ICT Strategy

2015-2020

Executive Summary

Main objectives

- Develop an IT Digital Strategy for 2015-2020 through a focused engagement programme with the business

- Develop a set of technology solution principles in line with the Council's strategy & vision

- Develop and understanding of high priority business needs across the council through the creation of a business systems "heat-map" facilitated through structured workshops and 1:1's with key council stakeholders

- Understand the councils application and infrastructure landscape and identify a long list of potential initiatives to deliver the IT Digital Strategy

- Review and prioritise business and system initiatives (where appropriate), and develop a high level delivery roadmap and resource plan

Key findings

- **Support for IT** and recognition of MyOffice as a **major accomplishment**
- Business would like **clearer and more consistent ongoing engagement** with ICT
- **Recognition that not everything can be done at once**
- Over 120 individual initiatives were identified, **62** of these were categorised as **priority** or **in-flight**
- A relatively **consistent view of strategic priorities** for the council and a pragmatic view of how their functions should fit into this emerged through the business engagement
- Concerns were raised over **current perceived performance levels** (connectivity, network, CDM etc.) and the ongoing impact on business productivity
- Potential **risks** highlighted on **BC/DR** - however recognition that a project has been initiated to mitigate
- There is a clear need for an **IT Strategy Governance** process to manage initiatives and priorities across local, departmental and cross-cutting boundaries
- **IT and Business Resources are constrained** with concerns raised with IT over capacity of resource. Current calculations show that demand on majority of the main IT roles (PM, BA, Technical, Testing and Transition to Service) will exceed current capacity, with very limited capability to cover demand peaks through cross-skilling staff

Suggested next steps

1. Confirm assumptions utilised regarding the sizing of opportunities identified - *Complete*
2. Confirm assumptions on the IT resources available for strategy initiatives - *Complete*
3. Confirm and finalise key initiatives (size, priority & schedule) - *Complete*
4. Agree the outputs from the IT Digital Strategy work and circulate with wider key business stakeholders to gain buy-in -*Complete*
5. Finalise funding plans and delivery timelines *– In progress*
6. Establish enhanced IT Digital Strategy governance arrangements and transition, handling in-flight projects on case-by-case basis *– In progress*
7. Review portfolio, programme or project management arrangements for tracking and managing key cross-cutting and local initiatives

Hackney

Technology Solution Principles and summary view of tools used to capture business requirements

The IT systems found within each business function component area were rated on a RAG basis against each of the agreed Technology Solution Principles

	Agreed Technology Solution Principles
1	Easy to use solutions (including self service)
2	Solutions and functionality meet business needs and are reliable
3	Supports flexible and remote/mobile working for staff and customers
4	Solution facilitates joint working with partner organisations, where relevant
5	Solution has defined business and technical ownership
6	Design solutions for common use and reuse of business functionality
7	Solutions designed for deployment and support in line with LBH Council Standards
8	Solutions bought, not built (Customised off the shelf)
9	Solutions designed for Interoperability and common integration approach
10	Ability to support relevant compliance requirements
11	All Information managed and secured in line with LBH Council and PSN policies, procedures & standards
12	Master data is managed, appropriately shared and accessible
13	Agility (ease of making changes to solution and flexibility to enhance)
14	Controls technical diversity
15	Maximise existing and future investment (Value for Money)
16	Disaster Recovery / Business Continuity requirements accommodated
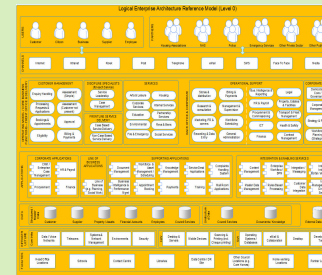
Enterprise Architecture (EA) Reference Model

The EA Reference model ensures alignment with the business of the London Borough Hackney. An EA Reference Model provides an illustrative view of the structure of the EA, and how the business, data, application and technology functions are organised.
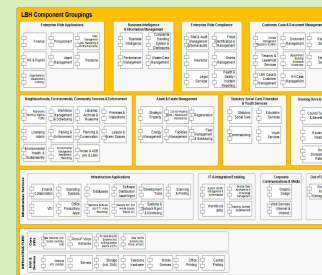
Component Groupings for Workshops

As a result of the EA reference model alignment, the Council's business and technology functions are broken down into business function components, and grouped logically, to ensure productive and relative workshops

Component Template

The component template is used to ensure consistency and standardisation across the data gathering exercise. It provided the opportunity to score the IT solutions that support each component on a RAG basis, to identify current issues and ongoing/future IT related projects. It acts a baseline for future reviews.

Hackney

1) LBH As-is Heatmap
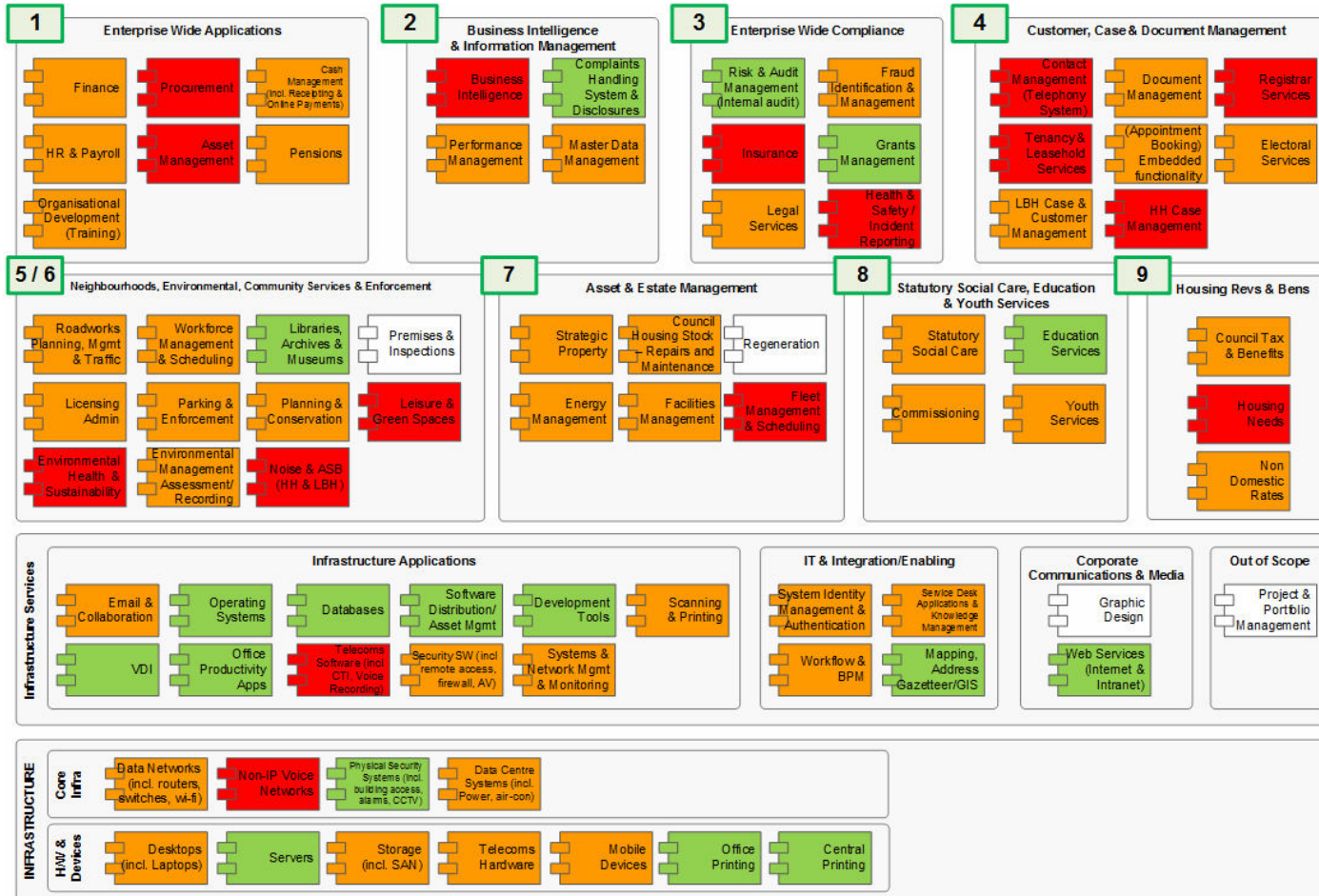
Key Findings:

