



*"Offering our community more than a home"*

## Digital Inclusion Strategy 2016-2021(Update)

Management Committee submission:	26 November 2019
Last Approved:	25 September 2018
Approved:	
Next Review date:	September 2020

### **CHA Objectives:**

To ensure that our resources are adequate to deliver our objectives by investing in our people, demonstrating value for money and through robust procurement practices.

To promote social inclusion by applying principles of equality and diversity to everything we do.

### **Regulatory Standards:**

The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.

The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities.

*This document can be made available on request in a variety of different formats, such as on tape, in large print and translated into other languages.*

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## **A1. Introduction**

The way that people access services and interact is constantly changing. Increased availability of relatively low cost access and the acceptance of digital devices mean that organisations are faced with a constantly changing landscape for providing services to tenants and customers. This, coupled with the introduction of Universal Credit, means tenants and customers will have to claim and access information online, effectively pushing people towards accessing services digitally.

The UK Government's mission is to be the most digital nation we can be.

It is now a widespread belief that Digital Technology has become one of life's necessities. Digital has become a key tool for employment, for accessing services, and to keep in contact with other people and institutions.

In 2009, the European Commission reported that Digital Inclusion is indeed a societal issue rather than a technological one, as it can now be seen to directly impact on health, education, employment and infrastructure. Those unable to benefit from the digital age fall into three main categories; those without access, without motivation, or those lacking the skills or confidence - and are becoming increasingly excluded from society.

Social Housing providers have a massive part to play to prevent this happening, as their tenants are most likely to be part of demographic proportionately the most digitally excluded (older people, disabled people, and those in lower social classes . National Audit Office 2013). This is supported by The Tinder Foundation's research, showing that almost half of social housing tenants have no access to the internet.

A Digital Inclusion Strategy is required to tackle this digital divide, as without progressive action, Social Housing tenants will face further marginalisation and social exclusion as more and more parts of life become digitised.

## **A2. Purpose**

This Digital Inclusion Strategy aims to develop services that are accessible to all customers and to encourage as many customers as possible to access digital services.

The benefits to our tenants are straightforward:-

- They are armed with more information and skills.
- They are better equipped for looking for and sustaining employment.
- They are able to personally save money and manage their finances more efficiently.
- They are able to communicate more freely with services and the rest of society.
- Due to many of the above: They are likely to be healthier and happier people.

For Clydebank Housing Association, the benefits of having tenants able, willing, with access to the internet are still highly tangible: -

- Access to CHA internet site.
- Ability to pay rent online.

- More responsive and efficient services (offers tenants 24/7 communication channels).
- Lower transactional costs (reduction from as much as £12 to as little as £0.08) per transaction.
- Improved customer information (live data).
- Combat threat of Universal Credit (reducing potential rent arrears, and consequent eviction costs).

It is accepted that there is not one singular method of Digital Inclusion that can be used with success - there has to be a variety of approaches used to provide many ways in which to support, teach, and train, those digitally excluded from our society. This will include working in partnership with other local services and providers to deliver a trusted and accessible introduction into the wider digital society.

### **A3. Principles**

The Government Digital Service amongst other commentators on the subject, see a key role for trusted intermediaries defined as public, private, or voluntary organisations and individuals who have regular contact and trusting relationship with those least likely to be online. As previously mentioned Social Housing hosts a disproportionate number of those at risk of social exclusion, and in turn of those not-online. Clydebank Housing Association could play a vital role in helping those excluded groups amongst our tenant base.

The provision of customer access channels is key to delivering the highest quality of customer care and fulfils the principles outlined in the Scottish Social Housing Charter. The Association's Customer Care Policy which states offering our community more than a home plays a fundamental part in this. However we now require achieving quality customer service access across a growing range of access channels including digital and web-based approaches.

In order to produce an effective Digital Inclusion strategy, a questionnaire (Appendix 1) was sent out in order to consult with all tenants to determine how best to utilise our current assets and resources. This would establish the necessary levels of support and in what ways a strategy could be implemented to improve access, skills and motivation to ultimately reduce the digital exclusion currently encountered.

The highlights of the findings of this questionnaire (Appendix 2) with response from over 13% of all CHA tenants are as follows: -

- Cost of Wi-Fi is the main issue preventing internet use.
- The majority of our tenants don't use their mobile phones to access the internet out of lack of interest.
- There is currently very little interest in training on how to use the internet.
- Our tenants are more likely to access CHA website than any other public service if they were online.

