



# Future New Forest

Transforming tomorrow, together

Resources and Transformation O&S Panel  
19 September 2024

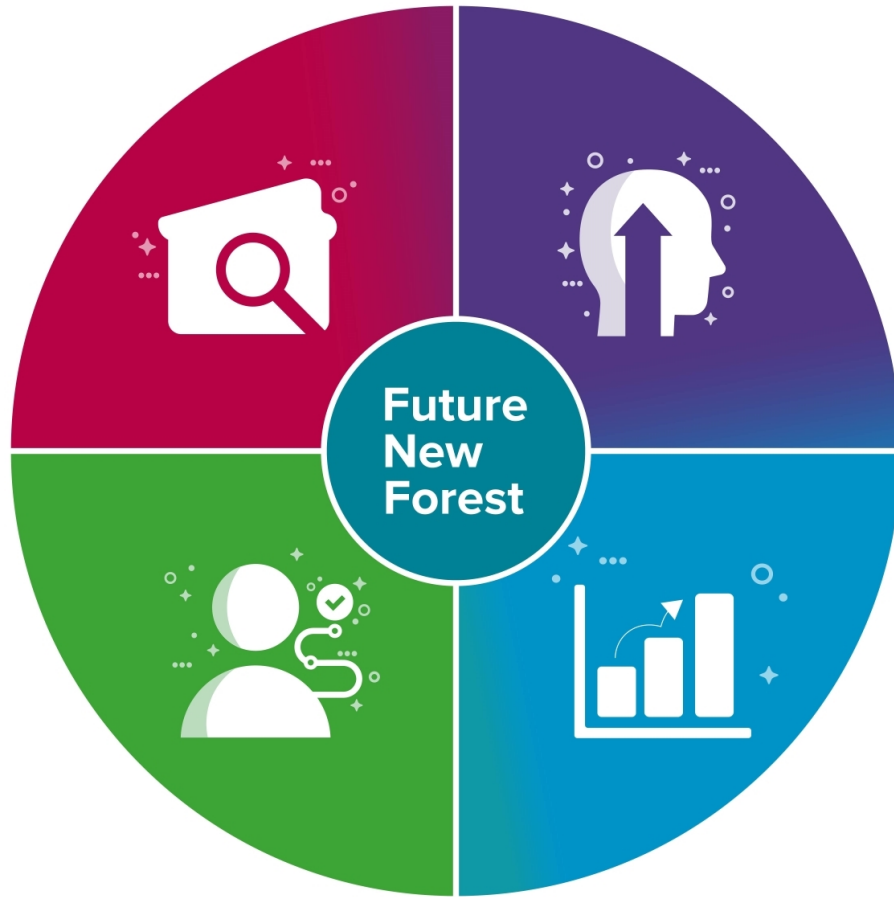


# Update

1. Mobilisation
2. Year 1 progress update
  - a) Customer & digital
  - b) People & capabilities
  - c) Assets & accommodation
  - d) Finance & delivery
3. Next steps



# Mobilisation



- Business case approved by cabinet (7 August).
- Transformation team - All posts have now been filled, the Transformation & Improvement Manager, Organisational Design & Change specialist, 2 Transformation & Improvement Specialists and the Business Support Officer now in post. The final Transformation & Improvement Specialist starts in October.
- Governance for the Transformation programme has been set up and put in place.
- Detailed programme and implementation planning now in progress.





# Progress update

- Customer strategy approved (Cabinet September 2024)
- Digital strategy being reviewed (November/January R&T Panel) to ensure alignment with overarching transformation and customer strategies.
- Proposed actions from process design workshops being prioritised and Transformation & Improvement Specialists starting to work with Directorates to develop prioritised list of efficiency reviews
- Approved ICT work programme informed by business case
- Project commenced on specifying and procuring a new customer digital platform (CRM+).



**Customer and  
digital services**



# Progress update

- People strategy development underway (SEE)
- Staff survey completed
- Next tier of management development commencing September 2024 (60 people)
- OD and Change specialist will prioritise embedding values and behaviours, change management, recruitment and retention strategies and staff engagement



**People and  
capabilities**



# Progress update

- Asset review is in progress through commissioned piece with MACE.
- MACE team 'interviewing' key officers
- Initial findings anticipated in mid-September, final report mid-October
- An action plan will be developed as part of the review to determine retention, redesign or disposal of operational assets.



**Asset and  
accommodation**



# Progress update

- Benchmarking on fees and charges commenced to identify opportunities.
- Benefits realisation tracker is being developed based on LGA transformation network example.
- Change champions group met and terms of reference being re-established.



**Finances  
and delivery**



# Quick wins currently being explored:

## Apply for a new taxi driver licence

- Re-application eligibility checking e-form
- Unify formats for applications across all mediums
- Tablets for driver tests
- Changes to DBS checks

## Apply for planning permission

- Consider “Do I need permission” triage form
- Improve guidance for planning public portal

## Council Tax enquiries

- Increase the suite of forms

## Report a housing repair

- Automated emails to set clear expectations

## Apply for a role in the council

- Simplified application in place
- Improve guidance for managers

## Apply to join the housing register

- Maximise use of case management within Locata and minimise email use

## Report fly tipping or overgrown grass

- Create and deliver training materials to Customer services on best practice





# Next Steps:



## Building the Team/Who we are & What we do

- **Team Identity-** How we work together and what we bring to the organisation, where we fit, our 'Team charter'
- **Introducing the Team-** Creating and finding opportunities to talk about who we are and what we can offer
- **Governance, Data & Reporting-** focus on benefits identification and realisation planning, capturing and measuring what we are already doing
- **Project Management Structure-** Discipline and standards (plus- how we align with existing structures), Simple guides and toolkits
- **Gaps in Capability or Capacity** – Making sure we understand the ask and can meet the challenge

## Service Offer/Our Teams

- **Identifying Teams & Levels of Impact-** Shaping the right messages for the right audience. Understanding high level impacts so we are talking to people when they most need it
- **Communication-** Maintaining pace and momentum of the current comms with a slight shift in tone. Longer term plan is being developed to supplement the existing approach
- **Engagement-** Engaging as broadly as possible face to face with our Teams. Understanding their successes and challenges
- **Developing our Change Champions Network-** Ensuring we are clear on purpose and objectives so we can support the network to deliver

## Measuring the Challenge/Understanding Organisational Needs

- **Learning Needs Analysis-** What are we asking people to do and what support will they need to achieve is. Rapid upskilling around managing change may be needed for some groups
- **Organisational Change Readiness Assessment-** Measuring how 'ready, willing and able' we are to deliver successful change. Putting together a plan to reinforce the good stuff and tackle areas for improvement
- **Acting on the Demand for Improvement-** Developing an agile approach to capturing & managing the pipeline of ideas being generated by our people