



CLYDE VALLEY
GROUP

Our Digital & SmartThink Strategy

Created with purpose & action
2020>2025

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Connecting Technology & Success

Our Digital and SmartThink strategy focuses on our efficiency and technology agenda. As an efficient and growing RSL we want to ensure our costs don't grow exponentially and can use this strategy to innovate and control our costs. Aligned to our Customer Experience Strategy, we recognise the need to offer our customers a service that is simple and modern, giving choices for customers. This also means providing better technology and ways of doing things for employees. Therefore our IT infrastructure, automation and business improvements can release capacity to spend on more customer focussed activity, which is critical to the success of the strategy.

Our Strategy Highlights

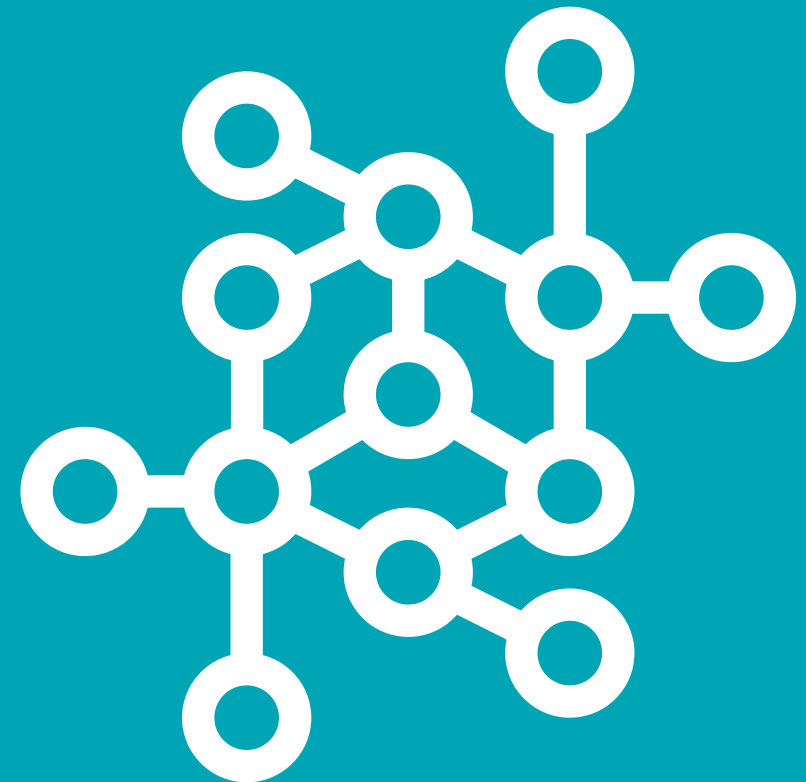


- > We have the right system infrastructure in place to support the changes now and in the future
- > We are maximising the use of technology to benefit our customers
- > Respond to a changing world of work, modernising and adapting ways of working and services for future benefit
- > Integrate digital options for our employees and our customers to provide a more agile and efficient service
- > Maximise use of resources, ensuring we are efficient and effective as possible and working smarter to achieve the right outcomes and results for our customer
- > Increase choice to customers on how to access services
- > Improved Business Continuity
- > Employees have the tools to do their jobs
- > Supporting personalised services in line with our customer expectations
- > Increased levels of employee engagement

Together we make the difference

Our Strategic Context & Priorities

- > Our Strategic Ambitions & Criteria
- > Our Foundation & Drivers
- > Areas of Core Strategic Focus
- > Our Priority Activity



Our Strategic Ambitions & Criteria



Clyde Valley Group (CVG) Ambitions 2020-25

- > A move to cloud based technology
- > Effective and modern systems
- > Digital services supporting self service options
- > A 24 hour service
- > Increased choice to customers on how to access services
- > Increased levels of employee engagement
- > Improved business continuity
- > Mobile working to increase availability and responsiveness
- > The use of systems is maximised, the cost of systems is minimised
- > High level of data accuracy is achieved and data is meaningful, relevant and used to make key decisions
- > Automation is maximised
- > An online CVPS offering to exceed other landlords offerings
- > A focus on SmartThink throughout to achieve efficiencies in employee time and be able to focus resource to high value activity



