

## Crawley Borough Council

### Overview and Scrutiny Commission

Agenda for the **Overview and Scrutiny Commission** which will be held in **Committee Rooms A & B - Town Hall**, on **Monday, 4 November 2024** at **7.00 pm**

Nightline Telephone No. 07881 500 227



**Chief Executive**

**Membership:** Councillors M L Ayling (Chair), H Hellier (Vice-Chair), O Adeniyi, I Ashraf, E Barrott, N Hilton, G S Jhans, I Khan, K Khan, R A Lanzer, D Ramsay and J Russell

Please contact Democratic Services if you have any queries regarding this agenda.

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Please note that the comment function will be unavailable.

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**The order of business may change at the Chair's discretion**

## **Part A Business (Open to the Public)**

	<b>Pages</b>
<b>1. Apologies for Absence</b>	
<b>2. Disclosures of Interest and Whipping Declarations</b>	
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.	
<b>3. Minutes</b>	5 - 10
To approve as a correct record the minutes of the Overview and Scrutiny Commission held on 30 September 2024.	
<b>4. Public Question Time</b>	
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 <b>15 minutes</b> or later at the Chair's discretion.	
<b>5. Review of the Transformation Programme Plan</b>	11 - 28
To consider report DCE/019 of the Deputy Chief Executive.	
<b>6. Discussion with the Cabinet Member for Resources</b>	29 - 30
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.	
<b>7. Forthcoming Decision List - and Provisional List of Reports for the Commission's following Meetings</b>	
To consider any requests for <a href="#">future items</a> . Those highlighted items have been referred to the Commission.	

	Item	PFD
1	2024-2025 Budget Monitoring – Quarter 2	
2	Budget Strategy 2026-2027	Y
3	Treasury Management Mid-Year Review 2024-2025	Y
4	Homelessness Review and Homelessness Strategy (2025 - 2029)	Y
5	Tenancy Strategy (2025 - 2029)	Y
6	Updated Climate Emergency Action Plan and Climate Emergency Declaration	
7	Waste and Recycling Contract Scrutiny Panel Final Report	
8	Waste and Recycling Contract – Part B	
9	Forward Programme of Key Procurements (January-June 2025)	

## 8. Supplemental Agenda

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

## 9. Exempt Information – Exclusion of the Public

The Commission is asked to consider passing the following resolution:-

That under 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 involves the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act by virtue of the paragraphs specified against the item.

### Part B Business (Closed to the Public)

## 10. Crawley Leisure Contract: Contract Extension

31 - 38

Exempt Paragraph 3

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

To consider report HPS/043 of the Head of Major Projects and Commercial Services.

## 11. Hawth Theatre: Options Appraisal and Contract Extension

39 - 48

Exempt Paragraph 3

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

To consider report HPS/044 of the Head of Major Projects and Commercial Services.

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## Crawley Borough Council

### Minutes of Overview and Scrutiny Commission

Monday, 30 September 2024 at 7.00 pm

#### Councillors Present:

M L Ayling (Chair)

H Hellier (Vice-Chair)

I Ashraf, E Barrott, T Bidwell, D Crow, N Hilton, G S Jhans, K Khan, R A Lanzer, S Pritchard and J Russell

#### Also in Attendance:

Councillors I T Irvine, M G Jones and A Nawaz

#### Officers Present:

Elizabeth Brigden

Planning Policy Manager

Heather Girling

Democratic Services Officer

Amanda Kendall

Head of Crawley Homes

Sallie Lappage

Strategic Planning Manager

Chris Page

Deputy Chief Executive

Clem Smith

Head of Economy and Planning

Roy Wood

Built Environment Team - Senior Project Manager

#### 1. Disclosures of Interest and Whipping Declarations

The following disclosures were made:

Councillor	Item and Minute	Type and Nature of Disclosure
Councillor S Pritchard	Cabinet Member Discussion with the Cabinet Member for Planning and Economic Development (Minute 5)	Personal Interest - Chair of Planning Committee
Councillor H Hellier	Health & Adult Social Care Scrutiny Committee (HASC) (Minute 6)	Personal Interest – NHS Public Governor
Councillor R A Lanzer	Health & Adult Social Care Scrutiny Committee (HASC) (Minute 6)	Personal Interest – Member of WSCC
Councillor R A Lanzer	Health & Adult Social Care Scrutiny Committee (HASC) (Minute 6)	Personal Interest – WSCC Cabinet Member for Health & Wellbeing

# Agenda Item 3

Overview and Scrutiny Commission (17)

30 September 2024

## 2. Minutes

The minutes of the meeting of the Commission held on 30 September 2024 were approved as a correct record and signed by the Chair.

## 3. Public Question Time

Questions asked in accordance with Scrutiny Procedure Rule 14 were as follows:

Questioner's Name	Responder
<p data-bbox="331 600 592 633">Mr Symonds, Ifield –</p> <p data-bbox="331 674 943 1061">In the Crawley Local Plan - declared 'sound' by the Planning Inspector - it states in Policy CL8 Paras 4.67 - 4.70: Development Outside the Built-Up Area - West of Ifield Rural Fringe: 'Proposals which respect this area of locally special rural fringe, its nature conservation and recreation value, its positive relationship with the urban edge and links to the wider countryside, will be encouraged'. Does that mean the 'Ifield Country Park - Gatwick' proposal be encouraged by this Council?</p> <p data-bbox="331 1279 552 1312">Supplementary –</p> <p data-bbox="331 1317 922 1738">In the 2022 SYSTRA Study - 'Crawley Western Link Road Northern Section' [Client/Project Owner: Crawley Borough Council] - it states in Paragraph. 2.2.3: 'Within the context of these strategies the main purposes of this northern section of the CWLR [Crawley Western Link Road] are to...'support the development of the West of Ifield housing'. It was thought this Council was opposing the West of Ifield development. Please could this Council provide clarification of its position regarding West of Ifield?</p>	<p data-bbox="973 600 1398 633">Head of Economy and Planning –</p> <p data-bbox="973 674 1522 1274">Thank you for your question. Once we receive detailed information as to what those proposals entail, officers will then give consideration to those proposals and make recommendations to Members as to what the council's position should be. At this moment in time, we have not seen the detail in relation to what's proposed in that context, although it is acknowledged that a preliminary draft case for the Ifield Country Park has been received. As you rightly say the council's policies is as you've stated in your quote from the Local Plan. Please note, Crawley Borough Council can only progress proposals within the Crawley Borough Boundary and on land it owns and manages.</p> <p data-bbox="973 1317 1522 2024">One of the reasons Crawley Borough Council is opposing the proposed West of Ifield development as per the Full Council Motion in October 2021 is the impact on Crawley's existing road network, and the lack of attention to infrastructure provision within the proposals. The Crawley Western Link Road Study was undertaken by Systra in 2022 as part of the Crawley Borough Local Plan evidence base. It formed part of the council's due diligence to ensure we can identify the infrastructure needed within Crawley boundaries for the multi-modal transport links to account for the possibility of West of Ifield scheme being permitted by Horsham DC in the future. The text being referred to is from a consultant's piece of work and the meaning of the word 'support' has therefore a completely different meaning and context.</p>

