City of Greater Dandenong

IT and Digital Strategy 2020-2025

GREATER DANDENONG
City of Opportunity

Our Vision

The City of Greater Dandenong has as central to its core values, the delivery of efficient, high quality local government services to its residents that are available when required.

In this rapidly changing digital world, Council has embraced the challenge to provide this access to many services in an on-line, digital format that is available 24 x 7.

The strategy contained within this document covers the proposed planning and deployment of IT and Digital within the City of Greater Dandenong and will guide all decision makers at Council in these areas, irrespective of whether they are directly engaged in the provision of IT services or not.

The strategy outlines how Council intends to use technology to support our business goals of providing services to our customers and balances the often competing goals of maximising the use of technology whilst remaining realistic in delivering value for money. It focuses on providing efficient, seamless and easy to use technology to facilitate Council staff in delivering high quality outcomes to our community and for our residents to directly access services in an on-line capacity.

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About this Strategy

Purpose of this document

This document sets out a Strategy for the development of Information & Communications Technology (ICT) and Digital at the City of Greater Dandenong.

The Strategy starts in July 2020 and will finish in June 2025.

The document provides the background to and the context for the Strategy as well as setting out how the outcomes will be delivered.

The document is high level rather than detailed. It provides a framework for more detailed decisions to be made. The strategic framework will allow decision makers to make independent but aligned decisions.

Previous strategies

This Strategy succeeds the *ICT Strategy 2014 - 2018* and *Digital Greater Dandenong - a programme of goals and initiatives for digital service delivery between 2016 and 2020*.

Audiences

The Strategy must deliver outcomes for two 'audiences'

- **Council staff**[1]. Council staff deliver services directly and indirectly to customers on behalf of Council using IT and Digital assets. Staff and third parties sometimes also interact with Council systems on behalf of customers who might otherwise access the systems themselves.
- **The community**. The ultimate beneficiaries of the Strategy are the customers of Council, whether members of the general community, private ratepayers or businesses based in or operating in Dandenong. IT and digital services enable better and more efficient service delivery overall, while customers increasingly interact directly with Council through digital services.

Technology is increasingly important in supporting and delivering services by and to these audiences.

IT and Digital

Parts of this Strategy make a distinction between IT and Digital.

- Information Technology (IT)[2] provides an electronic resource that stores, processes and communicates data, information and decisions.
- The term 'digital' concentrates on the communication of this over the Internet, whether through the Web or via device-based applications.

Overall, the Strategy takes a consolidated view of all aspects of these technologies.

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[1] Where the word Customer is used in this Strategy, it refers to individuals who may be in either group and more generally refers to end users of technology. Where the word Staff or Community is used in the Strategy, it is restricted to the specific group as described above.
[2] IT is sometimes called Information and Communications Technology (ICT)

Strategic Drivers

Council Plan 2017-2021

The primary goal of this Strategy is to support the overall objectives of the City of Greater Dandenong.

The City of Greater Dandenong integrated planning framework informs this Strategy through the "Imagine 2030" community plan from which the four-year Council Plan 2017-2021 (revised 2019) was developed.

The Council Plan sets out six Strategic Objectives:

Strategic Objective	Examples of the impact on IT and Digital Strategy
A vibrant, connected and safe community	Digital services enhance the ability of the community to participate. IT systems enable agencies and stakeholder groups to deliver quality services in conjunction with Council Technology supports a safe community by enabling Council assets to be maintained and monitored
A creative city that respects and embraces its diversity	IT systems are vital to support the management of artistic and cultural events Digital services potentially allow people to make better use of Council creative assets and linkages
A healthy, liveable and sustainable city	Digital services allow people to make best use of Council recreational facilities and environmental services IT systems are vital in helping staff deliver functions as diverse as the Capital Works Program and community health services
A city planned for the future	Technology underpins the smooth operation of planning, whether for precincts and the municipality overall, or for individuals seeking permission to build
A diverse and growing economy	Digital services enable Council to support businesses in Dandenong IT systems underpin the coordination of business growth activities for Council staff

Strategic Objective	Examples of the impact on IT and Digital Strategy
An open and effective Council	The availability of digital resources enables greater transparency in Council decision making IT systems enable sound internal governance and reporting

Victorian Government IT Strategy

The Victorian Government Information Technology Strategy 2016-20 charts the government's direction across four priorities:

1. Information and data reform –data and information should be available in a way that helps make good decisions.
2. Digital opportunity –information and services should be easily accessed using any device at any time.
3. Technology reform –the technology systems should be contemporary, enable collaboration and share data.
4. Capability uplift –government employees should understand the value of technology and be capable of procuring contemporary systems.

