



EAST MIDLANDS HOUSING GROUP
ICT DIGITAL STRATEGY 2019 - 2021

SHAW

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PARTNERS FOR
SOCIAL HOUSING
& WELLBEING

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 emh group

FOREWARD

emh group is one of the largest providers of affordable homes and care & support services in the East Midlands. We have more than 20,000 properties in more than 40 local authority areas across the region, and we provide care and support to hundreds more customers.

Our group includes:

- emh homes: providing affordable homes for rent and ownership across the region.
- emh care & support: providing care and support services to a wide range of customers, from people with disabilities to victims of domestic abuse.
- Midlands Rural Housing: a specialist rural housing services and expertise.
- Hello Homes: a specialist home sales agency.
- emh Sharpes: provides our ground maintenance and gardening service and is our social enterprise that funds emh group Academy to provide education, training, skills, and future job opportunities for local young people.

emh group is a significant business in the region. We have a turnover of £101.5 million and assets of £764 million. We are a major employer with 1100 staff across the group. We invest in building around 550 properties every year, using local contractors and suppliers wherever possible.

emh group is an independent, profit-for-purpose organisation that provides high quality, affordable homes and support services.

Our vision is to be the best social housing and care business in the country, leading the market as service provider and employer.

This digital strategy will enable emh group to transform the way we work as a business and the way in which we deliver services to our customers. Our digital transformation strategy will provide us with a platform for the future which will help us achieve better value for money, operate more effectively and deliver services to our customers, the way they want to engage with us.

The digital strategy supports and underpins the emh group business plan metrics 2018 to 2023 (see separate document).

The development of the Digital Strategy has been led by Shaw Consulting, they have reviewed our current position, engaged with people from across our business and developed a 3 year plan that will help us realise our ambitions by 2023.



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DIGITAL VISION

DIGITAL OVERVIEW

The Digital Context

Digital technology is shaping and impacting a broad range of organisations, sectors and the relationships organisations have with their customers and how they are making decisions about the products and services they use.

There is an accelerated rate of change across business landscapes due to horizontal innovation and industry convergence with traditional boundaries being blurred due to digital driving the customer experience. As this pace of change accelerates so the pressure on organisational leadership is intensifying as digital technologies represented by social media, mobile, analytics and cloud computing disrupt existing business models and open up new opportunities for organisations to interact with their customers, employees and stakeholders.

Digital provides key opportunities for Housing Associations to:

- Reach increased numbers of customers more cheaply.
- Lower their cost base, providing better value.
- Offer a greater customer experience.
- Improve their ability to challenge incumbents in the market.
- Guide and assist customers on their digital journeys.
- Serve their customers 24*7.

Across the Sector

Many Housing Organisations have, over time expanded and adapted the range of products and services they provide to meet the needs of their customers. To support the range of new products and services, many housing organisations are:

- Creating new solutions to enable customers to interact with them through digital channels i.e. over the web and through mobile devices.
- Improving customer satisfaction through dedicated and specialised CRM platforms.
- Developing a better understanding of their customers through improved business intelligence and data analytics.

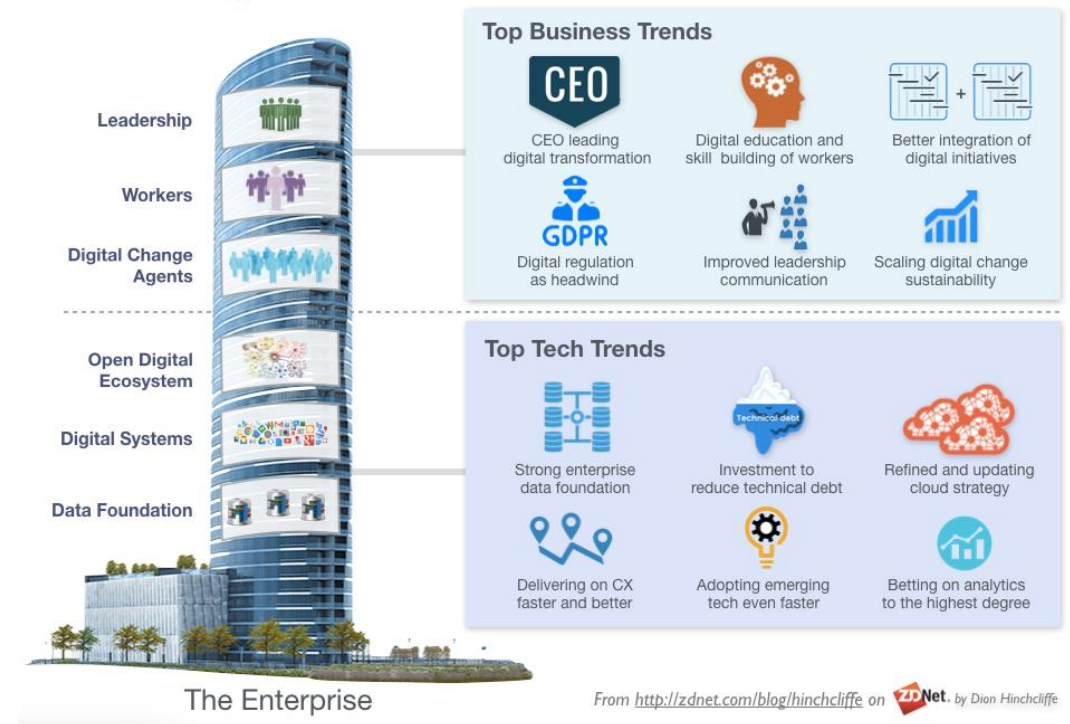
This is opening up the Housing sector to alternative solutions and approaches from the commercial world e.g. Microsoft Dynamics, as well as providing opportunities for traditional Housing Management software suppliers to expand their offer.



Technology Trends & Innovation

- Driving digital engagement through digital channels of communication (social media, web, mobile) underpinned by an anytime, anyplace ethos.
- Becoming operationally efficient through simple, standardised and robotic process automation that represent meaningful value chains to deliver outcomes.
- Shifting from physical interactions to digital offerings and experience.
- Utilising digital technology to foster innovation, realising a single view of customers and assets.
- Delivering customer experiences that are underpinned by a simple and well connected journey.
- Challenging traditional ways of working and enabling staff to be digitally equipped and enabled so they can work from any location.
- Using data intelligently to predict and enable organisations to improve their understanding of customers.
- Smarter assets and homes (use of Internet of Things) becoming reality and offering a seamless service provision.
- Delivery through Cloud computing, achieving economies of scale, speed in provisioning, greater agility and power in the hands of the business.
- Developing digital competencies in the people, interactions and processes.
- Empowering a digital organisation with people who actively share skills, learning and innovation.

Digital Transformation Trends for 2019



EMH GROUP DIGITAL VISION

Our Vision

At emh group our vision is to be the best Social Housing and Care Business in the country, leading the market as a service provider and employer. In a separately available document, a business matrix has been produced which details how we will achieve our vision. The Digital Strategy underpins and supports the vision.

What We Aim to Achieve

We will deliver high quality, more accessible digital services across all channels for our customers, our partners and everyone who works for us, enabling us all to achieve our ambitions by:

- Being truly customer centric, providing a single view of our customers and the interactions we have with them, to all concerned.
- Becoming an integrated and innovative digital organisation, delivering greater integration of processes and systems across the emh group.
- Enabling full self-serve facilities for our customers enabling them to find information, report problems, apply and pay for services and book appointments on-line.
- Using a customer portal which enables all our customers to keep in contact, monitor progress, upload information, receive reminders.
- Using modern communication methods of communication, such as videoconferencing, to increase the efficiency of our workforce.
- Being an agile organisation where our staff can work anywhere, anytime, anyplace.
- Developing business intelligence from rich digital data and using augmented analytics to automate the delivery of greater insights to improve our offering and services.
- Embedding a digital culture across the organisation.



DIGITAL PRINCIPLES

We have developed the following 10 Digital Principles to help guide and shape our vision.