Our Criteria For Solutions & Outcomes Undertaken

- > Sustainable, affordable and fit for the future of CVG
- > Maximises resources and capacity
- > Provides value for money
- > Is easy to use and customer centric
- > Minimises the dependency on external intervention
- > Is agile and flexible and able to adapt to changing business models
- > Provides solution for modern and agile working
- > Is aligned to other supporting strategies
- > Integrates with current systems easily
- > Data is safe and complies with GDPR

Our Key Foundations & Drivers

Our commitment to a digital service

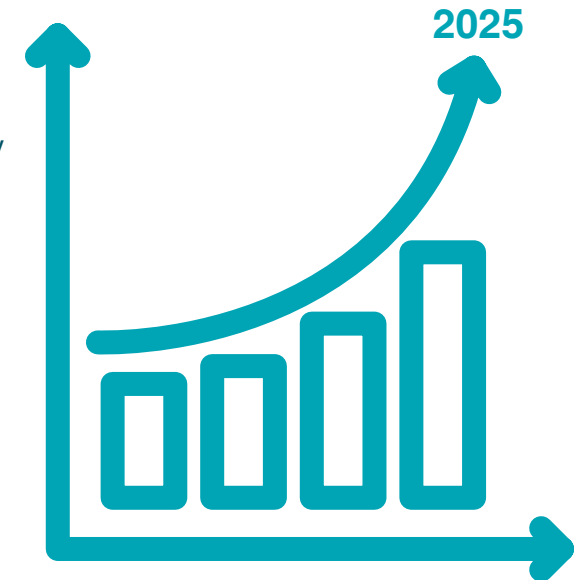
Digital technology is critical to any organisation to allow it to deliver continuous improvement. The appropriate infrastructure, applications and systems need to be available to allow CVG services to be delivered in an efficient, consistent and cost effective manner whilst ensuring clear alignment with organisational strategy.

A culture of continuous improvement and a shift to more automation requires a change in working practices and the People Strategy is aligned to this strategy to ensure our employees are fully supported, trained and integral to the development and implementation of change. Having and being able to analyse

good data is crucial to making the right decisions for CVG. Understanding our customer behaviours and expectations as well as having the ability to predict forward allows investment to be tailored in the right way.

Drivers

- > Service Excellence
- > Growth & Partnership
- > Capability & Efficiency
- > Digitalisation & Modernisation



Foundations

- > A service that fits all customers
- > The ability to use data to drive decision making
- > A culture of continuous improvement
- > The Right Systems & Infrastructure

Areas of Core Strategic Focus

Customer Expectations

Meeting the needs of our customer remain at the heart of everything we do therefore meeting Customer Expectations and providing agile and modern service offering is must. A 24 hour online service for customers but still with the ability for customers to use the phone or meet face to face if that is their preference. We will develop and implement the tools to provide a best in class customer service.

Systems & Infrastructure

Focus will be on investment in Systems & Infrastructure to ensure these are fit for purpose for now and in the future. Getting these right is integral to deliver a reliable digital offering to customers, providing the right

tools to our employees to deliver the service, ensuring a high level of business continuity is in place and to continue to deliver value for money.

