

Season 1 Episode 5 Transcript

You're listening to On The Air, a brand new podcast brought to you by Stonewater. Join us, as throughout this series, we'll be getting to the heart of what matters in the social housing industry today – from essential questions about shared ownership to celebrating community projects for veterans. Join Anisha Patel and her co-host, Sara-Anne Mills-Bricknell, and a whole host of industry figures, colleagues and customers for some lively and informative conversation about what matters most in housing in 2020. This is On The Air, a Stonewater podcast.

Sara: Hello, and thanks for joining us today for the last episode of this series. How are you feeling Anisha?

Anisha: Sara, I can't believe that this is the fifth and final episode of this On The Air series. We've talked about shared ownership, some of Stonewater's more unique developments, and, of course, we celebrated our fifth birthday.

Sara: Definitely. We've definitely covered a lot and had some great discussions. So, who are we actually sitting down with for this episode?

Anisha: So, today we're going to have a chat with some of our scrutiny panel and their manager, Michelle, to find out more about how Stonewater involves our customers to shape the organization.

Sara: OK, so hello, Steve, Loretta, Michelle. Thanks for joining us.

[Hellos]

Sara: And, of course, thank you to everyone who has tuned in over the last couple of months. We hope you've enjoyed listening.

Anisha: Yes, thank you. And we hope you've got a greater insight into some of the incredible things our colleagues get up to across the organization. And if you have any questions about anything we've talked about, not in just today's episode, but any of the others from the series, then you can contact us via our website or Twitter, and all the details are in our podcast description

Sara: Perfect. So, let's start. And can you each tell us about your role with the scrutiny panel and its purpose at Stonewater?

Loretta: I had a little problem where I live in our cul-de-sac. We had a little problem with rodents, to be honest. And my housing officer at TSO at the time said to me, 'oh, there's another resident in the road that would be really helpful for this sort of issue'. So, I went and met him and we just got on straight away, and he said he used to be involved in scrutiny panels with other associations and with Stonewater, and he said, 'why don't you come along? You'll be great for it'. So, he gave Michelle my number, Michelle rang me, and I thought, 'why not? It's new a opportunity, let's take it'. I walked through the door and I love it. It's one of the best things I've ever done: for confidence, my skill set, the people. I mean, I haven't met anybody that I haven't felt comfortable with, that I can't talk to. It is really interesting as well. The knowledge you get is priceless.

Sara: So, you'd never done anything like that before?

Loretta: No, I'm a hairdresser by trade. That's all I've ever done since leaving school, so it is completely out of my normal lifestyle, but I love it.

Sara: And is it completely voluntary? So, is it a case of just any resident that wants to join the panel can get involved? What is the general approach?

Michelle: When I say it's an application form, it's not a hard application form. It's basically just saying, what can you bring to the panel? So, yeah, we do that and then we just have a little chat with them. They come along to a meeting to see whether it's for them and actually whether they fit in with the team because, you know, it's all about a team-working approach. And then we just go from there and, if it is for them, then they can come and join.

Loretta: I'd say the first meeting can be a bit overwhelming because it is a lot of stuff to take on – the sheets, we use matrix sheets and everything. So, when people do start and walk through the door, I tend to say 'give it at least two meetings, but in six months you should sort of find your feet and find out what sort of tasks you want to do', and things like that. It's building confidence.

Sara: It's like with any job isn't it. The first company meeting you're sat there with your pen and paper, and you don't even know what you're jotting down.

Loretta: Exactly.

Steve: On mine it was very daunting.

Loretta: Yeah.

Steve: And I had you and you were by my side.

Loretta: Yeah.

Steve: And I thank you for that. And the second meeting – it got better and better and better.

Loretta: Exactly.

Steve: And here I am today talking on your podcast!

Michelle: And people aren't on their own either, so, you know, I'm always on the end of a phone, whatever time of day, whatever day!

[Laughter]

Anisha: And so, Steve, how did you get involved?

Steve: Originally it was through the online community of Friends of Scrutiny. The Friends of Scrutiny is an online community where, if they need another opinion. So, for example...

Loretta: It's a wider audience.

Steve: It's a wider audience, and also we have the hub as well, which is a really good thing to...

Loretta: You were on the Friends of Scrutiny and then you decided that to formally join this group.

Steve: Yeah, and I've been part of the scrutiny panel about a year now, haven't I.

Loretta: Yeah, it must be.

