



HOUSE OF LORDS SERVICES COMMITTEE

AGENDA ITEM 9

For information: Members Survey follow-up

Paper from Simon Nicholls, Change Projects Lead

Purpose

1. This paper updates the Committee on follow-up research that was conducted subsequent to the 2022 Members Survey.

Action for the Committee

2. This paper is for information, but any views on priorities for actions arising from the research are welcome.

Governance

3. The Members Survey is carried out every two years, with the support of the Services Committee and the senior leadership of the Administration. The most recent full survey was conducted in the spring of 2022. The fieldwork that is being reported on in this paper was a follow-up to those findings, as set out in the paper that the Committee considered in October 2022.

Findings

4. The follow-up research focused on three areas that were highlighted by the responses to the 2022 main survey: working accommodation, particularly in light of the increased use of video calling and remote meetings in shared offices; engagement with domestic governance; and the use of agenda and business-related documentation.
5. The majority of the interviewees focused mainly on the first of these three issues, so the majority of the findings relate to accommodation use. A report on the main themes of the conversations, along with some background to what was being asked, is in the attached slide deck.

Member engagement and communication

6. This research was partly about Member engagement and communication. Any subsequent actions will have their own communications plan.

Restoration and Renewal

7. The main results of Member Survey work are shared with R&R where they might touch on issues of concern.

Protective marking

8. This paper is unrestricted.

Action for the Committee

9. This paper is for information, but any views on priorities for actions arising from the research are welcome.

Simon Nicholls
Change Projects Lead
May 2023



Members Research

Winter / Spring 2023

It is widely felt that there is a lack of space for private conversations.

- *Individual pods are being trialled to provide more touchdown working spaces for Members. However, the specific issue of privacy might require enclosed working pods rather than open-backed ones.*

There is felt to be a shortage of suitable spaces for holding meetings with visitors, since shared offices are not appropriate.

- *There is finite space in the Palace, which is in high demand for a wide variety of purposes. Finding more space in the Palace for private meeting rooms would require moving other functions out. There is a wider range of different-sized bookable meeting rooms in Millbank House, but this is inevitably less attractive as a venue for many.*

Spaces for social interaction are valued and should be maintained / promoted / enhanced.

- *Various spaces for social interaction are available in the Palace, including a range of catering outlets, the Library, non-allocated working spaces and, despite its temperature issues during the colder months, the Royal Gallery.*

Some Members feel that their IT kit is getting old – those with desktop PCs rather than laptops in particular found that it makes for less flexibility in working practices.

- *Members have a four-yearly refresh cycle for their IT kit and they are able to choose between a desktop or laptop PC. Those whose current kit is starting to feel old and cumbersome will be able to replace it.*

The overall visitor experience is felt to be less welcoming than that found at other Parliaments, and the processes for booking them in are felt to be cumbersome in some respects.

- *Again, there are limiting factors in the Palace, but there could be value in doing further work mapping the customer journey of a business-related visitor and identifying whether there are any touchpoints that could be improved easily.*

Communications and feedback loops on some domestic governance decisions are felt to be sub-optimal, with some Members finding processes to be opaque or lacking full consultation.

- *Much of what is being asked for (consolidated communications setting out what the domestic committees are doing in a digestible form) is already being done. However, the comments suggest that there is further to go in gaining traction for this work and helping Members to be fully aware of discussions and decisions that will affect them. There are opportunities for the new Intranet to help with this.*

Wifi is still felt to be unreliable in some areas.

- *Improving wireless coverage across the estate is an ongoing priority for the Digital Service. Work is continuing on improving coverage.*

Improvements to digital one-stop-shop services such as Peer Hub can pay dividends in improving the Member experience.

- *Proposals for providing further services through Peer Hub do exist. Its success in its first couple of years shows that there is an appetite for a consolidated portal, and further work on the existing roadmap should be pursued, bearing in mind the potential overlap with other possible work on the new Intranet.*

Some Members felt that improvements such as swifter repairs to facilities could help to make office spaces more conducive to effective working.

