Transformation Plan

2023-2026

Version 3.0

- Our Services to Customers
- Supporting Our Communities
- Our People
- Our Assets
- Commercialisation
- Service Redesign

Transformation Plan 3.0

Introduction

This is the third iteration of the council's Transformation Plan. The previous iteration recognised two key drivers:

1. To respond to the emerging needs within the town and our communities
2. To do so within the new financial realities facing the council

These drivers remain central, but the council itself has made significant strides in recent years (see outcomes from the previous plan below). Central to this has been the successful move to the New Town Hall and the transformation of how the council works prior to that move. This 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, and the key challenges this presents. In turn these then inform the streams or work for the plan, before setting out the outcomes being sought for each stream and the activity to achieve this.

Strategic Context

Need & Uncertainty
The UK has gone through an unprecedented set of shocks over the past 15 years. Trust in institutions has reduced. Economic uncertainty, especially among lower income households is increasing, despite record levels of employment. Expectations on public services by the public continue to grow. Further shocks are considered likely.

Complexity, Range, Pace & Scale
This is the most complex context our communities will have faced for some generations. Further demand challenges are emerging, including climate change, homelessness, migration, water neutrality, cost of living, mental health and wellbeing. This will require even more adaptive and agile organisational approaches whilst at the same time ensuring stronger risk and governance approaches.

Ambition versus Resourcing

The council, as ever, holds huge ambition on behalf of its communities to meet these challenges. It is however faced with the significant challenge of resourcing. This extends beyond the constraints of budgets and capacity. Local Government as a whole faces greater regulation, intervention, and structural change. Securing and developing the right skills are central to meeting the challenges ahead. Recruitment and retention in the context of falling real wages will require competing less on price and more on other attributes.

Direction of Travel

Focus on Community Needs

Already a key driver, this is a statement of intent to increase our external focus. The council has needed significant focus internally to put in place foundation stones for delivery. This has already resulted in improvements for residents. However, the challenges being faced by our communities (and the fact that our internal transformation has comes so far) means this plan needs greater focus here. Data, engagement and intelligence will be critical to understanding and addressing vulnerabilities and needs better.

Navigating Wider Change

Inevitably, a focus on community needs will mean operating more within the partnership space. Increasingly we will need to help shape broader agendas, where we have influence but not control, around health, economy, migration and housing. The council also faces a heady mix of sectoral agendas such as devolution, regulation, and intervention. Capacity will be needed not only to respond to these, but also to seek to get ahead and influence these agendas.

Prioritisation

The sheer breadth of our remit and duties, and the scale of need we see, can mean that as a council we are pulled in too many directions. The constraint of resources will require discipline to ensure we are prioritising the correct areas to make the biggest difference and minimise operational risk. It is also important that interdependencies are fully understood to ensure activity is undertaken in the correct order, and without detrimental impact.

Ever More Efficient

The only way to do more with less is to become ever more efficient. In the past years the council has invested significantly in its IT infrastructure and will continue to do so. IT skills now need to develop to maximise new capabilities. The focus on channel shift and reducing

Failure Demand must continue and accelerate to release capacity. Greater innovation, both within and across services, will be needed to better meet demand. Iterative change will need to become the norm for all staff.

Right People; Right Skills; Right Attitude

The People agenda will be critical to success, ensuring we recruit the right people with the right values and behaviours, whilst ensuring they develop the right skills to deliver the wider agenda. The Government's 'professionalisation' agenda means that this will apply both to specialist skills as well as our more recent focus on generic skills. Retention and succession strategies will need greater focus if the organisation is to benefit from development over the longer term.

Organisational Resilience

The need to achieve and maximise income/external funding remains as important as ever. Further shocks will both undermine efforts here and require the council to respond to new issues. This will require further development of adaptive One council approaches, allowing resourcing to be redistributed according to need. Governance will be ever more important to enable good decision-making and manage increased risk.

Financial Alignment

The council's budget has been placed under increasing pressure by the continuing increase in the cost of homelessness, the cost-of-living crisis and the high levels of inflation. Costs are increasing faster than income and there is continuing uncertainty over future income streams. The budget gap has increased and there is increased pressure to achieve a sustainable balanced budget. A combination of the use of reserves and efficiencies is no longer sufficient to plug the budget gap for 2023/24. Additional permanent savings are required, and the Transformation Plan must help enable these to be made, both now and in coming years.

Transformation

'A radical change that orientates the organisation in a different direction. To prepare the organisation to embrace new ways of working, providing easily accessible and more efficient services for our users, deliver value for money and creating a more commercial culture in order to sustain financial stability.'

