Whiteinch & Scotstoun
Housing Association

DIGITAL TOOLS, HUMAN TOUCH

Digital Strategy
2026-2029

Contents

Executive Summary

WSHA is entering a period of significant digital opportunity. To meet rising tenant expectations, strengthen service quality and maintain regulatory compliance, we will modernise how we communicate, collaborate, manage information and deliver services. This strategy sets out how we will bring our digital tools, people, data and processes together to deliver faster, safer, more accessible and value-for-money services for tenants and communities.

Digital transformation is central to delivering the six Strategic Priorities in our Business Plan (2025–2030). Building on recent investments in Microsoft 365, HomeMaster, upgraded devices and early use of AI, this strategy provides a clear, future-ready foundation for a more connected, secure and human-centred WSHA.

Purpose: To use secure, inclusive and value-for-money digital tools, data and modern ways of working to improve services for tenants, empower colleagues and strengthen WSHA's resilience.

What will change:

✔ Tenants can access services 24/7 via Housing Online (repairs, payments, updates).

✔ Colleagues use Microsoft 365, HomeMaster and AI to reduce admin workload and improve first-point resolution.

✔ WSHA Executive and Leadership teams have real-time dashboards for performance, risk, compliance and asset management.

✔ Cybersecurity and data protection are embedded by design across devices, systems and processes.

Key outcomes by 2029:

- ≥30% increase in digital self-service adoption by tenants (baseline to be confirmed in 2025).

- ≥20% reduction in administrative effort through process automation and AI.

- All core services aligned to clear SOPs, with reduced duplication and improved data quality.

- Zero Trust–aligned cybersecurity posture, with annual penetration testing and incident response readiness.

WSHA's Digital Strategy sets clear direction for how we will use digital tools, data and modern ways of working to deliver excellent services, empower colleagues and strengthen the wellbeing of tenants and communities.

It provides a secure, inclusive and value-for-money foundation for a more connected, human-centered WSHA— an organisation where technology enables our **Purpose, strengthens our Way and amplifies our Impact.**

Digital Vision - Digital tools, human touch

Technology will enable our Purpose, strengthen our Way and amplify our Impact.

We will provide quality, safe and affordable homes; deliver services that reflect our tenants' aspirations, challenges and needs; and help create thriving, connected communities where people feel included, respected and supported.

Technology will not replace the human relationships at the heart of our work—it will enhance them, freeing colleagues to spend more time with tenants and enabling better, faster and more joined-up services.

Our digital future will be secure, accessible, inclusive and aligned with our **CORE values: Customer First, One Team, Respect and Excellence.**

Support our **Purpose**

WSHA's **Vision** is that technology will

Aplify our **Impact**

Strengthen our **Way**

Our CORE Values:

Customer First
Our customers come first, and we will always aim to achieve high quality outcomes for customers.

One Team
We work as one team and build excellent working relationships to achieve our goals.

Respect
We value high standards of fairness, treating everyone with consideration and dignity. We show this through our everyday words and actions.

Excellence
We value excellence and quality and aim to achieve high standards in all we do. We always strive to be the best that we can be. We are accountable for our actions, and we take responsibility and ownership for outcomes.

Strategic Context

WSHA has strengthened its digital foundation in recent years. Key progress is grouped under four areas:

Infrastructure

- Upgraded workspaces enabling hybrid collaboration and improved engagement.
- Modern Windows 11 devices and tablets with data SIMs to support flexible and mobile working.
- Regular penetration testing and strengthened cybersecurity measures.

Core Systems

- Migration from servers to cloud-based solutions including SharePoint for data storage and knowledge management.
- HomeMaster deployed as the cloud-native housing and finance operational platform.
- Decision Time implemented for governance, performance management and risk oversight.
- Brixx implemented for long-term financial forecasting, scenario modelling and business planning.

Skills & Culture

- Targeted Microsoft 365 training to improve digital collaboration (Outlook, Teams, SharePoint, OneDrive, Planner, etc.).
- Support to build digital confidence across teams, including plans for Superuser/Champion networks.
- Ongoing partnerships to keep pace with technological developments.