- *Routine maintenance in a historic building is inherently more complex than in a purpose-built office building, so any repairs that touch on the fabric of the Palace will always be non-trivial, however straightforward they might seem.*

Longer-serving Members have adopted their own routines for dealing with agendas and business documentation, but some rationalisation might benefit newer Members and those without a party network.

- *PDS are looking at improving the features in the “What’s On” website calendar to improve and simplify access to current and future agendas. While this fieldwork did not suggest any significant changes to existing outputs, last year’s survey did reveal some appetite for consolidating sources of information. An up-to-date, easy-to-access digital repository for all the information relating to a sitting day (agendas, speakers, groupings, timings, bills, amendments, Library briefings, reports, other documents) would still be worth scoping if it could replace, rather than simply adding to, existing work. The new Intranet might be a suitable vehicle.*

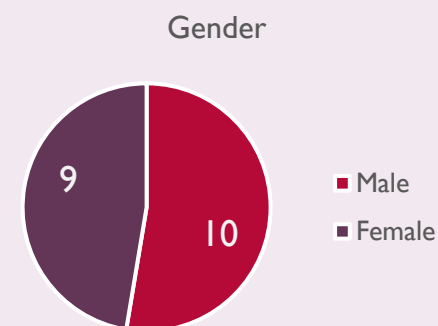
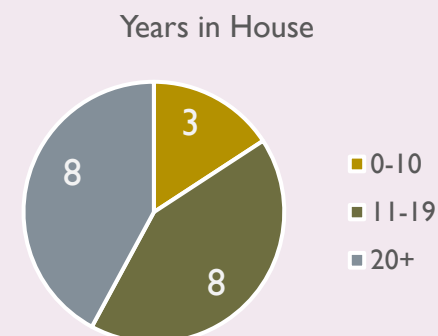
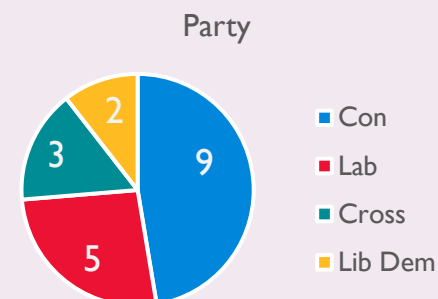
Subject Areas

- Following the 2022 Members Survey, three broad areas were identified for further investigation in follow-up qualitative interview work.
 - Members' use of shared **office accommodation and other working spaces**, particularly in light of the increased use of video calls for business meetings; what are their needs, and do the working spaces available on the estate meet those needs?
 - Engagement with and **understanding of domestic governance** structures and decisions; are they aware of current domestic governance structures, and how do they engage with or find out about decisions?
 - The **multiple agenda outputs** and engagement with the range of **core business documentation**; how do they prepare for parliamentary business and how do they find and collate all the information that they need?

Method and Sample

- The work was carried out by an independent specialist supplier, Trinity McQueen.
- To hear from a sample of Members in greater depth on these issues, a randomly selected cross-section were invited to attend a 45-60 minute remote interview held over Zoom or Teams between mid-January and mid-March 2023.
- The sample of 19 respondents was gender-balanced, but had a slightly higher than representative proportion of Conservatives and of Members with a long tenure in the House. Unsurprisingly, it also skewed towards more frequent attenders.
- Trinity McQueen produced a report of their findings. This document reproduces those findings and adds further context.

Research Sample: Breakdown



Background from previous research

- The Palace Paradox: offices in the Palace generally have more Members per room and are consistently rated lower than other offices in terms of facilities, but they are more heavily used and sought after than offices in other buildings.
- The incompatibility between shared office space and the increasing use of remote and virtual meetings was cited frequently in the 2022 survey.
- This led to a growing request for more quiet workspaces in which private work could be undertaken.

Research aims

- This research aimed to dig deeper into what Members need from their working spaces, with a particular but not exclusive focus on the needs around meeting spaces.

