

# Local Government - Business Improvement and ICT Service Delivery

## Background

Having completed implementation of an Enterprise Resource Planning (ERP) software suite in November 2007, Ipswich City Council (ICC) engaged 451 Consulting to review future requirements for Business Improvement and ICT Service Delivery and to propose options, recommendations, and high level transition arrangements in relation to a service delivery model, potential organisation structure and a resourcing strategy for the services.

## Scope

ICC sought to improve its processes to achieve:

- Streamlined and efficient processes;
- Improved customer service;
- Improved turnaround time for administrative processes;
- Increased resource utilisation;
- Job satisfaction and skill development for staff.

Specific points of focus of the consultancy included:

- A business process review of activities of relevant services functions;
- Documentation of existing business processes;
- Identification of opportunities for improving business processes;
- Reviewing business improvement and ICT service delivery organisation arrangements and developing recommendations for a revised structure.

## Methodology

451 Consulting applied our Business Improvement Methodology to this assignment. This process relies on estimates, indicators and consensus, rather than absolutes, to be more time efficient and reach conclusions sooner. The following diagram outlines the process adopted.



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451 Consulting's approach is based on the fundamental principle that change management is not only about the implementation of change within the workplace, but more importantly the acceptance of that change.

Accordingly, a "no surprises" policy was adopted for the review, so that change would be seen as an opportunity, and not a threat based on fear.

Consequently, a range of inclusive steps were undertaken to engage staff in the process and seek their input and ideas. These included:

- Consultation with all relevant stakeholders to develop an overview of the potential for the ICT functions to deliver services. Analysis of the responses was delivered in a workshop to which all stakeholders were invited;
- A series of workshops with selected staff to understand and document existing processes and workflows. The content produced from these workshops was then circulated to all staff involved in the review for confirmation;
- Another series of workshops with all staff involved in the review to identify Risks, Issues, Challenges and Business Improvement Opportunities across four primary dimensions: people, organisation, processes and information and technology.

The extensive use of workshops and constant feedback of results and "thinking" back to participants gave them confidence in 451's and ICC's intentions. The review was structured in such a way to maximise the skills development of ICC team members and skills transfer from external consultants to ICC team members.

## Outcomes

A series of Business Improvement Opportunities to address the identified issues, risks, and shortcomings were identified. These offered benefit to ICC by:

- Establishing a business-driven performance improvement capability appropriately supported by ICT;
- Establishing governance arrangements to guide the ICT investment portfolio;
- Implementing industry standard methodologies for portfolio management, program, project, and organisational change management;
- Implementing individual performance management related to functional performance, based on links to corporate performance;
- Restructuring and merging ICT functions;
- Clarifying roles and responsibilities of ICT personnel;
- Implementing and maturing all processes necessary to effectively govern and manage ICT including implementation of ITIL compliant service delivery and service support processes;
- Establishing Service Level Agreements between ICT and its customers based on an ITIL compliant service catalogue.