Community & Inclusion

- Initial plans for a digital Tenant Portal connecting customers to HomeMaster for self-service, updates and streamlined communication.
- Early adoption of AI to automate call notes and administrative.
- Digital skills training and access through the Whiteinch Centre's digital library.

These investments position WSHA to accelerate digital transformation, improve service delivery and support colleagues to work more efficiently. This strategy provides the direction, principles and priorities to guide the next phase.

Digital Principles

Customer First
Design intuitive, inclusive services around tenant needs, with support and training available.

One Team
Share knowledge using collaboration and cloud tools to strengthen internal and external communication.

Simplicity & Clarity
Reduce duplication and ensure consistent workflows and SOPs.

Secure by Design
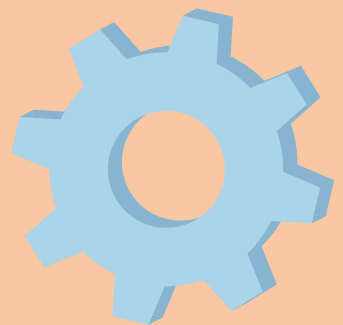Embed cybersecurity and data protection from day one.

Value for Money
Prioritise investments with measurable impact and total cost of ownership in mind.

Data as a Strategic Asset
Improve data quality and consistency to support insight and decisions.
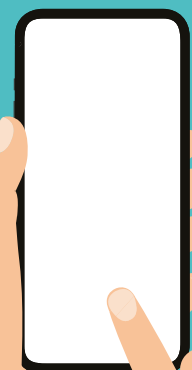
Inclusion & Accessibility
Support equity, participation and rights, removing barriers to digital use.

Human + Technology Partnership –
Provide the right devices, software and training so people can thrive.

Strategic Digital Priorities

Investing in Our Assets

- Improve inspections, repairs and compliance using HomeMaster, mobile devices and standardised digital forms.
- Strengthen asset data to support long-term planning and Brixx financial modelling.
- Deploy digital sensors and technologies for damp, mould and safety monitoring.
- Introduce real-time dashboards for asset performance oversight.

Measures by 2027:

- 90% of inspections logged via mobile workflows.
- 100% installation of damp/mould sensor across WSHA properties.
- Monthly asset dashboard published.

Customers First

- Deliver Housing Online for 24/7 access to repairs, payments and updates.
- Expand communication channels (web, email, SMS, chatbot) to increase choice and convenience.
- Use Wyser AI to improve call notes quality and generate customer insight.
- Strengthen self-service and first-point resolution through data analysis and AI agents.

Measures by 2027:

- ≥30% tenant adoption of online tenant portal via Homemaster.
- ≥15% increase in first point resolution.
- ≥85% customer satisfaction with digital channels.

Great People

- Ensure leadership capacity and capability to oversee digital transformation, with clear role responsibilities.
- Build digital confidence via targeted Microsoft 365 and HomeMaster development.
- Establish a Superuser/Champion Network with a defined programme of support.
- Embed digital skills in learning conversations and professional development plans.
- Create a digital capability framework for workforce planning.
- Improve knowledge management via SharePoint and consistent digital SOPs.

Measures by 2027:

- ≥80% staff complete role-based digital training.
- Superuser network active in all teams.
- ≥90% of SOPs are accessible and up to date.

Governance & Financial Resilience

- Integrate HomeMaster, Decision Time, Power BI, Brixx and AI agents for unified reporting.
- Deploy dashboards for risk, performance and compliance.
- Ensure all digital initiatives align with governance and regulatory expectations.
- Embed cybersecurity as a core organisational priority.

Measures by 2026:

- Board dashboard live.
- Biannual digital performance reporting embedded.
- Risk and compliance KPIs tracked monthly.

Efficient & Value for Money

- Automate repetitive processes via HomeMaster, Wyser AI and Microsoft Copilot.
- Streamline workflows to reduce duplication and administrative burden.
- Maximise value from existing Microsoft 365 licences.
- Use Brixx to model and evidence financial impact of digital investment.

