



# Digital Transformation

09 Case Studies

27 February 2023



## Version Control

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## Distribution

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## Contents

1.	Introduction .....	1
2.	National Approaches.....	2
2.1	Estonia.....	2
2.2	European Union .....	7
2.3	Ukraine.....	9
3.	Public Sector Case Studies .....	10
3.1	Australian Local Government .....	10
3.2	City of Boroondara - Australia.....	11
3.3	Birmingham City Council - United Kingdom.....	15
3.4	Gore District Council - New Zealand .....	17
3.5	London Borough of Southwark - United Kingdom.....	19
3.6	Newcastle City Council - United Kingdom.....	21
3.7	City of Prague - Czech Republic.....	23
3.8	Willoughby Council - Australia .....	24
4.	Commercial Case Studies.....	25
4.1	IKEA - Sweden .....	25
4.2	Jetstar - Australia .....	27
4.3	Netflix - USA.....	28
4.4	Women’s Best - Austria.....	30
5.	Charitable Organisation Case Studies.....	32
5.1	Australian Red Cross .....	32
5.1.1	Digital Advocates.....	33
5.2	Campaign Against Living Miserably - United Kingdom .....	34
5.3	Nova Scotia SPCA - Canada .....	36
5.4	St. John Ambulance - New Zealand.....	<b>Error! Bookmark not defined.</b>
6.	Housing Case Studies .....	40
6.1	Arches Housing - United Kingdom .....	40
6.2	Canada Mortgage and Housing Corporation .....	42
6.3	Chicago Housing Authority - USA.....	44
6.4.1	Collaboration with Comcast - Internet Essentials Program .....	44
6.4.2	Digital Literacy Program.....	45
6.4	Hong Kong Housing Authority.....	47
6.5	London Borough of Brent - United Kingdom .....	50

6.6	London Borough of Hammersmith & Fulham - United Kingdom .....	54
6.7	Metropolitan Thames Valley Housing - United Kingdom .....	55
6.8	Mitros / Qlinker - Netherlands.....	58
6.9	Ongo Housing - United Kingdom.....	60
6.10	Origin Housing - United Kingdom .....	62
6.11	Paradigm Housing – United Kingdom .....	64
6.12	Stadlander - Netherlands .....	65
7.	Social Care.....	67
7.1	Sutton Council / Sutton Housing Partnership - United Kingdom.....	67

# 1. Introduction

Digital technology is now all around us and is universally acknowledged as being the norm, often taken for granted that it is there and will be used in whatever shape or format, whether that be for on-line shopping or social media interaction.

The term 'digital transformation' has become somewhat ubiquitous and is widely used across many industries. Many experts acknowledge that it entered the mainstream technology agenda in 2012.

Since 2012, many organisations have either undertaken digital transformation projects or embarked on a digital transformation journey however, as various industry surveys have shown, many organisations have not.

The Australian community housing sector on the whole is very much in this latter category, despite some of the larger providers undertaking some initiatives in the last few years, but these are very much the rarity rather than the norm.

During the last 10 years, there have been many interpretations as to what digital transformation is and what it is not. It is also fair to say that over the past decade there has also been much confusion as to what it entails.

In regards to community housing, this Digital Transformation Toolkit defines digital transformation as:

**the integration of digital technology into all areas of a community housing organisation's operations fundamentally changing how it can operate, delivering increased accessibility to tenants through the introduction of additional service channels and providing an enhanced customer experience.**

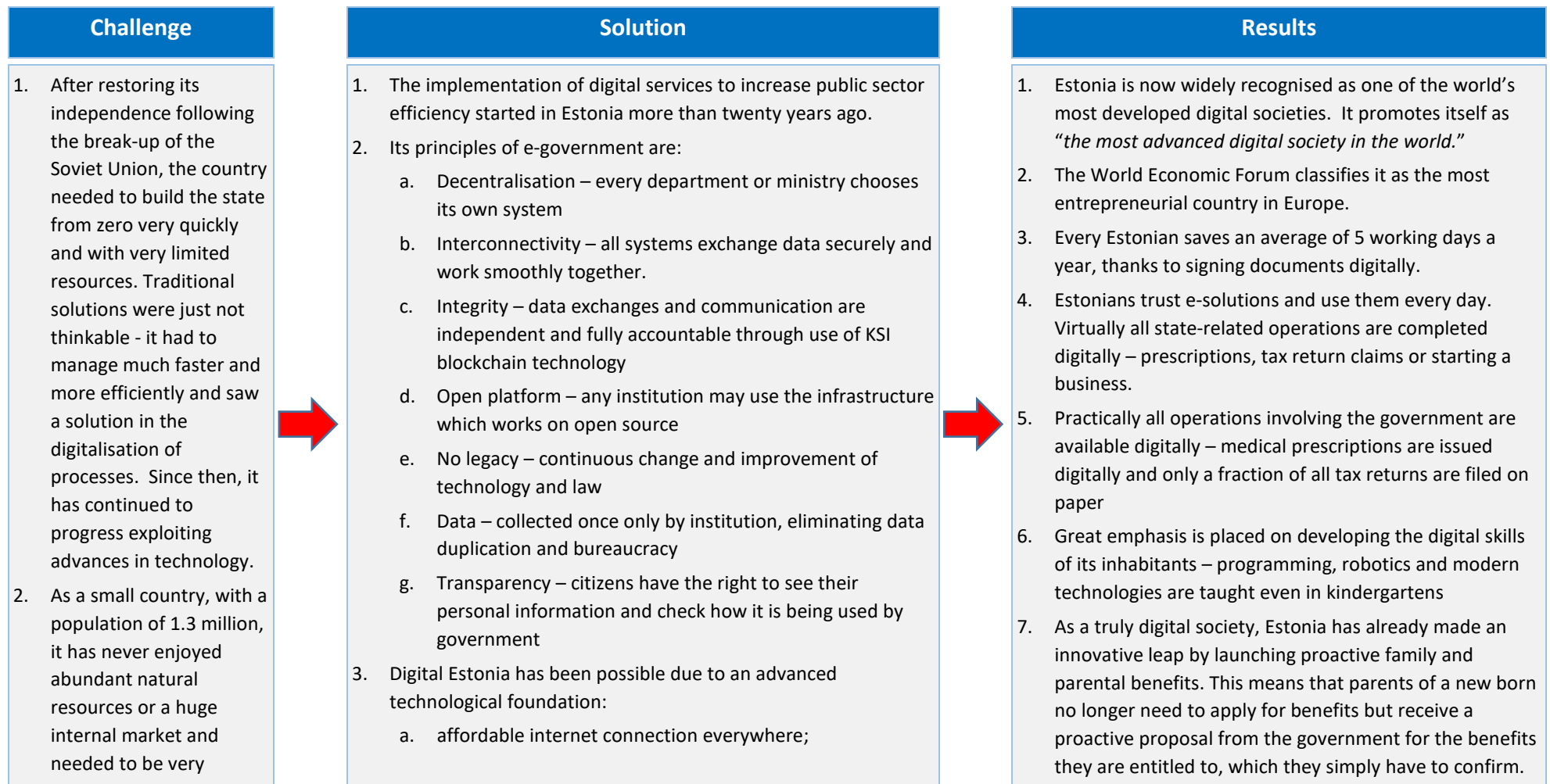
In view of where Australian community housing is right now, there is much to be learnt from how other organisations have approached and implemented digital transformation initiatives, some successfully and other not so.

This document sets out a range of case studies across the following sectors or industries, each study focussing on the challenge(s) that each organisation has faced, the solutions it implemented and the results that have eventuated

1. National government initiatives
2. Local government
3. Commercial organisations
4. Charitable, not-for-profit organisations
5. Housing
6. Social care

## 2. National Approaches

### 2.1 Estonia



Challenge	Solution	Results
<p>efficient with whatever little that it has.</p> <p>3. Government services in Estonia were all decentralised with departments approaching digital services in different ways. A key task was to lift them all to the same level.</p>	<p>b. the development of X-Road, a communication protocol for the secure interconnection of national databases and</p> <p>c. digital identity enabling digital signatures.</p> <p>4. A key tranche of its digital strategy has been to boost the paperless society and make sure all public services involve as little repetitive bureaucracy as possible.</p> <p>5. It means that as much government services as possible could be conducted either in a single online contact with an official or completely automatically.</p> <p>6. It has a wide programme for AI adoption in progress and it sees the future in AI-powered government. It will be restarting and rebuilding several digital systems, architecture and infrastructure to prevent them becoming a legacy in the next few years</p>	<p>8. Estonia has shared its e-governance journey with more than 100 governments around the world that follow our example.</p> <p>9. e-Estonia is an incredible success story that grew out of a partnership between a forward-thinking government, a proactive IT sector, and a switched-on, tech-savvy population</p> <p>10. Public services: 99% of public services are online with 24/7 access with over 1.3 billion queries being received annually via the X-Road protocol</p> <p>11. Health: 99% of patients have countrywide accessible digital records; 99% of prescriptions are digital</p> <p>12. Finance: 98% of companies are established online; 99% of banking transactions are online; 98% of tax declarations are filed online (takes only 3 minutes!); over 84,000 e-residents</p>

*"I should have called the Estonians when we were setting up our health care website"*

Barack Obama, US President, 3 September 2014, Tallinn

*"We constantly seek, develop and adopt new digital solutions that allow us to do things faster, better, and cheaper.*

*Changing how we work is fundamentally what a digital transformation is. The technology itself is not enough: it must be put to good use. To achieve that, you have to understand the tech. But even more, you have to understand the business of government"*

Siim Sikkut

Chief Information Officer, government of Estonia (until February 2022)

For further information

[www.e-estonia.com](http://www.e-estonia.com)

# the journey of e-Estonia

## e-Tax board

Electronic tax filing system. Each year, around 95% of all tax declarations in Estonia are filed electronically.

## Population Register

The state's database for holding basic information about each person living in Estonia.

## X-Road

The backbone of e-Estonia. Invisible yet crucial, it allows the nation's public and private sector e-Service databases to link up and function in harmony.

## ID-card

Estonia has by far the most highly-developed national ID card system in the world. Much more than a legal photo ID, the mandatory national card also provides digital access to all of Estonia's secure e-services.

## ID bus ticket

On buses and trams, a passenger may dial a telephone number to buy a ticket or a monthly pass. Because the ticket is tied to the passenger's state-issued ID code, any ticket controller who checks the passenger's ID card will instantly see that a ticket has been purchased.

## Estonian Education Information System

A state database that brings together all information related to education in Estonia.



2000



2000



2001



2002



2002



2002



2003



2003



2004



2005

## m-Parking

Mobile Parking is a convenient system that can be used in privately-owned and public parking facilities in Estonia, allowing drivers to pay for parking using their mobile phones.

## eSchool

One of the most widely used web applications for schools in Estonia, it provides an easy way for parents, teachers, and children to collaborate and organise all needed information for teaching and learning.

## Digital signature

Since 2002, every Estonian resident has been able to provide a digital signature. Today, this is done via ID-card, Mobile-ID, or Smart-ID, for safe identification and use of e-services.

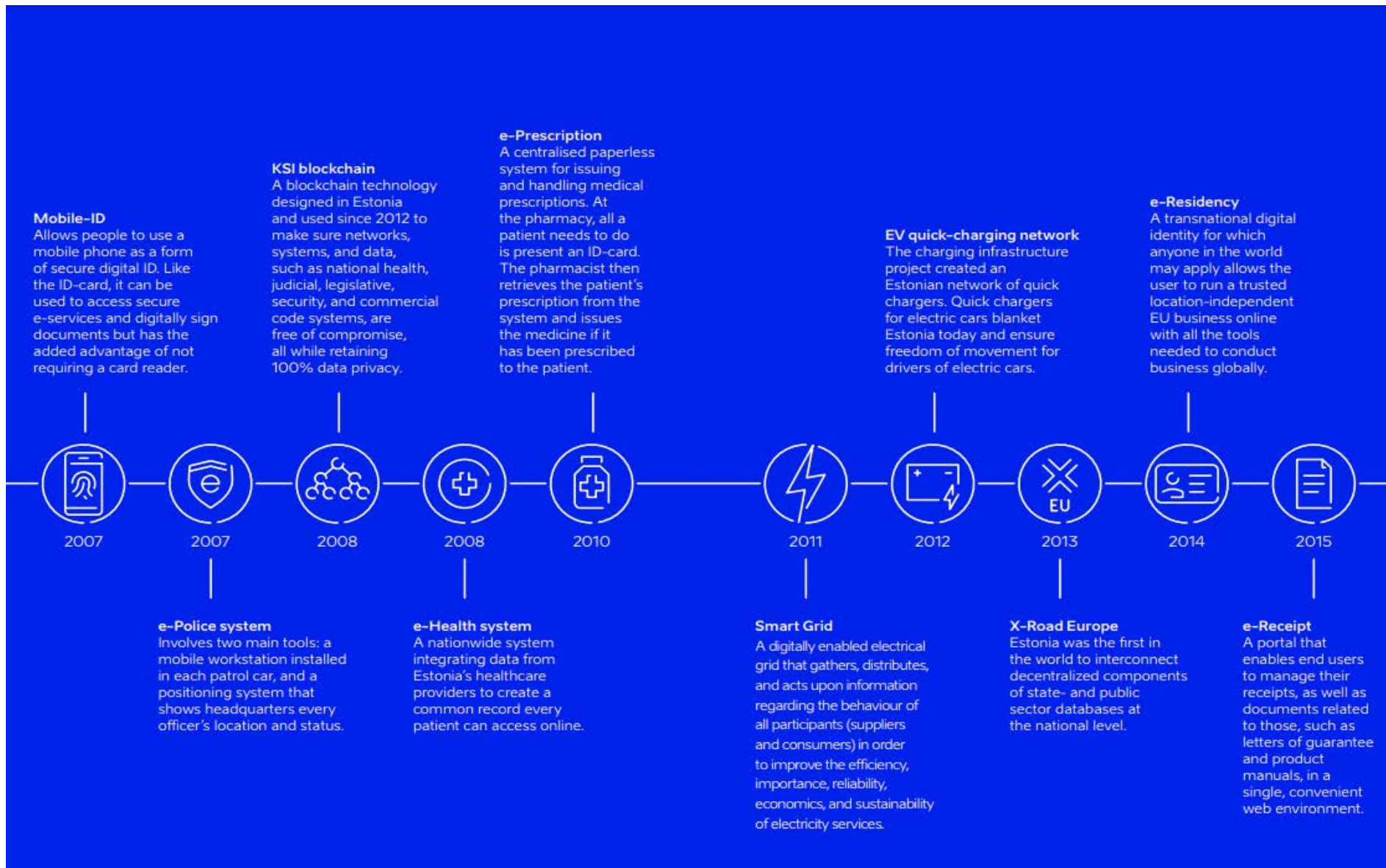
## e-Land Registry

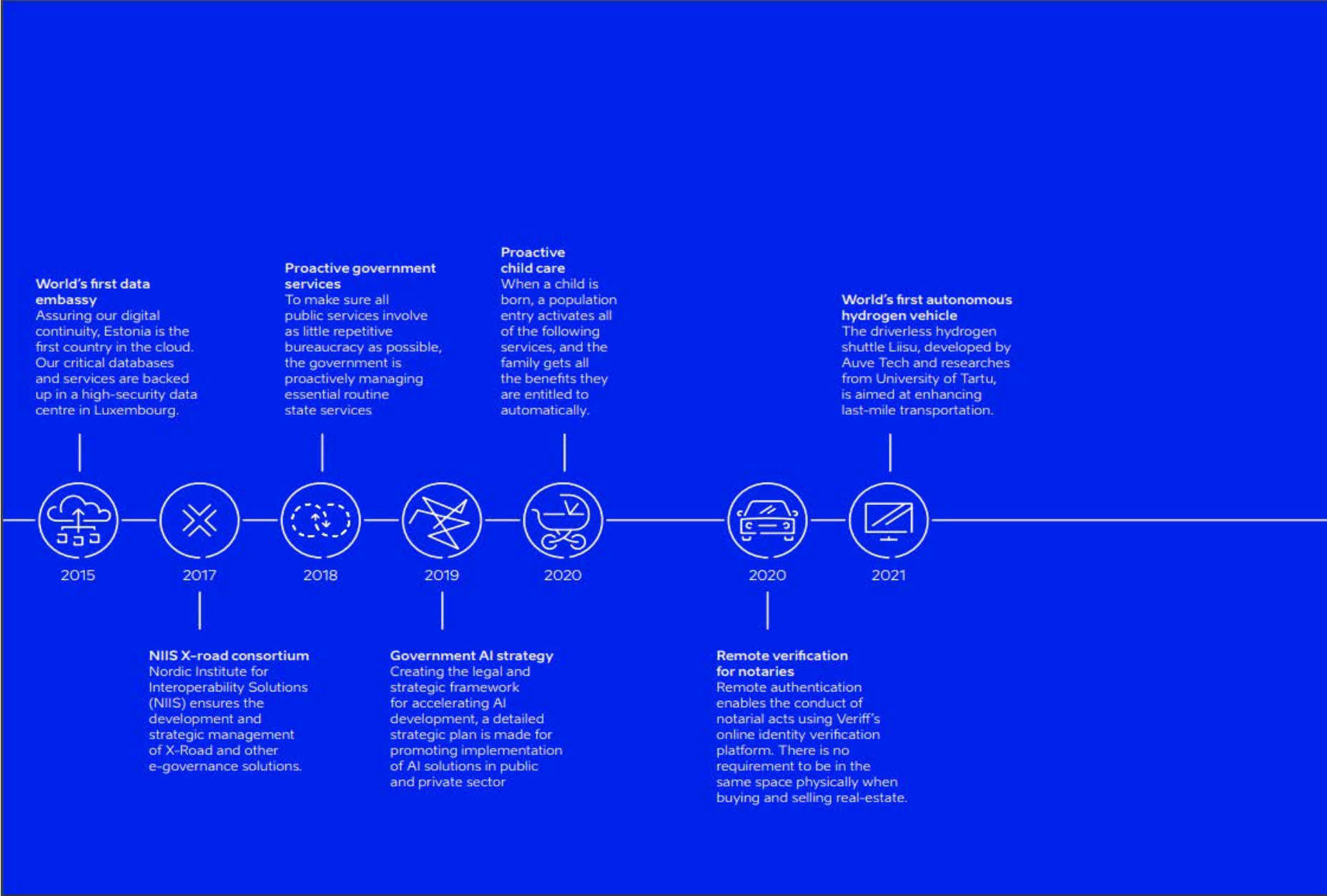
A one-of-a-kind web application that contains information on all property ownership and rights for properties and land parcels.

## i-Voting

A unique solution that simply and conveniently helps engage people in the governance process. In 2005, Estonia became the first country in the world to hold nationwide elections using this method.







## 2.2 European Union

Challenge	Solution	Results
<ol style="list-style-type: none"><li>1. In the EU, 169 million citizens lack (even basic) digital skills</li><li>2. Lack of access to digital services and awareness of digital possibilities has a significant impact on the digital divide, resulting in a social divide. Digital transformation should promote the participation of everyone, in all aspects of society.</li><li>3. As part of the framework of the Urban Agenda for the EU, the Digital Transition Partnership was established to tackle this challenge through the Digital Neighbourhood Instrument. Its objectives are to:<ol style="list-style-type: none"><li>a. Provide better public services to</li></ol></li></ol>	<ol style="list-style-type: none"><li>1. The Digital Neighbourhood Instrument is aimed at reducing the digital divide and establishes access points where people can get support and training for digital services. The access points are situated in places where people usually meet to ensure universal and non-discriminatory access.</li><li>2. The pilot cities are Helsingborg (Sweden), Oulu (Finland), and Sofia (Bulgaria).</li><li>3. In Helsingborg, prior to Covid-19, informal face-to-face training is provided, guiding people through processes on a computer or a device. An outreach program was established consisting of different concepts. The modules are staffed with the same persons manning the Digital Centre. On a regular, weekly basis visits are made to senior centres, community centres, local library branches. Pop-ups are also held in various public locations such as shopping malls, county fairs.</li><li>4. In Sofia, free classroom training is provided in Sofia City Library working in partnership with NGOs (Tulip Foundation <a href="https://www.tulipfoundation.net/en/">https://www.tulipfoundation.net/en/</a>). The training aimed to improve and expand digital learning opportunities for older adults who already developed Internet skills by developing an innovative approach to enable seniors to create their own multimedia enriched learning offers and online courses.</li><li>5. The Digital Competences Development System (DCDS <a href="http://www.dcds-project.eu/">http://www.dcds-project.eu/</a>) was developed by the DAISSY research group of the Hellenic Open University and provides the following:<ol style="list-style-type: none"><li>a. A self-assessment tool (SAT)</li></ol></li></ol>	<ol style="list-style-type: none"><li>1. Seven basic elements or tools were identified which are essential for creating a digital centre:<ol style="list-style-type: none"><li>a. Space must be accessible with equipment available</li><li>b. Reliable and fast access to the Internet is essential as understanding connectivity is part of the training as well as data security</li><li>c. A range of laptops and devices were provided but touch screens were found to be much easier to be used by the trainee</li><li>d. Device base should be a long-term development activity starting small and expanding over time depending on funding opportunities. Some of the device types are rapidly evolving technology, and a maintenance plan should be in place to keep the device base functional and up to date.</li></ol></li><li>2. One of the main issues in operating a digital centre is reaching specific target groups. It was found that is not sufficient to make it known that such a service exists. Rather, the feedback showed it was often more a process of building trust and convincing users why digital skills are an important part of everyday life.</li><li>3. In Sofia, the interest and desire among older adults to participate in this non formal training was really high. Many learning opportunities for seniors are typically implemented so that they are not reachable for all, like people with mobility restrictions, people with family commitments, or people from rural areas. The “Grand Experts” -project</li></ol>

