

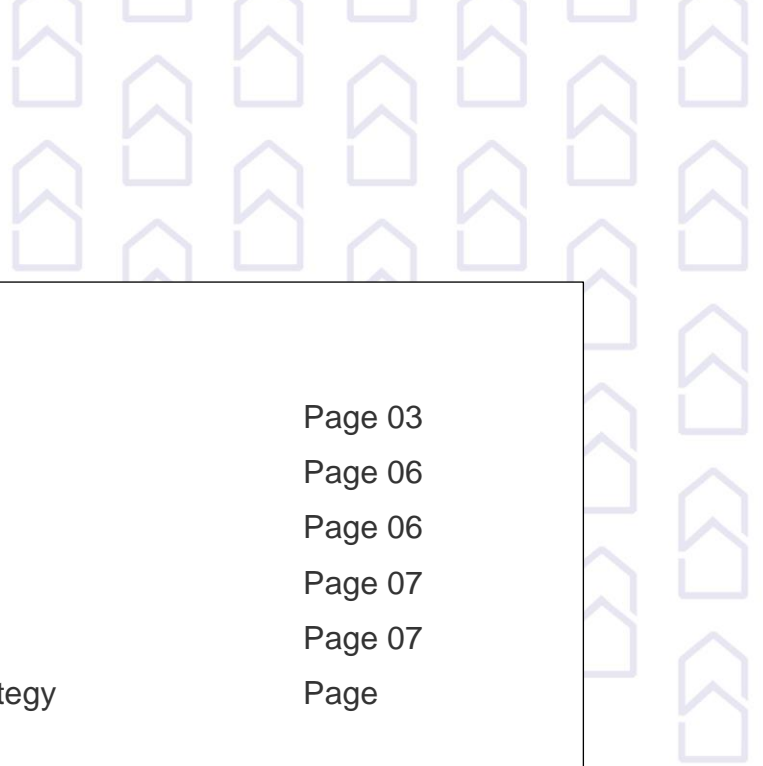


**IT and Digital Strategy 2025 to 2028**

**Previous Review Date: 2021**

**Revised: 20<sup>th</sup> February 2025**

**Next Review Date: February 2028**



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## 1. Introduction & Context

Southside Housing Association is experiencing a period of organisational change within its ICT services. Every member of staff, volunteers and Management Committee is becoming more reliant on ICT devices, software and support to enable them to fulfil their role in the organisation.

ICT reaches across all activities and can enhance the offer to customers and external contractors and consultants. It can therefore assist with improving all aspects of SHA's services.

The Association has identified several factors which are driving change and innovation in ICT.

### 1.1 Context

#### **Digital landscape internally and externally**

With over 100 Staff, regular Volunteers and 12 Management Committee Members and a main office with a satellite office, personnel require access to IT hardware, software, internal and external databases, and phones to communicate and to disseminate information. We provide private and public Wi-Fi and use a softphone system that allows staff to answer the office phone from their desk, home and out in the field.

A high proportion of staff work remotely for a period each week, resulting in the requirement for flexible IT infrastructure. Some are permanently out of the office, namely the concierge and mobile team. Some staff use a work mobile phone, while others use their personal phones with the softphone app.

The staff use a variety of databases that store and process data and create reports. Their ability to carry out these functions is varied. A major review has been carried out on the main software database and this led to a decision to procure new software.

Our ICT management and services are delivered by an IT Team made up of the Information Systems Project Manager, a System Administrator and an IT Officer. The Team is part of the Finance & Corporate Services Department. This team is supported by a 3<sup>rd</sup>-party IT consultant to provide support for off-premise servers and provide a help-desk service for problem resolution for day-to-day technical issues. The 3<sup>rd</sup>-party consultants also set-up and test the association's Disaster Recovery Plan and administer our Cyber Essentials Plus compliance.