- The As-is review produced a fairly typical distribution of Reds, Ambers and Greens similar in nature to outcomes in other local authorities
- **21% Red** – poor fit or no existing or planned capability
- **53% Amber** – some fit with some outstanding questions or gaps to meet future requirements
- **22% Green** – Good fit of current systems and planned system changes to meet requirements of the Council

Heat Map Legend
Workshop Assessment

Green	• Good fit of current systems and planned systems changes with requirements for the transformed Council and technology outcomes
Amber	• Some fit, but with some outstanding questions or gaps to meet known future requirements Also used where impact of "Poor fit" (Red) is limited (i.e. less critical requirement)
Red	• Poor fit or no existing or planned capability – requires significant further investigation / investment

4

Hackney

2) LBH Future State Heatmap

Enterprise Wide Applications
- Finance
- Procurement
- Cash Management (incl. Receipting & Online Payments)
- HR & Payroll
- Asset Management
- Pensions
- Organisational Development (Training)

Business Intelligence & Information Management
- Business Intelligence
- Complaints Handling System & Disclosures
- Performance Management
- Master Data Management

Enterprise Wide Compliance
- Risk & Audit Management (Internal audit)
- Fraud Identification & Management
- Insurance
- Grants Management
- Legal Services
- Health & Safety / Incident Reporting

Customer, Case & Document Management
- Contact Management (Telephony System)
- Document Management
- Registrar Services
- Tenancy & Leasehold Services
- (Appointment Booking) Embedded functionality
- Electoral Services
- LBH Case & Customer Management
- HH Case Management

Neighbourhoods, Environmental, Community Services & Enforcement
- Roadworks Planning, Mgmt & Traffic
- Workforce Management & Scheduling
- Libraries, Archives & Museums
- Premises & Inspections
- Licensing Admin
- Parking & Enforcement
- Planning & Conservation
- Leisure & Green Spaces
- Environmental Health & Sustainability
- Environmental Management Assessment/ Recording
- Noise & ASB (HH & LBH)

Asset & Estate Management
- Strategic Property
- Council Housing Stock + Repairs and Maintenance
- Regeneration
- Energy Management
- Facilities Management
- Fleet Management & Scheduling

Statutory Social Care, Education & Youth Services
- Statutory Social Care
- Education Services
- Commissioning
- Youth Services

Housing Revs & Bens
- Council Tax & Benefits
- Housing Needs
- Non Domestic Rates

Infrastructure Services

Infrastructure Applications
- Email & Collaboration
- Operating Systems
- Databases
- Software Distribution/ Asset Mgmt
- Development Tools
- Scanning & Printing
- VDI
- Office Productivity Apps
- Telecoms Software (incl CTI, Voice Recording)
- Security SW (incl remote access, firewall, AV)
- Systems & Network Mgmt & Monitoring

IT & Integration/Enabling
- System Identity Management & Authentication
- Service Desk Applications & Knowledge Management
- Workflow & BPM
- Mapping, Address Gazetteer/GIS

Corporate Communications & Media
- Graphic Design
- Web Services (Internet & Intranet)

Out of Scope
- Project & Portfolio Management

INFRASTRUCTURE

Core Infra
- Data Networks (incl. routers, switches, wi-fi)
- Non-IP Voice Networks
- Physical Security Systems (incl. building access. alarms, CCTV)
- Data Centre Systems (incl Power, air-con)

HW & Devices
- Desktops (incl. Laptops)
- Servers
- Storage (incl. SAN)
- Telecoms Hardware
- Mobile Devices
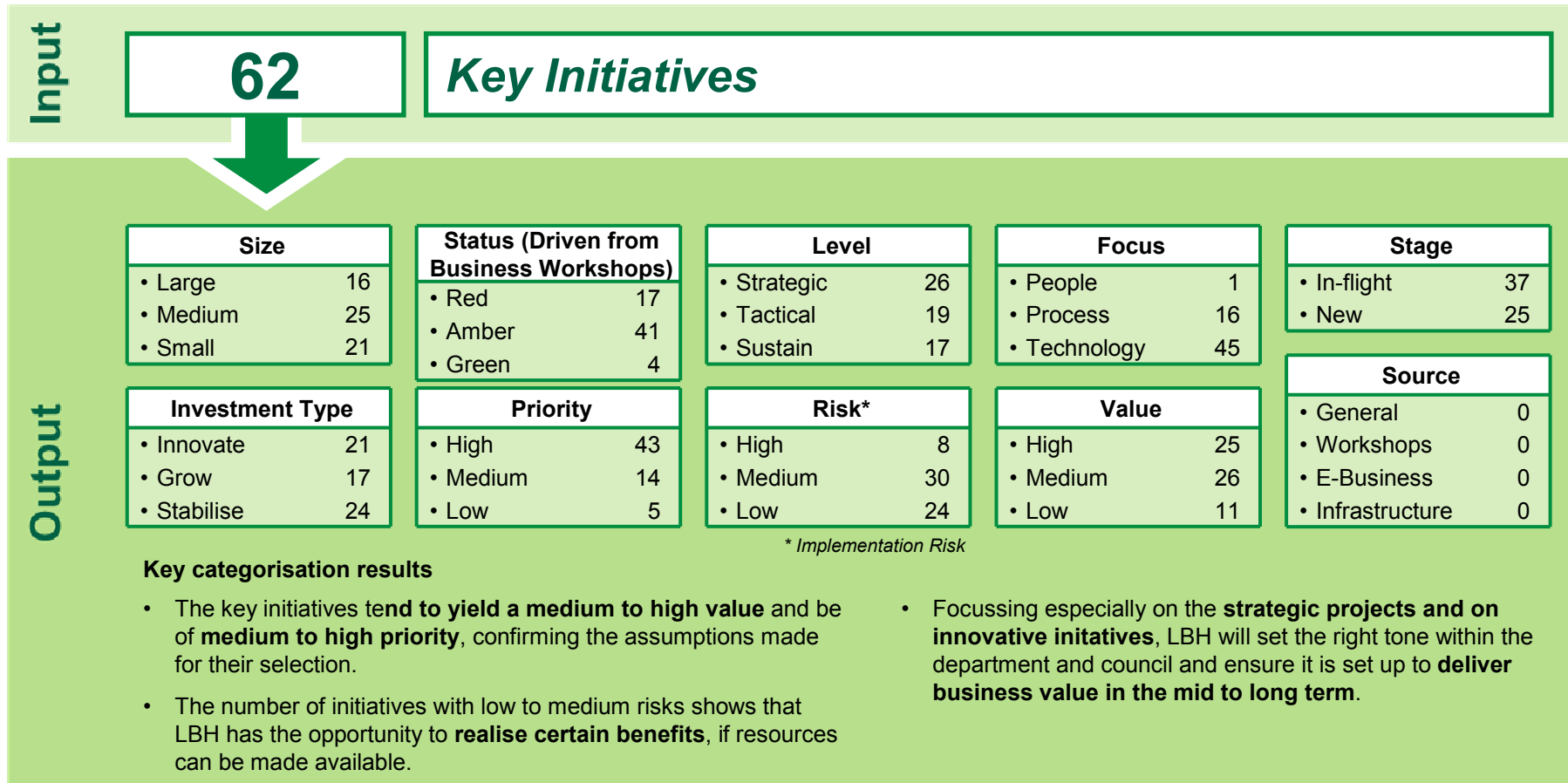- Office Printing
- Central Printing

