

Improving the lives of more
people

Facing the Challenges of a Digital World

Housing Technology Conference
07 March 2018



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National
Non Charitable CLS
 6,500+ "customers"
 £2.7M turnover
 65 Staff



National
Charitable RSL
 865 social rented homes
 4000 "customers" - social tenants, Care and Repair, Access Ownership
 £4M turnover £400K surplus 40 Staff
 'Audit Committee'



Argyll and Bute
Charitable RSL
 800 social rented homes
 £4M turnover £551K surplus
 19 Staff Board 12 (inc.1 for LG and 2 for Council)
 Health and Corp. sub-coms.



National
Non Charitable CLG
 11,000+ "customers" - social tenants, owners, HTB, OMSE, LINK2LET, PSL
 £12.8M turnover £1.4M "profit"
 190 Staff



National
Charitable RSL Medium Risk
 7000+ social rented homes
 12 Sheltered Housing Complexes
 £41M turnover £2.4M surplus
 £60M reserves 100 Staff
 Board 15
 Audit /Risk, Development and Remunerations Committees



Inverclyde
Charitable RSL
 500 social rented homes
 500 owners
 £1.8M turnover
 £410K surplus 10 Staff



4 local authority areas
Charitable
 900 Service Users / 68 Volunteers
 £3.4M turnover £63K deficit
 155 Staff



National
Charitable
 £43K turnover £2.8K Surplus
 2 staff

Key
 'Step-in' control by Independence and Responsibilities Agreement (IRA).
 Services
 RSL – Registered Social Landlord (Housing Association)

Medium Risk: The Scottish Housing Regulator classifies Link and purely because we have a development programme and are designated as "systemic".

Life at the Coal Face



What is being asked:

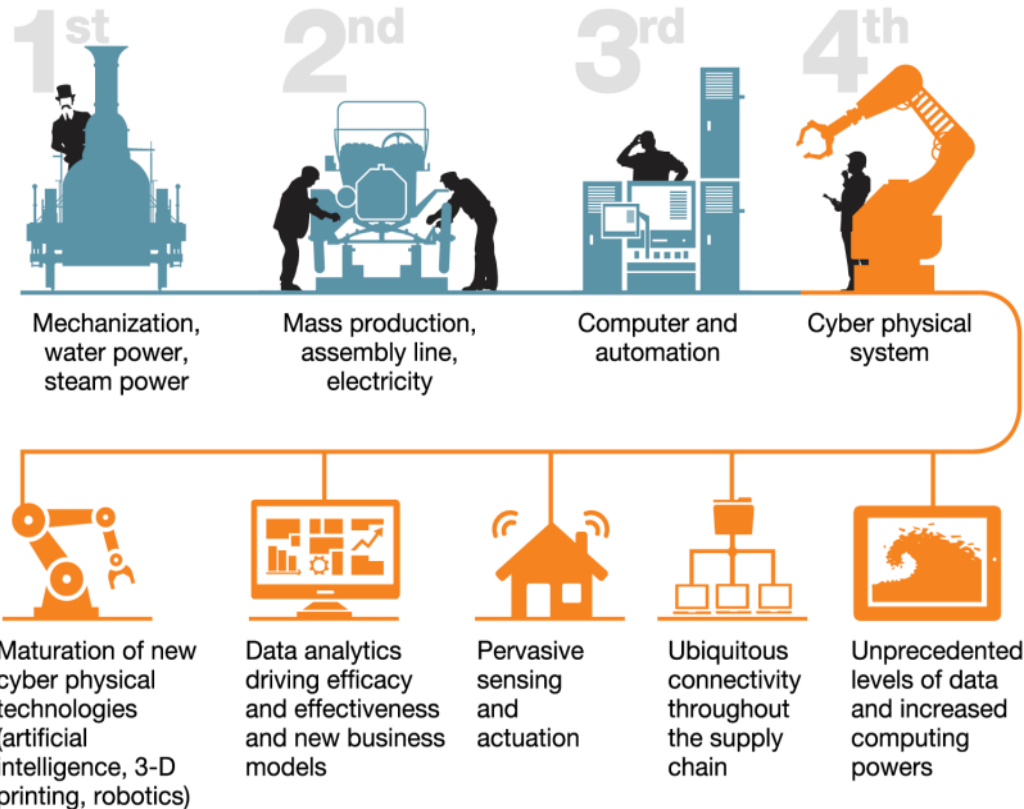
- Efficiencies;
- Rent levels;
- New technology;
- Welfare Reform – UC;
- Cyber Security threat;
- GDPR - are we ready;
- Group restructures;
- Procurement Regulations;
- New Contracts;



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Industry 4.0 and Housing

In the fourth industrial revolution, digital analytics enables a new level of operational productivity.