The strategy guides government bodies to deliver

- Sound policy
- Contemporary service delivery models
- Value for money for Victorians

These priorities guide all aspects of this Strategy.

The need for change

Interviews with senior Council staff identified four themes where changing requirements will affect service demand and, in turn, IT and digital infrastructure and delivery.

Theme	Changes	Impact on IT and Digital
Business areas seek better ways of working	Staff want technology to improve the way they work and 'join up' processes and data	Software and data need to connect the currently separated data sets and software solutions, particularly by better exploiting the power of workflow management and by creating a 'Single (Digital) View' of the customer
	Staff want to be able to work anywhere, any time	There is a continuing need for hardware and software to extend the current reach of mobile solutions
	Staff want to make better use of existing IT tools	Functionality contained within existing software needs to be unleashed by IT and business area staff
	Staff want better access to data	Existing systems need to be connected or integrated within a unified data framework, supported by query and reporting tools
The community is changing	Patterns of usage of facilities are becoming more diverse	Solutions need to be more flexible
	Digital expectations and skills are both rising and becoming more uneven, while demand for digital services steadily increases	Digital solutions must be designed for different abilities and offer a 'Single (Digital) View' of Council
	People want to self-serve, and to work in their own language	There is a continuing demand for more digital access, and in other languages

Theme	Changes	Impact on IT and Digital
	Third parties increasingly need to work with Council to deliver services and events	Solutions need to interface with third parties or be run on third party platforms
	People and businesses seek more access to more data held by Council	Council data needs to be well organised with interfaces that allow fast and accurate extraction while complying with challenging regulatory requirements
Technology offers better solutions	Technology eliminates distance	Video-monitoring, audio and videoconferencing, drones and other devices, as well as mobility, are essential if people are to interact at a distance
	Technology lets us control things remotely	Council will need to exploit the Internet of Things to take control of remote devices in ways not previously possible
	Technology lets us make better decisions	Council will need to consider advanced technologies like Augmented Reality to bring diverse information together for decision makers
Change puts pressure on decision making	Pressure to integrate processes and present a Single View of Council means that business applications must be managed together	Integration will require coordinated middleware to connect applications

Theme	Changes	Impact on IT and Digital
	The greater complexity that comes with integration will require greater collaboration within Council	Council will need to strengthen and upgrade its IT and Digital governance to ensure that business area and customer needs are met within the broader framework of Council IT and Digital operations

Opportunities for change within Council operations

The overarching customer service expectations on which this Strategy is based are derived from the Council Plan. Additional IT and digital focused insight is based on a series of interviews with business areas within Council. This section focuses on specific aspects of IT and digital delivery where change could improve outcomes.

- End users seek assistance from IT to resolve issues that they are unable to resolve themselves. Many of these are relatively low level and would be resolved if users had a higher level of IT skill or had a better understanding of the IT service model and offering.
- Much of the functionality available within Council IT resources is untapped and staff spend time doing low-level tasks that could be automated. Part of this results from lack of knowledge, but there is also a lack of a systematic approach to automation of routine, repeated tasks.
- Some staff need to rekey data or run processes in their office that they cannot process off site.
- Lack of connection between systems and separate pools of data make it difficult to provide a joined-up service or have a full picture of a transaction or the history of a customer.
- While enterprise security is strong, there is an opportunity to strengthen the understanding of how good security behaviours make CGD more resistant to breaches.
- Some external systems must be used by CGD staff. There is an opportunity to connect these systems allowing data to be shared between systems in order to achieve efficiencies for staff and provide a more integrated service for customers
- Location information that might be tracked by systems could enhance staff security and asset management.
- Some systems continue to be managed on a short term basis that does not recognise the system lifecycle or the need for replacement. CGD does not co-ordinate the management of vendors and vendor products as fully as it might, so the power of software enhancements is not fully exploited.

- Many business processes are built around specific applications. This means that Council wide consistency, end to end process optimisation and reuse of software is missed.
- While IT is increasingly involved in new system selection and choices about system enhancements, these are largely managed within business areas and without a Council-wide methodology. This accentuates the business area focus and misses the opportunity for integration and alignment between systems, especially where they hold common data or have process overlap.
- Data is scattered between systems, making a consistent, complete picture hard to obtain. This wastes staff time, means that managers are making decisions without full information, and frustrates efforts to exploit the emerging power of large data sets.

