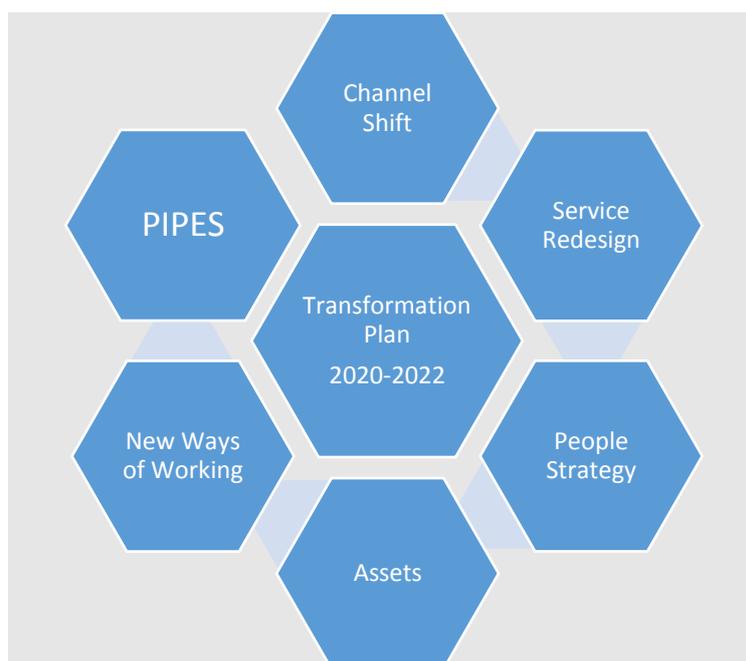


TRANSFORMATION PLAN – REVIEW NOVEMBER 2021

Introduction:

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

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



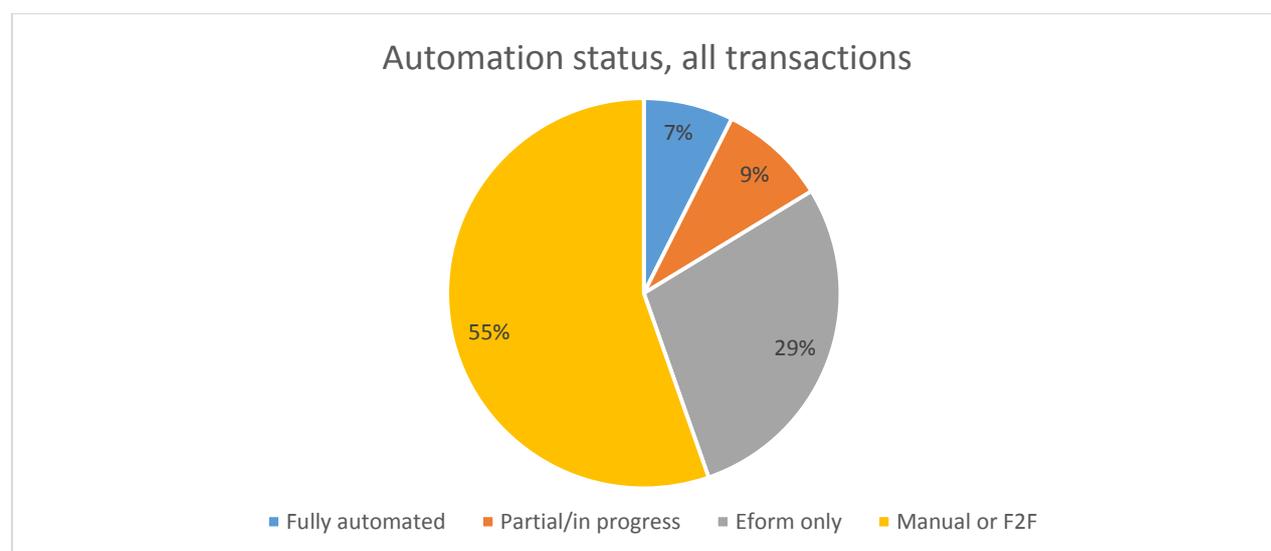
The last twelve months has seen the Council divert resources to supporting residents and the wider community through the pandemic whilst still offering our core services. As restrictions eased our focus has shifted to recovery plans and building a new future for the Town.

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

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

Number of identified transactions/forms so far: 272



The project has to date:

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

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

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

Conclusions & Recommendations

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

NEW WAYS OF WORKING CMT Sponsor – Deputy Chief Executive & Head of Digital & Transformation Accountable to: Transformation Board		On Track
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The New Ways of Working Theme has focussed on how to best use the new technology emerging and to embed a more agile approach to work. Whilst the new Town Hall is no longer considered the catalyst for change there are a number of interdependencies within the Transformation Plan to the finalised design, mobilisation and decommission of the current building.

The project has to date:

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

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

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

Conclusions & Recommendations

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

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

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

Progress against the plan is as follows:

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

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

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

<ul style="list-style-type: none"> • Absence Management • Disciplinary • Change Management • Code of Conduct • Fairness at Work 	Resources have been identified to undertake a review incorporating feedback from staff and the People Board.	
To create a management development programme to address the identified weaknesses	Agreed leadership competencies. Needs analysis to be completed with options for learning methods. Content included in July Management Conference.	TBC
Review of HR and Payroll to encourage self-service which will require understanding systems, processes and the demand to reduce administrative burden.	Scope to be agreed. Will now form part of the second phase of the Corporate Support functions review and overseen by a new People Board	Winter to Spring 21-22

Conclusions & Recommendations

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

SERVICE REDESIGN CMT Sponsor – Deputy Chief Executive Accountable to: Transformation Board		On Track
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The 2020 plan identified a number of corporate policies and services to be reviewed to ensure increased efficiencies and introduce more effective ways of working.

Progress so far:

Action	Description/Status	Timetable
Review of Out of Hours Working: To understand the data and evidence for change in order to address inequalities in terms and conditions across the workforce.	Significant work has been completed to understand the requirements for services offering Out of Hours working and consolidate to offer a scheme that is fit for purpose for business critical services. A proposal for change is currently being discussed.	TBC
Essential user consultation	A review of the current scheme by staff representatives to ensure the new version reflects changes to how we work and our commitment to climate change through the Council's Travel Plan. A proposal is currently being discussed.	TBC

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

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

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

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

Conclusions & Recommendations

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

COMMERCIALISATION CMT Sponsor – Chief Executive Accountable to CMT		On Track
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The council has recognised the need to extend a more commercial approach into some of its work to ensure it can generate income, identify efficiencies and deliver savings as part of the medium term financial strategy. The council adopted PIPES as the Council's core principles – Profit, Income, Productivity, Efficiency and Savings and provided training for staff across the authority. Work initially focussed on identifying a range of options through budget savings, ideas brought forward from staff suggestions and reviewing fees and charges.

Progress so far:

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

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

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

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

Conclusions & Recommendations

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

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

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

ASSET REVIEW CMT Sponsor – Head of Economy & Planning Accountable to the Transformation Board		Some 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.

Progress is as follows:

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

Conclusions & Recommendations

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