

Langstane Housing Association

Digital Strategy

2026 – 2028





Introduction

The digital strategy is a core supporting strategy that will help deliver the business plan and strategic goals. Our previous digital technology strategy laid the groundwork for modernising our infrastructure and replacing legacy systems. This digital strategy sees a shift, away from viewing technology in isolation and seeing it as a critical enabler.

Digital transformation is not about technology, it is fundamentally a people centric, strategic journey that shapes how we work and the way customers access services, not just a series of technology upgrades.

The digital strategy sets out how we will bring our digital tools, people, data and processes together to offer easier, faster, choice-based services for tenants, deliver value for money and efficiencies for the organisation, and streamline how employees work. We need to build the foundations first to help balance big ambitions with realistic delivery. Investment in technology is funded from rent paid by tenants so it must achieve value for money, efficiencies and improved service delivery.

We have strengthened our digital foundation over the previous years:

Infrastructure

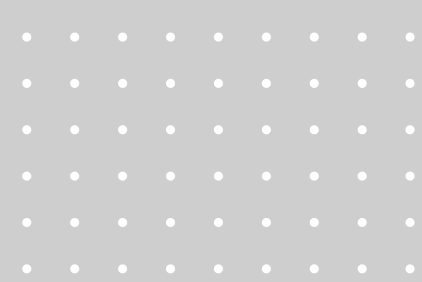
- Upgraded workspaces
- Upgraded laptops and devices with data sims to enable flexible and remote working
- Regular penetration testing and cybersecurity measures
- Migration to cloud and Software as a service (SaaS) based models, removing physical servers

Core Systems

- Implemented new integrated housing management and finance system
- Brixx implementation for long term financial forecasting and scenario modeling
- New phone system
- New HR system
- Online housing application form
- Implemented OneServe for operatives

Community and Engagement

- Launched tenant portal to allow 24/7 access and self service options to tenants
- Adopted technology to automate rent and arrears collection
- Electronic signature tool
- Digital estate inspection sheets



Current Position – Key Challenges

We continue to carry unnecessary cost and complexity through legacy infrastructure

Obsolete IT estate carries operational overhead, creating avoidable cost and preventing full adoption of a simplified and modern cloud-managed environment.

Our digital capability and confidence varies significantly across the organisation

While systems and tools are in place, they are not always well understood or used consistently, reducing the value we get from existing investments.

Strengthen our security controls and visibility

We recognise that cyber security is an ever changing landscape that requires continual vigilance. We have key security measures in place and will take a proactive approach to continually reviewing and improving.

We are compensating for system limitations and inconsistent use through manual workarounds

Core systems are not consistently used or fully meeting operational needs, resulting in duplicate processes and reliance on manual fixes to maintain accuracy.

Our processes are not defined, standardised and pain-points are not clear

There are limited standard operating procedures and key activities are often dependent on individual knowledge and bottlenecks are unclear.

We remain heavily reliant on “offline working”

A significant proportion of operational activity requires follow-up work, duplication of effort and cannot be conducted out-with the office.

Our data is fragmented, unstructured, and not owned

Information is spread across multiple systems (and in many cases outside of systems), with no clear ownership, inconsistent structure, and limited trust in its accuracy.

We are not yet positioned to deliver more advanced digital services to our tenants

Gaps in our systems, data and processes mean we are focused on maintaining existing services rather than exploring more modern and tenant-focused digital services.

Digital Maturity

We are a digitally aware organisation, with a clear understanding of the opportunities that technology presents. However, we are not yet a digitally enabled business, where digital capabilities are seamlessly embedded across all services, processes, and decision making.

Historically, the social housing sector has relied on a limited number of providers and monolithic core systems designed specifically for housing management. These systems have typically operated as comprehensive, all-in-one solutions covering tenancy management, customer services, repairs, and asset management. While functional, this approach has often resulted in high cost, limited flexibility, and significant dependency on single vendors.

