
ISNG
INCOME SERVICES NETWORKING GROUP
11/11/2022

AGENDA

- **Guest Speaker:** Steve Bolton from Enterprise RPA discussing Process Automation in Social Housing
- 1 minutes silence
- **Guest Speaker:** Joseph Grice from Greenacre Recruitment discussing Recruitment into Social Housing.
- Benchmarking (RC)
- Feedback from survey (PH)
- Rent Cap – open discussion / Emergency Meeting after 17th?
- AOB
- Next Meeting

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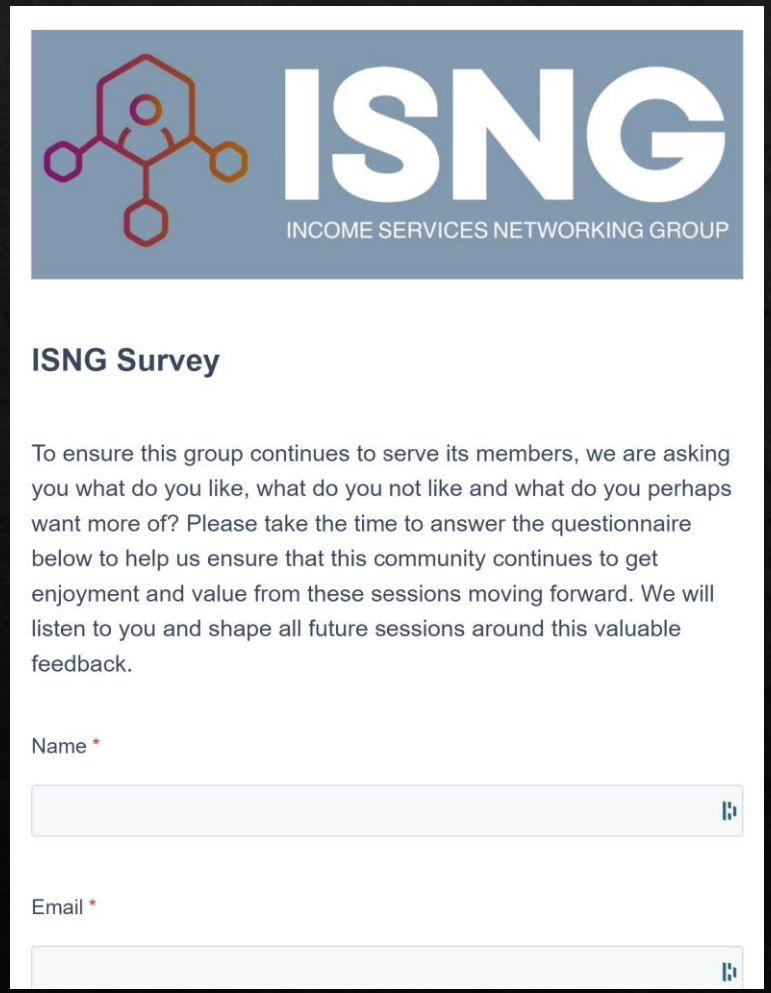
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11/11/2022




Lest we forget...