Challenge	Solution	Results
<p>citizens with the help of digital tools</p> <ul style="list-style-type: none"><li>b. Support European cities in exploiting the possibilities of digitalisation</li><li>c. Assist European businesses to develop new innovations and create new business opportunities</li></ul>	<ul style="list-style-type: none"><li>b. Different learning paths (LP) composed of DigComp competences</li><li>c. Assessment tests</li><li>d. Badges that learners will earn by passing the tests at the end of each module. Badges are also issued when completing, successfully, a learning path and the module/s which contribute to gain a DigComp competence</li><li>e. Forum service to communicate with teacher and peers.</li></ul>	<p>followed a new, innovative approach to provide solutions. Selected seniors were empowered to develop digital learning content, and to provide it to other seniors in a learning platform.</p> <ul style="list-style-type: none"><li>a. Following the publication of an open invitation to participate in the pilot project, 72 seniors were interested. The first meeting was attended by 48, the second meeting by 26. As a result, 16 seniors developed online courses (aged 60 to 80, 14 women and 2 men). The main topics of the online courses are gardening, healthcare, creativity, cooking and working with children</li></ul>

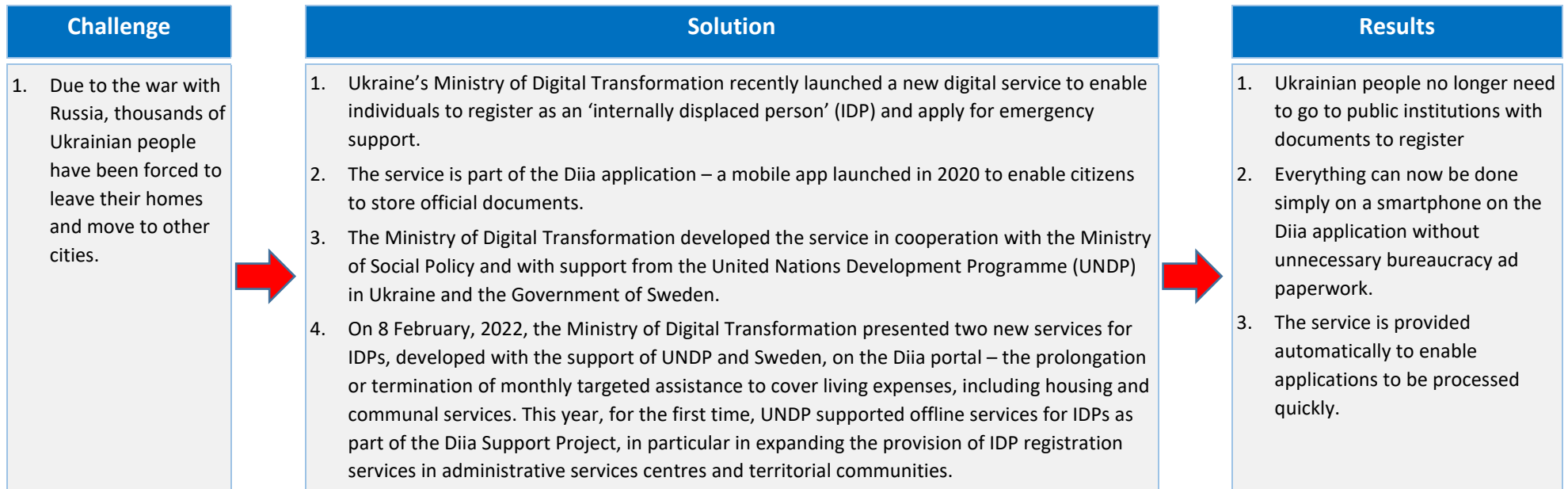
For further information:

<https://futurium.ec.europa.eu/en/urban-agenda/digital-transition/library/digital-neighbourhood-instrument>

<https://futurium.ec.europa.eu/en/urban-agenda/digital-transition/library/digital-transition-abc-main-principles-components-and-best-practices-development-local-digital>

<https://living-in.eu/groups/solutions/digital-neighbourhood-instrument>

## 2.3 Ukraine



*We keep launching new services, which are necessary for both the military and civilians. Our next service is IDP registration. Now there is no need for Ukrainians to go to public institutions with documents to register.*

*After all, it can all be done simply on a smartphone on the Diia application. Without unnecessary bureaucracy and papers. The service will be provided automatically, without human intervention. Therefore, applications will be processed very quickly."*

Mykhailo Fedorov

Deputy Prime Minister and Minister of Digital Transformation

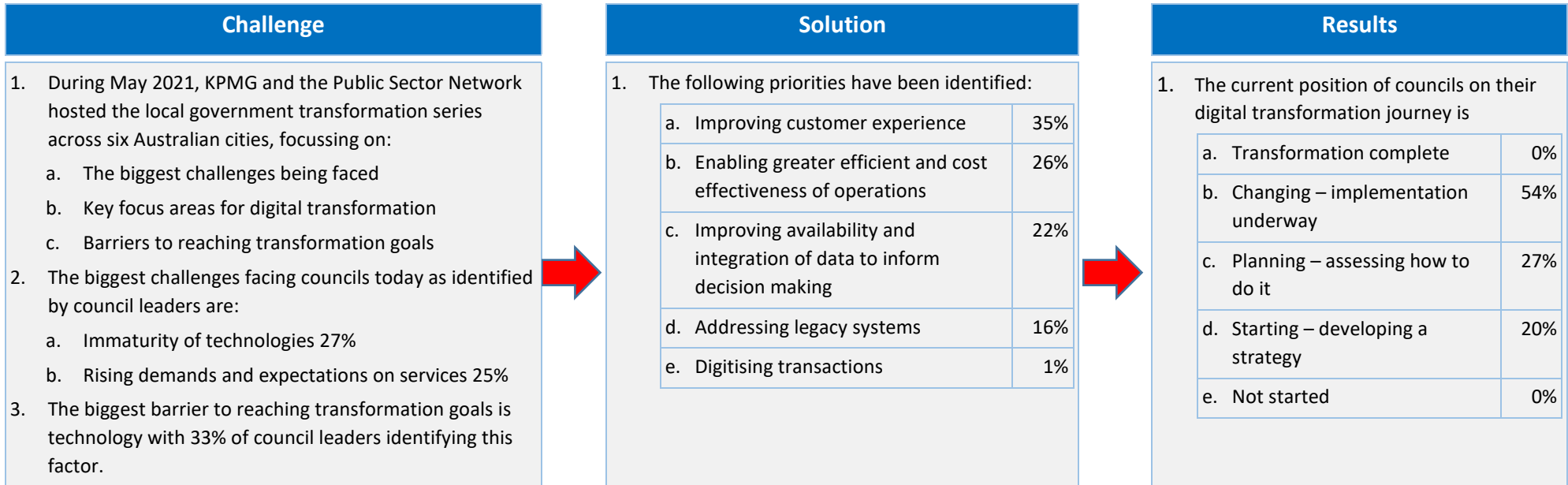
*Sweden is committed to supporting Ukraine and its citizens, especially the most vulnerable," he said. "Digitalization of public services is meant to serve the people affected by the war, and creating a digital IDP registration service through DIA will enable them to get the help they need more quickly."*

Tobias Thyberg

Ambassador Extraordinary and Plenipotentiary of Sweden to Ukraine

### 3. Public Sector Case Studies

#### 3.1 Australian Local Government



<p><i>The City of Bunbury wants to evolve. We want to bring our vision of Building a Better Bunbury to life. We want to deliver improved and innovative services and value to our community. We want to make a difference today and into the future. We want to empower our staff, exploit technology and build capability to meet the financial, environmental and community challenges of the future in the best possible way.</i></p> <p style="text-align: center;">City of Bunbury WA</p>	<p><i>While COVID-19 has had many negative impacts, my proposition today is that COVID-19 has had an overall positive impact on our digital journey.</i></p> <p style="text-align: center;">City of Holdfast Bay, SA</p>	<p><i>Transformation is a state of being rather than an end state.</i></p> <p style="text-align: center;">City of Stonnington, VIC</p>
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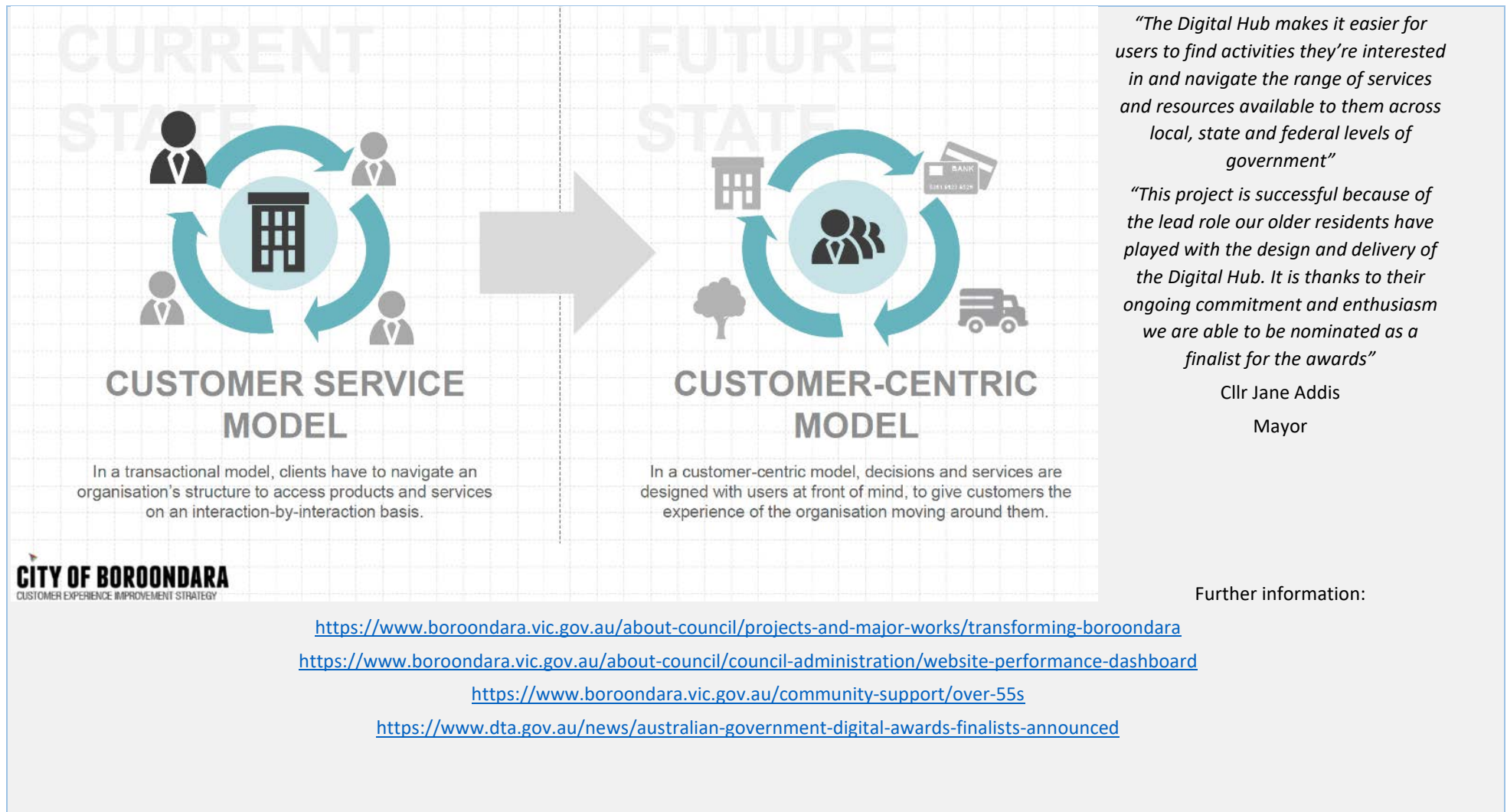
Further information:  
<https://home.kpmg/au/en/home/insights/2021/08/local-government-transformation-series.html>

### 3.2 City of Boroondara - Australia

Challenge	Solution	Results												
<ol style="list-style-type: none"> <li>1. In July 2017, the City of Boroondara undertook a customer experience improvement strategy, focusing on people, projects and process improvements</li> <li>2. Its vision for the future was to transform the Boroondara customer experience into one that places the customer at the centre and delivers a more seamless, convenient and empowering experience for all customers</li> <li>3. It identified the following challenges:               <ol style="list-style-type: none"> <li>a. Fragmented pathways to customers being passed around and being unsure of contact points</li> <li>b. Inconsistent service and access channels</li> <li>c. Need to improve responsiveness in service delivery</li> <li>d. High-cost intensive interactions</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. The Boroondara Customer First program included the following initiatives:               <ol style="list-style-type: none"> <li>a. New CRM system implemented to provide a consolidated view and provide better support for staff tasks and workflows</li> <li>b. Developed a customer experience strategy to improve interactions with customers</li> <li>c. Implemented a process improvement program to support staff in working more efficiently</li> <li>d. Established an organisation-wide knowledge management platform for processes and improvements</li> <li>e. Established an Innovation Department</li> <li>f. Developing online services based around the concept of “I want do something” and for customers to access services interactively</li> </ol> </li> <li>2. The Digital Transformation program incorporated the following projects:               <ol style="list-style-type: none"> <li>a. Prioritise high impact transactions on-line</li> <li>b. Provide an efficient mobile channel for 24/7 interaction</li> <li>c. Personalise services and create a seamless user experience</li> <li>d. Use open data and analytics to support service</li> <li>e. Optimise content for digital channels and improve navigation pathways</li> <li>f. Update obsolete legacy technology supporting the website platform.</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. Launched in May 2017, the website was co-designed with the local community to transform the Boroondara online customer experience.</li> <li>2. The launch of the website site was a key milestone in the council’s Customer Experience Improvement Strategy which is about putting the citizen at the centre of everything it did.</li> <li>3. Statistics show an ongoing increase in people using the website and logging service requests. For example, from 2020 – 2021, the number of customers accessing services through use of eForms are as follows:               <div data-bbox="1518 810 2112 1166" style="text-align: center;"> <table border="1"> <caption>Number of customers accessing services through use of eForms</caption> <thead> <tr> <th>Month</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>October</td> <td>7,020</td> <td>9,059</td> </tr> <tr> <td>November</td> <td>6,593</td> <td>10,231</td> </tr> <tr> <td>December</td> <td>8,248</td> <td>9,036</td> </tr> </tbody> </table> </div> </li> <li>4. Eleven months after launch of the Add Life to Your Years’ (Over 55’s Digital Hub), there has been a 100% increase in the number of users, 157% increase in user sessions and page views jumping by 180%.</li> </ol>	Month	2020	2021	October	7,020	9,059	November	6,593	10,231	December	8,248	9,036
Month	2020	2021												
October	7,020	9,059												
November	6,593	10,231												
December	8,248	9,036												

Challenge	Solution	Results
<ul style="list-style-type: none"><li>e. Staff being constrained by internal silos of knowledge, service delivery and communication</li></ul> <p>4. It identified the following objectives:</p> <ul style="list-style-type: none"><li>a. Improve online information</li><li>b. Align and improve customer channels</li><li>c. Improve customer interactions</li><li>d. Streamline customer touchpoints</li><li>e. Develop a culture of evaluation</li><li>f. Simplify and clarify customer processes</li></ul>	<p>3. Since 2018, further initiatives have been launched. The 'Add Life to Your Years' (Over 55's Digital Hub) was developed as a digital service in response to feedback from the community who wanted to take advantage of over 700 activities and services the City of Boroondara has to offer for older residents. The Digital Hub also helps adult children of elderly parents needing services to remain living independently in their homes, as well as staying connected with their local community.</p> <p>4. Staying connected through programs and services, whether recreation, fitness, education or social support in local communities, has a positive impact on people's health. In contrast, social isolation, often experienced by the over 55 age group due to a range of life circumstances, is detrimental to a person's health and wellbeing.</p> <p>5. Older residents co-designed the new Digital Hub with Council officers.</p> <p>6. From 2020 to 2022, the following solutions have been implemented:</p> <ul style="list-style-type: none"><li>a. New online self-service options</li><li>b. Consistent and secure payment options across all channels</li><li>c. New ways to provide feedback</li><li>d. Access services, anytime anywhere using any device</li><li>e. Find, compare and book a range of council services and facilities online</li></ul>	<p>5. In September 2019, the city was named as a finalist in the annual Australian Government Digital Awards for creating an innovative digital service with the Add Life to Your Years (Over 55's Digital Hub), as part of a suite of services being developed for Council's Customer First Program.</p> <p>6. The Council is inviting residents to participate in a website testing program to offer suggestions on ongoing improvements to the website. By joining the program, residents will be the first to hear about and test new website features and get hands-on opportunities to improve it.</p>



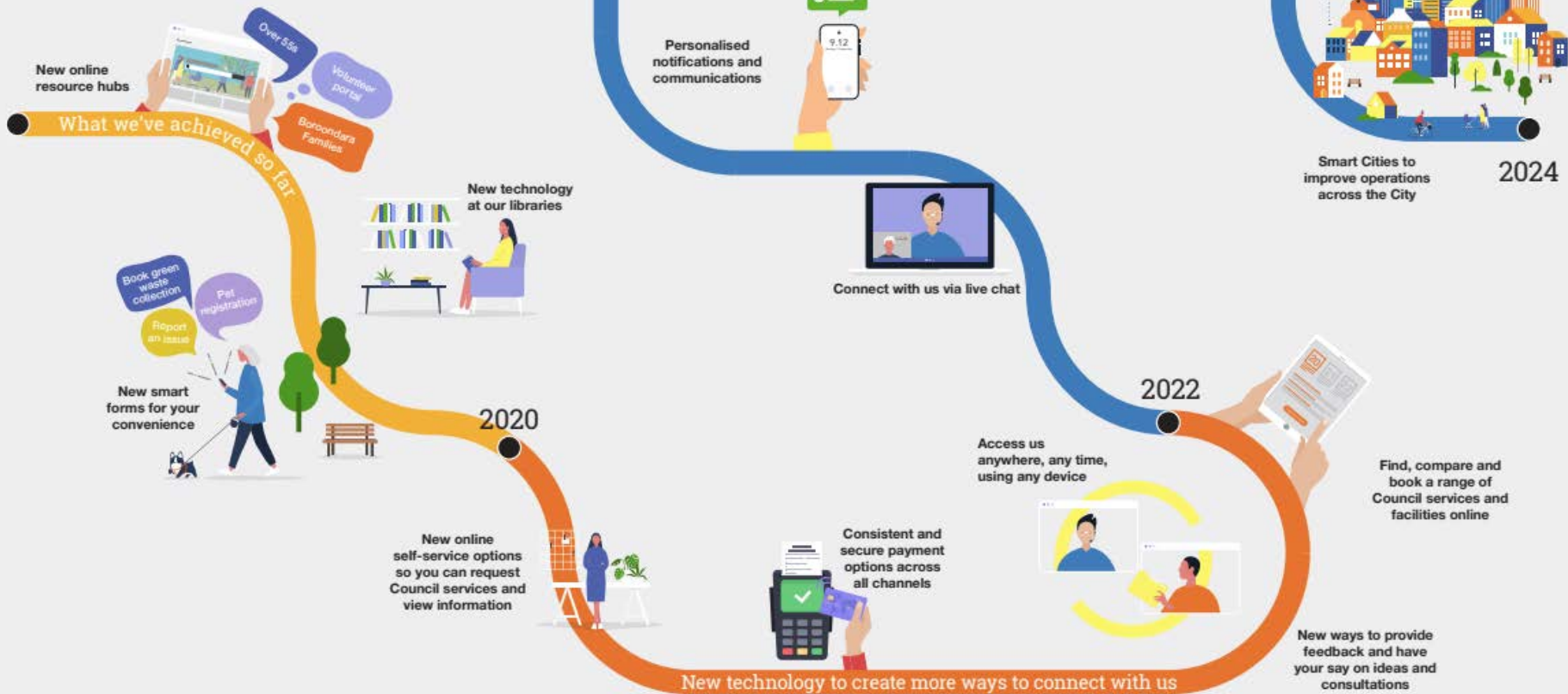


# Transforming Boroondara

Together with you

We're transforming the way we deliver your services to provide you with a better experience. We're making it easier for you to get the information and services you need, in a way that's convenient for you. Here's what our journey will look like to make Boroondara better.

For more information, visit  
[www.boroondara.vic.gov.au/transforming-boroondara](http://www.boroondara.vic.gov.au/transforming-boroondara)



### 3.3 Birmingham City Council - United Kingdom

Challenge	Solution	Results
<ol style="list-style-type: none"><li>1. Birmingham, the largest council in Europe, previously had an online benefit form for opening a Housing Benefit and Council Tax support claim in place, receiving around 3,000 new benefit claims each month.</li><li>2. The department identified that it wanted to speed up processes further still, and reduce manual intervention.</li><li>3. The previous benefits e-form used was very cumbersome and long winded. The department needed to move to a quicker and slicker digital solution</li><li>4. The change management implications during the implementation needed to be address, to bring internal and external stakeholders on board with the new form</li></ol>	<ol style="list-style-type: none"><li>1. A digital suite, including intelligent rules-based forms, was procured from IEG4, a digital software solutions specialist.</li><li>2. Rules are incorporated within the form such that only relevant information is sought which is tailored to the claimant's circumstances, based on the answers provided to each question.</li><li>3. The form is automatically uploaded to the back-office Benefits system once submitted</li><li>4. Risk-based verification is inbuilt in the new claim process which assesses the level of evidence required for each claim based on an individual's circumstances and scores the form in terms of the risk of fraud or error.</li><li>5. A claimant with a lower risk needs to present fewer original documents as evidence. The form automatically checks data as it is entered to intelligently prompt the user for the evidence that is required.</li><li>6. Claimants are also able to update a change in their circumstances online, such as changes in income and which may affect their benefit entitlement.</li><li>7. A clear, careful communication and training programme before the digital form went live eased the transition and addressed the change. The department made sure everyone was informed and updated, involving everyone from the beginning, with a test form so that staff, partners and the housing department could test it out before go-live.</li></ol>	<ol style="list-style-type: none"><li>1. Time taken by claimants to complete the online form has been halved compared to the previous long-established paper-based method.</li><li>2. Its introduction has now resulted in 100% take-up of the facility.</li><li>3. Time savings have been quantified for call centre with only pertinent information related to the claimant's circumstances are displayed – the operative does not need to scan the entire form</li><li>4. Significant time savings for staff as claimants cannot enter a form which contains errors or is incomplete.</li><li>5. Integration with the back-office Benefits system is substantially reducing the benefit application handling process for staff.</li><li>6. Allowing claimants to log a change in circumstances online has reduced the time previously incurred by staff to scan and index paper forms</li></ol>

*“Moving claimants to online change in circumstances reporting reduces the need to scan and index paper forms, bringing further time savings to the council’s Benefits department”*

*“We were adamant it had to be a core product. We’ve had issues with bespoke development before. It’s costly to maintain, especially the interface, and there is substantially more testing and more risks associated with bespoke development.”*

Yuan Lam  
Operations Manager, Change Development  
Birmingham City Council  
Further information:  
[www.birmingham.go.uk](http://www.birmingham.go.uk)  
[www.ieg4.com](http://www.ieg4.com)

The screenshot displays the Birmingham City Council website interface. At the top, the council's logo and name are on the left, and navigation links for 'Sign in / Register' and 'Council services' are on the right. A search bar is positioned below the header. A yellow banner for 'Scheduled maintenance' is visible, followed by a grid of service tiles. The tiles include: Council Tax (with a house icon), Waste and recycling (with trash bin icons), Roads, travel and parking (with car and bus icons), Schools and learning (with a graduation cap icon), Find your local services and facilities (with a location pin icon and a search input field), Benefits and support (with a wallet icon), Housing (with a house icon), and Your council (with a document icon). A bottom navigation bar contains links for Adult social care and health, Births, deaths and ceremonies, Business and licensing, and Environment.