Key Findings:
- The Future state review produced an unexpected outcome in that the aspirations of the Council are that **87%** of future systems will have a good fit with the requirements of the transformed Council.
- Evidence from other local authorities would indicate that a more balanced view of systems and services is more pragmatic
- The outcomes in the future state heat map indicate that there is currently an unrealistic n expectation for systems and services and will likely lead to significant financial and resource pressure and demand for new and improved IT systems and services unless IT Governance and Architecture can be improved

Heat Map Legend
Workshop Assessment

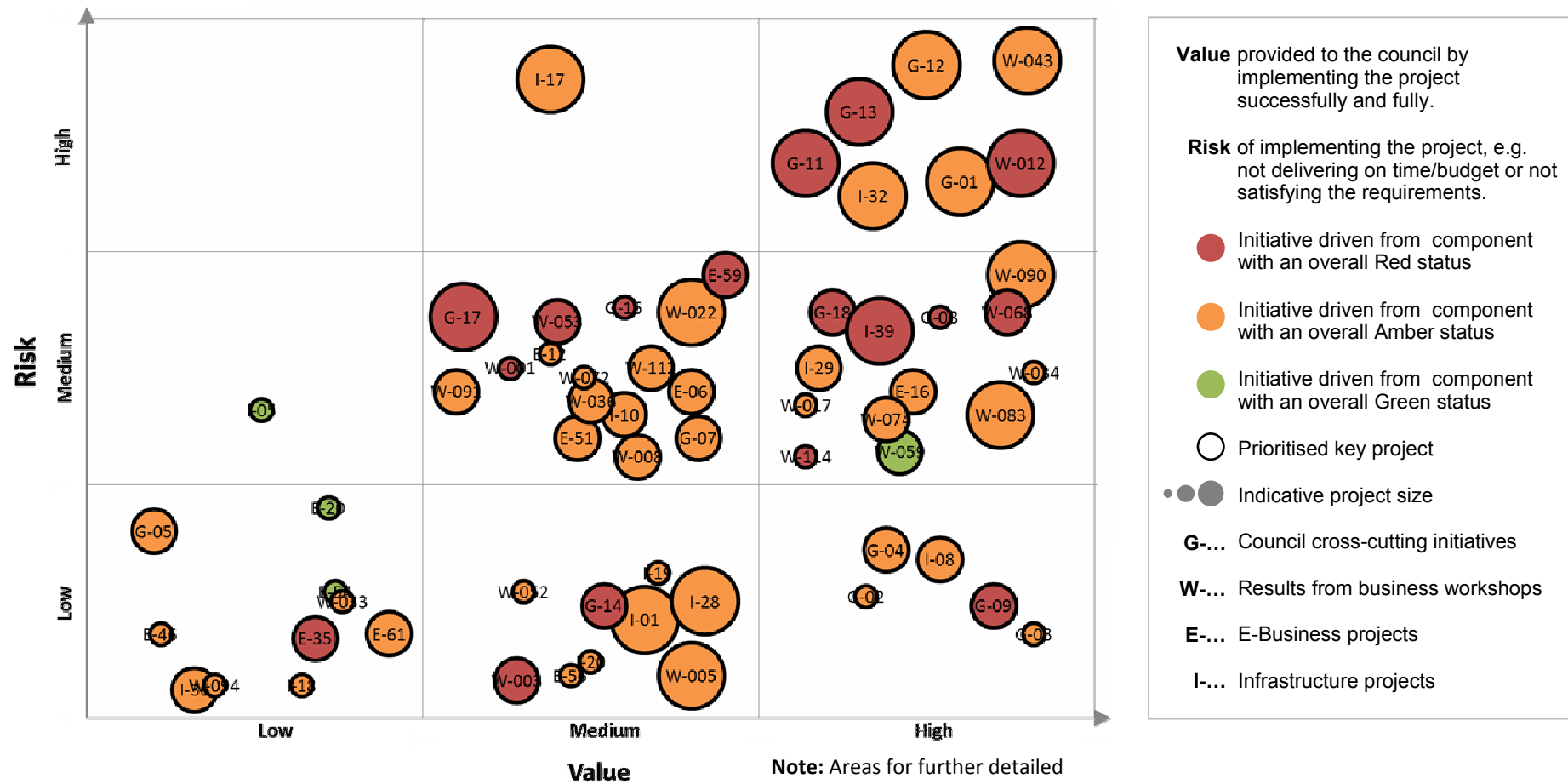| Green	• Good fit of current systems and planned systems changes with requirements for the transformed Council and technology outcomes
Amber	• Some fit, but with some outstanding questions or gaps to meet known future requirements. Also used where impact of "Poor fit" (Red) is limited (i.e. less critical requirement)
Red	• Poor fit or no existing or planned capability – requires significant further investigation / investment

Hackney

Categorise 62 key initiatives

The 10 different lenses previously introduced to categorise the complete list of 117 consolidated initiatives have been applied to the sub-set of 62 key initiatives to provide further insight and categorisation

Input

62	*Key Initiatives*

Output

Size	
• Large	16
• Medium	25
• Small	21

Status (Driven from Business Workshops)	
• Red	17
• Amber	41
• Green	4

Level	
• Strategic	26
• Tactical	19
• Sustain	17

Focus	
• People	1
• Process	16
• Technology	45

Stage	
• In-flight	37
• New	25

Investment Type	
• Innovate	21
• Grow	17
• Stabilise	24

Priority	
• High	43
• Medium	14
• Low	5

Risk*	
• High	8
• Medium	30
• Low	24

Value	
• High	25
• Medium	26
• Low	11

Source	
• General	0
• Workshops	0
• E-Business	0
• Infrastructure	0

* Implementation Risk

Key categorisation results

- The key initiatives te**nd to yield a medium to high value** and be of **medium to high priority**, confirming the assumptions made for their selection.

- The number of initiatives with low to medium risks shows that LBH has the opportunity to **realise certain benefits**, if resources can be made available.

