

Crawley Borough Council

Overview and Scrutiny Commission

Agenda for the **Overview and Scrutiny Commission** which will be held **Virtually - Microsoft Teams Live**, on **Monday, 2 November 2020** at **7.00 pm**

Nightline Telephone No. 07881 500 227



Chief Executive

Membership:
Councillors

T G Belben (Chair), T Rana (Vice-Chair), M L Ayling, R G Burgess,
R D Burrett, R A Lanzer, S Malik, T McAleney, A Pendlington and
R Sharma

Please note: in accordance with Regulations in response to the COVID-19 Public Health Emergency, from April 2020 committee meetings will be held **virtually** via online video conferencing with committee members **in remote attendance only**. Any member of the public or press may observe a committee meeting (except where exempt information is to be discussed) via a link published on the Council's website **24 hours** before the scheduled start time. In order to allow committee members to take decisions without disruption, only those Councillors who are members of the Committee or are presenting a report will be entitled to join the meeting feed. All other non-Committee members must view the meeting through the public feed. Exceptions to this will be made at the Chair's discretion and requires advanced consent. There will no public question time at any Council meeting while virtual Committee meetings are being held. All written questions submitted in **advance and accepted** in line with the Constitution will be published within a supplementary agenda. These will be read to the Committee and be followed by a response. The questioner will receive an emailed copy of the response given at the meeting. There will be no supplementary questions.

Please contact Democratic Services if you have any queries regarding this agenda.
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The order of business may change at the Chair's discretion

Part A Business (Open to the Public)

	Pages
1. Apologies for Absence	
2. Disclosures of Interest and Whipping Declarations	
<p>In accordance with the Council's Code of Conduct, Councillors of the Council are reminded that it is a requirement to declare interests where appropriate.</p> <p>Councillors must also declare if they are subject to their party group whip in relation to any items under consideration.</p>	
3. Minutes	5 - 8
<p>To approve as a correct record the minutes of the Overview and Scrutiny Commission held on 28 September 2020 and consider any matters arising.</p>	
4. Public Question Time	
<p>To consider any written questions that were submitted in advance and accepted in-line with the Constitution. These will be read to the Committee and be followed by a response. The questioner will receive an emailed copy of the response given at the meeting. There will be no supplementary questions.</p>	
5. Safer Crawley Partnership Annual Update and Forthcoming Priorities	
<p>To receive the annual update of the Community Safer Partnership along with the future priorities.</p> <p>The Commission is asked to note the update, and requests that the views expressed during the presentation and any actions are acknowledged and documented by the officers.</p>	
6. Transformation Plan Update	9 - 30
<p>To consider report DCE/06 of the Deputy Chief Executive.</p>	
7. Appointments	
<p>The Commission is asked to appoint a representative to the West Sussex Health and Adult Social Care Select Committee (HASC), following Councillor McAleney's resignation.</p>	

8. Forthcoming Decision List - and Provisional List of Reports for the Commission's following Meetings

To consider any requests for [future items](#). Those highlighted items have been referred to the Commission.

Cabinet 25 Nov 2020

OSC 23 Nov 2020

Item	Date Included	PFD
Crawley Borough Local Plan 2021 - 2036	30 July 2020	Yes
Budget Strategy 2021/22 – 2025/26	25 March 2020	Yes
Treasury Management Mid-Year Review 2020-2021	25 March 2020	Yes
2020/2021 Budget Monitoring - Quarter 2	25 March 2020	
Proposed Article 4 Directions - Change of Use from C3 (dwelling houses) to C4 (houses in multiple occupation)	25 June 2020	
Expansion of Shared Procurement Service	16 Oct 2020	
Authority to Approve a Scheme Budget and Appoint a Contractor for Breezehurst Phase 2 Housing Development - PART B	20 August 2020	
Crawley Borough Council's IT Infrastructure to the Cloud - PART B	23 September 2020	

Cabinet 13 Jan 2021 – PROVISIONAL OSC 11 Jan 2021

Item	Date Included	PFD

Cabinet 3 Feb 2021

OSC 1 Feb 2021

Item	Date Included	PFD
2021/2022 Budget and Council Tax	25 March 2020	Yes
Treasury Management Strategy 2021-2022	25 March 2020	Yes
2020/2021 Budget Monitoring - Quarter 3	25 March 2020	
Economic Development Strategy	9 Sept 2020	
Appropriation of garages from the HRA to the General Fund	21 Oct 2020	
Forward Programme of Key Procurements (January-June 2021)	16 Oct 2020	
Irrecoverable Debts 2020/21 (Over £50,000)	25 March 2020	

Cabinet 10 March 2021

OSC 8 March 2021

Item	Date Included	PFD
Annual Community Infrastructure Levy (CIL) Statement	9 Sept 2020	

9. Supplemental Agenda

Any urgent item(s) complying with Section 100(B) of the Local Government Act 1972.

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Crawley Borough Council

Minutes of Overview and Scrutiny Commission

Monday, 28 September 2020 at 7.00 pm

Councillors Present:

T G Belben (Chair)

T Rana (Vice-Chair)

M L Ayling, R G Burgess, R D Burrett, R A Lanzer, A Pendlington and R Sharma

Also in Attendance:

Councillor B J Burgess and P K Lamb

Officers Present:

Ian Duke Deputy Chief Executive

Heather Girling Democratic Services Officer

Karen Hayes Head of Corporate Finance

Chris Pedlow Democratic Services Manager

Paul Windust Chief Accountant

Apologies for Absence:

Absent:

Councillor S Malik and T McAleney

1. Disclosures of Interest and Whipping Declarations

The following disclosures were made:

Councillor	Item and Minute	Type and Nature of Disclosure
Councillor R D Burrett	Health and Adult Social Care Select Committee (HASC) (Minute 7)	Personal Interest – Member of WSCC
Councillor R A Lanzer	Health and Adult Social Care Select Committee (HASC) (Minute 7)	Personal Interest – Member of WSCC

2. Minutes

The minutes of the meeting of the Commission held on 22 June 2020 were approved as a correct record and signed by the Chair, subject to the following amendment to Minute 1 (Disclosures of Interest and Whipping Declarations) which should have read 'Local Cycling and Walking Infrastructure Plan' in relation to Minute 8.

3. Public Question Time

No written questions from the public were received.

