

Appendix A

Transformation Plan – OSC review November 2024



Transformation Plan

2023-2026

Version 3.0

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

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1.0 Introduction

The Transformation Plan was revised in 2023 with a third iteration, following a report to OSC, incorporating six workstreams:

1. **Our Services to Customers** - How the council delivers services to both external customers and internal officers continues to change with an expectation of access 24 hours 7 days a week. Not only is this convenient for the resident, but it is also more efficient for the council. This enables us to meet increasing demands and frees up officer time to support those that cannot access services digitally.

2. **Supporting Our Communities** - The drive to meet emerging needs within our communities starts with those who have the greatest need of support however increasingly with the cost-of-living crisis the support is required more broadly for our residents. Our role with external partners is a key part of the support residents need.
3. **Our People** - People are our most valuable resource. The council wants to create a culture of learning within the organisation and develop a more agile organisation that can adapt to and drive change. Improving our processes and systems can help the organisation to move to a People Operations approach and become more efficient.
4. **Our Assets** - An ambitious programme of activity to help optimise utilisation of assets, manage energy expenditure and develop innovative commercial spaces.
5. **Commercialisation** - Challenging times call for a clear focus on developing areas with potential gains. Commercial awareness with a public service ethos across all of our services is required.
6. **Service Redesign** - When there is a change to legislation, a council pressure or a requirement to review of change a system, take these opportunities and apply business analysis practices to review and redesign services.

The full plan shared at the October 2023 OSC can be viewed on the [Council's website](#).

It's no surprise to Councillors the strategic context within which the council is operating. The breadth of services and duties can pull the Council in many directions. The Transformation Programme and the Board act as enabler to ensure focus, coordination, prioritisation and manage risk to ensure we can continue to deliver the change ambitions within this challenging and complex context.

This report reviews the Year 1 progress of the Transformation Plan, assessing its achievements and provides updates on ongoing projects.

2.0 Progress – Year 1

2.1 Our Services to Customers

CMT Sponsor – Head of Digital & Transformation	Good progress
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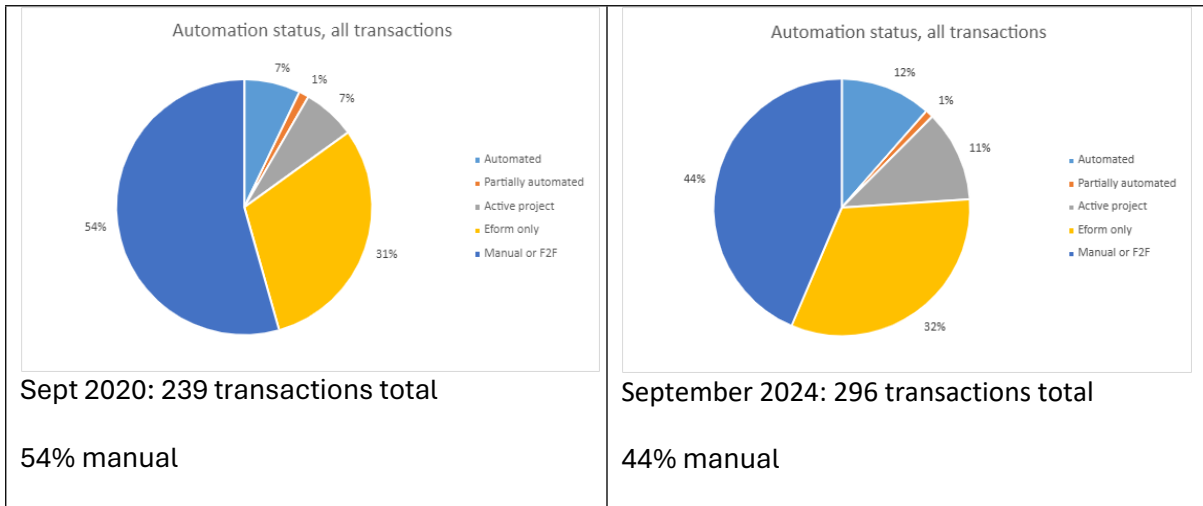
This stream of work focuses on transforming *the way* the council deliver services, to both external customers and internal officers. Good progress is being made across all strands of work. The cross council working group is well established and leads on the development of improved, consistent and the best possible service offer to our customers. Externally, our focus is making it as easy for those with low level need and high levels of access, so that capacity is freed up for those with very high needs and limited means to access services.

