

Crawley Borough Council

Overview and Scrutiny Commission

Agenda for the **Overview and Scrutiny Commission** which will be held in **Committee Room C - Town Hall**, on **Monday, 30 October 2023** at **7.00 pm**

Nightline Telephone No. 07881 500 227



Chief Executive

Membership:

Councillors

M L Ayling (Chair), H Hellier (Vice-Chair), I Ashraf, K Khan, R A Lanzer, T Lunnon, J Millar-Smith, A Pendlington, S Piggott, S Raja and J Russell

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RH10 1UZ

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 25 September 2023.

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. Review of the Transformation Plan

11 - 48

To consider report CEX/066 of the Chief Executive.

6. Cabinet Member Discussion with the Cabinet Member for Resources

49 - 50

Councillor Rana has been invited to attend the Commission for a general discussion on the Resources Portfolio and their duties. A copy of the Cabinet Member's responsibilities, as set out in the Council's Constitution is attached.

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

To consider any requests for [future items](#). These highlighted items have already been referred.

	Item	PFD
1	2023-2024 Budget Monitoring – Quarter 2	
2	Budget Strategy 2024/25 – 2028/29	Yes
3	Treasury Management Mid-Year Review 2023-2024	Yes
4	Forward Programme of Key Programmes (January – June 2024)	
5	Station Gateway - Phase 1	
6	Western Boulevard Scheme - Crawley Growth Programme	
7	To seek agreement to add Towns Fund capital monies to the Crawley Innovation Centre (Travel House) project	

8. 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, 25 September 2023 at 7.00 pm

Councillors Present:

M L Ayling (Chair)

H Hellier (Vice-Chair)

I Ashraf, K Khan, R A Lanzer, T Lunnon, J Millar-Smith, S Raja and J Russell

Also in Attendance:

Councillor I T Irvine and M G Jones

Officers Present:

Russell Allison Housing Enabling and Development Manager

Vicki Basley Chief Accountant

Ian Duke Chief Executive

Heather Girling Democratic Services Officer

Amanda Kendall Head of Crawley Homes

Carolyn Martlew Head of Corporate Finance

Apologies for Absence:

Councillor A Pendlington

Absent:

Councillor S Piggott

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	2023/2024 Budget Monitoring – Quarter 1 (Minute 4)	Personal Interest – Member of WSCC
Councillor R A Lanzer	2023/2024 Budget Monitoring – Quarter 1 (Minute 4)	Personal Interest – WSCC Cabinet Member for Public Health & Wellbeing

Agenda Item 3

Overview and Scrutiny Commission (20)
25 September 2023

Councillor R A Lanzer	Proposed Land Disposal of St Catherine's Hospice Site (Minute 6)	Personal Interest – Member of WSCC
Councillor R A Lanzer	Proposed Land Disposal of St Catherine's Hospice Site (Minute 6)	Personal Interest – WSCC Cabinet Member of Public Health & Wellbeing
Councillor R A Lanzer	Health and Adult Social Care Scrutiny Committee (HASC) (Minute 9)	Personal Interest – Member of WSCC
Councillor R A Lanzer	Health and Adult Social Care Scrutiny Committee (HASC) (Minute 9)	Personal Interest – WSCC Cabinet Member of Public Health & Wellbeing

2. Minutes

The minutes of the meeting of the Commission held on 4 September 2023 were approved as a correct record and signed by the Chair.

3. Public Question Time

No questions from the public were asked.

4. 2023/2024 Budget Monitoring - Quarter 1

The Commission considered report [FIN/633](#) of the Head of Corporate Finance on the quarter 1 budget monitoring, which set out a summary of the Council's actual revenue and capital spending for the quarter to June 2023 together with the main variations from the approved spending levels and impact on future budgets.

- Recognition that there was a projected overspend in year, following the impact of the pandemic, the cost-of-living crisis, demands on services including Homelessness, reduced income and inflation factors. It was commented that the situation was not sustainable but would be consistently monitored and continued to be reported in future monitoring reports as well as the Budget Strategy.
- Confirmation was provided on the latest position regarding New Burdens funding, together with further information on the work currently being undertaken following the decision to grant British citizenship to people of Chagossian descent, the resultant pressures and potential impact for the town's housing.
- Clarification sought and obtained on the costings on various elements for the new town hall.
- Explanation sought as to the pay award offer, the additional cost projected for the General Fund together with the vacancy provisions documented within the report. *(The Head of Corporate Finance subsequently confirmed that the correct figure was £280k as quoted in appendix 1(ii)).*
- It was noted that the General Fund balance would be close to the recommended minimum of £3m by the end of the financial year if no corrective action was taken.
- Recognition of the pressures and concerns within Homelessness as the service continued to see sustained pressures in all forms of temporary accommodation. It was noted that the service proactively sought suitable temporary accommodation (and it was difficult when this did not materialise), in order to minimise out of borough placements and nightly paid accommodation. It was noted that there were financial, resource and letting benefits resulting from an efficient turnaround of void properties.

- Acknowledgement that the Decarbonisation Fund was being deployed on a ‘fabric first’ approach on a defined list of properties.

RESOLVED

That the Commission noted the report and requested that the views expressed during the debate, were fed back to the Cabinet through the Commission’s Comment sheet.

5. Exempt Information – Exclusion of the Public

RESOLVED

That in accordance with Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act by virtue of the paragraph specified against the item.

6. Proposed Land Disposal of St Catherine's Hospice Site

Exempt Paragraph 3

Information relating to financial and business affairs of any particular person (including the Authority holding that information)

The Commission considered report SHAP/88 of the Head of Strategic Housing Services. The report sought to proceed with the disposal of the Council-owned land at Malthouse Road, and to lift the Restriction on Title on part of the site that is owned by the Hospice, in collaboration with St Catherine’s Hospice surrendering their lease on the Council-owned land and the disposal of the land in their control, to achieve the proposal as detailed. The proposal aims to preserve the legacy of this site and to achieve significant social value in the continued provision of care and support, that is inclusive of on-site affordable housing.

During the discussion with the Cabinet Member for Housing and the Housing Enabling & Development Manager, the following comments were made:

- Acknowledgement that the proposal aimed to preserve the legacy of this site and to achieve significant social value in the continued provision of care and support, which was inclusive of on-site affordable housing.
- Recognition that as part-landowner, the Council had restricted the future use of the assembled site for the continued provision of a care facility or to provide sheltered accommodation, and the market had been assessed accordingly.
- Clarification was sought and obtained on the financial details and options provided within the report.
- General support for the report as it was recognised that the site carried a sentimental element and therefore it was paramount that any interests retained and represented the sensitive usage of the site, particularly for the ongoing benefit of Crawley.

RESOLVED

That the Commission noted the report and requested that the views expressed during the debate, were fed back to the Cabinet through the Commission’s Comment sheet.

7. Future Acquisitions for Affordable Housing Delivery

Exempt Paragraph 3

Information relating to financial and business affairs of any particular person (including the Authority holding that information)

The Commission considered report CH/201 of the Head of Crawley Homes. The report sought approval to acquire affordable housing opportunities from the market, to be funded from the HRA Acquisitions Budget for Crawley Homes ownership.

During the discussion with the Cabinet Member for Housing and the Housing Enabling & Development Manager, the following comments were made:

- Recognition that it would allow officers to explore opportunities and viable options from across the market in different forms and to proceed when appropriate, following the necessary consultation.
- Acknowledgement that the options proposed had significant potential to contribute towards addressing Crawley's housing needs and would ease the reliance on expensive nightly paid accommodation.
- Clarification was sought and obtained on the financial details and the various options documented within the report.
- Confirmation provided on the recommendations that they were in accordance with the Council's Constitution.

RESOLVED

That the Commission noted the report and requested that the views expressed during the debate, were fed back to the Cabinet through the Commission's Comment sheet.

Re-Admission of the Public

The Chair declared the meeting reopen for consideration of business in public session.

