

OUR MISSION

*The Toronto Catholic District School Board is an inclusive learning community rooted in the love of Christ..
We educate students to grow in grace and knowledge and to lead lives of faith, hope and charity*

OUR VISION

*At Toronto Catholic, we transform the world
through witness, faith, innovation and action.*



**AGENDA ADDENDUM
THE REGULAR MEETING OF THE
AUDIT COMMITTEE COMMITTEE**

PUBLIC SESSION

Tuesday, June 6, 2017

6:30 P.M.

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13. Staff Reports	
13.f Toronto Catholic District School Board's IT Strategic Review - Draft Executive Summary (Refer 8b)	1 - 18



Toronto Catholic District School Board (TCDSB) IT Strategy Review

Exec Summary
Draft

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Background & Context

TCDSB is refreshing its existing IT Strategy and Roadmap for the next 3-5 years based on the updated Multi-Year Strategic Plan

Role of IT at TCDSB

Learning
within
Schools

Core Business
Functions

TCDSB Information Technology

TCDSB's IT services acts as a pillar to its academic and business functions. IT is used to enable learning within the schools as well as an enabler for the delivery of core business services such as Finance and Human Resources for the organization.

Project Objectives for TCDSB

Refreshed Multi Year
Strategic Plan

Existing IT Strategy and
Customer Inputs

Budget, Legal and other
constraints



Refreshed IT Strategy & Roadmap

'Quick Wins' to obtain immediate
benefits and business value

Project Overview

Deloitte undertook a multi-step approach to gather data, and identify relevant risks which forms the basis of the overall recommendations towards TCDSB's strategic plan.

Data Gathering

Workshops with key individuals from identified functional groups

Identified Document Review

Deloitte took a multi-step approach to gather data with regards to the current state of IT Services and Support at the Board, consisting of workshops and meetings with the key functional groups, and a review of the current state documentation.

ICT Strategy

The gathered data was then used to identify some key findings and key risks which the Board needs to consider based on their current state. The analysis also reviewed the status of projects from the previous ICT strategy. This information along with some key trends in the education sector, were then used to identify some key recommendations for the Board to consider.

Key Findings

Key Risks

Current status of previous plan

Key Education Trends

Key Recommendations in ICT Strategy

'Quick Wins' to obtain immediate benefits and business value & Implementation Roadmap

Board's IT Strategy

The IT Strategy is structured into six (6) main sections

Role of ITS in the Board

- ITS, in partnership with the Board, is a **Strategic Enabler** and contributes to the initiatives that **enable modern teaching and learning**

ITS Strategy

- Mission: To advance student and staff achievement and well-being by **leveraging relevant and enabling technologies** that motivate learners, fosters inclusion, inspires innovation and builds community

ITS Governance Model and Governing Bodies

- TCDSB ITS uses a **federated + distributed governance model**
- **Governing bodies** improve the decision-making process and streamline authority and accountability

ITS Organization Structure

- The ITS organization structure has **minimal reporting lines** to the CIO and has **empowered leadership**
- **Enterprise Architecture and PMO competencies** are critical components of the ITS organization

Project and Portfolio Management

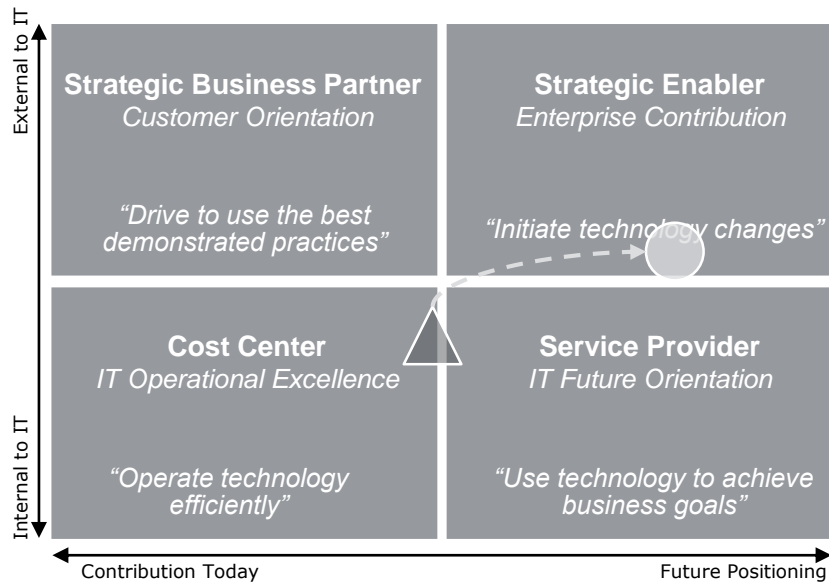
- The five (5) key recommended steps will help TCDSB implement a Project and Portfolio Management strategy throughout the organization