Steve: And I've done lots of things in the time, you know...

Loretta: Individual tasks...

Steve: Yeah. I've met lots of Stonewater staff. They're lovely, including Michelle...

Michelle: And I do think as well, you mentioned the customer hub and you mentioned the scrutiny. And, actually, that's really good from an office point of view, because if somebody is having a discussion on the hub, you can normally tell whether they want to be more involved because of the way that they interact on there. So, I will then take the initiative and give that person a call. If you don't call them, it's like dropping somebody off the end of a cliff – you lose that person. And, actually, I think I spoke to you from the hub, didn't I, originally.

Steve: Yeah.

Michelle: And said, 'come and join Friends of Scrutiny and then come and join the scrutiny panel'. But that's another way; so if you're on our hub and you are interacting, the chances are you might get a call from me!

[Laughter]

Michelle: So watch out!

Anisha: Is that what made you take that next step and join the scrutiny panel?

Steve: Yeah, and the first meeting was good wasn't it.

Loretta: We're all tenants together so we've all got to support each other.

Steve: Yeah.

Loretta: We are the voice of the tenants, so I do think, as a tenant to another tenant, a warm welcome is vital because you don't want it too corporate!

Steve: And I believe from joining the scrutiny panel, I've got friends for life; I've got Loretta, John, Roger... they're all there to speak to if I'm in a bit of a down moment.

Loretta: And it's a diverse group like I keep saying, so you got different needs from different people. We're all different, we wouldn't necessarily meet on an everyday basis, but it's nice to be able to pick up the phone and say, 'well, what do you think of this?' or 'I'm hearing this on the hub, what are the worries there?' and then we approach Michelle about doing reviews, et cetera, so you've got to interact with one another, definitely.

Sara: So, Michelle, what is your actual involvement within the panel? What is your actual role? Could you just tell us a bit more about that?

Michelle: I see myself as one of the team, if I'm honest. I am definitely one of the team!

Steve: You are!

Michelle: Then I ensure that they speak to the right people when they're doing a review, that they get the right documentation – so, what they're looking for, if they want to speak to other customers, I'll create the survey and get that out to all the customers so that they've got a wider audience to speak to, which then makes us representative rather than 12 people around a table.

Loretta: Even down to help them with travel and things like that.

Michelle: Yeah, we book rooms and book travel. And, you know, if they're having a bit of a wobble.

[Yeah]

Michelle: Most people have a wobble at some point, which is, you know, understandable. I'm the wobble sounding board! So I'll sit there and go, 'come on then, let's talk this through'.

Loretta: And boost their confidence and so then we can crack on again. But also sometimes we get challenges where maybe something has come up on the hub and one of us wants to review it, while Michelle has been there for a long time so she can say, 'well, actually, we reviewed that a year ago, so that's not up for review next year'.

Michelle: It's that guidance, isn't it. So, actually, they might be looking at a review. We get together in June to do a review schedule, and it might be that, actually we've got that as a lean review somewhere within the business. So, I can then advise that it might be worth leaving that for another couple of months or perhaps putting that further on in your schedule. It's just the voice of Stonewater within that group. They can choose to ignore me but nine times out of ten they don't!

Loretta: It is vital because otherwise we could be chasing our own tails, and doing the same thing constantly.

Sara: How often does the full panel meet?

Steve: We meet whenever there's a review. We meet at the beginning of the review to scope the review, and then again to bring our evidence together for our recommendations, don't we, and we carry out three to four reviews a year, so no more than six to eight times a year.

Sara: Stonewater serves over 70,000 customers, and you're a panel of 12. You've touched on the fact of making sure that you do get full representation of those customers, but how does a group of that size manage to do that?

Loretta: Quite easily. We seem to do it, don't we. We have a planning meeting where we look at what we've done and what we want to do. It's all about the planning, you

know. Then we choose to do a review. We will decide what tasks we want to do individually, what teams we want to speak to within Stonewater or whatever is necessary.

Michelle: I think it's based very much on performance. So, if we put our performance data in at the planning meeting, the performance data, especially if it's customer satisfaction, is from our wider customer satisfaction surveys. So, actually, what they would do is look at the data and then look at verbatim comment. So, it might be stuff that, you know, customers are saying about a particular service area and that will then come first on the list. But they do a longlist and then a shortlist, don't we, so the longlist is...we might want to look at eight areas – realistically, you can only look at about three or four, so then we do a shortlist based on that. So, we speak to the head of service and they then well, when I say 'we', again I'm a team member! [Laughter] You'll speak to the head of service or through a storyboard. And the storyboard gives us an idea of how we can shortlist.

