INFRASTRUCTURE INVESTMENT CASE DEVELOPMENT

CASE STUDY

Fire and Emergency New Zealand had several critical ICT initiatives underway that required project management and governance.

These initiatives were of high importance, addressing system lifecycle maintenance. Due to the critical nature of Fire and Emergency's services, the initiatives required project funding, planning and execution within particular timeframes.

Business cases were required to request project funding for the planning and implementation of the initiatives into a programme of work.

> "CoDigital helped us understand our technology debt and develop a roadmap for improvement. Using the investment management framework, they produced the necessary business cases to enable us to draw down funding to deliver the outcomes for our organisation.
>
> Head of Strategy & Architecture, Fire and Emergency New Zealand.

BUSINESS OBJECTIVES

CoDigital were engaged to complete the following deliverables:

- Document substantial or strategic initiatives and projects, that had no assigned project funding.

- Capture high-level CAPEX and OPEX cost estimates of hardware, software and outsourced services required by the activities identified.

- Summarise potential options for sourcing strategies to enable the programme of work to succeed.

- Develop a prioritisation recommendation for the programme of work.

- Provide a business risk assessment.

OUR CLIENT

Fire and Emergency New Zealand is a Crown Entity established on 1 July 2017 under the Fire and Emergency New Zealand Act 2017. The organisation exists to protect and preserve the lives, property and environment of all New Zealanders. Fire and Emergency looks to reduce unwanted fires, support increased community readiness and recovery, and respond to fires and other emergencies including motor vehicle crashes, medical emergencies, hazardous substance related incidents, and natural disasters. Fire and Emergency operate a 24/7 emergency services organisation.

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OUR APPROACH

CoDigital started this engagement with a discovery phase, working closely with the ICT Infrastructure team to understand the complexity and backlog of their initiatives. We reviewed the information from existing documentation within Fire and Emergency, capturing requirements through interviews with key stakeholders associated with the initiatives we were defining.

We assigned consultants that had relevant expertise within each technology initiative to maximise the value of this engagement. Then we used the Treasury Investment Management System to understand the problems Fire and Emergency were trying to solve and applied our project prioritisation matrix, business risk calculator, financial model, and investment assessment tool to identify gaps and opportunities.

We sought feedback and recommendations on our discovery findings and potential solutions from the project sponsor and key project stakeholders. We delivered these to Fire and Emergency in key documentation that supported these findings.

Seven business cases with accompanying investment assessment worksheets, recommendation reports including financial summaries, projects prioritisation, and business risk heat maps were delivered. The business cases and the recommendation report helped inform the Fire and Emergency's ICT Leadership Team's decision making for project prioritisation and funding allocations.

OUTCOMES

- Fire and Emergency has a clear understanding of the complexity and magnitude of its technology debt
- Enabled Fire and Emergency to forecast funding requirements in the Technology Portfolio into financial years 23/24 and 24/25
- Identified the need to manage the Technology Portfolio using programme and project management, to enable the successful delivery and governance oversight of the programme of work

PARTNER

TEAM

SUCCESS

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