



PROCESSES & IT
THEATRE

Service design: developing a fully functional self-service online offering

- Shaun Finegan, Director of customer experience, Accent Housing
- Carole Galsworthy, Director of transformation, Halton Housing

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CAPITA



CUSTOMER EXPERIENCE CONFERENCE 2019

Shaun Finegan – Director of Customer Experience, Accent

PANEL DISCUSSION

Service design: developing a fully functional self-service online offering

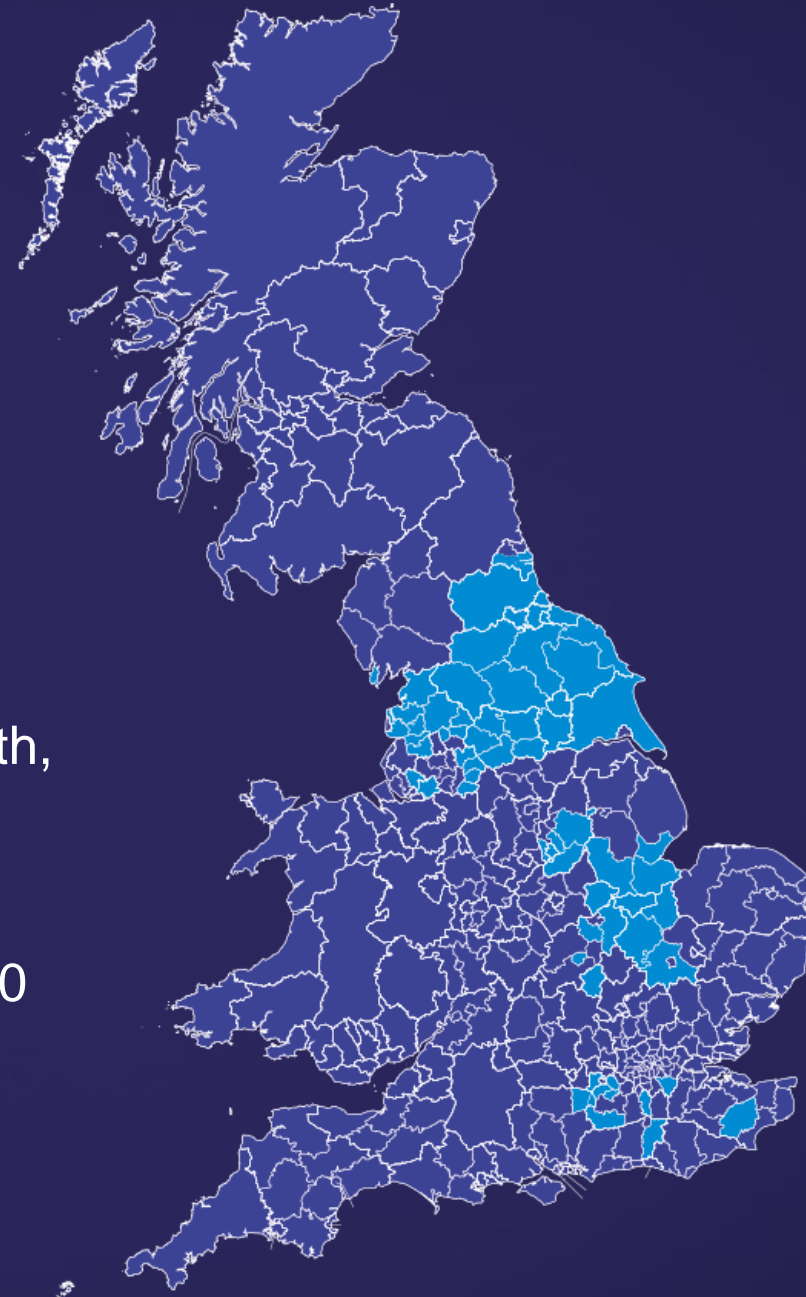


- The business case for self serve
- The metrics that prove it works
- Transforming landlord services from being reactive to pre-emptive
- How to drive efficiencies whilst ensuring minimal impact on UC

INTRODUCING ACCENT...

Accent is proud to have provided homes and services for a diverse range of customers and communities since 1966.

