Our Digital Journey...so far

Maria Lyle
Director of Business Support
• Large Scale Stock Transfer, created in 2003
• Operate within the Scottish Borders
• Wide rural geographical area
• Over 40 settlements
• 180 team members
• 5,646 Homes
Digital Natives Set to Dominate by 2017

This chart showcases the increase of the digital native audience (those under age 30) and the decrease of digital immigrants (those over age 40) in the general population over time. It’s projected that the gap between the “DNA” and digital immigrants will continue to increase over time.
Proportion of SBHA Tenants who use the internet

- 2013: 47%
- 2014: 55%
- 2015: 57%
- 2016: 60%
- 2017: 56%
- 2018/19: 78%
Customer Expectations

I WANT TO...

pay
report
ask

SO THAT...

I get it done faster
24/7 access
am kept informed
Customers are delighted with the customised service they receive and see their contact point in the organisation as an Ambassador of the organisation’s brand.

Frontline employees feel trusted and empowered to make big decisions on behalf of the organisation to delight customers.

Team Leaders exist to select, develop and empower frontline employees to delight customers as they deliver the plan.

Executive Team employs rigorous continuous customer research to define the evolving strategy and plan.

Leader selects a fresh dynamic Executive Team.
Our Aims

- to transform the Customer Experience
- to provide more choice and flexible channels of service access
- to ensure affordability with a single point of access
- to provide more visible and local services
- to improve quality and performance, providing support to Tenants where it is needed
- a single culture that starts with the customer in mind
Our Journey So Far

BORDERS WITHOUT BARRIERS PROGRAMME

Customer
- Tenant Survey
- Community Teams
- Local Surgeries
- Single Access point
- Self Service

People
- Customer Service Programme
- Leadership programme
- Organisational Design
- Roles, Responsibilities & Reward
- Investment in Learning

Infrastructure
- CRM & Telephony
- Document Management
- Mobile Working
- Affordable Services
- Renovate Systems and Process
Community Team Model

- Neighbourhood & Tenancy Management
- Collaborative Working
- Local solutions to local issues
- Devolved Budgets
- Mobile Working
- Community Plans
Tenants as Co-Partners

- Customer Insight - Tenant Survey
- Co-creation & co-design
- Customer Feedback
- Scrutiny
- Procurement & Decision Making
• Understanding customers
• Complex existing systems
• Legacy systems & processes
• Fast pace of change
• Network blackspots
• Team buy-in – confidence & fear
• Building, bridging, retaining relationships
• Upskilling and multi-skilling
• One size does not fit all…
  understanding takes time!
Strengthened communication with tenants

Created an IT infrastructure that provides as a platform for change.

Helped our teams be more productive

Allowed our teams to be more mobile and work from anywhere

Empowering teams to deliver local solutions and be giants on the frontline

Improved collaboration internally and with external partners

Successes
• Tenant Satisfaction Survey now digital
• Online, text, phone from postal
• Quarterly from annual
• Transactional Service Specific Surveys (IVR)
• Real-time feedback and reporting
Tenant Satisfaction Increased

UP 11% satisfied with opportunities given to participate in decision making

UP 9% feel SBHA is good at keeping them informed

Up 40% First Point of Contact Resolution
• Understanding Customer Needs and Aspirations is key
• Keep Customer needs at the fore
• Don’t design on yesterday’s processes
• Not an IT Project – Business Project
• Involve Teams and Tenants early
• Adopt differing methods of engagement
• Be Patient – building trust and sustainable change takes time
• Develop clear and realistic action plans & road maps
• Test, Pilot and Soft launch
• Be prepared not to get it right first time
• When you think you’ve done all that can be done…… technology evolves!!
Thank You!

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