



"Offering our community more than a home"

DRAFT

I.T. Strategy 2021-2026

Formatted: Font: (Default) Arial, 16 pt

Management Committee submission: 26 May 2021

Last Approved: November 2019

Approved:

Next Review date: May 2022

- 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.

Index

Section A Introduction

A1	Introduction
A2	Purpose
A3	Implementation
A4	Principles

Section B Strategies

B1	Infrastructure – Maintaining and Rationalising IT Services
B2	Information - Management and Security
B3	Customer Services – Digital Inclusion
B4	Cost Effectiveness – Value for Money

Section C Action Plans

C1	Infrastructure – Maintaining and Rationalising IT Services
C2	Information - Management and Security
C3	Customer Services – Digital Inclusion
C4	Cost Effectiveness – Value for Money

Section A 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) for CHA covers the period 2021-2026 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 2021-2026 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 Data Protection and Compliance Officer 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

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.

Section B Strategies

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 2021 – 2026

- Monitoring and retendering of the IT network and support contract.
- Successful management of desktop computing and software.
- Continued review and testing of our IT business continuity plans
- Develop and implement agile working (hardware & Software) options for staff.
- Upgrade and move systems online.
- Integration of C81 and Clydebank HA ICT infrastructure
- 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 CHA's Data Protection and Management of Information Policy.

Priorities 2021 – 2026

- Ongoing development of the new HomeMaster system.
- Update and develop our Software Systems.
- Utilisation of technology to enhance GDPR and FOI compliance.
- Development of a Document Management System.
- Implementation of enhanced device security and cyber security testing.
- Ensuring back-up facilities are adequate and in line with expected timescales.
- Continued use of Intranet to share and store information for use by staff and Management Committee members.
- Continued audit of system (internal audit, cyber security)

B3. Customer Services

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 Association's 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 2021-2026

- Ensuring Digital Inclusion Strategy is fully met and action plans are followed
- Redevelopment and modernisation of CHA and Centre 81 Websites.
- Implementation and development of the HomeMaster Tenants Portal.
- Implementation and development of the HomeMaster Contractors Portal.
- Utilise E-mail and digital correspondence with tenants to improve speed of communication and decrease costs.

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.

