

DFSV ICT Strategy – vision for 2020 -2025 Technology Strategy on a page

STRATEGIC INPUTS

State & Federal Gov regulations

Organisational demand

Licensee demand

Consumer expectations

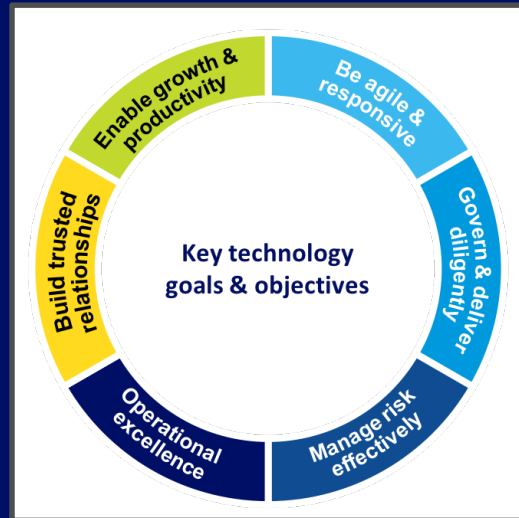
Technology trends

Dairy industry trends

VISION, GOALS AND OBJECTIVES

Technology will be a key enabler in supporting DFSV's evolving role as a leader in dairy regulation.

The ICT team will be a trusted partner in delivering reliability, service excellence and innovation to the organisation.



KEY BUSINESS OBJECTIVES

Support core regulatory activities

Integration of Dairy RegTech

Promote food safety culture

Becoming a digital regulator of the future

Develop capabilities and capacity for performance

STRATEGIC INTENTS

DIGITAL ENABLEMENT OF WORKFORCE

DATA DRIVEN DECISION MAKING

CLOUD FIRST & NETWORK ENABLED

CYBER SECURITY SECURE BY DESIGN

TECHNOLOGY EFFICIENCY DIVIDEND

CITIZEN DEVELOPMENT

STRATEGIC FOCUS AREAS

- Operations Pivot**
 - Technology infrastructure migration
 - Review ICT governance approach
 - Reassess security and ICT procedures
 - Identity management
 - Future skills development
- Citizen Developer**
 - Modernise LCMS
 - Fluid Data management approach
 - Product and Service Innovation

DESIGN PRINCIPLES

Reduce complexity

Increase integration

Maximise Cloud

Maximise Partnering

Minimise Customisation

Eliminate On-premise

Technology Goals and Objectives

Six key business goals and objectives have been defined to measure the journey towards the vision

Enable productivity:

- Realise operational savings for the business through technology and automation
- Deliver continued improvement of mobility capability
- Support and facilitate increased responsiveness to business demand to enable staff to be more responsive and effective

Operational excellence and resilience:

- Reduce system outages and downtime
- Improve system responsiveness and reduce transaction time
- Meet agreed service levels and recovery time objectives
- Improve service quality

Be agile and responsive:

- Increase use of cloud and as-a-service models to increase flexibility and agility
- Increase responsiveness to business demand to enable staff to be more responsive and effective
- Exploit emerging technologies to increase business value

Facilitate business enablement:

- Provide greater data insights to the business and enable agile decision making
- Improve involvement in key business initiatives and decisions to identify technology enablement opportunities
- Provide and support technology tools that enable the business to modify or automate systems to suit their changing requirements

Manage risk effectively

- Protect the organisation against Cyber intrusion
- Ensure that the privacy of our staff and licensee data is protected
- Maintain the ongoing integrity of our information systems and corporate data

Govern and deliver diligently:

- Projects are delivered on time, on budget and as scoped
- Projects achieve defined benefits
- Business change impact is managed

Technology Strategic intents provide direction for which all IT decisions are considered against

Digital Enablement of Workforce

Access wherever & whenever required

- All applications and infrastructure will seek to provide access to all staff, whenever required and not be limited by location.
- Ensure flexible/efficient deployment options for entire workforce.
- Ensure the information security and privacy of data is maintained through effective user credential management.