4. Public Spaces Protection Order - Alcohol Consumption

The Commission considered report [HCS/23](#) of the Head of Community Services. The report sought approval of a new Alcohol Consumption PSPO when the current PSPO expires in October 2020.

During the discussion, with the Leader of the Council and Deputy Chief Executive, Councillors made the following comments:

- Confirmation that the new PSPO would replace the current alcohol PSPO.
- Acknowledgement that the proposed PSPO would relate to the consumption of alcohol where it contributed to, was linked to or was associated with nuisance or annoyance to members of the public.
- It was noted that the proposed PSPO did not restrict the consumption of alcohol in a public place, but would be used to address anti-social behaviour associated with alcohol consumption which had a detrimental effect on the town and community.
- Acknowledgement that the area covered by the PSPO was borough wide, excluding Gatwick due to restrictions covering that vicinity.
- Explanations sought and obtained with reference to consultation and consumption of alcohol where the land and premises were council owned and/or operated.
- Confirmation that it was anticipated the issuing of fixed penalty notices would be limited in relation to the street community. Previously when asked to stop drinking and hand over a vessel believed to contain alcohol there had usually been compliance. Whilst fixed penalty notices can be escalated the PSPOs were within a suite of powers available.
- It was noted that following lockdown due to the Coronavirus pandemic there had been an increase in antisocial behaviour.
- With reference to the antisocial behaviour data, it was felt it may be beneficial to understand the correlation between the number of instances and the time at which they occurred (for example if these were attributed to pubs' closing time).

RESOLVED

That the Commission notes the report and requests that the views expressed during the debate, are fed back to the Cabinet through the Commission's Comment sheet.

5. 2020/2021 Budget Monitoring - Quarter 1

The Commission considered report [FIN/505](#) of the Head of Corporate Finance on the quarter 1 budget monitoring, set out a summary of the Council's actual revenue and capital spending for the quarters to June 2020 together with the main variations from the approved spending levels and impact on future budgets.

During the discussion with the Leader of the Council, Head of Corporate Finance and Chief Accountant, Councillors made the following comments:

- Acknowledgement that the report documented the financial viability of the council, particularly as a result of Covid19.
- Recognition that work had continued during lockdown to support the homelessness and street community. Diverted giving was still the preferred option of support.
- Confirmation that the delays in the handover of new housing developments had impacted on the housing register. Although the register had also been subject to an increase of those who had seen a change circumstances due to employment status resulting from the pandemic.
- Recognition that the free parking provided at Orchard Street, together with Crawley Hospital choosing to suspend pay and display parking until the end of June had decreased car parking income.
- Acknowledgement that the pay award had been higher than budgeted.
- Explanations sought and obtained on the various schemes provided within the capital programme.
- Confirmation that the increased in cancelled garage accounts, together with the inability to return garage keys safely to the town hall had resulted in a shortfall of rental income.
- Officers confirmed that the favourable and unfavourable variation indications would be reinstated for future reports.

RESOLVED

That the Commission notes the report and requests that the views expressed during the debate, are fed back to the Cabinet through the Commission's Comment sheet.

6. Appointments

RESOLVED

That the Commission ratified and noted the following appointments:

West Sussex Joint Scrutiny Steering Group (JSSG) –

Councillor T Belben

West Sussex Health and Adult Social Care Select Committee (HASC) -

Councillor T McAleney

Climate Change Scrutiny Panel -

Councillors J Hart, K L Jaggard, T Lunnon, A Pendlington and vacancy, with Councillor K L Jaggard as Chair.

Council-owned Neighbourhood Parades Scrutiny Panel -

Councillors M Ayling, F Guidera, R A Lanzer, T Lunnon and D Peck, with Councillor R A Lanzer as Chair.

7. Health and Adult Social Care Select Committee (HASC)

Commission members were informed that the minutes from the most recent HASC meeting would shortly be available on the HASC [webpages](#).

8. Forthcoming Decision List - and Provisional List of Reports for the Commission's following Meetings

The Commission confirmed the following reports:

23 November 2020

- Crawley Borough Local Plan 2021-2036
- Budget Strategy 2021/22 – 2025/26
- Treasury Management Mid-Year Review 2020-2021
- 2020/2021 Budget Monitoring – Quarter 2
- Proposed Article 4 Directions - Change of Use from C3 (dwelling houses) to C4 (houses in multiple occupation)
- Economic Development Strategy

1 February 2021

- 2021/2022 Budget and Council Tax
- Treasury Management Strategy 2021-2022
- 2020/2021 Budget Monitoring - Quarter 3

Closure of Meeting

With the business of the Overview and Scrutiny Commission concluded, the Chair declared the meeting closed at 8.20 pm

T G Belben (Chair)

Agenda Item 6

Crawley Borough Council

Report to Overview and Scrutiny Commission 02 November 2020

Review of Transformation Plan Report of the Deputy Chief Executive, *DCE/06*

1. Purpose

- 1.1 The Transformation Plan re-launched in 2017 incorporated seven key themes and activities to deliver against the corporate priorities. The Transformation Board has monitored progress at regular intervals reporting back to the organisation through Portfolio Briefings, Chief Executive Inform Sessions, Team Brief, via the intranet and at the annual updates to the Overview and Scrutiny Commission (OSC).
- 1.2 This report provides an update to the OSC. Some activities have been incorporated into service plans as business as usual, as outlined in the Review Report, which is attached as Appendix A.
- 1.3 A revised Transformation Plan has been developed which reflects new priorities and the direction of travel required by the organisation. This is attached as Appendix B.

2. Recommendations

- 2.1 To the Overview and Scrutiny Commission:
 - a) That the Commission considers the Review Report (Appendix A).
 - b) That any comments expressed by the Commission on the revised Transformation Plan (Appendix B) are acknowledged and documented by the officers.

3. Reasons for the Recommendations

- 3.1 The Review Report (Appendix A) provides a mechanism to record and recognise the significant progress made against the current plan. The revised Transformation Plan (Appendix B) provides a clear mandate for Officers to progress the delivery of our new transformation priorities.

4. Background

- 4.1 Transformation consists of time-limited projects to drive strategic change in order to meet corporate objectives. These are projects that generally lie outside of any single service and require impetus and additional resource/focus in order to deliver and embed that change. The aim is to create change and for that change to then to become business as usual. This means that the Council's Transformation Plan will need to be regularly reviewed over time as changes are successfully implemented.