- National Housing Association
- 20,500 properties across the north, east and south of England
- Provides homes to around 40,000 people



OUR VISION

We are committed to being 'with you on your journey'...



- At whatever stage of life our customers are at
- By however they want to interact with us
- In a timely manner



CONFESSION TIME...

...We don't have a fully functioning self-service online offering...



BUT WE'VE STARTED TO BUILD ONE!

Our current products:

MY ACCOUNT

LET'S MOVE

ASB TOOL

Our people are truly at the heart of all we do.

Our journey to a fully functioning self-service online offering will be guided and paced by the needs of our customers



HERE'S HOW...

Our guiding principles



- Nudging not pushing
- Move with the pace of our people
- We want customers to curate their own experience
- We are investing in our people **and** digital in equal measures
- We have created a continuous cycle of review and product development



MYACCOUNT

MyAccount allows customers to access essential information and services to help them manage their tenancy with us – 24 hours a day, 7 days a week.

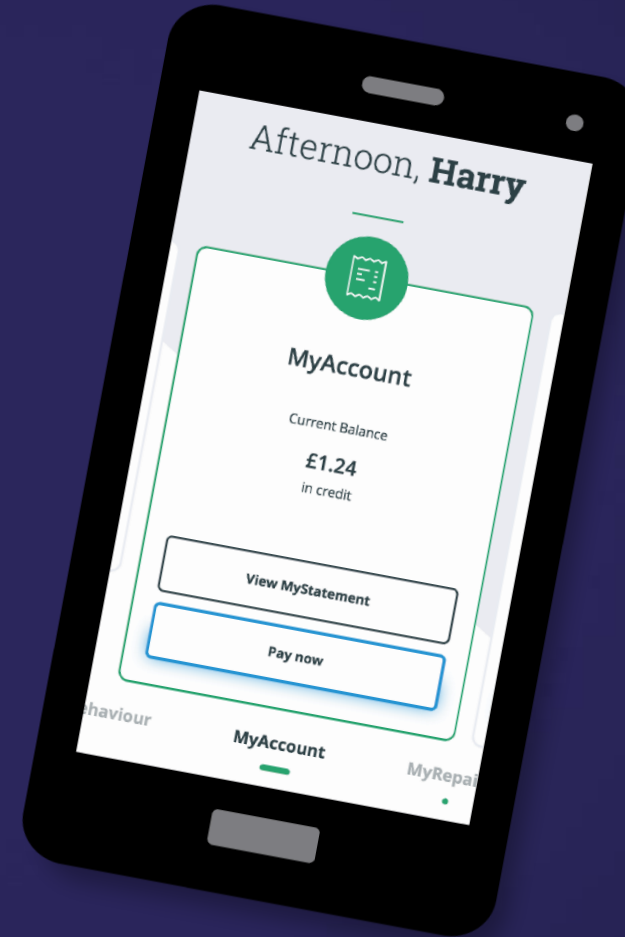


Customers can also:

- Pay rent & check account balance
- Report a repair
- Check the status of an existing repair
- Update personal details
- Report ASB
- Receive notifications and urgent messages

Early success

- Sign up rate to MyAccount exceeded target by **98%**
- **90%** of residents rated their experience of the platform as **‘good’** or **‘very good’**



SO, WHAT HAVE WE LEARNT AND WHAT DO WE NEED TO DO NEXT?

ASB TOOL



- Self-serve
- Policy | Procedure | Culture Change
- Managing expectations
- Advice – 24/7
- Signposting to relevant services



LET'S MOVE

Our biggest launch yet - Let's Move promises to be a sector-leading end-to-end fully integrated digital lettings platform



