

believe
housing

digital strategy overview

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believehousing.co.uk

introduction

Why do we need a digital strategy?

As an ambitious organisation, we have a lot we want to achieve.

By having a digital strategy aligned to our strategic goals, we can ensure technology is planned for and that the most important digital projects are delivered first.

COVID-19 sped up changes to much of our daily lives.

One of the biggest changes is how our dependency upon digital technology has grown - from apps tracing our contacts to switching to grocery shopping online. When we could do less, we expected the digital platforms in our life to do more.

The number of people who now choose digital as their default way to do almost anything has increased drastically. Every organisation has had to recognise these changes and react to ensure that customers were not frustrated, or worse.

At believe housing we managed to deliver much of the same great customer experience we strive for by video call. We created a whole suite of YouTube self-help videos to help customers carry out simple repairs without needing a repairs expert to enter their home. And that's just two examples.

But while the pace of change has been lightning-fast, there's no sign that it's ever going to get slower. To keep up with that, we'll have to change the way we do things. And we'll have to change the skills we all have to call upon.



The future is exciting.

Technology makes our lives easier, makes our time more efficient and helps us to do more for the people who matter – our customers. Data means that we can make the right decisions, at the right time for our business. And connectivity means that we can share what we know in new and more useful ways, making our people more efficient and improving job satisfaction.

We're developing a new digital roadmap to help us get to this digital future. And this document has been designed to help you understand exactly how that could work. This isn't a one way, or linear process though. Your views and knowledge matter; this is the start not the end. But we're confident that together we can achieve great things.

our digital vision



people

Delivering more for customers and colleagues by engaging our people with the future and equipping them with the skills and confidence to use digital solutions that make a difference



customers

Delivering a great customer experience through simple and fast digital services that are accessible to all our customers, where and when they choose



business

Delivering our business goals through the right digital solutions that keep us safe and secure, enhance our performance, help us to be efficient, and to respect and protect the planet

our digital priorities

Our senior leadership team has set our digital priorities.



Data

Delivering actionable insights and a single source of the truth



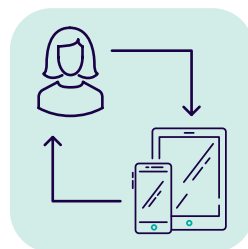
Digital inclusion

Providing help for customers who need it



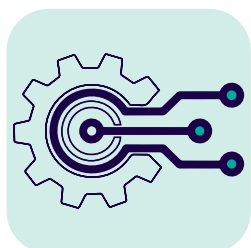
Future workforce

Equipping people with the tools and digital skills they need



Channel shift

Designing digital services that customers want to use



Technology

Protecting our systems and data from cyber attacks

technology

Internet of Things (IoT)

Smart sensors will allow us to future-proof our assets by using technology to provide efficient and safe homes for our customers, homes they can live in for longer. This will include responding to service failures automatically, without the customer needing to get in touch with us. For example, by using sensors to detect water leaks.

To test the technology, we're building exemplar smart homes as part of our new build programme that will incorporate smart locks, lighting and heating controls, entertainment, and smart appliances. We are also running large-scale trials involving smart thermostats in our estates.

Ultimately, we aim to provide a digital hub in all our properties that will allow customers to monitor and control their home, benefit from proactive maintenance services, and be able to communicate digitally with us when they need support.

Automation

By automating systems to interact with business applications, make decisions, and carry out basic tasks, this will allow staff to focus on more valuable work.

Hand-arm Vibration Power App

Hand-arm vibration syndrome (HAVS) comes from the use of handheld power tools and can be a significant health risk wherever powered hand tools are used for significant lengths of time. Many of our repairs colleagues rely on the use of handheld power tools so we need to be sure their use is carefully monitored to ensure their safety.

Previously, the process for collecting this data was time consuming, requiring time and effort from staff to calculate and update records on paper or by email, with managers calculating points for time and intensity of activity for each team member. This manual process, with a time delay on risk calculation, left staff at risk of not knowing how long they may safely use a tool.

Our solution was to develop a HAVS PowerApp that allows an operative to record their tool usage for the day and view the past week's data. The app automatically calculates the vibration magnitude based on the tool, and informs the user how many minutes they can safely use the tool before it becomes unsafe. The app also converts how many points the operative has accumulated during that usage based on the time using the tool and stores a record on SharePoint.

By using Power BI we can view this data in real time and look out for unsafe usage across the business.



A believe housing colleague removes an unsafe tree.



customers

Through our Moving Forward trials we are innovating how we interact with our customers, trialling new ways of working with a group of customers before deciding what to change. The broad aims of the trials are to:

Simplify

Developing easy to use self-service digital systems and streamlining business processes so we can engage with customers and keep them with us on our digital journey.

Collaborate

Experimenting with self-managing teams who can come together to design better digital solutions for our customers. Using digital tools internally to remove the barriers that reduce productivity and get in the way of delivering a great customer service.

Empower

Allowing customers to digitally self-serve as much as possible, reducing call volume to our customer hub. When extra support is needed, each customer will be assigned a caseworker and receive automated updates, with the aim being to resolve all queries within 48 hours. We are also looking at how customers access our digital services and what additional support we can provide to help migrate people who lack the means or confidence to engage with us digitally.

Digitise

Developing our customer self-service platform to the right standard. By understanding customer journeys and acting on real-time customer feedback and focus group suggestions, we will continuously improve our digital systems, enhancing design and functionality.

digital strategy principles

We have developed a set of principles to guide our digital journey.

principles

governing

Cyber security is the responsibility of everyone

Systems are designed to work together

Inclusive, useable and accessible solutions

Digital investment must deliver benefits and free up resource

Data governance

technical

Cloud first

Accessible from any device (mobile)

Reduction in number of IT systems

Continuous systems development

Secure systems design

digital projects 2022-2025



people

New learning management system

Workforce plan and digital skills

Internal department microsites

Process automation

Big data processing service



customers

Moving Forward trials

Digital inclusion

Chatbots

Website

Automated voice-based services

New customer portal

IoT-enabled smart homes



business

Security operations centre

Geographic information system (GIS)

Housing system and CRM replacement

Analytics and reporting platform

Robotic process automation

Cloud systems migration

conclusion

We have a clear vision to deliver the best digital services possible for our customers. We expect the majority of customers will want to engage with us digitally and we will use their feedback to drive improvements to our services.

Our information systems will be flexible enough to meet future demands and will make life easier for our colleagues. We will also protect the information security and privacy of our systems. By doing this we will strengthen customer trust and create a competitive advantage to drive business growth.

We are making significant capital investment in our digital systems and capabilities and have a clear set of priorities. This digital strategy describes what we want to achieve and how we will deliver it over the next three to four years.



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