

DIGITAL TRANSFORMATION STRATEGY

APPROVED BY HHP BOARD:

EFFECTIVE DATE: November 2024



hebridean housing
partnership

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INTRODUCTION

- 1.1 Our Digital Transformation Strategy covers the period November 2024-November 2028.
- 1.2 The Strategy outlines the approach for using digital technologies to improve tenant services, enhance operational efficiency, and achieve the strategic goals outlined in the Business Plan 2024/25 to 2028/29.
- 1.3 This Strategy builds on the previous Digital Transformation Strategy and addresses current business needs, and the outcomes of the previous strategy can be found at Appendix A.

VISION AND OBJECTIVES

- 2.1 The overall vision of the strategy is to provide a seamless, efficient, and user-friendly digital experience for tenants, staff, and partners, enabling HHP to deliver excellent services and achieve its strategic goals.
- 2.2 The Strategy will achieve this vision by leveraging digital technologies to achieve these objectives:
 - Transforming our tenant interactions;
 - Delivering improved digital services and technology with improved mobile working;
 - Working more collaboratively, with improved intelligence and data sharing;
 - Ensuring we have the resources in place to achieve our digital goals;
 - Strengthen partnerships by improving communication and data sharing.

AREAS OF FOCUS

2.3 In order to deliver the Strategy we have identified key areas to focus on:

Digital First

Where Digital underpins all processes from data gathering, transactions internally, externally and workflow.

Business Continuity

Enhance our business continuity plan by developing existing remote and mobile working solutions.

Customer Service

Further enhance the customer experience by developing self-service tools.

Housing System

Develop our housing software to deliver process improvements and enhance service delivery.

Data Standards

A review of data collection, retention, and workflows internally to ensure metadata is captured in line with any new systems.

Document Management

This should be robust with easy to manage structure that integrates with existing systems whilst maintaining security and accessibility.

Business Continuity

Review options for back up power or generator to compliment remote/flexible working - either on-site or off-site.

Emerging Technologies

Embrace emerging technologies which demonstrability prove beneficial to Tenants and Staff.

Technology Enabled Care

To be reviewed for scope - looking at what opportunities there are to support less able tenants in their own home.

Tenant Connectivity

Can HHP deliver connectivity to tenants and schemes directly or with partnership opportunities.

Machine learning and AI

Exploring the use of machine learning and AI to gain efficiencies.

Empowering decision makers with rich data sets and reports.

2.4 Business plan aligned with Digital Transformation Strategy:

	Business Plan				
	ROADMAP	Placing tenants at the heart of everything we do	Investing in an environmentally sustainable way in tenants' homes	Being a good employer that attracts and retains high quality staff	Working with our partners to help our communities thrive
Digital Transformation Strategy	Transforming our tenant interactions	➤ Digital First ➤ Business Continuity ➤ Customer Service ➤ Technology Enabled Care ➤ Tenant Connectivity	➤ Digital First ➤ Technology Enabled Care ➤ Emerging Technologies/ Machine Learning & AI	➤ Digital First ➤ Emerging Technologies/ Machine Learning & AI	➤ Technology Enabled Care ➤ Tenant Connectivity ➤ Emerging Technologies/ Machine Learning & AI
	Delivering improved digital services and technology	➤ Digital First ➤ Business Continuity ➤ Customer Service	➤ Digital First ➤ Emerging Technologies/ Machine Learning & AI ➤ Technology Enabled Care	➤ Business Continuity ➤ Digital First ➤ Emerging Technologies/ Machine Learning & AI	➤ Technology Enabled Care ➤ Emerging Technologies/ Machine Learning & AI
	Working more collaboratively, with improved intelligence and data sharing	➤ Business Continuity ➤ Housing System ➤ Document Management ➤ Emerging Technologies/ Machine Learning & AI	➤ Emerging Technologies/ Machine Learning & AI ➤ Technology Enabled Care	➤ Housing System ➤ Data Standards ➤ Document Management ➤ Emerging Technologies/ Machine Learning & AI	➤ Emerging Technologies/ Machine Learning & AI ➤ Technology Enabled Care
	Ensuring we have the resources in place to achieve our digital goals	➤ Business Continuity ➤ Housing System ➤ Tenant Connectivity ➤ Emerging Technologies/ Machine Learning & AI	➤ Digital First ➤ Emerging Technologies/ Machine Learning & AI	➤ Housing System ➤ Data Standards ➤ Emerging Technologies/ Machine Learning & AI	➤ Tenant Connectivity ➤ Emerging Technologies/ Machine Learning & AI ➤ Technology Enabled Care
	Strengthen partnerships by improving communication and data sharing	➤ Tenant Connectivity ➤ Emerging Technologies/ Machine Learning & AI	➤ Technology Enabled Care	➤ Emerging Technologies/ Machine Learning & AI	➤ Technology Enabled Care ➤ Tenant Connectivity ➤ Emerging Technologies/ Machine Learning & AI

KEY INITIATIVES

3.1 The key initiatives we will deliver in this strategy are:

- Enhanced tenant engagement and interactions via the tenant portal using online surveys;
- Enhance tenant portal self-service by expanding the suite of online forms and using interactive tools for repairs, allowing tenants to upload photos and adjust appointments;
- An Asset Management module that will process planned maintenance works, investment works, automated assessments of stock condition, SHQS, energy, and fuel poverty assessments, and deliver automation efficiencies in areas such as compliance management;
- Robust remote working with data collated and reviewed on site or in tenant homes to provide real-time updates and information;
- Secure document management which is fully integrated to the housing management system;
- A fully integrated Contractor Access Portal (CAP) that is accessible to all HHP contractors;
- Improved data analysis capabilities and resources to deliver real-time interactive reporting and data-driven decision-making;
- Embrace the opportunities which Artificial Intelligence (AI) may bring ensuring we have appropriate governance and security protocols in place;
- A website review which identifies the areas and actions required to deliver a dynamic, interactive, customer-centric site.

