



*"Offering our community more than a home"*

**DRAFT**  
**Digital Inclusion Strategy**  
**2021-2026**

**Formatted:** Font: (Default) Arial, 16 pt, Bold

Management Committee submission: May 2021

Last Approved: November 2019

Approved:

Next Review date: May 2022

**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.*

**Index**

**Section A Introduction**

- A1 Introduction
- A2 Purpose

**Section B Strategies**

- B1 Delivering High Quality Digital Services
- B2 Supporting People to Use Our Services
- B3 Transform and Improving How We Work

**Section C Action Plans**

- C1 Delivering High Quality Digital Services
- C2 Supporting People to Use Our Services
- C3 Transform and Improving How We Work

## **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.

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. 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 a previous tenant~~ questionnaire ~~(Appendix 2)~~ ~~with showed a~~ 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's 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.

[A revised questionnaire will be issued to tenants in the coming months to refresh the feedback previously received.](#)

## **Section B Strategy**

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

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

- Redevelopment and modernisation of CHA and Centre 81 Websites.
- Implementation and development of the HomeMaster Tenants Portal.
- Implementation and development of the HomeMaster Contractors Portal.
- Implementation of a Digital lending library (at both CHA and Centre81)
- Improve level of social media use and interaction
- Centre81 offers IT Suite and public Wi-Fi area.
- Continue install of low cost Wi-Fi in our new developments.
- Exploring options to offer low cost Wi-Fi to all residents across our housing stock.

Formatted: Font color: Custom Color(11,12,12)

Formatted: Font color: Auto

Formatted: Font color: Auto

## B2. Supporting People to Use Our Services

- Providing and identifying funding for IT Support to ensure that digital skills are part of the support offered to tenants to help in their tenancy sustainment.
- Promote digital options to our customers and help people use our digital services.
- Offer support signing up, accessing, and finding information online and on portal.
- Increase digital channels communication with tenants
- GDPR and Freedom of Information Compliance
- Continually improve how best to deliver assisted digital support
- Increase use of Virtual Meetings to enhance Tenant Participation and Access to Meetings

Formatted: Font color: Auto

Formatted: Font color: Red

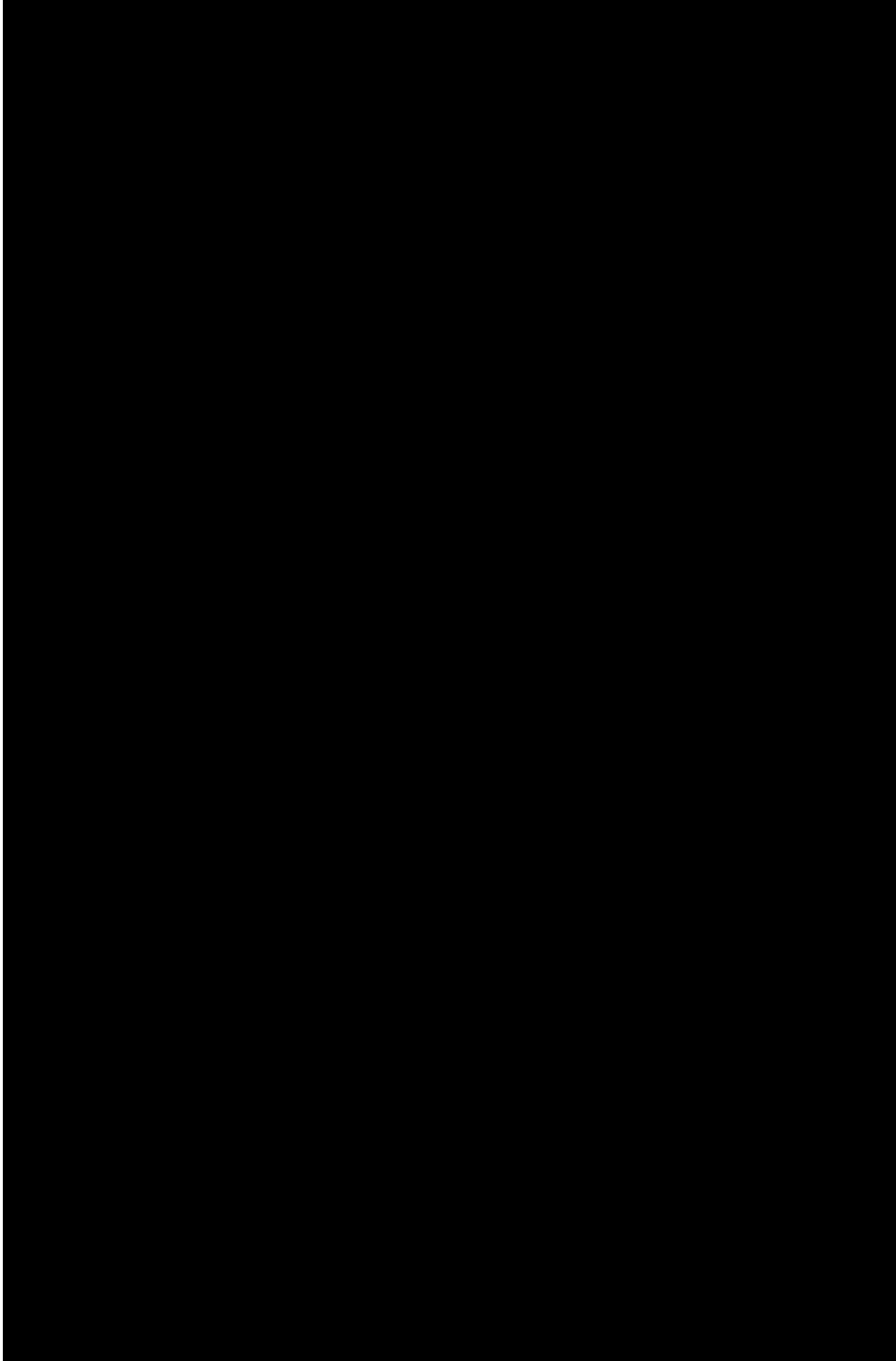
## B3. Transform and Improve the Way We Work