Headlines

- Very broadly, the researchers found three main areas of concern to Members when looking at the House as a place to work:
 - The ability to work independently – *a need for the basic provisions to get on with their work independently and without distraction.*
 - The space to work flexibly and in different sorts of ways – *new hybrid ways of work bring an increased need for privacy in shared office space, along with the ongoing need to welcome guests and visitors.*
 - A wish to maintain a feeling of “respect” and “collegiality” – *a feeling that developing good relationships between colleagues is paramount, and a wish for some spaces to be geared towards fostering collegiality among Members.*

From the 2022 survey...

“Shared offices not conducive to physical or online meetings with people”

“We need more spaces in the Lords where we can do quiet phone or remote video calls without being disturbed”

“sharing an office with four other colleagues ... means that no confidential meetings or calls can take place”

“I find a desk in a noisy room with four other Peers impossible to work in”

“with more people needing to use their offices for virtual meetings, it is hard in a small crowded office”

Attendance and office space

- Every Member in the fieldwork had their own parliamentary desk, with a fairly even split between the Palace and Millbank House. Almost all were regular attendees (2-4 days a week, depending on business). Most said that they shared an office, but that at least some of their office colleagues did not attend frequently.
- Responses reinforced existing findings that palace offices are viewed as more crowded and less modern than those in Millbank House, but that this was a price worth paying to avoid having to travel back and forth for Chamber business or Divisions.

On-site and remote working

- Most Members had got used to the Covid-induced increase in remote meetings and new technologies, and had found them useful. For many, video calls have become the default for certain types of meeting (with foreign dignitaries or business leaders, for example) and are valuable in freeing up time for other types of work. This seems to be a permanent positive legacy of the past few years, but Members still place great value on attending the estate and working face-to-face.

The office is recognised as being for parliamentary work

- While those who travel from further away might occasionally need to use their parliamentary office as a general London base for other forms of private desk work, respondents were generally very clear that the facilities provided were for their parliamentary work.

“It’s important to me to be based in the Palace – I can get to the Chamber and the Lobbies quickly and the Library is very good as well.”

“...the House is good at facilitating talking to colleagues ... not just in a social manner ... but ‘have you seen the amendment made to that Bill?’”

“Very occasionally I’ll have other business I need to attend to, and if I’m already in my office and it will only take an hour or so, I’ll do my work from the estate. I could never host visitors or have them in my office, though – I realise that wouldn’t be appropriate.”

Most were happy that working spaces fulfilled their basic needs

- Most did not have high expectations – offices were generally seen as basic but satisfactory spaces to concentrate without distraction most of the time.
- The value of the Library accommodation in the Palace and Millbank was emphasised – both were seen as good spaces to work from if an office colleague is on a call, or as a place for those with Millbank offices to base themselves when in the Palace.

Some issues around working conditions were commonly reported

- Many interviewees (predominantly those based in the Palace) referred to issues such as central heating not working, windows not shutting properly, redundant wiring as an office trip hazard, and toilets being out of order for extended periods, as well as requests for basic office provisions such as printers or filing cabinets taking a surprisingly long time.
- Working in a historic building makes maintenance and upkeep more complicated, but some Members none the less felt that the sometimes lengthy time-to-resolution made it slightly more difficult to work in comfort and without distractions.

IT infrastructure issues continue to cause some concerns

- Concerns about wifi coverage and reliability are a recurring theme and were raised again in this exercise.
- Members have a four-year cycle for refreshing their parliament-supplied IT hardware. Those still using pre-Covid desktop computers were finding frustration in being anchored to their desk and less able to work elsewhere. Others report frustrations with slowness of IT systems or performance deteriorations, with a proportion preferring to use their own kit, which they sometimes find more convenient or efficient.

“I think the office I have is mostly fine, if a little basic. It is sufficient for when I just need to shut myself away and concentrate on my work ... it's not as impressive as offices I've had elsewhere but I'm quite content.”

“There will be occasions when my colleague has a researcher in the office, but I'm quite happy to go to the Library when that happens.”

