"Offering our community more than a home"

I.T. Strategy 2016-2021
(Update)

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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 provide quality, affordable housing that meets the changing needs of our customers and to ensure fair access to housing within our area.

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.

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A1. Introduction

Clydebank Housing Association (CHA) is committed to the use of Information Technology (IT) as an essential business, communication and research tool for all staff and committee who have access to CHA's IT facilities. As a result we will seek to realise efficiencies and improve services and experiences in order to benefit our customers.

This IT Strategy (the Strategy) 2019 update for CHA covers the period 2016-2021 and supports the Business Plan for the same period focusing on the following Strategic Objectives:

1. **To provide quality, affordable housing that meets the changing needs of our customers and to ensure fair access to housing within our area.**
2. **To manage the houses provided, in a professional and cost effective manner, for the benefit of our local community and the environment.**
3. **To provide a first class maintenance service which offers value for money and ensures the comfort and safety of our residents while achieving high levels of satisfaction**
4. **To work in partnership with others, supporting our tenants and other customers, to maximise opportunities for physical and socio-economic regeneration in Clydebank.**
5. **To ensure local decision making and community control, we will encourage our tenants and other customers to influence our policy and participate in decisions, which may affect them.**
6. **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.**
7. **To promote social inclusion by applying principles of equality and diversity to everything we do.**

A2. Purpose

The IT Strategy has been produced to set out a plan for the provision of IT from 2016-2021 and outlines how CHA will use and develop IT to deliver a first class service to our internal and external customers. This strategy is set out in conjunction with and takes cognisance of the principles of the Association's IT Policy

This document provides a vision of how IT will be used efficiently, taking advantage of the opportunities that arise from on-going technological and organisational developments.

The organisational needs of CHA will drive the IT strategy as well as the external environment the Association operates within; to ensure any investment made will offer support the achievements of its objectives.

IT underpins all areas of our work and this Strategy aims to ensure that all of our systems are intrinsically linked and we will continue to improve and develop in line with the aspirations of our internal and external customers.

CHA will continue to invest in IT over the 5 year period in line with our business needs and renewal programme to achieve the very best outcomes for our staff and our customers, where it is financially feasible and worthwhile to do so.

A3. Implementation Of Strategy

- The Chief Executive is responsible for the implementation and review of this strategy.
- The Finance and IT Assistant (currently on secondment) is responsible for ensuring strategy is up-to-date and relevant.
- Heads of Service and Departmental Managers are responsible for ensuring all users are aware of this Strategy and its application.

A4. Principles

CHA aims to achieve its mission by delivering a range of high quality services, which meet or exceed the needs and aspirations of all our clients. We will maximise both our financial and staff resources to achieve value for money, responding to change and working with others to regenerate Clydebank.

For the Association to achieve its objectives, key IT actions have been identified to implement the Strategy (attached action plan). When reviewing each key action, we will consider what resources will be needed whilst ensuring value for money and taking cognisance of our core values (below).

"Offering our community more than a home"

We will achieve this by being õ õ ..

Respectful - we will treat all our customers with courtesy and respect.

Accountable . we will be open, honest and approachable and act with the highest integrity at all times.

Responsive and Informative . we will listen, respond and inform through effective and timely communication.

Professional . we will ensure we have the appropriate skills and strive for excellence in all aspects of our service.

Strategy

B1. Infrastructure – Maintaining And Rationalising It Services

The provision of IT services is vital to CHA with service delivery, to a large extent, dependent on IT services such as email, data networks, servers and personal computers, telephony and increasingly - the internet/CHA website. This requires an effective and efficient technology infrastructure that is maintained and updated on a regular basis to provide the necessary functionality. An appropriate level of flexibility and scope for growth to reflect potential organisational changes and customer needs is also important.

Priorities 2016 . 2021
˝ Monitoring and retendering of the IT network and support contract and the selection of preferred supplier by the end of 2020/21.
˝ Successful management of desktop computing and software use as evidenced by user satisfaction on PC MOTs and use of PC Renewal Programme.
˝ Continued review of IT Policy.
˝ Improved IT business continuity plans as per updated Disaster recovery procedure.
˝ The development of mobile working options for staff to provide a streamlined and flexible service delivery.
˝ Cognisance of IT related strategic and operational priorities detailed in the Business Plan and Risk Management Strategy.

