Information Technology Strategy 2012-2014

Finance and Administration Committee

January 16, 2012

Re-Imagine TSD

April 2010

2010
Structure
Stabilize
Secure
Standardize
Stewardship

2011…
Leverage
Expand
Pioneer
Transform

2014…
Empower

Technology Services Division Transformation Journey

TSD Vision

City Vision

Transformation is not an event…It is a process
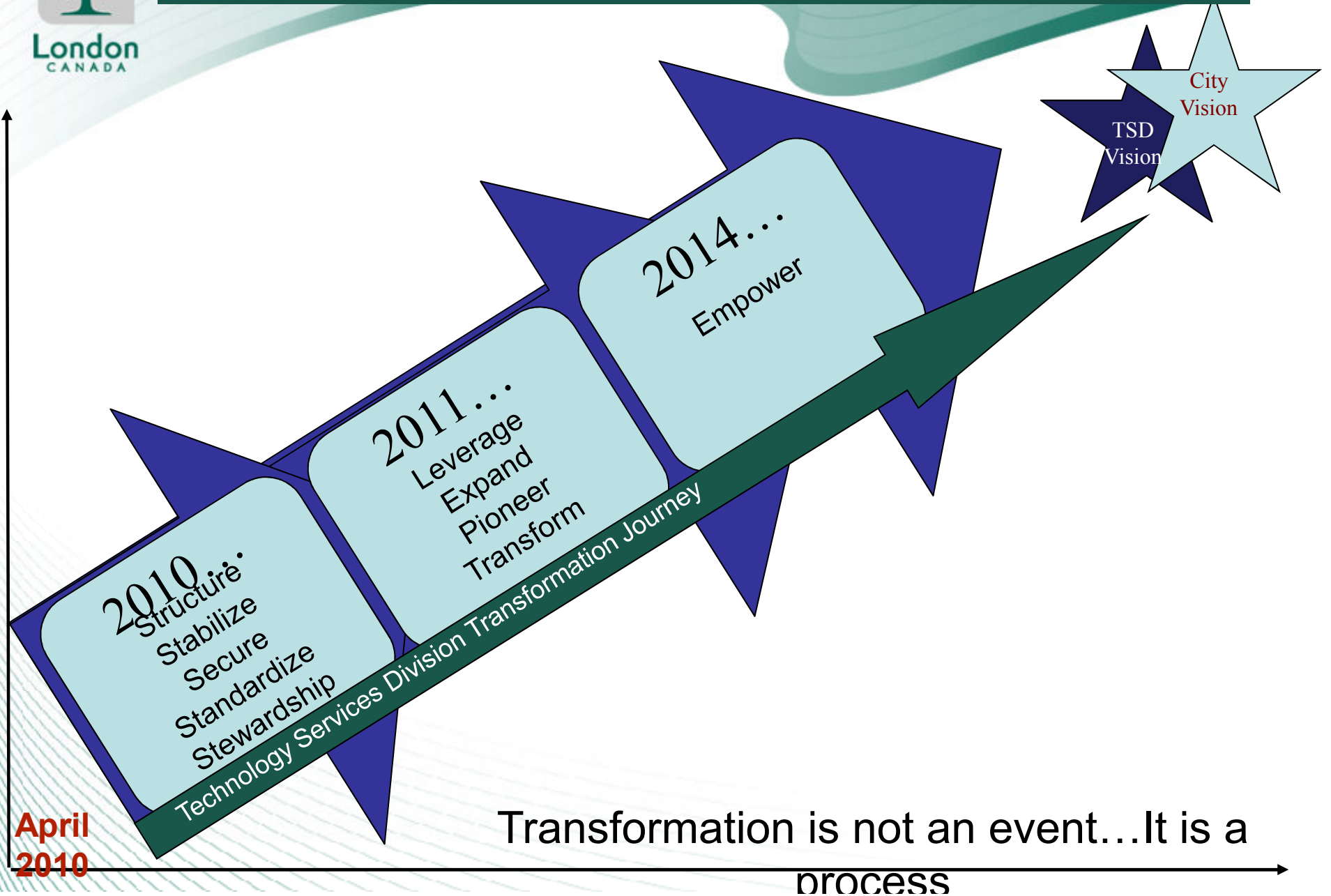
Outline

✓Why IT Strategy?