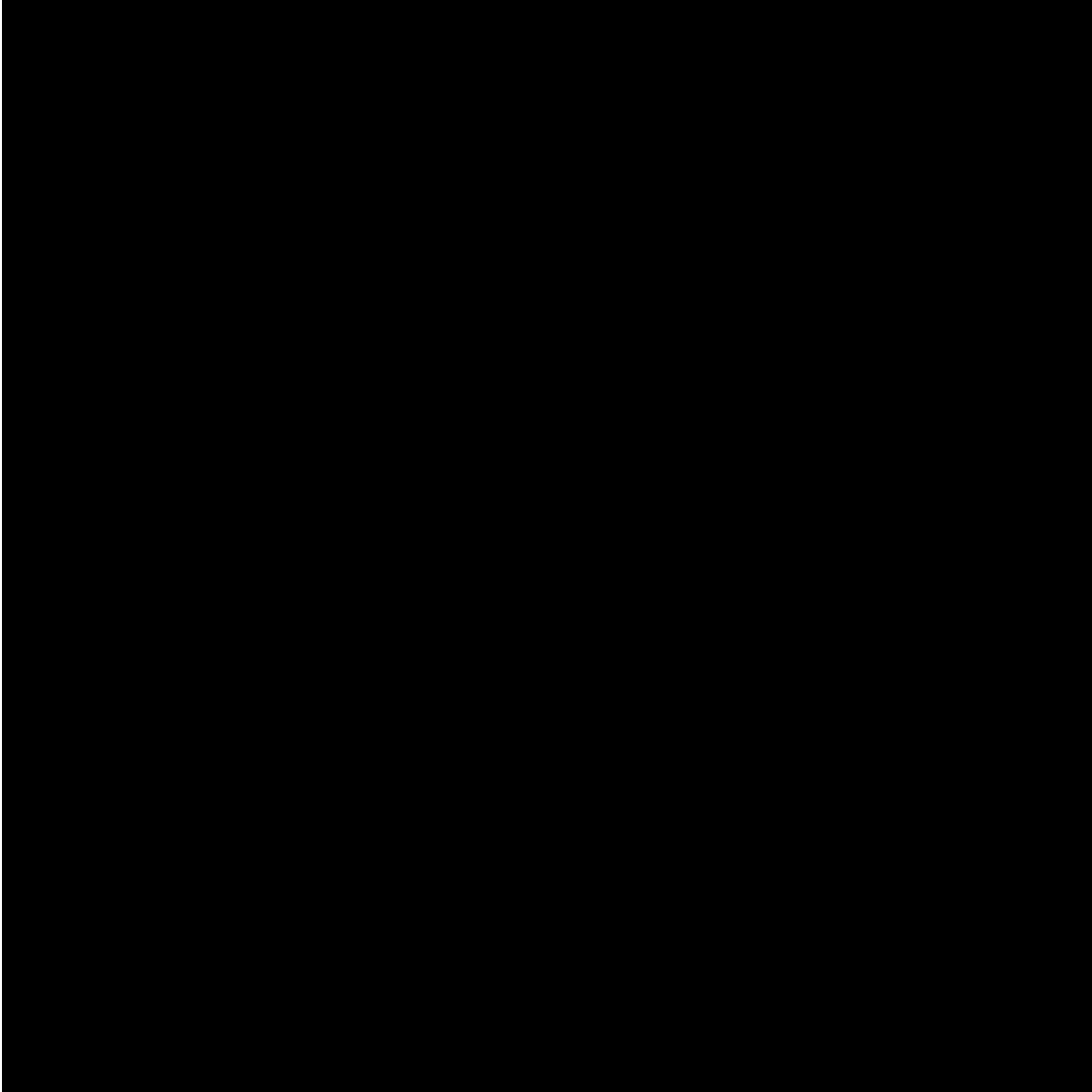
Priorities 2021 – 2026

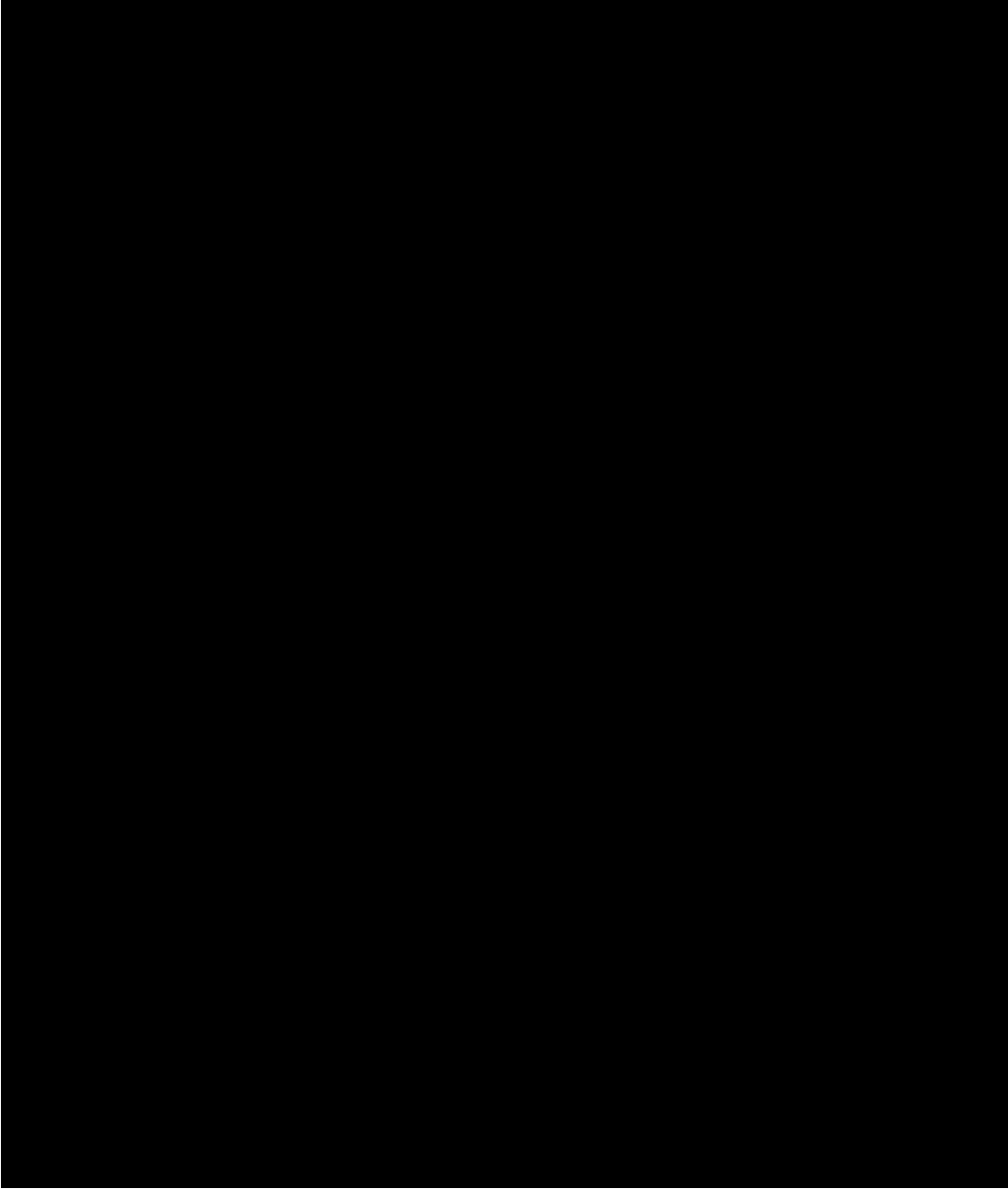
- Management Committee Upgraded to Office 365/One Drive
- Continued Monitoring and timely renewal/disposal of our ICT Assets.
- Increased consultation on IT services
- Agile working practices rolled out
- Ensuring procurement practices followed and include effective IT efficiencies
- Streamlining procedures through IT efficiencies

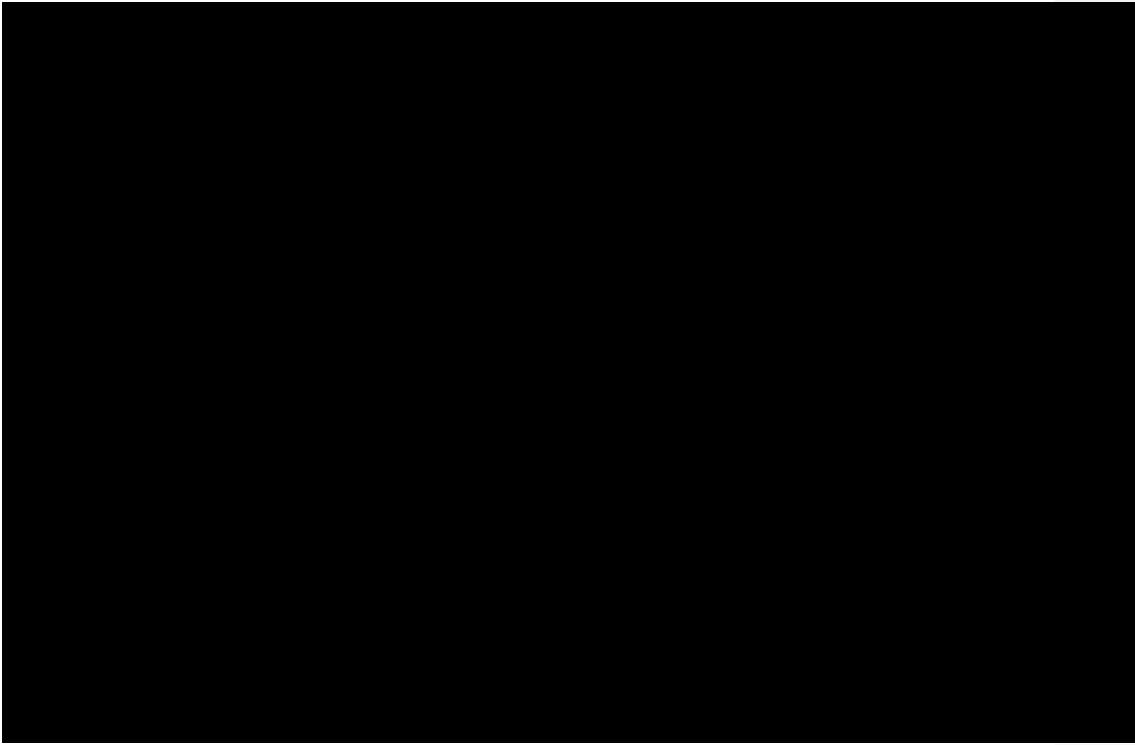
Section C Action Plans

C1. Infrastructure Action Plan

Task/Action	Link to Strategic Objective	Who	Monitoring	Progress / Completed
-------------	-----------------------------	-----	------------	----------------------

