



**#connectology**

**#connecto**

Steve Dungworth

**Shift Happens... if its planned!**



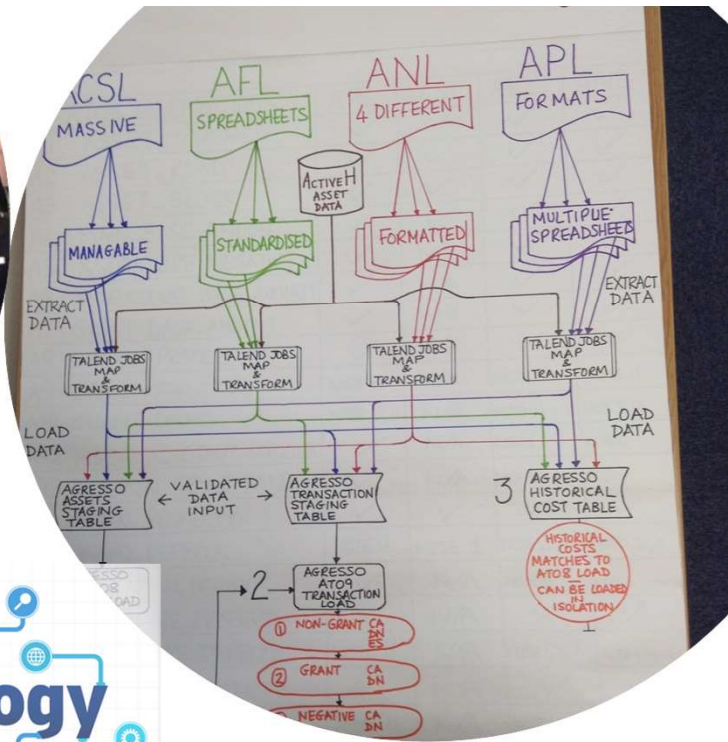
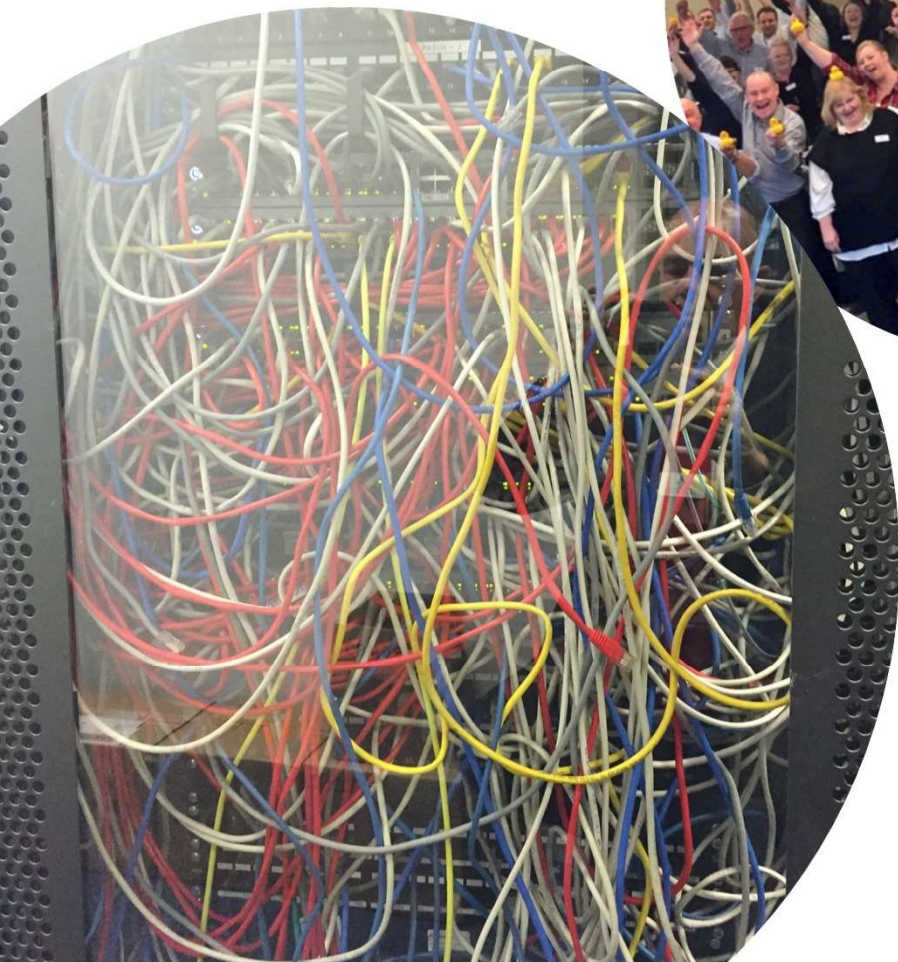
# Introducing Steve Dungworth



I would be bolder! You can tend to get bogged down in the complexities and risks!