Strategic and Quick-Win Programs

- ITS has to implement 18 recommendations towards achieving its goals and objectives



ITS, in partnership with the Board, is a Strategic Enabler / Service Provider and contributes to initiatives that enable modern work and learning



▲ Previous Role of IT ● Future Role of IT

TCDSB ICT:

- Initiates the changes and ensures technology is used in an effective manner
- Has a transparent culture
- Is integrated with the business, teaching and learning functions
- Works closely with the academic, and business functions to identify pain points and challenges; helps innovate to solve these challenges by using technology in a creative manner
- Defines potential of new IT solutions
- Tolerates some risk taking to encourage creative ideas
- Extends results through new approaches
- Applies research with assured quality
- Is focused on setting standards and processes
- Has a combination of visionary leaders and IT experts
- Manages and delivers on the IT service and solution life cycles

Delivering the strategy requires strict adherence to the guiding principles



Become a Trusted Strategic Business and Learning Partner



Champion the adoption of processes and technologies that enable modern work and learning



Establish effective communication strategies to help customers understand offerings and services



Develop employee resource strategy that focuses on IT professional and technical competencies

Guiding Principles / Enablers (who we are, how we work)



People

- Foster a culture of **collaboration, innovation, service excellence and continuous improvement**
- Efficiently utilize our **employees skills, talents and interests**
- **Build technical competencies** on current and emerging technologies
- **Facilitate leadership development** that support capacity building and succession planning
- **Develop and promote technical, soft and project management skills** to facilitate employee growth



Process

- Follow and communicate **governance and operating model that fosters delivery excellence**
- **Transparently engage, collaborate and communicate** with stakeholders
- **Actively manage the technology portfolio** by having stringent and measurable controls to ensure the identified projects are delivered with quality and within scope, timelines and budget
- **Apply project management principles** to the development and management of current and future projects
- **Achieve operational excellence across the Board** by optimizing efficiencies and actively managing technology products, services and operating processes

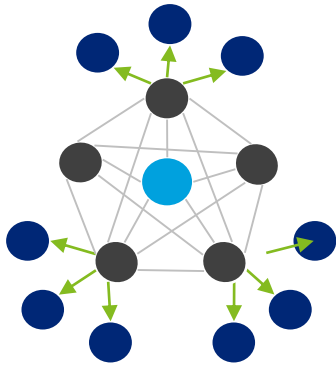


Technology

- Develop and deliver **quality products and services** that are architected to support cross organization integration
- Optimize technology investments to ensure **continued stewardship of the Board resources**
- Promote and deliver **environmentally responsible technology** and practices
- Develop and identify **quality solutions and products to fulfill business and academic needs**
- Review and **enhance current out of the box solutions** for Board needs, **obtain additional solutions** as needed, **retire solutions** which no longer fit Board's technology landscape
- Follow a **cloud first architecture**
- Develop an **enterprise architecture mindset**



TCDSB ICT should continue to use their federated + distributed governance model to improve decision-making and streamline authority and accountability



Federated + Distributed Governance Model

The ICT organization should follow a **federated + distributed governance model** and recognize that appropriate processes, people and relationships must be in place for effective governance

In doing this, ICT will be positioned to:

- **Enable** the development and delivery of an **unified ITS strategy and roadmap**
- **Drive standardization and consistency** of its technology processes
- Offer greater potential for **skills growth and specialization** among IT staff

The distributed + federated model **partially aligns with the current ICT environment** and does not warrant a radical shift in operations