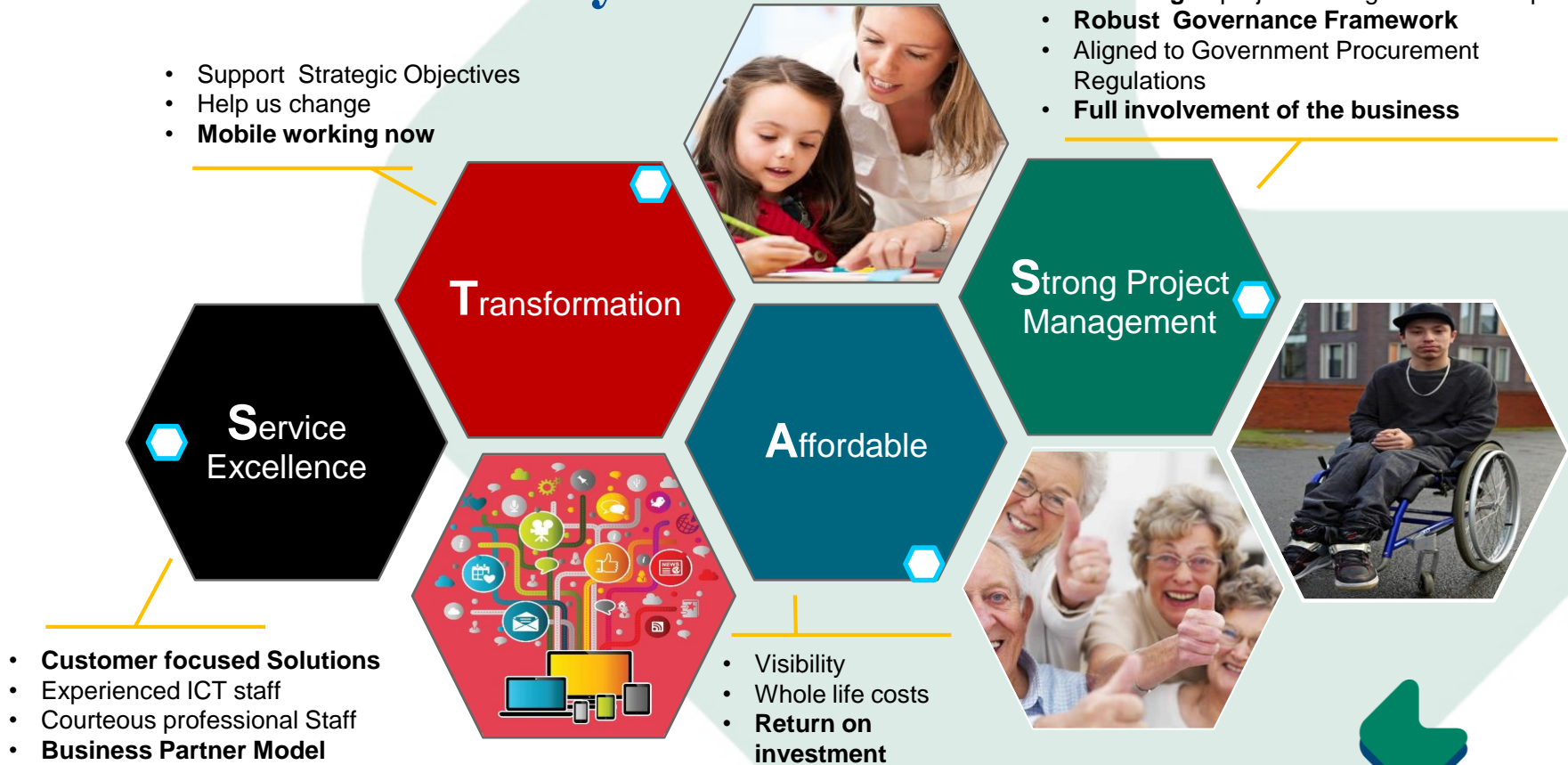


Understanding the Business

“What did Link say?”

- Support Strategic Objectives
- Help us change
- **Mobile working now**

- Use of **Agile** project management techniques
- **Robust Governance Framework**
- Aligned to Government Procurement Regulations
- **Full involvement of the business**