We talk about strategic direction and risk management. We also ensure that process owners, experts and the voice of the customer are involved in project teams, taking actions, communications, training, testing!

People and technology don't always mix! In ICT we like technology, but housing people are there to serve our customers – they are passionate about that. When we start talking techie language it can turn them off.



# People, Data, Tech

# Themes



Next steps  
- delivery

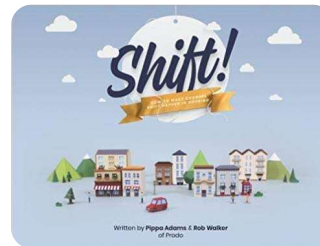
Understand  
IT  
landscape

Understand  
current  
offering

Build  
customer  
personas

Mindset

Measurement  
&  
Improvement



Delivery

Planning

Project  
Board

Managing  
& mitigating  
risk

Iterative  
development

Business  
and project  
objectives



# Channel Shift is not new....



Past



2013



2016



2019

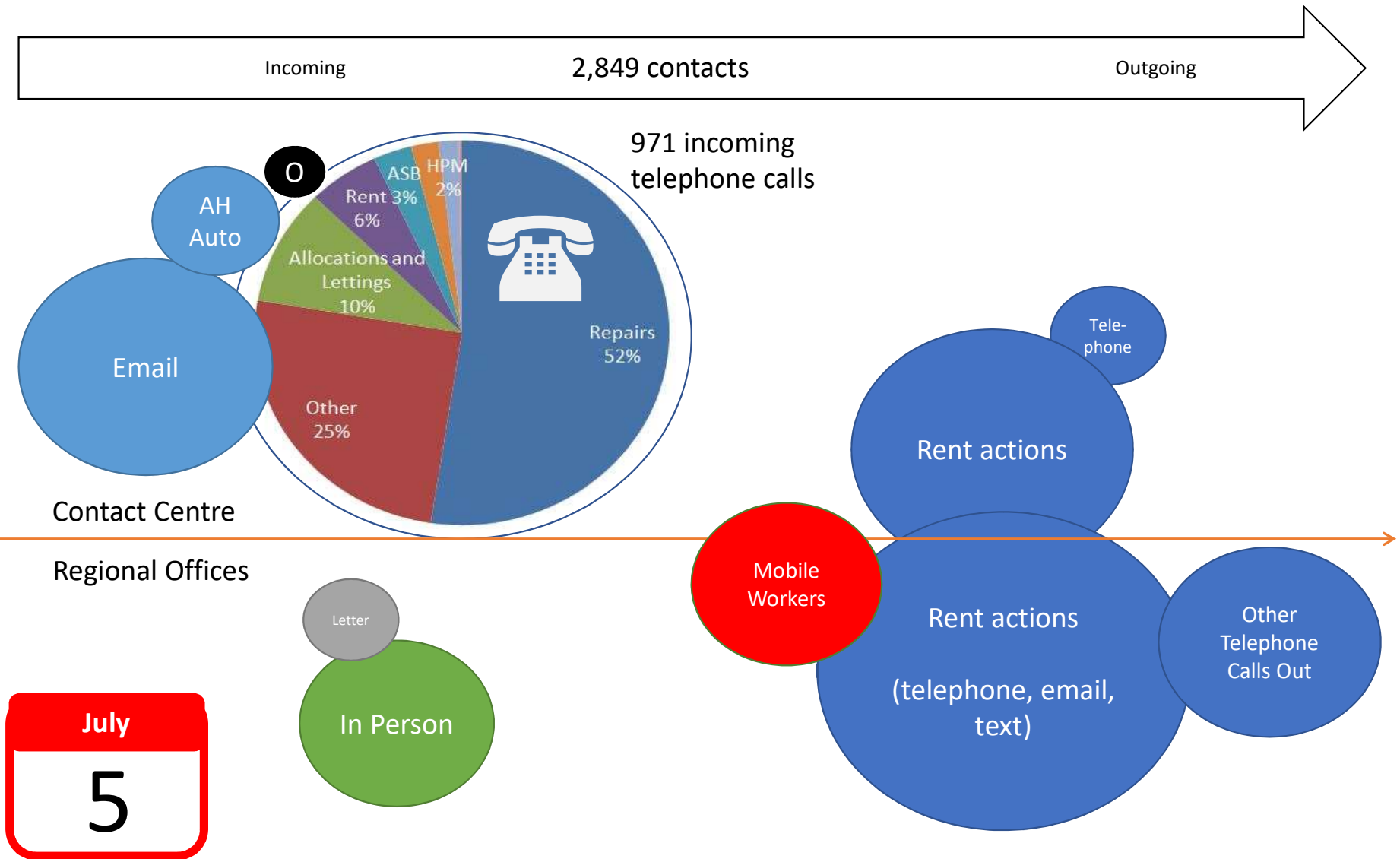


# Channel Shift Targets



- Does your organisation have a channel shift target?
  - 30% | 50% | 70%
- Are you familiar with the standard cost per channel?
  - In person - £8.21
  - Phone - £2.59
  - Web - £0.09
- Are you sure this is what your customers want and what they will be satisfied by?

# A day In the life of...





## Before you dive in...

- Utilise the data you have and ask why?
- What is the rationale that underpins your business case?
- Customer demand driven by repairs
- Cash and value for money savings not always achieved
  - Process reengineering of back office processes and links to repairs contractors
  - Time-lag – benefits of business case not sought
- Marketing and communications plan essential to adoption – sustained over long period of time
- Phones still work – and work better when emotion involved... people!
- Back to data... is it working?