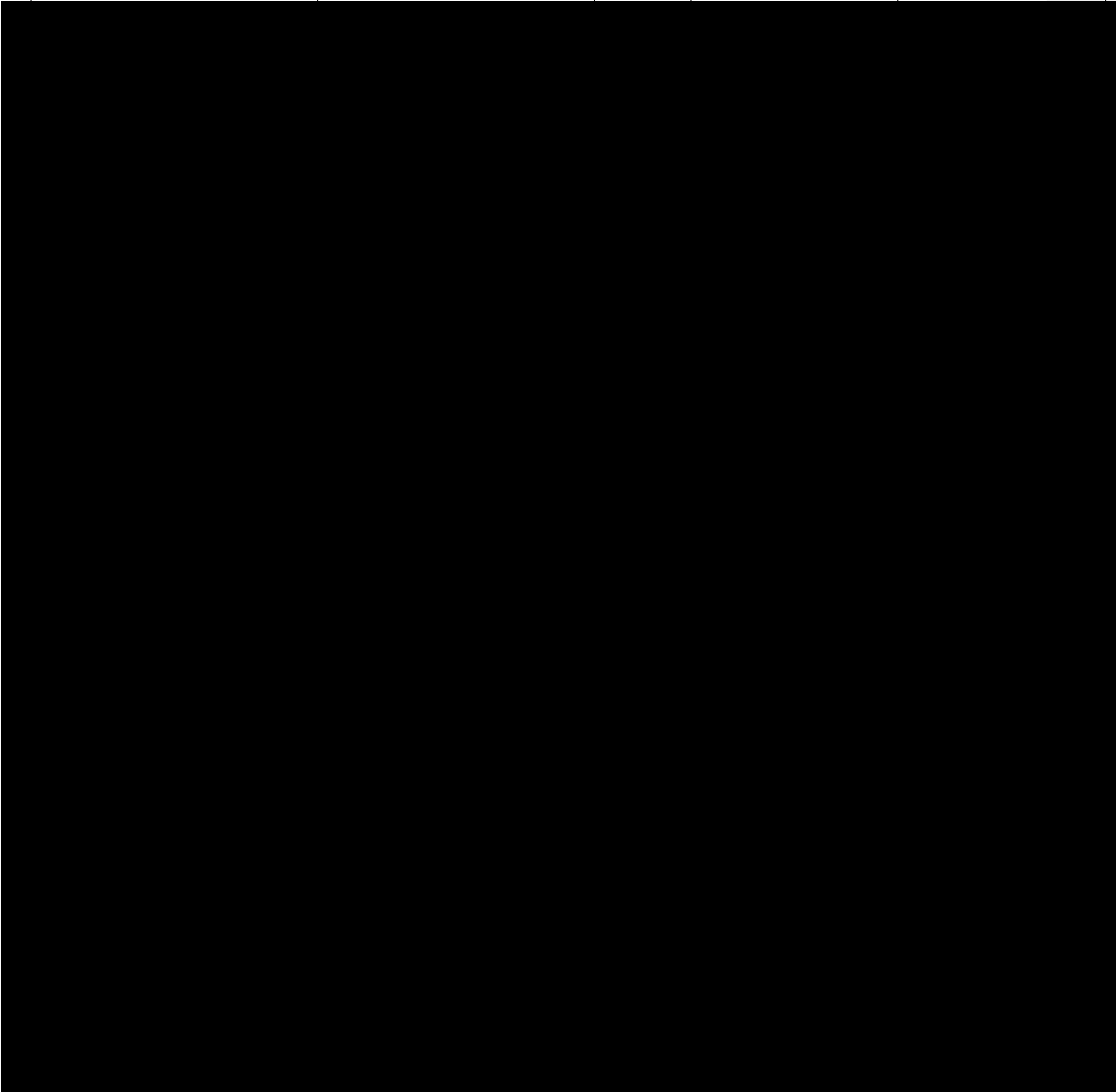


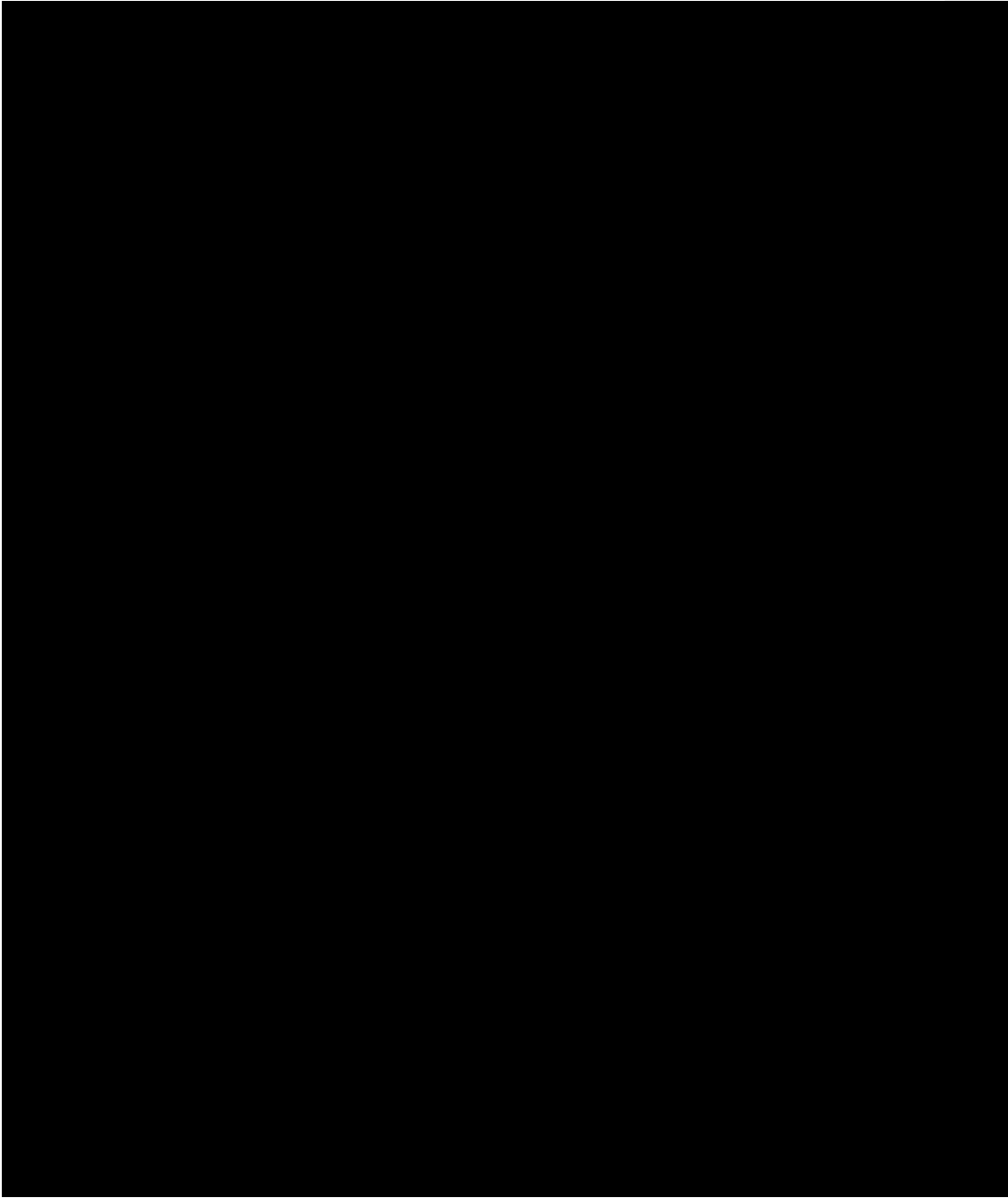


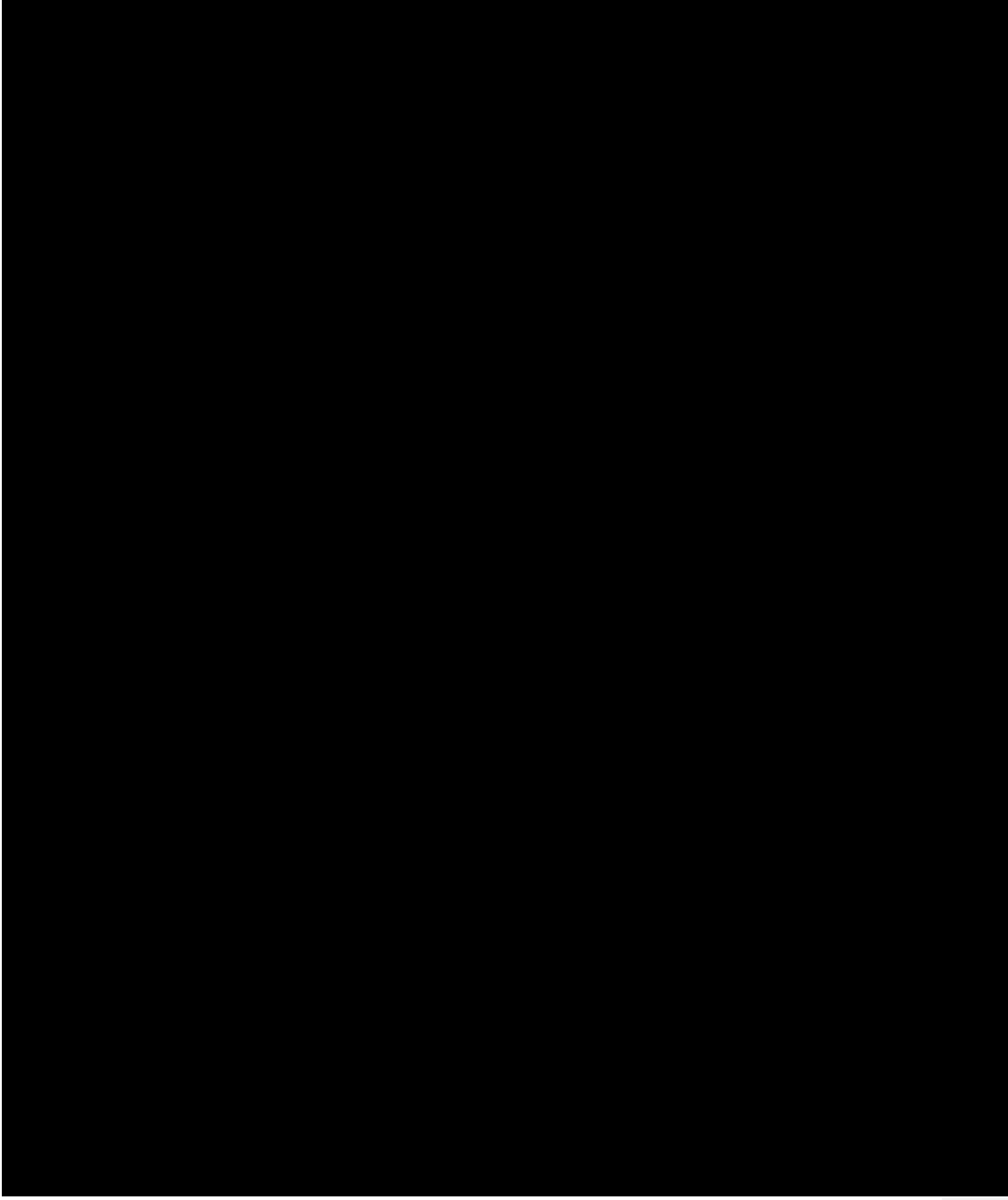


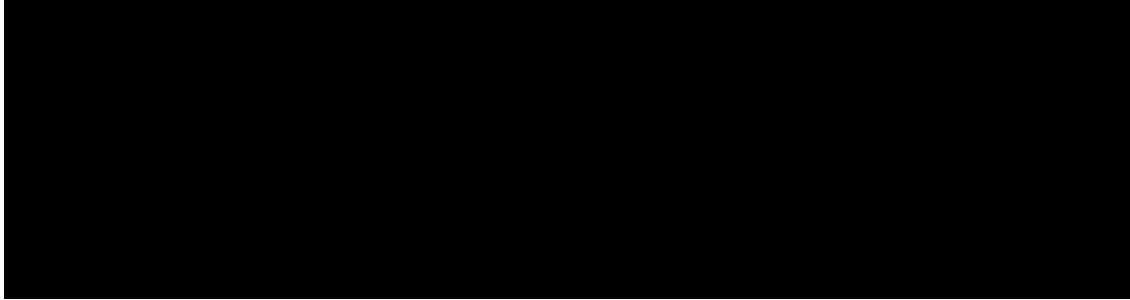
C2. Information Action Plan

Task/Action	Link to Strategic Objective	Who	Monitoring	Progress / Completed
-------------	-----------------------------	-----	------------	----------------------



