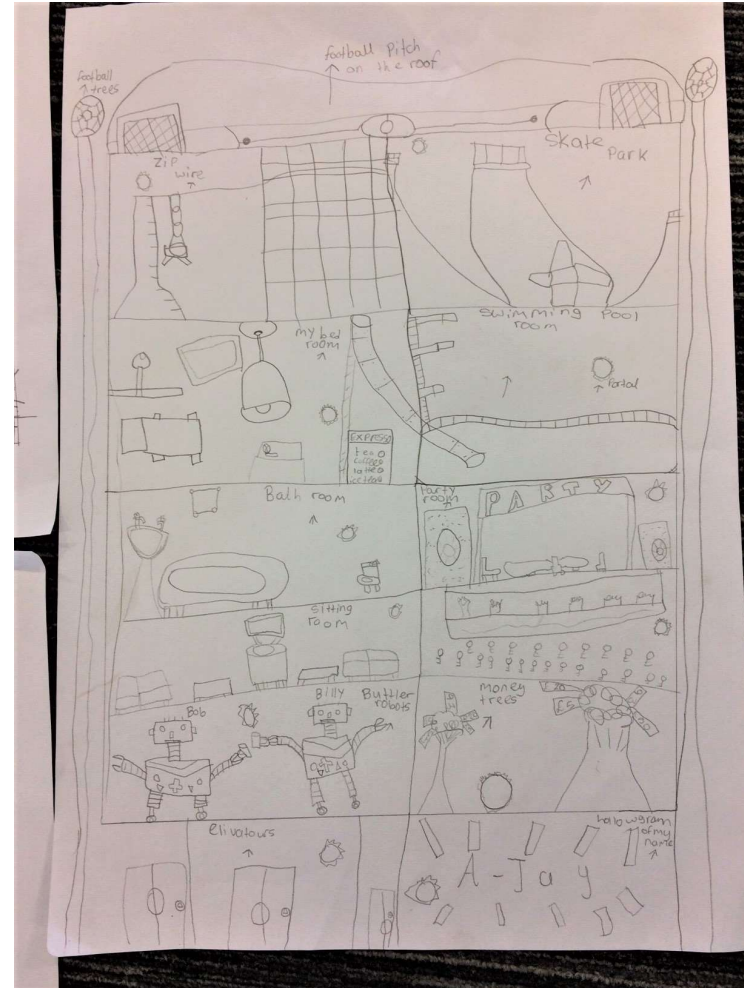


What does the housing association of the future look like?