### 3.4 Gore District Council - New Zealand

Challenge	Solution	Results
<ol style="list-style-type: none"><li>1. Gore District Council is one of the smaller local authorities in New Zealand. With a population of around 12,400, a large portion of the people are aging and includes a significant amount of rural and farming residents.</li><li>2. The council was accustomed to communicating with an older audience through paper-based communications.</li><li>3. It would regularly print off thousands of copies of a 20-plus-page document and deliver it to residents. These practices coloured its perception of what people expected and the council assumed the majority of people preferred paper-based communications.</li><li>4. The council knew it needed to reach people in ways that did not involve knocking on their doors or attending a meeting.</li><li>5. Additionally, large projects had not successfully engaged the community and residents had expressed their unhappiness around the lack of input.</li></ol>	<ol style="list-style-type: none"><li>1. Council procured an all-in-one digital community engagement platform <a href="https://www.bangthetable.com/engagementhq-community-software/">https://www.bangthetable.com/engagementhq-community-software/</a></li><li>2. Each project page is designed to provide an overview of the project</li><li>3. The Formal Submission form allows people to provide feedback quickly and easily, often used for consultations that have a legislative requirement.</li><li>4. The Feedback Forms and online Surveys help to gather information, local knowledge, community views and opinions. It is an easy way for residents to contribute your ideas and thoughts.</li><li>5. Quick polls are used for a quick snapshot in time to measure the 'community pulse' on a specific topic or project.</li><li>6. The Discussion Forum allows residents to discuss and share their views with the community and the council. They are great for open and honest discussion and debate.</li><li>7. The Q&amp;A allows the council to respond to any questions or comments raised by you either privately or publicly. This also allows tracking your issues throughout the consultation and to monitor concerns.</li><li>8. The Guest Book is a space where you can share your stories, ideas and express yourself without the fear of challenge. There are no facilities for replies, voting, agreeing or disagreeing on comments.</li></ol>	<ol style="list-style-type: none"><li>1. Within 7 months of the digital engagement service being launched, Let's Talk Kōrero Mai received 4,500 visits and had an engagement rate of 3.35%, which is considered a 'good' to 'high' rate based on global industry standards.</li><li>2. More importantly, community members who hadn't been reached before were empowered to get involved and easily share their feedback with the new, user-friendly platform.</li><li>3. The number of submissions the council received digitally via the project page far exceeded the number handed in via written submissions.</li></ol>

*"We saw really strong engagement, and qualitative info. Really well-thought-out reasons, feedback, and submissions, not the type you tend to get on social media."*

*We have become very aware of the need to engage with our communities early. We have big projects upcoming around infrastructure, wastewater/stormwater separation, and district plan review—projects that will shape the nature of our towns and districts for many years to come. We want to make sure we give all our residents the opportunity to have input on all those processes.*

*Don't delay. Don't think your community is not ready for it [digital-first community engagement], because they are. Don't sell your older community short because they will be ready for it as well."*

Sonia Gerken

Communications and Marketing Manager

<https://lets.talk.goredc.govt.nz/>

<https://www.bangthetable.com/engagementhq-community-software/>



#### **Welcome to Let's Talk - Kōrero Mai Gore District**

We want our communities to be involved in the decisions that matter.  
Let's Talk Kōrero Mai is where you can share ideas, discuss important topics, provide feedback on the Council's projects, and help shape the future of our District.

### 3.5 London Borough of Southwark - United Kingdom

Challenge	Solution	Results
<ol style="list-style-type: none"><li>1. Southwark Council is a UK local authority in south London providing services to around 317,000 residents</li><li>2. In November 2016, it set out an ambitious strategy to become a 'Digital Council' and a 'Digital Borough' within the next 3 years. This is in the context of saving more than £60 million over the same time frame.</li><li>3. This required a radical re-imagining of both how services are delivered and the operating model underpinning them.</li><li>4. One example is the digital transformation of its Exchequer Services department which administers a range of services including Council Tax, Benefits, Rent Collection and Business Rates</li><li>5. Processes were manual based on the receipt of paper forms with records in computer systems being manually updated</li><li>6. The challenge was to streamline processes and automate as many of its revenue services as possible.</li></ol>	<ol style="list-style-type: none"><li>1. Self-service portal introduced from a specialist digital software company, IEG4 which was incorporated within the Council's website with easy-to-use digital forms</li><li>2. Intelligent electronic forms were defined as a key objective in establishing paperless processes</li><li>3. Key business transactional functions were automated linked to each type of form</li><li>4. Records in back-office systems are updated instantly upon forms being uploaded from the Council's self-service portal via integration based on APIs</li><li>5. The new system went live in May 2021. In the previous system, over 60,000 accounts were registered to use the portal, and the Council was concerned about retaining those accounts when they went live with the new portal.</li><li>6. However, through a considered marketing and comms campaign which targeted existing users and encouraged them to re-register to the new service, sign-ups continue to rise.</li><li>7. The Council provides specific pages on its web site to assist residents in using the internet confidently, works with a range of community organisations to help residents get online and provides a digital assessment tool online.</li></ol>	<ol style="list-style-type: none"><li>1. Verifiable cost savings of £533,000 identified</li><li>2. 60,000 residents have signed up for the service.</li><li>3. Efficiencies in business processes achieved and quantified</li><li>4. Staff time freed up from manual processing</li><li>5. Residents no longer need to wait for Council staff to manually update records with information from newly submitted forms – records are updated instantly</li><li>6. Intelligent forms guide residents through the process of seeking assistance and support</li><li>7. Greater collaboration achieved across teams</li><li>8. A modernised and streamlined service for residents has been established by allowing them to self-serve; whilst also creating cost efficiencies and reducing its carbon footprint by utilising paperless options.</li></ol>

Further information:

[www.ieg4.com](http://www.ieg4.com) for Exchequer portal

<https://www.southwark.gov.uk/schools-and-education/internet-and-digital-skills>

<https://www.southwark.gov.uk/schools-and-education/internet-and-digital-skills/meet-our-digital-partners>

The screenshot shows the 'Internet and digital skills' page on the Southwark Council website. The header includes the Southwark Council logo, a search bar, and navigation links for 'My area', 'Sign in', and 'All services'. The breadcrumb trail reads 'Home / Schools and education / Internet and digital skills'. The main heading is 'Internet and digital skills' with a subtext: 'Our internet skills pages will help give you the information and advice you need to use the Internet confidently.' Below this, a section titled 'In this section' contains eight teal buttons arranged in a 4x2 grid: 'Stay safe online', 'Join our digital champions', 'Train online', 'Find local training', 'Meet our digital partners', 'Test your internet skills', 'Internet skills', and 'Watch our video guides'. A 'Listen' icon is visible in the top right corner of the content area.

The screenshot shows the 'All services' page on the Southwark Council website. The header is identical to the previous page. The breadcrumb trail reads 'Home / All services'. The main heading is 'All services' with a 'Listen' icon in the top right. The page features a grid of nine service icons: 'Council Tax' (house with £), 'Bins and recycling' (trash bin), 'Jobs and careers' (three people), 'Parking' (P sign), 'Planning and building control' (house with pencil), 'Housing repairs' (wrench and screwdriver), 'Council and democracy' (i), 'Libraries' (stack of books), and 'Benefits and support' (£ with gear). At the bottom, a dark teal bar contains four links: 'View my claim', 'Make a claim', 'Tell us about a change', and 'Repay overpayment', with a close icon on the right.



### 3.6 Newcastle City Council - United Kingdom

Challenge	Solution	Results
<ol style="list-style-type: none"><li>1. Newcastle-upon-Tyne currently has 280,000 residents with 136,000 council tax payers and of these, approximately 36,500 people are in receipt of council tax support.</li><li>2. That figure increased by around 4,000 following the roll-out of the UK Government's Universal Credit benefit scheme and rose even further during the Covid-19 pandemic which has impacted the circumstances of many residents, resulting in a rise in Universal Credit and furlough claims.</li><li>3. Over the next two years the council needs to make savings of £40 million in addition to the £305 million that it has had to save since 2010 through ongoing Government cutbacks. This has seen huge cost pressures, including a reduction in its housing benefit administration grant and its council tax reduction grant of about 30% in total. It was crucial that the local authority found savings from wherever possible, in order to keep its services running.</li><li>4. In 2019, following the reduction in housing benefit caseloads due to Universal Credit and an 80% reduction in customers coming into council offices, it closed its face-to-face housing benefit service and its phone lines for housing benefit landlords and business rates customers.</li></ol>	<ol style="list-style-type: none"><li>1. The council introduced a citizen engagement platform to support its new operating model following the closure of its face-to-face benefit services</li><li>2. Research was undertaken showing that mobile was the primary choice for residents needing to access council services.</li><li>3. The council engaged a digital software solutions specialist, IEG4 (<a href="http://www.ieg4.com">www.ieg4.com</a>), to implement a new citizen engagement platform.</li><li>4. The platform can be accessed by customers 24/7 and allows customers to log on and view their council tax account online, their housing benefit status, and the status of their business rates application.</li><li>5. The platform went live in October 2020, with a targeted exercise asking a range of customers who had previously engaged with online services if they wanted to sign up.</li><li>6. The Council is now seeking to increase the level of automation through automated processes linked to forms</li></ol>	<ol style="list-style-type: none"><li>1. Since go-live in October 2020, over 14,000 claimants have signed up to the online services, with no promotion by the council.</li><li>2. The council's focus was on improving the user experience, with its website making it clear how customers could self-serve which avoided the need for them to call, or visit the council directly.</li><li>3. An essential feature has been the FAQs section, which the council can edit and personalise. It allows the Council to prioritise questions it knows that its customers will be asking. So, for example, in April it lists questions that claimants tend to ask with their start of year bills.</li><li>4. Over half of customers registering for the service did so out of office hours, providing further evidence that this is how customers prefer to interact with its services, rather than phoning or visiting during work hours.</li><li>5. The new platform has supported the with its cost reduction goals by supporting its digital transformation and new operating model right through to cutting out the need for postage and printing, replacing them with accessible forms online.</li><li>6. The ability for the platform to integrate with the council's back-office also reduces the need for processing. With less processing, it has been proven that staff are able to spend more time looking at more</li></ol>

Digital Transformation  
09 Case Studies

Challenge	Solution	Results
	e.g., refund requests where citizens can use without speaking directly to staff.	complex cases, talking directly to customers, and recovering debts where needed.
<p><i>“We were keen not to lose any customer engagement by closing our face-to-face offering and we know that the OneVu portal [from IEG4] is key to our digital acceleration and transformation. Due to Covid-19, most of our front-facing services have closed, but I think this should give other local authorities an opportunity to consider whether they even need to re-open them.</i></p> <p><i>There’s an expectation from our customers now that they can access services through online tools.”</i></p> <p>Andrew Culpin Service improvement Lead Newcastle City Council</p>		

### 3.7 City of Prague - Czech Republic

Challenge	Solution	Results
<ol style="list-style-type: none"> <li>1. The city of Prague needed to respond to the number of refugees fleeing the war in Ukraine.</li> <li>2. It needed a solution to provide advice and guidance on how refugees could apply for Czech visas; what forms of support were available to them and what they should do when searching for housing and jobs.</li> </ol>	<ol style="list-style-type: none"> <li>1. In May 2022, the city launched a chatbot for Ukrainian refugees.</li> <li>2. The chatbot is designed for both people who want to offer help and those who are fleeing the war and arriving in the Czech Republic and Prague. It answers common questions and provides information about what to do on arrival, support that is available, and resources related to housing, employment and education.</li> <li>3. The tool is available in Czech and Ukrainian and was translated by volunteers for free.</li> <li>4. The chatbot also includes an anonymous questionnaire, which will be used to improve communication.</li> <li>5. The chatbot was created with a Czech company called Sefbot.</li> </ol>	<ol style="list-style-type: none"> <li>1. 80 percent of chats have been initiated in Ukrainian, and around half on a mobile device.</li> <li>2. So far, the Czech Republic has granted over 328,000 emergency visas to Ukrainian refugees and it is anticipated the chatbot will help the process considerably.</li> <li>3. Nearly 80% of the communication tool's users choose Ukrainian instead of Czech.</li> </ol>

*"Prague is the first city in Europe to allow Ukrainian citizens to communicate about the life situations they have been dealing with in recent days through an interactive chatbot on the website pomocukrajine.praha.eu.*

*Thank you to all the interpreters who contributed selflessly to the creation of the project.*

*This solution will help refugees find their way in a difficult life situation and save time,"*

Zdeněk Hřib.

Mayor of Prague



The chatbot, Source: City of Prague

### 3.8 Willoughby Council - Australia

Challenge	Solution	Results
<ol style="list-style-type: none"><li>1. Developing a community strategic plan forms the largest scale engagement a local council can ever undertake.</li><li>2. Council needed to find ways of seeking greater community input and to make it easier for residents to respond to consultation on future projects and services</li></ol>	<ol style="list-style-type: none"><li>1. Council consulted with the community seeking views on how people would like to interact and a majority indicated a preference to engage digitally</li><li>2. A dedicated engagement platform was established for all council views</li><li>3. This was created as an additional channel to the traditional methods of engagement such as libraries, local centres, shopping malls.</li></ol>	<ol style="list-style-type: none"><li>1. After a decade of online community connectivity, the council has in the region on 7,000 registered online participants.</li><li>2. Community confidence has been strengthened using the Have Your Say Willoughby service.</li></ol>

*“Our most recent perception survey found the Willoughby Council Index Score was above the benchmark for keeping our community informed on decisions of interest to them.*

*It’s not for everybody, of course, but having a dedicated platform gives us and users oversight across all our consultation projects and consistency in our engagement approach.*

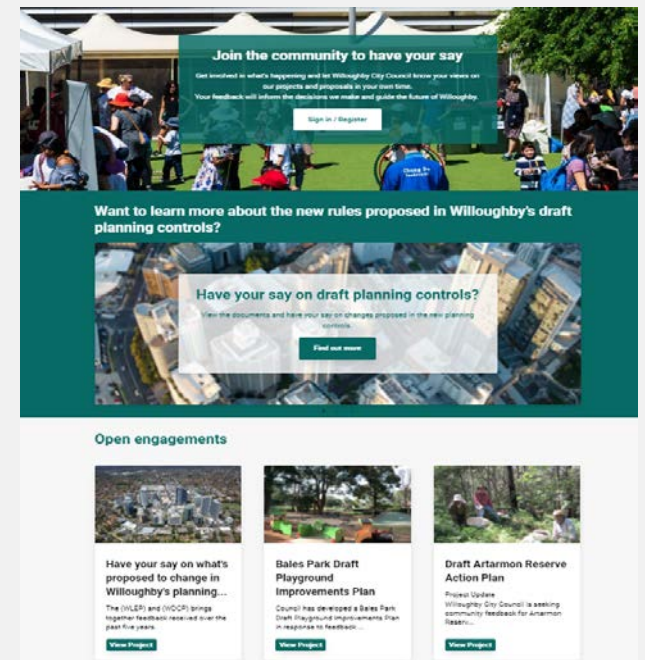
*We have evolved with the emerging engagement preference of our community and adapted to a suite of online engagement techniques. Combined with extensive social media campaigns, our community is more aware of Council’s efforts to encourage participation in decision-making.*

*Keep it simple. It’s easy to get carried away testing all of the elements of a project or issue which can discourage participation”*

Tania Stark

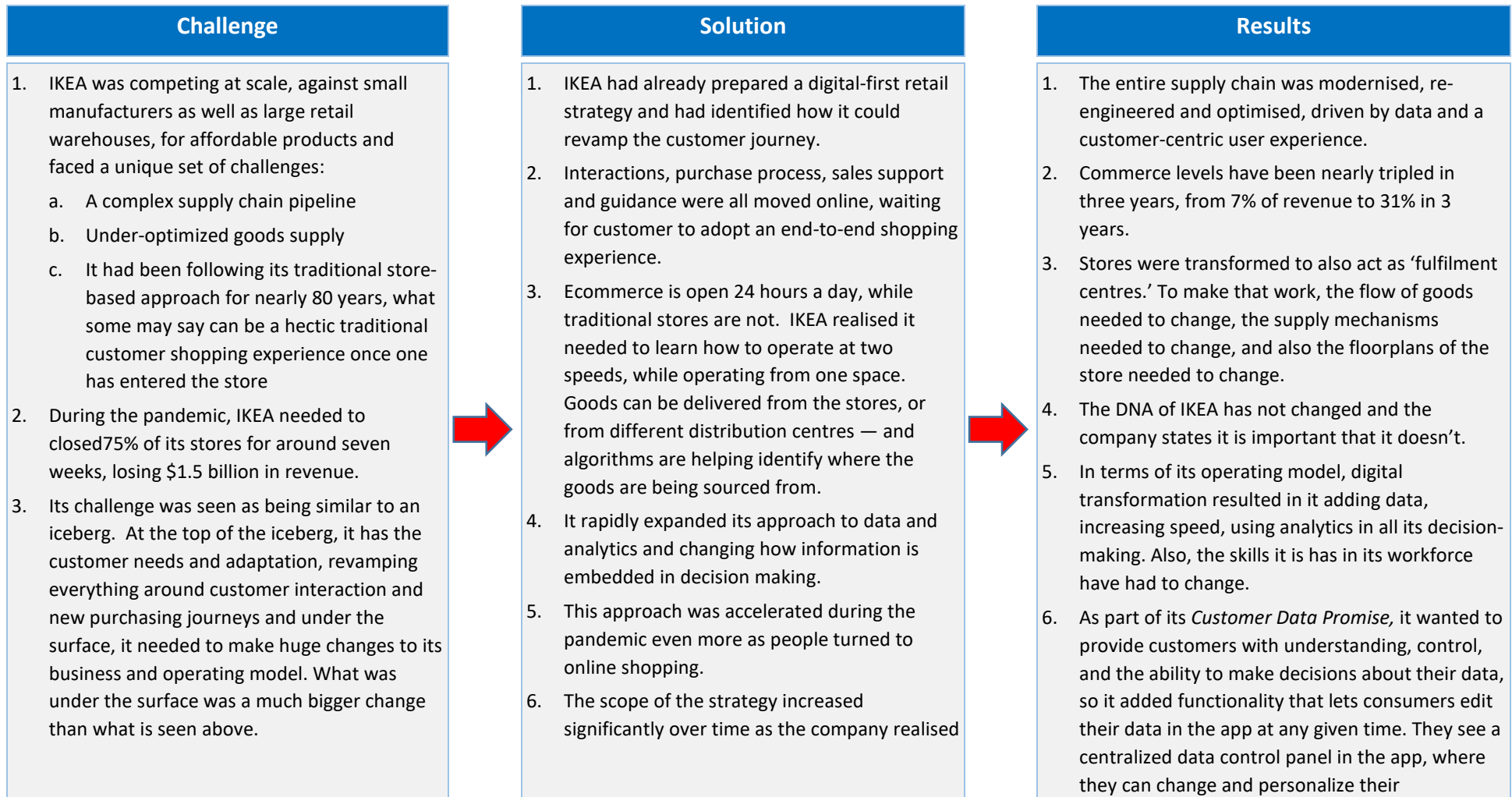
Community Engagement Specialist

<https://www.haveyoursaywilloughby.com.au/>



## 4. Commercial Case Studies

### 4.1 IKEA - Sweden



Challenge	Solution	Results
<p>4. In needing to keep the DNA of IKEA intact, (the culture, vision and a better everyday life), a key question became; how does IKEA express these in the digital environment? This led to the notion of human-centric technology: how to embed ethical behaviour, respect diversity, how to treat people fairly, without bias, through technology. This means that it needed to focus more on what it <i>should</i> do with data, rather than what it <i>could</i> do with data.</p>	<p>that digital needed to be embedded into everything it did.</p> <p>7. Its starting point was asking itself the most fundamental question: How do people react when they have more control over their own data, specifically on how and when they interact with a company? Its first step to tackle this was the <i>Customer Data Promise</i>, a commitment to putting people first in all data-driven processes.</p>	<p>inspirational feed and get contextual access to their data settings. As a result, IKEA is capturing data that is now more relevant to a person's shopping needs.</p> <p>7. In digitising its operations, IKEA found that it was enabling people to do more of what they love, to learn and try new and different jobs that weren't possible before. IKEA wanted to relieve people of repetitive tasks, so a lot of its work currently consists of reskilling and helping people carry out a variety of roles.</p>

*"The digital transformation is not a goal in and of itself, and it is so much more than technology. We are transforming our business: We are exploring potential new offers to customers, new ways to bring our offers to customers, and new ways to operate our business. And in order to be successful, digital needs to be embedded in every aspect of IKEA.*

