

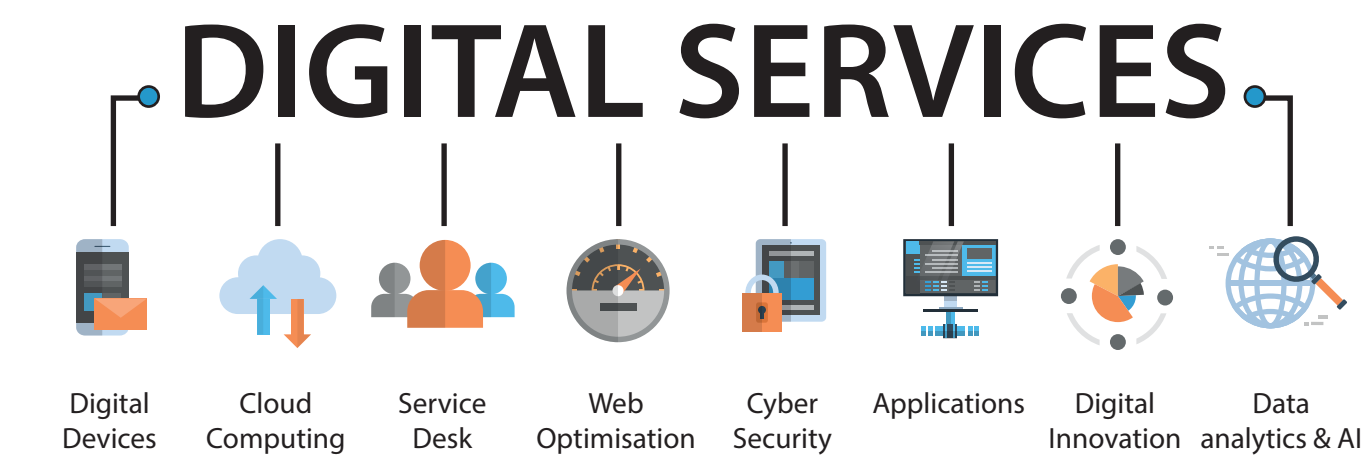
DIGITAL SERVICES STRATEGY

2020-2023



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FOREWORD

The digital workplace, where fast ergonomically designed software and hardware enhance productivity and customer satisfaction, where seamless connectivity between systems and infrastructure provide one true version of events in real-time and Artificial Intelligence (AI) improves decision making and customer services is already being delivered by many organisations to their workforce and customers.

In addition, the affects that COVID-19 has had on attitudes towards remote or flexible workplaces, increases the expectation that organisations should adapt rapidly to provide a broader range of connectivity and service to customers.

This new digital and agile reality drives expectations at a relentless pace and Enfield Council needs to re-imagine how a Modern Council operates to deliver a truly relevant and digitally enhanced environment for its staff and the community.

The ICT department has come a long way since 2017 when it restructured and in-housed IT support activities and is now represented by a wealth of passionate and skilled people. However, it has struggled to create a mature, sustainable and cohesive operation and has suffered from inefficiency and ineffectiveness.

These growing pains have been amplified by heavy reliance on external contractors to bolster skills and resource gaps which have stretched budgets and hindered potential value realisation. Inconsistent joined-up thinking across the Council has added further resource pressure and core applications have now ballooned to almost 600 – often duplicating functionality.

In developing our new strategy to meet these challenges and deliver a ‘Lifetime of Opportunities for Everyone’ we have been careful to apply the council values to create an approach that’s uniquely Enfield’s and represents the behaviours and ambitions set out in the Council Plan.

To this end we are renaming the department ‘**Digital Services**’ (DS) to better reflect the purpose of our department as ‘enablers’ for the business. This new name combines classic IT software and hardware provision and support with the addition of data into a single word ‘Digital’.



*Kieran Murphy
Director of Digital,
Data & Technology.
Digital Services*

This new name and what it signifies is just the start of our transformative change into a true business enabler. Our new vision sets out the bold ambition for a future state and challenges every team member to think ‘customer first’.

“Digital Services will become a mature ‘customer first’ digital and data service that intimately understands the organisation and community it serves and leverages this insight to achieve Enfield Council priorities”.

To make this vision a reality will require a fresh strategy and changes to our target operating model to focus on our customers’ needs and generate rapid value creation. Our organisational structure has also been redesigned to create more efficiency, transparency and governance.

These changes will hard-code ‘customer first’ and ‘maturity’ into day-to-day life and the measures we strive to achieve.

To ensure complete cohesion across the Digital Services department we will adopt the following strategic principles in all we think and do;

- **We will think ‘customer first’ in all interactions, products and solutions**
- **We will attain, retain and deploy unparalleled knowledge**
- **We will apply the phrase ‘right first time’ in all we do**

By delivering this vision and strategy we will help the council achieve its Modern Council cross-cutting objective and deliver the digital workplace demanded by staff and our community.

Our aim to deliver a cost neutral transformation is a key thread in the new strategy and the roadmap we have created to achieve our vision.

This means taking a fresh look at priority areas and customers (e.g. departments supporting vulnerable communities and education) to prioritise these departments. This also means prioritising digital projects that deliver longer term business and financial benefit by speeding up application consolidation or radically increasing productivity.

Importantly, our new strategy will require significant commitment and flexibility from our valued team and the wider business if it is to deliver the benefits it promises. With 65 digitally enabled business projects either currently in flight or under review, tough choices will need to be made to reduce this number to a level that is achievable with the resources and budget available.

In summary our bold new **Digital Services** department will enable Enfield Council to become the truly modern council it aspires to be. It will refocus its strategy and operating model to put customers at the forefront to deliver a digital workplace to be proud of.