Transformation is the space where we place time-limited projects to drive strategic change in order to meet corporate objectives. These are projects that generally lie outside of any single service and require impetus and additional resource/focus in order to deliver and embed that change. Consequently, the activities that sit within the transformation space do so temporarily. The aim is to create change and to place that

back into the organisation with the appropriate review mechanism and resource to become business as usual – even when ongoing change continues. As described earlier a number of the elements within Commercialisation will likely sit within the transformation space.

Nonetheless these projects do not sit within a vacuum, they are driven by the factors where links with the IT programme as an enabler or as a result of change are clearly linked.

Our focus must translate into becoming more efficient, more productive and generate income.

To deliver the Plan we will continue to develop and mature our project governance, following the structures and processes in place. Sound business cases will be produced with benefits realisation an integral part of our sign off. Services will lead on their work and as part of the discovery phase they will ensure that those support service stakeholders are identified and engaged with. The Transformation team will act as change agents and support the organisation on some of the projects alongside upskilling the organisation with project management skills.

The Plan delivery is organised into the following streams:

1. **Our** services to **customers**
2. Supporting **our communities**
3. **Our people**
4. **Our assets**
5. **Commercialisation**
6. **Service redesign**

Our Services to Customers

This stream of work recognises transforming **_the way_** we deliver services, to both external customers and internal teams/colleagues.

The way in which our communities wish to access services continues to change as do our operating processes in adopting new and more efficient technology. Increasingly people prefer to access services online, often using a mobile phone, with an expectation of access 24 hours-a-day, 7-days a week. Not only is this convenient for the resident, but it is also more efficient for the council. Research from SOCTIM suggests that nationally digital transactions costs 15p whereas face to face costs £8.62.

A significant amount of demand received by the council is by phone. More convenient than coming into the Town Hall, it is restrictive in terms of capacity during busy times, and in only offering a time limited service between 8.30am and 5pm (plus an out-of-hours service). By way of comparison, phone transactions cost £2.83.

Some residents still prefer face-to-face transactions, and as a public service it is important that this continues to be offered. The council is particularly keen to work with residents with complex needs on a face-to-face basis as transactional services tend not to address underlying needs (see 'supporting our communities'). Otherwise, the council will continue identify barriers preventing digital access and seek to encourage residents towards a 'digital first' approach.

Finally, it is also recognised that whilst different arrangements suit different services, these arrangements also need to work for customers and be undertaken in a way that reduces failure demand not only in services, but across the system. The Contact Centre will work with individual services to arrive at the optimal solution and to increase both the experience of the resident and efficiency for the council.

The past years have seen substantial change in the way we work for staff moving into the new Town Hall. The focus now moves to staff working outside of the Town Hall, whilst continuing to optimise what has already been put in place. There will be synergies here with the work being undertaken in the Assets theme.

There will be significant focus on Neighbourhood Services initially and the implementation of Mobile Working – part of a wider suit of activity to embed patch working and increase productivity. This work has been designed in such a way to support similar approaches across other teams and services.

More broadly, and with the digital advances made in recent years, there will be a focus on further developing IT and data skills within the workforce so that these systems are used to their potential. Central to the approach will be the shift to M365 and SharePoint, which is transforming how we manage and use our information and digital assets. Bespoke training will also be needed for key line of business systems being introduced.

Within this theme we also need to plan for the challenges to come and how we prepare the organisation for that change. Three key themes need to be reflected here. How do we equip the workforce to be able to navigate future change, which we expect to be both frequent, and in some regards significant. The second is how we create resilience within a workforce under increasing pressure. The third is how we adapt to reduce the council's carbon footprint.

Measures:

- Automation status
- Value versus failure demand
- % contact via Contact Centre vs online
- Cases supported by Access Crawley
- Comparison of cost/effort before and after digitising services

CMT Sponsor: Simon Jones, Head of Digital and Transformation
Ownership: Our Customer Board

