



Transformation in Housing

Getting the best from your data

Four case studies for Housing Association Executive Teams wanting to:

Create a vision for the cost effective use of data for maximum effect.

Accelerate answers to critical questions about Value For Money and service quality.

Focus upon just the data that's needed, and train people with just the right skills.

Develop a 'one stop shop' for business intelligence & information available to all.

Ensure teams collaborate with data and create 'one version of the truth'.

Extend the use of existing systems minimising the need for new technology.

Who we are

Business Intelligence and data specialists with a passion for using data to help businesses to thrive. We combine strong business consultancy skills, long experience of delivering value in organisations, with deep technical and analytical expertise.

We also bring extensive experience of using data to drive change in Housing Associations, Trusts and Societies.



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Affinity Sutton

Data to predict the vulnerable

Every year a small number of customers simply abandon their homes. It's hugely distressing for the customer, and disruptive and expensive for the organisation – potentially £10k per customer.

Develin was tasked with delivering the ability to spot customers who might walk out of their home in time to intervene and make a difference to the outcome.

Our solution

The biggest challenge was to identify the data that could make this possible. For example, the customer might have experienced a relationship breakdown, illness or the loss of a job.

Unless the customer talks about it, the only people likely to know are staff who see the customer every day and who can spot something is wrong.

In addition to using standard customer records, we developed a system of markers based upon a range of indicators. E.g. specific sightings, extended absence of firm contact, patterns and specific words in call transcripts and emails, and changes in behaviour e.g. rent payment patterns.

Results

Initially the pool of candidates was too big to be of use. However, after refining the choice of markers based upon analysis using statistical modelling software, the pool reduced in size.

We generated a list of just 20 customers, each predicted to be on the verge of leaving. Checks confirmed that the list was 40% accurate.

Services delivered

Business process modelling

Data analytics

Predictive analytics



Data to reduce costs

Network Homes needed to consolidate from 5 separate providers into one. This meant standardising as many processes as possible, bringing all the activities into one place, and introducing automation where appropriate.

Develin was tasked with collecting and analysing the data required, presenting the business case for change, and guiding the business process re-design effort where needed.

Our solution

We assigned every activity across the business with one of four categories.

Value development: analysis driven activities aimed at improving services. E.g. analysis of customer surveys.

Transactional: essential repetitive services to the customer and across the business. E.g. billing.

Discretionary: choice based activities such as team meetings, reconciliations and checks.

Failure driven: Essential distractions such as rework and chasing missing data.

This helped determine which processes could be standardised and the best way to reduce costs e.g. transactional activities would be prime candidates for automation. Failure driven activities, should be removed entirely. The business case presented a potential cost saving of £6.5M.

A transformation team led the process redesign effort and over the next two years new processes were rolled out. Steps were automated wherever possible. The RPs were consolidated into a single entity.

Results

When the announcement was made that consolidation was complete, well over 6.5M in cost savings had been achieved and Network Homes was awarded Housing Association of the Year in recognition of its efforts and the progress made.

Services delivered

Business process modelling

Automation



Data to reveal hidden value

The Clarion Housing Group has invested in Enterprise Resource Planning (ERP) technology as a platform for growth.

This required the redesign of all key processes and the introduction of automation wherever possible.

Develin was tasked with developing analytics to identify the value that would be delivered.

Our solution

Our analytics helped process design teams prioritise areas of the business where the greatest gains in efficiency and effectiveness could be realised. E.g. customer channel shift towards more on-line services due to the high cost of telephone support and field officer visits.

They showed how to lift the effective capacity of housing and repairs teams e.g. by demonstrating the impact of better scheduling. They also showed where those teams could deliver the greatest value e.g. asset replacement in preference to on-going repair and maintenance.

And they demonstrated the potential for predictive analytics e.g. to detect early signs of customer distress leading to the onset of arrears and potential eviction.

Results

The data gathered indicated that £22M annual savings would be achieved. This helped secure acceptance for the business case. It also provided a benchmark against which the performance of re-designed processes could be being tested.

Services delivered

Business process modelling

Automation

Predictive analytics



Data to drive strategy

The Whiteley Housing Trust supports people of retirement age living with limited means.

Predictions for the sector all suggest that traditional methods for care are unsustainable. Increased longevity and more complex care requirements mean that the professional staff required will be in short supply.

A new strategy was developed. Develin was tasked with creating the strategic plan.

Our solution

The strategy involves strengthening resident communities and ease the load upon paid staff. Also the delivery of almost all care to the resident in their own home .

A completely new model of care provision was needed as well as new homes laden with supportive technology, all of which have to be affordable.

The plan employed data to clarify the options for providing nursing and care support in peoples homes. Also the value from building a self-supporting community of volunteers, family and friends. And the need for new properties capable of being both home and a place of care.

The outcome from the analysis was a proposal to build a radical new Care Hub providing care services throughout the community. Also to build new properties containing cutting edge technology in support of resident care and support.

Results

The plan, and the financial modelling that accompanied it, helped secure a £24M loan at highly competitive rates for the building a new Care Hub and the conversion of resident homes.

Services delivered

Strategic modelling and analytics

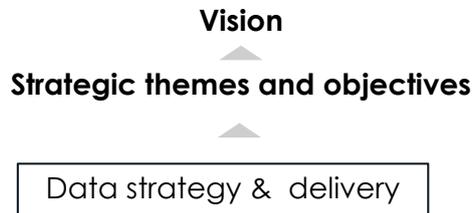
Strategic planning

Financial modelling

DEVELIN

How we can help

We help you to deliver your business strategy through the use of data:



To identify the critical questions that underpin implementation of your business strategy.

To build and adapt systems to provide the answers you need quickly and efficiently.

To create a 'one stop shop' for all your information requirements.

To ensure that your people develop the right skills.

What you gain

A collective and business wide vision for the use of information and data.

Insight and business intelligence to drive delivery of strategic objectives.

Less time spent processing data therefore more time available for analysis.

Greater value from current systems, and people trained in the right skills.

What we also do

Transform business processes through automation.

Predict which customers will require support - with vulnerability, growing arrears, the potential loss of their home.

Build information for development, repairs & maintenance that leads to best lifetime Value For Money.

If we can help you to develop your data strategy and deliver your business objectives - please call:

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