

Crawley Borough Council

Overview and Scrutiny Commission

Agenda for the **Overview and Scrutiny Commission** which will be held in **Ashurst Main Hall - The Charis Centre**, on **Monday, 1 November 2021** at **7.00 pm**

Nightline Telephone No. 07881 500 227



Chief Executive

Membership:

Councillors

T G Belben (Chair), K Khan (Vice-Chair), M L Ayling, R G Burgess, R A Lanzer, S Mullins, A Nawaz, A Pendlington, S Piggott and B A Smith

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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	
In accordance with the Council's Code of Conduct, councillors are reminded that it is a requirement to declare interests where appropriate.	
Councillors must also declare if they are subject to their party group whip in relation to any items under consideration.	
3. Minutes	5 - 10
To approve as a correct record the minutes of the Overview and Scrutiny Commission held on 27 September 2021.	
4. Public Question Time	
To answer any questions or hear brief statements from the public which are relevant to the items on this agenda. The period will end after 15 minutes or later at the Chair's discretion.	
5. Safer Crawley Partnership Annual Review and Forthcoming Priorities	
To receive the annual performance update of the Safer Crawley Partnership along with the future priorities.	
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.	
6. Staff Sickness Levels with Covid 19 and the Effects of Working from Home Update Report	11 - 14
To consider report LDS/175 of the Head of Legal, Governance and HR.	
7. Review of the Transformation Plan	15 - 40
To consider report DCE/09 of the Deputy Chief Executive.	
8. Major Works at Milton Mount Flats	41 - 52
To consider report DCE/10 of the Deputy Chief Executive.	

9. 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 24 Nov 2021		OSC 22 Nov 2021
	Item	PFD
1	Budget Strategy 2022/23 – 2026/27	Yes
2	Treasury Management Mid-Year Review 2021-2022	Yes
3	2021/2022 Budget Monitoring - Quarter 2	
4	Crawley Economic Recovery Plan	
5	Climate Emergency Action Plan	
6	Crawley Fusion Innovation Centre Scheme Business Case (Part B)	
7	Unsupervised Play Investment Programme	
8	Town Centre District Heat Network (DHN) Phase 2	

Cabinet 12 Jan 2022		OSC 10 Jan 2022
	Item	PFD
1	Information on Option 3 in relation to Petition – 'Keep your dog on a lead in Tilgate park'	
2	Forward Programme of Key Procurements January 2022 – June 2022	
3	Modern Slavery Statement	

Cabinet 2 Feb 2022		OSC 31 Jan 2022
	Item	PFD
1	2022/2023 Budget and Council Tax	Yes
2	Treasury Management Strategy 2022-2023	Yes
3	2021/2022 Budget Monitoring - Quarter 3	
4	Town Centre Regeneration Programme v3	
5	Irrecoverable Debts 2021/22 (Over £50,000)	

10. 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, 27 September 2021 at 7.00 pm

Councillors Present:

T G Belben (Chair)

K Khan (Vice-Chair)

M L Ayling, R G Burgess, R A Lanzer, S Mullins, A Nawaz, A Pendlington and S Piggott

Also in Attendance:

Councillor B J Burgess, R D Burrett and M G Jones

Officers Present:

Ian Duke	Deputy Chief Executive
Heather Girling	Democratic Services Officer
Matt Lethbridge	Community Services Manager
Mez Matthews	Democratic Services Officer
Kate Wilson	Head of Community Services

Apologies for Absence:

Councillor B A Smith

1. Disclosures of Interest and Whipping Declarations

The following disclosures were made:

Councillor	Item and Minute	Type and Nature of Disclosure
Councillor R A Lanzer	Community Grants Procedure & Outcomes Framework (Minute 4)	Personal Interest – Member of WSCC
Councillor R A Lanzer	HASC (Minute 6)	Personal Interest – Member of WSCC
Councillor R A Lanzer	HASC (Minute 6)	Personal Interest – WSCC Cabinet Member for Public Health and Wellbeing

2. Minutes

The minutes of the meeting of the Commission held on 6 September 2021 were approved as a correct record and signed by the Chair.

3. Public Question Time

No questions from the public were asked.

4. Community Grants Procedure & Outcomes Framework

The Commission considered report [HCS/29](#) of the Head of Community Services. The report sought approval for the future process and outcomes framework relating to the community grants programme.

During the discussion with the Cabinet Member for Public Protection & Community Engagement, Head of Community Services and Community Services Manager, Councillors made the following comments:

- Confirmation was provided on the proposed new grants procedure and outcomes framework as set out in report [HCS/29](#). The grants process was recognised as being important for organisations as pandemic restrictions eased.
- Verification was provided on the application process and the criteria being applied, focusing on equally rated key priority areas.
- Confirmation that the priorities and outcomes for the new grants programme would be able to be revised periodically as required as there may be a need to adapt to changes in funding and ways of working.
- It was recognised that the application process had been streamlined with a 'simplified' version for the small grants application. Ultimately, the application process for strategic grants would require a greater level of detail than those applying to the small grants but both processes would be predominantly online. Groups would make regular contact prior to submitting applications with officers from Community Development offering support, which would continue throughout the funding process.
- Acknowledgement that the officers' commitment, negotiation and support had been a continuing factor in the success the programme over its many years, building the engagement with the voluntary sector and outside organisations.
- Explanations were sought and obtained on the details regarding the funding pots and budget provision.
- Monitoring reports would continue to be a requirement (quarterly, annually and end of project) so as to ensure the grant was spent as intended, together with action in place if it was spent fraudulently.
- Confirmation was provided on the revised Countywide 'Community Advice and Support Service' (CASS) which would remain as a jointly commissioned service. This would provide for an information and advice service such as currently provided by Citizens Advice West Sussex to be delivered in Crawley. WSCC would lead the countywide procurement process.
- Confirmation was provided on the crowdfunding agreement, particularly as it was commented that crowdfunding may generate significant interest. Currently there was an expectation for an organisation to reach a threshold before funding was released and if that was not reached the organisation would be directed to the small grants scheme. It was recognised that other alternative (external) funding

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opportunities may be available for organisations. However, the council would still be looking to assist in signposting.

- Recognition that generally the feedback from the voluntary sector had been one of understanding with regards to the council's position. It was acknowledged there were many groups and organisations within the town and it would be useful for councillors to be aware of which groups were in receipt of funding within their wards.
- There was a need to ascertain the impact on various groups and also promote the grants scheme particularly through the community, through different media, other funding bodies and networking opportunities.

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. Cabinet Member Discussion with the Cabinet Member for Public Protection and Community Engagement

The Commission noted the update given by Councillor Jones and questioned him on a variety of issues relating to his [portfolio](#).

The following topics were discussed:

- Having recently returned to the position of Cabinet Member for Public Protection and Community Engagement it was welcoming to be back to celebrate the community spirit in Crawley.
- The portfolio covered a variety of services including most recently the unveiling of a war memorial at St Johns Church to the most recent Crawley Pride event in Goffs Park which was an extremely successful event.
- As part of Fostering Interest in Local Government it was queried if any events would be taking place as part of Local Democracy Week (11-17 October). It was confirmed that further discussions were currently underway.
- Acknowledgement that the OSC would receive its annual update on the Safer Crawley Partnership at its November meeting. Meetings with the Civil Military Partnership had recommenced following the easing of restrictions.
- Details were provided on the structure of the Nuisance and Anti-Social Behaviour Team and services provided in relation to ASB.
- It was noted it would be beneficial to have a representation on the amount of cybercrime occurring within the town, particularly for the Safer Crawley Partnership update.

RESOLVED

That the Overview and Scrutiny Commission thanked Councillor Jones for attending and for the informative discussion that had ensued.

6. Health and Adult Social Care Scrutiny Committee (HASC)

An update was provided from the most recent HASC meeting. Key items of discussion included:

A new system had been set up to monitor performance in the various sectors of WSCC's remit. Key areas of scrutiny for each portfolio included

- Will the new format enable effective scrutiny?
- Effective use of measures in place.
- Measures which are most critical to the committee's focus.
- Management of corporate risk.
- Identifying specific areas for action or response within the portfolio.

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- Issues requiring further scrutiny.

The report focussed on highlighting situations within the different portfolios that impacted on delivering the 4 Council priorities.

- Keeping people safe from vulnerable situations
- A sustainable and prosperous economy.
- Helping people and communities fulfil their potential.
- Making best use of resources.

The issue of tackling climate change underpinned all the work. The reports were the first under the new system. There were pressures on both the Adult Services Portfolio and the Public Health and Wellbeing Portfolio and in the coming months the key performance indicators would be considered to see how areas of influence within portfolios were performing and the reports would be published quarterly.

The substantive item from the agenda concerned a report from the Sussex Health and Care Partnership on Covid 19 recovery and restoration of health services for West Sussex residents. Major points included:

- Matters were challenging because of Covid 19 and continued to be so.
- There was evidence of good collaborative working – within the top 10 decil nationally.
- There had been greater elective response including liaison with private providers.
- Integrated services were being developed.
- There was no mention in the report of the role of patient groups in helping to drive services forward.

Operational Response to Covid 19

- 12-15 were being worked on.
- There was a need to separate dosage figures for care homes between residents and staff.