Measures by 2028:

- ≥20% reduction in admin effort.
- ≥10% reduction in duplicated data entry.
- Annual digital ROI assessment completed.

Thriving Communities

- Support digital inclusion through community learning and skills development.
- Enhance tenant engagement using digital channels and insight tools.
- Align digital inclusion with Community Investment priorities.

Measures by 2027:

- ≥200 residents supported through digital skills programmes.
- Quarterly engagement insights published.
- Improved accessibility across web and portal.

Our Digital Framework: POPIT

We will use the **POPIT** model (**P**eople, **O**rganisation, **P**rocesses, **I**nformation and **T**echnology) to ensure balanced, inclusive change that strengthens WSHA as a whole organisation — not just its technology.

Organisation – Ensuring clear ownership for digital decision-making, future leadership capacity, and alignment between digital change, governance and WSHA's Purpose, Way and Impact.

People - Building digital confidence, capability, leadership and culture across all teams, supported by strong training, a culture of continual learning and Superuser / Champion networks.

Processes – Streamlining workflows, reducing duplication, embedding automation where appropriate and strengthening consistency across Housing, Property, Finance and Corporate Services.

Organisation

Information and Technology

People

Processes

Information – Improving the quality, structure and use of data to create a single source of truth, underpin forecasting, compliance and performance reporting.

Technology – Maximising our existing digital tools (HomeMaster, M365, Wyser AI, Decision Time, Brixx, etc.) while ensuring all new solutions are secure, value for money and interoperable.
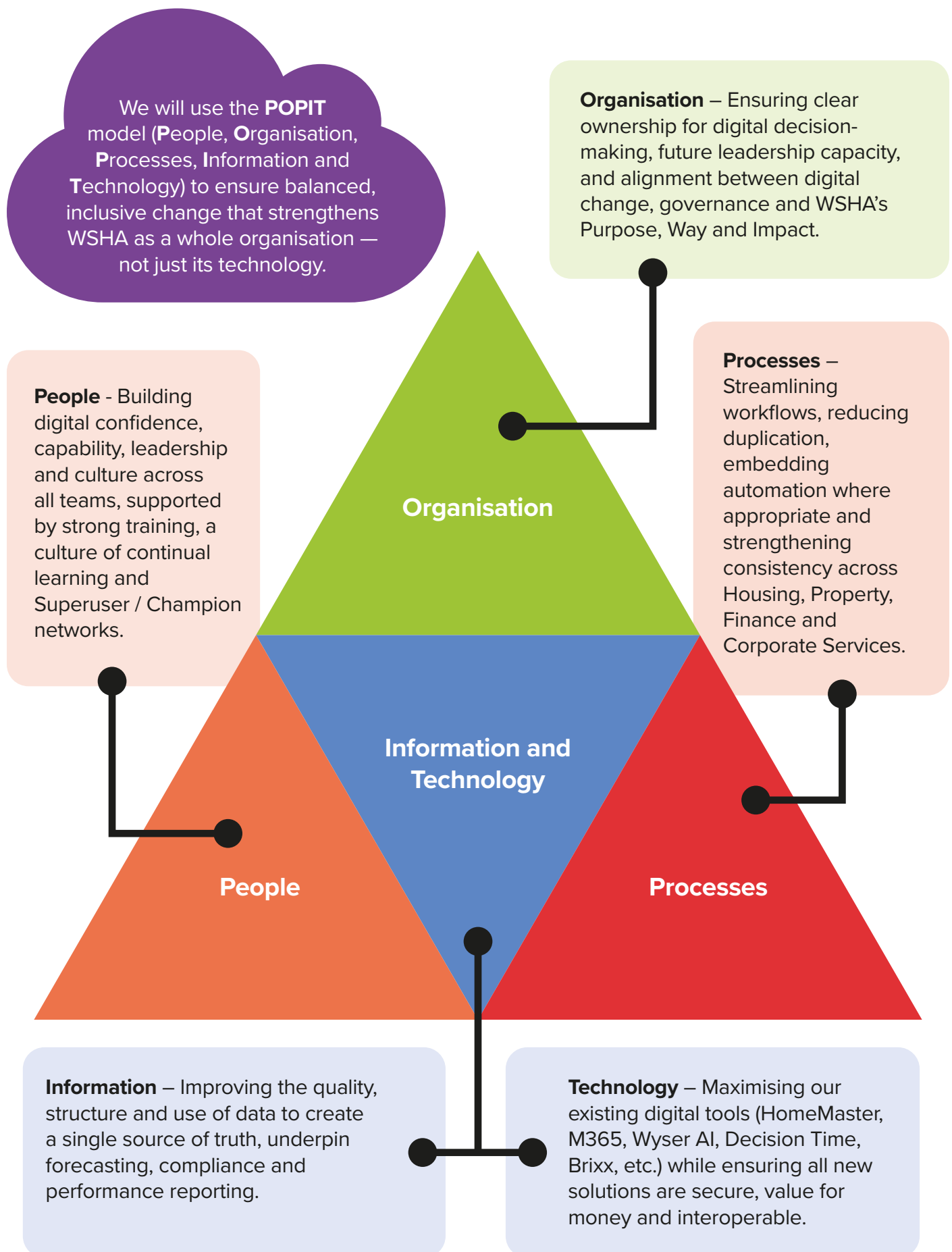
*Figure1: **POPIT** model i.e. **P**eople, **O**rganisation, **P**rocesses, **I**nformation and **T**echnology.*