Agenda Item 6

- 4.2 One of the drivers for the previous plan was the timeline associated with the development of the New Town Hall. As the Review Report shows (see Appendix A), significant progress has been made in those areas of the previous plan where there were time dependant requirements to our move to the new building. There has been slower progress elsewhere in the previous plan reflecting the need to prioritise resources, but nonetheless the Council has made a significant step forward on its journey to become a very different organisation, without losing all that is good.

5. New Challenges

- 5.1 The Council faces new challenges as a result of the Covid crisis. At a high level, this has created two new drivers for the Transformation Plan:
1. To respond to the emerging new needs within the town and our communities
 2. To do so within the new financial reality facing the Council
- 5.2 This will mean moving away from traditional ways of delivering services, otherwise it will not be possible to align these two drivers that mean new areas of work at a time of less resource.
- 5.3 The financial impact of Covid has created new requirements for savings. A combination of the use of reserves, temporary divisional savings and plans to address the budget gap in future years are being actively developed. The strategy developed to do so is as follows:
- Identify potential for permanent savings within in-year savings
 - Work with the administration to bring forward potentially larger savings items identified within the PIPES model (core principles of Profit, Income, Productivity, Efficiency and Savings)
 - Undertake a number of thematic and service reviews to improve services and drive future efficiencies

6. Emerging Themes

- 6.1 By looking across the progress made, ongoing work and the new challenges facing the Council, the following themes have been identified for the new Transformation Plan:

Channel Shift

There is an ongoing requirement upon local government to provide high quality services that demonstrate value for money achieved through programmes of efficiency and transformation. The Council's ICT programme incorporates a number of key enabling projects to support the organisation to work in ever more agile ways that allow us the flexibility to respond quickly for service delivery or financial reasons. This includes migration of systems to the Cloud, updating our infrastructure and ensuring services can be accessed using digital formats such as emails, smartphone apps, webchat and social media through channel shift.

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New Ways of Working

Throughout lockdown teams have been able to support customers and deliver services remotely with the roll out of new technology such as MS Teams and reduced printing and postage whilst the Town Hall has been closed. These imposed arrangements have been a catalyst to try and introduce new ways of working which we will continue to adopt and develop.

People Strategy

As the Council's ways of working develop, the Council must support the workforce to adapt, providing the necessary support, development and upskilling. The aim is to ensure sufficient skills, flexibility and resilience needed to embrace these opportunities and drive transformation from within. Staff also need to be clear on what is important and what to expect from each other. Developed by staff, the Council's *Values and Behaviours* expresses this commitment and we will continue to embed them into Council's day to day practices and processes so the Council is able to recruit, retain and develop the right workforce.

Service Redesign

By taking a more holistic approach to delivering the best outcomes for residents, it provides the opportunity to look across teams to determine options to improve services and create efficiencies. Key thematic reviews have identified for the coming period that seek to meet the Council's wider agendas and save money. Whilst these reviews vary in size the organisation recognises the need for them to be undertaken at pace so that the benefits may be realised as part of the financial strategy.

Commercialisation (PIPES model)

The Council's Medium Term Financial Strategy (MTFS) will consider proposals for reductions in services through a robust process of challenge and review, increases in income and revenue, and service transformation to create capacity and efficiencies. New income streams, funding and partnering opportunities will be explored to enable the Council to continue to deliver high quality front line services that are sustainable. This process requires both an inward challenge to modernise delivery of existing services plus looking outside as a means to develop new saving and investment opportunities. A range of options were shared with Members during September 2020 and will be progressed for further development prior to approval linked to a budget saving consultation event.

Assets

Service delivery is changing and aligned more with digital or community based methods, therefore reducing the need to visit council offices and being able to access services at a time or place that is more convenient. Within the Council's current estate there is a range of land and spaces with varying levels of use. Several of these offer different opportunities in terms of generating future revenue.

7. Next Steps:

- 7.1 Work is already underway to deliver these activities with progress monitored at regular intervals at the appropriate governance Board.
- 7.2 The Transformation Board will provide a further Review Report to OSC against the revised plan as elements are completed and/or when a further plan is developed.

8. Background Papers

None

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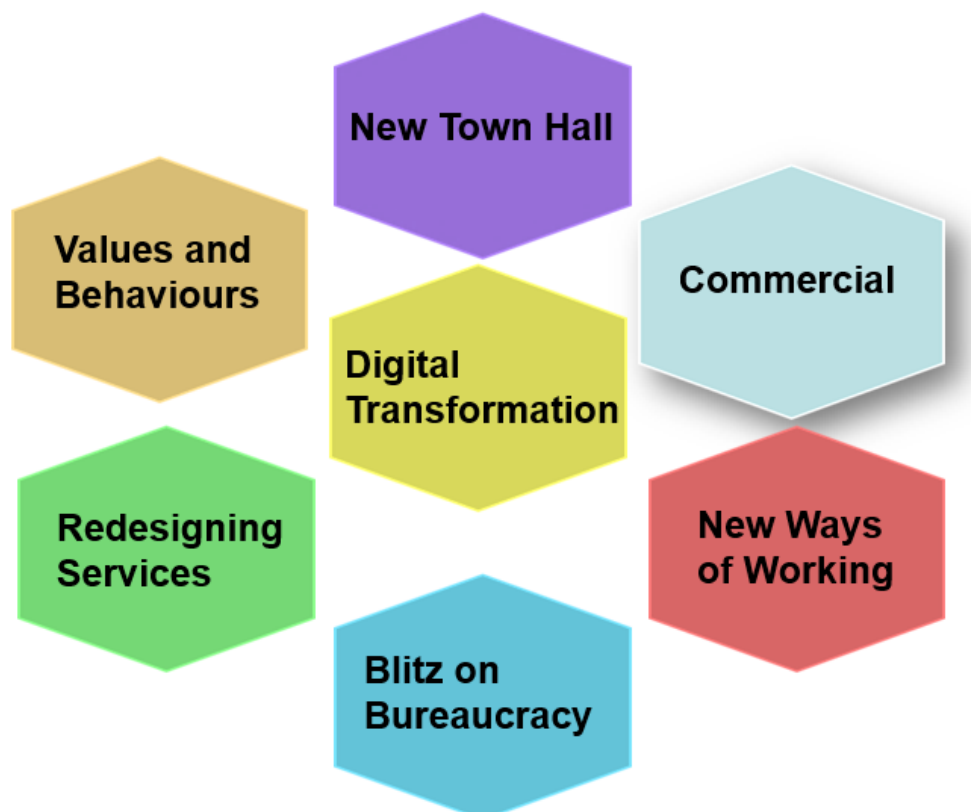
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TRANSFORMATION PLAN – REVIEW OCTOBER 2020