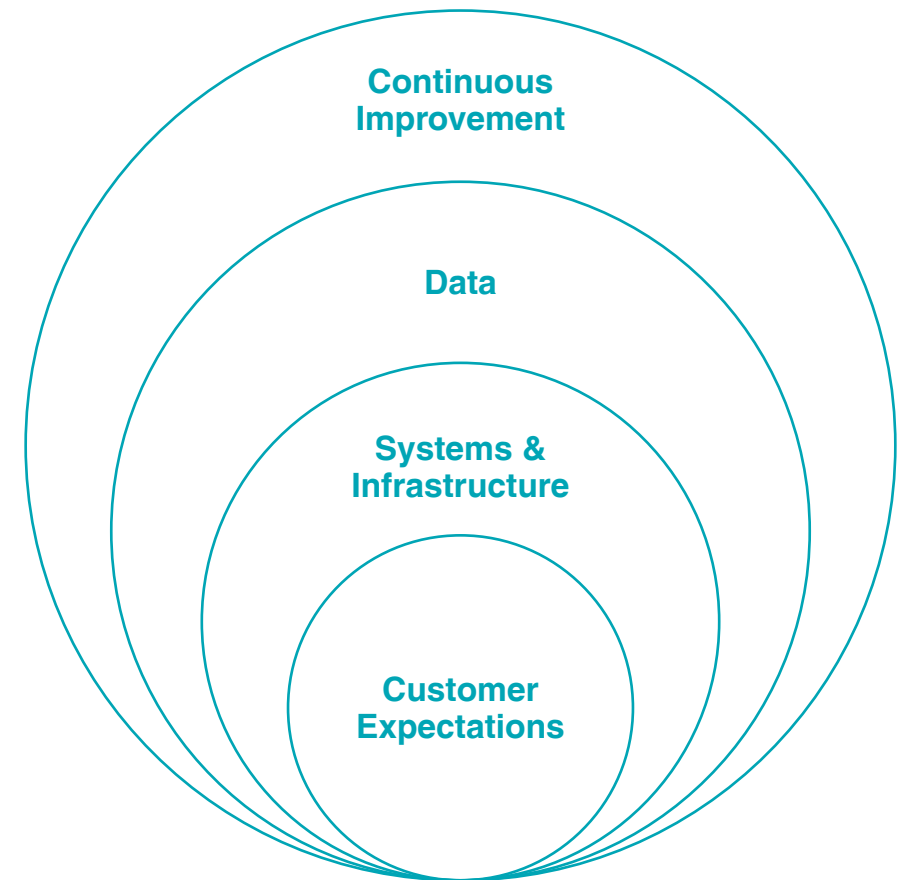
DATA

Data is key to any organisation. We will continue to work on ensuring a high level of data integrity but also greater consideration given to the data we collect, maintain and use to ultimately understand more about our customers and be able to make more informed decisions.

Continuous Improvement

It is important to ensure we continue to provide value for money and Continuous Improvement is a key focus for CVG. We will continue to embed

our SmartThink ethos across CVG and engage with employees and customers to implement key improvements.



Our Priority Activity to Deliver

At the core of all activity

Four specific areas of work will take centre stage in our Digital and SmartThink for the coming 5 years, informing, supporting and impacting everything we do:

1

A shift from manual to automation where required will allow employees to have time to focus on the customer activity - improving our customer service and offering.

2

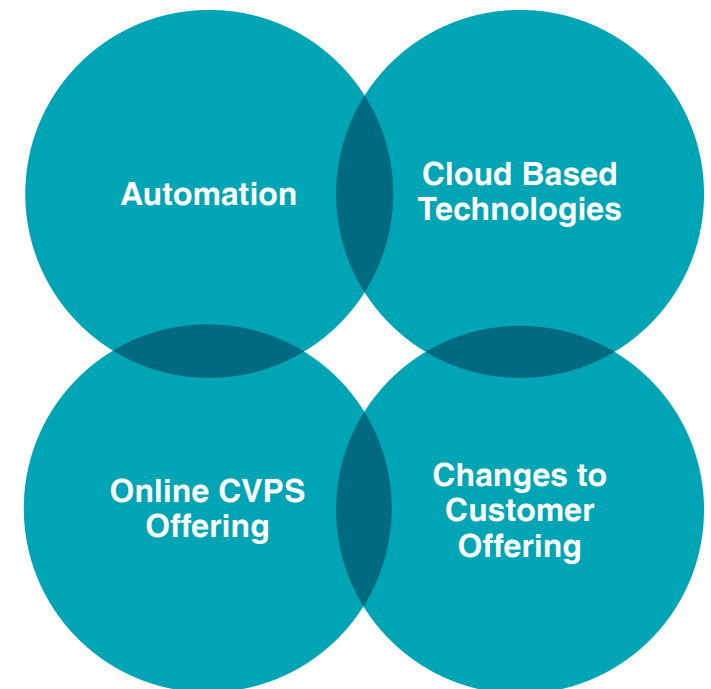
A move to cloud based technologies where appropriate to provide a robust disaster recovery framework as well as assist in a modern way of working including mobile working. Providing the tools for employees to be mobile and agile allowing more time to be spent on front line activity, supporting customers, being output focussed and reduce duplication of effort.

3

Using our customer insight data to develop different ways in which customers can engage with us. Providing a 24/7 offering to customers using digital technology, providing a more flexible and tailored customer offering.

4

An online Clyde Valley Property Services (CVPS) offering to allow successful business growth.



