



AGENDA ITEM NO:
Meeting of the: PCH Board
Date: 21 May 2019
Presenting Officer: Phil Reynolds, Head of Digital and Information Technology
This report is: Open

Reason for confidentiality: N/A

DigITal STRATEGY

Report status: Update and decision

Executive Summary: Our digital approach remains focussed primarily on improving front line services to residents and access to those services through a range of means, whilst finding efficiencies in the way we work.

We continue to refine the new Repairs system, processes and working practices implemented in July 2018, whilst mobilising front line staff, improving the cyber security of our ever-widening digital perimeter and preparing to add more features to the MyPCH resident portal.

We continue to connect properties to improve digital access and work with our residents to improve their digital skills. We continue to innovate in our homes, applying technology to improve well-being wherever possible, keeping the person at the heart of our service approach. Our ethical standard is now incorporated into this strategy and the Ideas Lab is coming to fruition to improve our ability to scale innovation across PCH, as we launch the second series of our “Leadership in the Digital Age” programme.

The basis of our digital strategy continues to be that we are working to enable and facilitate our customers to go digital, but by choice. We do not force them.

Recommendations:	1. Approve this progress report.
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Appendices	Appendix 1 – High level progress update.
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Background papers	PCH Digital Business Risk Appetite (ARC) 23 Jan19 Digital Strategy Progress 31 st July 2018 Digital Strategy Progress 13 th May 2017 Digital Business Strategy 9 th June 2015
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How the report content supports delivery of our Strategic Business Plan to be a leading, growing independent housing association with a clear social purpose, providing homes and services people want and can afford.

This report outlines how PCH is achieving the strategic objectives: to ‘Provide great services to our customers’ within the ‘People’ pillar along with “Run our

business effectively” and “be commercial, innovative and enterprising” within the Pounds pillar of the Strategy Business Plan. However, Technology is the third resource alongside people and finance so this Strategy can be seen to contribute to all nine objectives.

Strategic Business plan objectives:

People

1. Provide great services to our customers.
2. Be an employer of choice.
3. Work with others to build valuable and effective partnerships.

Pounds

4. Grow our business.
5. Run our business effectively to provide a healthy financial and social return.
6. Be commercial, innovative and enterprising.

Places

7. Manage our property and neighbourhoods to encourage thriving communities.
8. Offer more homes in new ways and in new places.
9. Look for greener ways of working.

Decision making implications

Value for Money and Social Return

The objective is that investment in DigITal technology improves service delivery and allows better focus of resources.

Invest to Save: All such investment has a business case with clear benefits realization.

Invest in potential opportunities: We continue to explore the use of new technologies as outlined in Risk Management section below. The Strategic plan 2017-22 includes the intent to introduce a suitably funded “Ideas Lab”. Capital investment has already been allocated and it is not envisaged that these allocations will be exceeded at this stage.

The Revenue budget allocated to IT will be sufficient if supplemented by a proportion of the efficiency savings from other business areas (from IT investments) to fulfil the strategy and support further required investments.

All work to implement the Strategy which requires external resource or equipment has been and will continue to be tendered.

Continual optimisation: We are constantly seeking and implementing VFM improvements in our budgets and team. We reuse efficiency savings to offset cost increases in other areas of our budget.

Risk and Opportunity Management (inc Risk appetite)

The digital world offers enormous opportunities for personal choice and many threats, including loss of privacy.

As outlined in the ARC paper January 2019, developing more online services, brings great value but increases our exposure to increasing online threats.

We review our operational and strategic risks quarterly following best practice methods. Our approach to prevention, detection and recovery ensure we are highly resistant to security breaches, but not immune, no-one is.

We have strengthened our ability to predict and detect intrusions with the implementation of our new Security Operations Centre.

We actively invest in proven opportunities such as mobile and web



Plymouth Community Homes

DigITal Strategy Progress 2019

Distribution:	Board, Executive Management Team, Senior & wider Management Teams	•
Status:	Approved by EMT.	•
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Originator:	Phil Reynolds	•

Contents

1	The PCH Strategic Business Plan	6
2	Delivery of the Strategic Plan Objectives	7
3	Statement of digital ethics	8
4	How we are delivering	9

1 The PCH Strategic Business Plan

PCH is a high performing, efficient and effective housing business focussed on providing good quality homes and services for people in Plymouth.