- Ensure that all staff and committee have the digital and information skills, knowledge, and training required to undertake changing roles within the Association.
- Build all digital services around those who use them by making sure those developing and providing digital services work closely with Senior Staff
- Explore the implementation of a Document Management System and include Workflow & GDPR Features
- Ensure skilled and knowledgeable staff are in place with clear accountability for the quality and take up of all digital services.
- Develop mobile working options for staff where applicable, to improve efficiencies
- GDPR – Data Protection and Freedom of Information Staff compliance

## Section C Action Plans

### C1. Delivering High Quality Digital Services

Description	Who	Monitoring/ Performance	Progress / Completed



**Formatted**

**Formatted:** List Paragraph, No bullets or numbering

**Formatted:** Font color: Auto

**Formatted:** Font: 11 pt

**Formatted:** List Paragraph, Bulleted + Level: 1 +  
Aligned at: 0.63 cm + Indent at: 1.27 cm

**Formatted:** Font: 11 pt, Font color: Red

**Formatted:** Font: 11 pt

**Formatted:** List Paragraph

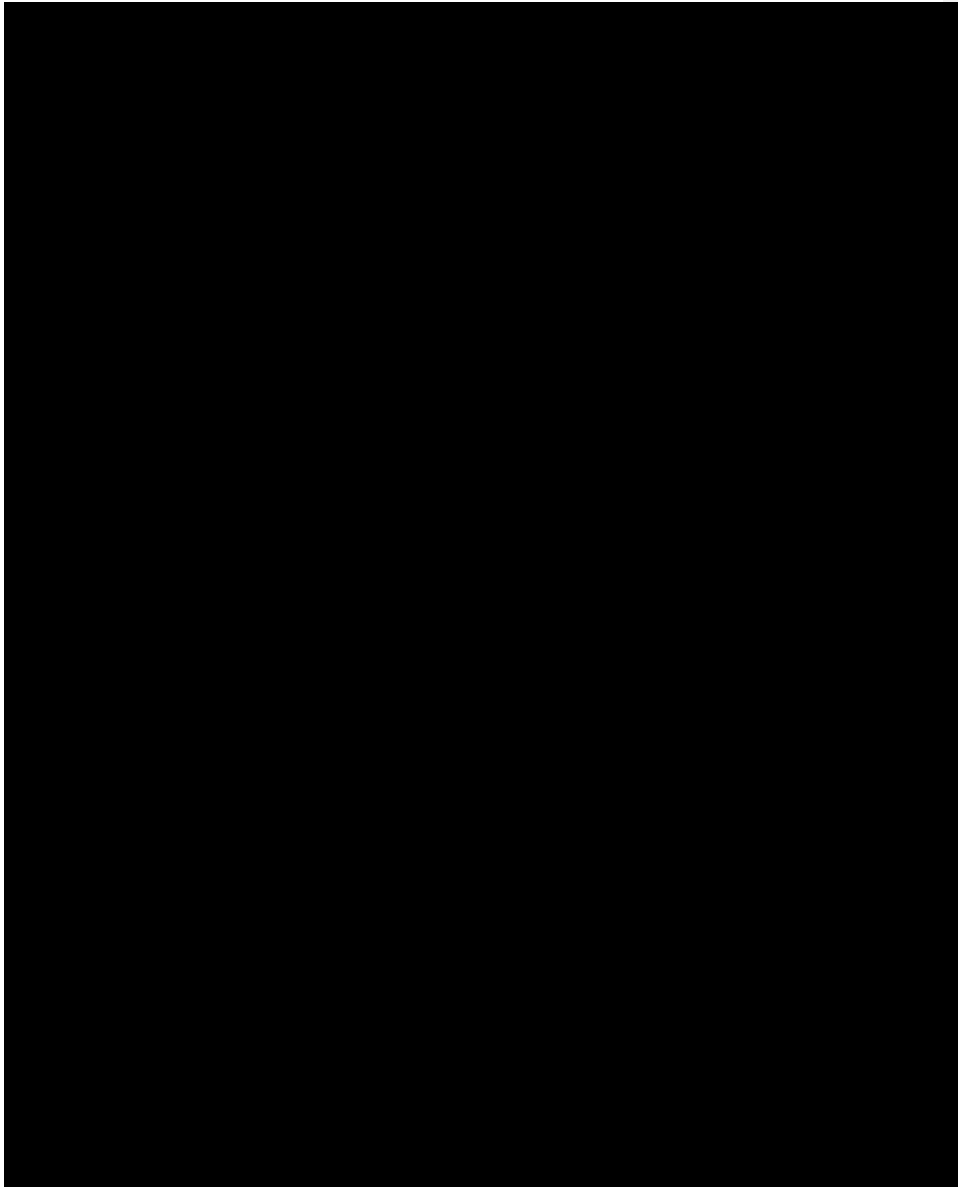
**Formatted:** List Paragraph

**Formatted:** Font color: Red

**Formatted:** Font: 11 pt

**Formatted:** List Paragraph, Bulleted + Level: 1 +  
Aligned at: 0.63 cm + Indent at: 1.27 cm

