

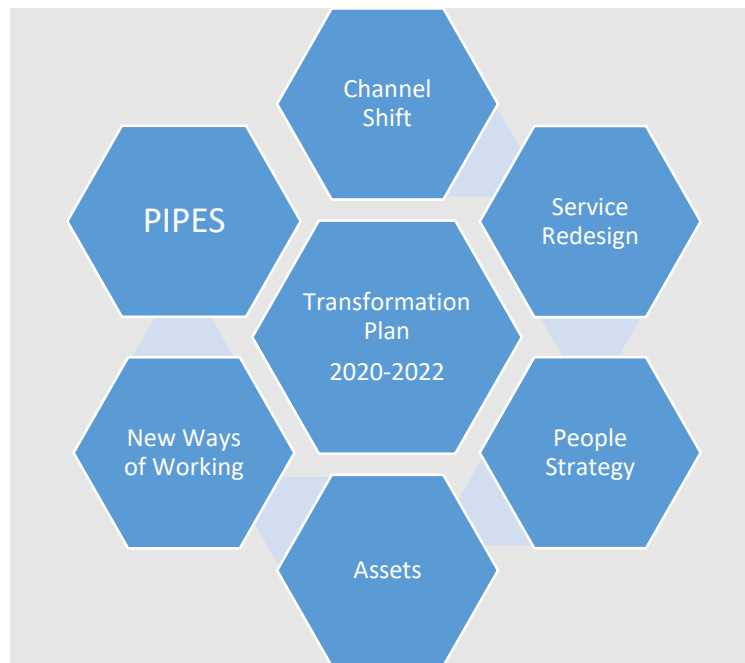
Appendix A

TRANSFORMATION PLAN 2.0 2020-2022– REVIEW 2023

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:

1. **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.
2. **New Ways of Working** - Encouraging greater flexibility and efficiencies in how the work is delivered.
3. **Service Redesign** - Providing services that are redesigned from the customer or user perspective, streamlining processes and delivering savings.
4. **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.
5. **Commercialisation & Income Generation** - Creating a culture of commercialisation and embedding the principles of PIPES.
6. **Asset Review** - To ensure that the council’s land and property assets are utilised in the most efficient and effective way.



The purpose of the Transformation Plan 2.0 was to continue to modernise the council ahead of its move to the New Town Hall and to help meet financial challenges. With the successful move to the New Town Hall, this iteration of the Transformation Plan has now concluded and it is in the process of being updated for version 3.0.

OSC were updated on the progress in September 2022 and this report builds on that to provide a complete update on the Plan. The report identifies those activities that have been delivered sufficiently, where remaining activities are incorporated into service plans as business as usual or those carried across to the next iteration of the Plan 3.0.

Progress against the Plan

Progress has continued across many of the Transformation Plan themes, namely in the completion of a number of service reviews and enabling projects for the occupancy of the New Town Hall.

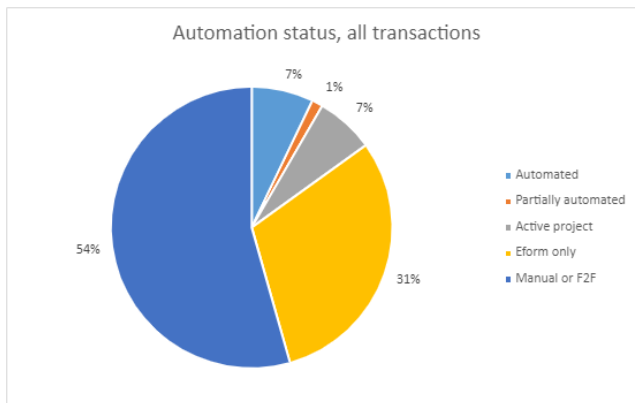
1. Channel Shift

CMT Sponsor – Head of Digital & Transformation Accountable to: Transformation Board and IT Board		Good progress
---	--	----------------------

