

(IT) Information Technology Strategy



Document Control

Responsible Person	Corporate Services Manager
Review Frequency	5-Yearly (Strategic Review)
Reviewed by	Board
Date Approved	December 2019
Next Review Due	December 2024

Responsible Person	Corporate Services Manager
Review Frequency	Annually (Yearly Update)
Reviewed by	Board
Date Approved	December 2020
Next Review Due	December 2021

Consultation Required	Yes		No	✓
Equalities Impact Assessment	Yes		No	✓
Added to Company Website	Yes	✓	No	
Associated Documents Considered	Yes	✓	No	

1	Introduction
1.1	This strategy sets out Waverley Housing's approach to using Information Technology (IT) to deliver a tenant focussed and cost-effective service.
2	Overall Aims and Vision of Strategy
2.1	<p><u>Main aims of the strategy:</u></p> <ul style="list-style-type: none"> a) To improve delivery of services and improve efficiency, e.g. Housing Management System enhancements, use of web technology and mobile working. b) To make information and communication more accessible, e.g. through access to email, internet and company systems through continued development of communications infrastructure. c) To build confidence and self-esteem of employees and enhance the working environment, e.g. through learning opportunities and access to IT. d) To provide an effective and efficient IT infrastructure to meet current and future needs. e) To maintain current IT systems whilst continually reviewing service needs against market developments.
2.2	<p><u>Our Vision:</u></p> <ul style="list-style-type: none"> a) Waverley Housing will have a fully integrated and comprehensive housing, property and financial management system. b) Waverley Housing will have an interactive web site, enabling our customers and partners access to our services. c) Waverley Housing will support employees and Board Members to develop their IT skills. d) Waverley Housing will have a company intranet for use by office-based employees. e) Waverley Housing will provide effective IT support to reduce time on administration allowing staff more time to focus on service delivery.
3	Objectives for the next five years
3.1	<p><u>The Portal, Web Site & Intranet:</u></p> <ul style="list-style-type: none"> a) Provide 24 hour and 7 days per week access to interactive information on Waverley Housing through the www.waverley-housing.co.uk site. b) Develop our website to provide tenants secure access to their rent account details. c) Develop the intranet to enhance the efficiency and effectiveness of all internal communication.

3.2	<p><u>A Best Value Tenant Focus:</u></p> <ul style="list-style-type: none"> a) Create a tenant-focussed company by integrating computer systems and creating more efficient processes. b) Evaluate relevant new ICT products and services. c) Ensure ICT investments are best value.
3.3	<p><u>The Technology Infrastructure:</u></p> <ul style="list-style-type: none"> a) Continue to develop systems to assist in the communication process. b) Continue to develop systems to assist in performance management. c) Monitor marketplace for cost effective integrated mobile working solutions which interface with Open Housing and consider suitability for use by the company. d) Evaluate Customer Relationship Management (CRM) and Content Management System (CMS) products and develop where appropriate. e) Continue to evaluate benefits of cloud-based software and products.
4	Website
4.1	<p>The public, current and potential tenants will have access to the most up-to-date information on our services.</p> <p>We now provide more detailed information on properties available to rent. We have also streamlined the process to view and apply for our properties.</p> <p>The main priorities for 2021 are:</p> <ul style="list-style-type: none"> a) To continue to enhance and develop website content including photographs. <p>Future years' priorities are:</p> <ul style="list-style-type: none"> a) To consider a full re-design of the website. b) To consider enhancements to the features available to tenants.
5	Social Media
5.1	<p>Continue the development of social media tools such as Twitter and Facebook to enhance communication with tenants and other customers and enhance our presence on social media.</p>
6	Software
6.1	<u>Open Housing, Open Financials and InSight</u>

	<p>Waverley Housing main software systems are Open Housing (housing management system), Open Financials (financial reporting) and InSight (reporting). All are provided by Capita Software.</p> <p>In 2020 we upgraded to Open Housing version 16.01.01.</p> <p>The main priorities for 2021 are:</p> <ol style="list-style-type: none"> a) Develop and implement a training plan to improve the skills of Open Housing users. b) Consider upgrading to latest versions of Open Housing and Open Accounts. c) Ensure ongoing compliance with “Making Tax Digital” requirements. d) Monitor marketplace for cost effective integrated mobile working / works planning solutions which interface with Open Housing and consider suitability for use by the company. <p>Future years’ priorities are:</p> <ol style="list-style-type: none"> a) Development of Planned Maintenance module. b) On-going development of the report library in Capita Insight. c) Ongoing development of Open Housing.
6.2	<p><u>Other systems</u></p> <p>Other systems operated by the company are:</p> <ol style="list-style-type: none"> a) Sage HR 50 (human resource management software). b) Sage Payroll 50 (payroll software) c) Real Asset Management Series 4000 (financial fixed asset register). d) BACSCOM IP (electronic payments/collections). e) Housing Brixx (strategic modelling). f) Filestream (electronic document management). g) Mobyssoft (rent arrears management) <p>Future years’ priorities are:</p> <ol style="list-style-type: none"> a) Consider integrated HR and Payroll system. b) Develop Housing BRIXX. c) Develop Filestream
7	<p>Supporting Software</p>
7.1	<p><u>Network/Desktop Operating Software</u></p> <p>Application servers are currently running Microsoft Server 2016.</p> <p>Computers/laptops are currently running Windows 10.</p>

