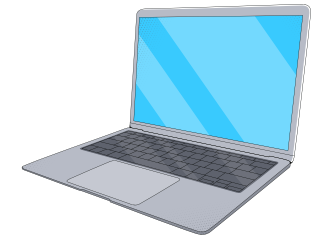


# ALMOND HOUSING ASSOCIATION

## DIGITAL STRATEGY



### Our approach

Our Digital Strategy is focused on supporting our 3 key business strategies of Customers, Homes and People. In creating the digital strategy, a number of key projects have been identified to progress our business objectives. A baseline review has been undertaken of the organisations' digital maturity against other similar sized organisations to establish detailed work plans and goals during the life of the strategy.

### Our objectives

- 1** Improvements in Data Management: to assist with the data quality, information management and improvement processes, training and open communications.
- 2** Digitally enhance our services: to improve our customer and colleague experiences.
- 3** ICT governance improvements: improving our infrastructures security, controlling risks and updating and moving technology solutions to cloud based products.



To ensure we meet our objectives a high level plan has been prepared which will be supported by detailed action plans for each of these objectives. A range of project deliverables and targets to measure our progress through-out the life of the strategy will be developed. A defined and agreed approach to change management will be established across the organisation with Programme Management being a key requirement.

# ALMOND HOUSING ASSOCIATION

## IMPROVEMENTS IN DATA MANAGEMENT



### Data Management

From the review of our Digital Maturity and reflecting on our previous ICT change management process with the Aareon QL implementation, there is a clear requirement to create a data strategy which will identify clear owners of data held within the organisations systems.

We will continue to improve the data quality held on our systems in particular around the data we hold about our customers with the information being gathered from our customer profiling project 2021 expected to be available for system availability around May 2022. During the life of the strategy we intend to launch a self service portal which will have all customer information available to be maintained via self-service.



We will continue to improve the data quality we hold about our properties with the conclusion of the 2020 stock condition survey data being fully available within our "core" business system. We will utilise the ability of our systems to maintain component replacements through integration with works ordering and programmed work schedules. In addition to this further development of our mobile solution to integrate with our "core" system will enhance our colleagues ability to review, update and modify property information whilst out in the field.

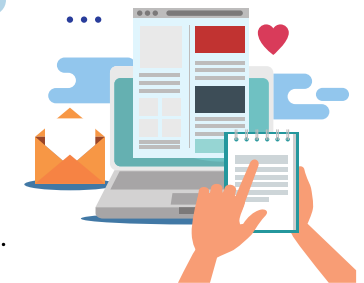
Improvements in data interrogation will be key in understanding our customer and business needs to adapt, improve and focus our services during the strategy period.

### Our activities:

- Importing of customer information onto our system and supporting colleagues on guide production to maintain data.
- Importing of stock condition information.
- Supporting colleagues on system process and guide production.
- Implement self service portal for our customers and contractor portal.

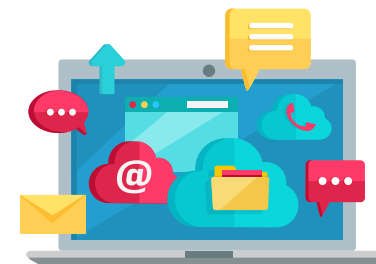
### Our measures of success:

- Approved Data Strategy in place in 2022/23.
- Customer Profiling and Stock Condition information on "core" systems by July 2022.
- PowerBI data warehouse created for reporting and analytics created during 2022/23.



# ALMOND HOUSING ASSOCIATION

## DIGITALLY ENHANCE OUR SERVICES



### Our Services

To enable the levels of channel shift to digitally engage with our customers, it has been recognised that improvements are needed to two key business systems, our website and our Customer Relationship Management (CRM) module within the “core” business system. The CRM module with Aareon QL has poor functionality and does not ideally support agile / digital working.

A review of CRM systems has been undertaken during 2021/22 and a preferred solution has been identified by the CRM project group. During early 2022 the whole frontline team will carry out a system assessment to select a CRM to interface with our “core” system. The selected system will be implemented for initial process(es) and a comprehensive roadmap will be developed for future developments. The implementation of the CRM is likely to result in changes in our telephony systems during the strategy period as we look to improve our customer / colleague experience.

With the implementation of a CRM system it is a key deliverable that our customers are able to interact with us digitally. An overhaul of our website is also required to provide a self service functionality for our customers.

The ability for our colleagues to access information we hold when working outside the office is key to improving our services and data quality. This is an area which was identified within our previous ICT strategies however the benefits have yet to be exploited due to stalled implementations. During the 3 years of this strategy key workflows around both our customer interaction and property reviews will be identified and digitalised to improve our customer and colleague experience.

As identified within the People Strategy, we are aware that engagement with our people is key. During year two of the strategy a review / identification of our requirements of a new Human Resource Information System will be undertaken that supports engagement.

### Our activities:

- Selection of a CRM provider.
- Implementation of key process(es) within the CRM.
- Website overhaul.
- Telephony upgrades / changes.
- Implement mobile solution for key frontline processes.



### Our measures of success:

- CRM installed and key process(es) documented, CRM layouts designed and available to colleagues within 9 months of installation.
- Website reviewed and designed to allow access via self service.
- Self service portal available for customers.
- New HR Payroll system implemented which meets People strategy objectives.
- Key frontline service processes able to be completed in the field.
- With the introduction of the Self service portal, Almond have set a modest target of a 20% reduction in telephone enquiries by the end of the plan. Almond also believe that this will help improve our satisfaction levels by 5%



# ALMOND HOUSING ASSOCIATION

## ICT GOVERNANCE IMPROVEMENTS



### Governance Improvements

As digitalisation within businesses occur the risk on cyber security increases, therefore ensuring our network infrastructure is secure and up to date is essential. Between 2020-2022 there have been significant increases in cyber attacks and cyber fraud attempts globally.



During the period of the strategy work will be undertaken to improve our compliance with cyber threats with the drive to attain Cyber Essentials plus building upon the self-assessment certification of Cyber Essentials attained in 2021.

There will be a continual updating of all our servers, business systems during the period which will enable Almond to deploy cloud versions of on site applications. Our "core" system will move to the Next Generation cloud solution during the plan period.

In addition to this major deployment Almond will further roll-out the use of the Microsoft O365 suite with a new intranet expected to launch in early 2022.



### Our activities:

- Server upgrades.
- Cloud software deployment and data transfer.
- Business continuity plan testing.
- Penetration testing of network.
- Attain Cyber Essentials plus accreditation.



### Our measures of success:

- System downtime only major incidents last > 2 hours [nil].
- Cyber Essentials Plus certification attained.