

ICT Strategy

Customer
Focus

Respect

Communication

Integrity



www.clochhousing.org.uk



**Cloch Housing Association
ICT Strategy
April 2018 to March 2019**

Contents

1.0	Introduction	3
2.0	Strategy for Supporting the Business.....	3
3.0	ICT Strategy Key Areas	3
4.0	External IT Support & Staff Resources	7
5.0	Policies and Procedures	8
6.0	ICT Finances.....	8
7.0	ICT Governance.....	9
Appendix 1	2017/18 ICT Strategy Delivery Programme	10
Appendix 2	2018/19 ICT Budget	111
Appendix 3	Asset List	12
Appendix 4	ICT Contractor Information.....	14
Appendix 5	ICT Backup Procedure.....	17

1.0 Introduction

This ICT Strategy for the period April 2018 to March 2019 outlines the ICT needs of Cloch Housing Association (CHA). It seeks to define the vision and overall direction for the deployment and development of ICT capabilities. The Strategy was developed to enable the delivery of a cohesive, cost-effective ICT infrastructure that underpins the current and future needs of the Association.

Any future strategy will be revised annually to ensure its focus meets the requirements of the organisation and takes full account of business priorities, diversification and changing practices within CHA.

2.0 Strategy for Supporting the Business

To ensure CHA meets its current and future business objectives, IT systems within CHA must be implemented and managed to ensure:

- Improved service delivery to our tenants
- Resources are utilised efficiently and effectively
- Relevant, timely and reliable information is communicated between all stakeholders
- Security of all data held on CHA IT systems and ensuring compliance with General Data Protection Regulation (May 2018).

Through the ICT Strategy CHA will:

- Improve communication to external stakeholders through the efficient and effective use of technologies such as websites, social media, cloud based systems, mobile technologies, intranets and other available technologies
- Reduce file storage and retrieval costs through efficient document management
- Update and upgrade systems regularly to ensure continuing functionality and efficiency
- Provide adequate and on-going staff training to ensure the best use of systems and staff resources
- Ensure Board is kept up to date with new technologies and that the benefits of these new technologies are highlighted to tenants
- Ensure the ICT budget is an integral part of the business plan

3.0 ICT Strategy Key Areas

This section of the ICT Strategy describes the key areas for delivering improved customer service through the use of more efficient and effective technologies. The delivery program for these key areas is outlined in the ICT Strategy Delivery Program (Appendix 1).

3.1 Secure ICT Environment

It is important that the capturing, storing and accessing of CHA's growing inventory of information and services is secure. A secure ICT environment will be created by carrying out the following:

- Ensuring a robust network security solution is in place to mitigate the risk of cyber- attacks against the organisation and to facilitate compliance with new General Data Protection Regulation (May 2018)
- Maintaining a regular and comprehensive security patching schedule for server and client software
- Carrying out a security audit to highlight any risk areas and ensure that both Associations are compliant with government legislation
- Develop and maintain an ICT Disaster Recovery Plan with annual Disaster Recovery tests scheduled
- Implementing a more organised and secure department folder structure
Creating a comprehensive and up-to-date ICT Asset and Disposal Register

3.2 Housing Management System (SDM) Customer Relations Management

Implementing the CRM module for CHA's housing management system will enable the Association to move forward with the next phase of the ongoing FACE project. The CRM solution will enable staff to access all information relating to a customers' tenancy, from rent details to maintenance and repairs in a single screen. In addition, when a customer calls the Association and this matches the telephone number held within SDM it will automatically display the customer details without staff having to manually look this up on the system. The CRM will provide the following benefits:

- Staff efficiency improved due to all information being available in the same location
- Improved customer service, for example, less time on the phone, no longer continued transferring between sections to answer simple section related queries, such as maintenance appointments
- Enable CHA to move forward with the FACE project deliverables including creation of a customer 'Hub', which provides a frontline facing section dealing with all initial customer enquiries

3.3 My Home Customer Self-Service Portal

Developing and implementing a web-based customer self-service portal that integrates with CHA's housing management system (SDM). This portal will be available on all internet connected devices such as laptops, tablets and smartphones. This will provide the following advantages to customers:

- The ability to edit contact information on their account such as phone numbers / email addresses
- Make rent payments
- Log repair requests

- View historical information on their tenancy
- View terms and conditions and provide access to online forms to request changes to a tenancy

A customer self-service portal is another addition to the overall FACE project. It will enable the Association to deliver a more accessible service to its customers while offering the potential to reduce a percentage of manual processing for frontline staff.