### 1.2 Security and Servers

The Association has transferred all servers off-premise and the majority of the servers are now managed by our 3<sup>rd</sup> party service provider or 3<sup>rd</sup> party software providers. This ensures continuity of service and specialist management of server security. Servers are protected by firewalls and are scanned quarterly for vulnerabilities.

### **1.3 Improving the core software databases**

Between 2019 and 2022, new housing and finance software was purchased and introduced for the core business of housing, repairs and finance.

This software failed in several key areas, including visibility of data, ease of use and reporting. A major report was commissioned in 2023 which outlined key failures and risks should the association stay with the current systems. Following the report, a decision was made to replace the housing system while improving and investing in the finance software. Having recently implemented new factoring software, further improvements are required to improve integration and reporting.

### **1.4 Improving the devices used by staff**

The Association has made the decision to move from the use of Chromebooks to laptops and by mid-2025, all remaining staff will be utilising laptops. Mobile phone replacement is also ongoing as older models of mobile phones are now at the end of their lifecycle and fail to meet the requirements of Cyber Essential Plus.

### **1.5 Improving the IT Teams skills and ability to deliver a good service.**

The Information System Project Manager (ISPM) coordinates the activities of the team, arranges training and upskilling of her staff and SHA staff and Management Committee throughout the organisation and procures and manages the implementation of new software.

The System Administrator supports the day-to-day operation of current software, resolves reporting issues and manages the SQL databases. As we transition to the new housing software, this role will assume responsibility for implementing best practice around the new system, report development, as well as managing a new Azure Data Warehouse.

The IT Officer is focused on maintaining the hardware, infrastructure and Microsoft administration and SharePoint administration. As well as this, the role has expanded to assist the ISPM with software development and to assist the System Administration in SQL Database management and reporting.

By diversifying the roles, it ensures resilience during a period of change management.

### **1.6 Moving to a Microsoft First approach**

The Microsoft First approach is now being adopted throughout the Association. This means that we will utilise Microsoft products first before considering investing in other products.

Staff and Management Committee are transitioning to using Microsoft 365 as their main software for document storage, communication and as a day-to-day work tool, so training continues as the transition moves at a pace.

### **1.7 Policy Development**

The IT Policy has been redeveloped to take into account the changing nature of the use of software and hardware at SHA. As well as this the IT department will work with the Compliance Officer to ensure that the association remains GDPR compliant.

A Digital Policy will be developed in 2025 which will bring into focus working with customers and making use of the digital tools. An AI Policy will be created in 2025 to ensure AI is used in accordance with best practice and to prevent misuse.

### **1.8 Continuing Compliance**

Southside is currently progressing towards achieving Cyber Essentials Plus. Cyber Essentials is an effective, Government backed scheme that will help us to protect our organisation against a whole range of the most common cyber-attacks. Our 3rd party consultant is supporting this transition with compliance estimated by early 2025 and reassessed annually thereafter.

Southside annually reviews its PCI-DSS Compliance for our telephone and internet payment methods to ensure risk is mitigated.

### **1.9 Cyber Security**

With increased reliance on ICT, comes increased risk to the Association of lost or misappropriation of data and interruption to service by malware. Our focus therefore is on keeping our securing our personal staff and customer data.

### **1.10 Artificial Intelligence (AI)**

It is important that a new Artificial Intelligence Policy is introduced in 2025 following research and consultation with staff to ensure AI tools are used in accordance with best practice and to prevent misuse.

### **1.11 Digital Innovation**

Digital inclusion and innovation will improve the digital access and skills of our customers, staff and Management Committee, as well as planning innovative solutions using the current and future technological developments. One of the initial aims is to implement an owner portal and customer portal, transfer the current contractor portal to our new system and to encourage the use of electronic forms.

### **1.12 Delivering the Corporate Plan**

In 2024, the new Southside Housing Association Corporate Plan was launched, and this has been embedded within the IT & Digital Strategy.

## 2. Corporate Plan

The Corporate Plan was approved by the Management Committee in the summer of 2024. The plan sets out the overall strategic themes and objectives for the Association for the next 5 years. The IT & Digital Strategy relates directly to several of the objectives and where relevant, activities are linked to the objectives. Appendix 2 refers to these objectives. The full plan is available on our [website](#).

