
Technology Transformation Roadmap

RFP Response for Solution Architecture Services - Technology Roadmap

***Taupō District
Council***



GREAT LAKE TAUPŌ
Taupō District Council

8 February 2017

Table of Contents

Executive Summary	3
What we have heard	3
PwC's Approach	3
Why PwC	5
Background	6
About PwC	8
PwC Contact	8
Interest Declaration - PROPOSAL FOR SOLUTION ARCHITECTURE SERVICES	8
PwC Profile	9
The way we work with you	10
PwC's Approach to Architecture	10
Proposed Approach	12
Mobilise	12
Assess current state	13
Develop future state	13
Develop roadmap	14
Engagement project management	14
Assumptions	14
Our proposed approach has the following assumptions:	14
What's required from you	15
We have done this before	16
Case study: [REDACTED]	16
Case study: [REDACTED]	17
Case study: [REDACTED]	18
Our Team	19
Team Overview	19
Team Members	19
Appendix A – Sample of Deliverables	22

Executive Summary

What we have heard

Since July 2016, Taupo District Council (TDC) has undertaken work to understand its customers' needs, and identify key areas to improve their digital capability. This was undertaken to allow the council to deliver better public services to all customers, and allow New Zealanders to complete their transactions with the council easily in a digital environment. Therefore, TDC has identified a need to refresh the current technology landscape to deliver these needs.

You are looking to engage with a partner to develop a Technology Transformation Roadmap. The partner needs to help you and your senior management to understand the scale of change required. Additionally, the design and roadmap developed should align with the TDC long term plan. It should also be cost effective, and achievable in a way that enables the business vision. Additionally, the roadmap should optimally sequence the work required to deliver the proposed architecture.

PwC has the skills and local experience to assist you with the development of this roadmap. Having performed similar work for other councils and government agencies, PwC can support TDC in ensuring that the organisation is aligned and engaged in the delivery of your defined business strategy. PwC also has skills in process design, customer journey mapping, change management and programme delivery that verifies the validity of the approach defined during the engagement.

The LTP planning session being held in June/July 2017 will require input from any financial estimates arising from the roadmap. Therefore, a commencement date in March, and completion by June/July 2017 would be preferred.

Areas identified by TDC as being out of scope for this engagement:

- Implementing an agile methodology for delivering the roadmap
- Development of full customer journey maps
- Recommendations for specific applications to replace current systems
- An assessment of the current IT organisation and its ability to deliver on the developed roadmap
- Establishing the required Portfolio Management Office (PMO) that is critical in developing long term roadmaps

PwC's Approach

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

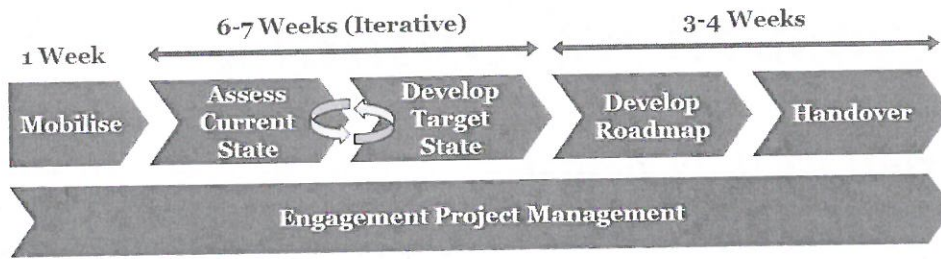
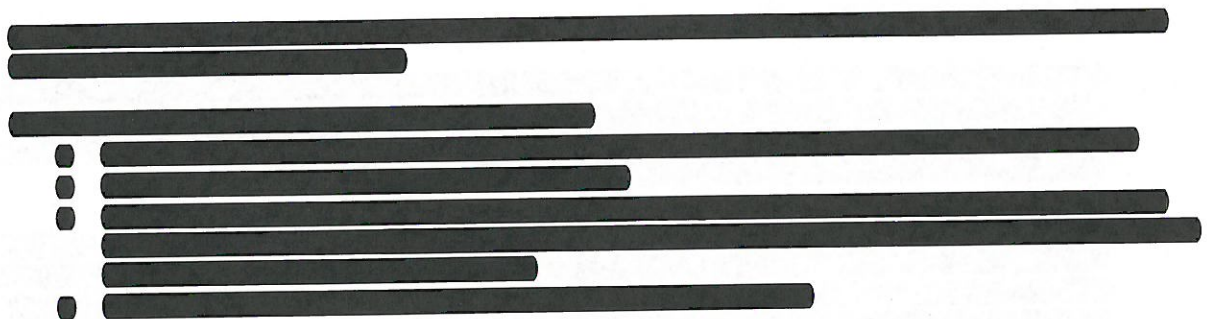