“I think there is a lot of very easy wins by simply going through offices and checking with Peers – that they are sitting correctly, that their chairs work, that there isn't piles of redundant cables around them and everything is actually relatively neat.”

Lack of space for private conversations

- There was a clear perception that the office space on the estate does not work well for private discussions. The fieldwork was conducted via Zoom and Teams, and most of the interviewees had to let those that they shared an office with know that it was taking place, to ensure that nobody else had booked a call at the same time.
- There is a definite feeling that there is not enough space on the estate dedicated to formal or informal online calls. Most Members have to take them in their office rather than being able to book or find a private room elsewhere on the estate.

Workarounds to allow for private conversations

- The lack of private spaces results in various alternative solutions.
 - Some will take calls or hold meetings in corridors around the estate, although this is difficult for confidentiality.
 - The Royal Gallery is available, but it is often very cold and is “semi-public”, so not ideal.
 - There is space to meet in the Peers Guest Room or the Peers Dining Room, but these are also not wholly private and can come at a cost if refreshments are needed.
 - It is possible to book Committee rooms, but the process is perceived to be arduous and spaces are often booked up well in advance.
 - There are more informal meeting spaces in Millbank House around the Library and courtyard, but with limited resources and numbers of tables.

“If there’s something private, we may go out of the office. The trouble is that to take a call in the corridor is potentially less private.”

“You can book a room for hybrid meetings and in theory people can dial in ... but in reality it is bureaucratic and hard to do ... I don’t know who to ask to do it ... knowing where to go and how to resolve the issues is hard.”

“There’s not really enough small rooms. What you have to do is go to something called Residence One and Two ... It takes 10 minutes to get there, 10 minutes to get back, so it’s fantastically inconvenient”

“I suppose I could meet someone in the Royal Gallery, but it’s always absolutely freezing.”

The estate is not felt to be a welcoming place to visit

- There was a clear feeling from the interviews that the estate does not function particularly well as a place to welcome people, or as a place for either formal meetings (for example, with business leaders) or informal meetings (just grabbing coffee with another Member to discuss amendments to a Bill).
- A couple of main reasons were put forward – that there isn't enough space on the estate, or that the spaces available are cold and outdated.

Visitor access is perceived as complicated and process-driven

- There are many valid security concerns about bringing people on to the estate, but for many Members, meeting representatives of a range of sectors is a key feature of their work, and there is a perception that the guest experience is lacking.
- There are some restrictions on how to book guests into the estate (it has to be done from a Parliament-issued Windows device, which effectively means their laptop or desktop PC). Some Members will therefore realistically only be able to do it when they are physically at their desk – “Next time I'm at my desk I have to remember to book in”.
- There is felt to be a lack of a formal welcoming process when visitors do arrive, and the customer journey for guests was described as poor compared with other Parliaments or private sector organisations.

From previous surveys...

“Shortage of available accommodation for receiving people and holding meetings. Very difficult to engage with a range of interested groups on a particular subject of legislation.”

“Most Peers, including me, have to hold small meetings with outside guests in tea rooms etc. There is an urgent need for informal meeting facilities with an element of privacy.”

“We do have a lot of visitors, there's a lot of people want to come and see us. ... that is part of what we do, it's not an add-on ... I think maybe just a bit more understanding of that would help.”

How the physical environment impacts behaviour

- This third factor identified by the interviewers is much harder to define than the first two, and in a sense it overlaps with both of the earlier points about the basic working conditions and the need for both private and communal working spaces.
- Part of this feeling about the respectful etiquette of the House relates to the difficulties of respecting others' privacy in shared workspaces. Members do not want to disturb their colleagues or expose them to their private conversations, and sometimes the working spaces available make this difficult or impossible.
- But social interaction is also crucial to building the relationships that make this an effective workplace; there is a need for both private spaces and shared interactions.
- The impact of shared spaces that promote interaction between Members was referenced many times as something that helped to build relationships within and across party lines.

“I have had to ask my colleague that I share with if he would mind if I take a call. I would rather I didn't have to do that and there was space elsewhere on the estate where I could take this call and not bother my colleague.”

