



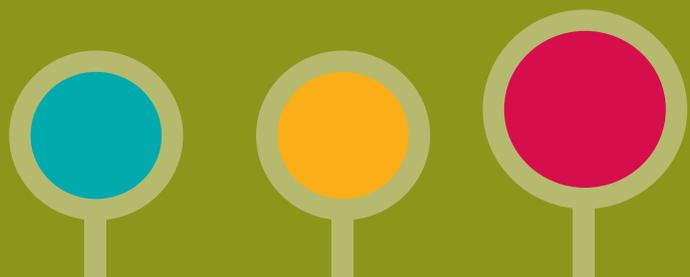
**IT
strategy
2021-2024**



Golden Lane Housing
building futures

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QUALITY SERVICES
Provide a high quality, caring and efficient housing service.



HEALTHY BUSINESS
Maintain a viable business to provide security to our existing customers and support the growth of our activities.



NEW HOMES
Grow the number of people with a learning disability we help into quality housing.

1 Foreword

Welcome to our corporate IT strategy, which sets out our technology aspirations for the next three years to 2024 and underpins our principles and objectives to support our Corporate plan outcomes which are outlined above.

1.1 Creating technological independence

2021 promises to be an exciting year for Golden Lane Housing, as we move away from our parent body Mencap (RMS) and set up our own systems and infrastructure.

We have received many years of excellent IT services from RMS but are now in the position to set up services in the way that uniquely support the way in which we want to work. Whilst this will give us more operating freedom, it does mean that we will have increased responsibility for our own technology and this will carry more risk, that we will be responsible for managing.

We will invest in capacity and buy in expertise as we need it to assist us but will still look to our business principles of securing value for money in all we do but looking for the best solutions within the marketplace.

This strategy sets out the way in which we will do that and calculates the resource we will need to achieve it.

1.2 Technology and COVID-19

Like many organisations, the events of March 2020, required us to think in a different way. We were already moving down the road of enabling all our colleagues to work remotely and with agility, but the restrictions accelerated that development and our technology team coped well with significant change at a pace.

Whilst we did have an agile operating model given our UK wide presence, we recognise that these events will change the way in which we can deploy technology to provide services to tenants and residents.

We know that there are still some challenges to overcome to find a way of working that will suit everyone when restrictions are lifted but our next three year plan will attempt to build on that and find the right blend that suits our operating practices. We remain therefore totally committed to deliver more for our residents making the best use of our resources to invest in homes and services.

1.3 Data security

As part of our technology plan, it is even more important in an increasingly virtual and flexible world to make sure that we continue to protect the information provided to us by our customers and staff.

We take our responsibilities to protect data and governance very seriously and constantly subject our IT services to very rigorous security reviews as part of this strategy. That will continue.

Whilst it is almost impossible to predict what IT of the future will look like, we do know that as time passes, the number of people who can use technology increases year on year. Our next three years will focus on how we can embrace the technology to make life easier for tenants and residents to communicate with us.

Our technology strategy will introduce sensible and staged initiatives at a pace at which both colleagues and residents can cope with.

In the best traditions of Golden Lane Housing we look forward to being able to chart our own technological course and the implementation of the developments outlined within this strategy.

I am delighted to be able to set out how we will go about setting up our own systems, which I know will help us to become an even better and stronger organisation providing more for tenants and residents.

I hope you will find the reading of this strategy both exciting and stimulating.

John Verge
Chief executive





2 Introduction

Golden Lane Housing is a registered charity established in 1998 to provide housing for disadvantaged groups and has been registered with the Regulator of Social Housing since January 2015.

As a registered provider Golden Lane Housing is regulated in accordance with the economic and consumer standards published by the Regulator of Social Housing. Golden Lane Housing own and manage over 950 properties and are one of the leaders in providing housing for people with a learning disability covering England, Wales and Northern Ireland.

We have over 1,900 tenants and residents and maintain positive relationships with an extensive network of stakeholders. We work closely with our member charity Mencap in a number of areas but we have our own board of trustees and separate governance arrangements. Golden Lane Housing works with over 200 national, regional, and local support providers and operate in over 160 local authority areas.