Internally, with the digital advances, there is a focus on further developing IT and data skills within the workforce so that these systems are used to their full potential. Central to the approach is the move to Microsoft 365 and SharePoint, which is transforming how officers manage and use our information and digital assets.

Channel shift

Channel shift (getting processes and services online) is included on the Transformation Plan for the third time with many initiatives embedded into business as usual. Specific project updates are included in the table below. Some notable improvement measures include:

The automation status of transactions

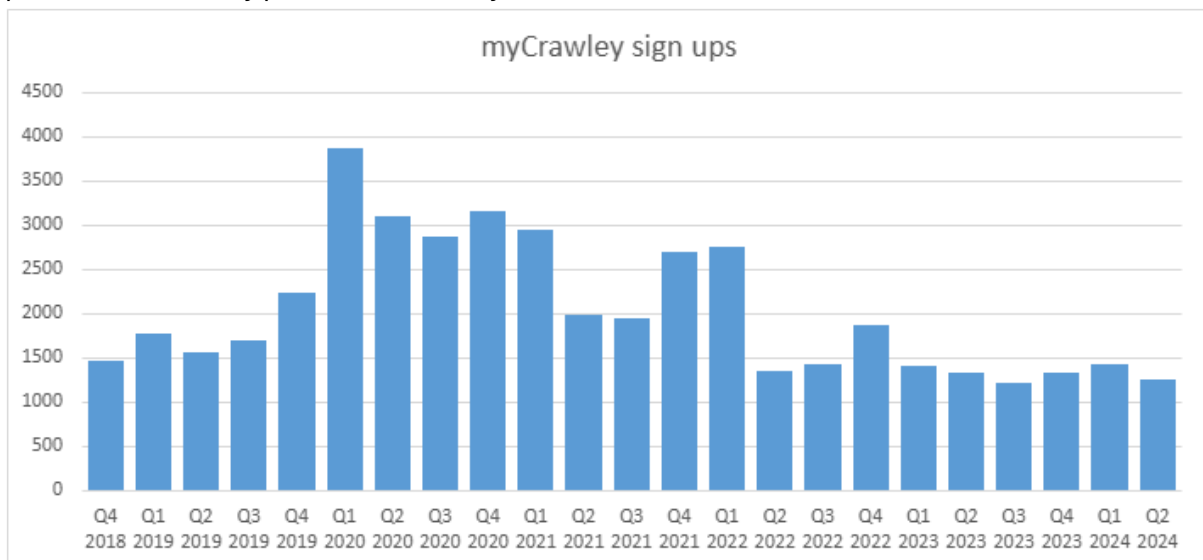


This data is for both public facing and internal transactions. The ratio of manual transactions continues to fall, as new online forms are created, and more channel shift projects are started. It is important to note that the number of transactions is growing alongside this as we have identified additional and new services. These are immediately (where possible) converted to digital forms, preventing any increase in our manual processes.