Restoration of Services

- There had been some problems with communicating the position regarding the restoration of services to people.
- Flu vaccine rates had improved on previous years.
- Access to GPs was still a problem – the situation had improved but there was still a lot to do. However, West Sussex was among the best countrywide.
- The default position should not be the emergency services.
- It was important that face to face GP referral improves.

Urgent Emergency Care

- Emergency care had remained open throughout the pandemic but great pressures remain particularly on Walk In Centres and Urgent Treatment Centres

Hospital Elective Treatment

- There was no mention of the Ambulance Service in the report.
- It was important that working with patient groups continued.
- There was a need to keep an eye on acute services.
- Any staff shortages needed to be addressed.

Cancer

- Referrals had increased
- Work was on-going concerning cancer prevention, diagnosis and treatment.

Mental Health

- Need for greater mental health support in schools.
- Expert advice was now going in.

Transformation of Mental Health Services

- Community mental health services were at the heart of the NHS long term plan – developing new and integrated models of primary and community health care.

Primary Care (GP Practices)

- Very high levels of demand
- GP practices never closed but worked in a different way.

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- All forms of appointment (face to face, telephone, online) were available.
- There has been a slow but steady increase in face to face referrals.

Winter Planning

- The plan was a dynamic document.
- Winter 2021-2022 likely to be very challenging.
- Work was taking place to build in lessons learned from winter 2020-2021.
- Resilience of GP care was paramount.
- The position of 12-15 year olds was being planned for.
- Booster jabs (third jabs) were coming soon.

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

The Commission confirmed the following reports:

OSC 22 November

Budget Strategy 2022/23 – 2026/27

Treasury Management Mid-Year Review 2021-2022

2021/2022 Budget Monitoring - Quarter 2

Crawley Economic Recovery Plan

Town Centre Regeneration Programme v3

Crawley Fusion Innovation Centre Scheme Business Case (Part B)

OSC 31 January

2022/2023 Budget and Council Tax

Treasury Management Strategy 2022-2023

2021/2022 Budget Monitoring - Quarter 3

The Chair requested a report to OSC on the major works currently being undertaken at Milton Mount flats, particularly in relation to the water pressure. The report should detail considerations, alternative options and resolutions.

Closure of Meeting

With the business of the Overview and Scrutiny Commission concluded, the Chair declared the meeting closed at 8.58 pm.

T G Belben (Chair)

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Crawley Borough Council

Report to Overview and Scrutiny Commission 1 November 2021

Staff sickness levels with Covid 19 and the effects of working from home update report.

Report of the Head of Legal, Governance and HR, *LDS/175*

1. Purpose

- 1.1 The purpose of the report is to provide members of the Commission with a progress update following the information provided at the meeting in June this year. The updates are in relation to the Council staff sickness levels, the impact of Covid-19 pandemic and the effects of homeworking and how the workforce is transitioning back into the workplace.

2. Recommendations

- 2.1 To the Overview and Scrutiny Commission:

That the Commission is requested to receive this report, note progress to date and acknowledge the ongoing approach.

3. Reasons for the Recommendations

- 3.1 Under the Scrutiny Procedure Rules, in March 2021 it was requested that a report be provided to the Overview and Scrutiny Commission on Council staff sickness levels during the Covid-19 pandemic and the effects of from homeworking.
- 3.2 The report presented to the Commission provided an overview of the situation and measures put in place for its workforce. At the Commission's request this report is by way of an update from June to early October and covers, staff sickness levels, the impact of Covid-19 pandemic, the effects of homeworking and how the workforce is transitioning back into the workplace.

4. Background

- 4.1 The report presented to the Commission provided an overview of the situation and measures put in place for its workforce.

5. Current situation

- 5.1 The national picture

National sickness levels have remained lower in general terms, some explanations are due to factors such as; the continued influence of government guidelines to carry on wearing face coverings and exercise social distancing where possible; although the government lockdown was lifted in July 2021 many organisations have continued to see large proportions of their workforce work from home therefore minimising possible spread; use of public transport has remained lower than pre pandemic again possibly attributing to less transmission; when working from home a view that

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less sickness is reported as people feel able to work through. These reasons together with people following the government's hygiene recommendations are factors believed to have contributed to less sickness absence than in previous years.

5.2 Impact on sickness of Crawley Borough Council employees

The Council has continued to record sickness for Covid in two categories one being those who could not work due to a requirement to self-isolate as they may have been in contact with someone who tested Covid positive or someone displaying Covid symptoms. Due to the nature of their job role meant they could not work from home. The second category was staff that had tested positive for Covid or were too ill to work from home due to their symptoms. We have seen two cases of long Covid.

5.3 Other reasons for sickness relate to mental health and musculoskeletal (not back related) issues. These figures are lower than previous years.

5.4 The Council has also seen a continued reduction in sickness absence which aligns with the national picture. A number of other local authorities in our area report similar downward trends in absence cases.

5.5 The Council has put in place a winter flu vaccination programme and take up has increased on previous years. The programme is underway with a number of staff reporting they have successfully had their vaccination.

5.6 Support to our workforce

Interaction with members of the public has remained to be managed through an appointment basis, increased Microsoft Team meetings and where visitors are seen face to face they are asked to wear face coverings and comply with social distancing and hand hygiene guidelines.

5.7 The Council's offer of support to staff has been made through the learning and development programme. The support outlined in the report in [June](#) remains. Part of the offer with further workshops for all colleagues have been delivered by Microsoft Teams and CBC Learning Channel on subjects such as:

- Getting through anxiety
- Compassionate conversations
- Personal safety when lone working
- Aspiring / New People Manager Programme

5.8 For people managers, current and aspiring managers the Council has on offer the sessions outlined in the June report along with the following workshops for;

- The essential skills of conducting an effective interview
- How to support the team through anxiety
- Coaching conversations for managers
- Challenging conversations for managers

5.9 A wide range of offers are made through the Council's Wellbeing Team and they have delivered:

- Friday aerobics sessions carried out via Microsoft teams, 45 in total
- Weekly videos, via Microsoft teams and available on the wellbeing channel

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- 5.10 Going forward the wellbeing offer will include:
- Lunchtime 'Relaxation/Mindfulness Session' on a regular basis for staff to drop in as they wish
 - Over 40 NHS Heart Health Check' provision in be reintroduced.
- 5.11 As is widely known more people through the pandemic and coming out of the pandemic have suffered from the impacts around mental health. As the Commission has previously been advised the Council had seen an increase from its workforce taking up the counselling service and this remains the case. Some attributed to family stress, caring responsibilities, loss of person close to them and relationship breakdowns. To support staff manage external pressures they may encounter a project has begun to determine whether or not our clients and residents approach to our workforce has been affected by their own mental health and perhaps showing in an increase of greater degrees of unpleasantness or mistreatment of our workforce. Although the Council is not seeing an increase in verbal or physical abuse, which is reportable, initial feedback suggests client's tolerance levels have been impacted and they are displaying varying behaviours of impatience, intolerance and some are challenging. This is a piece of work in progress and when complete the Council will be in a better position to consider what interventions it might be able to offer.
- 5.12 A project is currently being undertaken to review employment policies and procedures, we are currently looking at is introducing a policy to support those with caring responsibility.
- 5.13 Employee surveys have been carried out and CMT has found these surveys a really useful way of tracking and monitoring how staff are feeling over an extended period of time.
- 5.14 The results continue to be very positive but one area which has seen a downward trend is that staff are finding workload levels more challenging.
- 5.15 The Council will be looking at ways that it can resolve this to help staff manage their workloads and time better. An action plan is being developed and ask that managers discuss workload issues with their teams.
- 5.16 The Council continues to carry providing ongoing support to its workforce and to continue to encourage colleagues to take up the opportunities presented to them. Whilst there is responsibility on the Council (as employer) to ensure it exercises its duty of care to staff it is also for staff to take responsibility for themselves, take advantage of the support and reach out when they are struggling. The legacy of the Covid pandemic will remain with us for a long time to come.

6. Implications of the return to the office environment

- 6.1 At the time of the OSC in June the government had not confirmed the 19 July 2021 would be the date to return to the workplace, stage 4 of the government's roadmap and the Delta variant was upon us. The Chief Executive in consultation with other members of CMT and Unison, agreed to ask staff to return to the office from 6 September 2021 and to use the period between July and September as a transitional time. In making this decision consideration was given to the impact upon reduced child care as the council knew that during the school summer holiday period (July - September) a number of non-term time providers were not planning on re-opening. Additionally travel by public transport was to remain operating on a restricted service which may have endured stresses on staff trying to get to and from work.

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- 6.2 For the duration of the transitional period the time was used to encourage staff who had primarily been working from home to begin to return to the office environment and see the safe working practices for themselves and experience the Covid safe environment that had been created. The council recognised some staff may be fearful and have a reluctance to return to the workplace so it was important to ease staff back.
- 6.3 For those who may have been apprehensive about returning the transitional period gave them the opportunity to return and for staff to experience for themselves the Covid safe measures in place including an enhanced cleaning regime, directional signposting to ensure no pinch points in passing in corridors and staircases. The council recognised some staff may be fearful and have a reluctance to return to the workplace so it was important to ease staff back. It also gave sufficient time for managers to work with their teams to arrange office presence on a rota basis to manage numbers to ensure social distancing could be maintained. Staff were encouraged to pop into the office for a day, or half day, or a few hours to familiarise themselves with the work set up in advance of the return.
- 6.4 From September staff were asked to have a presence in the office two days per week if full time and one day a week for part time staff.

