Digital strategy E5 - HOUSING

Improvement of the Service Process at a Housing Association

1. Organisational Goals

This housing association aims to provide affordable and energy-efficient homes for people on modest incomes, enabling them to live in pleasant and safe neighbourhoods. Additionally, it promotes liveability in districts and communities.

Why is this goal the most important?

An affordable and suitable home in a pleasant neighbourhood forms the foundation for the well-being of our tenants. By pursuing these goals, the organisation contributes to a stable and healthy living environment for people with limited financial means or who are vulnerable.

2. Organisational Problem

1. Due to budget cuts and a 50% reduction in staff, service delivery is under pressure.

2. These issues negatively affect employee morale and motivation.

3. The current process for handling service requests is fragmented and inefficient, leading to delays, higher costs, and lower tenant satisfaction.

Why is the issue in the service request process the most important problem for the digital strategy?

- The other two issues are organisational problems that a digital strategy cannot directly solve.

- Requests come in through multiple channels (phone, email, app, portal, front desk), resulting in a lack of overview and inefficient task distribution.

- There is too much reliance on central coordination, while fewer staff are available to perform these tasks.

- Delays and a lack of ownership result in poor service delivery, leading to more complaints and repeat requests.

3. Success Factors

To address this problem, the following success factors have been defined:

1. Faster, better, and shared overview of requests: Transparency and clarity for employees.

2. Greater autonomy for employees: They can address requests directly without depending on coordination.

3. Faster and more efficient service processing: Requests are addressed more quickly because they are immediately visible.

4. Active monitoring and improvement via KPIs: Insights into performance help continuously improve the process.

Most important success factor:
1. Faster, better, and shared overview of requests**:** Transparency and clarity for employees.

Why is this the most important success factor?

By centralising and making requests transparent, dependence on central coordination is reduced, which is crucial given the reduced staff and budget. This ensures tenants are helped more quickly and employees can work more efficiently.

4. Target Audience

The internal and external target groups involved in this process are:

1. Tenants: External stakeholders who depend on a quick and clear resolution.

2. Tenants with specific needs: such as elderly people, people with disabilities, or tenants who are not digitally literate, for whom the "traditional" channels (e.g. telephone support or physical counters) can be retained.

3. Service staff and technical teams: Internal stakeholders directly responsible for processing and resolving requests.

4. Management and process coordinators: Responsible for performance monitoring and optimisation.

Most important target group: 2. Service staff and technical teams

Why is this audience the most important?

They are the ones who actually process the requests. By giving them more autonomy and better tools, service delivery to tenants improves directly.

5. Motivation

- Employees want to be independent.
- They want to learn from other colleagues, but also share knowledge and experiences with colleagues.
- They want to contribute during this difficult period for the organisation.
- And they want to be recognised for this.
- Employees are used to the concept of a "wall" of notifications, such as on Facebook.
- An attractive, "playful" user interface contributes to accessibility, ease of use and enjoyment.

6. Information, product, service

- All notification information together
- All relevant details about the resident
- All information about the property and other relevant details about which the notification was made
- Information about whether or not this notification has been dealt with
- Information about which colleague has dealt with this notification
- Information about whether the notification is past the deadline
- Information about the solution and/or response to the resident
- Information about the availability of colleagues
- Information about residents' feedback on the reporting process
- Option to handle, take over or transfer reports

7. Tactics

- Inform employees about tenant requests in a transparent and familiar way.
- Give employees autonomy over which requests they take on, resolve, take over, or transfer.
- Employees learn from requests and from each other about solutions and responses.
- All relevant information (tenant, property, colleagues, related requests, similar requests) is centralised.

8. Resources

- A central "wall" on the intranet for requests.
- Link to tenant information.
- Link to property information.

9. Performance Indicators (KPIs)

The strategy is successful if:

1. More effective service delivery: Reduction in errors and repeat requests by at least 15%.
2. More efficient service processing: Reduction in the average processing time per request from 3 minutes to 90 seconds.
3. More first-line resolution: 80% of questions are resolved directly by frontline staff, without escalation to the second line.
4. Better control over complex requests: Faster processing time and better prioritisation of more difficult service requests.
5. Higher employee engagement: 90% of employees proactively claim requests and provide feedback via the intranet dashboard.

10. Measurement Tools

To monitor these KPIs, the following measurement tools are used:

1. Digital dashboards and monitoring tools: Overview of open and completed requests.
2. Automatic time tracking: Measurement of the average processing time per request.
3. Tenant satisfaction surveys (NPS score): Tenants' assessment of the speed and quality of service.
4. Employee feedback and KPI monitoring: Active participation and use of the requests dashboard.

11. Collaboration

To successfully implement this strategy and minimise the impact of staff reductions, we collaborate with:

1. Colleagues within the housing association: Service staff, technical teams, and process

coordinators play a key role in the transition to self-managed request handling. They are actively involved in the development and ongoing optimisation of the intranet dashboard.

2. External maintenance partners and contractors: Our maintenance and service partners receive direct requests and work in an integrated manner with the requests dashboard, making collaboration more efficient and reducing waiting times.

3. IT and digitalisation experts: The development and integration of the central requests dashboard are carried out in collaboration with IT specialists, who ensure an intuitive user experience and reliable data processing.

4. Knowledge partners and sector organisations: The organisation learns from best practices in the sector by collaborating with other housing associations and sector organisations such as Aedes, benefiting from their insights and innovations.

5. Tenant organisations and customer panels: To ensure the new approach meets tenants' needs, they are actively involved in user testing and feedback sessions.

12. Next strategy?

Possible next strategies include:

Sustainability and Future-Proofing
In addition to affordability and energy efficiency, the digital strategy can explicitly focus on making the housing stock more sustainable and using digital tools to monitor maintenance and energy consumption. This aligns with the growing demand for sustainable housing solutions and can position the organisation as a leader in the sector.

Data-Driven Decision Making
Using data analysis to predict trends in requests and maintenance helps to act proactively and save costs.

Further Automation of Requests
The deployment of an AI chatbot could bring even more efficiency to the service request process. The chatbot can process requests and provide answers 24/7, or escalate to a staff member or support service when necessary. The AI can learn from previous requests and, based on tenant and property information, provide tailored responses or solutions. Privacy protection, training of the AI chatbot, and the quality of the dialogue are essential conditions.

Predicting Trends
Using data analysis to predict trends in requests and maintenance helps to act proactively and save costs.

Digital Strategy statement

With the upcoming budget cuts and halving of staff, we cannot provide the level of service our residents need.

By optimising self-managed request handling through a central "wall" on the intranet for service staff and technical teams,

we offer a solution to the fragmented and inefficient processing of service requests,

This achieves better service delivery, more efficient processes, and higher employee engagement.

We are successful if 80% of questions are resolved directly, processing time is reduced by 50%, and tenants and employees are more satisfied with the process.

We measure this using digital KPI dashboards, tenant satisfaction surveys, and real-time monitoring of requests.

We will collaborate with colleagues within the housing association, external maintenance partners, IT experts, knowledge partners, and tenants,

to create a more efficient, customer-focused, and future-proof service environment.

With this strategy, the organisation achieves more efficient and customer-focused service handling, despite budget cuts and staff reductions.