- Focussing especially on the **strategic projects and on innovative initatives**, LBH will set the right tone within the department and council and ensure it is set up to **deliver business value in the mid to long term**.
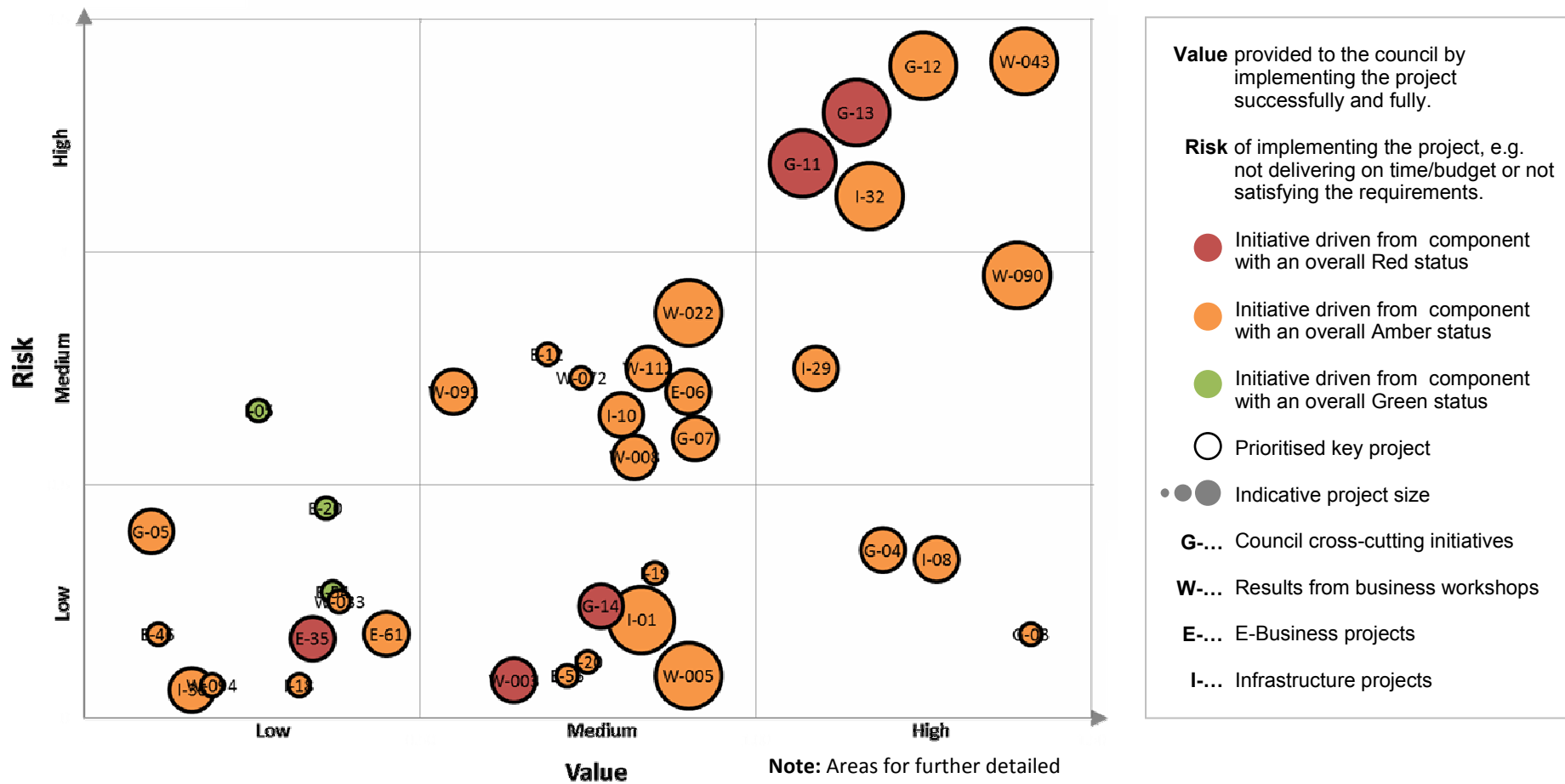
Hackney

62 prioritised key initiatives

The prioritised list of 62 key initiatives (37 in-flight, 25 new) shows a fairly balanced portfolio across the 3-by-3 values vs risk matrix


Note: Areas for further detailed consideration include high value initiatives especially for those with Red and Amber status

7

37 in-flight, key initiatives

The 37 in-flight projects shows a fairly balanced portfolio across the 3-by-3 values vs risk matrix

Value provided to the council by implementing the project successfully and fully.

Risk of implementing the project, e.g. not delivering on time/budget or not satisfying the requirements.

- 🔴 Initiative driven from component with an overall Red status
- 🟠 Initiative driven from component with an overall Amber status
- 🟢 Initiative driven from component with an overall Green status
- ○ Prioritised key project
- •●⬤ Indicative project size
- **G-...** Council cross-cutting initiatives
- **W-...** Results from business workshops
- **E-...** E-Business projects
- **I-...** Infrastructure projects

Note: Areas for further detailed consideration include high value initiatives especially for those with Red and Amber status

8

⊕ Hackney

Developing a balanced portfolio
of IT Digital Strategy initiatives (1/2)

The categorisation of the selected 62 key initiatives as "stabilise - grow - innovate" shows that the biggest value
will be derived from projects focussed on innovation and growing the capabilities and services
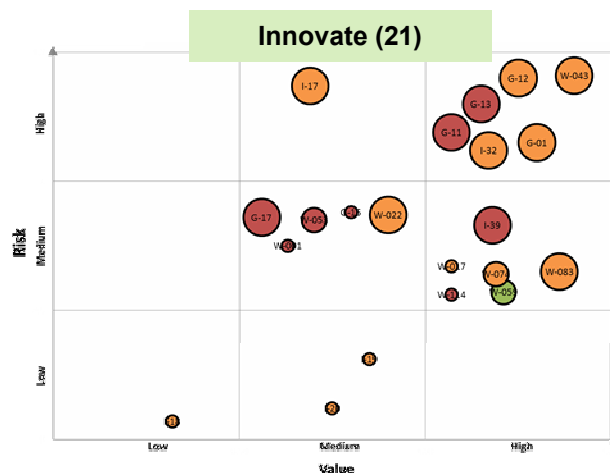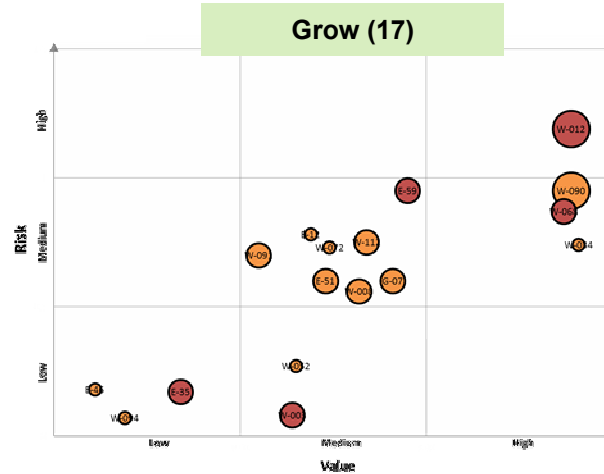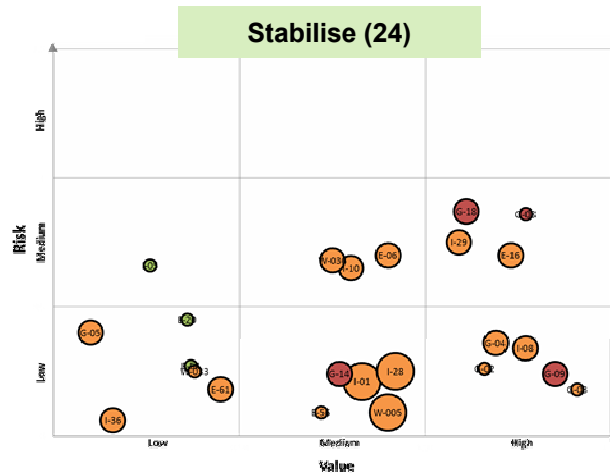
Stabilise (24)

Grow (17)

Innovate (21)

Value provided to the council by implementing the project successfully and fully.

Risk of implementing the project, e.g. not delivering on time/budget or not satisfying the requirements.

