



Implementing Innovative Digital Approaches to Improve Customer Services

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```
mirror_mod = modifier_ob.  
set mirror object to mirror.  
mirror_mod.mirror_object =  
operation == "MIRROR_X":  
mirror_mod.use_x = True  
mirror_mod.use_y = False  
mirror_mod.use_z = False  
operation == "MIRROR_Y":  
mirror_mod.use_x = False  
mirror_mod.use_y = True  
mirror_mod.use_z = False  
operation == "MIRROR_Z":  
mirror_mod.use_x = False  
mirror_mod.use_y = False  
mirror_mod.use_z = True  
selection at the end -add  
_ob.select= 1  
_ob.select=1  
context.scene.objects.active  
("Selected" + str(modifier_ob.  
mirror_ob.select = 0  
bpy.context.selected_object  
data.objects[one.name].select  
print("please select exactly  
-- OPERATOR CLASSES ----  
type Operator):  
X mirror to  
lec mirror_mirror_  
"X"  
context:  
context.active_object is not
```

COMMUNITY
HOUSING

Starting point

- No Single View of the Customer.
- Bolt-on CRM.
- 'Work arounds' developed over a 20-year period.
- Countless spreadsheets developed to account for gaps in systems.
- Not fit-for-purpose in providing modern integrated platform.
- In danger of falling foul of growing data governance compliance requirements.
- Customer expectations not being met with very little automation possibilities in communications.

Getting programme started

- Years of stable but slow progress.
- Business Case for Change developed.
- De-Support Notice concentrated minds.
- Development of spec was inclusive.
- Agreed budget with Board – scope included ambitious benefits to be realised.
- Mistakes – calling it transformation and agreeing to a speedy implementation programme!
- Implementation included a module never deployed previously.
- Pandemic struck – massive hiatus.



Getting the implementation right

- The right people are essential!
- Implementation team is where the costs stack up – back-filling!
- In our case we added former employees from the supplier to our team (on a consultancy basis).
- Keep unique processes to a minimum – out of the box where possible.
- Include customers, at the right times and on the processes they can affect - but warn them about the speed of the project.
- ‘Baked-in’ expectations with managers about testing, attending training etc.

Timing and pace

- Things “will” go wrong (and did)!
- Allow for time setbacks – Plan B and Plan C.
- We negotiated extension coverage with existing suppliers (extending license costs).
- Pace is not always the suppliers problem – You get out what you put in!
- Get resources and verifications right.
- Plan for knock-on – our first phase implementation didn’t have financial reporting – expensive work-around.
- Communication – colleagues will accept inconvenience if they know there is a plan!

Project reporting and wider consequences

- Community Housing is small (6k homes) – PMO capacity reflects that.
- Reporting mechanism needs to be robust.
- Constant intervention to get things over the line with ownership at a top level.
- Delays can have lots of unintended consequences, e.g. internal audit disruption, changes to controls etc.

Data governance

- Housing people haven't been traditionally data savvy?
- How you test and reconcile data needs to be factored in early.
- These days our funders want data.
- ESG agenda – is growing and it is very data hungry!
- Regulation requirements and expectations.
- What information do we base our decisions on?
- Do we get led by the nose – follow the crowd, or do we make rational decisions based on empirical evidence?

Where are we now?

- Getting there!
- A journey not a destination!
- Modern, more user friendly and intuitive systems.
- A supplier that is actively investing and improving the software.