Sara: And do you generally find that other people across Stonewater really receive the scrutiny panel really well? So, are people very enthusiastic to support the work that you're doing? What is the general reception?

Loretta: I've not met a negative person yet. And that's from the CEO down to the call centre. I think everybody is keen on what we do. Supportive, totally.

Michelle: And the board think you're great!

Loretta: Yeah!

Steve: Yeah!

[Laughter]

Michelle: That helps!

[Laughter]

Loretta: It does, it does, you need that support. You do, because if we were fighting against Stonewater, I don't think we'd have such a strong team as we have. Working together in any business makes more sense doesn't it; makes it easier.

Anisha: In terms of the things that you review. Could you give us an example of one of your reviews and then the outcomes that have come from that?

Michelle: You did customer involvement scrutiny, so you did a 360 of yourselves to look at how you would be, you know, getting out there, getting your message out to people, which is hence where the videos and stuff have started to come from.

Steve: Obviously, more social media and more tweets.

Loretta: Steve is great at social media. Scrutiny Steve!

Steve: Scrutiny Steve! Yes!

Sara: So, I joined my colleagues there at See Media when you set up your Twitter, Scrutiny Steve. So initially when I saw the name, I thought, 'it's a troll!'.

[Laughter]

Sara: That's what I thought! I thought it was a parody account! And then I realized 'oh no, it's nothing like that!'.

Steve: I thought when I originally set it up, I thought, 'do I just call myself Steve?' and then I thought, 'Scrutiny Steve!'. And within Stonewater you mention Scrutiny Steve, everybody knows my name!

Loretta: Yeah, it is catchy.

Anisha: It's really catchy.

Michelle: We've identified lots of other organizations following you now, and you've just been approached by See the Person, haven't you, to look at joining their panel, their board.

Sara: What's See the Person?

Michelle: See the Person is tackling stigma in housing.

Sara: Oh!

Michelle: So, it's a group of customer...

Loretta: Blogs and everything from tenants.

Steve: They're doing 100 days of that, so it's about the stigma behind social housing.

Michelle: And you know the green paper that came out, the new deal for housing green paper. So, clearly one of the things in there was stigma, tackling stigma, and See the Person is going a long way to try and help that as well.

Sara: That's good. And they approached you as a result of what they've seen of you on Twitter?

Steve: Yeah! What I've seen on Twitter and just sharing posts generally.

Loretta: Yeah, it's great for networking, isn't it.

Steve: Yeah, it really is. And we've got other housing associations, scrutiny panels, following us because we lead by a good example, don't we.

Michelle: We help Magna set up theirs recently, didn't we. So, all of this has come out of that review of scrutiny. Reviewing themselves and seeing what they could then bring to the table, the recommendations are happening from there and customer involvement, where we've increased estate champions and that kind of stuff. So, yeah, a lot of the work is amazing. They've done 130 recommendations and we've implemented about 83 percent within the business.

Sara: Wow.

Anisha: And you have just been shortlisted for an award, haven't you?

Michelle: That's customer involvement generally but I think Scrutiny has gone a long way to help in that award getting shortlisted, yeah. But also, when we first started Scrutiny and I think it might have been before Lorretta and Steve joined, we entered the CSI awards and we got nominated for Best Newcomers, and then we won that award. So, actually, when we first merged and our scrutiny panel had evolved, they won the best newcomers from that. So, actually, that was quite a good accolade for us and actually boosted that we were doing the right thing within Stonewater. Not that we wouldn't have been doing it anyway!

[Laughter]

Sara: Can we have a couple of examples of the recommendations you guys have made and that have been implemented?

Steve: Communication, yes.

Michelle: Yeah, talk about communication; that was a really good one because you talked about wanting a newsletter. So, we created a reader's panel of customers and we passed through to comms that, you know, customers really missed a newsletter...

Loretta: Also the digital notice board. I think that was a fantastic idea because – not everybody's got access to it – but, by having the facility in there in the main hall area...

Sara: So, what is that?

Loretta: You know, a digital noticeboard. So, basically, if there's anything happening within Stonewater, or even a local club or class starting, that could go on there – that was a great recommendation.

Michelle: It's always up to date...