We developed a new Strategic Business Plan for 2017-22 (summarised in the PCH House) which aims to continue our success in the context of challenging and changing political, economic and social circumstances. It's centred around our vision:

"We are a leading, growing, independent housing association with a clear social purpose, providing homes and services people want and can afford."

To achieve it, we are focussing on three outcome pillars: People, Pounds and Places. This Strategy looks at how we will deliver on the technology element of the Strategic Business Plan underpinning all three pillars, and in particular the objectives to 'provide great services to our customers' and "be commercial, innovative and enterprising"



2 Delivery of the Strategic Plan Objectives

Our Digital Vision:

“We will create and embrace digital opportunities to benefit our customers, communities and business.”

The Digital Strategy delivery focuses particularly on:

People: 1. Provide great services to our customers.
Pounds: 5. Run our business effectively
6. Be commercial, innovative and enterprising
Place: 7. Manage our property and neighbourhoods to encourage thriving communities

- We continue to develop our customer insight information to better enable evidence-based decisions about our services.
- We strive to maintain or improve our customer satisfaction for all our services as some of our service offerings become increasingly digitalised.
- We will continue to drive improvements in service quality, so our customers are digital by choice
- We will provide online self-service options to improve access to digital services.
- We will contribute to city, regional and national digital agendas through effective partnership working.
- Further development of our digital ways of working and self-service options will contribute to the generation of £12M over the next 5 years to invest in new homes and core services
- We will create and fund an “Ideas Lab” to develop and improve delivery of our services and maximise resources through innovation.
- We will continue to invest in technology to affordably improve our homes; to ensure they are safe; to help reduce fuel poverty; to be more environmentally sustainable.

Technology is the third resource alongside people and finance so this strategy can be seen to contribute to all nine objectives.

Many of the above activities will continue to push existing boundaries and will therefore cause us to assess how we deliver them, based on our organisational values and ethics to ensure we are taking appropriate action and minimising the likelihood of negative unforeseen consequences.

As we continue to develop our approach to digital service provision, we will do so within the boundaries of our agreed ethical standards.

3 Statement of digital ethics

These standards apply to employees, board and committee members and others involved in delivering PCH's business activities.

PCH recognise the power and value of digital technology to gather, store, process and analyse data. We further recognise, with that power comes responsibility to not misuse that capability / data and to deal sensitively with an individual's right to privacy, within the regulatory and legal framework in which we operate.

PCH will adhere to the following principles when developing and delivering digital services

1. We will keep the person at the heart of our digital services, ensuring accessibility and supporting personal choice and independence whilst protecting any resident marginalised or disadvantaged through use of digital services. This includes implementing failsafe mechanisms in the event of technology failure.
2. We will respect an individual's rights to privacy and dignity , by, for example the use of privacy by design when developing or reviewing services
3. We will be open and transparent about how we use digital technology, and about how this helps us to provide services.

This is intentionally a brief overview of our ethics to avoid duplication. More detail is provided in the following PCH policies:

- [Data Protection Policy](#)
- [Privacy policy](#)
- [Anti-fraud, bribery and corruption policy](#)
- [Probity Policy](#)
- *The Staff Handbook*
- [Our People Strategy](#)
- [Customer Service Standards](#)
- [transparency policy](#)
- [Equality and diversity policy](#)
- [Dignity at Work Policy](#)
- [Risk and Opportunity Management Strategy](#)
- [Safeguarding Adults Policy](#)

4 How we are delivering

Aim 1: Growing PCH Digital Capabilities

Leadership

- The first series of the “Leadership in the Digital Age” workshop programme ran from January to November 2018, co-developed with, and facilitated by, COSMIC. The programme was reviewed and adapted in July 2018. A second series is being developed ready to launch 7th June 2019, having sought specific requirements from leaders in order to ensure we maximise the value. The programme has so far involved the executive team, senior managers and the wider management team, as well as Board in briefings. At these sessions (18 in all) we agreed the digital vision (see top of section 2). We discussed new technologies and their potential impact, the mind sets that we will need to develop for the digital age and the development of the Ideas Lab, along with principles for mobility, data, quality and the frameworks needed to support a more agile approach to projects.