Figure 1 - Overview of expected timeline

Figure 2 - Overview of engagement approach



Why PwC

Through PwC's engagements on similar work for other councils and national government agencies (globally), PwC has gained insights into the challenges, opportunities and required interrelations between entities.

With the combination of our understanding of typical New Zealand council issues, risks and challenges and our global best practice approaches to architecture, PwC is well placed to ensure that TDC's desired outcomes are achieved. Not only is PwC well placed from a knowledge and experience perspective but is also seen from Gartner and Forrester to be a leader in the provision of architecture services.

PwC is technology agnostic and able to identify optimal options for our clients across differing technology approaches, be this internally managed options, outsourced agreements or solutions implemented through cloud offerings.

PwC has undertaken a number of technology strategy and architecture engagements for both local and international councils, we have a wealth of content and knowledge that would assist us in fast tracking the work required by TDC. The team proposed for this initiative is composed of local resources with the experience and insights required to ensure a successful engagement. They have worked on similar initiatives across New Plymouth District Council and Christchurch City Council.

PwC has worked with nearly all councils in New Zealand. The table below outlines some of the technology advisory work we have conducted recently with other New Zealand councils.

Council	Work Performed
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

Background

Since July 2016, Taupō District Council (TDC) has undertaken a package of work to understand the council's customer needs and identify key areas to improve their digital capability. This was undertaken to address results 9 (deliver Better Public Services to business customers) and results 10 (enable New Zealanders to complete their transactions with government easily in a digital environment) of the 2012 'Better Public Services: Improving Interaction with Government' strategy.

You have identified a need to refresh the current technology landscape in line with delivering self service capabilities for customers to interact with the council and to enhance and increase the efficiency of staff through provision of enhanced technologies.

You are looking to engage with a partner that has done this before, who will help you and the TDC senior management to understand the scale of change required and the sequence in which the changes should be undertaken and provide you with insights of common pitfalls and issues encountered previously.

You have indicated that you are looking for a technology agnostic service provider to assist in this to ensure that the best solution can be identified.

[REDACTED]

Your expectations of this engagement:

- a current state analysis to determine the alignment of current application landscape to the business vision
- development of a pragmatic, cost-effective and achievable architecture design that enables the business vision
- development of a roadmap that optimally sequences the work required to deliver the proposed architecture taking into consideration the spend profile, costs and benefits

PwC has the skills and local experience to assist with this. Having performed similar work for other councils and government agencies, PwC can support TDC in ensuring that the organisation is aligned and engaged in the delivery of your defined business strategy.

In addition to the technical, design and architecture skills required to develop the required roadmap, PwC has skills in process design, customer journey mapping, change management and programme delivery that verifies the validity of the approach defined during the engagement. This ensure that the output is complete and pragmatic.

The LTP planning session being held in June/July 2017 will require input from any financial estimates arising from the roadmap. Therefore, a commencement date in March, and completion by June/July 2017 would be preferred.

Areas identified by you as being out of scope for this engagement:

You would prefer this engagement be run in an agile framework that can be used ongoing once the engagement is complete. You are not looking for an agile methodology to be implemented within the council for the delivery of the projects on the roadmap as part of this engagement.

You are not looking for PwC to undertake the analysis and development of full customer journey mapping. TDC have raised a concern with canvassing the customer and raising expectations, as they are unclear on their ability to react and deliver to those expectations within a reasonable timeframe while ensuring that existing systems are robust.

You are not expecting PwC to select specific application(s) to be recommended to replace current systems. You are not expecting PwC to undertake an assessment of the skills, resources and processes in the current IT organisation and its ability to deliver on the developed roadmap. You will undertake this work once there is an understanding of the roadmap and changes required.