*Digital is a way of working, making decisions, and managing the company."*

*"When people **decide** what data they share with you, what you get is more relevant to their needs. Second, [we found] that there is more trust, therefore more engagement, and people are coming back and interacting with us more."*

*"Transformations are about moving large numbers of people, not just a few people who have the necessary digital skills. That's why culture is so important."*

Barbara Martin Coppola  
CDO at IKEA Retail  
Harvard Business Review, June 2021

## 4.2 Jetstar - Australia

Challenge	Solution	Results
<ol style="list-style-type: none"><li>1. Jetstar is one of Asia Pacific's largest low-fares airlines and pre-Covid-19 was operating over 4,000 flights a week to 75 destinations</li><li>2. To remain competitive, Jetstar needed to:<ol style="list-style-type: none"><li>a. Drive customer engagement</li><li>b. Increase usability and customer conversion rates</li><li>c. Establish global content framework</li><li>d. Ensure an evolving digital experience</li><li>e. Ensure uptime and scalability</li></ol></li></ol>	<ol style="list-style-type: none"><li>1. Utilising technical expertise from Sitecore (<a href="http://www.sitecore.com">www.sitecore.com</a>) and consultancy from Isobar (<a href="http://www.isobar.com">www.isobar.com</a>), the Jetstar e-commerce platform was built from the ground up, with 22 websites in 9 languages.</li><li>2. Sitecore Experience Manager was implemented – a powerful and intuitive content management systems to support the simplified created and management of experiences across channels and devices. The Sitecore suite also incorporates Boxever, a business intelligence and decisioning tool.</li><li>3. The platform ensures Jetstar works in an iterative way across all operations. Providing a single customer view and personalization across web, mobile and email channels, the solution connects all customer, product and operational data in order to put the customer at the centre and enables a true customer centric experience.</li><li>4. Boxever incorporates algorithms which automatically produce content recommendations such as:<ol style="list-style-type: none"><li>a. 'You were interested in x flight but didn't complete your booking'</li><li>b. The flight you were viewing is leaving in y weeks, so book now'</li><li>c. There are not seats left on your desired flight, but there is availability on that route'</li></ol></li><li>5. Consultation was undertaken to ensure teams were agile, value could be delivered incrementally and that priorities could be changed when needed.</li><li>6. A chat bot was implemented to relieve stress of customer care</li><li>7. An auto-scaling feature was included to support increased website traffic</li><li>8. New features are added regularly</li></ol>	<ol style="list-style-type: none"><li>1. The transformation project resulted in the following:<ol style="list-style-type: none"><li>a. \$5 billion increase in annual sales</li><li>b. 70 million new users.</li></ol></li><li>2. The new site experience supported 10 million monthly users and achieved \$5bn annual sales.</li><li>3. The implementation of the design principles and agile working practices ensures the Jetstar team now works in an interactive way on conversion, optimisation and improvements to the entire ecosystem.</li><li>4. The new site and team structure has helped contribute to 20% in-flight purchases, 70 million new users and an 8% increase in customer satisfaction.</li><li>5. Jetstar's platform is one of Australia's top five e-commerce web sites receiving 70 million visitors a year and accounts for 80% of its revenue.</li></ol>

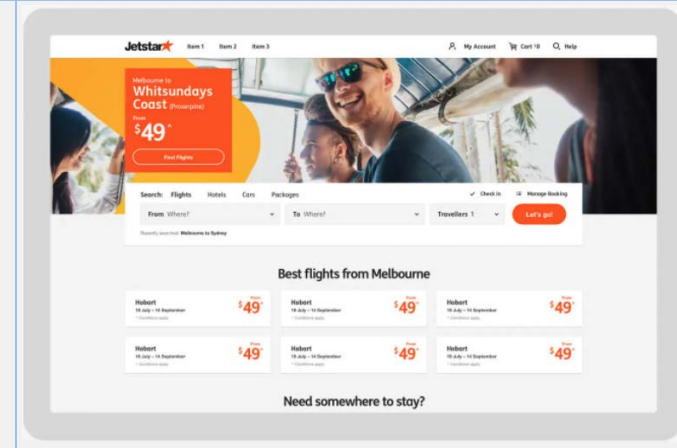
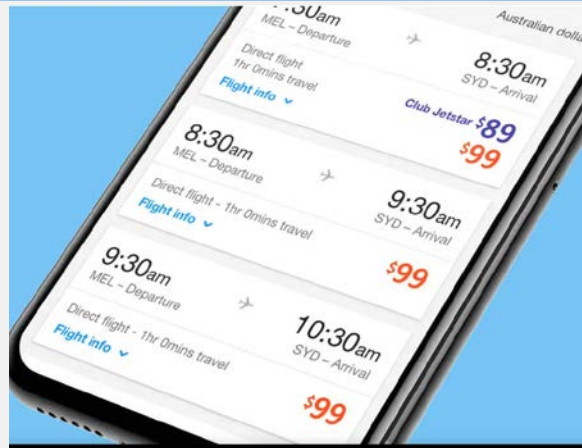
*“Personalization is an insider term.*

*It’s about relevance and delivering a seamless, simple, frictionless experience.*

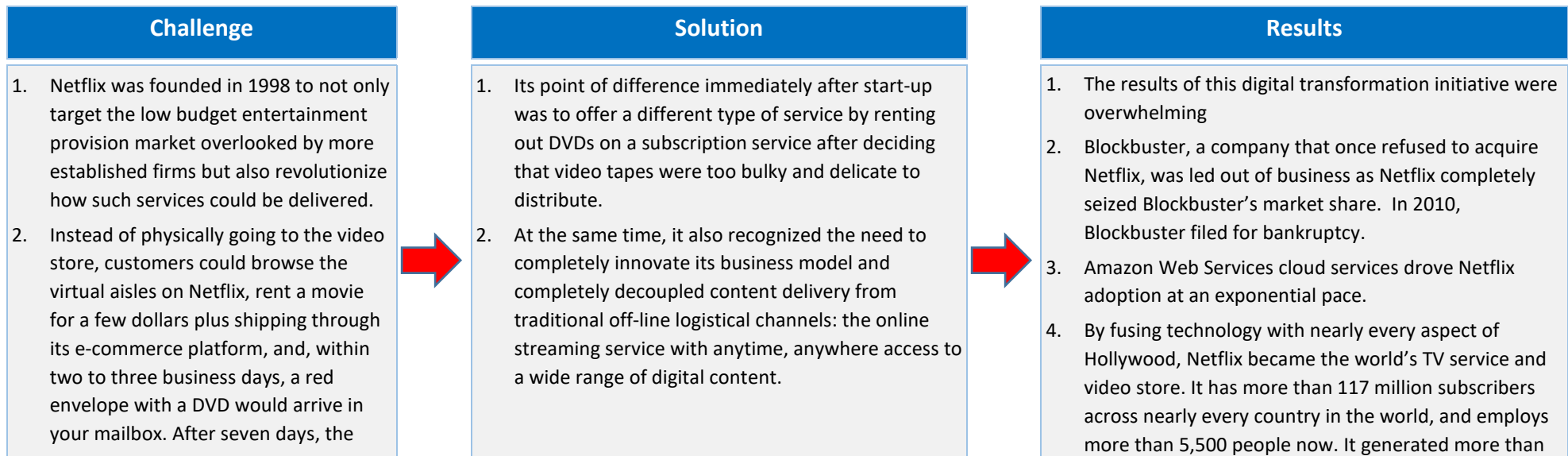
*Customers shouldn’t even recognize the term or concept of personalization – they just know ‘I loved it’ or ‘That was easy’ or ‘That’s just what I wanted’.*

Cathryn Arnold

Head of Digital, Jetstar Group



### 4.3 Netflix - USA



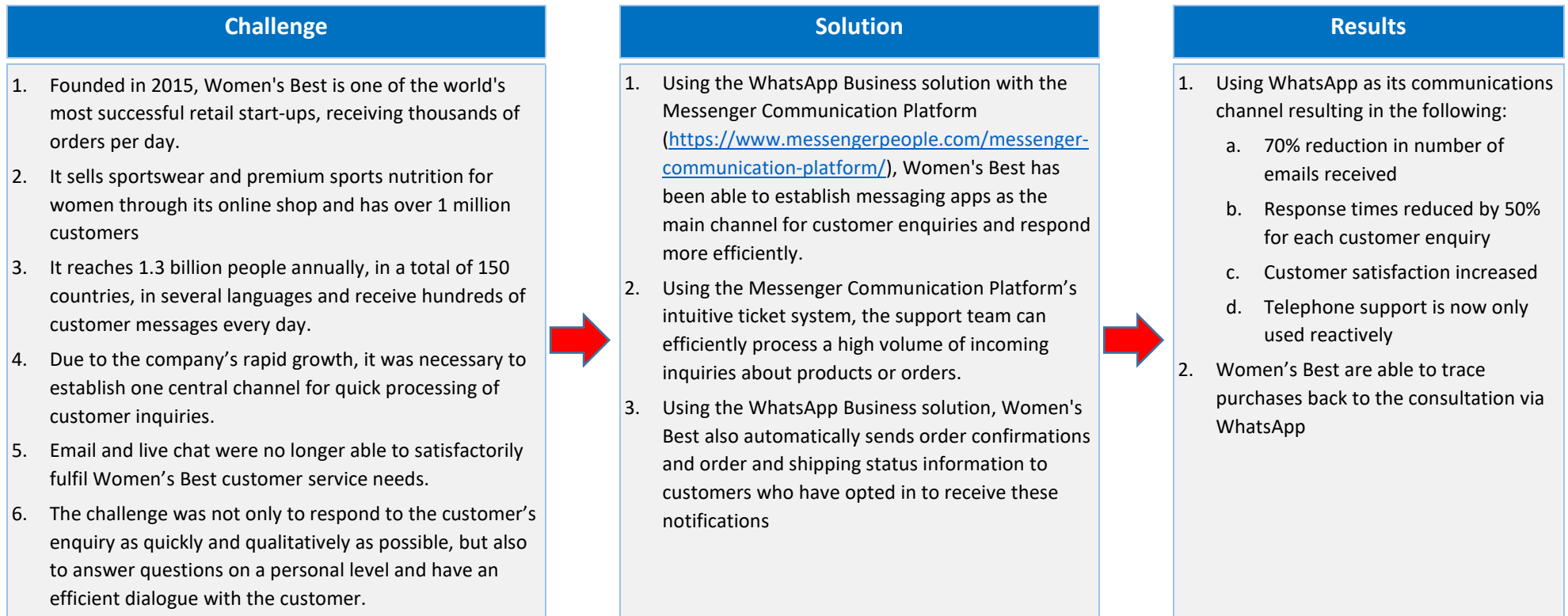


Challenge	Solution	Results
<p>customer returns it via the mail in the same packaging.</p> <ol style="list-style-type: none"><li>At that time, many people did not own a DVD player in 1998. The vast majority of people relied on a VHS video tape.</li><li>Classic management and several financial industry experts had written off the possibility of Netflix disrupting Blockbuster's market share even when Netflix had shipped its billionth DVD. In fact, JP Morgan Securities downgraded Netflix stock citing strong market competition.</li><li>Netflix was seen as a logistics and distribution company, until it pursued digital transformation initiatives to outperform the competition.</li></ol>	<ol style="list-style-type: none"><li>Moving to an online business model allowed Netflix to target and reach new audiences without taking on the costs of shipping globally.</li><li>It introduced original content into its catalogues, providing subscribers with entertainment they cannot get from any other service which set them apart from their rivals and added to its growing competitive advantage.</li><li>The company focused on analytics, developed its own recommendation engine, Cinematch, that optimized its logistical operations around user preferences and expectations.</li><li>As a result, not only was Netflix acquiring more content to rent and stream, it became really good at putting the right titles in front of the right people so they spent more time on the service. It began to recommend titles viewers might like based on others they had seen.</li><li>The architecture of Netflix has been replicated by many companies and is referred to by some as Netflix Architecture.</li></ol>	<p>\$11 billion in revenue in 2017, and is worth around \$135 billion, more than most of its major media rivals.</p> <ol style="list-style-type: none"><li>Netflix says that 80% of shows watched on the platform are driven by its recommendations, as opposed to someone searching for a particular show and watching it.</li><li>Despite its most recent losses in 2022, it remains by far one of the most successful streaming services</li><li>The Netflix story highlights the following success points that any organisation can adopt in ensuring its digital transformation can be successful:<ol style="list-style-type: none"><li>Track and analyse data from your customer interactions.</li><li>Create custom reports and dashboards to distil important findings from your data.</li><li>Use the trends and patterns you find to personalize your customer service experiences.</li><li>From the way you send customer surveys to the manner in which services are provided, your interactions tell you what your customers want</li></ol></li></ol>

Further information

- <https://inform.tmforum.org/features-and-analysis/2017/03/digital-transformation-can-learn-netflix/>  
<https://qz.com/1245933/twenty-years-ago-netflix-com-launched-the-movie-business-has-never-been-the-same/>  
<https://medium.com/@nvenkatraman/netflix-a-case-of-transformation-for-the-digital-future-4ef612c8d8b>  
<https://www.appventurez.com/blog/digital-transformation-netflix/>  
<https://cloudnames.com/social-media/netflix-digital-transformation/>

## 4.4 Women's Best - Austria



*“It is very important to us to establish one central channel for quick processing of customer inquiries. MessengerPeople’s platform is a perfect tool for this and allowed us to dramatically simplify our processes.*

*With the Messenger Communication Platform, our e-mail customer support platform became obsolete”*

David Kurzman  
CEO & Co-Founder

<https://au.womensbest.com/pages/about-us>

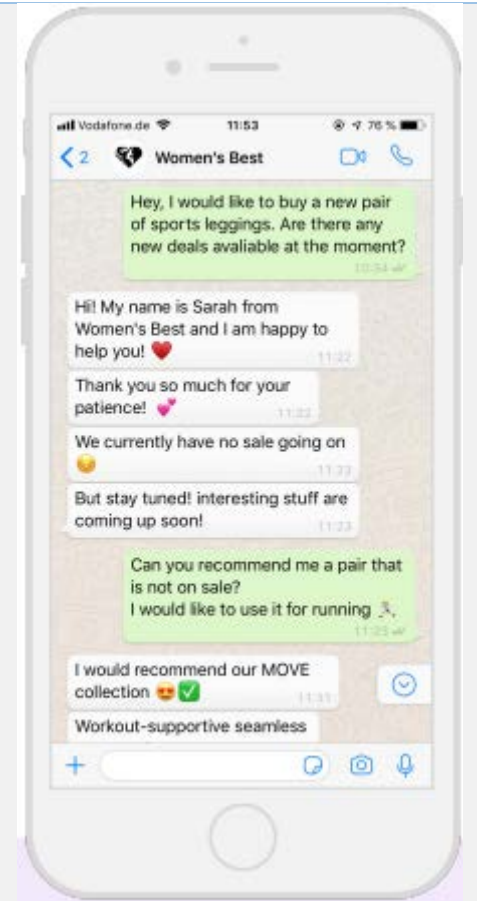
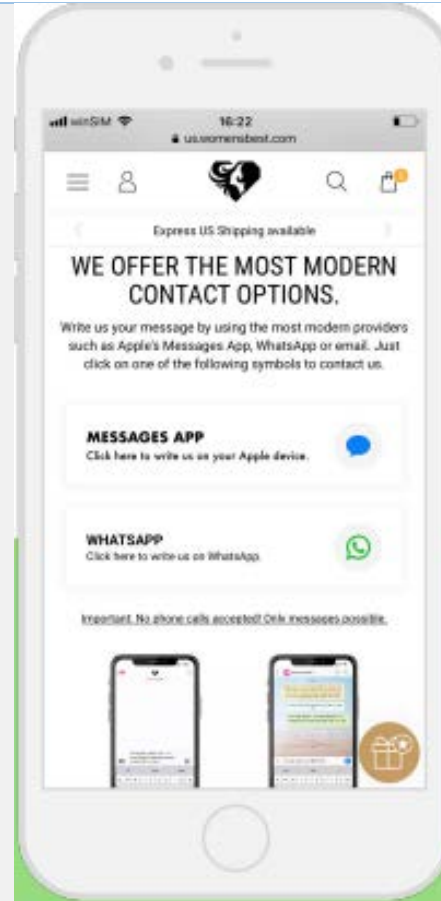
**WHY WOMEN'S BEST?**  
MORE THAN JUST A BRAND

Since Women's Best was founded in 2015, it has always been more than just a brand that sells products. The Women's Best vision is to inspire & empower women around the globe to become the best version of themselves.

**OUR COMMUNITY.**  
The Women's Best mission is to create a community of strong women who lift each other up.

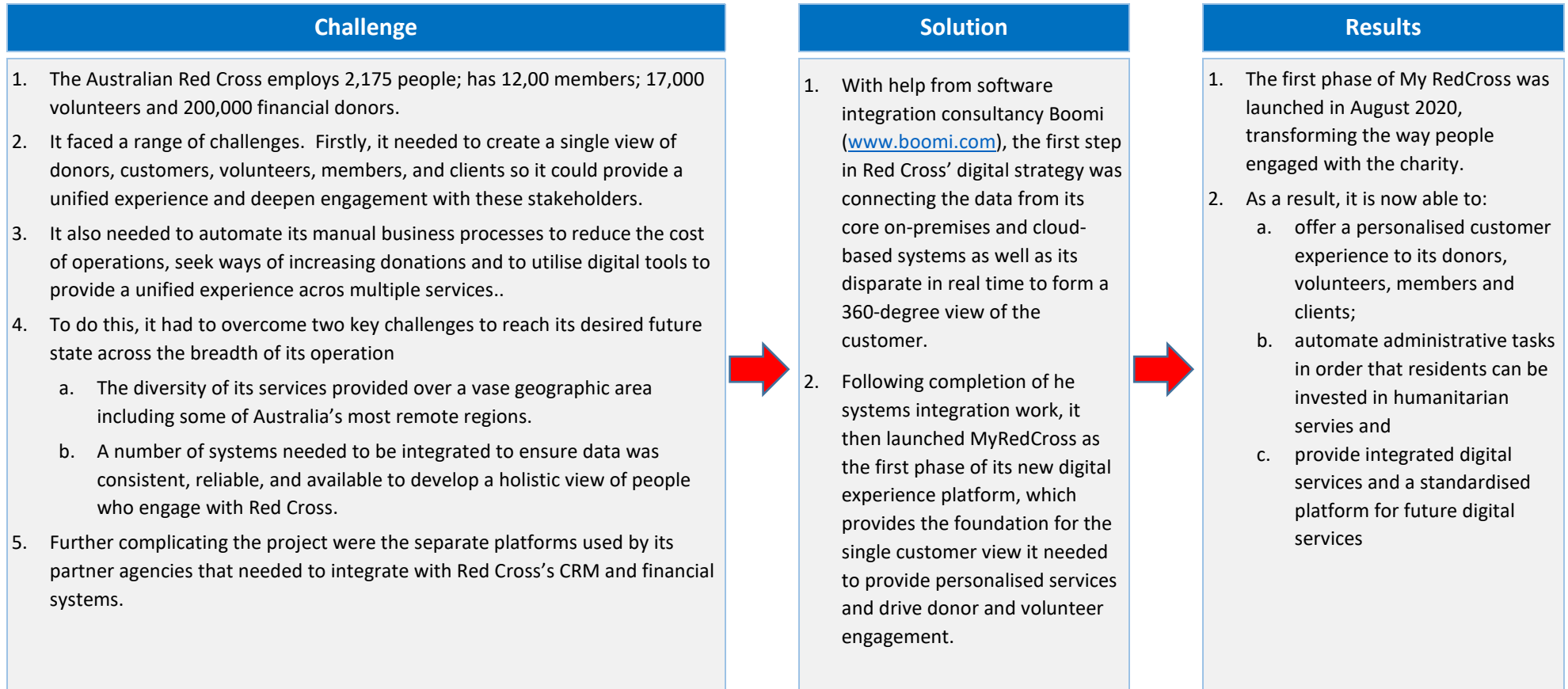
**MORE THAN 4 MILLION.**  
With over 4 million highly engaged supporters on social media and millions of satisfied customers from 100's of countries, the Women's Best community is growing bigger and stronger every day.

**INCLUSIVITY.**  
Regardless of your fitness level, body shape, age, culture, background or physical ability, you are welcome to be part of the Women's Best community. An inclusive community of unique and diverse women, striving to win together.