✓What is our IT Strategy?

✓How we plan to implement our Strategy

Why IT Strategy?

"The most applicable metaphor for me as relates to IT management without a plan is the wandering of the Israeli tribes through the desert for 40 years. Although this was divinely orchestrated, the results are similar. Groups of people treading over the same ground, inefficient use of their individual energies and resources, lack of a common direction, and ambling along responding to tactical needs, but not towards a defined destination."

Greg Powers, Senior Management Consultant

✓ **Information Technology**

  ✓ is a growth driver.

  ✓ is a transforming agent.

  ✓ is a strategic corporate asset and it must be managed as suc

  ✓ is a nerve system running through every aspect of an organiz
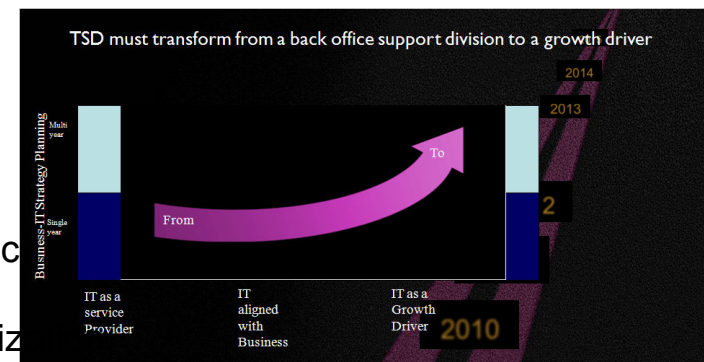
  ✓ To align Information Technology (IT) investments with corporate priorities

  ✓ To transform TSD from a commodity supplier to business enabler

  ✓ To increase the return on IT investments

  ✓ To effectively manage the rapid technology and business changes

Why IT Strategy?

"**IT is central to organizational success** – effective and efficient delivery of services and goods – especially when IT is designed to bring about change in an organization. This change process, commonly referred to as "**business transformation**," is now the prime enabler of new business models both in the private and public sectors."

Former Auditor General of Canada

"If we fail to plan then we plan to fail"

Our **IT Strategy** is a
- Living,
- Integrated,
- Validated,
- Strategically Aligned,
- Business Objectives Driven, and
- Comprehensive