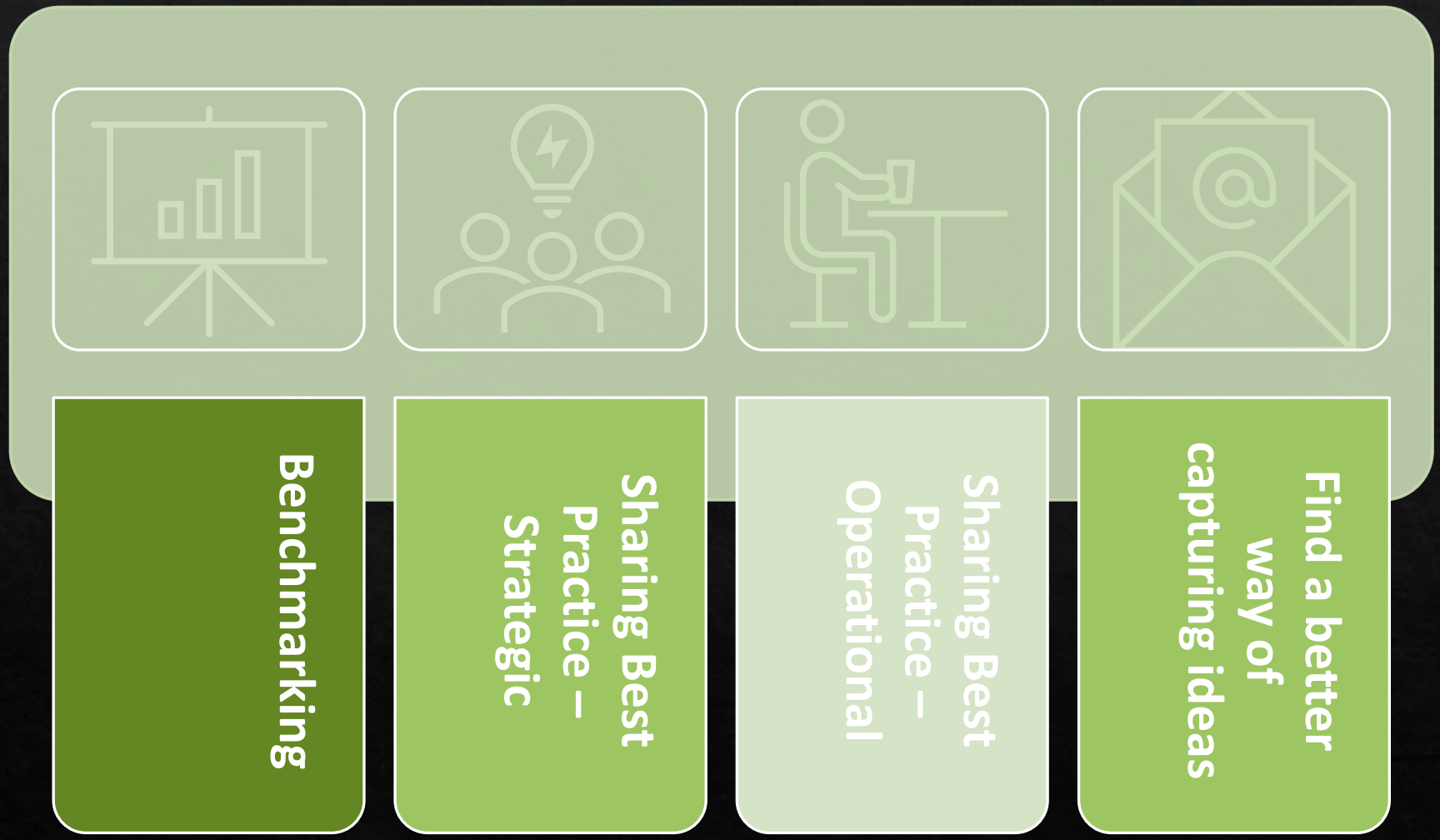
SURVEY RESULTS…



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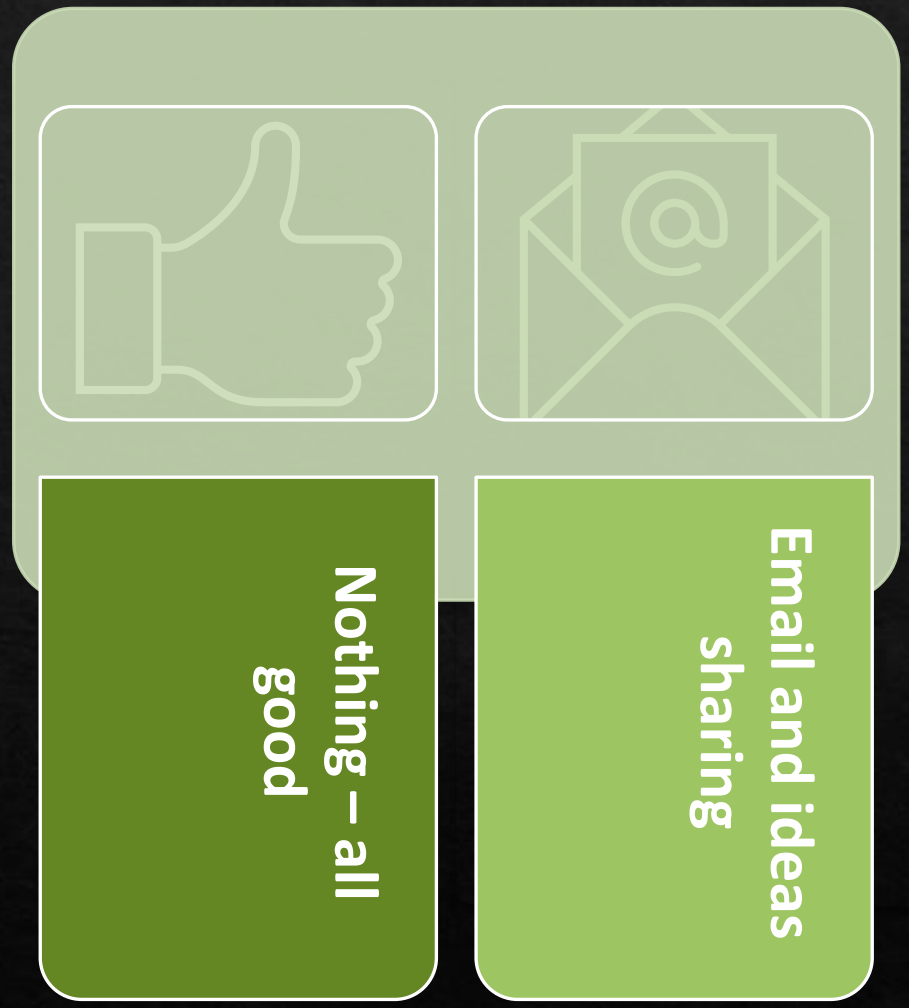


Q1.

