**Meeting minutes from Housing 21’s Extra Care National Forum**

**Date:** 21 August 2025

**Time:** 15:00-16:30

**Chair of meeting:** Ian Devereux (ID)

**Attendees:** **Housing 21 Representatives:**

Sophia Nakhooda (SN) (Head of Strategic Projects and Business Improvement), Tracy Jones (TJ) (Head of Operational Development), Jamie Lindon-Lewis (JLL) (Director of Extra Care), Chris Parker (CP) (Contracts Manager),

Amber Crick (Resident Engagement Coordinator)

**Housing 21 residents: MR, DD, TL & SM**

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| **Title of agenda item** | **Summary of discussion** | **Actions**  |
| **1.** | **Introductions** | Introduction where made. Amber Crick was welcomed to her new role. |  |
| **2.** | **Actions From Last Meeting** |  |  |
| **3.** | **Resident Engagement plans** | SN outlined plans to refresh the resident engagement strategy, incorporating feedback from residents, staff, and regulatory standards. A joint workshop is planned to co-develop the strategy. Both sides to pose some questions.   | Actions Agreed: Amber Crick will assist with diary coordination and Jamie to send discussion prompts |
| **4.** | **Extra Care Service Review** | JLL – context – two years ago we started working on a piece about our employees’ ability to do their jobs, the feedback has triggered a service review, colleagues have talked to housing managers, assistant housing managers, assistant care managers for where we operate, care to understand what the pinch points were for people in terms of doing their jobs. a number of themes that came up in terms of challenges that were associated to the roles in extra care, but overall, there were some common themes. So firstly capacity.The business has changed massively over the past few years and yet our job structure, our jobs and the structures have remained largely the same in the schemes.Secondly, for a number of years we have focused heavily on care worker pay, we want our care workers to be paid well to make sure that they felt recognised for the job that they do. We went through a process of standardisation before we start messing with structures and people's job roles, we looked at all our job roles in extra care to be clear about what they should be doing and go through a process of standardising.Question ID – your Systems, or lack of systems to support operations, you are doing a review of people & operation but what are you doing in terms of reviewing the system that supports the workers.Answer JW - on the care side we have the birdie system. We know it’s already delivering great benefits. This has helped us not be too radical on the care side,Question TL-has anyone asked the residents about what they think about birdieAnswer TJ- update on Birdie, we are doing local tenant feedback and helping tenants to understand about the phones. |  |
| **5.** | **Extra Care Operational Updates** | TJ focused on operational updates across Extra Care schemes, including digital care planning, team changes, complaints handling, resident engagement, allocations policy, and service charge communications.**Birdie Digital Care Planning*** **Positive feedback**: improved responsiveness, medication tracking, and adherence to call times.
* **Constructive feedback**: device usability challenges among staff.
* **Follow-up**: Birdie Focus Week planned; further updates expected from Laura and the project team.

**New Team Members*** Recruitment into Sophia’s and Sarah’s teams to support ASB, complaints, tenancy sustainment, and resident engagement.
* Specialists to attend future resident groups for feedback and priority setting.

**Anti-social Behaviour*** New training and toolkits rolled out.
* Aim: consistent and effective response to rising ASB concerns.

**Complaints Handling*** Emphasis on learning culture: complaints seen as opportunities for improvement.
* Lessons learned now being shared across management.
* Monthly dashboards and performance reviews introduced for transparency.

**Discussion Points****Defining Complaints*** Managers need clearer guidance on what constitutes a complaint.
* Third-party complaints often misattributed to Housing 21 — accountability must be clarified.

**Resident Voice*** Residents are more vocal; Housing 21 is responding with greater focus on welfare.
* MR praised the shift and advocated for a resident risk register.

**Allocations Policy Review*** Led by Sophia’s team.
* Focus areas: eligibility criteria, housing history disclosures, waiting list management, and regulatory compliance.

**Data Empowerment*** New resident information form developed.
* Plans for automated data flow and regular reporting.
* Commitment to ongoing data maintenance.

**Resident Communication and Engagement****“Let’s Talk Extra Care”*** New video series replacing “Cuppa with Chris.”
* Pre-recorded format to improve engagement.
* Feedback will be sought after launch.

**Service Charge Vlog and Training*** Recent blog received positive feedback internally and externally.
* New blog planned for later this month.
* Rent letters redesigned based on resident feedback — pending board approval.

**Terminology and Consultation*** Proposal to rename “consultation meetings” to “planning” or “budget meetings.”
* Sinking fund terminology under review for renters.

**Local Manager Training*** New service charge training launched.
* Feedback loop to be developed via digital surveys post-budget meetings.
* Tracy was thanked for her clear and timely updates — acknowledged as a model for closing the loop.
 | Actions Agreed: Tracy to send slides; Tom and Tracy to design feedback survey. |
| **6.** | **Signage at Housing 21 schemes** | CP presented updates on signage standardisation, making it easier for managers to order. The pack with have the colour, sizes and lettering needed for the signs. The group discussed about including maps, welcoming signs, and disabled parking signage to the pack. Accessibility and dementia-friendly design considerations were raised.The group asked CP to come back if he want to pose any questions or get any feedback. |  |
| **7.** | **‘Resident Voice’ – Quarter 1** | SP - The Resident Voice Journey is not a new concept but is now being formalised and systemised. It ensures feedback from local schemes is captured, analysed, and escalated to inform board-level decisions.A new internal feedback app was launched in Q1, allowing scheme managers to submit open-text feedback after resident meetings. Over 100 Extra Care schemes participated, generating 200+ comments. The research team categorised themes based on frequency and relevance.themes included Communications, Scheme Facilities, Gardening, Car Parking, and Maintenance. Sub-themes included face-to-face engagement, off-site opportunities, and channel diversity.Around 160 Extra Care schemes exist; 100 responses in Q1 is strong. In Q2, over 500 comments have already been received. The app is now open to regional managers, and non-responding schemes are being followed up.The board has requested to see this data every six months. The initiative is helping shape the upcoming resident engagement strategy.The group acknowledged the value of data in validating anecdotal feedback and stressed the importance of measuring insights to drive action. |  |
| **8.** | **AOB** | **Reflections and Appreciation*** TL and DD acknowledged the challenges of the past four months but expressed renewed optimism, noting that this meeting generated more feedback and forward momentum than previous sessions.
* TL emphasized the importance of clarity in future requests and praised the team’s alignment, stating that the group is now “on the right road.”
* ID echoed this sentiment, thanking all participants for their contributions and reaffirming the strategic direction.

**Strategic Contributions**SN, attending her first meeting in a supporting role, highlighted her team’s involvement in delivering updates and proposed future agenda items:* + Resident Engagement Strategy
	+ Board Reporting linked to the C2 regulatory outcome, aiming for a C1 rating
	+ Resident input into board-level decisions, especially in preparation for Abab’s Law implementation in October

SN suggested using ID as a channel for future proposals and emphasized the need to understand the group’s appetite and capacity for engagement.**Resident-Led Improvement Proposal*** DD proposed the creation of a Scheme Improvement Representative role to gather and channel resident feedback on local improvements.
* He shared practical examples of cost-effective solutions that were overlooked, advocating for a more responsive and resident-informed approach to scheme enhancements.
* ID supported the idea and suggested broadening it to a general Scheme Representative role.

**Final Remarks*** ID thanked SN for her persistence in helping organise the meeting and AC for her support and presence.
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| **9** | **Actions** | Set meeting date 16 October 2025 and 11 December 2025 |  |

**Date of next meeting: 16/10/2025**

**Time of next meeting: 2pm**