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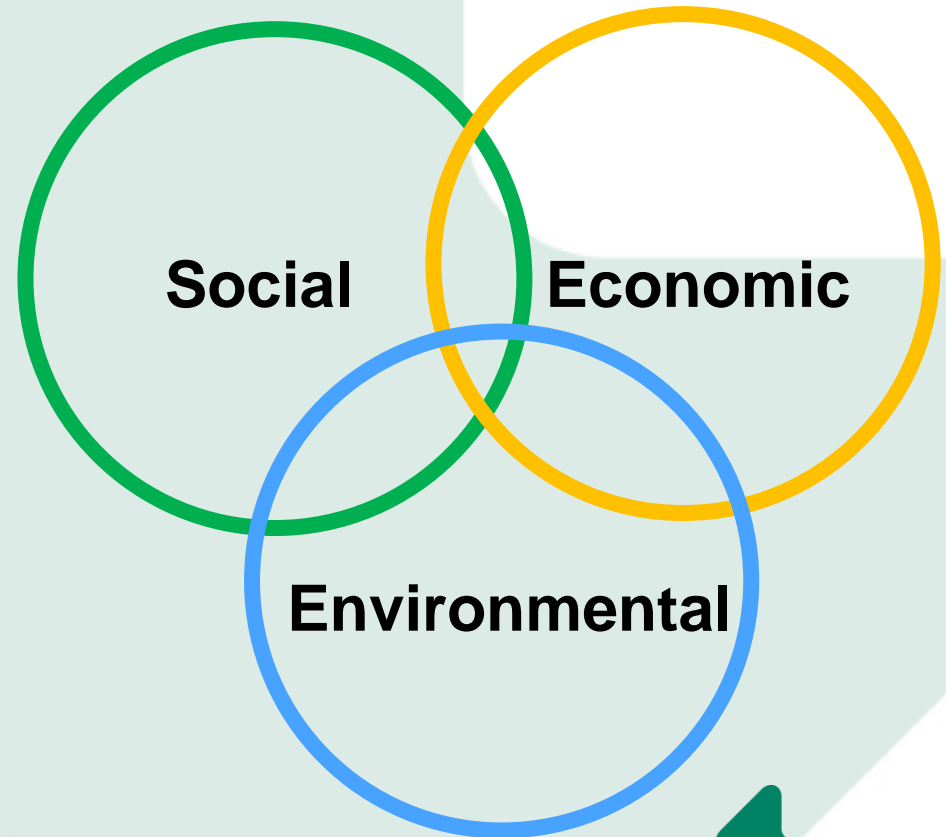
“We have lots to celebrate”


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Digital Participation and wellbeing outcomes

- ✓ Healthy lifestyles
- ✓ Employment
- ✓ Education
- ✓ Saving money
- ✓ Access to services
- ✓ Social connections
- ✓ Civic engagement
- ✓ Culture
- ✓ Creativity

Digital Participation



£850K Social Value
for £35K Spend.



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The ICT & Digital team's capabilities.



Innovator – Transforms the Business
Reliable Technology **Innovation**

Business Partner – Expands the Business
Effective Execution on Business **Projects**, Strategic Use of **Analytics** and **Customer Technology**

Trusted Operator – Optimizes the Business
Effective Fulfillment of **Work Orders**, Functional **Business Applications**, and Reliable **Data Quality**

Firefighter – Supports the Business
Reliable **Infrastructure** and IT **Service Desk**

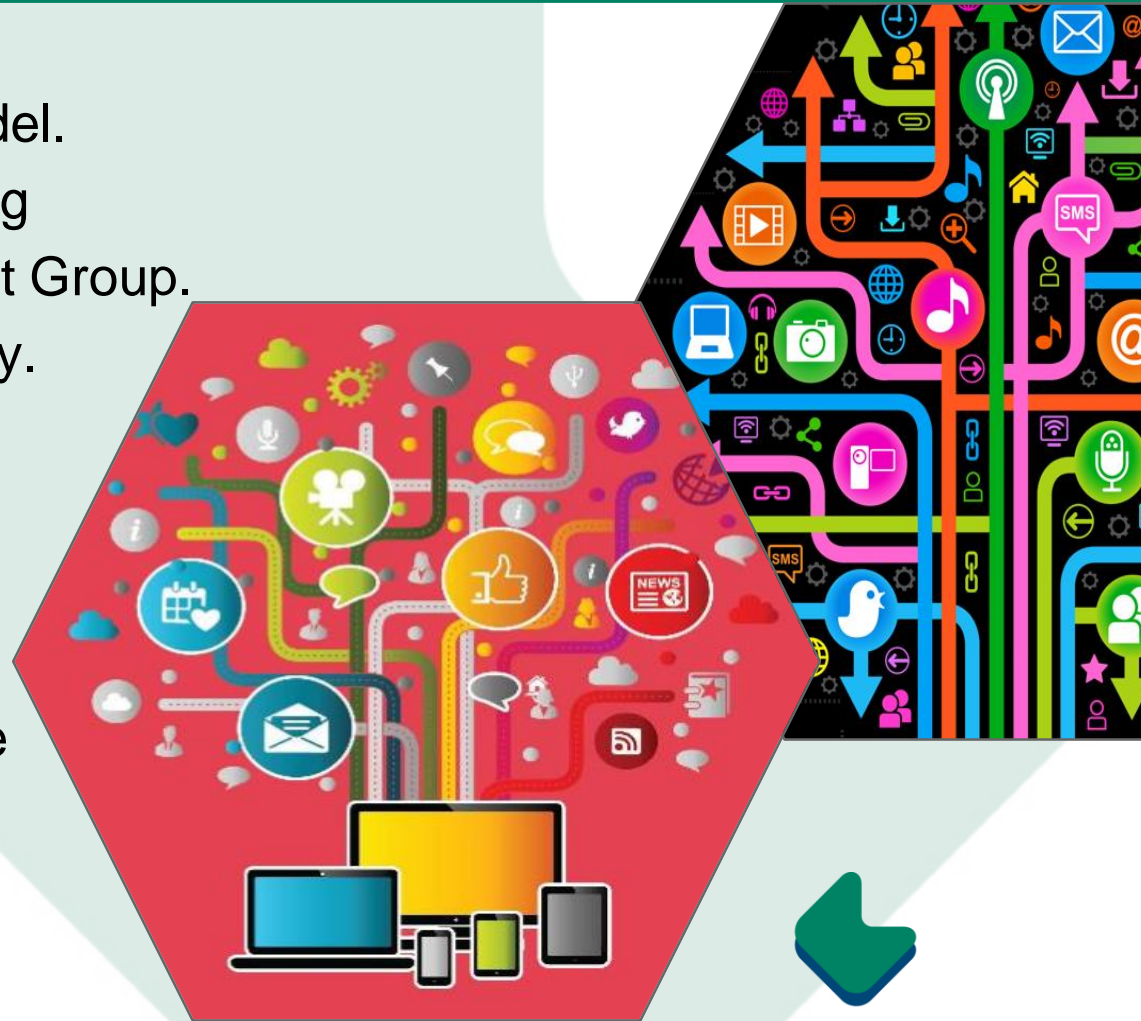
Unstable – Struggles to Support
Inability to Provide Reliable Business Services