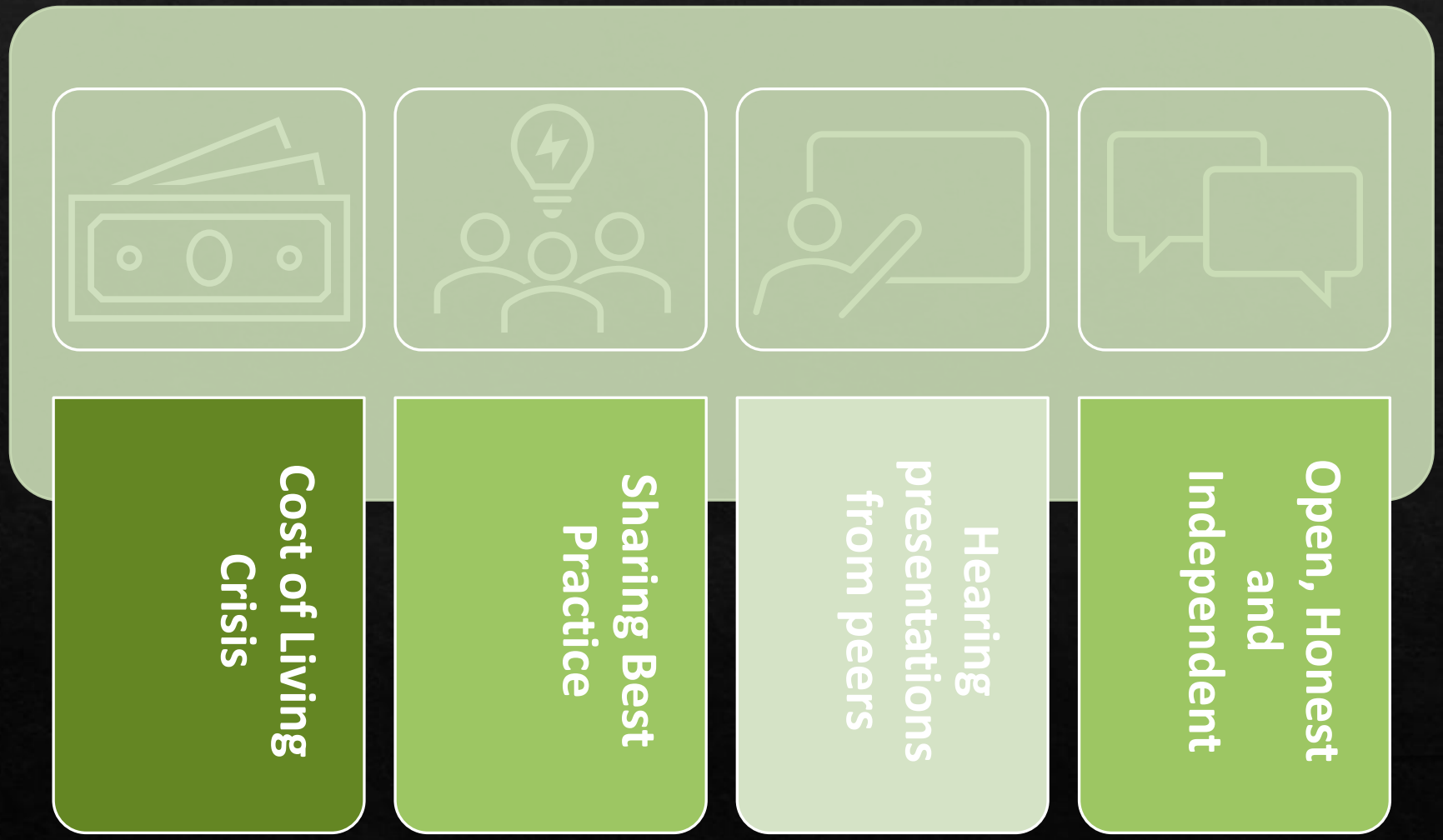
What should we start doing?

Q2.

What should we stop doing?



