



DIGITAL STRATEGY

2023-2026

Maryhill Housing
Digital vision for the future



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Introduction

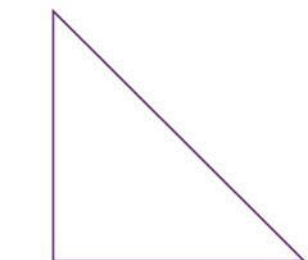
Welcome to Maryhill Housing's Digital Strategy for 2023 - 2026. Our strategy will set out the digital vision and approach to digital transformation across the Association over the next 3 years.

At Maryhill Housing, our customers are at the very heart of what we do. Our community is one of the fastest growing and ethnically diverse in the country, while faced with challenging levels of deprivation and digital poverty.



Our mission is to provide great housing and services for our customers; supporting strong, inclusive communities in north west Glasgow.



Digital Vision



In a post pandemic world, customer expectations continue to change so we need to adapt, evolve and improve how we deliver effective and efficient services to our customers. We want to offer our customers options so they can choose when and how they interact with us and access our services.



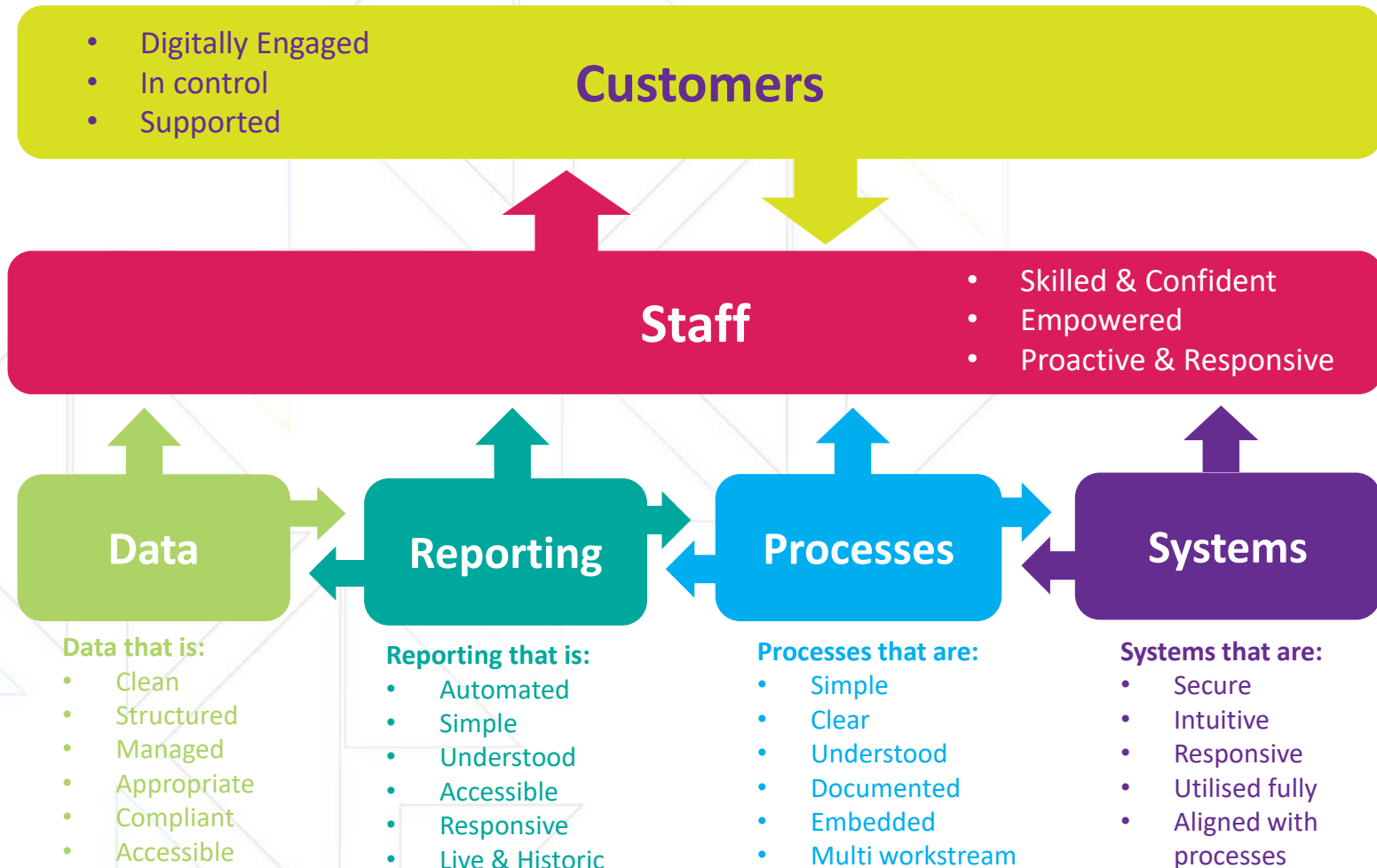
We will harness the opportunities that a constantly changing technology landscape offers through innovation. We will continuously review and develop our systems and technologies, ensuring that we use them to their fullest capacity, achieving operational efficiencies and value for money.

