London Borough of
Redbridge

IT Strategy
2023/24

Our vision is to become a truly digital council and borough built upon a secure and sustainable IT foundation and the power of modern web and digital services

We will harness the potential of digital design, data, and technology to work efficiently, transform the relationship between residents and the council, and make Redbridge a leading destination for growth, opportunity, and quality of life.

Ambitious for Redbridge

Table of Contents

1. Foreword

The purpose of this document is to define the Information Technology (IT) needed for the organisation to succeed. This will be met through an integrated approach to modern IT where the future is built upon a sustainable, resilient and secure foundation, yet be capable of adapting to changing demands and circumstances.

The nature of local government and the increasing financial pressures means that IT's role can no longer be limited to putting laptops on people's desks and providing email. The need to reposition ourselves as a strategic partner - where we become key enablers in achieving organisational outcomes – led to a complete redesign of the IT Service in 2019 to meet these challenges.

As the workplace continues to evolve, IT needs to be at the forefront of the design and service provision, enabling our organisation to continue to deliver for our residents.
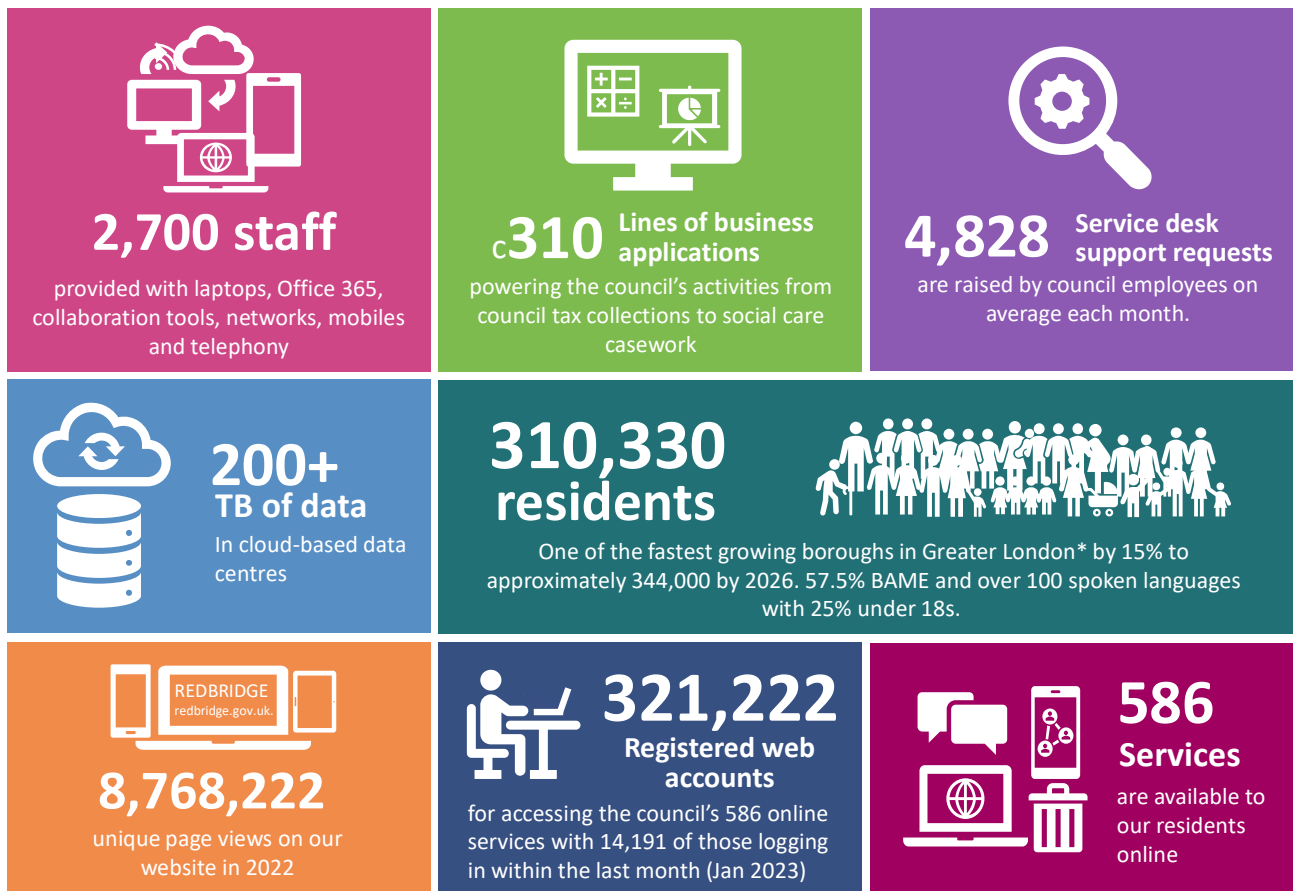
The unfortunate and continuing increase in Cyber Security attacks emphasises the need to stay ahead of their ever-increasing sophisticated methods by taking preventive actions before threats can exploit our systems. Our updated Cyber Security Strategy 2023/24 builds on the solid foundations of the previous strategy in order to embed good practice, keeping our services and the information we hold safe, all vital to maintaining public trust and confidence in what we do. Our cloud strategy offers the resilience to recover from loss of service and maintain business continuity.

The good news is that emerging and innovative technologies are providing countless opportunities to transform services for employees and residents alike. This has been proven by several successful robot and chatbot pilots and is now extending into the exploration of artificial intelligence that will allow us to automate even more complex work. This will lead the way in making our services more efficient, cost effective and a more enjoyable place to work - as the reduction of mundane and repetitive tasks frees colleagues up to focus on the value-added, creative, and frontline endeavours.

This is an exciting time for us as we look forward to our partnership with you all on our transformation journeys.

2. Some Key Statistics

A large technology estate with a high demand for services.

2,700 staff
provided with laptops, Office 365, collaboration tools, networks, mobiles and telephony

c**310 Lines of business applications**
powering the council's activities from council tax collections to social care casework

4,828 Service desk support requests
are raised by council employees on average each month.

200+ TB of data
In cloud-based data centres

310,330 residents
One of the fastest growing boroughs in Greater London* by 15% to approximately 344,000 by 2026. 57.5% BAME and over 100 spoken languages with 25% under 18s.

REDBRIDGE
redbridge.gov.uk.

