



## **Digital Inclusion Strategy 2016-2021**

### **Action Plan Update – November 2020**

## **B. Strategy**


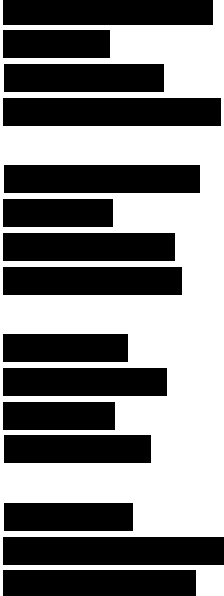



The Digital Inclusion strategy sets out main aims, objectives and programmes under the following three themes:

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

Current Position (as at 06 May 2020):

- 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,
- Customer Portal promoted through Tenant conference and publications allows tenant's 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. Introducing for all future new build developments.




















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</p> <p>Comms Officer</p> <p>CSIG</p> <p>DPCO</p>	<p>Website hits</p> <p>Contact via website</p> <p>Number of information request</p>	
<p>Increase use of Customer Portal and ensure all information is relevant, up to date and easily accessible</p>	<p>HM</p> <p>Maintenance</p> <p>DPCO</p>	<p>Portal Sign Ups</p> <p>Payments received/savings</p> <p>Data received</p>	
<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</p> <p>DPCO</p>	<p>Monthly Wi-Fi testing</p> <p>Password requests</p> <p>ACF Project outcomes</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> </ul>	<p>Reception</p> <p>DPCO</p>	<p>Website hits</p> <p>Customer Service questionnaires</p> <p>Portal/Report a repair usage</p>	

<ul style="list-style-type: none"> <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>			<div></div> <div></div> <div></div> <div></div> <div></div> <div></div>
<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 <div></div> to ensure interactive, modern and fully functional.</li> </ul>	<p>Senior Staff</p> <p>Comms Officer</p> <p>DPCO</p>	<p>Number of Followers/connections</p> <p>Website hits</p> <p>Amount of media used</p>	<div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div>
<p>Ongoing Research into further affordable Wi-Fi approaches for CHA tenants.</p> <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	<p>ACF Project outcomes</p> <p>New build development plans</p>	<div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div>
<p>Wi-Fi network improvements to be explored during CHA office renovation</p>	DPCO	Clearview Survey/Quote	<div></div> <div></div>

## 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 Working4u “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	     
Offer support signing up, accessing, and finding information online and on portal as per FOI duties	DPCO	Information Requests Support Calls	  
Ensure that digital skills are part of the support offered to tenants to help in their tenancy sustainment. <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>	HM IT	Number of sign-ups for ecommerce module Online access questionnaire responses ACF Project outcomes	  
Increase number of tenants using Centre81 IT facilities. <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	
Work in partnership with other organisations to increase digital skills among disadvantaged groups in our community. <ul style="list-style-type: none"> <li>• </li> <li>• </li> <li>• </li> <li>• </li> </ul>	C81	Services offered at C81	 

<ul style="list-style-type: none"><li>• Outside the Box</li><li>• Isaro</li></ul>			
As use of digital channels increases over time, continually improve how best to deliver assisted digital support <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	<div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div>

### **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. Internal Audit carried out May 2020 and recommendations have been diarised.
- Website developed to include Guide To Information with access to all public information including all Association approved Policies, Committee minutes and reports
- New Housing Management software approved Feb 2020

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.</p> <p>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	<p>A new cloud based Housing Management System will be implemented 2020/21, allowing a more mobile service for tenants.</p> <p>Due the impact of Socialisation staff have become more proficient in the use of remote working technology including smart phones, iPads, Remote Desktops</p>
<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> </ul>	SK DPCO	Use in Development/New build projects	Completed - New Build project March 2018



<ul style="list-style-type: none"> <li>• Liaise with other HA's and organisations.</li> </ul>			
<p>GDPR – Data Protection</p> <p>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.</p> <p>All new systems or procedures that involve collecting or processing a large amount or sensitive data should carry out a DPIA.</p>	DPCO	<p>Internal Audit</p> <p>ICO Registration</p> <p>DPIA logs</p> <p>New Policy/Procedure</p>	<p>Completed – May 2018</p> <p>The new housing management system to be implement 2020/21 will allow GDPR Compliance</p>
<p>Freedom of Information Act (FOISA) compliance</p> <ul style="list-style-type: none"> <li>- Model Publication scheme adopted</li> <li>- GTI completed online</li> <li>- DPCO appointed</li> </ul>	DPCO	GTI published to ICO	Completed - November 2019
Investigate Housing management software move/renewal	DPCO & HHS	Castelton renewal DPIA completed	A new cloud based Housing Management System will be implemented 2020/21

## 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</p> <p>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</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>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>New Housing Management System Implementation 2020/21 will allow the development of a comprehensive Tenants Portal</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>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 July 2019 ACF end of project report / development to IT Drop-in Over 100 in attendance July'18-July'19 ACF project has now ended and CHA/C81 will be looking at ways in which this service can be re-established</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>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 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.</p> <p>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.</p> <p>Looking at ways in which we could help them procure reduced price Wi-Fi.</p>		
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