Introduction:

The Transformation Plan re-launched in 2017 incorporated seven key themes and activities to deliver against the corporate priorities. These were:

- New Town Hall - Providing a work space fit for the future
- Digital Transformation – Building solid IT foundations to support how we work now and in preparation for future developmental work.
- New Ways of Working - Meeting customer demand for more accessible services on-line and encouraging greater flexibility as to how the work is delivered
- Values & Behaviours - Changing the culture and being clear about our expected values and behaviours
- Service Redesign - Providing services that are redesigned from the customer or user perspective, streamlining processes
- Commercialisation & Income Generation - Creating a culture of commercialisation
- Reducing Bureaucracy - Streamlining the democratic decision making process and other statutory processes



This review provides an update against these themes and sets out the recommended way forward informing the next iteration of the plan.

NEW TOWN HALL CMT Sponsors – Deputy Chief Executive & Head of Major Projects & Commercial Services Accountable to: Town Hall Board		On Track
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The project is currently at Stage 5 (Construction) and as a Capital Project remains on track in terms of timeline and budget. The project has to date:

Action	Status
Completed Stage 4 Design	Stage 5 underway.
Secured Contractor	Contract signed with Kier.
Completed Demolition Phase 1	Separation and demolition work commenced November 2019 including mobilisation to retained office space.
Complete Demolition and commence construction of new Town Hall	Demolition complete (Civic and vacant office space) currently construction at 5 th & 6 th floor.
Detailed designs for key features	Including access arrangements, faith & reflection room, IT Coms room and meeting room locations.

The actions that remain, as set out in the last Transformation Plan, are:

Action	Description/Status	Timetable
Completion of Superstructure	Concrete frame emerging currently slightly ahead of schedule.	Spring 2021
Complete Stage 5 Construction	Programme of works for construction and fit out prior to handover.	Winter 2021
Begin mobilisation to new Town Hall and decant of current building	Phased mobilisation of teams to new building once handover complete – 6 months to complete.	Summer 2022
Deliver District Heat Network	Contract signed October 2020. Delayed due to complexities in the scheme in relation to design and finance. Risks associated fully mitigated.	Now Winter 2021

Conclusions & Recommendations

The project will continue to face a number of challenges around budget and timeline, but not beyond what is to be expected with a project of this scale and these are currently being well managed. Key to the success of the project is securing tenants for the commercial floors, especially in the light of Covid. Commercial agents are in place, additional work is being undertaken to ensure the attractiveness of the offer of the building, interest remains strong and the price point is higher than our forecasts.

There is an established New Town Hall Board effectively driving this work. The New Town Hall construction is well underway and six sub groups drive the various elements including the benefits realisation of the scheme. There are regular updates to Portfolio Holders and the Member Working Group. It is therefore recommended that this should be treated as a distinct project and not within the Transformation realm as the project is now considered Business As Usual.

The exception to this is where the New Town Hall project interlinks with New Ways of Working.

DIGITAL TRANSFORMATION CMT Sponsor – Head of Digital & Transformation Accountable to: IT Board		On Track
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The Digital Transformation work has focussed on replacing and building a stable infrastructure and (getting the basics right) so that the Council has solid IT foundations to support how we work now and in preparation for future developmental work.

The project has to date:

Action	Status
Windows 10 rollout to ensure compliance and provide a key platform for newer systems	Rollout completed December 2019.
Server 2008 to ensure compliance and move us onto newer more stable platforms.	Completed.
Coms Room Migration	Completed.
ITSM replacement (IT Helpdesk system) - To increase Helpdesk capacity and capability within the team	Completed. Fresh launched August 2019 with ongoing improvements.
Exchange Upgrade - to allow the removal of Personal Storage folders and the need to have GCSx mail accounts and archiving	Exchange upgrade completed. GCSx mail accounts completed. New spam filter and Intune replacing Airwatch.
New Intranet - to bring a new user interface – not a traditional ‘intranet’, but something radically different.	Phase 1 launched April 2020. Phase 2 to be scoped.
New Website - to deliver a more contemporary public facing website	Phase 1 launched March 2020.
New Regeneration Website (Invest Crawley) - to encourage more investment in the town and help develop the economy	Completed.

The actions that remain, as set out in the last Transformation Plan, are:

Action	Description/Status	Timetable
Windows 10 new build - new Office client and internet explorer to further enable remote working	Programmed defined	Winter 2020

Destination Website for Crawley - to encourage more visitors to the town and help develop the economy	Scoping and business case required.	Winter 2020
Self Service Projects: MyCrawley portal improvements Extending “book and pay” services	Scoping underway. Work underway.	Autumn 2020
Gigabit rollout of Dark Fibre Phase 1 – scope and planning Phase 2 – to business Phase 3 – to the home.	To enable economic development for business and home consumers. To provide opportunity for Smart City and 5G rollout across Crawley.	Phase 1 June 2019 Phase 2 2020 Phase 3 2022

Conclusions & Recommendations

The Council’s IT infrastructure has moved a long way in a relatively short time. The ability to move swiftly to remote working during the Covid lockdown is testament to a great deal of largely hidden work. It is recognised however that our IT is only now approaching the point of where it should have been, and plans are in place to complete this phase through moving to cloud, network refresh, unified communications and information management.

Our next ICT Programme therefore becomes an enabler (rather than a blocker) for service improvement. The IT Board is now well established and can be adapted in terms of membership to deliver any new strategy. In large part, Digital can move out of the Transformation space as future progress is considered Business As Usual and supporting Service Redesign (see below). One area that needs to stay in this space is the digital component of channel shift. Covid has exposed the fragility of manual processes, and supporting services to move towards automation and lower cost channels will create capacity in the organisation to tackle new challenges and to concentrate resources where support is greatest.