We will listen to and engage with our customers to help design and deliver the digital services they need and support them become digitally enabled.

We will empower staff to make evidence based informed decisions, monitor service delivery performance, assess customer feedback, learn lessons and implement improvements to deliver a streamlined customer experience.

We will support the organisation by maintaining and developing secure and future proof infrastructure, supporting flexible and mobile working for staff and follow best practice in data governance, cyber security and business continuity.

Our Goal





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What is our
current
position?



Customer Contact



We want to improve the customer experience so we need to measure a baseline for customer interactions to determine where we currently are. We have some information and we are aware that the majority of calls received relate to Reactive Repairs but we want to be able detail and breakdown this further.

By monitoring customer contact, along with our KPI's, we will be able to measure how customer contact changes with the introduction of digital options and customer choice over the next 3 years.

What do we know

How do we receive customer enquiries?

- By phone
- Online/MyHome
- In the office – in person
- On site – in person
- Social Media
- Referrals
- Other agencies
- Via other RSL's

How do our tenants pay rent?

- Online
- DD
- Standing Order
- Over the phone
- At a Paypoint location
- In person at the office
- DWP & other agencies

How many Complaints are raised by subject area? (from Q3 2022/23)

- Reactive Repairs - 110
- Housing Mngt & Allocations - 10
- Planned Maintenance - 6
- CCT - 4
- Gas Servicing – 4
- Other - 3
- Estate Mngt / Landscaping – 3
- ASB - 2
- Factoring - 2
- Cyclical Maintenance – 1

What are Complaints about?

- Poor quality - 73
- Longstanding issues - 37
- Previous enquiry, no reply - 10
- Missed appointment - 6
- Poor communication - 8
- Disagree with decision - 6
- Difficulty - 5

What we want to find out

How many repairs are raised per month via:

- Phone - xxx
- Online/MyHome - xxx
- Staff on site - xxx
- In person at the office – xxx
- Neighbourhood team - xxx

How many calls are received per month by subject/area?

- Repairs- xxx
- Arrears - xxx
- Estate management - xxx
- Change to tenancy- xxx
- Tenancy terminations - xxx

% or number of calls:

- Resolved at first contact - xxx
- Require a call back- xxx
- Transferred to colleague – xxx
- Dropped out of call queue - xxx

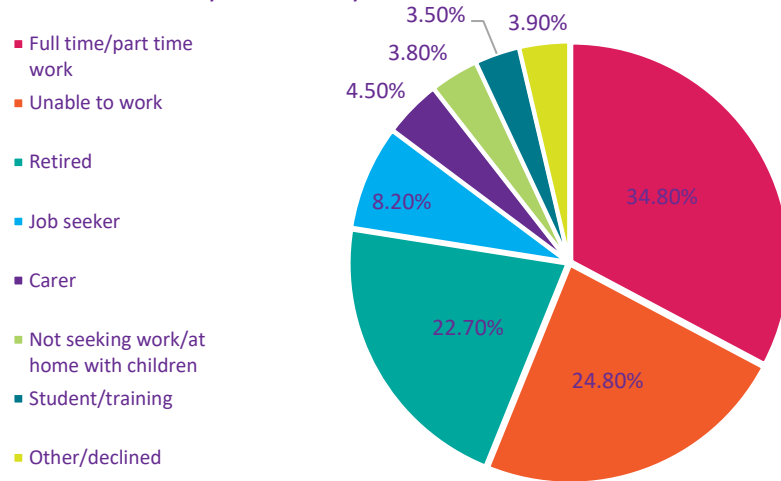
How satisfied were customers with the quality of contact