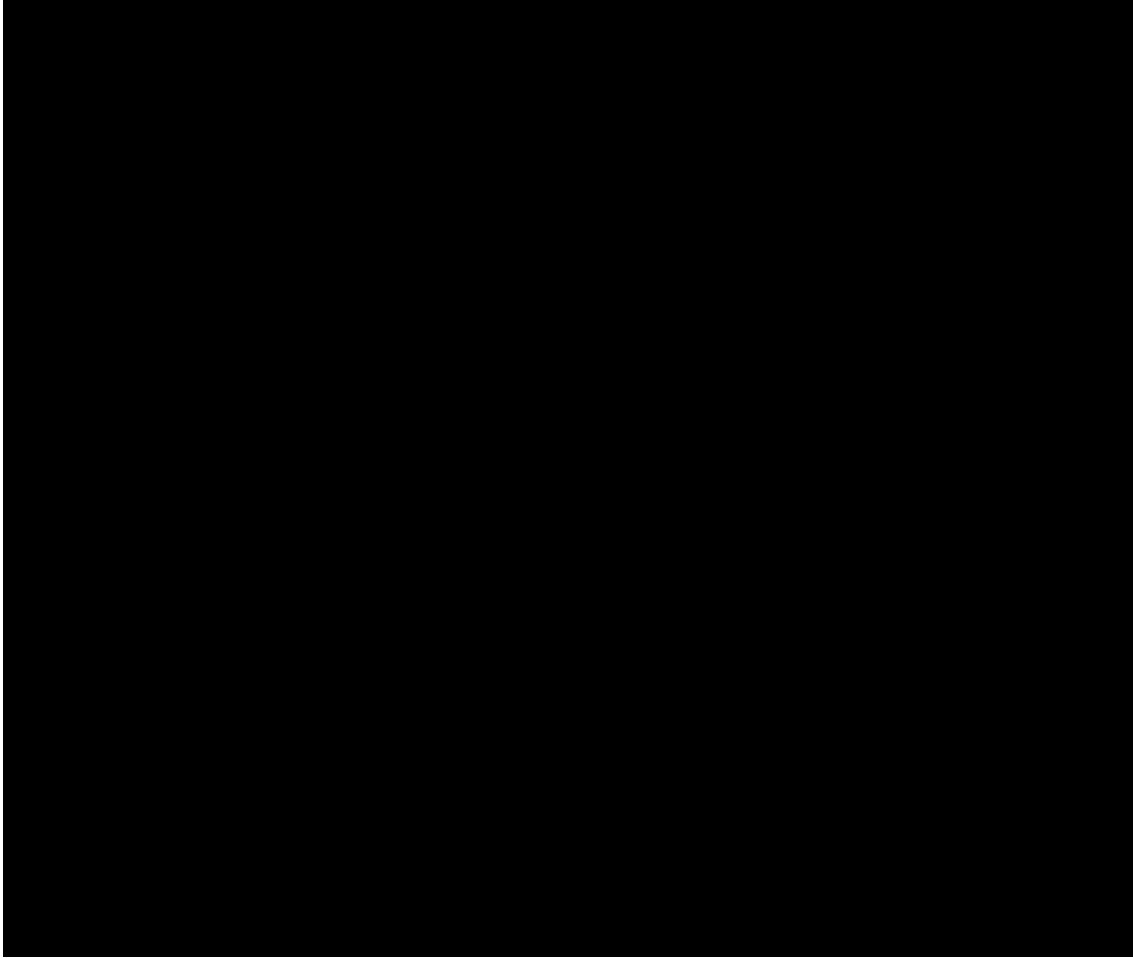






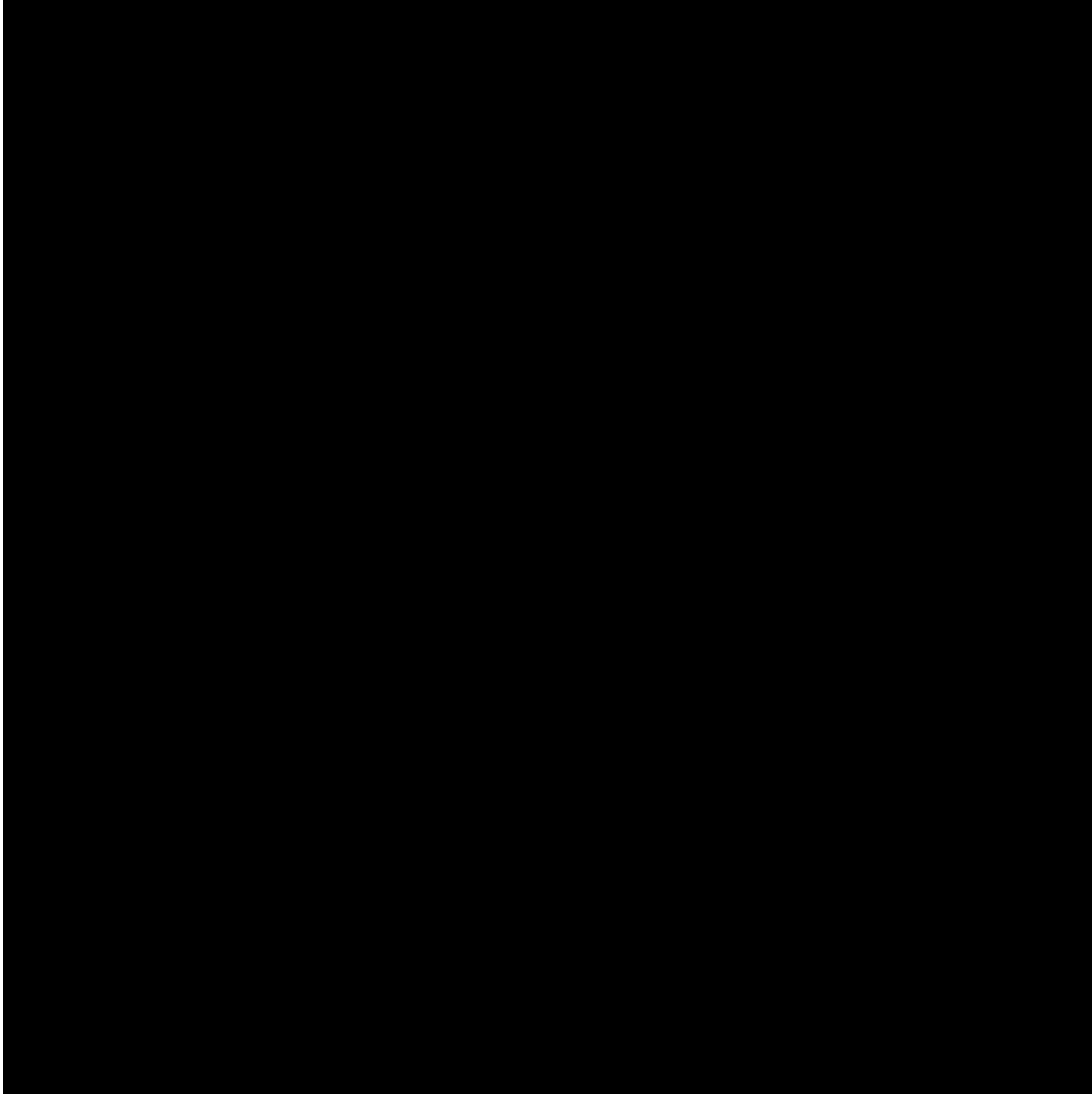
C3. Customer Services Action Plan

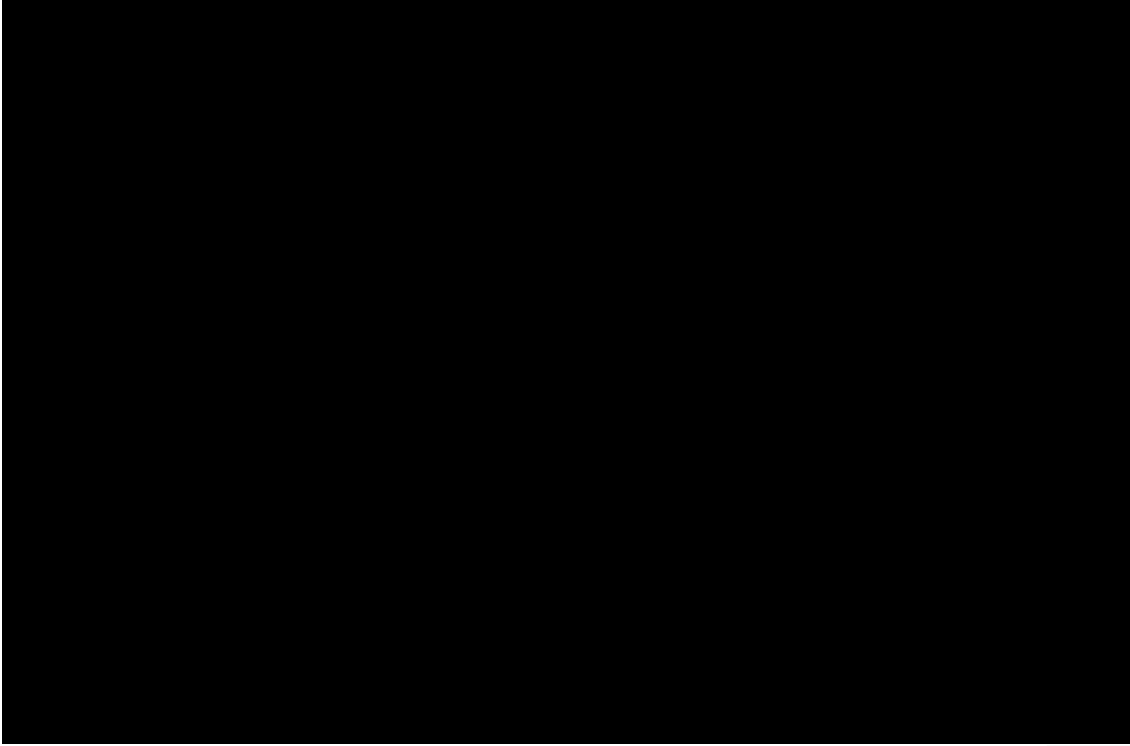