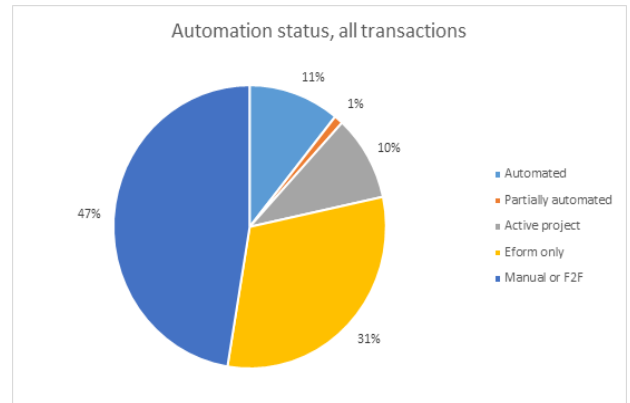
The Channel Shift group and Digital Services team continue to work with colleagues to move services online, allowing customers to access information and complete transactions quickly and easily. This provides a better customer experience and frees up capacity in our teams to deal with more complex issues or support customers who need a more individual form of service. 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 and speeding up processes.

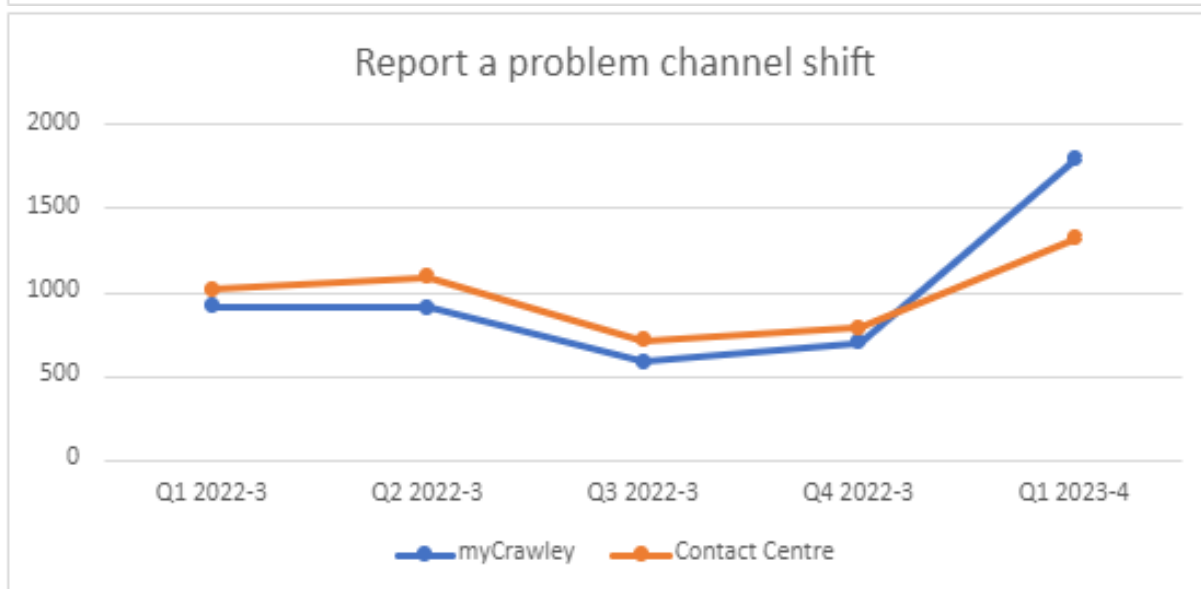
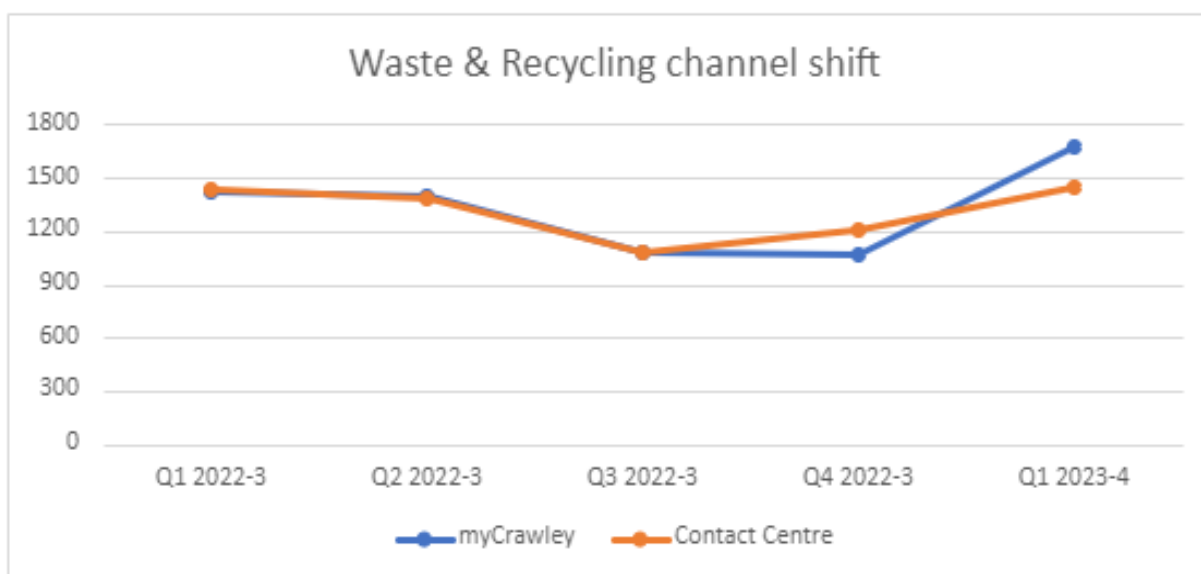
Number of identified transactions / forms

