



Digital Strategy 2018-2021

We aspire to be the right choice for customers, to be a cost-effective operator and to have a modern culture. We understand, in an ever-changing world, the benefit of embracing digital technologies in being able to achieve our aspirations.

This strategy outlines our focus on the best use of digital technologies, services and skills over the next three years, with an aim to:

- provide the best possible customer experience
- provide a great opportunity for our customers to be more self-sufficient and independent
- provide 'best in class' processes that drive efficiency for the organisation and effectiveness for our customers
- drive creativity and innovation

This strategy provides a clear approach on how we want to:

- **make digital the best choice for our customers**
- **invest in 'best in class' digital technology and infrastructure, to drive us to work more efficiently and effectively**
- **encourage and support our customers and staff to maximise the benefits of the 'digital world'**

This Digital strategy will support us in achieving our ambitions, our aspirations and in maximising our opportunities to make more housing affordable and available to everyone. The delivery of this Digital Strategy is monitored through our departmental plans.

Make digital the best choice for our customers

Customers want choice, convenience and flexibility in how they interact with us. However, for digital services to be the best choice of our customers they need to be easy to access, mobile-friendly and designed so customers can complete the whole task online, anywhere and at any time. Customers also want to have greater control and independence in the way they manage their home and deal with us.

We want to provide our customers with a great customer experience through our broad range of digital services that are quick, easy to use and are the first choice of our customers which are aligned with their personal use of technology.

We aim to do this by:

- Providing customers with a desirable online account, enabling them 24/7 self-service
- Increasing the number of end-to-end services that are available online
- Providing customers with the ability to interact with us through webchat
- Making it easier for customers to find the information they need on our websites, by ensuring all pages have clear and informative content
- Increasing our use of video and audio as a means of communicating to our customers
- Exploiting emerging technology including automation software, chatbots, artificial intelligence and voice recognition to provide 24/7 customer service

We will continue to provide options for customers who cannot access digital services.

**Invest in 'best in class' digital technology and infrastructure,
to drive us to work more efficiently and effectively**

We understand that doing things digitally can help us not only deliver a great customer experience but can be more efficient and effective. Therefore, it is essential that we have right technology and infrastructure that supports this and that we take advantage of new and smart technologies.

We want to provide our staff with the technology they require to be able to deliver a great customer experience to our customers; with systems easily accessible where and when it is needed and focused on removing waste and effort. We also want to utilise innovative products that enable us to deliver high quality homes and services, that are cost-effective to manage and can meet the changing needs of our customers.

We aim to do this by:

- Providing flexible workers with the technology they require to deliver services to our customers anywhere, through our mobile operating model
- Increasing our use of cloud-based hosting
- Increasing our use of mobile applications
- Exploiting emerging IoT (internet of things) technology
- Exploiting emerging automation technologies (i.e. artificial intelligence and robotics)

Encourage and support our customers and staff to maximise the benefits of the 'digital world'

We understand the many advantages to our customers of being connected to the 'digital world', including; removing isolation, greater access to employment, being able to claim benefits, greater access to cheaper services/products, improved wellbeing etc. However, one in ten adults has never used the internet and many more are missing out on the opportunities the digital world offers, whether through lack of connectivity, digital skills or motivation (Gov.uk, 2017).

We want to ensure that our customers are easily able to access the 'digital world' from their home and they are easily able to access support to build their digital confidence and skills.

We aim to do this by:

- Working with local partners in supporting our customers in accessing and being confident in the 'digital world'
- Increasing the opportunities for customers to access broadband from their home

We also understand that investment in digital confidence and skills is important for our staff to enable them to make the most of our investment in digital technology and to deliver a great customer experience.

We want to ensure that our staff have the right digital skills and confidence to deliver services digitally.

We aim to do this by:

- Making it clearer to staff as to the level of digital skills required within their role
- Increasing the digital confidence of our staff through training and coaching
- Developing digital skills and confidence assessments within our recruitment processes