- Very Satisfied
- Satisfied
- Neutral
- Unsatisfied
- Very Unsatisfied

Customer Profiles

All Data from Tenant Survey Report 2021

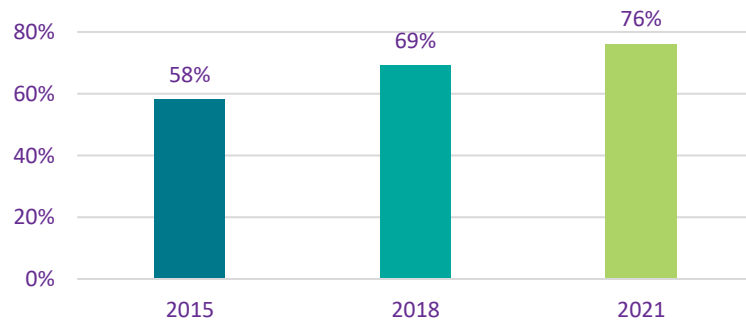
Tenants status by % of surveys



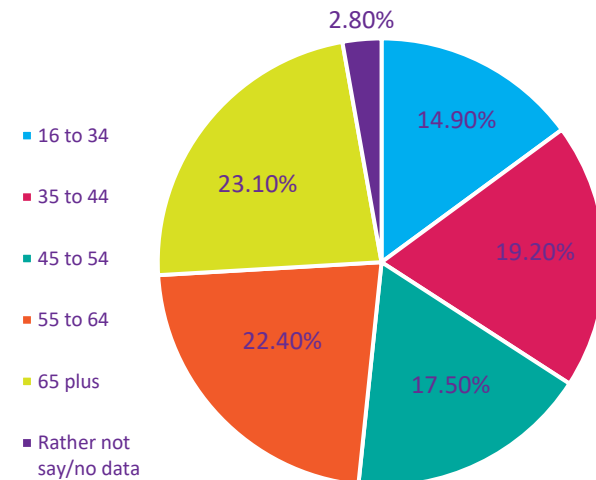
The tenant groups that are most likely to be dissatisfied with services overall are:

- Tenants aged 45 to 54 (22.9% are dissatisfied)
- 4 in a block tenants (20.2%)
- Tenants with children at home (20.0%)
- Tenants living in houses (19.9%)
- Other non-working tenants³ (18.9%)
- Tenants paying full rent (18.7%)
- Tenants who are unable to work (18.6%)

% of Tenants with Internet Access



% 2021 survey by age band



Customer Feedback

In 2021, Maryhill Housing conducted a tenant survey that asked for feedback around digital communication and online services. The feedback below represents the outcomes from the survey. While we look to use digital to open up options and access to tenants we must also consider how we can support tenants to become digital engaged and support the positive trend of tenants with internet access.

1,124 tenants responded to the 2021 annual survey. Based on a total of 3050, this is return rate of 37%. The industry recommended return rate is 40% so we are happy with the response.

Considering digital forms of information provision and engagement, 63.6% of tenants have expressed a preference for e-base information exchange (email, text, Facebook etc), whilst 41.8% have a preference for some form of digital consultation.

Most tenants still prefer to be kept informed using traditional methods such as letters (63.5%) or newsletters (39.6%).

Of the tenants who felt supported during lockdown, 87.6% are satisfied with Maryhill Housing's overall service. Conversely, where the tenant did not feel supported, their overall satisfaction is 39.6% (across all tenants, overall satisfaction in 2021 is 73.6%).