Digital Principles	What
We are customer-centric.	We map each part of the customer experience and seek to improve it at every point. We use marketing to engage, not to persuade. The customer is at the centre of everything we do. Our customers encompass people who want to live in our homes, are already living in our homes, receive care & support services, our stakeholders and our staff.
We have fit-for-purpose systems and platforms.	We have nimble systems that operate in parallel. Our technology is easy to use and helps people do their jobs. We assess new technologies in terms of value to our customers.
We invest in digital skills.	We invest in skills for our people, and support distributed decision making – anyone can be a leader. We value diversity and connections over individual heroics.
We maximise data and analytics.	We systematically gather and analyse data. We manage our data as a strategic asset. We use data to make decisions.
We are 'digital-first' at board level.	We support digital from CEO down. We have an agile value proposition. We use digital experts to critique plans. We remove blockages rather than create them.
We test, learn and iterate on what works.	We test with prototypes as a matter of course. We lower the cost of failure and increase the speed of learning. We value testing and experimentation over analysis and seniority.
We work across silos and collaborate.	We don't have separate digital enclaves. We have integrated, cross-functional teams. We make sharing as fast and consistent as possible.
We reward digital progress.	We communicate the benefits of digital in all areas. We show how digital makes work easier and better. We drive people's motivation for digital.
We track digital progress through metrics and KPIs.	We are disciplined about metrics and KPIs. We focus on short-term growth milestones. We define specific growth measures for digital adoption and the impact of new digital initiatives.
We look outward across sectors and competitors.	We view competition across all sectors, not just our own. We actively engage with our competition. We create value through platforms and networks.



INVESTMENT THEMES

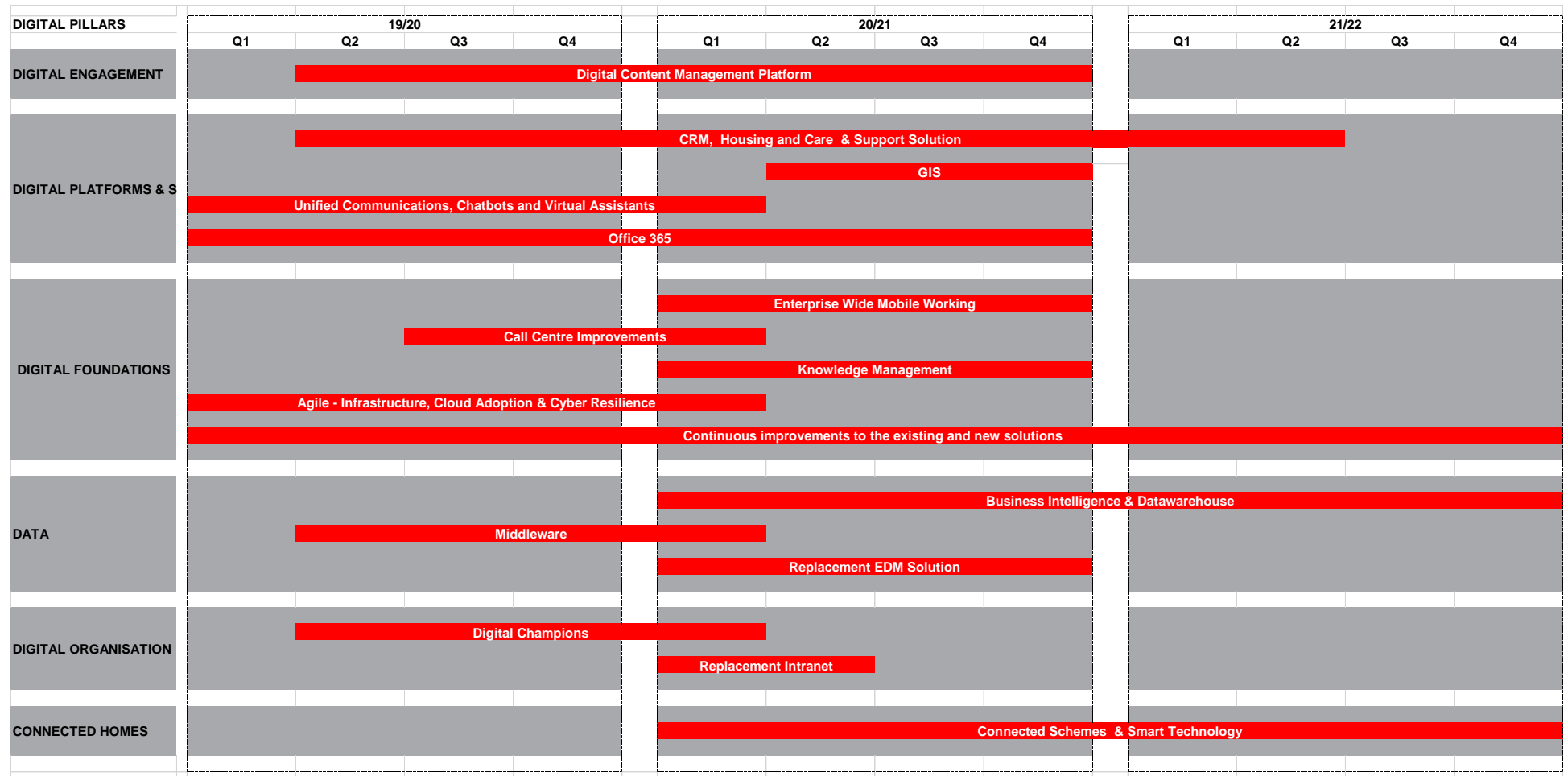
Pillar	Description	Projects	Capex Investment (K)	Annual Cost
Drive Digital Engagement	We will develop solutions and partnerships which enable engagement via web, mobile, social media and other channels	<ul style="list-style-type: none"> Digital Content Management Platform. 	150	20
Digital Platforms	We will implement Digital Platforms that support our business and customers	<ul style="list-style-type: none"> CRM, Housing and Care & Support Solution. Graphical Information System. Unified Communications, Chatbots, Virtual Assistants, etc. Office 365. 	1500	85
Build on Digital Foundations	We will provide systems that can respond to changing business needs, improved working practices and organisational growth	<ul style="list-style-type: none"> Enterprise Mobile Working. Call Centre Improvements. Knowledge Management. Agile Infrastructure, Cloud Adoption & Cyber Resilience. Continuous Improvements to existing and new solutions. 	1150	190
Data Driven Actions	We will be informed by insight and evidence to develop, personalise and measure the customer journey	<ul style="list-style-type: none"> Business Intelligence. Data Warehouse. Middleware. Replacement EDM. 	350	35
Develop a Digital Organisation	We will embed a digital culture that facilitates new skills development, promotes learning and innovation to both staff and customers	<ul style="list-style-type: none"> Digital Champions. New Intranet. 	70	5
Connected Homes and Residents	We will put the connectivity in place to communicate with our customers digital.	<ul style="list-style-type: none"> Explore opportunities for innovation in asset digital technology. 	370	55



Pillar	Description	Projects	Capex Investment (K)	Annual Cost
		<ul style="list-style-type: none"> Explore Wi-Fi in schemes and our other Care & Support locations. 		



EXAMPLE 3 YEAR PLAN



DIGITAL PILLARS

Digital Pillar	Digital Benefit	Impact Description
<p>Drive Digital Engagement</p> <p>We will develop solutions and partnerships which enable engagement via web, mobile, social media, chatbots, virtual assistants and other channels.</p> <p>We will look at Robotic Process Automation (RPA) to automate standard processes.</p>	<ul style="list-style-type: none"> Improved accessibility of services through extended self-service options – 50% transactions are digital by 2022. Customer Satisfaction brought up to the best performing organisation. Majority of contacts received and resolved via digital channels and virtual assistants. Customers feel closer to emh group. Improved coordination of customer contact. Improved coordination of work with other key stakeholders. 	<ul style="list-style-type: none"> Delivery of higher quality, more accessible digital services across all channels. Consistent approach to management of customer interactions with emh group. Full end to end case management. Customers are able to find the information they are looking for and speak to someone who can help resolve their query/problem. Single relationship with customers and stakeholders providing consistent and comprehensive communication and advice (empowering first point of contact).
<p>Digital Platforms & Systems</p> <p>We will ensure that we are using our systems to the maximum of their potential. We will continue to develop our systems and integrate them with other emh group systems, where appropriate.</p> <p>We will review the systems regularly to ensure that they are fit for purpose and meeting the needs of the business.</p>	<ul style="list-style-type: none"> Improved satisfaction from the IT user base. Better match to business requirements leading to operational efficiencies. Better reporting from increased integration. Increase in productivity. Decrease in manual operation by utilising robotic process automation. 	<ul style="list-style-type: none"> Better overall ICT system due to the elimination of inefficient, poor fitting systems. Minimise the repetitive tasks carried out in the business. Reduce the processes managed through MS Excel or on paper. Improved staff morale. Improved customer satisfaction through reduction in process times due to more efficient systems & processes.