This indicates the main issues that any strategy needs to address are in the provision of affordable access to Wi-Fi and a real motivation for our tenants to go online.

## **B. Strategy**

The strategy sets out main aims, objectives and programmes under the following three themes:

### **B1. Delivering High Quality Digital Services**

Current Position (as at 30 September 2019):

- Website updated in view of Freedom of Information guidelines, ensuring Guide to Information available and all relevant material are being proactively published.
- Continue to provide a customer focused approach, ensuring the forms, downloads and information are all up to date with links to external suppliers and customer portal to make online payments.
- Report a Repair facility developed and now is use on CHA website.
- CHA main office provides free use of tablet and support to access the Association's digital services.
- Social Media Facebook and twitter pages being used to communicate more with our customers and partner organisations.
- Centre81 offers drop-in IT Suite and public Wi-Fi area, with ACF Connecting Clydebank currently active, ensuring increasing usage and awareness
- Customer Portal promoted through Tenant conference and publications allows tenants access to live data from their rent accounts, repairs history, online payments and increased communication channels.
- Graham Avenue new development went live in 2018 with accessible Wi-Fi to all tenants provided by CHA.

Description	Who	Monitoring/ Performance	Progress / Completed						
<p>Website continually reviewed and updated when appropriate to better inform tenants and increase digital services available to them in line with GWSF/SFHA publication framework &amp; guidance.</p> <ul style="list-style-type: none"> <li>liaise with Customer Service Improvement Group(CSIG)/All departments</li> <li>Ensure all information is relevant, up to date and easily accessible</li> </ul>	<p>Senior Staff  Comms Officer  CSIG  DPCO</p>	<p>Website hits Contact via website Number of information request</p>	<p>Completed New Website developed . December 2016.</p> <p>Updated in line with FOI requirements October 2019</p>						
<p>Increase use of Customer Portal and ensure all information is relevant, up to date and easily accessible</p>	<p>HM Maintenance DPCO</p>	<p>Portal Sign Ups Payments received/savings Data received</p>	<p>Ongoing -</p> <table border="1"> <tr> <td>2017</td> <td>3</td> </tr> <tr> <td>2018</td> <td>1</td> </tr> <tr> <td>2019</td> <td>21</td> </tr> </table>	2017	3	2018	1	2019	21
2017	3								
2018	1								
2019	21								
<p>Increase knowledge of free public Wi-Fi availability in both CHA and C81 office.</p> <ul style="list-style-type: none"> <li>Ensure set up and working correctly, and accessible on Wi-Fi enabled devices</li> <li>Mapping exercise to be updated</li> <li>Advertise access on visible posters in office(s) and newsletters</li> <li>Change passwords monthly in C81 to reduce unauthorised external access</li> <li></li> </ul>	<p>C81 DPCO</p>	<p>Monthly Wi-Fi testing Password requests ACF Project outcomes</p>	<p>Completed July 2020 (ACF End of Project Report)</p> <p>Digital Map viewed by over 10,000 on Facebook</p>						
<p>Encourage customers to use internet connected device at reception with helpful desktop links to our website and digital services.</p> <ul style="list-style-type: none"> <li>Ensure set up and working correctly, and accessible on Wi-Fi enabled devices</li> <li>Advertise access on visible posters in office(s) and newsletters</li> <li>Regular check to ensure links up to date and valid</li> </ul>	<p>Reception DPCO</p>	<p>Website hits Customer Service questionnaires Portal/Report a repair usage</p>	<p>Completed July 2019 . continue to engage after office move April 2020</p> <p>GTI . website link check October 2019.</p> <p>Website hits charted by Comms Officer from November 2019</p>						
<p>Improve level of social media use and interaction, including setting up YouTube channel with video content to engage and inform tenants on how to use and get the most from our services.</p> <ul style="list-style-type: none"> <li>Register CHA charity YouTube account</li> <li>Liaise with Communication officer and KISWEBS to ensure interactive, modern and fully functional.</li> </ul>	<p>Senior Staff  Comms Officer  DPCO</p>	<p>Number of Followers/connections Website hits Amount of media used</p>	<p>Completed July 2020 (ACF End of Project Report) . ongoing</p> <p>CHA Facebook . 378 follows C81 Facebook . 1934 follows</p> <p>C81 twitter started March</p>						