It is our understanding that you currently do not have a portfolio management office (PMO). Ongoing management and governance is a critical capability that will ensure the achievement of long term roadmaps. Establishing this capability is not within the scope of this engagement, however a discussion is required to understand how you will manage and govern the roadmap once it is defined.

About PwC

PwC Contact

The PwC contact person to whom the Council should address any questions relating to the Proposal is:

Keith Delle Donne

PwC | Associate Director

Mobile: +64 21 249 0344 | Fax: +649 3558025 | Office: +64 9 355 8361

Email: *keith.c.delle.donne@nz.pwc.com*

PricewaterhouseCoopers New Zealand

188 Quay Street, Private Bag 92162, Auckland 1142, New Zealand

pwc.co.nz

Interest Declaration - PROPOSAL FOR SOLUTION ARCHITECTURE SERVICES

PwC hereby confirms that it, and its staff, consultants and partners do not have and are not aware of any actual or potential conflicts of interest, which may arise between the Taupō District Council and PwC.


PwC has undertaken the following in order to determine if there are any independence issue we would need to addresses.

- a review of personal relationships between staff at TDC and within PwC
- a review of any special discounts and/or provision of gifts from PwC staff to TDC staff
- a review of PwC staff involvement in providing any decision-making in relation to the RFP
- a review of other arrangements between PwC and TDC.

In all instances, the reviews have found no issues.

During the engagement, if any potential conflicts of interest are identified, these will be reported to the PwC partner and the relevant TDC resource to ensure it is resolved.

Participant Name: Richard King - Executive Director

Authorised Signature:  _____

Date: 08.02.2017

PwC Profile

“PricewaterhouseCoopers” refers to the network of member firms of PricewaterhouseCoopers International Limited, each of which is a separate and independent legal entity.

Company Name	PricewaterhouseCoopers NZ
Trading Name	PwC
Company Number	5797527
Registered Office	General Counsel, Level 8, PricewaterhouseCoopers Tower, 188 Quay Street, Auckland Central, Auckland, 1010, New Zealand

PwC (www.pwc.co.nz) provides industry-focused Advisory, Assurance, Private Client and Tax services to build public trust and enhance value for its clients and their stakeholders. More than 169,000 people in 158 countries across our network share their thinking, experience and solutions to develop fresh perspectives and practical advice.

PwC New Zealand has 113 partners and approximately 1,300 employees across a number of regional offices. Our principal offices are in Auckland, Wellington and Christchurch. Regional offices are located in Dunedin, Hawkes Bay, Napier, Taranaki and Waikato.

PwC works extensively in the public sector and provides advisory services to a number of ministries and local councils. Recently, the technology consulting team has completed assignments with Christchurch City Council, Far North District Council and New Plymouth District Council that are similar to your requirements.

PwC has a wealth of experience and understanding of the challenges that face local councils. We have also developed approaches and frameworks to assist in fast tracking the development of IT and digital strategies, architectures and roadmaps.

Not only is PwC well placed from a knowledge and experience perspective but is also seen from Gartner and Forrester to be a leader in the provision of architecture services.

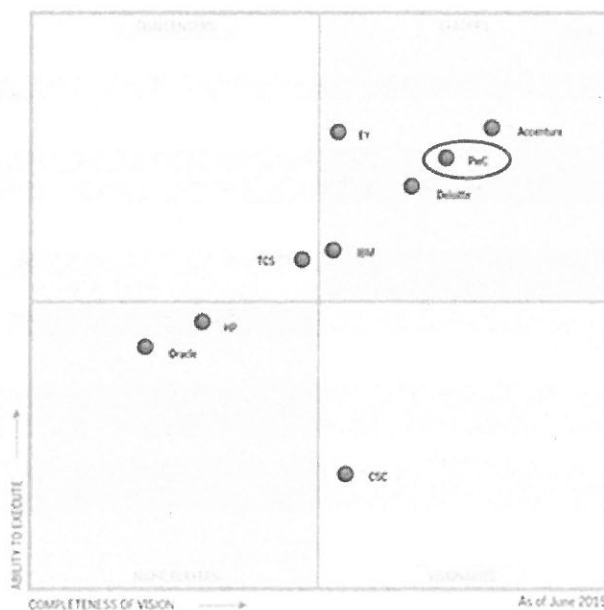


Figure 2 – 2015 Gartner Magic Quadrant™ for Enterprise Architecture Consultancies