## 3. Risks

The Association relies heavily on ICT in the provision of day-to-day job services across all departments. Whether members of staff are working in the office, out in the field or at home, IT infrastructure and software resources should be flexible, effective and efficient.

This strategy aims to ensure that the following risks are mitigated.

- Failing to ensure technology and software is up to date then risks poor performance, poor reputation and insufficient capacity to carry out its functions.
- Maintaining servers in insecure places could result in cessation of business operations and loss of data.
- Overreliance on key personnel such as the System Administrator, creates a single point of failure and leaves the Association vulnerable during periods of unplanned absence.
- System Administration requires to be robust to ensure data and reporting is effective. Failure to manage this area leads to poor quality data, a reliance on inefficient manual processing and low staff morale.
- Without adequate budgeting the Association may not meet the needs of required investment in device replacement, equipment or software.
- Data security is paramount, and a modern effective ICT system should ensure that adequate precautions are taken to keep data safe.
- Failure to address the opportunities and risks of AI will result in the failure to achieve efficiencies and risk potential misuse.
- Lack of training and support to staff, Committee and volunteers may result in poor data keeping, poor reporting, poor security management and a potential loss of reputation. Control of elements such as password control, phishing/scams and fraud is essential.
- Failing to provide a new generation of customers digital access to the Association may result in poor reputation, lack of customer satisfaction and an increase in complaints.
- Failure to explore innovation and development across emerging digital areas may poorly position the Association to meet the requirements of Net Zero Changes, retrofitting, government legislation, Scottish Housing Regulator requirements etc.

## 4. Facing the Future

An analysis of the environment in which Southside Housing Association operates, allows us to build in actions and timescales to ensure we meet the challenges and opportunities of the future whilst building resilience and developing skills. A SWOT Analysis and PESTLE Analysis are included within Appendix 1 to ensure that the wider challenges, threats and opportunities are incorporated within the activities planned over the next 3 years.

## 5. Aims and activities of IT Strategy

Each aim of the strategy supports the delivery of the Corporate Plan, with the link to specific objectives and timescale outlined in Appendix 2.

**Aim 1: To ensure that the Corporate Plan Objectives are delivered over the years of the plan.**

### **Activities:**

- To build and maintain a strategy.
- Gain approval from Management Committee and report regularly to the Finance & Corporate Services Sub-Committee on progress towards outcomes.
- To develop and monitor budgets around continued investment in IT and Digital services.
- Build capacity and knowledge with staff and Committee to ensure the activities are successful.

**Aim 2: To mitigate risks to the organisation on loss of data, loss of connectivity, poorly performing software and devices, poor communication with tenants, a decrease in staff morale, lack of innovation in housing & customer service and misuse of artificial intelligence.**

### **Activities**

- To monitor risks within the IT & Digital Strategy.
- To monitor and mitigate relevant risks within the Corporate Risk Register and ensure emerging risks are identified and reported.
- To train and support of staff and Management Committee to use the hardware, software and other relevant technology.
- To carry out Data Protection Impact Assessments on new software.
- To achieve and maintain PCI-DSS Compliance annually.
- To achieve and maintain Cyber Essential Plus annually.

**Aim 3: To plan ICT budgets, ensure value for money and monitor cost control.**

**Activities**

- Maintain accurate costs on all IT activities.
- Tender for Third Party Contractor.
- Tender for Fibre Broadband.
- Regularly audit all hardware across the Southside estate to ensure that they are fit for purpose and providing value for money.

**Aim 4: To ensure the IT team the skills and support they need to effectively deliver their roles.**

**Activities**

- Introduction of new technologies requires sufficient time and budget for resource training and attendance at forums and conferences as required.
- IT Officer to support System Administrator to build up knowledge of SQL databases and reporting and reduce risk of single point of failure.
- System Administration to prioritise maintenance of data and reporting.
- ISPM to assist with Housing Management System set ups and creation of Power BI Reports.
- Utilize staff appraisals and reviews to ensure that all skills gaps are identified and resolved.
- Organise an annual strategic planning day to monitor progress, plan objectives and identify emerging risks and developments.