document that consists of a
- Vision,
- Mission,
- Goals and Objectives,
- Strategic Directions
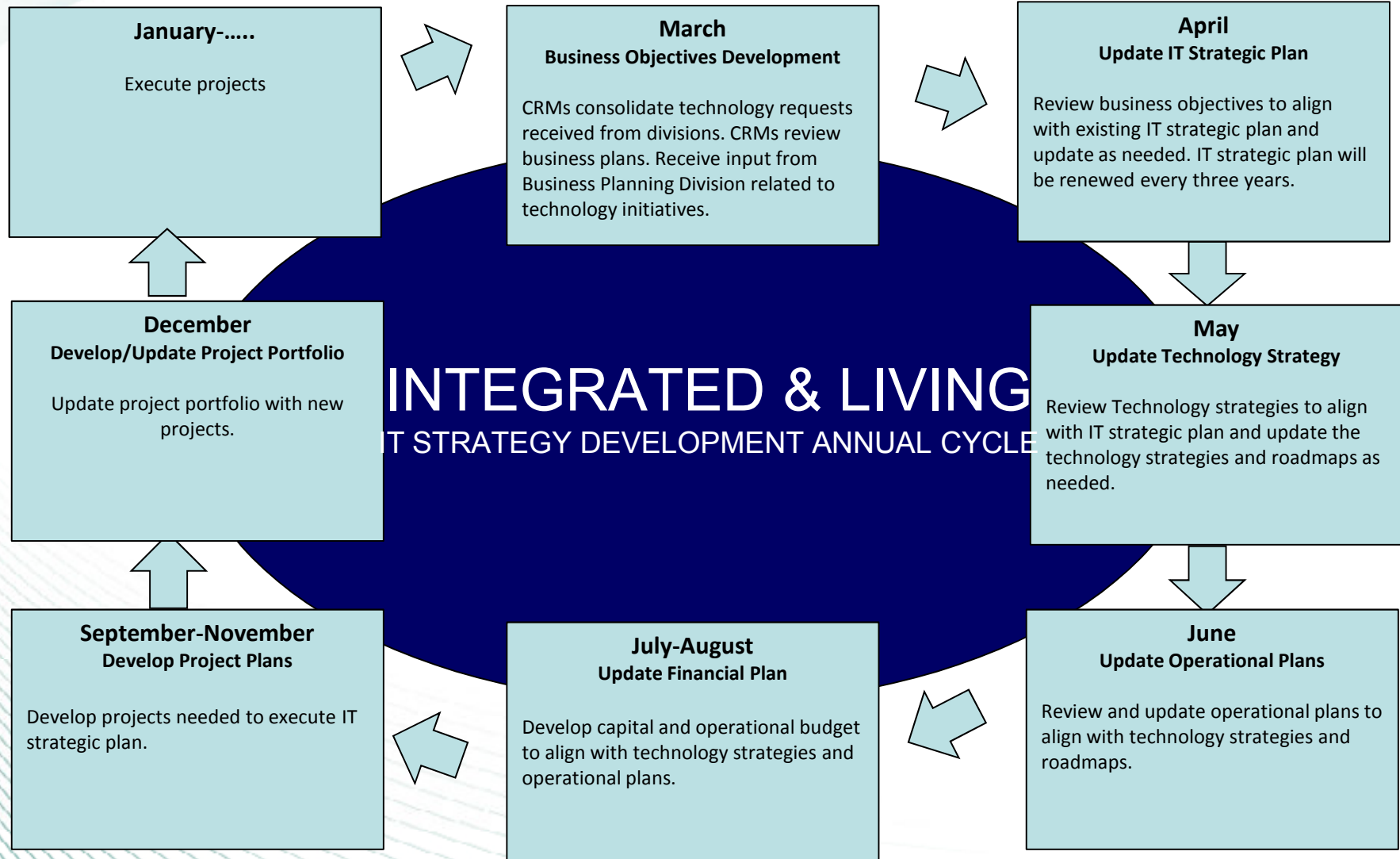- Guiding Principles, and
- Set of Measurements

to guide TSD and the Corporation achieve the **END RESULTS**
- A Strong Economy
- A Vibrant & Diverse Community
- A Green & Growing City
- A Sustainable Infrastructure
- A Caring Community

outlined in the City of London's Strategic Plan. This is complemented by Enterprise Architect Strategy and Enterprise Architect Roadmap.

What is our IT Strategy?

London CANADA

INTEGRATED & LIVING
IT STRATEGY DEVELOPMENT ANNUAL CYCLE

January-.....
Execute projects

March
Business Objectives Development

CRMs consolidate technology requests received from divisions. CRMs review business plans. Receive input from Business Planning Division related to technology initiatives.

April
Update IT Strategic Plan

Review business objectives to align with existing IT strategic plan and update as needed. IT strategic plan will be renewed every three years.

May
Update Technology Strategy

Review Technology strategies to align with IT strategic plan and update the technology strategies and roadmaps as needed.

June
Update Operational Plans

Review and update operational plans to align with technology strategies and roadmaps.

July-August
Update Financial Plan

Develop capital and operational budget to align with technology strategies and operational plans.

September-November
Develop Project Plans

Develop projects needed to execute IT strategic plan.

December
Develop/Update Project Portfolio

Update project portfolio with new projects.

What is our IT Strategy?

IT STRATEGY

What is TSD's vision?
Defining TSD's vision, mission, values, strategic direction, guiding principles.

Where are we now?
Analyzing the current technology, investment, organizational and service state baselines, capability & maturity.

Where do we want to be?
Developing the IT Strategy with goals and objectives to align with the business.

PLAN

How do we get where we want to be?
Enterprise Architecture Roadmap, Technology and Operational Plans, project plans

How do we confirm our milestones have been reached?
Key performance indicators, Balanced Score Card, etc.