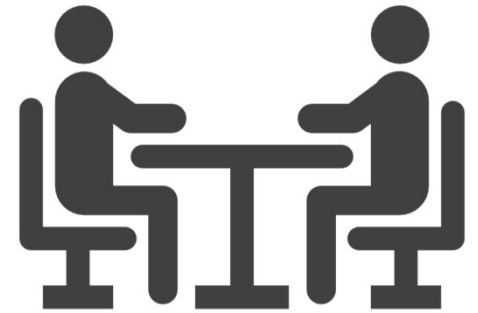




**40 everyday  
questions**



**Repairs**



**Lettings**

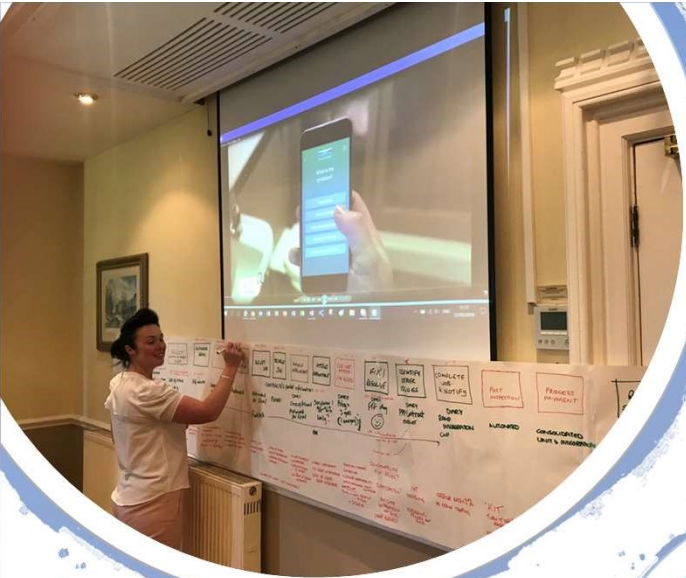
Customer Service Transformation

~~Customer Self Service~~ + ~~Digital Transformation~~

# 40 Questions

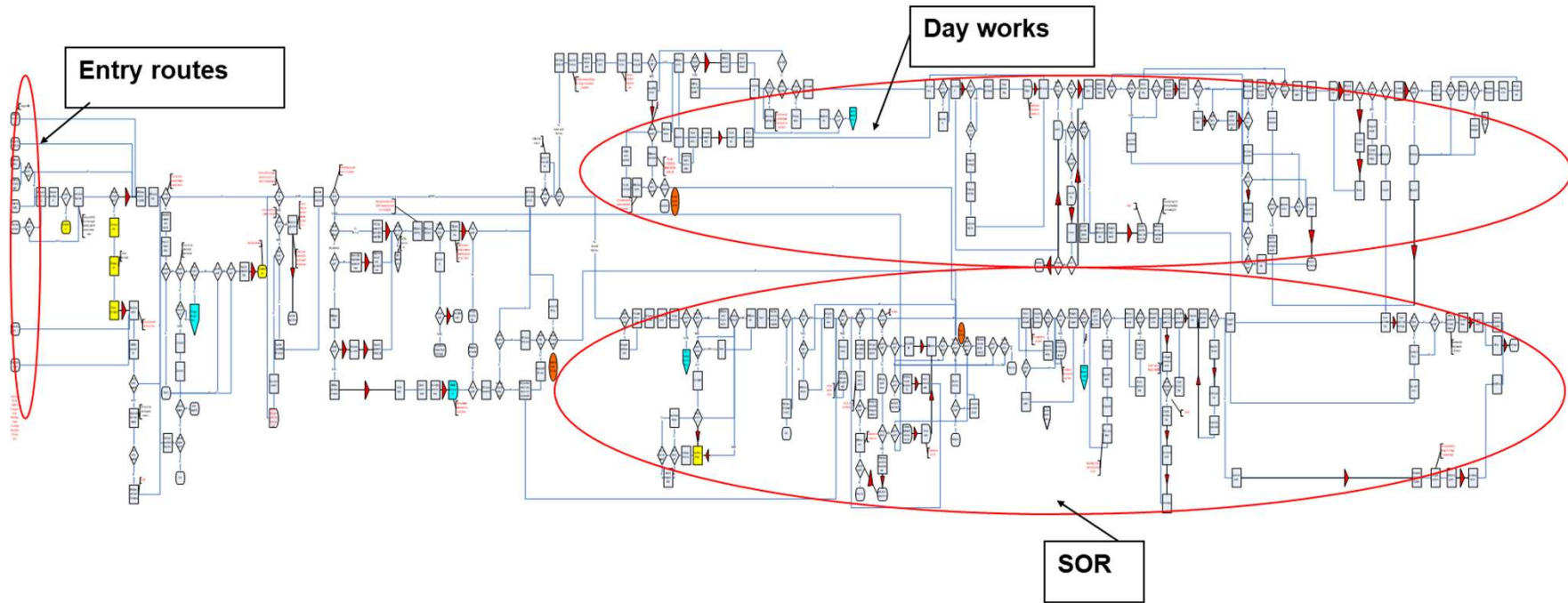
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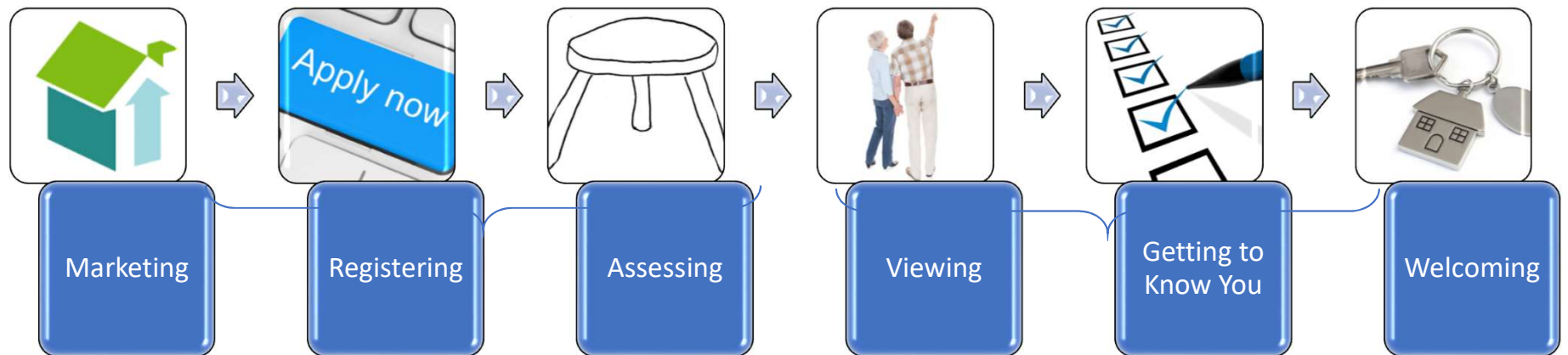


## Reengineering Repairs

- 2008 – resulted in contact centre strategy
- 2016/17 – re-procurement of contractor services based on PPP/PPV cost model
  - New approach to asset management and data
  - Grenfell resulted in additional requirements on H&S / compliance
- 2018 – project-in-a-week review of processes
  - Diagnostics
  - Appointments
  - Measuring satisfaction