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The Machinery of Change

- Build the ICT Operating Model.
- Build trust and understanding with the Senior Management Group.
- Write a clear ICT&D Strategy.
- Design the change programme.
- Put the ICT&D Governance Framework in place.
- Communicate/Communicate and Communicate.
- Train Sponsors and project teams.



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Vision Statement

"To be the ICT and Digital Centre of Excellence enabling business change and transformation across the Link group and to lead on the strategic development of ICT through the delivery of business and customer focused services."



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Identified Opportunities

Exploiting emerging technologies to mobilise staff and empower customers

Unlocking the value of information to the benefit of Link and Customers

Leveraging Link's transformations and investments

Develop the ICT function to ensure capacity and capability is in place to deliver strategy

Key Components of ICT Strategy

Customer- Focused Digital Services

New service delivery channels are identified

Existing service delivery channels are exploited

Common service components are re-used by the group

Build trust by protecting customer information

Information

Information skills drive new insights and drive better decisions

Fulfilling our duty of care to build trust in our services

Integrated and well designed information architecture

Well managed Information Asset Register

Technology

Common capabilities and shared services are adopted where possible

Easy access to innovation from within the group and industry

Developed technology roadmap to support investment decisions

Technology that releases staff from the desk to be field based

Investment

Targeted technology investments that deliver business benefits

Maximise value from investments including Community Benefits

Benefit Management strategy for each change developed

Governance Board established to monitor business case

Leadership

Business Focused Vision and Mission for ICT

Lead change to overcome system barriers

Support for the National Digital Agenda

ICT and Digital developed to be integral to service delivery

Desired Outcomes

Seamless customer experience, integrated and trusted public services

Information-driven insights are reshaping services and policies and adding value

Adoption of information technology innovation is accelerated and value is being created

Investment in innovative digital services is being prioritised and benefits are being realised

Complex problems are being solved and appropriate solutions are being adopted

Refocus 2017/18

Change 2018/19

Optimise 2019/20

GOVERNANCE

STRATEGY

CHANGE PROGRAMMES

SERVICE DELIVERY

Develop Governance Framework

Annual Review of Framework

Support Development of ARC.

Achieve Cyber Essentials

Annual Review of Framework

Establish ICT and D Forum

Investigate Health and Social Care integration

Conduct Annual Review

Investigate emerging technologies

OUR ROADMAP

Implementation Plan developed

Implementation Commences

Support system testing

Support Further Development

Support Benefit Realisation

Strategy Launched

Support project implementation

Support Business Change

Annual Review of ICT&D Function

New Delivery Models explored

Support Benefit Realisation

Procure

Support Change

Develop BI Strategy

Support Programme Design

Provide Programme Assurance

Support Staff

Implement TOM

Home Hunt assessment

Develop Sourcing Strategy

Explore Big Data approaches

Review self help products

Procure

First Touch assessment

Develop Business Case for change

Investigate Reporting tools

Annual Review of ICT&D Function

Implement TOM

Carista assessment

Conduct Application Rationalisation exercise

Rationalise Data Stores

Develop Process for joining new associations

Procure

Aareon/Northgate assessment

Review all ICT Contracts

Implement Information Management Strategy

Develop Service Delivery Framework

Design TOM Options

Assess Products

Technology

Develop TOM

LoB Development Plans

Applications

Information

Programme Design



Within this initial period, the plan identifies three work packages and three projects as indicated below:

Tranche 1

- Work Package 1 – Cyber Essentials;
- Work Package 2 – Digital Participation;
- Work Package 3 – Service Delivery Framework;
- Project 1 – Information Management;
- Project 2 – Technology Target Operating Model; and
- Project 3 – Service First.