Rationale

The characteristics of the Federated + Distributed ICT governance model has various advantages:

- **Drives common standards** – The model facilitates the implementation of **common standards, policies and processes** across all ICT operations
- **Supportive of culture** – The model encourages **engagement and coordination** between technology personnel across all functions and continues to **support and strengthen the collaborative culture** that exists within the organization
- **Supportive of effective governance** – The model supports an effective governance regime as there is a **closer and at the same time distributed point of accountability for the ICT**

Programs to “Enable ITS” to achieve the identified goals



	Program	Brief Description	Estimated Duration
A	Establish the Governance Structure	<ul style="list-style-type: none"> Establish a federated + distributed governance structure that is best suited to TCDSB ITS given its size, products and services provided, and Future Role of ITS 	3 months
B	Introduce a Tech Representative at the Director’s council	<ul style="list-style-type: none"> The Tech Representative role will be a part of the executive Board for the TCDSB and will be responsible for bringing strategic guidance for all IT planning and decision making purposes 	6 months
C	Develop the Project Portfolio Strategy	<ul style="list-style-type: none"> Develop the project portfolio strategy based on the ITS strategy and have specific objectives and quantifiable targets for the project portfolio Develop the value and risk criteria used in the project prioritization process and establish thresholds and constraints 	2 months
D	Develop a Cloud First Strategy	<ul style="list-style-type: none"> Develop the tools and methodologies to support the development of a cloud first strategy for new and current solutions, while becoming the single stop shop for all Cloud solutions 	6 months
E	Develop an Employee Resourcing Strategy and Plan	<ul style="list-style-type: none"> Develop an employee resourcing strategy and plan that highlights current and future resource / succession needs to best achieve the Board and ITS goals 	6 months
F	Establish an IT Project Management Office (PMO)	<ul style="list-style-type: none"> Establish an IT Project Management Office (PMO) that initiate projects, monitor progress, measure performance, and facilitate decision making 	3 months
G	Establish an Enterprise Architecture Function	<ul style="list-style-type: none"> Establish an Enterprise Architecture function that will provide the foundational framework to logically organize applications, infrastructure, and data into a standardized set of directives and process which enables ITS service delivery 	6 months
H	Establish an ITS Support Model	<ul style="list-style-type: none"> Establish an ITS support model that ensures support is provided efficiently and as per expectations 	3 months



