

Rebooting scrutiny

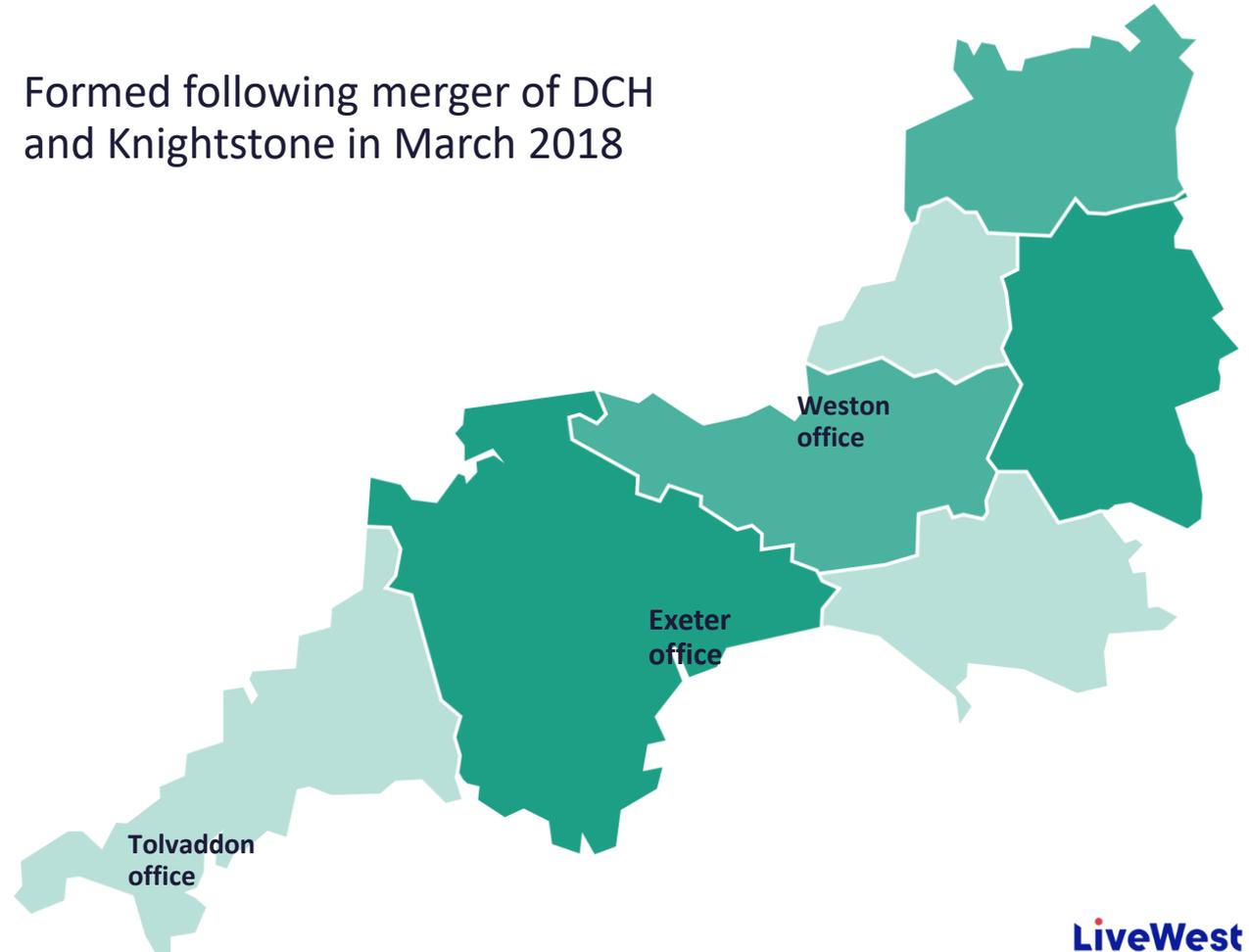
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A little bit about LiveWest...

Provide homes for general rent, shared ownership, supported, extra care and leasehold

Approx 38,000 homes and 70,000 customers

Formed following merger of DCH and Knightstone in March 2018



Operating landscape - Challenges

- Carbon net zero, retrofitting
- Government and Regulatory change
- Increased visibility of Housing Ombudsman (complaints)
- Change in customer behaviour post covid – challenging, persistent
- Move to hybrid working – focus on wellbeing and work/life balance
- Challenging performance post covid

Our approach to scrutiny

- Team – 1 team leader, 4 engagement officers, 1 administrator reporting into Customer Experience Manager
- Overall reporting into Director of Neighbourhoods
- Scrutiny panel called InFocus – with approx. 30 members (12-15 members very active)
- Provide oversight on strategic decision making, corporate strategies, Together with Tenants
- Carry out approx. 3 scrutiny reviews each year
- Produce a quarterly report on their activities which is presented to Customer Services Committee

Our re-boot

Reflect

Reflecting on our journey post merger

Understanding external pressures

Knowing our customers

Strategic positioning in LiveWest

Reset

Independent review

Consider what working well

Evaluate not working so well

Create an action plan

Refresh

Trying new things

Challenging the status quo

Re-establishing links with colleagues and committees

Holding to account

Reflect

Reflect on journey post merger and to celebrate successes

PESTEL – what are the emerging external threats and opportunities

Operational issues – systems, people, processes, culture

Know our customers – who we house

Commitments made in corporate strategies – EDI, Customer Service

Reset

- Asked Tpas to carry out an independent review of our engagement service
 - Completed a self-assessment – helpful to understand what is working well, not so well
 - Looked at 7 different areas including governance, complaint handling, activities offered
 - Created an action plan – mandatory and advisory recommendations
 - Action plan is reported quarterly to Customer Services Committee

Refresh

- Scrutiny group
 - Refreshed code of conduct
 - Developing targeted approach to recruitment – under 40's, in employment
 - Provision of IT equipment
 - Development plan for Chair
- Scrutiny meetings
 - Hybrid approach – in person event, MS Teams
 - Heads of Service / Directors attend each quarterly meeting to give updates
 - Visit to Customer Services Centre to meet the team

Refresh

- Scrutiny work carried out
 - Trialling bitesize scrutiny reviews lasting 2-3 weeks
 - Summary of scrutiny reviews to be uploaded to website
 - Tracker to monitor progress of recommendations made
 - Member of panel attends Board to present their findings
 - Strategic one offs – rent reviews, covid updates
- Knowledge
 - Get subject matter experts to present at quarterly meetings
 - Running a session on EDI and Stigma

Refresh

- Communications
 - Updating website
 - Chair and Vice Chair – day in the life of...
 - Internal communications to business to confirm role of scrutiny group and their work – build awareness and partnership working

Takeaway moments

Pause and reflect –
what's working, not
working

Review your objectives –
what are you trying to
achieve?

Get external feedback /
evaluation of your
engagement service

Understand your
customer demographics –
what is representative?

Anchor back to your
objectives

Be brave and try new
things – check, plan, do