£150K
Benefits

Tranche 2

In Design phase – IoT, AI, BIM, Health and Social Care.

Improve Security

**CYBER
ESSENTIALS
PLUS**

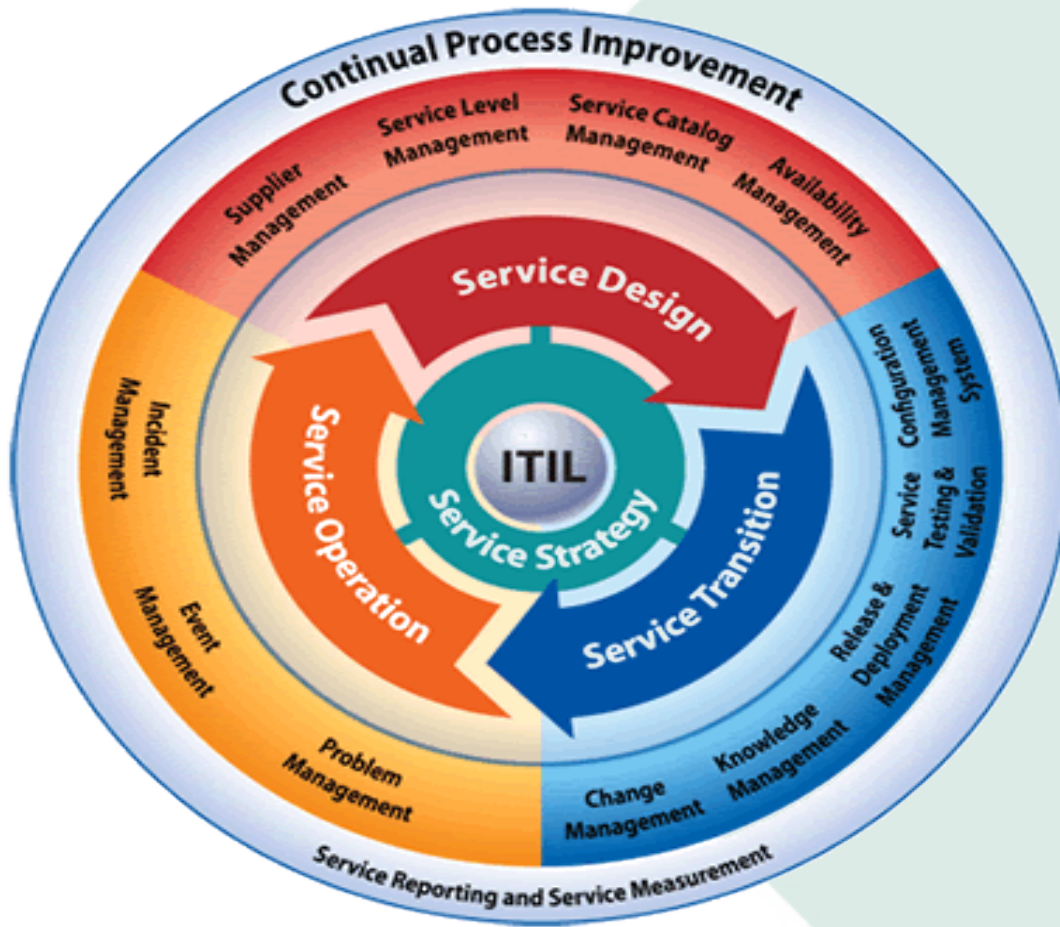
Opportunities to:

- Protect the Confidentiality Integrity and Availability of Link's data;
- Get ready for GDPR;
- Compete for new work;
- Support staff with education and training;



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Service Management and Change



Opportunities to:

- Improve Service Delivery;
- Introduce sensible and logical processes to modernise and improve ICT Business Processes.
- SPOC Help Desk.



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Information Management Project