Sept 2020 - Total transactions 239



Oct 2023 - Total transactions 287





Progress against the plan is as follows:

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 10 th October 2023 – 43,893. In Q2 2023 over 10,000 transactions were completed in myCrawley.
Launch of eBilling for Council Tax	Released in January '22 with the run up to annual billing, there are now 2,023 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 signups for Council Tax	Initially driven by messaging for the £150 energy rebate, there is a continued drive for people to sign up for Council Tax Direct Debit online. In the last quarter alone there have been an additional 401 signups to direct debit.

Online appointments for customers to the Town Hall	Customers responded positively to booking online for key services over the past year. A hybrid approach to combine both appointment and walk-up options can 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"> • Review of the compliments & complaints process • Upgraded the choice based letting portal to launch fully integrated forms • Adding additional information to the portal including whole year collection calendar for waste & recycling. • Council tax integrated change of address • Legal instruction form • Help with money worries leaflet and website • Wellbeing support feedback • Access card requests
Improvements to Streetscene reporting	Implementation of a new online form and case management solution for use while out in the field.
Book and pay options	Continuing to expand the range of services available to complete online including new events in Parks and Open spaces. <ul style="list-style-type: none"> • Tennis bookings for the new refurbished courts • Hound ground bookings • The team are in the process of implementing a new online booking system to book community centres and sports pitches as the legacy system is being retired by the supplier.

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 the council's to shift demand away from the Contact Centre to provide capacity within the team.	TBC
Implementation of online system for Housing Benefits.	Active project underway to implement new online processes to apply for benefits and view associated documents. This will include Benefit and Council Tax documents.	Early 24
Online Bulky Waste booking service	Move to an online booking process later in the year rather than only via the Contact Centre.	TBC Pipeline project
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. The service is doing work to establish potential demand for this.	TBC Pipeline project

Conclusions

This stream of work recognises transforming the way the council deliver its services, to both external customers and internal teams/colleagues. There is a continued uptake by customers for online access to provide easy and accessible access to services. This is evidenced that for the first time, the ratio of manual transaction has fallen to 47%. This is a key milestone for the theme and the council continues to identify those transactions which it can move online.

There will always be a place for face-to-face contact 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 the council needs to challenge the perception of customers that calling us 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 alongside embedding the currently available services to ensure maximum uptake. There is no shortage of transactions and services to work through for this stream and this will continue into the next plan.

2. New ways of working

CMT Sponsor – Deputy Chief Executive & Head of Digital & Transformation Accountable to: Transformation Board		Complete
---	--	----------

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. Core IT infrastructure projects were completed which enabled the successful move to the New Town Hall.