## 4. Crawley Borough Local Plan 2023-2040

The Commission considered report [PES/459](#) of the Head of Economy and Planning and supporting documents.

The Crawley Local Plan Review was undertaken to ensure the borough's Local Plan remains up to date. The new Crawley Borough Local Plan was prepared based on the outcomes of monitoring the implementation of the 2015 adopted Local Plan, feedback from previous stages of formal public consultations and updating the supporting technical evidence base. Following Full Council, held on 22 February 2023, which approved the Draft Local Plan for Publication and Submission, formal public consultation took place between May and June 2023. The draft Local Plan was Submitted to the Secretary of State for its independent Examination on 31 July 2023. Two Inspectors were appointed to carry out the Examination of the Plan. Examination Hearing Sessions were carried out in two parts, held during November 2023 and January 2024. Following the discussions at the Hearings, the Inspectors issued a post-hearing letter, dated 31 January 2024. The council published Main Modifications to the Local Plan, arising from the Inspectors' letter, for a formal six-week public consultation between February and March 2024. The council received the Inspectors' final Report into the of the Crawley Borough Local Plan on 6 September 2024. This confirmed the Local Plan has been found to be legally compliant and sound, subject to required Main Modifications set out in the Report. The Crawley Borough Local Plan 2023-2040 has been prepared alongside a number of statutory supporting documents (including a Local Plan Map, a Sustainability Appraisal, a Habitats Regulations Assessment and a Consultation Statement) and a substantial technical evidence base.

The reports requested Cabinet to recommend to Full Council to approve the Crawley Borough Local Plan 2023-2040 (and supporting documents) for its adoption, in accordance with the recommendations, and subject to the Main Modifications necessary for soundness, set out in the Inspectors' Final Report.

Throughout the discussion with the Cabinet Member for Planning and Economic Development, Head of Economy and Planning, Forward Planning Manager and the Planning Policy Manager, Councillors made the following comments:

- Recognition of the positive comments within the Planning Inspectors' report, particularly with reference to the questionable longevity of safeguarded land for the possible Gatwick southern runway due to the potential developable land, together with the further acknowledgement of the town's space constraints for new build housing of all tenures and need for neighbouring local authorities to exercise the 'duty to co-operate' to assist with the town's housing need.
- Clarification sought and obtained on the Gatwick Green allocation. It was confirmed that the Gatwick Green was allocated by securing its exclusion from safeguarding and concurrently allocated for another purpose (economic use). The area of land allocated to Gatwick Green was no longer safeguarded.
- Support for the work undertaken to combat the constraints of water neutrality and the retrofitting work being undertaken. It was noted this issue had also impacted neighbouring authorities.
- Acknowledgement that waste water was now part of the critical infrastructure, and a potential constraint for future development. The new Local Plan required developers to address infrastructure at an early stage.

# Agenda Item 3

Overview and Scrutiny Commission (19)

30 September 2024

- Recognition that infrastructure and transport were key, and the new Crawley Local Plan would ensure the town's future development and infrastructure needs could be delivered to support the sustainable growth of the borough, within its accepted physical constraints, and whilst continuing to protect its important built and natural environmental assets.
- Confirmation provided regarding the 'backdating' of the Local Plan, together with the advice and evidence requested throughout the Planning Inspectorate process in terms of post adoption and evidence. National Planning Policy Requirements state a Local Plan must last at least 15 years post adoption, and the Local Plan was originally submitted July 2023 with anticipated adoption 2024. However the Planning Inspectors requested background data and evidence to be addressed for preceding years, resulting in a Local Plan 2023-2040.
- Clarification sought and obtained on the anticipated housing need, along with the minimum number of dwellings, in comparison with neighbouring authorities. It was noted that a supply-led housing requirement of a minimum of 5,330 dwellings was supported with the unmet housing need recognised as 7,505 dwellings. There was recognition of the acute affordable housing need in the borough, supporting the 40% requirement (25% town centre) for affordable housing contribution on all housing sites, which included smaller sites.
- The Commission commended the work of the Planning Team on the compilation of the Local Plan.

## **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. Cabinet Member Discussion with the Cabinet Member for Planning and Economic Development**

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

Councillor Nawaz provided the Commission with a detailed overview of the portfolio, along with key achievements to date and future projects. The following topics were then discussed:

- Planning officers were praised for their continued work, however concern was raised over the delay in the processing of planning applications. It was confirmed that there had been many challenges which had impacted; Covid, water neutrality as well as the Gatwick DCO work whereby the council was coordinating the response for other local authorities. It was acknowledged that new management systems and resources had been instilled to reduce the backlog, which was proving successful.
- The regeneration programmes that had been implemented had resulted in significant investment throughout the town, as a result of successful partnership working. The Institute of Technology was highlighted as a positive example, whilst it was noted other projects such as Three Bridges station had been challenging, and was likely to progress later next year, ultimately resulting in improvement to the public realm.
- Future projects were also planned including Station Gateway and it was noted that maintenance of the schemes was an integral part of the projects and part of discussions with other stakeholders.
- It was acknowledged that there were challenges in meeting the council's housing need and it would be important to continue engage constructively.