3.4 Repair Locater

The implementation of a repair locater will enable staff and customers to more easily identify and log maintenance problems. This software will integrate with the Housing Management System (SDM) and the existing Schedule of Rates (SORs) used by the maintenance section to provide a graphical fault picker, which will allow both customers and staff to build up a repair request which includes all the relevant information needed.

This software will also be combined with the customer-web portal repair reporting function.

3.5 Social Media

The use of social media is an alternative means of communicating with tenants and other stakeholders. It is widely accepted that to ensure effective use of this communication medium, reasonable resources need to be allocated to ensure that the information provided is relevant, engaging, timely and controlled. The primary social media tool for the Association is currently Twitter, however CHA are keen to explore the use of Facebook alongside other social media outlets and the positive benefits these can bring to customers in terms of publicity and communication.

3.6 Website Development

The website for CHA is hosted and maintained by a consortium of Housing Associations via “Scottish Housing Connections”. The website is in the process of being redesigned by a new web designer which will ensure the website is more accessible and more relevant than it has been previously. Scottish Housing Connections operate a development forum where Associations can discuss improvements to systems.

The new website is under development and is due to be launched in April 2018.

A potential future development is to combine the website with the Customer Self Service Portal, this would allow both the website and the self-service portal to be hosted together, making it easier for customers to administer their tenancy and have access to information relating to CHA in one single location.

3.7 Reporting

By utilising SQL Server reporting software staff would have the ability to obtain up-to-date information utilising a web-based tool. This tool allows staff to develop flexible and proactive reports that meet internal and external performance reporting needs.

3.8 Thin-Client Terminals

Traditionally desktop PC's housed computer applications while the server held shared data. Recently, however, with the increase in network speeds, high capacity servers and the use of centrally held computer applications such as SDM and Microsoft Office the requirement for individual high spec PC's has reduced. By combining remote desktop servers with thin-client terminals the following benefits would be achieved:

- Centralised access to software from multiple devices and locations
- Expensive, high specification PC's can be replaced with less expensive thin-client terminals
- Easier maintenance as hardware configuration is held centrally and issues can be resolved remotely by connecting to the user's terminal

3.9 Network Security

CHA has the following network security solutions in place:

- CISCO ASA External Firewall
- SIEM (Security Information & Event Management) Software monitoring both external and internal network
- Antivirus software on all server and desktop devices
- Email Filter
- Web Content Filter for all staff.

All of these solutions are monitored both internally and by our outsourced IT partner on a regular basis. This is an ongoing task which ensures CHA's IT network and infrastructure is secure and protected from the threat of cyber-attacks. CHA also has an insurance policy which provides cover in the event of a cyber-attack.

3.10 INVU Document Management / Invoice Authorisation

In 2012 CHA purchased a comprehensive document management system, INVU, combining the features of document archiving and document work-flow.

A project to redevelop INVU is currently underway to ensure a more user friendly system for staff is in place, which will enable CHA to have a fully indexed and searchable electronic store for archived documents.

The workflow feature within INVU is particularly powerful as it allows the automatic routing of documents between departments and has the functionality to enable invoice authorisation at different stages and authorisation levels.

The implementation of an invoice authorisation system will provide benefits for all departments, including:

- More efficient communication and transparency of the authorisation process
- Low cost secure document storage and comprehensive document retrieval and retention
- Using INVU for invoice authorisation will also help ensure suppliers are paid on time by having a trackable system of when invoices were received, processed, authorised and paid.

3.11 SDM + ACT! Database Merge

At present Care and Repair use a database called ACT!, which stores all client and job information relating to the service. Combining the ACT! database into the housing management system (SDM) database will allow CHA's Hub staff to deal with frontline calls relating to CHA customers and Care and Repair customers, utilising one system.

This would allow all calls to be routed through the Hub and increase efficiency for Care and Repair staff as they would no longer need to field the initial customer call.

4.0 External IT Support & Staff Resources

4.1 External IT Support

CHA share an external, outsourced IT partner with OTHA. The company Tecnica Ltd provide IT support for both Associations on a joint contract basis and the services provided include:

- Support for physical IT systems / back up & disaster recovery
- Server support
- Support for all Microsoft installations

Tecnica are generally able to deal with the majority of system issues remotely by "dialling" into the system. A monthly site visit to both CHA and OTHA is part of the contract, these are primarily for hardware fixes, cabling and network issues. An account meeting occurs every 3 months to discuss performance, on-going projects, contract performance and helpdesk trends.