8. Cabinet Member Discussion with the Cabinet Member for Housing

The Commission noted the update given by Councillor Irvine and questioned him on a variety of issues relating to the [portfolio](#). The following topics were discussed:

- The past year had been challenging across the housing service, particularly with regards to costs of homelessness and temporary accommodation. However, contracts were currently exchanging on sites and modular schemes were progressing which were important in assisting to reduce temporary accommodation and reduce nightly paid accommodation.
- It was important to look at acquisition opportunities ongoing, and the Council had acquired properties as well as continuing with a new build programme. The ability to take forward market acquisitions allowed flexibility to meet demand for either general needs or temporary accommodation as opportunities arose.
- Acknowledgement that the Council had operated an Under Occupation Incentive Scheme for a long time, which offered a financial incentive to tenants when they moved to a smaller size property and the Housing Allocation Policy gave additional priority to tenants wishing to downsize. Work was currently taking place to assess various options and effectiveness.
- Recognition that the disrepair of voids was a concern and there was strong support for efficient management and turnaround of properties.
- Acknowledgement that land supply opportunities were reducing, and other options were being investigated. The 'duty to co-operate' arrangements continued

to be included in the Council's Corporate Plan to work with neighbouring authorities in the spirit of partnership to deliver housing to meet Crawley's needs.

- Clarification was sought as to the responsibility of repairs and the Regulator of Social Housing would deem the council overall responsible as landlord. It was recognised that the repairs were also contracted and this together with the lettings process was carefully administered to manage residents' expectations.

RESOLVED

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

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

An update was provided from the most recent HASC meeting which took place on 15 September. Key items of discussion included:

- Quarter 1 Quarterly Performance and Resources Report
There were various measures discussed including Adults Services and Public Health. In the first quarter, the measures relevant to HASC reported:

Adult Services

12.5% (4 measures) as 'Green'
37.5% (2 measures) as 'Amber'
50% (2 measures) as 'Red'

Public Health

42.86% (3 measures) as 'Green'
28.57% (2 measures) as 'Amber'
28.57% (2 measures) as 'Red'

The measures highlighted in 'red' were discussed at length by the committee.

- Care Quality Commission Assurance – WSCC Self-Assessment for the delivery of Adult Social Care
The committee reviewed the self-assessment, which had been prepared against nine quality statements, mapped across the four themes of working with people providing support; ensuring safety; and leadership, using the CQCs draft assurance framework.

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

There were currently no items heading to the Provisional Cabinet on 1 November 2023. However, the OSC was due to receive at its meeting on 30 October 2023 the following:

1. Review of the Transformation Plan
2. Cabinet Member discussion with Cabinet member for Resources

Closure of Meeting

With the business of the Overview and Scrutiny Commission concluded, the Chair declared the meeting closed at 8.39 pm

M L Ayling (Chair)

Agenda Item 5

Crawley Borough Council

Report to Overview and Scrutiny Commission 30 October 2023

Review of the Transformation Plan

Report of the Chief Executive – CEX/066

1. Purpose

- 1.1. The Transformation Plan has been revised a number of times since 2020, with this latest version aiming to reflect the completion of major items like the New Town Hall whilst incorporating new projects driven by more recent ambitions and a changing landscape. The Transformation Board has monitored progress at regular intervals reporting back to the organisation through Portfolio Briefings, Managers' Conferences, Chief Executive Q&A's sessions, Outline, 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 OSC on progress on version 2.0 of the Plan, identifying those activities that have been delivered sufficiently, where remaining activities are incorporated into service plans as business as usual or have carried across to the next iteration of the plan. The Review Report, is attached as Appendix A and we have included version 3.0 of the Plan for information which covers the period of 2023-2026.

2. Recommendation

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

3. Reasons for the Recommendation

- 3.1. The Review Report (Appendix A) provides a mechanism to record and recognise the significant progress made against the previous version of the plan and provides a mandate for Officers to deliver the new plan for 2023 – 2026 (Appendix B).

4. Background

- 4.1. The Transformation Plan consists of time-limited projects to ensure continued momentum to provide efficient and quality services to residents and businesses whilst we focus on the internal mechanism of systems, policies and process for staff. The previous plan has also been driven by the opportunities created by the move to the New Town Hall, and the ongoing need to meet the council's wider financial challenges. The ambition of the v2.0 plan was inevitably impacted by the pandemic, but it equally acted as an accelerator for some activities.
- 4.2. During this current year, the challenges facing the local community, businesses along with the council's own operations in response to rising costs of living has become a further driver. The council anticipates that this will increase and create an equally challenging financial position going forward.

Agenda Item 5

5. Progress against the key themes - Transformation Plan 2.0

- 5.1. The full review report is at Appendix A. The key highlights include:
- 5.2. **Channel Shift** - The channel shift group and Digital Services team continue to work with services to make transactions available online allowing customers to complete tasks quickly and easily which can improve the customer experience. Significant progress has been made in this space with an increase in customers using myCrawley and an increase in services and transactions now available online for residents.
- 5.3. **New Ways of Working** - This theme has achieved a huge step forward in the ways of working, both from the behind the scenes enabling IT infrastructure and new ways of working for colleagues, largely aligned to the New Town Hall and improvements at the satellite sites.
- 5.4. **People Strategy** – The People Board, with staff and Unison representation meet regularly to create options for the organisation. An appraisal system, Plan, Do, Review (PDR) has been launched alongside a suite of HR training for managers. The HR policies are currently being reviewed in light of the Transformation achieved by the council and new ways of working.
- 5.5. **Service Redesign** - 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. These are largely complete.
- 5.6. **Commercialisation (PIPES model)** - The Commercialisation (Profit, Income, Productivity, Efficiencies, Savings) model crosses all of the work on the Transformation Plan and provides the platform to do things differently. Many initiatives have been implemented under this theme and the focus will continue into the next Plan to help with budget pressures.
- 5.7. **Assets** – during this plan, the main focus was on Metcalf Way and the depot, which a way forward is now agreed and in progress. This theme, over the last 6 months has picked up pace through the creation of a Corporate Assets Board and a programme of work to make best use of Council's assets and also contribute to the decarbonisation plans. Marketing commercial office space for the Create Building is also tracked through this Plan.

6. Transformation Plan 3.0

- 6.1. As demonstrated, the council has made significant strides. This new plan is therefore a reset, setting out the next stages of the council's journey, looking at a three-year timeframe. In doing so it sets out the strategic context in which the council is operating such as support needed for our Communities, being ever more efficient, our People and the financial landscape.
- 6.2. The new Plan is at Appendix B for information. The workstreams that are being taken forward to this new Plan include:
 - Our Services to Customers
 - Supporting Our Communities
 - Our People
 - Our Assets
 - Commercialisation - Profit, Income, Productivity, Efficiencies, Savings
 - Service redesign

Agenda Item 5

7. Next Steps

- 7.1. Work is already underway to deliver the remaining activities with progress monitored at regular intervals at the appropriate governance board.
- 7.2. The Transformation Board will provide a further Review Report to OSC in 2024 which will update Members on the progress of the latest Plan.