**Aim 5: To ensure the IT systems, hardware and software are fit for purpose and can grow and change as technology and innovation changes.**

**Activities**

- Train and support staff on adopting a Microsoft 365 first approach to software.
- Train and support staff to transfer documents to Rubixx, CPL, Teams, SharePoint and OneDrive.
- Review the use of CPL factoring software in conjunction with the factoring, finance and IT teams.
- Review the current finance software system to establish suitability and value for money.
- Support movement of Care & Repair database to new system to improve functionality and reduce reliance on Google software.
- Audit all hardware and keep accurate records on hardware, replacement cycle and budget requirements.
- Introduce an HR database to keep HR documents, monitor HR activities and improve HR reporting.

**Aim 6: to support successful change management.**

**Activities**

- Continuation of Implementation Group for Rubixx which includes full involvement in configuration, process mapping, testing, training and reporting.

- Develop the SHA Hub to provide quick and easy sources of information including vacancies, training, HR Induction.
- Adopt a consistent Project Planning to ensure introduction of new software, hardware and other technologies is effective and supports users.
- Facilitate easy access to training materials for Microsoft 365 through TSG Cloud Academy and our own training materials.

**Aim 7: to provide robust reporting and strategic management tools.**

**Activities**

- Improve method of report scoping and maintain a report register.
- Train appropriate staff on Power BI and other forms of reporting.
- Provide places on the intranet, Teams and other sites where the reports are available and are kept up to date.
- Educate staff on the requirements of ARC, Statutory Returns and other required KPI reports to ensure the reports are fit for purpose.

**Aim 8: to keep the organisation safe from cyber-attack, prevent staff fraud and online abuse, data breaches through maladministration of databases, and prevent poor accountability when sharing with third parties.**

**Activities:**

- Maintain our PCI-DSS and Cyber Essentials Plus accreditation.
- Continuous training on Phishing and other scams to protect staff against malicious emails.
- Maintain firewalls and internet security.
- Introduce a Device Policy where staff are required to adhere to protocols on the use of devices that they use to access SHA information.
- Work with the Compliance Officer to ensure that software procured includes a Data Impact Assessment and that all storage complies with the Data Protection Act 2018 and all other relevant regulation.

**Aim 9: To introduce an Artificial Intelligence Policy and Guidance.**

**Activities**

- Research best practice in AI Policies
- Consult staff and Management Committee on their ideas, concerns and previous experience of AI and working with an AI Policy.
- Produce a policy to be approved by the Finance & Corporate Services Sub-Committee.
- Introduce training and new practices on the use of AI.

## 6: Aims and activities of Digital Strategy

This part of the Strategy will create a cohesive set of objectives and activities for Digital Inclusion using ICT. These Aims are designed to help with other areas of activity amongst staff, management committee and our customers.

### **Aim 10: to work with customers to build skills and give them greater access to IT.**

#### **Activities**

- Provide excellent digital communication for tenants both during office hours and 24/7 using customer portals.
- Effective use of texting and emails and consideration for items such as WhatsApp and Web Chat.
- Provide access to online forms and surveys.

### **Aim 11: to Work with staff to build up digital solutions**

#### **Activities**

- Online HR access to documents, forms and processes.
- Customer Portals
- E-Forms to allow work to be recorded digitally, such as voids and surveys.
- Online housing applications
- Greater understanding and use of website and social media platforms.

### **Aim 12: To Work with Management Committee to build up digital solutions**

#### **Activities**

- To provide training and support on the OurPlace Portal
- To continually assess the effectiveness of the portal and how it helps Management Committee members perform their role.
- Introduce an induction pack within the portal.