Digital Pillar	Digital Benefit	Impact Description
<p>Build on Digital Foundations</p> <p>We will provide systems that can respond to changing business needs, improved working practices and organisational growth</p>	<ul style="list-style-type: none"> ■ Reduced time to complete processes to drive greater Customer Satisfaction. ■ Improved turnaround times. ■ Reduced costs on processing paper systems and purchase of consumables. ■ Increased uptake to receive documents digitally, and key documents supporting tenancies, people and assets to be immediately available. ■ Increase in productivity. 	<ul style="list-style-type: none"> ■ Implementation of an integrated infrastructure to provide a full and single view of data in order to support and facilitate coherent and consistent strategic and operational decisions. ■ Eliminate the need for interrogation into multiple systems through manual extraction, interfaces and manipulation of data. ■ Eliminate the need to provide admin resource to take handwritten notes to record meetings. ■ Improved coordination of activity across emh group.
<p>Be Data Driven</p> <p>We will be informed by insight and evidence to develop and personalise the customer journey</p>	<ul style="list-style-type: none"> ■ One place that data is easily accessible (i.e. CRM). ■ Early intervention, staircasing and prevention activities as a result of improved quality of data and information. ■ Smart storage of information. ■ Improved visibility of work. 	<ul style="list-style-type: none"> ■ Improved targeting of interventions to increase support for residents and reduce costs. ■ Resources and support are shared across emh group to match demand and improve results and efficiencies. ■ Improved strategic prioritisation and greater use of business intelligence. ■ Better task management and utilisation of resources.



Digital Pillar	Digital Benefit	Impact Description
<p>Digital Organisation</p> <p>We will instil a digital culture that facilitates new skills development, promotes learning and innovation to both staff and customers</p>	<ul style="list-style-type: none"> ■ Increased adoption of digital by all staff. ■ Increased staff satisfaction. ■ Reduced staff turnover. ■ Increased productivity / capacity to do more. ■ Digitally capable people. ■ More attractive proposition for new talent. 	<ul style="list-style-type: none"> ■ New ways of working and digital skills and behaviours embedded across the organisation. ■ Drive efficiency of processes. ■ Share skills, learning and innovation across the organisation. ■ Work anytime, and anywhere.
<p>Connected Offices, Schemes, Homes & Residents</p> <p>We will explore the opportunity for connected, smarter homes and technology that help our customers to be digitally enabled and feel safe, while delivering Value for Money</p>	<ul style="list-style-type: none"> ■ Digital access is a key feature of emh group properties. ■ Digital inclusion. 	<ul style="list-style-type: none"> ■ Wi-Fi in communal areas to support our Care, Supported, & Sheltered Housing residents. ■ Proactive monitoring and alerting of building health. ■ Remote monitoring.



CURRENT INVESTMENT IN TECHNOLOGY



Introduction

emh group have a mix of 'best of breed' applications which is similar to many other Housing Organisations. There is a heavy use of excel spreadsheets which are supporting business processes outside of the key business applications, and several areas which still rely on paper based processes e.g. Care & Support.

ICT INFRASTRUCTURE

Compute

The physical server infrastructure is based on standard HP ProLiant DL360p Gen8 rackmount servers, with 8 of these servers located in Memorial House. An exception has been made for the two telephony servers Cisco UCSC-C240-M3S. The primary server is located at Memorial House with the secondary server located in Longfield House.

There are three separate VMware clusters:

- General Cluster.
- XenApp Cluster.
- Telephony.

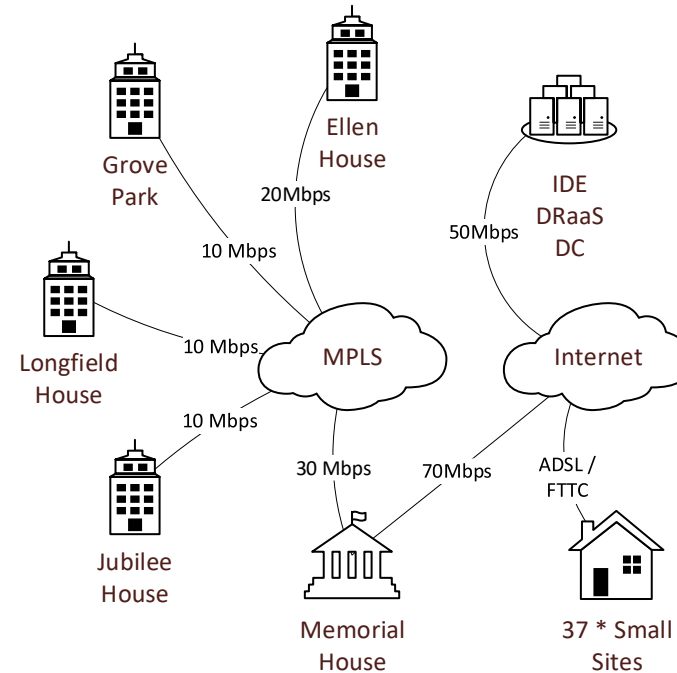
In addition to the general server hardware, there is a CCTV appliance for site monitoring along with clocking terminals to support the Kronos Efficient flexi-time system.

Storage

Storage is provided by a P2000 G3 iSCSI SAN with an additional disk shelf. This provides 24TB of native capacity.

Network Infrastructure

The main office sites and the DR sites are connected into the MPLS using leased lines with bandwidths ranging from 10MBps to 50MBps.



The main network hardware is based on Cisco routers and switches.

The Internet connection is protected by a pair of Watchguard Firewalls and access is managed by CensorNet's Secure Web Gateway.



Business Continuity

Business continuity is provided by two underlying solutions, infrastructure replication and application failover.

Infrastructure replication is used for virtual servers hosted in Memorial House. The tool in use to perform the infrastructure replication is Zerto and is used to replicate the virtual machines to the secondary Data Centre over the VPN.

Application failover is used for the VOIP phone system with the primary servers located at Longfield House and secondary servers at Memorial House. There is a manual failover process that can be invoked if the primary server fails.

Application failover combined with the redirection of the primary contact centre numbers (underpinned by non-geographic 0300 numbers) that are delivered by the ISDN line at Longfield House. Allows the service to be provided from the secondary location.

Backup

Backup for the Data Centre is delivered as a service provided by Castleton. This service is delivered using a BaaS (Backup as a Service) based Veeam technology server, with the server and local storage for this solution provided and managed by Castleton to support the requirements of the business.

Due to the lack of bandwidth, emh group currently copies backup files to a storage server at Jubilee House rather than to Castleton Datacentre. This is not ideal as Jubilee is only located 30 meters from Memorial House.

End User Computing

Users are supplied with devices dependent upon the user's job function that they fulfil. Office bound task workers are typically supplied with a Wyse Thin Client terminal to access the Citrix

environment, mobile task workers are supplied a laptop which also provides them with access to the Citrix environment as well as allowing them to work locally and offline. Remote site workers are issued with a Samsung Tablets and/or smartphone telephone to relevant access websites and emails.

Remote access is primarily accessed by use of the Citrix NetScaler's. Connectivity is further secured using Swivel to provide two-factor authentication.

Telephony & Contact Centre

Enghouse Interactive provides software and services to support customer communications and is tightly integrated with the Cisco telephony system. Zeacom is the key system used by emh group for interaction with their telephone customers.

The Zeacom application provides the following functionality to the group:

- Voice Queuing, including announcements, scheduled queue modes, agent roles, for the Jubilee House contact centre team, and a few other teams, e.g. the ICT service desk team.
- Email Queuing.
- Callback via the website.
- Call recording for emh homes CSC and income management.
- Voicemail for all users across the business.
- Outlook CTI functionality, Zeacom based presence information, voicemail management (schedules, modes) and basic instant messaging.
- Unified messaging – voicemail notifications via email, voicemail as attachments, playback of voicemails from Outlook via the phone handsets.



BUSINESS SYSTEMS

Orchard Housing

Orchard is the Housing Management System used by emh homes, Customer Service desk, Midlands Rural, emh Care and Support. Include as part of this system is the Orchard Resident self-service portal and the Complaints Manager development with the orchard development toolkit.

Open Accounts

OpenAccounts is the financial management system used across emh group. In addition, there is the Ebis – procurement and purchasing ordering system.

Wisdom EDMS

Wisdom, from Daisy, is an integrated electronic Document and Records Management System, which is linked to other applications, e.g. Open Accounts and Kofax.