Vision

Strategy

Metrics

Information Governance

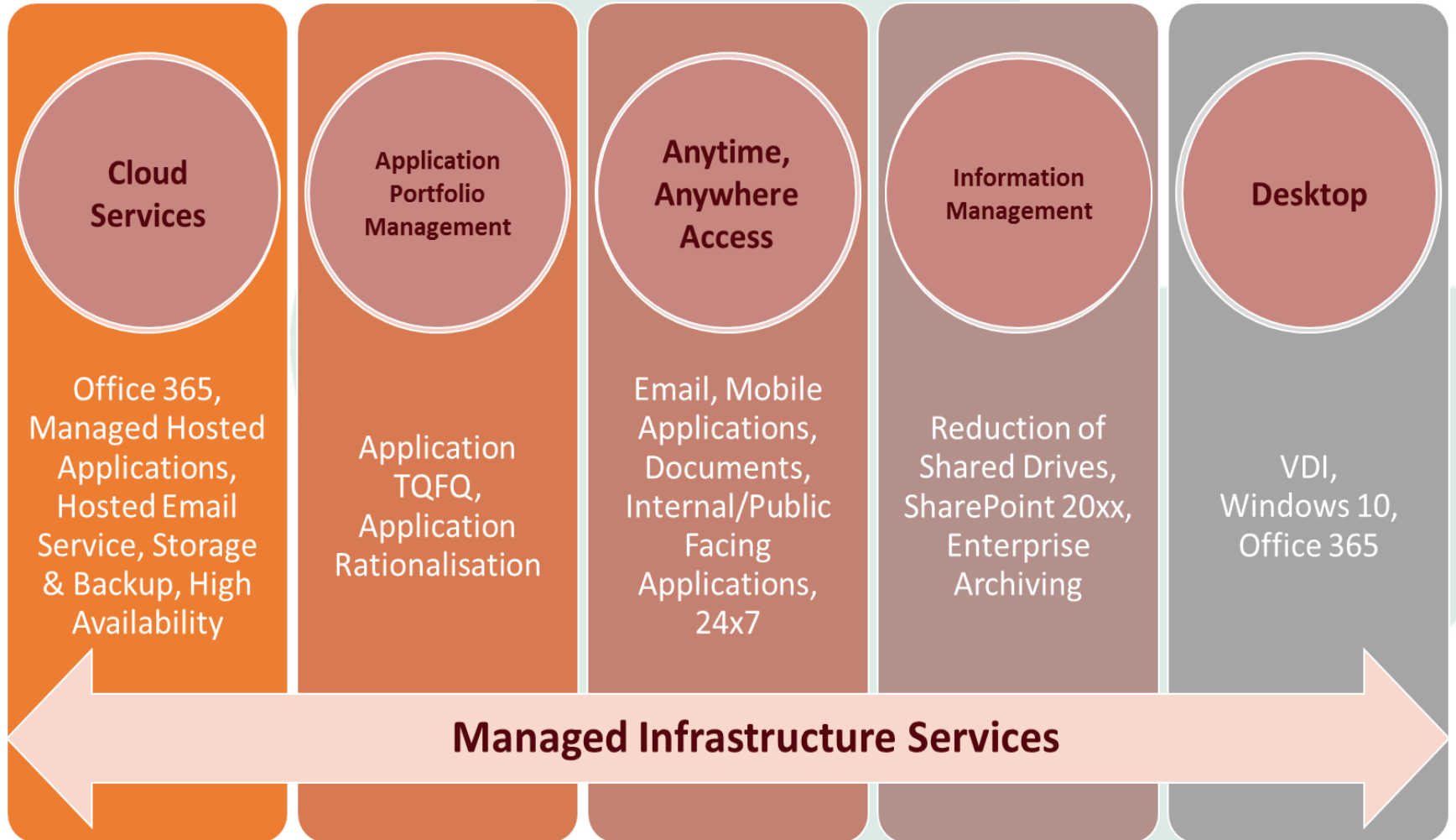
Organisation and Roles

Information Life Cycles

Enabling Infrastructure

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Technology Project



Office 365

The screenshot displays the Office 365 dashboard. At the top left, the text "Office 365" is visible. Below it, a navigation bar includes "HOME", "NEW", and "ALL". A left-hand navigation pane contains icons for Mail, Calendar, People, Yammer, Newsfeed, OneDrive, SharePoint, Planner, Tasks, Delve, Video, Sway, PowerApps, Forms, Flow, Stream, Teams, Dynamics 365, To-Do, and StaffHub. The main content area features a "Good morning" greeting, a search bar for "Search online documents", and an "Install Office apps" dropdown. An "Apps" section displays icons for Mail, OneDrive, Word, Excel, PowerPoint, OneNote, SharePoint, Teams, Yammer, Dynamics 365, Flow, and To-Do. Below this is a "Documents" section with tabs for "Recent", "Pinned", "Shared with me", and "Discover". A table lists recent documents:

Name	Last opened by you	Sharing	Activity
ICTD Strategy - Progress Report February Final KM (3) linkliving-my.sharepoint.com » ... » Documents	Fri at 12:06 PM	Only you	
Presentation linkliving-my.sharepoint.com » ... » Documents	Feb 22	Only you	

At the bottom right of the documents section, there is a link "See more in OneDrive →".

