

# Crawley Borough Council

## Report to Overview and Scrutiny Commission 05 September 2022

### Review of the Transformation Plan

Report of the *Deputy Chief Executive - DCE/13*

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#### 1. Purpose

- 1.1. The Transformation Plan was revised in 2020 with a first review report to OSC in November 2020 and then again in November 2021 - [DCE/09](#), providing an update on progress to the six themes and activities. The Transformation Board has monitored progress at regular intervals reporting back to the organisation through Portfolio Briefings, Managers' Conferences, Chief Executive Q&A's sessions, Outline, Team Brief, via the intranet and at the annual update to the Overview and Scrutiny Commission (OSC).
- 1.2. This report provides an update to OSC, identifying those activities that have been delivered sufficiently, where remaining activities are incorporated into service plans as business as usual or likely to carry across to the next iteration of the plan. The Review Report, is attached as Appendix A.

#### 2. Recommendation

- 2.1. To the Overview and Scrutiny Commission:  
  
That the Commission considers and notes the Review Report (Appendix A).

#### 3. Reasons for the Recommendation

- 3.1. The Review Report (Appendix A) provides a mechanism to record and recognise the significant progress made against the current plan and provides a mandate for Officers to develop a new plan for 2023 - 2025.

#### 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 current plan has also been driven by the opportunities created by the move to the New Town Hall, and the ongoing need to meet the Council's wider financial challenges. The ambition of the current plan was inevitably impacted by the pandemic, but it equally acted as an accelerator for some activities.
- 4.2. During this current year, the challenges facing the local community, businesses along with the Council's own operations in response to rising costs of living has become a further driver, specifically within the service redesign theme. The Council anticipates that this will increase and create an equally challenging financial position going forward.

## **5. Progress against the key themes**

### **5.1. Channel Shift**

There has been a reduction in central government driven reactive demands requiring online applications this year. This has allowed the teams to identify and focus on transactions where channel shift will have the biggest impact. These are the simple, transactional and information driven activities such as eBilling for Council Tax. Work will continue to capitalise on this approach where possible whilst retaining options for more traditional phone or face to face interactions for those who require this. This number is decreasing as customer behaviour and preferences have modified during the pandemic as they accessed services through digital formats. Just 5% of all traffic through the contact centre is now face to face.

### **5.3 New Ways of Working**

The Council continues to focus on how best to use new technology to release staff to work in a more agile way. The most significant project being the migration of our infrastructure to the cloud along with a range of service led projects. The move to the new Town Hall has provided momentum to digitise historic data creating space, improving access to information and modernising our working practices. Ultimately these will drive efficiencies and provide enhanced customer access in the coming year. Going forward there are planned improvements to the satellite sites and projects focused on our mobile workforce.

### **5.4 People Strategy**

As the Council's ways of working evolve and change there is a need to review the employment offer and practices to ensure it continues to attract and retain the best workforce, and get the most out of the talent the Council has. The People Board, with staff representation, has devised a workplan of activities to continue to develop its culture and supporting policies. There is planned and resourced activities to support staff using new technology and creating the flexibility and resilience needed to embrace new opportunities and drive transformation from within.

### **5.5 Service Redesign**

This theme addresses services or functions where, for one of a number of reasons, it was decided to undertake a review or make changes to improve services or deliver efficiencies. For the most part these have all now been completed or in the final stages of conclusion. One intervention will continue into the future. Access Crawley is developing a better approach to addressing residents with more complex needs. It has already supported 40 people in crisis to move forward, which would not have been possible previously. There has been a significant focus on financial crisis, and the project team has also undertaken work to bring together support available for those struggling with the cost of living.

### **5.6 Commercialisation (PIPES model)**

By adopting a more commercial mindset the council is able to respond more flexibly and pragmatically in responding to the Medium-Term Financial Strategy (MTFS). There is a clear need to continue to offer high quality and sustainable services which must operate, as a minimum, as cost neutral. Achieving this at a time where residents and businesses are incurring a raft of increased prices is understandably, extremely sensitive. It does however minimise the need for future reductions in services by developing new ideas, new income streams, greater efficiencies and savings.

### **5.7 Assets**

Within the Council's current estate there are a range of land and spaces subject to varying levels of use. Several of these offer opportunities for the Council in terms of

disposal, development or repurposing. Initially work has focused on Metcalf Way depot and the relocation of its staff and services, thereby freeing up the site for alternative use.

## **6. Next Steps**

- 6.1. Work is already underway to deliver the remaining activities with progress monitored at regular intervals at the appropriate governance board.
- 6.2. The Transformation Board will provide a further Review Report to OSC in 2023 which will include details of any new themes.

## **7. Background Papers**

*None*

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