ICT, Data & Digital Transformation
Strategy 2022 - 2024

Living Longer, Living Better

Outstanding Homes, Service, Value & People

To be Market Making in Independent Living

To #LoveWhereYouLive and #LoveWhereYouWork

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Our Key Facts:

Our Investments:
IT Capital spend between 2018 & 2021 was £2.5M and our original 2021/22 investment was £800K. These investments were made up of 4 key pillars:
- Customer Digital Engagement
- Employee Engagement
- Digital and Process Efficiency
- Digital innovation

The bulk of our investments were around improving our ICT infrastructure to meet future needs. We made significant improvements to our core work tools, as well as introduced a new website, portal, mobile app and property letting platform for customers to interact with us digitally.

Our Customers:
Over 840 customers have provided their views, which are now helping us shape our future digital support and customer engagement activities. Over 25% of respondents stated that they 'would' or 'may' value support and IT skills training, so they are able to increase the use of digital services. This insight, along with ongoing engagement through our Customer First programme has helped us to create a more customer centric change and transformation agenda.

Our Colleagues:
More than 95% of colleagues have stated they want to continue working hybrid, post COVID, with technology being a key enabler to achieving this.
More than 40% of our front line colleagues validated ideas to develop a 'colleague dashboard', that provides a overview of each of our residents.

Our Deliverables:
We've successfully rolled out 'phase 1' of our enhanced website, self-service portal, mobile app and property lettings system to improve the digital experience we offer our customers. This functionality will continue to grow and develop as we deliver phases 2 and 3. Of the 800 customers we surveyed, 44% of them have internet in their home and would value digital services. This has increased by nearly 20% since May 2020.

Our Customers and Colleagues

Customer - Elsie
Elsie has just come out of hospital and has dementia, the use of Wi-Fi both within the scheme and her own home means she can instantly connect with the outside world, even though she can't physically get out and about. With the new app functionality that has been provided to Elsie's immediate family, they've been able to also get some Telehealth and Lifestyle monitoring help from Astraline, so that they will be aware of issues and can be alerted when really needed, as Elsie makes her recovery.

Customer - Brian and Jean
Brian and Jean have a big family and love spending quality time with their grandchildren, but during the height of the pandemic their contact and interaction significantly reduced. With access to free IT and digital skills training, both Brian and Jean have taken the opportunity to learn something new and are now connecting with their family, managing bills and finding new hobbies online. They have also just signed up to the portal to manage their home and have recently downloaded the new app.

Colleague - Isabelle
Isabelle has worked for JJH for 6 years in a number of different roles within our front-line neighbourhood team. Isabelle loves the 'One Team' ethos at Johnnie Johnson and has always been inspired by the organisations ambitious plans for the future. She is a big believer in doing best, what matters most for our customers and has always been keen to listen and act upon any feedback provided. For a while Isabelle has considered whether she might be ready to take that step into leadership, she has loads of ideas for improvements and is keen to try different ways of doing things to get the right result. Isabelle is incredibly passionate about our customers wellbeing and recognises that there is more we can do to support. She'd like to have the opportunity to spend more time on this area and develop and outstanding service, which others would want to replicate.

Colleague - Alex
Alex is fresh out of university with a qualification in data science and management. He has a passion for using data to drive decisions and change within a business and has recently started working for us in our newly formed Data and Insight Team, as our Management Information Analyst. Alex was attracted to our social purpose and was keen to see how he could contribute to our mission to become outstanding. The variety of projects, flexible approach to working and planned investment in all things digital is what attracted Alex to join us. He's excited about the future and believes he can develop and progress his career at Johnnie Johnson, whilst making a real difference to our customer experience.

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Our Current Corporate Priorities:

2021/ 2022	✅ Our residents choose new services and we provide a 24/7 celebrity service.
	✅ Our investment in digital and data positively contributes to performance.
	✅ We invest in our digital skills for the benefit of our colleagues and customers.

2022/ 2023	✅ We know our residents, are available 24/7 and provide a flexible service.
	✅ We use life-long learning approaches to 'grow our own' with formal qualifications.
	✅ We are known for our digital innovation in Independent Living.

2024/ 2025	✅ Our plan is met for SMART, green existing homes.
	✅ We use technology to automate tasks, so we really add value.
	✅ We do more through partnerships.

How our strategy will evolve

We want to give more of our customers a stronger voice, to demonstrate that we listen and respond. At the same time our business is facing additional pressures and challenges including rising consumer expectations, the need to reduce carbon emissions and stronger legislation around building safety. There is also the need to convert our warden call systems from analogue to digital, and an increase in transparency set out in the Housing White Paper. We will take these challenges and use them as opportunities to evolve our strategy and the projects delivered within it.