### **Aim 13: To research and explore innovation in digital and technology to improve and enhance services provided to customers and communication with stakeholders.**

#### **Activities to research and develop funding plans for**

- Investigate use of QR Codes on appliances to provide online manuals, or to provide contractors with information, or for asset tagging.
- Investigate potential benefit of the use of technology for damp monitoring.
- Explore use drone to provide information for work specification or inspections.

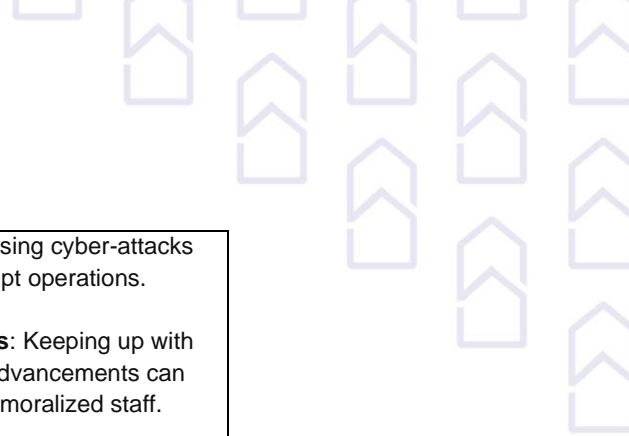
- Investigate potential use of Contractors Portal to be for customer appointments setting.
- Investigate potential monitoring of air source heat pumps and other items in new build properties to prompt contractors where action is required.
- Create apps to use with the portal so that tenants can manage activities on their phones.
- Improve access to British Sign Language and Interpretation Services on digital platforms.

# Appendix 1: Internal & External Analysis



## SWOT Analysis

Strengths	Weaknesses
<p><b>Innovation and Technology Leadership:</b> Leveraging cutting-edge technologies can position the association as a leader in social housing.</p> <p><b>Operational Efficiency:</b> Streamlined processes and automation can reduce costs and improve productivity.</p> <p><b>Data Driven Decision Making:</b> Advanced analytics and data management can provide valuable insights for strategic decisions.</p> <p><b>Scalability:</b> Robust IT infrastructure can support business growth and expansion.</p>	<p><b>High Initial Costs:</b> Implementing new technologies can require significant upfront investment.</p> <p><b>Complexity and Integration Issues:</b> Integrating new systems with existing ones can be challenging and time-consuming.</p> <p><b>Security Risks:</b> Increased reliance on IT systems can expose the company to cybersecurity threats.</p> <p><b>Skill Gaps:</b> Rapid technological changes may outpace the current skill set of the IT team.</p>
Opportunities	Threats



<p><b>Digital Transformation:</b> Embracing digital transformation can open new methods of working and improve customer engagement.</p> <p><b>Cloud Computing:</b> Utilizing cloud services can offer flexibility, scalability, and cost savings.</p> <p><b>AI and Machine Learning:</b> Implementing AI and ML can enhance decision-making, automate tasks, and provide personalised customer experiences.</p> <p><b>Remote Work:</b> Supporting remote work can attract the best staff and increase employee satisfaction.</p>	<p><b>Cybersecurity Threats:</b> Increasing cyber-attacks can compromise data and disrupt operations.</p> <p><b>Rapid Technological Changes:</b> Keeping up with the fast pace of technological advancements can be challenging and lead to a demoralized staff.</p> <p><b>Regulatory Compliance:</b> Adhering to evolving regulations and standards can be complex and costly and time consuming.</p>
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**PESTLE Analysis**

<b>Political</b>	<b>Environmental</b>
<p><b>Regulatory Environment:</b> Compliance with data protection laws (e.g., GDPR, PCI-DSS) and RSL regulations.</p> <p><b>Government Support:</b> Availability of government grants or incentives for technology adoption and innovation.</p>	<p><b>Market Conditions:</b> Economic stability and growth rates affecting IT budgets and investments.</p> <p><b>Cost of Technology:</b> Fluctuations in the cost of hardware, software, and services.</p> <p><b>Labour Market:</b> Availability and cost of skilled IT professionals.</p>
<b>Social</b>	<b>Technological</b>
<p><b>User Adoption:</b> Acceptance and adoption of new technologies by staff and customers.</p>	<p><b>Innovation Pace:</b> Rapid advancements in technology requiring continuous updates and upgrades.</p>