“The other day I went to the Welsh Parliament in Cardiff, and it's wonderful going in there and getting welcomed. Here we may have a policeman shivering in a box.”

“It's important for us to build relationships with other Peers.”

Adjustments for those with health conditions or impairments

- Some Members with health conditions or impairments felt that more could be done to help them to contribute to parliamentary business to their fullest.
 - There may be little that can be done to the Chamber itself, but it is clearly far from ideal for those who struggle with mobility.
 - Some comments were made that backed-up those in the 2019-20 survey, saying that the hearing loops are not always good enough quality to follow the proceedings, and during a long sitting there could be more awareness of the tendency of the batteries that power such equipment to run out.
 - Some Members use assistive technology such as screen readers or adaptive keyboards, but these can quickly become outdated and need replacing.

There may be lessons from other Parliaments and workplaces

- There was a feeling from some that provisions and adaptations made in other workplaces (such as other Parliaments or Embassies) were almost always significantly better than in the House. They felt that it would only require a small investment to rectify some of the issues that they face.
- Support staff were held in high regard and were incredibly helpful in assisting Peers with health conditions or impairments to go about their business, but they are not employed full time and are often volunteers, so there is a limit to the amount of support that is available.
- Regular consultations on technological and other work-related support for affected Members would be appreciated. An awareness campaign to ensure that all affected Members are clear about the support currently on offer would also be a good starting point.

“It does seem like we are an afterthought – I’m not sure much consideration is given to us and the needs we may have.”

“It doesn’t seem to me as though it should be terribly difficult to accommodate Members who have health issues or impairments, given the average age of the House.”

Background from previous research

- We should not expect everyone to feel engaged with issues of domestic governance, and clearly many are not.
- However, the 2022 survey found a significant minority of Members expressing active discontent with aspects of the running of the House, often relating to a perception that decision-making processes lacked transparency, and that Backbench Members were often the last to know about a change being implemented.
- Information about the work of Domestic Committees is made available, with agendas and minutes on the intranet and a fortnightly Members Bulletin email sent to all Members featuring key information on the running of the House. However, this information clearly has a lack of traction in some areas.

Research aims

- This research wanted to gauge levels of awareness of domestic governance activity; whether Members felt able to contribute, and in what ways; and how they found out about issues relating to the running of the House.

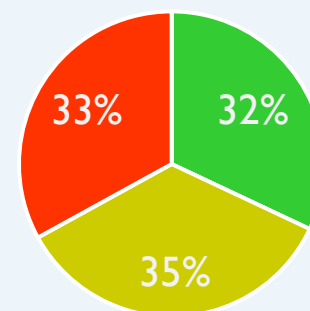
Headlines

- Many are not currently engaging with domestic governance, sometimes through a lack of interest, but sometimes due to a perceived lack of transparency.
- The feeling that an effective feedback loop is lacking means that some Members turn to informal channels of influence in order to have their say.

From the 2022 survey...

“I get enough information about the work of the Commission”

[2022 Survey]



■ Agree ■ Neutral ■ Disagree

“Too much happens without consultation. Committees are not the House and Members should be consulted before major change.”

Wide variety of levels of engagement

- There was a great variety of levels of engagement with domestic governance matters. Some had been very heavily involved for a long time, while others had, at most, peripheral involvement.
- Those that have never contributed often have little idea about how decisions are made on the running of the House and are unlikely to know how they can influence decisions on the future of the House. There is usually one or two reasons:
 - They are not particularly interested in finding out about, or contributing towards, the governance of the House – they simply don't have the time or inclination; OR
 - They believe they have never been pointed in the right direction on how best to get involved; they may want to contribute, but simply don't know how.

Three perceived routes into domestic governance

- Members' perceptions of how to get involved fell into three broad categories:
 - Persistence. This is seen as the most difficult route.
 - Expertise on an issue – your party may brief you and keep you in the loop on domestic governance issues.
 - The relationships that you build with others – networks of trust are important, especially knowing someone who sits on a Committee.