# Process complexity



Innovate  
*do something different*

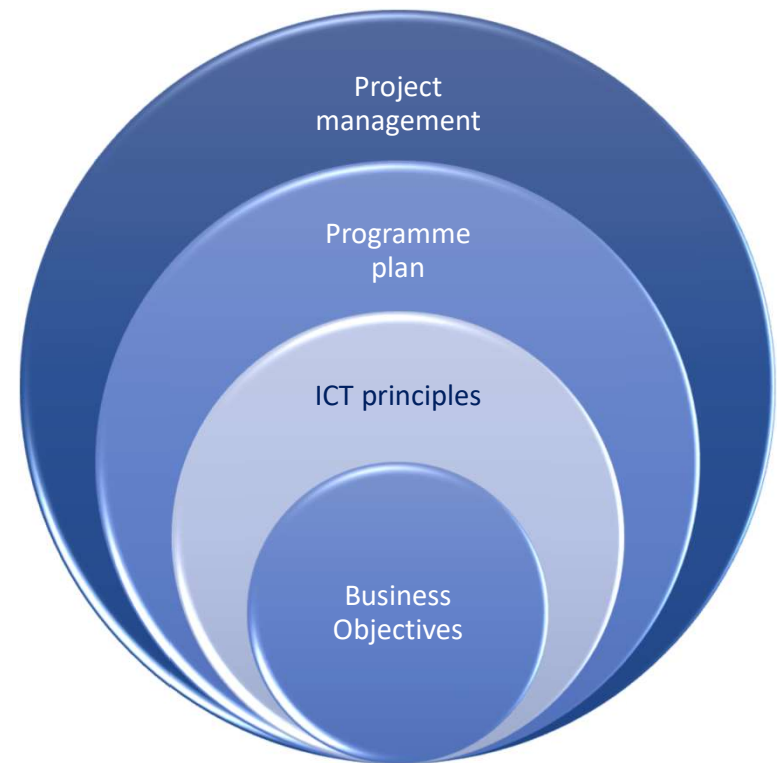
Improve  
*do something better*

## High Level Process Design



# People – engagement and involvement

- Executives and Boards
- Users – managers and their teams
- Customers



# Digital Programme Management Board



## Worked best when:

Key stakeholders involved and worked together – not necessarily Execs

Less formal in terms of papers and agendas – highlight reports and PowerPoints okay

Involved staff who are involved in the process

Involved customers – great insights



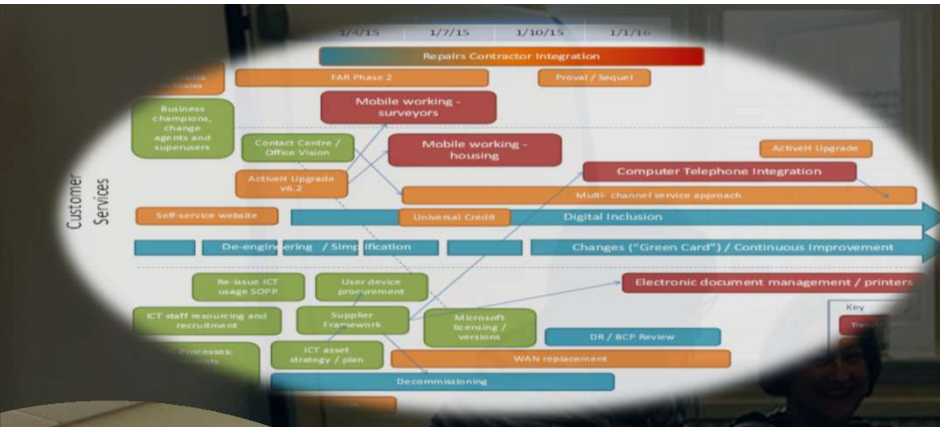
## Not always coherent when:

Business changes / restructures taking place – new faces, new ways, lack of continuity