Technology opportunities

It is not possible to accurately predict the technologies that will be available or appropriate over the life of the Strategy. However, it is important to recognise the potential that technological change offers and identify how this might affect future decisions.

This section describes some technologies and how they might affect Council in the future. It is not exhaustive.

Some existing technologies have potential that has not been exploited, while others have yet to reach full potential. In addition, new technologies will become available.

This section considers these four dimensions of change.

Established technologies that have additional potential

A number of technologies are already established which Council may have acquired but not installed, or have the potential to use more widely, or which are readily available in the market.

Technology	Description	Potential application
Big data	Access to and exploitation of potentially massive, connected data sets, including exposure of raw data to online (including anonymous) public access	Staff and the community may use data for many purposes, including mapping usage of places and understanding demand for services. Commercial entities may incorporate Council data sets in wider data products, for example, providing travel advice.

Technology	Description	Potential application
Radio Frequency Identification (RFID)	RFID tags use radio frequency technology which transmits data from the tag to a reader, which then transmits the information to an RFID computer program. RFID tags are frequently used for merchandise, but they can also be used to track vehicles, pets, and even people (for example patients with Alzheimer's disease).	Council libraries already use RFID to automate borrowing and stock control. The technology can be extended to any tangible asset that could usefully be tracked.
Closed Circuit TV (CCTV)	The use of video cameras to transmit a signal to a specific place, on a limited set of monitors. It differs from broadcast television in that the signal is not openly transmitted.	Static and mobile devices (including body cameras) provide real time information about asset usage and historical evidence for regulatory purposes. These might be used for planning, facilities management and many other purposes.
Cloud and multi cloud	The remote hosting of software as a service (SaaS), Infrastructure as a service (IaaS) or platform as a service (PaaS) offerings. One provider may be better-suited for one application, while a second provider may be better-suited for a different one.	Software solution vendors increasingly host applications and data remotely from Council servers. Council may wish to exploit the benefits of having key functionality managed by different providers at different locations.

Maturing technologies

A number of technologies are technically proven but at an early stage of adoption. Council will have the opportunity to acquire and use these during the life of the Strategy. Should any of these technologies become mainstream, Council may need to take account of them in designing and delivering services.

Technology	Description	Potential application
Wearable devices	Smart electronic devices (electronic device with micro-controllers) that can be incorporated into clothing or worn on the body as implants or accessories	The additional functionality of a wrist or body mounted device will help monitoring of activities, environmental metrics and other factors. These will support safety and service outcomes.
Smart Spaces, Smart Cities and the Internet of Things (IoT)	IoT is the embedding of sensors in a wider range of devices, both to monitor and control 'things'. Smart spaces then connect and coordinate technologies to create intelligent environments.	Monitoring of and interaction with devices opens up previously unheard of capabilities, and integration into a Smart Cities model will permit a new level of automation and responsiveness. This will lead to new services to meet new expectations.
Drones	Remotely controlled, small airborne vehicles	Particular applications include line of sight surveys and building inspections.
5G mobile platform	5G is the fifth generation wireless technology for digital cellular networks that began wide deployment in 2019	5G will enable many services that are currently limited to on-premises delivery to be delivered anywhere.
Bluetooth Low energy	Bluetooth Low Energy is a wireless personal area network technology aimed at novel applications in the healthcare, fitness, beacons, security, and home entertainment industries	Tracking movement using the increasing numbers of Bluetooth devices will help plan facility availability and allocation as well as support interactive wayfinding. Mesh configurations could trigger all building lights to turn on or off.
Enterprise collaboration suites	Software that allows business users to communicate securely individually and in groups, integrated with business applications and supported by record keeping.	Collaboration will change the way staff interact and also open up opportunities to engage more rapidly and flexibly with the community.

Emerging and future technologies

Technology	Description	Potential application
Robotics	The design, construction, operation, and use of robots, as well as computer systems for their control, sensory feedback, and information processing	Some aspects of facilities management and basic customer service delivery might be supported by or enabled by robotic devices.
3D scanning and Augmented Reality	Interactive experience of a real-world environment where the objects that reside in the real world are enhanced by computer-generated perceptual information.	Arts and cultural services might be delivered remotely using AR, including art exhibitions.
Blockchain	An open, distributed ledger that can record transactions between two parties efficiently and in a verifiable and permanent way	Council may be able to, or be required to, enable online voting using blockchain. Council may need to transact with blockchain payment systems towards the end of the Strategic Plan period.