Kieran Murphy
Director of Digital, Data & Technology
Digital Services

A LIFETIME OF OPPORTUNITIES: A MODERN COUNCIL

Enfield Digital Services supports the delivery of the Council Plan, ‘A Lifetime of Opportunities for Everyone 2020-22’ priorities. As set out in the cross cutting themes, the aim is to be a modern council, by empowering the workforce to be at their best through having the right digital tools, ensuring services are safe, accessible and efficient through modern user-friendly technology and supporting value for money and financial resilience through innovation that reduces costs.

The Digital Services vision and strategy will deliver this by concentrating on two areas;

- Customer first (to deliver the right digital environment for staff and the community)
- Functional maturity (to create a solid operating structure that meets industry standards and gets the basics right)

The modern council programme objectives have been accelerated by COVID-19 and the knock-on effect this has on council finances and an appetite to ‘work from anywhere’. This brings additional challenges around delivering a completely new digital landscape and infrastructure complemented by resilient and cyber secure systems that are linked to our Climate Action targets.

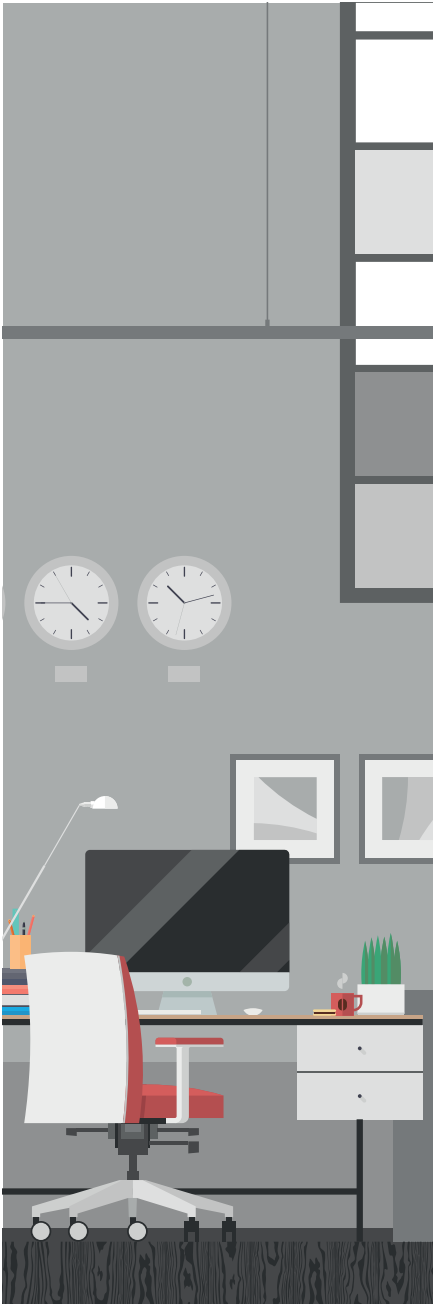
BUSINESS CONTEXT, ANALYSIS AND NEED FOR CHANGE

A review of Digital Services ability to meet the modern council agenda has been undertaken and eight themes have emerged that require improvement to fully meet the modern council agenda.

An industry standard assessment has been undertaken. A stakeholder and technology review has been carried out and a business requirements portfolio and digital trends exercise completed to ensure our new strategy is fit for purpose. These identified;

- The organisational design and operations of the department is not robust or resilient enough to meet current challenges
- The department’s relationship with each business area is not intimate or valuable enough to support their needs
- Technical Support and Customer Service struggle to deliver an effective service across the legacy infrastructure and over 600 business applications
- Programme and Project Management is under resourced and poorly governed
- A step change is needed to meet the digital demands of an agile workforce

BUSINESS CONTEXT, ANALYSIS AND NEED FOR CHANGE



IT-Capability Maturity Framework (IT-CMF)	Business Requirements Portfolio	Stakeholder feedback	Current Resources and Structure	Immediate and future landscape
<p>Focuses on the Operating Model maturity and the ability of leadership to execute the plan</p>	<p>The immediate and future technology-enabled requirements needed to deliver the Council Plan</p>	<p>Feedback on how the department currently operates and delivers services to its customers</p>	<p>Understanding the staff volumes, knowledge, experience and competency along with budget and tooling resources</p>	<p>Identifying digital demands and innovation that need to be considered for the duration of this strategy</p>
<p>The IT-CMF showed that the current function has an average score of 1.6 across 37 areas which is below our target of 3.</p> <p>Importantly a 1-point gap typically equates to a year of change and transformation activities so we have prioritised the highest value areas for improvement to deliver the quickest benefit. These are:</p> <ol style="list-style-type: none">1. Strategic and business centred IT2. Data driven IT department and organisation3. User orientated IT department4. Ownership and management of Budget	<p>The business requirements and delivery portfolio exercise identified around 27 existing critical technology enabled business projects throughout the council that need direct support from our department (some of which have been on hold due to COVID-19).</p> <p>In addition, the business has appetite for a further 23 critical IT enabled projects which will put further pressure on Digital Services resources. Therefore, this strategy must create a strong foundation for programme and project delivery and governance.</p>	<p>The stakeholder feedback exercise provided valuable feedback on how the current department is viewed and operates for its customers. The following main areas for improvement were identified:</p> <ul style="list-style-type: none">• Relationship management• Project management• Intimate business knowledge• Service desk management	<p>Our staff look after the needs of approximately 2,993 council employees, manage between over 600 business and community facing applications and associated hardware infrastructure.</p> <p>At any one time there is a portfolio of between 30 and 50 significant business as usual (BAU) IT tasks or mini projects currently being delivered within the department, in addition to IT enabled business projects.</p> <p>The services Digital Services provide also extend to project management internally and on behalf of business areas, staff training, data and cyber security, governance, contract management and data insights.</p> <p>At the beginning of the year the department ran with 100 FTE's (22 of which were contract or agency staff who typically cost three times that of internal resources). An organisational restructure that began in June has started the process of reducing our reliance on long-term external contract or agency staff to relieve budget pressure and improve internal talent and skills development.</p>	<p>The role of Digital Services is to ensure our technology landscape and digital workplace remain relevant, compliant, cyber secure and safe, and attuned to quality policies and government standards as well as ensuring we remain financially robust and transparent.</p> <ul style="list-style-type: none">• Accelerated by the COVID-19 pandemic, it is highly likely that working remotely will be the new norm for a larger proportion of council staff.• Similarly, residents desire to remotely interact with council services in the wake of the COVID-19 pandemic will invariably continue.• Council finances will need to generate greater value and find alternative funding streams. Forecasted population demographics changes in Enfield will see an increase in children and elderly which will further compound budget pressures.• Our community will demand greater, quicker and more convenient access to digitally enabled services that match the private sector.• Our staff will demand business tools that match their individual needs and enable them to be more productive• Our staff and community will expect the council to have a single, accurate and secure profile of them to deliver the best advice and services.

