Resources and Transformation Overview and Scrutiny Panel

November 2024

Future New Forest
Transforming tomorrow, together

Resources and Transformation O&S Panel
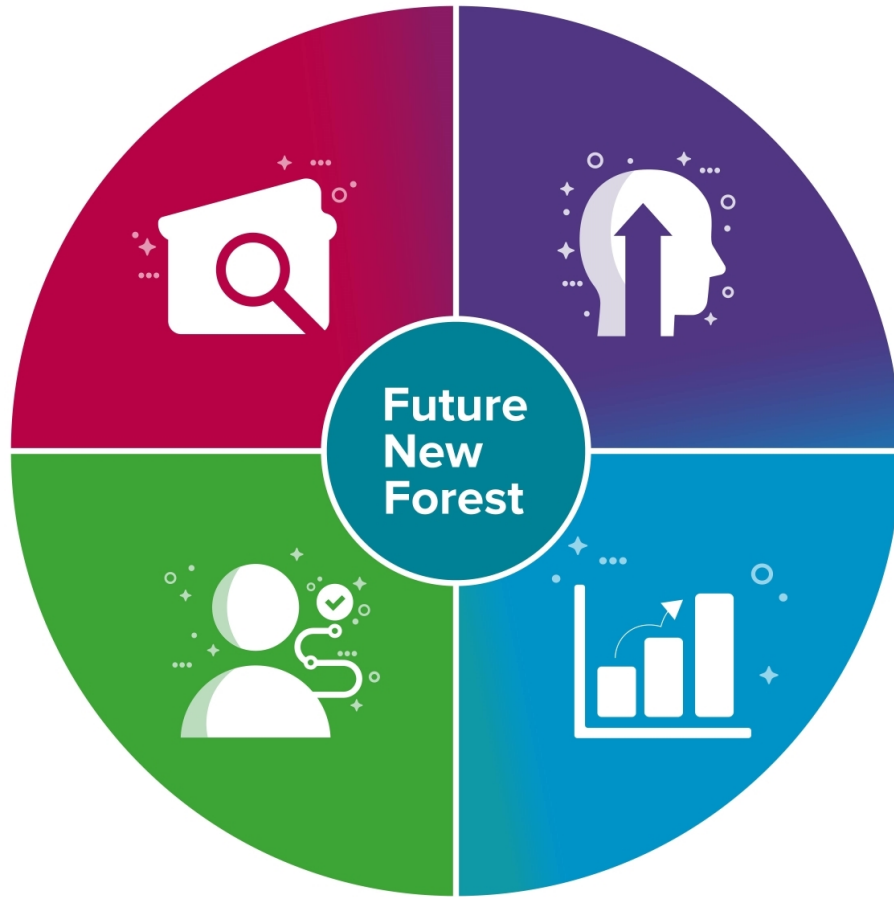21 November 2024

New Forest DISTRICT COUNCIL

Update

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

Mobilisation

- Transformation Team are all in post, allocated and deployed to their services.

- Knowledge transfer from ignite completed.

- First phase of deliverables identified.

- Governance for the Transformation programme has been set up and put in place and projects boards being established.

- Detailed programme structure and project planning underway.

Future New Forest

Transforming tomorrow, together

Progress update

- Digital Strategy Principles ready for review by this group.

- Transformation & Improvement Specialists working alongside customer teams to identify key areas for improvement.

- All digital projects have been initiated with ICT and Transformation Team working in collaboration.

- Core requirements gathering has started for CRM and process optimisation being planned.

- Regulatory Services project reset and linked to wider transformation.

What difference will this make:

- Customers will find it easier to access services and get what they need right first time

- Customers who need more support to access services will receive that support

- Customer Teams will have the digital tools they need to provide an excellent service

Customer and digital services

Progress update

- Initial discovery work and data gathering for the People Strategy is complete

- Staff survey completed and organisational findings shared- service level detail to follow.

- Next tier of management development commenced September 2024 (60 people)- Leadership buddy groups working on plans to support this cohort.