● Initiative driven from component with an overall Red status

● Initiative driven from component with an overall Amber status

● Initiative driven from component with an overall Green status

○ Prioritised key project

●●● Indicative project size

G-… Council cross-cutting initiatives

W-… Results from business workshops

E-… E-Business projects

I-… Infrastructure projects
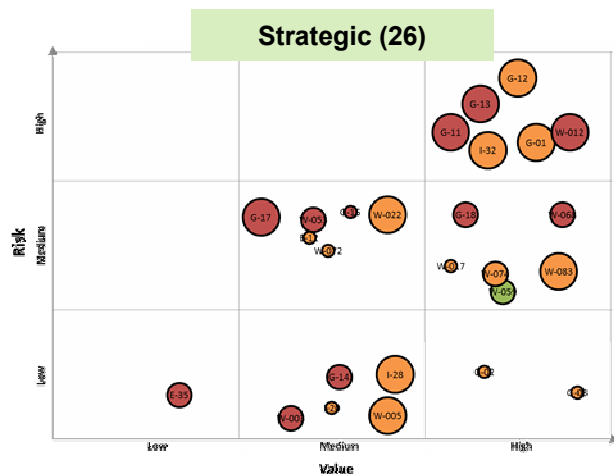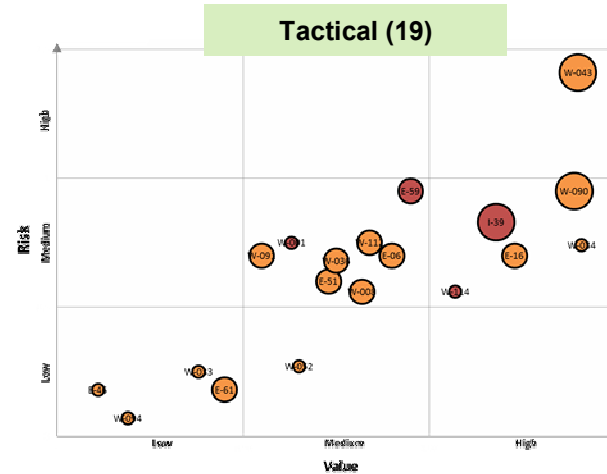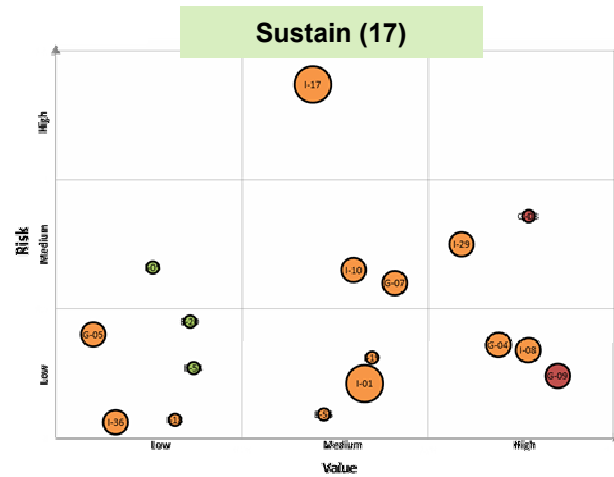
Key analysis results

• The profile shows a **fairly even distribution** across all 3 values, i.e. a balanced portfolio of focus areas for the selected key initiatives.

• Initiaves in the „**Grow**" and „**Innovate**" groups have a clear tendency to be more **risky, but also deliver a larger value**.

• Projects focused on **stabilising** the estate usually yield **less tangible benefits but are estill necessary** to maintain the current quality levels and keep up with increasing demands.

Developing a balanced portfolio
of IT Digital Strategy initiatives (2/2)

The categorisation of the selected 62 key initiatives as "sustain - tactical - strategic" shows that the biggest value will be derived from strategic projects, while a large number of sustaining initiatives could be candidates to free up capacity for other work

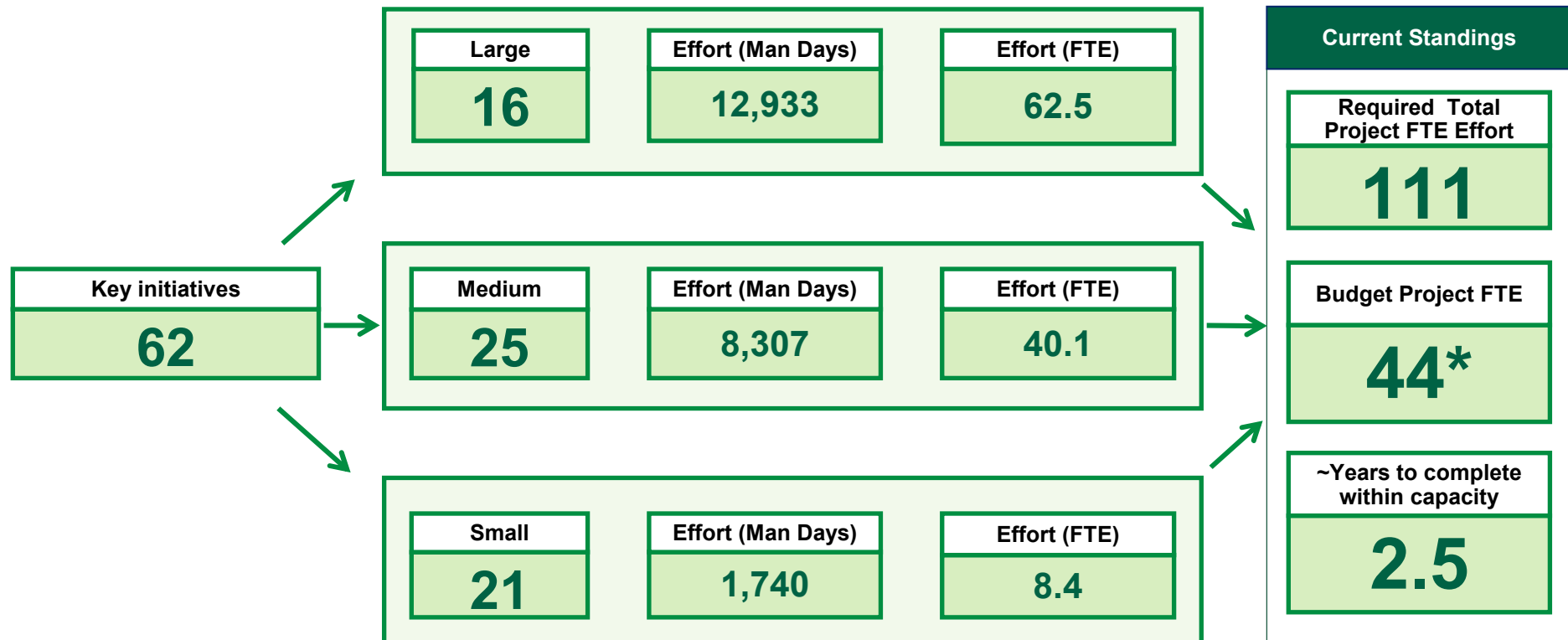**Sustain (17)**

Tactical (19)

Strategic (26)

Key analysis results

- A fairly **large number initiatives are focussed on „sustaining"**. While most of these are small, the number of projects comes with **administrative overhead**. These projects should be investigated to identify „STOP" **candidates to potentially free up capacity.**

- Tactical and **strategic projects** tend to be medium to large, **delivering higher value**. They are crucial to LBH's capability to deliver services in the future and must be a clear priority.

Value provided to the council by implementing the project successfully and fully.

Risk of implementing the project, e.g. not delivering on time/budget or not satisfying the requirements.