			2018 . 221 followers ACF twitter . 755 Followers C81 Instagram . 213 Followers
Ongoing Research into further affordable Wi-Fi approaches for CHA tenants. <ul style="list-style-type: none"> <li>Investigate Wi-Fi options/infrastructure</li> <li>Liaise with other HA's and organisations.</li> <li>Investigate availability of funding</li> </ul>	DPCO	ACF Project outcomes New build development plans	Completed . March 2018  Social telecoms Wi-Fi network used in graham avenue new build, and accessed by all tenants in blocks.
Wi-Fi network improvements to be explored during CHA office renovation	DPCO	Clearview Survey/Quote	Move due April 2020

## B2. Supporting People to Use Our Services

### Current Position:

- IT Support advice and direction at C81 drop-ins and available classes when requested.
- Digital Awareness classes scheduled as part of funding application for Scottish Government ICF Funded project
- Further Partnership working with Working 4u How to work IT classes and signposting all other local IT courses through our Digital Map available in our offices and online..
- Publications Advertising our services though Chit Chat and Newsletters.

Description	Who	Monitoring/ Performance	Progress / Completed
Promote digital options to our customers and help people use our digital services where they are having difficulties. <ul style="list-style-type: none"> <li>Newsletter articles</li> <li>Posters</li> <li>Direct Mailing</li> <li>Reception staff</li> <li>Digital Map</li> <li>ACF Information Event</li> </ul>	All Staff	Website hits Contact via website Number of services used Newsletter ACF Project outcomes	Digital Information Events October 2018
Offer support signing up, accessing, and finding information online and on portal as per FOI duties	DPCO	Information Requests Support Calls	FOI returns due Feb 2020
Ensure that digital skills are part of the support offered to tenants to help in their tenancy sustainment.	HM IT	Number of sign-ups for ecommerce module Online access	Complete . Ecommerce procedure adopted by HM 2016

<ul style="list-style-type: none"> <li>• E-Commerce module</li> <li>• C81 Classes</li> <li>• Public access to Internet</li> <li>• ACF Connecting Clydebank project</li> </ul>		questionnaire responses ACF Project outcomes	
<p>Increase number of tenants using Centre81 IT facilities.</p> <ul style="list-style-type: none"> <li>• ACF Reports</li> <li>• Questionnaires/C81 reception register</li> <li>• ICF Survey monkey responses</li> </ul>	C81	C81 bookings/Classes C81 reception stats ACF Project outcomes/monitoring	Completed July 2019
<p>Work in partnership with other organisations to increase digital skills among disadvantaged groups in our community.</p> <ul style="list-style-type: none"> <li>• Working 4u</li> <li>• West College Scotland</li> <li>• SDS</li> <li>• DWP</li> <li>• Outside the Box</li> <li>• Isaro</li> </ul>	C81	Services offered at C81	Completed and ongoing from July 2019
<p>As use of digital channels increases over time, continually improve how best to deliver assisted digital support</p> <ul style="list-style-type: none"> <li>• Investigate new digital solutions</li> <li>• Read relevant articles</li> <li>• Housing Technology magazine</li> </ul>	Senior Staff DPCO CSIG	Improvements/changes made ACF Project outcomes	Efficiency Action plan prior to - Housing management software upgrade/renewal proposed for 2020

Aims:

### **B3. Transform and Improve the Way We Work**

Current Position:

- Shared Network Drive . All electronic files are stored and backed up on shared network drives.
- Intranet Information, documents, uploaded and shared for all staff and committee to access online.
- Committee Members . Trained and use internet connected devices, with reports emailed to iPads and CHA provide home broadband to enable this.
- Remote access Staff able to connect to email and shared files remotely via the internet.
- iPads Used by HM/Maintenance staff while off site mainly for photograph facilities, and for minute takers at committee meetings.
- IT Policy Reviewed and updated in 2017, gives all staff and committee an overview of our digital and IT systems and a guide how to manage and use these appropriately.
- GDPR guidelines followed and procedural changes made to ensure compliance in May 2018.
- Website developed to include Guide To Information with access to all public information including all Association approved Policies, Committee minutes and reports

Aims:



Description	Who	Monitoring/ Performance	Progress / Completed
<p>Ensure that all staff and committee have the digital and information skills, knowledge, and training required to undertake changing roles within the Association.</p> <ul style="list-style-type: none"> <li>• Internet/External training</li> <li>• Annual committee iPad questionnaires</li> <li>• Appraisals</li> <li>• IT Induction</li> </ul>	Senior Staff DPCO	Staff/Committee training Information requests	Complete IT / Data incorporated as part of staff inductions and Training plan 2019/20
<p>Build all digital services around those who use them by making sure those developing and providing digital services work closely with Senior Staff.</p> <ul style="list-style-type: none"> <li>• Liaise with Customer Service Improvement Group</li> <li>• Full staff meetings</li> </ul>	Senior Staff CSIG DPCO	IT section/day at monthly staff training Minutes/Reports from CSIG passed to Senior Staff	Completed - Quarterly CSIG meetings (May, September, November)
<p>All staff and managers encouraged to use intranet as much as possible to ensure all relevant documents, news, and information is added for each department and the association as a whole</p> <ul style="list-style-type: none"> <li>• Full Staff meetings</li> <li>• Appraisals</li> <li>• IT Induction</li> </ul>	Senior Staff All Staff	Intranet hits Reduction in all staff emails Information available on intranet/documents	Completed - Monthly (full staff meetings) and ongoing
<p>Ensure skilled and knowledgeable staff are in place with clear accountability for the quality and take up of all digital services. Staff training</p> <ul style="list-style-type: none"> <li>• IT specific training for internal Systems Admin</li> <li>• IT Policy/Procedure</li> <li>• IT Strategy</li> </ul>	Senior Staff	Staff training  New digital services offered	Completed - IT / Data incorporated as part of staff inductions and Training plan 2019/20
<p>Develop mobile working options for staff where applicable, to improve efficiencies</p> <ul style="list-style-type: none"> <li>• Liaise with Customer Service Improvement Group</li> <li>• Investigate changes in technology/opportunities for improves working options.</li> <li>• Increase in digital access in CHA new builds and community used (As shown by Connecting Clydebank Digital Map)</li> </ul>	DPCO CSIG	Number of staff using mobile working practices Time/efficiencies saved	Housing management software upgrade/renewal proposed for 2020
<p>Provision for Wi-Fi or broadband access considered for all new build property developments.</p> <ul style="list-style-type: none"> <li>• Investigate Wi-Fi options/infrastructure for existing/new build properties</li> <li>• Liaise with other HAs and organisations.</li> </ul>	SK DPCO	Use in Development/New build projects	Completed - New Build project March 2018
<p>GDPR . Data Protection To ensure all new procedures ensure data held electronically, either in shared network drive, in email inboxes or in archives are in compliance with GDPR guidelines using a privacy by design approach. All new systems or procedures that involve collecting or processing a large amount or sensitive data should carry out a DPIA.</p>	DPCO	Internal Audit ICO Registration DPIA logs New Policy/Procedure	Completed . May 2018

Freedom of Information Act (FOISA) compliance - Model Publication scheme adopted - GTI completed online - DPCO appointed	DPCO	GTI published to ICO	Completed - November 2019
Investigate Housing management software move/renewal	DPCO & HHS	Castelton renewal DPIA completed	Report due Dec 2019 . upgrade/renewal April 2020

## C. Strategy Initiatives

### C1. Delivering High Quality Digital Services

Activity/ Project	Description	Link to IT Strategy/Strategic Objective	Target Date
<b>Customer Portal</b>	<p>Provide a digital platform to enable our tenants to pay their rent, to check and print their rent statements, to report repairs, check status and history of repairs, and also to update their contact details.</p> <p>The portal will operate as a mobile website which enables the page to fit on whatever device is being used to access it. This is becoming increasingly important as more and more people are able to access the internet through their mobile phones and tablets rather than PC's and laptops.</p> <p>Our Housing Management software provider has been able to provide a customer portal on our website which would enable the services we require. This will be located on CHA's website and include our logo to give our customers the confidence that it is safe and trustworthy.</p>	<p>Infrastructure Information . Management &amp; Security Customer Services Cost Effectiveness . VFM</p> <p>-----</p> <p>2) To manage the houses provided, in a professional and cost effective manner, for the benefit of our local community and the environment 3) To provide a first class maintenance service which offers value for money and ensures the comfort and safety of our residents while achieving high levels of satisfaction 5). To ensure local decision making and community control, we will encourage our tenants and other customers to influence our policy and participate in decisions, which may affect them 6) To ensure that our resources are adequate to deliver our objectives by investing in our people, demonstrating value for money and through robust procurement practices</p>	<p>May 2016 . Achieved</p> <p>25 Current users as at November 19.</p> <p>Promoted at recent Tenant Conference with hope of further increasing this</p>