8,768,222
unique page views on our website in 2022

321,222 Registered web accounts
for accessing the council's 586 online services with 14,191 of those logging in within the last month (Jan 2023)
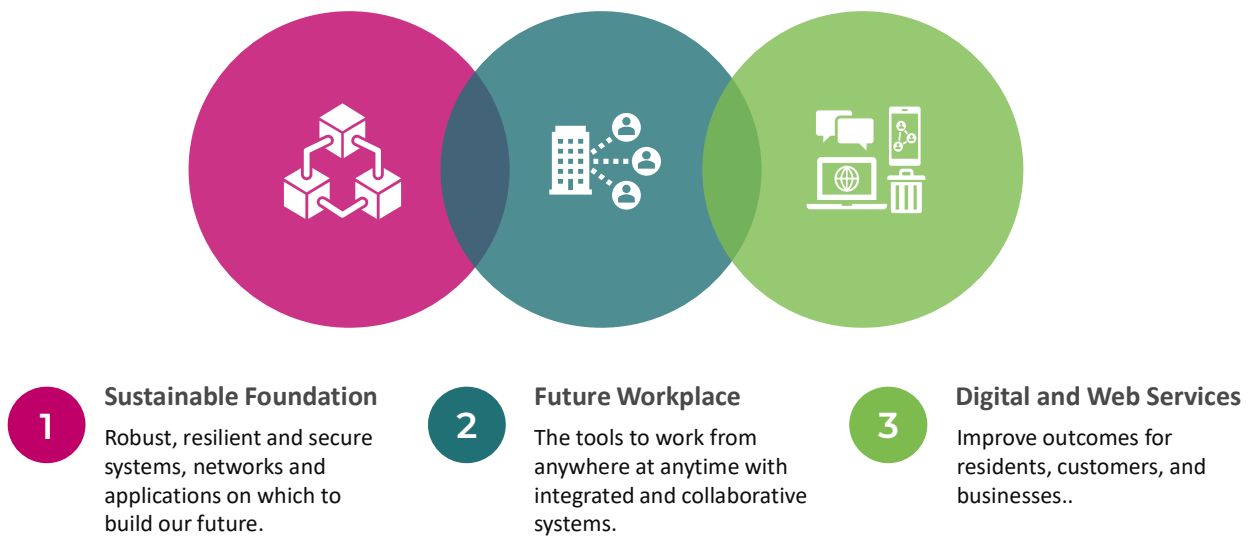
586 Services
are available to our residents online

* Source: ONS Subnational Population Projections, Local Authorities in England

3. Introduction

Our vision is to become a truly digital council and borough built on a secure and sustainable IT foundation and the power of modern web and digital services.

We will harness the potential of digital design, data and technology to work efficiently, transform the relationship between residents and the council, and make Redbridge a leading destination for growth, opportunity and quality of life.

The IT strategy focuses on three areas:

1 **Sustainable Foundation**
Robust, resilient and secure systems, networks and applications on which to build our future.

2 **Future Workplace**
The tools to work from anywhere at anytime with integrated and collaborative systems.

3 **Digital and Web Services**
Improve outcomes for residents, customers, and businesses..

3.1. A Sustainable Foundation

These are the activities that go on behind the scenes to protect the organisation and ensure that services continue to run smoothly. They provide assurance that the Council's assets, networks, systems, applications and data are secure, available when needed, are capable of anticipating and preventing technical failure and are able to withstand malicious threats with the confidence to recover and provide business continuity in all probable events. This is supported by the appropriate governance and standards to meet compliance and best practice, providing the sustainable and compliant foundation on which to build the ambitions of the council.

Some of these 'behind the scenes' activities are of strategic importance and are key to the ongoing realisation of the IT Strategy, these are:

1. IT Governance   *see 5.1   Information Technology Governance*
2. IT Maturity   *see 5.9   IT Capability Maturity*
3. IT Strategies and Frameworks *see 5.9.2 IT Strategies*
4. IT Continuous Improvement   *see 6   Continuous Delivery – Continuous Improvement*

3.2. Future Workplace

IT is at the forefront of the exploration and redesign of future of work. Working with the rest of the Council, IT is reviewing the three elements that shape the organisation: *work*, *the workforce,* and *the workplace.*

- **Articulating the nature of Work**: How will the work we do change as the result of emerging technologies such as Automation and Artificial Intelligence?

- **Building the Workforce of the future**. As work changes, how do we ensure that our workforce has the skills and agility to adapt? How does Redbridge adapt to ways of working that are optimum to workforce performance, adaptability, and retention?

- **Reimagining the Workplace.** As we better understand our work moving forward, and the needs, both of and upon, our workforce and services, what will the future workplace look like? What technology and tools will we need?

3.3. Web and Digital Services for Customers

Web and Digital services will provide opportunities to improve outcomes for residents, customers, and businesses. Working with our colleagues in Digital and Customer, IT's role is to enable and realise the organisation's ambitions through the use of technology, to transform relationships between IT and our customers, transform ways of working across the council, and to transform the relationship between residents and the council, by providing online services that most people will choose to use and do so unaided.

4. Strategic Context

The Council's Corporate Strategy is underpinned by the Redbridge Plan 2022-2026, which sets out our key ambitions, the way we want to work and the priorities we need to deliver. The 4 priority themes for 2022-2026 are:
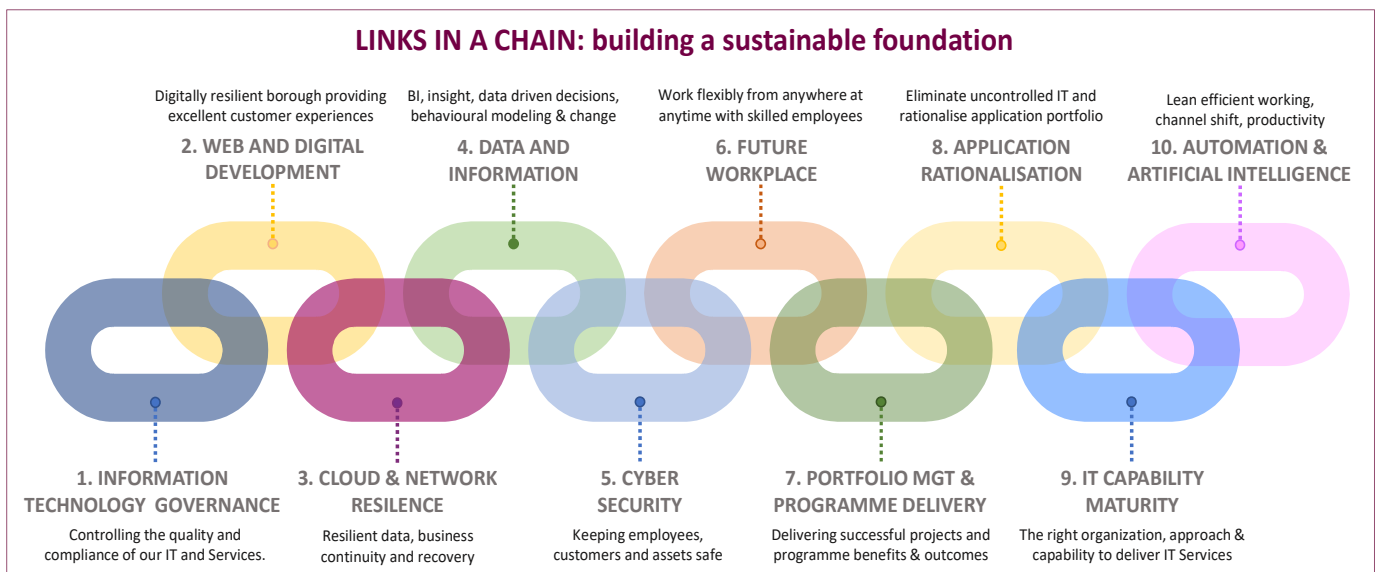
1. **Safe and Healthy** – Reduce crime and violence, challenge all forms of hatred, reduce health inequality, support healthy lifestyles and health improvement, protect vulnerable people

2. **Clean and Green** – Cleaner streets and public places, combat climate change, decrease waste, improve air quality and infrastructure, more sustainable transport, improve and promote our urban spaces

3. **Jobs and Skills** – Best place to do business, support economic recovery, invest in people and regeneration, reduce financial hardship, improve employment, skills and educational attainment, create a child friendly borough

4. **Homes and Neighbourhoods** - more social and affordable housing, reduce homelessness, improving rented accommodation, involving communities in shaping decisions which affect them.