A successful digital strategy must address every aspect of the organisation - our people, our processes, our information, our systems and the way we work together. Taking this whole-organisation approach enables a consistent, coordinated and sustainable digital transformation.

As WSHA moves from our **current 'as-is'** position to our desired **'to-be' future**, we recognise that digital transformation will inevitably generate change that cannot yet be fully anticipated. These changes will not be viewed negatively but an opportunity to innovate, accelerate improvements and unlock new opportunities to enhance services for our people, our tenants and communities.

WSHA must ensure that all digital initiatives contribute to our shared vision and that progress is aligned, transparent and well governed. The importance of this unified vision cannot be overstated. Our Digital Strategy provides a unified way forward with clarity, purpose and organisational alignment within all service areas.

The crucial factor is **coordination**.

Dimension	As-is (2025)	To-be (2028)	Key Actions
People	Varying digital confidence; ad hoc training	Confident users supported by Superusers	Role-based training; capability framework; champion network
Organisation	Limited central coordination of digital change	Clear ownership and leadership capacity	Define governance; assign owners; embed reporting
Processes	Duplication and inconsistent SOPs	Streamlined, automated, consistent workflows	Process mapping; automation; SOP library in SharePoint
Information	Data quality mixed; multiple sources of truth	High-quality, structured data; single source of truth	Standards; data stewardship; integration; Power BI
Technology	Core tools in place, limited integration	Secure, interoperable ecosystem	Maximise M365/HomeMaster; integrate systems; evaluate new tools

WSHA will ensure all digital initiatives contribute to a shared vision and that progress is aligned, transparent and well governed.

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Credit: TCmake_photo

Supporting Change Across WSHA: The ADKAR Model

Digital transformation is ultimately about people, not technology. As WSHA moves towards our desired future state, we will adopt the **ADKAR change model** to ensure everyone has the clarity, skills and support needed to embrace new ways of working and reduce digital stress.

Awareness
Explain why digital change matters and how it supports our Purpose, Way and Impact.

Desire
Involve colleagues early, address concerns and demonstrate benefits that reduce workload.

Knowledge
Provide role-specific training on Microsoft 365, HomeMaster and all other digital platforms used to support the business needs.

Ability
Build confidence via hands-on practice, coaching and supportive team environments.

Reinforcement
Embed behaviours with feedback loops, recognised champions and continuous improvement.