Cyber Security and Privacy Breach

Secure by design

- Prepare for the event of Cyber security breach.
- Maintain conditional multi-factor authentication (MFA).
- Technology solutions are secure by design – not just an after thought.

Data Driven Decision Making

Insights that make a difference

- IT seeks to provide the organisation with self-service analytical tools that allow business users to mine data.
- Empower the business and shift decision making closer to staff doing the work with the knowledge

Technology Efficiency Dividend

Efficient operations leads to cost reduction

- All investment in technology will seek to be self funding or enable capabilities to drive future economic benefits.
- Technical risk should be factored into cost analysis.

Cloud First & Network enabled

Adopt solutions that are born in the cloud

- Vision to move everything to the cloud.
- Improve network capability and resilience with redundant internet and carrier diversity.
- Maintain agility and flexibility through “as-a-service” models wherever possible.
- Deploy appropriate integration platform to support business system integrations.

Citizen development

Increase speed & responsiveness

- Utilise platforms that enable business users to develop intuitive intelligent workflow automations.
- Focus IT skill development and prioritisation on the enablement of the business to drive digital initiatives

Technology Focus Areas

Strategic Focus Area – Operations pivot

Key Objectives

- Migrate on-premise business and ICT systems to cloud offerings
- Improve network performance and resilience
- Seek to reduce complexity of ICT environment through deliberate adoption of commoditized solutions
- Seek to reduce workloads through automation of ICT work practices
- Alignment of business and technical planning
- Review IT Security Policy, Cyber Response Plan, Disaster Recovery Plans
- Technology solutions are secure by design – not just an after thought
- Develop ICT skills for future work requirements

Key Initiatives

1. **TECHNOLOGY
INFRASTRUCTURE
MIGRATION**

2. **REVIEW ICT
GOVERNANCE
APPROACH**

3. **REASSESS SECURITY
AND ICT PROCEDURES**

4. **IDENTITY MANAGEMENT**

5. **FUTURE SKILLS
DEVELOPMENT**

Key Projects

- Undertake planning for transition to cloud “as a service” delivery
- Relocate on-premise servers to private cloud (colocation) as required
- Establish carrier diverse internet connectivity
- Technology governance foundation
- Architecture review function
- Maintain formal security and privacy accountabilities
- Security, Infrastructure & Operations Policies, Procedures and response plans
- Best practices approach to user identity management
- Deploy Azure AD SSO
- Identify gaps against requirements
- Acquisition of ICT skills required to support future work activities

Technology Focus Areas

Strategic Focus Area - Citizen Developer Application Strategy

Key Objectives

- Build a single source of truth for all licensee information and interactions
- Develop simple, fast, effective data analytics and reporting capability to enable near real-time decision making
- Provide seamless integration across all key business applications
- Enable staff to be self-sufficient in creating and using business applications
- Enhance licensee experience through digital access and sharing of data
- Facilitate innovation to support evolving roll as a digital regulator of the future