NEW WAYS OF WORKING CMT Sponsor – Head of Corporate Finance Accountable to: Transformation Board		Some progress
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The New Ways of Working Theme has focussed on how to best use the new technology emerging and to embed a more agile approach to work.

The project has to date:

Action	Status
Hybrid device rollout - to provide new portable devices essential to flexibility and new ways of working	Completed
Outlook/Office 365 - to bring Skype and other unified coms capability, enhancing remote working capability.	Transition to Office 365 complete with launch of MS Teams to support agile working.

The actions that remain, as set out in the last Transformation Plan, are:

Action	Description/Status	Timetable
Office 365 development - continued use of functionality	Roll out of additional functions within the application.	Winter 2020
Telephony - Mobile Phone Contract expires September 2020 and desktop phones contract ends October 2020	Project will deliver 'soft' telephony system, linked to MS Teams that should also reduce mobile phone usage.	Winter 2020
Replacement Housing Management system.	Contract awarded following procurement. Project delivery team now in place.	Spring 2022
Information Governance Project. Review of corporate policies, systems, processes and governance. Project will include file management solutions and collaborative working across teams, partners and contractors with file sharing software.	Business case approved and project team underway.	Winter 2020

Conclusions & Recommendations

The New Ways of Working agenda took a huge step forward at the beginning of lockdown. 6 months of transformation was largely achieved in 3 days as the majority of the organisation adopted agile working out of necessity. However the journey is not yet complete and the speed of transition creates new challenges. The organisation needs to now retrospectively support our managers and staff to continue to adjust to whatever the new reality becomes in a way that continues to drive improved services and productivity. We also need to start to look at the requirements for our mobile workers and support future changes in frontline community-based working.

VALUES & BEHAVIOURS CMT Sponsor – Housing Strategic Services Accountable to: Transformation Board		On Track
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Following a staff-led process of engagement CMT adopted a values & behaviour statements in 2018. The focus of the Transformation Plan has been to embed these within the organisation.

Progress against the plan is as follows:

Action	Status
To ensure that the Values and Behaviour statements are drafted in plain English.	Completed
To focus on building confidence and upskilling managers with practical tools and techniques to embed the Values and Behaviours across the organisation.	Delivered through a series of workshops and training sessions.
To run a publicity campaign across the organisation to ensure the promotion of the Values and Behaviours.	Completed
To review and consider the impact of the Staff Survey 2019 results on the V&B's.	Staff survey results reported summer 2019.
To create a management development programme to address the identified weaknesses	Agreed leadership competencies. Needs analysis to be completed with options for learning methods. Content included in July Management Conference.

The actions that remain, as set out in the last Transformation Plan, are:

Action	Description/Status	Timetable
To create and embed a culture of learning	Scope to be agreed.	Winter 2020
Refresh recruitment pages to include reference to values & behaviours, benefits to attract and retain the best candidates.	Revise content include video welcome	Winter 2020

Conclusions & Recommendations

The Values & Behaviours work has made significant strides. In last year's staff survey, the highest scoring question at 94% was staff saying they are aware of the Council's values and behaviours. However when asked about whether staff felt that these values and behaviours were demonstrated by people within their team, that figure fell to just 80%.

During the Covid crisis, the whole organisation made a huge operational shift over just a couple of days. Staff and managers adapted to ensure services continued to operate. New services were created at speed and staff volunteered to undertake new roles in order to support residents and businesses – and in some cases not only in Crawley but across Sussex. The organisation continues to adapt to the new reality and as we do so these values and behaviours become ever more critical.

The culture in the Council is therefore a key strength. The challenge is to continue to embed the values and behaviours into every aspect of what we do and to hold each other to account when they are not displayed. This includes the employment relationship, HR policies and recruiting but extends beyond these areas. To achieve this, values and behaviours must stop being seen as a project and become business as usual. Our ‘People Piece’ will remain a transformation theme with a corporate co-ordination.

SERVICE REDESIGN CMT Sponsor – Head of Crawley Homes Accountable to: Transformation Board		Some progress
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The plan identified a number of corporate policies and services to be reviewed to ensure increased efficiencies and introduce more effective ways of working.

Progress so far:

Action	Description/Status	Timetable
Review of Out of Hours Working to understand the data and evidence for change in order to address inequalities in terms and conditions across the workforce.	Proposals devised and consultation to commence shortly.	Winter 2020
Review of Corporate Support Functions to understand role, function, capacity and design. To include: <ul style="list-style-type: none"> • Human Resources • Legal Services • Corporate Support Services • Procurement • Similar roles sat within divisions 	Review complete with minor changes to existing divisional structure to be implemented following consultation. A secondary phase will drive any further changes within the division following appointment of Head of Service.	Winter to Spring 2020-1
Review of HR and Payroll to encourage self-service which will require understanding systems, processes and the demand to reduce administrative burden.	Scope to be agreed. Will now form part of the second phase of the Corporate Support functions review and overseen by a new People Board	Winter to Spring 2020-1
Contact Centre Demand Review to understanding demand, with a view to identifying failure demand, increasing channel shift and maximising impact using available resources.	Review undertaken identifying significant failure demand in the system. Informing a new ‘Access Crawley’ project, the first phase of which will address failure demand with initial focus on channel shift.	Winter to Spring 2020-1
Vulnerable Adults Review linked to above to look at demand within a range of services to give a more comprehensive picture of the service demands for the council.	Review undertaken - ‘Access Crawley’, the latter phases of which will consider how best to support people going	Autumn 2021

	through a change in circumstances and those with more complex needs.	
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Conclusions & Recommendations

This area has taken a while to generate momentum but that has now changed. There is now a clearer set of reviews (and rationale for those reviews) within the emerging drivers for the new transformation plan, and to tackle some of the future budgetary challenges facing the Council. Some of these reviews are significant in scope, cutting across divisions, and will require corporate focus and resource. This therefore needs to remain as a core theme within the new transformation plan.