Today, the technology landscape has evolved considerably. Modern platforms are increasingly interoperable, enabling data and workflows from multiple systems to be integrated into a connected digital ecosystem. This shift creates a significant opportunity to move away from rigid, single-system architectures toward a more modular and flexible approach.

By leveraging a broader range of tools and providers, we can better align technology solutions to our specific needs, improve agility, and reduce vendor lock-in. In contrast to traditional models where additional modules are incrementally added to existing systems out of necessity, this approach allows us to design a more responsive, scalable, and user-focused digital environment.

Asset Management

Improving the quality, consistency and completeness of our home and asset data is fundamental to delivering a modern, resilient digital strategy. Rich, accurate data allows us to understand the true condition, performance and lifecycle of our homes, enabling smarter investment decisions, more proactive maintenance, and better long-term stewardship of our assets.

By strengthening how we collect, store and use information, we can target resources where they have the greatest impact, reduce avoidable repairs, support compliance, and enhance the experience of tenants who rely on safe, warm and well managed homes.

High-quality asset data is not just a technical requirement, it is a strategic enabler that underpins financial sustainability, regulatory assurance and our ability to plan confidently for the future.

Data Sovereignty

A critical component of our digital maturity is establishing clear ownership and control of our data. Currently, much of our data is held within siloed systems, often requiring complex, time consuming, and costly processes to extract, share, or repurpose. This creates barriers to insight, limits innovation, and reinforces dependency on specific platforms.

Our aim is to achieve data sovereignty ensuring that we own, control, and can freely access our data at any time, without reliance on proprietary tools or restrictive vendor practices. Data should be treated as a core organisational asset, not as a by product of the systems we use.

To enable this, we will shift from siloed data models to an integrated approach where data flows securely and seamlessly across systems. By adopting open standards, robust integration layers, and modern data architecture, information will be accessible, reusable, and actionable across the organisation, and provide the flexibility to evolve our technology landscape without being constrained by how or where data is stored.



Digital Principles

A set of principles will define the infrastructure, tools and systems we use to ensure we have a consistent approach and overall architecture:

Governing

- Digital first – promote digital channels first over traditional analogue options
- Digital investment must deliver compliance, efficiencies and free up resources
- See data as a strategic asset, improving the quality and consistency
- Have one source of truth, removing duplication of data

Technical

- Mobile first – supporting employees to do everything from everywhere
- Cloud and Software as a service (SaaS) first for all new and replacement infrastructure, systems and tools
- Use, before buy, before build
- Interoperability must be considered at every stage

