



PM Fair 2022, 7th October

The Royal Museum for Central Africa
Tervuren, Belgium



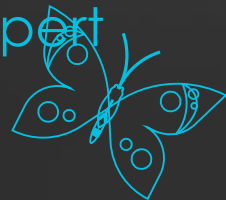
Presentation

A digital agenda for the city of Ghent



Wim Vandermeersch

Director Business IT for the city of Ghent
& digital transformation expert





A digital agenda for the city of Ghent



2019

Starting point

Digipolis, joint ICT partner for Antwerp & Ghent



2020

Turning point

Launch of the Digital Agenda for Ghent



2021

Realisation

Birth of District09 brand



2022

Realisation

New way of working brought into practice



Today
Evaluation & next steps



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2019: Starting point Digipolis

Ghent & Antwerp joining forces in the fields of:

Application development

Extensive portfolio of applications and ICT-projects

IT infrastructure

Maintaining multiple data centers

Digital Innovation

Through multiple projects & initiatives: Foresight, Service Factory, Lab9K

E-inclusion

Encourage & support all citizens to embark on the 'digital highway'



Founded in 2003



Serving 20.000 city staff



Serving 1.000.000 inhabitants, commuters, visitors, companies, students, ...



2019: Starting point Digipolis

ICT project
successful,

Business project
less successful



Good end-user satisfaction

But:

- **Distance** between business and ICT
- Different **priorities, methodologies, systems & language**
- Lack of **agility**
- **Budget ownership** very diffuse
- Governance **on project basis** --> 'IT for free'
- Change is the responsibility **of the IT project manager**



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2020: Turning point

A Digital Agenda for Ghent

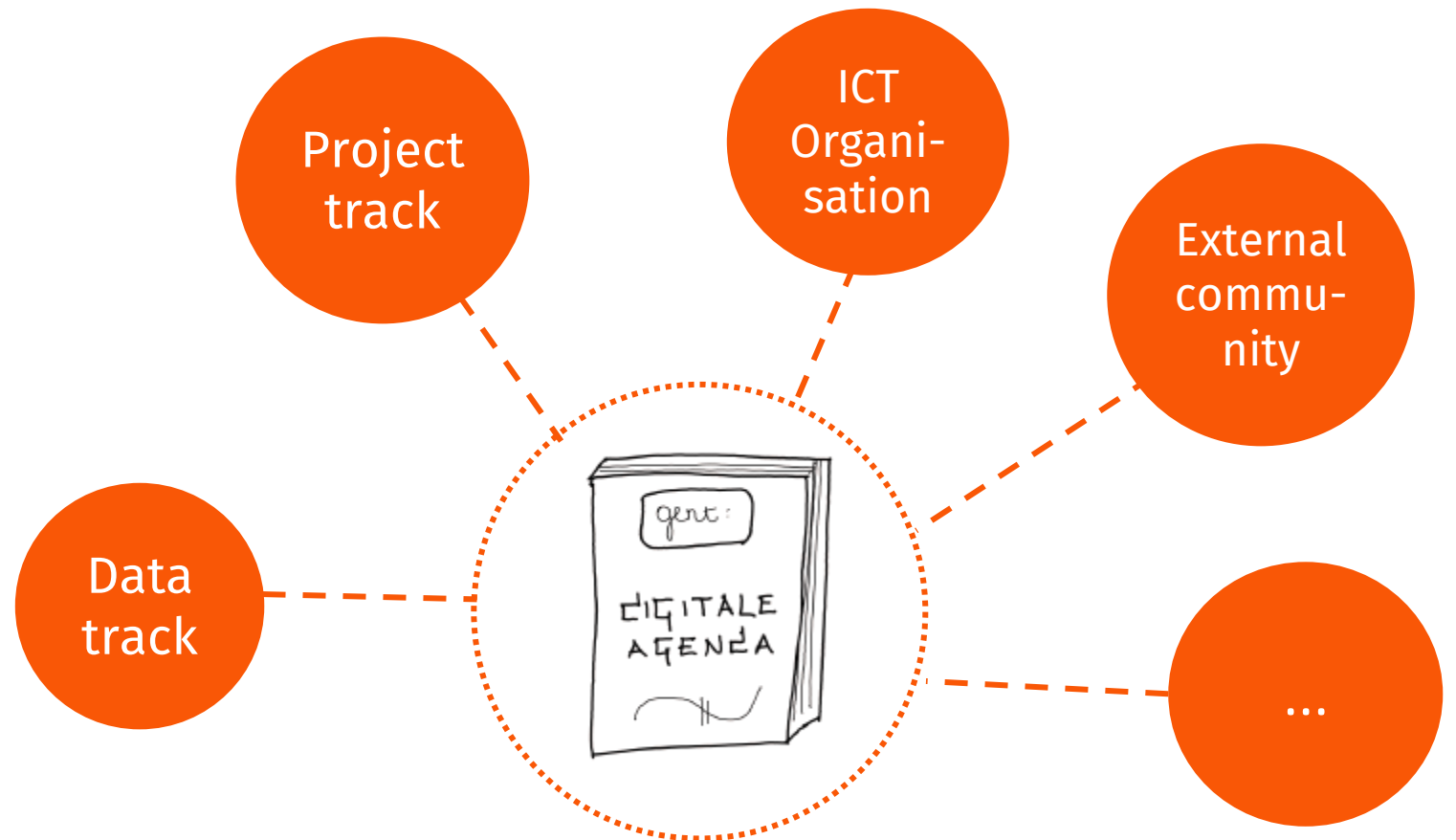
The end of Digipolis means an **opportunity for change**