The most popular additional online service is being able to book an appointment with staff (18.0%). In total, 23.9% of tenants having an interest in extra online services.

Most tenants (76.4%) are using a using a computer, smart-phone or tablet to some degree (23.6% do not use these devices). The proportions using the internet are similar i.e. 75.6% are using this service to some extent.

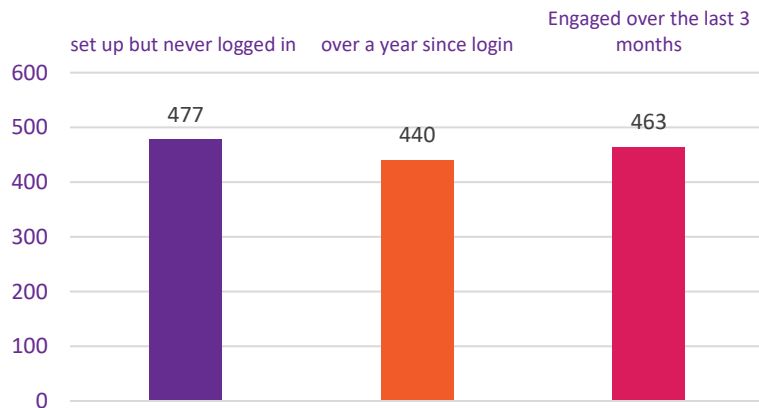
Looking beyond lockdown, tenants top two preferred ways of contacting Maryhill Housing in the future comprise mobile phones (63.1%) and landline phones (31.1%)

Customer Online Interactions

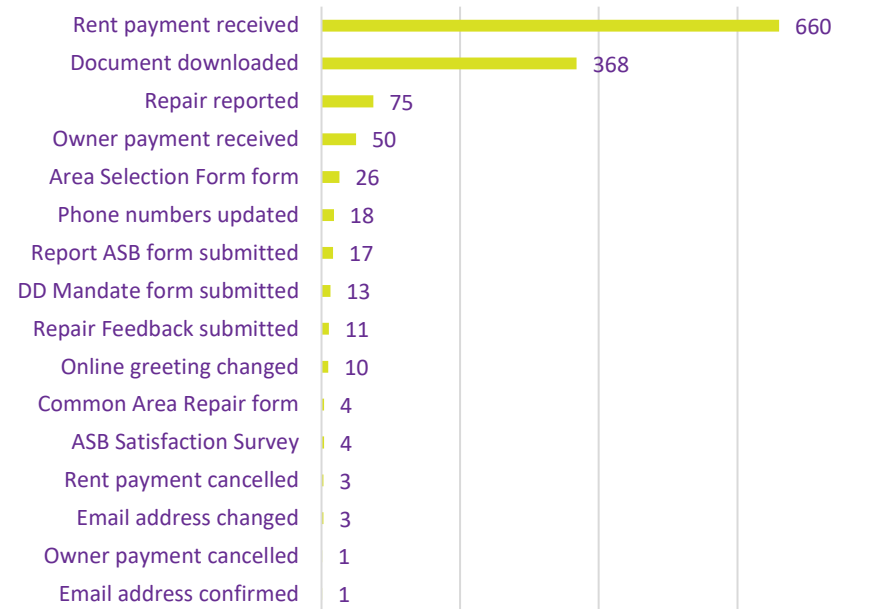
MyHome is our online portal for Tenants and Owners. They can check account balances, make payments, raise simple repairs or send requests. There are request forms available for changes during the life of their tenancy. Customers can update their contact details which in turn updates our core Housing system. There were 1165 tenants registered with MyHome at the end of March 2023.

Customers did have the ability to book an appointment for their repair on MyHome but this was suspended when we changed contractor. We are working closely with the new contractor and MyHome to reinstate this option. We are also working on the ability to raise multiple repairs and common area repairs

We are aware of the potential that MyHome can offer and have formed a working group to look at quick wins and longer term development.