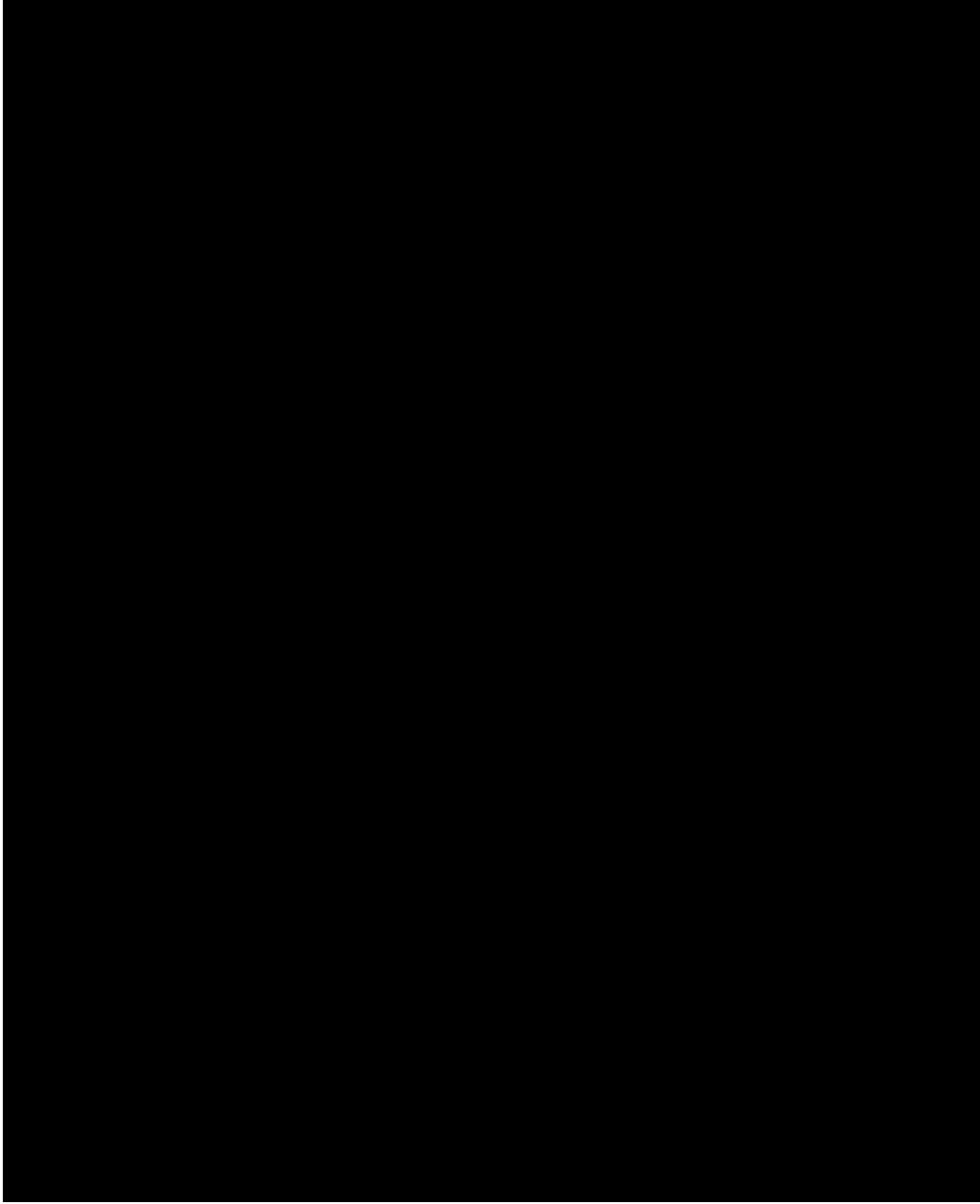
C4. Cost Effectiveness Action Plans

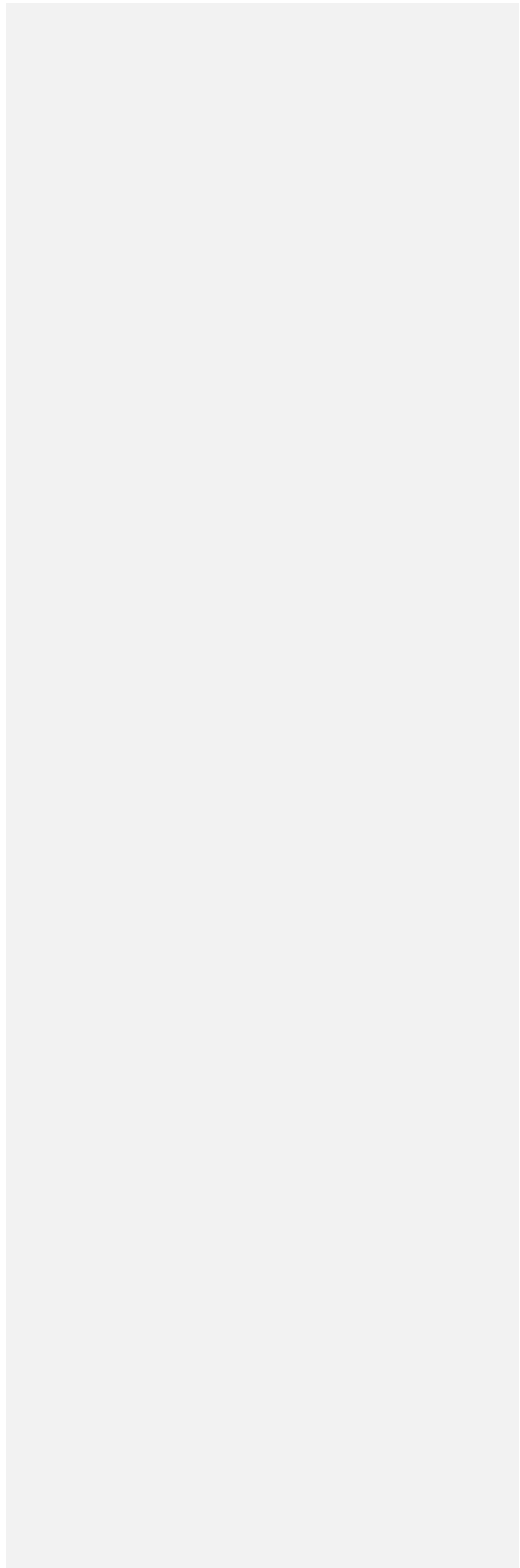
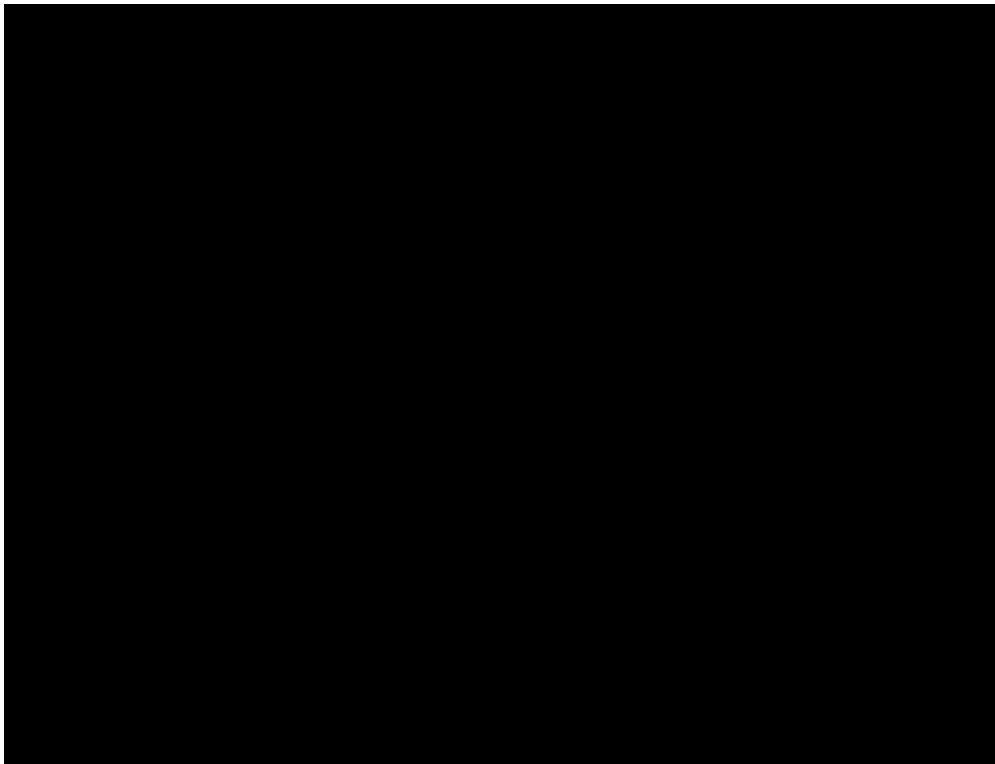
Task/Action	Link to Strategic Objective	Who	Monitoring	Date to be Completed/ Checked
-------------	-----------------------------	-----	------------	-------------------------------