## **RESOLVED**

That the Overview and Scrutiny Commission thanked Councillor Nawaz 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:

### **Access to Diabetes Technology in West Sussex**

In February 2024 Diabetes UK wrote to the Health and Adult Social Care Scrutiny Committee asking for the topic of access to diabetes technology to be reviewed, due to concerns around the local Sussex policy for access to wider technology for people with type 1 diabetes not being fully aligned with national guidance and a lack of a commissioned pathway for people living with type 2. Diabetes UK attended the meeting and provided a report which set out the context of the current diabetes landscape, alongside providing an up-to-date position on access to diabetes technology in West Sussex. The report was currently being considered.

### **Update on the delivery of the two-year improvement programme 2023-25 to assist the delivery of the Adult Social Care Strategy 2022-25 and preparation for Care Quality Commission Assurance of Adult Social Care**

The document set out a number of areas for improvement, which had been identified for delivery as part of the two-year improvement programme. The delivery of this programme was being supported by the County Council's transformation fund. Ongoing management oversight of the capacity required had been planned and resourced for the improvement programme during the remainder of 2023/24 and throughout 2024/25, with the procurement of Roretta Ltd to provide external capacity to support delivery, up until 30 June 2025.

### **End of June 2024 (Quarter 1) Performance and Resources Report – Focus for Scrutiny**

The Quarterly Performance and Resources Report was the Council's reporting mechanism for corporate performance, finance, savings delivery, risk and workforce. It had been designed to reflect the priorities, outcomes and measures included in the Council Plan. The performance measures were split between green, amber and red, with a focus on those highlighted amber and red. In reviewing the Performance and Resources report, the Committee's role was to monitor performance, finance and risk at a strategic level for its portfolio areas. Its focus should be on key performance indicators that were identified as red or amber as well as any budget variations.

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

The Commission confirmed the following reports:

1. New Hawth Contract – Part B
2. Crawley Leisure Management Contract Extension – Part B

The Commission will also be considering:

3. Transformation Plan Update
4. Cabinet Member Discussion – Resources

## 8. 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.

## 9. Tilgate Youth Centre Redevelopment - Approval of Scheme Budget and Authority to Appoint a Contractor

### *Exempt Paragraph 3*

*Information relating to the financial or business affairs of any particular person (including the authority holding that information)*

The Commission considered report CH/209 of the Head of Crawley Homes. Cabinet approval was sought for a scheme budget for the site's redevelopment, and authority to enter into a contract for the construction of 6no. dwellings.

During the discussion with the Cabinet Member for Housing, the Head of Crawley Homes and the Built Environment Team - Senior Project Manager, Councillors made the following comments:

- Noted that Full Council approval would also be sought for the appropriation of land from the General Fund to the Housing Revenue Account together with agreeing the proposed scheme budget.
- Recognition that the proposal for new affordable housing would assist in expanding the housing stock in the borough, which had potential to contribute towards addressing Crawley's housing needs
- Information was provided on the financial elements, unit mix, other options considered, and the detailed analysis documented within the report as concerns were raised with reference to specific costs.
- Acknowledgement that parking considerations were a challenge but consultation had previously taken place and the scheme was still subject to Planning permission.
- Recognition that the scheme was to be built to Passivhaus standards for energy efficiency, which would significantly benefit occupants.
- Noted that the scheme provided a strategic learning opportunity for a small scale development.

### 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.

### Closure of Meeting

With the business of the Overview and Scrutiny Commission concluded, the Chair declared the meeting closed at 9.02 pm.

**M L Ayling (Chair)**

# Agenda Item 5

## Crawley Borough Council

### Report to Overview and Scrutiny Commission 4 November 2024

#### Review of the Transformation Programme Plan

Report of the Deputy Chief Executive – DCE/019

#### 1. Purpose

- 1.1. The Transformation Programme Plan v 3.0 was revised in 2023 and presented to the Overview and Scrutiny Commission (OSC) in [October 2023](#). The Transformation Board has coordinated the workstreams, prioritised work, driven progress and monitored risk. Various projects within the Programme Plan have been reported back to the organisation through Portfolio Briefings, the Managers' Conference, Chief Executive Q&As and through internal Communications such as Outline and Team Brief. This third plan has an increased external focus, so residents have participated in surveys and focus groups to help inform the way forward for some items.
- 1.2. This report provides the annual update to OSC, reviewing the Year 1 progress, assessing its achievements and provides updates on ongoing projects.

#### 2. Recommendation

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

#### 3. Reasons for the Recommendation

- 3.1. The annual review report (Appendix A) provides a mechanism to record and recognise the progress made and sets out plans to deliver the remainder of the programme.

#### 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 course of action for the [current plan](#) includes:
  - an increased external focus
  - increased partnership working to influence community needs
  - prioritising those projects that make the biggest impact
  - prioritising those projects that support the financial pressures
  - increased efficiency and innovation
  - recruiting and developing our People
  - having robust governance and a resilient organisation

# Agenda Item 5

The Programme Plan is organised into the following workstreams:

1. Our Services to Customers
2. Supporting Our Communities
3. Our People
4. Our Assets
5. Commercialisation - Profit, Income, Productivity, Efficiencies, Savings
6. Service redesign

## **5. Progress against the key themes - Transformation Plan 3.0**

5.1. The full review report is at Appendix A. The key highlights include:

### **1. Our Services to Customers**

It's been a challenging year for the front of house Contact Centre colleagues and this workstream has helped shape a consistent service for residents which colleagues are confident to support and ensuring no resident is left behind. Access Crawley, a joined-up service for vulnerable customers, is well established and has supported 457 people since April 2022.

Digital transformation continues in the Channel Shift space with investment in myCrawley projects. The automation of transactions continues to move in the right direction, with more transactions automated than manual. This allows customers to access services when they need it whilst freeing officer time to focus on those with more complex needs. Some significant projects are nearing go-live e.g. Benefits online, which will increase the customer experience and create internal efficiencies. The biennial digital survey will be launched in November 2024 to inform this work stream and explores barriers to using online services.