Loretta: Digital rather than paper. With a paper noticeboard, very rarely the turnover of the paper gets changed, whereas this one's digital and it could go from south to east to west, you know.

Michelle: A simple one as well was consistency. So, we talk in Stonewater very much – well, we used to, not so much now – but we talked in 'south', 'east', 'north', 'west'. And, actually, that means nothing to a customer.

Loretta: Yeah, there's loads of recommendations that we have. We won't put one forward if we don't all agree and think that is going to be great for all tenants and Stonewater.

Anisha: And they're quite customer-driven aren't they, so it's like what the tenants really want.

Steve: Yeah.

Loretta: That is what Scrutiny is about, we are the voice of the tenants. We're not a corporate world, we are everyday tenants living in the Stonewater properties, so we would know and have a good insight of where we want it to go and where we don't want to go! Let our voices be heard!

Sara: So, my next question is, why do you think it's important for organizations like Stonewater to have a scrutiny panel?

Loretta: Why is it not! I think all everybody should have it. Even Dorset police, they've got a scrutiny panel and I thought 'fantastic'; the NHS do, all businesses do. The more the merrier. I don't see a problem with scrutiny, it's constructive. If there is any criticism, it's constructive criticism. Well, any business – that's got be a good thing for, isn't it. And also it does show trust, honesty and transparency.

Steve: And there's a lot of skill and knowledge within the residents. There's a lot, I believe, and I think the housing associations should harness that skill and knowledge and use it to their advantage.

Loretta: And, again, we should as well. I haven't really worked in the corporate world at all, and there's things that I've learnt and built my confidence and skill set up with. It's a win-win for all. I think.

Sara: And you truly think it benefits both the customers and the organisation?

Steve: Yes, it does, definitely.

Michelle: And I do think that, morally, it's the right thing to do because you might have 12 people in a room, but those 12 people are your voice of the customer going out to your wider base of customers. And, to be fair, it's more believable – if it's coming from a customer, it's more believable than if it's coming from us. And I think we're finding that now more and more people are coming in and saying, 'actually, I do want to be involved, I do want a voice'.

Anisha: I think I know the answer to my next question, but do you think that every housing association should have a scrutiny panel?

Loretta: Yes, definitely.

Steve: Yes, definitely. Yes.

Sara: So, in the very first episode that we did, we spoke to Dean, who you've mentioned as a great person to work with, and he talked about how Stonewater is one of the few organisations that, when the rent cut was announced and a lot of housing associations cut their scrutiny panel to account for that cost,

so was one of the few that didn't – I'm guessing you're a huge advocate for that decision!

Loretta: Yeah, I think it's a great standing and, again, I think it shows the honesty and the transparency within Stonewater to keep it going and provide the funding for it. And it shows that Stonewater do support and they do listen and they do get our opinions, you know.

Sara: So, we've talked about the scrutiny panel in terms of all the sunshine and rainbows aspects, but what are the actual challenges that you guys do face as a scrutiny panel? Do you ever have any kind of conflicts of interest?

Loretta: I would say my main challenge is sometimes when you do see things on the hubs – and communication and repairs seem to pop up a lot – and sometimes we are bound where we have done a review on communications and then we've written that review and we won't do it for another year-and-a-half, and things like that. That I find a personal challenge where I think, 'well, no, actually, I want to open this up and deal with it again', but then that's great with having Michelle: if we didn't have her, we could open that up and restart. But a lot of the recommendations have just gone through so then they need to be implemented throughout for us to do that, so, I must admit that is my main personal challenge and we would love to change things overnight – that is just not going to happen like you say with the amount of residents, the amount of staff – it does take time, patience. You've definitely got to have patience on the scrutiny panel.

Sara: Especially for an organization of your size. I mean, I used to work in lettings and it was about 50 people in the company and whenever anything came from the top, it still took such a long time for it to completely feed through, make sure that every single person was on the same page. So, I imagine, especially with the amount of officers that Stonewater does have....

Loretta: And the different teams, the different directors and everything else. It does take time.

Sara: Technically, you push the ball.

Steve: Yeah, we do.

Michelle: I think, from our perspective, recruitment can be quite difficult because obviously Loretta comes from the south of the country and Steve comes from the north of the country. So, trying to get customers in a room who have got the time and the commitment is really hard. And it's also then trying to give that person who does want to be involved – and who can't do that time or commitment – another opportunity.