 @UnitedWelsh

 UnitedWelsh

 UnitedWelshTV

United Welsh

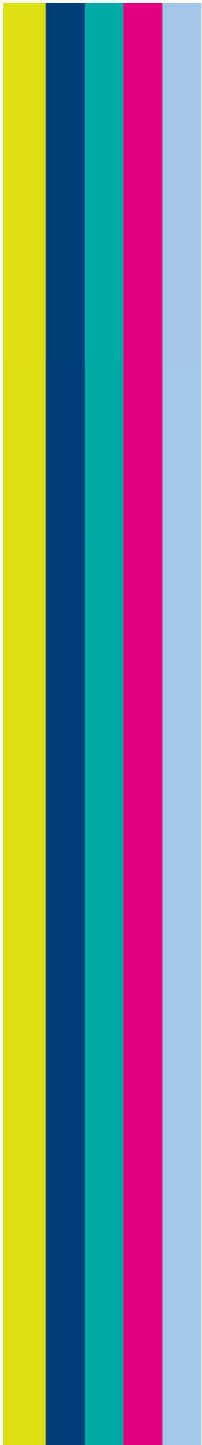


United Welsh Group

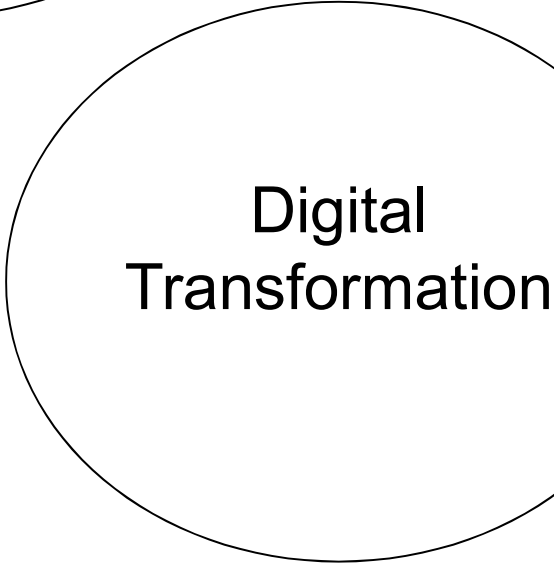
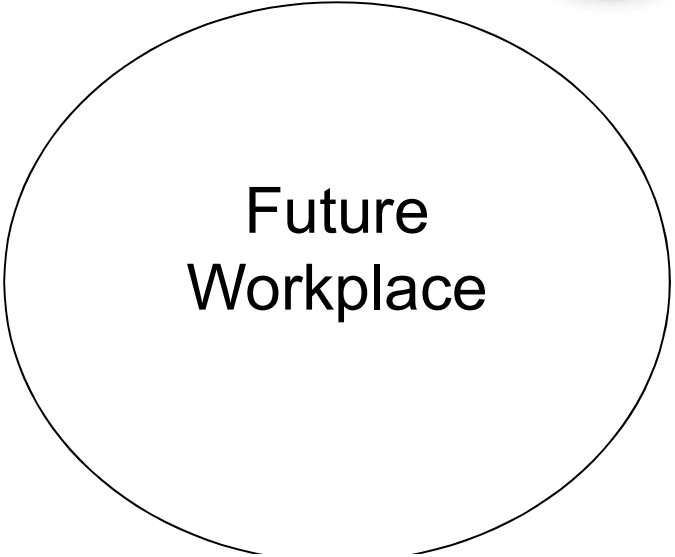


- United Welsh
 - Housing functions
 - Usual support departments
- Celtic Horizons
 - Asset delivery – repairs, planned maintenance
 - Tri-partite agreement with Mears





Major projects



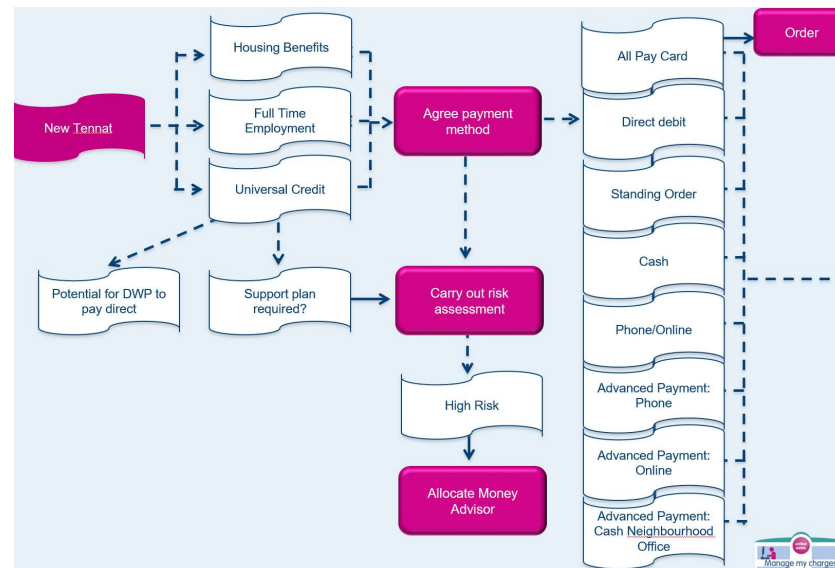
Customer Journey Mapping



- Began early 2016
- Lettings & Complaints process
- Starting on Managing my Charges
- Mainly looking at putting **existing customer-facing processes** right rather than starting with a clean sheet of paper with digital as the default



our **united**
experience



Future Workplace

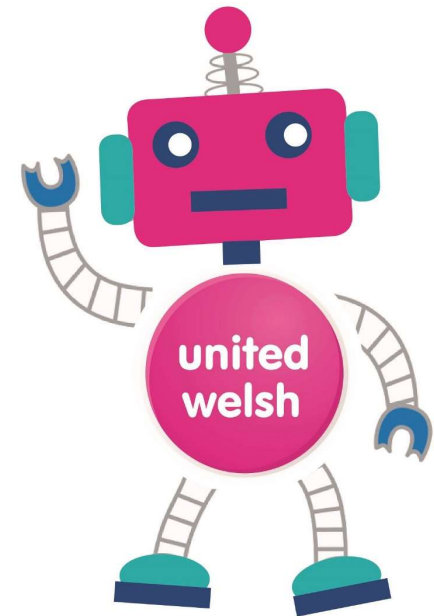
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- Began later in 2016
- Major impact project
- Cultural – no time keeping, no annual appraisals, no core hours and no traditional flexi
- Videoed stand-up breakfast briefings once a month
- Huggers and hoppers – the right kit to the right people
- Next stage - Redesigning the office