### **2. Supporting Our Communities**

Those residents with the greatest need are increasing, with the cost-of-living pressures. A cross council working group has been taking a data, resident engagement and intelligence led approach. Household support fund 5 (HSF5) has been distributed, HSF6 is in planning using the data and lived experience information captured. Using this data, support can be more targeted.

A pilot is taking place with Health and Wellbeing board to explore new ways of integrating services and providing a prevention agenda. This is being led by NHS colleagues and discovery work is continuing with workshops on case studies and looking at the synergies of different services

### **3. Our People**

A significant internal People transformation programme, moving CBC from a traditional HR model to a People Operations model to build an energising and exciting workforce. This is facilitated by operational and system changes, such as a review of HR policies, automation and self-serving transactions, empowerment to staff and manager, creating efficiencies which will give officers time to be more strategic and proactive. Policies have been reviewed and launched. A systems replacement project is underway to enable this with the first phase proposed to complete in 2025. Officer safety was a priority and a lone working solution for staff was completed in June 2024.

# Agenda Item 5

## 4. Our Assets

A focus on priority projects notably on towns fund key infrastructure sites, housing delivery, environmental sustainability, asset utilisation and re-purposing all creating pressure and expectation on capital project delivery.

In the energy space - 500 automatic electric and gas meters have been installed. Further work continues to reduce energy use across council's various sites. Three tenants have moved into the Create Building with active interest in the remaking space available.

## 5. Commercialisation

Alongside the Assets workstream, discrete projects to support the income and savings agenda are underway. The Tilgate Business Plan is well progressed programmed for delivery. The Goffs park plan is closely following behind and has a Member working group established. Car Park strategy is in development.

## 6. Service redesign

The most progress has taken place in Crawley Homes to review processes, systems and structures to ensure fitness for purpose in light of the new Housing Act and Regulator requirements.

## 6. Next Steps

- 6.1. The Programme Plan is helping the council manage today's challenges and be fit for the future. Significant progress has been made in this first year and it's important to note that our colleagues have achieved the Transformation as part of the day job and thank them for their input. Moving into Year two of the plan, the Transformation Board continues to drive progress, facilitate change and improve service delivery.
- 6.2. The Transformation Board will provide a further review report to OSC in 2025 which will update Councillors on the progress of the latest Plan.

## 7. Background Papers

- 7.1 None

Report authors and contact officers:

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Appendix A

Transformation Plan – OSC review November 2024



# Transformation Plan

2023-2026

Version 3.0

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

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## 1.0 Introduction

The Transformation Plan was revised in 2023 with a third iteration, following a report to OSC, incorporating six workstreams:

1. **Our Services to Customers** - How the council delivers services to both external customers and internal officers continues to change with an expectation of access 24 hours 7 days a week. Not only is this convenient for the resident, but it is also more efficient for the council. This enables us to meet increasing demands and frees up officer time to support those that cannot access services digitally.

2. **Supporting Our Communities** - The drive to meet emerging needs within our communities starts with those who have the greatest need of support however increasingly with the cost-of-living crisis the support is required more broadly for our residents. Our role with external partners is a key part of the support residents need.
3. **Our People** - People are our most valuable resource. The council wants to create a culture of learning within the organisation and develop a more agile organisation that can adapt to and drive change. Improving our processes and systems can help the organisation to move to a People Operations approach and become more efficient.
4. **Our Assets** - An ambitious programme of activity to help optimise utilisation of assets, manage energy expenditure and develop innovative commercial spaces.
5. **Commercialisation** - Challenging times call for a clear focus on developing areas with potential gains. Commercial awareness with a public service ethos across all of our services is required.
6. **Service Redesign** - When there is a change to legislation, a council pressure or a requirement to review of change a system, take these opportunities and apply business analysis practices to review and redesign services.

The full plan shared at the October 2023 OSC can be viewed on the [Council's website](#).

It's no surprise to Councillors the strategic context within which the council is operating. The breadth of services and duties can pull the Council in many directions. The Transformation Programme and the Board act as enabler to ensure focus, coordination, prioritisation and manage risk to ensure we can continue to deliver the change ambitions within this challenging and complex context.

This report reviews the Year 1 progress of the Transformation Plan, assessing its achievements and provides updates on ongoing projects.

## 2.0 Progress – Year 1

### 2.1 Our Services to Customers

<b>CMT Sponsor – Head of Digital &amp; Transformation</b>	<b>Good progress</b>
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This stream of work focuses on transforming *the way* the council deliver services, to both external customers and internal officers. Good progress is being made across all strands of work. The cross council working group is well established and leads on the development of improved, consistent and the best possible service offer to our customers. Externally, our focus is making it as easy for those with low level need and high levels of access, so that capacity is freed up for those with very high needs and limited means to access services.

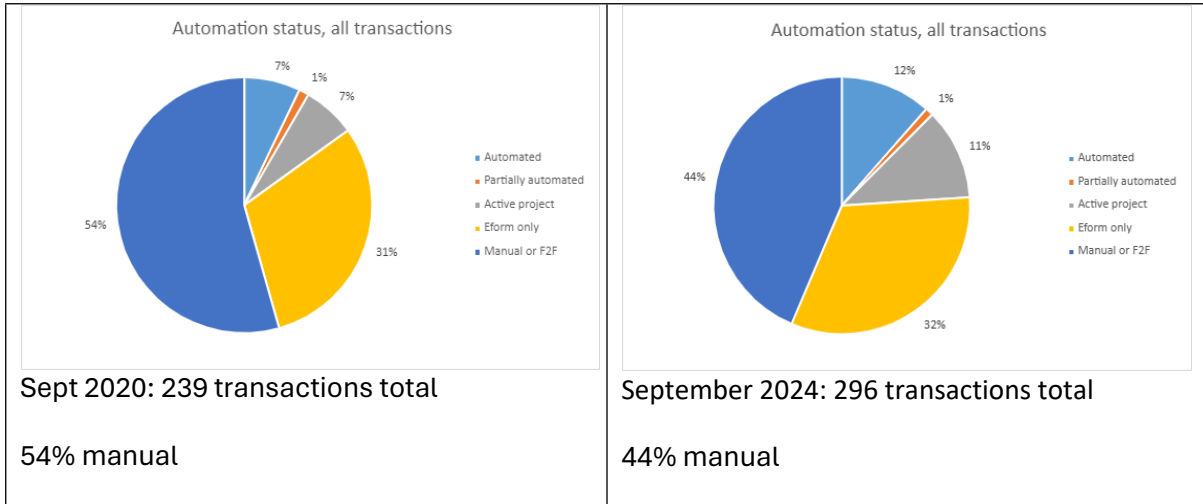
Internally, with the digital advances, there is a focus on further developing IT and data skills within the workforce so that these systems are used to their full potential. Central to the approach is the move to Microsoft 365 and SharePoint, which is transforming how officers manage and use our information and digital assets.