8. Background Papers

- 8.1. None

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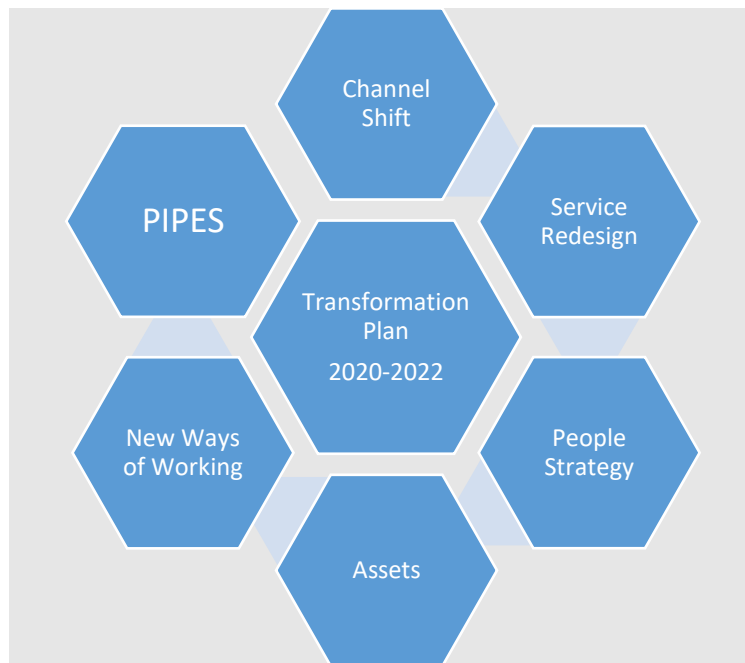
Appendix A

TRANSFORMATION PLAN 2.0 2020-2022– REVIEW 2023

Introduction

The Transformation Plan was revised in 2020 with a second iteration, following a report to OSC, incorporating six key themes to deliver against the corporate priorities:

1. **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.
2. **New Ways of Working** - Encouraging greater flexibility and efficiencies in how the work is delivered.
3. **Service Redesign** - Providing services that are redesigned from the customer or user perspective, streamlining processes and delivering savings.
4. **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.
5. **Commercialisation & Income Generation** - Creating a culture of commercialisation and embedding the principles of PIPES.
6. **Asset Review** - To ensure that the council’s land and property assets are utilised in the most efficient and effective way.



The purpose of the Transformation Plan 2.0 was to continue to modernise the council ahead of its move to the New Town Hall and to help meet financial challenges. With the successful move to the New Town Hall, this iteration of the Transformation Plan has now concluded and it is in the process of being updated for version 3.0.

OSC were updated on the progress in September 2022 and this report builds on that to provide a complete update on the Plan. The report identifies those activities that have been delivered sufficiently, where remaining activities are incorporated into service plans as business as usual or those carried across to the next iteration of the Plan 3.0.

Progress against the Plan

Progress has continued across many of the Transformation Plan themes, namely in the completion of a number of service reviews and enabling projects for the occupancy of the New Town Hall.

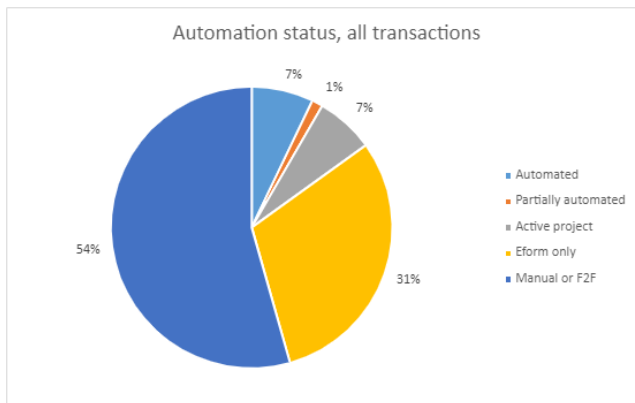
1. Channel Shift

CMT Sponsor – Head of Digital & Transformation Accountable to: Transformation Board and IT Board		Good progress
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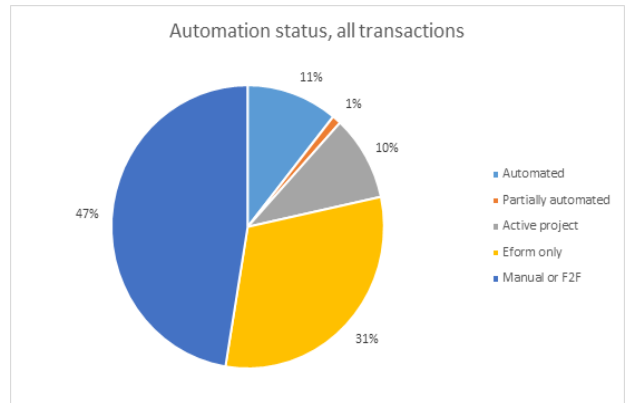
The Channel Shift group and Digital Services team continue to work with colleagues to move services online, allowing customers to access information and complete transactions quickly and easily. This provides a better customer experience and frees up capacity in our teams to deal with more complex issues or support customers who need a more individual form of service. It is imperative that this work goes beyond simply providing an electronic form; activities need to be fully integrated into back-office systems removing the need for double handling of data and speeding up processes.

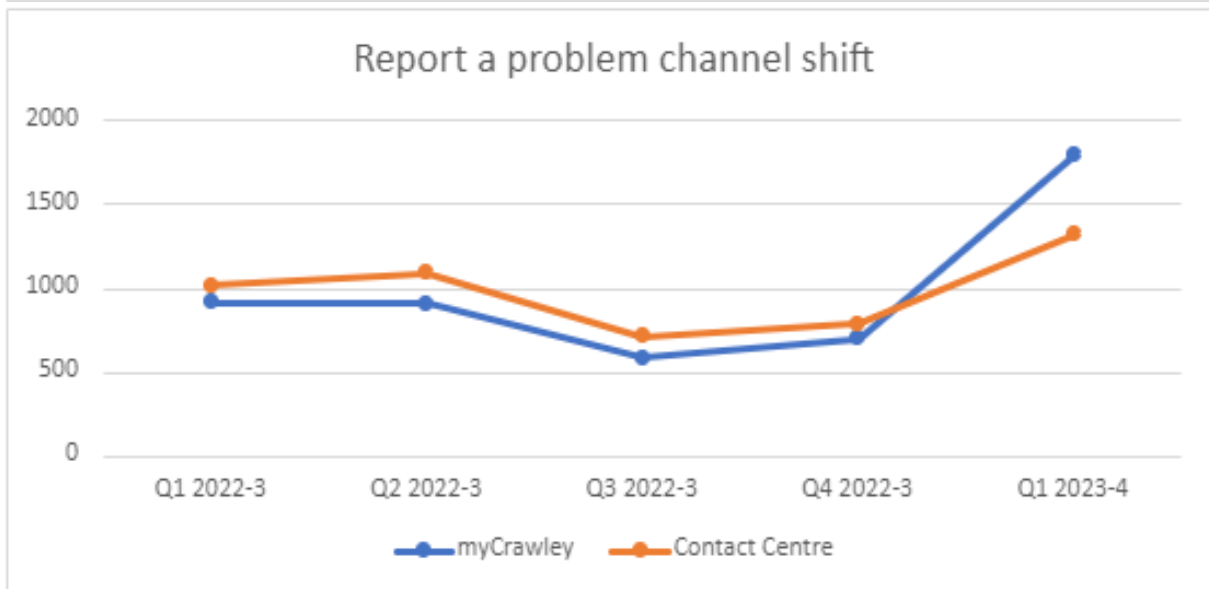
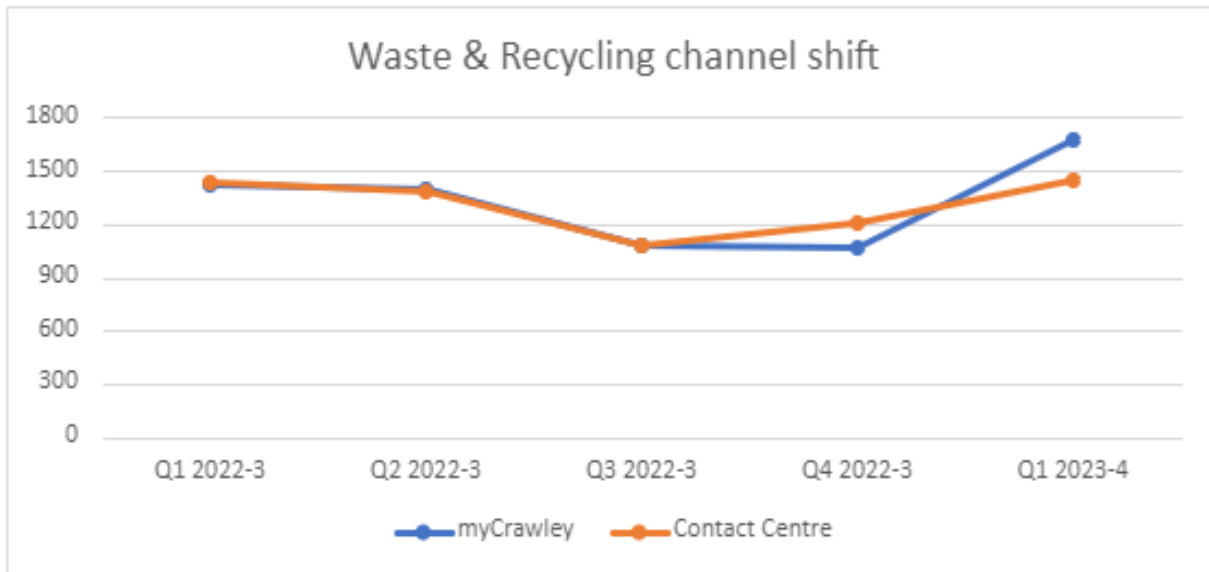
Number of identified transactions / forms