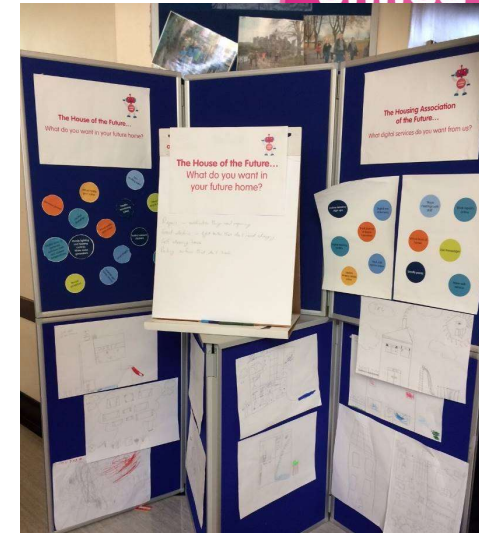


Digital Transformation

- Started June 2017
- Tenant engagement events Summer and workshop with the Together Panel
- Project teams formed September
- September → December – research
- January – feedback to Exec
- Finalising projects



Summertime fun!



The House of the Future...
What do you want in your future home?

Repairs - notification things need repairing
Good electric - light bulbs that don't need changing
Self cleaning house
Parking surfaces that don't break

What shall we call our robot?

Robot
Reggie
masha
jake
bobi
Rhino
The Robot
chase
ben
Philly
E.100
Ben Phillips
Wielan
BOB
robot house

A hand-drawn robot with a red head, blue body, and yellow arms. It has a red circle on its chest with the words "united welsh" written inside.

The project team



- Project board



FW



CJM

- Project team

- 30+ members of staff from right across the organisation
- Workshop kick off concentrating on biases and innovation

- Feedback

- As a member of staff I want, As a customer I want, As a business we want
- What pleases me, What frustrates me





What did we want to look at?



- What do we expect now?
 - Reliable systems
 - Reliable equipment
 - Fast access to information
 - To be mobile
- What is our focus?
 - Our people and our customers take precedent
 - It's about making the best use of the systems we have
 - It's about finding out what we don't know
 - It's about the new stuff
 - It's about looking at best of breed
 - Finding out how others do great customer service
 - But it's not about following – it's about understanding what works for us – United Welsh

Project teams



- 4 themes identified
 - Information
 - Innovation
 - Customer
 - People

Digital Transformation - Customer

As a customer I want to...

- Use the best method and time for me to contact the organisation
- Staff to know who I am and know my story
- To be kept informed, and have information about my journey at my fingertips
- To be able to use frictionless, intuitive, easy, seamless systems to carry out my business with Celtic Horizons and United Welsh

Digital Transformation - Innovation

As a member of staff I want to...

- Know my information

As the business we want to...

- Provide...

As a customer I want...

- Intuition – for UW to know before I do
- A customised service

As a business we want....

- Efficiencies and value for money
- Make best use of our assets
- Future proofing our schemes and development
- Take advantage of assistive technologies for our customers

Digital Transformation - Information

As a member of staff I want...

- Simple systems that easily and quickly give me the complete customer story
- Organised information that can be quickly stored and easily retrieved
- To be able to make decisions knowing that the data is accurate, in one place and how to find it
- Have processes and systems that work together to provide the most efficient service to the customer

As the business we want to...

- Make effective decisions based on accurate data sources and intelligent reporting

As a customer I want...

- Staff to understand my preferences and know my story
- To be able to get real time information about my accounts

Questions to start

1. What do others do brilliantly? What does best look like?
2. How simple is simple? What do our ideal systems have in them? Describe it. Describe it.

Digital Transformation - People

People As a member of staff I want...

- To have the right equipment for me, that is fast and reliable, easy to use, and enables me to work wherever I want, and to have the confidence that it all works and I know what I am doing
- To have access to the information I need wherever I need it that will enable me to provide the best customer service

As a business we want...