7. Impacts to the externally focused workforce

- 7.1 The external workforce have continued to carry out their roles. Adhering to specific risk assessments and guidance appropriate to their own work areas which included outside in public areas, in depots and in work vehicles. This extended to working in bubbles, having separate rest rooms and working in vehicles with people they knew.

8. Next steps for the Council

- Complete the Action Plan to support the staff survey results. And continue with employee engagement through established channels
- Continue to provide learning and development and support workshops appropriately to meet the needs of both employees and service delivery
- Actively encourage and support those who are, or who may face challenges with their mental health by suggesting the various offers in place or highlighting external agencies for them to draw upon
- Carry on providing a range of wellbeing initiatives to suit the requirements of the workforce

9. Background Papers.

[Report LDS/166 - Staff Sickness Levels with Covid 19 and the Effects of Working From Home – OSC 7 June 2021.](#)

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Crawley Borough Council

Report to Overview and Scrutiny Commission 01 November 2021

Review of Transformation Plan

Report of the *Deputy Chief Executive* – *DCE/09*

1. Purpose

- 1.1. The Transformation Plan was revised in 2020, following a report to OSC in November 2020 - [DCE/06](#), with six 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 and Q&A sessions, Team Brief, via the intranet and at the annual update to the Overview and Scrutiny Commission (OSC).
- 1.2. This report provides an update to the OSC. Some activities have been delivered sufficiently that any remaining activities are incorporated into service plans as business as usual, as outlined in the Review Report, which is attached as Appendix A.
- 1.3. The existing Transformation Plan is attached as Appendix B.

2. Recommendations

- 2.1. To the Overview and Scrutiny Commission:

That the Commission considers and notes the Review Report (Appendix A).

3. Reasons for the Recommendations

- 3.1.1 The Review Report (Appendix A) provides a mechanism to record and recognise the significant progress made against the current plan and provides a clear mandate for Officers to focus on the remaining activities during the next 12 months.

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 become business as usual.
- 4.2. The current Transformation Plan by its own nature continues to evolve to ensure it responds to the challenges facing the Council and a new iteration will be prepared during 2022 onwards and will be presented to OSC in due course.

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5. The Key Themes

5.1. As the Council reflects on the last year, it has once again demonstrated agility and resilience in a highly challenging context. In doing so it has continued to deliver services, met new demand within our community, and delivered a range of improvements to how we work, all within a challenging financial position.

5.2 Channel Shift

The closure of the Town Hall due to the pandemic created an increased demand for online services. Key enabling projects to update the Council's infrastructure have ensured services can be accessed using digital formats. This was most evident to support the array of government grant applications and the ability to adapt to constantly changing legislative requirements for local government. As the Council's customers use and become confident in these digital channels for simple, transactional and information driven activities, resources will be released to support those with more complex and individual needs. If this preference is to be maintained, online services need to offer the same, if not better, experience for customers as interacting over the phone or in person.

5.3 New Ways of Working

Lockdown has been transformative; teams have been able to support customers and deliver services remotely with the roll out of new technology such as MS Teams and this has also driven reduced printing and postage whilst the Town Hall has been closed. The migration of systems to the Cloud is a catalyst enabling a raft of service led system improvements that will deliver greater efficiencies and improved customer access in the coming year. The learning from the last year and the new practices created will carry into the new Town Hall, not as new concepts but as embedded ways of working.

5.3 People Strategy

The Council works hard to create a supportive culture and recognise that by listening to its staff it can achieve far better results by doing things "with" them rather than "to" them. There is a need for the workforce to continually adapt and change, and our plans outline actions to support, develop and upskill staff, creating the flexibility and resilience needed to embrace new opportunities and drive transformation from within.

5.4 Service Redesign

Key thematic reviews of differing size and scope were identified, taking a holistic approach to delivering services and creating efficiencies which ultimately improve outcomes. These redesigns are targeted rather than wholesale, but nonetheless will put foundations in place to enable future improvements to take place.

5.5 Commercialisation (PIPES model)

The Medium Term Financial Strategy (MTFS) sets out the challenging financial context facing the Council in the coming years. Whilst there is much uncertainty the Council will nonetheless be faced with more difficult decisions around future service provision. Having a more commercial mindset opens up opportunities to help the Council better manage these challenges and minimise the need for future reductions in services. This theme focuses on developing new ideas, new income streams, greater efficiencies and savings to ensure the continued provision of high quality and sustainable frontline services.

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5.6 **Assets**

Within the Council's current estate there are a range of land and spaces subject to varying levels of use. Several of these offer opportunities for the Council in terms of disposal, development or repurposing. Initially work has focused on Metcalf Way depot and the relocation of its staff and services, thereby freeing up the site for alternative use.

6. **Next Steps**

- 6.1. Work is already underway to deliver the remaining activities with progress monitored at regular intervals at the appropriate governance board.
- 6.2. The Transformation Board will provide a further Review Report to OSC in 2022 including the outline for a new plan once it is developed.

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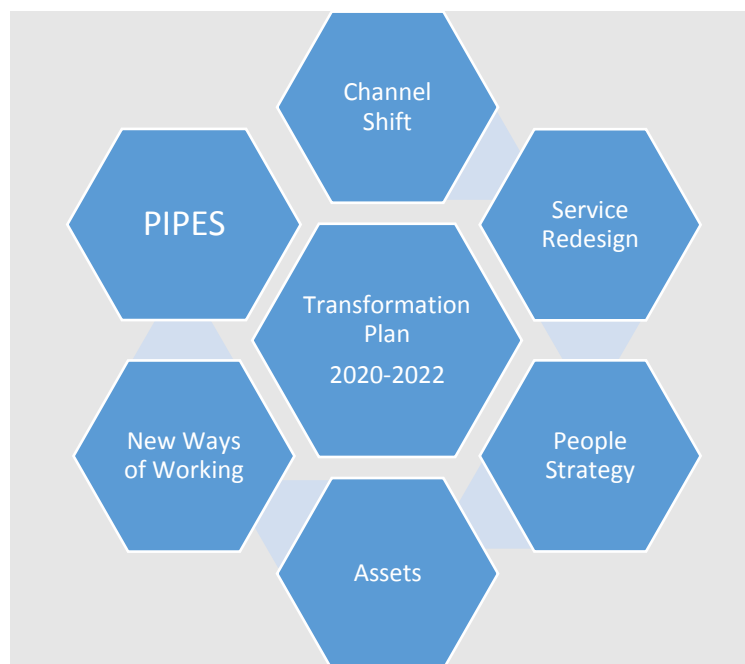
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TRANSFORMATION PLAN – REVIEW NOVEMBER 2021

Introduction:

The Transformation Plan was re-launched in 2017 and revised in 2020 following a report to OSC, to streamline work to six key themes to deliver against the corporate priorities. These were:

- Channel Shift - We aim to deliver modern, digital customer services that provide easy access and value for money whilst placing our customers at the heart of everything we do.
- New Ways of Working - Encouraging greater flexibility and efficiencies in how the work is delivered.
- Service Redesign - Providing services that are redesigned from the customer or user perspective, streamlining processes and delivering savings.
- People Strategy – As we continue to transform we need to ensure our staff are at the heart of this change by reviewing our working relationship and our policies.
- Commercialisation & Income Generation - Creating a culture of commercialisation and embedding the principles of PIPES.
- Asset Review - To ensure that the Council’s land and property assets are utilised in the most efficient and effective way.



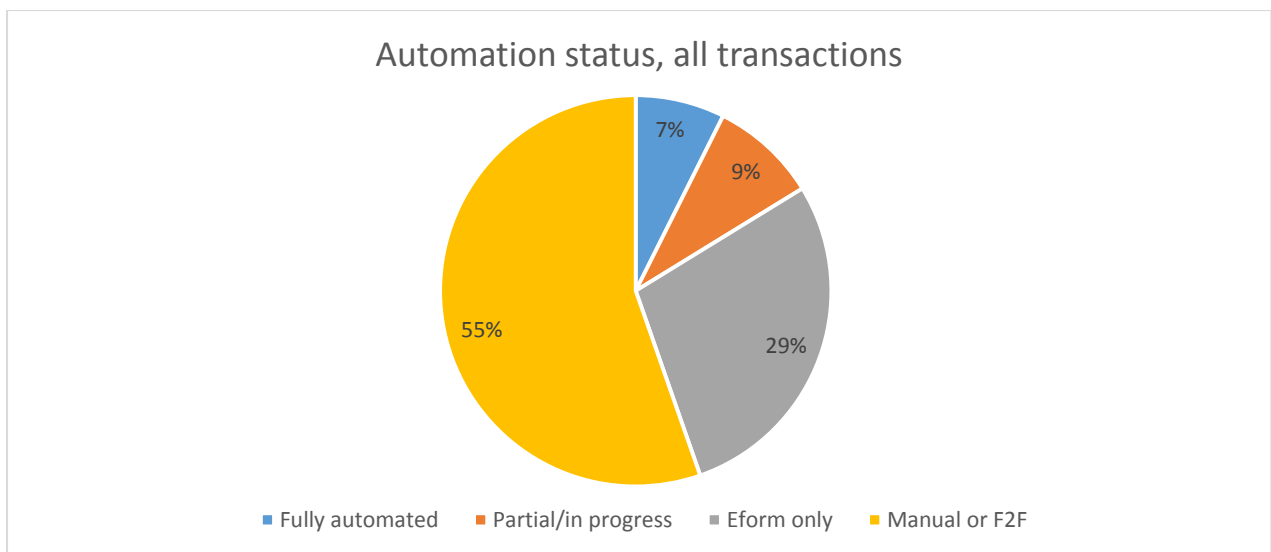
The last twelve months has seen the Council divert resources to supporting residents and the wider community through the pandemic whilst still offering our core services. As restrictions eased our focus has shifted to recovery plans and building a new future for the Town.