The annual support contract costs approximately £12,470 (including VAT) per annum for both Associations.

Tecnica's contract with the Associations expires in June 2018. CHA and OTHA are preparing to tender for similar services for a period of 3 years. The new support contract will commence at the conclusion of Tecnica's current contract.

4.2 Internal Staff Resources

The ICT Manager is responsible for all ICT support, including the management of the ICT support company Tecnica and the ICT Assistant. By combining the internal and external ICT resources the following benefits are recognised:

- Internal staff are dedicated to general ICT and project management of the strategic projects, in addition to considering new technology opportunities to improve customer service and operational efficiency
- External staff are dedicated to first-line help desk and server support
- Budget savings are achieved due to a smaller internal ICT department, with access to scalable outsourced services
- Working with an external ICT partner allows internal staff access to a wider knowledge base and expertise.

5.0 Policies and Procedures

Policies and procedures provide staff and the organisation with clear guidelines to ensure compliance with governance and legislation. The key ICT policies and procedures are noted below:

Password Policy: A joint Association policy has been created to cover the correct use of passwords within the Associations.

Disaster Recovery Plan: CHA has a separate disaster recovery plan which covers the ICT contractor's responsibilities, backup procedure and procedures for various disaster scenarios.

Social Media Policy: A joint Association policy has been created to cover personal use of social networking sites, confidential information, privacy, the use of Facebook and twitter.

Email and Internet Policy: CHA have a separate Email and Internet policy which covers: proper use of the internet and email, security, privacy, monitoring and system administrators.

6.0 ICT Finances

All ICT related expenditure should incorporate a process of approval and should be processed via the shared Finance Team. The overall spending approach should ensure:

- Implementation of an 'oversight' approach, so that all ICT spend is visible and in particular that EU procurement thresholds and possible issues are detected early and prior to making any commercial commitments
- Efficiency opportunities are considered by bringing all ICT capital spending under the shared finance resource. This should also seek stronger alignment of expenditure with strategic priorities
- Working with the shared finance resource for assistance and guidance in purchasing, to increase the effectiveness and reduce the risks associated with dispersed ICT purchasing. There also needs to be a culture of value for money embedded in all procurement within all ICT purchasing

7.0 ICT Governance

Where a proposed investment is in line with the agreed ICT strategy, then following SMT approval or endorsement, any investment would go through a process of business case approval. If however the proposal is outside the agreed strategy and/or investment programme, then the SMT would need to determine whether its merits warrant a change in the strategy and in particular an increase to the ICT budget which would then be submitted to the Board for approval.

Ownership of ICT development lies with the SMT, whose key responsibilities are to:

- Maintain an ongoing holistic view of ICT strategy and direction, ensuring the appropriate balance between applications, infrastructure and information, in alignment with the overall business plan objectives
- Track progress against the ICT delivery programme
- Review and approve the overall capital expenditure profile for ICT investment for each financial year
- Ensure appropriate alignment of ICT innovation with mainstream business activities including:
 - Approve/endorse all major ICT investments
 - Scrutinise technology investment proposals
 -

The appendices within this next section provide details of:

- *Appendix 1)* The 2018/2019 ICT strategy delivery program
- *Appendix 2)* The 2018/2019 ICT budget information (pending Board approval)
- *Appendix 3)* An extract from the ICT asset register referencing all hardware owned by the Association and the relevant purchase dates
- *Appendix 4)* ICT contract information
- *Appendix 5)* ICT back up procedures