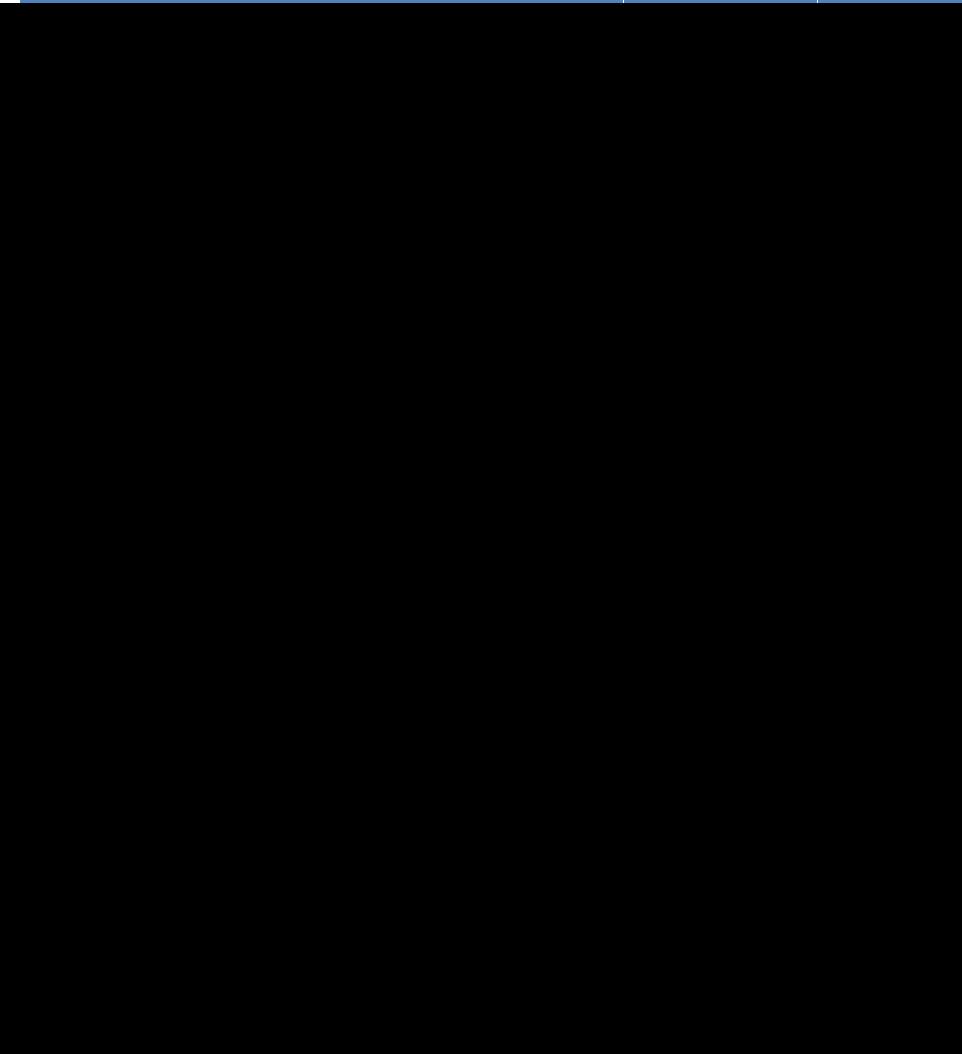


Appendix 1 - ICT Backup & Disaster Recovery

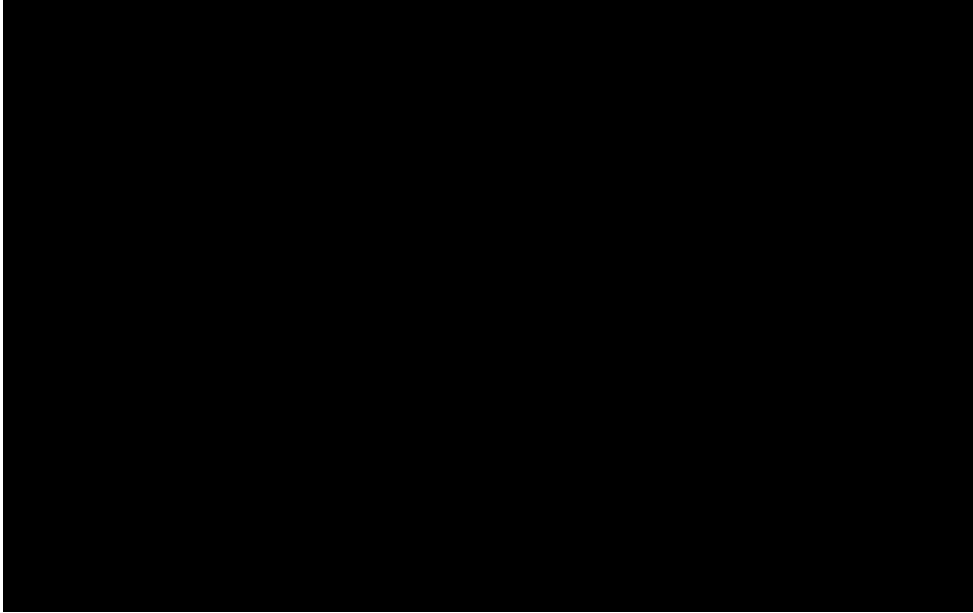




Appendix 2 - Full Cyber-Security Assessment (April 2021)

Required Configuration Task List		
Finding Description	Risk	Complete
		

Appendix 3 - Anti-Virus and Security Update Management Procedure



Appendix 4 - Password Policy