<p><b>Demographic Trends:</b> Changes in workforce demographics influencing IT needs and preferences.</p> <p><b>Cultural Attitudes:</b> Societal attitudes towards technology and privacy.</p>	<p><b>Cybersecurity:</b> Evolving threats and the need for robust security measures.</p> <p><b>Integration:</b> Challenges of integrating new technologies with existing systems.</p>
<p><b>Legal</b></p>	<p><b>Environmental</b></p>
<p><b>Intellectual Property:</b> Protection of proprietary technologies and software.</p> <p><b>Compliance:</b> Adherence to legal standards and regulations in different jurisdictions.</p> <p><b>Contractual Obligations:</b> Managing contracts with suppliers and service providers.</p>	<p><b>Sustainability:</b> Implementing eco-friendly technologies and practices.</p> <p><b>Energy Consumption:</b> Managing the energy usage of IT infrastructure.</p> <p><b>E-Waste:</b> Proper disposal and recycling of obsolete hardware.</p>

## Appendix 2: Action Plan

Aim	Objectives
<p><b>Aim 1:</b> To ensure that the Corporate Plan Objectives are met over the years of the plan.</p>	<p><b>Objective 6:</b> Integrated Digital Strategy which sets out the Association’s approach to the use of digital tools to support achievement of long-term objectives.</p> <p><b>Objective 6:</b> Increased automation to increase efficiency of internal processes, improve quality and quantity of available data and improve customer service.</p>
Year of Activity	Activity
2025-2028	To build a strategy and keep up to date;
February 2025, review February 2028	Gain approval from Management Committee and report regularly to the Finance & Corporate Services Sub-Committee on outcomes;
2025-2028	Plan, monitor and review ICT budgets.
2025-2028	Build capacity with staff and Committee to ensure the activities are successful.

Aim	Objectives
<p><b>Aim 2:</b> To mitigate risks to the organisation on loss of data, loss of connectivity, poorly performing software and devices, poor communication with tenants, a decrease in staff morale, lack of innovation in housing &amp; customer service and misuse of Artificial Intelligence.</p>	<p><b>Objective 4:</b> Improved approach to risk identification, mitigation, and ongoing management to ensure the Association risk exposure is controlled.</p>
Year of Activity	Activity
2025-2028	Risks are listed and monitored using the IT & Digital Strategy.

2025 plus ongoing for induction and performance improvement reviews	Train and Support of staff and Management Committee to use the hardware, software and other technology;
2025-2028	Carry out Data Protection Impact Assessments on new software
2025-2028	Achieve PCI-DSS Compliance annually
2025-2028	Achieve Cyber Essential Plus annually

Aim	Objectives
<b>Aim 3:</b> To provide good ICT budgeting forecasts and cost control.	<b>Objective 4:</b> Ensure operational and investment activity is delivered within budget and adjusted where required.
Year of Activity	Activity
2025-2028	Maintain accurate costs on all IT activities;
2025	Tender for Third Party Contractor;
2025	Tender for Fibre Broadband;
2026	Regularly audit all hardware across the Southside estate to ensure that they are fit for purpose and providing value for money

Aim	Objectives
<b>Aim 4:</b> to ensure the IT team the skills and support they need to carry out their roles.	<b>Objective 5:</b> Implementation of a structured and consistent training and development framework.
Year of Activity	Activity
2025-2028	Introduction of new technologies requires sufficient time and budget for resource training and attendance at forums and conferences as required.
2025	IT Officer to shadow System Administrator to build up knowledge of SQL databases and reporting.
2025-2028	System Administration to be given more priority to maintain data and reports and modern configuration and set up of software.
2025-2028	Use Staff Appraisals and one to ones to ensure that all skills gaps are identified and acted upon.
2025-2028	Organise a Team Strategy Day once a year.