Ref	Item	Description	Lead Officer	Status	Target Date
1.1	Review of Customer Services offer	Agree strategy and short-term projects. Review to include the range of options for customer contact to ensure an efficient and customer focused service.	Contact Centre Manager	Pipeline	
1.2	Standards for effective communication	Review information provided to customers; consistent style, language, content and accuracy, to ensure a successful customer experience, reduce poor information and improve	Communications Digital Team	Pipeline	

		quality, reduce resulting waste demand into the contact centre and other teams.			
1.3	Deliver service led channel shift projects that provide a joined up, positive customer experience and reduce demand on the Contact Centre and officer time.	Continue to deliver the programme of channel shift projects, ensuring customer focused, integrated systems from initial access to completion of service delivery. Continue to expand the range of services available for online bookings. Active Projects include: - New spaces management and online booking system - Starters, leavers and employee changes - Benefits Online and new integrated document management solution - Active H Customer Portal - Waste & Recycling Integrations - Council Tax integrations Identifying projects that will have a successful impact and experience for residents. Embed / increase take up of online channels. Use data to identify gaps and link with services for process improvements. Campaigns, including consideration of push communications for certain areas to support the take up.	Channel Shift working group Digital Services	Deliver	Ongoing project delivery throughout 2023-26
1.4	Review and explore the role of CBC in tackling digital exclusion and promoting inclusion across Crawley	A consequence of increased online service provision is the potential for customers without access, funding or capability to be excluded from accessing services. This is a potentially very large piece of collaborative, partnership working with a wide range of stakeholders across all sectors; CBC may only have limited influence and role.	ICT, Digital Services, Wellbeing Team	Pipeline	
1.5	Digital Identify Review	Review and align process for citizen authentication / identity verification when joining online platforms including myCrawley and other portals and services. Customers often consume different CBC services and the focus is on the customer as a	Digital Services Manager	Design	

		whole with an aim of reducing the number of times people are asked to prove their identify for access to different services.			
1.6	Mobile working	Complex business process reengineering project, enabled by IT, to modernise front line service delivery; starting with Neighbourhood Services. The solution will remove paper processes and allow for the communication of work activities to front line staff via mobile devices and a software solution.	Project Manager – Mobile Working	Deliver	Phase 1 – Autumn 2023 with other services to follow
1.7	SharePoint rollout	Complete the roll out of new Electronic Document Records Management System to replace network drives, automate retention policies and meet information management requirements.	Business Application Manager

Transformation & IT Programme Manager

Transformation Officer | Deliver | 2024/25 |

Supporting our Communities

The drive to meet emerging needs within our communities starts with those who have the greatest need of support. The focus is upon 3 groups:

1. Those in financial difficulty and requiring support to cope and move forward. This builds on the previous cost of living work and Access Crawley to develop corporate approach to resolving debt
2. Those with complex needs where a corporate approach and an ongoing relationship is required to help people move forward, or support those whose needs will continue
3. Our disadvantaged communities and neighbourhoods, building upon the work already underway through Community Ambassadors, Shared Prosperity Fund and Health programmes

The focus for this theme is to take a range of different but successful initiatives and develop these into a coordinated programme of activity that can be embedded into how the council works from a day-to-day basis. This work will also inform actions within other themes (for instance Service Reviews). For this theme, the focus will be to:

- Develop our data assets to better understand needs, where needs exist, and how best to measure progress
- Develop the strategies and programmes to address need;
- Oversee delivery of activity
- Inform how our services need to adapt moving forwards.

Measures:
- Mental wellbeing of residents
- Others to be defined

CMT Sponsor: Amanda Kendall, Head of Crawley Homes and Georgina Bouette, Head of Community Services
Ownership: Our Communities Board

Ref	Item	Description	Lead Officer	Status	Target Date
2.1	Cost of living response	A programme of work to prevent crisis for residents. Data and lived experience led project to understand need, issues, risks, impact and design proactive support for residents. Workstreams to include: • The role of data to identify those in need • Help and support for communities • Financial inclusion approach and levels of support • Integrating with local partners	Head of Crawley Homes Head of Community Services	Define	
2.2	Access Crawley	Proactively identify Crawley customers (receipt of multiple services) who are vulnerable and support them as required. Explore the use of data to support this approach.	Transformation Officer	Design & Deliver	Ongoing

		Reactively support those that contact us who also need support as required.	Contact Centre Manager		
2.3	Improved local networks and Partnerships	Linked to 2.1, to redefine the purpose of resident wellbeing, mental as well as physical. Undertake, community development mapping and engagement with residents. Ensure best use/uptake of Community Grants.	Community Services Manager Community Development Manager	Define	

Our People

People are our most valuable resource. The council is already recognised as being a good employer. 4 in 5 employees believe we are committed to development of staff. 92% believe that the experience gained supports future work prospects. This needs to be advertised and celebrated more if the council is to overcome some of its recruitment challenges and be seen as an employer of choice.

The council wishes to improve further in this area and create a culture of learning within the organisation. This fits with developing an ever more agile organisation that can adapt to and drive change. It also fits with the need to become ever more efficient if the council is to meet increasing and more complex demand with static or reducing resources.