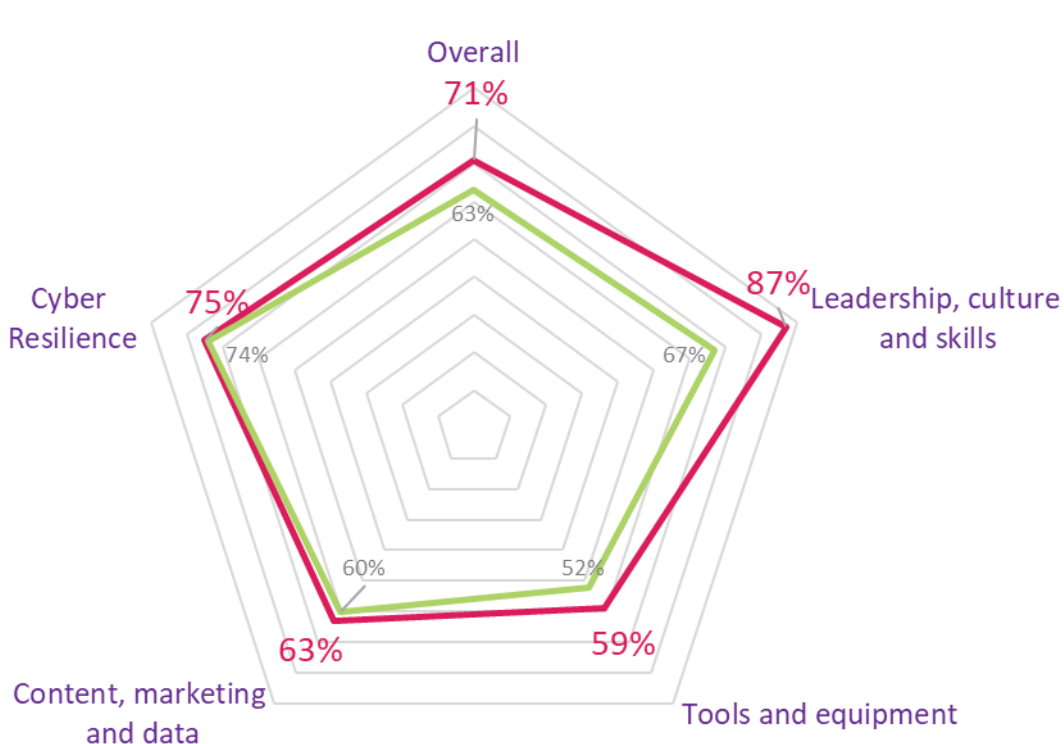
Activity on MyHome Jan - Mar 2023



- 1165 total registrations from 3050 homes
- 1264 tenant interactions between Jan – March 2023
- 52.22% of activity was making a payment
- 3.96% of activity related to factored owners making payments

Digital Self Assessment

In 2021 the SFHA created a self assessment tool to allow RSL's to rate their digital maturity. Maryhill Housing's Senior Management Team completed the exercise. Our results show our digital maturity at 71% in comparison to the average score of 63%. We also assessed our current IT infrastructure using Microsoft Secure Score which came in at 56% in comparison to organisations of the same size at 45%



	Maryhill Housing	Average Response
Overall	71%	63%
Leadership, culture and skills	87%	67%
Tools and equipment	59%	52%
Content, marketing and data	63%	60%
Cyber Resilience	75%	74%





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Where are
we going?



Digital Themes

The Digital Strategy links to our Corporate Plan and supports the Value for Money Strategy. The Digital Strategy sets out 4 key themes:

The Customer Journey

Offer our customers the choice of how and when they interact with us and access our services, improving levels satisfaction

Data & Reporting

Empower us to make evidence based informed decisions, monitor performance, assess customer feedback and implement improvements

Delivering Digital Services

Deliver effective and efficient services to our customers, adapting and evolving with technology while ensuring we have skilled staff with the right tools for the job

Core Systems & Technology

Continuously review and develop our systems and technologies, improving accessibility, using best practice and governance

Our Objectives

The Customer Journey

- Increase digital access to our services offering the customer a range of choices that suit them.
- Increase digital interaction with customers moving from analogue to digital communication.
- Maximise the use of technology and innovation to increase customer satisfaction

Data & Reporting

- Deliver accurate reporting that will:
 - Inform, measure and monitor performance.
 - Analyse activity to identify trends, patterns and cycles
 - Support evidence-based decision making.
 - Support prioritisation of workloads.
- Ensure the data we hold is secure, complete, well managed and appropriate.