Sept 2020 - Total transactions 239



Oct 2023 - Total transactions 287





Progress against the plan is as follows:

Action	Status
Continued promotion and sign ups to myCrawley.	Registrations to myCrawley continue to grow steadily with peaks of activity during holidays and new residents moving into the Borough. Total myCrawley accounts at 10 th October 2023 – 43,893. In Q2 2023 over 10,000 transactions were completed in myCrawley.
Launch of eBilling for Council Tax	Released in January '22 with the run up to annual billing, there are now 2,023 people registered to receive their bills electronically. Annual and revised bills will be sent by email and bills and other documents can also be viewed and downloaded in myCrawley.
Increase in direct debit signups for Council Tax	Initially driven by messaging for the £150 energy rebate, there is a continued drive for people to sign up for Council Tax Direct Debit online. In the last quarter alone there have been an additional 401 signups to direct debit.

Online appointments for customers to the Town Hall	Customers responded positively to booking online for key services over the past year. A hybrid approach to combine both appointment and walk-up options can be accommodated to help plan resources most effectively.
Developments to improve processes for key services.	A number of projects have been completed including: <ul style="list-style-type: none"> • Review of the compliments & complaints process • Upgraded the choice based letting portal to launch fully integrated forms • Adding additional information to the portal including whole year collection calendar for waste & recycling. • Council tax integrated change of address • Legal instruction form • Help with money worries leaflet and website • Wellbeing support feedback • Access card requests
Improvements to Streetscene reporting	Implementation of a new online form and case management solution for use while out in the field.
Book and pay options	Continuing to expand the range of services available to complete online including new events in Parks and Open spaces. <ul style="list-style-type: none"> • Tennis bookings for the new refurbished courts • Hound ground bookings • The team are in the process of implementing a new online booking system to book community centres and sports pitches as the legacy system is being retired by the supplier.

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 form filling. These are being explored as a part of the council's to shift demand away from the Contact Centre to provide capacity within the team.	TBC
Implementation of online system for Housing Benefits.	Active project underway to implement new online processes to apply for benefits and view associated documents. This will include Benefit and Council Tax documents.	Early 24
Online Bulky Waste booking service	Move to an online booking process later in the year rather than only via the Contact Centre.	TBC Pipeline project
Business rates portal	Similar to our services for Council Tax payers, providing a portal to provide eBilling and access to account and information online reducing enquiries from rating agents. The service is doing work to establish potential demand for this.	TBC Pipeline project

Conclusions

This stream of work recognises transforming the way the council deliver its services, to both external customers and internal teams/colleagues. There is a continued uptake by customers for online access to provide easy and accessible access to services. This is evidenced that for the first time, the ratio of manual transaction has fallen to 47%. This is a key milestone for the theme and the council continues to identify those transactions which it can move online.

There will always be a place for face-to-face contact or for those customers who have more complex requirements or need greater support and channel shift will create capacity in teams to deliver these services. More so the council needs to challenge the perception of customers that calling us will result in a faster response as in reality they use exactly the same forms.

Further targeted communication to promote the advantages of self service is therefore ongoing alongside embedding the currently available services to ensure maximum uptake. There is no shortage of transactions and services to work through for this stream and this will continue into the next plan.

2. New ways of working

CMT Sponsor – Deputy Chief Executive & Head of Digital & Transformation Accountable to: Transformation Board		Complete
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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. Core IT infrastructure projects were completed which enabled the successful move to the New Town Hall.

Progress against the plan is as follows:

Action	Status
Cloud: The Cloud Strategy was approved in November 2020 to migrate the council’s infrastructure and applications to the Azure public cloud by the end of 2021 providing a more secure way of managing the council’s systems with full disaster recovery.	Project completed
Roll out new M365 suite to hybrid devices following the Windows 10 upgrade last year.	Project completed
Service led systems: <ul style="list-style-type: none"> • Housing Management • Homelessness • Income Management • Legal Case Management • Asset Management • Online register for licensing 	<ul style="list-style-type: none"> • Phase 1 completed • Completed • Completed • Completed • Completed • On hold
Digitise historic data into the new electronic data management system and effective disposal.	Project completed

Managed team storage requirements for mobilisation to the new Town Hall. Storage was rationalised to meet the new building layouts using opportunities to change processes.	Project completed
Connectivity to the new Town Hall – this included the SD-WAN, landlord wifi, guest wifi and contractor access.	Project completed
Installation of new audio visual equipment to the new Town Hall. AV equipment installed in meeting and committee rooms.	Project completed
Room booking system for the new Town Hall, utilising the Microsoft 365 software.	Project completed
Customer self-service and touch screen – upgraded the self service kiosk PCs	Project completed
Replace IE 11 with Chromium Edge as websites and applications are no longer supported by IE 11	Project completed
Digital canvassing to modernise the administration process during the annual canvass for the electoral register	Project completed
Hybrid meetings utilising the Microsoft 365 / Teams software.	Project completed

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

Action	Description/Status	Timetable
Information Management Project. To implement an electronic data management system to replace historic paper files, enable file sharing software and automate retention policies.	Active project to rollout SharePoint to the organisation. Completed for Digital and Transformation and nearly ready to go live for Governance, People and Performance and the Corporate Management Team. This is a significant change for colleagues and being delivered by a small internal team. An excellent package of support and training is underway.	2024
Mobile working phase 3	Procurement complete and in the project implementation phase. Configuration for the first phase in Neighbourhood services is underway.	Phase 1 Winter 23

Conclusions

This theme has achieved a huge step forward in the ways of working, both from the behind the scenes enabling infrastructure and new ways of working for colleagues, largely aligned to the New Town Hall and improvements at the satellite sites.

The two active (and significant) projects that remain on this theme continue into the next Plan and will be reported in the new 'Customer' work stream. Refer to Appendix B for further information.

3. People Strategy

CMT Sponsors – Deputy Chief Executive & Head of Governance, People and Performance Accountable to: Transformation Board		Good progress
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As changes to the council’s working practices become fully embedded there is a need to review the employment relationship and associated policies to make sure the council continues to attract and retain the highest calibre of staff as it develops this new reality of working. The People Board, with staff and Unison representation, meets regularly to create options for the organisation.

Progress against the plan is as follows:

Action	Status
Devised a revised Plan, Develop, Review (PDR) scheme	The PDR scheme was launched to all colleagues and includes comprehensive guidance and documentation to support. Reaching year 2 of this and staff reminded through People Board colleagues.
Created new information to support Managers	Being a “People Manager” resource is now available signposting to policies and support. Mandatory HR training sessions covering all policies have been set-up for all Managers.
Display Screen Equipment training replaced to ensure staff have safe and healthy workspaces both in the office and at home.	All staff were required to do the new DSE training as part of the office move.
Provide IT support and training to make best use of new technology including Sharepoint	A Digital Trainer has been appointed with learning resources for M365 and Sharepoint to support staff.