Keystone

This is an asset management solution with full risk and compliance assurance for landlords the application can be used on a tablet, smartphone, laptop or desktop computer, providing the ability to support flexible working.

Service Connect

Service Connect is used for managing repairs, scheduling and allocating jobs, and mobile working by the operatives.

PamWin Plus

PamWin Plus from M3 Housing is used by the development team to conduct financial appraisals on the viability of the schemes.

Microsoft Office 2010

Microsoft Office is provided to the majority of the group by the office application published by the Citrix Xenapp infrastructure. Office 2013 is in use for a small number of desktop and laptop users. Email is provided by the Exchange 2010 server.

Cascade

Cascade a HR and payroll solution, with an employee self-service portal.

LMS & Recruitment

We are currently implementing Saba's LMS and Networx recruitment solution.

Kronos

Kronos Efficient allows quick and easy management of Time & Attendance. It allows employees to manage the time and attendance needs of their workforce from anywhere at any time.

Interact

The group's Intranet, used for booking rooms, links to new feeds, documents store for publishing information, policies etc

Business Objects

Business Objects is used to support the business intelligence function within emh group for Orchard Housing.

Other Applications

Brixx – financial forecasting, ProContract – Contract management, Service Desk Plus – IT service desk solutions are used by specific teams.

There are several other social media, web-apps that are used across the group which the IT support.



DIGITAL VALUE CHAINS

Introduction

WHY VALUE CHAINS

As part of the Digital Strategy, we have identified a series of Value Chains. These represent the core business processes which deliver tangible value to the customer – either external or internal. In these Value Chains, the documents, interactions, systems and performance of the end-to-end processes has been identified at a high level.

Using this approach has enabled us to identify areas where digital reengineering, such as the automation of manual activities; enablement of self service or augmentation of business instrumentation, is required to deliver further efficiency and effectiveness in delivery of our services. The outputs of this analysis have contributed to the recommended investment themes.

EMH GROUP VALUE CHAINS

Value Chains have been identified for the following key processes:

Customer Services

The customer journey from initiation of contact to in-life case management (e.g. repairs, complaints, ASB etc.)

Tenancy Management

The journey of a customer with us from enquiry and allocation to end of tenancy.

Development, Assets & Repairs

The process involved in building, subsequently managing assets and delivering a repairs service.

Care & Supported Housing

The journey of a customer in this proposition.



CUSTOMER SERVICES



Overview

The emh homes Customer Service Centre and MR Customer Contact Team are located in Coalville and it is responsible for receiving calls and emails from all customers and managing cases through to successful resolution.

Observations

The customer contact centre can benefit significantly by the introduction of Digital Technologies.

The current service provided is analogue and reliant on staff transcribing information from customers into the IT systems, whether that is received by voice or through the current online channels for customer contact.

Prior to introduction of Service Connect, only Orchard was used to record customer contact / requests. Now that repairs are logged directly into Service Connect, and there is no integration with Orchard (currently) there is a disconnect.

Due to other information being held in other systems, e.g. Development in Pamwin, Assets in Keystone, etc. there is both duplication of information and no 360° view of the customer or activity happening on the properties.

Due to our systems and business functions operating in disconnected 'Silo's', there is a large operational and inefficient overhead.

This therefore impacts on the Customer Services teams ability to resolve enquiries at 'First Point of Contact', increases operational costs and frustrates our customers.

Opportunities

We have identified several digital opportunities that will help improve accessibility of our services, increase customer satisfaction and first time call resolution. These include:

- Adopting a CRM solution which encompasses all the stakeholders we deal with, a system which serves all the functions we provide, automates task management and digitises processes, so that we have a 360° view.
- A platform in place to enable our customers to digitally engage with us, anytime and from any place. This platform should provide Transactional Chatbots, Conversational Speech which can be used to triage calls and fill in, work across Social Media platforms, integrate with IoT and Smart Home devices, and support our customers and staff with an interactive knowledgebase which provides answers to questions they ask.
- Ensuring our front and back end systems are fully integrated together so we can maximise the value of our data and ensure it is unified and mastered.
- Providing personalised, live views of the data (Dashboards) we hold to enable our staff to proactively manage performance and deliver improved services.
- Moving our Telephony system connectivity from ISDN to SIP to lower costs of call charges and increase resiliency of our platform.
- Ensuring both Cisco Telephony and Enghouse Contact Centre solutions are up to date.



TENANCY MANAGEMENT

Overview

We offer several housing propositions, these include homes for rent, shared ownership, leasehold, retirement living and supported housing.

Across all the above propositions there are a number of processes which are common e.g. making an application for housing, assessing people's needs, sign-up, rent statements and collections, in life tenancy management and end of tenancy actions.

Observations

From the survey the results we analysed and the workshops we held, it is clear that there are a number of areas where the systems are not supporting the business effectively.

The lack of expertise on the Orchard Housing solution within the IT team (due to staff leaving) is causing delays in delivering improvements to the system and placing a greater reliance on resourcing from Orchard.

Orchard is used to record interactions with customers, however due to lack of integration to other systems (Service Connect, Keystone, Care & Support) and a number of processes being managed on spreadsheets there isn't a 360° degree view.

This impacts on the Customer Service and Housing Management teams in being able to deliver a responsive and effective service to the customers when contacted by the phone and when delivering frontline services when away from the office.

We believe the time is right to review the Housing Management System, considering options for its replacement either in full or part.

Opportunities

We have identified several digital opportunities that will help improve accessibility of our services, increase customer satisfaction and first time call resolution. These include:

- Adopting a CRM and Housing solution which encompasses all the stakeholders we deal with, a system which serves all the functions we provide, automates task management and digitises processes, so that we have a 360° view.
- A platform in place to enable our customers to digitally engage with us, anytime and from any place. This platform should provide Transactional Chatbots, Conversational Speech which can be used to triage calls and fill in, work across Social Media platforms, integrate with IoT and Smart Home devices, and support our customers and staff with an interactive knowledgebase which provides answers to questions they ask.
- Ensuring our front and back end systems are full integrated together so we can maximise the value of our data and ensure it is unified and mastered.
- Providing personalised, live views of the data (Dashboards) we hold to enable our staff to proactively manage performance and deliver improved services.
- Moving our Telephony system connectivity from ISDN to SIP to lower costs of call charges and increase resiliency of our platform.
- Ensuring both Cisco Telephony and Enghouse Contact Centre solutions are up to date.
- Providing an Enterprise Wide, mobile working solution (possibly part of the CRM solution) providing joined up delivery of services.



DEVELOPMENT, ASSETS & REPAIRS

Overview

The development, assets & repairs teams use different systems and none of these are integrated together to share data.

For emh group, a key imperative is managing the asset information and planned maintenance, as well as responsive repairs. A single view of the asset is therefore essential for us both from an operational perspective, but also in delivering effective Digital services to our customers.

Observations

Keystone is the best of Asset Management solution. We believe this system is fit for purpose for emh, but it needs continuous development to get the best out of the system. It also needs to be fully integrated with emh groups other IT Systems.

The recent introduction of Service Connect for repairs management needs continuous investment in the system to maximise its value. We need to look at how the system can be best integrated into the other key business systems to provide a 360° view of all the actions we take on the assets and the services we deliver to our customers.

PamWin is currently operated as a standalone system, and the information collated during the appraisal and build of new properties require manual input into Keystone, we need to explore ways of better integrating what we collect and ensure our processes are joined up.

Opportunities

There are some significant digital opportunities for us such as:

- Using CRM to manage communication, conversations, actions and follow-ups with all stakeholders both internal and external.
- Using a Geographic Information System to conduct further analysis around potential development opportunities.
- Using portals and collaborative tools to better manage projects, manage actions and share documents.

There are also substantial opportunities to improve the handover of properties to our Assets teams:

- Ensuring any documents related to an asset is stored in a defined and central location with indicative revisions.
- Digitalising documents such as building services and looking at how Building Information Management (BIM) systems can benefit operations.
- Providing an effective contractor portal to manage delegated jobs (e.g. booking jobs directly in contractors' systems, receiving real-time updates and notifications, making amendments to jobs). Our contractors should also have the ability within the portal to view essential documentation.
- Developing further our working solution for field staff such as Surveyors which enables them to take photos and videos to increase transparency and governance of allocated jobs.
- Investigate how 'intelligent assets', IoT sensors and printed QR codes could benefit the business.