As a council focused on development, we must also be clear about our ability to retain staff, including succession pathways that allow career progression. The reintroduction of PDRs provides the opportunity to discuss development and progression at a one-to-one level, but there needs to be greater corporate awareness, coordination and planning in this area.

Our HR & OD team has for too long been caught between a serviced and a self-service approach to HR services, reducing capacity for OD and strategic activity. The relationship between that team, managers and staff needs to be defined again, with processes, policies and systems adapted to support that way of working. The design stage of this work has begun. Likewise, this also needs to fully incorporate and embed the work undertaken to date around Values and Behaviours and the Employee-Manager-Organisation relationship, to ensure consistency.

Measures:

- Staff Survey satisfaction levels
- Retention rates

CMT Sponsor: Siraj Choudhury, Head of Governance, People and Performance
Ownership: People Board

Ref	Item	Description	Lead Officer	Status	Target Date
3.1	Recruitment, retention and succession strategies	Develop recruitment, retention and succession strategies that secure the talent the council needs into the future. Work to include: • Review of our Employment Value Proposition to identify key non-pay benefits and how to promote careers at the council. • Refresh of the recruitment process to include reference to values & behaviours and benefits. • Revise the recruitment pages content include video welcome.	HR Recruitment Officer	Define	
3.2	Talent training and development	To create and embed a culture of learning with flexible training and development opportunities to develop talent at all levels. Linked to Plan, Do, Review (PDR) scheme.	HR & OD Manager	Define	
3.3	Staff survey	Work arising as a result of the staff survey. On the back of the survey set-up listening groups with staff to develop detailed recommendations.	ICT Service Manager Neighbourhood Services Manager	Design	Winter 23
3.4	Review the key People Policies	Review of the following policies with input from the People Board and staff. • Capability	HR & OD Manager	Design	April 24

		• Absence Management • Disciplinary • Change Management • Code of Conduct • Fairness at Work • Employee Handbook	Policy, Review & Development Consultant		
3.5	Lone working system	Establish requirements and implement a corporate lone working system.	Corporate Health & Safety Advisor	Define	Early 24
3.6	Upskilling the workforce	Digital skills training for all staff to make best use of existing and new technologies; with a focus on MS365. Ensure new employees have the required digital skills for the job [as a part of the recruitment process] or a process exists to upskill as part of their induction. Enable staff with project management skills.	Transformation Team	Define	
3.7	Review of HR, Payroll and Health & Safety	Encourage self-service which will require understanding systems, processes and the demand to reduce administrative burden. Link to review of policies and replacement of system.	HR & OD Manager	Define	

Our Assets

Following the move to the new Town Hall complete, focus now shifts to the wider council estate. There are numerous drivers here:
- Ensuring their contribution to the council's Climate Change and Water Neutrality commitments
- Ensuring the council optimises utilisation of assets, rationalising where appropriate to reduce overheads whilst supporting service delivery
- Maximising income from the estate to meet wider income ambitions
- Create new housing development opportunities where sites can be released
- Delivery of wider economic development ambitions for the Town

The council already has an ambitious programme of activity, including Metcalf Depot, Neighbourhood Depots, and Growth and Town Deal programmes. The Asset Team has recently upgraded its Estate Management System that will support a more coordinated corporate assets approach. There are also significant community and neighbourhood assets that need to be considered within this framework.

There is a larger programme of work which is managed through the Assets Board – the list below are the subset that have a place within the Transformation Programme for monitoring purposes.

Measures:
- Financial – income, savings, cost avoidance
- Environmental measures

CMT Sponsor: Nigel Sheehan, Head of Major Projects and Commercial Services
Ownership: Corporate Assets Board

Ref	Item	Description	Lead Officer	Status	Target Date
4.1	Corporate approach to managing assets	Commercial assets review and development of the strategy for the best use of assets: - Community Centres - Green estate - Acquisitions and disposals Develop systems to manage assets – including community spaces and buildings. Management of assets to include: - Non-residential programme maintenance works - Partnering consultancies contracts - Flood management programme	Corp Assets Board	Design	
4.2	Energy action plan	Projects relating to the management of energy expenditure, consumption and emissions.		Deliver	2024