This IT Strategy supports the ongoing transformation of our services which contribute to achieving these aims. It will do so by using technology to enable business aspirations, providing the right tools to achieve these aims, and by setting a strong foundation for how digital services will be designed, built and operated successfully.

5. Links in the Chain – Building a Sustainable Foundation

In delivering our vision, it is important to emphasise the need for a robust and sustainable foundation on which to build our common future. These are the activities that go on behind the scenes that protect the organisation and ensure that services continue to run smoothly whilst hosting and enabling the business and customer-facing services.

These integrated activities can be imagined as a chain made up of different links, each delivering a distinct outcome yet relying on the others to create a strong mutual chain.

LINKS IN A CHAIN: building a sustainable foundation

Digitally resilient borough providing excellent customer experiences
2. WEB AND DIGITAL DEVELOPMENT

BI, insight, data driven decisions, behavioural modeling & change
4. DATA AND INFORMATION

Work flexibly from anywhere at anytime with skilled employees
6. FUTURE WORKPLACE

Eliminate uncontrolled IT and rationalise application portfolio
8. APPLICATION RATIONALISATION

Lean efficient working, channel shift, productivity
10. AUTOMATION & ARTIFICIAL INTELLIGENCE

1. INFORMATION TECHNOLOGY GOVERNANCE
Controlling the quality and compliance of our IT and Services.

3. CLOUD & NETWORK RESILENCE
Resilient data, business continuity and recovery

5. CYBER SECURITY
Keeping employees, customers and assets safe

7. PORTFOLIO MGT & PROGRAMME DELIVERY
Delivering successful projects and programme benefits & outcomes

9. IT CAPABILITY MATURITY
The right organization, approach & capability to deliver IT Services

5.1. Information Technology Governance

Key to a sustainable and compliant foundation is appropriate IT governance, controlling the quality, compliance and assurance of our information and technology.

5.1.1. The IT Governance Framework

IT will formalise and mandate an IT Governance Framework to govern how we manage any change to LBR IT – based upon the following definitions, principles and accountabilities:

- LBR's IT Ecosystem is defined as the totality of LBR IT infrastructure, servers, devices, electronically stored information, systems, applications, IT controls, websites, IT communications

- Our IT Ecosystem is fundamental to LBR's operations and service delivery, supporting our staff, services and citizens

- IT is accountable for provision, protection, support and maintenance of our IT Ecosystem

- IT is accountable for ensuring our IT Ecosystem is compliant with all legal, statutory, regulatory and contractual requirements

- IT is accountable for protecting LBR from cyber-attack, IT data-breach, IT failure, and ensuring our IT business continuity supports LBR's overall business continuity requirements.

For IT to successfully perform its responsibilities and accountabilities to LBR Leadership:

- LBR will have an IT Governance Framework to ensure that the selection, commissioning, development, support and maintenance of any part of our IT Ecosystem meets all applicable standards set by LBR

- IT will own and manage the IT Governance Framework in line with IT accountability

- LBR Leadership mandate the IT Governance Framework across all LBR activity that may impact our IT Ecosystem

5.2. Web and Digital Development

In collaboration with our Digital & Customer colleagues we will develop and implement the services that meets our customers and residents' needs.

Our challenge: *"How do we help our customers and residents and enable them to self-serve?"*

5.2.1. Our Commitment

Digital by default - All council services that could be made available online, are, with digital as the default service supported by an "assisted digital" offer and alternative channels still available for those who need more help.

All online council services and official information have a consistent user experience, sharing a single design system and interaction patterns.

We will provide digital services over alternatives, so that the majority of interactions between residents and the council take the form of online self-service.

Performance - Of people using the council's online services, the vast majority (75% or higher) can complete them successfully, unaided, first time, and rate them good or excellent.

Residents are able to receive relevant notifications from the council about issues and opportunities of interest to them, from the status of services they rely on, through to policy and planning decisions.

Our information and services can easily be found through search engines and are accessible using 3rd party devices such as voice assistants.

All council information is in open, accessible formats by default, removing any barriers to access for people with disabilities, and enabling online sharing and preservation.

All council staff are confident in their wider digital skills and understanding, including agile delivery methods, user-centric service design, data literacy and Data Protection, and cybersecurity.

5.2.2. How will we achieve this?

We will ensure that all **Digital Services** meet our web and digital design principles:

	User experience:	System must be intuitive, easy to use, credible.
	User Tested:	Must be verified by testing with real customers.
	Responsive:	Offers the same experience regardless of the device used to access.
	Accessible:	System must conform to the latest **Web Content Accessibility Guidelines** standard, meeting our legal obligations to people with disabilities
	Compatible:	Must work with the latest versions of all major browsers (Chrome, Firefox, Safari, Edge, Samsung - must not be reliant on a single browser).
	Branding:	Must seamlessly blend with all **Redbridge web sites**, using a common framework, adopting the same layout, colours, fonts, headers, footers, UI elements etc.
	Single Sign-on:	Customers must be able to sign on using their **redbridge.gov.uk** web account, no additional registration required.
	Secure:	All personal data must be encrypted, system must adhere to **National Cyber Security Centre** cloud development principles and cloud security principles.
	Domain:	System must reside on the **redbridge.gov.uk** domain, any emails generated will be sent from a **redbridge.gov.uk** subdomain..
	Connectable:	Offer fully featured, secure **Application Program Interfaces** to allow public facing facilities to directly connect to back-office systems.

In addition, we will:

DevOps: Adopt an **Agile** and **DevSecOps** approach by building infrastructure and applications that are able to adapt and change quickly in reaction to the demands of projects.

CSI: Continue on our journey to ensure all relevant services are available digitally through **Continuous Service Improvements.**

Design: Revisit the design and functionality of **data.redbridge.gov.uk** to improve usage.

Engage: Engage with customers/residents/citizens to continuously improve our digital offering.

Innovate: Seek out opportunities to use new and **emerging technologies** such as voice, artificial intelligence and machine learning to offer quicker ways for residents to get things done.