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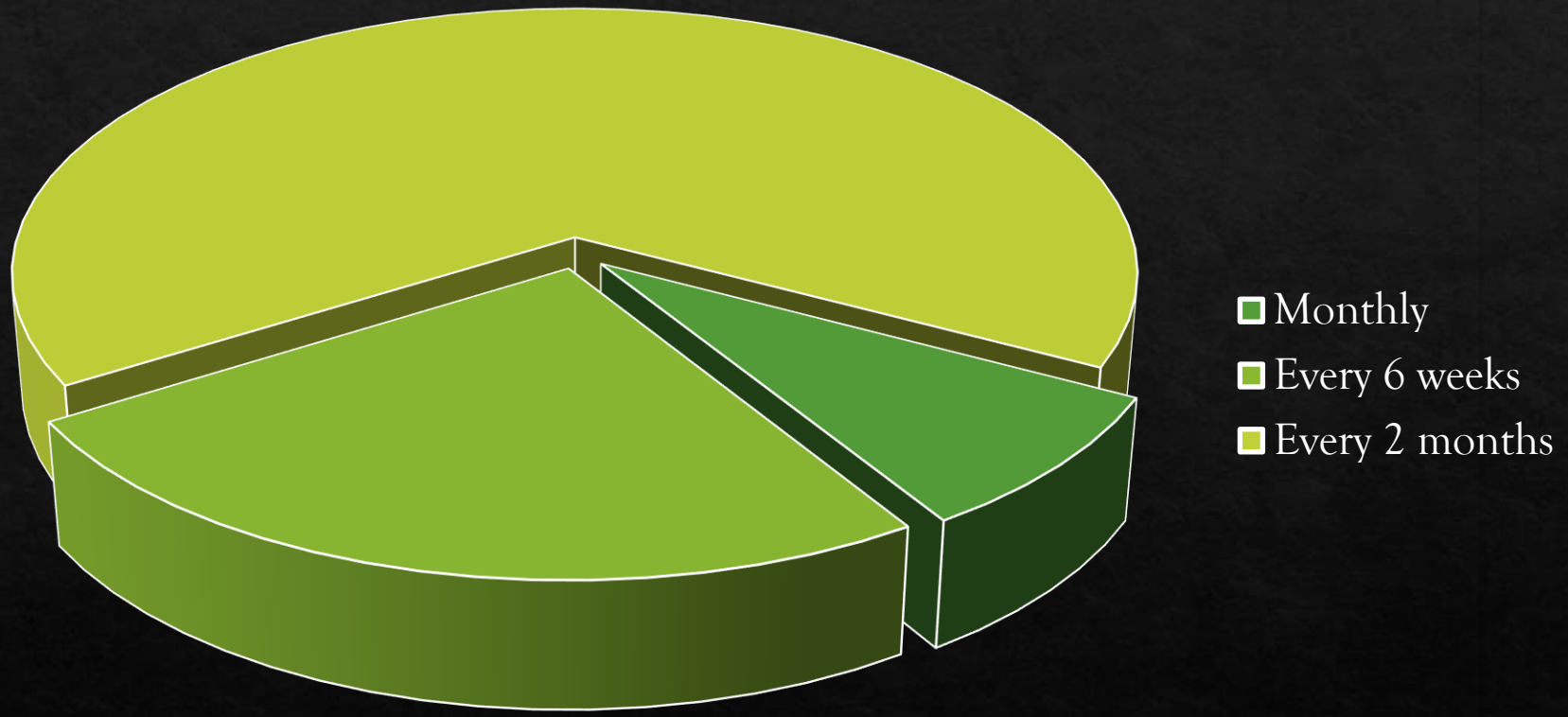


Q3.

What should we continue doing?

Q4.