So, having the Friends of Scrutiny online group means that they can still be in touch, they can still get involved in all of the reviews. So, for me, it's kind of: 'you might not be able to do this, but you can have a go at this'. But, for me, that's the biggest thing. I mean, you have to stay overnight if you stay because it's an all-day meeting. And again, we've toyed with: where do we hold the meetings? How do we do it? We found the middle of the country the best, so....

Loretta: We've even done video chats as well haven't we, and things like that.

Michelle: I mean, we use WhatsApp video chat a lot, and I'll speak to the chair and vice chair quite a lot over WhatsApp video, especially when I haven't done my hair in the morning and I'm sitting there.

[Laughter]

Loretta: Yeah, you've caught me sometimes!

Michelle: Yeah, you've caught me out the shower and my hair's all wrapped up.

Loretta: But we're like family!

[Laughter]

Sara: And how long are you allowed to sit on the panel for?

Michelle: So, you can do three years and then you can do another three years, but you have to put yourself back up again. But we found that, actually, it's natural progression because two of our scrutiny panel members have just gone on to be customer experience committee members. So they now sit on the customer experience committee, and they'll sit there for three years. And then hopefully natural progression will be that somebody else from Scrutiny will move through into that position. And then we'll have new people coming in.

We have new people coming in all the time, we've got two new people coming to the next meeting so it's just natural progression, I think, from starting. But yeah, it's six years total.

Sara: So even the scrutiny panel can catch the housing bug.

Michelle: Once they're involved, they're involved.

[Yeahs]

Anisha: Just for our listeners, the customer experience committee: what is that?

Michelle: So, the customer experience committee's part of our governance structure and it's a committee that sits alongside the board. So, it looks at all housing issues and it is chaired by a member of the board, and the directors on there are now customers. So, it's a proper governance area that the customers have been involved in which is just, for me, a joy, because I think a lot of the green paper talked about customers joining boards, and although they're not on the main board, they are on the committee, which, to me, feeds into the board and you are listened to.

Sara: I actually read a thread on the way here this morning, which was loads of housing professionals chipping in whether or not they thought customers should sit on a board.

Loretta: It's big on Twitter at the moment.

Steve: Yeah, it is a one big thing on Twitter.

Loretta: And I do agree with it. I do think if you've got the skill set to do it, go for it.

Steve: And you're comfortable being on it, then why not? Go for it.

Loretta: I think so, yeah.

Sara: I think customers that are going to volunteer for those positions are people that generally want to make a difference.

Loretta: Got a passion for it, yeah.

Sara: So, it's not a case of that people...

Loretta: Go through the motions.

Michelle: Customers can take a position on a board as well so, actually, if you have got the skill set and apply for it, then go for it because, actually, anybody can be a board member. Anybody.

Anisha: Exactly. And I think what you were saying, Loretta, about the scrutiny panels: giving you so many skills and boosting your confidence and all of these things; if there's that natural progression, you know, the people on that committee will sort of be ready-made to sit there and really make a difference to an organisation.

Steve: They say that with being part of a scrutiny panel you get opportunities like being on this podcast today!

[Laughter]

Loretta: It was on your bucket list, Steve! He's always wanted to do a podcast. Today's the day!

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Sara: What would your advice be to anybody that was interested in joining a scrutiny panel, what would be the first steps or words of encouragement to get them involved?

Loretta: Contact the housing association or whoever your landlord is and straightaway just say, 'is there a scrutiny panel?'. 'If not, why not?', and get your foot in the door. If you don't try, you never know, do you.

Sara: And do you think these people should do it more...just because they're keen to improve things in their areas?

Loretta: I personally think there's the one thing that bothers me is there's no self-gain. There's no point coming to a scrutiny panel meeting if you want a new lift or you want new carpet in the stairwell, that is not what it's about at all. It's about the voice of the tenants and getting the evidence and the feedback from the tenants, what they want. It's all about that. That's the one thing I would say to anybody joining.

Michelle: I think that's some really great advice.

Anisha: And, Loretta, you mentioned about diversity a little while ago. How does the scrutiny panel ensure that the members on there represent our whole customer base across the country?

Loretta: We've got males, females, ages, all ages young as 30, ethnicity, working, unemployed, disabilities. We are everyday people and that shows...

Michelle: And you don't just make recommendations based on the 12 people around the table.

Loretta: No, it's not about that.