From this extensive picture we have identified eight strategic requirements that must be delivered for us achieve our modern council commitments. These requirements fit into two themes:

Customer First

1. We must create a technology landscape, digital workplace and business support service that is safe, compliant and trusted to deliver a modern council.
2. We need to develop stronger, deeper and more strategic relationships across the council and its partners to enable better digital decisions that support application consolidation and user satisfaction.
3. We must deliver services and support to the council that enables all staff to have the right tools, in the right place, at the right time and receive service in a timely manner
4. We need to embrace and adopt modern digital technologies across the technology landscape and digital workplace (such as Cloud, SaaS, Automation, Artificial Intelligence, Smart Mobile Devices, etc) to remain agile and relevant to community, staff and political needs.

Functional Maturity

5. We must create a robust talent development pipeline that motivates and enables staff and provides a foundation for succession planning and continuous improvement.
6. We must realise cost savings across the entire technology landscape and digital workplace to deliver financial resilience and good governance.
7. We need a robust operating model that delivers immediate business advantage and generates high levels of leadership, governance, productivity and a foundation for sustainable continuous improvement.
8. We need to drive effectiveness and efficiency into the very fabric of our people to become a high performing and trusted department whilst getting the basics right.

DIGITAL SERVICES STRATEGY

2020 - 2023

Vision

“Digital Services will become a ‘customer first’, mature digital and data service that intimately understands the organisation and community it serves and leverages this insight to achieve our Council priorities”.

Strategic principles

To achieve this vision, we will apply the following strategy to all aspects of the department, to shape our behaviours and performance measures;

We will think ‘customer first’ in all interactions, products and solutions

- Not just our immediate internal customers but their customers too

We will attain, retain and deploy unparalleled knowledge

- Continually challenging ourselves to become subject matter experts
- Creating cost effective strategic partnerships above short-term transactional vendor relationships

We will apply the phrase ‘right first time’ in all we do

- Drive maximum productivity with minimum waste on effort, resources and council budgets
- Apply human factors such as anatomy, physiology, psychology and engineering to product and service design to improve customer satisfaction and enhance performance

This strategy is designed to naturally increase our customer first and functional maturity streams by bringing the department much closer to the wider business and aligning its priorities with that of each customer.

It will also ensure that our Digital Services workforce are invested in, enabled and empowered to deliver our vision. It aims to reduce our reliance on long-term external agency workforce solutions and focus on transformative strategic partnerships.

Finally, this strategy is designed to focus everyone’s mind on achieving efficiencies and usability, and as a result, cost savings across the entire value chain at Enfield Council.