- Systems that support people so they have the tools to do the job and carry out excellent customer service

Questions to start

1. What do others do brilliantly to work where they need to? What does best look like?
2. Matching the DI questions to our people – Skill, will, opportunity and cost – what does a person look like who has no barriers?



What happened



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- The Customer and Innovation groups found it easier to get to grips with
- The Information group struggled to find focus as did the People group
- It was hard to get out there and visit others
- Staff numbers fluctuated
- Lots of web research was done, webinars listened to, and non-housing conferences attended
- Customer phone calls



Research findings

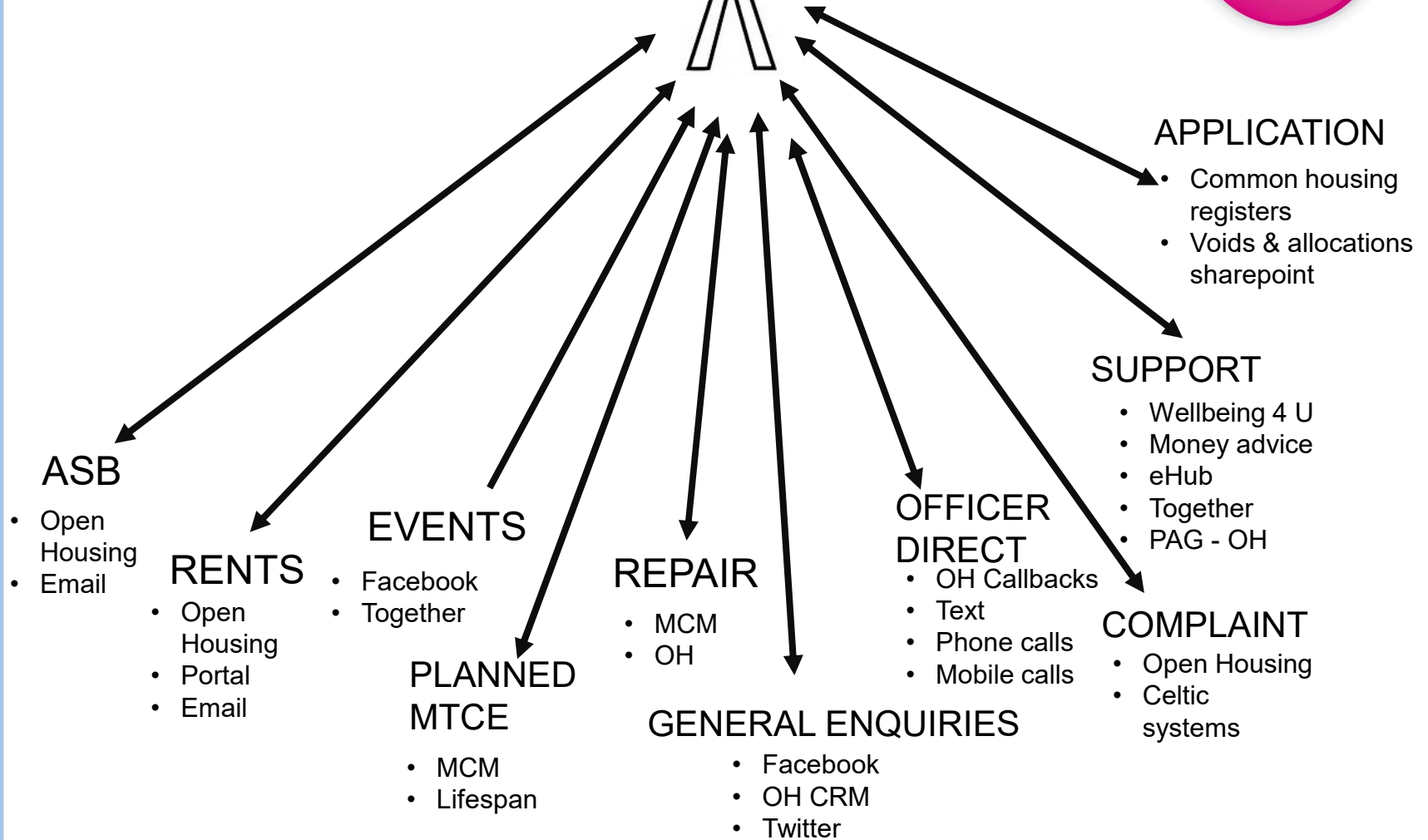


- Digital is not just about the technology
- Data is hard to get your head around and fragmented
- Omni-channel is the preferred route
- Our customers need to be at the centre
- Our staff are customers too
- Innovation is out there now

Single story?