Key Initiatives

6. MODERNISE LCMS

7. FLUID DATA MANAGEMENT APPROACH

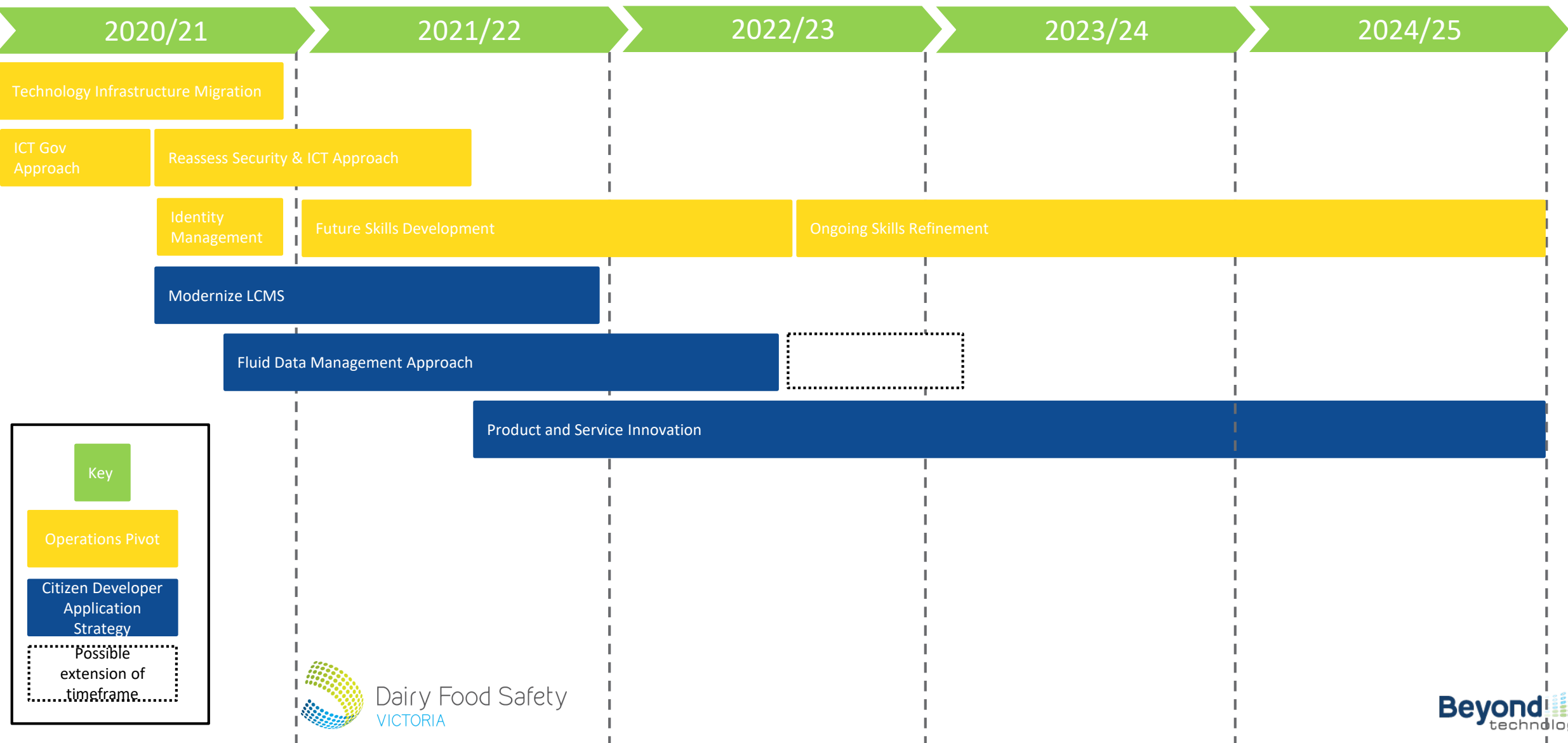
8. PRODUCT AND SERVICE INNOVATION

Key Projects

- Transition to new LCMS platform
- Establish Licensee portal
- Enterprise data integration
- Data lake (if requirements emerge)
- Maintain Fluid Architecture
- Citizen developer capability
- Workflow Automation
- Robotic Workflow
- Data Analysis and visualization

Key Initiatives Roadmap

ICT Strategy Roadmap



Key

Operations Pivot

Citizen Developer Application Strategy

Possible extension of timeframe

Project Details - Operations Pivot

Projects

1. TECHNOLOGY INFRASTRUCTURE MIGRATION

Undertake planning for transition to cloud “as a service” delivery

- Plan Zero Trust Network Access approach to network security
- Establish a staged plan to transition off existing on-premise infrastructure based around an evaluation of SaaS alternatives, application lifecycle (decommissioning option), migration costs, risks and transition logistics
- Identify business change impacts and establish change management and communication plans.

Relocate on-premise servers to private cloud (colocation) as required

- Establish plan to migrate remaining legacy infrastructure to commercial data center and compare costs to IaaS migration of remaining workloads.
- Use business case analysis to determine choice between early infrastructure retirement or relocation prior to office refit.