## Channel shift

Channel shift (getting processes and services online) is included on the Transformation Plan for the third time with many initiatives embedded into business as usual. Specific project updates are included in the table below. Some notable improvement measures include:

### The automation status of transactions

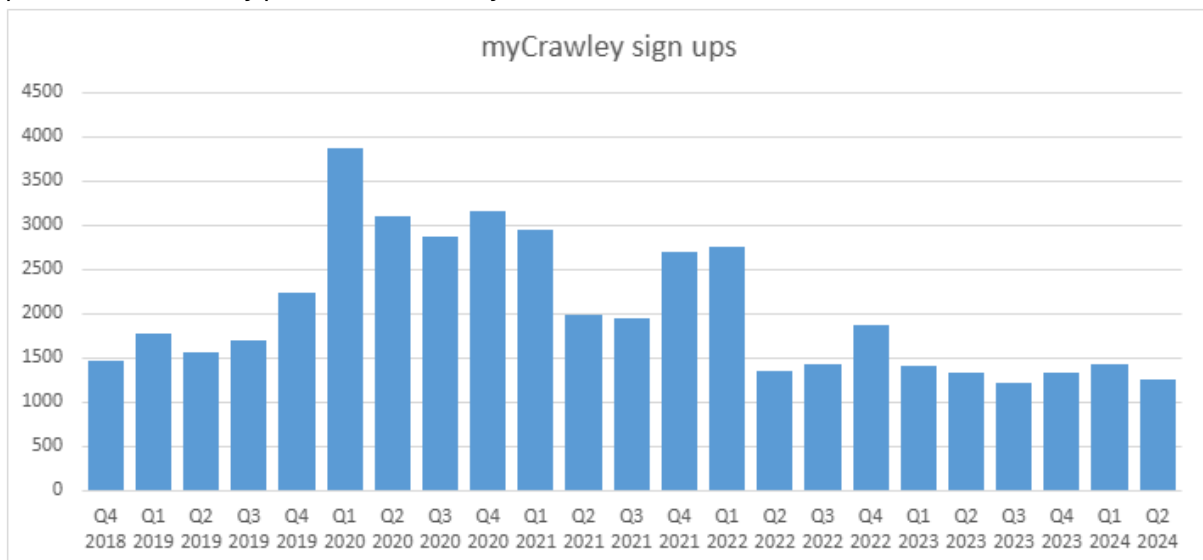


This data is for both public facing and internal transactions. The ratio of manual transactions continues to fall, as new online forms are created, and more channel shift projects are started. It is important to note that the number of transactions is growing alongside this as we have identified additional and new services. These are immediately (where possible) converted to digital forms, preventing any increase in our manual processes.

### [myCrawley](#) - headlines

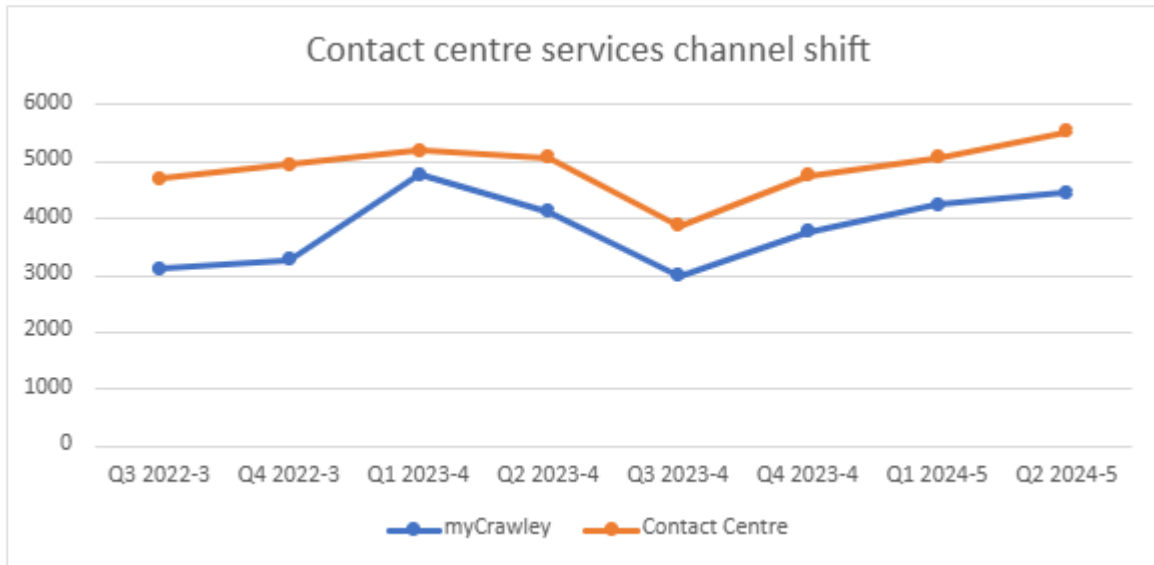
Total [myCrawley](#) accounts at end September 2024: **49,134**

New [myCrawley](#) accounts in Q2 2024/25: **1,251**. *Registrations to myCrawley are steady, averaging around 100 a week during quarter two 2024/25.* A relaunch of the portal and further promotional activity planned later this year.