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	Discussions underway at the People Board.	TBC
Refresh recruitment pages to include reference to values & behaviours, benefits to attract and retain the best candidates. Develop recruitment, retention and succession strategies that secure the talent the council needs into the future	The Board are reviewing our Employment Value Proposition to identify key non-pay benefits and how to promote careers at the council. Staff led listening groups are currently taking place to inform recommendations.	TBC

Complete the review of key People Policies: <ul style="list-style-type: none"> • Capability • Absence Management • Disciplinary • Change Management • Code of Conduct • Fairness at Work • Employee Handbook 	Resource in place and working through this review.	Spring 24
To create a management development programme to address the identified weaknesses	Agreed leadership competencies. Needs analysis to be completed with options for learning methods.	TBC
Review of HR and Payroll to encourage self-service which will require understanding systems, processes and the demand to reduce administrative burden.	Significant service and IT project. Early discovery work underway to inform next steps.	TBC

Conclusions

Work will continue to develop the culture going forward to be more flexible and adaptable whilst providing support for all staff as the council continues its journey to transform and embed new ways of working. The open projects, alongside feedback from staff and new initiatives will be taken forward to the next Transformation Plan.

4. Service Redesign

CMT Sponsor – Deputy Chief Executive Accountable to: Transformation Board		Good progress
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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 against the plan is as follows:

Action	Description/Status	Timetable
Essential user consultation	Full consultation took place on a new scheme that reflects changes to how the council works and its commitment to a more effective management of the scheme in support of its Travel Plan. The revised scheme is however currently on hold.	On hold
Governance, People & Performance	The activities for FOI, SAR, Complaints and Governance have been brought together with HR, Legal and Democratic Services.	Completed

<p>A new approach to community engagement and wellbeing (including community development, arts, grants, play service and wellbeing)</p>	<p>Phase 1 has been implemented to refocus activities and target prevention and early intervention including changes to the Community Grants and Play Service.</p> <p>Discussions are underway for Phase 2 which will focus on Community Development and Safety elements of the service.</p>	<p>Phase 2 underway</p>
<p>Review of Enforcement</p>	<p>A new structure has been created bringing regulatory, prevention and enforcement services together.</p> <p>The next stage will include a full review of the council's Enforcement Policy and building greater resilience into the Parking Services Team.</p>	<p>Jan 24</p>
<p>Technical Services</p>	<p>The functions previously based within Community Services and Built Environment have been brought together to allow the council to better deliver capital works.</p>	<p>Completed</p>
<p>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.</p>	<p>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.</p> <p>Additional work looking at simple transactional activities is linked to Channel Shift and creating capacity in the Contact Centre.</p>	<p>Ongoing</p>
<p>Contact Centre Demand Review to understanding demand, with a view to identifying failure demand, increasing channel shift and maximising impact using available resources.</p>	<p>Linked to work within Channel Shift and New Ways of Working.</p>	<p>Ongoing</p>

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. A set of reviews are included on the next plan.

5. Commercialisation

COMMERCIALISATION CMT Sponsor – Chief Executive Accountable to CMT		Good Progress
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The council adopted PIPES as the core principles – Profit, Income, Productivity, Efficiency and Savings and provided training for staff across the authority and a Member Seminar in July 2021. A new Pricing Strategy was approved by Cabinet in Feb 2021 and forms the basis for pricing schemes and a need for services to operate, as a minimum cost neutral, with potential for profit where appropriate.

Progress against the plan is as follows:

Action	Status
Review the council’s corporate debt recovery policy, process and procedure to maximise recovery	The launch of Lateral, a debt management system, now provides greater oversight of debts across the council.
Review all discretionary fees and charges to maximise recovery.	A line by line approach to all fees and charges has been agreed and is underway with proposals for; <ul style="list-style-type: none"> • Bulky Waste Collections • Allotments revised scheme will be applied to new plots in Furnace Green • Pest Control • Garages • Burials
New ways to market council services	A review of the council’s 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.	Following Cabinet approval an offer was 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.
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 ensuring the right balance between commercial activity and open access.	Post COVID the Nature Centre saw a record number of visitors for 2021/22 which has continued into 22/23 with over 100k visitors. New exhibits including six banded armadillos have been installed with plans to add additional attractions with visitor experiences by the end of the year.

	<p>The changeable weather during the summer did impact overall numbers with all the concessions reporting a slight downturn as a result of the mix of rainy and extremely hot days. That said the Parks Partners are looking at opportunities to expand the leisure options next year.</p> <p>There were a number of delays with the Hound Ground which will reopen in the Autumn offering a secure off the lead paddock for dog walking.</p> <p>A review of the Memorial Service has been undertaken including benchmarking of prices in readiness to re-launching as an online service which will improve efficiencies overall.</p> <p>A review of The Barn fees and charges has commenced to ensure the pricing is competitive reflecting the facilities and location.</p> <p>The Park 5 year Business Plan outlining the medium term ambitions for the Park has been drafted with a view to seeking Cabinet approval early 2024.</p>
<p>Weddings at Tilgate Maximising the wider park facilities and activities as “more than just a venue”</p>	<p>A new pricing structure to include costs up to and including 2027 was approved by the Cabinet Member recognising that weddings are generally booked a year if not two in advance.</p> <p>A review of the pricing including benchmarking is underway to ensure the costs reflect the resources to deliver the service.</p> <p>The Park hosted 14 weddings in 2022 with a 9 in 2023. So far, the number confirmed for 2024 is 9 however the income is significantly higher as these are for ceremonies and marquee receptions.</p>
<p>Bright Ideas scheme</p>	<p>The staff suggestion scheme 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

	<ul style="list-style-type: none"> • Larger plan requiring investment / business case
Crawley Homes scrap metal sold to local dealer	Continues to generate monthly income which is being reinvested to supporting our vulnerable tenants through the messy garden scheme with one off assistance. Future schemes to be funded including home starter packs for new tenants and looking at how to support those in fuel poverty with flooring to improve insulation using remanent carpet.
Monitoring of costs for printing and postage:	A significant reduction in costs for printing and postage was achieved whilst operating remotely. Since returning to work from the Town Hall more regularly these have seen an increase in costs which is being regularly monitored.

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 has been prepared with interest already from the Town Centre Partnership. For the next plan, the options to maximise all facilities will be included.	Ongoing
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. Parking strategy to follow on the next plan.	Spring 24
Introduction of new activities in Parks and Open spaces	Extending the book and pay services to include Gardening talks at Worth Park, a dinosaur trail at Tilgate Park alongside a programme of events. Parks business plan in development.	Ongoing
Tackling void furniture and fly tipping	Project underway in response to increases in fly tipping – both CBC and WSCC land and how to reduce waste being produced from void tenancies.	2024

Focus on efficiencies and savings	Continued focus on printing and postage as well as other operational costs.	Ongoing
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Conclusions & Recommendations

With future financial pressures it is important to focus on activities that will deliver the highest levels of income without significant impact to local residents and maximise opportunities from our assets and services.

The Commercialisation PIPES model crosses all of the work on the Transformation Plan and provides the platform to do things differently. The council's focus must translate into becoming more efficient, more productive and generate income.

6. Assets

CMT Sponsor – Head of Economy & Planning Accountable to the Transformation Board		Good Progress
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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.

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

Action	Status
Investigation options for a dispersed model for Patch Working Teams	Metcalf Way to be developed.
Maximising income from the use of our assets	Scoped through the Corporate Assets Board.
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

Following the move to the new Town Hall complete, focus now shifts to the wider Council estate. A newly created Corporate Assets Board has been established with a large programme of work managed through this Board and via the Transformation Plan.

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Transformation Plan

2023-2026

Version 3.0

- Our Services to Customers
- Supporting Our Communities
- Our People
- Our Assets
- Commercialisation
- Service Redesign

Transformation Plan 3.0

Introduction

This is the third iteration of the council's Transformation Plan. The previous iteration recognised two key drivers:

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

These drivers remain central, but the council itself has made significant strides in recent years (see outcomes from the previous plan below). Central to this has been the successful move to the New Town Hall and the transformation of how the council works prior to that move. This plan is therefore a reset, setting out the next stages of the council's journey, looking at a three-year timeframe.