Doing best, what matters most...

IMPORTANCE ➕ SATISFACTION ➗ = GAPS & OPPORTUNITIES

Our Commitments:

- ✅ We will design services with customers, for customers.
- ✅ We will seek to 'do best, what matters most' for customers in order to improve overall customer satisfaction.
- ✅ We will support customers to develop confidence in accessing services digitally.
- ✅ We will ensure that critical services are available around the clock - 24/7!
- ✅ We will invest in our data and insight to build intelligence to help us hone and refine our services.
- ✅ We will simplify our systems, processes and technologies to enable our colleagues to deliver an outstanding service.
- ✅ We will roll out scheme based in-home and care technology to help our customers live full, independent lives.
- ✅ We will support our colleagues with their digital skills and capabilities.
- ✅ We will provide our colleagues with the latest and most appropriate technology for their roles.
- ✅ We will work towards streamlining our ICT services, whilst keeping our network safe and secure.

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Key Elements of Our Strategy and Measuring Success

Our performance indicators are vital to how we measure the successful impact and delivery of the project delivery roadmap. We've aligned our measures to ensure they are easily captured, both at an individual project level and our overall contribution to the organisations Value for Money target.

The below indicates our success so far since 2018, as well as our targets for 2022 > 2024:

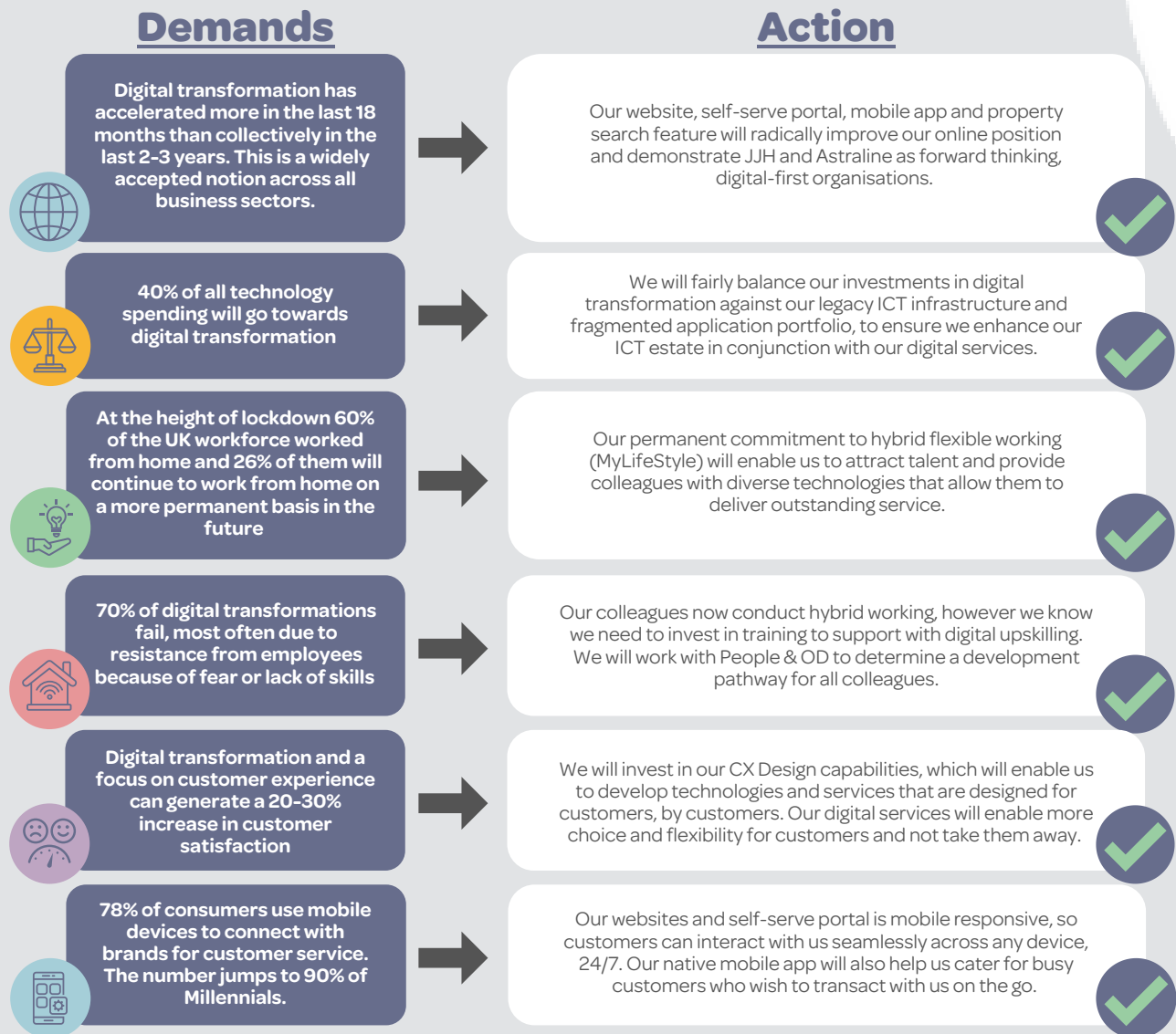| Key Element	Our 2018/21 Successes	2022/23 Measures	2023/24 Measures	Source
Adoption and engagement of Digital services	• 5% of customer base accessing digital self-service • 3% of customer supported with digital skills	• 10% of customer base accessing digital self-service • 10% of customer supported with digital skills	• 20% of customer base accessing digital self-service • 20% of customer supported with digital skills	**Web Analytics**
Customer First and Project Management Delivery	Contribution to Value for Money savings as follows: • £42,000 savings. • 3,106 hours saved - equivalent to 2 FTE operational efficiency.	Contribution to Value for Money savings as follows: • £100,000 savings. • 4500 hours saved - equivalent to 3 FTE operational efficiency.	Contribution to Value for Money savings as follows: • £60,000 savings. • 6000 hours saved - equivalent to 4 FTE operational efficiency.	**Monday.com and Pentana**
Improving productivity & continuous improvement through Propel	• £5,000 contribution towards Value for Money through operational savings.	• £8,000 contribution towards Value for Money through operational savings.	• £10,000 contribution towards Value for Money through operational savings.	**Monday.com and Pentana**
ICT Operational Efficiency	• 85% Incident SLA Compliance • 85% Satisfaction via ticket closure surveys • 99% System Uptime	• 90% Incident SLA Compliance • 90% Satisfaction via ticket closure surveys • 99.5% System Uptime	• 95% Incident SLA Compliance • 95% Satisfaction via ticket closure surveys • 99.9% System Uptime	**ICT Ticketing System**
Building a digital data management framework and culture	The Data Management Framework is not yet implemented	• 85% data quality results • 90% colleague satisfaction scores in MI reporting	• 95% data quality results • 95% colleague satisfaction scores in MI reporting	**Colleague Dashboard/MIS /Data Warehouse/BI Reporting**
Effectiveness of our Internal Communications	85% of colleagues feel we communicate well, listen and take action	88% of colleagues feel we communicate well, listen and take action	91% of colleagues feel we communicate well, listen and take action	**Pulse Survey**

