



IT and Business Transformation Strategy

2024 - 2027



Incorporating our
8 STAR Strategies

starhousing.org.uk

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Welcome to our IT and Business Transformation Strategy

Introduction

Since the start of the pandemic, STAR Housing has undergone a period of transformation. From introducing a hybrid working policy to adopting new systems, like Microsoft Stack and launching a hybrid telephony system.

We recognise the way we communicate with our customers, deliver our services and manage data, needs investment, innovation and new working practices. That's why STAR and our partners are committed to investing in our IT systems alongside specific business transformation projects.

We currently share our IT Security Infrastructure with our partner Shropshire Council. This is the most robust way to keep our data secure.

Our IT and Business Transformation approach is focused on developing a modern, agile and coordinated system. Providing transparency and choice through making information more accessible to all our customers and partners.

We're also increasing the ways we use data to gain valuable insights and improve resilience. Developing new ways to increase the data and the type of data we gather so we can analyse it

and use it to make informed decisions. Our plan is to increase efficiency and raise satisfaction by listening to and collaborating with our customers and staff, as well as working closely with key partners to improve our internal systems. Focusing on embracing new opportunities, like artificial intelligence will also play a part.

Our business transformation goes beyond IT systems. It's about how we modernise STAR Housing and the Housing Revenue Account (HRA). We need to respond to emerging changes within the sector and become a more effective and efficient organisation.

We've already made big steps forward, by moving to a new head office, restructuring our teams and developing a data led 30-year business plan. This strategy also outlines some of the programmes we're planning to deliver better value for money and improved services.

Here are the four key aims identified in this strategy:

- ▶ ICT internal transformation
- ▶ ICT customer and partner transformation
- ▶ Organisational business transformation
- ▶ Data and insight

"We are committed to investing in our IT systems alongside specific business transformation projects."



Aims

ICT internal transformation

Our aim

To keep offering the highest level of customer service and improve our understanding of the homes we manage. This demands a robust internal ICT infrastructure and system. We've developed a programme to run over the next three years, to invest in our internal ICT systems to ensure STAR can deliver a modern, efficient and customer focused service.

How we'll achieve this:

- ▶ We'll source and implement a new core housing management system
- ▶ By building on the success of Shropshire Council and STAR's IT Infrastructure and Security partnership
- ▶ We'll implement a new Dynamic Resource Management system for our Repairs and Maintenance Team
- ▶ We'll introduce a new HR and Payroll system
- ▶ By exploring A.I. systems including Microsoft Autopilot to improve our understanding of how we can use them to deliver efficiencies and improved customer services



- ▶ By modernising our hardware infrastructure.
- ▶ We'll move STAR's internal storage system onto SharePoint

How we'll measure success:

- ▶ Develop a new IT and Infrastructure Service Level Agreement between STAR and Shropshire Council by summer 2024
- ▶ Move to a three-year hardware replacement cycle by summer 2024
- ▶ Deliver a HR and Payroll system by autumn 2024
- ▶ Introduce SharePoint Data Management system to access and share information more easily by winter 2024
- ▶ We'll test and deliver a new core housing management system by summer 2025
- ▶ We'll test and deliver a new Dynamic Resource Management system by summer 2025
- ▶ Develop an A.I. implementation plan by winter 2025

Aims

ICT customer and partner transformation



Our aim

STAR Housing recognise the important role ICT is playing in how we communicate, deliver services and promote STAR Housing and our services. We also recognise that we need to modernise our customer facing ICT, to make it more accessible, more focused and simpler.



How we'll achieve this:

- ▶ We'll develop a new website with online access for customers
- ▶ By moving towards a system where people can contact us through a choice of digital channels
- ▶ We'll introduce a Customer Relationship Management System (CRM).
- ▶ By delivering a Board Member portal for customers and tenants on the Board.
- ▶ We'll improve how we share data with key partners and suppliers

How we'll measure success:

- ▶ Create a SharePoint site for both involved customers committee and customer Board Members by autumn 2024
- ▶ Develop a multiple-channel approach for STAR customers and staff to contact us by summer 2025
- ▶ Deliver a CRM system by summer 2025
- ▶ Develop a data sharing protocol for suppliers and partners so they can upload information to our system in real-time by summer 2025
- ▶ Launch a new STAR Housing website by autumn 2025
- ▶ Ensure 40% of STAR's customers have registered for the customer portal and are using it by spring 2027

Aims

Organisational business transformation



Our aim

STAR has begun a large business transformation programme with the aim to modernise the business, deliver better value and improve frontline services. A key objective during the Corporate Plan period is to deliver a number of business transformation work streams which will transform how we work and how we deliver services to our customers.

How we'll achieve this:

- ▶ We'll carry out a service charge review and create a new framework for service charges
- ▶ By conducting a Maintenance and Repairs review with the aim of modernising STAR's Maintenance and Repairs offer
- ▶ We'll review our procurement processes to make sure they deliver the best value and social benefits
- ▶ A review of our location and premises to create a more flexible, more customer focused service

- ▶ By developing processes to improve engagement, support and manage the relationship with key suppliers better



How we'll measure success:

- ▶ Complete the service charge review and move to a cost-based model by spring 2025
- ▶ Hold regular supplier and partner events from spring 2025
- ▶ Create and implement an updated procurement framework by spring 2025
- ▶ Implement the recommendations from the Maintenance and Repairs review by summer 2025
- ▶ Complete the location and premises review by spring 2026

Aims

Data and insight



Our aim

By achieving good data management, it will result in an increase in customer satisfaction, free up resources and help us to deliver both frontline and back-office support services.



Strong data management and demonstrating that data is developed and used to improve services is also a key area being considered by the regulator. At STAR, we recognise the importance of holding data in a secure, integrated and managed way, while using it to support our customers and develop services.

How we'll achieve this:

- ▶ We'll develop and introduce an integrated, streamlined ICT infrastructure

- ▶ With regular reviews of the quality and integrity of STAR's data
- ▶ By demonstrating how customer insight data is used to shape and improve services
- ▶ We'll identify data storage solutions that make processing and using information and data more efficient
- ▶ By fostering a culture of data literacy and by encouraging staff to use data insights to inform strategic planning, allocate resources and improve performance

How we'll measure success:

- ▶ Develop a customer data and service improvement plan by winter 2024
- ▶ Create and launch a training plan for staff, involved customers and Board members by winter 2024
- ▶ Carry out regular audits on our approach to data management, retention and quality by spring 2025
- ▶ Move to a cloud-based system to store and manage STAR's data by spring 2026
- ▶ Hold key customer data by spring 2027

STAR Strategies

Our STAR Strategies that specifically outline our objectives in key areas of our organisation, can be found and downloaded from the website at starhousing.org.uk

-  Homes and Asset Management
-  Customer Engagement
-  Development and Investment
-  IT and Business Transformation
-  People
-  Finance, Governance and Risk
-  Neighbourhood and Community
-  Customer

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Delivering vibrant communities in a changing world



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