Leaders and managers will be equipped to support individuals through change and address resistance constructively.

Cybersecurity & Information Security

🛡 Annual penetration testing and continuous vulnerability scanning.

🛡 Multi-factor authentication across all systems.

🛡 Modern device management using Windows 11 security capabilities.

🛡 Incident response planning and cyber awareness training for all colleagues.

🛡 Enhanced monitoring and threat detection using Microsoft 365 security tools.

🛡 Secure-by-design development of Housing Online and new systems.

🛡 Progress towards a Zero Trust–aligned posture.

Measures by 2026:

- Phishing simulations every 6 months.
- MFA coverage 100%.
- Incident response exercise annually.
- Critical vulnerabilities remediated within defined SLAs.

Roadmap

2026 - 2027

Key Actions

Launch new website and tenant portal; migrate to OneDrive/SharePoint/Teams; scale AI across service areas; deliver skills and Superuser Network; improve asset data; review cyber framework; server infrastructure review.

HIGH PRIORITY

Owner

Executive Team (with Service Managers)

Expected Outcomes

Unified reporting; faster decisions; more inclusive services; secure architecture.

2028 - 2029

Key Actions

Advance predictive analytics for repairs, arrears and demand; refresh systems architecture; review hardware devices; prepare WSHA for next phase of innovation.
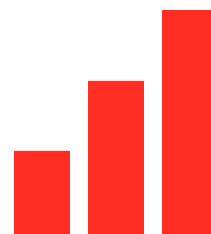
2026–2029

Expected Outcomes

Housing Online live; improved collaboration; reduced admin workload; stronger data quality; clearer cyber posture.

Owner

Head of Corporate Services (with ICT Lead)

HIGH PRIORITY

2027 - 2028

Key Actions

Develop dashboards for performance, risk and customer insight; improve interoperability across core systems; expand automation; strengthen digital inclusion; enhance website content; implement Zero Trust–aligned enhancements; review telecoms.

Expected Outcomes

Proactive services; future-ready platforms; device refresh completed.

Owner

Executive Team (Board oversight)

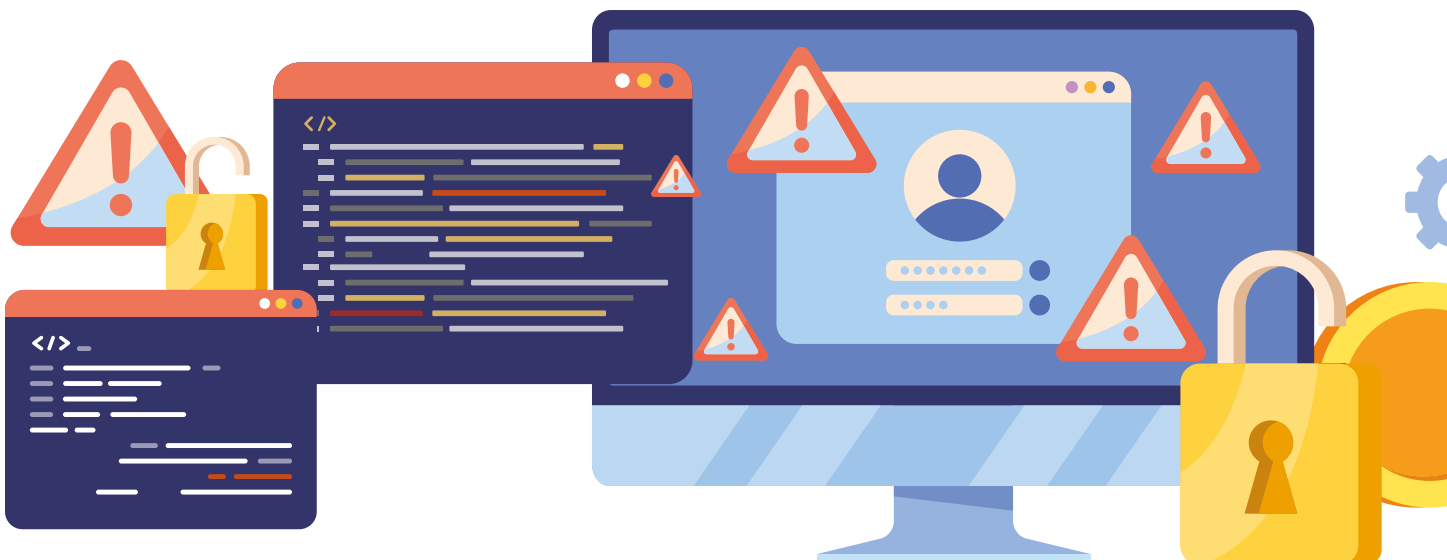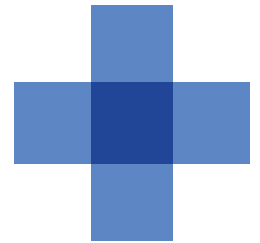**MEDIUM PRIORITY**