Key strategic outputs

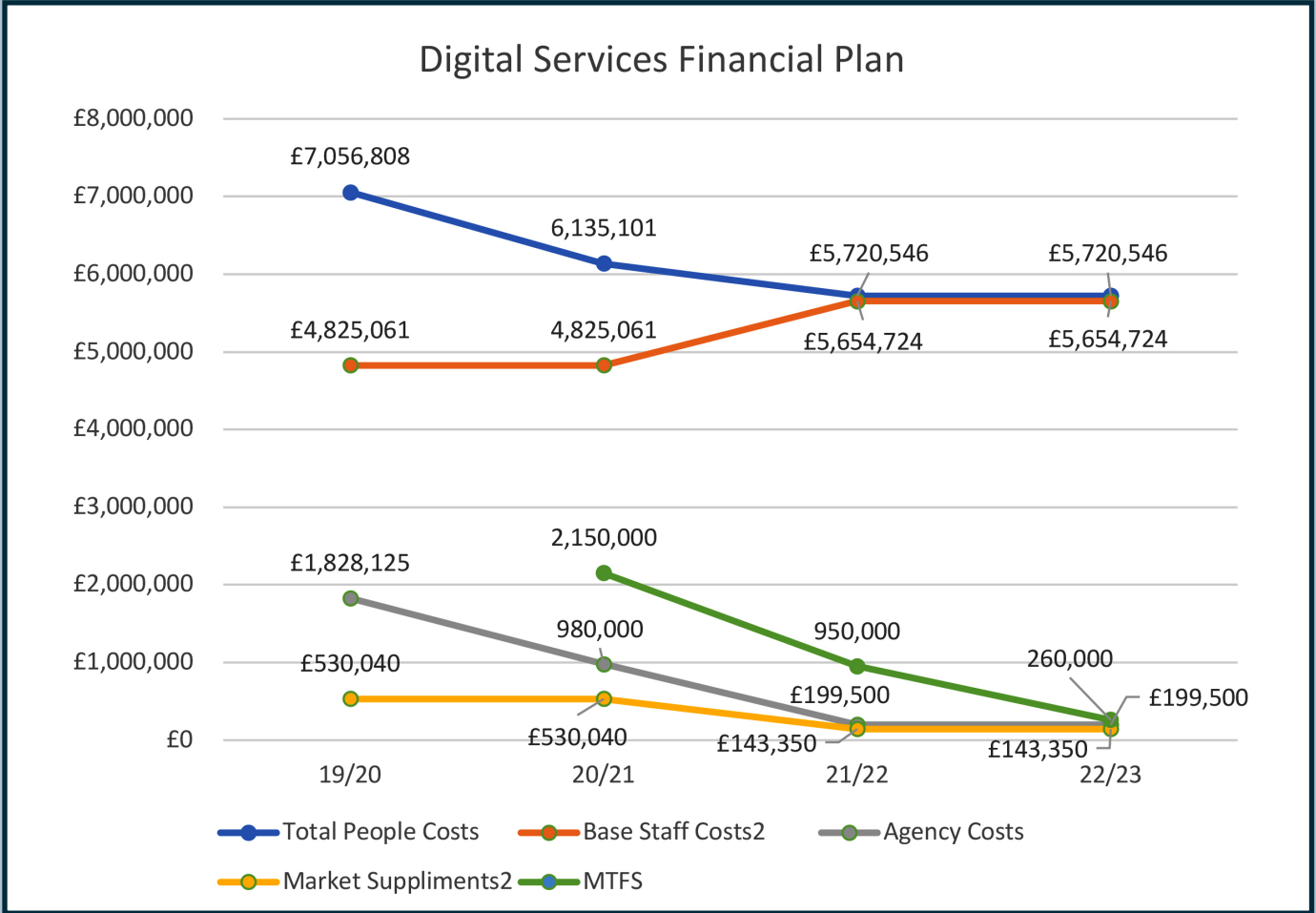
Customer First

- High quality business partnering and customer first enablement.
- Fully integrated smart mobile devices in use across the council.
- Radical application consolidation across the technical landscape.
- Robust programme and project management (scoping and delivery).

Functional Maturity

- Achieve IT-CMF maturity targets in priority areas – getting the basics right.
- Achieve ISO 27000 security standard, ISO 27701 data privacy standard and ensure GDPR compliance
- Robust talent development programme including career paths, succession planning and training and development from cradle to grave.

FINANCIAL PLAN



This financial plan does not consider any savings that would arise from IT enabled business projects and application consolidation as part of a wider scheme of works required by the council - such as a single approach to procurement, asset management and a corporate PMO governance.

Whilst our new strategy, organisational structure and Target Operating Model would better support these business projects and enable greater savings (including consequential head count reductions because of less applications to support), these projects remain the ownership of their respective business area and are not included in this document.

Our new strategy will deliver savings across three areas; People, Applications and Infrastructure. These savings are taken ‘as is’ from the Mid-Term Financial Plan and require further investigation.



People

Our organisational restructure will reduce our people costs from £7,057m p/a to £5,720m p/a over the next 2 years. The rapid savings on agency costs will be used to fund increases in FTE head count to improve the service. This achieves a restructure that is largely cost neutral. A budget pressure of £62,546 if we achieve 100% staffing levels and comfortably under budget by £277,358 if we run at a conservative vacancy factor of 5%.

Further unspecified people savings are expected as part of our ‘application consolidation’ and ‘mobile digital devices’ deliverables which would lead to a consequential reduction in head count.

Applications

Applications such as the digital customer platform, using Artificial Intelligence (AI) and automation, reducing print costs and general application consolidation will generate £1,500,000 over the next 3 years. By reducing our application stack and putting a greater emphasis on the applications we will use and providing a ‘smarter training programme’ for existing and new applications will encourage better usage.

Infrastructure

Rationalising telephony and mobile contracts, reducing hosting and storage costs and altering digital device management and maintenance will generate savings of £1,860,000 over the next 3 years.



DELIVERING THE STRATEGY

Functional Maturity

To deliver this strategy we need a bold Operating Model to provide direction, application and governance. This in turn will be supported by a fully aligned Organisational Structure supported by a skills and structure review, IT-CMF Roadmap, Core Deliverables and associated Key Performance Indicators.

We have developed a Target Operating Model (TOM) that closely aligns to the new industry standard ITIL 4 principles. ITIL, formerly an acronym for Information Technology Infrastructure Library, is a set of detailed practices for IT service management (ITSM) that focuses on aligning IT services with the needs of business. This standard is the latest ITIL update – released in 2019 – and supports the modern stakeholder relationships, co-creating and value generation.

By developing a TOM in conjunction with ITIL 4 principles we have the option of adopting the framework more formally which in turn would lead to ISO certification – an important step in proving maturity.

The diagram overleaf illustrates how the council plan and our vision and strategy inform our TOM which provides a top line view of our value chain.



Strategic Direction

A LIFETIME OF OPPORTUNITIES FOR EVERYONE:

Good homes in well connected neighbourhoods

Safe, healthy and confident communities

An economy that works for everyone

1 A modern council

2 Climate Action

3 Fairer Enfield

4 Early help

“Digital Services will become a mature ‘customer first’ digital and data service that intimately understands the organisation and community it serves and leverages this insight to achieve our Council priorities”.

