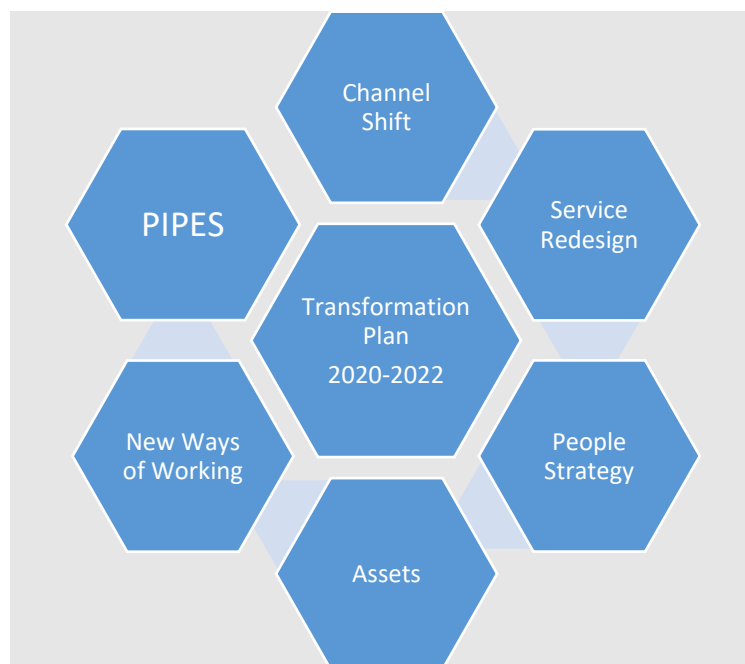


## TRANSFORMATION PLAN – REVIEW 2022

### Introduction:

The Transformation Plan was revised in 2020 with a second iteration, following a report to OSC, incorporating six key themes to deliver against the corporate priorities:

- 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.



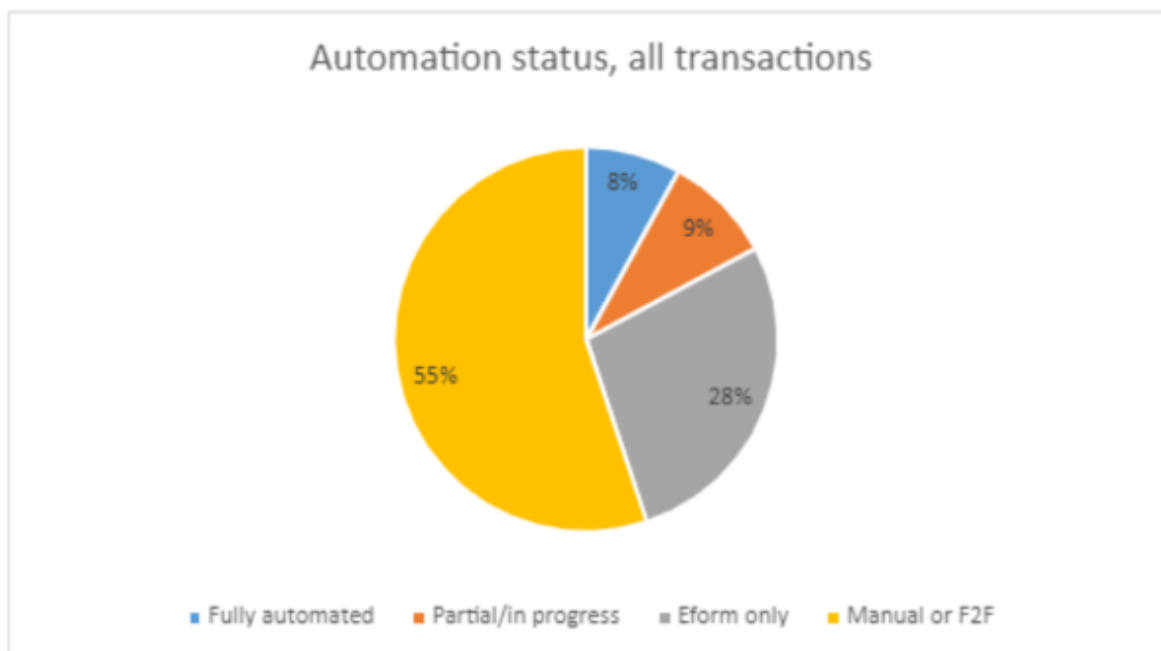
The impact of the pandemic and changes to how we provide services have remained evident in the past twelve months although in many ways these now reflect a new norm for the Council as practices have become embedded in our day to day operation even after restrictions ended in February 2022.