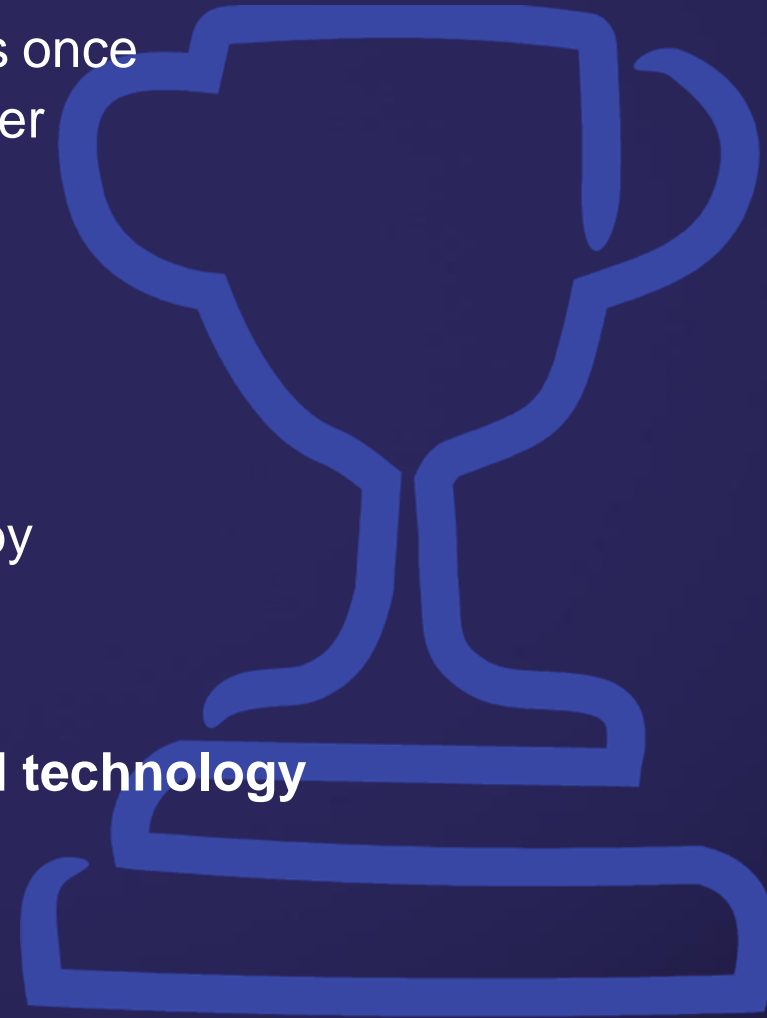
- So what is 'Let's Move' and what's our ambition for it?
- This was a big investment – so what payback will it offer us?
- How will this enhance our customer experience?



MY ADVICE...



- Deliver on the **brilliant basics** first
- **Review, develop** and **test** new features once people are confident with the current offer
- Give **choice**
- **Gently guide**, don't force channel shift
- Set digital customer service standards by **benchmarking** outside of sector
- Equal level of investment in **people and technology**





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Introduction

- Why - the business case for self-serve
- What we did
- Results so far – does it work?
- What Next for Halton – reactive to pre-emptive



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The Impact of Universal Credit



24.9% (1,741 tenancies)
of Halton Housing's
customers are in receipt of
Universal Credit, but owe
63.7% of all our arrears



The **increase** in
arrears attributable
to UC has risen by
£210K
↑ in the last year ↑

Errors in the processing of UC
are adding to delays and costs.
Some of these errors include:
10% of rent verifications being
duplicated and **5%** of forms not
received on time leading to delays
in payment.



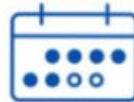
Average
arrears of
customers
in receipt
of UC have
increased
by **76%**

Prior to claiming UC, our
average arrears balance was **£207**
Post UC, the average
arrears balance is now **£365**

Our Debt Recovery and
Benefit Support teams
have doubled in size to
enable us to support those
customers impacted by the
roll out of UC.



Even after
two years
of Full Service
UC in Halton,
our customers
still have higher
arrears than
before switching
to UC.



The UC Full Service is
still unable to identify
those who are exempt
from non-dependent
deductions, leading to
incorrect housing costs
being paid.

UC is fuelling
personal debt, food
bank use, rent
arrears and mental
distress



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How many more?



