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Digital Strategy Review: Comments and feedback

- December 2022

Strategy Vision

We want our organisation to be 'digital first' for **customers and colleagues**, whilst supporting those who still prefer or need to use non-digital alternatives.

We will achieve this by continually creating and improving user-led high-quality digital services, communications, and marketing that actively support **business and technological** goals."

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Strategy Vision - comments

How it links into Resident Involvement Engagement Strategy and Customer Contact Strategy. They need to be well connected.

Do the non digital alternatives need to be added to the objectives or is this covered by extending access?

Consider extending to: "We want our organisation to be 'digital first' for customers and colleagues, whilst still offering 'channel choice' and support for those who still prefer or need to use non-digital alternatives

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Strategy Objectives

1. Understanding customers and users digital needs *(new)*
2. Develop new digital-ready services to support the customer and user experience *(revised)*
3. Improving existing digital services
4. Extending access and encouraging channel shift
5. Delivering effective digital communications and marketing
6. Supporting digital readiness *(revised)*

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Strategy Objectives - Comments

Emphasis has been on migration of legacy IT vs customers. Not really redrawn as a digital business

How can business be clear on how digital we want to be [i.e. this digital strategy], then how do we deliver that [i.e. delivery programmes].

We need a holistic picture across the organisation about how we support customers to become digitally enabled

How are you going to understand the customer's digital needs?

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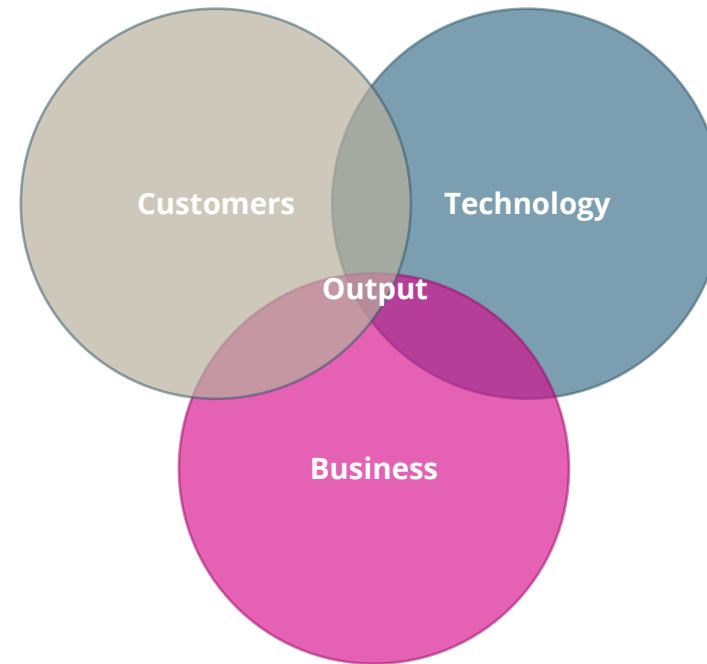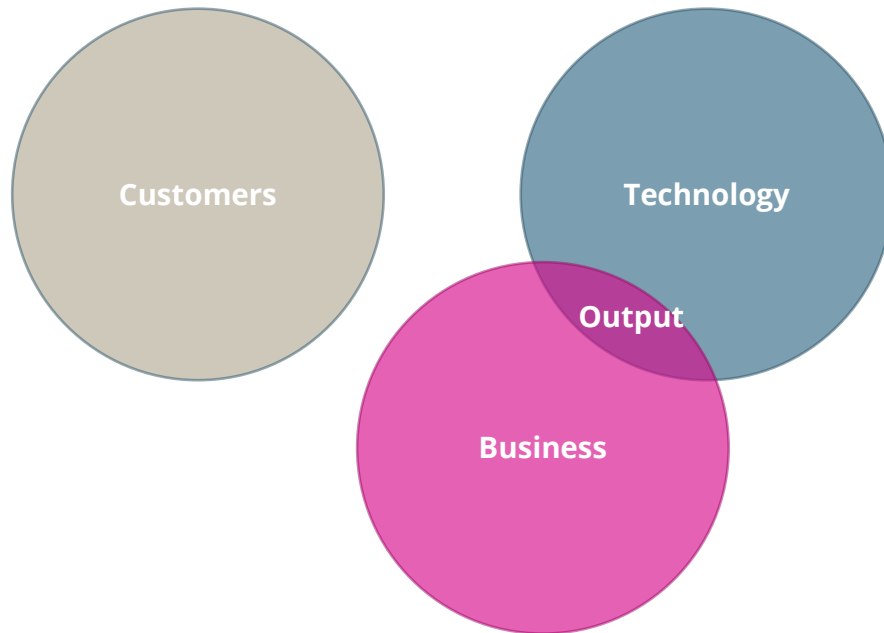
User requirements

To bring the customer closer to our technological and business goals, as an organisation do we want to recommend starting with the customer or user requirements rather than the business and technical requirements? It will be a significant shift in approach based on what has been done historically for FFP.

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User requirements - comments

Yes and link with Customer Insight and Engagement work on co-creation. Whilst we've tried to move to digital (e.g. analytics, voice of customers), we're not there yet. Supplement with bringing customers in diff ways

Requirements should cover a full spectrum of our users from those that are completely digitally engaged to those that are hard to contact.