Organisational change requirements:

- Working with EMT, SMT and WMT on three-tiered approach.
 - Improving PCH top down programme planning, prioritisation and management especially round planning resourcing focussed on operational efficiency and pursuit of opportunities.
 - The Ideas Lab has launched with the initial focus area agreed, volunteers identified, and a three month time period to create and deliver ideas to improve footfall in the Beacon.
 - The staff suggestion scheme will similarly launch around targeted focus areas.

Staff Literacy:

- Continue to encouraging self-learning and self-support through online media including videos and step-by-step guidance documents and e-learning modules. E-learning now represents about 20% of formal corporate learning.
- We have used the training sessions for the new Repairs system to further develop the mobile digital skills of many members of staff.
- We are in the process of setting up trials for our more structured prototype approach to digital learning.
- Digi Lab was re-launched in July 2017 and now showcases 27 low cost products. 123 trials have taken place by about 80 staff, with 12 further trials still in progress at the moment and 4 of the products have now been put into production. Resulting in VR tours for Hard to Lets and SO Living properties; Communities team able to run pop up training sessions using wifi hotspots and Rangers working online increasingly for legionella flushing.

GDPR and Security:

- Lots of cross-team work has been taking place to ensure PCH have all necessary action plans in place, CCTV systems are being reviewed to ensure compliance with the new legislation, policies have been reviewed and modified accordingly.
- We continue to raise staff awareness of their role in Cyber Security, we ran a 12 week series of videos from June to September 2018. We regularly highlight the need for awareness on the Intranet, using real examples raised with us by staff, particularly regarding socially engineered attempts to breach us.

- Information security policy was reviewed, and approved in October 2018, along with a privacy and security incident and data breach policies.
- We continue to review the methods we use to share data with partners and are strengthening the range of choices available, (including the “hardening” of our email choices) to improve security/privacy.
- Data Protection Impact Assessment methodology reviewed to comply with new legislation and applied to all our (Cloud) Software as a Service solutions, which has also been used in preparation for BREXIT regarding hosted data locations. All our key data held in the cloud is stored in the UK.
- To ensure we are managing at an appropriate risk level, we have been reviewing tools and approaches to improve our cyber threat prediction, prevention, detection and recovery;
 - So far we have:
 - Upgraded and overhauled our backup capability and capacity to further improve our recovery measures.
 - Further enhanced our firewall protection.
 - Upgraded our VASCO remote authentication product.
 - Just implemented (April 2019) a cyber security Operations Centre with our new partner BlueScreen IT (BIT). This will further strengthen our ability to prevent breaches as well as a new capability to predict and detect them.
 - Further developed our ability to achieve Cyber Essentials intending to gain accreditation into the summer of 2019.

Aim 2: Renovating our Core systems

The new Repairs system (Total Mobile) went live 2nd July 2018, replacing CONSOL. The change has been extensive and complex, we continue to bed down some of the changes and improve functionality. This is still the first phase, with lots of work underway improving Gas Servicing and Resident texting services, with much more work yet to be done, particularly round scheduling, performance, materials and the contractor portal. The disruption continues to affect PCH repairs KPIs but these are on an ever improving trend, expecting to return to previous levels by the summer.

This has been a major undertaking and achievement for PCH, many areas of the business have come together to work on the project. The software will provide a great platform for further mobile working of front line staff. It is also enabling the automated scheduling of jobs to operatives, along with greater operational agility and efficiencies, through process streamlining and improved work flows. The capabilities of the new Repairs system combined with the depth of integration between Repairs, Housing and Asset Management systems, will also improve our data management and reporting. The risk is in the supplier, not the software. They have grown their customer base but not their resources. So we are struggling to get changes delivered in reasonable timeframes.

Manufacturing Services have continued to extend the use of their manufacturing IT systems.

All Core systems have now been introduced or replaced, except for Northgate, which we have been improving over the last 8 years and will be reviewing in 2020/21, following changes to the uses of the Asset Management system. We continue to improve each of these systems in line with business needs.

Use of GIS continues to grow, to help teams to heat map, plan and target activities across the city.