Our Core Elements of Strategy

- > Cloud Based Technologies
- > Automation & Business Improvements
- > Changes to Customer Offering
- > Online CVPS Offering



Cloud Based Technologies

The world of providing IT and systems is changing and Cloud Technology allows the on demand availability of computer system resources, especially data storage and computing power without direct active management. Our **4 key objectives** are to maximise the use of cloud technology where it adds value:

1

Engage in Cloud Based Technologies

We intend to explore further the use and benefits of cloud based technologies. It allows users to use the system via a web browser from anywhere. This brings great flexibility and efficiency to organisations embracing cloud.

An initial scoping will be the first step to plan the journey for the duration of the strategy.

2

Provide Simple & Flexible Technologies

Our surveys tell us employees don't always have the tools to do their job. We want to change this and ensure employees are fully equipped with the right systems and technologies that fit with a more personalised customer journey. A solution that allow employees to work from wherever is best for our customers.

3

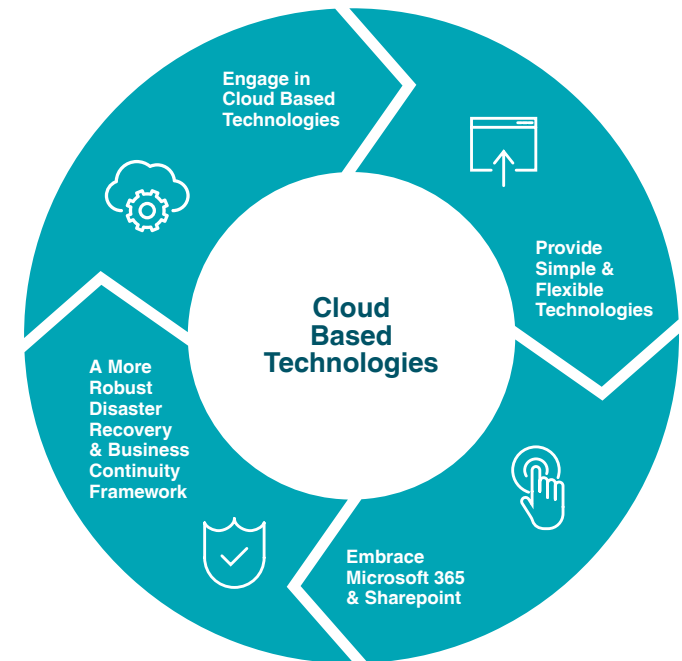
Embrace Microsoft 365 & Sharepoint

We will embed Microsoft 365 and Sharepoint early in the strategy delivery. This will align to our people and customer strategy providing the infrastructure to allow employees to work more flexibly. This will also provide our document management solution bringing efficiencies and a more integrated approach.

4

A More Robust Disaster Recovery & Business Continuity Framework

Cloud based technologies provides a much wider solution to business continuity and disaster recovery removing the dependence on the need to have other premises and server rebuilds.



Automation & Business Improvements

As a learning organisation CVG wants to ensure automation is at the heart of the strategy. This allows employees to spend more time on value added activity that benefit customers and not data processing. An automated environment reduces the room for error and releases capacity to delivery other services:

1

Deliver the Capita Improvement Plan

A programme of improvements identified to bring greater efficiencies, reduce the risk of single point of failure and capitalise on the investment made in Open Housing. This will be delivered over the first 12-18 months of the strategy.

2

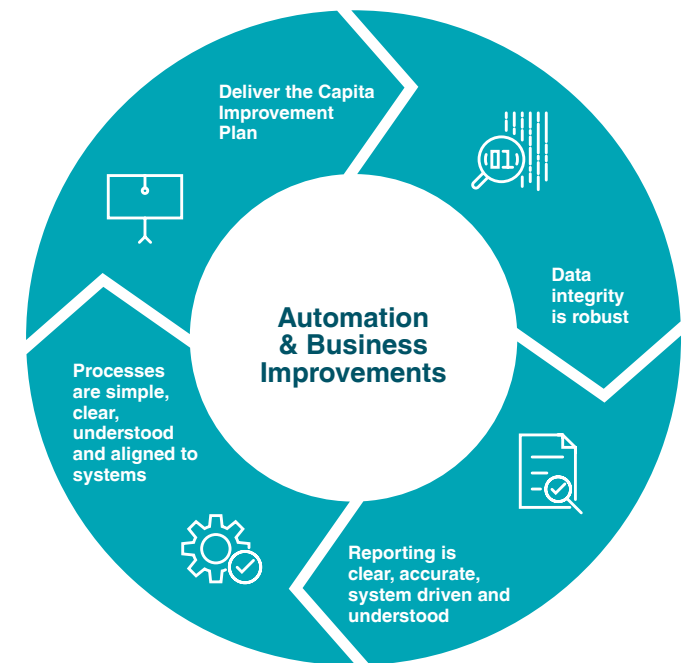
Data integrity is robust using the system more and less reliance on spreadsheets. Ensuring reports are generated from the system and the data is stored in the right way. Creating the solution to upload data automatically to reduce the chances of errors from manual input.