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Market Trends and External Analysis

We continuously scan the market, industry and wider technology landscape to assess evolving demands and new opportunities, as well as changing compliance and legislation.

We conduct regular surveys with our customers to understand how technology is meeting their needs and any changing expectations they have of it.

Demands | Action

Digital transformation has accelerated more in the last 18 months than collectively in the last 2-3 years. This is a widely accepted notion across all business sectors.

→ Our website, self-serve portal, mobile app and property search feature will radically improve our online position and demonstrate JJH and Astraline as forward thinking, digital-first organisations. ✓

40% of all technology spending will go towards digital transformation

→ We will fairly balance our investments in digital transformation against our legacy ICT infrastructure and fragmented application portfolio, to ensure we enhance our ICT estate in conjunction with our digital services. ✓

At the height of lockdown 60% of the UK workforce worked from home and 26% of them will continue to work from home on a more permanent basis in the future

→ Our permanent commitment to hybrid flexible working (MyLifeStyle) will enable us to attract talent and provide colleagues with diverse technologies that allow them to deliver outstanding service. ✓

70% of digital transformations fail, most often due to resistance from employees because of fear or lack of skills

→ Our colleagues now conduct hybrid working, however we know we need to invest in training to support with digital upskilling. We will work with People & OD to determine a development pathway for all colleagues. ✓

Digital transformation and a focus on customer experience can generate a 20-30% increase in customer satisfaction

→ We will invest in our CX Design capabilities, which will enable us to develop technologies and services that are designed for customers, by customers. Our digital services will enable more choice and flexibility for customers and not take them away. ✓

78% of consumers use mobile devices to connect with brands for customer service. The number jumps to 90% of Millennials.

→ Our websites and self-serve portal is mobile responsive, so customers can interact with us seamlessly across any device, 24/7. Our native mobile app will also help us cater for busy customers who wish to transact with us on the go. ✓

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Our Risks and Mitigations

The below risks are captured in the JJH Risk Matrix and is reviewed on a monthly basis, in line with the Governance, Controls and Assurance framework.