- Change Champion network engaged, learning needs assessed and training planned for November.

What difference will this make:

- We will understand the values, behaviours and skills our people need to deliver for our residents

- Our people will continue to think NFDC is a great place to work

- NFDC will be considered an 'employer of choice'

People and capabilities

Progress update

- MACE asset review complete and final report received.

- Associated Strategic Asset Management Framework being created and due for agreement at March 25 Cabinet.

- Recommendation to improve asset management technology being considered in light of potential to align asset systems.

- ATC accommodation paper being considered by EMT- detailing approach to the accommodation project, including plans for staff consultation and engagement.

What difference will this make:

- Our Asset and Transformation strategies will be aligned so opportunities for co-design are maximised

- Our space is used in the right way and supports our people to deliver

Asset and accommodation

Progress update

- Benchmarking report on fees and charges completed and will inform ongoing priorities for strategic service reviews.
- Benefits realisation tracker is being developed and approach to measures discussed with corporate finance .
- Working with customer teams to review the quick wins for Council Tax processes and prioritise areas of improvement.

What difference will this make:

- We will be clear on our progress towards our transformation objectives

- Our processes will be reviewed to ensure we deliver improvement at pace where appropriate, and link to transformation where solutions are more complex

Finances and delivery

Next Steps

Continue:

- Delivering significant transformation projects

- Identifying areas for rapid improvement

- Risks/Dependencies

- Building out the Plan

- Set up reporting

Start:

- Benefits Approach

- Comms and Engagement Plan (due for testing)

- Resource Mapping

- Budget milestones

Thank you for your time

Resources and Transformation Overview and Scrutiny Panel

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Digital Strategy 2025-2028
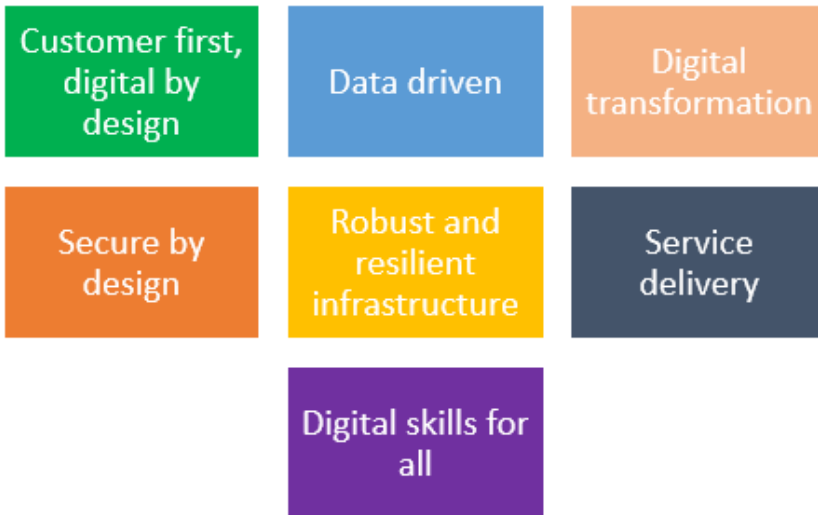
The 7 Digital Principles

Resources and Transformation Overview and Scrutiny Panel

1. Overview of the 7 Digital Principles

2. Feedback and questions

The 7 Digital Principles

The 7 Digital Principles

Customer first, digital by design	Data driven	Digital transformation
Secure by design	Robust and resilient infrastructure	Service delivery
	Digital skills for all	

Our Digital Vision:

"to be a digital council that embraces the opportunities of technology and modern digital service design to empower our staff with best in class digital tools to efficiently deliver an effective 'customer first' experience for its residents"

Principle 1 – Customer first, digital by design

Customer needs will be at the heart of the digital services that we design and deliver.

Through a 'customer first, digital by design' approach the council can offer services that are accessible twenty-four hours a day, allowing our customers to apply for, pay for, view and report at times that are convenient to them.

Principle 2 – Data driven

All services will proactively use data to inform decision making and report performance.