## 5. Charitable Organisation Case Studies

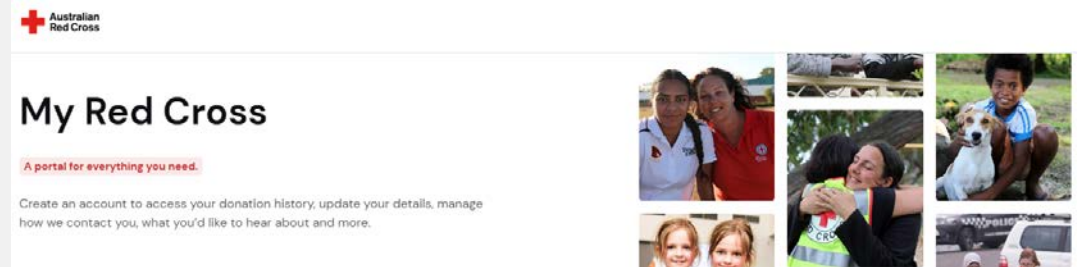
### 5.1 Australian Red Cross



*“Access to consistent, accurate, and up-to-date data is absolutely central to our digital transformation efforts.*

*If we don’t have integrated systems and data, we can’t provide a good customer experience.”*

Veronica Frost  
Chief Information Officer



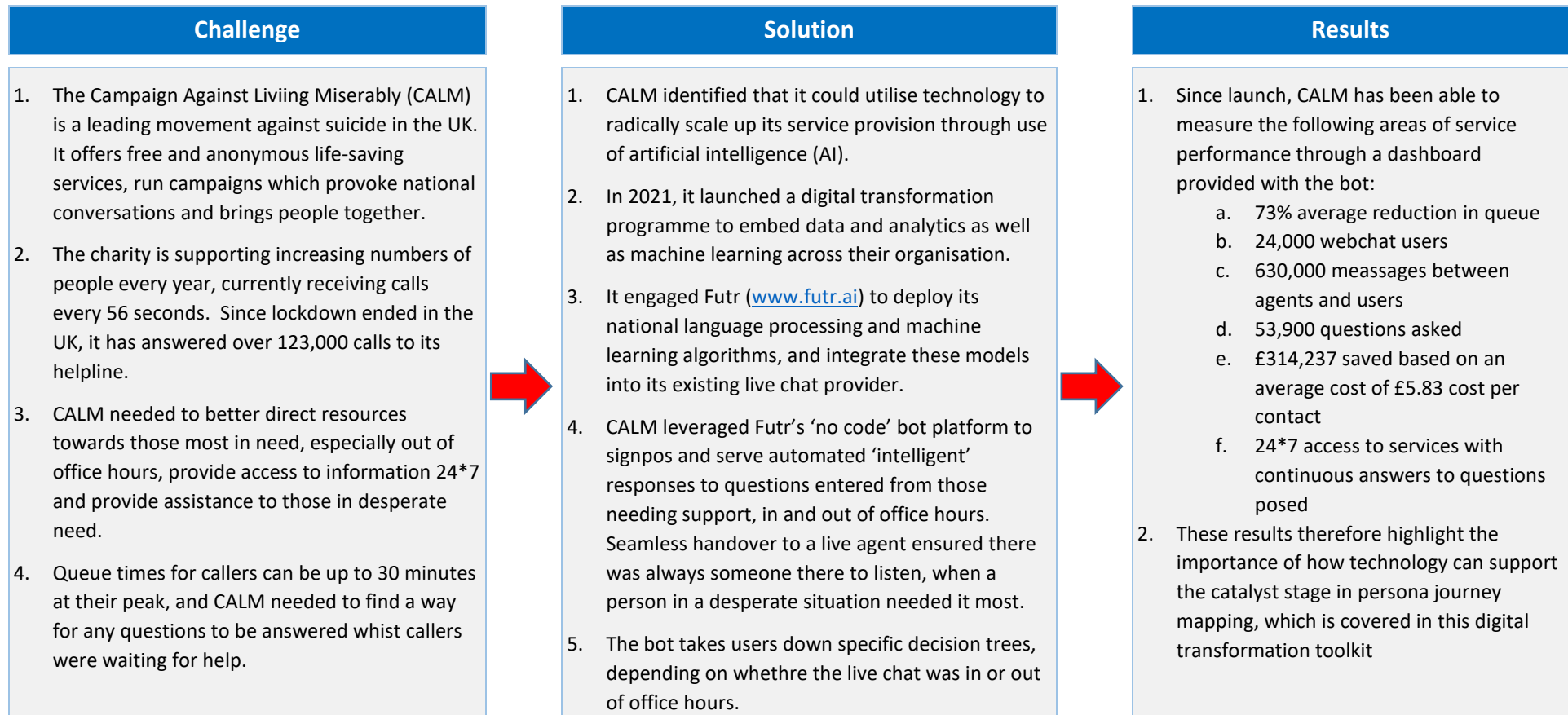
Kerry Kaminski has been a volunteer digital tutor at the Red Cross Jeays Street Community Centre in Brisbane for four years. He’s seen first-hand the isolating effects of digital exclusion – how it can present significant barriers to employment, health and government assistance, education or training, and other essential services when people aren’t confident navigating online services,. His approach to helping people upskill is to go at their pace, and edge out of the ‘driver’s seat’. When community members come into the centre needing assistance, he shows them first, then lets them take control. Once they’re comfortable accessing emails, word processing, downloading forms or using new Apps, he’s still there to help with questions and trouble shooting.

For further information on how Red Cross volunteers provide help to people in using digital tools, see <https://www.redcross.org.au/stories/2020/breaking-down-digital-barriers/>

### 5.1.1 Digital Advocates



## 5.2 Campaign Against Living Miserably - United Kingdom



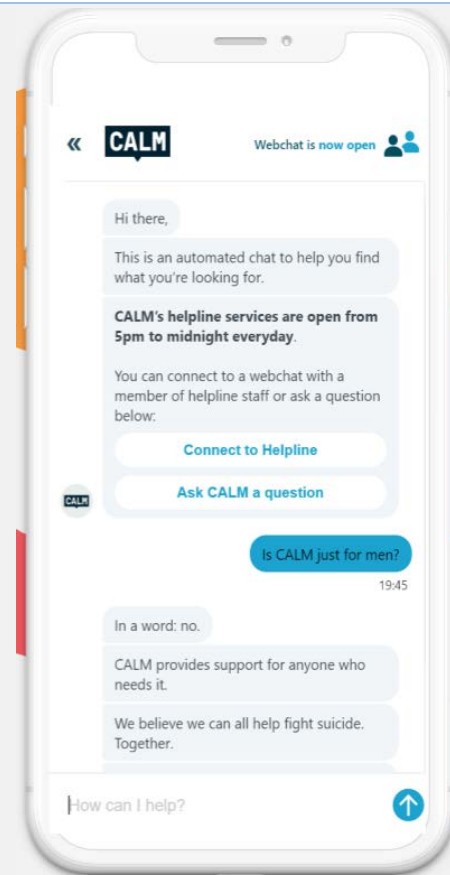
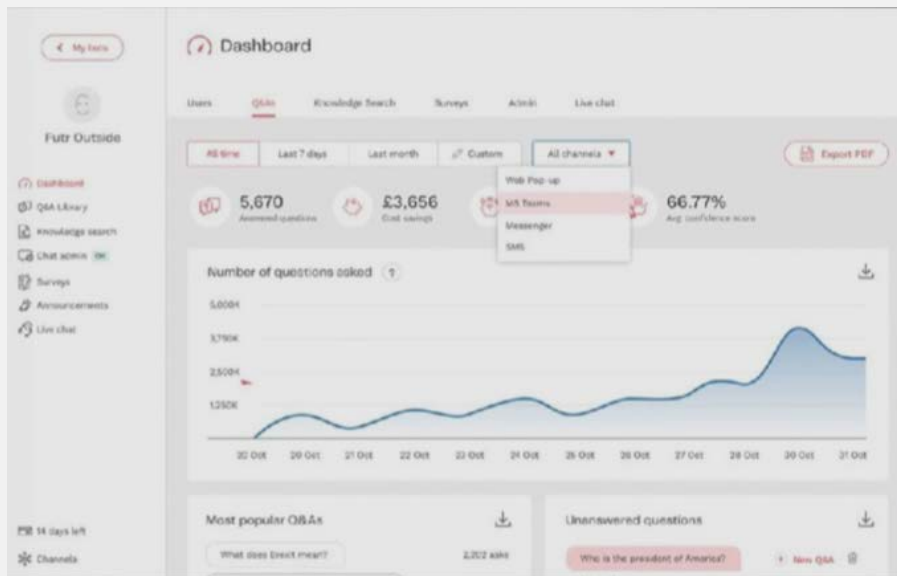
*“The ability to provide our users with support in and out of service hours has been critical for us. Whether it is via live chat, Q&As or through our content, it is the first step in providing a best-in-class service that suits our individual user needs”*

*Seun Akindele*

*Head of Data and Innovation*

Further information: [www.thecalmzone.net](http://www.thecalmzone.net)

<https://youtu.be/Cf9AnXTcqYU>



### 5.3 Nova Scotia SPCA - Canada

Challenge	Solution	Results
<ol style="list-style-type: none"> <li>1. The Nova Scotia SPCA is a registered Canadian charity that helps 16,000 pets every year through animal rescue, progressive programs and rehoming opportunities.</li> <li>2. Whilst it had started its digital transformation before the spread of Covid-19, the pandemic forced the organisation to move much faster.</li> <li>3. There was much groundwork needed in setting up tracking system, which required focused commitment</li> <li>4. One of the biggest challenges was the current mindset of staff who needed help to understand why it was important to collect data on donors. This incurred significant time but has paid off</li> <li>5. A key priority was to improve connections with support to the community</li> <li>6. The first barrier to digital transformation was <i>beginning the process</i>.</li> </ol>	<ol style="list-style-type: none"> <li>1. Free online fundraising tools were used to easily connect with donors at low cost.</li> <li>2. For each highlighted animal needing a home, a customisable form was embedded on NSSPCA donation pages on its website</li> <li>3. Using the approach, NSSPCA could see at a glance which pets had the most fans and supporters, and donors could give whatever they could manage at the time.</li> <li>4. A redirect tool was utilised from CanadaHelps so that after people gave, they were automatically be sent a thank-you page and an adoption certificate.</li> <li>5. Analysis of web traffic showed 70% of people were using a phone or tablet. The website was revamped so it was more mobile friendly</li> <li>6. To track donors, a CRM system was implemented which was also used to improve how the Society could engage with people. It also began tracking information, such as planned giving and bequests, results and appeals to understand the reasons why a donor gives.</li> <li>7. The CRM allowed the Society to also add volunteer information to the database, which it had never done before.</li> <li>8. Using the CRM it also started tracking its actions as a fundraising team so we could assess our goals at the end of the year."</li> </ol>	<ol style="list-style-type: none"> <li>1. Automation has helped:               <ol style="list-style-type: none"> <li>a. Increase efficiency and productivity across NSSPCA operations</li> <li>b. Better explain their impact through targeted stories</li> <li>c. Gain greater insights and understanding of donor behaviours and trends</li> <li>d. Make faster and more accurate decisions to new circumstances</li> <li>e. Gain new supporter resulting in increased donations</li> </ol> </li> <li>2. Online donations increased by 45% in 2020, with a 54% increase in total monthly donors</li> </ol>

*"We really had to listen to what our supporters wanted and needed. Pre-pandemic, we connected primarily face-to-face. There is definitely something very special about that. We had to adapt to this new world and create a blend of online and offline ways to connect animals and people.*



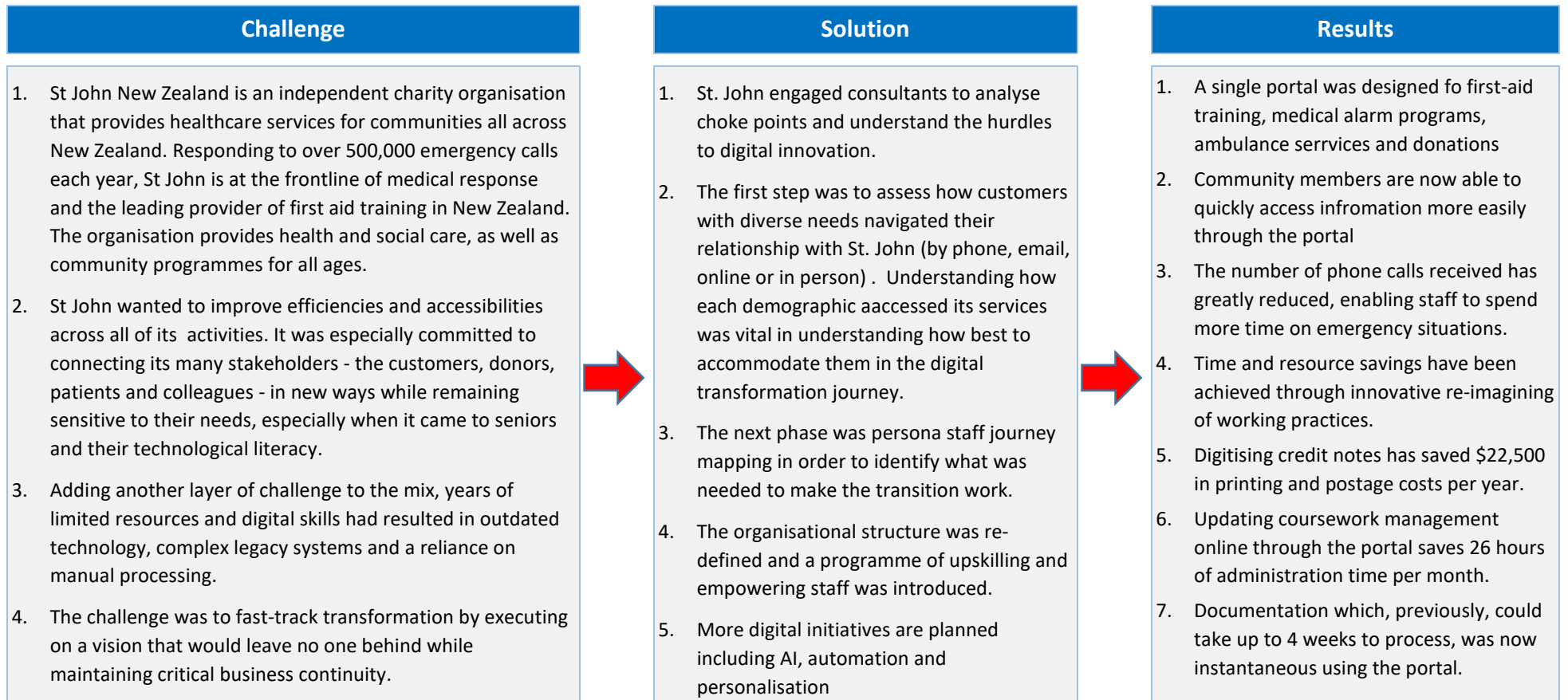
*We can't afford all the fancy bells and whistles. We knew that although a lot had changed, people still loved and supported our cause. We just needed to make sure we reached them."*

*Taylor Mundy*

*Communications and Development Officer*

Further information: <https://www.novascotiaspca.ca>

## 5.4 St. John Ambulance - New Zealand



Digital Transformation  
09 Case Studies

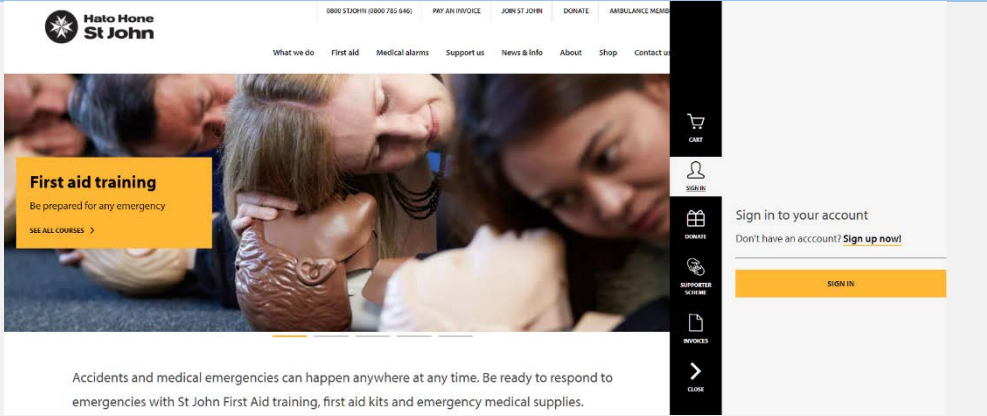
*“What we’re actually doing is fundamentally changing how we do business.*

*We’re about two years into our digital journey and we’ve got a long way to go. We’re going to be delivering a huge amount of transformation within the organisation”*

*Adi Wickramaratne*

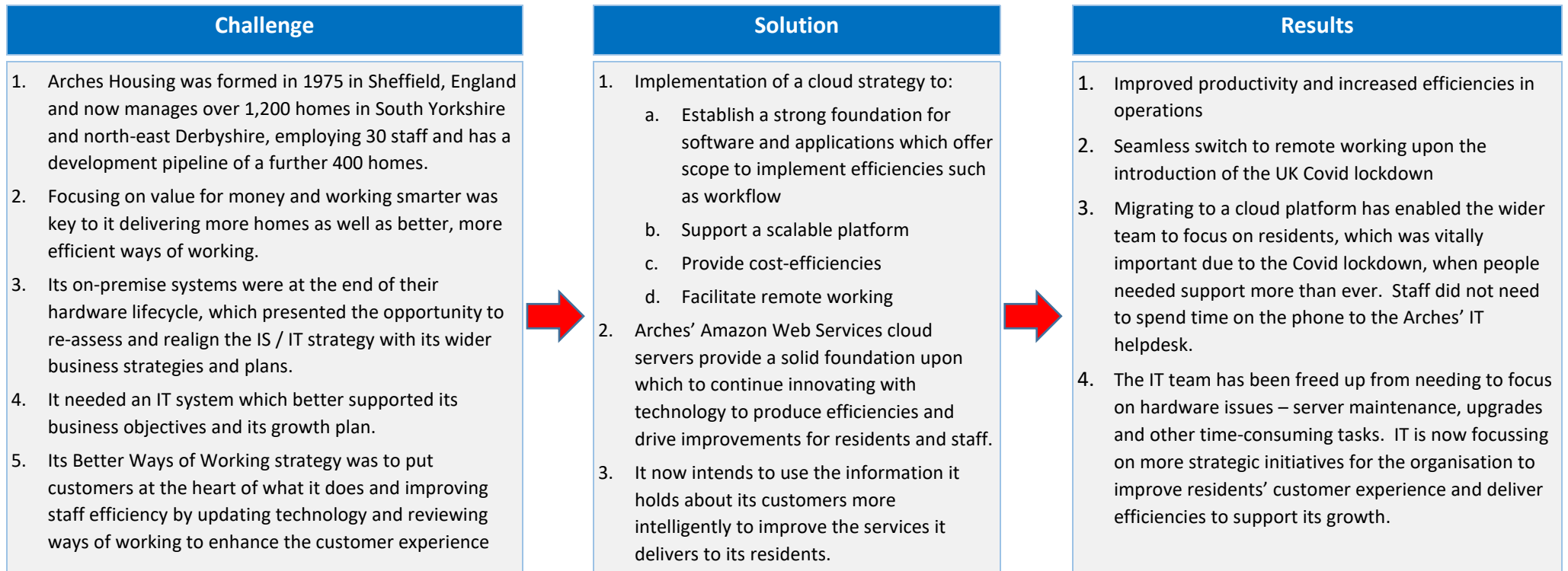
*National Manager, St. John New Zealand*

Further information: <https://www.stjohn.org.nz/what-we-do/community-programmes/>



## 6. Housing Case Studies

### 6.1 Arches Housing - United Kingdom



*“Even before we formally reviewed our IT strategy, we knew that the on-premise system was tying us to the past a little.*

*As an organisation, we are pretty forward-thinking, and there were various strategies across the business that could be better supported by a modern IT system – particularly our Better Ways of Working Strategy”*

Seamus Harkins  
Data Services Manager

Further information

[www.archeshousing.co.uk](http://www.archeshousing.co.uk)

<https://www.archeshousing.org.uk/about/performance/value-for-money/>

<https://www.archeshousing.org.uk/about/performance/value-for-money/value-for-money/>



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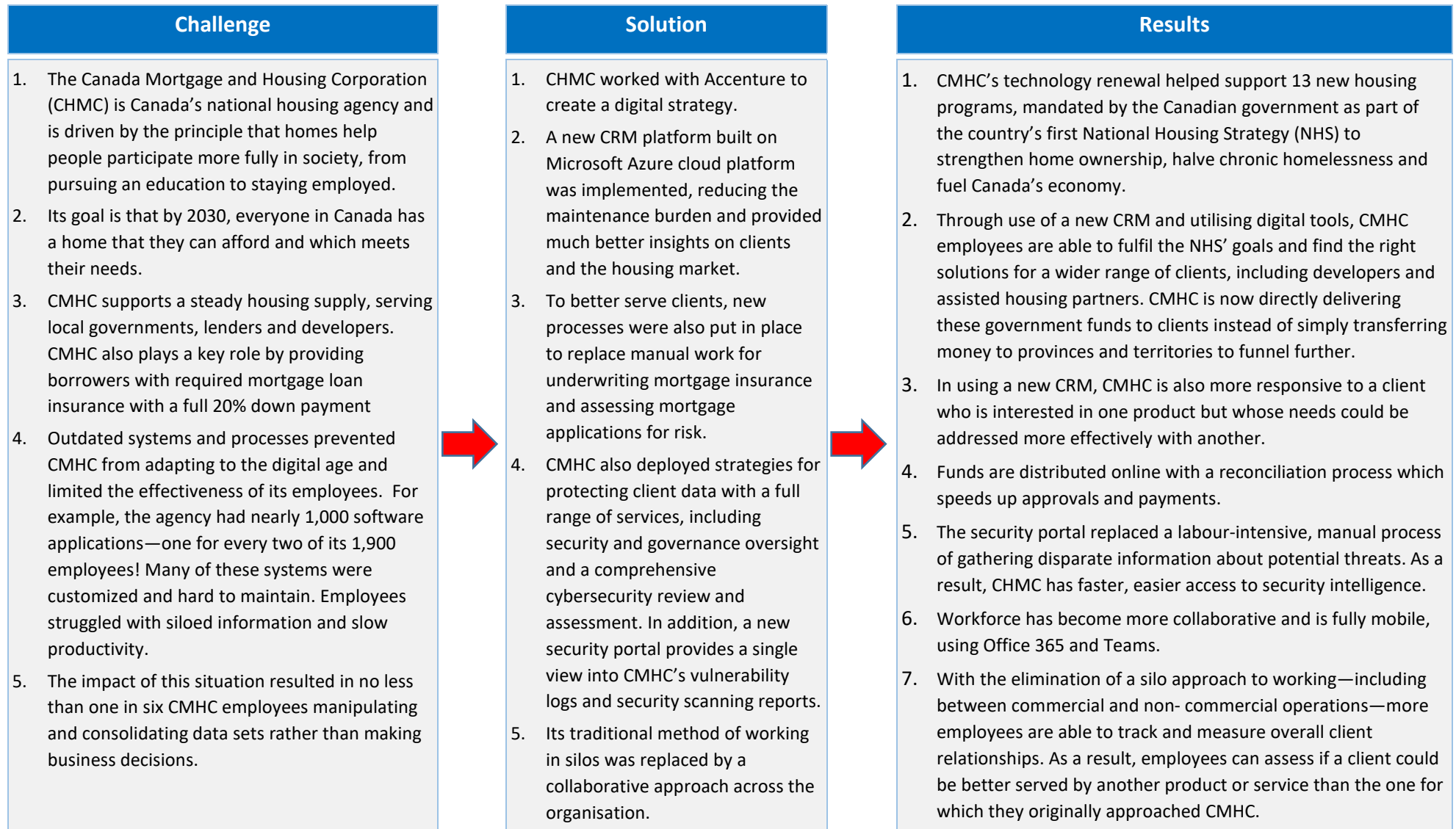
Join us from 10am for a virtual focus group

Back to Latest News 05 May 2021

Official Adopted Together with tenants archeshousing

Join us from 10am this morning for a virtual focus group, discussing our new commitment to the Together with Tenants charter. Just drop in whenever you have a spare minute and let us know your thoughts. We'll be online until 12pm. We'll be focusing on commitments 3 and 4 - **voice & influence and accountability** - but don't feel constrained to only discuss these topics. You don't need any special software - just click here to join in your browser.