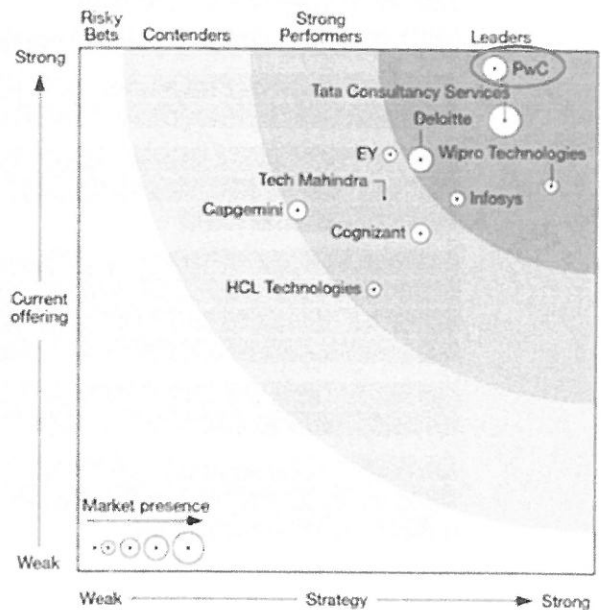


Figure 3 - The Forrester Wave™: Enterprise Architecture Service Providers, Q1 2015

[Redacted]

[Redacted]

Figure 4 - Overview of engagement approach

[Redacted]

- [Redacted]
- [Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

- [Redacted]
- [Redacted]
- [Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

- [Redacted]
- [Redacted]
- [Redacted]

[Redacted]

- [Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

- [Redacted]
- [Redacted]

[Redacted]

- [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]
- [Redacted]

Engagement project management

The engagement will be managed and all required reporting and communications will be delivered as part of this stream. This will include scheduling and reporting, alignment to best practice, and communications and planning.

The status reporting and communications planning will be agreed with your team and delivered according to the format and timing agreed with the TDC leadership team.

Assumptions

Our proposed approach has the following assumptions:

1. In order to limit travel and accommodation costs PwC staff will aim to work remotely (i.e. from PwC offices) where practical
2. TDC will provide PwC staff access to working space on TDC premises for when they are on site
3. TDC will provide a working space for workshops that can facilitate presentations and brown paper workshops
4. TDC will provide PwC with all available documentation of the current environment and business strategy content
5. TDC has indicated that PwC is to ensure the process, content and approach to managing the roadmap can be adopted by TDC staff members on completion of the engagement. This implies that TDC will make all required staff available to be coached and mentored into taking over the management of the deliverables

6. TDC will facilitate gaining access to TDC business and technical staff as and when required
7. TDC will facilitate access to vendors and 3rd parties that manage, maintain or develop technical solutions for or on behalf of TDC and have special knowledge around the current state of the TDC systems environment

What's required from you

Using the approach of co design requires constant input from your staff, partners and customers. Below represents the minimum requirements of you, but during the engagement, the more time spent on the work by yourselves and your partners the more complete the outputs will be and the better all stakeholders will understand the journey required to enable the TDC vision.

Documentation required by PwC:

- All documentation related to the full TDC strategy
- All available requirements documentation
- All documentation available describing the current systems within TDC that have been identified as in scope
- IT strategy, if this exists
- Any work completed on customer journey mapping, if available

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Reviewing deliverables:

- Provide feedback on draft deliverables and approve final deliverables

Other:

- Office space for PwC staff
- Workshop facilities for the running of workgroups and to present to stakeholders

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

- [REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

- [REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]

- [REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]

[REDACTED]
[REDACTED] [REDACTED]
[REDACTED] [REDACTED]
[REDACTED] [REDACTED]
[REDACTED] [REDACTED]

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]
[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

Our Team

Team Overview

We have assembled a team that not only has extensive experience in delivering architecture and roadmap development services, but have also worked with councils and other government agencies throughout New Zealand.

Team Members



Richard King

Executive Director

Engagement Role: Richard will provide quality assurance for the engagement. He will ensure all deliverables are in line with the requested outcomes from TDC and the quality standards of PwC

Profile

Richard is an experienced IT manager with global experience in leading teams of experts to solve complex business challenges. He has managed business transformation projects and implemented supporting IT platforms numerous times across a variety of industries.