**Formatted:** Font color: Red



**Formatted:** Font: 11 pt

**Formatted:** List Paragraph, Bulleted + Level: 1 + Aligned at: 0.63 cm + Indent at: 1.27 cm

**Formatted:** List Paragraph

**Formatted:** Font: 11 pt

**Formatted:** List Paragraph, Bulleted + Level: 1 + Aligned at: 0.63 cm + Indent at: 1.27 cm

**Formatted:** Font color: Auto

**Formatted:** Font: 11 pt, Font color: Auto

**Formatted:** Font: 11 pt, Font color: Auto

**Formatted:** Font color: Auto

**Formatted:** Font: 11 pt

**Formatted:** Indent: Left: 1.27 cm, No bullets or numbering

**Formatted:** Font: 11 pt, Font color: Auto

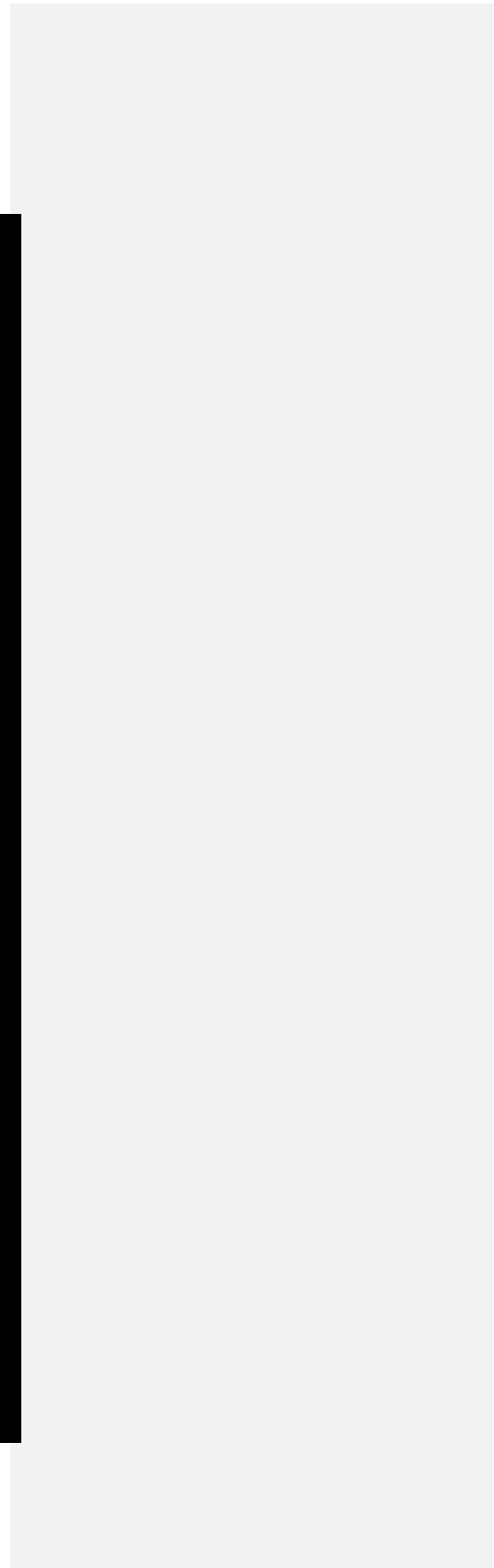
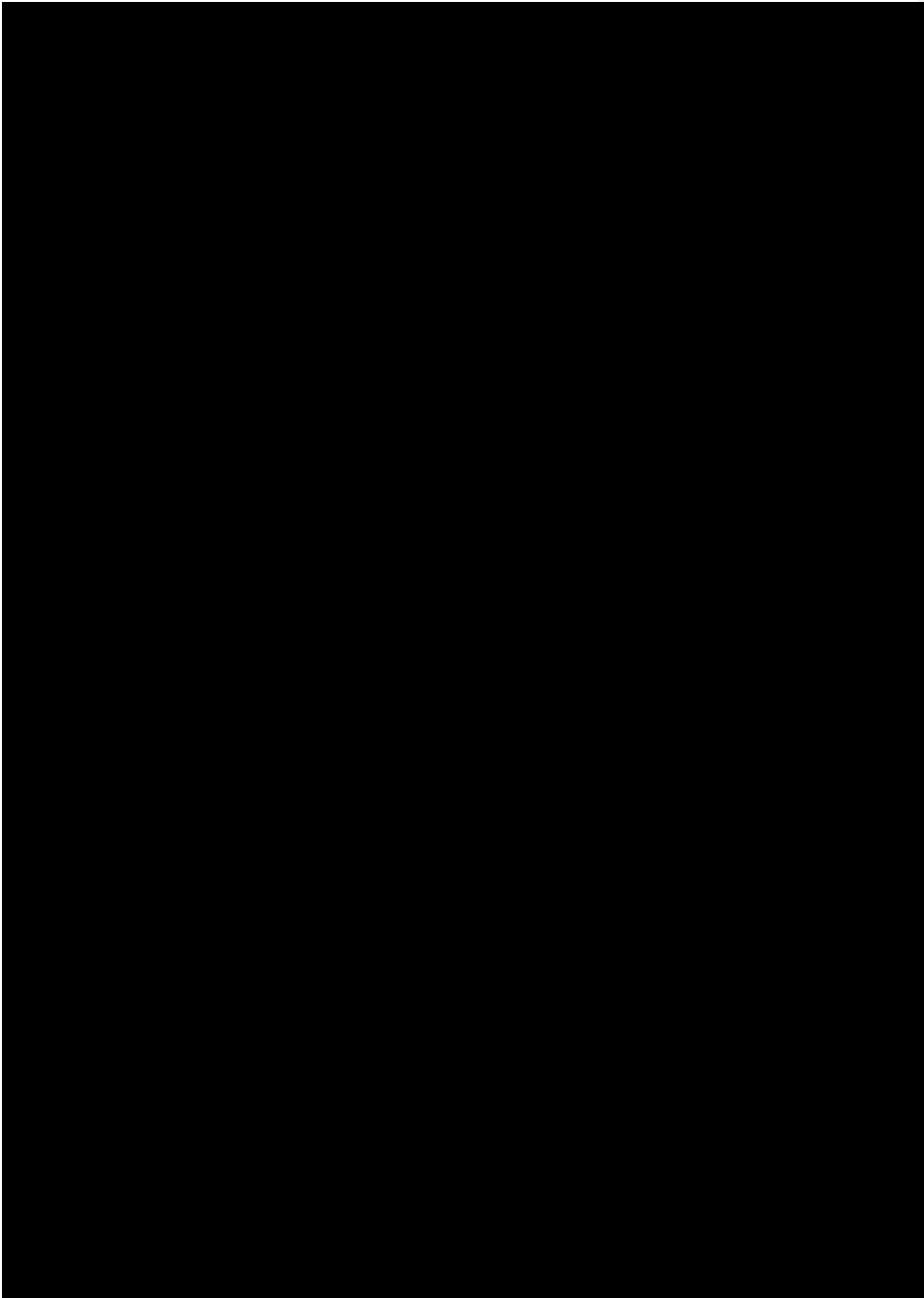
**Formatted:** List Paragraph