B2. Information - Management And Security

Effective data and information management is vital to decision making and to provide the appropriate levels of security. The theme of this strategy focuses on a continuous improvement to internal and external security and information management. This Strategy should also consider the implication of Data Protection Act 1998 and associated regulations; it therefore should be read in conjunction with CHAs Data Protection and Management of Information Policy.

Priorities 2016 . 2021
˝ Development of Permissions matrix to ensure only relevant staff have appropriate access and use of each folder within the shared network drive.
˝ Ongoing monitoring and updating of software package CPTRAX to audit and report on all access and changes made to our files and IT system.
˝ Ongoing monitoring of Castleton Hometeam and where necessary, upgrade of the system to ensure use of added data and analysis codes to ultimately provide all information required for Annual Return of the Charter.
˝ Encrypted Pen drive storage and signed annual declarations of use by all staff to ensure no data is kept on local drives which are not backed up.
˝ Adding annual backups to the rota to provide year end reference points for information.
˝ Creating a procedure for secure setting of passwords for documents, mailboxes and software.
˝ Use of Intranet to share and store information for use by Staff and Committee members.

˝ Continued awareness of the recommendations from successful 2014 Internal Audit of our system security.
˝ Updated and effective anti-virus software installed on all computers.
- Cognisance of GDPR guidelines and the development of new and revised policies to ensure compliance by 25 May 2018 and in an ongoing basis.

B3. Customer Services – Digital Inclusion

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 Associations Customer Care Policy which states %Customers are our priority and we ensure equality of service throughout our organisation+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.

Priorities 2016 . 2021
˝Development of a Digital Inclusion Strategy with projects providing tenants with motivation and a means to access digital services and skills.
˝C81 IT suite continuing to offer free computer access to tenants and wider public in order to mitigate some of the potential impact of full Universal Credit roll out in the area.
˝The provision and advertising of free public Wi-Fi at Centre81 and CHA offices.
˝The use of the CHA web site as the premier channel for a growing number of customer self-service facilities.
˝ Continued development of self-service and web-based forms for all high volume customer transactions.
˝ Increased information channels including social media use of Facebook and Twitter.
˝Using IT services in conjunction with current Tenant Participation Strategy in order to increase ability of our tenants to become involved in our decision-making process.
- Connecting Clydebank ACF Project to include digital outcomes, including engaging with CHA tenants to provide digital skills, hardware and access to affordable internet access.

B4. Cost Effectiveness – Value For Money

The effective management and governance of all IT resources is critical to overall business success. In order to commit to continuous improvement, CHA aims to apply a value for money approach; based on reducing costs, realising efficiencies and maximising assets and resources. IT has a key role to play in the success of all of these. In recent years the Association has seen changes in how IT services are delivered to staff, committee and customers. These demands will continue to increase as Committee Members, Staff, customers and suppliers continue to adopt new and modern approaches to delivering services.

Priorities 2016 - 2021

˝ Monitor, analysis and provision of IT services to enable all staff to carry out their roles effectively.

˝ Continued use of IT to facilitate Management Committee services, enabling fast two way communication, including electronic transfer of reports and access to Associations intranet and email.

˝ Monitoring and development of procurement procedures including New PC Procedure and liaising with external suppliers to control costs whilst increasing life cycle of hardware where viable.

˝ Review internet/telephony contracts and infrastructure to include new, up to date, efficient, and cost effective options.

˝ Increased consultation on IT services through bi-monthly IT meeting with CEO, monthly staff update via intranet posts, and addition to capital purchases report.

˝ Increase Disaster Recovery suite service.