How do we keep the momentum going?

What is our IT Strategy?

City of London Strategic Plan

Access to Information from Anywhere, Anyhow

Business Attraction and Retention

Business Continuity and Emergency

Community Partnerships

Community Engagement

Customer Service Excellence

Open and Transparency in Government

Information Technology Strategy 2012-2014

Opportunity

Enable, Empower and Enrich Opportunities

Just In Time Communication

Service Customization

Automation

Cost Optimization

Citizen Engagement Collaboration

Process Re-Engineering

Information Analytics

Project Management

Visitor Attraction

Data Mining and Business

New Revenue Generation

IT Strategy is …

✓ about allowing our citizens and businesses to get their services efficiently, effectively and economically,

✓ about allowing our stakeholders to get their services anytime, anywhere by any method,

✓ about providing the right information, at the right time, to the right audience using the right medium,

✓ about providing our decision makers accurate and timely information to make the right decision at the right ti

✓ about providing our staff tools and training needed to increase productivity and maintain a life-work balance,

✓ about eliminating and/or improving outdated and inefficient processes, and

✓ about providing tools to manage our other precious assets such as people, finance, infrastructure, etc. …

On-line Services

Automation

Business Intelligence

Process Re-engineering

Decision Support Systems

Collaboration

Knowledge Management

Just in Time Communication

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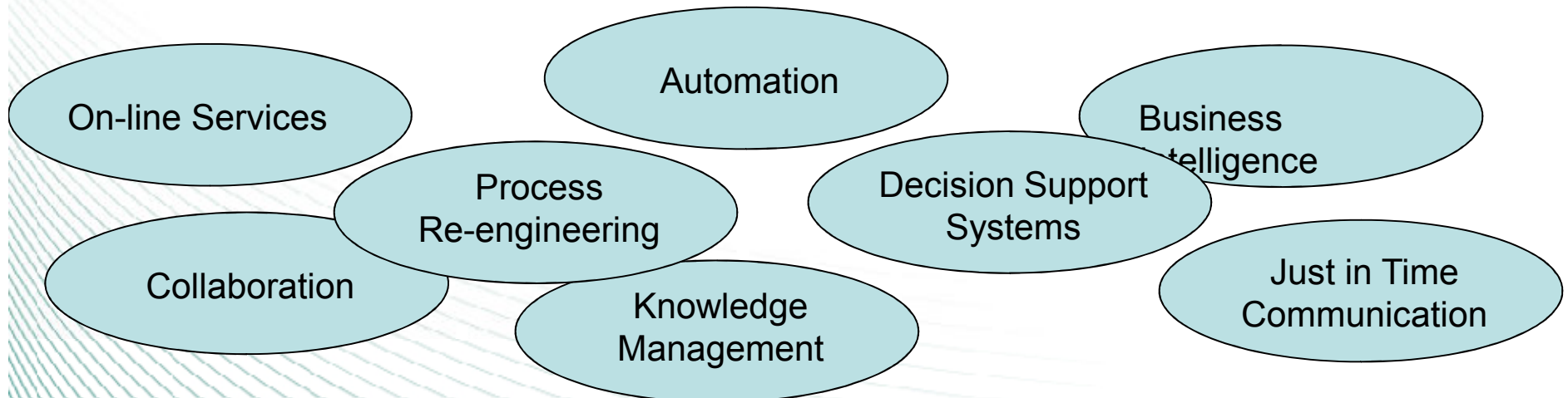
IT Strategy is …

✓ about doing things differently to eliminate waste, reduce cost and increase efficiency,

✓ about doing our part for reducing the carbon footprint,

✓ about providing service providers timely and accurate information from anywhere, anytime and by any method,

✓ about the government and administration becoming platform for creating opportunities,

✓ about engaging our citizens in decision making,

✓ about implementing technology to provide open and transparent government, and

✓ about partnering with boards and ~~~~~~~~~ other private and public partners to enhance the service ~~~~~~~~ reduce cost.

Open Government

Citizen Engagement

Green Technology

Cost Optimization

Partnerships and Shared Services

In summary, IT Strategy is about enhancing the experience our citizens have with our city, with our elected leaders, with administration and with all those providing services

What is our IT Strategy?