This technology strategy follows a comprehensive strategic review undertaken internally by our IT team and following consultation with internal users and suppliers within the marketplace.

3 Strategic objectives

This strategy aims to provide the technology plan which will support our overall Corporate plan aim which is to:

- Provide a high-quality caring and efficient housing service.
- Maintain a viable business to provide security to our existing customers and support the growth of our activities.
- Grow the number of people with a learning disability we help into quality housing.

Over the life of this strategy, we want to be able to:

- Improve customer satisfaction through enhanced personalised services.
- Improve customer engagement to help shape services.
- Improve financial stability and focus on value for money
- Maintain a high performing and engaged team.
- Ambitiously and sustainably growing solutions for people with a learning disability.
- Influence national and local government strategies in housing and welfare for people with a learning disability.

3.1 Technology vision

Our technology vision will be to provide secure integrated and flexible information and communications that enable Golden Lane Housing to deliver exceptional customer service, manage risk effectively and achieve its long-term plans.

We will work to the values of the organisation in the following way:

- Make a difference by providing the tools required to deliver our promises. Be helpful and professional and give an individual

service and value our customers.

- Work together by providing best practice through the use of structured systems and integrated processes to support internal and external customers.
- Keep learning by providing the tools and training required to do jobs efficiently and effectively.
- Be accountable by providing performance reporting and data visibility and a platform through the use of social media websites portals and warehousing.
- Be efficient by providing and maintaining agreed service levels and standards to enable efficient working.

4 Background

This document sets out the IT strategy for the development of the IT service for the next three years from 2021 to 2024. It covers the development of IT services to support Golden Lane Housing in delivering its corporate strategy including:

- information systems
- infrastructure and network communications
- telephony
- applications.

5 Strengthening the organisation

In high level terms we have identified that our key priorities within the next three years will be:

- A review of current resource and expertise within the IT team to establish whether that is adequate for our next 3-year technology plan.
- Installation of consistent and high value practices such that technology implementations are undertaken in line with plan and budget, delivering expected outcomes.
- Implementing a new and highly performing hardware infrastructure that delivers optimum performance to end users.
- Examining the options available to us to introduce improved applications for housing management and finance operations.
- Creating our own Office 365 and Power BI capability.
- Improving our finance operations by introducing our own finance software which will handle the interface with our suppliers through invoice management administration.
- Extending functionality for finance systems – budgeting and forecasting, business planning, rent model appraisal tools, cash management, treasury management, project management, contract management, Dynamic reporting tools.
- Introducing an extension of the Microsoft suite of products by utilisation of Microsoft SharePoint for document management.
- Introduction of Microsoft Power Apps technology.
- Improve technology for the digital interaction with our residents.
- Improve the functionality of some of our existing applications so that they deliver some of our compliance activity processes.
- Introduce applications that will be capable of administering our payroll which will need to be extracted from within the RMS administration.



6 Strategy development

This strategy was developed following consultation with Golden Lane Housing users through the issue and return of questionnaires. The following actions were also undertaken:

- Met with the Golden Lane Housing stakeholders and leadership team members to review requirements and aspirations.
- Reviewed current Business plan and strategies.
- Reviewed existing systems in use at Golden Lane Housing and the existing IT support service.
- Consulted with vendors both inside and outside of the social housing technology market space.

7 Principles of this strategy

The core principles underlying the development of this strategy are as follows:

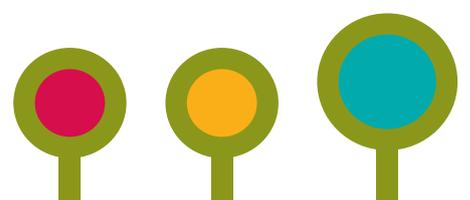
- Any investment in IT must be focussed on providing solutions to genuine service need, to support the business in achieving its aims, rather than on what is technically possible.
- Further investment will be subject to business case development and review on a project-by-project basis, enabling the efficient and effective allocation of resources. All projects will be reviewed on completion to ensure that the business case benefits are delivered and a return on investment is realised whilst demonstrating value for money.
- Technology will be used as a tool to deliver improvement, ensuring that the IT service delivers value for money, not only in itself but also in enabling the business to deliver efficiencies.
- Golden Lane Housing values its staff, customers, the board of trustees and other stakeholders and will hold their data accurately and securely.
- All core business essential information will be recorded within the primary business application, currently Active H Housing Management System from MIS and other associated applications. Our plan will be to reduce data held in separate databases or spreadsheets and therefore currently outside our main applications.
- Applications will be reviewed as business requirements change to ensure that they remain aligned with the business processes. Where there is no business change, applications will be reviewed annually.

8 Current position

This IT strategy should be regarded as an enabler and a future operating model. It will be important to deliver solutions that place the customer first, ensuring that the business processes delivering customer services are fully supported with reliable infrastructure, good quality data and properly configured software.

We want to be able to:

- Ensure that business applications are fully integrated to enable customer services to be delivered digitally and seamlessly.
- Ensure that we understand our customers' priorities, providing enhanced reporting capability to support service development.
- Use data effectively to support customer service delivery, providing greater understanding of customer needs and areas of weakness in service delivery.
- In the longer term enhance our online customer experience to deliver digital services that are attractive and easy to use, encouraging more customers to engage with us digitally, reducing our costs of service delivery and improving customer satisfaction.



9 Our vision for the IT service in 2023

9.1.1 Customers

We want to try and introduce modern technology which provides modern day care systems, which keeps residents safe while affording them comfort within their own homes.

Our principal aim in the shorter-term will be to provide systems and applications which deliver key information to our staff so that this can be accessed from anywhere with connectivity.

Towards the end of this strategy, the aim will be to enable more of our customers to engage with us digitally, either through our website or by phone or online.

We will attempt to offer an attractive user experience that will encourage our customers to access key services online where possible.

We will however continue to support our customers through existing traditional channels, including face to face, by telephone and by letter or email and transition across at a pace which is comfortable for our user base.

9.1.2 Our staff

We will ensure that our staff will have easy access to key customer information. We believe that our staff will continue to spend less time in the office, accessing information, systems and services when on the move, where they are, when they need it. This will reduce manual inputs and travelling time making service costs even more efficient. The way in which we work and the way in which we communicate internally will continue to evolve, with greater reliance on mobile and remote working, and easy rapid access to accurate and reliable information.

We will be using our data to inform decision making, targeting services appropriately to customer needs and developing the business to meet local need.

We will need to assess our operating model, which to an extent has been forced upon us by the advent of COVID-19 restrictions. As we were already working remotely and with agility, this will not be a large cultural shift. We do know however, that constant working from home is not the choice of everyone and we will need to get the right blend of innovative HR processes and understanding.

With the right technology in place, we are confident that we can implement an operating

model that in the main has the flexibility to suit everyone.

9.1.3 Our technology

Our technology will be customer-focussed, delivering robust, resilient, and secure systems and technologies that will support the business in delivering great services.

We anticipate that we will have a hardware environment that is remotely based and not residing within our premises.

We will update telecommunications links to accommodate such a change.

Our technology set up will support access to systems by anyone authorised to do so from remote locations, which at the same time are stable and secure to maintain compliance with privacy impact regulations.

In the longer term. We will look to introduce applications which provide us with software as solutions (SaaS) and this will potentially reduce the scope and level of needs provided by a managed service provider (MSP).

In the short-term however as a means to creating our own infrastructure systems, we want to deploy a low-risk strategy of engaging with experts who can provide solid reliable technology, providing remote access through secure desktops.

We recognise that in the shorter term, there will be an increased capital cost but over time we would expect this to stabilise once core technologies are in place and working well.

In the short term our internal skill set will need to be supported by vendors but as we become more adept, we anticipate that this reliance will reduce.

Once core technologies have been established, we will look to venture out into other areas such as the use of sensor technology to improve services and keep the value of our assets high.