## C2. Supporting People to Use Our Services

Activity/ Project	Description	Link to IT Strategy/Strategic Objective	Target Date
<b>E-Commerce Module</b>	<p>The programme will be delivered in two different ways, either a one on one appointment prior to signing up, or in a group workshop setting in a monthly or quarterly class, offered at Centre81</p> <p>CHA aims to combine socio-economic training, IT skills and internet usage in order to help vulnerable tenants. The associated reduced staff time and costs of successful tenancies and lower turnover of tenants are secondary to the social benefits when people are able to maintain their tenancy in a stable and long term manner.</p> <ul style="list-style-type: none"> <li>• To engage with at least 5 tenants.</li> <li>• To provide advice to tenants who may otherwise struggle to sustain a tenancy.</li> <li>• To provide access to the internet and encourage further use of the Internet and IT equipment where appropriate.</li> <li>• To highlight the requirement for further IT skills and available courses.</li> <li>• To maximise rent collected by Housing Management Department, through minimising arrears.</li> <li>• Take account of relevant welfare reform.</li> <li>• Improve services for tenants.</li> <li>• To ensure all tenants and prospective tenants are given the same opportunities to access our IT services.</li> </ul>	<p>Customer Services Cost Effectiveness . VFM</p> <p>-----</p> <p>4) To work in partnership with others, supporting our tenants and other customers, to maximise opportunities for physical and socio-economic regeneration in Clydebank</p> <p>6) To ensure that our resources are adequate to deliver our objectives by investing in our people, demonstrating value for money and through robust procurement practices</p> <p>7) To promote social inclusion by applying principles of equality and diversity to everything we do</p>	<p>July 2019 . Achieved</p> <p>July 2019 ACF end of project report / development to IT Drop-in</p> <p>Over 100 in attendance July 18-July 19</p>

### C3. Transforming/Improving How We Work

Activity/ Project	Description	Link to IT Strategy/Strategic Objective	Target Date
<b>Customer Service</b>	<p>Working group set up to meet on a quarterly basis will include Digital Inclusion as part of ongoing agenda.</p> <p>Communications Officer, IT (and Finance Assistant), Maintenance, and Housing Management staff all part of group. Allowing insight into each department and how digital services can be used, incorporated and improved with the ultimate aim of improving our customer's experiences.</p> <p>Minutes of all points raised are shared with CEO after each meeting and also fed back to all staff meetings for further discussion and input.</p>	<p>Customer Services</p> <p>-----</p> <p>1) To provide quality, affordable housing that meets the changing needs of our customers and to ensure fair access to housing within our area</p> <p>5) To ensure local decision making and community control, we will encourage our tenants and other customers to influence our policy and participate in decisions, which may affect them</p> <p>7) To promote social inclusion by applying principles of equality and diversity to everything we do</p>	<p>Achieved</p> <p>Quarterly Customer Service Improvement Group meetings (May, Sept, Nov)</p>
<b>ACF Connecting Clydebank Project</b>	<p>Digital Connector and Community Connector employed as part of Aspiring Communities fund project.</p> <p>Involves Increasing IT Skills in community, Providing access to IT equipment, providing reduced price Wi-Fi options, and engaging with local people to find out ways in which we can do this and inform them of all available IT services in the area.</p> <p><u>Digital Mapping</u> . Map of all digital service in the wider Clydebank area (where free Wi-Fi access it, where public computers are, and where free IT courses can be accessed)</p> <p><u>IT Skills Class</u> . Weekly free drop in class for all local people to help upskill to reduce social exclusion, increase potential online savings, employability and to mitigate against potential Universal Credit roll out consequences.</p>	<p>4) To work in partnership with others, supporting our tenants and other customers, to maximise opportunities for regeneration in Clydebank</p> <p>5) To ensure that our community focus is underpinned by local decision making and community control, encouraging our tenants and other customers to influence our policy and to participate in decisions, which may affect them.</p> <p>7) To promote social inclusion by applying principles of equality and diversity to everything we do.</p>	<p>Achieved . Project completion July 2019</p>

	<p>IT Recycle Programme . Providing community based ethically and environmentally sound method of free IT Equipment to local people. Information Events . Engaging with CHA tenants to find what services they would like to access and providing them with details of current and potential groups/services and activities. Looking at ways in which we could help them procure reduced price Wi-Fi.</p>		
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