Through a council wide Data Strategy and adoption of Master Data Management (MDM) principles, data can be extracted, cleansed, stored and made available to those who need it and are permitted to access it.

'Golden records' of our customers and assets will provide a single source of the truth leading to better understanding and informed decision making.

With accurate data, council staff will be able to see a '360 view' of our customers and assets providing an integrated and consistent customer experience and a better understanding of customer needs.

Data driven

Principle 3 – Digital transformation

Digital Transformation will introduce positive change through the design of modern and innovative digital services.

Digital Transformation (DT) will create new or modify existing business processes, culture, and deliver exceptional customer experiences.

The ICT work programme will deliver digital change through various projects that support our wider Transformation programme and put our customers at the forefront of service design.

Digital transformation

Principle 4 – Secure by design

Digital services will be secure by design to protect the council's data, systems and people.

All digital services that we offer will be secure by design. This prioritises security from the outset of product design and throughout its lifecycle.

The council will need to take a holistic approach to cyber security prioritising it as a core business requirement rather than a technical feature.

Secure by design

Principle 5 – Robust and resilient infrastructure

Robust and resilient infrastructure

Digital services will be underpinned by robust and resilient infrastructure

Delivery of all services is increasingly reliant on ICT systems and connectivity therefore it is essential that the underpinning infrastructure is robust and resilient but also flexible and agile to meet changing business requirements, technology advancements and the ever-changing landscape of cyber security threats.

Principle 6 – Service delivery

Service delivery

Our ICT team will manage the end-to-end operations of our digital services through best practice IT Service Management (ITSM)

The ICT service exists to support the council deliver its services using modern, robust and secure digital technologies.

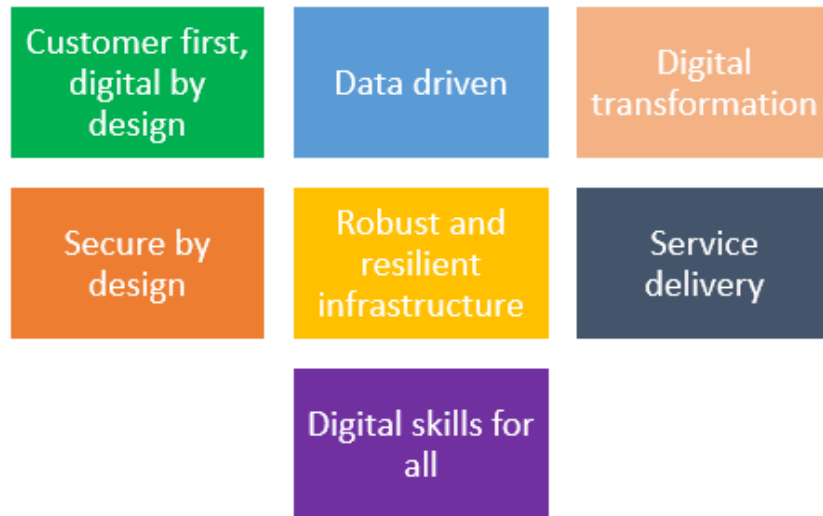# Principle 7 – Digital skills for all

Digital skills for all

Staff will be supported through learning and development in digital skills to safely benefit from and contribute to the councils' digital services

We must be mindful that our staff have varying levels of digital skills so investment in skills development, training and career progression opportunities will help ensure an appropriately skilled, resilient and positive wellbeing workforce.

Summary

The 7 Digital Principles

Customer first, digital by design	Data driven	Digital transformation
Secure by design	Robust and resilient infrastructure	Service delivery
Digital skills for all		

- The panel have been presented with a summary of the 7 Digital Principles.

- Consultation has been undertaken with the Senior Leadership Team who were supportive.

- Benchmarking has been undertaken against fellow councils and industry best practice.

- The full Digital Strategy will be brought back to panel in early 2025.

Recommendations

- The Resources and Transformation Overview and Scrutiny Panel are asked to note the contents of this update and to support the 7 Digital Principles.

- Feedback and questions are welcomed by all panel members.

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New Forest
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