



STRATEGIC PLANNING
THEATRE

Panel Discussion: “The job would be ok if it wasn’t for those pesky tenants.” Learn, listen, change.

- Christine Ashton, Executive director, housing, EMH Homes
- Chantal Mitchell, Customer experience manager, Vivid Homes
- Ann Harris, tenant, Hinkley and Bosworth Council and steering group member, A Voice for Tenants
- Sally Trueman, tenant and steering group member, A Voice for Tenants

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CAPITA



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Lessons from transformation - what were the bumps along the way?

Christine Ashton

Executive Director- Housing

Emh group

chris.ashton@emhhomes.org.uk

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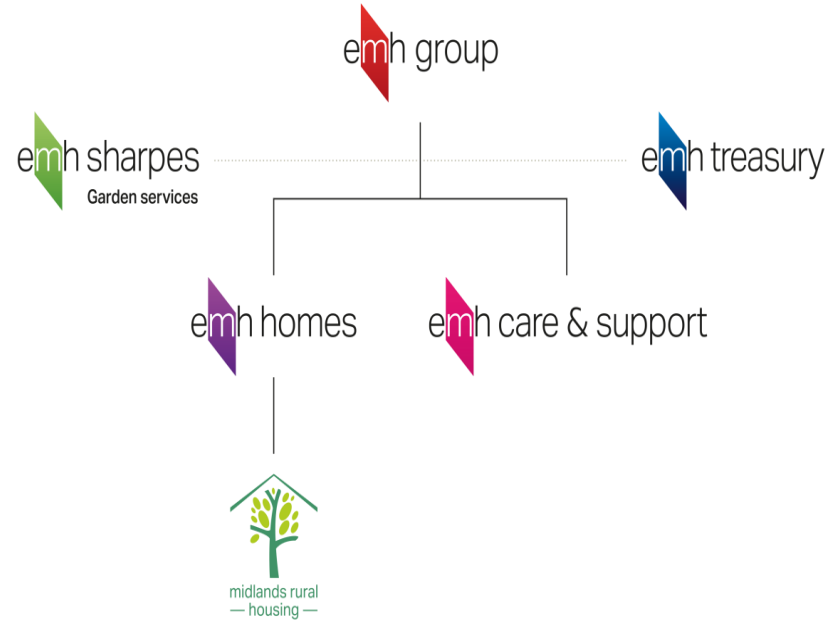
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emh group – Who are we ?

- 19,000 homes across 40 local authority areas
- 1,100 employees
- 250 Traineeships / Apprenticeships
- £104m turnover
- Developing 2600 new homes 2016 to 2022
- Developing 3 new Extra Care schemes
- emh homes created 2013 :
 - amalgamation of 4 housing associations
 - £1m efficiencies



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SETTING THE SCENE

- 2013 Amalgamation /restructure of 4 organisations into one.
- Created: Centralised Contact centre including a Customer Experience Team
- Specialist Income, Allocations and ASB teams
- Resident Involvement Structures revised
- 2016 Restructure (Rent -1%) – New delivery model developed across Housing and Property Services including the closure of one main office.



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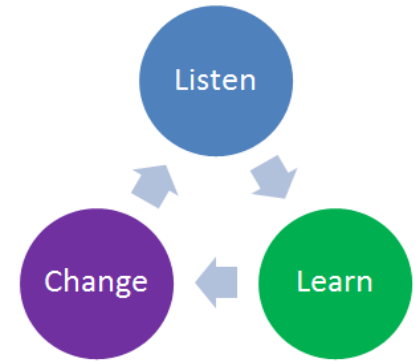
MOBILE WORKFORCE CHALLENGES

Housing

- Building resilience.
- Empowering the Contact Centre to resolve the contact.
- Confidence in using tablets
- New Management style required to support mobile workforce.
Isolation, stress.

Property Services

- Creation of one DLO on commercial terms and conditions
- Building confidence in using technology rather than paper
- Working directly from home rather than coming into the office.





CUSTOMER FIRST - First time resolution by Contact Centre

- Collaborative working between Contact centre, Housing & Maintenance to ensure streamlined processes
- New structure
- Void & arrears figures both showing substantial improvement
- Changing customer needs means that this model needs on going development.
- Current Customer Satisfaction Score 90% based on transactional surveys for Repairs, Housing & Neighbourhoods and Customer Service Centre.

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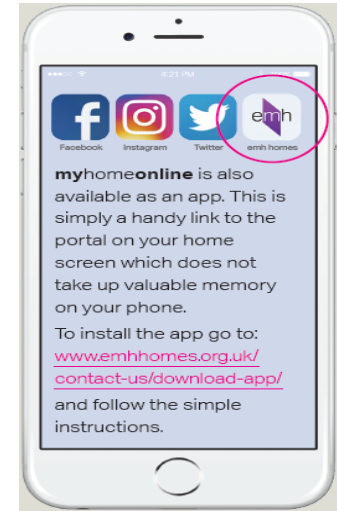
DIGITAL FIRST

Improved Digital channels, Digital where appropriate

Residents wanted:-

- ✓ Website with improved interactivity
- ✓ Improved Customer portal
- ✓ An App

New Customer portal & App Introduced – Praised by our active residents who where involved in testing.
 New on-line service Strategy Group set up to oversee digital projects to ensure co-ordination of activities.