We will think ‘customer first’ in all interactions, products and solutions

We will attain, retain and deploy unparalleled knowledge

We will apply the phrase ‘right first time’ in all we do

Directorate, Communications and Relationship Management

Leadership, Strategic Planning & Commissioning

Strategic Planning

Portfolio Management

Customer Relationship Management

Governance Risk and Compliance

Financial Management

Human Capital Management

Strategic Supplier Management

Enterprise Architecture and Design

Architecture

Policies & Standards

Solutions Delivery

Programme Management

Business Analysis

Change Management

Agile Delivery

Application Management

Technology & Infrastructure Operations

Service Desk

EUS

Hosting

Networks, Voice & Telephony

Security Monitoring & Response

Applications Support

Applications Engineering & Integration

Knowledge & Insights

Data & Analytics

Service Management

Service Strategy

Config & Change Management

Business Continuity/DR

Service Design & Introduction

Incident & Problem Management

Demand Management & Capacity

Security Management

Supplier & Contract Management

Testing and Training

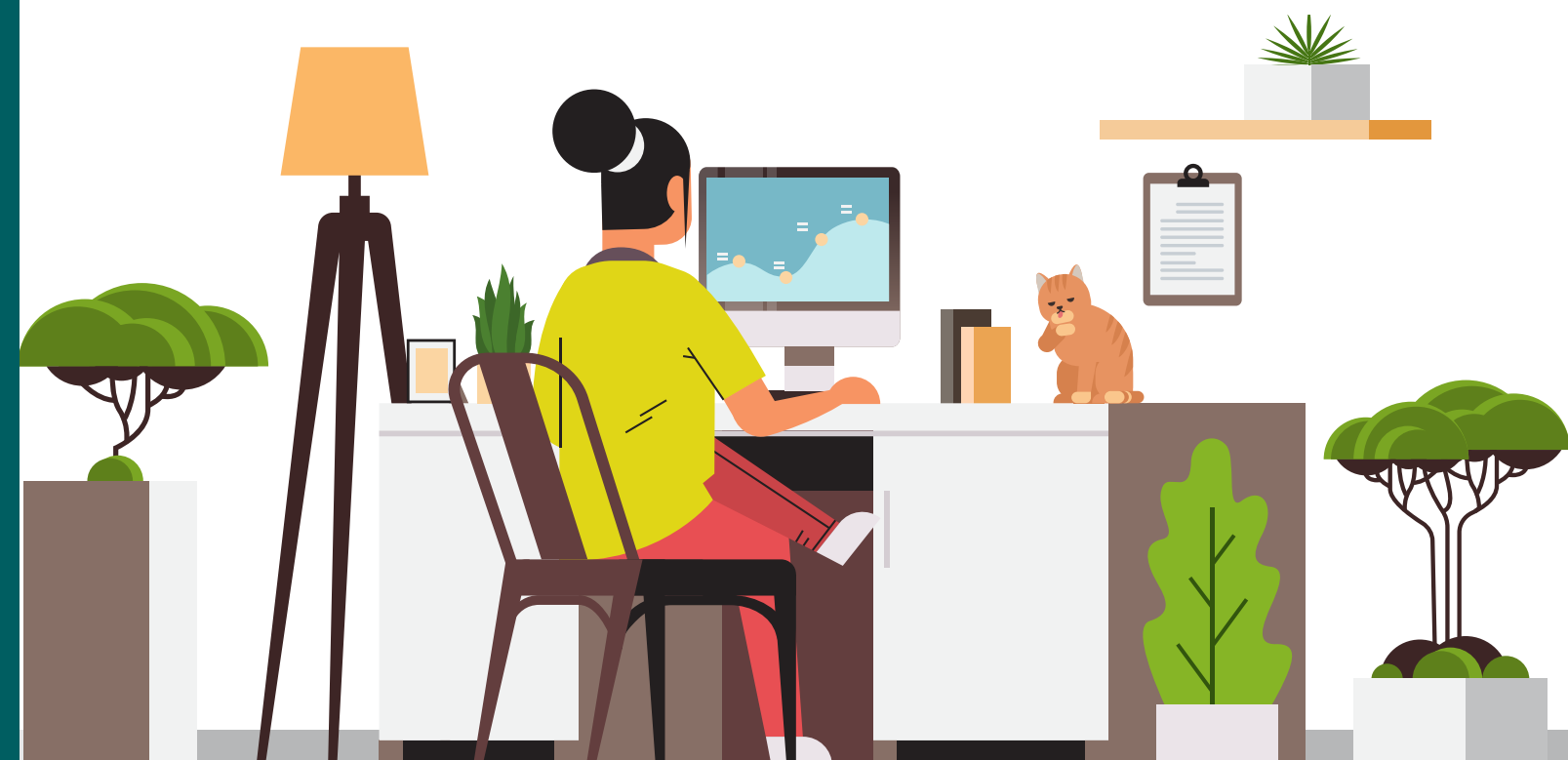
Value Generation

The new focus for the department becomes ‘intimate business relationships’ by making customers the driver of our new value chain. This in turn leads to intelligent solutions design, delivery and comprehensive handover. The TOM ensures that user adoption and continuous improvement is driven into ongoing management to ensure subsequent product/service iterations are proactive and flexible to the business needs.

This approach will have a transformative effect on our technology landscape as it enables consolidation and standardisation at all levels – driving ‘right first time’ into the business in a way that serves our customers.