COMMERCIALISATION CMT Sponsor – Chief Executive Accountable to CMT		Some progress
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The council has recognised the need to extend a more commercial approach into some of its work to ensure it can generate income, identify efficiencies and deliver savings as part of the medium term financial strategy. Progress against the plan is as follows:

Action	Status
To develop principles of commercial management to guide the work and provide clarity about expectations	The council has adopted PIPES as our core principles – Profit, Income, Productivity, Efficiency and Savings.
To ensure staff are equipped with the right skills to create a culture of commercialisation	Commercial awareness workshop delivered November 2019
Put in place mechanisms to charge for pre-application planning advice.	Completed
Devise a range of options for consideration by Members as savings proposals.	Completed and shared September 2020.
Creation of staff led Bright Ideas and Fees & Charges groups.	Groups meet regularly to review suggestions and proposals.

The actions that remain, as set out in the last Transformation Plan, are:

Action	Description/Status	Timetable
Review our corporate debt recovery policy, process and procedure to maximise recovery	Project underway	Winter 2020
Review all discretionary fees and charges to maximise recovery	A line by line approach to all fees and charges has been agreed and is underway.	Winter 2020
Review payment methods to nudge behaviour, incentivise and channel shift where appropriate for example;	Being implemented. Following Covid cheque payments are no longer being accepted and cash payments by	Winter 2020

Commercial property rental income discourage cash and cheques.	appointment only. Significant increase in myCrawley accounts.	
Develop our property acquisition strategy ensuring appropriate return on investment.	Kingsgate Car Park has been acquired and the New Town Hall is in development.	Spring 2021
To investigate the procurement of temporary accommodation to replace the more expensive forms and create additional capacity to support the impact of Homelessness Reduction Act.	Cost savings for the Council have been achieved by harnessing opportunities within the existing Private Sector Leasing scheme. A further saving can be realised if Crawley Open House successfully achieves Register Provider status with Homes England, thereby reducing the level of subsidy the Council pays under Housing Benefit arrangements. Proactive officer support is enabling Crawley Open House to make good progress towards this. Further opportunities continue to be investigated.	Spring 2021
To encourage all service areas to generate revenue that can be re-invested in council services taking into account our principles of commercial management (yet to be developed) ensuring the right balance between commercial activity and open access for example; <ul style="list-style-type: none"> • Continue to deliver our income maximisation five year plan at Tilgate Park • Review our community centres usage in order to increase income 	Tilgate Park Business Plan has been entirely reworked moving away from capital intensive approach to revenue maximisation. Consultation on and development of alternative models for the future provision of adventure play has commenced Community Centres cover own costs but could generate more, but this will be considered as part of a wider review of Community Development & Wellbeing.	Spring 2020 Winter 2020 Winter 2020
Develop opportunities to secure more grant funding.	Underway as part of wider review of Community Development & Wellbeing.	Winter 2020

Conclusions & Recommendations

This is another theme that has gathered pace more recently. Following an externally facilitated review there has now been a thorough examination of the activities likely to deliver on an improved financial position. The emerging PIPES model moves beyond income and commercialisation, and instead sets out a wider set of activities for the Council to develop.

Some are standalone projects that have natural homes to be developed. Some however represent new approaches for the Council that can be applied in different places. An example of this is pricing strategies for instance that help the Council to optimise the balance between its need to generate income without undermining its wider economic, social and environmental goals. Others are genuinely cross cutting and have interdependencies with other transformation projects.

The recommendation is that these new approaches and interdependent projects remain within the transformation space.

REDUCING BUREAUCRACY CMT Sponsor – Head of Legal, Democratic Services and HR Accountable to the Transformation Board		Some progress
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A number of key functions and policies were identified for review to reduce bureaucracy whilst still ensuring open, transparent and effective decision making. Progress is as follows:

Action	Status
To redraft the Council Constitution in order to streamline the decision making process.	Formal adoption effective 14 April 2020 – document size reduced from 496 to 220 pages
Review of FOI process to provide greater upfront management. To include greater transparency on sources where this is known to provide context.	Review complete. New eform launched which directs to CBC or WSCC pages, 50% reduction in late completions, greater transparency with an improved web page and publication scheme.
Improved upfront management, coordination of and learning from complaints. Particular focus on multi-faceted complaints requiring multiple inputs.	Revised complaints process and guidance dealing with vexatious complaints approved by CMT April. Improved monthly and quarterly reporting formats and content adopted. Progressing replacement system.

The actions that remain, as set out in the last Transformation Plan, are:

Action	Description/Status	Timetable
Review our approach to GDPR, specifically with a view to allowing better access to data across systems and to improve vulnerabilities.	Legal guidance provided demonstrates that unnecessary barriers to internal sharing of data is being put in place. Supported major sharing exercise to identify potentially vulnerable people during Covid. Learning to be adopted within Information Governance and Access Crawley projects	Spring 2021
HR Policies and Procedures Review around capability and disciplinary processes and appetite for risk (priority)	Additional resources secured for post to undertake, but progress slowed due to Covid.	Spring 2021

Conclusions & Recommendations

The work to date has demonstrated the benefit of challenging processes that do not work for the organisation, creating efficiencies that then create capacity to do other things. The remaining activities will be picked up in other ways removing reducing bureaucracy as a standalone theme.



Transformation Plan 2020-2022

Transformation:

“A radical change that orientates the organisation in a different direction”

Purpose:

“To prepare the organisation to embrace new ways of working, providing easily accessible and more efficient services for our users, deliver value for money and creating a more commercial culture in order to sustain financial stability”



Contents

1. The role of Transformation
2. Outcomes from the previous plan
3. Towards a new plan
4. Channel Shift
5. New Ways of Working
6. People Strategy
7. Service Redesign
8. Commercialisation
9. Assets
10. Summary

1. The role of Transformation

Transformation is the space where we place time-limited projects to drive strategic change in order to meet corporate objectives. These are projects that generally lie outside of any single service and require impetus and additional resource/focus in order to deliver and embed that change. Consequently, the activities that sit within the transformation space do so temporarily. The aim is to create change and to place that back into the organisation with the appropriate review mechanism and resource to become business as usual – even when ongoing change continues.

2. Outcomes from the previous plan

One of the key drivers for the previous strategy was the timeline associated with the New Town Hall. As our progress report against the previous transformation plan shows, significant progress has been made in the time dependent areas. In broad terms, less progress has been made in those areas where the linkages to this driver were less clear. Nonetheless, the Council has made considerable progress towards becoming a very different organisation, transforming into a genuinely dynamic and innovative place to work.