Strategic Approach

Roles

This Strategy redefines some of the responsibilities of Council staff who will deliver the outcomes.

> The focus of the **IT team** in this Strategy is to provide and manage most of the technology resources used by Council staff and customers. IT manages the delivery of technology services to users.
>
> Within this Strategy, the **Digital team** is primarily responsible for outward facing service improvement and the realisation of efficiency gains through digital solutions. Digital manages the interface with Council users and end customers.
>
> **Business areas** are responsible for the design and delivery of their own services. This Strategy sees business areas collaborating more with IT and Digital both to exploit the power of technology and to better align the variety of individual services in order to present a unified Council.

The Strategy is not dependent on the current organisation structure.

Structure

The Strategy will be delivered under six strategic themes.

1	Design and planning	Within the life of the Strategy we will connect our IT and Digital resources more closely to deliver a unified view of Council to customers and single view of them to our staff. This will not only improve service but will deliver significant efficiency gains for Council. To achieve this, all IT and Digital decisions must be made in a Council wide context. As a result IT and Digital will have a broader role and business areas will become more involved in technology design and planning.
2	Leveraging human value	While technology lets us do things that would otherwise not be possible, only people can unlock the power of technology. We will systematically raise the capability of the organisation to activate the power of technology and of individuals to use it.

3	Organising and managing	Integration of data and systems will require a new partnership between business areas and IT and Digital to make wise, long term decisions. This will require a reformed approach to IT and Digital governance and changed roles for all decision makers.
4	Increasing user value	Stronger, formal and informal connections between business areas, IT and Digital will better align user expectations with the reality of delivery and ensure that user needs can be identified and prioritised.
5	Delivering results	IT and Digital will maintain a high standard of service in a changing environment while promoting and supporting new services and ways of working with technology.
6	Working with others	Council has the opportunity to work with external entities to reduce costs, increase effectiveness and share investments. A planned and coordinated approach to this will maximise the value gained.

Design and planning

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Single customer, single Council

Outcome	Implementation
Principle based Digital design	Digital initiatives and priorities will be based on the Digital Framework Principles. This will provide a logical and consistent basis for the digital architecture and for resource usage. (The Digital Framework Principles are attached).
Business process and workflow architecture coordination	IT and Digital will develop a framework for mapping processes and standardise mapping protocols across Council.
System integration framework	IT will investigate ways to connect existing core applications using an appropriate form of integration software.
Coordinated systems architecture	IT and business areas will work together to plan future system development and acquisition in order to make the optimal use of each of the core applications.
Enterprise data architecture	IT will develop a data architecture, with practical support from business areas, that documents the enterprise data sets, standardises data definitions and is a platform for integration, data sharing and process simplification.

Connected, wise IT decisions

Outcome	Implementation
Connected application selection and management	IT will develop a systems acquisition strategy or policy that has a bias towards cloud solutions where appropriate and sets parameters for systems solution selection. IT will work proactively with business areas to select appropriate software solutions that align with the enterprise systems architecture, deliver the optimal business outcomes and make best use of resources. IT will develop application standards for future development and acquisition which will become part of the standard specification and selection process. IT will lead a progressive integration of applications using enterprise tools to enable connections and inter-operation.
Technology-ready asset acquisition and development	At an early stage in planning for any building project, major asset acquisition or development, business areas and IT will assess the technology implications.
Multi-disciplinary design of systems and processes	IT and Digital will proactively advise business areas about opportunities to exploit technology to enhance their business processes or introduce business efficiencies.
Secure, stable and resilient IT infrastructure	IT will ensure that the infrastructure on which IT services are delivered continues to be fit for purpose and operated efficiently. IT will plan for selective transition to cloud based applications. There will be a focus on ensuring that infrastructure fully meets requirements for security, back up, disaster recovery and business continuity.

Outcome	Implementation
A mobile workforce	IT will extend the current mobility strategy to reach all staff and functions with a valid reason to work in multiple locations or where functionality should be available independent of location.

Leveraging human value

While technology lets us do things that would otherwise not be possible, only people can unlock the power of technology. We will systematically raise the capability of the organisation to activate the power of technology and of individuals to use it.

