ICT Strategy, 2016-2020

Summary

In recent years, digitalisation has resulted insignificant changes for many industries and businesses. However, in the building, construction and property industry, we have not seen as much innovation and development through digitalisation as in other industries. As a state actor, Statsbygg has received a government mandate to develop the building, construction and property industry.

Digitalisation and the use of ICT will be a crucial tool in this context.

'Digitalisation entails using technology to renew, simplify, and improve. It entails offering new and better services, which are easy to use, effective, and reliable. Digitalisation lays the foundation for increased value creation and innovation and can help increase productivity in both the private and public sectors' "Digitalisering er omstilling" ("Digitalisation is Reorganisation") (Source: regjeringen.no)

Against this background, in the future ICT will support and be a driving force in Statsbygg's 'production line'. Statsbygg's ICT strategy will take advantage of available digital opportunities. Our infrastructure, application landscape, and the ability to learn from other industries shall ensure that Statsbygg is well-positioned to solve the productivity challenges in the building, construction, and property industry - as indicated by Statistics Norway (SSB) and SINTEF.

Statsbygg's ICT strategy supports the Norwegian government's digitalisation strategy.

Digital vision

Statsbygg will focus on four primary areas, which forms a digital vision for the future.

I. In connection with new construction projects and major maintenance projects Statsbygg implements a single, shared digital model for all relevant buildings

This digital model (such as BIM, GIS, OL) is the basis for synergy in project execution and is handed over 'as built' to the owner and property manager. The digital model shall constitute a common basis for the continued management and development of Statsbygg's building portfolio.

II. Statsbygg's properties and buildings operate efficiently through a high degree of digitalisation

The digitalisation of properties and buildings leads to more efficient operations, and lowers operating costs, through the use of real-time analytics and control. Pilot buildings are used to pilot digital technologies.

III. Statsbygg interacts digitally with clients, suppliers and other collaborative partners

Digital interaction is used extensively, both internally and externally, with clients, suppliers, framework creators, and inhabitants.

IV. Statsbygg uses digitalisation to promote innovation in the building and real estate industries

Statsbygg utilises digital technology to provide new solutions and services based on, e.g., input from employees and digital trends. Clients, suppliers, before and academia are invited to participate in the development processes, in order to take advantage of each other's insights.

Realisation of the digital vision

The realisation of the digital vision is accomplished through Statsbygg's operational architecture, which is described as comprising the areas of management, services, technology, and competence:

Management. The realisation of the digital vision imposes requirements on how Statsbygg exercises its management of the ICT area, service deliveries, the choice of technology, and the development of competence. The following is an overview of expectations for these areas:

Roles and responsibilities. In Statsbygg, the management of ICT is attended to through four distinct roles with corresponding

areas of responsibility:

- *The **Management role** is synonymous with senior management (ADL).*

- *At Statsbygg, the **Orderer role** is synonymous* with the S***ystem Owner role.***

- *The **Supplier role** is organised with the ICT Section as the primary supplier and multiple external service providers as subcontractors*

- *The **Administrator role** is responsible for attending to the comprehensive management of ICT systems that share integration points.*

The decision-making process will be based on the following five ICT principles.

a) Be 'early adopters' of technology in core processes and part of the 'late majority' in support processes

b) Actively investigate what the market can offer in terms of solutions, industry knowledge and capacity

c) Choose standard software with minimal customisations

d) Create modular solutions with open, reusable interfaces

e) All ICT projects shall identify gains for Statsbygg and added value for clients based on lifecycle calculations

ICT projects shall be based on a fixed framework corresponding to Difi's Project Wizard. Information security is organised in strict adherence with the ISO 27001 standard.

Services: System accessibility shall be adapted to employees' working lives. The improvement of the application portfolio shall concentrate on developing core business systems. Statsbygg shall have separate solutions for security-approved solutions that satisfy the requirements of the law, regulations, and the instructions of the Norwegian National Security Authority (NSM). Large construction projects will have their own ICT plans.

Technology: Statsbygg shall use analytical tools, big data, and sensor technology to realise the vision. Statsbygg will employ cloud-based solutions where appropriate. Statsbygg must have a comprehensive management basis, with a portfolio overview of systems and projects. Statsbygg shall have a standardised and structured ICT infrastructure between and on its properties.

Competence: Statsbygg will further develop its collaborations with academia, participation in central arenas for digital learning and competence sharing, and its dedication to R&D. To ensure the proper operation and management of established products and solutions, Statsbygg must possess expert knowledge of its applications and infrastructure.