In doing so it sets out the strategic context in which the council is operating, and the key challenges this presents. In turn these then inform the streams or work for the plan, before setting out the outcomes being sought for each stream and the activity to achieve this.

Strategic Context

Need & Uncertainty

The UK has gone through an unprecedented set of shocks over the past 15 years. Trust in institutions has reduced. Economic uncertainty, especially among lower income households is increasing, despite record levels of employment. Expectations on public services by the public continue to grow. Further shocks are considered likely.

Complexity, Range, Pace & Scale

This is the most complex context our communities will have faced for some generations. Further demand challenges are emerging, including climate change, homelessness, migration, water neutrality, cost of living, mental health and wellbeing. This will require even more adaptive and agile organisational approaches whilst at the same time ensuring stronger risk and governance approaches.

Ambition versus Resourcing

The council, as ever, holds huge ambition on behalf of its communities to meet these challenges. It is however faced with the significant challenge of resourcing. This extends beyond the constraints of budgets and capacity. Local Government as a whole faces greater regulation, intervention, and structural change. Securing and developing the right skills are central to meeting the challenges ahead. Recruitment and retention in the context of falling real wages will require competing less on price and more on other attributes.

Direction of Travel***Focus on Community Needs***

Already a key driver, this is a statement of intent to increase our external focus. The council has needed significant focus internally to put in place foundation stones for delivery. This has already resulted in improvements for residents. However, the challenges being faced by our communities (and the fact that our internal transformation has come so far) means this plan needs greater focus here. Data, engagement and intelligence will be critical to understanding and addressing vulnerabilities and needs better.

Navigating Wider Change

Inevitably, a focus on community needs will mean operating more within the partnership space. Increasingly we will need to help shape broader agendas, where we have influence but not control, around health, economy, migration and housing. The council also faces a heady mix of sectoral agendas such as devolution, regulation, and intervention. Capacity will be needed not only to respond to these, but also to seek to get ahead and influence these agendas.

Prioritisation

The sheer breadth of our remit and duties, and the scale of need we see, can mean that as a council we are pulled in too many directions. The constraint of resources will require discipline to ensure we are prioritising the correct areas to make the biggest difference and minimise operational risk. It is also important that interdependencies are fully understood to ensure activity is undertaken in the correct order, and without detrimental impact.

Ever More Efficient

The only way to do more with less is to become ever more efficient. In the past years the council has invested significantly in its IT infrastructure and will continue to do so. IT skills now need to develop to maximise new capabilities. The focus on channel shift and reducing

Failure Demand must continue and accelerate to release capacity. Greater innovation, both within and across services, will be needed to better meet demand. Iterative change will need to become the norm for all staff.

Right People; Right Skills; Right Attitude

The People agenda will be critical to success, ensuring we recruit the right people with the right values and behaviours, whilst ensuring they develop the right skills to deliver the wider agenda. The Government's 'professionalisation' agenda means that this will apply both to specialist skills as well as our more recent focus on generic skills. Retention and succession strategies will need greater focus if the organisation is to benefit from development over the longer term.

Organisational Resilience

The need to achieve and maximise income/external funding remains as important as ever. Further shocks will both undermine efforts here and require the council to respond to new issues. This will require further development of adaptive One council approaches, allowing resourcing to be redistributed according to need. Governance will be ever more important to enable good decision-making and manage increased risk.

Financial Alignment

The council's budget has been placed under increasing pressure by the continuing increase in the cost of homelessness, the cost-of-living crisis and the high levels of inflation. Costs are increasing faster than income and there is continuing uncertainty over future income streams. The budget gap has increased and there is increased pressure to achieve a sustainable balanced budget. A combination of the use of reserves and efficiencies is no longer sufficient to plug the budget gap for 2023/24. Additional permanent savings are required, and the Transformation Plan must help enable these to be made, both now and in coming years.

Transformation

'A radical change that orientates the organisation in a different direction. 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.'

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. As described earlier a number of the elements within Commercialisation will likely sit within the transformation space.

Nonetheless these projects do not sit within a vacuum, they are driven by the factors where links with the IT programme as an enabler or as a result of change are clearly linked.

Our focus must translate into becoming more efficient, more productive and generate income.

To deliver the Plan we will continue to develop and mature our project governance, following the structures and processes in place. Sound business cases will be produced with benefits realisation an integral part of our sign off. Services will lead on their work and as part of the discovery phase they will ensure that those support service stakeholders are identified and engaged with. The Transformation team will act as change agents and support the organisation on some of the projects alongside upskilling the organisation with project management skills.

The Plan delivery is organised into the following streams:

1. **Our services to customers**
2. Supporting **our communities**
3. **Our people**
4. **Our assets**
5. **Commercialisation**
6. **Service redesign**

Our Services to Customers

This stream of work recognises transforming *the way* we deliver services, to both external customers and internal teams/colleagues.

The way in which our communities wish to access services continues to change as do our operating processes in adopting new and more efficient technology. Increasingly people prefer to access services online, often using a mobile phone, with an expectation of access 24 hours-a-day, 7-days a week. Not only is this convenient for the resident, but it is also more efficient for the council. Research from SOCTIM suggests that nationally digital transactions costs 15p whereas face to face costs £8.62.

A significant amount of demand received by the council is by phone. More convenient than coming into the Town Hall, it is restrictive in terms of capacity during busy times, and in only offering a time limited service between 8.30am and 5pm (plus an out-of-hours service). By way of comparison, phone transactions cost £2.83.

Some residents still prefer face-to-face transactions, and as a public service it is important that this continues to be offered. The council is particularly keen to work with residents with complex needs on a face-to-face basis as transactional services tend not to address underlying needs (see 'supporting our communities'). Otherwise, the council will continue identify barriers preventing digital access and seek to encourage residents towards a 'digital first' approach.

Finally, it is also recognised that whilst different arrangements suit different services, these arrangements also need to work for customers and be undertaken in a way that reduces failure demand not only in services, but across the system. The Contact Centre will work with individual services to arrive at the optimal solution and to increase both the experience of the resident and efficiency for the council.

The past years have seen substantial change in the way we work for staff moving into the new Town Hall. The focus now moves to staff working outside of the Town Hall, whilst continuing to optimise what has already been put in place. There will be synergies here with the work being undertaken in the Assets theme.

There will be significant focus on Neighbourhood Services initially and the implementation of Mobile Working – part of a wider suit of activity to embed patch working and increase productivity. This work has been designed in such a way to support similar approaches across other teams and services.

More broadly, and with the digital advances made in recent years, there will be a focus on further developing IT and data skills within the workforce so that these systems are used to their potential. Central to the approach will be the shift to M365 and SharePoint, which is transforming how we manage and use our information and digital assets. Bespoke training will also be needed for key line of business systems being introduced.

Within this theme we also need to plan for the challenges to come and how we prepare the organisation for that change. Three key themes need to be reflected here. How do we equip the workforce to be able to navigate future change, which we expect to be both frequent, and in some regards significant. The second is how we create resilience within a workforce under increasing pressure. The third is how we adapt to reduce the council's carbon footprint.