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Protect Income

Benefits of being online

Allow us to focus resources and support those
most vulnerable

Customer Expectations - Right Information /
Right Place / Right Time

Social



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70%



20%



10%

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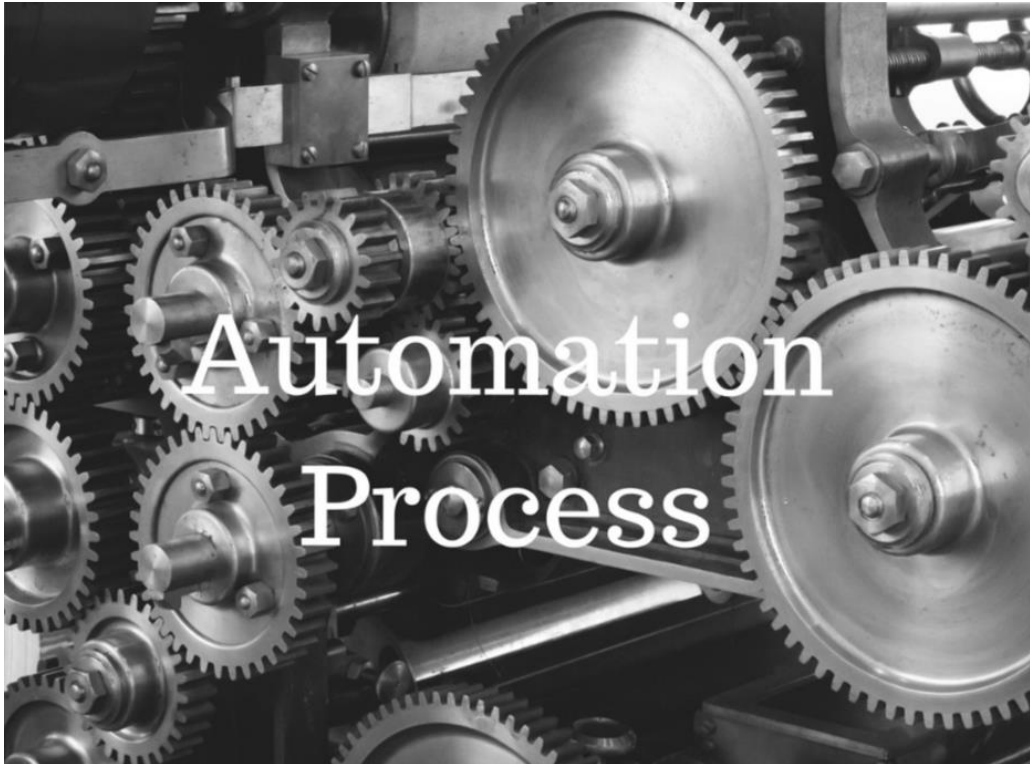


