

Resources and Transformation Overview and Scrutiny Panel

January 2026

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Netcall Implementation Update



Background:

Great progress across our Netcall project and only one issue outside of our control with our telephony infrastructure supplier. Excellent response from customers volunteering to help test and identify improvements. 60 volunteers in total with approx. 20 available for testing on the day across 60 common customer service scenarios. Customer feedback is being actioned ahead of go-live.

Current Status:

Over recent weeks, the project team has worked hard to get all activity back on track. We have held several meetings with all key stakeholders and business leads to ensure alignment and readiness.

- All operational business leads have confirmed they are ready for the new go-live date.
- They have also confirmed their ability to manage any impacts of the change.
- Operational teams have used the extra time wisely – for example, waste services have prepared letters and scheduled work ahead of time.
- All activities linked to or affected by Netcall have been planned and managed to fit the revised timeline.
- Energy and momentum have returned to the project, and confidence is high that we will deliver successfully.

Go-Live Date:

The system is now scheduled to go live on the weekend of 7th February. Final testing and preparations are underway, and communications will be shared to ensure everyone is ready.

Member Briefing- Paper briefing, followed by in person demonstration of our new customer capabilities on Jan 26

2. Transformation Programme Updates

Transformation Programme Updates



Housing Maintenance & Repairs System (MARS) Upgrade

- Recruitment to internal roles to support project delivery underway
- Interim change support in place/extra data capability allocated to the Team to support readiness
- Good levels of engagement from all suppliers
- Project plan in place and agreed by all parties
- Project scheduled to complete in June 2026



- Digital skills for all project supplier selected and project due to kick-off in March
- Change management toolkit in draft, based on 'understand the change', 'get ready for the change', 'embed the change', underpinned by 'embrace the change'. Being tested in parts with MARS and Netcall programmes
- Internal communications and engagement review in progress, completed surveys, focus groups and user testing. Strategy for internal comms approach going forward in development. LGR engagement plan running alongside
- Draft plan written for enhancing values-based recognition at NFDC. Aiming to hold all staff event 17 June 2026, which will include an element of recognition
- New employee networks launched - women's, early careers, neurodiversity. First meetings in Jan/Feb
- Leadership development ideas for 2026 tested out on leadership team, now for further development and then implementation



This workstream has moved to the LGR programme of work and associated governance process



This Board has been stood down and incorporated into the new Programme Management Office governance structure

3. PMO Governance



What is a Programme Management Office (PMO)?

Think of the PMO as the control centre for projects

It keeps everything organised, makes sure resources are available, and gives leaders the right information to make decisions.

- **Delivery**

Sets up clear processes so projects start smoothly and spots problems early.

- **Resource Management**

Helps share people and tools across projects and plans ahead for teams like IT, HR, Finance, and Legal.

- **Support**

Provides templates, tools, and advice for project managers—and extra help if needed.

- **Monitoring & Reporting**

Tracks progress, budgets, and risks, and creates easy-to-read reports so leaders know where to focus.

- **Parity**

Guarantees that every project receives consistent attention, fair prioritisation, and the right level of support—regardless of size, complexity, or visibility

