

Crawley Borough Council

Report to Overview and Scrutiny Commission 4 November 2024

Review of the Transformation Programme Plan

Report of the Deputy Chief Executive – DCE/019

1. Purpose

- 1.1. The Transformation Programme Plan v 3.0 was revised in 2023 and presented to the Overview and Scrutiny Commission (OSC) in [October 2023](#). The Transformation Board has coordinated the workstreams, prioritised work, driven progress and monitored risk. Various projects within the Programme Plan have been reported back to the organisation through Portfolio Briefings, the Managers' Conference, Chief Executive Q&As and through internal Communications such as Outline and Team Brief. This third plan has an increased external focus, so residents have participated in surveys and focus groups to help inform the way forward for some items.
- 1.2. This report provides the annual update to OSC, reviewing the Year 1 progress, assessing its achievements and provides updates on ongoing projects.

2. Recommendation

- 2.1. That the Commission considers and notes the Transformation Plan- Review Report (Appendix A).

3. Reasons for the Recommendation

- 3.1. The annual review report (Appendix A) provides a mechanism to record and recognise the progress made and sets out plans to deliver the remainder of the programme.

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 course of action for the [current plan](#) includes:
 - an increased external focus
 - increased partnership working to influence community needs
 - prioritising those projects that make the biggest impact
 - prioritising those projects that support the financial pressures
 - increased efficiency and innovation
 - recruiting and developing our People
 - having robust governance and a resilient organisation

The Programme Plan is organised into the following workstreams:

1. Our Services to Customers
2. Supporting Our Communities
3. Our People
4. Our Assets
5. Commercialisation - Profit, Income, Productivity, Efficiencies, Savings
6. Service redesign

5. Progress against the key themes - Transformation Plan 3.0

5.1. The full review report is at Appendix A. The key highlights include:

1. Our Services to Customers

It's been a challenging year for the front of house Contact Centre colleagues and this workstream has helped shape a consistent service for residents which colleagues are confident to support and ensuring no resident is left behind. Access Crawley, a joined-up service for vulnerable customers, is well established and has supported 457 people since April 2022.

Digital transformation continues in the Channel Shift space with investment in myCrawley projects. The automation of transactions continues to move in the right direction, with more transactions automated than manual. This allows customers to access services when they need it whilst freeing officer time to focus on those with more complex needs. Some significant projects are nearing go-live e.g. Benefits online, which will increase the customer experience and create internal efficiencies. The biennial digital survey will be launched in November 2024 to inform this work stream and explores barriers to using online services.

2. Supporting Our Communities

Those residents with the greatest need are increasing, with the cost-of-living pressures. A cross council working group has been taking a data, resident engagement and intelligence led approach. Household support fund 5 (HSF5) has been distributed, HSF6 is in planning using the data and lived experience information captured. Using this data, support can be more targeted. A pilot is taking place with Health and Wellbeing board to explore new ways of integrating services and providing a prevention agenda. This is being led by NHS colleagues and discovery work is continuing with workshops on case studies and looking at the synergies of different services

3. Our People

A significant internal People transformation programme, moving CBC from a traditional HR model to a People Operations model to build an energising and exciting workforce. This is facilitated by operational and system changes, such as a review of HR policies, automation and self-serving transactions, empowerment to staff and manager, creating efficiencies which will give officers time to be more strategic and proactive. Policies have been reviewed and launched. A systems replacement project is underway to enable this with the first phase proposed to complete in 2025. Officer safety was a priority and a lone working solution for staff was completed in June 2024.

4. Our Assets

A focus on priority projects notably on towns fund key infrastructure sites, housing delivery, environmental sustainability, asset utilisation and re-purposing all creating pressure and expectation on capital project delivery.

In the energy space - 500 automatic electric and gas meters have been installed. Further work continues to reduce energy use across council's various sites. Three tenants have moved into the Create Building with active interest in the remaking space available.

5. Commercialisation

Alongside the Assets workstream, discrete projects to support the income and savings agenda are underway. The Tilgate Business Plan is well progressed programmed for delivery. The Goffs park plan is closely following behind and has a Member working group established. Car Park strategy is in development.

6. Service redesign

The most progress has taken place in Crawley Homes to review processes, systems and structures to ensure fitness for purpose in light of the new Housing Act and Regulator requirements.

6. Next Steps

- 6.1. The Programme Plan is helping the council manage today's challenges and be fit for the future. Significant progress has been made in this first year and it's important to note that our colleagues have achieved the Transformation as part of the day job and thank them for their input. Moving into Year two of the plan, the Transformation Board continues to drive progress, facilitate change and improve service delivery.
- 6.2. The Transformation Board will provide a further review report to OSC in 2025 which will update Councillors on the progress of the latest Plan.

7. Background Papers

- 7.1 None

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