Measures:

- Automation status
- Value versus failure demand
- % contact via Contact Centre vs online
- Cases supported by Access Crawley
- Comparison of cost/effort before and after digitising services

CMT Sponsor: Simon Jones, Head of Digital and Transformation

Ownership: Our Customer Board

Ref	Item	Description	Lead Officer	Status	Target Date
1.1	Review of Customer Services offer	Agree strategy and short-term projects. Review to include the range of options for customer contact to ensure an efficient and customer focused service.	Contact Centre Manager	Pipeline	
1.2	Standards for effective communication	Review information provided to customers; consistent style, language, content and accuracy, to ensure a successful customer experience, reduce poor information and improve	Communications Digital Team	Pipeline	

		quality, reduce resulting waste demand into the contact centre and other teams.			
1.3	Deliver service led channel shift projects that provide a joined up, positive customer experience and reduce demand on the Contact Centre and officer time.	<p>Continue to deliver the programme of channel shift projects, ensuring customer focused, integrated systems from initial access to completion of service delivery. Continue to expand the range of services available for online bookings.</p> <p>Active Projects include:</p> <ul style="list-style-type: none"> - New spaces management and online booking system - Starters, leavers and employee changes - Benefits Online and new integrated document management solution - Active H Customer Portal - Waste & Recycling Integrations - Council Tax integrations <p>Identifying projects that will have a successful impact and experience for residents.</p> <p>Embed / increase take up of online channels. Use data to identify gaps and link with services for process improvements. Campaigns, including consideration of push communications for certain areas to support the take up.</p>	Channel Shift working group Digital Services	Deliver	Ongoing project delivery throughout 2023-26
1.4	Review and explore the role of CBC in tackling digital exclusion and promoting inclusion across Crawley	A consequence of increased online service provision is the potential for customers without access, funding or capability to be excluded from accessing services. This is a potentially very large piece of collaborative, partnership working with a wide range of stakeholders across all sectors; CBC may only have limited influence and role.	ICT, Digital Services, Wellbeing Team	Pipeline	
1.5	Digital Identify Review	Review and align process for citizen authentication / identity verification when joining online platforms including myCrawley and other portals and services. Customers often consume different CBC services and the focus is on the customer as a	Digital Services Manager	Design	

		whole with an aim of reducing the number of times people are asked to prove their identify for access to different services.			
1.6	Mobile working	Complex business process reengineering project, enabled by IT, to modernise front line service delivery; starting with Neighbourhood Services. The solution will remove paper processes and allow for the communication of work activities to front line staff via mobile devices and a software solution.	Project Manager – Mobile Working	Deliver	Phase 1 – Autumn 2023 with other services to follow
1.7	SharePoint rollout	Complete the roll out of new Electronic Document Records Management System to replace network drives, automate retention policies and meet information management requirements.	Business Application Manager Transformation & IT Programme Manager Transformation Officer	Deliver	2024/25

Supporting our Communities

The drive to meet emerging needs within our communities starts with those who have the greatest need of support. The focus is upon 3 groups:

1. Those in financial difficulty and requiring support to cope and move forward. This builds on the previous cost of living work and Access Crawley to develop corporate approach to resolving debt
2. Those with complex needs where a corporate approach and an ongoing relationship is required to help people move forward, or support those whose needs will continue
3. Our disadvantaged communities and neighbourhoods, building upon the work already underway through Community Ambassadors, Shared Prosperity Fund and Health programmes

The focus for this theme is to take a range of different but successful initiatives and develop these into a coordinated programme of activity that can be embedded into how the council works from a day-to-day basis. This work will also inform actions within other themes (for instance Service Reviews). For this theme, the focus will be to:

- Develop our data assets to better understand needs, where needs exist, and how best to measure progress
- Develop the strategies and programmes to address need;
- Oversee delivery of activity
- Inform how our services need to adapt moving forwards.

Measures:

- Mental wellbeing of residents
- Others to be defined

CMT Sponsor: Amanda Kendall, Head of Crawley Homes and Georgina Bouette, Head of Community Services

Ownership: Our Communities Board

Ref	Item	Description	Lead Officer	Status	Target Date
2.1	Cost of living response	<p>A programme of work to prevent crisis for residents. Data and lived experience led project to understand need, issues, risks, impact and design proactive support for residents.</p> <p>Workstreams to include:</p> <ul style="list-style-type: none"> • The role of data to identify those in need • Help and support for communities • Financial inclusion approach and levels of support • Integrating with local partners 	<p>Head of Crawley Homes</p> <p>Head of Community Services</p>	Define	
2.2	Access Crawley	<p>Proactively identify Crawley customers (receipt of multiple services) who are vulnerable and support them as required. Explore the use of data to support this approach.</p>	Transformation Officer	Design & Deliver	Ongoing

		Reactively support those that contact us who also need support as required.	Contact Centre Manager		
2.3	Improved local networks and Partnerships	Linked to 2.1, to redefine the purpose of resident wellbeing, mental as well as physical. Undertake, community development mapping and engagement with residents. Ensure best use/uptake of Community Grants.	Community Services Manager Community Development Manager	Define	

Our People

People are our most valuable resource. The council is already recognised as being a good employer. 4 in 5 employees believe we are committed to development of staff. 92% believe that the experience gained supports future work prospects. This needs to be advertised and celebrated more if the council is to overcome some of its recruitment challenges and be seen as an employer of choice.

The council wishes to improve further in this area and create a culture of learning within the organisation. This fits with developing an ever more agile organisation that can adapt to and drive change. It also fits with the need to become ever more efficient if the council is to meet increasing and more complex demand with static or reducing resources.

As a council focused on development, we must also be clear about our ability to retain staff, including succession pathways that allow career progression. The reintroduction of PDRs provides the opportunity to discuss development and progression at a one-to-one level, but there needs to be greater corporate awareness, coordination and planning in this area.

Our HR & OD team has for too long been caught between a serviced and a self-service approach to HR services, reducing capacity for OD and strategic activity. The relationship between that team, managers and staff needs to be defined again, with processes, policies and systems adapted to support that way of working. The design stage of this work has begun. Likewise, this also needs to fully incorporate and embed the work undertaken to date around Values and Behaviours and the Employee-Manager-Organisation relationship, to ensure consistency.

Measures:

- Staff Survey satisfaction levels
- Retention rates

CMT Sponsor: Siraj Choudhury, Head of Governance, People and Performance

Ownership: People Board

Ref	Item	Description	Lead Officer	Status	Target Date
3.1	Recruitment, retention and succession strategies	<p>Develop recruitment, retention and succession strategies that secure the talent the council needs into the future.</p> <p>Work to include:</p> <ul style="list-style-type: none"> • Review of our Employment Value Proposition to identify key non-pay benefits and how to promote careers at the council. • Refresh of the recruitment process to include reference to values & behaviours and benefits. • Revise the recruitment pages content include video welcome. 	HR Recruitment Officer	Define	
3.2	Talent training and development	To create and embed a culture of learning with flexible training and development opportunities to develop talent at all levels. Linked to Plan, Do, Review (PDR) scheme.	HR & OD Manager	Define	
3.3	Staff survey	Work arising as a result of the staff survey. On the back of the survey set-up listening groups with staff to develop detailed recommendations.	ICT Service Manager Neighbourhood Services Manager	Design	Winter 23
3.4	Review the key People Policies	<p>Review of the following policies with input from the People Board and staff.</p> <ul style="list-style-type: none"> • Capability 	HR & OD Manager	Design	April 24

		<ul style="list-style-type: none"> • Absence Management • Disciplinary • Change Management • Code of Conduct • Fairness at Work • Employee Handbook 	Policy, Review & Development Consultant		
3.5	Lone working system	Establish requirements and implement a corporate lone working system.	Corporate Health & Safety Advisor	Define	Early 24
3.6	Upskilling the workforce	Digital skills training for all staff to make best use of existing and new technologies; with a focus on MS365. Ensure new employees have the required digital skills for the job [as a part of the recruitment process] or a process exists to upskill as part of their induction. Enable staff with project management skills.	Transformation Team	Define	
3.7	Review of HR, Payroll and Health & Safety	Encourage self-service which will require understanding systems, processes and the demand to reduce administrative burden. Link to review of policies and replacement of system.	HR & OD Manager	Define	

Our Assets

Following the move to the new Town Hall complete, focus now shifts to the wider council estate. There are numerous drivers here:

- Ensuring their contribution to the council's Climate Change and Water Neutrality commitments
- Ensuring the council optimises utilisation of assets, rationalising where appropriate to reduce overheads whilst supporting service delivery
- Maximising income from the estate to meet wider income ambitions
- Create new housing development opportunities where sites can be released
- Delivery of wider economic development ambitions for the Town

The council already has an ambitious programme of activity, including Metcalf Depot, Neighbourhood Depots, and Growth and Town Deal programmes. The Asset Team has recently upgraded its Estate Management System that will support a more coordinated corporate assets approach. There are also significant community and neighbourhood assets that need to be considered within this framework.