That said progress has been made against many of the Transformation Plan themes. This review provides an update and sets out the recommended way forward in preparation for informing the next iteration of the plan beyond 2022.

CHANNEL SHIFT CMT Sponsor – Head of Digital & Transformation Accountable to: Transformation Board		On Track
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Projects that provide information or allow customers to complete tasks online quickly and easily will support our overall aim to shift these types of transactions and improve the customer experience, and will equally release capacity in teams to deal with more complex enquires or support customers who need a more individual form of service. The channel shift group continue to work with services to identify transactions that would benefit from being digital to switch off inefficient processes.

Number of identified transactions/forms so far: 272



The project has to date:

Action	Status
Promoted increased use and sign ups to myCrawley.	Registrations to myCrawley continue to grow steadily with peaks of activity during holidays. Total myCrawley accounts at end of July 2021 – 28,781
Created online access for grants applications	During the pandemic the Council developed online forms for a raft of government grant applications, often at very short notice, which resulted in 2,280 applications and £19m payments being made.
Book & Pay options online	Managing numbers and bookings for venues such as Tilgate Nature Centre to ensure effective social distancing could be maintained with 7,400 bookings taken. A further programme of book and pay options for other services are currently in development.
Online appointments for customers to the Town Hall	Customers have responded positively where there has been restricted access to the building. To enable customers to book online for key services a new appointment system went live in October so the Council can best manage demand safely and improve the customer experience.

Developments to improve processes for key services.	<p>A number of projects are in development including:</p> <ul style="list-style-type: none"> • Council Tax electronic billing • Waste & Recycling service integrations • Creation of Housing Customer portal • New online process for grant applications • New 'Report a Problem' form and worklist
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The actions that remain, as set out in the last Transformation Plan, are:

Action	Description/Status	Timetable
AI & Chat bots	To establish whether these may be suitable for simple transactions and to support simple form filling. These are being explored as a part of our options to shift demand away from the contact centre to provide capacity within the team.	TBC
Implementation of online system for Housing Benefits.	The project has been scoped and work underway to map our requirements prior to going out to tender for a system solution.	Summer 22
Corporate process improvements for: <ul style="list-style-type: none"> • Complaints • FOI & SAR • Payroll payments • Recruitment interviews 	Work has already begun to establish the requirements to introduce improvements to corporate processes where the benefits may be more focused on our internal procedures than the customer experience and will bring about efficiencies in how we work.	Ongoing
Programme to reduce demand to the Contact Centre online	The Contact Centre regularly reports on the activities which represent high levels of demand and those as a result of fragmented or paper based internal processes. The aim is to reduce these to create capacity across the organisation to focus on other tasks or assist those customers requiring greater assistance	Ongoing

Conclusions & Recommendations

The closure of the Town Hall for customers accelerated demand for online services, with customers needing ways to access services easily; we have a longer term aim of shifting behaviour, where possible, from face to face to phone or online. A review of the Council's processes identified over 270 forms in varying degrees of integration which will need to be improved. In order to effectively prioritise projects a Channel Shift Working Group has been created and a clear process implemented to bring forward work, assessing against customer impact, volumes, efficiency and ability to generate income. There will however always be a place for face to face contacts for those customers who have more complex requirements or need greater support and channel shift will create capacity in teams to deliver these services.

<p>NEW WAYS OF WORKING CMT Sponsor – Deputy Chief Executive & Head of Digital & Transformation Accountable to: Transformation Board</p>		<p>On Track</p>
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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. Whilst the new Town Hall is no longer considered the catalyst for change there are a number of interdependencies within the Transformation Plan to the finalised design, mobilisation and decommission of the current building.

The project has to date:

Action	Status
<p>Cloud: The Cloud Strategy was approved in November 2020 to migrate our infrastructure and applications to the Azure public cloud by the end of 2021 providing a more secure way of managing our systems with full disaster recovery.</p>	<p>Project on track to be completed by end of December 2021.</p>
<p>Unified Communication: This project was key to enabling the workforce to operate remotely by removing the need for landline desk phones integrating telephone contacts and our call centre function into the hybrid devices.</p>	<p>Completed Feb 2021</p>
<p>New Mobile phone: To re-procure the mobile phone contract and to then replace any ageing corporate phones to enable access to Intune (to access CBC emails, Teams and some other applications).</p>	<p>Mobile phone contract - completed Sept 2020 Corporate handsets – completed Sept 2021</p>
<p>W10 upgrade: Roll out a Windows 10 new build to hybrid devices.</p>	<p>Completed Aug 2021</p>
<p>Service led system upgrades:</p> <ul style="list-style-type: none"> • Housing Management - new • Homelessness - new • Income Management - new • Legal Case Management - new • Asset Management - new • Income Management System - upgrade 	<p>Project on track to complete Aug 2022 Project on track to complete Nov 2021 Project on track to complete Mar 2022 Project on track to complete Dec 2021 Project on track to complete Jan 2022 Project on track to complete Feb 2022</p>
<p>Information Management Project. To implement an electronic data management system to replace historic paper files, enable file sharing software and automate retention policies.</p>	<p>Project partners appointed via procurement with the project on track to complete Apr 2022.</p>

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

Action	Description/Status	Timetable
Mobile working phase 3	Scope agreed. Approval for a Project Manager to take forward this work. Recruitment starts Sept 21.	Starts Oct / Nov 21
Intranet development phase 2	The intranet is continually updated and there is no plan for a major phase of work at the moment.	Review inclusion
Digitise historic data into the new electronic data management system and effective disposal.	Linked to the Information Management Project this will include the digital scanning of of historic paper, microfiche and photos.	Spring 22
Manage team storage requirements for mobilisation to the new Town Hall.	Linked to above. In addition to the disposal of paper files, storage requirements will be rationalised to meet the proposed building layouts, current furniture disposal and explore options to change processes.	Summer 22
Scanning bureau	To handle paper and correspondence so that it can be received digitally so it is compliant with our Information Management protocols.	Spring 22
Customer self-service and touch screen.	Providing a space for those customers who need to visit the new Town Hall to enable self-serve options. A system already exists and is in use, however a much more comprehensive solution will be reviewed after moving into the new Town Hall and much of this will be dependent on Channel Shift automations and integrations.	Summer 22
Hybrid meetings	Maximise the use of new audio visual equipment for virtual meetings to increase collaboration and reduce the need for business travel.	Summer 22
Space booking system	The business case for this is not proven at the moment and the return to work in the town hall (Autumn 21) will expose any need for desk booking systems.	Review Winter 21

Conclusions & Recommendations

Improvements to the Council's IT Infrastructure during the last twelve months enabled services to continue to operate remotely using hybrid devices with continued roll out of MS Teams functionality. The Council has now begun work to establish the requirements for our mobile workers and support future changes in frontline community-based working.

Equally the successful changes to service delivery over the last year need to be embedded so the organisation continues to trial and implement a more agile approach to working.

PEOPLE BOARD CMT Sponsors – Deputy Chief Executive & Head of Housing Strategic Services Accountable to: Transformation Board		Some progress
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The Council has responded to significant operational changes in the past year and demonstrated its commitment to our Values and Behaviours. It has however highlighted a need to review the employment relationship and associated policies to make sure we continue to attract and retain the highest calibre of staff as we embed this new reality of working.

Progress against the plan is as follows:

Action	Status
Creation of People Board with staff and Unison representation to provide governance to drive forward improvements.	Completed Regular meetings are now scheduled.
Devising a revised Plan, Do, Review scheme	Designed and currently being tested ahead of sign off and roll out
Display Screen Equipment training replaced to ensure staff have safe and healthy workspaces both in the office and at home.	Interim video products designed ahead of sign off. Risk assessment system to be procured.
Completed a review of People Policies including; <ul style="list-style-type: none"> • Work and Family Guidance • Grievance • Probation 	Completed Completed Completed

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 with flexible training and development opportunities to develop talent at all levels	Scope to be agreed. Linked to Plan, Do, Review scheme	Spring 2022
Refresh recruitment pages to include reference to values & behaviours, benefits to attract and retain the best candidates.	Revise content include video welcome	Spring 2022
Develop recruitment, retention and succession strategies that secure the talent the Council needs into the future		CMT discussion in progress
Complete the review of key People Policies: <ul style="list-style-type: none"> • Capability 		Spring 2022

<ul style="list-style-type: none"> • Absence Management • Disciplinary • Change Management • Code of Conduct • Fairness at Work 	Resources have been identified to undertake a review incorporating feedback from staff and the People Board.	
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.	TBC
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 21-22

Conclusions & Recommendations

The previous review identified that significant work had been made embedding the Values & Behaviours across the council. It was therefore agreed in moving forward to look at how to reframe the working relationship and culture going forward to ensure our people and policies are flexible and adaptable to the changing nature of work.

