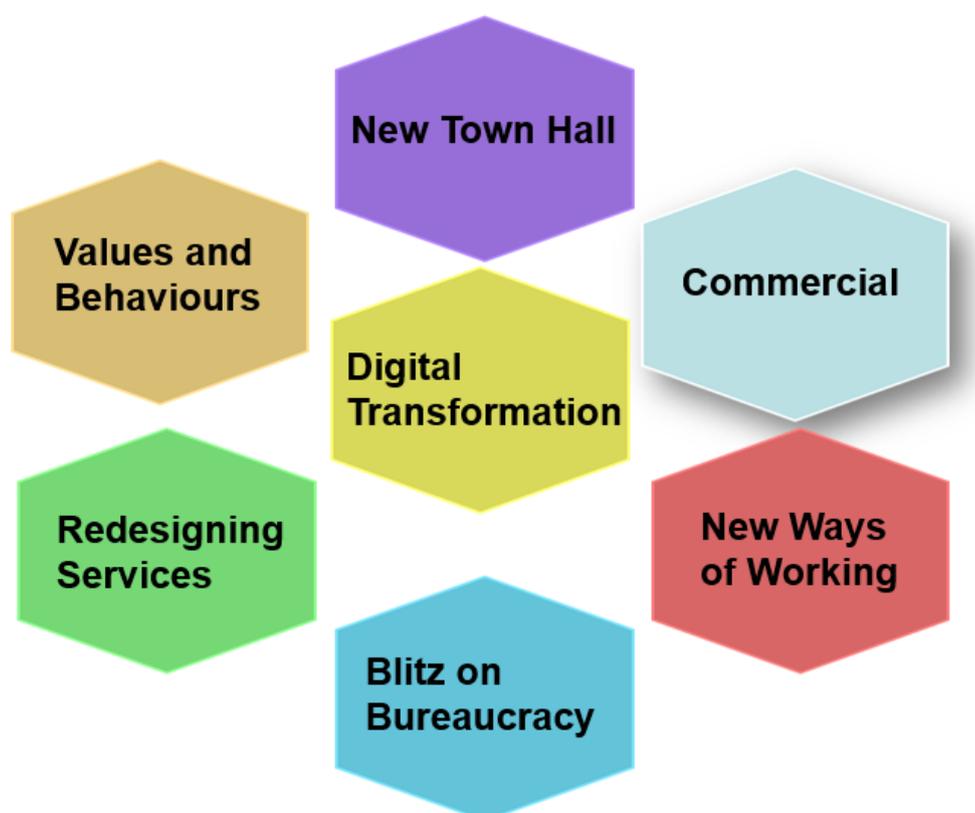


TRANSFORMATION PLAN – REVIEW OCTOBER 2020

Introduction:

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

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



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

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

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

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

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

Conclusions & Recommendations

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

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

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

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

The project has to date:

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

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

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

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

Conclusions & Recommendations

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

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

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

The project has to date:

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

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

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

Conclusions & Recommendations

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

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

Progress against the plan is as follows:

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

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

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

Conclusions & Recommendations

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

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

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

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

Progress so far:

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

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

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

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

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

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

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

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

Conclusions & Recommendations

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

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

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

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

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

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

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

Conclusions & Recommendations

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