- Ambition to bring ICT **closer** to the business
- Initiative of the Management Team of the City of Ghent: **'A Digital Agenda for Ghent'**
- Assignment of an **organisation architect**



2020: Turning point A Digital Agenda for Ghent

Working on
multiple
tracks:





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2021: Realisation Foundation of District09

A new organisation: **District09**

- An organisation formerly known as Digipolis
- 'Autonomous Municipal Company'
- Board = representation of the city council





2021: Realisation Foundation of District09

Business & ICT take joint decisions

- ICT-investments decided by a digitalisation committee
- Prepared by strategy team (business) and ICT
 - Business case includes:
 - ICT and business cost
 - Project and operational cost

Digitalisation Committee

District09 representation

- ICT Director

City management representation

- City General manager
- Strategy director
- Financial director

Political representation

4 executive councillors:

- Digitisation & Economy
- Finance
- Personnel
- Civil affairs



2021: Realisation Foundation of District09

Common project approach turns out the
'best of both worlds'

- One project lifecycle
 - Aligned methodology and templates
- Introduce ICT-projects in project management systems
- Project Offices come closer
- Include business in solution review process





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2022: Realisation

New way of working

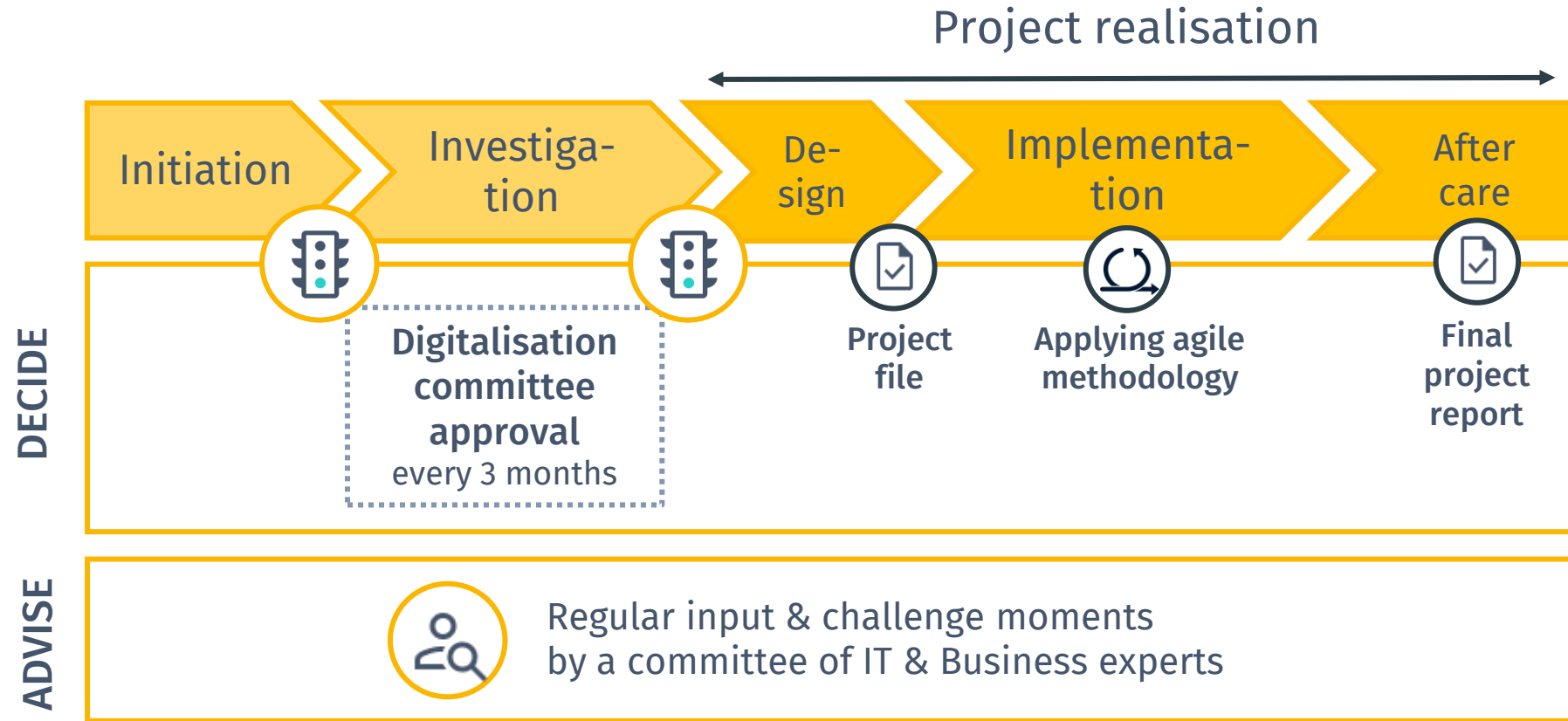
Increase cost awareness on sponsor side

- Sponsor manages budgetary envelope
 - Budget is based on the approved projects
 - Sponsor is allowed to shift budget between projects
 - Stimulates shared budget ownership
- When (risk for) project overrun, sponsor takes the initiative



2022: Realisation New way of working

- ✓ **Think before you spend**
Start with a proper investigation of the user needs
- ✓ **Shorter approval cycle**
Project proposals can be approved every 3 months
- ✓ **Introducing agile**
Agile methodology used during implementation phase





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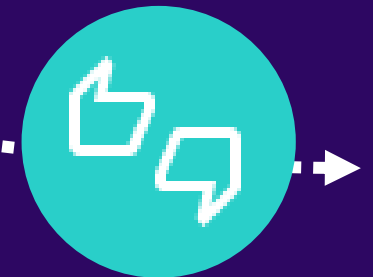
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Today
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& next steps



Today: Evaluation & next steps

Evaluation of the change process



Management attention makes
people grow

But:

- Change: 'ICT less in the driver seat'
- Change: 'Business ownership varies'
- minimal insight in business cost



Today: Evaluation & next steps

Defining the next steps

- Strengthen (enterprise) architecture
- Evaluation of the framework & guidelines
- Focus on capabilities, re-use, roadmaps
- Leverage external tech community
- Data as the foundation



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Thank you

Feel free to reach out:

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