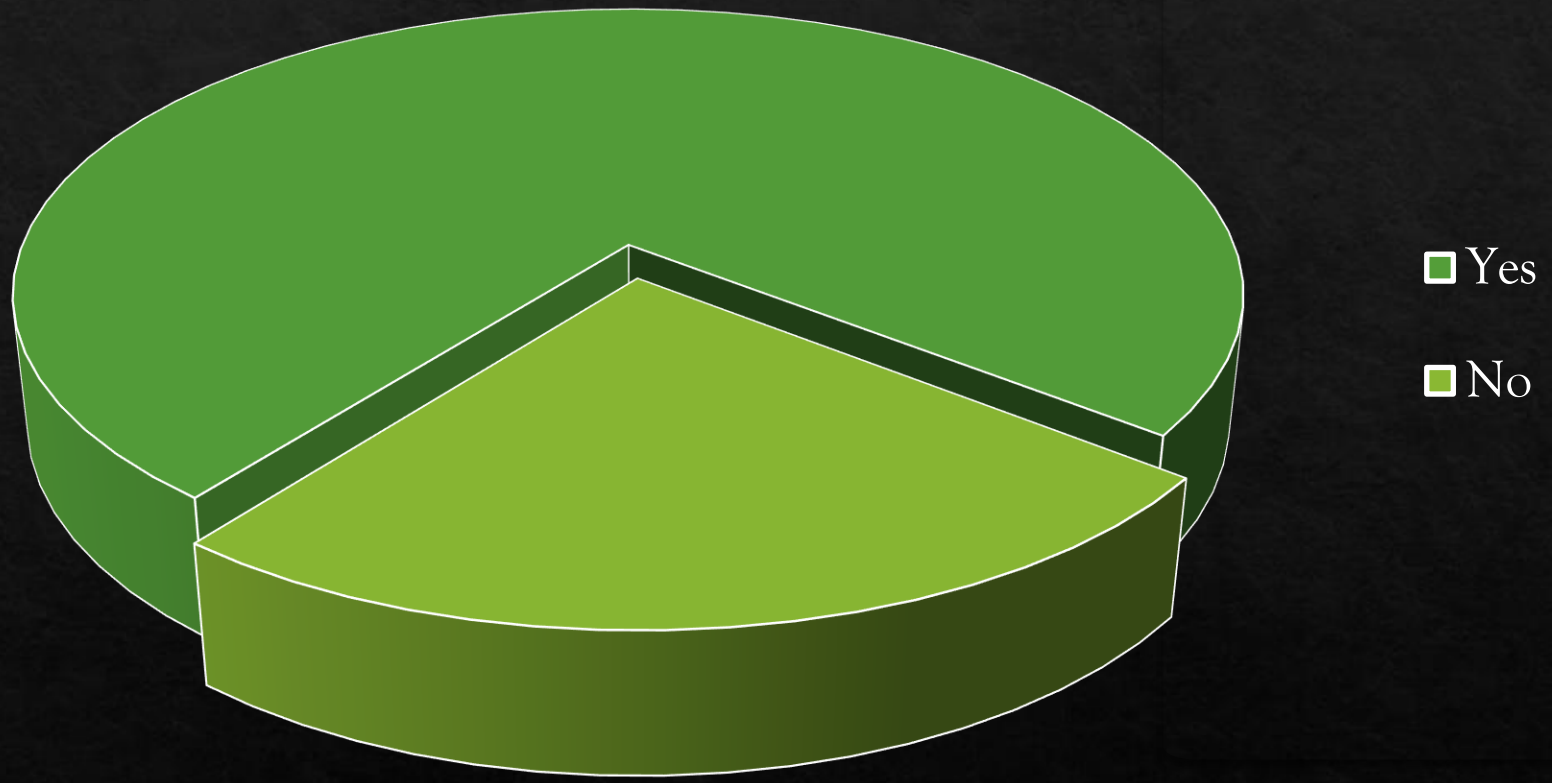
Frequency of meeting



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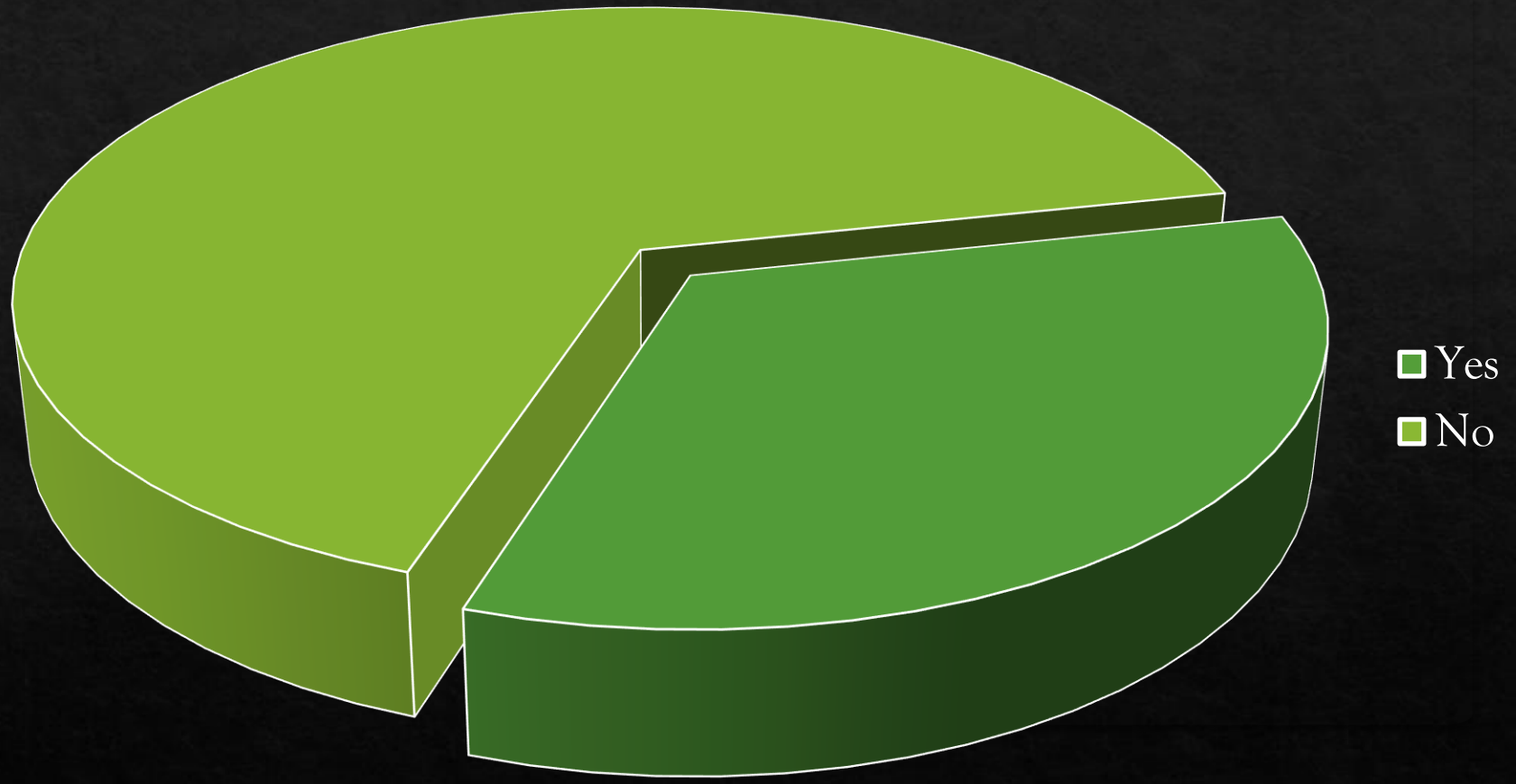
Q5.