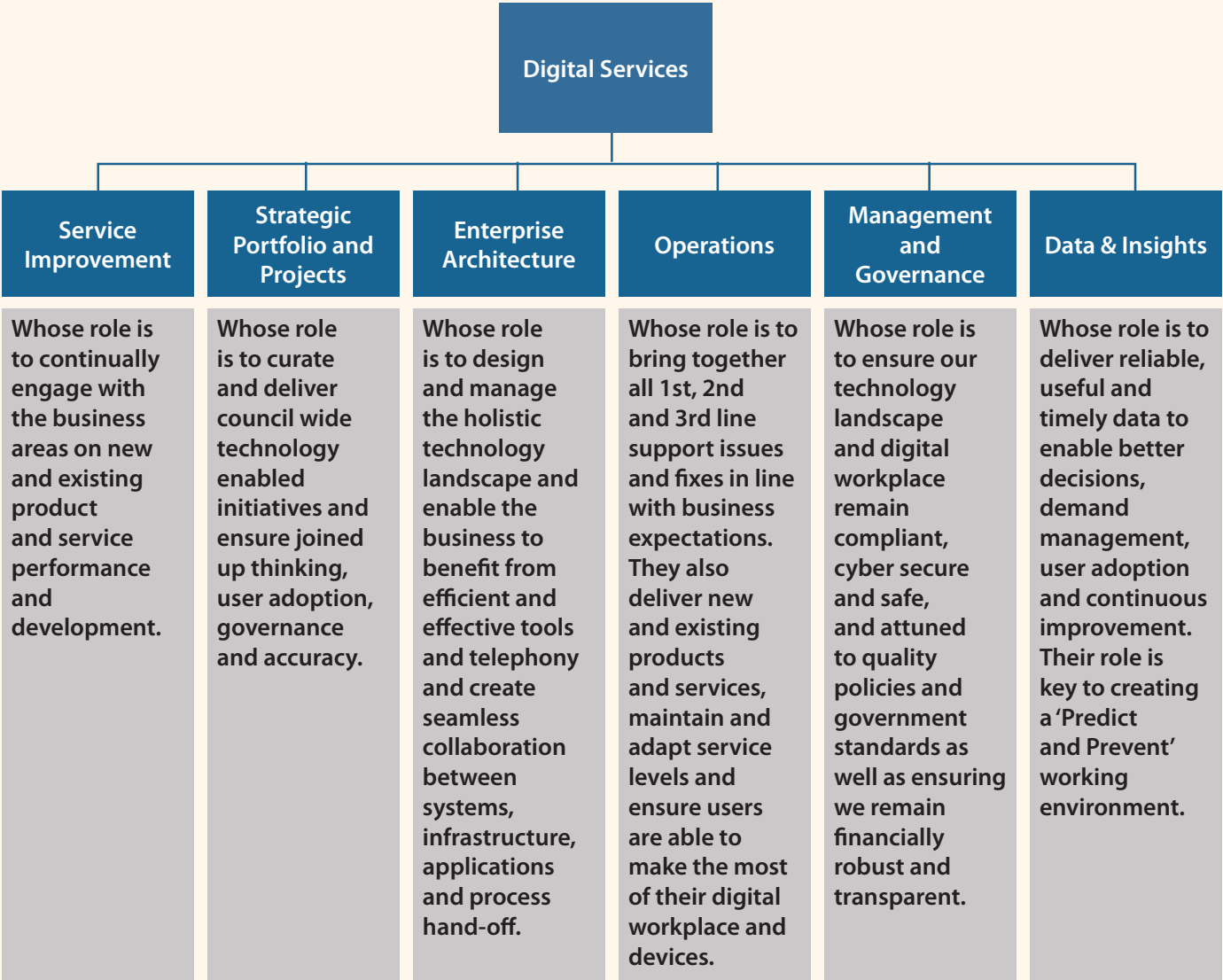
This TOM is designed to achieve the following functional maturity improvements:

- Achieve IT-CMF maturity targets
- Stronger leadership and management capability across the department as a natural consequence of the operating model design
- Greater strategic planning to create an effective and efficient technical landscape
- The ability to deliver a Service Improvement Environment that proactively discovers and promotes continuous improvement across the council
- Improved programme, project and work-packet visibility internally and externally to aid decision making and continuous improvement
- A stronger value chain that enables us to rapidly consolidate the applications currently in use at Enfield Council and provide budget savings
- Greater council wide understanding of the value chain and governance needed to deliver their requirements to improve customer expectations
- Improved asset management and transparency to help service provision, budget management and sustainability
- Greater financial transparency to enable our funding to work harder for us
- A dedicated training resource and user adoption approach to a hybrid training programmes to ensure the maximum benefit of systems applications
- Improved talent development and succession planning to strengthen capabilities and career paths
- An uplift in usable data and insights to help drive continuous improvement
- A department that can ‘breathe’ and improve the value it generates for Enfield



ORGANISATIONAL STRUCTURE

To enable and support our new TOM we will alter the Organisational Structure which includes strengthening the department skill set with the Knowledge and Insights team.



This new structure will provide greater joined-up-thinking across the department and create new key business touch points such as Service Improvement and Strategic Portfolio & Projects which will aid technology co-ordination across the council and improve our relationship with the business.

KEY PERFORMANCE INDICATORS (KPI)

Our strategy will realise 8 core deliverables. Each one of these has Strategic KPIs to measure success and a comprehensive range of linked Operational KPIs to ensure delivery. These have been designed to ensure we apply our strategic principles.