Progress has continued across many of the Transformation Plan themes, namely in the completion of a number of service reviews and delivering new ways of working in readiness for our move to a new Town Hall in the Autumn.

**CHANNEL SHIFT****CMT Sponsor – Head of Digital & Transformation****Accountable to: Transformation Board****Some progress**

The channel shift group and Digital Services team continue to work with services to make simple transactions available online allowing customers to complete tasks quickly and easily which can improve the customer experience. It is imperative that this work goes beyond simply providing an electronic form, activities need to be fully integrated into back office systems removing the need for double handling of data. This additionally helps to release capacity in teams to deal with more complex enquires or support customers who need a more individual form of service.

**Number of identified transactions / forms so far: 277**



The project has to date:

Action	Status
Continued promotion and sign ups to myCrawley.	Registrations to myCrawley continue to grow steadily with peaks of activity during holidays and new residents moving into the Borough. Total myCrawley accounts at 17 <sup>th</sup> August 2022 - <b>37,998</b>
Launch of eBilling for Council Tax	Released in March with the run up to annual billing, there are now <b>1,037</b> people registered to receive their bills electronically. Annual and revised bills will be sent by email and bills and other documents can also be viewed and downloaded in myCrawley.

Increase in direct debit sign ups for Council Tax	Initially driven by messaging for the £150 energy rebate, <b>3,376</b> more people have signed up for Council Tax Direct Debit online since annual billing in March.
Online appointments for customers to the Town Hall	Customers responded positively to booking online for key services over the past year. Going forward a hybrid approach to combine both appointment and walk up options will be accommodated to help plan resources most effectively.
Developments to improve processes for key services.	A number of projects have been completed including: <ul style="list-style-type: none"> <li>• Review of the compliments &amp; complaints process</li> <li>• Upgraded thechoice based letting portal to launch fully integrated forms</li> <li>• Adding additional information to the portal including whole year collection calendar for waste &amp; recycling.</li> </ul>

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 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 team have collated the service requirements with some initial investigation with providers. The business case has been approved by Cabinet and will progress going out to tender for a system solution.	Spring 23
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. Work has been focused on Council Tax enquiries and fully integrating these processes.	Ongoing
Improvements to Streetscene reporting	Live testing of a new online form and case management solution is now complete in the Contact Centre and Neighbourhood Services. Wardens have also been trained. This links to the mobile working project phase 3 for outside workers	Autumn 22
On line Bulky Waste booking service	Following a review of the pricing structure this will move to an online booking process later in the year rather than only via the Contact Centre.	Winter 22
Book and pay options	Continuing to expand the range of services available to complete online including new events in Parks and Open spaces.	Ongoing

Business rates portal	Similar to our services for council tax payers providing a portal to provide eBilling and access to account and information online reducing enquiries from rating agents. This may link to the replacement Housing Benefits system as there are shared IT systems.	Winter 22

### Conclusions & Recommendations

Since the reopening of the Town Hall there is a continued uptake for by customers for online access to provide easy and accessible access to services. There will always be a place for face to face contacts, as demonstrated by the volume of customers in the Borough for the government funded Energy Bills Rebate, or for those customers who have more complex requirements or need greater support and channel shift will create capacity in teams to deliver these services. More so we need to challenge the perception of Customers that calling the service will result in a faster response as in reality they use exactly the same forms. Further targeted communication to promote the advantages of self service is therefore ongoing.

<b>NEW WAYS OF WORKING</b> <b>CMT Sponsor – Deputy Chief Executive &amp; Head of Digital &amp; Transformation</b> <b>Accountable to: Transformation Board</b>		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. Significant projects are nearing completion namely the migration to Azure public cloud of our infrastructure and roll out of improved IT services. The roll out of multi factor authentication (MFA) in response to an increased level of cyber attacks was successfully deployed at short notice across the Council. In addition, preparations for the move to the new Town Hall have resulted in significant activities for the IT & Transformation Team this year.

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 2022.
Roll out new M365 suite to hybrid devices following the Windows 10 upgrade last year.	Project completed summer 2022.
Service led system upgrades: <ul style="list-style-type: none"> <li>• Housing Management - new</li> <li>• Homelessness</li> </ul>	<ul style="list-style-type: none"> <li>• Project on track to complete Oct 2022</li> <li>• Completed</li> </ul>