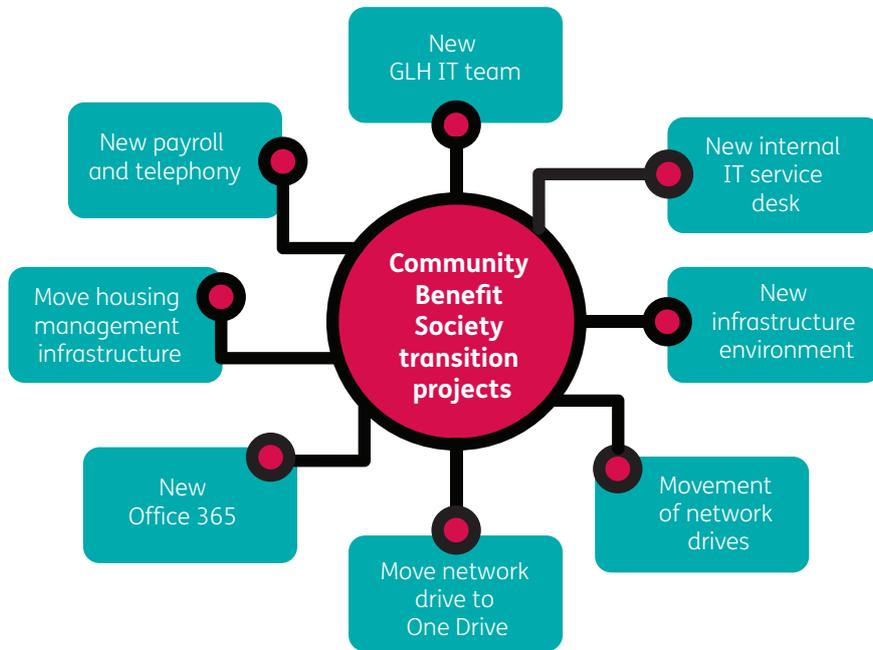
10 Delivering the vision

The next sections sets out the way in which we will structure our projects and are grouped together in themes for ease of explanation.

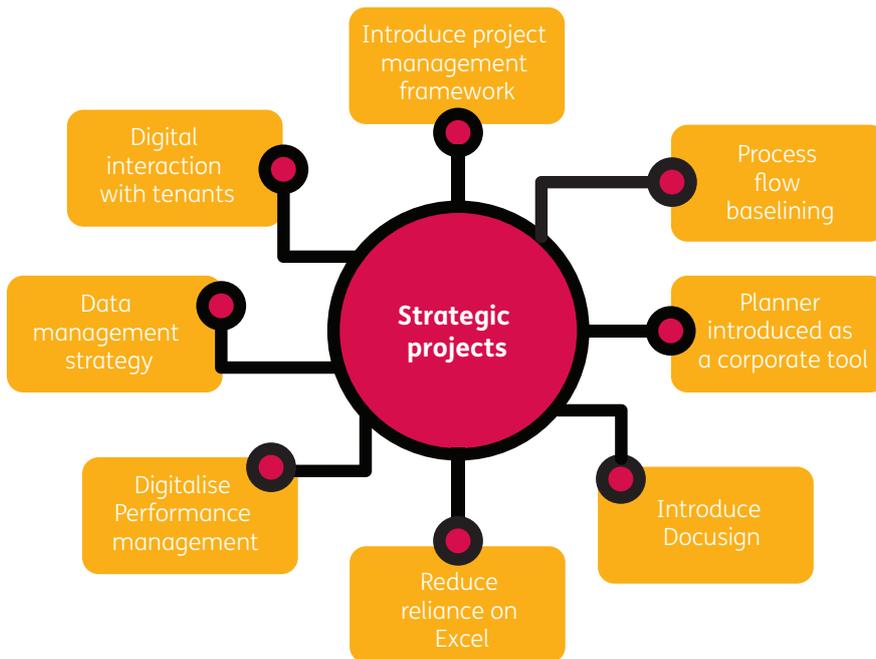
A timeline of these projects together with outline costs can be found at page 14.