Becomes an extension of corporate governance – formality of agendas and minutes

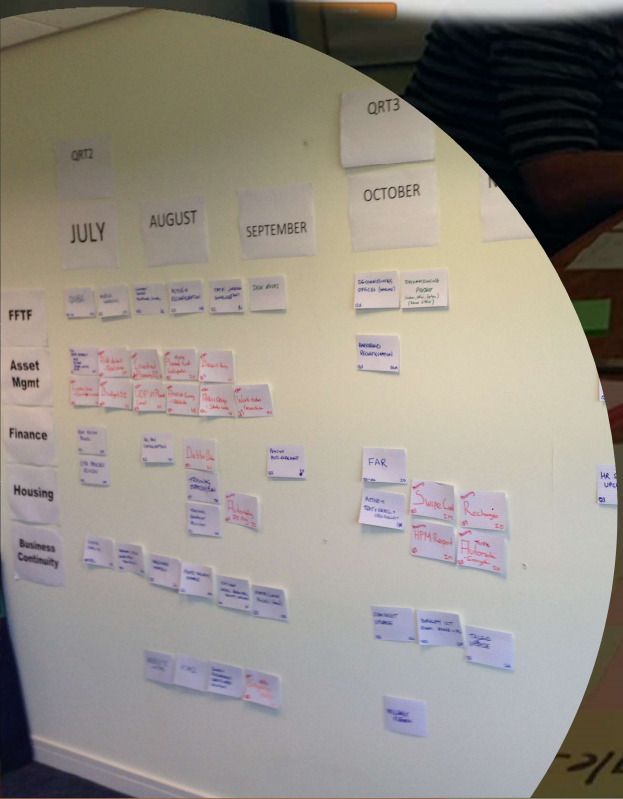
Gets involved in too much detail

Involved customers – some staff feel constrained



**WILE**

Item	Description	Phase	Owner
10776	Welfare Reform Flag	5-REVIEW	
10712	New Suite for Homeowners	6-DEVELOPMENT	
10779	Schedule 100's Release to the City Places Head Task Owners' Obligations	7-TESTING	Richard
10779	(Rec'd) Can Access Legal Places	7-TESTING	MIS
10798	(Rec'd) Complaints Process	6-Development	MIS
10777	Formal Scheme Releases Changes to Letters	5-Review	Support Team
10666	Re-issues - 100% Within the Current Episode only	7-TESTING	Richard Sellers
10851	CHANGE OF BANK ACCOUNTS	5-REVIEW	MIS
10821	Issued CHANGES in the XML file	7-TESTING	Richard Sellers
10782	Account Review - Pass through the Account Review only	5-Review	MIS
10805	Control Group Release PLANS - Business Assurance Review	5-Review	Lesley Allen
10773	Integration Guidelines HTML Emails to Contractors	6-Development	Richard
10813	VOID STATUS CHANGES	5-Review	
10819	Repairs History Migration	6-Development	
10819	New mail merge field to add the Account to the Rent Statement (Ten's)	5-Review	
10819	VOID Rent - RJ Report		



# Project Plans



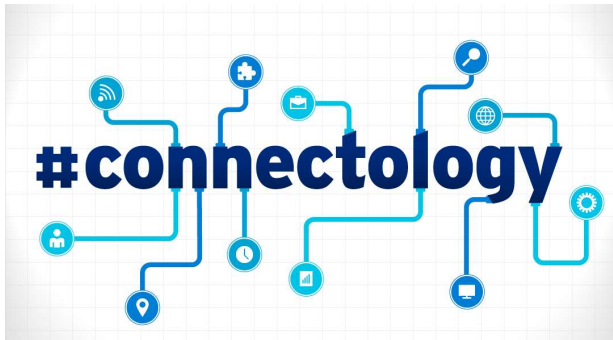
# Customer Personas



Geographic	Demographic	Behavioural	Psychographic
<ul style="list-style-type: none"><li>• Location</li><li>• Urban / rural</li></ul>	<ul style="list-style-type: none"><li>• Age</li><li>• Gender</li><li>• Single – Married - Retired</li><li>• Occupation</li><li>• Socio-economic group</li><li>• Property type</li></ul>	<ul style="list-style-type: none"><li>• Frequency of contact</li><li>• Level of arrears</li><li>• Propensity to complain</li><li>• Length of tenancy</li><li>• Access channel</li></ul>	<ul style="list-style-type: none"><li>• Personality</li><li>• Lifestyle</li><li>• Attitude</li><li>• Emotion</li><li>• Importance of subject</li></ul>



## FIVE QUESTIONS WE KEEP ASKING OURSELVES...



- Are our **aspirations** and vision clear? What else do we need?
- Are we **focussing** on the right things? What's more important?
- Do we want to be **best in class** (sector) or look outwards?
- Have we got the **capability** to deliver? What's missing?
- How do we **need to change** to achieve our vision?



# Thank You



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