Sufficient progress has been made across a number of transformation pillars, however the New Town Hall delivery timetable is no longer the key driver for transformation. The recommendation is to treat the New Town Hall as business as usual (BAU) moving forward, removing it from the Transformation programme. This will continue to be driven by the New Town Hall Board.

Likewise Digital Transformation has progressed sufficiently where this can become BAU but there is still lots to do on this and it needs to continue. This programme of activity will be driven by the IT Board. The transformational focus for IT will increasingly be to enable changes elsewhere in the organisation. The one exception is Channel Shift, which the Transformation Board will remain sighted on given linkages to other areas of activity and the need to move at pace.

The New Ways and Working and Values & Behaviours themes have made significant progress. In many ways they are ready to move towards being BAU. We need to drive our work around 'People' and so this work will remain within the transformation space, but during the course of this plan, it will move towards becoming BAU.

Within the Reducing Bureaucracy theme a number of projects have been successfully completed, and the remaining items are in play and have momentum. During this time the wider organisation has given increased focus to improving efficiency and productivity, so this theme has been overtaken, incorporated into other areas of work, and no longer needs to be a standalone theme.

The Redesigning Services theme has seen slower progress. In large part this is because the work was emerging and therefore not so clearly defined. This has now been addressed and this theme now has significant momentum following the identification of a clearer set of thematic reviews. This theme will remain within the new Transformation Plan, playing an increasingly important role in shaping the Council and its services moving forward.

Income & Commercialisation has not progressed at the pace originally intended but now has momentum following the development of the PIPES model. This model has developed into a wider savings strategy, incorporating items that sit within the transformation space alongside others that do not. For now this theme will remain within transformation space as it continues to develop and gain momentum.

3. Towards a new plan

A significant new context for the Council is the challenges we face resulting from the Covid crisis. At a high level, this has created two new drivers:

1. To respond to the emerging new needs within the town and our communities
2. To do so within the new financial reality facing the Council

This will mean moving away from traditional ways of delivering services, otherwise it will not be possible to align these two drivers which suggest there will be potential new areas of work at a time of less resource.

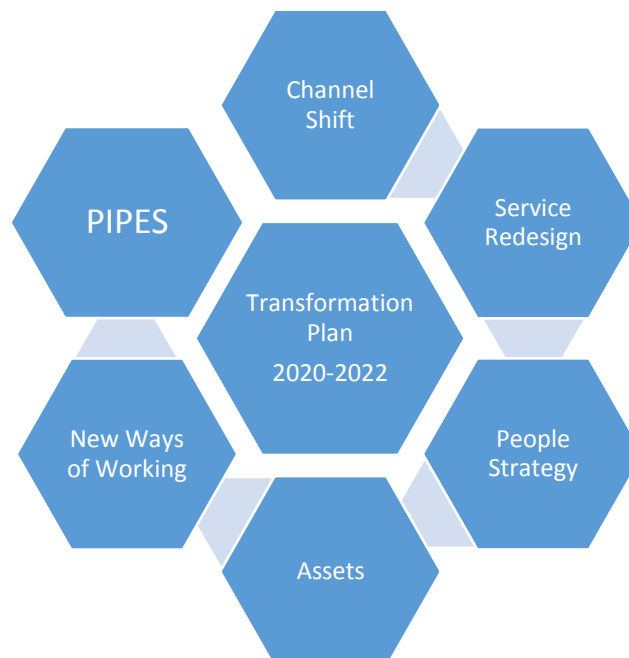
The financial impact of Covid has required the development of new approaches to budget and efficiency savings. A combination of the use of reserve, efficiencies and temporary divisional savings is on track to address the in-year savings needed. Permanent savings are also required over the next three years. Any future waves of Covid will increase the level of savings required. The savings strategy developed has three strands:

1. Identify potential for permanent savings within the in-year savings identified
2. Work with the administration to bring forward larger savings items identified within the PIPES model
3. Undertake a number of thematic and service reviews to improve services and drive future efficiencies

As described earlier a number of the elements within the PIPES will likely sit within the transformation space, and certainly all of the thematic reviews will.

Emerging Themes

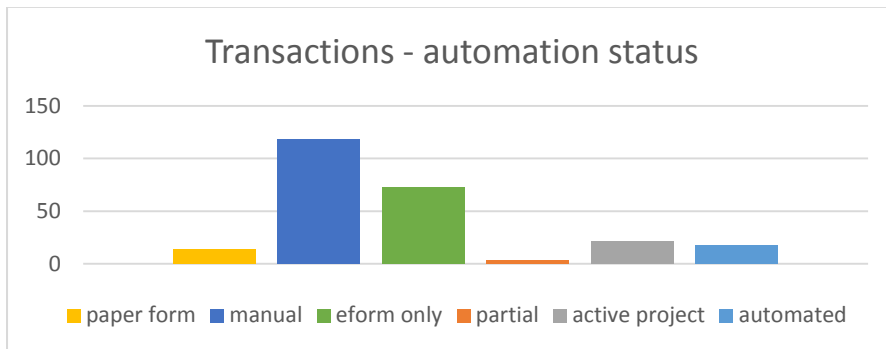
From the above analysis, the emerging themes are:



4. Channel Shift

There has been an ongoing shift towards digital channels of providing services for a number of years. This reflects changing preferences and lifestyles of our residents, the technology available and the drive for ever-greater efficiency. The Covid-19 crisis has only accelerated this trend, but it has also highlighted how far we have to travel as a Council in this area.

At the time of writing, 247 transactions with our residents have been mapped. This is not yet a completed audit, but it does provide a representative picture of where our processes are. Whilst the Council has moved away from paper forms in most (but not all), we remain reliant on manual processes to undertake our business. In summary, the aim over the period of this plan is to see a shift to the right of this chart. In doing so we are also seeking to remove waste out of the system.



The chart shows that we still undertake a significant volume of paper based or manual activities compared to a low amount of completely automated processes. Transitioning to automated options will create capacity across the organisation to focus on other tasks or assisting those who need greater support.

