

# New Forest District Council Organisational Strategy

# Introduction

**The Organisational Strategy sets out a vision and purpose, identifying what is requiring us to change where we are now, where we want to be in the future, and what we need to do to get there.**

It is a strategy designed to **help the Council meet the demands of the community** over the next 4 years as it responds to the Financial, Political, Social and Technological challenges which will need to be addressed. **It is a strategy for change.**

Detailed activities and performance measures for delivering this strategy – and for key ‘business as usual’ activity – are set out within the Council’s Service Plans.

This strategy has been developed to provide a framework to inform the way the Council plans and delivers services. **It encompasses a vision and purpose upon which the future development of services and operations will be based.**

**Bob Jackson**  
**Chief Executive**

# Our Future Vision

**Our aim is to secure a better future for the New Forest by:**

**Assisting the wellbeing of those who live and work within the district**

**Supporting local business to prosper for the benefit of the community, and**

**Protecting the special and unique character of the forest**

**Characteristics of our future organisation 2022:**

**That provides good services where customers council taxpayers and residents are satisfied**

**That is capable of delivering the Council's vision and priorities**

**That lives within its means**

**That has a culture that supports changing lifestyles and is based upon delivering outcomes**

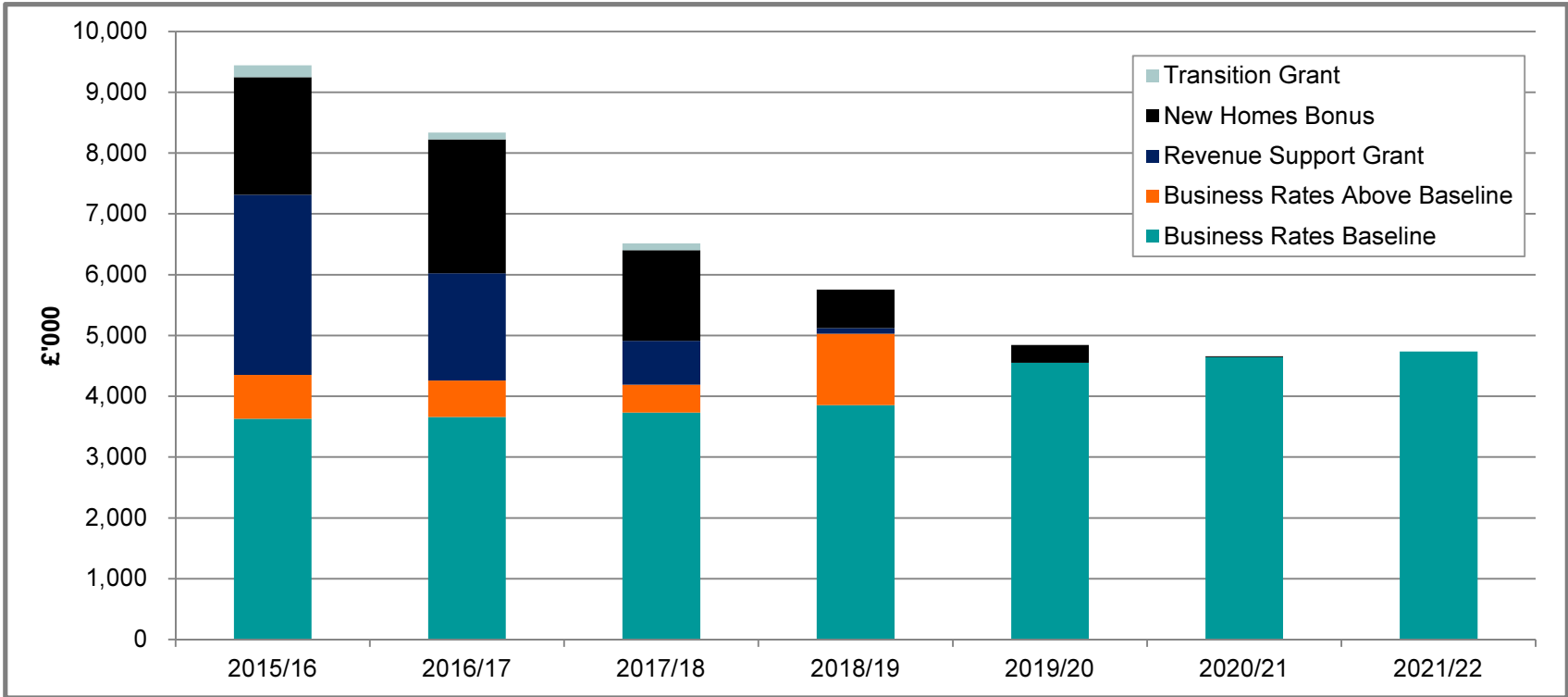
**That commissions the most appropriate delivery models for better local services**