C.   Action Plans

Infrastructure Action Plan

Task/Action	Link to Strategic Objective	Who	Monitoring	Progress / Completed
Renew Support Contract	6 - Ensure resources are adequate to deliver our objectives	All	Supplier Performance Cost	Complete - Renewed March 2018
Maintain office Systems Administration / IT support calls	6 - Ensure resources are adequate to deliver our objectives	All	Capital Purchases Report Staff Satisfaction monitored on PC MOT forms	Complete - Quarterly (January, April, August & October) Finance & Corporate Services meeting
Facilitate ability to carry out more work tasks while out of the office through an increased operational efficiency.	2 - To manage the houses provided, in a sensitive and cost effective manner, for the benefit of the local community 3 - To provide a first class maintenance service which offers value for money and ensures the comfort and safety of our residents while maintaining high levels of satisfaction	HS	Maintain register of number of staff able to carry out mobile working tasks Customer Satisfaction surveys Void management efficiency through iPad use Reduction in Estate management disputes	Digital maximisation action plan to be devised in conjunction with all staff to ensure increased efficiencies - April 2020 Increased use of smart phones and iPads for all staff HM software proposed upgrade/renewal April 2020

| Increase uptake and ensure regular/periodic testing of CHA Disaster Recovery suite | 4 - To work in partnership with others, supporting our tenants and other customers, to maximise opportunities for regeneration in Clydebank

6 . Ensure resources are adequate to deliver our objectives | All | Supplier Performance - Disaster Recovery test records

Number of contracts taken out

Savings from using previous external facility | Completed . annually

C81 to be tested in Jan 2020 for use during office renovation/move |

Information Action Plan

Task/Action	Link to Strategic Objective	Who	Monitoring	Progress / Completed
Develop Permissions matrix for all staffs access rights to each folder on shared network drive	2 . To manage the houses provided, in a sensitive and cost effective manner, for the benefit of the local community	All	Supplier Performance . Helpdesk tickets Capital Purchases Report Stats Permissions Matrix Document	Quarterly (January, April, August & October) review Finance and Corporate Services meeting Complete
Implementation of IT auditing software	6 . Ensure resources are adequate to deliver our objectives	All	CPTRAX Reports	April 2017 - Complete
Carry out data check for ARC submission post Kypera upgrade.	2 - To manage the houses provided, in a sensitive and cost effective manner, for the benefit of the local community 3 - To provide a first class maintenance service which offers value for money and ensures the comfort and safety of our residents while maintaining high levels of satisfaction 6 . Ensure resources are adequate to deliver our objectives	HS	Annual Report on charter completion Kypera Helpdesk tickets and address repeated issues Repairs/Void stats	December 2016 - Complete

Ensure use of encrypted Pen Drive for secure use/backing up of data	2 - To manage the houses provided, in a sensitive and cost effective manner, for the benefit of the local community 6 . Ensure resources are adequate to deliver our objectives	All	PC MOTs (lifespan of PCs) Data loss C:\ drive check	December 2016 - Complete
Create Password Procedure to be added to IT Policy	2 - To manage the houses provided, in a sensitive and cost effective manner, for the benefit of the local community	All	CPTRAX Reports Security Audit	April 2017 - Complete
Submit 6 monthly report on IT Strategy to Management Committee	6 . Ensure resources are adequate to deliver our objectives	DPCO	Report findings Feedback.	Scheduled again for MC meeting April 2020
*Cyber security Essentials accreditation complete	2 - To manage the houses provided, in a sensitive and cost effective manner, for the benefit of the local community 6 . Ensure resources are adequate to deliver our objectives	DPCO	Self Assessment CE Accreditation	Ongoing . Accreditation due April 2020 Payment made November 2019. Cyber essentials programme underway: Self-Assessment to be carried out by DPCO / CVN December 2019.