The more automated a process is the further to the right it will appear. There are a range of potential options to be considered based on the improvement to the service and/or efficiency gained, including:

- Investigate new and emerging technologies including Artificial Intelligence (AI) or chat bots for simple transactions and to support simple form filling
- Integration of existing forms (internal and external) to back office services, over 200 forms already identified with varying degrees of automation
- Increasing services available online via the self-service portal and self-scanning for customers
- Extending our book and pay options for public services online
- Nudging customer behaviour away from cash and cheque payment methods, whilst retaining these services for those who really do need traditional ways of paying
- Identifying and removing high volume failure demand into the Contact Centre

By achieving channel shift we better serve our residents, create more capacity to support residents who need additional support, and save money for the tax payers. Research from SOCTIM suggests that nationally digital transactions costs 15p whereas face to face costs £8.62. A sound argument to promote online options for low complexity/ high volume transactions.



Figure 1

Figure ¹ Produced by Richard Overy. Data Source: SOCITM Insight Better Served 2011.

5. New Ways of Working

Prior to the Covid-lockdown the Council made the decision to ask its staff and services to temporarily work from home. In three days our services made changes to how we deliver services that would normally take six months. We were only able to achieve this thanks to 18 months of work to ensure our infrastructure and management were ready to make such a leap.

As staff come back into the office and are operating in a more agile way, the focus now shifts to how to embed and support these changes, and how best to support our workforce that is mobile.

This includes:

- Development of mobile working options for Patch Working, Satellite sites and teams working within the borough
- Agile working supported by new technology including functionality from Microsoft 365
- Unified Communications (moving away from desk phones)
- Ensuring our Office Etiquette guidance reflect managing remotely, protocols for the office and other locations.
- New organisational processes to create capacity across the organisation such as hybrid meetings
- Internal space booking system
- Phase 2 of Intranet development

By the end of this plan, all staff should be contactable and connected no matter where they are working. They should be comfortable working in different locations where that is applicable, and managers should feel confident in supporting staff and managing performance in agile settings.

6. People Strategy

Our people are our most important resource. We are fortunate as an organisation to have so many committed staff who care for Crawley. This was demonstrated time and again during the Covid 19 crisis as the workforce repeatedly displayed the values and behaviours that we have signed up to as employees. As an organisation we have made significant efforts to support staff during what has been a challenging time for all. The progress in these areas is shown in recent staff surveys.



Our focus on people needs to continue as we emerge from the Covid-19 crisis, but the focus will shift towards embedding the values and behaviours further and ensuring we have the right workforce with the right tools and knowledge, both now and into the future. This will ensure that as our services develop, our workforce will adapt so they have the flexibility and resilience needed to embrace the opportunities that change will present, by:

- Embedding the success of the values and behaviours into all areas of HR including management, recruitment and performance
- Use these to update and refine the relationship between staff and the organisation
- Develop recruitment, retention and succession strategies that secure the talent the Council needs into the future
- Providing flexible training and development opportunities to develop talent at all levels
- Promoting networks within the Council to break down silos, build resilience and stimulate innovation
- Establish appropriate governance to drive forward these activities

7. Service Redesign

Looking across the organisation, CMT has prioritised a number of thematic reviews. The drivers for these vary, but they are linked by the idea of better enabling the Council to achieve its objectives whilst doing so in a more cost-effective way. The reviews are as follows:

- **Community development and wellbeing**

A core plank of our Covid recovery this review asks how do we best support residents (adults and children) to live well together, to be well, and ensure targeted support for those who are vulnerable within the resources that we (and our partners) have available

- **Access Crawley**

How do we ensure that residents receive the service they need in the way that they need it. This review will seek to reduce waste within simple transactions, better support people going through transitional stages of life, and improve support residents displaying ongoing and repeated needs across multiple service areas.

- **Enforcement**

In the context of reducing resources but increasing expectation around enforcement this review will seek to bring together a number of enforcement options where this could improve the Council's capacity to enforce and increase flexibility to meet priorities as they arise, without raising costs.

- **Technical Services**

Likewise, would bringing these functions together allow the Council to deliver capital works and advise on specialist environmental in a more flexible way to meet future demands.

- **Corporate Centre**

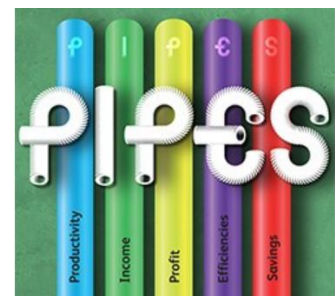
This review asks, given the scale of agenda the Council faces, what capacity at the centre of the organisation is needed for the Council to drive through its programme whilst supporting members, services and staff.

Success factors will be developed for each of the reviews, but overall this programme of activity will be judged by the ability of the organisation to deliver positive change in the most effective way possible.

8. Commercialisation - PIPES

As part of the Council's Medium Term Financial Strategy we will look at new income streams, funding and partnering to enable the Council to continue to delivery high quality front line services that are sustainable. This process requires both an inward challenge to modernise how we deliver existing services as well as looking outside as a means to develop new investment and savings opportunities.

- Continue to ensure council activities apply the core principles for PIPES (*Profit, Income, Productivity, Efficiency, Savings*)
- Reviewing the council's pricing and marketing strategy for both statutory and discretionary services to ensure they are appropriately costed and market tested.
- Develop partnership across the public, private, voluntary and not for profit sectors to deliver community based services



9. Assets

Service delivery needs are changing and aligned more with digitally or community based methods reducing the need to visit council offices and being able to access services at a time or place that is more convenient.

Within our current estate the council has a range of spaces with varying levels of use and facilities each offering different opportunities.

The Asset Review Group have prioritised initially;

- A dispersed model for Patch Working Teams
- Consider potential options for generating revenue from land receipts
- Implementing recommendations from the Neighbourhood Parade review

For each of these a themes detailed action plans will be devised, delivered through projects and service plans with outcomes reported to CMT.

10. Summary

This plan outlines the activities linked to our Transformation priorities is intentionally high level and does not attempt to get into great levels of detail; the aim being for people to understand the rationale and direction of travel.

There are huge amounts of information that could be added to any of the sections within, but the aim of this document is to show the key areas of focus over the coming year; the detail of works being undertaken will be developed into a high level timeline and is currently a work in progress.

Therefore this is the plan as we currently see it and should operations and circumstances allow an acceleration of the plan the organisation will respond accordingly. It is however important to have an agreed set of activities which offers flexibility and agility to adapt if required.