Digital Risks & Mitigations

Risk	Likelihood	Impact	Mitigation Strategy	Owner
Falling behind sector expectations	Medium	High	Benchmark annually; adjust roadmap; invest in priority gaps	Executive Team
Fragmented/ duplicated systems	Medium	High	Architecture review; integration standards; change control	ICT Lead
Increasing cyber threats	High	High	Zero Trust roadmap; testing; awareness training; incident exercises	Head of Corporate Services
Varying digital confidence	High	Medium	Role-based training; Superuser network; coaching and support	Service Managers
Inconsistent data quality	Medium	High	Data standards; stewardship; Power BI; single source of truth	Data Steward (to be designated)

Benefits Realisation

We will track tangible outcomes to ensure digital change improves tenant experience, supports staff, strengthens resilience and delivers social value.

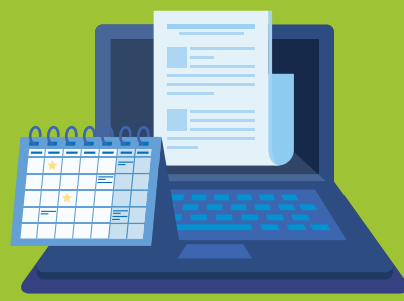| Benefit	Indicator/KPI	Baseline (2025)	Target	Review Cadence
Quicker tenant response times	Average time-to-resolution (days)	To be confirmed	≥15% improvement by 2027	Quarterly
Reduced administrative workload	Estimated hours released	4,620 (Wyser AI)	≥20% overall reduction by 2028	Quarterly
Improved compliance reporting	On-time submissions; audit findings	To be confirmed	100% on-time; reduced findings	Biannual
Joined-up service delivery	First-point resolution rate	To be confirmed	≥15% increase by 2026	Quarterly
Value for money	Digital ROI (cost vs. benefit)	N/A	Annual ROI report	Annual

Monitoring, Measurement & Reporting

Quarterly reporting

Executive Team receives updates on roadmap progress, achievements, issues and resource implications.

Biannual Board reporting

Detailed digital performance report including delivery confidence, budget spend, benefits achieved and adjustments required.

Annual public summary

Accessible overview in WSHA's Annual Report and on the website, showing how digital improvements support services and community outcomes.

Accountabilities:

- Director of Finance & IT oversees delivery of the Digital Strategy.

- Operational and technical support is coordinated by the Finance and IT team.

- Training is informed by the Finance and IT Team and co-ordinated with support from Corporate Services.

- Executive and Leadership teams will lead on process changes with support from Finance & IT.

- Data Steward ensures data quality.

- WSHA Management Committee and Executive Team provide strategic oversight.

- Dashboards: Executive dashboard (risk, performance, compliance), Asset dashboard, Customer insight dashboard, Cybersecurity dashboard.

- Breach and enforcing least privilege, strong identity, and continuous verification.

Glossary

ADKAR – Change model: Awareness, Desire, Knowledge, Ability, Reinforcement.

Brixx – Software for long-term financial forecasting and scenario modelling.