<ul style="list-style-type: none"> <li>Income Management - new</li> <li>Legal Case Management - new</li> <li>Asset Management – new</li> </ul> <ul style="list-style-type: none"> <li>Income Management System – upgrade FMS</li> <li>Online register for licensing</li> </ul>	<ul style="list-style-type: none"> <li>Project progressing</li> <li>Completed</li> <li>Project on track to complete Summer 2022</li> <li>Completed</li> <li>On hold awaiting upgrade to Uniform system</li> </ul>
Information Management Project. To implement an electronic data management system to replace historic paper files, enable file sharing software and automate retention policies.	The project has made progress to outline the future requirements, undertake a data cleanse and with a demo site available for testing in July. The roll out to services will begin in the summer including the migration of previous data and completed by the end of the calendar year.
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 approx. 1.9m items which will be completed by November.
Managed team storage requirements for mobilisation to the new Town Hall	As above in addition to the disposal of paper files, storage requirements have been rationalised to meet the building layouts using opportunities to change processes.
Connectivity to the new Town Hall	Cable runs inside the building are complete for our MER Comms room and working with BT to configure for our landlord wifi, guest wifi and contractor access.
Installation of new audio visual equipment to the new Town Hall	Following a procurement earlier in the year orders have been placed ready for practical completion of the new building.
Room booking system for the new Town Hall	Development and testing of a new system is nearing completion following demos with Facilities Team and key staff.
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. This will focus on improving our existing service, this has been launched in the current building.

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

Action	Description/Status	Timetable
Mobile working phase 3	The project is underway and captured the requirements for those services in scope. Some soft market testing has been undertaken to understand what may be possible with the business case in development.	Winter 22

Replace IE 11 with Chromium Edge as websites and applications are no longer supported by IE 11	Access to Edge is available with the option to switch the default browser. A removal of IE11 is planned for the next Windows update.	Summer 22
Digital canvassing to modernise the administration process during the annual canvass for the electoral register	This will replace the paper-based system with a digital solution. Tablets are due mid August	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.	Autumn 22

### Conclusions & Recommendations

There have been a number of Infrastructure improvements as well as the delivery of service led projects during the last twelve months. Resource is now working between preparation for the move to the new Town Hall with improvements to satellite sites and projects enabling our mobile workers and support future changes in frontline community-based working. There will therefore be a standstill in terms of new projects until the end of the year.

<b>PEOPLE BOARD</b> <b>CMT Sponsors – Deputy Chief Executive &amp; Head of Housing Strategic Services</b> <b>Accountable to: Transformation Board</b>		Some progress
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As changes to our working practices become fully embedded there is 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 develop this new reality of working. The People Board, with staff and Unison representation, meets regularly to create options for the organisation.

Progress against the plan is as follows:

Action	Status
Devised a revised Plan, Develop, Review scheme	Following a successful trial a scheme was launched earlier this year with conversations underway across the council.
Created new information to support Managers	Being a "People Manager" resource is now available signposting to policies and support.
Display Screen Equipment training replaced to ensure staff have safe and healthy workspaces both in the office and at home.	An interim video has been designed ahead of sign off and roll out to staff. A risk assessment system is to be procured as part of a review of People Services.
Provide IT support and training to make best use of new technology including Sharepoint	A Digital Trainer has been appointed with learning resources for M365 and Sharepoint to support staff launching on the intranet.

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	Autumn 2022
Refresh recruitment pages to include reference to values & behaviours, benefits to attract and retain the best candidates.	Revise content include video welcome	Autumn 2022
Develop recruitment, retention and succession strategies that secure the talent the Council needs into the future	The Board are reviewing our Employment Value Proposition to identify key non-pay benefits and how to promote careers at the Council.	CMT discussion in progress
Complete the review of key People Policies: <ul style="list-style-type: none"> <li>• Capability</li> <li>• Absence Management</li> <li>• Disciplinary</li> <li>• Change Management</li> <li>• Code of Conduct</li> <li>• Fairness at Work</li> <li>• Employee Handbook</li> </ul>	Additional resource was used to start this process which now need completing to incorporate feedback from staff and the People Board.	Ongoing
To create a management development programme to address the identified weaknesses	Agreed leadership competencies. Needs analysis to be completed with options for learning methods.	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 Governance, People and Performance functions review.	Winter to Spring 22-23

### Conclusions & Recommendations

Work will continue to develop the culture going forward to be more flexible and adaptable whilst providing support for all staff as we continue our journey to transform the Council and embed new ways of working.