**That uses modern technology to improve efficiency and productivity**

# Challenges: Reduction in Funding

Reduced funding is reflected in a smaller budget and the need for a financial savings programme.

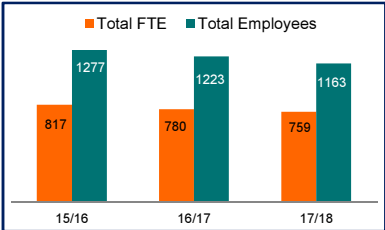
## Our Government Determined Resources



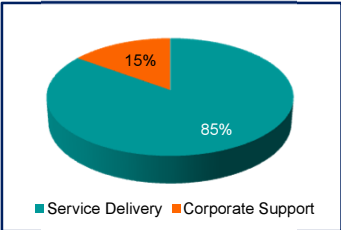
# Challenges: Reduction in Workforce & Management

- The organisational strategy aim is to achieve the Council’s objectives by means of the most appropriate delivery model.
- Senior management and the workforce has had to be reduced to meet ongoing financial constraints. The cost of the workforce will rise to a minimum hourly rate of £9 in 2019/20 with increases for all the workforce of 2%.
- Recruitment to skilled roles is becoming more difficult as the local cost of living becomes more costly.
- The council continues to be committed to offering apprentice opportunities in many areas of work.