## Measuring channel shift for Contact Centre services

Data is captured on five service areas that are delivered online and via the contact centre (*Council Tax, Waste and Recycling, Streetscene, Lifeline and Garages*). The comparison helps us measure the success of channel shift for each service and plan where more work is needed to drive online take up. *Total myCrawley transactions for these in Q2 is 4459 and illustrated in the graph below:*



*Proportion of mediated vs self-service transactions for Council Tax, Waste and Recycling, Streetscene, Lifeline and Garage services*

The total transactions completed on myCrawley in Q2 was 8,425. This figure includes all CBC services, not just those delivered by the contact centre, for example housing repairs, bookings.

## Survey

A biennial digital survey collects data on our residents’ access to and knowledge of online services, their preferences, and any barriers to use. The results can be benchmarked against previous surveys. The last few surveys were conducted online only, due to internal resources and Covid.

A survey is planned for Q3 2024, conducted in three ways; online, face to face and telephone. This will allow us to capture a wide range of people, including those who don’t use the internet. The results data will be used in three strands of the Transformation plan set out below: 1.1 Customer Services, 1.3 Channel shift and 1.4 Digital exclusion.



		<ul style="list-style-type: none"> <li>- Phase 2 – Spaces online bookings, launch of customer portal to regular hirers</li> <li>- Tilgate park experience bookings</li> <li>- Bin changes, garden waste integrations, council tax integrations, starters process</li> <li>- Many smaller online forms</li> </ul>	<p>Q1 25/26</p> <p>Q3 24/25</p>
4	<b>Digital exclusion / inclusion</b> - review and explore the role of CBC in tackling digital exclusion and promoting inclusion	<p>The Digital Exclusion group are working alongside the West Sussex Digital Inclusion, Access and Safety partnership to improve digital inclusion across the county. We are engaged with the Sussex-wide group and separately with the NHS looking at various initiatives; for instance, we are exploring the repurposing of old laptops for donation.</p> <p>The digital survey data will help us direct this support to the right parts of the local community.</p>	Ongoing Programme
5	<b>Digital Identity review</b> – Align processes for resident identity when accessing different council services	<p>Thales pilot ended with no further action. Instead, exploring different ways to check identity. This is mostly being driven by big projects that link into <i>myCrawley</i> such as Benefits online and the ActiveH Housing Portal. The Citizen Identify Platform in use by central Government would be useful if made available to local government.</p>	Discovery / scoping
6	<b>Mobile Working</b> – Modernising the front-line service delivery to remove paper processes and manage work online	<p>Working on the implementation for the Patch teams within Neighbourhood Services. Configuration, training and go live planning underway.</p>	Q4 24/25
7	<b>SharePoint</b> – improve information management and enhance new ways of working	<p>Halfway through the SharePoint rollout and future managed divisional rollout until Dec '25. In Sept 22 the council was storing more than 6 million files. As of July 24 this number is just over 4 million.</p>	Q3 25/26

## 2.2 Supporting Our Communities

<b>CMT Sponsors – Head of Community Services and Head of Crawley Homes</b>	<b>Good progress</b>
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Supporting our communities starts with meeting the needs of those who have the greatest need of support but increasingly the cost-of-living pressures have meant the need to expand the support to residents who may not have required it previously. The priority for this workstream is to collate and understand the current data and lived experience of Crawley residents to enable us to understand needs, risks and impact. This will enable us to design proactive support for residents as opposed to the reactive approach that we have historically used.

The Cost of Living working group is well established and working across departments to look at the data that we hold internally and that which we can gather from our partner organisations. This work with our voluntary partners will enable us to capture what communities say they need to support daily living.

The current ongoing work taking place

- Heatmap produced from the data from Food vouchers supplied from Household Support Fund (HSF) 4
- Financial pressure survey published on our website for Crawley residents to understand the impact of the last few years on the financial health of our community. Linked in with in person events at Crawley Jobs fair and Crawley Homes Tenant Conference.
- Work with Community Groups on gathering lived experience data from those who use their services.
- Continuing work on distributing the allocations of HSF 5 to groups in need.
- Partnerships in place with local debt management organisations

Access Crawley is a project within CBC within the Contact Centre which supports vulnerable individuals and families navigate multiple Council Services, dealing with financial challenges or requiring further support. The case officers work with residents to access the right benefits, support and advocate for them with individual services so that there is a co-ordinated approach.

**Progress against the plan is as follows:**

Ref	Action	Progress	Target completion
1	<b>Cost of living response</b> – prevent crisis for residents where possible within the council’s remit.	<ul style="list-style-type: none"> <li>- Collection of data and lived experience from partners.</li> <li>- Analyse results from financial pressures survey.</li> <li>- Pension Credit awareness campaigns and assistance for all tenures to ensure winter fuel payments eligibility.</li> </ul>	Q3 24/25

		- Funds distributed from HSF5. Scoping HSF6 allocation to March 2025.	Q3 24/25
2	<b>Access Crawley</b> – proactively identify those Crawley Customers who are vulnerable and support with their complex needs.	<p>This work is now embedded with the Contact Centre and referrals come from across the Council. The next challenge is to proactively identify those who need our support and the use of data to support this approach.</p> <p>Work is ongoing at exploring the wider strategic partnerships with our partners in Primary Care, Mental Health and WSCC Social Care. A pilot is taking place with Health and Wellbeing board to explore new ways of integrating these services and providing a prevention agenda. This is being led by NHS colleagues and discovery work is continuing with workshops on case studies and looking at the synergies of different services. The goal is for more emphasis on sharing information and working collaboratively to enhance the experience of those vulnerable individuals that we are working with.</p>	Ongoing

## 2.3 Our People

<b>CMT Sponsor – Head of Governance, People and Performance</b>	<b>Good progress</b>
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The People Board, with reps across the council provide corporate drive, direction and oversight to delivering the People workstream. This workstream delivers critical change initiatives, and the outcomes affect staff, managers and leaders across the council; fundamentally changing and improving the way people do their jobs. It also seeks to address the identified corporate strategic risk of the challenges around recruitment and retention. It’s a mix of technical and non-technical work which has been organised into the People Programme.