Outcome	Implementation
Enterprise technology capabilities specification	IT and Digital will develop a skills catalogue (a human skills architecture) which identifies the IT and Digital skills required by the organisation. The catalogue will cover technologies, applications (general and specialist), and design skills including process design and business analysis.
Capability definition and enterprise uplift plans	IT and Digital will work with OD to incorporate the catalogue into Position Descriptions (PDs). OD will incorporate this in capability and human capacity planning, identifying individual or team gaps and developing plans to close them.
Training specification and uplift plans	IT and Digital will identify appropriate training programmes that are suitable for current staff uplift. OD will ensure that business areas consider IT and Digital skills in staff recruitment. OD and the Learning Management System will manage the uplift programme.
An IT and Digital Centre of Excellence	IT and Digital staff will provide technology advice and support to business area staff.
Accurate and realistic user expectations of the service provided by IT and Digital as well as a sound understanding of their own responsibilities	IT and Digital will identify relevant parts of the service catalogue and related standards that users need to be aware of. Internal Communications will lead a programme of active promotion so that

Outcome	Implementation
	staff expectations of service are accurate.

Organising and managing

Integration of data and systems will require a new partnership between business areas and IT and Digital to make wise, long term decisions. This will require a reformed approach to IT governance and changed roles for all decision makers.

Outcome	Implementation
Enhanced IT Governance that operates smoothly and is well understood	IT will develop a proposal for a more rigorous approvals and delegations model. This will include earlier engagement between business areas and IT, including a structured 'gating' model for approval and formal progression of decisions. ITSC will be strengthened by requiring it to review all technology related decisions prior to Executive review and by reviewing the membership and format of meetings. IT will develop a proposal for formal business application oversight sub-committees which will review application plans and progress against them bi-annually.
A business engagement model for IT and Digital	Digital will lead, and IT will support, regular engagement with business areas. This will include both strategic technology thinking and lower level business analysis.
A new application ownership and management model	Business areas will assume greater responsibility for integrating their applications into the overall enterprise framework through IT and the governance model. IT will assume greater responsibility for guiding business decisions about their applications, both for better local outcomes and for enterprise wide benefits.

Outcome	Implementation
A practical Service Model	IT will extend the current service model along industry better practice lines, though without fully adopting a formal methodology (such as ITIL). IT will build on the current functionality of the Service Desk to enable this.
A Service Catalogue, service standards and a Service Level Agreement	IT and Digital will develop a suite of documents which clearly identify what services are provided and to what standard.

Increasing user value

Stronger, formal and informal connections between business areas, IT and Digital will better align user expectations with the reality of delivery and ensure that user needs can be identified and prioritised.

Outcome	Implementation
Routine, formal business relationship management	IT and Digital will establish and operate a formal liaison model with business areas.
A partnership between business areas and Digital to identify and develop digital solutions	Digital will develop formal consultative processes with each business area to identify improvement opportunities that have a digital solution.
Regular, structured communications with staff users leading to a sound understanding of technology within Council	Digital, supported by IT, will periodically deliver briefings and online information about technology opportunities, solutions and initiatives, as well as shaping staff expectations about digital and technology within Council.
Effective communication with customers	IT and Digital will promote technology solutions in conjunction with business areas. Business areas will take responsibility for promoting the use of digital with their customers.

Delivering results

IT and Digital will maintain a high standard of service in a changing environment while promoting and supporting new services and ways of working with technology.

Architecture

Outcome	Implementation
Enterprise Architecture	IT will identify the desired elements of an Enterprise Architecture (EA) and specify standards for documenting it. IT will require all software development and acquisition to lodge as-built documents that are compliant with the documentation standards. IT will prepare a proposal to undertake an EA consolidation activity during the period of the Strategy in order to strengthen the integration and alignment of software change.
Integration layer	IT will prepare a proposal, in line with the System Integration Framework Implementation, that sets out an integration solution involving an appropriate deployment of middleware, Application Program Interfaces (APIs) or other back end integration. IT will implement the resulting solution.
A consolidated approach to shared applications	IT and Digital will work with OD and business areas to develop a consolidated plan for Microsoft Office, collaboration tools and other cross-business area software.
An enterprise data resource	IT and Digital will propose a data governance and ownership model through ITSC. IT will commence a project to map data assets and develop a data dictionary.