## 6.2 Canada Mortgage and Housing Corporation



*"We knew we were falling behind, but as a government-owned company with a leading market position, we were complacent about modernization. After years of failed attempts to improve our processes and systems in incremental steps, we had arrived at a place of clarity: digitize or surrender."*

Evan Siddall, former CEO

*"We were in a place where we needed to embrace change and truly equip our employees with the right tools and processes to drive innovation and new ways of working. In order to achieve our 2030 aspiration, we needed to think differently and lean-in to a culture of innovation. We wanted to lead the way in the adoption of emerging technologies such as blockchain and digital ecosystem partnerships to truly transform the Canadian housing market. Most importantly, our employees are empowered to guide our continuing transformation to keep pace with leading market practices, enabling CMHC to best support our clients and people living in Canada."*

Romy Bowers, CEO and President

## 6.3 Chicago Housing Authority - USA

### 6.4.1 Collaboration with Comcast - Internet Essentials Program

Challenge	Solution	Results
<ol style="list-style-type: none"><li>1. Between 2009 and 2014, broadband service providers spent over \$422 billion on capital investments, and three in four American households now use broadband at home. Despite this significant progress, one in four American households did not have access the internet at home, particularly lower-income families with children.</li><li>2. in July 2015, the Obama administration announced ConnectHome, an initiative to extend affordable broadband access to families living in HUD-assisted housing.</li></ol>	<ol style="list-style-type: none"><li>1. In July 2016, CHA signed an agreement with Comcast, and the U.S. Department of Housing and Urban Development's (HUD) <a href="#">ConnectHome</a> initiative to close the digital divide in America.</li><li>2. ConnectHomeUSA is a movement to bridge the digital divide for HUD-assisted housing residents in the United States under the leadership of national non-profit EveryoneOn, which helps unlock social and economic opportunity by connecting families in underserved communities to affordable internet service and computers, and delivering digital skills training.</li><li>3. By helping residents in participating communities to get connected at home and providing access to digital literacy and educational content, ConnectHomeUSA aims to make public housing a platform for change. It creates a platform for community leaders, local governments, non-profit organizations, and private industry to join together and produce locally-tailored solutions for narrowing the digital divide.</li><li>4. Through the specific commitments from stakeholders in this initiative to provide free or low-cost broadband access, devices, and digital literacy training, ConnectHomeUSA extends affordable access to low-income families, ensuring that high-speed internet follows children from their classrooms back to their homes.</li><li>5. Under the scheme, public housing and HUD-assisted residents living in Comcast's service area can participate in <a href="#">Internet Essentials</a>, the company's high-speed internet adoption program for low-income families.</li><li>6. Internet Essentials provides low-cost high-speed internet service for \$9.95 a month plus tax; the option to purchase an internet-ready computer for</li></ol>	<ol style="list-style-type: none"><li>1. The expansion of Internet Essentials eligibility resulted in an affordable internet option to an estimated 2 million HUD-assisted homes nationwide, including Public Housing, Housing Choice Voucher and Multifamily programs.</li><li>2. Comcast and CHA are working together to ensure that all CHA-supported households and the 91,000 HUD-assisted households in the city can participate in the digital economy and utilize online services on a fast, reliable home internet connection.</li><li>3. Internet Essentials has been operating since 2011. Over the next 10 years through Project UP – a \$1 billion commitment to address digital equity and help build a world of unlimited possibilities – the program is targeting to reach tens of millions of people from low-income families access the resources, skills, and tools they need to succeed in an increasingly digital world.</li><li>4. Through ConnectHome, internet service providers, non-profits and the private sector are offering broadband access, technical training, digital literacy</li></ol>



Challenge	Solution	Results
	under \$150; and multiple options to access free digital literacy training in print, online and in-person.	programs, and devices for residents in assisted housing units in 28 pilot communities across the nation.
<p>For further information</p> <p><a href="https://www.thecha.org/news-media/news/comcast-and-chicago-housing-authority-collaborate-close-digital-divide-91000-hud">https://www.thecha.org/news-media/news/comcast-and-chicago-housing-authority-collaborate-close-digital-divide-91000-hud</a></p> <p><a href="https://www.internetessentials.com/">https://www.internetessentials.com/</a></p> <p><a href="https://connecthomeusa.org/">https://connecthomeusa.org/</a></p>		

#### 6.4.2 Digital Literacy Program

Challenge	Solution	Results
<ol style="list-style-type: none"> <li>One particular challenge CHA had was it could enable residents to access its services being provided over the Internet with confidence.</li> <li>CHA is dedicated to bringing digital literacy services and resources to communities it serves.</li> <li>Overall, across the city of Chicago, 1 in 5 people lack the broadband connections required to fully participate in the digital world.</li> <li>This is most common among low-income families,</li> </ol>	<ol style="list-style-type: none"> <li>In partnership with the City of Chicago and as part of the city's technology plan, CHA introduced a Digital Inclusion Services (DIS) program to enable residents to have access to training, digital devices, and services in the community that supports them in daily life activities.</li> <li>DIS assists individuals and/or groups to access and obtain information so they can communicate via the internet with confidence. Residents need digital access to seek employment, education, online banking, etc.</li> <li>In addition, more and more of CHA's systems and applications are becoming digital. CHA identified that in accessing technology, this would enable many residents to become more self-sufficient.</li> <li>DIS provides digital skills training such as Introduction to Computers, Microsoft Word, Computing with Confidence, Recognizing Internet Scams, Online Security Protection, utilizing mobile applications, and creating Google accounts. Some training</li> </ol>	<ol style="list-style-type: none"> <li>Resident Services provides access to technological resources at nine Digital Resource Centres (DRCs) located in various Chicago Housing Authority (CHA) developments and community centres (see details below).</li> <li>The DRCs range in size to accommodate 20 – 40 participant spots.</li> <li>Daily oversight of the DRCs is provided by the on-site FamilyWorks Agencies and are staffed by monitors who are CHA public housing residents or Housing Choice Voucher Program participants.</li> <li>The residents/participants are hired through CHA's community program. FamilyWorks assists the monitors through staff development.</li> <li>Technical support and maintenance are provided by the CHA's Information Technology Services</li> </ol>

Challenge	Solution	Results
<p>minorities, people with disabilities, and seniors.</p> <p>5. Communities with the lowest connectivity rates are over 90% black on average, with median household incomes averaging less than US\$27,000.</p> <p>6. Achieving digital excellence—universal, meaningful participation in technology—is vital to maintaining Chicago’s position as a leading global city.</p>	<p>curriculums can be designed to meet the needs of targeted audience</p> <p>5. In May 2022, a new <a href="#">Digital Equity Council</a> made up of community-based organisations, government entities, and subject matter experts is the latest step in Chicago’s push to expand access to affordable internet across the city.</p> <p>6. The Digital Equity Council will build on progress made through Chicago Connected, a US\$50 million public-private broadband initiative launched in June 2020 which has so far connected 64,000 Chicago Public Schools students to at-home high-speed internet and made free learning resources available to families.</p>	<p>Department. All centres are equipped with new computers, updated software, projectors, and are Wi-Fi accessible.</p> <p>6. DRCs are also available for use by CHA Departments and contractors, the Central Advisory Council/Local Advisory Council, and community organizations to conduct training and programming.</p>

<p><i>Working with our residents to introduce new technology and digital devices requires compassion and patience, particularly in our senior community. Our goal is to leave no resident behind and provide the necessary services and resources to sustain self-sufficiency.”</i></p> <p>Patricia Steward Senior Manager of Digital Inclusion and Program Support</p> <p><i>What digital inclusion means to me is bridging the digital divide among our seniors and our loved</i></p> <p>Charlene Evans Programme Specialist</p>	<p><i>“Equity is both an outcome and a process that results in fair and just access to opportunity and resources that provide everyone with the ability to thrive. In order to solve a systemic issue like access to affordable internet, it is essential to partner with community members who are most impacted.”</i></p> <p>Candace Moore, City of Chicago’s Chief Equity Officer.</p> <p><i>I believe digital equity is economic educational and housing equity for all</i></p> <p>Sharon Wheeler Program Specialist, Resident Engagement and Community</p>
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<p>Further information</p> <p><a href="https://www.youtube.com/watch?v=6_MyqEnERfs">https://www.youtube.com/watch?v=6_MyqEnERfs</a></p> <p><a href="https://www.nten.org/wp-content/uploads/2019/04/DIF-2018-Fact-Sheets.pdf">https://www.nten.org/wp-content/uploads/2019/04/DIF-2018-Fact-Sheets.pdf</a></p> <p><a href="https://cities-today.com/chicago-creates-digital-equity-council/">https://cities-today.com/chicago-creates-digital-equity-council/</a></p>
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## 6.4 Hong Kong Housing Authority

Challenge	Solution	Results
<ol style="list-style-type: none"> <li>1. The Hong Kong Housing Authority (HKHA) was established in 1973.</li> <li>2. HKHA plans, builds, manages and maintains different types of public housing, including rental housing, interim housing and transit centres. In addition, the HKHA owns and operates a number of flatted factories and ancillary commercial and other non-domestic facilities and is currently implementing a new home ownership scheme.</li> <li>3. HKHA employs nearly 10,500 staff and as at September 2021, managed 803,000 units accommodating 2.15 million people.</li> <li>4. In implementing its public housing programme, it has been making wider use of innovation and</li> </ol>	<ol style="list-style-type: none"> <li>1. In December 2017, HKHA launched its mobile app as part of the first phase of a digital roll-out, covering rent enquiry and payment services.</li> <li>2. It allowed tenants to               <ol style="list-style-type: none"> <li>a. Pay rent at any 7-Eleven, Circle K Convenience Store, China Resources Vanguard Supermarket or VanGO Convenience Store using a Quick Response (QR) code provided by the app.</li> <li>b. Check the rent position and rent payment history for the past six months.</li> <li>c. Locate the nearby Estate Shroff Offices, convenience stores and supermarkets for rent payment by using Global Positioning System.</li> <li>d. Receive rent payment reminder by push notification.</li> <li>e. Receive notification messages of latest rent policy of the HA.</li> </ol> </li> <li>3. In July 2019, the app was enhanced so that tenants can receive e-notifications on regular/scheduled utilities services maintenance three days prior to the suspension of fresh water / electricity / flush water supply and lift services, or inspection / maintenance of the fire service system of their blocks. In March 2022, the app was further enhancements to support e-payments in response to the launch of the HKHA faster payment system service.</li> <li>4. HKHA provides support to its elderly residents by providing support to install the relevant equipment in their homes by way of a one-off Emergency Alarm System (EAS) Grant, which covers installation costs up to a maximum of \$2,500. Any elderly PRH or Interim Housing (IH) resident who is either living alone, or living in a household in which all the household members are aged 60 or above, is eligible for the EAS Grant if they meet specified requirements. As at the end of March 2021, around 21 000 applications for the grant had been received. As technology has developed, EAS can be used on various mobile devices. In February 2021, the EAS Grant was enhanced to take into account these developments. The grant can now also be used to fund a number of mobile devices and the relevant service charges associated with them. These include EAS mobile phones and watches, a mobile app for smart phones, and certain other products</li> <li>5. In addition to its self-service and mobile apps, BIM (Building Information Modelling) has been implemented which enables multiple parties to collaboratively design, construct and operate a</li> </ol>	<ol style="list-style-type: none"> <li>1. BIM is bringing benefits such as cost and resource savings, greater efficiency, improved communications and coordination, more opportunities for prefabrication and modular construction, and higher quality results. The spatial data it supplies also allows the development of further services to enhance the HA's estate management work in the long term.</li> <li>2. The images taken from UAVs have been processed to produce a 3D photo-realistic model that could be used to locate and identify cracks and other defects with the support of Artificial Intelligence. The trials</li> </ol>

Challenge	Solution	Results
<p>technology in planning and construction of new public housing projects, including digital technology applications and greening features.</p>	<p>building virtually. From 2020 and 2021, HKHA is requiring contractors to submit four-dimensional (4D) videos as part of complex building tenders and foundation tenders.</p> <ol style="list-style-type: none"><li data-bbox="577 339 1709 587">6. The COVID-19 epidemic has brought home the message regarding the importance to avoid cross-infection from shared facilities. HKHA has been exploring means to reduce the need for PRH residents and visitors to touch surfaces in communal areas. One local solution adopted for trial is the “kNOw Touch” touchless lift button device, an infrared sensor installed next to the control panel inside lift cars. Users simply need to point their finger at the control button, and a sensor will detect the position of their finger and transmit a command signal to the control panel. There is no need for users to physically touch the control panel buttons</li><li data-bbox="577 603 1709 770">7. Since 2016 it has been developing the Development and Construction Site Mobile System (DCSMS), taking advantage of mobile technology. Up to early 2020, seven different mobile apps had been launched under this system. These have not only made communication between its site staff and contractors more effective, but have significantly improved the traceability of its site inspection records. Since then, it has continued to expand the system to cover more work areas.</li><li data-bbox="577 786 1709 922">8. Two new apps are also currently in the pipeline: a Reference Document App and a Materials Testing Request App. The former will enable site staff to download essential documents for routine supervision work to their mobile phones, while the latter will enhance the management of materials testing activities on site.</li><li data-bbox="577 938 1709 1106">9. In 2020, it tested some exciting new technology, photogrammetry, for inspecting the “envelope” of its buildings via Unmanned Aerial Vehicles, or UAVs. UAVs are highly manoeuvrable and versatile airborne drones. Equipped with cameras, they can be used to systematically map and record the entire exterior surface of a building, creating a detailed and in-depth picture of a building’s exterior health.</li><li data-bbox="577 1121 1709 1369">10. In early 2021, the HKH introduced new wearable laser scanning devices with external digital cameras to take indoor 3D point cloud measurements. These devices use remote sensing technology to produce a photographic image together with digital measurement data, thus providing a complete record of the indoor environment with minimal human effort. The technology is extremely useful in producing “as-constructed” records, enabling users to make 3D surveys of newly built interiors in a non-invasive and contact-free manner (Note one systems supplier in Australia is now offering 3D modelling in conjunction with one of its software partners).</li></ol>	<p>showed that UAVs can significantly enhance the level of collaboration between building inspectors and contractors in managing defects rectification work</p>

Challenge	Solution	Results
	<p>11. In line with the Hong Kong Government's promotion of the wider use of electric vehicles (EVs), HKHA has been installing electric vehicle (EV) charging facilities in new public housing carparks. Currently, 30% of the private car parking spaces in new indoor carparks are equipped with EV chargers, while the remaining 70% are also provided with EV charging-enabling facilities, thereby allowing more EV chargers to be installed as demand grows.</p>	

Further information

[https://www.youtube.com/watch?time\\_continue=24&v=Nb1wgcC1Zjs&feature=emb\\_logo](https://www.youtube.com/watch?time_continue=24&v=Nb1wgcC1Zjs&feature=emb_logo)

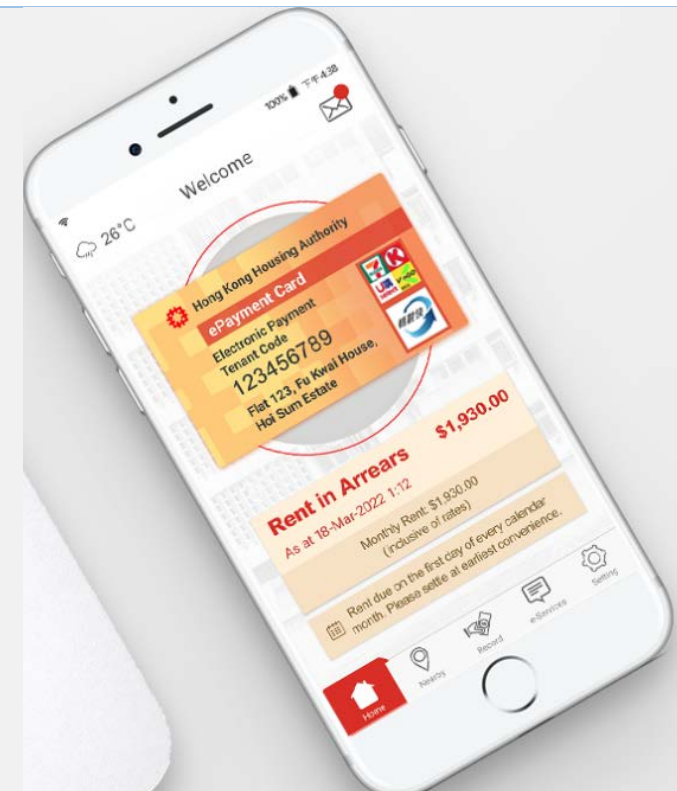
<https://www.youtube.com/watch?v=DBFuFA0j7KA&t=20s>

<https://www.youtube.com/watch?v=KuHAnyOZdNU>

<https://www.youtube.com/watch?v=W6jPud3Jj7o>

[https://www.housingauthority.gov.hk/mini-site/haar2021/en/common/pdf/9\\_Chap\\_3\\_ENTC.pdf](https://www.housingauthority.gov.hk/mini-site/haar2021/en/common/pdf/9_Chap_3_ENTC.pdf)

[https://www.housingauthority.gov.hk/mini-site/haar2021/en/common/pdf/8\\_Chap\\_2\\_ENTC.pdf](https://www.housingauthority.gov.hk/mini-site/haar2021/en/common/pdf/8_Chap_2_ENTC.pdf)



## 6.5 London Borough of Brent - United Kingdom

Challenge	Solution	Results
<ol style="list-style-type: none"> <li>1. The London Borough of Brent is home to 335,000 residents, which is projected to increase to 350,000 by 2023 and over 375,000 by 2030.</li> <li>2. Housing management services were previously delivered by Brent Housing Partnership (BHP), an arms-length management organisation. from 2002 to 2017. BHP was responsible for managing and maintaining 12,150 of Brent Council's housing stock. BHP also owned and managed 300 of its own properties.</li> <li>3. Due to BHP's poor performance which left homes in disrepair, Brent Council brought housing management back in-house</li> <li>4. Until 2019, Brent Council Housing Department was using 18 different information systems.</li> <li>5. This fragmented architecture gave rise to a fragmented customer experience, with no</li> </ol>	<ol style="list-style-type: none"> <li>1. Due to the silo driven approaches to service delivery and a fragmented systems infrastructure, Brent Council reviewed its systems infrastructure, business processes and worked on a digital transformation strategy</li> <li>2. With the subsequent implementation of a Customer Relationship Management system in the Housing Department, business processes were re-designed to create a customer comes first culture and provide a compelling digital self-service customer offer supported by a digitised back office.</li> <li>3. The CRM has been deployed to support a range of housing management functions and continues to be rolled out. Examples of improvements so far include integrating email in to CRM which allows emails to be tracked to ensure they are dealt with and to allow progress to be easily checked.</li> <li>4. It also means that data is available on issues raised so the council can understand what is driving demand.</li> <li>5. Estate inspection teams now have the information they need via their smart phones out on site.</li> <li>6. The Dynamics CRM system has been developed to facilitate end-to-end management of customer visits.</li> <li>7. The technology is also enabling the council to improve how it works within its communities and work more effectively with organisations in the community and voluntary sector.</li> <li>8. Its digital strategy focussed on the following:</li> </ol>	<ol style="list-style-type: none"> <li>1. Implementation of its digital strategy has resulted in:               <ol style="list-style-type: none"> <li>a. A clear technical roadmap for incremental digital transformation to create a new customer digital platform</li> <li>b. Early rationalisation for the business applications portfolio generating over £200,000 per year in savings</li> <li>c. Agile development of a new housing portal design to drive self-service and a richer customer experience</li> </ol> </li> <li>2. The business case for change for a Dynamics 365 platform has resulted in wider savings of £600k annually – delivering an 18-month digital ROI</li> <li>3. The use of Dynamics CRM is now allowing housing staff to respond more quickly and effectively and has eliminated double keying.</li> <li>4. Using CRM for income collection provides officers with real time information on all arrears for the first time.</li> <li>5. As more functions move on to the CRM platform, its data grows richer and staff are able to access a single view of customers, properties, blocks and estates.</li> <li>6. As the all-of-Council customer access model evolves, including housing, it is being aligned with new approaches which form part of the Brent Hubs and family hub models.</li> <li>7. It will be enabled by the development and implementation of new digital systems, including an improved website and online portal, more integrated back-office systems and an</li> </ol>

Challenge	Solution	Results
<p>single views of either residents or properties.</p> <p>6. Accessing data was time consuming for staff, which in turn meant that it sometimes took too long to resolve issues for residents and it was difficult to keep them informed of progress.</p> <p>7. The Council aimed to completely transform customers' experience; deliver faster, better more reliable services, and provide the convenience of a comprehensive and compelling customer portal.</p>	<p>a. Widespread staff and stakeholder engagement via digital transformation workshops</p> <p>b. Assessed the options for digitising the customer front end and a wider assessment of the back-office systems, data and integration opportunities</p> <p>c. Developed a commercial business case for investment in a programme of digital transformation.</p> <p>d. Produced a detailed design and specification of over 100 business processes and the including multiple integrations to create an end-to-end platform</p> <p>9. With fibre connectivity being rolled out Brent's housing stock, BHP is working with providers to offer residents the opportunity to develop their digital skills through training.</p> <p>10. In addition, using improved internet connections, it is trialling Internet of Things devices to assess a proactive approach to maintenance and improved energy efficiency can be implemented.</p>	<p>enhanced ability to use customer data to drive improvements to services.</p> <p>8. As Brent's customer access model develops, seamless support will be provided across all access channels, ensuring everyone can access services. This will include digital assistance (helping residents to use a computer or using it on their behalf if they are unable to do so), and advocacy and support for people with complex needs. We will differentiate the level of support provided, depending on customer need.</p> <p>9. The Brent website gets an average of 368,000 visits each month and there are now nearly 77,500 'My Account' active users. 89% of Brent residents say they use the Internet, but this of course means that 1 in 10 do not. 85% of Brent residents use a Smartphone to get online.</p> <p>10. The Brent Hubs model is already helping ensure all residents have access to the resources and support they need to confidently access information and services. Brent Hubs provides new ways for residents to connect with local organisations to access information, advice and support. The Hubs provide a space and digital infrastructure that enables Brent and partner organisations to jointly respond to the needs of residents who have complex needs.</p>