Objectives

Efficient and Standardised Operations

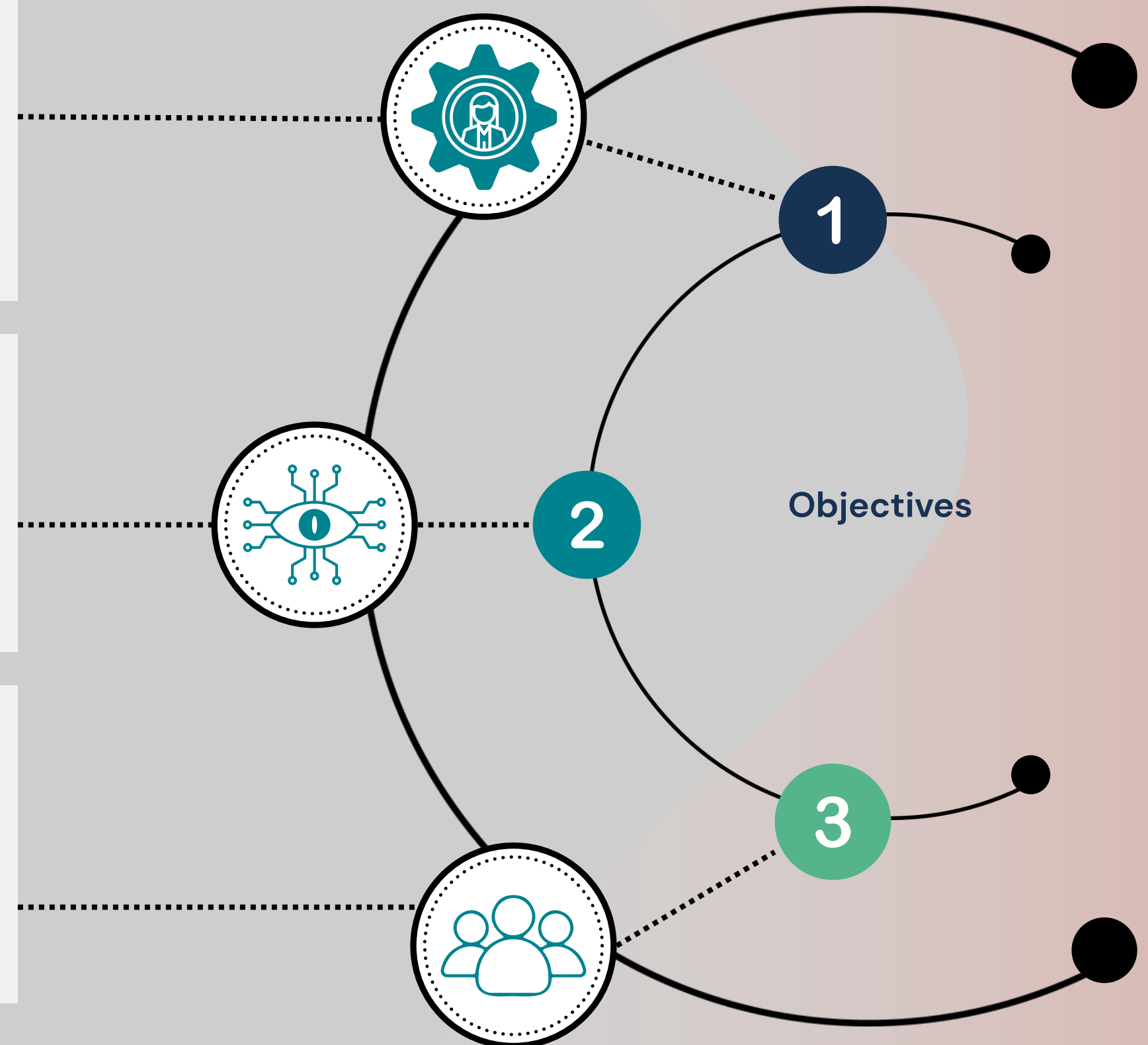
Establish a consistent and controlled operating environment by simplifying systems, removing legacy complexity and standardising processes across the organisation. This includes strengthening security and access controls and developing workforce capability to ensure systems and processes are understood, adopted and used consistently, reducing duplication and improving efficiency.

Data and Insight

Establish clear ownership, structure, and control of data, recognising it as a key organisational asset, improving its quality, consistency and accessibility across the organisation. This includes addressing duplication and unnecessary data to ensure information is relevant, reliable and fit for purpose. This enables reliable reporting, improved visibility and more informed decision making.

Customer Experience

Enable more accessible, responsive, and flexible services for tenants through the use of digital channels and tools. This includes expanding how tenants access services, improving interaction through digital channels, and exploring opportunities to enhance services and housing through the use of digital technologies, supporting an end-to-end digital journey over time.