Customer Services Action Plan

Task/Action	Link to Strategic Objective	Who	Monitoring	Progress / Completed
Develop of Digital Inclusion Strategy (giving initiatives to providing tenants . who are 40% less likely to be online than homeowners - with motivation and access to use digital services)	4 - To work in partnership with others, supporting our tenants and other customers, to maximise opportunities for regeneration in Clydebank 5 - To ensure that our community focus is underpinned by local decision making and community control, encouraging our tenants and other customers to	TP C81	Increased use of digital services/channels (decrease in traditional comms methods) Uptake of projects Cost savings Customer satisfaction	Completed DI Strategy 2016 28 families given free IT equipment to enable . July 2019 400 tenants visited to offer support reducing cost of broadband . March 2019

	influence our policy and to participate in decisions, which may affect them. 7- To promote social inclusion by applying principles of equality and diversity to everything we do			102 - Cumulative attendance at Ecommerce/IT Drop in between July 2018-July 2019
Provide public IT Services inc. WiFi at C81 (online access point)	4 - To work in partnership with others, supporting our tenants and other customers, to maximise opportunities for regeneration in Clydebank 7- To promote social inclusion by applying principles of equality and diversity to everything we do	C81	C81 foot fall Presence as Online access point on Digital Scotland website	Ongoing - CVN created received from C81 Completed July 2019 (ACF Report)
Develop increased communication channels for tenants/ increase involvement in CHA decision making process (inc. Website & Social Media)	4 - To work in partnership with others, supporting our tenants and other customers, to maximise opportunities for regeneration in Clydebank 5 - To ensure that our community focus is underpinned by local decision making and community control, encouraging our tenants and other customers to influence our policy and to participate in decisions, which may affect them. 7- To promote social inclusion by applying principles of equality & diversity to everything we do	All TP	Tenant satisfaction results Website Hits No. of Social Media Followers	Annually July 2019 . Completed ACF End of Project Report CHA Facebook . 378 follows C81 Facebook . 1934 follows C81 twitter started March 2018 . 221 followers ACF twitter . 755 Followers C81 Instagram . 213 Followers Website hits charted by Comms Officer from November 2019
Ensuring new website is up to date and accessible, with all information supplied in line with Glasgow West of Scotland Forum (GWSF) and SFHA guidelines including FOI (and data protection) compliance	6 . Ensure resources are adequate to deliver our objectives 7- To promote social inclusion by applying principles of equality and diversity to everything we do	SB Senior Staff IT	Regular updates Amount of information available on line Website hits	December 2016 . completed . Updated to reflect FOI requirements November 2019

Cost Effectiveness Action Plans

Task/Action	Link to Strategic Objective	Who	Monitoring	Date to be Completed/ Checked
Calculate IT spend and how efficiently money is spent on services/projects	2 - To manage the houses provided, in a sensitive and cost effective manner, for the benefit of the local community 6 . Ensure resources are adequate to deliver our objectives	Finance	Budget Capital Purchase report IT spend as % of overall turnover	Report by DPCO due Dec 2019
Continually monitoring & developing Committee IT services	2 - To manage the houses provided, in a sensitive and cost effective manner, for the benefit of the local community	MC	Supplier Performance Cost MC IPad survey	Complete - January 2017 . January 2019 New MC IPads issued April 2019
New Procurement procedure	6 . Ensure resources are adequate to deliver our objectives	Finance	Capital Purchases Report Staff Satisfaction monitored on PC MOT forms Costs/Savings	April 2019 . Completed Procurement Policy
Review telephone/internet contracts and infrastructure	6 . Ensure resources are adequate to deliver our objectives	All	Savings on previous contracts Customer surveys Efficiencies	Due for review February 2021 (prior to hardware contract renewal)
Continued/increased use by CHA and other organisations of DR suite at 63KR	4 - To work in partnership with others, supporting our tenants and other customers, to maximise opportunities for regeneration in Clydebank 6 . Ensure resources are adequate to deliver our objectives	Finance	No of organisations to sign DR suite contract (and consequent income from these) Savings from using previous external facility	Completed - Annually March 2019. C81 due for use during CHA office renovation

Continuous communication with CEO, Staff and committee members to ensure all policies/procedures are monitored, developed, reviewed & followed stringently	2 - To manage the houses provided, in a sensitive and cost effective manner, for the benefit of the local community 6 . Ensure resources are adequate to deliver our objectives	All	Policy review/development	Completed FOI policy and procedure approved October 2019