7.2	<p><u>Office Software</u></p> <p>All PCs use Microsoft Office 365.</p>
7.3	<p><u>Email</u></p> <p>The company uses Microsoft Exchange Online.</p>
7.4	<p><u>Storage Management</u></p> <p>The company has a comprehensive backup process, enabling automatic backups. Cloud based backups are also taken. Details of the backup process can be found in the "Information Technology Back-Up & Restoration Procedure".</p>
7.5	<p><u>Virus Software</u></p> <p>The company always runs effective up to date antivirus software. We currently use Microsoft Windows Defender and Sentinel Agent.</p>
7.6	<p><u>Other Software</u></p> <p>The company restricts the use of other software on its PCs. Compliance is in accordance with the Information Technology Policy.</p>
8	Hardware
8.1	<p><u>Servers</u></p> <p>The company operates 3 Virtual Servers. A backup server is also maintained in Meeting Room1. These are to ensure continuity of system services to users and provides an enhanced disaster recovery facility.</p>
8.2	<p><u>PC Hardware</u></p> <p>To facilitate working out-with the office, desktop machines are being replaced with laptops where appropriate.</p> <p>Housing Officers and Property Officers have been provided cellular iPads. The cost v benefits of expanding our use of tablets will be considered on a case by case basis.</p> <p>To ensure laptops/PCs are kept up to date we will continually review and monitor their provision.</p>
8.3	<p><u>Multi-functional devices (MFD)</u></p> <p>The company operates 3 Canon MFDs. These are networked and act as a copier, printer, scanner and fax. One was replaced in September 2018 the other 2 were replaced in May 2019.</p>
8.4	<p><u>Document Scanners</u></p>

	Were introduced in as part of the implementation of our electronic document management system. Additional scanners will be purchased as required.
8.5	<p><u>Laser Printers</u></p> <p>Following the Covid-19 pandemic laser printers have been purchased to support staff working from home. Additional printers will be purchased as required.</p>
9	Communications
9.1	<p><u>Telephone System</u></p> <p>The Company's Cisco IP telephone system was installed in May 2014. It is still considered fit for purpose. This will be reviewed on an annual basis.</p>
9.2	<p><u>Mobile Communications and Remote Working</u></p> <p>The company provides smart phones with email facility to members of the management team and to all staff working off site. During the year mobile phones were provided to staff working from home due to Covid-19.</p> <p>Remote access to the company servers from out-with the office has been expanded to accommodate all office-based staff who are currently home-working. All staff can access their emails remotely.</p> <p>Staff can access key mobile forms on their smartphones using Google Forms & DoForms.</p>
10	Cyber Security
10.1	<p>Cyber security's function is to protect our devices and services from theft or damage and to prevent unauthorised access to our data including personal information we store on these devices and online.</p> <p>Security of the information on the system is paramount both to give public confidence on entering personal information on the web site but also to ensure General Data Protection Regulations and audit requirements are met.</p> <p>Services where private information is critical such as financial or personal data will require the highest levels of security to verifying that the correct person is being given their own information and that appropriately qualified and authorised staff are accessing it.</p> <p>During 2020 the company achieved Cyber Essentials accreditation.</p>
11	Procurement

11.1	<p>The IT Officer is responsible for IT procurement. The preferred methods to ensure best value are:</p> <ul style="list-style-type: none"> a) The Crown Commercial Service (CCS). b) Procurement for Housing. c) Scottish Procurement Alliance. d) Preferred suppliers.
12	Resources
12.1	<p>Resources fall into three categories:</p> <ul style="list-style-type: none"> a) Staff Time (implementation and training). b) External Consultant. c) Hardware and Software Costs. <p>Any related costs will be provided for in the budget for the appropriate year.</p>
13	Skills
13.1	<p>The IT Officer and IT Assistant provide comprehensive hardware and operating system support. They also provide limited application software support to all the packages operated by the company by working with the end users.</p> <p>The basic skills that exist within IT section are adequate to meet most tasks that are required. Where additional skills and/or knowledge is required training will be provided, or support from external consultants will be sourced.</p> <p>Additional server support is currently provided by Kick ICT. The contract is reviewed on an annual basis.</p>