5.3. Cloud and Network Security

In today's connected world, employees and customers expect to access services from wherever and whenever they want. There is little tolerance for downtime or data loss.

IT runs an ongoing Infrastructure technology upgrade programme. This focusses on replacing and strengthening the technologies in place, managing the capacity to run existing and future services as well as improving our ability to maintain and recover them.

IT has an obligation to balance the two extremes of low-cost disaster recovery solutions and high-cost replication, many organisations are embracing cloud models as a more affordable way to meet requirements for rapid recovery of systems and data.

We have adopted a Hyperconvergence Infrastructure (HCI) approach, which virtualises elements of the data centre, including storage, networking, processing, and memory. The entire infrastructure is managed 'virtually', making it scalable, secure, and ensuring that there isn't a single point of failure. This also gives IT administrators more visibility and control over the entire environment, freeing IT staff up to focus on modernising applications and building better tools for users instead of spending unnecessary time and resources maintaining IT systems individually.
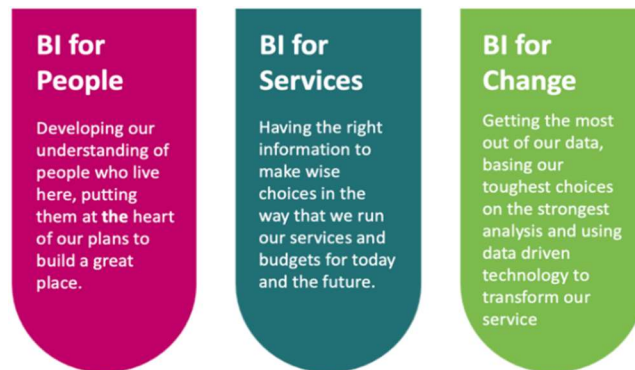
5.3.1. Our Commitment

- Always available
- Secure
- Recoverable
- Optimised architecture
- Cost effective
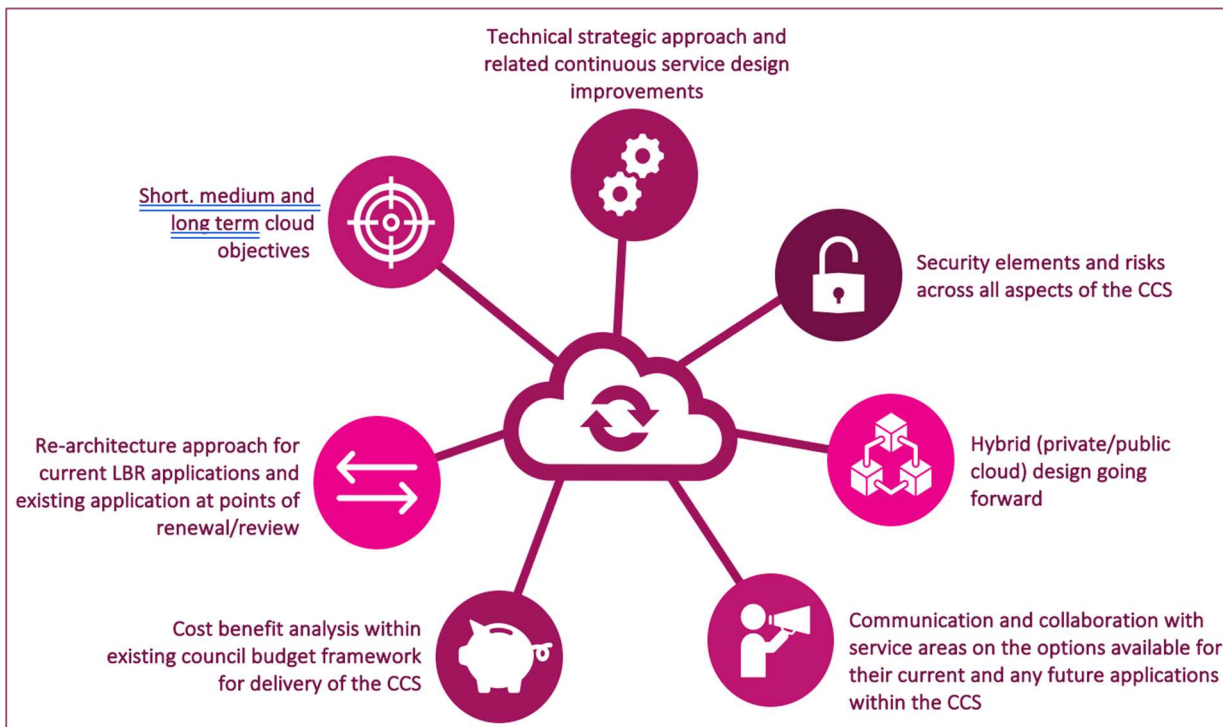
5.4. Data and Information

We will use business intelligence and analytics to provide insight and support our commitment and to provide the best possible services for customers and citizens and give good value for money.

5.4.1. Strategic Drivers

People

The expectations of public services are changing, with an ever-increasing demand for good quality services to be delivered in a timely and efficient way, it has never been more important that we put value for money at the forefront of our thinking, ensuring that we understand our data and evidence base in order to redesign services in the best way.

Finance

The long-term financial constraints and the increased demand for services continually challenge our existing models of service delivery to be affordable, sustainable and meet the needs of our residents. Key to the success of any transformation for new/revised operating models will be the information and the insight that the council uses to make decisions about services.

Digital

Data and the technology to analyse information have been revolutionised through the development of data science, predictive analytics, data mining and artificial intelligence. Developing our uses of these techniques offers opportunities to redesign public service built around the needs of local people.

Services

Support services' managers with business intelligence for continuous improvements:

5.4.2.   How will we achieve this?

Single version of the Truth.
Data will be brought together and viewed through a single, trusted Hub for business intelligence and analysis. We will seek to improve our data to provide an accurate and consistent view, particularly where services cross organisational divides.

Data as an asset
Data gathered and held by the Council will be used as an enabler for public services. It will be managed as an asset - so that the development of business intelligence can help meet multiple service needs and outcomes across the whole Council. The value of data, intelligence and analysis will be respected when storing, sharing and disposing of it, and ensuring GDPR compliance.

Timely and accessible intelligence
Business intelligence will be designed and presented to meet the needs of decision makers. This means providing the right information, in the right way at the right time. We will use technology to expand visualisation (how we present information) and develop skills in business analysis, design and analytics to get the maximum value from our data. Our analysis will be interpreted and assured to a consistent standard to support our decision making.

Customer focused intelligence
Business intelligence will be shaped and designed around outcomes for our customers, their journey through our services and the stages that make up that journey – our business processes. We will seek to bring together different views of that journey from the perspectives of the customer, outcome, quality, cost, time and risk.

Integrating analysis and insight
Analysis and data science will increasingly inform our choices in the future. We will integrate cognitive BI, automation and data driven technology into our decision making. We will seek to expand data science (how we turn data into insight through BI and technology) and analytical capability across the Council.