Decision Time – Governance, performance and risk oversight software.

HomeMaster – Cloud-native housing and finance operational platform.

Housing Online – WSHA's tenant self-service portal (repairs, payments, updates).

Microsoft 365 – Suite including Outlook, Teams, SharePoint, OneDrive, Planner, Power BI, security tools.

POPIT – Digital change framework: People, Organisation, Processes, Information, Technology.

SOP – Standard Operating Procedure.

Wyser AI – AI tool used to automate call notes and administrative tasks.

Zero Trust – Security model assuming

As with all of the Associations policies and procedures, this document, in full and in part, can be made available in summary, on tape, and in translation into most other languages. It is available to view and download from the website at **www.wsha.org.uk**.

If you would like a version in a different format, please contact Corporate Services at The Whiteinch Centre, 1 Northinch Court, G14 0UG, by telephone on: **0141 959 2552**, or by e-mail at: **wsha_admin@wsha.org.uk**.

Cantonese

如果你需要這份不同語言版本的簡訊，請聯絡WSHA辦事處 Corporate Services（地址：The Whiteinch Centre, 1 Northinch Court），或致電 0141 959 2552，或電郵 wsha_admin@wsha.org.uk 。

Gaelic

Cuiribh fios gu Corporate Services aig oifis WSHA aig Ionad Whiteinch, 1 Northinch Court, neo air a fòn aig 0141 959 2552, neo air post-dealain aig wsha_admin@wsha.org.uk ma tha thu ag iarraidh dreach dhan iris-naidheachd ann an cànan eile.

Mandarin

如果您需要此报纸的其他语种译本，请与位于Whiteinch中心，1 Northinch Court WSHA 办公室的 Corporate Services 联系，或者致电 01419592552，或者发电子邮件至 wsha_admin@wsha.org.uk 。

Polish

Jeżeli chcieliby Państwo otrzymać tłumaczenie niniejszego biuletynu, prosimy o kontakt z Corporate Services w biurze WSHA w Whiteinch Centre, 1 Northinch Court lub telefonicznie pod numerem 0141 959 2552 lub na adres e-mailowy: wsha_admin@wsha.org.uk

Swahili

Ikiwa ungependa toleo katika muundo tofauti, tafadhali wasiliana na Huduma za Biashara kwenye

The Whiteinch Centre, 1 Northinch Court, G14 0UG, kupitia simu kwenye: 0141 959 2552,

au kupitia barua pepe kwenye wsha_admin@wsha.org.uk

Urdu

اگر آپ اس نیوز لیٹر کو کسی مختلف زبان میں حاصل کرنا چاہتے ہوں تو براہِ مہربانی ''وائٹ انچ سینٹر''،
1 نارتھ انچ کورٹ میں واقع ''ڈبلیو ایس ایچ اے'' کے دفتر میں Corporate Services) سے ''کیرن میک ایوئن(
ٹیلیفون نمبر 0141 959 2552 کے wsha_admin@wsha.org.uk کے ذریعے رابطہ کریں۔
ذریعے یا ای میل

Arabic

إذا كنت تريدًا نُسخةً بتنسيقٍ مختلفٍ، فالرجاء الاتصال بقسم خدمات الشركات "Corporate Services" في

The Whiteinch Centre, 1 Northinch Court, G14 0UG، عبر الهاتف على الرقم: 0141 959 2552

أو عبر عنوان البريد الإلكترونيwsha_admin@wsha.org.uk

Farsi

اگر نسخه‌ای با فرمت متفاوت می‌خواهید، لطفاً با خدمات شرکتی به شماره ذیل با شماره زیر تماس بگیرید

The Whiteinch Centre, 1 Northinch Court, G14 0UG، از طریق تلفن: 0141 959 2552

یا از طریق ایمیل به wsha_admin@wsha.org.uk

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Whiteinch & Scotstoun Housing Association, 1 Northinch Court, Glasgow G14 0UG
Whiteinch & Scotstoun Housing Association Ltd. – a Charity Registered in Scotland No. SC035633