*“We launched our first Digital Strategy in 2017. The Strategy set out an ambitious vision for using technology as a catalyst for delivering local priorities and how we, as a council will work with and support local residents, partners and businesses on our journey to becoming a digital borough.*

*Much progress has been made since; new systems are allowing us to better support residents and are transforming the experience of our tenants and leaseholders; we are developing technical solutions to engage and support some of Brent’s most vulnerable residents, young and old, moving forward with Smart City pilots*

*Now we are going to build on the strong foundations that we have put in place. We’ve updated our Digital Strategy as we enter the next phase in our exciting journey to becoming a truly Digital Council and making Brent a truly Digital Place. This is where the real impact of the transformation we’ve begun will be felt. As we align how services are accessed to the needs of citizens there will be significant change in the what the organisation looks like and how it delivers services. The end result will be an improved experience when you contact us and better services for residents and businesses in Brent.”*

Cllr Margaret McLennan  
Deputy Leader  
London Borough of Brent





**Brent** Sign in to My Account  
Residents ▾ Business ▾ Council and democracy ▾ 🔍

[Home](#) > [Housing](#)

# Housing

Support with homelessness and housing needs and information for council tenants and leaseholders, landlords and private tenants

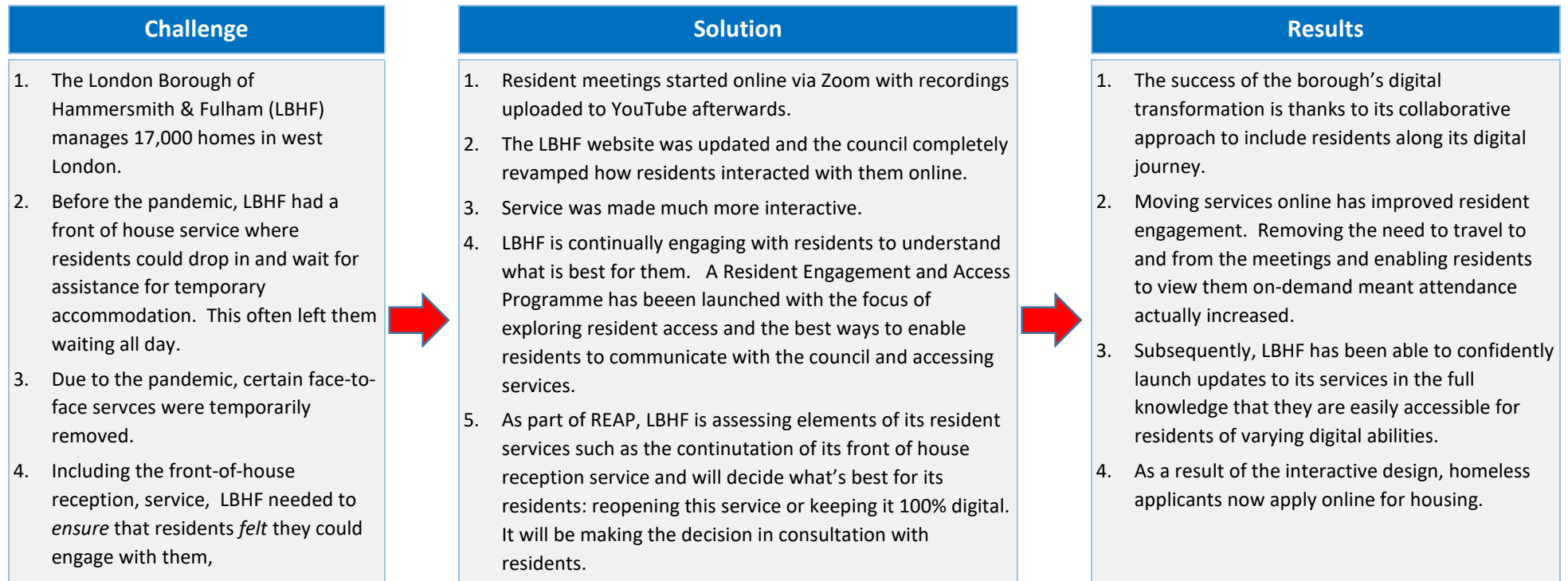
**⚠️ Have you previously been told you are unable to join Brent's housing register because you were homeless?**  
We are aware that a number of homeless applicants have been unable to join Brent Council's housing register and we are taking urgent steps to correct this. If you are still homeless due to the circumstances of your original housing application, please email: [housingreasonablepref@brent.gov.uk](mailto:housingreasonablepref@brent.gov.uk)

**👤 Sign in to start using your online council tenant or leaseholder account today** [↗️](#)  
Council tenants and leaseholders can manage their rent, charges, property and repairs online using My Account.

### What do you want to do

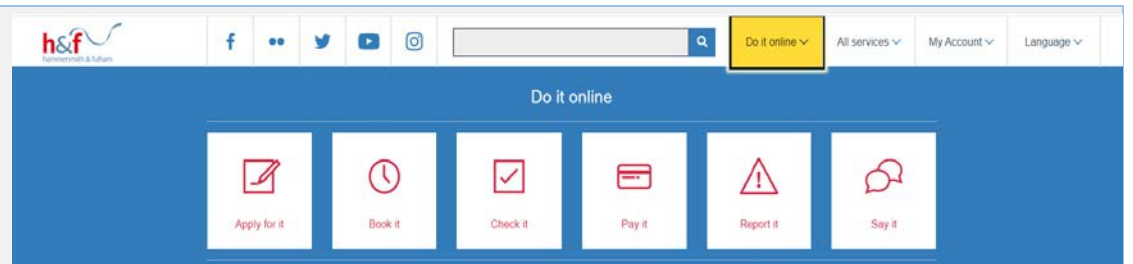
<a href="#">Apply for Housing Benefits</a> <a href="#">→</a>	<a href="#">Homelessness assistance</a> <a href="#">→</a>	<a href="#">Report a repair request for a council home</a> <a href="#">→</a>
<a href="#">Apply for social housing</a> <a href="#">→</a>	<a href="#">Report an HMO</a> <a href="#">↗️</a> <a href="#">→</a>	<a href="#">Access the landlord portal</a> <a href="#">↗️</a> <a href="#">→</a>

## 6.6 London Borough of Hammersmith & Fulham - United Kingdom



*"[As of October 2021] We're six months into a new two-year transformation programme. But going forwards, a critical priority within this is ensuring that we don't digitally exclude any of our residents. The focus of our digital ambitions is to bring our tenants on this journey with us."*

Glendine Shepherd  
Assistant Director of Housing Management



## 6.7 Metropolitan Thames Valley Housing - United Kingdom

Challenge	Solution	Results
<ol style="list-style-type: none"> <li>1. Metropolitan Thames Valley Housing (MTVH) manages 57,000 homes in London, the South East, East Midlands and the East of England</li> <li>2. It was formed in October 2018 following a merger of the Metropolitan Housing Trust and Thames Valley Housing.</li> <li>3. Metropolitan Thames Valley is the trading name for Thames Valley Housing Association Limited (TVH) and Metropolitan Housing Trust Limited (MHT) and their subsidiaries. TVH and MHT are registered societies for the benefit of the community and are regulated by the Social Housing Regulator. MHT is authorised and regulated by the Financial Conduct Authority. MHT is an exempt charity and a subsidiary of TVH. The organisation also includes 26 other subsidiary companies, see <a href="https://www.mtvh.co.uk/about-us/group-companies/">https://www.mtvh.co.uk/about-us/group-companies/</a></li> <li>4. The Covid pandemic has resulted in MTVH being more creative online and there are growing numbers of opportunities for residents to help shape its digital services, which it is continuing to expand in the coming year.</li> </ol>	<p>MTVH is using digital initiatives in a variety of ways</p> <p><b>My TVH</b></p> <ol style="list-style-type: none"> <li>1. A growing part of MTVH’s essential landlord service delivery centres on MTVH Online, a secure online portal for residents where they can manage their interactions with MTVH.</li> <li>2. Once registered, residents can use it as a onestop-shop to manage accounts and payments, report repairs and monitor their status or simply get in touch with the MTVH team by creating an enquiry.</li> <li>3. During the 2021, it continued to roll out MTVH Online and uptake has nearly doubled.</li> </ol> <p><b>Shared Ownership</b></p> <ol style="list-style-type: none"> <li>1. Applicants must demonstrate they can afford to participate in a shared ownership scheme.</li> <li>2. In partnership with <a href="#">MetroFinance</a>, it has introduced a chatbot on its website. This allows customers to go online, anytime of the day, put in their information and learn in minutes whether or not their application is eligibility and whether the affordability conditions are met.</li> <li>3. The shared ownership portal provides applicants with information on the property and gives them a view very quickly of whether that property is pursuable or not with the result that it helps sort the many applications MTVH receives</li> </ol>	<ol style="list-style-type: none"> <li>1. As of 31 March 2021, 29% of TVH households (15,300) were actively using My TVH (up from 15% of households (8,140) at March 31 2020).</li> <li>2. There has been a steady increase in payments being made online, increasing from 66% in March 2020 to 79% in March 2021. In its 2021 Annual Report MVTH states that the % increase of online payments made by users (rather than by staff over the phone) affirms the channel as a valued service by customers</li> <li>3. A particular focus has been improving the repair experience to make it easier to request repairs and monitor progress, giving greater transparency to the whole process. Residents can now track progress in real time, see the orders raised and view upcoming appointments. They can also monitor repairs to communal areas.</li> <li>4. The figures reflect a growing interest in using MTVH Online for this purpose. In March 2021 14% of repair requests originated online, compared with 7% in March 2020.</li> <li>5. MTVH has stated that digital has been a great way to engage with new residents</li> </ol>

Challenge	Solution	Results
<p>5. Over the past 2 years, and as part of its overall Customer Experience Strategy, it planned to make significant investment in a comprehensive digital offer that delivers the necessary levels of service while achieving efficiencies in the long term. A key milestone in the customer journey improvements planned was the launch of its digital platform, MTVH Online.</p> <p>6. Poor quality IT was identified as a risk in its 2021 Annual Report. A failure to invest and keep up to date with IT could lead to unsatisfactory IT systems, a poor digital offer and poor data quality and availability.</p> <p>7. MTVH values are to care, dare and collaborate. Staff are encouraged to continually challenge themselves and create new, improved ways of doing things.</p> <p>8. MVTH cares deeply about its residents, its communities, the partners it engages with and each other, so it listens to views in anticipation of learning how it might do things better. It works together to serve people better every day and is how it will strive to deliver the promises laid out in its new strategy over the next five years.</p>	<p><b>Property Sales – Virtual Reality</b></p> <ol style="list-style-type: none"><li>1. Much work has been done creating virtual reality versions of its new homes.</li><li>2. On all of its new development sites, it is typically selling off the plan which can take up to a year to complete.</li><li>3. Virtual reality helps MTVH to ensure that can carry on building with the ability to sell people into that idea quite early on in the process. MTVH is now working on incorporating 3D floor plans as part of the virtual reality tours.</li></ol> <p><b>Asset Management Planning</b></p> <ol style="list-style-type: none"><li>1. Geo-mapping and component mapping is used to provide information and data on stock condition across the country.</li><li>2. This provides insight into the products fitted in properties and helps with repair and replacement.</li></ol> <p><b>Digital Inclusion</b></p> <ol style="list-style-type: none"><li>1. MVTH offers help to people in getting online. It provides online guides on how to operate different digital devices.</li><li>2. The MVTH digital community promotes peer support amongst colleagues. A regular programme of events supports wellbeing and promotes diversity and inclusion in a safe and open environment.</li><li>3. Self-led learning on health and wellbeing is available 24/7 on its digital learning platform Wisebox.</li></ol>	<p>from different demographics, but it is also aware that many residents are digitally excluded for a variety of reasons and it is exploring ways in which it can connect with them, especially as social restrictions are lifted.</p> <p>6. To ensure its IT teams offer a high quality and cost-efficient service it brought its service delivery and enterprise management in-house, which has led to considerable cost savings and given it direct control over these business-critical operations. To date it has achieved £3m in annual revenue cost saving, representing an 18% reduction in the overall cost to deliver its technology.</p>

*“Given the whole pandemic, it has been really handy for me to be able to do everything”*

*I got an invitation letter and I thought it was very helpful, because before that had to always phone..... So when I received it I was really relieved - I realised just how straightforward it was to report a repair, and it – I didn't look back*

Comments from TVH customers  
MTVH Annual Report 2021

*“If you imagine you're living in a block of flats, 150 flats within the block, a light might have gone in one of the hallways. What would happen in the past is we'd get 150 phone calls from customers saying 'the light doesn't work'. Here, if somebody says the light doesn't work, we put it up on the area so all the residents living in that block will now know someone's logged that repair and we'll give them a view of when it will be repaired and we'll let them know once it's done as well.”*

Kush Rawal  
Commercial Director

**Further information:**

<https://mtvh.co.uk>

<https://www.mtvh.co.uk/wp-content/uploads/2021/07/MTVH-2021-AnnualReport.pdf>

<https://www.mtvh.co.uk/support-and-opportunities/community-support/>

<https://theskillstoolkit.campaign.gov.uk/>

<https://www.mtvh.co.uk/wp-content/uploads/2022/02/MTVH-SRS-Report-Feb-2022.pdf>

Metropolitan Thames Valley

Search

Select Language Get an account Sign in

Find a home Manage your home Support & opportunities About us Contact us

We believe everyone should have a home and the chance to live well

**Repairs**

- Request a new repair
- Track a repair
- Repair responsibilities
- Emergency repairs

**Payments**

- Make a payment
- Check your balance
- Direct debits

**Contact us**

- Support for Ukraine
- Get in touch
- Make a complaint
- Want to help shape our services?

Your MTVH Online account is the quickest and easiest way to:

- Request & track repairs**  
It's the fastest way to ask for and track a non-emergency repair for your home or communal area.
- Make a payment**  
Make a secure payment when it's convenient for you and check your balance 24 hours a day.
- Update your details**  
Let us know if any of the information we have about you has changed so that we know the best way to contact you.

## 6.8 Mitros / Qlinker - Netherlands

Challenge	Solution	Results
<ol style="list-style-type: none"><li>1. Mitros is a Dutch housing association operating in the cities of Utrecht and Nieuwegein and manages 28,000 homes. One in six people in these cities live in a Mitros house.</li><li>2. Mitros endeavours to build around 350 social housing units each year, through demolition, construction and also through the purchase of new development sites due to the growing demand for housing in these cities.</li><li>3. A key aspect of its housing strategy is to continuously explore innovation which contributes to its goal of putting the tenant first in everything that it did.</li><li>4. In 2017, as part of its customer service strategy in putting the tenant first, it began to explore how digital initiatives could be implemented. A question was posed as to what would a housing association look like when set up in Google?</li><li>5. One of its challenges was struggling with the slow process of 'digitising' itself in view of it currently operated and the implications of defining and implementing revised or new business processes.</li><li>6. As an example, the lettings process was very slow with 6 days on average to approve a letting, requiring reams of paperwork and numerous person hours.</li></ol>	<ol style="list-style-type: none"><li>1. In view of the challenges, Mitros created a new organisation, Qlinker ('klinker' is the Dutch word for brick), in 2017 to administer all new allocations, deciding that it could only make a big leap forward if it broke free from its legacy and its old ways of working.</li><li>2. By re-defining and automating many of the processes involved in letting and managing a property, Mitros intended to build a more tenant-centric organisation through Qlinker, and give themselves more time to focus on things such as investment and customer relations.</li><li>3. Qlinker provides clients with a Customer Passport, effectively a tenant ID that contains information on income and family composition. By using this passport, a tenant only gets to see the properties for which they are eligible.</li><li>4. Qlinker became the first purely digital corporation in the Netherlands with it operating only through an app – there is no phone number, email or address for tenants to access.</li><li>5. Qlinker learned to question long-accepted ways of working. For example, they no longer run the myriad checks on tenants' rental history, instead choosing to trust that the information tenants themselves provide is correct.</li></ol>	<ol style="list-style-type: none"><li>1. Lettings are processed now in 10 minutes rather than 6 days. If an applicant is accepted for the lease, Qlinker sends them a text message, inviting them to download its app and provide their personal information, including tax details, income and status. They are then issued with a "renters' passport" containing their details, which Qlinker's systems can then access to check whether the applicant is able to fulfil the requirements of the lease, and verify their ID. If all is well, the tenant gets a notification telling them that the home is theirs and that they can choose to accept or decline the lease. If they accept, they are sent a digital contract to sign within the app, and they can make their first payment.</li><li>2. The chatbot answers about half of the queries posed. The rest are referred to a live chat with an agent.</li><li>3. Approximately 90% of tenants have rated the process as either good or excellent</li><li>4. The rental process at Qlinker is using 44% less man hours than with its mother company, Mitros.</li></ol>

### Challenge

7. Mitros determined that transforming the existing organisation would not be easy
8. The limitations posed by its current network of existing suppliers, systems and infrastructure also stifled its ability to really innovate. Its current situation therefore required a radical re-think.

### Solution

6. Tenants use the Qlinker app for all their interaction from finding a (new or other) home, signing their contract, paying their rent and asking for maintenance or repairs.
7. Tenants are able to ask questions about the renting process through the app, and Qlinker has a chatbot

### Results

5. The goal of qlinker is not to develop new technologies, but to apply innovation so that all steps in the customer journey are simple, smooth and fast.
6. Age ranges of tenants using this service are 24 – 84

*“The only way in which 'putting the tenant first' has a chance of success is by being able to think as freely as possible. That's why we literally started from zero with qlinker. No existing organization, no existing IT systems or architectural landscape, but inventing everything from scratch, with the tenant as the starting point.”*

Daan Peters, ICT & Facility Manager, Mitros

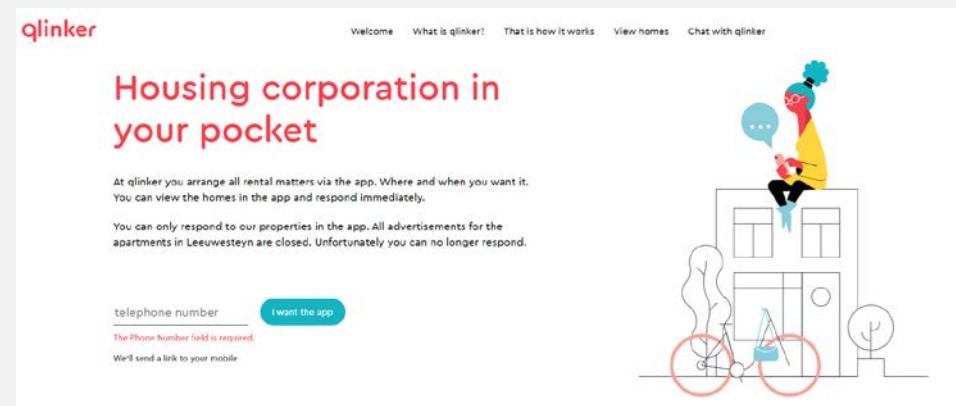
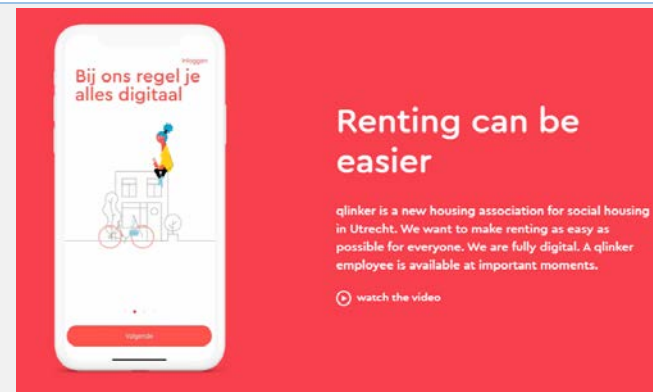
CorporationGids Magazine – April 2020

Further information:

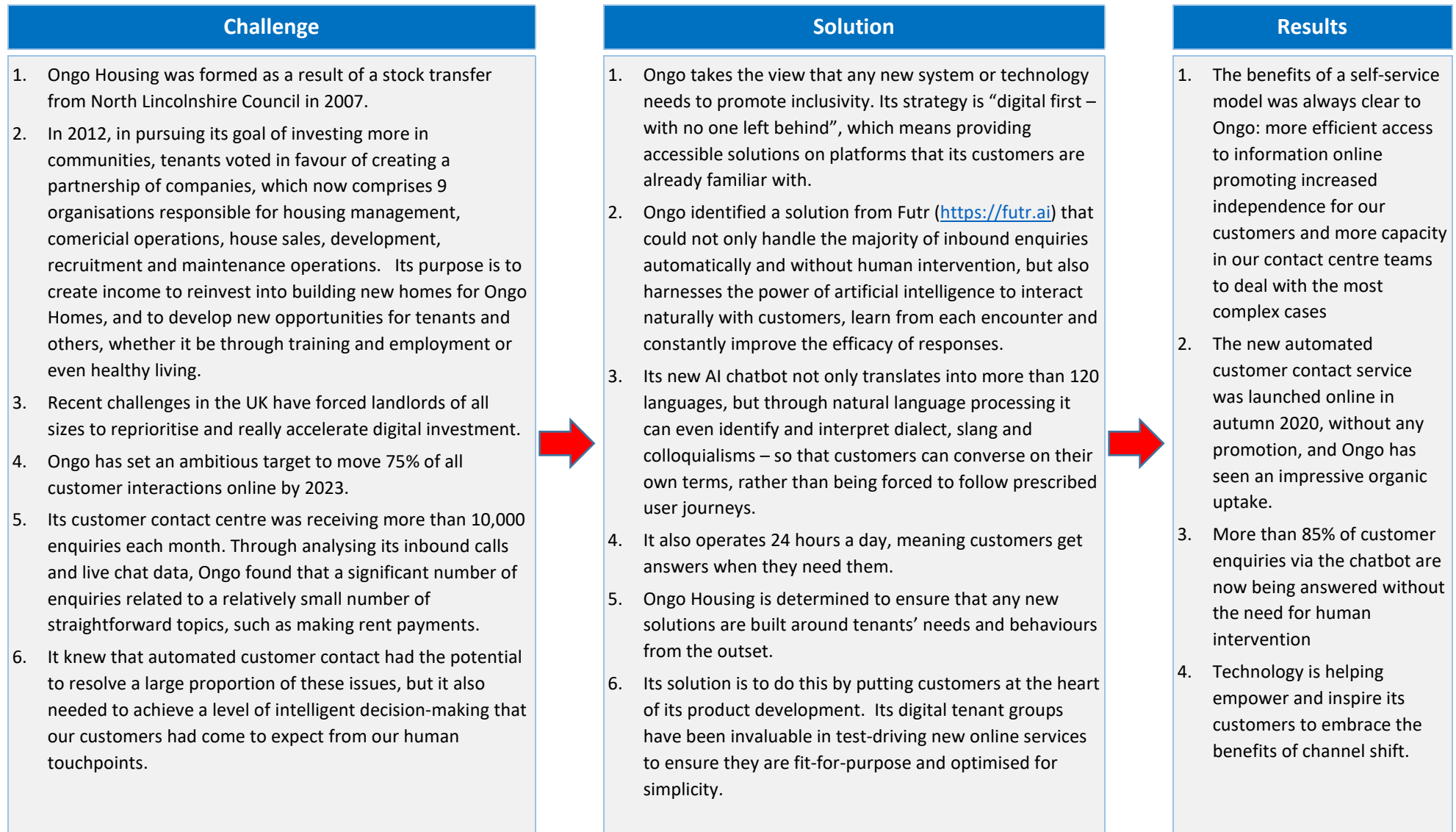
<https://www.housingeurope.eu/blog-1412/a-dutch-digital-housing-association-in-your-pocket>

<https://www.housingevolutions.eu/project/qlinker-social-housing-comes-to-you/>

<https://www.qlinker.nl/>



## 6.9 Ongo Housing - United Kingdom





*“By harnessing the power of AI, we’re offering our customers a more inclusive, accessible and consistent online experience than ever before – ensuring that no one feels left behind by the channel shift.”*

Ryan Heseltine

Solutions Architect, Ongo Housing

Further information:

[www.ongo.co.uk](http://www.ongo.co.uk)

<https://futr.ai>

The screenshot displays the Ongo Housing website. At the top, there is a navigation bar with the Ongo logo and links for 'Find a home', 'Your home', 'Supporting you', 'About Ongo', 'Coronavirus updates', and 'My Home login'. Below the navigation bar, a large banner features a smartphone displaying the 'ongo homes' app interface. The app menu includes: 'My rent', 'My repairs and services', 'Manage my home', 'Involved with Ongo', 'Benefit advice', 'Find a job', 'Change My Details', and 'Contact us'. The banner text reads: 'Managing your tenancy has never been easier'. Below this, a white callout box says 'My Home: Everything you need, all in one place.' Further down, there is a paragraph: 'From booking repairs to paying your rent, register for My Home and keep track of your tenancy at the click of a button. Available for FREE on all devices online and as an app. Registering is easy and only takes a few minutes.' Two buttons are present: 'Read more' and 'Register now'. In the bottom right corner, there is a yellow chat bubble with the text 'Let's chat...' and a chat icon.

## 6.10 Origin Housing - United Kingdom

Challenge	Solution	Results
<ol style="list-style-type: none"><li>Origin Housing is a UK registered social landlord that provides affordable housing plus related care and support services in London and Hertfordshire.</li><li>The organisation manages over 6,500 properties, generates annual revenues of around GBP 50 million, and employs more than 300 people.</li><li>As rent controls began to squeeze its income from social housing, Origin needed to plug the gap by selling and letting more properties at market rates – a model that demanded a superior level of customer service.</li><li>In 2015, the UK government introduced new rules forcing housing associations to reduce the rent payable by their tenants by one percent each year from 2016 to 2020.</li><li>As a result of these changes, Origin was facing an income shortfall of GBP 3 million by 2020. UK housing associations also expected their incomes to be reduced as the government consolidated various means-tested welfare benefits into a single payment known as Universal Credit.</li><li>In the past, people who qualified for social housing had some or all of their rent paid by the local authority directly to the housing association. Under Universal Credit, social tenants are required to pay their own rent – and housing associations expect to encounter greater difficulty collecting payments and consequent higher levels of rent arrears.</li><li>To continue financing new homes and maintaining its existing properties, Origin therefore needed to bridge its income gap. Its strategy is to boost levels of cross-subsidy from other revenue-generating operations. This may include property developments with</li></ol>	<ol style="list-style-type: none"><li>To raise standards, Origin first needed to identify where the problems lay.</li><li>It then set out to find a solution that could deliver greater visibility of resident enquiries across its property portfolio.</li><li>After examining proposals from several vendors, Origin decided to deploy the IBM® Public Sector Solution for Microsoft Dynamics – Social Housing Customer Relationship Management (CRM) solution, which runs in the Microsoft Cloud.</li><li>With two-way integration with Origin’s housing management system and its document management platform, the IBM and Microsoft solution delivers a near-360-degree view of each customer across all tenures and service offerings and offers an effective means for tracking and resolving customer enquiries, with progress measured against agreed service levels.</li><li>The IBM and Microsoft solution laid the foundations for Origin to shift towards digital channels and improve its self-service online portal, so that</li></ol>	<ol style="list-style-type: none"><li>Origin Housing is transforming the level of service it provides to tenants.</li><li>Within the first month of going live, it began to resolve 60% of customer enquiries at the first point of contact. Tenants are now enjoying a better service, and Origin is reaping efficiencies by reducing the need to forward requests to specialist units such as the income-management team.</li><li>Since the deployment, it has resolved 94.5% of customers’ enquiries, and responded to 75% of customers within agreed service levels.</li><li>In those cases where it has not been able to resolve a request within agreed timescales, staff can drill down into the data to identify the root of the problem. The end-to-end visibility afforded by the IBM and Microsoft solution is key to helping staff pinpoint areas for improvement and target efforts.</li><li>It is now transforming its business to improve customer service and</li></ol>

### Challenge

- an increased proportion of homes for outright sale and shared ownership, raising rent on some properties closer to market levels, and selling off some assets.
8. This shift towards an increasingly commercial way of managing properties presented Origin with fresh challenges in terms of customer service.
  9. Origin previously managed customer enquiries using its legacy housing management system. Because this system lacked sophisticated functionality and was not used consistently across the business, it lacked a clear view of the issues that customers faced, how long the problems had persisted, and how long it took to resolve them.

### Solution

- customers can complete tasks such as paying rent independently. The solution stores the data in a suitable form for it to be made available via an interactive portal.
6. Additionally, Origin is enabling mobile access to the CRM solution, to allow staff to view and update information when they are on-site in a customer's home.

### Results

reduce operational costs. In the past it operated lots of small specialist teams – such as a separate income-management team for each type of tenancy. Now, it is bringing those teams together and equipping contact-centre staff to solve basic enquiries immediately, so that it can grow our property portfolio without having to recruit additional staff.

*“Our housing management system, which is where we previously recorded customer contact, did not have a good uptake by staff who managed customer enquiries, so we lacked visibility of what was going on.*

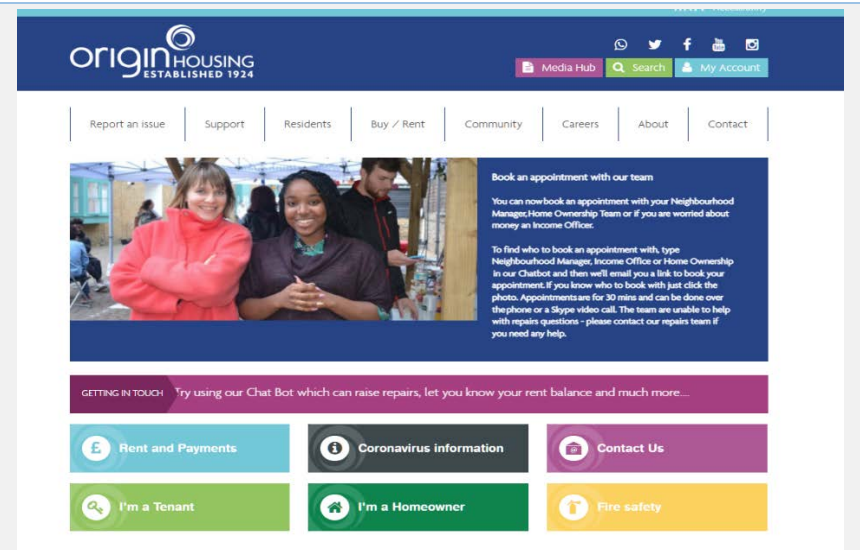
*That has changed; staff are positive about the CRM solution, and are very engaged in bringing new ideas to the table on how to improve it.*

*The challenge is prioritising the initiatives and freeing up the resources to deliver them.*

*We’ve made good progress already, and we’re working with IBM and our business to make the most of IBM Public Sector Solution for Microsoft Dynamics – Social Housing for our staff and customers.”*

Paula Steel

Digital Product Manager



## 6.11 Paradigm Housing – United Kingdom

Challenge	Solution	Results
<ol style="list-style-type: none"><li>1. Paradigm manages 15,000 homes across London and the south east of England.</li><li>2. It provides affordable homes to people in need, mostly through renting out properties at below market rate and through shared home ownership arrangements</li><li>3. Its strategy is a digital first approach, wherever possible and appropriate and it had identified that it needed to establish a customer self-service portal and a mobile workforce solution, as part of a broader digital transformation drive towards a better customer experience and efficiency improvements.</li><li>4. Its challenge in fulfilling this strategy was the small size of its IT team.</li></ol>	<ol style="list-style-type: none"><li>1. Paradigm therefore engaged a specialist software company LANSa which specialises in low-code digital solutions.</li><li>2. LANSa is a global company with its Asia Pacific headquarters in Sydney.</li><li>3. Paradigm was already using the LANSa low-code development platform for its back-office housing management system.</li><li>4. The customer portal was built in 20 days and the mobile field service solution in 15 days.</li><li>5. The mobile solution integrates with Paradigm's back-office system and customer portal. Other integrations are with third party text messaging, bank account verification and post code look-up systems.</li></ol>	<ol style="list-style-type: none"><li>1. Customers are able to review their account balances, pay rent (through integration with Capita's payment system), request repairs and provide feedback.</li><li>2. The mobile solution delivers fully optimized job schedules to 100 field service engineers – plumbers, electricians, carpenters and other trades – on their mobile devices. They can log work executed, either online or offline.</li><li>3. By choosing to build in-house using LANSa's low-code development platform, Paradigm has been able to create the specific business applications it needs at a fraction of the time and cost of using packaged applications, or of building with traditional development methods.</li></ol>

*“To deliver the cost savings and efficiencies promised by digital transformation, the portal and mobile solutions needed to be end-to-end. Relying on email communication to plug gaps between systems would significantly degrade the benefits. We needed to break down silos and streamline processes between ourselves, our customers and our supply-chain partners”*

Mike Silk  
Head of IT

Further information: [www.lansa.com](http://www.lansa.com)



The screenshot displays the 'myparadigm' mobile application interface. At the top left is the 'myparadigm' logo. The main text reads: 'Pay your rent, check your statements and report a repair' followed by 'It only takes a minute to register.' Below this is a prompt: 'Log into 'myparadigm' our secure portal for residents. It's quick and easy!' and a 'Login to myparadigm' button. The background of the screenshot shows a row of modern brick residential buildings under a blue sky.

## 6.12 Stadlander - Netherlands

Challenge	Solution	Results
<ol style="list-style-type: none"><li>1. Stadlander manages 15,000 affordable homes in the West Brabant and Tholen region in the Netherlands</li><li>2. One in three homes in the Netherlands is rented social housing.</li><li>3. Stadlander stands for sustainable housing for people who cannot provide for their own living. Together with its partners, it is working on sustainable neighbourhoods and cores in which it is pleasant to live.</li><li>4. In 2015, the organisation implemented a major restructuring exercise, which resulted in the closure of 4 offices, consolidating to one single location. The move away from decentralisation inadvertently resulted in fewer employees being able to answer telephone calls.</li><li>5. Furthermore, the organisation began to use digital technology as the main means of communications with tenants. This initiative proved extremely challenging for approximately 20% of tenants, who had little or no digital access due to their financial circumstances. Others were unable to use their smartphones and the Internet due to their age or disability. These groups therefore continued to contact Stadlander by phone, increasing pressure on frontline staff.</li><li>6. It also became apparent that the existing IT infrastructure and main housing system were no longer fit for purpose</li></ol>	<ol style="list-style-type: none"><li>1. Stadlander decided to switch from stand-alone systems to a single enterprise resource planning system.</li><li>2. Salesforce was implemented to provide a comprehensive customer management system, with staff now having a 360-degree view of the client.</li><li>3. The first phase of the project was to use the Salesforce CRM as the 'customer hub' — the customer support department. The transition began with Salesforce Service Cloud. Repair requests are the main reason that customers contact Stadlander, and the company has opted to develop a unique collaboration with local repair companies. Working within the confines of a framework agreement, the repair companies are free to carry out the repairs at their own discretion. Communication between the customer hub and these contractors is now handled entirely through Salesforce.</li><li>4. More and more applications are gradually being migrated to Salesforce solutions. The next step was to deploy Salesforce Communities as a platform that tenants can use to resolve their own issues through the introduction of My Stadlander</li><li>5. A series of projects were implemented linking client information to the call centre system, such that staff could immediately see a client's history, and the implementation of an 'email to case' process.</li></ol>	<ol style="list-style-type: none"><li>1. Salesforce went live in the summer of 2017, with the platform now used for self-service.</li><li>2. The goal was to ensure tenants could feel they are central to the process and a customer-centric, business oriented approach was implemented across departments</li><li>3. With the introduction of an all of organisation approach, call centre and housing staff can now view a tenant record immediately and deal with queries or complaints in a more personal and efficient manner.</li><li>4. For tenants who have difficulty accessing digital self-service, Stadlander regularly holds walk-in consultation hours in the municipality of Tholen. . A Stadlander employee helps tenants with this. If people have questions about the digital search for a rental home via Zuidwestwonen.nl, they can ask them during the walk-in consultation hour.</li><li>5. There are also DigiPoints . There, volunteers help fill in and upload digital forms, for example for registering for a rental home. The DigiPunt at Loods 3</li></ol>

### Challenge

7. In addition, staff had insufficient access to client information and were unable to effectively respond to client enquiries.

### Solution

6. Between 60 – 80 staff have direct contact with tenants using Salesforce.

### Results

(Salvation Army) in Sint-Maartensdijk is open every Wednesday from 10:00 am to 12:00 pm.

The screenshot shows the Stadlander website. At the top, there is a navigation bar with 'Tenants offer', 'About Stadlander', and 'MyStadlander' buttons. The main content area is titled 'Locations and opening hours Digipunt'. Below the title is a video player showing a staff member at a desk. To the right of the video is a laptop icon and the text 'DigiPoints near you'. Below this, it says 'Need more help with digital questions? Go to a DigiPoint!' and provides a list of services: 'In addition to the office hours of Stadlander, there are also DigiPoints where you can go for help. Help with arranging matters at the municipality, bank, health insurance, or tax authorities. And help with applying for care and benefits, filing a tax return, or anything else you can't figure out yourself.'

#### Further information

<https://stadlander.nl/over-stadlander/de-organisatie/>  
<https://stadlander.nl/locaties-en-Openingstijden-inloopsprekuren/>

*"It used to take 20 minutes to prepare a contract (tenancy agreement). Now it is all done with one click"*

Marizella van Ast

Project Administrator

"Standlander Klanthuis"

*Signing your rental contract(s) will now be done digitally. To guide this new process as well as possible, we have made a video. In it we explain clearly how it works and what we expect from you. Do you still have questions after watching this video? Please contact our Customer House on telephone number 088 562 6000. Good luck!"*

[https://www.youtube.com/watch?time\\_continue=33&v=YZHEzSvt6IU&feature=emb\\_logo](https://www.youtube.com/watch?time_continue=33&v=YZHEzSvt6IU&feature=emb_logo)

(click option for English sub-titles)

The screenshot shows the 'My Stadlander' login page. It features the Stadlander logo at the top left. Below the logo are two input fields: 'E-mail address' and 'password'. A blue 'login' button is positioned below the password field. To the right of the login fields, there is a 'Welcome to My Stadlander' message: 'Your personal digital environment'. Below this, it says: 'In My Stadlander you can arrange many things yourself, such as a repair request, lease termination or a nuisance report. You can also easily and quickly change your personal information. Do you need help? Then call the Stadlander Customer House.' At the bottom right, there is a phone icon and the number '088 562 6000'. A link 'Forgot your password?' is located at the bottom center.

## 7. Social Care

### 7.1 Sutton Council / Sutton Housing Partnership - United Kingdom

Challenge	Solution	Results
<ol style="list-style-type: none"><li>1. Rising social care costs, an ageing population, and a shortage of care workers pose significant challenges for UK local authorities.</li><li>2. The UK analogue telephone network is due to be retired in 2025, with an average of 50,000 analogue lines in need of being upgraded every week, which requires many telecare services in need of upgrade by this date.</li><li>3. Such services are used extensively in social care and in aged-care housing facilities.</li><li>4. To respond to such challenges, several councils are developing new partnerships and financial models.</li><li>5. Sutton and Merton Councils needed to find a solution that could alert it to the declining health of its vulnerable residents and enable it to respond as quickly as possible to their needs</li></ol>	<ol style="list-style-type: none"><li>1. Sensors were installed in 150 selected homes in February 2021</li><li>2. These discreetly monitor activity patterns and receive alerts to changes in daily patterns that could indicate a fall or illness. Simply placed on a kitchen shelf, the DORIS (Data-Orientated Responsive Intervention System) care sensor automatically relays insights and triggers alerts, without any user interaction</li><li>3. The sensor monitors changes in atmospheric conditions – such as boiling a kettle, opening a door or making a meal, and can also identify issues such as fuel poverty risk or damp.</li><li>4. The battery-powered sensors, connected via a low-power, wide-area network (LPWAN), were delivered through the letterbox, with no plugs, wires or configuration required and no need for an in-home internet connection.</li><li>5. This builds a ‘digital twin’ of each individual based on their typical patterns of behaviour and raises an immediate alert to a carer, family member or independent living officer if changes in the pattern are detected.</li><li>6. This has evolved further to the creation of the South London Partnership, which is working with London Councils to deliver an exciting and innovative “Internet of Things” (IoT) project across the five south London Councils of Croydon, Kingston upon Thames, Merton, Richmond upon Thames and Sutton.</li><li>7. This initiative is funded by the Strategic Investment Pot (SIP) as part of the London Councils Business Rates Retention scheme which is administered by the City of London Corporation, and hopes to improve</li></ol>	<ol style="list-style-type: none"><li>1. Results show the solution is delivering peace of mind for vulnerable independent people, their families and care providers.</li><li>2. Very few residents who were offered the service in Sutton turned it down.</li><li>3. No visual or audio recording takes place, and no personal data is collected.</li><li>4. This solution offers an alternative to telecare pendant alarms, for instance, which residents have to push and, often end up getting hung up or put in a drawer.</li><li>5. The pilot has shown the benefits of data visualisation, machine learning and predictive analytics to become proactive, rather than reactive.</li><li>6. It has the potential to reduce costs for the council which spends over 70 percent of its budget on social care.</li><li>7. The system has already resulted in early interventions and saved at least one life when a resident had a fall in their home (see Youtube link below)</li></ol>

### Challenge

6. The Councils worked with Sutton Housing Partnership and the IoT Solutions Group to install sensors in selected homes.

### Solution

- people's lives through the delivery of a multi-purpose Internet of Things (IoT) platform, which will connect various sensors across borough boundaries.
8. The project is led by Sutton Council, which was selected to oversee the project on behalf of the other boroughs.

### Results

8. For the next stage of the trial, the device will be integrated into several telecare providers' platforms, which will also make it accessible to more councils elsewhere.

*"We are committed to explore new ways in which we can harness technology to improve the care services delivered within Sutton, while also saving taxpayers' money. We have taken learnings from the previous lockdown and we are excited to work closely with IoT Solutions Group and Sutton Housing Partnership to support the way in which we manage our social care teams, the services that they commission from care homes and providers who give care in residents' own homes"*

Councillor Sunita Gordon  
Lead Member for Finance and Resources  
Sutton Council

*"The aim isn't to remove connection with people or reduce support going in, but it's about making sure you get the right support at the right time through the right means"*

*"When we spoke to London Ambulance service about the incident [see Results column above], the ambulance driver reported at the scene that if we hadn't had this sensor in the property and they hadn't had the alert when they did, it was highly likely that the resident would have passed away"*

Bradley Coupar  
Smart Place Project Manager & Social Worker, Sutton Council

[https://www.youtube.com/watch?time\\_continue=22&v=HKMimwZqf-8&feature=emb\\_logo](https://www.youtube.com/watch?time_continue=22&v=HKMimwZqf-8&feature=emb_logo)

*"Residents are able to put it in the kitchen and forget about it. The atmospheric changes that the sensor detects are aggregated to the cloud, and that's where we run all the analytics, using algorithms to determine human activity as opposed to anything else."*

Neal Forse  
Founder & CTO at IoT Solutions Group

Further information:

<https://www.innovateproject.org/2021/01/18/sutton-and-merton-council-to-pilot-in-home-sensors/>  
<https://www.iotsg.co.uk/sectors/public-sector>