Aim	Objectives
<p><b>Aim 5:</b> to ensure the IT systems, hardware and software are fit for purpose and can grow and change as technology and innovation changes.</p>	<p><b>Objective 5:</b> Embedded intranet which provides a digital platform for engagement, communication and development.</p> <p><b>Objective 5:</b> Improved employee engagement via the use of available digital tools to ensure feedback loops are incorporated into the decision making and change management.</p> <p><b>Objective 6:</b> Improved IT Infrastructure which underpins customer service delivery and facilitates streamlined and efficient internal processes.</p> <p><b>Objective 6:</b> Improved platform for the development and dissemination of information to support and inform decision making at all levels of the Association.</p> <p><b>Objective 6:</b> Improved utilisation of available Microsoft applications to support the continuous improvement of internal processes.</p>
Year of Activity	Activity
	<p>Staff are trained and supported on using a Microsoft 365 first approach to software.</p>
2025	<p>Train and support staff to move their documents to Rubixx, CPL, Teams, SharePoint and OneDrive.</p>
2025	<p>CPL is being implemented with the involvement of factoring, finance and IT teams.</p>
2026	<p>Assess finance software and procure if necessary.</p>
2025	<p>Care &amp; Repair database to be moved to a new database with up-to-date functionality. And Care &amp; Repair Technical Team to move away from Google software.</p>
2025-2026	<p>Audit all hardware and keep good records on hardware, where it is, what its end of life is and build this into our budgets.</p>
2025-2026	<p>Introduce an HR software to keep HR documents, monitor HR activities and create good HR reports.</p>

Aim	Objectives
<b>Aim 6:</b> to support successful change management.	Objective 3: Established Performance Improvements across the Association. Objective 3: Streamlined and documented processes and increased efficiency Objective 5: Implementation of a structured and consistent training and development framework which drives the creation of high performing teams, promotes staff progression and aids succession planning.
Year of Activity	Activity
2025-2026	Continuation of Implementation Group for Rubixx which includes full involvement in configuration, process mapping, testing, training and reporting.
2025-2026	Develop the SHA Hub to provide quick and easy sources of information including vacancies, training, HR Induction.
2025	In general, adopt consistent Project Planning to ensure introduction of new software, hardware and other technologies in a way that brings the users along with the change, rather than too fast.
2025-2028	Easy access to training materials for Microsoft 365 through TSG Cloud Academy and our own training materials.

Aim	Objectives
<b>Aim 7:</b> to provide robust reporting and strategic management tools.	<b>Objective 6:</b> Improved platform for the development and dissemination of information to support and inform decision making at all levels of the Association.
Year of Activity	Activity
2025	Improve on Report Scoping and maintain a Report Register
2025-2028	Train appropriate staff on Power BI and other forms of reporting.
2025	Provide places on the intranet, Teams and other sites where the reports are available and are being kept up to date.
2025 plus induction for some staff	Educate staff on the requirements of ARC, Statutory Returns and other required KPI reports to ensure the reports are fit for purpose.

Aim	Objectives
<p><b>Aim 8:</b> to keep the organisation resilient to a cyber-attack, prevent staff fraud and online abuse, data breaches through mal administration of databases, and prevent poor accountability when sharing with third parties.</p>	<p>Objective 4: Improved approach to risk identification, mitigation and ongoing management to ensure the Association risk exposure is controlled.</p>
Year of Activity	Activity
2025-2028	Maintain our PCI-DSS and Cyber Essentials Plus accreditation
2025-2028	Continuous training on Phishing and other scams to protect staff against malicious emails.
2025	Introduce a Device Policy where staff have to sign up to agreed protocols on the use of devices that they use to access SHA information.
2025-2028	Work with the Compliance Officer to ensure that software purchased has a Data Impact Assessment done and that all storage complies with the Data Protection Act 2018 and all other relevant regulations.