Aim 3: Access to Anything by Anyone at Any time in Any place

Resident self-service:

- Always keeping in mind our determination that our approach to our customers is that of they go digital by choice, in August 2017 we soft-launched MyPCH which now has +2877 registered accounts. We are continuing to actively promote this. We are now planning Phase 2.
- We (Repairs team) launched resident focussed “How to live in a Passivhaus” videos” and “How to do Repairs” in February and June 2018 with +1300 views so far.
- We (Communities team) continue to run a series of clubs to create learning opportunities from a whole host of different perspectives and interests, to help our residents improve their digital literacy.
- We (Lettings and Development) also launched VR (Virtual Reality) property tours in June 18 for hard to let properties (+4,000 views so far) and So-Living Share Ownership properties (+9,000 views so far) although we cannot yet link tours to sales, it is an area we are actively pursuing particularly to sell properties off-plan. We want to do much more with VR and extend it to estates, to better involve, engage and consult with everyone (residents and staff) in planning before anything is built. Always ensuring that the digital alternative is a choice for our customers.
- Online monitoring and resident involvement surveys conducted by the Communities team, confirm that we continue to grow our social media presence and capabilities; a growing number of customers respond to surveys via Social Media and say it is their preferred method of involvement; we are seeing a lowering of the average age of resident respondees and an increase in the number of respondees who are in work.
- The social media management system ‘Crowd Control’ has now been implemented with a test group of users across the business, including a representative for each of the sub-brand accounts – SO Living, PCH Manufacturing and Plumer House. The customer transaction elements of the PCH main accounts in Facebook and Twitter have moved to the Contact Centre, so that customer enquiries are dealt with there, enabling the Communications Team to focus on external messaging.

Staff self-service and mobilisation

- We introduced a workflow platform in 2018 and have now built several work flows to help replace paper-based forms, particularly focussing on HR forms and moving onto Governance forms.
- We continue to mobilise staff and have replaced the legacy tablet devices for all operatives with the new Repairs system.
- We have deployed netbooks for Housing teams, following extensive staff trials, which enable them to technically undertake their “whole role” without needing to come back to the office. We are seeing a number of benefits including: improved resident satisfaction as staff can provide answers there and then; reducing time lost travelling back to the office to get answers, with knock on benefits to carbon footprint and mileage costs.
- We are incrementally deploying more smart phones to our rangers along with the innovative solution (using QR codes & Google Forms initiated through the (Digi Lab)) to help schedule Legionella flushing routines, which is now rolled out over one-fifth of sites. There is scope for much greater efficiencies in this

area and lots of opportunity to reduce printing, so lots still to improve for teams.

- Since 2010 we have been encouraging staff to have more monitors in order to view multiple documents online rather than printing them off. We now have 876 monitors in use.
- In 2011 printing cost PCH £175k pa. We have just setup a new print management contract which is expected to cost round £70k in 2019. In 2015 we printed 2.5m pages. In early 2019 our rolling 12 month count went below 2m.
- Our paper archives have diminished since 2011 down to one room in Plumer House. As part of our Data Quality programme we are reviewing all the documents stored there against our document retention policy and how they might be otherwise stored.

Aim 4: Agile service delivery

Infrastructure:

- We have upgraded a lot of equipment this year, including mobile and desktop equipment; firewalls; Data Centre servers and switches, all to help improve our security, service delivery and our Disaster Recovery capability at Plumer.
- We have made a significant reinvestment in PCH's IT Data Centre technology and have laid down the foundations on which we can build to make sure our IT infrastructure is fit for purpose in the coming years, this allows for forthcoming upgrades to Windows 10 and other desktop and digital led improvements.
- Microsoft licencing: We reviewed our needs for Office365 licencing ready for investment in 2019 and are now starting to plan the programme focussed around building a foundation for document management policy automation.
- Unified Communications – IPFX upgrade ready for increased Social media interactions and privacy compliance (GDPR/PCI) – we have also started testing the new collaboration functions to enable people to have 1:1 video conversations.
- WAN and Mobile network needs and contracts delayed into 2019, will implement later in 2019 to run for 2-3 years, until 5G should be ready for us to leverage round 2020-21.
- We upgraded the infrastructure at Prince Rock, for Manufacturing Services.
- We have replaced our remote access system to enable even more staff to work more flexibly.
- 48 cloud applications now in use. All have been reviewed using Data Privacy Impact Assessments for GDPR and for potential BREXIT impact. We will be reviewing our approach to using Cloud services as part of the Infrastructure review programme, with the first moves to the cloud up for consideration round implementation of Office 365 for Email and the Intranet.