<p>SERVICE REDESIGN</p> <p>CMT Sponsor – Deputy Chief Executive</p> <p>Accountable to: Transformation Board</p>		On Track
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The 2020 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.	Significant work has been completed to understand the requirements for services offering Out of Hours working and consolidate to offer a scheme that is fit for purpose for business critical services. A proposal for change is currently being discussed.	TBC
Essential user consultation	A review of the current scheme by staff representatives to ensure the new version reflects changes to how we work and our commitment to climate change through the Council’s Travel Plan. A proposal is currently being discussed.	TBC

Agenda Item 7 Appendix a

Appendix A

<p>Review of Corporate Support Functions to understand role, function, capacity and design.</p>	<p>An initial review was undertaken at the end of 2020 and with the appointment of the Head of Service a new structure is being implemented following staff consultation bringing together core functions with a focus on Legal, Governance and HR.</p>	<p>Ongoing</p>
<p>A new approach to community engagement and wellbeing (including community development, arts, grants, play service and wellbeing)</p>	<p>A new structure has been implemented to refocus activities and target prevention and early intervention. This has included a review of services that have been operating in traditional ways to now encourage more cross working both internally and with strategic partners, and working with thematic focus based on the emerging needs of the town, with evidence of outcomes. The review additionally incorporated a further phase of changes agreed via the budget review process for Community Grants and the Play Service. Phase 2 of the programme is underway.</p>	<p>Phase 1 Complete</p> <p>Phase 2 underway, to be completed March 2022</p>
<p>Patch Working:</p>	<p>The Systems Thinking review in 2015 implemented five neighbourhood based patches. The service has continued to monitor efficiency and customer satisfaction and following staff consultation revised the structure to three residential and one commercial patches in June 2021. A team dedicated to the management and development of the town's portfolio of parks and open spaces has also been created.</p>	<p>Complete</p> <p>The next stage will include the relocation of the depot as part of the Asset Review</p>
<p>Review of Enforcement building on learning from 2019:</p>	<p>A new structure has been created bringing regulatory, prevention and enforcement services together that contribute to the health, wellbeing and safety of the community, to build greater resilience and remove silo working. These services include Environmental Health, Licensing, Parking Services, Community Wardens and Community Safety. Phase 2 of the programme will commence early 2022 once the Public Protection & Enforcement Manager has been appointed.</p>	<p>Phase 1 complete</p> <p>Phase 2 to commence Jan 2022</p>
<p>Review of Build Environment:</p>	<p>This review has brought together project management resources from different divisions and will provide</p>	<p>Complete</p>

	greater resilience and consistency of approach in delivery of the Council's Capital Programme.	
Access Crawley Review to look a demand across services to consider how best to support people going through changes in circumstances and those with more complex needs.	A team of staff representing a range of services regularly meet to review complex individual cases to establish how to resolve issues, future learning and potential process changes. Additional work looking at simple transactional activities is linked to Channel Shift and creating capacity in the Contact Centre.	Ongoing

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

Action	Description/Status	Timetable
Contact Centre Demand Review to understanding demand, with a view to identifying failure demand, increasing channel shift and maximising impact using available resources.	Linked to work within Channel Shift and New Ways of Working.	Ongoing

Conclusions & Recommendations

A number of reviews have been completed to ensure services are better able to meet corporate priorities and deliver savings agreed in the medium term financial strategy.

COMMERCIALISATION CMT Sponsor – Chief Executive Accountable to CMT		On Track
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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. The council adopted PIPES as the Council's core principles – Profit, Income, Productivity, Efficiency and Savings and provided training for staff across the authority. Work initially focussed on identifying a range of options through budget savings, ideas brought forward from staff suggestions and reviewing fees and charges.

Progress so far:

Action	Status
Implement a Pricing Strategy	Approved by Cabinet Feb 2021
Provide an all Member Seminar outlining the PIPES principles and journey so far.	Delivered July 2021 attended by 22 Members with the presentation shared via Councillors' Information Bulletin.
Review the Council's corporate debt recovery policy, process and procedure to maximise recovery	Due for completion Winter 21
Review all discretionary fees and charges to maximise recovery.	<p>A line by line approach to all fees and charges has been agreed and is underway with proposals to be agreed for;</p> <ul style="list-style-type: none"> • Bulky Waste Collections revised prices • Allotments revised scheme • Pest Control revised prices
New ways to market council services	A review of our current design and content to better market our services to maximise opportunities for income.
Review payment methods to nudge behaviour, incentivise and channel shift where appropriate for example; Commercial property rental income discourage cash and cheques.	Cheques payments are no longer being accepted. Cash payments using the self pay kiosk have significantly reduced .
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.	Cabinet approval has been secured to proceed with a modular development subject to identifying a suitable site / sites. An offer has been accepted on a property formerly in use as an HMO and conveyancing is progressing. A further procurement opportunity is being explored and Government grant funding has been secured towards acquisition costs. Due Autumn 2021
<p>To encourage all service areas to generate revenue that can be re-invested in council services taking into account the Council's principles of commercial management (yet to be developed) ensuring the right balance between commercial activity and open access for example;</p> <ul style="list-style-type: none"> • Continue to deliver our income maximisation five year plan at Tilgate Park 	<p>Tilgate Nature Centre visitor numbers reduced by 50% during the periods of lockdown however a previous decision to increase entry fees meant they took a comparable level of income.</p> <p>Trials of food and coffee concessions at Tilgate and Worth Park have brought in additional income and demonstrated the value in permanent venues going forward.</p> <p>MiPermit (parking app) will go live at Tilgate Park alongside an increase in parking charges.</p>
<p>Weddings at Tilgate</p> <p>Maximising the wider park facilities and activities as "more than just a venue"</p>	Working with Empirical Events the Park will host three wedding shows a year and by the end of October 2021 will have hosted nine weddings which are receiving very positive reviews.

Develop opportunities to secure more grant funding.	Underway as part of wider review of Communities and Strategic Partnerships Winter 2021
Bright Ideas scheme	<p>The staff suggestion scheme has generated over 180 ideas. These have been categorised to evaluate;</p> <ul style="list-style-type: none"> • Already underway by relevant service • Unable to proceed (cost or type of activity) • Quick win to be implemented • Larger plan requiring investment / business case
Crawley Homes scrap metal sold to local dealer	Generated additional monthly income which is being reinvested to supporting our vulnerable tenants with gardening assistance.
<p>Reduction in printing and postage:</p> <p>Postage 2019/20 - £209k to 2020/21 - £119k</p> <p>External printing 2019/20 – 160k to 2020/21 - £53k</p> <p>Photocopying 2019/20 - £25k to 2020/21 - £8k</p>	A significant reduction in costs for printing and postage has been achieved whilst operating remotely and being paperless.

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

Action	Description/Status	Timetable
Option for conference and training facilities at the new Town Hall	The new building will provide high grade function space which could be made available for our commercial tenants or other local businesses in addition to Council and community use. An options paper is being drafted for consideration.	Summer 22
Review of Community Centre fees	Part of the wider review of Fees and Charges to best utilise the buildings to evaluate options to increase income.	Winter 21
Review of Garage fees	Fees were last reviewed in April 2021 following the move from HRA to General Fund. A further review will be undertaken in preparation for 2022 fees.	Winter 21
Review of car park charging and marketing	Car Park income has been significantly affected during lockdown and plans are underway to consider different permit types and charges for residents as there is less reliance for business permits.	Winter 21

Conclusions & Recommendations

Following approval for a one year fixed term Income & Commercialisation post a resources has been dedicated to providing support and assistance to services on a range of projects and reviews meeting the PIPES principles. The activities require both an inward challenge to modernise how we deliver existing services as well as looking outside as a means to develop new investment opportunities.

A number of examples have already come forward including work to review fees and charges, maximising opportunities from within the Council’s estate such as parks and open spaces alongside initiatives to be more efficient in the way we work resulting in reduced costs or resources being made available to focus on delivering other services.

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

<p>ASSET REVIEW CMT Sponsor – Head of Economy & Planning Accountable to the Transformation Board</p>		<p>Some progress</p>
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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.

Progress is as follows:

Action	Status
Investigation options for a dispersed model for Patch Working Teams	Work is underway to identify potential relocation sites for Biffa, vehicle workshop and Patch Teams to release Metcalf Way depot.
Maximising income from the use of our assets	Ongoing
Implementing recommendations from the Neighbourhood Parade review	A review of processes has been undertaken to simplify terms of our lease and guiding potential tenants towards other assistance such as West Sussex Retail Hub programme.
Marketing commercial office space for the Create Building.	Stiles Harold Williams have been appointed as the commercial letting agent for the new Town Hall space. The marketing of premises is underway which have resulted in a number of enquiries.