Programs to “Enable ITS” to achieve the identified goals

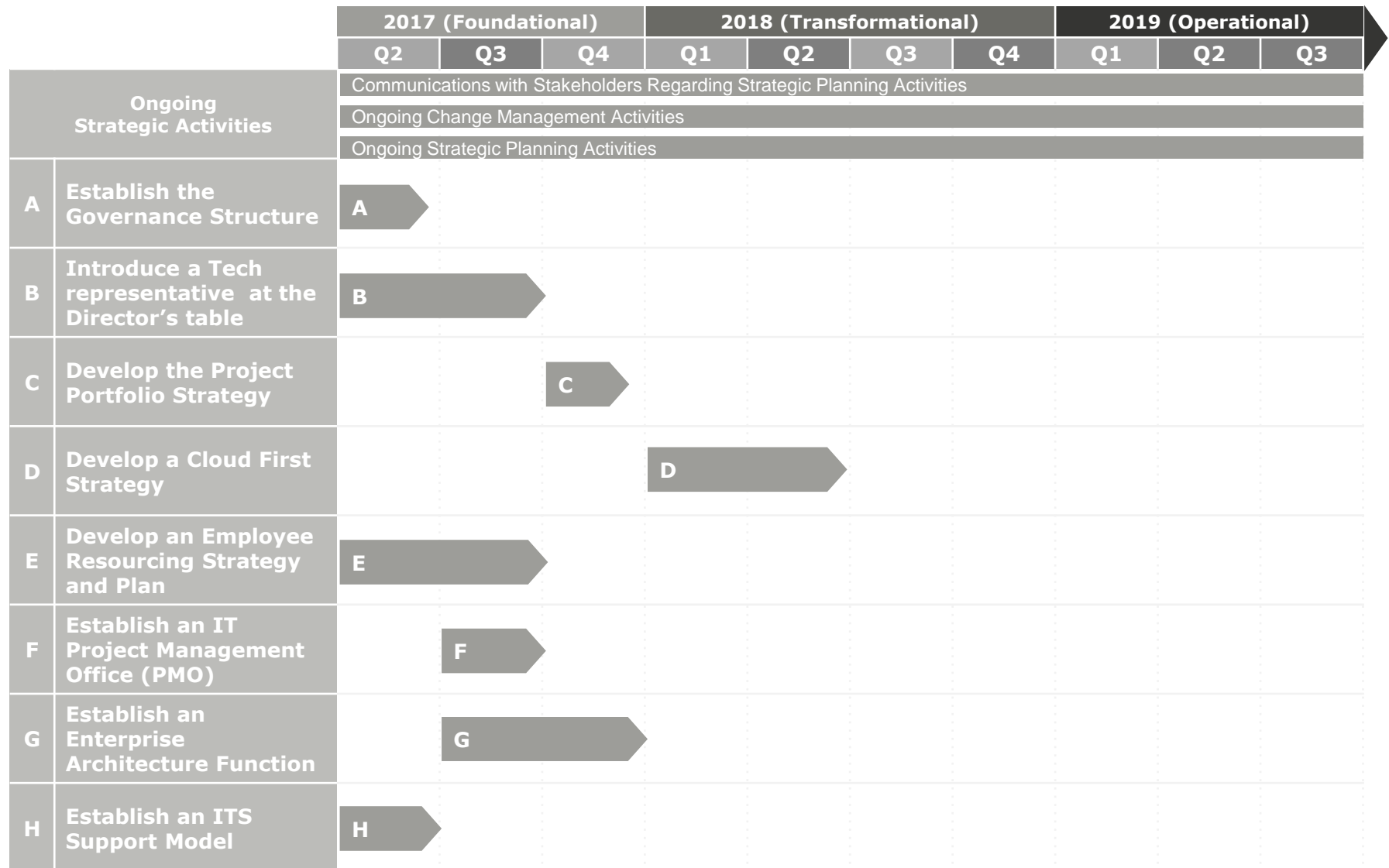
	Program	Brief Description	Estimated Duration
I	Review the current software strategy	<ul style="list-style-type: none"> Review the current applications for rationalization and enhancement to newer versions of the same solution or different solutions to add additional functionality and capabilities Review should include SAP, eScribe, Web Portal, HCM, Trillium 	12 months
J	Develop a Document & Record Management Strategy	<ul style="list-style-type: none"> Establish a document storage and governance process, identify relevant tools to be used for document storage and retrieval 	24 months
K	Enable a Digital mobility/access anywhere strategy	<ul style="list-style-type: none"> Enhance the current mobility capabilities to beyond mobile phone and Wi-Fi delivery by enhancing applications to work on the multiple platforms and browsers (Digital workplace), and look at enhancing network access, VOIP 	12 months
L	Develop an enterprise data analytics culture	<ul style="list-style-type: none"> Increase the data collection from the different board applications, to be used as an input towards the implementation of a Business Intelligence solution for analytics and predictive modeling 	36 months
M	Introduce an Enterprise service management system	<ul style="list-style-type: none"> Introduce a Board wide system to log and track cases for the delivery of different services to the Board’s various stakeholders 	36 months
N	Implement a hardware lifecycle management policy	<ul style="list-style-type: none"> Implement a policy for the renewal of hardware assets owned by the board and deployed with the various schools, teachers and staff 	12 months
O	Implement a Disaster Recovery / Business Continuity Strategy	<ul style="list-style-type: none"> Disaster Recovery plans provide a step-by-step process for responding to disruptive events. Procedures should be easy-to-use in an effort to recover damaged IT assets. 	24 months