Our Objectives

Delivering Digital Services

- Have automated, integrated, effective and efficient processes and systems, reducing resource time and effort.
- Support staff digital development to improve the customer journey
- Improve accessibility to key systems to support remote and mobile working for a more flexible, efficient and agile workforce.
- Respond to a changing world of work, modernising and adapting ways of working flexibly and ensuring staff have the right tools for their role.

Core Systems & Technology

- Maximise existing systems and functionality to achieve Value for Money
- Ensure the core housing management supports the Associations digital vision
- Ensure we maintain a resilient, agile, secure and future proof IT infrastructure
- Creating an improved digital working platform giving staff centralised access to key systems and resources



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How do we get there?



Delivering Digital

This section of the Digital Strategy sets out our projects and gives an overview of expected timeframes, our priorities and the measures we will use to define success.

The Digital Strategy covers a 3 year period so the projects, timeframe and priorities will be reviewed and updated annually.

The Customer Journey		
Objective	Projects	Timeframe
Increase customer choice and access to our services by offering a range of digital options.	MyHome - Year 1 - Repairs (raising multiple jobs, booking appointments, communal	Multi Year project. Year 2 options include digital tenancy start up.
	Choice based lettings	Brought forward from 2022/23 - year 1 implementation
Increase customer digital interaction moving from analogue to digital communication.	Multi Channel Communication – Email, SMS and Social Media, Web Chat, Chatbots	Multi year supporting project
Maximise the use of technology and innovation to increase customer satisfaction	Complete Broadband roll out in Mini Multi’s and promotion of service at Glenavon	Quick Win - year 1 completion

Data & Reporting		
Objective	Projects	Timeframe
Deliver accurate reporting	Review and improve operational & management reporting	Foundation project - bulk of work in year 1
Ensure the data we hold is secure, complete, well managed and appropriate.	Cyber Essentials, ED&I Strategy, PCI DSS, GDPR	Foundation project - delivering annually