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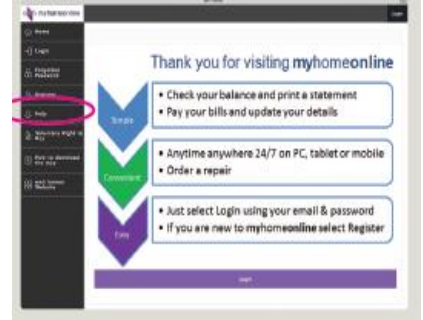
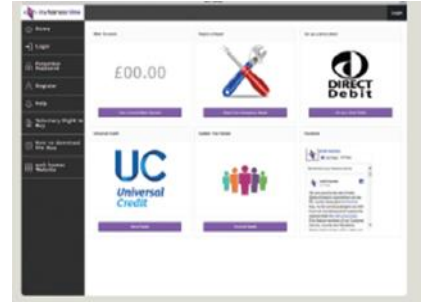




DIGITAL FIRST

Future projects include:-

- ✓ Phase 2 of customer portal -will look to add additional self serve functionality like on-line lettings, Pet requests, Resident Involvement, permission for home improvements.
- ✓ Website Digital forms
- ✓ Introduction of an AI Chatbox
Gartner – predicts that chatbots will power 85% of all customer service interactions by 2020



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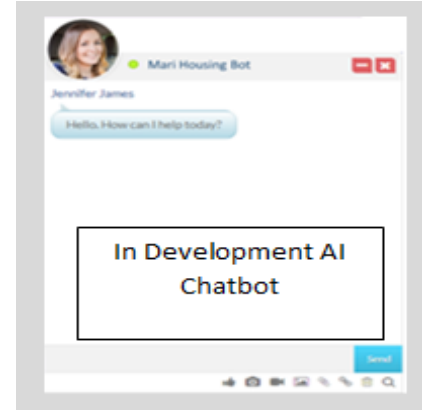




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DIGITAL FIRST

The chatbot will provide a simple way for customers to ask questions on the website and receive instant answers using existing data plus new content that will be added. The idea is that it will let tenants engage with the website through a conversational messaging client. Tenants speak in their own words and the machine learning tunes the system to understand their intent and provide immediate responses. It will be used to sign post customers to our customer portal and website. Proof of concept that could develop further in live agent handoff.



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CUSTOMER INTELLIGENCE

CRM Data, Customer feedback (Complaints & Concerns), Resident groups

- Support Information Centre
- Driving Digital- 65% target is a key vision metric
- Reduction in avoidable calls

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CULTURAL CHANGE

- Awarded IIP GOLD in 2018
- More staff empowerment – IIP survey results show 88% of staff feel encouraged to show initiative in their role
- Clear values – 94% of employees believe their behaviour reflects the organisation's values
- New style Induction programmes
- Leadership Development programmes – Including Development centres, 121 coaching, Commercialism, Strategic Thinking, Leadership Impact.

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ORGANISATIONAL DEVELOPMENT

- Coaching programme
- Barrets Values – Cultural transformation. Building & maintaining a values driven organisation
- Quantifying culture and direction of travel
- Entropy and energy utilised in addressing negativity

Seven Levels of Consciousness[©]



Tools that determine the personal needs of employees, the extent to which they feel aligned with the culture of the organisation (values alignment), and the extent they feel the organisation is on the right track (mission alignment). To assess the level of employee engagement.

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Past, Present and Future: Our CX journey

Chantal Mitchell
Customer Experience Manager

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Who is VIVID?

- Hampshire's largest housing association
- 30,000 homes, 850 staff
- More homes, bright futures
- Values



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Past

- Lots of initiatives
- Embedding values
- Lots of surveys and data
- Bonus related to customer satisfaction
- Not very strategic



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Present - ICE

- Lots of talk!
- Customer centric KPIs
- Removed a few blockages
- Consultants
- Leadership training



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Future - Making Every Moment Matter



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VIVID
Our customers

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How?

- Coordinated approach
- Clear structure
- Clear expectations
- Strategic links with other projects



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We've got a plan!

- MEMMtors
- Training
- Communications plan
- Customer journey mapping
- Review of satisfaction survey methodology



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Ann Harris

Tenant, Hinkley and Bosworth Council
Steering group member, A Voice for Tenants

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Sally Trueman

Tenant

Steering group member, A Voice for Tenants

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