London CANADA

Citizen Centric Technology Architecture
- Deliver Business Applications – applying automated solutions to improve business processes.
- Rationalize the Application Suite and Infrastructure – ensuring these assets are managed for the Corporation.
- Expand Mobile Capability and Infrastructure Flexibility – providing more flexible and cost-effective services that enable things like a City Hall move, remote staff and mobile devices.

Service Oriented, Business Enabling Division
- Continue improvements to organizational structure,
- Build required skill sets and improve resource flexibility,
- Implement IT governance, and
- Impr...

Organizational Strategy

Technology Strategy

Service Strategy

Information Strategy

Leverage

Transform

Expand

Pioneer

**Vision
Mission
Values
Strategic Priorities & Goals
Strategic Direction
Guiding Principles
Success Measures**

Service Excellence, Effectiveness & Economy
- Improve operational processes
- Reduce the cost of providing service
- Improve Service Management processes

Managing Data and Information as Strategic Assets
- Improve web and content capability
- Migrate to an enterprise data approach
- Enable social sharing of data

How we plan to implement our Strategy

Deming Cycle

- Technology Plans
- Operational Plans
- Project Plans

Plan

Do
- Execute Projects

❑ **IT Strategy**
❑ **EA Roadmap**

Act

Check

- Act on the Lessons Learned

- Check and Measure Results
- KPIs and Balanced Score Cards
- Reports to SMT & Council

There are many major projects already underway. Many coming down the pipe.

❑ Continue transforming Technology Services Division as a business enabling division and build a centre of excellence

- ✓ Continue strengthening the matrix model
- ✓ Develop and strengthen the Service Management Office
- ✓ Strengthen the Client Relationship Management function

Three Areas of Excellence

WHY?

Organizational Excellence
- Partner Relationship
- Innovation
- Organizational Effectiveness
- Leverage

CUSTOMER

"You've got to start with the customer experience and work back toward the technology - not the other way around."
– Steve Jobs

WHAT?

Operational Excellence
- Operational Resiliency
- Service Management

HOW?

Governance Excellence
- Planning
- Delivery
- Risk Management

"Having the right IT organization is more important than having the right technology"

Gartner Group

❑ ## Continue implementing the IT Governance

✓Making Service, Technology, Investment and Organizational decisions to align with IT Strategy
✓Aligning Policies and Procedures with new realities
✓Moving from Risk Avoidance to Risk Management
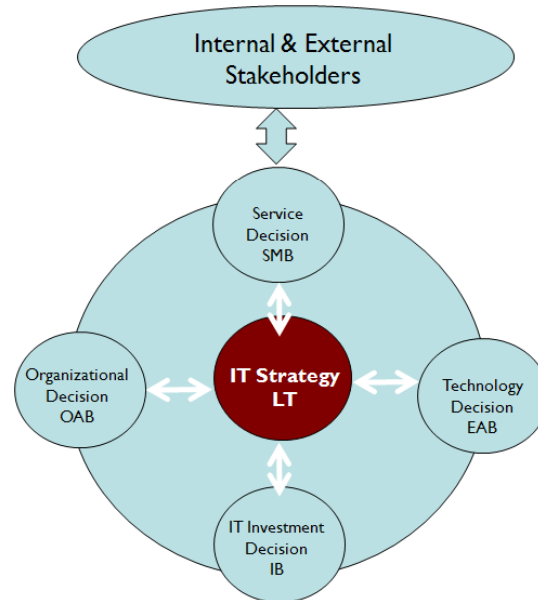
"Top-performing enterprises succeed where others fail by implementing effective IT governance to support their strategies. Effective IT governance is the single most important predictor of the value an organization generates from IT."

IT Governance, from the office of the Auditor General of Canada

❑ Strengthen Client Relationship Management and Business Enabling
   Programs
   - ✓ Build true partnerships with business divisions
   - ✓ Assist business divisions identify opportunities to use technology to enhance service delivery.