We will think 'customer first' in all interactions, products and solutions

We will attain, retain and deploy unparalleled knowledge

We will apply the phrase 'right first time' in all we do

We will deliver;

Core deliverable	Strategic KPI	Owner	Target date
Launch Digital Service Charter and Strategy	1. Soft launch to Digital Services staff September to December 2020 2. Formal launch across the council November to December 2020	Digital Services 100%	December 2020

Core deliverable	Strategic KPI	Owner	
Transformative digitisation across the council to provide mobile smart devices (hand-held or office based) and connectivity to all relevant staff enabling them to deliver services anytime anywhere.	1. All relevant council staff to have a digital smart device by Q4 2022 2. All council staff to have access to council systems anywhere they work by Q4 2022 3. All core Universal and Business applications to support mobile, agile working Q4 2022	Digital Services 70% Business areas 30%	Q4 2022
Consolidate c600 largely unconnected software applications into an agreed core suite of integrated business applications – aspiring to a 20% reduction year on year, reducing operating costs and legacy risks whilst improving productivity, insight and cross agency data integration	1. Reduce application stack 20% year on year 2. Apply single sign-on and seamless, automated data handoff across 70% of core Universal and Business applications by Q4 2021 3. 5% reduction in overhead resources vacancies by end of Q1 2022	Digital Services 60% Business areas 40%	1. From Q4 2020 2. Q4 2021 3. Q1 2022



A radically improved digital roadmap and service provision to increase council-wide productivity and customer service	<ol style="list-style-type: none"> 1. User journey and support to deliver an 80% 'right first time' service by Q2 2021 2. Rapid response and enhanced services for priority areas (Adult and children's services by Q1 2021) 3. User support to meet the anytime, anywhere demands of the council by Q1 2023 4. All business areas to have a digital roadmap created and agreed by end of Q1 2021 5. Digital Infrastructure roadmap to support customer facing applications needs (e.g. website) by Q2 2021 	Digital Services 60% Business areas 40%	<ol style="list-style-type: none"> 1. Q2 2021 2. Q1 2021 3. Q1 2023 4. Q2 2021
Quicker and robust project delivery to enable faster value creation and more efficient use of budgets using MS Project and ITIL and Prince2 based PMO governance	<ol style="list-style-type: none"> 1. 90% project governance compliance for all new strategic IT enabled projects by Q1 2021. 2. No project overruns outside of change requests by Q1 2021 3. All new strategic IT enabled projects to identify and track value creation and realisation by Q1 2021. 	Digital Services 80% Business areas 20%	Q1 2021
System automation, robotics, augmented technology and self-service to improve productivity, reduce operating costs and increase customer service	<ol style="list-style-type: none"> 1. Enable and support the print free strategy by Q2 2021. Reducing core print hardware by 20% year on year. 2. Self-service options for 75% of IT support requirements by Q2 2021. 3. 100% of all critical system and applications will be tested and monitored before go live commencing Q1 2021. 	Digital Services 90% Business areas 10%	<ol style="list-style-type: none"> 1. Q2 2021 2. Q2 2021 3. Q1 2021
Deploy machine learning and artificial intelligence across the technical landscape transform our data insights, drive continuous improvement and increasing use of AI service functions (e.g. ServiceNow)	<ol style="list-style-type: none"> 1. Chatbots enabled on 100% community and internal support interfaces 2022 to handle general customer service and IT support requirements automatically 2. An accurate single view of employee and community individual enabled by 2022 3. Apply statistical analysis and generate insights on core business behaviours 2022 	Digital Services 70% Business areas 30%	December 2022

A complete career and development path for departmental staff from Apprentice to Head of Service to retain and support our talent.	<ol style="list-style-type: none"> 1. Comprehensive skills and structure review across the department by Q1 2021 2. Documented talent development pathways published for all positions by Q1 2021 in line with the direction from HR 3. 100% Personal Development Reviews and 1:1's completed in line with direction from HR 	Digital Services 95% Business areas 5%	<ol style="list-style-type: none"> 1. Q1 2021 2. Q1 2021 3. Q4 2020
A transparent and cost-effective budget to help reduce the historical IT burden on Enfield Council.	<ol style="list-style-type: none"> 1. 100% project budgets created, approved, tracked and adjusted in MS Project by Q1 2021 in line with new corporate PMO 2. Single view of digital assets created and actively managed by Q1 2021 	Digital Services 80% Business areas 20%	<ol style="list-style-type: none"> 1. Q1 2021 2. Q1 2021