11 Community Benefit Society transition projects

Our first year will be focused on projects which allow us to operate within our own identity. Our current hardware estate is based within the Mencap Estate at Reading and Peterborough and we will need to set up a number of initiatives which will pull the estate away from these locations and create our own.



12 Strategic projects



13 Operational projects

1

Finance

New system:

implementation of a new finance system to support all finance functions.

Automated debt escalation: reduce manual processes.

Purchase system: Purchase Pay system to be implemented to reduce manual processing.

2

Human resources

Introduce Staff Circle: new system designed to support with performance and people management.

Moorepay: implementation of new payroll system.

Health and safety: centralising the management of health and safety and digitilising assurance reporting.

3

Housing

Housing management system: review of housing management system.

Customer Relationship Management (CRM): implement comprehensive CRM system.

Allocations module: Introduction of allocations module to support void levels.

Lease management: dedicated lease management system.

Safeguarding: new safeguarding case management system.

4

Home repair

Asset compliance: improvement of asset compliance management and reporting.

Mobile surveying: support for agile workers allowing live updates of assets.

Repairs scheduling: improved scheduling of repairs through Resolve Solutions.

Asset management: improved stock data and profiling capabilities.

5

Development

Rent modelling: Introduce technology solutions to support rent modelling and business planning.

Pipeline: software solution to support project management of development pipeline.



14 Training our staff

The current COVID-19 restrictions on travel means that training our staff, initially, will be largely delivered remotely by the IT team and software providers.

Our staff have proved that remote working is achievable, and training has been successfully delivered in other areas during 2020. Once our offices at Parkway Business Centre become operational again there will be an opportunity to set up training in the office environment to support those staff that may struggle with remote learning.

15 IT hardware

Our chosen MSP will provide hardware support and will take over maintenance and sourcing of new equipment to Golden Lane Housing specifications. Our Business plan allows for hardware renewal on a five-year cycle for items such as laptops and iPhones to ensure our equipment remains up-to-date and meets the needs of our workforce.

16 Cyber security

To deal with the threats presented to home and office workers, our managed service provider Quadris provides a future-focused Managed Digital Workplace with security at its very core. This powerful set of services combines to deliver comprehensive protection and continual threat analysis to every end user – no matter where they are working:

- Advanced policy control of digital workspace equipment, including encryption, USB access, patching, and application use.
- Web access control through DNS-based internet proxy for mobile devices and Windows desktops.
- Immediate identification and prevention of malicious data packets that are attempting to infiltrate your network.
- Monitor any potential cyber-threats that are on the horizon, before they impact your network.

17 Conclusion

The portfolio of initiatives outlined in this strategy are intended to cover the full scale of the business support needed.

We will be consistent in the way these are implemented and will look to ensure that all technologies complement each other in a strategic business planning and deployment process.

At the conclusion of this strategy, we will take stock and assess any learning to pinpoint the way forward but expect to be in a more proactive mode appropriate to the go-ahead organisation we will continue to be.



18 Outline project plan for IT strategy initiatives - Golden Lane Housing 2021-23

Project description	2021/22				2022/23				2023/24			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Community Benefit Society transition projects												
Introduce project management framework	■											
Create new infrastructure environment		■	■	■								
Create new Office 365 identity		■	■									
Introduce new payroll and HR application				■	■							
Transition Active H to new environment		■	■	■								
Transition S Drive to new environment		■	■	■								
Disable P Drive and introduce One Drive		■	■									
Create internal IT service desk	■	■										
Introduce new telephony	■	■										
Strategic projects												
Introduce planner as a corporate tool		■										
Introduce Docusign			■	■								
Undertake application process mapping exercise			■	■								
Reduce reliance on Excel as a corporate application									■	■		
Improve internet functionality									■	■		
Introduce transactional tenant and resident portal									■	■	■	■
Introduce a digital management system									■	■	■	■
Digitalise the performance management regime								■	■	■		
Finance projects												
Introduce new financial management system	■	■	■	■								
Introduce new purchase to pay system	■	■	■	■								
Development projects												
Introduce improved rent modelling	■											
Digitalise the pipeline activity report			■	■								
HR projects												
Introduce Staff Circle application	■	■										
Implement new intranet		■	■									
Introduce corporate health and safety application					■	■						
Operations projects												
Introduce repairs scheduler							■	■	■			
Implement asset compliance processes in Active H	■	■										
Housing services												
Review HMS application				■	■							
Implement and allocations module						■	■	■	■	■		
Introduce improvements to safeguarding applications						■	■	■	■	■		
Improve service charge management processes						■	■	■	■	■		
Implement an allocations module						■	■	■	■	■		
Implement leased property management application	■	■										
Introduce CRM module							■	■	■	■		
Automate the debt escalation process							■	■	■			