He has also managed teams across a wide variety of other implementations including Enterprise Applications, Business Intelligence, IT service delivery improvements, new product development and mergers and acquisitions for public and private sector companies including service, manufacturing, maintenance and central and local government bodies; including Aerospace, Dairy, Defence, FMCG, Directory, and Insurance.

Relevant experience

Richard has skills and experience in a range of areas including:

- Project management and governance: Led and managed numerous projects to successful completion across many industries, products and solutions
- Business leadership and Change Management: Defined business strategy, led transformational projects, developed business processes and oversaw successful changes within organisations
- Leadership: Managed teams of people both in a line management capacity as well as in a matrix project capacity
- Vendor management & negotiation skills: Negotiated win/win outcomes with vendors and managed vendors to deliver required outcomes
- Strong technical skills including: SAP, Oracle, MS and Business intelligence: Implemented SAP, Oracle and MS Dynamics multiple times in NZ, the US, Europe and Asia. Has worked with SAP since 1992 and has delivered six end to end implementations



Keith Delle Donne

Associate Director



Engagement Role: Keith will lead the engagement and work with your teams in order to define the optimal architecture and transformation roadmap.

Profile

Keith has Masters in Science degree in Information Systems and 25 years of experience in Information and Technology. He has experience across a number of industries including local and national public sector, mining, financial services, insurance, manufacturing, utilities, gaming and gambling and technical services. Specifically Keith has worked on the New Plymouth District Council “Digital Council” programme and worked with the team at Christchurch City Council on developing their IT reference architecture.

Relevant experience

- Led the development of multiple architecture and roadmap development projects across a number of organisation across multiple industries
- Implemented and managed architecture practices across multiple organisations
- Implemented and managed portfolio management practices across multiple organisations
- Provided consulting on refining and optimising IT organisational operating models
- Leading the development of solution design and requirements across multiple industries

Relevant skills

- Translation of business strategy into supporting IT strategy and roadmaps
- Portfolio, programme and project management
- Information management
- Enterprise and solution architecture
- Digital enablement strategy development



Abhishek Anupuri

Manager

Engagement Role: Abhishek will provide the current state analysis support and insights required to develop the future state blueprint.

Profile

Abhishek is a qualified Engineer with diverse skills and experience. He has worked across multiple sectors – including Public Sector (local and central government), Financial Services, Transportation, Utilities, Manufacturing, Logistics, Retail, and Healthcare.

Abhishek holds a Bachelor of Engineering degree (first class honours) from The University of Auckland. He is also certified in TOGAF 9 (Architecture framework) and ITIL v3 Foundations (IT Service Management).

Relevant experience

- Christchurch City Council - IT architecture and roadmap
- Matamata Piako District Council - Telemetry system review
- Watercare (Auckland CCO) - Strategic technology transformation support
- Lottery New Zealand - IT architecture and roadmap
- Auckland Airport – Establishment of architecture practice

Relevant skills

- Enterprise Architecture, Strategy and Business Analysis
- Management Consulting, IT/Internal Audit
- Business Process and System Improvement
- Data Analytics and Insights

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



Appendix B – Terms of Business

Introduction

These Terms of Business and the attached engagement letter together form the entire agreement (the Contract) between the New Zealand Firm of PricewaterhouseCoopers (PwC) and [REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]



[Redacted text block]

[Redacted text block]

For more information go to pwc.co.nz

© 2017 PricewaterhouseCoopers New Zealand. All rights reserved. 'PwC' and 'PricewaterhouseCoopers' refer to the New Zealand member firm, and may sometimes refer to the PwC network. Each member firm is a separate legal entity. Please see www.pwc.com/structure for further details.

This proposal is protected under the copyright laws of New Zealand and other countries as an unpublished work. This proposal contains information that is proprietary and confidential to PricewaterhouseCoopers and shall not be disclosed outside the recipient's company or duplicated, used or disclosed in whole or in part by the recipient for any purpose other than to evaluate this proposal. The contents of this proposal should not be treated as advice, and no responsibility is taken for acting on information contained in the document. Any other use or disclosure in whole or in part of this information without the express written permission of PricewaterhouseCoopers is prohibited.