**Formatted:** Font color: Auto

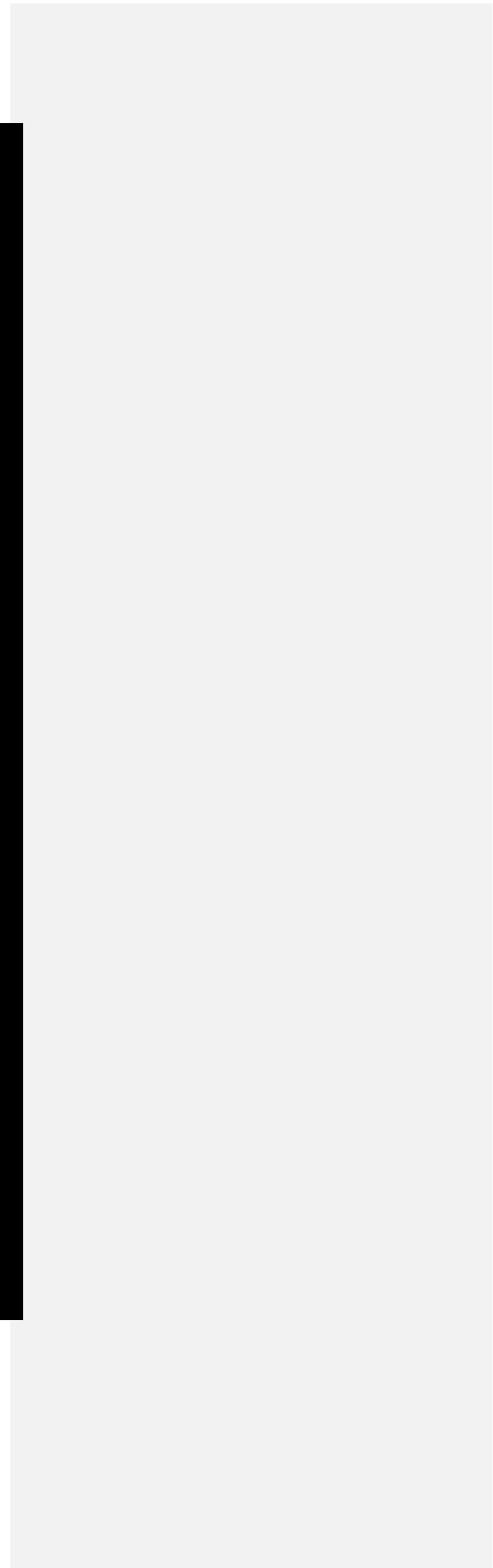
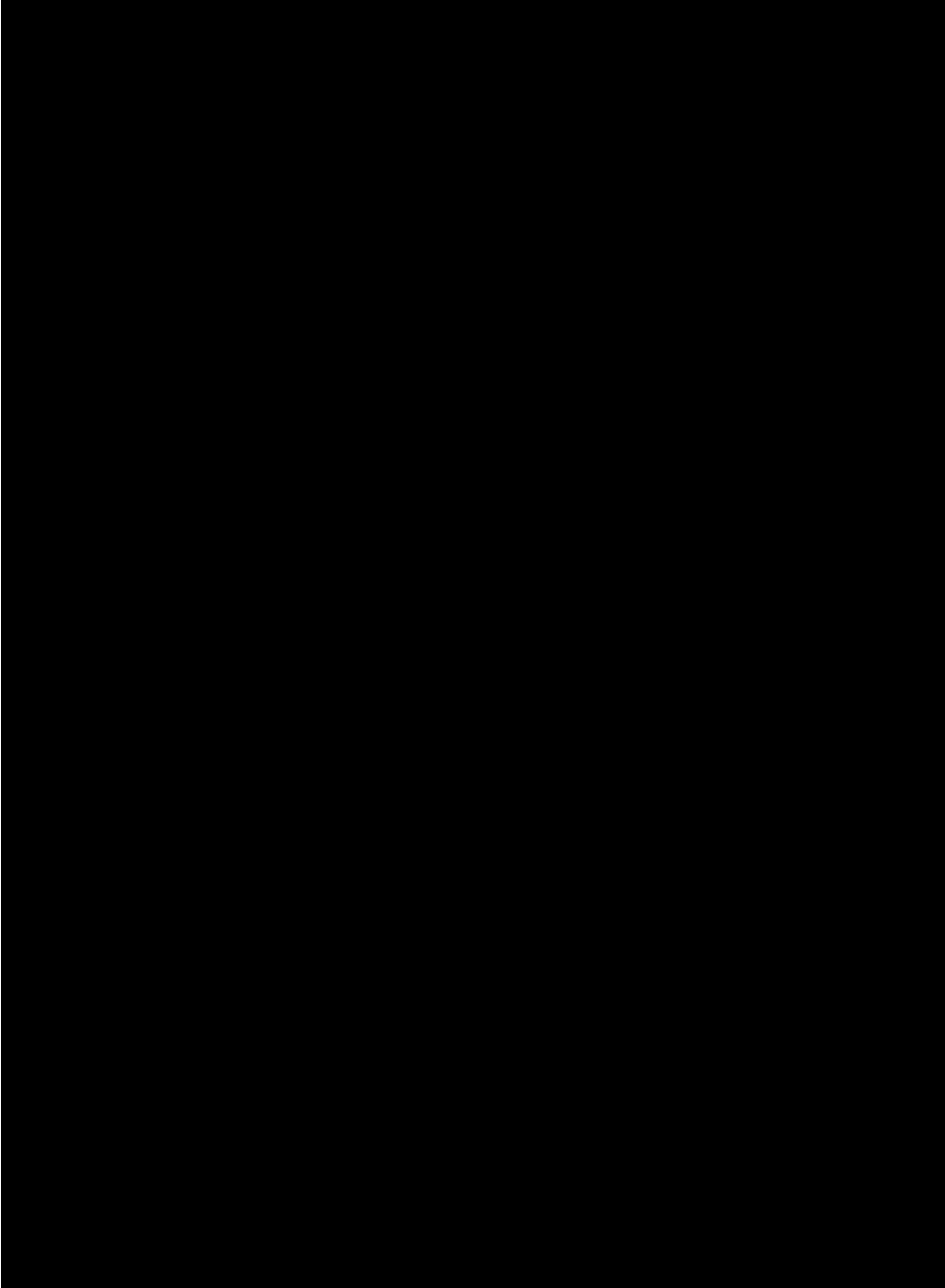
**Formatted:** Bulleted + Level: 1 + Aligned at: 0.63 cm + Indent at: 1.27 cm

**Formatted:** Indent: Left: 0.63 cm

## C2. Supporting People to Use Our Services







### **C3. Transform and Improve the Way We Work**