Progress against the plan is as follows:

Action	Status
Cloud: The Cloud Strategy was approved in November 2020 to migrate the council's infrastructure and applications to the Azure public cloud by the end of 2021 providing a more secure way of managing the council's systems with full disaster recovery.	Project completed
Roll out new M365 suite to hybrid devices following the Windows 10 upgrade last year.	Project completed
Service led systems: <ul style="list-style-type: none"> • Housing Management • Homelessness • Income Management • Legal Case Management • Asset Management • Online register for licensing 	<ul style="list-style-type: none"> • Phase 1 completed • Completed • Completed • Completed • Completed • On hold
Digitise historic data into the new electronic data management system and effective disposal.	Project completed

Managed team storage requirements for mobilisation to the new Town Hall. Storage was rationalised to meet the new building layouts using opportunities to change processes.	Project completed
Connectivity to the new Town Hall – this included the SD-WAN, landlord wifi, guest wifi and contractor access.	Project completed
Installation of new audio visual equipment to the new Town Hall. AV equipment installed in meeting and committee rooms.	Project completed
Room booking system for the new Town Hall, utilising the Microsoft 365 software.	Project completed
Customer self-service and touch screen – upgraded the self service kiosk PCs	Project completed
Replace IE 11 with Chromium Edge as websites and applications are no longer supported by IE 11	Project completed
Digital canvassing to modernise the administration process during the annual canvass for the electoral register	Project completed
Hybrid meetings utilising the Microsoft 365 / Teams software.	Project completed

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

Action	Description/Status	Timetable
Information Management Project. To implement an electronic data management system to replace historic paper files, enable file sharing software and automate retention policies.	Active project to rollout SharePoint to the organisation. Completed for Digital and Transformation and nearly ready to go live for Governance, People and Performance and the Corporate Management Team. This is a significant change for colleagues and being delivered by a small internal team. An excellent package of support and training is underway.	2024
Mobile working phase 3	Procurement complete and in the project implementation phase. Configuration for the first phase in Neighbourhood services is underway.	Phase 1 Winter 23

Conclusions

This theme has achieved a huge step forward in the ways of working, both from the behind the scenes enabling infrastructure and new ways of working for colleagues, largely aligned to the New Town Hall and improvements at the satellite sites.

The two active (and significant) projects that remain on this theme continue into the next Plan and will be reported in the new 'Customer' work stream. Refer to Appendix B for further information.

3. People Strategy

CMT Sponsors – Deputy Chief Executive & Head of Governance, People and Performance Accountable to: Transformation Board		Good progress
--	--	---------------

As changes to the council’s working practices become fully embedded there is a need to review the employment relationship and associated policies to make sure the council continues to attract and retain the highest calibre of staff as it develops 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 (PDR) scheme	The PDR scheme was launched to all colleagues and includes comprehensive guidance and documentation to support. Reaching year 2 of this and staff reminded through People Board colleagues.
Created new information to support Managers	Being a “People Manager” resource is now available signposting to policies and support. Mandatory HR training sessions covering all policies have been set-up for all Managers.
Display Screen Equipment training replaced to ensure staff have safe and healthy workspaces both in the office and at home.	All staff were required to do the new DSE training as part of the office move.
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.

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	Discussions underway at the People Board.	TBC
Refresh recruitment pages to include reference to values & behaviours, benefits to attract and retain the best candidates. 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. Staff led listening groups are currently taking place to inform recommendations.	TBC

<p>Complete the review of key People Policies:</p> <ul style="list-style-type: none"> • Capability • Absence Management • Disciplinary • Change Management • Code of Conduct • Fairness at Work • Employee Handbook 	Resource in place and working through this review.	Spring 24
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.	Significant service and IT project. Early discovery work underway to inform next steps.	TBC

Conclusions

Work will continue to develop the culture going forward to be more flexible and adaptable whilst providing support for all staff as the council continues its journey to transform and embed new ways of working. The open projects, alongside feedback from staff and new initiatives will be taken forward to the next Transformation Plan.

4. Service Redesign

CMT Sponsor – Deputy Chief Executive Accountable to: Transformation Board		Good progress
--	--	---------------

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 against the plan is as follows:

Action	Description/Status	Timetable
Essential user consultation	Full consultation took place on a new scheme that reflects changes to how the council works and its commitment to a more effective management of the scheme in support of its Travel Plan. The revised scheme is however currently on hold.	On hold
Governance, People & Performance	The activities for FOI, SAR, Complaints and Governance have been brought together with HR, Legal and Democratic Services.	Completed