CARE & SUPPORTED HOUSING

Overview

emh Care & Support provide affordable homes and related Care & Support services to communities across the East Midlands.

The services we provide includes:

- Extra Care.
- Supported Living.
- Nursing Homes.
- Registered Care.
- Homelessness and Temporary Accommodation.
- Floating Support.
- Community Based Day Services.

Observations

There is a real appetite to standardise and integrate processes including making more use of systems to increase efficiency and improve delivery of service.

Today, this area of our business is largely manual and paper based. Key processes such as capturing resident credentials are recorded in cases that are paper files and word documents. The assessment of potential residents is also paper based involving handwritten notes and allocating time to transfer the notes to an electronic format. The main system we use for handling resident information is Microsoft Word.

In one service we use a Rota Management, this however operates in isolation of any other system we use.

Opportunities

We have identified a number of digital opportunities in this area to introduce tools to digitalise processes, better equip caseworkers and reduce dependency on paper.

Digital can introduce substantial efficiency in the delivery of our service in the following areas:

- Improved Income & Budget management.
- We manage numerous relationships with colleagues and external agencies; a central system and mobile solution would enable speedier capture of discussions and more transparency around delegated jobs.
- Using a core system (such as CRM) for handling the delivery and planning of care and support services would enable the business to operate more effectively.
- Implementing a mobile solution (ideally that is part of the CRM solution) for caseworkers to avoid duplicating effort in copying notes, and a real-time solution for assessment where there is a need to capture accurate information (reducing reliance on paper). Therefore, also using face to face time more valuably.
- Storing documents and photos in a central location which is more restricted, secure and accessible.
- Introducing electronic Welcome Packs.
- Exploring how Virtual Assistants and IoT sensor technology can support and protect the wellbeing of our customers.
- Providing our customers and their relatives with a self-service portal which is personalised to take care of their unique needs e.g. assessing their support needs, providing visibility on progress they are making and the support we deliver.



STRATEGIC IMPACT ON BUSINESS CAPABILITIES

Overview

So that we can understand the impact of the Digital Strategy on our systems, we have developed a Business Capability Model (BCM).

A business capability is WHAT a company needs to do to execute its business strategy. For example, as a Housing Association we will need to 'Collect Rent' and 'Undertake responsive repairs' amongst many others.

Whether these capabilities are supported internally or outsourced, the Business Capability Model remains neutral to implementation. That is, it is concerned only with the WHAT needs to be done and not the HOW. As such, business capabilities tend to be inherently stable and slow changing making them ideal for understanding strategy.

emh group BCM

A simplified BCM is shown on the next page and introduces the key strategic investment pillars. A more detailed diagram is provided in Appendix A.

Our Investments – the Digital Pillars

1. Drive Digital Engagement

We will develop solutions and partnerships which enable engagement via web, mobile, social media and other channels.

2. Build on Digital Foundations

We will provide systems that can respond to changing business needs, improved working practices and organisational growth.

3. Data Driven Actions

We will be informed by insight and evidence to develop, personalise and measure the customer journey.

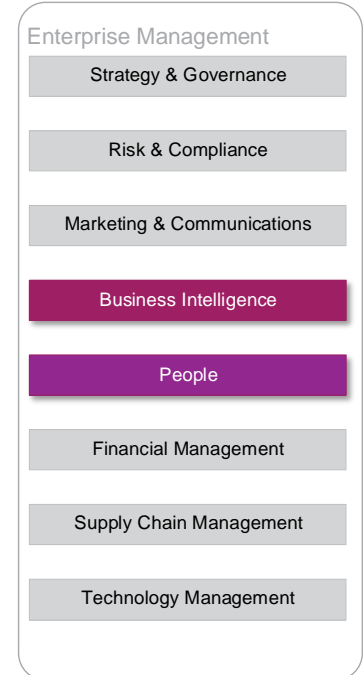
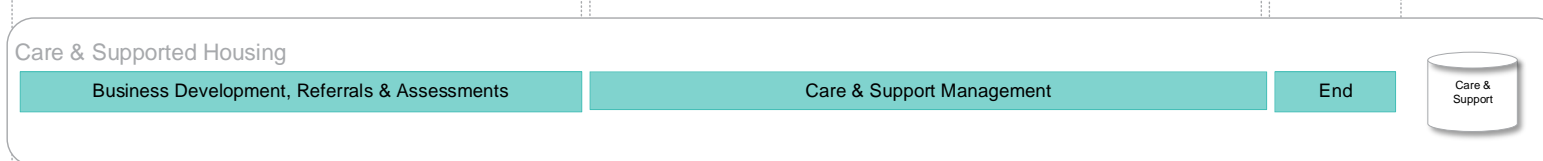
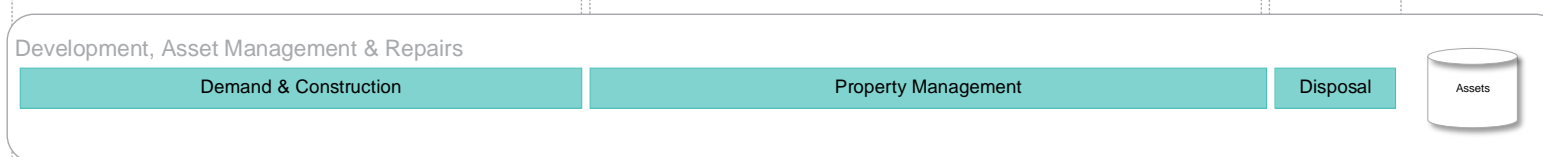
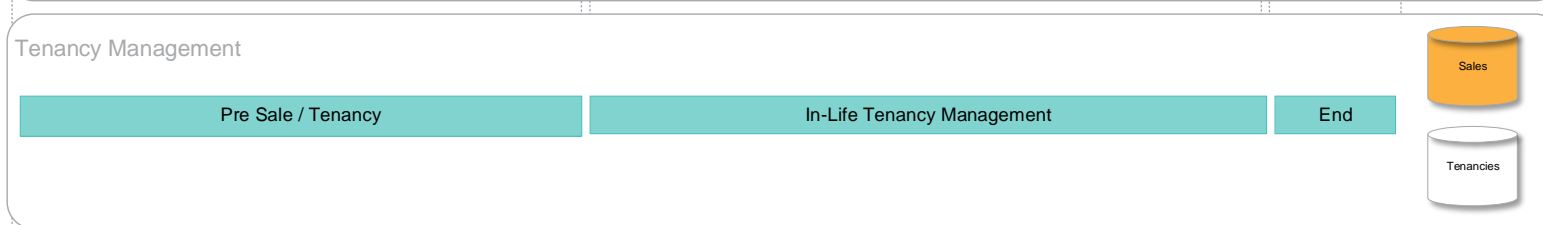
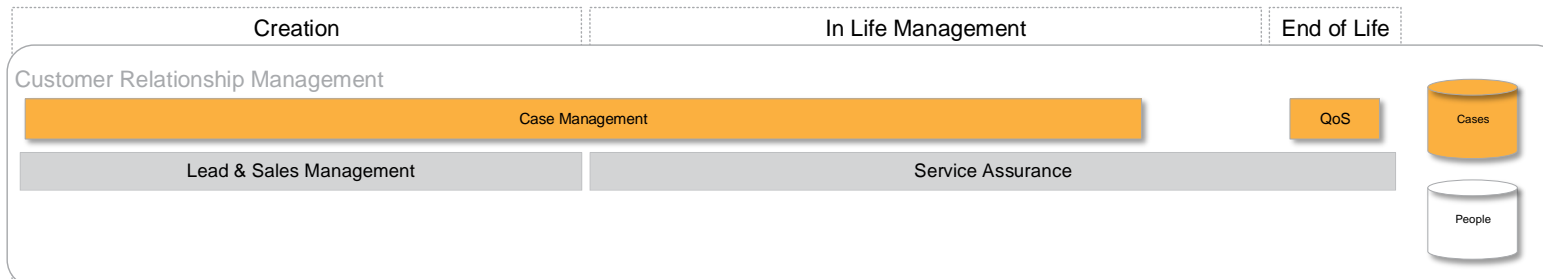
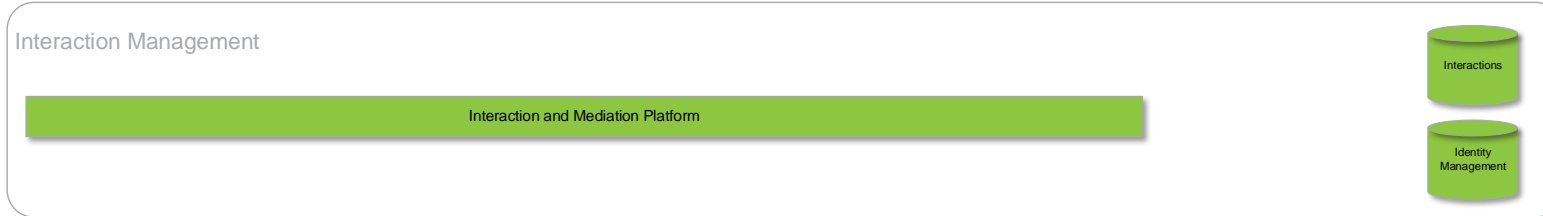
4. Develop a Digital Organisation

We will embed a digital culture that facilitates new skills development, promotes learning and innovation to both staff and customers.

