



ICT Strategy

Policy Ref: CS4

Prepared By	Finance Director
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Reviewed By	PHA Board

1. Introduction

This ICT Strategy has been developed to help facilitate the delivery of our aims, values and objectives identified within our Group Corporate Plan.

As technology develops, so do the needs and expectations of our customers, staff, strategic partners and other stakeholders who expect to be able to use technology to make their lives easier. More and more people access services electronically through their computers and smart phones. Our key driver for ICT is to deliver excellent customer service, whilst achieving value for money.

We need to promote innovation and flexibility so that we can continuously improve systems and processes, securing better and more cost effective services for our customers. Our approach to ICT needs to be user-friendly, but robust in preventing and addressing system problems and cyber attacks so that our data is secure and we can ensure business continuity.

2. Context

PHA provides homes and services in the West End of Glasgow and serves some 3,500 customers, including some 1,800 tenants and 1,600 factored homeowners (through our PWL subsidiary company).

A key driver for all of our plans is our need to deliver excellent customer service, whilst achieving value for money. We must ensure that we utilise our ICT systems to their full capacity and fully responded to the changing needs and expectations of our customers, staff, strategic partners and other stakeholders.

We operate in an environment where our ICT support is outsourced so need assurance that we are receiving the right level of support to deliver our business objectives.

3. Vision, principles and objectives

3.1 Vision

Our vision is for PHA and PWL to become technology-enabled organisations, with ICT and digital solutions that provide benefits to customers, staff, strategic partners and other stakeholders.

3.2 Principles

Our vision will be delivered by applying the following principles, which will guide the development of plans, projects and actions and support the organisation to develop and grow a digital mindset.

3.2.1 Customer-focused

ICT and digital projects and initiatives should always (either directly or indirectly) deliver tangible value to our customers and other stakeholders.

3.2.2 User-centric design

Digital solutions should always be delivered with users in mind. Users will be equipped with the knowledge, skills and resources required to use technology to its full potential. Where users encounter challenges, real or perceived, they should have the confidence that issues will be recorded, owned, investigated and resolved within reasonable and agreed timescales.

3.2.3 Business justification and sponsorship

ICT and digital investments should be justified and supported with a coherent business case. There should be a clear project sponsor and implementation should follow good practice project management principles.

3.2.4 Working closely with the business

ICT and digital is a remit that is most effective when it is working in close collaboration with the business and has a focus on overcome problems. This requires ICT staff and business partners to build, develop and nurture strong relationships and be trusted as receptive agents for business change, as opposed to gatekeepers.

3.2.5 Delivery is king

ICT and digital projects and initiatives will be planned, monitored, implemented and reviewed appropriately. There will be clear responsibility, ownership and accountability to ensure that they are delivered on time, within budget and in line with expected benefits.

3.3 Objectives

Within the ICT Strategy period, we will deliver the following objectives.

3.3.1 Objective 1

Digitise the PHA/PWL customer experience by mapping the customer journey and identify opportunities to provide customers with more choice, control and value in their interactions with PHA/PWL.

3.3.2 Objective 2

Create and embed a framework and structure to support the business to initiate, implement and deliver projects effectively (including projects related to ICT and digital). We will also aim to nurture a collaborative, 'full organisation' approach to ICT and digital by providing the business with the tools, confidence and training to work closely with ICT colleagues and business partners to deliver technology-related improvement projects.

3.3.3 Objective 3

Complete a business analysis process to identify opportunities for improvement relating to process, people, technology and information management. This includes ensuring that ICT hardware and software is accessible, where and when required.

3.3.4 Objective 4

Conduct a review of ICT investments and, where possible, identify opportunities to achieve cost-savings, greater return on investment (ROI) and value for money.

3.3.5 Objective 5

Ensure that the remits of ICT staff and business partners are clear and resourced effectively to achieve what is expected of them. This includes refining roles and responsibilities.

3.3.6 Objective 6

Improve the quality of data and reporting to ensure that information is complete, accurate and can be collected and reported efficiently.

4. Delivering the vision

4.1 Stage 1 – discovery and quick wins (year 1 of 3)

Stage 1 aims to develop a better understanding of the specific opportunities for improvement and will include:

- Completing a business analysis review to identify and document improvement opportunities within key processes and other operations.
- Reviewing the various roles and responsibilities relating to ICT and digital, including of ICT roles, remits and resourcing.
- Reviewing ICT spend, return on investment and value for money.
- Completing a go/no-go review of current ICT and digital projects.
- Identifying and implementing quick wins.

Expected outputs from Stage 1 include:

- clear roles and responsibilities related to ICT and digital, with a fit-for-purpose and effectively resourced ICT remit;
- implementation of the delivery framework (including project management methodology and project teams);
- documented key processes and record of opportunities for improvement;
- creation of costed 'Improve Phase 1' Action Plan, including current ongoing projects being rolled forward into the plan and supported by resourcing requirements; and
- achieving technology-related quick wins where possible (e.g. PHA/PWL websites and improving the working from home experience during lockdown).

4.2 Stage 2 – improve phase 1 (year 2 of 3)

Stage 2 will focus on working with internal and third party stakeholder to deliver the Phase 1 Action Plan, with a focus on improving the ICT user experience, improving key business processes technology and data, and delivering additional technology-related quick wins. 'Improve Phase 1' focus will include:

- QL improvement project/ reimplementation, working with the business to deliver improvements.
- Equipping internal ICT users with the tools and technology to succeed;

- Reviewing Factoring systems and improving processes, working with the Factoring Team.
- Data quality enhancements, including quick wins and processes for continuous improvement.
- Working in collaboration with stakeholders to review business data and improving business reporting suite, including strategic and operational reports.
- Appraising options for rationalising ICT expenditure.
- Mapping the Digital Customer Experience, including a review of touchpoints and overall service design. Within its scope this will include: website; digital platforms (including social media); AI (including chatbots); and mobile customer portals. In 'Improve Phase 1', we will complete improvements that are not dependent upon more in-depth improvements to internal systems and applications (e.g. websites and social media engagement). 'Improve Phase 1' will also include conducting customer research to support the development of a costed 'Improve Phase 2' Action Plan.
- Implementing additional quick-wins, where there are opportunities to do so.

Expected outputs from Stage 2 include:

- improved key processes, enabled by technology, wherever possible;
- improved internal ICT-user experience (including hardware, software and applications), supported with documentation and training where required;
- completed review of Factoring system and implemented process and systems improvements where required;
- cost savings delivered where possible;
- improved data quality and continuous data improvement plan and process in place;
- improved reporting suite at all levels of the business; and
- complete costed 'Improve Phase 2' Action Plan, focusing on leveraging the improvements made in 'Improve Phase 1' and digitising the external PHA/PWL customer experience.

4.3 Stage 3 – improve phase 2 (year 3 of 3)

Stage 3 will take forward the progress made in Phase 2 (mainly internal and process-focused systems and data improvements). We will use this as a platform to digitise the PHA/PWL customer experience. This will include customer engagement and involvement.

Phase 3 will result in the development of digital solutions that will allow customers to access PHA/PWL services where, when and how they prefer. It will also be used to explore opportunities for improving access for those who are currently digitally excluded.

All this will be documented within a costed 'Improve Phase 2' Action Plan entitled 'The Digital PHA/PWL Customer Experience'.

5. Strategy review

We will review this strategy will be reviewed every three years, but may be amended from time-to-time to reflect changes to legislation and/or changes requested by our customers.