<p>A new approach to community engagement and wellbeing (including community development, arts, grants, play service and wellbeing)</p>	<p>Phase 1 has been implemented to refocus activities and target prevention and early intervention including changes to the Community Grants and Play Service.</p> <p>Discussions are underway for Phase 2 which will focus on Community Development and Safety elements of the service.</p>	<p>Phase 2 underway</p>
<p>Review of Enforcement</p>	<p>A new structure has been created bringing regulatory, prevention and enforcement services together.</p> <p>The next stage will include a full review of the council's Enforcement Policy and building greater resilience into the Parking Services Team.</p>	<p>Jan 24</p>
<p>Technical Services</p>	<p>The functions previously based within Community Services and Built Environment have been brought together to allow the council to better deliver capital works.</p>	<p>Completed</p>
<p>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.</p>	<p>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.</p> <p>Additional work looking at simple transactional activities is linked to Channel Shift and creating capacity in the Contact Centre.</p>	<p>Ongoing</p>
<p>Contact Centre Demand Review to understanding demand, with a view to identifying failure demand, increasing channel shift and maximising impact using available resources.</p>	<p>Linked to work within Channel Shift and New Ways of Working.</p>	<p>Ongoing</p>

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. A set of reviews are included on the next plan.

5. Commercialisation

COMMERCIALISATION CMT Sponsor – Chief Executive Accountable to CMT		Good Progress
---	--	------------------

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 against the plan is as follows:

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 for; <ul style="list-style-type: none"> • Bulky Waste Collections • Allotments revised scheme will be applied to new plots in Furnace Green • Pest Control • Garages • Burials
New ways to market council services	A review of the council's 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 ensuring the right balance between commercial activity and open access.	Post COVID the Nature Centre saw a record number of visitors for 2021/22 which has continued into 22/23 with over 100k visitors. New exhibits including six banded armadillos have been installed with plans to add additional attractions with visitor experiences by the end of the year.

	<p>The changeable weather during the summer did impact overall numbers with all the concessions reporting a slight downturn as a result of the mix of rainy and extremely hot days. That said the Parks Partners are looking at opportunities to expand the leisure options next year.</p> <p>There were a number of delays with the Hound Ground which will reopen in the Autumn offering a secure off the lead paddock for dog walking.</p> <p>A review of the Memorial Service has been undertaken including benchmarking of prices in readiness to re-launching as an online service which will improve efficiencies overall.</p> <p>A review of The Barn fees and charges has commenced to ensure the pricing is competitive reflecting the facilities and location.</p> <p>The Park 5 year Business Plan outlining the medium term ambitions for the Park has been drafted with a view to seeking Cabinet approval early 2024.</p>
<p>Weddings at Tilgate Maximising the wider park facilities and activities as “more than just a venue”</p>	<p>A new pricing structure to include costs up to and including 2027 was approved by the Cabinet Member recognising that weddings are generally booked a year if not two in advance.</p> <p>A review of the pricing including benchmarking is underway to ensure the costs reflect the resources to deliver the service.</p> <p>The Park hosted 14 weddings in 2022 with a 9 in 2023. So far, the number confirmed for 2024 is 9 however the income is significantly higher as these are for ceremonies and marquee receptions.</p>
<p>Bright Ideas scheme</p>	<p>The staff suggestion scheme generated over 180 ideas. These have been categorised to evaluate;</p> <ul style="list-style-type: none"> • Already underway by relevant service • Unable to proceed (cost or type of activity) • Quick win to be implemented

	<ul style="list-style-type: none"> • Larger plan requiring investment / business case
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. For the next plan, the options to maximise all facilities will be included.	Ongoing
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. Parking strategy to follow on the next plan.	Spring 24
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. Parks business plan in development.	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.	2024

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.

The Commercialisation PIPES model crosses all of the work on the Transformation Plan and provides the platform to do things differently. The council's focus must translate into becoming more efficient, more productive and generate income.

6. Assets

CMT Sponsor – Head of Economy & Planning Accountable to the Transformation Board		Good Progress
---	--	---------------

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.

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

Action	Status
Investigation options for a dispersed model for Patch Working Teams	Metcalf Way to be developed.
Maximising income from the use of our assets	Scoped through the Corporate Assets Board.
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

Following the move to the new Town Hall complete, focus now shifts to the wider Council estate. A newly created Corporate Assets Board has been established with a large programme of work managed through this Board and via the Transformation Plan.