5.5. Cyber Security

Cyber Security is about keeping our employees and customers safe, and monitoring and guarding our networks and applications against threats. Cyber Security is a collection of practices, process and technologies carried out by skilled and knowledgeable people that ensure that digital services and the information they hold and processes are adequately protected from these threats.

In its simplest form, Cyber Security is focused on maintaining the following characteristics:

- Confidentiality – preventing unauthorised disclosure of information
- Integrity – preventing unauthorised modifications of information
- Availability – ensuring timely access to information when it is needed

Digital Services are made up of many components, such as networks, devices, programs and data. Cyber Security practices, processes and technologies are designed to protect these from threats that cause damage, lead to unauthorised access, unauthorised modification or loss of availability.

The council transmits sensitive data across networks to other devices and services, to people and partners and there are often complex supply chains that underpin this. In all these situations we have many obligations, such as Data Protection and working with NHS data, that require us to have effective Cyber Security practices in place.

Cyber Security is a critical aspect of delivering digital services and ensuring they are available and that information is adequately protected wherever we send, providing our residents, businesses and stakeholders the assurance that the Council can be trusted to protect their information.

5.5.1. Our Commitment

Each of these commitments has a strategy in place to meet and measure the desired outcome.

Full details can be found in the Cyber Security Strategy Document.

5.6. The Future Workplace

The future workplace is changing rapidly as a consequence of remote working during Covid and in response to the dominance of digital channels in both our method of working and for those engaging our services. IT is positioned well to enable change in our workplace whilst maintaining continuity in our infrastructure, end-user technology, application and support services, due to our key principles that govern the future of information, technology and the workplace:

5.6.1. Our Commitment

All council staff have fit for purpose integrated corporate technology and business systems which facilitate rather than constrain their work, that work well together, are resilient and can be amended rapidly to meet their users' changing needs.

Employees can work effectively from anywhere at any time, using fast, robust and secure networks with a commitment to continuously improving standards, performance, availability, capacity and security.

All council staff will have access to a modern suite of **collaboration tools** and productivity software to communicate, safely share and store information, and work with increasing efficiency.

All council staff are trained in the use of the **IT Self-Service** approach and in their wider digital skills. Able to engage in and have an understanding of, data literacy, Data Protection, cybersecurity, online engagement and working in the field.

A commitment to implement a **'cloud-first' strategy** where cloud-based solutions and Software as a Service (SaaS) are evaluated before deployment to our onsite **Hyper Converged Infrastructure** designed to provide a safe, secure, and resilient onsite solution ensuring business continuity.

A commitment to ongoing delivery against our **Cybersecurity Strategy** and **Information Governance Strategy** designed to protect our networks, assets, and data from unauthorised access or criminal use, whilst ensuring confidentiality, integrity, and availability of information.

All **applications are rationalised** to improve efficiency, reduce complexity and lower the total cost of ownership throughout their lifecycle until end-of-life.

IT as a **strategic business partner** where technology enables and improves outcomes through innovation, solution discovery, service management, risk management and relationship management.

All technology-related **projects** in the council provide value for money, have clearly defined outcomes, follow agreed governance principles and adhere to organisational design and architectural standards.

All council staff can and do access **data intelligence** with the knowledge and skills to use data legally and ethically, to measure service performance, predict and anticipate demand, and make well-informed data-driven decisions.

Innovate and use emerging technologies such as **Robotic Process Automation** and **machine learning** to automate low value, repetitive and predictable tasks, improving operational efficiency and freeing up officer time for frontline services to residents.

Develop our workforce to be agile and adaptable as part of our collective responsibility of skilling people for **future work,** where innovations like Automation and Artificial Intelligence will affect our business and our people, changing jobs and making many of the current functions redundant.

5.6.2. How will we achieve this?

We will continue to build a modern, capable IT Service. Using our **Component Business Model** for capability maturity assessment, we continuously evaluate and review all areas of service necessary to deliver a modern IT service. This includes an ongoing programme to address areas of deficiency, skill our people and work towards a mature capability for the next 3 years.

We will deliver an IT Governance Framework that defines how IT control and sustain the Redbridge IT Ecosystem and any changes to it, to ensure it is maintained, resilient, secure, and compliant with all Redbridge agreed regulatory, security and information technology standards.

We will develop **Enterprise Architecture** with a clear architectural vision, articulated through a **Reference Architecture** that defines all council infrastructure, end-user compute technology and applications that enables employees to self-serve and work effectively from anywhere that Redbridge permit, whilst also being compliant and aligned with our IT Governance Framework.

Using **Cloud-First**, **PaaS** 'Platform as a Service' and **SaaS** 'Software as a Service' solutions wherever possible, to reduce on premises platforms and solutions, with associated reductions in availability risk and support costs.

Pursue an **applications' rationalisation** strategy that eliminates 'duplicate IT' and evaluates applications to decide whether to invest, integrate, replace or eliminate; reducing corporate risk; working towards a rationalised core of specialist applications and shared components that provide common functions once.

Continually improving infrastructure: remote access through newer technology with faster connectivity; WAN Circuit refresh, Ongoing WiFi replacement and expansion for reduction of 'physical connectivity infrastructure' and improved operational monitoring and detection technology.

Make best use of our investments with Microsoft Enterprise and Azure to leverage and rationalise our hardware and software estate for the benefit of our customers.

Maintain a **Cyber Security Strategy** and **Information Governance Strategy** to protect the data and integrity of assets belonging to the organisation and our customers, working in partnership with the National Cyber Security Centre (NCSC).

Support the directorates in reviewing, testing, and updating their **Business Continuity** plans so that operations and core business functions understand potential impact and mitigations and are not severely impacted by a disaster or unplanned incidents.

Ensure that all digital services meet our **web/digital design principles,** as defined within the **IT Governance Framework**, for compliant solutions and the best possible user experience, including secure 'single sign on', intuitive, accessible and responsive systems that provides a uniform look-and-feel with Redbridge branding.

Seek out opportunities to use **new and emerging technologies** such as Robotic Process Automation and machine learning to automate low value tasks and improve operational efficiency, freeing up officer time for frontline services to residents.

Further develop the **IT Partnering model** to align IT strategically to the business and the Digital and Customer Experience Strategy, serving as a trusted adviser and collaboratively developing technology and service roadmaps and solutions to enable and deliver business outcomes**.**

We will deliver a **Portfolio Governance Framework** setting the right standards and the mechanism to deliver **successful programs and projects** and outcomes for our residents; the Framework will be aligned with corporate approaches and will ensure that all changes to technology across the council are fit-for-purpose, cost-effective, secure, in line with the architectural vision and meet the government's Technology Code of Practice and Service Standards.

Achieve mutual partnership benefits by continuing our networking arrangements with other boroughs, local authorities and government (e.g. NCSC) on a range of existing forums.

Ensure that **IT contracts** are effectively and economically negotiated to obtain the best deals for Redbridge in adherence with standing order regulations and managed to ensure that value is obtained throughout their lifecycle.