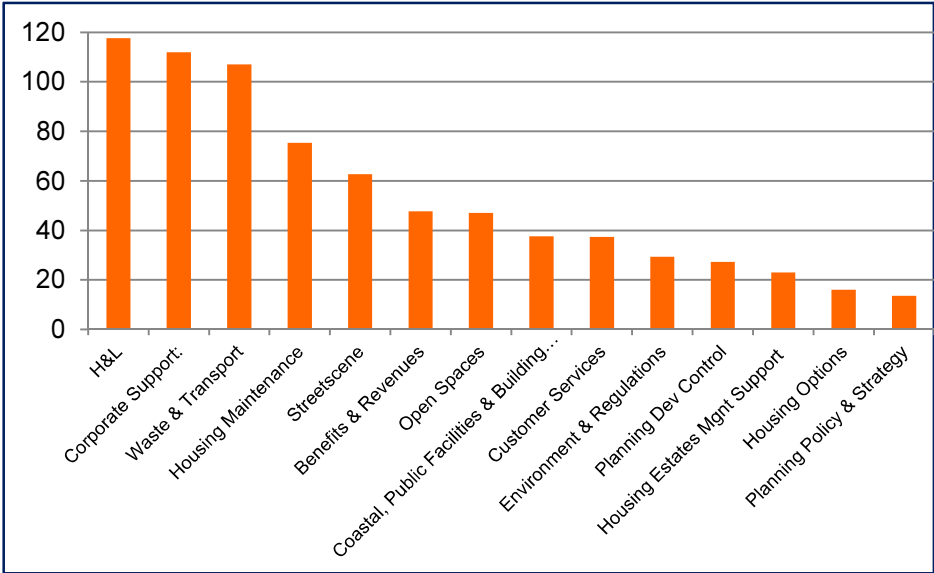
**Workforce**



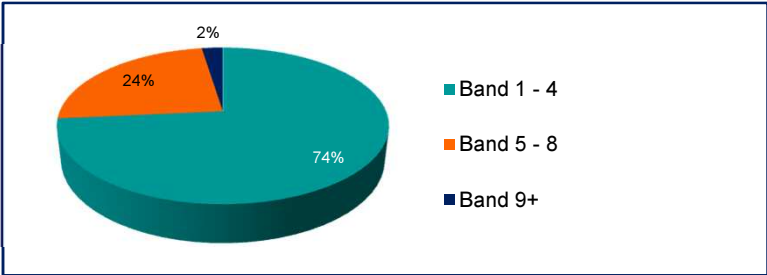
**Delivery vs Support**



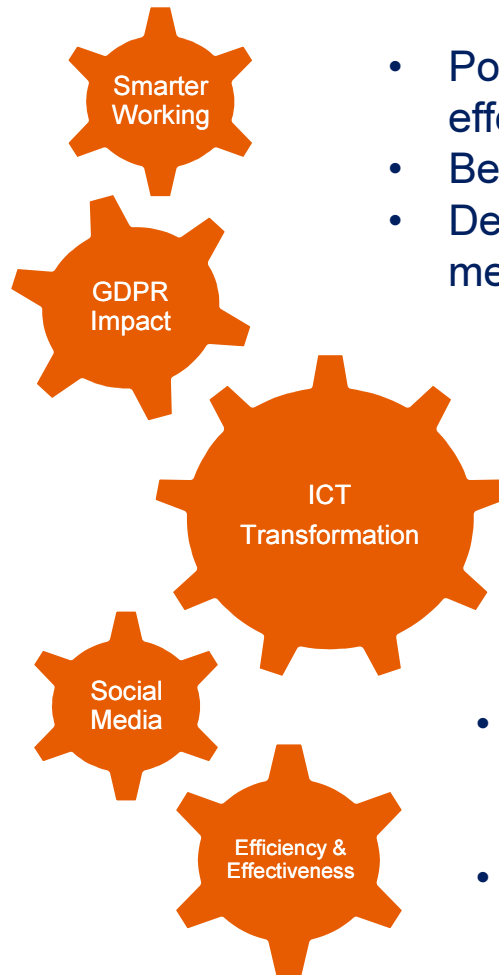
**Workforce Data by Service FTE (1<sup>st</sup> April 2018)**



**Employee Bandings**



# Challenges: Technology Investment



- Potential to improve local outcomes and value for money through effective use of technology
- Be imaginative and efficient in the way we deliver services
- Demand for technology is growing, including the growth of social media
- Need to share information legally and effectively with our partners (GDPR)
- Current legacy systems and platforms are dated and are a high risk to current service delivery
- Increased development of technology leading to requirement of reduced workforce in some areas
- To transform current technology requires major investment across all areas of the organisation and clarity of vision of the future organisation

# Challenges: Social Impact

- Customer expectations may not reflect our reduced spending
- Demand for openness from public bodies including FOI requests & GDPR
- Modernising the way we interact with customers
- How do we attract the right workforce in the future, taking into account the high cost of local living
- Modern methods of working will be necessary to attract tech savvy and ambitious individuals.

# Our Organisational Strategy 2022

## Business Drivers

Budget Pressure

Service Improvements

Increased Customer expectations

The Security & Compliance of data

## Business Outcomes

Smarter Working

Improved Performance

Improved Customer Experience

Enhanced Partnership Working

Compliant and secure data

## New/Updated Capabilities

ICT Device Refresh

Lifestyle changes

Connectivity: mobile, WiFi, Internet

Collaboration Tools, e.g. Sharepoint

Communication Tools: Office 365, Skype

## Delivered Through...

ICT Strategy

HR Strategy

Accommodation Strategy

Customer Strategy



# How will we get there?

## Service Cost Identification

Identify the true cost of our services

## Service Improvement

Transform and modernise services using Business Improvement tools

## Digital Transformation

Continue to develop and futureproof our systems and infrastructure whilst embracing a Smarter Working culture.

## Alternative Delivery Options

Accept a mix of in-house, shared and private service providers – whichever delivers the best outcome.

## Revise Service Standards

Review and revise our service standards in line with Customer and Council priorities

## Maximise Income

Balance budgets and maximise income opportunities across all of our services. This includes pursuing commercial investment opportunities.

## Skilled, Agile Workforce

Support a workforce which is agile and skilled, and can offer a level of local resilience