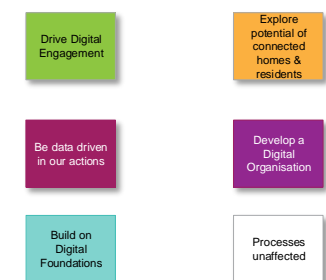
5. Connected Homes and Residents

We will explore the opportunity for connected, smarter assets, homes and technology that can help our customers to be digitally enabled and feel safe, while delivering Value for Money.





KEY



MANAGING CHANGE

IT PRINCIPLES

The Digital Strategy needs to be fully aligned with the Transformation & Culture Change Strategy. The key principles are described below:

Business Engagement

We will consistently strive to understand key business challenges and needs, at the same time ensuring we effectively manage expectations.

Support our Sponsors

We will work with our business to understand project goals, needs and timescales to effectively resource these to meet the sponsor's expectation and achievement of desired value.

Maintain Target System Landscapes

We will collaborate with our business to clearly define and continuously review a target roadmap for key business processes and systems.

Govern IT Architecture

We will govern the IT architecture ensuring that appropriate policies, procedures and guidelines are developed, implemented, communicated, reviewed and enforced through ITSM principles.

Communication Plan

We will have open and effective communication within our team and across our business to ensure all our sponsors are aware of our active projects, pipeline and initiatives.

Innovative Culture

We will explore ways in which we can innovate the delivery of our tools and services.

Encourage & Motivate Staff

We will instil and maintain a culture that encourages staff learning, development and recognition of ideas and achievement.

Relevant & Tailored Documentation

We will ensure the availability of adequate documentation that is tailored to relevant audiences.

Embed Knowledge Transfer

We will ensure all teams within IT are engaged and supported at the outset of projects to ensure appropriate knowledge and skills set are provided for effective delivery.

Value for Money Technology

We will regularly evaluate ourselves against peers both in and outside of the Housing sector to ensure we are delivering value for money technology.

Data Ownership

We will encourage departments to be empowered to own their data, processes and systems. We will provide guidance to ensure staff have the right level of IT literacy and competency to use the tools and business systems effectively.



GOVERNANCE

Investment Governance

Clear and appropriate governance of programmes and projects is a critical factor in achieving business change. The following groups will manage change:

- Executive Directors – Strategic Direction and Budget approval.
- ICT Leaders Forum *** Membership to be reviewed *** – Strategic Direction and Oversight of Projects.
- IT Team - Oversight of Strategic IT Projects & IT Service Delivery.
- Project Management Office - Advocating Standards of Project Governance, Quality & Assurance.

Project and Change Management Practices

In implementing this strategy, emh group will be thorough and professional in project management. emh group recognises the value of project planning and monitoring, quality control, effective project communications and sound budgetary management.

emh group should ensure that a structured project management framework based on relevant and appropriate components of PRINCE2 is utilised to deliver the Digital Strategy as a set of interrelated projects managed under a single programme.

Successful implementation and correct management of change will allow emh group to ensure that standardised methods and procedures are used for efficient and prompt handling of all changes to minimise the impact of any related incidents on service delivery.

Digital Strategy Review Policy

Once the Digital Strategy is agreed, projects and activities are carried out in accordance with the implementation plans.

In summary, the Digital governance arrangements will ensure that:

- The Digital Strategy delivers the business benefits.
- The plans are managed and implemented to time and to budget.
- Where there is significant deviation from plans, corrective action is taken at the earliest opportunity.
- The plans and/or the Digital Strategy is updated as required.
- Annual reviews of the Digital Strategy will be scheduled which will interlink with service planning cycles.
- A major review of the Digital Strategy is scheduled when appropriate (a period not exceeding 36 months); emh group management and stakeholders are adequately briefed about progress delivery against the Digital Strategy.

The Digital Strategy will continue to evolve over time. The strategic plans provide the basis for monitoring progress, resource usage and benefits realisation. The Digital Strategy is only able to evolve through continual monitoring, annual reviews and major reviews.



DIGITAL PLATFORMS & OPERATING MODEL

ENTERPRISE ARCHITECTURE

Overview

Our customers are increasingly connected and have high expectations of how technology should support them. Technology is no longer an add-on to the mechanics of operating a business. It is a fundamental constituent part of a Digital Operating Model. IT teams must adjust to this new order where employees seek tools which empower them, with flexibility to access systems and the information they need in the field; where customers see self-service as 'standard' and seek to interact with us digitally at any time, through the channel of their choice, often on a mobile device.

The Target Architecture to be achieved during the lifetime of this strategy has been designed to respond to the customer and business demand that has been expressed through the engagement as part of the formulation of this strategy.

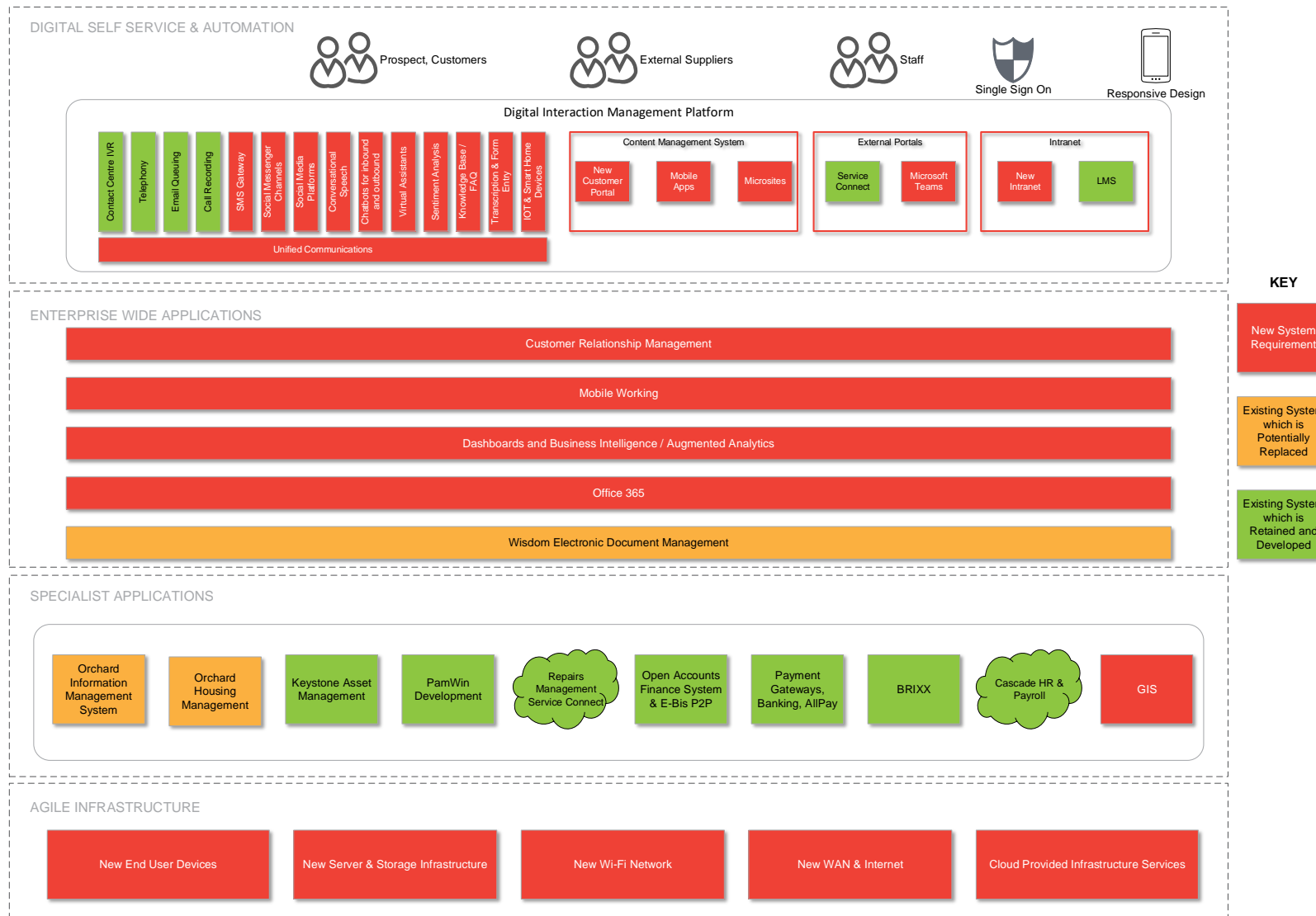
Key Areas of Capability

In support of our five digital pillars, we will be investing in the following key areas of capability:

- Digital Channels for Self Service & Automation.
- Implementation of Enterprise Wide Applications.
- Enhancement, Replacement and Procurement of Specialist Applications.
- Implementation of an Agile IT Infrastructure and Network.
- The IT team and Supply Chain.



TARGET ARCHITECTURE



KEY

- New System Requirement
- Existing System which is Potentially Replaced
- Existing System which is Retained and Developed



DIGITAL CHANNELS FOR SELF SERVICE & AUTOMATION

Introduction

The current digital channels are of limited function and we are not realising the full benefit of Digital for our customers in terms of experience or ourselves in terms of efficiency. Digital channels will see significant investment throughout the lifetime of this strategy to help us achieve our target of 65% of customer transactions being digital.

Building the Foundations

We need to invest in a Content Management Platform which will enable us to deliver digital services to all our customers.

Through 19/20 and 20/21 we will invest in delivering improved customer self-service through digital channels including online repairs and tenancy management to meet the business objective of 'extended self-service' by March 2020. In addition to bolstering transaction self-service we will use the single Content Management System to deliver richer, more useful content to customers e.g. Self-help video guides, Knowledge Base FAQs, Online Communities, and much more.

Integrating Communications

During 19/20 we will design and implement an enhanced digital customer contact centre, to deliver an integrated experience for our customers across channels. We will integrate email, SMS, Virtual Assistants, chatbots and Live Chat to enable us to both proactively contact the customer through their contact preferences and to allow them to contact us through their channel of choice. In all instances, a contact record and case would be recorded within our new CRM solution.

Driving Adoption

Delivery of high quality digital experiences for our customers and colleagues does not automatically translate to usage. During 19/20, we will invest in encouraging colleagues through a Digital Champion programme.

We will explore opportunities to increase access to the internet for our Care and Supported Housing customers via partnering with ISPs and delivering improved connectivity to these locations.

From 2020 all our new Customers will have a Digital tenancy with us, unless there is a compelling reason why this is not possible.

Through 19/20 and 20/21 we will explore opportunities around IoT and Smart Home Technologies.

We will deliver an enhanced online experience for our home owners to achieve the business objective of 65% online transactions by 2020.



ENTERPRISE WIDE APPLICATIONS



CRM - Single Core Platform for the Future

We have the vision of providing a 360° view of all our interactions through the implementation of a standalone CRM system which provides a single set of standard workflows to support all our propositions, regardless of channel. These workflows will be instrumented against defined SLAs enabling us to keep our promises.

Single View of Customers

The CRM system will have a single source of the truth for all our customers regardless of their proposition. This means that the CRM system will provide a single view of:

- the customer, their basic details, and their contact permissions and preferences.
- all the interactions between ourselves and the customer.
- all 'cases'.

Mobile Working

Mobile working functionality is currently provided through the specialist applications and this is resulting in a disjointed way of working.

We need to procure and implement an Enterprise Wide Mobile Working solution that can meet the needs of the whole of the business, and not a specific department.

The implementation of a Mobile Working Solution would, ideally be provided as part of the CRM solution because this would then provide a single and seamless platform for frontline service delivery.

Underpinning Channels and Mobile Working

There will be an increasing reliance on integration with the CRM solution to support richer digital experiences and mobile working, to deliver more efficient, digital processes, and inform and empower frontline housing staff.

Effective integration with the CRM solution will be central to success e.g. improving real-time visibility and collaboration with Housing, Care and Support.

Over the next 12-24 months, we will deliver tenancy, Care and Supported Housing capabilities via channels including web self-service and mobile CRM, with continuous improvement progressing through the lifetime of this strategy.

A Platform for Collaboration and Communication

To ensure our staff can work effectively from any location, we will implement Office 365. Some of the key features of Office 365 include:

- 100Gb mail box and the ability to send and receive large files.
- Microsoft Teams which provide secure Portals, Video Calling and Instant Messaging.
- The latest version of Microsoft Office.
- Microsoft SharePoint (Its envisaged that this could be a replacement for the Wisdom EDM solution).

Dashboards and Business Intelligence

We need to invest in a modern, Business Intelligence platform which can use Machine Learning and AI to provide Augmented Analytics (the ability to automate the production of Dashboard information and reports)



SPECIALIST APPLICATIONS

Introduction

We will continue to have a number of specialist applications which will be integrated together. The systems which we retain, will need to have improvement plans developed to ensure we are maximising the value of these systems and the data they hold.

There are two specialist applications we will look to review and possibly replace and at least one specialist application which we purchase.

The applications we procure need to be designed for the modern world, Mobile First and Responsive by Design. Several of our existing systems are not agile and as a result require supporting systems like Citrix to make them performant and accessible.

Housing Management System

Although our existing Housing Management System from Orchard serves us well in a number of areas, we have some serious reservations, and we will therefore examine alternative options during 19/20. Examples of our concerns include:

- Orchard's ability to deliver the changes they have been promising for many years;
- The capability of Orchard Housing to provide effective integration with our other systems e.g. Repairs and Assets. Therefore, impacting on our ability to provide a comprehensive Digital Services offer to our customers and a 360° view of our interactions to staff.

Orchard Information Management System (IMS)

We will review the Orchard IMS to determine if it can provide an organisation wide Business Intelligence and Augmented Analytics solution. It is currently envisaged it won't and will need to be replaced.

Middleware

We will establish a middleware platform which ensures the data is 'Mastered' and shared across all systems. It is envisaged that this Middleware platform will be used as the source for Business Intelligence and by the Digital Self Service and Automation Platforms.

GIS

To provide a graphical representation of the land we own and our properties, we will deploy a GIS system.

This will be used to support development and assets teams but will also help us visualise the data we hold in our systems and display this on maps.

Overtime we envisage this will build into an operational platform which will help us gain a live, visualise view of everything that is happening across our organisation e.g.

- Operative locations.
- Location of Repair Jobs.
- Planned Works.
- Reported ASBs.



AGILE INFRASTRUCTURE

Managing infrastructure in the Digital Age

Our current infrastructure is a traditional combination of hosted data centre with MPLS network and sheltered scheme connectivity via FTTC and ADSL connections.

As interactions with customers and employees shift to digital channels, our infrastructure will in turn need to evolve to accommodate the change in demand profile. Features of this change in demand profile are that it will be increasingly 24/7, involve greater collaboration between 3rd parties, require greater integration between systems across organisational boundaries and a continued increase in the consumption of cloud services. These changes will impact infrastructure service design, security, identity (partners, customer and employee), integration and BCP/DR capabilities.

Cloud Adoption – Efficiency and Scale

Use of cloud services presents an opportunity for cost savings and moving from large cyclical capital spend to predictable revenue spend and better VFM. We will seek to drive a lower cost base through adoption of cloud based solutions where appropriate.

Starting in 19/20 with the definition of a cloud strategy and continuing with migration of infrastructure components 19/20 and 20/21.

- Define Cloud strategy.
- Migrate infrastructure components starting 19/20.
- Adapt infrastructure to meet changing demand profile.

Wide Area Network

Our current Wide Area Network doesn't have the capacity, speed and resilience the business needs to work effectively.

This will be addressed during 19/20 as part of the Cloud Strategy.

Local Area Network.

The hardware that enables us to connect to the networks in our office and sheltered scheme locations needs to be refreshed to ensure it can deliver the speed of access our staff and customers expect.