Specialist Meetings



Q6.

Regional Meetings



Q7.

Do you have some best practice that you could share with the group?



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Moving Forward

- 6 weekly meetings
- Benchmarking
- Inviting RPs to present regularly
- Moving to a closed LinkedIn forum
- Specialist / Regional

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Enterprise RPA



Enterprise RPA
AUTOMATION FOR HOUSING
Income Services Network Group

Enterprise RPA

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What is RPA
Robotic Process Automation 101

Enterprise RPA

Mimic human user actions
Attended and Unattended Robots
Human 'in the loop'
Manage what matters

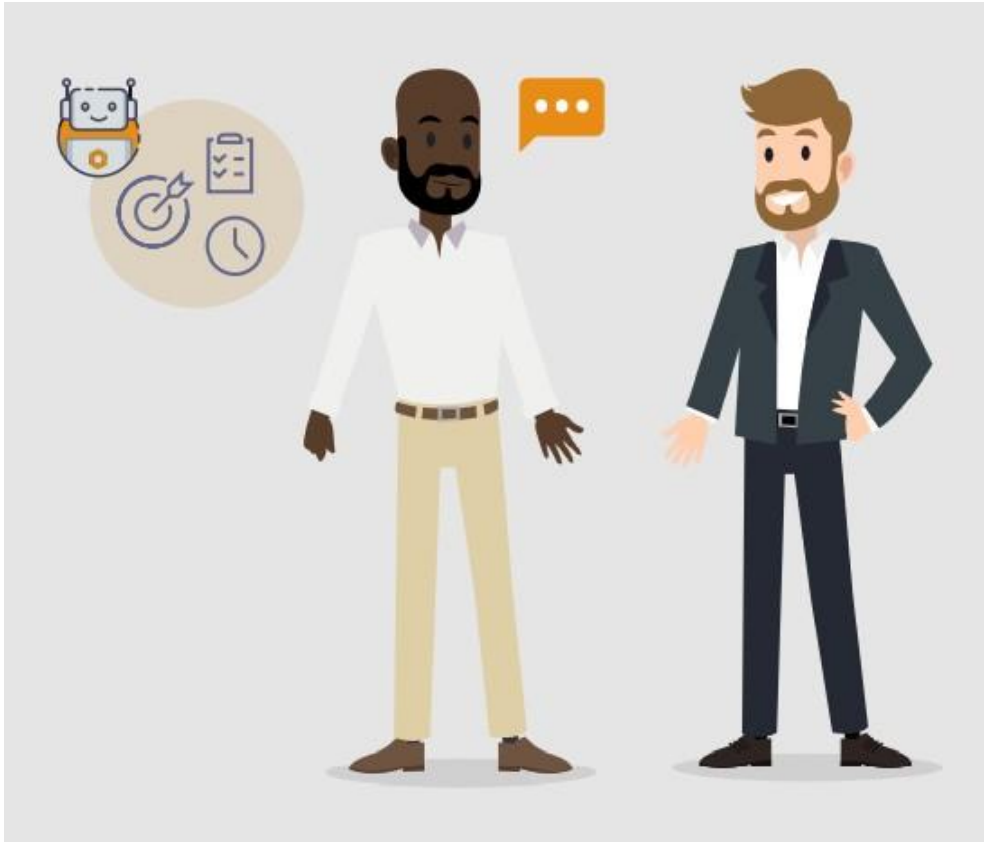
- Logging into applications
- Move files and folders
- Data Entry – Data Recognition
- Copy and paste
- Repeating Tasks
- Fills in forms
- Extract data from documents
- Engages with customers



Enterprise RPA

What is RPA good at?

- ✓ Manually intensive repetitive tasks
- ✓ High volume interactions taking too much time or creating backlogs
- ✓ Regulatory and Compliance driven activity
- ✓ Finance process repetitions reconciliations and allocations
- ✓ Contract driven service level process
- ✓ Reducing pressure on peak period activity
- ✓ Core training, enablement and onboarding processes
- ✓ Keying data between systems replicating human behavior