Aim 5: Digital Plymouth

- We have 1,500 residents in sheltered and supported homes with fully installed and working Assisted Living Technology hubs connecting personal alarms as well as smoke/Carbon Monoxide sensors.

Plymouth Community Homes
DigiTal Strategy 2019

- We have 2,339 homes with photo-voltaic facilities to ease fuel poverty and generate both clean energy and revenue for PCH.
- We have connected +50 of our sites with plans to connect +20 more this year for a range of purposes including those mentioned below.
- We have trialled a range of approaches to help residents with particular needs, including support for wandering residents and fall prevention.
 - We have been partnering on a (University of Plymouth, ERDF, South West Creative Technology Network) funded Digital Dance programme with some of our Barbican residents. This activity now has (about £60k) funding to extend to 3 more schemes and will be delivered during summer 2019. The programme will see participants learning choreographed muscle extension movements with their improved strength and balance measured using worn telemetry and further measurements at home through deployment of static connected sensors. The programme aims to help people to live independently at home for longer.
 - We have invested in 10 chair sensors as part of the digital dance impact research.
 - We have had great success with Robot trials in general. We are supporting University of Plymouth research on robots like Pepper.
 - We have placed 4 companion “robot” pets with vulnerable housing with support residents and seen some great results. (More details can be found in the Communities team annual report). We are looking at placing more, as there is a definite interest amongst residents. We are building our understanding of the benefits to the residents and to PCH.
- We (Gas teams) digitally monitor and control all our communal boilers.
- We (electrical teams) have got all the high priority Door Entry Systems online-ready, with 130 blocks, 1,800 flats and over 4,300 key fobs managed in the cloud. They have also installed digitally accessible smoke and carbon monoxide sensors in many of our homes now in the 3rd year of the replacement programme.
- We have enabled more Wi-Fi access than ever before. We are focussed on operationally prioritised sites, with 12 sites currently offering guest wifi in communal areas, a mixture of sheltered housing scheme communal lounges; general needs block communal rooms, and PCH-managed community hubs.
- We continue to connect more sites to enable remote access to, and management of, CCTV cameras and data. In April 2019 we finally commenced setting up a trial of a Cloud management solution (Cloudview, working in partnership with Vodafone) on 3 sites for 12 CCTV cameras to assess its viability as a wider “Internet of Things (IOT)” platform for the future. We will review this trial after 6 months (round October 2019) to establish its value, if proven, then we will raise a business case to invest further in such a Cloud platform, initially for all CCTV, but then later considering its value for more of our existing “Operational Technology” outlined in this report.
- We are a member of the Connected Plymouth Group “growth board digital flagship: focussed on growing digital Skills; infrastructure; digital economy.”
 - Skills – digital inclusion and educational engagement through Cities of Learning and focussing into “Digitalme”
 - Libraries are no longer funded to provide digital assistance to city residents. This contract has now been awarded to Citizens Advice Bureau.

- Infrastructure: improving fibre access across Plymouth upgrading to ultra-fast. Lots of different measures for fibre coverage, but the aim is to improve Plymouth position as 7th (according to BT) best fibre-connected city in UK. Plymouth is in much lower position in other organisations coverage measures.
 - Now on new LFFN (Local Full Fibre Network) board with PCC – part of £3m challenge fund to improve fibre backbone across major buildings/sites in Plymouth, which is likely to bring a third fibre provider into the city. Plymouth is not currently on the top 20 city committed investment list of any fibre provider. This project aims to change that.
- Digital economy. Including promoting Plymouth as having a thriving and innovative digital business community, attracting businesses and skilled people. Plymouth has been recognised as the first
- We are also a member of the Executive group of a new city initiative called “Plymouth Health Innovation Alliance” which formed in January. A cross section of major Plymouth institutions (PCC, University of Plymouth, NHS, PCH) and private sector businesses. The group specific focus is still being discussed and defined, but its broad purpose is to accelerate R&D and product potential into service delivery to achieve societal benefit measured in terms of local resident’s health outcomes and also extra revenue and employment for the local economy.