"IT investments at many organizations are simply not aligned with business goals. Business leaders have incorrectly shifted responsibility for the business value of IT projects away from themselves and onto the CIOs. That's unfair to CIOs and it short changes the organizations. A lot of C-level executives don't understand the role of IT, and we find the CIO having to second-guess the business strategy."

- Joe Peppard, Professor, Cranfield School of Management, Bedfordshire, U.K.

❑ Strengthen Project Management Office
  ✓ Continue following Project Management Standards and Practices

There is no such thing as an IT Project. All projects are business projects. Projects must be chosen based on:

- Corporate Priorities
- Higher ROI
- Higher value of service to the citizens
- Improving Efficiency
- Reducing Cost
- Reducing Risk
- Business-IT Alignment

"Only 35% of IT projects are delivered on time, within budget and with all its promised features and even then it doesn't mean the projects are delivering business value. The remaining 65% either missed any or all of those criteria or are outright failures – they were cancelled, never completed, or delivered not implemented."

How we plan to implement our Strategy

❑ **Strengthen Service Management Office**
  ✓ Follow ITIL framework in delivery of IT Services
  ✓ Follow ITIL and other frameworks to improve process

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CANADA

❑ Strengthen Enterprise Architect Office
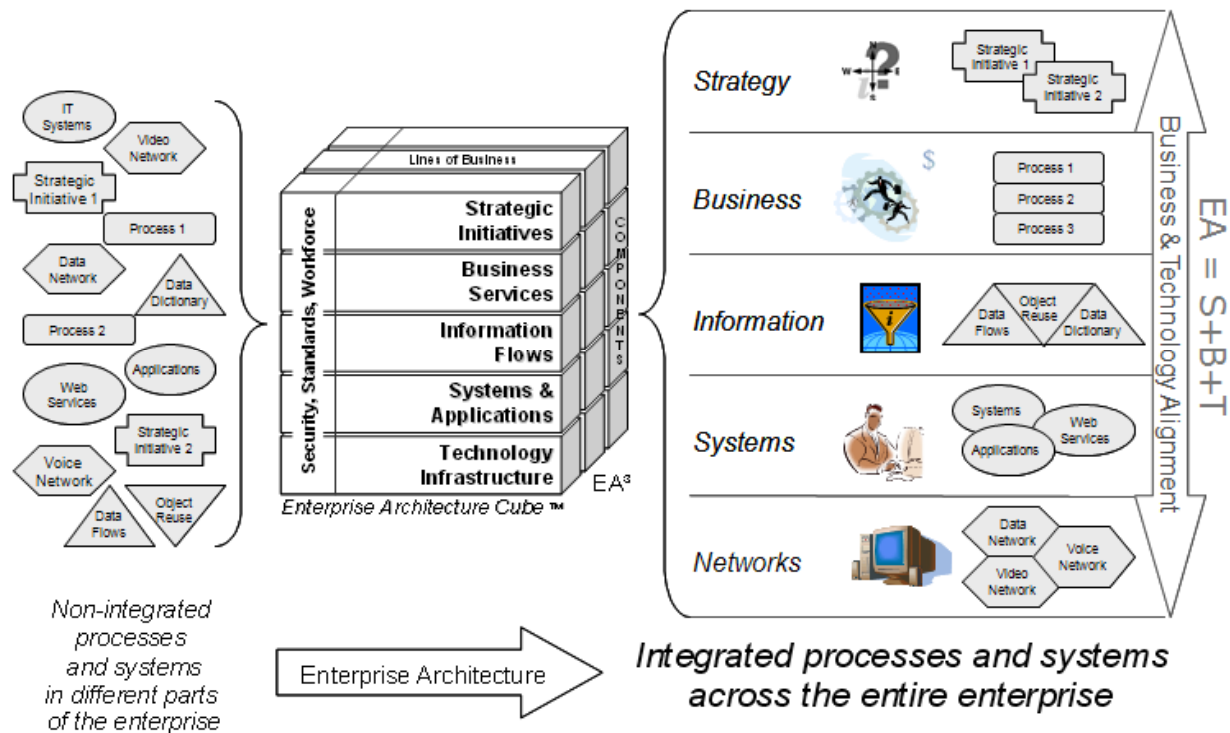
"Enterprise Architecture helps to integrate and manage IT Resources from a strategy and business-driven viewpoint"