3

Reporting is clear, accurate, system driven and understood Use of insight and other reporting tools will be a key priority during the time of the strategy.

4

Processes are simple, clear, understood and aligned to systems. A programme of process improvements, using our Business Improvement team to remove waste from systems and align processes to maximise the benefits of the systems in place. Identification of alternative systems, bolt ons, and further modules from current systems.



Changes to Customer Offering

Our Customer Experience Strategy outlines the key objectives to 2025 and this objective is to ensure the digital offering is running alongside this and is aligned to the outcomes of that strategy whilst ensuring efficiencies and continuous improvement is integral:

1

Customer Portal & CVG App

We intend to build on “My Clyde Valley” by improving and promoting the CVG app, developing and rolling out a customer portal to enable self service where our customers want this.

2

CRM System

Sourcing and implementing a CRM system across CVG to support the objectives of the Customer Experience Strategy.

3

Modern Customer Services

Providing the digital solutions and tools for our employees to support the operating model developed as part of the Customer Experience Strategy.

4

Automated Repairs Service

As our new repairs contract is awarded at the outset of the strategy we have an opportunity to automate as much of the process to provide a better experience for our customers and a more efficient method of working for our employees.



Clyde Valley Property Services Online Offering

Clyde Valley Property Services, the commercial subsidiary within the group has ambitions to grow in terms of lettings, factoring and housing for outright sale. To successfully grow the business investment in systems and processes is required to support a sustainable offering:

1

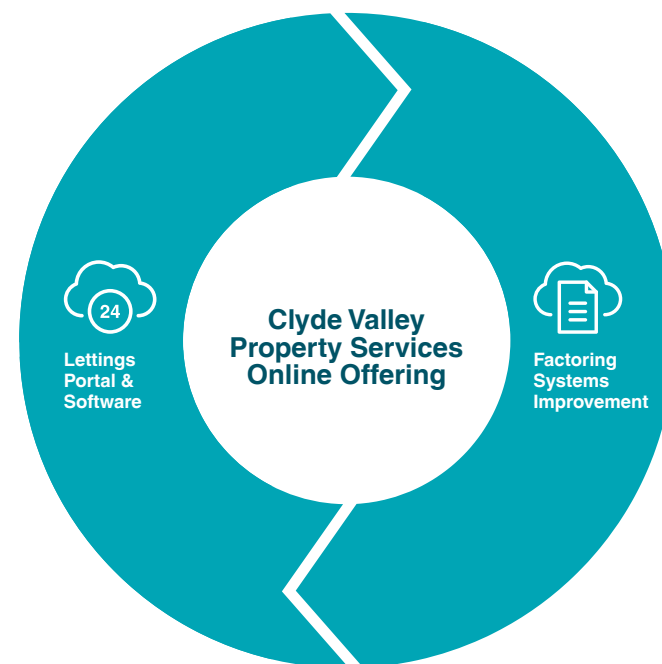
Lettings Portal & Software

We intend to build on the success of our lettings business and to succeed we will develop a more customer focussed solution to give a 24/7 online service for both the landlord and the customers.