Programs to “Enable ITS” to achieve the identified goals

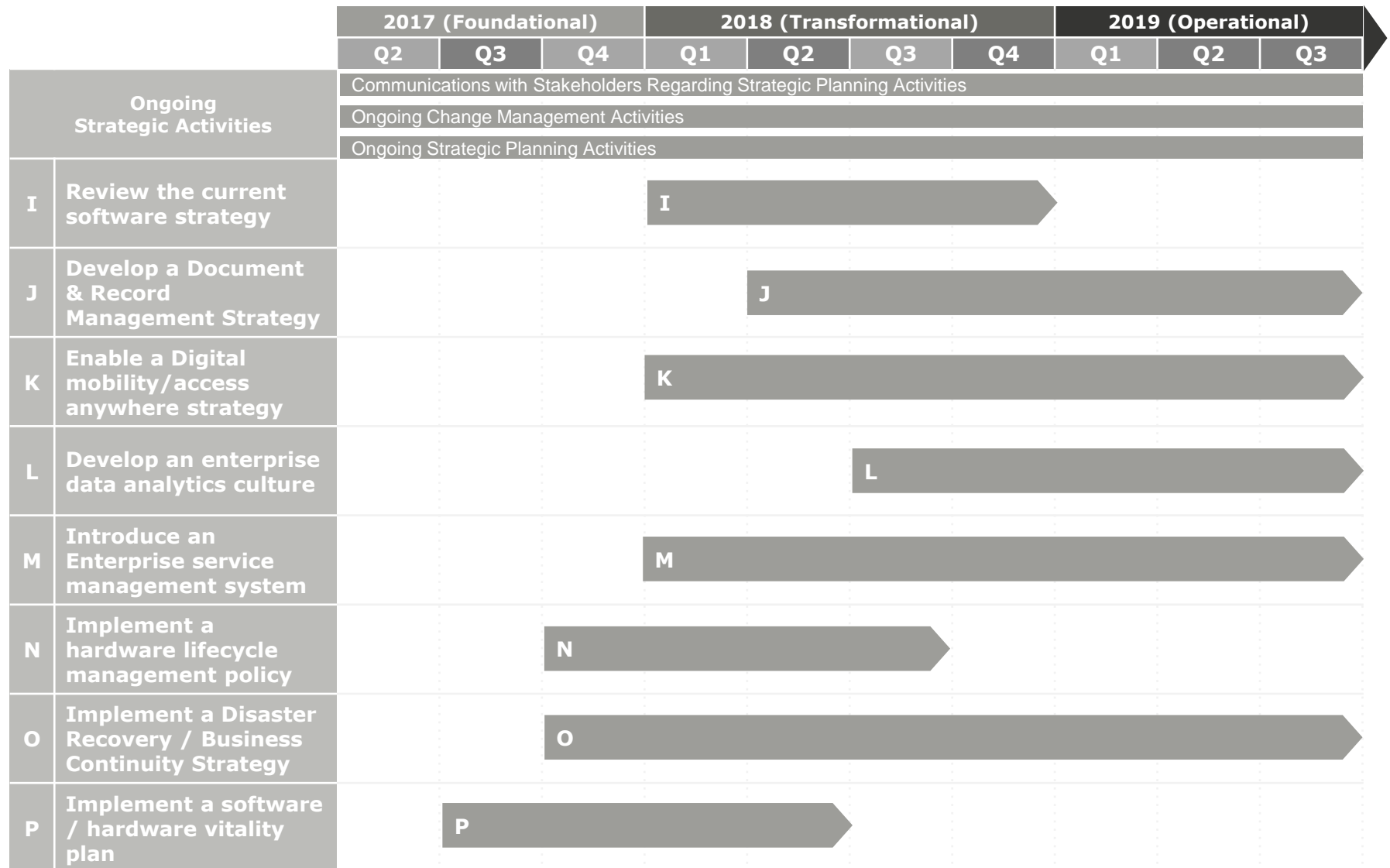


	Program	Brief Description	Estimated Duration
P	Implement a software and hardware vitality plan	<ul style="list-style-type: none"> Hardware and software vitality is an important part of the regular maintenance of the Board's infrastructure and software Maintaining vitality helps ensure the latest versions of software and firmware are deployed, and helps reduce the Board's overall risk and increase security Review the hardware and software vitality to ensure the Board is either at the latest or latest - 1 version of the software and firmware 	12 months
Q	Implement an IT Asset Management Solution	<ul style="list-style-type: none"> The Board has a number of physical and software assets which are used to complete all its day to day activities Currently there is no software solution used to manage the assets in the lifecycles as well as track their usage across the organization Investigate and implement an IT Asset Management solution to manage the Board's assets 	36 months
R	Implement a communication policy	<ul style="list-style-type: none"> Communicate the policies, its impact and processes to the different stakeholders 	6 months