All projects and associated risks, issues, budgets and status reports are managed centrally via our PMO function on Monday.com.

JJH RISK OS 04a

ICT System Fails to Support Service Delivery & Business Transformation

We mitigate this by:
- Horizon scanning
- Stress testing the business plan
- Implementation of new systems to support secure working, ensuring they are fit for the future
- Individual project risks and issues managed in Monday.com and aligned to overall risk register

JJH RISK OV 03a

Projects not delivering expected / required results

We mitigate this by:
- Regular communication updates
- Monthly Propel updates
- JJH Executive Team meeting reports
- Monthly Operational Leaders Team updates
- Propel ideation process and terms of reference
- Individual project risks and issues managed in Monday.com and aligned to overall risk register

JH RISK OV 02a

Governance/Compliance Issue Caused by Poor Data/Data Controls/Data Integrity

We mitigate this by:
- Performance Reporting by Teams to JJH Executive Team and JJH Board
- Data considerations included within the report template
- Heightened awareness of data used in reports
- All colleagues undertake Data Protection E-Learning

JJH RISK OV 02g

Breach of Data Protection Act caused by Software or Network Vulnerabilities/Accidental Employee Mistake/Failure in Security of Physical Device

We mitigate this by:
- Data Protection and Information Security Policy and Procedure
- Data Protection E-Learning for colleagues and Training refreshed regularly
- Monthly Data Protection reporting to JJH Executive Team/quarterly to JJH Board
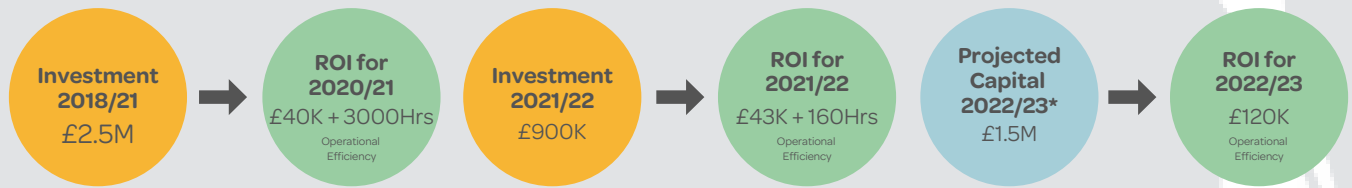- Stress testing the business plan

Increased cyber security threats put a growing risk on JJH systems and networks, impacting business performance and causing reputation damage

We mitigate this by:
- Conducting independent security audits
- Annual Penetration Testing: with outcome reported to Audit & Risk Committee
- Continuous Monitoring of Ransomware through McAfee software
- Alerting staff to the dangers of Cyber Attacks through regular communications and reminders

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Our Financials - Budgets

| Investment 2018/21 £2.5M | → | ROI for 2020/21 £40K + 3000Hrs Operational Efficiency | Investment 2021/22 £900K | → | ROI for 2021/22 £43K + 160Hrs Operational Efficiency | Projected Capital 2022/23* £1.5M | → | ROI for 2022/23 £120K Operational Efficiency |

*The latest business plan forecasts £800K for 2022/23.
The increased cost is due to emerging technology investments needed to deliver Customer First. This additional investment will be subject to budget and strategy approval.

Our Partners

- Media Works – Our digital design agency.
- Huume – Delivering the Choice Based Lettings (CBL) online property functionality.
- MIS - Our Housing Management System Provider for ActiveH.
- TechAlign – Supporting our transition to a hybrid co-location IT infrastructure.
- LIMA – supplying our innovation hub and schemes with a reliable and secure internet service.
- Phoenix Software – supplying our Microsoft enterprise and security solutions.
- ConnectUs - Providing independent assurance of our cyber security.
- Social Telecoms - Providing our Mobile Hardware and Software support.
- Insight - Supporting our office hardware needs.
- House on the Hill (ITSM) - Providing our ICT Ticketing System.
- Sungard - Pen Testing, cloud and DR Hosting.

External Assurance In Place

- We have an external Penetration Testing supplier, Sungard/ConnectUs, who provides annual testing.
- We have an aspiration in 22/23 to achieve Cyber Essentials accreditation.
- Our IT services are aligned to ITIL standards.
- Internal Audit (ICT Strategy) Feb-19 Substantial Assurance
- Annual Business Continuity Test by Insurers
- Internal Audit (BP Stress Testing) Jul-19 Substantial Assurance
- Internal Audit of Business-Critical Controls (Quarterly)
- Internal Audit (Network Availability) Dec-20
- Internal Audit (Project Management) September-21

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