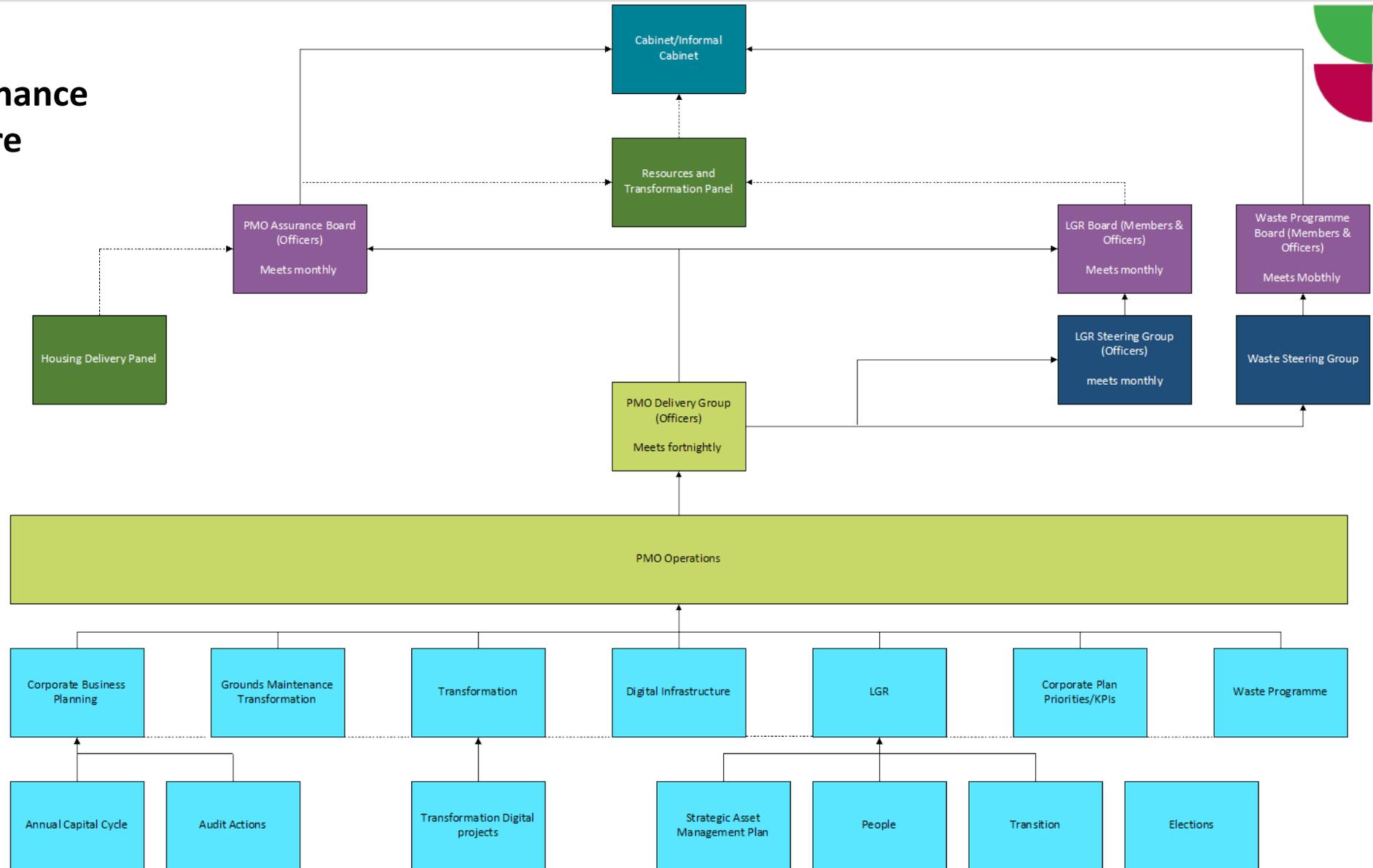


Programme Management Office (PMO)- Purpose and Objectives

- The Programme Management Office (PMO) is established to provide strategic oversight, assurance, and delivery support for **all project and significant workstream activity**.
- The Council has **3 significant programmes to deliver**:
 - ✓ the transitional work to deliver **Local Government Reorganisation (LGR)**
 - ✓ the **Transformation Programme** delivering digital, people and customer improvements
 - ✓ a core set of in-train projects to deliver on the **Council's corporate plan priorities**
- The governance around these programmes will now be incorporated in the PMO.
- The PMO aims to create a **consistent and transparent framework** for initiating, assessing, managing, supporting and monitoring projects and workstreams.



PMO Governance Structure



PMO Assurance Framework

Operating a PMO does NOT mean

X- More meetings **X-** Complicated approvals **X-** Slow decision making **X-** Loss of control **X-** Lots of paperwork

Tier	Typical Characteristics	Assurance Requirements	Governance and Reporting
Tier 1 – Strategic	≥£1m value; Mandatory LGR; High organisational impact	Full business PMO Board oversight and review	Monthly PMO board reporting
Tier 2 – Significant	£250k–£1m; Medium risk; Multi-service change	Highlight reporting to PMO Board and Board review by exception	Bi-monthly highlight reporting
Tier 3 – Service-Level	<£250k; Single service; Low risk	Service level oversight and risk-based review	Quarterly reporting, escalation by exception



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Thank you for your time