Delivering Digital

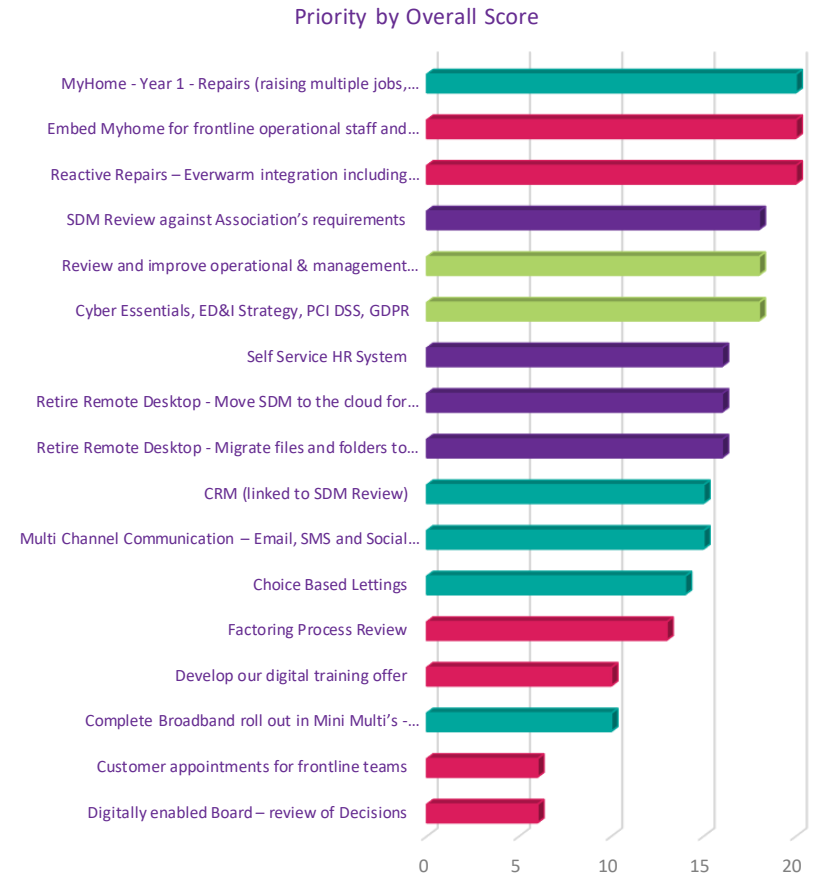
Delivering Digital Services		
Objective	Projects	Timeframe
Have automated, integrated, effective and efficient processes and systems, reducing resource time and effort.	Reactive Repairs – Everwarm integration	Quick Win - year 1 completion - phased implementation
	Customer appointments for frontline teams	Quick Win - year 1 completion
	CRM (linked to SDM Review)	Foundations project - multi year
	Factoring Process Review	Quick win - year 1 completion
Support staff digital development to improve the customer journey	Develop our training offer for core digital skills and service delivery	Multi year project - year 1 to include training needs analysis
Improve accessibility to key systems to support remote and mobile working for a more flexible and agile workforce.	Embed Myhome for frontline operational staff and neighbourhood team	Multi Year project linked to development and roll out of MyHome functionality
Respond to a changing world of work, modernising and adapting ways of working flexibly and ensuring staff & Board have the right tools for their role.	Digitally enabled Board – review of Decisions	Foundation project - review of Decisions and Teams - year 1 completion

Delivering Digital

Core Systems & Technology		
Objective	Projects	Timeframe
Maximise existing systems and functionality to achieve Value for Money	Underpins all Digital Strategy projects	Underpins all Digital Strategy projects
Ensure the core housing management supports the Associations digital vision	Full review of SDM Modules against the Association's requirements:	Multi year project - year 1 to review SDM, define our requirements and identify gaps. Year 1 decision on moving forward with a replacement
	Rents & Housing Management, Waiting lists & Allocations	
	Repairs & Maintenance, Planned Maintenance, Voids Management	
	Complaints Register	
	Factoring / Service Charges	
Ensure we maintain a resilient, agile, secure and future proof IT infrastructure	Nominal & Purchase Ledger	Underpins all Digital Strategy projects
	Underpins all Digital Strategy projects	
Creating an improved digital working platform giving staff centralised access to key systems and resources	Retire Remote Desktop - Migrate files and folders to Sharepoint,	Foundation project - year 1 completion
	Retire Remote Desktop - Move SDM to the cloud for web access	Foundation project - year 1 completion
	Self service HR system	Foundation project - year 1 & 2

Project Priorities

Digital Theme	Delivery Project	Urgent	Important	Overall Score
The Customer Journey	MyHome - Year 1 - Repairs (raising multiple jobs, booking appointments, communal area repairs)	10	10	20
	Multi Channel Communication – Email, SMS and Social Media, Web Chat, Chatbots	6	9	15
	CRM (linked to SDM Review)	6	9	15
	Choice Based Lettings	7	7	14
	Complete Broadband roll out in Mini Multi's -	5	5	10
Data & Reporting	Review and improve operational & management reporting	9	9	18
	Cyber Essentials, ED&I Strategy, PCI DSS, GDPR	9	9	18
Delivery Digital Services	Embed Myhome for frontline operational staff and neighbourhood team	10	10	20
	Reactive Repairs – Everwarm integration including booking appointments	10	10	20
	Factoring Process Review	8	5	13
	Develop our digital training offer	5	5	10
	Digitally enabled Board – review of Decisions	3	3	6
	Customer appointments for frontline teams	3	3	6
Core Systems & Technology	SDM Review against Association's requirements	9	9	18
	Self Service HR System	7	9	16
	Retire Remote Desktop - Move SDM to the cloud for web access	8	8	16
	Retire Remote Desktop - Migrate files and folders to Sharepoint	8	8	16