There is a larger programme of work which is managed through the Assets Board – the list below are the subset that have a place within the Transformation Programme for monitoring purposes.

Measures:

- Financial – income, savings, cost avoidance
- Environmental measures

CMT Sponsor: Nigel Sheehan, Head of Major Projects and Commercial Services

Ownership: Corporate Assets Board

Ref	Item	Description	Lead Officer	Status	Target Date
4.1	Corporate approach to managing assets	<p>Commercial assets review and development of the strategy for the best use of assets:</p> <ul style="list-style-type: none"> - Community Centres - Green estate - Acquisitions and disposals <p>Develop systems to manage assets – including community spaces and buildings.</p> <p>Management of assets to include:</p> <ul style="list-style-type: none"> - Non-residential programme maintenance works - Partnering consultancies contracts - Flood management programme 	Corp Assets Board	Design	
4.2	Energy action plan	Projects relating to the management of energy expenditure, consumption and emissions.		Deliver	2024

		<ul style="list-style-type: none"> - Laser (the supplier of gas and electricity) - connect meters to CBC Assets for real time data on usage, Co2 emissions and to help source better energy deals. - Carbon emissions – progress decarbonisation priorities and projects. - District Heat Network phase 2 (DHN) - feasibility to expand the Town Centre DHN to potentially provide heat to 700 homes and consideration of alternative fuel sources. 	<p>Facilities Assistant Manager (Contracts & Compliance)</p> <p>Built Environment Manager</p> <p>Project Manager</p>		
4.3	Maximising use of Metcalf Depot	Re-fitting Metcalf and upgrade network to accommodate Neighbourhood services, Waste/Recycling and Crawley Homes.	<p>Chief Executive</p> <p>Head of Community Services</p>	Design	Winter 23
4.4	Creasys Drive - Patch working	Establish Creasys Drive as Patch base for Neighbourhood services.	Neighbourhood Services Manager	Design (Planning)	
4.5	Goffs Park	Income generation potential from Goffs Park – new ventures to bring customers to the park and generate revenue for the council.	Parks & Business Development Manager	Define	
4.6	Goffs Park House	Assess potential options for Goffs Park House (within the Commercial Assets Review)	Commercial Asset Manager	Define	
4.7	Innovation Centre	Design, build and launch innovative commercial space. The centre will be a major technological and green innovation asset as well as attracting new industries and businesses.	<p>Head of Economy & Planning</p> <p>Contracts Manager (Building & Built Environment)</p>	Design	Autumn 24

4.8	Manor Royal Fibre	Towns Fund Project to commission delivery of a full fibre network across all of Manor Royal with a partner provider.	Head of Digital & Transformation Head of Economy & Planning	Define	
4.9	Wifi at Tilgate Park	Pilot co-ordinated by WSCC to bring public wifi to 3 key areas at Tilgate Park (main car park, walled garden and main lawn).	Enterprise Infrastructure Manager IT & Transformation Programme Manager	Design	Spring 24
4.10	Marketing commercial office space for the Create Building	Creation of marketing suite to maximise opportunities from enquiries supported by Stiles Harold Williams.	Commercial Asset Manager	Deliver	Ongoing

Commercialisation – PIPES (profit, income, productivity, efficiencies, savings)

The council has a strong track record of securing income to maintain services, and this will become ever more important given financial pressures. The commercial space within the New Town Hall will create a vital new revenue stream. Work is beginning to turn Goffs Park into a destination that is self-sustaining, following the Tilgate example. However, the low hanging income maximisation fruit has largely been picked, and the more challenging areas have become harder due to the Cost-of Living crisis.

Consequently, the approach here requires updating. Project work required a clear focus on those areas where the potential gains are both greatest and attainable. Wider promotion of a commercial approach to the delivery of all services needs to continue.

Measures:

- Financial – income, savings, cost avoidance
- Efficiency

CMT Sponsor: Carolin Martlew, Head of Corporate Finance

Ownership: Commercialisation working group

Ref	Item	Description	Lead Officer	Status	Target Date
5.1	Maximise income opportunities for hire of CBC buildings	The new town hall and other venues 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.	Facilities Supervisor	Design	
5.2	Revised car park strategy	Produce a revised car park strategy for the medium to long term.	Public Protection & Enforcement Manager	Define	Spring 24
5.3	Fees and charges	Reviews of Fees and charges in line with pricing strategy: <ul style="list-style-type: none"> - Bulky Waste - Allotments - Burials - Community Centres 	Service Managers	Define	

		- Possible work arising from planning reforms			
5.4	Parks and Open spaces	Develop business plans for Tilgate and Goffs Park.	Parks & Business Development Manager	Define	Spring 24
5.5	Tilgate Golf Facility	Related to 5.4, review of contract and potential site options.	Commercial Asset Manager	Pipeline	2029
5.6	Garages	Licenses for access to gardens / garages, enforcement of parking on land and garage voids opportunities.	Operations & Maintenance Manager	Define	

Service redesign

We want all services to be adaptive and iteratively looking at how service can be adapted to better meet need and become ever more efficient. However, within the context of Corporate Priorities, substantial demand and/or the other themes set out here there are a number of service reviews that have greater strategic importance as opportunities to find efficiencies, capacity, savings and manage increasing demand. The list of service reviews in this section are subject to change in terms of their scope and reach, and their timing is often crucial. There are some that may not happen at all if circumstances change the context of the review, and all are at the pipeline stage currently, so have not been subject to any detailed work. In completing this work, we will discover whether there's a business case for change and proceed [or not] as the case dictates.

Sponsors: Relevant Head of Service

Ref	Item	Description	Lead Officer Reporting Board	Status	Target Date
6.1	Future role of Community Development	Review the role and function of Community Development, including in relation to meeting the Supporting our Communities theme.	Head of Community Services	Pipeline	
6.2	Crawley Homes	To review processes and services to ensure fitness for purpose in light of new social Housing Act, requirements from the regulator and new housing system.	Head of Crawley Homes	Pipeline	
6.3	Repairs Contact Centre function	Review externalisation of Crawley Homes call handling teams and consider where this may best fit in the future.	Head of Crawley Homes Head of Digital & Transformation	Pipeline	

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THE “EXECUTIVE” FUNCTION (THE LEADER AND THE CABINET)

Cabinet Member for Resources

Service Area Responsibilities:

They will carry out responsibilities with regards to the following service areas:

- a) Legal.
- b) People HR and Organisational Development (including Corporate Health and Safety).
- c) Performance including Corporate dashboard, Customer complaints.
- d) Information Governance - Freedom of Information and Data Protection/ GDPR.
- e) Governance and Democracy, including Elections, and Councillors’ services (including equipment, training and support).
- f) Strategic Risk Management.
- g) Audit.
- h) Current building management/office accommodation.
- i) Contact Centre.
- j) Shared service provision.
- k) Information and Communication Technology.
- l) Transformation Programme and service improvements.

Policy and Strategy Responsibilities:

They will oversee, and where applicable, approve the development of plans, statutory notices and policies within the above service areas, ensuring appropriate consultation occurs on all such proposals, including:

- a) Human Resources Strategy.
- b) Equal Opportunities Policy and Corporate Equality Statement.
- c) Digital, IT Strategy, Council Website, channel shift programmes e.g. MyCrawley.
- d) To work collectively with the Cabinet Member Environmental Services and Sustainability, the Cabinet Member for Housing and the Cabinet Member for Planning and Economic Development (via joint Briefing meetings) in relation to the Town Hall site redevelopment.

Specific Delegations:

They hold, but are not limited to, the following specific delegations:

- a) To approve the Corporate Equality Statement.

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b) Approval of the Council's Risk Management Strategy

c) Agree the annual cycle of meetings for implementation (in consultation with the Head of Governance, People & Performance).

Outside Bodies:

They are not specifically appointed to any outside bodies.

NB. All Cabinet Members may be substitute for another Cabinet Member on any of the Cabinet appointed outside bodies