5.7. Portfolio and Programme Governance

We're delivering unprecedented levels of change in response to unprecedented challenges from business and technology.   We aim to deliver better, faster, leaner, whilst evidencing governance of decisions, risk, quality and resource, as appropriate to an organisation of our status. The way we govern our portfolios, programmes and projects is crucial to our success in delivering change.

Portfolio and programme governance is about setting the right standards and a single mechanism to deliver successful projects, programmes and outcomes for our customers and residents, aligned to our strategies and in line with our capacity to deliver and accept change.

Portfolio and Programme Governance will be scalable and flexible, providing the route from *idea to operation,* all the activities and steps involved, and the level of assurance required, based on the risk and impact of the endeavour.

Below illustrates the IT overarching governance route for programmes, projects and significant change in IT.
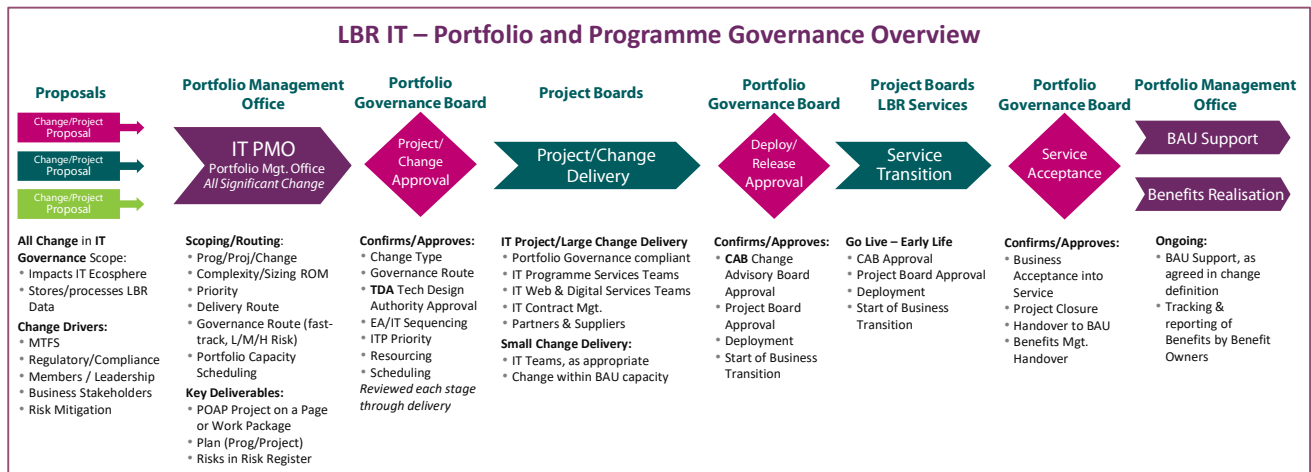
We will work with the emerging corporate PMO to align towards a single governance approach in the delivery of programme and project management, whilst recognising the specific requirements unique to the delivery of IT and Digital projects.

5.7.1. How will we achieve this?

We will deliver a PGF Portfolio Governance Framework; a robust governance structure with processes to ensure that we deliver successful programs and projects that are strategically aligned, provide value for money, have clearly defined outcomes, follow agreed governance principles and adhere to organisational design and architectural standards.

The Framework will define our **single, consistent approach to portfolio, programme and project governance**, providing project teams with flexibility to use professional judgement, balanced by clear controls, such as assurance gates, to ensure appropriate discipline, consistency and that decisions are informed, conscious and visibly undertaken by those with clear accountabilities and responsibilities.

The PGF will ensure that are programme and project demand is managed in line with capacity, through effective scheduling and flexible resourcing models to increase certainty in the delivery of change.

5.7.2. What is the PGF Portfolio Governance Framework?

The PGF defines a set of principles, roles, processes and supporting guidance that together define a 'governance framework', that sits above design and delivery methodologies (such as MSP, PRINCE2, APM; Agile, SAFe, Scrum, Waterfall, TOGAF, ITIL, MoR) to ensure a consistent approach in addressing quality, investment, assurance and management information needs.

The PGF defines:

- **A Lifecycle of key Stages** that govern the process of developing an Idea into a realised Benefit

- **An Organisation of Roles and Bodies** and their **Accountabilities and Responsibilities** across the Lifecycle;

- **A core set of management Artefacts/Documents,** which **Stage** they are delivered in and by which **Roles**

- **Key Project Criteria** and **Management Information** that must be maintained, as evidenced in the PGF **Highlight Report**

- A **Stage Gate Review** assurance mechanism to verify compliance, performance and ongoing viability throughout the Lifecycle.

Portfolio Governance Framework
A governance framework applicable to all IT projects & programmes, driving quality & consistency

PGF Taxonomy (vocabulary)
Defining key terms used in the Framework

PGF Organisation
Defining **Bodies** (Terms of Reference) and **Roles** (Role Descriptions)

PGF Programme & Project Lifecycle
Defined sequence of **Stages**, driving a consistent whole-life approach to project delivery

PGF Artefacts (documents) **& RACI**
A set of PM Artefacts with RACI, delivered at specified stages in the lifecycle; eg. Bus. Case

PGF Standard Milestones
Clearly defined goals to drive project delivery and a standard Roadmap to inform stakeholders

PGF Reporting
A standard Highlight Report produced by every Project, rolled-up to Programme & Portfolio

PGF Assurance – Stage Gates
Validates project viability, delivery of current stage & readiness for coming stage

PGF – Portfolio Governance Framework: Key Principles

1. The 'Framework' (PGF) is mandated for all projects run within the Information Technology Portfolio
2. All Projects will follow the Framework in terms of Organisation, Roles, Vocabulary, Lifecycle, Governance and Reporting requirements; as such, all projects will...
   a. Comply with PGF Organisation, Roles and Vocabulary requirements
   b. Follow the PGF Lifecycle – *though, not all lifecycle stages are mandatory*
   c. Produce and manage PGF Artefacts, as mandated by the Framework (e.g. A Business Case, Plan, Highlight Report)
   d. Comply with PGF Stage Gate Assurance processes, to review ongoing project viability and governance compliance
3. Projects will manage their project-specific Portal provided by the PMO and will comply with Doc. Mgt. requirements (eg. adequate version management, review & approval workflow)
4. At the start of each Lifecycle stage, projects confirm agreement (Sponsor, PM, PMO) of the following:
   a. which PGF Lifecycle stages apply, and which are subject to Stage Gate Assurance
   b. which PGF Artefacts will be produced at each Stage and the individuals accountable for sign-off
   c. which PGF Milestones apply and associated dates, where known
5. The Framework is supplementary to corporate requirements and in no way negates the need for full compliance with all such requirements.

For further details – see the **Portfolio Governance Framework.**

5.8. Application Rationalisation

Application Portfolio Management is the practice of governing and optimising inventories of software applications to achieve precise business objectives. This is accomplished by creating an architectural overview of the IT application landscapes to evaluate IT costs and standardise software throughout the organisation to promote integration, resilience, agility and innovation.