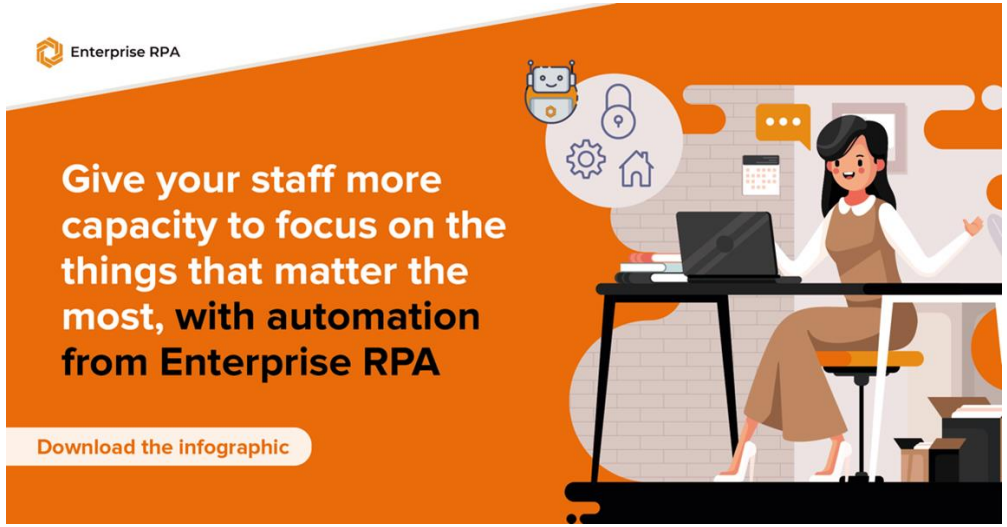


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Enterprise RPA

Do you have any of these challenges?

Overloaded staff	Efficiency pressures	Challenging Customer Service or peak demands
Need to protect surplus/profits	Ops Cost reduction or budget cuts	Deadline or compliance pressures
Data reconciliation challenges	High volume documents	Paper intensive processes or backlogs



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Enterprise RPA

Enterprise RPA

Enterprise RPA

Automation in Housing



Housing

Robotic Process Automation Use Case(s)

- Customer Engagement
- Finance
- IT
- Operations
- Assets
- Human Resources



Customer Engagement

- Universal Credit
- Rent Enquiry
- HB Letters
- Automated Chatbots
- Anti Social Behaviour
- Live Chat
- Email Reroute
- CRM updates [back office]
- Increased Talk Time
- Resident Persona

Finance

- Rent Income
- Service Charges
- Void recharges
- Invoice processing
- Handepay
- Fraud prevention*
- Arrears exposure
- Payment Allocations
- Email categorisation
- Periodic Reporting

IT

- Service Desk Channel
- Application Comms
- User Interface
- Remote process
- Data migration
- Multi-step legacy tasks
- Screen capture/OCR
- Starter/Leaver On/Off*



* Cross functional use case(s)

Operations

Data integrity*
Support Services
Peak Planning
Annual Updates
Email Reroute*
Contractor performance Management Services

HR

HR Virtual Assistant
Leavers
Transfers
Starters
Agency Management
Employee verification
Enablement

Assets

Repairs Assistant
Asbestos Survey
Utilities
- Energy-swaps

Stock audit/assets
Chase Repairs
Inventory
IOT Data processing
Condition standards*



Universal Credit Verification - Demo

Why Automate?

- UCV requires intensive data checks
- The process has time-based SLA's
- The process is non value add
- Typical time per claim up to 20 mins

Results!

✓Delivers 10 fold increase in productivity

✓Checks rent payable, service charges, attributes of residency

✓Logs in to DWP and HM system(s) to complete process

✓Attended Robot for Validations and Exceptions [governance]

Email Categorisation - Demo

Why Automate?

- Volume of inbound email traffic / portal messages increasing
- Manual sort and allocation
- Time consuming, repetitive, prone to error or redirect action

Results!

✓Natural Language processing to categorise emails
✓Increased process speed
✓Automated reply, allocation,
✓Re-direct service team/finance/asset email burdens

Recruiting into Social Housing, Autumn 2022

Recruitment Landscape

So, where are we in relation to the jobs market?

The fact of it is that there are more vacancies available than ever before, certainly in the past 5 years. The temporary market is driven by the movement in permanent roles and now we are seeing an even split across both. In a normal, healthy year, we business plan on a 70/30 split in favour of permanent, the new norm shows that there is much more volume of permanent movement which manifests itself in organisations needing to recruit temporarily.

When Greenacre register candidates, we ask about career aspirations. More than 50% of new registrations in 2021/22 are telling us that they see themselves working in a role/organisation for a maximum of three years. We are no longer dealing with a long-term workforce; it is a transient workforce to begin with. That coupled with the need to increase salaries means you can no longer count on staff being 'loyal' to the business.

It is easier than ever to see available roles and apply for them. Linked in, recruitment agencies, advertising and online application processes allow people to investigate other options, testing the market is now easier and faceless than ever and contains no repercussions. This increase in job volume is also reflected in how many candidates we are seeing counter-offered, and who are dropping out of recruitment processes due to being in high demand elsewhere.

The demand for skills sets across the sector, where exceptions are having to be made to attract the right people. We've seen this across Rent and Income in particular, with salaries rising to £5,000 per year in many cases. Many organisations are now prepared to pay more to attract specific skills, which is in turn inflating salaries, and this is having a knock-on effect elsewhere in the business, where efficiencies must be made to compensate.

