

Crawley Borough Council

Report to Overview and Scrutiny Commission 30 October 2023

Review of the Transformation Plan

Report of the Chief Executive – CEX/066

1. Purpose

- 1.1. The Transformation Plan has been revised a number of times since 2020, with this latest version aiming to reflect the completion of major items like the New Town Hall whilst incorporating new projects driven by more recent ambitions and a changing landscape. 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 on progress on version 2.0 of the Plan, identifying those activities that have been delivered sufficiently, where remaining activities are incorporated into service plans as business as usual or have carried across to the next iteration of the plan. The Review Report, is attached as Appendix A and we have included version 3.0 of the Plan for information which covers the period of 2023-2026.

2. Recommendation

- 2.1. 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 previous version of the plan and provides a mandate for Officers to deliver the new plan for 2023 – 2026 (Appendix B).

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 previous 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 v2.0 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. The council anticipates that this will increase and create an equally challenging financial position going forward.

5. Progress against the key themes - Transformation Plan 2.0

- 5.1. The full review report is at Appendix A. The key highlights include:
- 5.2. **Channel Shift** - The channel shift group and Digital Services team continue to work with services to make transactions available online allowing customers to complete tasks quickly and easily which can improve the customer experience. Significant progress has been made in this space with an increase in customers using myCrawley and an increase in services and transactions now available online for residents.
- 5.3. **New Ways of Working** - This theme has achieved a huge step forward in the ways of working, both from the behind the scenes enabling IT infrastructure and new ways of working for colleagues, largely aligned to the New Town Hall and improvements at the satellite sites.
- 5.4. **People Strategy** – The People Board, with staff and Unison representation meet regularly to create options for the organisation. An appraisal system, Plan, Do, Review (PDR) has been launched alongside a suite of HR training for managers. The HR policies are currently being reviewed in light of the Transformation achieved by the council and new ways of working.
- 5.5. **Service Redesign** - 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. These are largely complete.
- 5.6. **Commercialisation (PIPES model)** - The Commercialisation (Profit, Income, Productivity, Efficiencies, Savings) model crosses all of the work on the Transformation Plan and provides the platform to do things differently. Many initiatives have been implemented under this theme and the focus will continue into the next Plan to help with budget pressures.
- 5.7. **Assets** – during this plan, the main focus was on Metcalf Way and the depot, which a way forward is now agreed and in progress. This theme, over the last 6 months has picked up pace through the creation of a Corporate Assets Board and a programme of work to make best use of Council's assets and also contribute to the decarbonisation plans. Marketing commercial office space for the Create Building is also tracked through this Plan.

6. Transformation Plan 3.0

- 6.1. As demonstrated, the council has made significant strides. This new plan is therefore a reset, setting out the next stages of the council's journey, looking at a three-year timeframe. In doing so it sets out the strategic context in which the council is operating such as support needed for our Communities, being ever more efficient, our People and the financial landscape.
- 6.2. The new Plan is at Appendix B for information. The workstreams that are being taken forward to this new Plan include:
 - Our Services to Customers
 - Supporting Our Communities
 - Our People
 - Our Assets
 - Commercialisation - Profit, Income, Productivity, Efficiencies, Savings
 - Service redesign

7. Next Steps

- 7.1. Work is already underway to deliver the remaining 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 in 2024 which will update Members on the progress of the latest Plan.

8. Background Papers

- 8.1. None

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