5.8.1. Application Portfolio Mix

Redbridge has a portfolio of over 300 applications across all business functions that serve our employees and residents alike. These fall into three segments:

1. Applications managed by IT.
2. Applications managed by business areas outside of IT.
3. Applications whose existence is unknown to IT.

The two categories above that reside outside of the IT Portfolio are termed 'Shadow IT'.

5.8.2. Risks of Shadow IT

Reasons for having a properly managed portfolio are:

- Identify and mitigate against potential risks applications can expose the organisation and our customers to
- Reduce application duplication and the associated run, support and integration costs
- Manage the regulatory and contract compliance of applications and their suppliers in line with the IT Governance Framework and Cyber Security requirements.

A managed applications' portfolio ensures that:

- all purchased applications provide business value, are of high technical and security standards and conform to our enterprise architecture
- applications are kept up to date with the latest software versions and security patches
- applications are resilient: backups and recovery have been tested to schedule
- applications have been evaluated and assessed for compliance with cybersecurity risks, Information Governance, Accessibility standards, etc.
- applications are continually evaluated to ensure that meet all of the above criteria.

In addition to these risks, vendor and contract management needs to be managed to avoid overpriced and poor value for money (no economies of scale and with little thought for the ongoing support and maintenance during the rest of the product lifecycle).

5.8.3. How will we achieve this?

Each application will be evaluated and brought into the IT portfolio under one of these categories:

Tolerate   Accept the current state, as is.
Invest   Worth investing in and improving the application.
Migrate   Move to another system.
Eliminate   No longer needed.
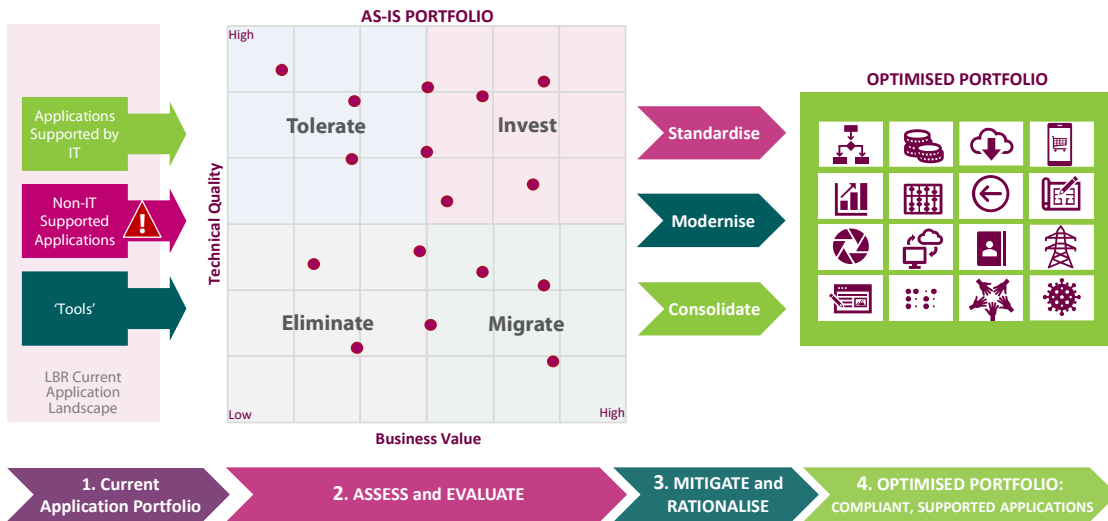
Key Steps

1. **Current Application Portfolio**

    We have developed a new Portfolio view of all IT applications on the IT estate – this classifies applications into the following categories:

    - 'Applications Supported by IT'
    - 'Non-IT Supported Applications'
    - 'Tools' ie. Adobe, Excel – applications, but not treated as applications for this purpose

2. **Assess and Evaluate**

    Each application is assessed to confirm key application information, such as:

    - Purpose/Business Function
    - Business Owner
    - Contractual Position
    - Compliancy Position (ie standards, version, DPA Vendor Assessment, ISO, etc.)
    - Support arrangements
    - Key sizing and cost information

3. **Mitigate and Rationalise**

    We may need to mitigate compliance and version issues identified in step 2 for apps we are not eliminating (or migrating). We will be rationalising apps over time, in terms of removing duplicate solutions/functionality – in order to reduce the number of applications and associated costs in terms of licencing, support, training, commercials, etc.

4. **New Optimised Portfolio**

    We work towards an optimised Portfolio of fully compliant and supported applications.

5.9. IT Capability Maturity

Key to a sustainable and compliant foundation is an organisation's approach, ability and skills to successfully manage the IT Ecosystem and steer its direction.

5.9.1. CBM Component Business Model

IT is committed to ensuring we have the right approach, abilities and skills and has adopted the CBM Component Business Model to define and measure maturity across services and processes.

Based on the CMM (Capability Maturity Model – 1 to 5 in increasing maturity) our strategy is to achieve green rating (level 3 maturity) across all key measures illustrated below.

	Corporate Management	IT Business Management	Business Resilience	Information & Knowledge Management	Service and Solution Design	Service and Solution Deployment	Service Delivery and Support
STRATEGY	Digital Vision	Business Technology Strategy	Business Continuity Planning	Information Governance Strategy	Digital Strategy	Deployment Strategy	Service Delivery Strategy
	Policies & Procedures Guidelines	Business Relationship Management	Cyber Security Strategy		Enterprise Architecture	Automation Strategy	
				Knowledge Management Strategy	Solution Architecture		
	PMO / Corporate Roadmap	Financial Strategy	Risk and Issue Management Strategy		Technology Architecture	Transition Planning	IT Support Strategy
	Communications Strategy	Portfolio Management	Disaster Recovery	Business Intelligence Strategy	Service Catalogue Management	Governance	
CONTROLS	Supplier Performance Service Level Management & Reviews	Financial Management	Continuous Business Operations	Information Architecture	Service Solutions Lifecycle Management	(Transition) Release and Deployment Planning	Operations Planning
		Business Technology Performance and Value	Regulatory Compliance	Information Resource Management			
	Demand Management		Integrated Risk Management	Knowledge Resource Management		(Transition) Release & Deployment Implementation / Success Criteria Setting	Information Resource Planning
		Resource Management			Services and Solutions Architecture		
	Steering Committee / Programme Boards	Capability Management	Security Privacy and Data Protection	Report Management			Support Services Planning
OPERATIONS	IT Digital Strategy	IT Financial Management	Business Resilience Remediation	Data and Content Management	Service and Solution Creation IT Support	Change Advisory Board / CAB	Web Extranet / Internet
							Client Services
	Business Performance Operational Level Management	Staff Administration and Development	Regulatory Compliance Remediation INF	Asset Management	Service and Solution Creation Development		Infrastructure Operations
		Availability Management	Regulatory Compliance Remediation EUC	Licence Management			Service Desk Operations
	Resource Management		Disaster Recovery Applications	Knowledge Capture and Availability	Service and Solution Maintenance	Release Implementation / BAU Adoption	Security Operations
		Capacity Management					Patching - APPS
	Succession Planning	Supplier and Contract Administration	Disaster Recovery Infrastructure	Application Management			Patching - EUD
							Patching - INF

Whilst our strategic minimum target is CBM level 3 maturity overall, this is not a ceiling, our maturity targets are driven by changes in Council demand, and this will be part of our ongoing commitment to 'continuous improvement' towards level 4-5 maturity, where it benefits the Council.