Fits in with all the messaging at the moment about being truly customer led.

We will think about this in the context of an app? Easy and simple ways to interact with us.
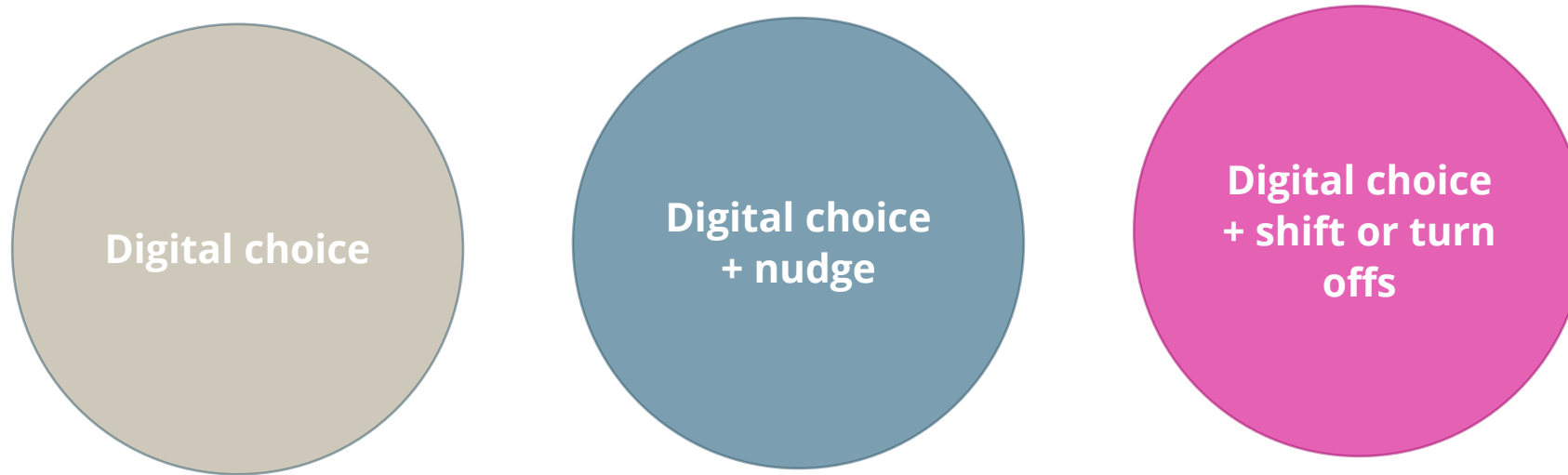
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Agile vs Waterfall

If we want to continually improve our existing services for customers and users, we will need to move towards a more agile approach for delivery. This would ideally result in quicker and more frequent improvements. Would we want to recommend this significant change in the project process, and to explore how this might be achieved?

Yes

Started off agile but reality is waterfall due to resource constraints. We talk about agile but it never is - have to go through a process which is inevitably waterfall.

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Digital position

Digital choice

Digital choice + nudge

Digital choice + shift or turn offs

To meet the growing digital demands and expectations of our customers and users we need to be able to experiment and innovate with new processes and creative digital practices that offer more and reduce costs.

At the same time how can we have support for the vulnerable and digitally excluded. What do we want to do to make sure they are protected.

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Digital position - comments

Do we have mechanisms in place to allow people with disabilities to engage with us digitally?

There is a gap in understanding what the user needs. It would be great to understand what each type of user group needs and building a solution around it.

See us moving towards a digital shift but it is about making sure that the services work effectively. Volume of contact: two things repairs and payment. Get these two items sorted and the shift will naturally happen.

If you understand why customers are contacting you then you can create digital solutions for those queries and reduce the calls into the contact centre and start doing value added tasks.

Supports more enticement, e.g. make digital services better and quicker than email

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Digital position - comments

Although customers digital expectations are high, we are not a bank or amazon. We don't have the finances to deliver a service like amazon.

Insights and customer needs is essential as we have been making decisions without fully understanding what the customer wants.

Limitations around technology and the art of the possible are restricting the move to digital shift.

Release funds for more vulnerable by raising awareness of cost to serve

Are there different digital preferences within the different tenures.

Would we want to consider forcing/defaulting some segments that we know can go digital

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Business services and transactions

Our current aim is to have 80% of business services available online and 90% of all transactions made digitally .

Is this still valid? How are we monitoring?

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Business services and transactions - comments

Yes the direction is still valid but we are not monitoring our transactions as well as we should be.

Do we understand the level we are at the moment so that we can benchmark how far we have got to go.

Initially it was aspirational but it would be good to see in the strategy how we can make it more quantifiable.

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Further questions

Anything else to be covered in the digital strategy?

How do we make sure that the digital services that we are offering are achievable in the non-digital space? Should this be addressed in the strategy?

If we are committed to a long term digital journey we need to have resources devoted to digital services that may not have a huge up take initially.
E.g. live chat, my account login – to educate and support our customers.

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Further consultation

To be completed

- IT
- Project Services
- Digital Inclusion Team
- Alex Roth
- Customer Service Committee
- EMT

In progress

- Customer insights/digital personas

Completed

- SMT
- Digital Channel-Shift Coordination Group
  o Customer Service Centre
  o Customer Insights
  o Customer Comms
  o Digital Team
- Andy Boyes

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