Michelle: Like I say, the customer hub – I think we've got about 900 people on there now. And so we've got 900 customers that we can talk to. And then the Friends of Scrutiny, there's about 45 people on that.

Loretta: Yeah, it's all evidence-based. There's nobody that can come in and say, 'oh, well, the communications is rubbish because I think it's rubbish'. Well, that doesn't work. We need to know, what is the communication problem? Is it waiting five working days and, you know, breaking it all down and make sure that when we go to board to present it, which me and the chair do, is that we have got all the facts and the figures to say 'this is why we want the recommendation because of this'. So, it's not just your own opinion that matters, it's the opinions of everybody that's a tenant.

Sara: And Stonewater has a range of offerings for customers. So, in terms of the homes that people have that are on the scrutiny panel, is it a variation across shared ownership and rented?

Loretta: Yeah, we've got leaseholders on there, assured tenancies, we've got somebody that's only just gone on to an assured tenancy. Yeah.

Michelle: Scrutiny panels weren't originally set up for leaseholders, in fairness, it was just set up for tenants. And we took the decision that, actually, it was really important for leaseholders to have a say, too. If they're in our properties and they're paying service charges, then, actually, when we're making recommendations – that could impact on a leaseholder. So, we decided as a panel, and, again, Loretta and Steve wouldn't have been around from the beginning, but we decided that, actually, having a representative of two leaseholders, there's a space on that panel for two leaseholders regardless. So, if we had a full complement, there's always going to be two leaseholders on the panel.

Anisha: From an organisational point of view, as well, it's really helpful because then those people can represent that customer base and voice.

[Yeahs]

Loretta: Like, some people when they did join the scrutiny panel they didn't even know what a leaseholder was or shared ownership was, so it's great to have them on board to say, 'oh, this is how we go for our process', do you know what I mean? It's knowledge to all.

Michelle: And it's really good, we're just setting up some disability groups at the moment. So, we're looking at mobility hearing, sight, and neuro impairment. So, actually, that's another sounding board for the scrutiny panel to use when they're doing a review. So, especially if we're doing something around supported housing or retirement living, that's going to be a real good resource for the panel.

Loretta: And we have people on the panel as well from retirement living, and that's all about the mix.

Michelle: All of it!

[Laughter]

Sara: So, since you've been on the panel or a part of the panel, what has been your biggest highlight?

Loretta: You know, mine is the people. I love them, I think they're all so great. They've all got a unique story, everybody's got their own story – I like that part of it. I

do like the social part of it as well as the work part of it. Recommendations – it's fantastic to do that and to go to board, and then they say, 'yeah, we're going to do that, we're going to implement it'. That is great. But honestly, it's the tenants. It's the people that've got passion about where they live. And, you know, your home is your castle and I'm all about that. And that's the bit that I get the most joy from it.

Sara: I actually saw, I think it was just before Christmas, you in a photo...was it a resident clean-up on your...

Loretta: Yeah, I also run a little committee where I live within the cul-de-sac, there's about 40 residents...

Sara: And that was self-made as well wasn't it.

Loretta: So I got in touch with the housing officer who was brilliant, she helped me out no end. She was great with it all, we got the media team down, and we just got some planting done and it was, again, just a lovely community day. I've done a Christmas party we did with the local residents and all that. I'm all about the tenants, that is my heart. Yeah, that's where I lie and that's what I love. If we can bring somebody out of their house, who feels welcome to join in the next person – that's what I'm about, yeah.

Steve: It's about more confidence for me since I've joined, and the opportunities I've had, and having the ability to hold my landlord to account and influence decisions, you know, within. That's been a big thing for me. When I first joined, my confidence was low. And it's getting there and getting there. And that's what I feel. That's my main thing coming from Scrutiny.

Loretta: Again, that's what I love. That's why we should have scrutiny panels because people should be feeling like that. We're no different to anybody else, it's opinion, so why can't we?

Michelle: I think I think my main highlight is meeting such a great bunch of customers and getting to spend time and listen and understand. We've each got a background. We all need to be a little bit kinder to each other and listen to each other more and understand a little bit more. And I think, again, Steve's confidence, Loretta's confidence, I think seeing that grow, it means I'm doing something right.

Loretta: Oh, yeah, definitely. We appreciate you so much, honestly, we really do. All of us.

That concludes our first series of Stonewater's On The Air. Thanks for listening. Make sure you stay tuned for series two, coming soon.