Andrew Wasser, Carnegie Mellon University, Associate Dean, School of Information Systems and Management

How we plan to implement our Strategy

❑ Eliminate low value IT investments and redirect capabilities and investments towards Growth & Innovation

✓Implement Vendor and Contract Management system
✓Form public and private partnerships
✓Increase use of virtualization and cloud technology
✓Increase the use of shared services
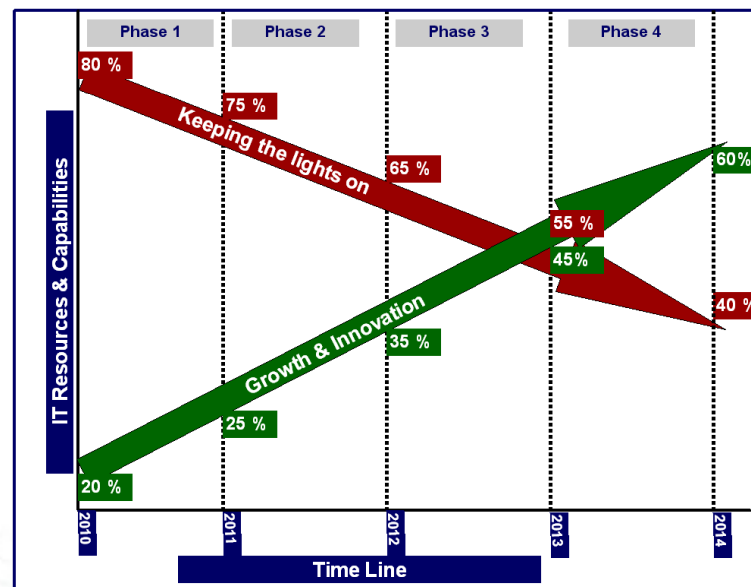
"High performing IT departments are powerful drivers of value for their organizations – not simply keeping the lights on, but promoting technology initiatives that power innovation and enable the IT organization to function as a business."   Gary Curtis,
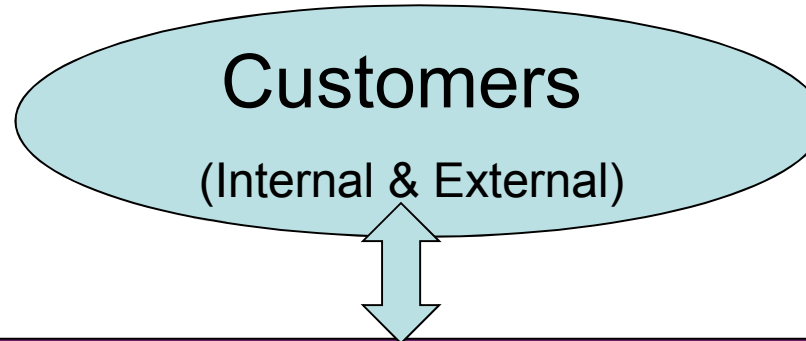
❑ Leveraging Technology Platforms rather than individual solutions

- ✓ Application Rationalization
- ✓ Adopting "Purchase First" Policy
- ✓ Increase use of virtualization and cloud technology
- ✓ Increase the use of shared services

Customers
(Internal & External)

SERVICES

BUSINESS PROCESSES

| JDE | GIS | SHAREPOINT | AMANDA | CLASS |

## TECHNOLOGY INFRASTRUCTURE (SERVERS, STORAGE, NETWORK,

How we plan to implement our Strategy

❑ Implement skill development , skill alignment and skill augmentation strategy to accelerate transformation and speed up ROI.

