in order for this to be possible the My PCH portal would need to be integrated with another PCH system which would require further investment. Additionally, Housing Officers and Assistant Housing Officers rotate across areas of the city regularly therefore PCH would need to be confident that the information stored within the system is correct before integrating with the My PCH portal. Furthermore, PCH are encouraging residents to self-serve so by providing Housing Officer direct contact details this widens the points of contact. By channelling telephone calls through the contact centre this enables PCH to provide a consistent level of service, monitor resident contact and understand resident behaviours.</p>	
66/08/21	<p>The Committee were informed that LiveWest have a facility on their website (not the self-serve portal) to 'Find my Housing Officer' which allows the resident to type in their postcode which will display the Housing Officer name along with a filter list of reasons for contact to signpost the resident to the correct department. The development of this facility could be explored.</p>	AS
67/08/21	<p>The Browsealoud function is now live on both the website and My PCH portal and has been advertised in In Touch magazine, My Home Housing with Support magazine and online via e-news and social media. It was suggested that PCH explore the possibility of monitoring the usage of this function for Equality and Diversity purposes.</p>	AS
68/08/21	<p>The new Communications Strategy is being created over the coming months using data from research that will take place with residents, staff and Board members during August and September 2021. It is anticipated that the revised Communications Strategy will be presented to the PCH Board in November 2021 then following this the My PCH Roadmap will be developed.</p>	
69/08/21	<p>HouseMark began benchmarking digital services provided by registered providers across the sector last year. The Committee were keen for any</p>	

**Redacted Minutes - Some items are redacted as they are confidential or commercially sensitive**

	data available from this to be used to review the digital services available at PCH.	
70/08/21	The Customer Focus Committee <b>noted</b> the Digital Customer Communications Update.	
<b>17</b>	<b>Complaint Response Trial Feedback</b>	
71/08/21	<p>AEJ presented the Complaint Response Trial Feedback to the Committee for information.</p> <p>A decision was made following the implementation of the approved Customer Complaints and Comments Policy, for a trial to take place. This trial was focused on the quality of complaint responses. This meant that whatever stage of the process, responses would go through a quality check, either carried out by Heads of Service or a Director for sign off before being sent to the complainant. The expectation was that this would provide challenge and the opportunity to influence the decisions that had been made, and ensure the quality of the letter content was of a high standard. Staff who required further training and support could also be identified.</p> <p>The trial took place for 6 months (1<sup>st</sup> October 2020 to 31<sup>st</sup> March 2021) and a review was undertaken, as this would allow a complete complaint cycle to evaluate its effectiveness.</p> <p>Feedback was gathered from the Senior Management Team (SMT) and Wider Management Team (WMT) as well as the Customer Experience Team (CST).</p> <p>The findings from the trial were presented to the Executive Management Team (EMT) who agreed the following recommendations:</p> <ul style="list-style-type: none"> <li>• The checking of letters to become a business as usual step in our process to continue to build upon the improved quality of complaint responses. This also supports staff having an overview of what complaints are currently “live” in their service area</li> <li>• That work continues to be done to ensure that 100% of Day 2 calls are made in line with the complaint policy process</li> <li>• That this information is embedded into the continued roll out of in-house Complaint training to comply with the Housing Ombudsman Complaint Handling Code</li> <li>• That another review takes place after a further 6 months which is reported to EMT to check progress</li> </ul>	

**Redacted Minutes - Some items are redacted as they are confidential or commercially sensitive**

72/08/21	<p><b>As a result of questions the following was clarified:</b></p> <p>It was acknowledged that some residents did not want a telephone calls within two working days. This was the residents' preference as they are given a choice of how PCH communicate with them in response to their complaint.</p>	
73/08/21	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
74/08/21	The Customer Focus Committee <b>noted</b> the Complaint Response Trial Feedback.	
<b>18</b>	<b>Complaint Timeline – Stage 3 Panel Case Study</b>	
75/08/21	<p>LJ presented the Complaint Timeline – Stage 3 Panel Case Study to the Committee for information.</p> <p>At the Committee meeting on 6<sup>th</sup> November 2020, a Case Study to show the timeline of a complaint from Stage 1 through to Stage 3 was requested. The various stages of a complaint were provided which included points of customer contact and internal processes followed through each stage as well as actions taken following the complaint.</p> <p>Several Board and Committee members have been involved in a Stage 3 Complaint Panel meeting.</p>	
76/08/21	<p><b>As a result of questions the following was clarified:</b></p> <p>It was noted that the Customer Experience Manager proactively amended complaint letters, quoting the Housing Ombudsman address, to include the email address also.</p>	
77/08/21	The Customer Focus Committee <b>noted</b> the Complaint Timeline – Stage 3 Panel Case Study.	
<b>19</b>	<b>Forward Plan</b>	

**Redacted Minutes - Some items are redacted as they are confidential or commercially sensitive**

78/08/21	The Forward Plan was reviewed by the Committee which detailed items that were due to be reported at the remaining meeting of 2021.	
79/08/21	The Customer Focus Committee <b>noted</b> the Forward Plan.	
<b>20</b>	<b>Date of Next Meeting</b>	
80/08/21	The next Customer Focus Committee meeting is scheduled for Thursday 4 <sup>th</sup> November 2021 at 10am.	
81/08/21	<i>The meeting ended at 12:33pm</i>	

Name            Lavinia Porfir

Signature        .....

Date              .....

Certified as a true copy .....

Belinda Pascoe, Head of Governance

Date              .....