- Initiative driven from component with an overall Red status
- Initiative driven from component with an overall Amber status
- Initiative driven from component with an overall Green status
- ○ Prioritised key project
- Indicative project size
- G-… Council cross-cutting initiatives
- W-… Results from business workshops
- E-… E-Business projects
- I-… Infrastructure projects

Hackney

FTE Requirement vs Budget
on 62 key initiatives

As a result of cross cutting themes emerging from workshops, 1:1 sessions with key stakeholders and core project team,
62 out of the 117 initiatives were identified as either in-flight (37) or key business strategy initiatives (25), that should be prioritised

Large	Effort (Man Days)	Effort (FTE)
16	12,933	62.5

Key initiatives
62

Medium	Effort (Man Days)	Effort (FTE)
25	8,307	40.1

Small	Effort (Man Days)	Effort (FTE)
21	1,740	8.4

Current Standings

Required Total Project FTE Effort
111

Budget Project FTE
44*

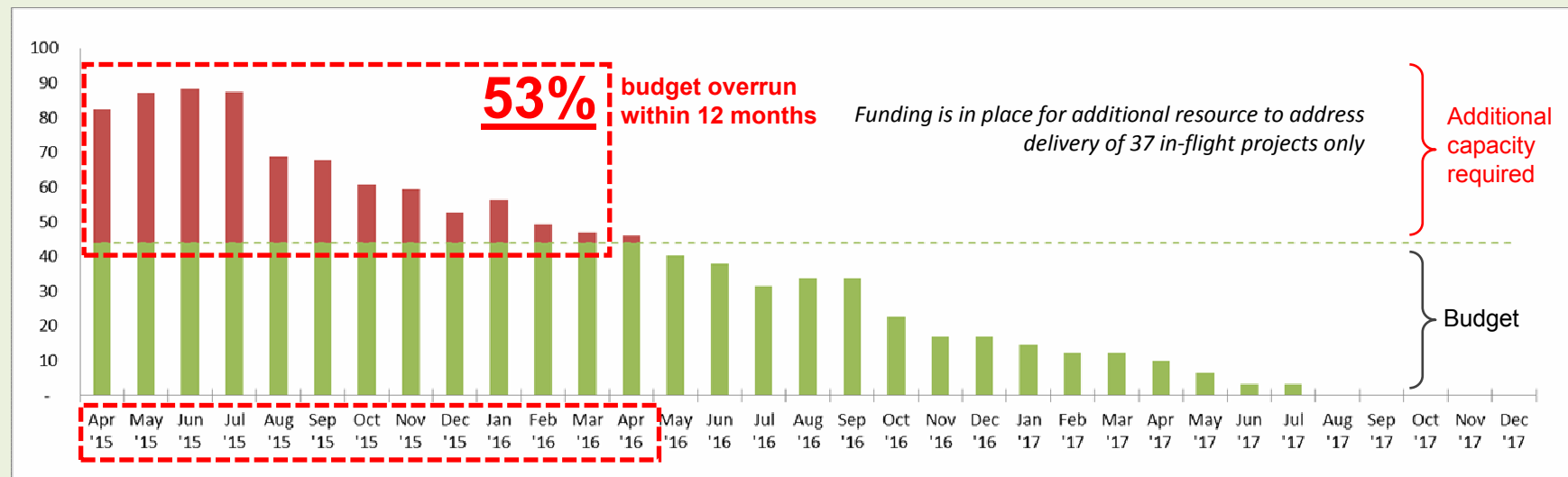| ~Years to complete within capacity |
|---|
| 2.5 |

Excludes Agency resources funded from Capital funds

Applying the same calculations as previously, the FTE requirement to complete the selected key initiatives has reduced to 111 FTE,
to complete within 2.5 years. Given the deficit between the required project FTE vs budget, we may need to further prioritise the initiatives

Hackney

Resource requirements to deliver the 62 key initiatives

Focussing on delivering the 62 key initiatives significantly reduced the budget overrun, but still indicates a significant capacity problem if no further investments are made, either in additional staff or via freeing up otherwise stranded capacity, e.g. through streamlining BAU processes

- Delivering 62 key initiatives would require 111 FTE years, i.e. it could be **theoretically achieved in about 2.5 years.**

- **Even after re-planning** initial timelines for the key initiatives more carefully, the resource profile **still shows additional capacity requirements.**

- By further **re-scheduling projects, cross-skilling staff, and adding additional resources,** peak requirements for certain roles can potentially be absorbed.

- For example, in many cases **combined profiles** of PM/BA, BA/Testing, Technical/Testing are possible and **provide ICT with more flexibility around delivering projects**.

53% **budget overrun within 12 months**

Funding is in place for additional resource to address delivery of 37 in-flight projects only

Additional capacity required

Budget

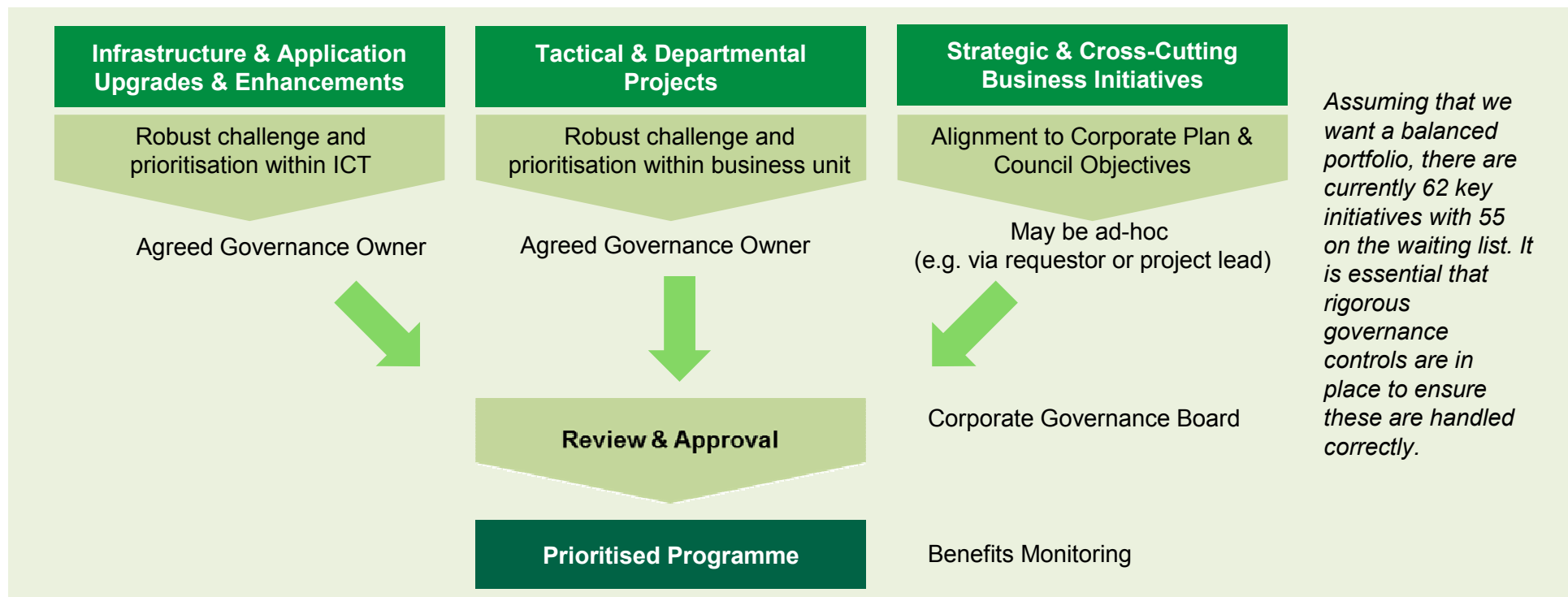**13 months** exceeding budgeted capacity

* No major projects planned beyond Dec '17
Where no start date was provided, April '15 was used

⊕ **Hackney**

Evaluating & Prioritising Future Initiatives

The challenge	It is evident the council has a large portfolio of inflight & new initiatives that are competing for resource & funding. Creation of an effective IT Governance framework will be key to the successful delivery of the portfolio of initiatives as outlined in the diagram below.