19 Costs

IT strategy inclusive of VAT

Project description	2021		2022		2023		Total costs of the project
	Capital costs	Costs - pro rata to start date	Capital costs	Revenue costs - 12 months represented	Capital costs	Revenue costs	
1 Community Benefit Society transitional project							
2 Introduce project management framework				Within current resource			
3 Create new infrastructure environment	£253,412	£30,283		£121,133		£121,133	£525,961
4 Create new Office 365 identity	£36,000	£7,500		£30,000		£30,000	£103,500
5 Introduce new payroll and HR application	£30,000	£3,300		£13,200		£13,200	£59,700
6 Restructure Golden Lane Housing IT team		£84,189		£86,554		£88,285	£259,028
7 Transition Active H to new environment				Within costs for line 2			
8 Transition S Drive to new environment				Within costs for line 2			
9 Disable P Drive and introduce One Drive				Within costs for line 2			
10 Create internal IT service desk				Within current resource			
11 Introduce new telephony	£18,000	£3,000		£12,000		£12,000	£45,000
12 Strategy projects							
13 Introduce Planner as a corporate tool							
14 Introduce Docusign	£6,000	£600		£2,400		£2,400	£11,400
15 Undertake application process mapping exercise				Within current resource			
16 Reduce reliance on Excel as a corporate application				Within current resource			
17 Improve Golden Lane Housing internet functionality					£24,000	£4,800	£28,800
18 Introduce transactional tenant and resident portal					£12,000	£2,400	£14,400
19 Introduce a digital management strategy					£36,000		£36,000
20 Digitalise the performance management regime			£12,000	£6,000		£6,000	£24,000
21 Finance projects							
22 Introduce new financial management system	£180,000	£30,000	£72,000	£120,000		£120,000	£522,000
23 Introduce new purchase to pay systme including invoice recognition	£60,000	£9,900		£39,600		£39,600	£149,100
24 BACs processing software	£600	£750		£3,000		£3,000	£7,350
25 Risk register software	£3,600	£1,500		£6,000		£6,000	£17,100
26 Development projects							
27 Introduce improved rent modelling		£2,400		£2,400		£2,400	£7,200
28 Digitalise the pipeline activity report	£20,400	£3,600		£3,600		£3,600	£31,200
28 HR projects							
30 Introduce Staff Circle application	£12,000	£3,000		£3,000		£3,000	£21,000
31 Implement new intranet				Within current line 27			
32 Introduce corporate health and safety application			£18,000	£6,000		£6,000	£30,000
33 Operations projects							
34 Introduce repairs scheduler			£72,000	£24,000		£24,000	£120,000
35 Implement asset compliance processes in Active H	£60,000	£1,500		£3,600		£3,600	£68,700
36 Housing services							
37 Review HMS application					£319,200	£36,000	£355,200
38 Implement an allocations module				Included in line 34			
39 Introduce improvements to safeguarding applications			£24,000	£6,000		£6,000	£36,000
40 Improve service charge management processess				Included in line 34			
41 Implement an allocations module				Included in line 34			
42 Implement leased property management application	£3,600	£12,000		£12,000		£12,000	£39,600
43 Introduce a CRM module							
44 Automate the debt escalation process							
45 Contingencies							
46	£24,000	£24,000					£48,000
Annual totals	£707,612	£217,522	198,000	£500,487	£391,200	£545,418	£2,560,239
		£925,135		£698,487		£936,618	£2,560,239



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