“I don't personally have the time or the inclination to get involved in domestic committees. It seems a painful process to take part.”

“All Members are able to write to the Chair of a Committee and raise an issue that will then be discussed in the next meeting; if they put something in writing to the Chair then it has to be raised. But I don't think Members know that and I don't think most Members know how to contact the Chairs of these Committees.”

“I think I probably could get on to a Committee or find out how to speak to someone on one of the Committees if I spent enough time finding out about how to. The issue is that I don't tend to have the time to do this.”

Informal channels and workarounds

- One interviewee, for example, had never got involved with domestic governance, but shared an office with someone who was on a Committee and gave feedback through that relationship. For many, unofficial channels were more accessible than official ones.
- As incremental change affects how the House is governed, many rely on tacit knowledge, and pass that on. Some also described a quid pro quo approach – if you support me in getting on to this Committee, I'll support you in getting on to that one – furthering the idea that influencing decisions is as much about building relationships as anything.

Alienation and feedback loops

- Despite the existing communication channels, a feeling persists that a clearer feedback loop on domestic governance decision-making would address a perceived lack of transparency, with decisions currently felt to be inconsistently communicated, and sometimes without the level of detail that is required.
- Some talked about wanting to access the minutes from domestic committees to see what had been discussed or agreed, but feeling that they had been heavily redacted (for reasons of security or commercial confidentiality), making it harder to understand why certain decisions had been reached.

An example: Peers Entrance

- The changes at Peers Entrance were referenced repeatedly, with several saying that their feedback on the proposals had been rebuked or ignored. There was particular frustration because it felt unclear who had made the decision, which was seen as being at odds with what a perceived “majority of Members” wanted. *“The new entrance is a great example of the lack of transparency. None of the Peers I know think it’s a good idea, so how is it going ahead?”*

“Knowing workarounds means you can maximise your contribution and hold more influence ... While all the information is ‘available’, it is not always easy to access.”

“It is opaque. Who decides? I don’t know! They think it is clear from our perspective ... but it is not. Who decided this, on what basis? In theory there is a paper trail – for example, the minutes of the Services Committee are available, but due to FoI they are indecipherable.”

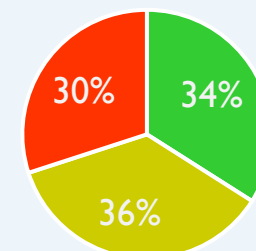
“Knowing where to go and how to resolve issues is not terribly easy. It may conceivably be in the handbook of services for Members, but it’s quite difficult to unravel that and find out and then do it. I think that leads to inefficiency.”

Complicated, and perhaps contradictory

- There is a clear wish from a proportion of Members for it to be easier to know about what is going on, and potentially to influence decisions before they are taken.
- There is also a clear message that many Members have email fatigue and do not want to wade through multiple messages, or have to go to multiple online locations, to get a steer on current discussions and developments.
- A single fortnightly email is already sent to members with most of the information that they told us they would like to know. Results from 2022 survey showed that only a third of the 355 members who responded to that exercise actively engaged with the fortnightly Members Bulletin, but over the 2022/23 financial year, open rates from the bulletin steadily increased from 42% in Q1 to 56% in Q4, there are also 150 hard copies which are all picked up.
- Much of the information that is being asked for is already being collated and sent out in a way that Members say that they want (a single, regular, consolidated email from an authoritative source, sent on a predictable day of the week). And yet we are still finding significant levels of Members regarding both decision-making itself and the communications about it as opaque.
- The right solution appears to be in place, but as a significant number of stakeholders still view decision making as less than transparent, we need to continue to do more to improve visibility of it. The Internal Communications team have a number of up-coming initiatives planned to promote the Members' Bulletin and other communications channels. The launch of ParliNet, Parliament's new intranet, later this year, also provides an opportunity to bring governance information together and make it easier for members to find what they need.