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Automation
Process

QL

1st Touch

Kirona DRS

Docuware

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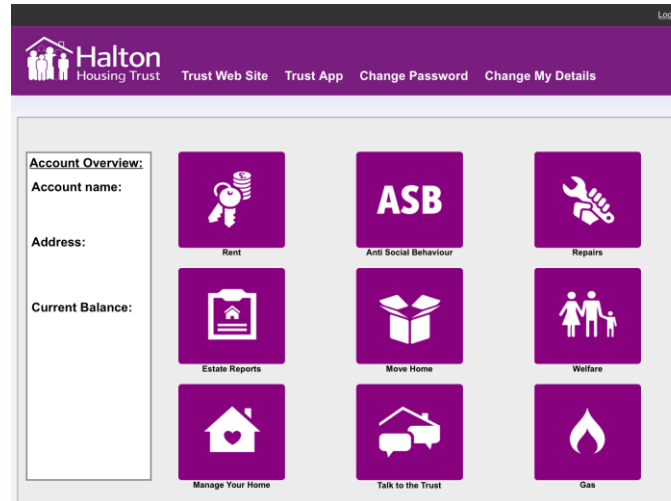
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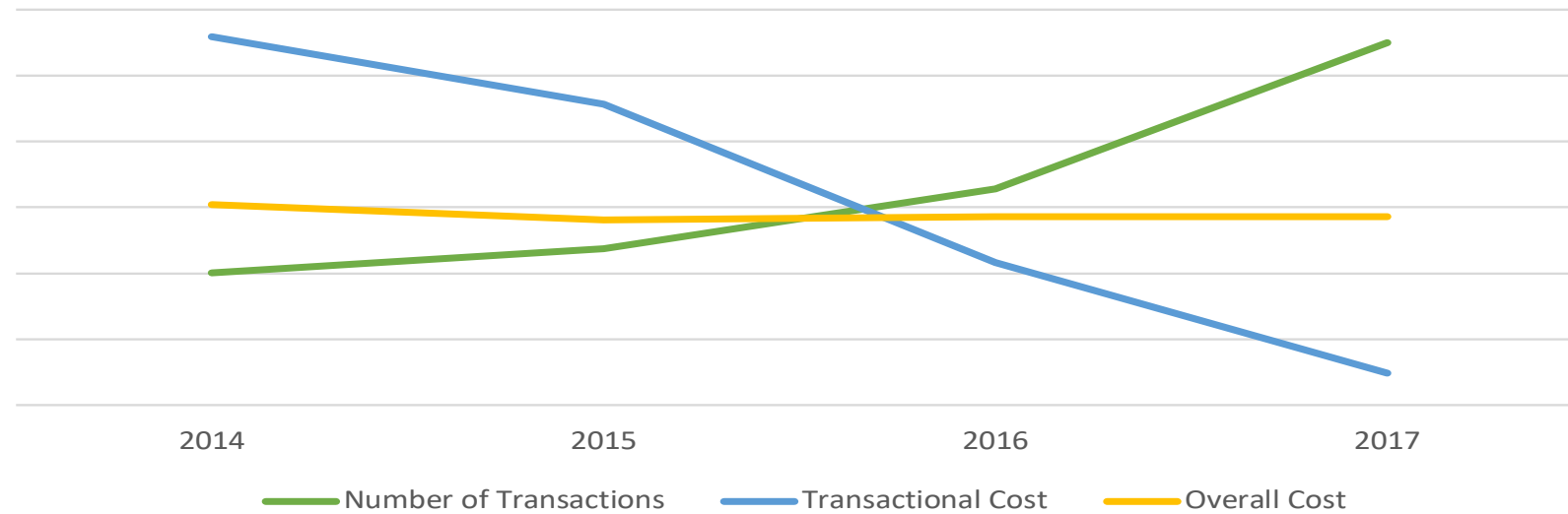


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Actual Housing Graph of Doom



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90%



As part of our **Digital First strategy**, we've developed a customer app, website portal, community TV & games console channel, plus mobile working.

December '18

Our aim is to have **90% of customer led transactions via digital services** by December 2018

Target **90%**

currently **87.3%**

A combination of customer contacts and self serve transactions

Satisfaction with online services runs at **92%**

391 devices provided to customers with no internet access

Customer led communication with Halton Housing

66% of all contacts are made using digital channels

69.2% of households have accessed services digitally

82% of customers have access to the internet themselves

12% of customers have access elsewhere

Musical Chairs

Since 2014 our staffing numbers have shifted to support our Digital First strategy:

Tenancy Support	333% (↑)
Tenancy Enforcement	250% (↑)
Debt Recovery	27% (↑)
Customer Service	56% (↓)
Welfare Benefits	40% (↑)
Housing Officers	100% (↓)



Incoming calls to the Customer Service Team have fallen by **80%** and outgoing calls by **80%**

16 modules for mobile working used by over 100 frontline staff, **saving 30-45 minutes per visit**



15% of repairs are now requested digitally

41% of ASB cases are raised digitally



99.8% of rent balance enquiries are made digitally

Want to find out more? We hold regular Digital First Taster Sessions throughout the year. Head to 'Eventbrite' and search Halton Housing Digital First to book your place.

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	2014	2015	2016	2017	2018
Tenancy Support	3	4	11	11	13
Tenancy Enforcement	2	2	6	6	7
Debt Recovery	15	16	17	18	19
Customer Service Team	18	14	9	9	8
Welfare Benefits Team	5	6	7	8	7
Housing Officers	8	8	0	0	0
Total	51	50	50	52	54

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Benefits

- Able to communicate with us 24/7/365
- More connected / less social isolation
- Financial benefits of being online
- Employment



CUSTOMERS

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