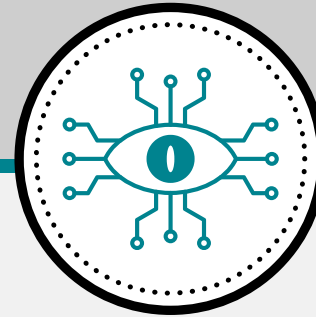


Key Priorities



Efficient and Standardised Operations

- Review IT service model, support arrangements and vendor contracts
- Remove legacy systems and complete transition to cloud and Software as a service (SaaS) platforms, and simplify infrastructure
- Review core system usage, establish processes and understand pain points ensuring systems are fit for purpose
- Define and implement a consistent SharePoint and Teams structure
- Establish a super user and digital champions network across the organisation
- Deliver targeted training to improve system adoption and digital confidence
- Adopt the Scottish Approach to Service Design as the standard for digital project delivery
- Achieve Cyber Essentials Plus accreditation



Data and Insight

- Define core data across the organization and its ownership, location, structure and governance requirements
- Improve data quality, consistency and accessibility across systems, adopting a one source of truth approach to remove duplication and manipulation
- Rationalise data and migrate data away from network drives and fragmented storage into consolidated and governed structure
- Explore and implement self-service business intelligence dashboards for real-time reporting, bridging gaps in systems and increasing visibility
- Introduce proper data governance and lifecycle management across systems and internally aligned with best practices and regulatory requirements



Customer Experience

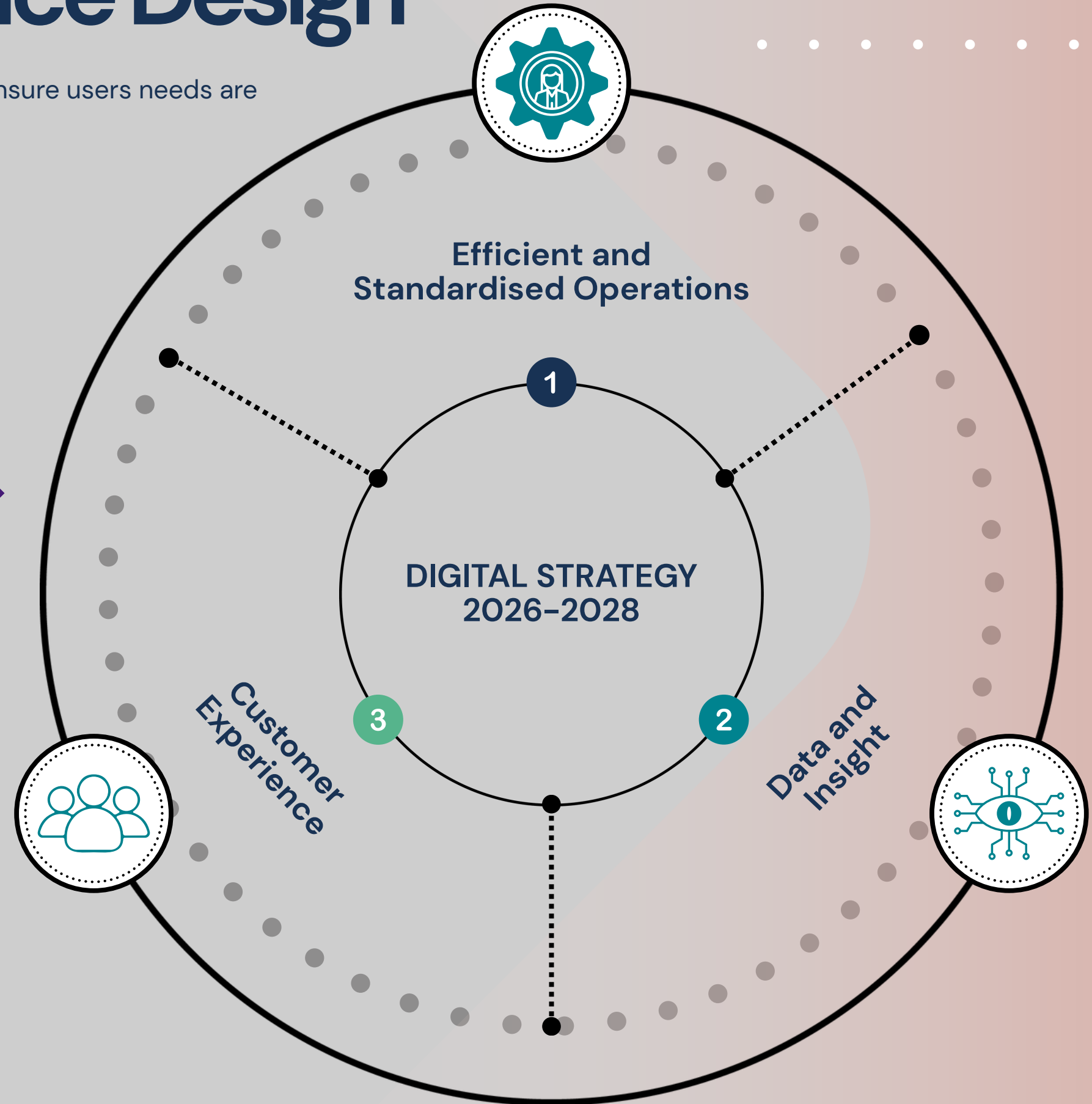
- Review how tenant feedback and engagement is currently handled and put in place a clearer, more joined-up approach
- Explore how digital technologies could enhance homes and services over time, including areas such as connectivity, sensors, and other smart housing opportunities
- Create the conditions for a more digital tenancy journey, where services are easier to access, more responsive and efficient
- Improve the tenant portal and other digital routes so tenants can access more services and information without relying on manual or offline processes
- Trial and expand targeted automation in service areas such as arrears to reduce repetitive manual activity and improve consistency
- Consolidate tenant feedback into a single platform for better analysis
- Enable transition to Choice Based Letting