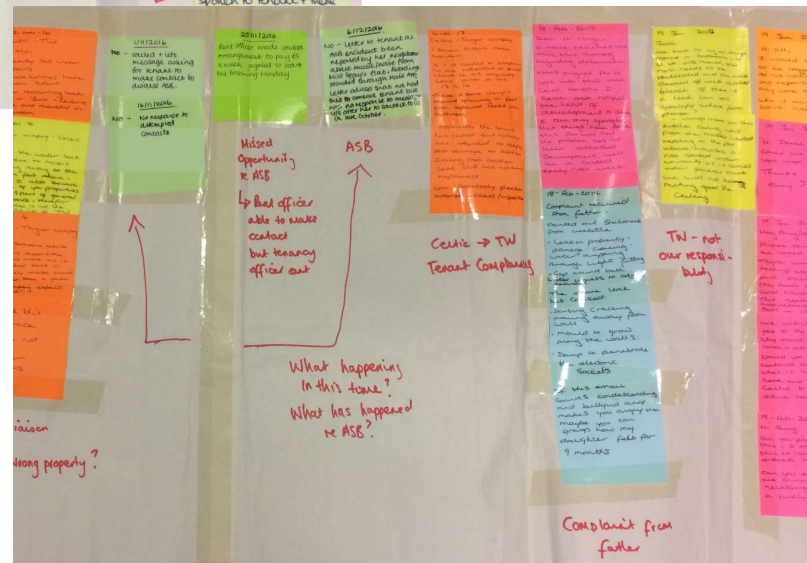
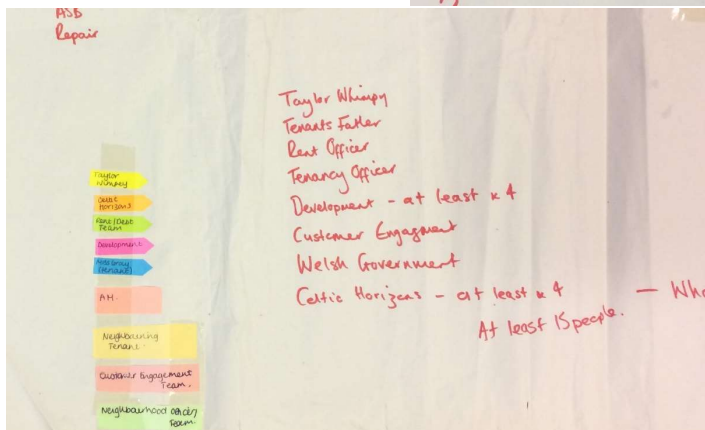
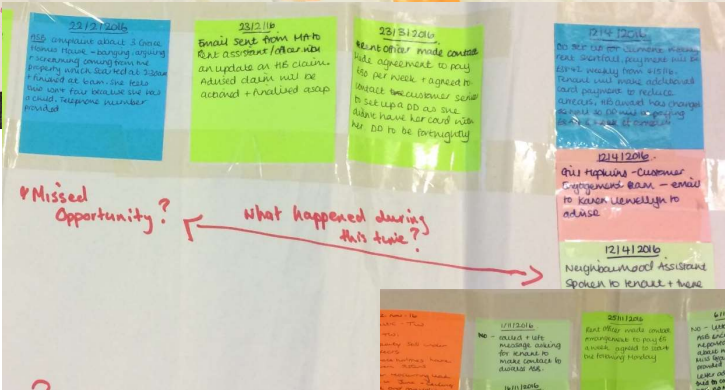
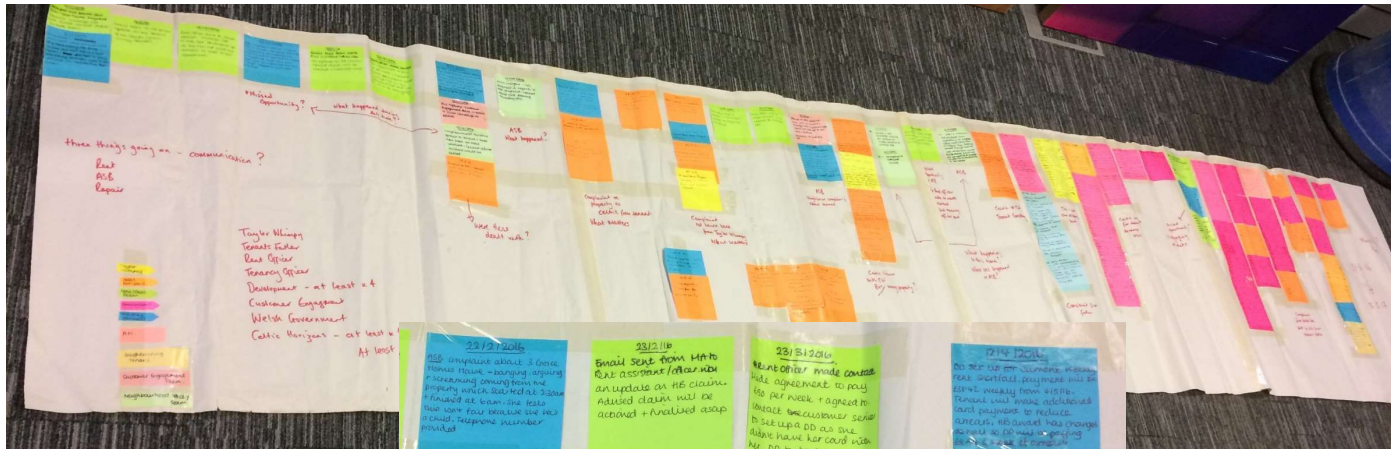
PHONE CALL, EMAIL,
PORTAL/APP, FACE TO
FACE, SMS, LETTER