Infrastructure & Application Upgrades & Enhancements

Robust challenge and prioritisation within ICT

Agreed Governance Owner

Tactical & Departmental Projects

Robust challenge and prioritisation within business unit

Agreed Governance Owner

Strategic & Cross-Cutting Business Initiatives

Alignment to Corporate Plan & Council Objectives

May be ad-hoc (e.g. via requestor or project lead)

Corporate Governance Board

Review & Approval

Prioritised Programme

Benefits Monitoring

Assuming that we want a balanced portfolio, there are currently 62 key initiatives with 55 on the waiting list. It is essential that rigorous governance controls are in place to ensure these are handled correctly.

Hackney

Governance Guiding Principles

The aim of the ICT department within LBH is to become:

*"A high performing ICT function which is cost efficient, effective at managing demand and delivers exceptional service to its customers, the council and citizens." ***

Achieving this goal will require delivery of an enhanced IT infrastructure and capability to support the future "digital by default" strategy for the council in the delivery of its services to citizens and internal users:

- IT Connectivity, Networks & Equipment
- Business Analysis & Support
- Translation of requirements to delivery of solutions
- Implementation, Transition to Service & Ongoing Support

* September 2014 ICT Strategy Review

The Guiding Principles of Governance are:

Provide single-point mechanism for new business cases and council service improvements to be channelled and assessed

Allow existing, live delivery projects to run their course

Ensure IT Digital Strategy is articulated sufficiently in advance of major projects and programmes to determine full requirements at the outset

Use and leverage existing LBH governance approaches where possible, keeping it as simple as possible to operate

Involve and engage with the business at all steps of the journey

System usage and business data improvement activity is best sustained when closely aligned to ownership/usage

Hackney

Objectives & Benefits of Governance

Objectives to Achieve Governance

- Clear communication channels and single points of contact – **consistency** of approach
- More **robust challenge** to incoming business cases
- **Cross-community** forum for reviewing new business cases and customer service improvement requests
  - Explore synergies and opportunities to undertake more efficiently

Direct Benefits

Transparency

- **Increased transparency** of work being undertaken – significant volume of potential initiatives

Benefits & Priorities

- Clearer view on benefits and priorities

Customer Experience

- Enhance the **customer & citizen experience**

Continued BAU

- Designed with transition back to **BAU** in mind via **up-skilled** resource (users & service improvement groups)
- Balancing immediate priorities and constraints with longer-term strategy

Keep the governance as "Lean" as possible - not aiming for over-inflated structures

Hackney

Summary of IT Governance Framework

Current in-flight initiatives will be allowed to run under existing arrangements, unless sufficient progress has not been made by an agreed "amnesty" deadline – a number of existing projects are well advanced (e.g. Cedar upgrade, CI implementation)

Specifically for projects and initiatives, the current development programme will be categorised into:

1) **Those which are in-flight and/or targeted for accelerated embedding in the business** (activity underway via Roadmap)

2) **Those where further development will be justified**, including initiatives which can be viewed as (a) Stabilise, (b) Grow or (c) Innovate - differentiating strategic benefit from BAU

3) **Projects where a clear case for further development cannot be made at this time**

- An inventory of existing projects in the business is compiled to support evaluation of future development proposals
- The inventory of existing applications within the business is continually reviewed, refined and rationalised where possible, building upon new information gained during the recent MyOffice implementation

The programme governance structure will be based on:
- **A Gateway/Stage process for approvals**, including the process for getting to Stage "0"
- **A business-case led approach** for new projects and initiatives
- **A new organisational structure for the governance of ICT-related initiatives**, supported by shared Business/ICT structures
- **Evaluation criteria for new initiatives**

⊞ Hackney

ICT Governance Tiered Structure

Strategic Governance

Business ICT Strategy Board

Report to HMT Bi-annual meeting

Checking Benefits

Looking Forward

The Business ICT Strategy Board (Strategy Board) will meet quarterly to review formally submitted Outline Business Cases against the Business ICT Strategy, current year investment plan, the current approved portfolio of projects and current business priorities. The Strategy Board will also monitor and review progress on the Business ICT Strategy Implementation programme for the current year

Tactical Governance

Technology Advisory Board(s)

Outline Business Case

Monthly Meeting

Prioritisation & Resource Allocation

The TAB(s) will meet monthly (or on demand) reviewing technology assistance requests from the business, and providing advice and guidance to the business for projects at the 'concept' or feasibility stage. TAB may recommend projects are developed to Outline Business Case stage and submitted to the Business ICT Strategy Board. TAB may also recommend projects are passed directly to ICT for development and implementation. TAB will also, as part of its core remit, provide a key focus on application rationalisation. It will also be responsible for evaluating new technologies that may have a potential effect on corporate applications for the council in the future, to help inform the on-going development of the strategy

Operational Governance

Change Advisory Board (Business as Usual)

Day to Day IT, Governance & CAB

Budget

Weekly Meeting

Business as Usual Governance involves the weekly meeting to plan and manage the delivery of ICT change requests that originate from the business or from ICT. The ICT CAB will report back formally to both the Business ICT Strategy Board and the TAB on a regular basis to inform on progress and provide insight on issues and further opportunities

Hackney

Technology Advisory Board(s) (TAB)

The TAB will review and provide advice and guidance for submitted initiatives against the IT Principles detailed in the Business IT Strategy

TAB Responsibilities:

•The TAB will:

- provide early stage technology and business insight into the proposed initiative

- review and provide feedback on the costs detailed in the Outline Business Case (OBC)

- provide support and challenge feedback on the alignment of the initiative to the IT Digital Strategy

- if necessary request further development of the initiative, or refinement of the OBC

•The TAB will review the overall portfolio of IT Projects using Portfolio Management techniques to ensure that a balanced and achievable portfolio of projects is maintained

•The TAB will also review progress reports each month on the delivery of IT Projects and recommend actions or escalations as appropriate

TAB Process:

•The TAB will meet monthly to review proposals for new IT enabled initiatives before substantive resources or time has been committed to the initiative

•Outline Business Cases will be required for all initiatives submitted to the TAB

•The TAB may recommend, for large, complex or potentially business disruptive proposals that the initiative is forwarded onto the IT Strategy Board for further consideration on the basis of increased risk, significant cost, high business impact and so on

•The TAB may alternatively recommend that the initiative is passed directly to the IT Change Board (CAB) for resource allocation scheduling in the cases where the initiative is considered to have low risk, low cost and is aligned with the portfolio of projects

Business ICT Strategy Board

The Business ICT Strategy Board will formally *review business cases (Outline and Full) and will oversee the management of the portfolio of ICT initiatives*

Business ICT Strategy Board Responsibilities:

•The Business ICT Strategy Board will meet quarterly to formally review submitted Business Cases against the Digital Strategy.
•The board will review:
  • submitted proposals against current year investment plan,
  • review the portfolio of IT projects against current business priorities
  • monitor and review progress on the Digital Strategy Implementation programme for the current year
•The board will review progress reports on the delivery of IT Projects and the realisation of benefits and recommend actions or escalations as appropriate.
•The board will report to HMT twice per year