Post Covid we are dealing with the aftermath of engagement fluctuating. Pre covid staff engagement was not top of the agenda for many housing organisations, as soon as covid hit engagement went into overdrive and now we are seeing it drop off again. According to Gallup 85% Of Employees Are Not feeling actively engaged with at work. This suggests that most workforces are either viewing their workplace negatively or are only doing the bare minimum to make it through the day, with little to no emotional attachment. In Western Europe, only 10 percent of employees are engaged at work. The situation looks especially alarming in the U.K, where the amount of engaged employees is as low as 8% — and the number has been in steady decline for the past few years.

Lastly, another lingering issue resulting from covid is expectations on hybrid working vs presenteeism. Candidates are telling us that they are looking for a new role as the expectations have swung back to being present in the office. A lot of us have ordered our lives around being present at home and the expectation to commute (and the associated cost increase to do so) is a factor on career decisions.

We are currently trying to live though unprecedented times and are facing multiple, large issues that are affecting not only our customers, but our staff and our ourselves and our families. We are all trying to navigate through the cost-of-living crises which is affecting the food we eat, the cost of travel, cost of services and goods we consume, the cost of our wellbeing and mental health and the wellbeing of our immediate family. For most people in this virtual room and the staff you manage, your sole income is your salary – given everything I have mentioned is costing more, salaries and ease of working is the one of most important topics to consider when we are talking about recruiting.

Attraction & Retention

What tools to we have to help our attraction and retention?

Given the difficulties in attracting, hiring, and then landing new staff to fill vacancies, a lot of business leaders are telling us that they are looking at a dual strategy which includes a big emphasis on retention as well as attraction. If hiring is proving to be difficult, make sure you are doing what you can to retain your current staff. The data is telling us that engagement, communication, flexibility, and cost of living assistance are all key in retaining your workforce.

How often do we baulk at new customer offers that our suppliers offer that we are not entitled to? I think you could apply retention tools to your attraction and vice versa.

It is important to understand what the salary landscape is in your operating area. Whilst paid for salary surveys give you an overview, they do not consider the nuances that we are currently having to factor in. Do you now what other organisations are paying locally, have you taken the time to look at other roles that are being advertised, are you having proactive discussions with your managers to look at your current salary brackets to ensure that they are competitive?

We've been having some interesting discussions on how to tackle the cost-of-living crises, and it's becoming more important to understand employees' out of work circumstances, and the support they might need, with a requirement to triage and dig deeper, as many workers are reluctant to share their personal difficulties with their employers. Ideas to assist range from One-off payments in the form of grants and loans, providing funds for travel costs and working from home costs, the potential for inflationary salary increases in the coming 12 months, wellbeing support, salary sacrifice initiatives and childcare support.

Great Onboarding Experience Can Improve Employee Retention by 82% And Productivity by Over 70%.
(Source: Glassdoor) Having a great onboarding strategy is crucial and sets the scene for your new hire. A perfect way to engage your new employees through your digital workplace is setting up a new starter hub. Ensure all documentation and information such as company policies and uniform information is stored here for ease of access.

Only 29% Of Employees Are Satisfied With Available Career Advancement Opportunities. SHRM research examined 44 aspects of job satisfaction and 38 factors directly related to employee engagement. With only 29% of employees being satisfied with available career advancement opportunities, there is clearly still work to be done.

Portfolio careers rather than linear careers as well as a retention tool- especially for Gen z'ers- shorter attention spans, highly ambitious- once they've mastered one area, move them (in collaboration with them) into another area to learn a new skill etc.

85% Of Employees Are Not Engaged at Work. In its State Of The Global Workplace report, Gallup concludes that "85% of employees are not actively engaged or (are) actively disengaged at work." This means that only 15% of employees are actively engaged. This suggests that most workforces are either viewing their workplace negatively or are only doing the bare minimum to make it through the day, with little to no emotional attachment. In Western Europe, only 10 percent of employees are engaged at work. The situation looks especially alarming in the U.K, where the amount of engaged employees is as low as 8% — and the number has been in steady decline for the past few years. While it's impossible to bring your employee retention to zero, it's certainly possible to create a loyal workforce where your people stay with your organisation for a prolonged time.

85% Of Employees Are Most Motivated When Internal Communications Are Effective. According to Trade Press Services, 85% of employees say they're most motivated when management offers regular updates on company news. Employee awareness of company goals and challenges accompanied by a clear definition of their role, leads to motivation. Furthermore, if employees are engaged in the company, profits will start to increase.

71% of employees Would Quit if Another Employer Offered Them Flexible working arrangements in a New Job. With 71% of employees considering a job change if they were offered a more flexible working schedule, employers are falling short in terms of work-life balance. Well-being in the workplace is vital for employees to feel recognised and engaged in their work. It is extremely important as employees spend a majority of their time at work, the average person will spend around 90,000 hours at work; that's one-third of a lifetime