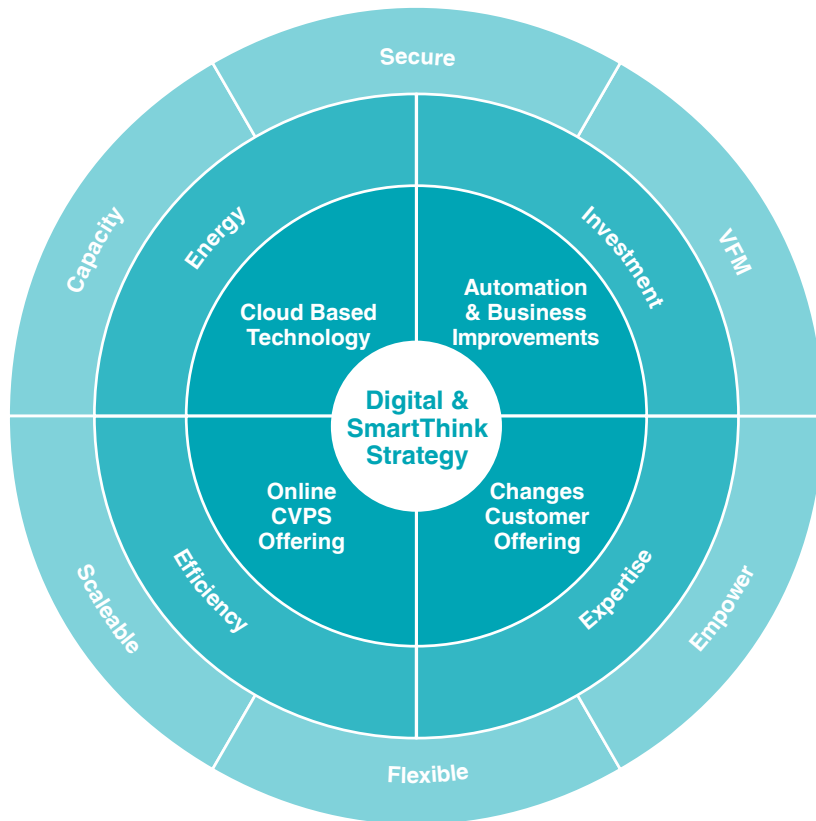
2

Factoring Systems Improvement

We intend to continue to deliver on the factoring improvement action plan and align systems and processes to provide an efficient and robust system for factoring repairs, invoicing and payment collection.



Our Digital & SmartThink Strategy Matrix

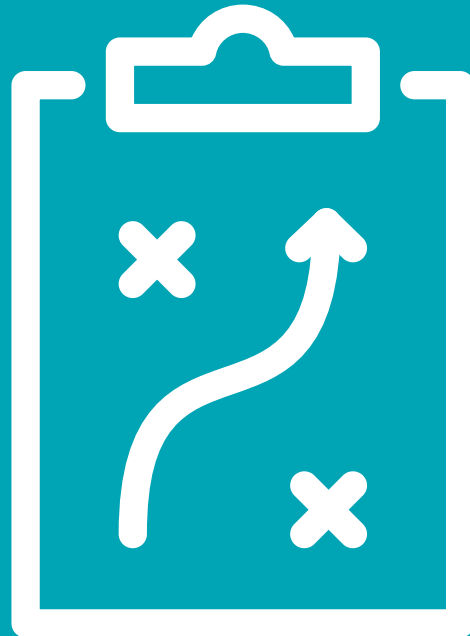


The Digital and SmartThink Strategy Matrix brings together in one diagram all the elements of the CVG Digital and SmartThink Strategy:

- > Our aspirations for the future infrastructure and systems to be secure, flexible and scalable
- > Recognition that the digital world is fast moving and changing and we want to minimise risks
- > Understanding that we need to invest in the success of the strategy

- > Our desire to become more automated to release capacity to do more for our customers
- > Providing the right tools and infrastructure for our employees to empower them to work more flexibly
- > Continue to deliver efficiencies and provide value for money in every aspect of our business
- > Making best use of our current systems and aligning our processes to meet this requirement

Making it happen - our action plan



Cloud Based Technology

- > Move to Office 365 and Sharepoint (for document management) Yr 1
- > Roll out use of Sharepoint Yr 2
- > Mobile working solution aligned to OD strategy Yr 1-2
- > Further investigate use of cloud based technology and develop action plan for delivery Yr 1
- > Develop and roll out new intranet and website Yr 2

Automation & Business Improvements

- > Recruit New Business Improvement Team Yr 1
- > Deliver on the Open Housing Improvement Plan Yr 1-2
- > Ensure standard insight reports are in place where required Yr 1-2
- > Establish SmartThink team as champions Yr 1
- > Paperless environment Yr 2
- > Install more flexible print software Yr 1

Changes to Customer Offering

- > Investigate and tender for CRM system (customer portal) Yr 1
- > Develop operating model and align systems to fit Yr 1-5
- > Further develop the CVG app Yr 1-3
- > Automated repairs service implemented Yr 1

CVPS Online Offering

- > Source and roll our CVPS lettings software Yr 1
- > Continue to deliver on the Factoring improvements action plan Yr 1
- > New website roll out for CVPS Yr 1

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