Business Case Approach

Example features of a good business case	
Key Components	**Key Principles**
• Description & Key drivers (why we should do it) • Cost (CapEx and OpEx, internal/external costs) & Benefits • Timescales • Impact assessment (people, process, system, business, change) • Impact of not doing • Current data assessment & challenges (volume, quality, structure, reliability) • Ease of implementation (including reliability of outcomes) • Inter-dependencies (and evidence of consultation) • Key resources needed (to inform any subsequent conflict discussions) • Project Manager (proposed)	• The Project Managers will drive the projects and be accountable once sanctioned • The Programme will commission, monitor and support • Strategy Board and/or HMT will be the final arbiters in event of any disputes or as escalation mechanism for dealing with major un-planned events

Outline business case submission should be a concise document, clearly articulating rationale for, and benefits of, the proposed project

⊕ Hackney

Scoring and prioritising business cases

Scoring and prioritisation of project requests should be performed via a consistent approach. Potential approaches to reviewing and prioritising incoming project requests have been assessed and a Semi-Formal Scoring approach will be adopted

Approach	+	-
Formal Scoring	• Consistency in the way projects are rated and scored • Each project assigned a numerical score to help arbitrate in case of resource or funding conflicts	• Risk of not comparing like-for-like • Approach may become overly mechanistic • Scoring likely to retain some level of subjectivity • All factors (e.g. volume, quality, benefits) may not be known in detail prior to undertaking project
Semi-Formal Scoring	• Consistency in the approach taken to review projects • Guidelines provided on strategic priorities for the business • Accountability within business for selecting and prioritising initiatives which will deliver most benefit • Retains a degree of flexibility in balancing financial/"hard" measures with less tangible benefits	• A degree of governance and management oversight will be needed to arbitrate competing projects – conversations with unsuccessful requestors may be tougher as a result
Informal Scoring	• Provides flexibility for the business to decide case-by-case on the merits of individual projects/business cases	• Risk that a programme of projects emerges which is not strategically aligned • No clear mechanism for evaluating one project over another • Increased risk of dispute and dissatisfaction within the business

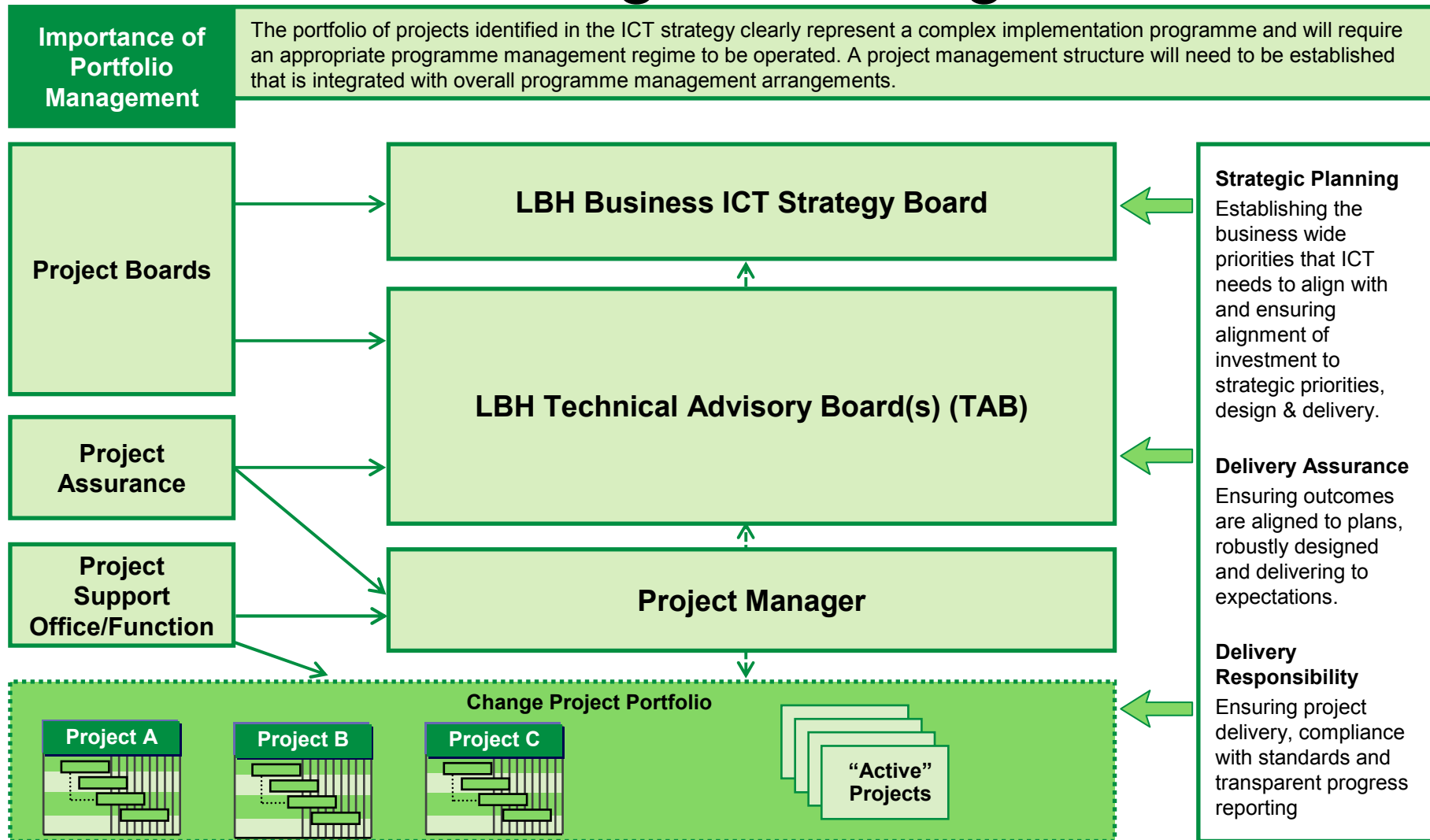- A semi-formal approach should be adopted, particularly where there are long-lists of initiatives, providing a balance between robust management challenge and evaluation against strategic objectives of the business.

- A more formal scoring approach is also provided for reference and comparison on the following slide as this may be appropriate when evaluating smaller subsets of projects.

Hackney

Formal Scoring Approach Example

- Clear and consistent criteria, each scored 1 to 10
- Suggested weighting examples, to be agreed via governance forum

Description	Weighting
Strategic Fit	25%
Cost / Benefits	25%
Ease of implementation	20%
Customer Experience & Usability Impact	20%
Risk (Including of not doing)	10%
Compliance Impact	Case by Case Review

Hackney

Portfolio Management Organisation

Importance of Portfolio Management	The portfolio of projects identified in the ICT strategy clearly represent a complex implementation programme and will require an appropriate programme management regime to be operated. A project management structure will need to be established that is integrated with overall programme management arrangements.

Project Boards

Project Assurance

Project Support Office/Function

LBH Business ICT Strategy Board

LBH Technical Advisory Board(s) (TAB)

Project Manager

Change Project Portfolio

Project A

Project B

Project C

"Active" Projects

Strategic Planning
Establishing the business wide priorities that ICT needs to align with and ensuring alignment of investment to strategic priorities, design & delivery.

Delivery Assurance
Ensuring outcomes are aligned to plans, robustly designed and delivering to expectations.

Delivery Responsibility
Ensuring project delivery, compliance with standards and transparent progress reporting

Hackney

ICT Strategy
2015-2020

CDM #16616813 v1
ICT Strategy 2015-2020.PPTX