Conclusions & Recommendations

Work has initially been focused on an assessment to relocate Metcalf Way depot and improve the IT and infrastructure requirements to the other patch team bases which are significant projects in their own right. The Council will continue to investigate and evaluate options to best use our assets especially where land and building prices have been significantly impacted over the past year.

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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.

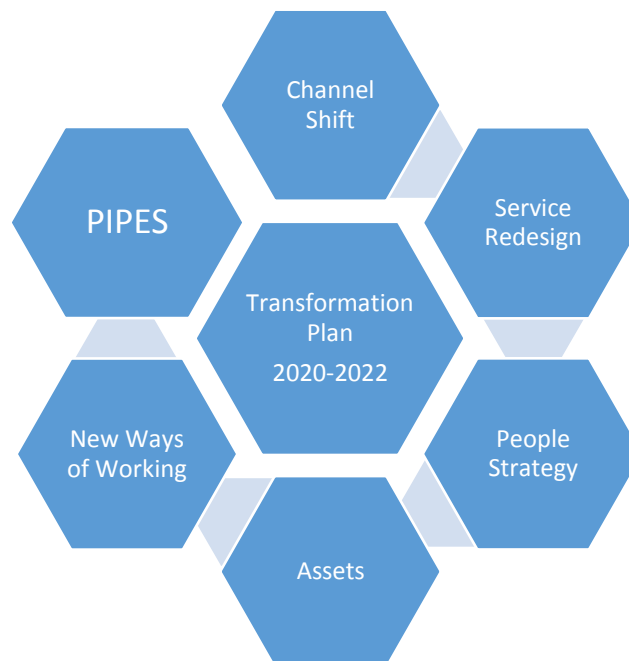
The financial impact of Covid has required the development of new approaches to budget and efficiency savings. A combination of the use of reserve, efficiencies and temporary divisional savings is on track to address the in-year savings needed. Permanent savings are also required over the next three 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

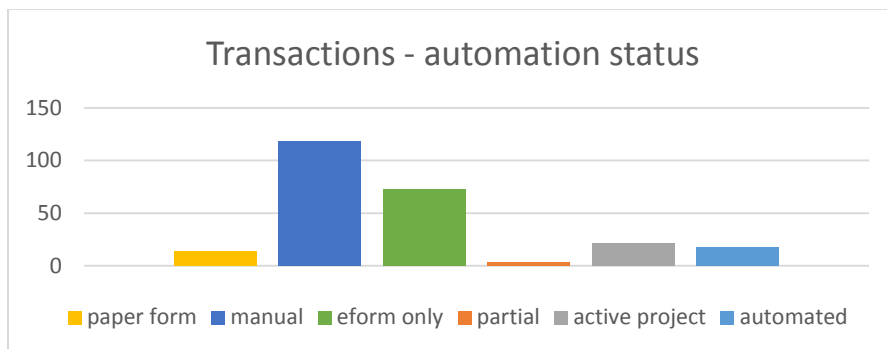
From the above analysis, the emerging themes are:



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:

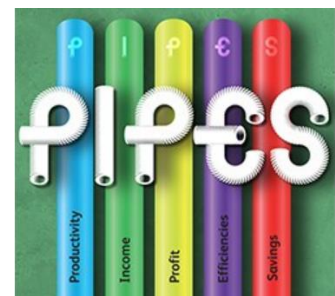
- **Community development and wellbeing**
A core plank of our Covid recovery this review asks how do we best support residents (adults and children) to live well together, to be well, and ensure targeted support for those who are vulnerable within the resources that we (and our partners) have available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

Agenda Item 8

Crawley Borough Council

Report to Overview and Scrutiny Commission 1 November 2021

Major Works at Milton Mount Flats

Report of the Deputy Chief Executive, DCE/10

1. Introduction & Purpose

1.1 Under Scrutiny Procedure Rules in the Constitution, the Overview & Scrutiny Commission has requested for a review of the Major Works at Milton Mount Flats following a request by the Chair Councillor Tina Belben. The focus of the request was specific to the mains cold water replacement as part of a wider programme of works to Milton Mount flats. The request sought reassurance and evidence that:

- The building mains pressure from the mains water supplier (Southern Water) had not dropped over the last five years so that pressure related issues were solely down to the buildings existing pipework. It was requested that this should be corroborated by Southern Water in evidence of past/present pressure rates, and their attendance at Overview and Scrutiny Commission was also requested.
- There a need for the replacement of the building's mains cold water supply, are the costs reasonable, and have Leaseholders alternatives been properly considered using a cheaper solution.

1.2 This report addresses these requests and provides members of the Commission with an overview on the rationale in proposing the replacement of the mains cold water services to Milton Mount. This is inclusive of the consultation process with Southern Water, and Mechanical Consultants, to realise a proposal that meets statutory requirements and is considered as industry best practice, respectively. Unfortunately, it has not been possible to secure the attendance of Southern Water at the meeting.

2. Scope

2.1 The Section 20 process of consultation with leaseholders has come to an end and the works discussed in this report are being commissioned. Whilst this report does not therefore form any part of the decision-making process, this review presents a welcome opportunity to retrospectively explore this case and reflect on the challenges of undertaking major works in blocks containing both the Council's tenants, but also leaseholders.

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3. Background & Timeline

- 3.1 Crawley Borough Council is the Freeholder of 1A – 718 Milton Mount, a block of 146 flats with the tenure type being roughly half Crawley Homes' tenants and half private leasehold ownership. Constructed in 1973 the block is set over nine stories and comprises of brick and block cavity walls, with a reinforced concrete separation between floors and flat roof.
- 3.2 In 2017 Crawley Homes began preparing for a major works programme at Milton Mount and had begun consultation with residents on the proposed scope and impact of the works. The replacement of the mains cold water services was not included in that original programme, but reports then emerged from residents and operatives about extremely low pressures being experienced in the building and it became apparent that the replacement of the cold water mains was considered a requirement. Consequently, the works programme was put on hold. In August 2020 this issue was exacerbated by a number of burst mains pipes in the local area which resulted in no mains water on the top floor of Milton Mount.
- 3.3 Crawley Homes engaged Pinnacle in March 2018 to develop a solution, however Southern Water Developer Services rejected all proposed designs for the least possible intrusive solutions. Finally, in October 2019 agreement was secured for a proposed external supply solution with the full design approved in February 2020. A Planning Application was submitted in [June 2020](#) with approval being granted in [November 2020](#). In 2021 a programme of Major Works that now included the replacement of the cold water mains was finalised and submitted to Leaseholders for statutory consultation.

4. Mains Water Supply

- 4.1 The first reported issues with the mains cold water pressure were in late 2017, conveyed at a leaseholders meeting. In 2018 further reports of extremely poor water pressure to various flats within the block were received. Following an initial investigation of the pipework an issue was found with the existing cold water rising main supply serving several flats. A specialist consultant, Pinnacle, were engaged to investigate. Their report found the existing pipework to be severely restricted causing a reduction in the water pressure and reducing the amount of water flowing through the pipes. This resulted in poor water pressure throughout the block, especially flats on the high floor levels.
- 4.2 The report recommended replacement the existing cold water services with a new system with the inclusion of a pumping station to provide sufficient pressure. Due to the design of the existing building and the location of the cold water supplies (being located in a very restrictive service duct within the centre of each flat), the design proposed the new water supplies should be delivered by two external risers which would enter the building at each floor level.
- 4.3 The council's proposal to Southern Water was to install 18 cold water mains risers, supplied by a ring main below ground, external to the block, mirroring the SGN replacement gas risers. The supply to each floor would then 'tee off' to service each

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flat, directly into the kitchen. This proposal was considered to be the least impactful way to replace the mains water supply, and also the least costly option.

- 4.4 On 7 August 2018 Southern Water Developer Services informed the council that this proposal was deemed as unacceptable as it would result in internal metering which does not adhere to their requirements. Following further correspondence Southern Water confirmed on 28 September 2018 that their policy is that no external water risers can be allowed on the building.
- 4.5 Due to Southern Water's insistence that external metering must be provided for a new mains cold water connection, further work was undertaken with Pinnacle to develop an alternative design. This subsequent proposal was to run two large external risers to 'tee off' and enter the building at each floor and then to run reduced pipework internally to 'tee off' into each flat. This allowed for external individual metering of each flat.
- 4.6 This proposal met all other design requirements, and was considered best industry practice by Pinnacle. This design was deemed acceptable by Southern Water, and has been adopted within the agreed major works programme. This design is however more intrusive and costly, and has a wider impact on the building, including the replacement of windows located within the lift foyer areas, as this is where the new cold water services will enter the building.

5. Southern Water

- 5.1 Southern Water were invited to contribute to this report and attend the meeting of the OSC, however they did not respond to the Council's request.
- 5.2 During communication with Pinnacle the following response to leaseholder queries that emerged during the consultation was provided, relating to the minimum pressure that water companies must provide:

'Water companies are only legally required (statutory service standard level) to provide a water pressure of 1bar to the site. Sites may benefit from a higher pressure but this is not guaranteed and as experienced in 2020 a leak or leaks in the area left Milton Mount Starved of water pressure. As previously stated the project is more than just about water pressure, it is to replace a life expired infrastructure to ensure a wholesome supply of water is readily available to the Tenants of the building for years to come.'