   ✓ Augment with students and unemployed skilled staff
   ✓ Implement Strategic Outsourcing Plan
   ✓ Training and aligning existing staff to core functions
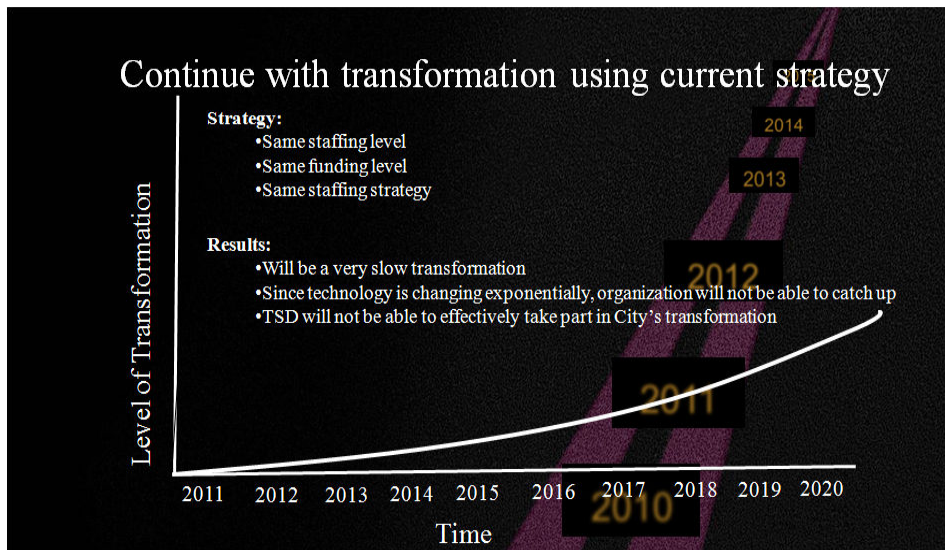
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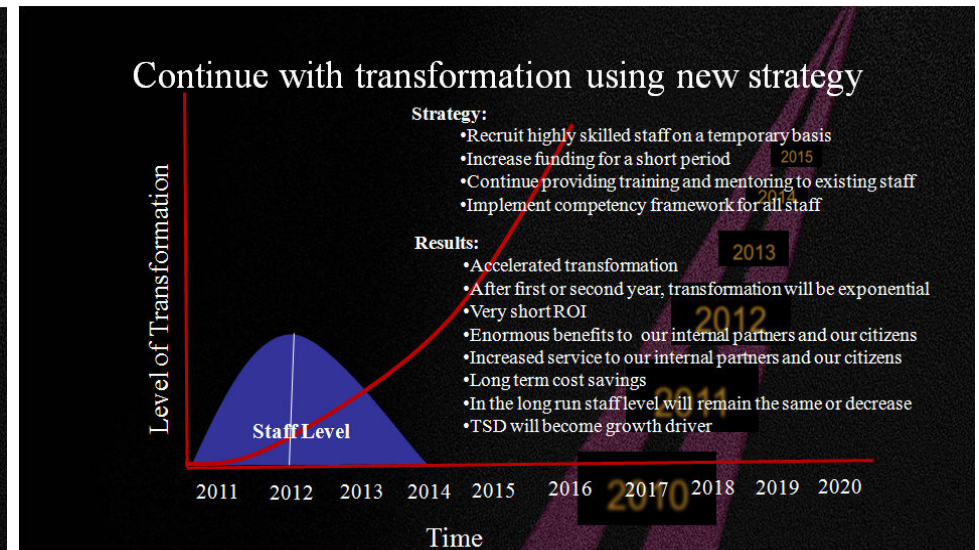
Option #2

Option #2 will expedite the transformation and bring benefits much faster. This will also align with the Council priority.

"High performing information technology (IT) departments at large companies have hit the ground running following the recent economic downturn, recalibrating their efforts to drive more business value from IT, and leaving their less adroit counterparts playing catch-up. While many companies slipped into stagnation mode during the downturn, cutting budgets and focusing primarily on maintenance, high-performing organizations viewed IT as a growth engine for their business and the economic conditions as an opportunity to build capability"

Gary Curtis, Accenture's chief technology strategist

We should leverage our…

- ✓Position
- ✓Strengths
- ✓Partnerships
- ✓Geography
- ✓Business knowledge and complexities
- ✓Current business and technology transformation challenges and needs
- ✓Business and technology infrastructure
- ✓Current economic challenges

…to our advantage to transform London as a
Knowledge Capital of Southwestern Ontario

Thank you