We will review the network switches (some of which are over 10 years old) and the Wi-Fi solution and replace these with a fully integrated network which is both secure and easy to manage. This will happen during 19/20.



IT SERVICES AND PROCESSES

Overview

As part of our operating model, IT provides a number of services oriented around the delivery of business change and operations. The services and processes are aligned to ITIL best practice.

Day to Day Operations

- 1. Service Request** - The submission of a request for service to IT through the self-service portal, telephone and email. The requests are monitored alongside KPI's to ensure IT can deliver an efficient service.
- 2. IT Incident Management** - All incidents logged within the Service Desk system and managed to their resolution, within defined SLA and escalated accordingly.
- 3. IT Service Reporting** - The performance of services measured, reported and shared with our business. Monthly reporting of incidents and service desk performance.
- 4. IT Change Management** - The process for the approval and implementation of change to IT platforms and applications. The requests reviewed, business, operational impact and downtime assessed.
- 5. Training, Support & Documentation** - IT provide training in support of the implementation of new systems and devices, as well as ensuring that the method of training delivery is tailored to user requirements. IT will also ensure that team knowledge is maintained to required levels. IT will continue to work collectively with the Learning & Development team to ensure effective delivery of training for key business systems.

Business Change

6. Resource Planning - IT will liaise with Project Sponsors & Project Managers to provide resource estimates and input.

7. Delivering Business Requirements - IT will work collectively with Project teams to determine and agree requirements that will achieve business needs.

Future Services to be Introduced

8. Service Catalogue Management - All business services described in the Service Catalogue with regular review and maintenance.

9. Continual Service Improvement - The team is continually seeking to improve the effectiveness and efficiency of IT processes and services.

10. Development of target architectures and roadmaps - In conjunction with business stakeholders & sponsors, IT will construct target views of the future shape of systems and guide them with plans required to achieve the end state.

11. Problem Management - A problem record will be raised, and there will be further review & analysis of repeated incidents.

12. Strategic Supplier Management - IT will ensure all suppliers are reviewed, assessed and managed in accordance to strategic goals and business needs.

13. Application & Infrastructure Maintenance - An on-going plan will be maintained for applications and infrastructure.

14. Continual Service Improvement & Sector Benchmarking - IT will evaluate their processes, benchmark and assess maturity in accordance with industry and sector trends.

15. Business Continuity & Disaster Recovery - A Business Continuity and Disaster Recovery plan will be maintained.

OUR PEOPLE AND SKILLS



Principles guiding organisational design

Our revised IT organisation structure has been designed to support the delivery of digital transformation over the three-year period. The principles are to:

- maintain a structure that is stable, scalable and flexible.
- remain business focussed.
- adopt and enable the appropriate delivery approach.
- improve staff retention through learning and development opportunities.
- adopt project management capability within the Business Systems team to ensure requirements of technology are executed to sponsors goals and timescales. Additionally, to ensure benefits and further technology opportunities are adequately realised.
- ensure strong understanding and alignment between business and IT.

Team Structure

Design a structure around the core activities of analysis, delivering change and managing services.

Enterprise Architecture – a new capability consisting of an Enterprise architect, responsible for defining and maintaining an overall vision for the evolution of technology; and a Test Analyst who will lead quality assurance.

Business Systems - A scalable team accountable for business analysis and development. A team of Business Analysts, a Developer and an Information Analyst. The Business Analysts are responsible for interacting with our business, understanding needs and gathering requirements. We recognise there is a need within our team to nurture project management capability to ensure effective management of priorities.

Developers are accountable for the implementation of requirements, upgrades, configuration of workflows, fulfilling change requests and supporting the Service Desk queue. The Information Analyst is responsible for ensuring the integrity and accuracy of data, as well as working closely with the business on Business Intelligence.

Infrastructure - Our Infrastructure team is focussed on the design of infrastructure including databases, storage, network and telecoms environments. This team is responsible for equipping and enabling the organisation with the appropriate toolset. Within this team, there will need to be an enhanced responsibility of one role around IT Security.

We will maintain the security capability within the team, and to respond to the changing cyber landscape.

Service Delivery & Governance - There is a strong focus on delivering services within IT to ITIL standards. Our Service Desk manages resolution of incidents and delivery of service requests.



New Positions

The current size of our IT team is 17 people (13 permanent & 4 temporary). It is estimated that an additional head count is required of 5 people. We will need to increase capabilities around Enterprise Architecture, Development, Infrastructure, and Quality Analysis, Project Management.

Enterprise Architect - The establishment of an Enterprise Architect will ensure that IT is maintaining target architectures and roadmaps of all the IT estates. This role will ensure effective IT and business alignment.

Test Analyst - We will need to establish a Quality Assurance capability within IT to ensure solutions are appropriately tested. This function has responsibility of producing test plans and scripts to ensure system implementations, enhancements and upgrades work as expected. The role can be scaled through partners.

Developer – It is anticipated that an additional developer is required to support implementation of new requirements and workflow configuration.

Infrastructure - As the systems and platforms develop, we will need an Infrastructure Project Manager to support evolution of the platforms. In addition, a new Infrastructure Technician is needed to ensure efficiencies in the delivery of infrastructure.

Knowledge & Skills

For a successful digital transformation, our team will need to excel in these areas of skill and knowledge:

Business engagement

The nature of new ways of working and delivery to channels will require strong engagement with the business. The formation of joint business/IT teams is essential and the adoption of a more Agile based delivery practice key (see Delivery Approach below).

Integration and digital technologies

Delivering to digital channels and the automation of processes will require our team to become increasingly proficient in integrating solutions rather than creating individual systems.

Partner and supplier management

The delivery of large-scale change, using commercial packages will require scaling our team's capability beyond its usual size. Usage of partners and suppliers is inevitable and will require the team to develop strong supplier management skills.

End to end service provision

As services become more complex and user facing it will be essential to adopt best practice monitoring and service management practices. Indeed, this will also need to be modified to support 24x7 nature of web and mobile-based solutions. We will continue to adopt ITIL based practices and implementation of monitoring tools, to more closely measure the end user experience.



DELIVERY APPROACH

Adopting an Agile Delivery Approach

Digital transformation demands new styles of working. In today's digital business economy, an Agile methodology has been adopted as the de-facto approach to support rapid business change, short iterations, tight timescales and high demand.

We will consider using an agile methodology which will involve:

- Developing a strong business involvement through a dedicated and empowered 'Product Owner' embedded in the delivery team, called a 'Scrum'.
- An Iterative delivery approach in short periods, typically two weeks, called 'sprints'.
- Accountability of our team members through daily stand-ups, and a sprint 'burn-down' chart.
- At the end of each sprint a demonstration of progress and elicitation of feedback from business sponsors, called 'Showcases'.
- Sprint planning involving IT and business stakeholders.
- A managed product backlog, which represents the scope of the project and beyond, which is managed and prioritised.
- Functionality managed through user stories into 'sprints'.
- Strong emphasis on quality and improvement.

Managing a Successful Programme

Key to our successful digital transformation will be how we ensure the vision is instilled in the culture of our organisation, effective governance of our projects and monitoring of critical success factors. Enabling our staff throughout the organisation to share the vision, envision the future and beyond is fundamental.

To manage the programme and realise the change; it is essential we continue to:

- Focus on outcomes.
- Identify and manage risk.
- Maintain communication and convey messages to employees consistently.
- Ensure sponsorship is transparent continuously monitoring milestones and progress.



PARTNERS AND SUPPLIERS

Introduction

To achieve our ambitions, we will need to create an ecosystem of preferred suppliers, enabling the organisation to concentrate on its core competencies and those areas critical to business success.

Sourcing the Right Strategic Partners

We will be a strong client. We will put in place an effective supplier management processes. It will be essential to hold regular performance review sessions, as well as actively managing key relationships. We will ensure that a business and IT representative is involved in the management and interactions that occur with all suppliers of technology.

It will be key to ensure sourcing of the right strategic partners, particularly where there are specialist tools that require third line support. These suppliers will bring the necessary subject matter expertise through virtue of their own scale and experience.

Non-Core Competence

We will consider the core competencies of our IT team to assess where third party support or outsourcing is required.

Developing Partnerships

All prospective suppliers will be reviewed against their ability to form long-term relationships, which are mutually beneficial. Developing these partnerships will be a priority and partners sought who openly share their plans and roadmaps, deliver on promises and who would be of appropriate scale and cultural fit



APPENDIX A