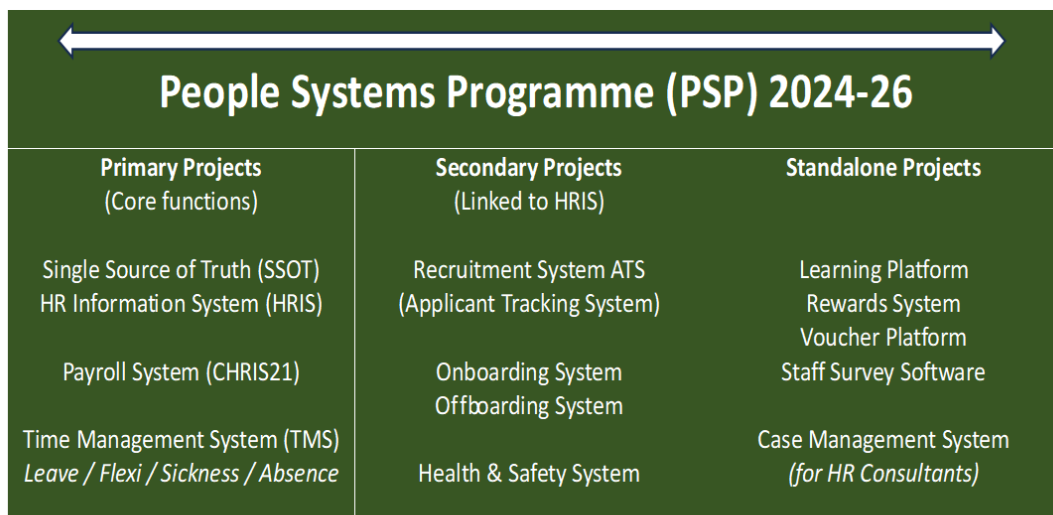
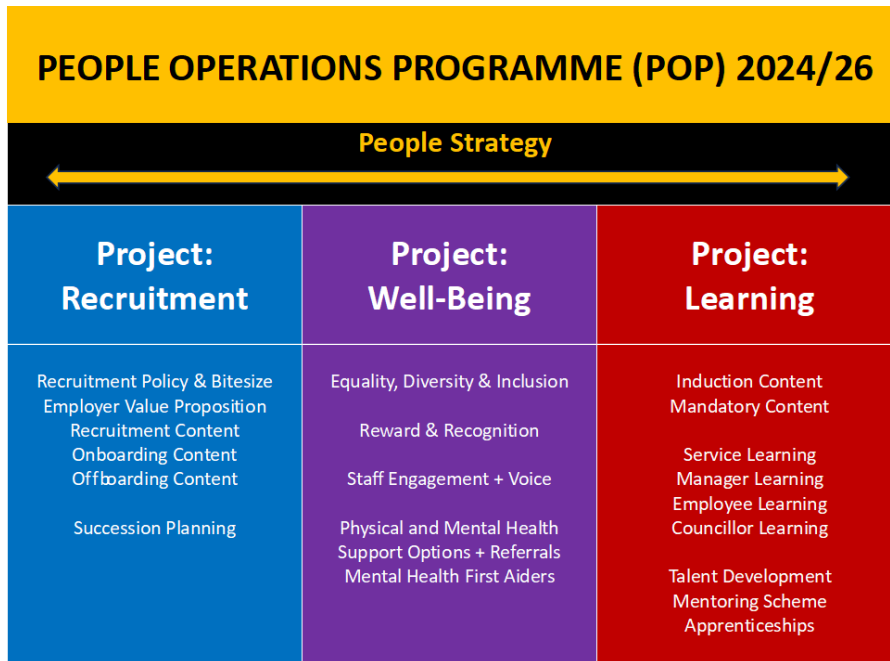
The Programme aims to move CBC from a traditional HR functional model to a People Operations model. People Operations Programme (POP) is based on achieving the following outcomes, enabled by a People Systems Programme (PSP);

- Modernising outdated HR systems
- Automation of HR activities and functions
- Self-service for employees and managers
- Empowering all with voice and choice
- Building an Employer Value Proposition
- Creating an energising and exciting workplace
- Creating a digital learning environment

- Being proactive instead of reactive
- Being more strategic and less administrative

Significant work has taken place in the PSP space in reviewing the current systems. The move to increased automation and self-service will provide modern performance management tools, reduce manual administration and free up time which will be spent on more complex and impactful work.

The programme is documented in the diagram below and progress on the individual projects in the subsequent table.



**Progress against the plan is as follows:**

Ref	Action	Progress	Target completion
1	People Operations	<p>Learning – new Officer in post and shaping the work required. Learning survey for staff to be issued to inform requirements and recommendations. Essential training for Managers and all staff training in design.</p> <p>Wellbeing – review of recognition schemes underway.</p>	<p>Q4 24/25</p> <p>Q3 24/25</p>
2	Policies	<p>A review of the key People Policies is underway, with input from the People Board, Unison and staff:</p> <p>Complete – 1 Oct 24</p> <ul style="list-style-type: none"> <li>- Capability</li> <li>- Absence Management</li> <li>- Ill health capability (new)</li> </ul> <p>Active Policy reviews:</p> <ul style="list-style-type: none"> <li>- Disciplinary</li> <li>- Change Management</li> <li>- Code of Conduct</li> <li>- Fairness at Work</li> <li>- Employee Handbook</li> </ul>	<p>Complete</p> <p>Q2 25/26</p>
3	People Systems Programme	<p>A programme of system changes which will be delivered in stages to include core HR, payroll, time management, recruitment, on/off boarding and health and safety.</p> <p>Business case developed; CPAG and CMT have confirmed approach and capital funds proposed to be available end 2024 to start procurement and implementation planning.</p>	<p>Phased delivery through 25/26</p>
4	Stand-alone systems	<p>Lone working solution – complete Jun '24</p> <p>Learning, wellbeing, case management and reward/recognition - to be progressed following the core People Systems Programme but understanding integrations to core HR record included in wider system requirements.</p>	<p>Complete</p> <p>Q4 25/26</p>



## 2.4 Our Assets

<b>CMT Sponsor – Head of Major Projects and Commercial Services</b>	<b>Good progress</b>
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There has been considerable demand for capital project delivery with notably a particular focus on towns fund key infrastructure sites, housing delivery, environmental sustainability, asset utilisation and re-purposing all creating pressure and expectation on capital project delivery.

