

Crawley Borough Council

Report to Overview and Scrutiny Commission 02 November 2020

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

1. Purpose

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

2. Recommendations

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

3. Reasons for the Recommendations

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

4. Background

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

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

5. New Challenges

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

6. Emerging Themes

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

Channel Shift

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

New Ways of Working

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

People Strategy

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

Service Redesign

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

Commercialisation (PIPES model)

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

Assets

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

7. Next Steps:

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

8. Background Papers

None

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