'The Water Authority are only legally obliged (Water Supply and Sewerage Service (Customer Service Standards) Regulations) to provide a pressure of 0.7 Bar (7 metres head) at the boundary of the site and whilst supply pressures can be higher, they are not guaranteed. In simple terms it means that, at the guaranteed pressure, the water would only be able to rise approximately 7 metres vertically (less frictional pressure drop) irrespective of pipe size.'

- 5.3 Southern Water were therefore meeting their statutory and contractual obligations.

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6. Further Evidence of Need

- 6.1 In order to reassure leaseholders that issues are present with the existing mains cold water supply, a report in numbers of instances of reported low pressure was issued, a survey to residents was undertaken ('Milton Mount Residents Survey 2021 Report' Appendix A), and flow and pressure readings ('Milton Mount Water Pressure Record 2021' Appendix B) were taken within individual flats.
- 6.2 Reports of low pressure are extensive, with the residents' survey demonstrating that almost half of the respondents have had issues with water pressure. The pressure testing demonstrates that there is a widespread issue with water pressure, especially on the upper floors of the building where flats were recorded as having 0 bar working pressure, and 0 litres per minute working flow rate.

7. Costs

- 7.1 The design arrived at to replace the mains water supply represents the only option available for the reasons set out above. Costs were competitively tendered by the Principle Contractor, and all submitted costs were benchmarked by an Independent Quantity Surveyor in a tender analysis. This information has been submitted to leaseholders.
- 7.2 It is the view of the author that the extensive consultation that Crawley Borough Council have undertaken with the network provider and specialist consultant demonstrate that sufficient due diligence has been undertaken on the progression of this proposal.

8. Leaseholder Cost Saving suggestion

- 8.1 Leaseholders have suggested that the existing pipework could be descaled. This is not considered to be a responsible course of action for the Landlord to take and would present an unquantifiable risk in potentially catastrophically damaging the existing pipework, either in the restricted service ducts or under the ground. Pinnacle consider the existing pipework to be 'time expired', and therefore in need of replacement.
- 8.2 Leaseholder have also suggested that it might be cheaper to install new pipework in the existing service void situated within the building's core. This would result in internal metering and as set out above Southern Water have explicitly stated that internal metering is not permissible. Furthermore running pipework internally would involve digging a trench in communal corridor at 750mm to supply new mains, and a trench into the flats of lowest floor to supply dwellings which is not a viable option in terms of overall cost, and unreasonable inconvenience to ground floor dwellings.

9. Further Considerations

- 9.1 No action would result in multiple flats continue to be subject to low standing pressure, with no working pressure, furthermore this could be considered as a failure of the Landlord's obligations under the terms and conditions of Lease and Tenancy agreements.

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9.2 Full, extensive and relevant consultation has taken statutory bodies, industry experts and Leaseholders to realise a suitable proposal for replacement of the mains cold water services. It is considered that the council has undertaken the necessary due diligence in formulating said proposal.

10. Other works

10.1 Whilst this was not requested within the referral, for completeness officers have included below a brief outline of the other works included within the programme and the reasons for their inclusion:

- Cross corridor fire doors were inspected (FDIS) and recommendations came back that to meet current fire standards communal doors should be replaced to maintain the integrity of the building and fire escape routes. This follows many programmes of preventative maintenance on the buildings original cross corridor doors to meet the FD30s standard.
- A Fire & Rescue Service Operated Evacuation System is recommended in domestic buildings block of flats over 18 meters, and is controlled solely by the Fire and Rescue Service to evacuate the building in phases, or in specific areas if required.
- There is currently separate general use and emergency light fittings in the communal areas of Milton Mount, all using standard fluorescent light fittings. The proposal is to replace all fittings with new LED units which will combine both communal lighting and emergency lights.
- Also, due to the levels of Anti-Social Behaviour and following on going issues of vandalism within the block, especially to the lifts, refuse areas and fly tipping around the site the proposal is to install CCTV cameras to all front and rear entrances, all lift foyer areas and associated staircases.

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Milton Mount Residents water supply and pressure survey 2021

Milton Mount is a large complex of 146 dwelling made up of 2 bedroom flats over eight floor serviced by two separate entrances and lifts.

In August 2021 all residents were hand delivered a Crawley Homes survey about water supply and pressure to their homes. Enclosed was a return pre-paid envelope to Crawley Homes.

Two of the properties were void at the time.

45 residents replied a response rate of 31 per cent. 22 disclosed problems with the water pressure in their homes.

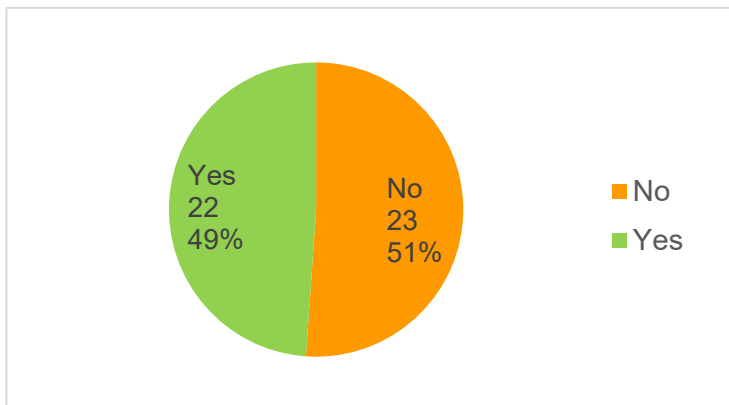
Every floor from the ground to floor 7 was represented in the replies and on every floor there was a home where water pressure was an issue.

The survey results show that there is an issue with water supply and pressure which does appear to be exacerbated the higher up the building the flat is.

Below are the results from residents who stated they had issues with the water supply and pressure.

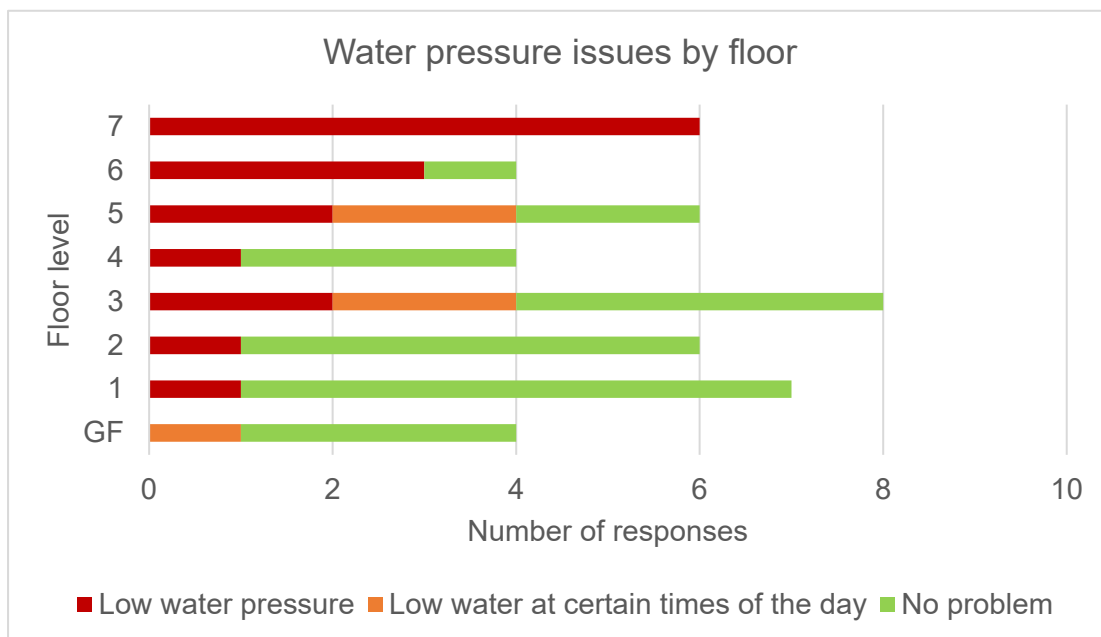
Milton Mount resident's water supply and pressure survey.

Have you experienced any problems with the mains water (cold water) supply in your home since 2015?

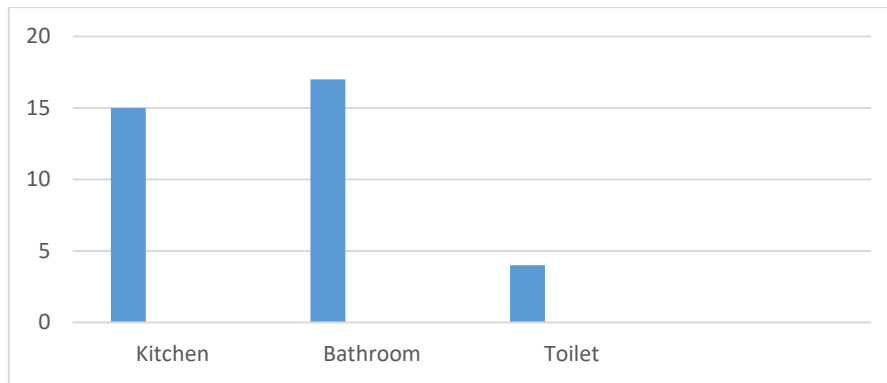


Of those who responded about half had experienced problems with their water pressure and half had not.