Appendix 1 2018/19 ICT Strategy Delivery Programme

Task	Summary	Start Month/Year	End Month/year
Security Audit	Full ICT Audit	Mar-2018	May-2018
SDM/ Novus Integration Phase 2	Look at the financial integration of both systems	Apr-2018	Jun-2018
Document Management Implementation	Reconfigure and relaunch INVU Document Management	Apr-2018	Sep-2019
Assist in creation of Hub	Assist Corporate services with ICT changes relating to Hub	Apr-2018	May-2018
Restructure of CHA & OTHAs' Websites	Redesign of CHA and OTHAs' Website	Apr-2018	Apr-2019
Hardware Replacement Programme	Replace older devices with new hardware including thin client technology where appropriate	Apr-2018	Apr-2019
Social Media Development	Develop CHA's Social Media including use of Facebook and other mediums	Apr-2018	Apr-2019
Folder Restructure	Continued work on Windows file structure to improve usability	Apr-2018	Apr-2019
Policies & Procedures	On-going development of policies and procedures including Mobile Working	Apr-2018	Apr-2019
ACT! / SDM Merge	Look to merge databases so Care and Repair accounts are accessed in SDM	Apr-2018	Oct-2018
Security Domain Tidy	Tidy CHA and OTHAs' Active Directory Domains	May-2018	June-2018
SMT Laptop Rollout	Purchase laptops for SMT to assist with Home working, re-purpose SMT PC's where possible	May-2018	Jul-2018
Develop and Implement My Home Tenant Self Service Portal	Launch tenant portal and develop CHA website to run alongside the portal	May-2018	Apr-2019
Mobile Working	Develop increased functionality for Mobile Working	May-2018	Apr-2019
Server room & ICT Equipment	Tidy CHA & OTHAs' server rooms and dispose of old	Jun-2018	Jul-2018

	equipment		
Repair Locator Software	Install and integrate Repair locator software	Jun-2018	Jul-2018
Increased Reporting from SDM	Develop more sophisticated and in-depth reporting from SDM	Jul-2018	Nov-2018
Project Mid-Year Review	Decision to escalate Project work and move to 2017/18 budget	Oct-2018	Oct-2018
Network Security Review	Yearly Review Network Security Software	Nov-2018	Dec-2018
ICT Disaster Recovery Test	Test - Disaster Recovery Scenarios	Dec-2018	Dec-2018

Appendix 2 2018/19 ICT Budget

Remote Working for (Maintenance & Housing Snr/Officers / Assistants) + Committee iPads	£1,200	£6,000.00
Anti-Spam / Web Filtering / Anti-Virus		£3,000.00
Document Management + Invoice Approval		£2,500.00
Helpdesk & Software Maintained		£31,676.40
Web Portal Self Service	£12,000	£4,650.00
Repair Locator Software	£4,000	
ICT Contingency	£2,000	
ICT Hardware	£11,600	
	Total Costs (one off)	£30,800.00
	Total Costs (Annual)	£47,826.40
		£78,626.40

Appendix 3 Asset List

<u>Asset Tag</u>	<u>Device</u>	<u>Date Purchased</u>
0229	PC	Aug-14
00018	PC	Jul-12
0287	PC	Jan-17
0226	PC	Aug-14
00022	PC	Jul-12
0204	PC	May-14
0223	PC	Aug-13
0235	PC	Aug-14
00023	PC	Jul-15
00019	PC	Apr-14
0220	PC	Oct-13
0231	PC	Aug-14
0310	PC	Sep-17
00021	PC	Jan-16
00024	PC	Apr-15
0216	PC	Aug-14
0215	PC	Aug-14
0228	PC	May-11
0203	PC	Jul-12
00087	PC	Aug-10
0467	PC	Apr-15
0209	PC	Aug-14
0210	PC	Aug-14
0214	PC	Oct-12
0213	PC	Aug-14
0294	PC	Apr-09
0230	PC	Aug-14
0202	PC	Apr-15
0205	PC	Aug-14
0224	PC	Feb-14
0233	PC	Aug-14
0234	PC	Oct-13
0219	PC	Aug-14
0237	PC	Apr-15
0222	PC	Aug-14
00020	PC	Mar-13
0207	PC	Aug-14
0208	PC	Aug-14
0221	PC	Aug-14
0227	PC	Jan-13
0211	PC	Apr-15
0217	PC	Jan-13

0225	PC	Aug-14
0238	PC	Aug-14
0466	PC	Nov-14
0212	PC	Aug-14
0201	PC	Feb-14
0480	PC	Aug-17
0232	PC	Jan-16
0288	PC	Apr-17
0236	Laptop	Apr-15
0206	Laptop	Apr-15
0295	Laptop	Apr-15
00003	Laptop	Jul-16
00004	Laptop	Jul-16
0298	Laptop	Jul-16
01737	Server	Apr-11
0452	Server	Nov-16
0453	Server	Nov-16
0451	Switch	Apr-10
0464	Switch	Oct-16
0465	Switch	Oct-16
0454	Firewall	Oct-16

Appendix 4 ICT Contractor Information

Tecnica Ltd. – ICT Partner

Responsible for maintaining server infrastructure, ICT help desk, setting up, maintaining and monitoring the backup procedure.