MEASURING SUCCESS

3.2 The following indicators will be tracked to assess the strategy's success:

Indicator	Target	Current
% of tenants registered on portal	25% by March 2025 rising to 45% by November 2028	21%
Satisfaction with overall service	88%	83%
No. of ARC indicators provided through automated reporting	84%	62%
% of New Housing Applications completed through tenant portal	25%	N/A
% Repairs satisfaction	100%	97%

IMPLEMENTATION PLAN

- 4.1 The strategy will be implemented in phases, prioritising initiatives that deliver the greatest impact for tenants and align with HHP's strategic goals.
- 4.2 Each project will have a team attached consisting of a Sponsor/Stakeholder, project leader and subject matter experts (Internal or External).
- 4.3 A detailed project timeline can be found at Appendix B.

CONCLUSION

- 5.1 By implementing this Strategy, we aim to position our organisation for long-term success in the digital age. Through enhanced digital capabilities, we will improve customer engagement, streamline operations, and foster a culture of innovation.

INTERPRETATIONS & ABBREVIATIONS

The following interpretation and abbreviations are used in this policy:

WORD	INTERPRETATION
<i>HHP or Partnership</i>	Hebridean Housing Partnership
<i>Board</i>	Means the Board of the Hebridean Housing Partnership
<i>Board Members</i>	All Members of the Board including co-opted Members
CAP	Contractor Access Portal
TP	Tenant Portal
TEC	Technology Enabled Care
HMS	Housing Management System
All references to the masculine gender in this policy shall read as equally applicable to the feminine gender	



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APPENDIX A – DIGITAL TRANSFORMATION STRATEGY OUTCOMES 2020/21 TO 2023/24

Project	Delivered	Planned Delivery Date	Budget	Actual Spend
Voice Over Internet Protocol (VOIP) phone system	Jun-20	June-20	£1,000	£1,000
A new housing management system	Mar-23	Jan-23	£359,100	£359,017
New reporting tools and dedicated data warehouse	Mar-23	Jan-23	-	-
Tenant Portal	May-24	Oct-23	-	-
Online forms	Dec-21	Dec-21	-	-
Online repairs diagnostics	May-24	Oct-23	£4,500	£4,500
Online payments system	Oct-23	Oct-23	£7,000	£7,000

APPENDIX B – DETAILED IMPLEMENTATION PLAN

Project Name	Details	Owner	Estimated Delivery Date
Asset Management	Complete rollout of planned maintenance module	Digital Transformation Manager, Assets & Contracts Manager, Service Development Manager	Mar-2025
	Scope and deliver SHQS/Energy/Fuel Poverty Assessments using data from investment and repairs.		Dec-2026
	Automate compliance monitoring for Air Source, EICR, fire doors & smoke alarm programmes.		Jun-2026
	Scope and deliver Stock Condition Forecasts on a scheduled basis.		Jun-2025
Contractor Access Portal	Full contractor access and 100% completion data delivered via the portal.	Digital Transformation Manager, Investment Manager	Dec-2025
CX Mobile	Void inspections completed in the field; ad-hoc asset management surveys; tenant and rent account information available.	Digital Transformation Manager, Investment Manager, Housing Area Managers	Jun-2025
Data Analysis Review	Carry out a review on Data Analysis within the organisation; Interactive Dashboard reporting; Business analytics tool.	Digital Transformation Manager	Mar-2026
Data Standards and Quality Assurance	Review Quality Assurance processes to ensure data integrity.	Digital Transformation Manager, Service Development Manager	Mar-2028
Document Management System – Housing Management System Integration	Fully integrate Electronic Document Management system with key systems; Digitise existing records; Create data management structure and tagging system.	Digital Transformation Manager, Corporate Resources Manager	Dec-2025
Emerging Technologies & AI	Internet of Things (IoT); AI integration with existing system; Automation; review emerging tech for applications within HHP.	Service Development Officer	Mar-2028

Project Name	Details	Owner	Estimated Delivery Date
Online Surveys	Automated repairs satisfaction surveys; Targeted online surveys via the portal.	Digital Transformation Manager, Service Development Manager	Dec-2024
Technology Enabled Care	Embrace the opportunities which Artificial Intelligence (AI) may bring ensuring we have appropriate governance and security protocols in place.	Service Development Officer	Mar-2028
Website Rebuild	Review of the current structure, layout, navigation, performance, and hosting of the website. Scope project requirements for any identified changes.	Service Development Officer, Corporate Resources Manager	Dec-2026

Behind Schedule Risk To Schedule On Track