The asset-based projects that sit on the Transformation plan are a subset of projects that have a place within the Transformation Programme for monitoring purposes but sit within a wider Asset Board.

The Assets Board has been helping to ensure resources are focussed on priority projects and building capacity within the project delivery teams to support this programme. Notably this work has included:

- Review and prioritisation of key projects ensuring client, technical delivery and corporate support resources are allocated accordingly.
- Creating additional capacity within the Built Environment Team with appointment to a new Senior Project Manager post.
- Corporate oversight of capital project progress with the ability to escalate concerns in seeking to unblock any particular delivery issues.

**Progress against the plan is as follows:**

Ref	Action	Progress	Target completion
1	Corporate approach to managing assets	Asset Board well established to manage this and the prioritisation of assets is near completion.	Q4 24/25
2	Asset management system – review requirements for a single asset mgmt system	Discovery work underway, outline options appraisal and business case expected Dec ‘24.	TBC 25
3	Energy action plan – related projects that support the council’s sustainability programme	<p>Connect meters for gas/electricity - 529 installations.</p> <p>Work will continue to reduce energy use across council’s various sites.</p> <p>Decarbonisation - Feasibility, design and costing for priority projects currently being developed.</p>	<p>Complete</p> <p>24/25</p> <p>25/26</p>

		District Heat Network Phase 2 – options being considered.	
4	Maximise use of Metcalf depot	Depot refitted to accommodate Neighbourhood services, waste/recycling and Crawley Homes – Oct '24.	Complete
5	Creasys Drive – patch working	Creasy's Drive established as a patch for Neighbourhood services – May '24	Complete
6	Innovation Centre – commercial space	Building conversion works nearly complete. Facilities Management procurement is progressing. Tenants signing up.	Q4 24/25
7	Manor Royal Fibre – deliver full fibre with a Partner across Manor Royal	Procurement has formally started for a Partner provider.	Q4 25/26
8	Wifi at Tilgate	Pilot project co-ordinated by WSCC to bring wifi to the main car park, walled garden and main lawn has been disbanded. Wider Parks requirements review underway in prep for an alternative solution.	Disbanded
9	Create building commercial space	British Airways, Varian and Chubb in occupancy. Active interest in the remaining available space.	Ongoing
10	Tilgate Golf facility	No update expected yet, future project.	Q4 28/29

## 2.5 Commercialisation

<b>CMT Sponsor – Head of Corporate Finance</b>
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<b>Some progress</b>
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Commercialisation touches every part of the council's service delivery and all workstreams across the Transformation Plan. The focus for this work stream has been income and savings and there's some overlap with Assets and some items sit across both areas. The items within here are discrete projects that are tracked through the Transformation Board programme. Difficult times require difference approaches and therefore some additional items are likely to be added to this workstream throughout 2025/26.

**Progress against the plan is as follows:**

Ref	Action	Progress	Target completion
1	<b>Car Park - strategy</b>	5-year strategy in development.	Q1 25/26
2	<b>Fees and charges</b>	A data led project to identify opportunities and efficiencies is underway; reviewing income and expenditure to analyse service delivery. Supports annual budget review.	Q4 24/25
3	<b>Parks and open spaces -</b> Develop business plans for Tilgate and Goffs Park.	Revised 5-year Tilgate Business Plan approved by Cabinet in Jan 24. Year 1 of business plan is programmed for delivery and information will be shared when readily available as per the report.	Q1 25/26
		- Goffs Park (inc Goffs Park House) - Member working group established and will oversee the development of a Place Making Plan for the Park working with some external consultants. New operator is at the Goffs Park kiosk.	25/26
4	<b>Garages</b>	Garage income is higher following the rent changes and being maintained. Voids process is managed within the service and work to explore options now sits as part of business as usual.  Licenses for access to gardens / garages, enforcement of parking on land has been taken out of scope. Lots of work for little gain.	Complete

## 2.6 Service Redesign

<b>CMT Sponsors – All</b>	<b>Some progress</b>
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Service Redesign is led by the relevant Head of Service and where required supported by Transformation Officers to review and reengineer an existing service. This often requires re-designing systems, processes and functions. Timing is crucial and often reliant on fully understanding changing requirements. Some progress has been made here and it is expected to progress further in 25/26.

**Progress against the plan is as follows:**

Ref	Action	Progress	Target completion
1	Review the role and function of Community Development,	Relates to the findings from the ‘Our Communities’ workstream, including	TBC

	including in relation to meeting the Supporting our Communities theme.	assessing the information and evidence from the cost of living and health inequalities insight work to determine future needs and priorities for community development activity.	
2	Crawley Homes - review processes and services to ensure fitness for purpose in light of new social Housing Act, requirements from the regulator and new housing system.	Responsive and planned repairs restructure – open consultation. Analysis from the tenants' survey, new customer standards, regulatory requirements will shape future plans.	25/26
3	Review externalisation of Crawley Homes call handling teams and consider where this may best fit in the future.	Early discovery work to start Q3 24/25 but no further plans until detailed requirements from the housing regulator are known.	TBC

### 3.0 Finally...

This update has shown how much of this work is helping the council manage today's challenges and be fit for the future. Even in challenging times, significant progress has been made in this first year and it's important to note that our colleagues have achieved the Transformation as part of the day job and thank them for their input. With moving into Year 2 of the plan, the Transformation Board continues to facilitate change and improve service delivery. We will continue to:

- Gather input from residents to understand their priorities and needs
- Continue digital transformation to enable easier access to services and information
- Develop tools and skills to use data to inform decision-making
- Invest in our people and workforce development
- Encourage a culture of innovation

# Agenda Item 6

## **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.
- 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.

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# Agenda Item 10

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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# Agenda Item 11

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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