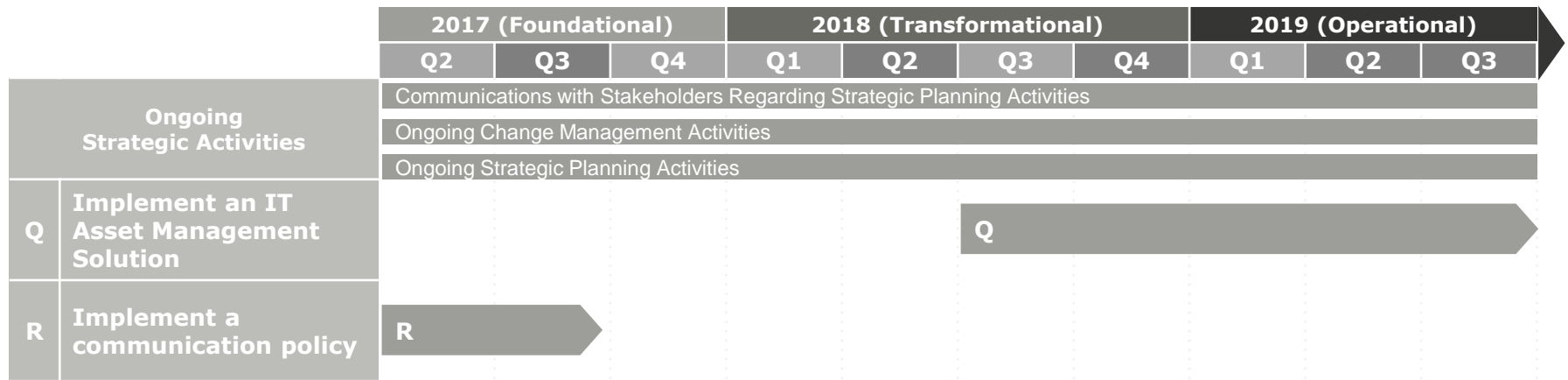
ITS Strategic Roadmap



ITS Strategic Roadmap



ITS Strategic Roadmap



Based on the roadmap and prioritization, the following initiatives were identified as the high-value “quick-wins” for the Board

Initiative	Initiative Name	Value	Effort
A	Establish the Governance Structure	H	M
B	Introduce a Tech representative at the Director’s table	H	M
C	Develop the Project Portfolio Strategy	M	M
D	Develop a Cloud First Strategy	H	M
E	Develop an Employee Resourcing Strategy and Plan	H	M
F	Establish an IT Project Management Office (PMO)	H	H
G	Establish an Enterprise Architecture Function	H	M
H	Establish an ITS Support Model	H	M
I	Review the current software strategy	H	H
J	Develop a Document & Record Management Strategy	H	H
K	Enable a Digital mobility/access anywhere strategy	H	H
L	Develop an enterprise data analytics culture	H	H
M	Introduce an Enterprise service management system	H	H
N	Implement a hardware lifecycle management policy	M	M
O	Implement a Disaster Recovery / Business Continuity Strategy	M	M
P	Implement a software / hardware vitality plan	M	M
Q	Implement an IT Asset Management Solution	M	H
R	Implement a communication policy	M	L



H = High; M = Medium; L = Low

Next Steps

1. Meet with the Board leadership on the future direction of ITS
2. Seek approval from the Board leadership and work with Human Resources on the changes required to the ITS organization structure
3. Communicate the future direction of ITS and the defined strategy within and outside of ITS
4. Define the governing body member roles and responsibilities and establish a federated + distributed governance structure
5. Communicate the ITS governance structure to the key stakeholders in the Board and schools (about the change and how the change will impact them)
6. Define responsibilities of new / updated roles required to deliver on the ITS strategy



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