Scottish Approach to Service Design

We will adopt the Scottish approach to service design methodology for all projects to ensure users needs are captured and the right solution delivered.



- Discover** user needs, pain points and gaps
- Define** the problem, scope and success criteria
- Develop** ideas iteratively, testing what works
- Deliver** through staged build, test and release



Road Map

2026

- IT service model and vendor review
- Remove legacy systems, move to cloud/Software as a service (SaaS)
- Simplify infrastructure, transition to Intune
- Define SharePoint and Teams structure
- Optimise housing management system
- Review asset management needs, deciding if housing management system is suitable or alternative required
- Define core data ownership, structure and governance
- Establish super users and digital champions network
- Review and enhance tenant portal
- Assess tenant engagement and feedback needs
- Establish AI working group
- Trial automation for income and arrears management

2027

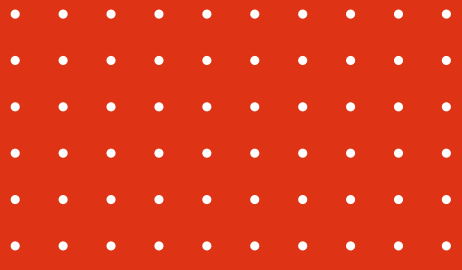
- Full cloud-managed environment, embedded processes
- Roll out SharePoint for document management
- Migrate off network drives, rationalise data storage
- Launch BI dashboards for real-time reporting
- Achieve Cyber Essentials Plus accreditation
- Implement asset management system(if required)
- Implement tenant feedback and engagement tool
- Shift to digital-first communications
- Develop our thinking and wider future adoption of AI following working group activity

2028

- Scale automation across operational areas
- End-to-end digital tenancy journey
- Adopt AI tooling across the organisation
- Digital repair booking for tenants
- Drive towards paperless / print reduction
- Smart housing technologies (chatbots, virtual assistants)
- Benefits realisation and strategy refresh

2029

- Rationalised, modern, open technology estate to build upon for the future
- Continuous improvement of digital services
- Improved digital maturity and digital literacy across employees
- Respond to emerging technologies and opportunities
- Expansion of AI and automation capabilities



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01224 423000



680 King Street, Aberdeen



North Guildry Street, Elgin

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