



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 Project delivery

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.

3.2.6 Security First

All ICT projects will be implemented and managed with a 'security first' strategy, ensuring that cyber security remains at the forefront of all ICT development.

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.

3.3.7 Objective 7

Review cyber security arrangements and ensure that these are robust and proportionate across the business.

4. Delivering the vision

4.1 Stage 1 – progress migration to Cloud-based alternatives (Year 1 of 3)

Stage 1 aims to migrate to the Office 365 suite with integration of Teams and SharePoint to allow better collaboration between internal teams and stakeholders:

- complete exchange server migration to Cloud, improving security;
- rolling out Teams and SharePoint to support collaborative working;
- completing a business analysis review to identify opportunities improve key processes and other operations using the Office 365 functionality, including Power Automate;
- reviewing desktop hardware and office infrastructure to ensure that it is fit for purpose and supports the digital journey that we are on;
- reviewing ICT spend, return on investment and value for money; and
- identifying and implementing quick wins.

Expected outputs from Stage 1 include:

- completing migration to Office 365 including the rollout of Teams and SharePoint;
- creating a 3-year Digital Transformation Plan, supported by resourcing and funding requirements;
- enhancing data quality, including quick wins and processes for continuous improvement;
- working in collaboration with stakeholders to review business data and improving business reporting, including strategic and operational reports; and
- achieving technology-related quick wins where possible (e.g. Power Automate for ASB recording, etc.).

4.2 Stage 2 – review legacy Citrix applications (Year 2 of 3)

Stage 2 focuses on embedding and maximising the use of Office 365 and continuing our migration to Cloud-based software as service alternatives:

- reviewing alternatives for Cloud-based housing management and finance systems since QL will not be developed beyond the current release, preparing a clear business case for any proposed replacement or upgrade;
- preparing, planning and implementing the identified solution to replace our existing housing management system;
- identifying and implementing alternatives for other Citrix-based applications, like Astrow (Flexi and Door Entry), Sage (Payroll) and HR system;
- removing Citrix from our infrastructure once all applications can be accessed through the Cloud or non-Citrix methods; and
- implementing additional quick-wins, where there are opportunities to do so.

4.3 Stage 3 – wider Customer Experience (Year 3 of 3)

Stage 3 takes forward the progress made in Stage 2, mainly internal and process-focused systems and business intelligence using the Office suite tools including Power Automate, MS forms and Power BI.

Stage 3 allows the digital functionality implemented in Years 1 and 2 to be used by customers to access PHA/PWL services where, when and how they prefer to meet their needs. It also explores opportunities for improving access for those who may be digitally excluded.

5. Strategy review

We will review this strategy will be reviewed every three years, but may amend it from time-to-time to reflect changes to legislation, technology and/or changes identified via our customers.