Service First Project

Aareon QL Housing

Responsive Repairs
Waiting Lists, Allocations & CBL
Planned Maintenance -
Rent Accounting & Arrears -
Estates Management, Complaints & ASB
Asset Management
Major Projects
Task Centre Alerts
Questionnaires & Surveys
Gas Servicing
Asbestos Register
Voids Management
Decent Homes
Supporting People – Not used
Direct Debits

Features Throughout

Fully Integrated CRM
Workflow
Solution-Wide Reporting

Self-Service

Tenant Portal
Contractor Portal
Personnel & Payroll Portal
Tenant Self-Service Apps

Aareon QL Financials

General Ledger
Cash Book
Purchase Ledger
Purchase Order Processing
Fixed Assets & Component Accounting
Sales Ledger
Budget Management
Stock Management
Treasury Management

Tenancy Services 1st Touch

Resident Profile
Client Contact
Rents & Arrears
Complaints & ASB

Estate Management – 1st Touch

Inspections
Fly Tipping
Graffiti
Abandoned Cars
Raising Repairs
Trees

Property Services – 1st Touch

Responsive Repairs
Voids
Stock Condition Surveys
Gas Servicing
Electrical Servicing
Pre/Post Inspections
Stores & Van Management
Public Buildings
Risk Assessments

Customer Self-Service Apps

My Tenancy
My Property
My Community

Housing Officer Work Trays – 1st Touch

HMS Work Tray
Tenant Visit Work Tray



Strategy to operations.



Operating Model is the sum of all the constituent dimensions of the ICT&D function, that is:

People, skills, process, assets, data controls and capabilities.

I also include Industry as an Operating Model dimension



Business Customers

End Users

Manage business & customer relations

Business Relations

Customer Services

Business Relations Management

Customer relationship Management

Design (Plan)

Build

Transition

Operate

ICT&D Strategy and Business alignment

ICT&D strategy development

Service strategy development

ICT innovation management

ICT annual budget planning

Investment management

Demand management

Resource management

Architecture management

Architecture planning

Architecture standards

Service catalogue management

Project portfolio control

Portfolio delivery management

Programme/Project management

Project management

Solution development

Requirement management

Solution design

Service design

Solution build & configure

Solution test

Service portfolio management

Service transition

Change management

Configuration and asset management

Service testing and acceptance

Release and deployment management

Knowledge management

Service level management

Service operations

Event management

Availability management

Security Management

Service reporting

Capacity management

Access management

Continuity management

Sourcing & procurement management

Sourcing strategy management

Supplier selection

Contract Management

Vendor relationship management

Supplier relationship management

Suppliers

Vendors

Business Customers

End Users

Manage business & customer relations

Business Relations

Customer Services

Design (Plan)