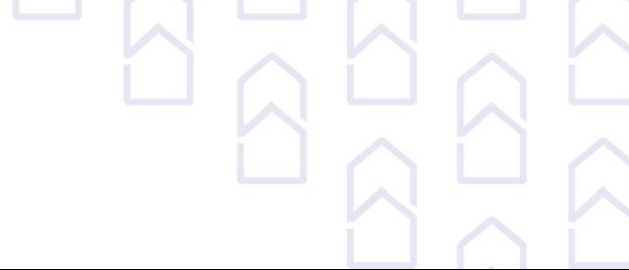
Aim	Objectives
<p><b>Aim 9:</b> To introduce an Artificial Intelligence Policy and Guidance.</p>	<p>Objective 6: Increased automation to increase efficiency of internal processes, improve quality and quantity of available data and improve customer service.</p>
Year of Activity	Activity
2025	Research best practice in AI Policies
2025	Consult staff and Management Committee on their ideas, concerns and previous experience of AI and working with an AI Policy.
2025	Produce a policy to be approved by the Finance & Corporate Services Sub-Committee.
2025 and introduce to induction.	Introduce training and new practices on the use of AI

Aim	Objectives
<p><b>Aim 10:</b> to work with customers to build skills and give them greater access to IT.</p>	<p><b>Objective 2:</b> increased community engagement throughout the course of the plan.  <b>Objective 4:</b> Customer Portal implemented and utilised to enhance customer service.  <b>Objective 5:</b> Embedded intranet which provides a digital platform for engagement, communication and development.  <b>Objective 6:</b> approved online offering for all stakeholder groups via digital platforms to maximise the accessibility of information.</p>
Year of Activity	Activity
2025-2026	Provide excellent digital communication for tenants both during office hours and 24/7 using customer portals
2026	Effective use of texting and emails and consideration for items such as Whats App and Web Chat.

Aim	Objectives
<p><b>Aim 11:</b> to Work with staff to build up digital solutions</p>	<p><b>Objective 5:</b> Embedded intranet which provides a digital platform for engagement, communication and development.  <b>Objective 6:</b> Improved IT Infrastructure which underpins customer service delivery and facilitates streamlined and efficient internal processes.  <b>Objective 6:</b> Improved platform for the development and dissemination of information to support and inform decision making at all levels of the Association.</p>
Year of Activity	Activity
2025	Online HR access to documents, forms and processes.
2025	Customer Portals
2025-2026	E-Forms to allow work to be recorded digitally, such as voids and surveys.
2025	Online housing applications



Aim	Objectives
<b>Aim 12:</b> to Work with Management Committee to build up digital solutions	<b>Objective 6:</b> Improved platform for the development and dissemination of information to support and inform decision making at all levels of the Association.
Year of Activity	Activity
2025-2028 – make it part of the induction	To provide training and support on the OurPlace Portal
2025-2028	To continually assess the effectiveness of the portal and how it helps Management Committee members perform their role
2025-2026	Introduce an induction pack in the portal.



Aim	Objectives
<p><b>Aim 13: Aim 13: To research and explore innovation in digital and technology to improve and enhance services provided to customers and communication with stakeholders.</b></p>	<p><b>Objective 6:</b> increased automation to increase efficiency of internal processes, improve quality and quantity of available data and improve customer service.</p>
Year of Activity	Activity
TBA	Investigate use of QR Codes on appliances to provide online manuals, or to provide contractors with information, or for asset tagging.
2025	Investigate potential benefit of the use of technology for damp monitoring.
2025	Explore use of drone for inspecting properties.
2025	Investigate Contractors Portal for appointment setting.
TBA	Investigate monitoring of air source heat pumps and other items in new build properties to prompts contractors to act.
TBA	Create apps to use with the portal so that tenants can manage activities on their phones
2025-2026	Improve access to British Sign Language and Interpretation Services on digital platforms.



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