Level	Description
1	Processes unpredictable, poorly defined, or non-existent. Organisation is reactive.
2	Processes documented, performed, monitored, controlled at project level
3	Processes well understood, standards, procedures, tools defined, controlled at organisation level
4	Processes are controlled using statistical and quantitative techniques
5	Process performance continually improved through incremental and innovative improvements

5.9.2. IT Strategies

As stated in 5.9.1 IT is committed to ensuring we have the right approach, abilities and skills and has adopted the CBM Component Business Model to define and measure IT maturity across our services and processes.

A key aspect of the maturity model is the importance of clear strategy across the various service lines; however, with the complexity of a modern IT service, this is rarely achieved through a single strategy. IT's approach is 'modular', in that each discrete strategy is developed and revised as required, in response to demand for increased maturity and internal/external strategic changes.

Component Business Model – Key Strategies

STRATEGY	Corporate Management	IT Business Management	Business Resilience	Information & Knowledge Management	Service and Solution Design	Service and Solution Deployment	Service Delivery and Support
	Digital Vision	Business Technology Strategy	Business Continuity Planning	Information Governance Strategy	Digital Strategy	Deployment Strategy	Service Delivery Strategy
	Policies & Procedures Guidelines	Business Relationship Management	Cyber Security Strategy		Enterprise Architecture	Automation Strategy	
	PMO / Corporate Roadmap	Financial Strategy	Risk and Issue Management Strategy	Knowledge Management Strategy	Solution Architecture	Transition Planning	IT Support Strategy
	Communications Strategy	Portfolio Management	Disaster Recovery	Business Intelligence Strategy	Technology Architecture	Governance	
					Service Catalogue Management		

This Strategy is the overarching strategy for IT and controls the definition and alignment of any component strategies, to ensure holistic integrity and avoid duplication within the component strategies, which are defined here:

1. **Information Technology Strategy**   *this document – the overarching IT strategy*
2. Information Governance Strategy
3. Cyber Security Strategy
4. Service Delivery Strategy
5. IT Support Strategy
6. Knowledge Management Strategy
7. Communications Strategy
8. Risk and Issue Management Strategy
9. Deployment Strategy
10. Automation Strategy

This approach allows for reduced review and approval through component-level strategy management and limiting the IT Strategy to appropriately 'strategic' content, with more 'service-specific' content managed in the 'service-specific' strategies.

5.10. Automation and Artificial Intelligence

Automation and artificial intelligence (AI) are transforming the nature of work and the workplace. Machines will be able to carry out more of the tasks done by humans, complement the work that humans do, and even perform some tasks that go beyond that.

5.10.1. Our commitment

We will use Automation and IA to address the common questions:

- *How do we make ourselves more efficient, free ourselves up from high-volume repetitive or predictable tasks to focus on the added-value service? and,*
- *How do we provide our customers with better tools to access services themselves?*

5.10.2. How will we achieve this?

Our approach to automation is grounded in the evidence generated from a series of business workshops and informed by the Digital & Customer Experience Strategy.

We will create a high-quality and sustainable automation capability focused on improving employee and resident experience, delivering strong returns on investment. This will be produced in accordance with our digital processes that meet the Government Digital Service Standards.

5.10.3. Criteria

Candidate automation projects must meet both criteria:

1. Will the proposal help the council meet one or more strategic commitments (financial and corporate priorities)?
2. Does the proposal mean improved outcomes for our employees or customers?

All automation proposals must also address **at least three** of the criteria below:

1. Return on Investment: demonstrates that the council is investing in building a sustainable automation capability while achieving savings over three years.

2. Necessity: enable the council to meet a necessary requirement (e.g. compliance, replacement for asset at end of serviceable life, etc)

3. Discovery: addresses a compelling case for change which is recognised by a range of stakeholders but that cannot yet be quantified. The first phase of project work will be to quantify this potential benefit.

4. Innovation: This proposal will enable a directorate to try something new and demonstrate the art of the possible while helping to build capacity, skills and momentum in the council.

5. Resilience: This proposal will improve the resilience of processes within the council by reducing the number of ad-hoc tools and increases security and privacy when handling sensitive customer data.

5.10.4. Conversational AI (chatbot)

A chatbot is a software application used to conduct an on-line chat conversation via text or text-to-speech, instead of providing direct contact with a live human agent. The driver is that it is more cost effective for the customer to self-serve with the added convenience that it can be done at anytime and from anywhere.

In reality, organisations are still struggling to work out how to use the technology in the most efficient way. The promise of a substantial return on investment is often hampered by customer frustration with the limits of the chatbot's abilities, which generally suit more common questions, as opposed to more complicated queries.

IT has developed a set of standards and evaluation criteria to determine the suitability of chatbots as an effective and cost saving tool.

These and further details of the Automation standards and delivery plans can be found in the Automation Strategy Document.

6. Continuous Delivery – Continuous Improvement

The need to continually develop and improve is a constant theme in business, and nowhere is this more prevalent than in IT – where 'change is our business as usual'.

Traditionally, and typically, IT improvement has been driven through programme and project management, with most organisations having an ongoing IT *Transformation* Programme. But with the pace of change and the increasing use of 'agile' techniques, these traditional programmes have struggled to keep pace.

Increasingly, modern IT is moving to a continuous delivery continuous improvement model – understanding that our prime role is to 'keep the lights on' ie. maintain operations and services, whilst delivering ongoing and significant change to keep pace with technology, security and business demand.

IT will develop increasingly more agile approaches to IT change management to develop a continuously improving culture, that uses BI insight and efficient change management to deliver ongoing incremental change as the way we do things to minimise disruption and realise incremental benefits, rather than 'big-bang' change with its impact upon BAU and services.

7. Investment

Technology should be viewed as an investment into the operations and business agility of the organisation, rather than just a cost of doing business.

This document has set out the three key areas of focus and why it is important to create a strong chain of integrated activities as a sustainable foundation on which to build our aspirations. The case for both *mandatory* and *optimal* investment is strong and will largely determine the pace and extent to which the IT vision will be realised.

8. Strategy Management

This strategy will be maintained as a living strategy and formally reviewed on an annual basis. Our use of technology as a council constantly changes. We aim to both manage change effectively and to take advantage of new sustainable technologies and approaches as they emerge.