Build

Transition

Operate

ICT&D Manager

Digital Participation

Technical Team

Project Manager

System Delivery

Service Delivery

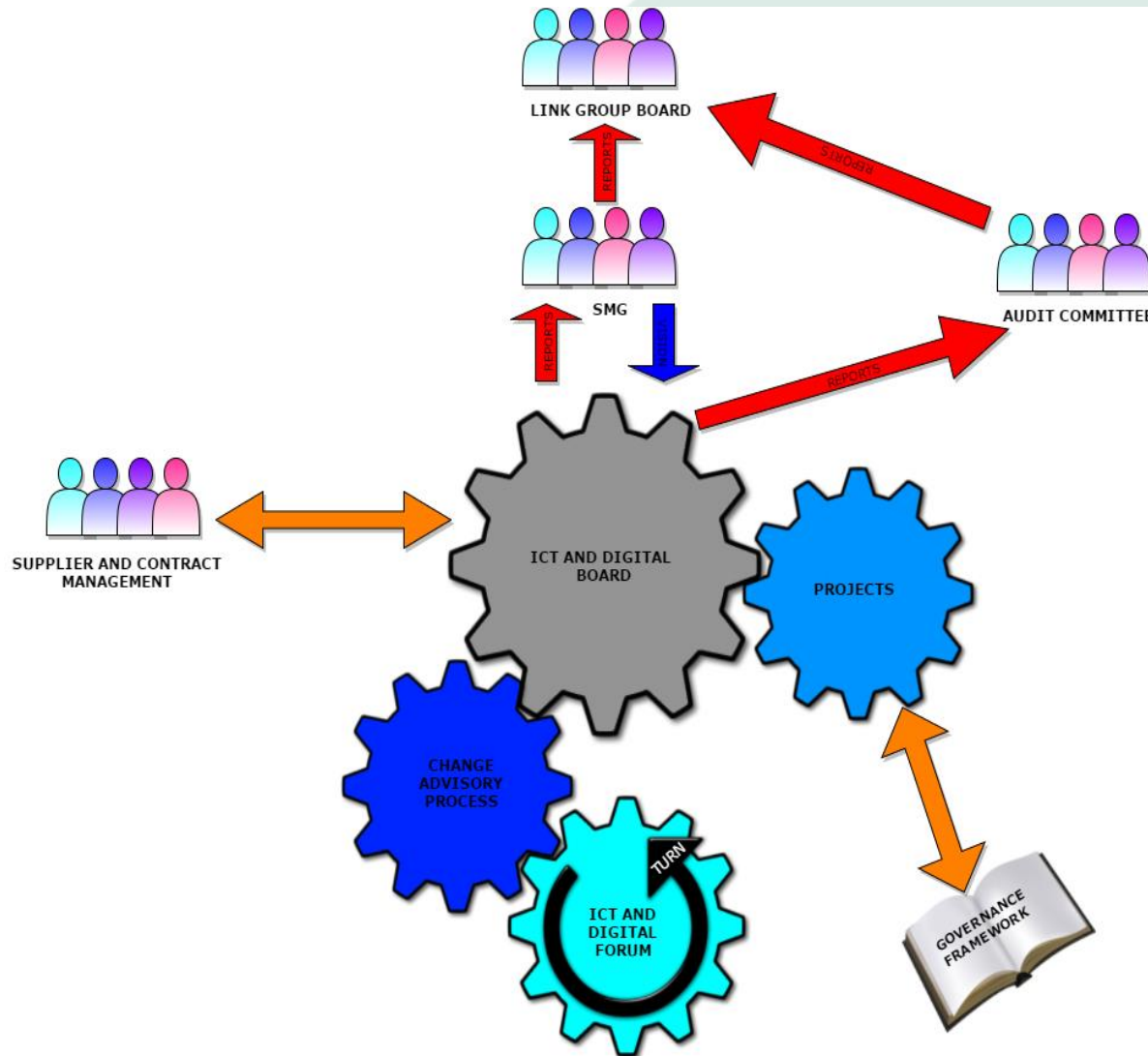
Sourcing & procurement management

Vendor relationship management

Suppliers

Vendors

New ICT Governance Framework



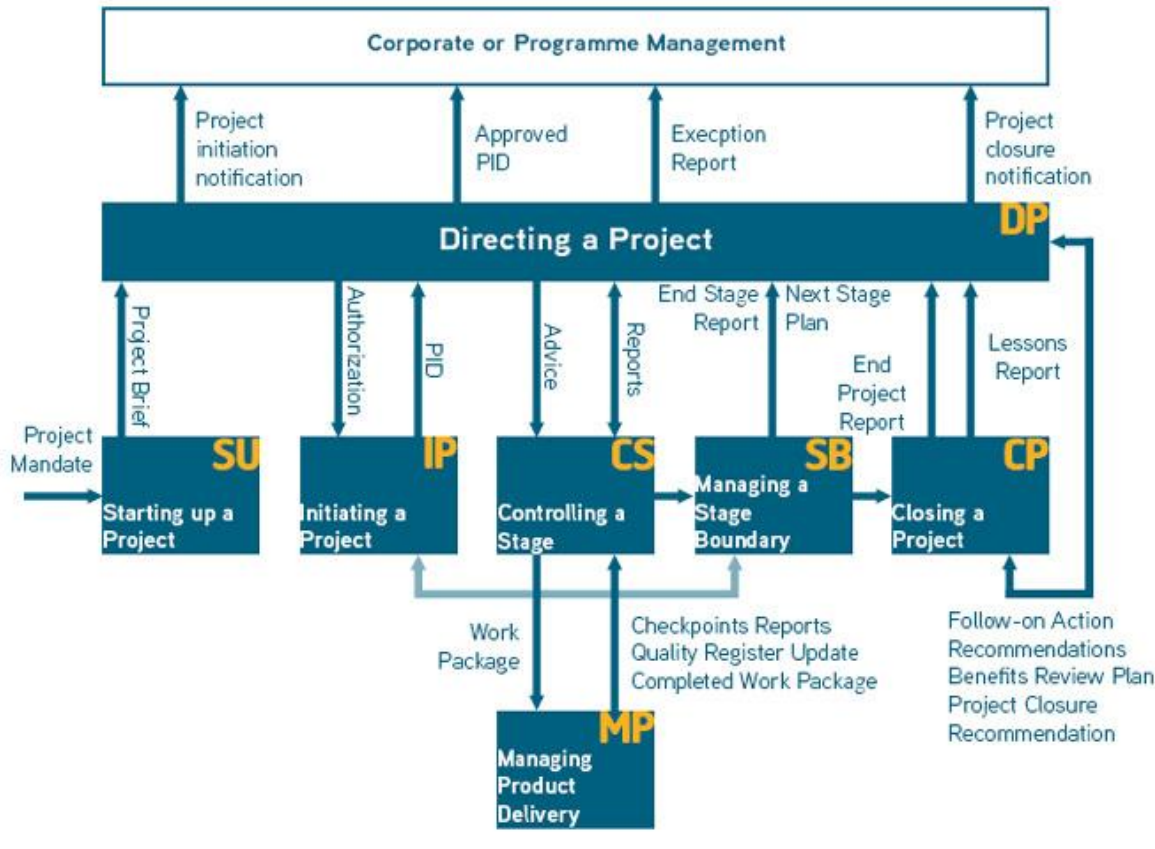
Framework designed to increase pace of change and support project teams.

Will use a number of Gateways to check maturity of project development and delivery.

Outward and inward looking Digital Forum.

Project Management and Change

PRINCE2 Process Model



Opportunities to:

- Increase the pace of change;
- Improve the chance of project success;
- Adopt **PRINCE2/Agile** project management methods;



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Questions



That's all folks!