Contact Information:

Helpdesk Tel: 01383 722757

Helpdesk Email: support@tecnica-ltd.co.uk

Helpdesk Portal: <http://helpdesk.tecnica-ltd.co.uk/support/login.php>

Contract Information:

Contract ends June 2018

INVU Scanning System

Full Document Management system allowing users to view, search and archive documents from all PC's.

Contact Information:

Helpdesk Tel: 0845 257 1500

Helpdesk Portal: <http://www.invu.net/contact-us>

Contract Information:

Annual licence renewal dates:

- 25 x Invu S650 DM + Workflow Licences + Link Manager: 6 August annually
- 4 x Invu S600 DM Licences: 9 May annually

Resource Telecom

Maintain all broadband, telephone lines, communication assistant software and telephone and CCTV software and hardware.

Contact Information:

Helpdesk Tel: 08451 800 400

Helpdesk Email: support@resourcetelecomgroup.com

Contract Information:

- Telephone System & CCTV maintenance annual renewal: February 1st and contract ends May 2017.
- Fibre Broadband (100 MB): contract ends June 2019
- Fibre Broadband (80:20 circuit): contract ends June 2019
Telephone Line for 80:20 circuit: contract ends June 2019
- 8 SIP Trunks: renewed monthly
- 40 x Direct Inward Dialling Numbers (DDI): renewed monthly

Mobile Phones

Barclays Communications
3 x Mobile Broadband 5 GB data sims.

Contact Information:
Helpdesk Tel: 02890960366
Account Manager: Gareth Richardson g.richardson@barclaycomms.com

Contract Information:
Contract Ends: September 2019

Mobile Phones + iPads

Resource Telecomms
24 month contract for 3 x Mobile Phones (Resource 100 Contract) + 6 x Mobile Phones (Resource 3GB Contract). Mobile Phone Contract includes 9 x Resource MDM Solution for Device Management.

24 month contract for 22 x iPads. Contract Includes MDM solution for Device Management

Contact Information:
Telephone Number: 08451800400
Account Manager: Graham Evans graham.evans@resourcetelecomgroup.com

Contract Ends September 2019

Website

The Cloch website is centrally controlled by Scottish Housing Connections which consists of 22 housing associations on consortium who share all development and maintenance costs. All website development is carried out by Radiator. (Contract expiring 31 March 2018, new contract with Kiswebs commencing 1 April 2018)

Contact Information:
Helpdesk Tel: 0141 332 0404
Helpdesk email: hello@radiatordigital.com

Kiswebs (Alan Neary) Tel: 07974 388 737
Kiswebs (Alan Neary) Email: alan@kiswebs-design.co.uk

Contract Information:
Annual Contract Renewal each April

SDM

Allocations, Housing Management, Maintenance and Finance software.

Contact Information:
Helpdesk Tel: 01244 301661
Helpdesk email: helpdeskuk@sdmhousing.co.uk

Contract Information:

Annual Contract Renewal each January

ACT!

Contact Relationship Management software used by the Care & Repair department to hold customer data.

Contract Information:

Contract No: 63532791

Helpdesk Tel: 08452680220

Helpdesk email: software.support@swiftpage.com

Contract Information:

Annual Contract Renewal each July

Photocopiers

Canon supply and maintain the Photocopiers and Uniflow software.

Contract Information:

Helpdesk Tel: 08448920844

Helpdesk Portal: <http://canon.co.uk/printsupport>

Contract Information:

3 Year contract ends 10 August 2019

Time Clock

Auto Time Systems maintain and support time clock terminal and software.

Contract Information:

Helpdesk Tel: 01257 252 002

Helpdesk Email: helpdesk@autotimesystems.co.uk

Contract Information:

Annual Contract Renewal 1st February.