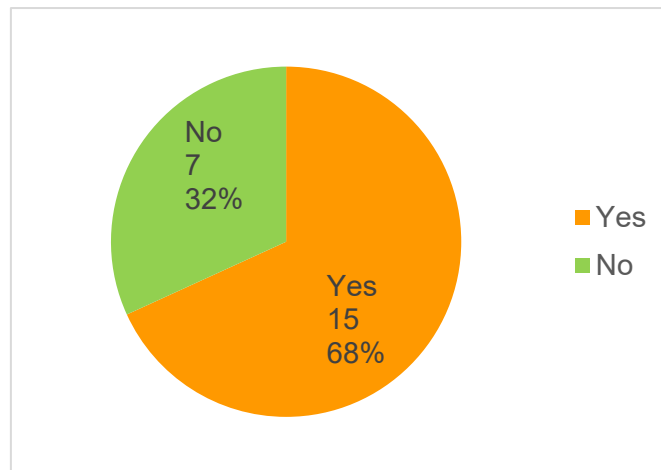
All flats except one (a leaseholder) on floors 6 and 7 reported low water pressure



Most problems were experienced in kitchens and bathrooms.



Are you still experiencing problems with the main water supply?



The problems with the water supply are ongoing for 68 per cent of respondents

How the problems affected residents can be found in Appendix A

Other comments about the mains water supply at Milton Mount can be found in Appendix B

Appendix A

- Paid out for a pump
- I have had three showers fitted over the last 12 years, all due to low water pressure and subsequent solenoid internal burning out. As stated by 2 electricians.
- We have low water pressure with our hot and cold tap. This means running baths and washing up is a nightmare.
- Limited hot water so cant bath as kids come first
- At times low pressure affects cooking because not enough water to use in a limited period. It also affects laundry slow water affects the washing machine. Though there was an improvement after the internal reservoir was changed.
- Minor inconvenience
- Can't have shower or bath .very low water pressure.

- I moved to flat being told water mains are being renewed. There is a shower in the flat I was under the impression it would work but the pressure is too bad. I am disabled, I need a wet room or shower as I can't sit in a bath. I have to have strip washes I feel dirty with no shower its affecting my mental health.
- My family had to temporarily live in a hotel and couldn't access our flat.
- Low pressure, recently flows small and takes longer to fill up.
- The shower would not work correctly, an electrical one was fitted.
- Baths take forever to run .No shower .cold kicks out my hot water. Washing machine stops if any taps are on. Can't have taps on in kitchen if bath is running. I've had no water at all in the past.
- The only issue we have had is when there have been burst water pipes in the area and during hot weather when the water usage in the area is high.
- I can't wash up with hot water only cold because hot water just dribbles out. We can't have a shower not enough pressure.
- Toilet will not clear am unable to have 2 water outlets on at one time. If we wash our hands the toilet does not fill up. If I run a tap it cuts water to my washing machine. After 4 of running water to dishwasher / washing machine the hot tap stops completely. We have to wait 15 minutes for pressure to build up again and 30 minutes to run a bath. We can't us the shower or the header taps to wash our hair.
- Toilet takes 10 minutes to fill up due to the low water pressure. The shower is not working due to low water pressure, we have to use a bucket to shower.
- Unable to have more than one appliance or tap running at the same time. Shower is wholly unpredictable, baths take 40 minutes to run.

Appendix B

- Please fix as soon as possible.
- The pipes in bathroom and kitchen need a good flush through. As there is a bad build-up of lime scale.
- It seriously needs overhauling as a tenant for 33years.I have always had issues with pressure. Advised the only solution was an additional pump which would have costs in the region of £250-£300 fitted and labour.
- Get them fixed. The hot water pressure is a bit low but manageable.
- Improving the water pressure will be a welcome idea. Need better work done on making sure that we have good water pressure.
- This is a seriously urgent issue and needs to be fixed. It is affecting my mental health not being able to wash every day. I have been in this flat for 3 years and was told before I moved that the water was being done the following year. I have had 2 years without a real wash and have to go to my mother's for a shower. It is imperative that the water mains get renewed as I also get occasionally black bits in the water. This is an environmental health issue.

- Flooding from the flat above and our flat leaking water below.
- The electrical unit is noisy, the neighbour in the flat above don't like it when I am having a shower.
- It's shocking I don't even get 1 bar of pressure on my boiler. I would die to be able to use my shower.
- The only issue we had is when there have been burst pipes in the area and during hot weather when the water usage in the area is higher.
- It's not very good we shouldn't have to live like this, the water pressure on the 7 floor is shocking, I shouldn't have to wash up in cold water.
- Too many people living here, the flats that have been sold. They work shifts times, one lot of people go to work, another lot come back in. This happens in more than one flat.
- It needs to be sorted soon, it's so stressful .I have to be super organised. I can only put certain things on at certain times. Not being able to have a bath some days with 4 people in flat all washing there is not enough time, takes too long to have one am.
- Since purchasing the flat in September 2017 the water pressure has been abysmal and a constant influence on how I shape my daily cleaning, washing and cooking considerations.

Terry Hardie

Customer engagement Officer

Crawley Homes

Date	Time	Address (Redacted)	Stored Cold Water Type (Haropack/Fortic/N/A)	Standing Pressure (Bar) *Picture	Working Pressure 1 Outlet Open (Bar) *Picture	Bathroom supply type (Mains or Gravity). *Mains- working pressure/Flow to be taken with bathroom outlet running	Flow Rate (lpm) *Picture	Flow Rate Multipule outlets open if mains (lpm) *Picture	Stopcock Condition Survey *Picture (Good/Fair/Poor)	Comments/Notes
13/09/2021	17:20		Harlo Pack	1.5	1.5	Gravity	12.5	NA	Fair	
13/09/2021	07:40		Harlo Pack	2	0.75	Mains-0	19	7	Good	
13/09/2021	17:40		Harlo Pack	0.9	0	Gravity	7	NA	Fair	
14/09/2021	07:00		Harlo Pack	2.2	1	Gravity	12	NA	Good	
14/09/2021	07:20		Fortic	0.8	0	Mains-0	5	0	Good	When all outlets are open, kitchen sink doesn't run.
14/09/2021	07:40		Harlo Pack	1	NA	Gravity	5.5	NA	Good	
14/09/2021	17:20		Harlo Pack	1.3	0.25	Gravity	15	NA	Good	
14/09/2021	17:40		Harlo Pack	2.75	1.9	Gravity	13	NA	Fair	
14/09/2021	18:00		Harlo Pack	1.4	0.3	Gravity	14	NA	Fair	
15/09/2021	07:20		Fortic	1.8	1	Mains-0.25	11	0.25	Poor	
15/09/2021	07:40		Harlo Pack	1	0.1	Gravity	9	NA	Poor	
15/09/2021	17:20		Fortic	2	0.4	Mains-0	13	8	Good	
15/09/2021	17:40		Fortic	1.25	0.3	Mains-0	6	5	Good	
15/09/2021	18:00		Harlo Pack	1.3	0.3	Gravity	14	NA	Good	
16/09/2021	07:20		Harlo Pack	1.9	1.9	Gravity	22	NA	Good	
16/09/2021	07:40		Harlo Pack	2.5	NA	Gravity	24	NA	Fair	Unable to connect the washing machine and stopcock is stiff
16/09/2021	17:30		N/A	2.3	1.3	Mains 1.1	19	16	Good	
16/09/2021	17:40		N/A	2.6	2.4	Mains 0.7	18	10	Good	
16/09/2021	18:00		Harlo Pack	1.9	NA	Gravity	21	NA	Good	Only able to connect at kitchen sink
17/09/2021	07:20		N/A	1.9	1	Mains 0.1	12	4	Good	
17/09/2021	07:40		N/A	2.3	2	Mains 0.9	11	7	Good	
17/09/2021	17:20		Fortic	1.25	0.3	Mains 0	13	9	Good	
17/09/2021	17:40		Harlo Pack	NA	NA	Gravity	8	NA	Good	Unable to check pressure as not accessible
21/09/2021	17:20		Harlo Pack	1.75	0	Gravity	6	NA	Good	
21/09/2021	17:40		Fortic	2	1.1	Mains 0.5	23	17	Fair	
22/09/2021	17:20		N/A	2.2	1.7	Mains 2	12	3	Poor	
22/09/2021	17:40		Harlo Pack	2	0	Gravity	6	NA	Fair	
22/09/2021	18:00		N/A	0.9	0.9	Mains	4	0	Good	No water comes out of kitchen tap when the bathroom outlet is on

23/09/2021	07:40		Harlo Pack	N/A	N/A	Gravity	24	NA	Fair	
23/09/2021	17:20		Harlo Pack	2.25	1.5	Gravity	12	NA	Fair	
23/09/2021	17:40		Harlo Pack	N/A	N/A	Gravity	9	NA	Good	Unable to connect to mains
23/09/2021	18:00		Harlo Pack	2	N/A	Gravity	14	NA	Poor	
24/09/2021	17:40		N/A	2.1	0.25	Mains-0	18	4	Poor	