OUR IT-CMF ROADMAP TO SUCCESS

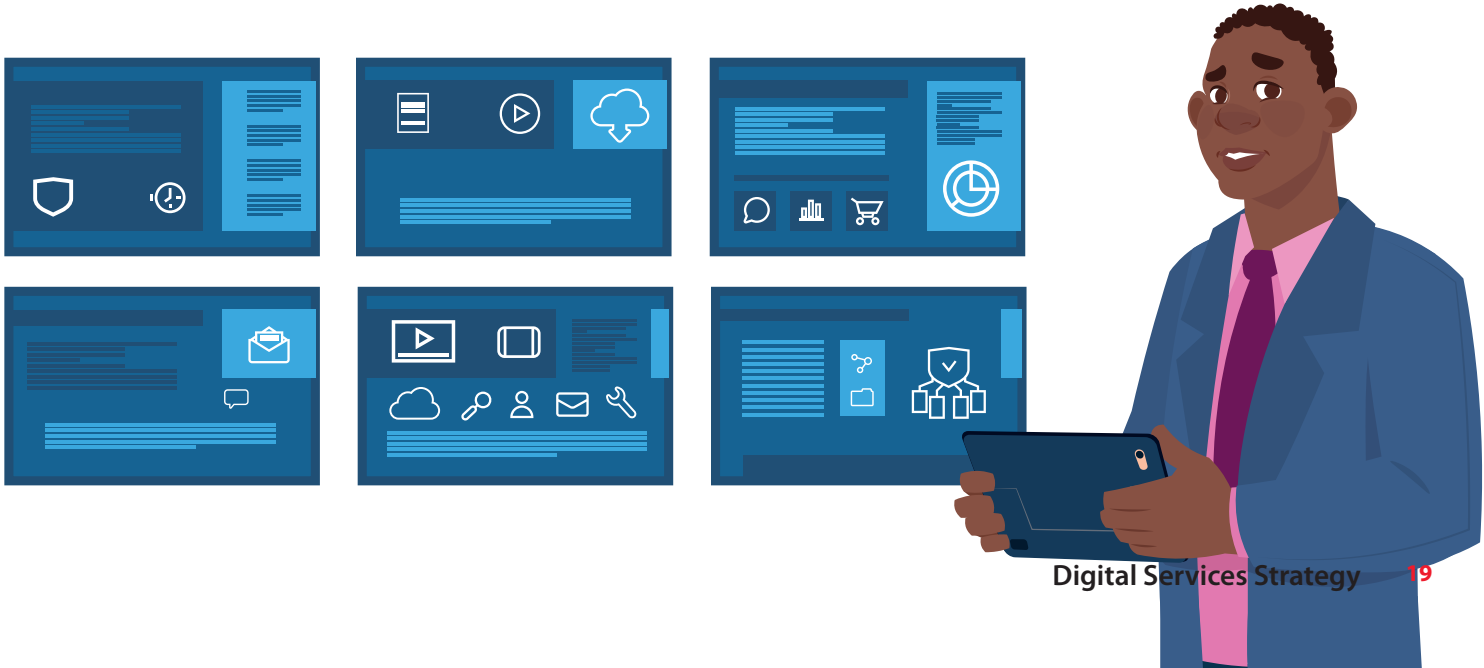
Delivering this vision and strategy will require key performance and structural gaps to be addressed as part of the department transformation.

Using IT-CMF as our benchmark we have created a roadmap that's been matched to our TOM and Organisational Design to provide the foundations needed to deliver our KPIs.

	Stage 1 – transition, planning and implementation		Stage 2 – structural implementation	Stage 3 – embedding and sustaining
	2020-2021	2021-2022	2022-2023	2023-2024
Strategy and planning	<ul style="list-style-type: none">Establish vision and strategyCreate portfolio management and begin tracking	<ul style="list-style-type: none">Actively monitor DS budgets monthlyEstablish a single view of DS ownership stock, utilisation, retirement of equipmentEstablish and communicate a clear sustainability and green information management system	<ul style="list-style-type: none">Establish continuous improvement culture amongst DS leadershipReview and optimise decision making processes	<ul style="list-style-type: none">Continuously optimise business interaction
Enterprise architecture and design	<ul style="list-style-type: none">Establish a clear The Open Group Architecture Framework (TOGAF) 9 framework used for enterprise architecture and business process managementRationalise the number of tools used for business management	<ul style="list-style-type: none">Outline accountabilities for Enterprise Architecture modelSet up training, communication and governance on using the Enterprise Architectural model	<ul style="list-style-type: none">Extend the architecture framework to include patterns for complex cross functional architecture	<ul style="list-style-type: none">Architectural vision jointly owned by DS and the business
Solutions delivery	<ul style="list-style-type: none">Establish clear programme and project management practices to support project lifecycle including monitoring of project status, budget and resourcesEmbed agile delivery, working closely with the businessPromote and encourage regular User Experience Design Thinking Workshops	<ul style="list-style-type: none">Collate and prioritise digitisation and innovation requirementsTraining and communication on agile delivery	<ul style="list-style-type: none">Actively promote innovation managementRegular refresh of programme management methodology	<ul style="list-style-type: none">Change management continuous improvement

Technology delivery	<ul style="list-style-type: none">Engage the business regularly on downtime and predictive issuesEnhanced Service Desk processes documented and standardisedUtilise monitoring tools in a proactive manner	<ul style="list-style-type: none">Predictive analysis of usage patterns to prevent future demand issuesException / controlling reporting based on SLA's	<ul style="list-style-type: none">Pro-active, cost-optimised provisioning process in place	<ul style="list-style-type: none">Systematic improvement activities based on KPIs
Knowledge and insights	<ul style="list-style-type: none">Set up information / Cyber security boardsEnable clear information security strategyDeliver minimum viable product (MVP) revised performance dashboards for Service Improvement Managers	<ul style="list-style-type: none">Data cleanse to establish single source of the truthEstablish clear business and DS ownership for data and information security	<ul style="list-style-type: none">Focus on predictive and preventative service and data analytics and intelligence	<ul style="list-style-type: none">Continuous data management improvement
Service management and operation	<ul style="list-style-type: none">Identify best practice industry standard Service Management and supplier Management processes	<ul style="list-style-type: none">Adopt best practice industry standard methodologiesCreate and maintain integrated plan for capacity management and forecasting	<ul style="list-style-type: none">Proactive use of statistical data for service improvementProactive performance management of key suppliers	<ul style="list-style-type: none">Manage service cost according to business need

Importantly the success of this strategy is dependent on each stage of our roadmap being delivered on time, on budget and to the right quality. Like any change project, critical dependencies exist across our roadmap and varying success in their correct delivery will have a varying effect on the outcome



IN CONCLUSION

This new bold approach and strategy will deliver savings across 3 years. More importantly, it will create a council service that gets the basics right and better supports its staff and community, that puts the customer first and embeds the functional maturity needed to create a modern council.

It will do this by delivering a strong and sustainable department from which to launch a digital landscape that puts Enfield back on the map for innovation across local authorities in London.

It will divert time and resources being spent on external contractors back into our department to create a highly skilled, highly valued team that is motivated and delights all our customers.

Kieran Murphy
Director of Digital, Data & Technology
Digital Services