Action Plan

	Digital Objective	Delivery Project	Project Lead	2023/2024	2024/2025	2025/2026	Multi Year
The Customer Journey	Increase customer choice and access to our services by offering a range of digital options.	MyHome - Year 1 - Repairs (raising multiple jobs, booking appointments, communal area repairs)	Business Transformation and IT Manager	✓	✓	✓	✓
		Choice Based Lettings	Director of Operations	✓			
	Increase customer digital interaction moving from analogue to digital communication.	Multi Channel Communication – Email, SMS and Social Media, Web Chat, Chatbots	Customer Experience Manager and Communications Officer	✓	✓	✓	✓
		CRM (linked to SDM Review)	Head of Property (CCT) / Customer Experience Manager	✓	✓	✓	✓
	Maximise the use of technology and innovation to benefit our customers	Complete Broadband roll out in Mini Multi's - promotion of service at Glenavon	Business Transformation and IT Manager	✓			
Data & Reporting	Deliver accurate reporting	Review and improve operational & management reporting	Business Transformation Officer	✓	✓	✓	✓
	Ensure the data we hold is secure, complete, well managed and appropriate	Cyber Essentials, ED&I Strategy, PCI DSS, GDPR	Performance and Governance Manager / Business Transformation and IT Manager	✓	✓	✓	✓
Delivery Digital Services	Have automated, integrated, effective and efficient processes and systems, reducing resource time and effort	Reactive Repairs – Everwarm integration including booking appointments	Head of Property (CCT)	✓			
		Factoring Process Review	Business Transformation Officer	✓			
		Customer appointments for frontline teams	Housing Managers / Customer Experience Manager	✓			
	Support staff digital development to improve the customer journey	Develop our digital training offer	HR Manager	✓	✓	✓	✓
	Improve accessibility to key systems to support remote and mobile working for a more flexible and agile workforce	Embed Myhome for frontline operational staff and neighbourhood team	Business Transformation and IT Manager	✓	✓	✓	✓
	Respond to a changing world of work, modernising and adapting ways of working flexibly and ensuring staff & Board have the right tools for their role	Digitally enabled Board – review of Decisions	Performance and Governance Manager	✓			
Core Systems & Technology	Ensure the core housing management supports the Associations digital vision	SDM Review against Association's requirements	Business Transformation and IT Manager	✓	✓	✓	✓
		Retire Remote Desktop - Move SDM to the cloud for web access	IT Projects Officer	✓	✓		✓
	Creating an improved digital working platform giving staff centralised access to key systems and resources	Retire Remote Desktop - Migrate files and folders to Sharepoint	IT Projects Officer	✓	✓		✓
		Self Service HR System	HR Manager	✓	✓		✓

Critical Success Factors

Critical Success Factors, or CSF's, are definitions for the future position and conditions that need to exist so we can say we have successfully delivered our digital objectives. CSF's are created at a strategic level within the Association. CSF's start with an action verb and describe what's important in a short description. Each CSF has a corresponding SMART measure to quantify success.

At this point we need to establish a baseline for the majority of the measures to reflect where we currently are. This baseline assessment will be completed during 2023/24 and we will propose a full suite of SMART measures for 2024/25. This will enable us to set out clear targets for what we want to achieve through our digital journey.

We will monitor progress on projects through the Delivery Plan reported quarterly to Board..

Critical Success Factor	SMART Measure
Reduction of incoming calls	To be defined once baseline measure has been established
Increase in customer digital contact	To be defined once baseline measure has been established
Increase in customer sign up to online accounts	To be defined once baseline measure has been established
Increase the number of Repairs raised online	To be defined once baseline measure has been established
Access to core housing system online	Web access to SDM by March 2024
Retire Remote Desktop	Fully cloud based - 0% reliance on RDS by December 2024
Increase the numbers of customers signed up for paperless communications	To be defined once baseline measure has been established



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Date created : May 2023

Version : draft 1.6