Appendix 5 ICT Backup Procedure

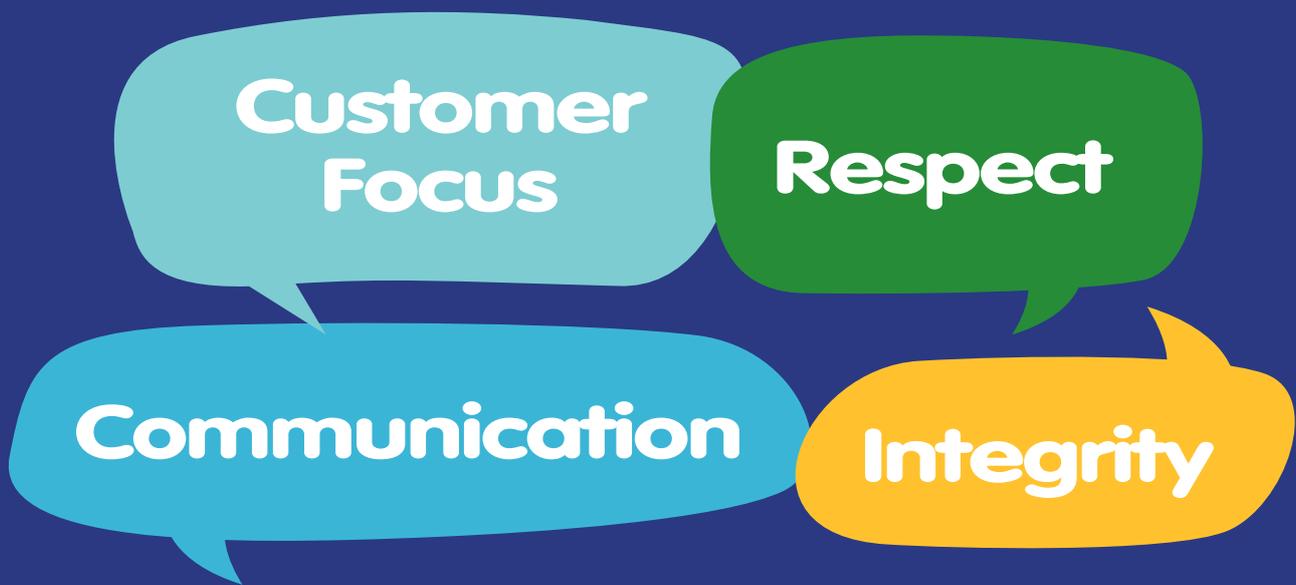
Server Name	Main Role	Backup Frequency (Daily)	Backup Frequency (Weekly)	Backup Method	Recovery Point Objective (RPO)
CHA-DC1	Primary Domain Controller	Mon - Thurs (1 Daily Backup) 8 backups retained	Friday (1 Weekly Backup) 52 backups retained	VEEAM backup to disk + site to site replication	1 day for non-hardware related issues
CHA-DC2	Secondary Domain Controller + File Server	Mon - Thurs (1 Daily Backup) 8 backups retained	Friday (1 Weekly Backup) 52 backups retained	VEEAM backup to disk + site to site replication	1 day for non-hardware related issues
CHAEX1	Exchange Server	Mon - Thurs (1 Daily Backup) 8 backups retained	Friday (1 Weekly Backup) 52 backups retained	VEEAM backup to disk + site to site replication	1 day for non-hardware related issues
CHA-APP1	Application Server	Mon - Thurs (1 Daily Backup) 8 backups retained	Friday (1 Weekly Backup) 52 backups retained	VEEAM backup to disk + site to site replication	1 day for non-hardware related issues
CHA-SQL1	SQL Database Server housing all application DB's	Mon - Thurs (1 Daily Backup) 8 backups retained	Friday (1 Weekly Backup) 52 backups retained	VEEAM backup to disk + site-to-site replication	1 day for non-hardware related issues
CHA-RDS1	Terminal Server	Mon - Thurs (1 Daily Backup) 8 backups retained	Friday (1 Weekly Backup) 52 backups retained	VEEAM backup to disk + site-to-site replication	1 day for non-hardware related issues

All Server Recovery

If a disaster occurs, all servers for both CHA and OTHA can be run from a single Housing Association or from the offices of Tecnica. The server images are taken from the previous day, the maximum amount of data lost would be 1 day if the site fails at 18:00. No data would be lost if failure happens in the morning before working hours after the replication has finished.

All Server Off Site Replication Backup

- Replication Start Time: 20:00.
- Each day CHA servers are replicated over to OTHA and all OTHA Servers are replicated to CHA.
- Both CHA and OTHA servers are copied over to Tecnica daily.



CLOCH HOUSING ASSOCIATION LTD	
Policy Name	ICT Strategy
Policy Category	IT
Policy Number	090
Date Adopted	02/02/2018
This Review	N/A
Next Review	February 2021
Equalities Impact Assessment Required	
Link to other policies	
Consultation	
Need for Procedure	