**SERVICE REDESIGN**

**CMT Sponsor – Deputy Chief Executive**  
**Accountable to: Transformation Board**

On Track

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
Essential user consultation	Full consultation took place on a new scheme that reflects changes to how we work and our commitment to more effective management of the scheme in support of our Travel Plan. The revised scheme is however currently on hold.	TBC
Governance, People & Performance	The activities for FOI, SAR, Complaints and Governance have been brought together with HR, Legal and Democratic Services.	Completed
A new approach to community engagement and wellbeing (including community development, arts, grants, play service and wellbeing)	Phase 1 has been implemented to refocus activities and target prevention and early intervention including changes to the Community Grants and Play Service.  Discussions are underway for Phase 2 which will focus on Community Development and Safety elements of the service.	Phase 2 underway
Review of Enforcement	A new structure has been created bringing regulatory, prevention and enforcement services together.  The next stage will include a full review of the Council's Enforcement Policy and building greater resilience into the Parking Services Team.	Phase 2 commenced May 2022
Technical Services	The functions previously based within Community Services and Built Environment have been brought together to allow the Council to better deliver capital works.	Completed
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.	Ongoing



	Additional work looking at simple transactional activities is linked to Channel Shift and creating capacity in the Contact Centre.	
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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.

<b>COMMERCIALISATION</b> <b>CMT Sponsor – Chief Executive</b> <b>Accountable to CMT</b>		On Track
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The council adopted PIPES as the core principles – Profit, Income, Productivity, Efficiency and Savings and provided training for staff across the authority and a Member Seminar in July 2021. A new Pricing Strategy was approved by Cabinet in Feb 2021 and forms the basis for pricing schemes and a need for services to operate, as a minimum cost neutral, with potential for profit where appropriate.

Progress so far:

Action	Status
Review the Council’s corporate debt recovery policy, process and procedure to maximise recovery	The launch of Lateral, a debt management system, now provides greater oversight of debts across the Council.
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 with proposals to be agreed for; <ul style="list-style-type: none"> <li>Bulky Waste Collections simplified pricing schedule prepared – currently awaiting approval</li> <li>Allotments revised scheme will be applied to new plots in Furnace Green with a decision pending roll out to other sites</li> </ul>

	<ul style="list-style-type: none"> <li>• Pest Control revised prices awaiting approval</li> <li>• Garages revised prices awaiting approval</li> <li>• Burials revised scheme currently in discussion</li> </ul>
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.	Following Cabinet approval an offer was 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.
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	<p>Tilgate Nature Centre has bounced back with record breaking visitor numbers for 2021/22 receiving almost 105k visitors.</p> <p>Concessions at the site continue to perform well and benefitted from the outdoor location during lockdown, including a new ice cream concessionaire since March providing an increase in rental fees.</p> <p>MiPermit (parking app) at Tilgate Park alongside an increase in parking charges has been implemented.</p> <p>The new Hound Ground offering a safe and secure location for off lead dog walks will open this year.</p> <p>Goffs Park kiosk has opened for this summer with a planned review on future operations to be determined in the Autumn.</p>
Weddings at Tilgate Maximising the wider park facilities and activities as "more than just a venue"	Following three wedding shows the Park has 15 weddings booked this calendar year with receptions hosted in the area or the Barn.
Bright Ideas scheme	<p>The staff suggestion scheme has generated over 180 ideas. These have been categorised to evaluate;</p> <ul style="list-style-type: none"> <li>• Already underway by relevant service</li> <li>• Unable to proceed (cost or type of activity)</li> <li>• Quick win to be implemented</li> <li>• Larger plan requiring investment / business case</li> </ul>

Crawley Homes scrap metal sold to local dealer	Continues to generate monthly income which is being reinvested to supporting our vulnerable tenants through the messy garden scheme with one off assistance. Future schemes to be funded including home starter packs for new tenants and looking at how to support those in fuel poverty with flooring to improve insulation using remanent carpet.
Monitoring of costs for printing and postage:	A significant reduction in costs for printing and postage was achieved whilst operating remotely. Since returning to work from the Town Hall more regularly these have seen an increase in costs which is being regularly monitored.

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 has been prepared with interest already from the Town Centre Partnership.	Winter 22
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 22
Introduction of new activities in Parks and Open spaces	Extending the book and pay services to include Gardening talks at Worth Park, a dinosaur trail at Tilgate Park alongside a programme of events.	Ongoing
Tackling void furniture and fly tipping	Project underway in response to increases in fly tipping – both CBC and WSCC land and how to reduce waste being produced from void tenancies	Winter 22
Focus on efficiencies and savings	Continued focus on printing and postage as well as other operational costs	Ongoing

### Conclusions & Recommendations

With future financial pressures it is important to focus on activities that will deliver the highest levels of income without significant impact to local residents and maximise opportunities from our assets and services.

<b>ASSET REVIEW</b> <b>CMT Sponsor – Head of Economy &amp; Planning</b> <b>Accountable to the Transformation Board</b>		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 the vehicle workshop and Patch Teams to release Metcalf Way depot.
Maximising income from the use of our assets	Ongoing
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.