		- Laser (the supplier of gas and electricity) - connect meters to CBC Assets for real time data on usage, Co2 emissions and to help source better energy deals. - Carbon emissions – progress decarbonisation priorities and projects. - District Heat Network phase 2 (DHN) - feasibility to expand the Town Centre DHN to potentially provide heat to 700 homes and consideration of alternative fuel sources.	Facilities Assistant Manager (Contracts & Compliance) Built Environment Manager Project Manager		
4.3	Maximising use of Metcalf Depot	Re-fitting Metcalf and upgrade network to accommodate Neighbourhood services, Waste/Recycling and Crawley Homes.	Chief Executive Head of Community Services	Design	Winter 23
4.4	Creasys Drive - Patch working	Establish Creasys Drive as Patch base for Neighbourhood services.	Neighbourhood Services Manager	Design (Planning)	
4.5	Goffs Park	Income generation potential from Goffs Park – new ventures to bring customers to the park and generate revenue for the council.	Parks & Business Development Manager	Define	
4.6	Goffs Park House	Assess potential options for Goffs Park House (within the Commercial Assets Review)	Commercial Asset Manager	Define	
4.7	Innovation Centre	Design, build and launch innovative commercial space. The centre will be a major technological and green innovation asset as well as attracting new industries and businesses.	Head of Economy & Planning Contracts Manager (Building & Built Environment)	Design	Autumn 24

4.8	Manor Royal Fibre	Towns Fund Project to commission delivery of a full fibre network across all of Manor Royal with a partner provider.	Head of Digital & Transformation Head of Economy & Planning	Define	
4.9	Wifi at Tilgate Park	Pilot co-ordinated by WSCC to bring public wifi to 3 key areas at Tilgate Park (main car park, walled garden and main lawn).	Enterprise Infrastructure Manager IT & Transformation Programme Manager	Design	Spring 24
4.10	Marketing commercial office space for the Create Building	Creation of marketing suite to maximise opportunities from enquiries supported by Stiles Harold Williams.	Commercial Asset Manager	Deliver	Ongoing

Commercialisation – PIPES (profit, income, productivity, efficiencies, savings)

The council has a strong track record of securing income to maintain services, and this will become ever more important given financial pressures. The commercial space within the New Town Hall will create a vital new revenue stream. Work is beginning to turn Goffs Park into a destination that is self-sustaining, following the Tilgate example. However, the low hanging income maximisation fruit has largely been picked, and the more challenging areas have become harder due to the Cost-of Living crisis.

Consequently, the approach here requires updating. Project work required a clear focus on those areas where the potential gains are both greatest and attainable. Wider promotion of a commercial approach to the delivery of all services needs to continue.

Measures:
- Financial – income, savings, cost avoidance
- Efficiency

CMT Sponsor: Carolin Martlew, Head of Corporate Finance
Ownership: Commercialisation working group

Ref	Item	Description	Lead Officer	Status	Target Date
5.1	Maximise income opportunities for hire of CBC buildings	The new town hall and other venues 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.	Facilities Supervisor	Design	
5.2	Revised car park strategy	Produce a revised car park strategy for the medium to long term.	Public Protection & Enforcement Manager	Define	Spring 24
5.3	Fees and charges	Reviews of Fees and charges in line with pricing strategy: - Bulky Waste - Allotments - Burials - Community Centres	Service Managers	Define	

		- Possible work arising from planning reforms			
5.4	Parks and Open spaces	Develop business plans for Tilgate and Goffs Park.	Parks & Business Development Manager	Define	Spring 24
5.5	Tilgate Golf Facility	Related to 5.4, review of contract and potential site options.	Commercial Asset Manager	Pipeline	2029
5.6	Garages	Licenses for access to gardens / garages, enforcement of parking on land and garage voids opportunities.	Operations & Maintenance Manager	Define	

Service redesign

We want all services to be adaptive and iteratively looking at how service can be adapted to better meet need and become ever more efficient. However, within the context of Corporate Priorities, substantial demand and/or the other themes set out here there are a number of service reviews that have greater strategic importance as opportunities to find efficiencies, capacity, savings and manage increasing demand. The list of service reviews in this section are subject to change in terms of their scope and reach, and their timing is often crucial. There are some that may not happen at all if circumstances change the context of the review, and all are at the pipeline stage currently, so have not been subject to any detailed work. In completing this work, we will discover whether there's a business case for change and proceed [or not] as the case dictates.

Sponsors: Relevant Head of Service

Ref	Item	Description	Lead Officer Reporting Board	Status	Target Date
6.1	Future role of Community Development	Review the role and function of Community Development, including in relation to meeting the Supporting our Communities theme.	Head of Community Services	Pipeline	
6.2	Crawley Homes	To review processes and services to ensure fitness for purpose in light of new social Housing Act, requirements from the regulator and new housing system.	Head of Crawley Homes	Pipeline	
6.3	Repairs Contact Centre function	Review externalisation of Crawley Homes call handling teams and consider where this may best fit in the future.	Head of Crawley Homes Head of Digital & Transformation	Pipeline	