Establish carrier diverse internet connectivity

- Implement Carrier and Fibre diverse Gigabit Internet Connections with network infrastructure capable of Active/Active configuration and GRE security tunnels.

2. REVIEW ICT GOVERNANCE APPROACH

Technology governance foundation

- Establish a regular Technical Governance Review process that is responsible for ongoing alignment of technology planning and implementation decisions to business requirements and identified technology strategy and corporate policy.

Architecture review function

- Establish capability for ongoing architecture review and control based on identified Strategic Intents
- Provide business engagement opportunity for review of Key ICT initiatives along with ongoing Citizen developer projects.
- Utilize appropriate independent advisory as required.

Establish formal security and privacy accountabilities

- Establish a description of the roles with agreed responsibilities and accountabilities.
- Allocate required tasks to formal roles within response plans and procedures.

Project Details - Operations Pivot

Projects

3. REASSESS SECURITY AND ICT PROCEDURES

Security, Infrastructure & Operations Policies, Procedures and response plans

- Identify (document) and review all known information security risks
- Review auditability of security monitoring
- Review execution reliability of security patching and access management
- Identify improvement opportunities with Cyber Response planning.

4. IDENTITY MANAGEMENT

Best practices approach to user identity access management

- Assess current approach to identity management and adjust accordingly, in consideration of ICT strategy approach to “Cloud first” approach.
- Review and classify the sensitivity of data and potential misuse and privacy impact of permissions.

Deploy Azure AD SSO

- Define and plan approach to deployment of Single-Sign-On capability across all business applications and systems.

Deploy conditional MFA

- Define and plan approach to Multi-Factor Authentication with conditional access, including defining network locations and authentication methods.

- Plan incremental organizational deployment of MFA, with initial deployment to pilot group to validate prior to broader rollout.

5. FUTURE SKILLS DEVELOPMENT

Identify gaps against requirements

- Conduct training needs analysis of ICT staff to execute against the opportunities of the ICT Strategy, particularly in consideration of selected LCMS solution.
- Skill gaps already identified include: Solution Architecture, Project Management, Business Analysis, Business Engagement, Technical Support, Training and Testing in support of the Citizen Developer initiative.

Acquisition of ICT skills required to support future work activities

- Develop formal learning and development plans to upskill across each ICT role.
- Assess impact of training against stated technology goals and objectives and review training requirements annually.

Project Details - Citizen Developer Application Strategy

Projects

6. MODERNISE LCMS

Transition to new LCMS platform

- Evaluate alignment of LCMS candidates against ICT Strategy.
- Execute deployment and integration of LCMS platform as primary source of all Licensee data and workflows.

Establish Licensee portal

- Implement Licensee Portal, which is part of or integrated with LCMS, to maximize Licensee self-service capability, including ingestion of licensee data via data upload or direct API integration with licensee systems.

7. FLUID DATA MANAGEMENT APPROACH

Enterprise data integration

selecting data locations

- Ensure capability to link data ingested through licensee portal, data captured within LCMS and other sources via a defined integration approach or integration platform

Data Lake

- Seek to capture enterprise datasets into a Data Lake as enterprise requirements evolve, and transform as required via an integration platform rather than transform prior to capture in a ETL approach.

Maintain Fluid Architecture

- Avoid proprietary or customer data storage where possible, while using a pragmatic cost benefit approach to determining and

8. PRODUCT AND SERVICE INNOVATION

Citizen developer capability

- Develop citizen developer support model within the ICT function including training, engagement and governance
- Implement Architectural Review function for citizen developer initiatives
- Create functional testing framework that enables end-to-end functional performance qualification of citizen developer initiatives
- Implement business engagement plan to reinforce citizen developer support model

Workflow Automation

- Implement a workflow automation platform that supports the Citizen Developer initiative

Robotic Workflow

- Consider Robotic Workflow capabilities and requirements when selecting Workflow Automation platform

Data Analysis and visualization

- Identify tools to support the business requirements for Data Analysis and visualization and integrate them into the available and future data sources via the proposed integration and data management platforms