Digital

Outcome	Implementation
Flexible, scalable and lasting digital solutions	Develop CGD standards for digital solutions, particularly regarding User Interface and accessibility.
Maintaining a strategic view of the organisation's progress towards digital transformation	Develop and maintain an inventory of current and possible services to be digitally enabled or enhanced.
A strategically planned, sequenced and resourced pipeline of digital initiatives	

Infrastructure

Outcome	Implementation
Effective and efficient communications infrastructure	IT will manage the acquisition, maintenance, support and disposal of IT infrastructure.
Effective and efficient server infrastructure	IT will manage the acquisition, maintenance, support and disposal of this infrastructure.
An appropriate desktop, laptop and other device fleet	IT will work with business areas to refine the policy for device issue and management. IT will manage the acquisition, maintenance, support and disposal of this infrastructure.
Secure networks, systems and devices	IT will focus on skills to deliver or buy appropriate security support. Recognising the complexity of IT security, IT will ensure it is an 'informed buyer' of skills that not appropriate for CGD to maintain in-house.

Working with others

Council has the opportunity to work with external entities to reduce costs, increase effectiveness and share investments. A planned and coordinated approach to this will maximise the value gained.

Outcome	Implementation
Access to Victorian Government resources	IT and Digital will monitor Victorian Government IT guidance and resources.
Shared acquisition and shared services with other councils	IT and Digital will maintain and extend current relationships with other councils and evaluate opportunities to collaborate as they arise.
Vendor alignment	The governance model will ensure that vendors are managed in an integrated manner so that the best use is made of supplied solutions and that vendors work towards alignment of their solutions within CGD.

Digital Framework Principles

Digital services will be identified, developed and managed according to the following Principles.

Project and activity selection

We will invest time working with business areas to identify opportunities and develop formal, detailed requirements.

We will seek solutions that benefit the customer in ways that also create a benefit for Council. Digital solutions that free up Council staff to perform tasks of higher value to the customer will be prioritised.

We will focus on process and workflow opportunities in order to create service efficiencies.

We will prioritise long term investment over short term gains when assessing process improvement. We will also privilege processes that are better for both the community and the organisation.

We will exploit opportunities to 'free up' data so that further, future use can be made of it.

Digital will lead business areas in shaping their thinking about digital opportunities.

Digital governance

Our oversight and management of digital solutions will ensure that:

- Digital solutions are sustainable
- Technology dead ends are avoided
- Digital solutions are financially viable
- Support skills exist for each solution
- Business processes, digital functions and digital solutions are documented

Digital design and development approach

Our approach will be to start small, test and innovate before scaling up.

Our solutions will exploit existing platforms, share solutions and design code for reuse. We will standardise the look and feel of digital solutions, the terminology used and the navigation structure for ease of use.

Our solutions will have a base level design so that every person can use them but will offer more advanced elements for end users with higher skills so that we grow our capabilities and those of our customers.

Digital skills and communication

We will commit to skills development amongst business and technology staff to get the best value from digital investments..

We will communicate digital solutions widely both to business areas and to end users to maximise adoption.

We will promote feedback from users to continually improve solutions.

How this Strategy will be implemented

This document sets out a Strategy for the development of Information & Communications Technology (ICT) and Digital at the City of Greater Dandenong.

A more detailed Strategic Implementation Plan for the same period (2020/1 to 2024/5) will be prepared. This plan will identify the initiatives required to implement this Strategy and will be updated annually throughout the plan period.

The Strategy and the Strategic Implementation Plan will be input to annual business planning and budgeting cycles, providing essential planning information for business areas as well as IT and Digital.

Communication plans will be developed to inform staff of how this Strategy will affect them. It is not proposed to provide communication materials for public consumption.

The Strategy itself will be reviewed in 2022/3 to ensure that it is still appropriate and will be replaced for the period from 2025/6.

Risks

This document presents an integrated Strategy. The overall outcomes rely on the successful implementation of all elements. While a strategy can never, and is not designed to, accurately predict the future, there are a number of potential risks to successful implementation. The table below summarises these.

	Risk	Potential mitigation
1.	Financial	This Strategy has been prepared as a low-investment approach that delivers the maximum benefit. Few elements are time critical, but many of the savings will only be realised once foundation tasks are complete. To the extent that elements cannot be funded, the focus should be on those elements that build on better practice and embed better ways of working.
2.	Engagement	The Strategy relies on staff engagement. While there is no true mitigation for a lack of engagement, effort invested in sharing the Strategy and envisaged benefits with business area management will reduce the risk.
3.	Governance	Strong governance will be critical to the success of many elements of the Strategy. Supporting processes and engagement with business areas will reduce the risk that ITSC and other governance elements are ineffective.