**ONE PERSON – MULTIPLE CHANNELS - MULTIPLE PEOPLE
CONTACTED – MULTIPLE RECORDS IN MULTIPLE SYSTEMS**

Light bulb moment

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DT Projects being taken forward



- Develop Customer personas
- Clarify Omni-channel for UW
- Customer self- service
- Staff impact
- Full steam ahead with Innovation and Cardiff Uni collaboration on IoT
- Keep Researching
- Measurement systems



IS DT a tick box exercise?



- App & portal
- Social media – Facebook, twitter, etc
- Integrated HMS & Finance
- Asset evaluation – Pamwin, RAM
- Document management
- Mobile workers
- Office 365 implementation underway
- Yammer
- Sharepoint
- IoT

Gaps, integration, single story, simplicity



Housing association of the Future?



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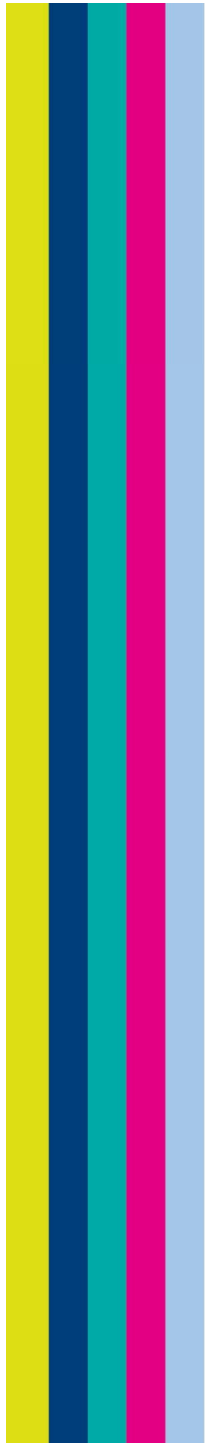
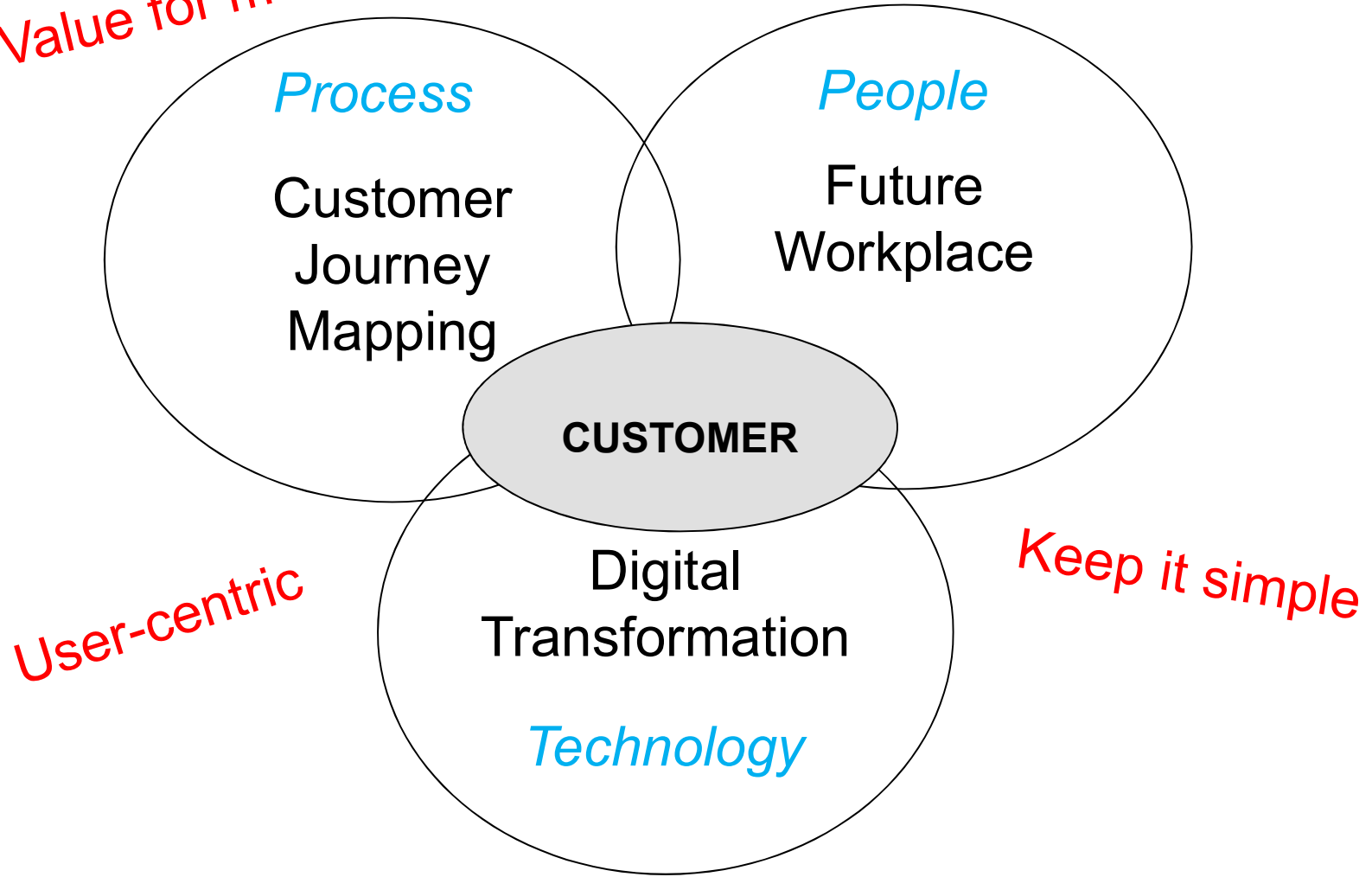
- Business model change?
 - “if the rate of change on the outside exceeds the rate of change on the inside then the end is near’ Jack Welch
- Digital is a state of mind
- Innovation culture
- Collaboration
- Understand the problem but also take advantage of unintended consequences
- Fast acting and non-linear
- Risk?

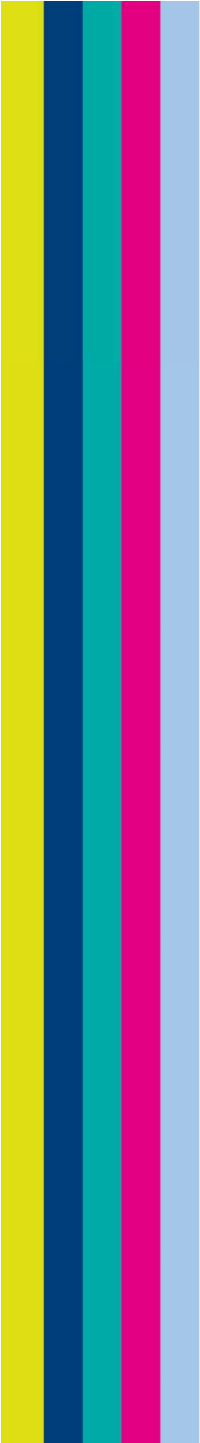
What's next for UW



Value for money

Omni-channel



A vertical decorative bar on the left side of the slide, composed of five colored stripes: yellow, dark blue, teal, pink, and light blue.

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