14	Risk Assessment																														
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No.	Risk	Potential Implications	Controls
14.2	Network Security		
1	Sporadic network development	<ul style="list-style-type: none"> Incompatible systems being introduced Network not meeting users expectations Waste of resources Lack of standardisation may lead to over-reliance on certain technical skills 	<p>Appropriate Management Controls over Network</p> <ul style="list-style-type: none"> Network users are adequately trained Technical standards and configuration information will be documented Network activity is monitored to ensure that performance is optimised <p>Only authorised users are permitted access to network</p> <ul style="list-style-type: none"> There is formal registration and de-registration procedure in place to ensure only authorised users are permitted to access network Passwords are changed on a regular basis Check for number of unsuccessful login attempts and investigate possible intrusion attempts Dial up access to network is secure, with remote users being suitably identified Recognised firewall system in place, with firewall activity logs regularly reviewed Encryption is used to prevent unauthorised access to data transmitted over network (internet) <p>Minimise network failure through:</p> <ul style="list-style-type: none"> Support and maintenance agreements in place Cloud-based backups in place All data is regularly backed up Anti-virus software is installed, and is up to date Disaster recovery process in place
2	Poor network performance	<ul style="list-style-type: none"> Lack of confidence in network Inefficient working practices Unable to support business processes 	
3	Unauthorised access to systems and/or data	<ul style="list-style-type: none"> Financial loss Loss or disclosure of confidential or sensitive data Fraud Breach of legislation, e.g. Data Protection Bad publicity and reputational damage Notifiable Event to be reported to the Scottish Housing Regulator 	
4	Virus infection	<ul style="list-style-type: none"> Loss of data and/or systems Cost to clear up infection 	
5	Network failure	<ul style="list-style-type: none"> Interruption to the day-to-day operations Financial loss Bad publicity and reputational damage 	

14.3

No.	Risk	Potential Implications	Controls
System Development			
1	No standards for system development	<ul style="list-style-type: none"> System may not be delivered on time or within budget, or to the required standard 	<ul style="list-style-type: none"> Project manager is appointed Development methodology is produced Specification is produced Users are included in the implementation of system Project plan is prepared and maintained Risk analysis prepared for project Monitoring and control of costs/resources against system specification and project plan System test plan is prepared All plans are updated timeously Tests are documented and reviewed regularly Regular update reports prepared for Management and Board Management to identify training needs and draft programme (via appraisals). Internal Software Reviews IT Assistant appointed to provide software support to end users.
2	User requirements not well documented and clearly stated	<ul style="list-style-type: none"> System does not meet users' needs 	
3	No feasibility study carried out	<ul style="list-style-type: none"> Poor systems analysis and design 	
4	No risk analysis carried out	<ul style="list-style-type: none"> Failure to identify significant risks 	
5	Inadequate resources	<ul style="list-style-type: none"> Project may not be accomplished successfully Project may run into difficulties 	
6	Inadequate testing	<ul style="list-style-type: none"> Implementation of system which is not robust System does not meet user's requirements Errors and problems 	
7	Staff have inadequate IT Skills	<ul style="list-style-type: none"> Failure to utilise software Inefficient processing Failure to develop systems 	

15	Summary and Action Plan																				
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15	Summary and Action Plan (Continued...)		
	Item	2021	2022 to 2026
	HARDWARE	<ul style="list-style-type: none"> • Continually under review / replace as necessary 	<ul style="list-style-type: none"> • Continually under review / replace as necessary
	MFDs	<ul style="list-style-type: none"> • Continually under review 	<ul style="list-style-type: none"> • Continually under review • Due for replacement in 2025
	TELEPHONE SYSTEM	<ul style="list-style-type: none"> • Continually under review 	<ul style="list-style-type: none"> • Continually under review
	MOBILE COMMUNICATIONS	<ul style="list-style-type: none"> • Continually under review and replace as necessary 	<ul style="list-style-type: none"> • Continually under review and replace as necessary
	BACKUPS	<ul style="list-style-type: none"> • Continually under review 	<ul style="list-style-type: none"> • Continually under review
	SECURITY	<ul style="list-style-type: none"> • Continually under review • Annual check by Kick ICT 	<ul style="list-style-type: none"> • Continually under review • Annual check by Kick ICT