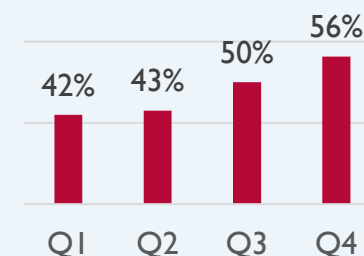
"How useful is the Members Bulletin?"

[2022 Survey]



- Very / fairly
- Neutral
- Not very / never use it

Members Bulletin
Open Rate 2022-23



Background from previous research

- Previous fieldwork has found a considerable body of opinion among Members expressing dissatisfaction with either the existence of multiple overlapping agenda outputs from different sources, or the difficulties of collating all the documents that you need for a debate from their different locations.

Research Aims

- This round of work aimed to follow up some of those findings and see whether there was a clear direction in which to move forward.

Headlines

- Broadly, the Members in this fieldwork sample had found their own preferred ways of navigating agendas and business documentation. Compared with previous survey results, this group was relatively happy with what was on offer.
- However, a lot of this is down to length of service and guidance from party Whips. Navigating parliamentary agendas and accompanying documentation can be more complex for newer Members and those who are outside the main political parties.
- There is also evidence that providing a well-thought-out digital solution that provides services that Members want in one place can effectively shift behaviour from at least a reasonable proportion of the membership.

From the 2022 survey

“The papers relating to the next day’s business should be made available as a coherent package of coming up business.”

“I’d appreciate more of a one-stop-shop approach; information seems to be in different places”

“A portal where everything relevant could be accessed would be great - Bills, Library briefings, Marshalled Lists, Hansard etc”

Developing a routine

- Many Members interviewed described developing a routine to find the best way of assimilating agenda and core business documentation. Once they had established their regular processes, they felt confident and did not need extra help. While individual approaches differed, most Members used a combination of Forthcoming Business and the green House of Lords Business, supplemented by updates and outlines from their party Whips (where they had them).
- However, our sample was weighted towards longer-serving party Members. There is evidence elsewhere to suggest that newer Members and those outside the main parties could benefit from more help in assimilating all the available information.

Sourcing documentation online or in hard copy

- A significant number of interviewees were happy to source all the documentation they needed online. This does depend on their level of digital confidence, however.
- For those more accustomed to paper, that was still the dominant medium, and even for the digitally confident paper was sometimes more immediate and convenient.
- Part of that convenience stems from the fact that all the relevant hard copy documents can be accessed in a single place. Building on the concept behind the existing HousePapers app and improving / updating its functionality could help to replicate that convenience in a digital space.
- Peer Hub has shown that better digital services for managing parliamentary business can shift habits. Adding features such as attendance records and parliamentary votes to Peer Hub, for example, was cited as an improvement.
- However, this brings increased expectations. Those who found Peer Hub useful also noted areas where it was lacking and could do more, such as providing more detail on current business and expected rising times.

“The Green and the Forthcoming Business documents are incredibly useful and I almost always rely on them ... though the briefings from the Whips do help as well.”

“I rely on [Forthcoming Business] ... and the [party] weekly meeting, ... when we go through what’s going to happen over the next week.”

“Peer Hub has one thing that’s really good, it’s got my attendance on it, so that helps with filling out the forms. And it’s got details of votes on it, and you can link across the parliamentary TV from it. I can’t find out how far through the business they are on it, though, and it doesn’t say what time the House is expected to rise.”

UNRESTRICTED

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Library and Printed Paper Office

- When asked about finding the information they need to participate in parliamentary business, Members cited the Library and the Printed Paper Office as key destinations. There is an expectation that in either of those places the staff will be able to provide any documentation that is needed.
- Library staff were praised as extremely helpful with research into particular topics, providing a wide range of background information and documentation quickly. One Member recounted having asked the Library for background information on a forthcoming Bill, and within a couple of days they had provided previous related Bills, reports of previous debates, and even old articles and books on the subject. This was very helpful and valuable.

“The Library staff are incredible. They are always so helpful if there is ever anything I need and nothing seems to be too much trouble.”