myCrawley - headlines

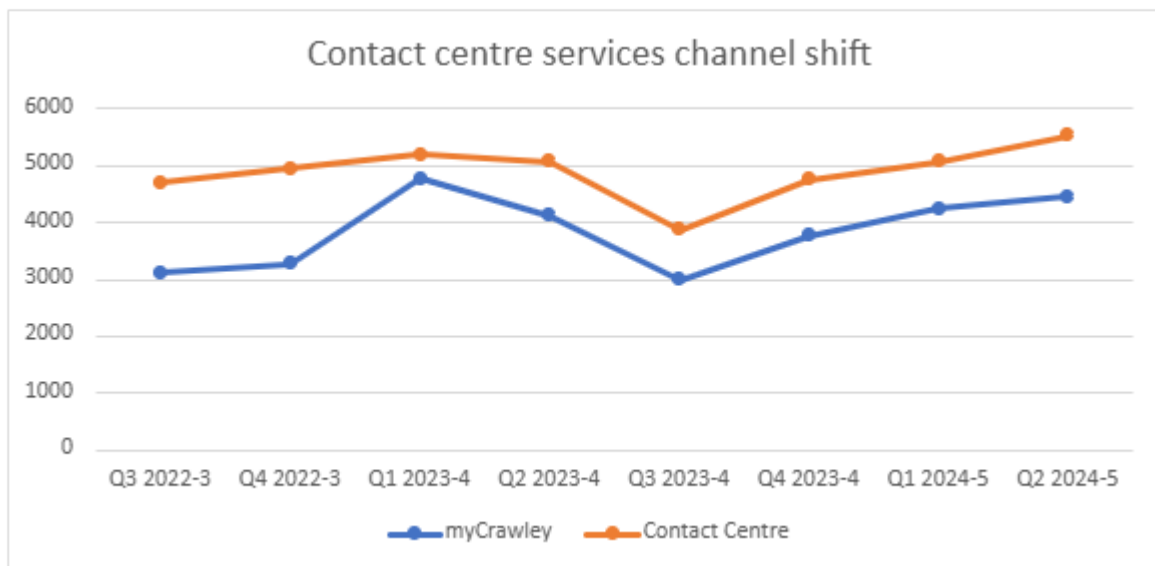
Total myCrawley accounts at end September 2024: **49,134**

New myCrawley accounts in Q2 2024/25: **1,251**. Registrations to myCrawley are steady, averaging around 100 a week during quarter two 2024/25. A relaunch of the portal and further promotional activity planned later this year.



Measuring channel shift for Contact Centre services

Data is captured on five service areas that are delivered online and via the contact centre (*Council Tax, Waste and Recycling, Streetscene, Lifeline and Garages*). The comparison helps us measure the success of channel shift for each service and plan where more work is needed to drive online take up. *Total myCrawley transactions for these in Q2 is 4459 and illustrated in the graph below:*



Proportion of mediated vs self-service transactions for Council Tax, Waste and Recycling, Streetscene, Lifeline and Garage services

The total transactions completed on myCrawley in Q2 was 8,425. This figure includes all CBC services, not just those delivered by the contact centre, for example housing repairs, bookings.

Survey

A biennial digital survey collects data on our residents' access to and knowledge of online services, their preferences, and any barriers to use. The results can be benchmarked against previous surveys. The last few surveys were conducted online only, due to internal resources and Covid.

A survey is planned for Q3 2024, conducted in three ways; online, face to face and telephone. This will allow us to capture a wide range of people, including those who don't use the internet. The results data will be used in three strands of the Transformation plan set out below: 1.1 Customer Services, 1.3 Channel shift and 1.4 Digital exclusion.

Progress against the plan is as follows:

Ref	Action	Progress	Target completion
1	<p>Customer services offer - review to ensure an efficient and customer focused service</p>	<p>The council is on a journey to delivering consistent services across all channels to ensure that no one is left behind. The last year has seen lots of good work in this space. Revised customer contact arrangements have delivered a more consistent service and greater ease of access for customers choosing face to face services, whilst we simultaneously improve our digital offer (see Channel Shift). Further front of house self-serve offer improvements will support the drive for straight forward queries to be dealt with online, freeing up officer time for more complex support to be available.</p>	Ongoing project
2	<p>Effective communication – review information provided to customers to ensure a high-quality standard and reduced waste demand</p>	<p>The content of ~100 letters and emails sent across the Council is under review. A quick win earlier in the year was to simplify the back of the Council Tax bill as it was overly complex in language and direction for support.</p> <p>The business case for a hybrid mail solution to digitise external mail sent from the Council was approved and the project to define detailed requirements and procure a service is underway.</p>	Q4 24/25
3	<p>Channel shift – a programme of projects that expand the range of services online, providing a positive and joined up delivery</p>	<p>A well-established programme and processes to track the programme quarterly through the IT and Transformation Boards.</p> <p>Completed projects include:</p> <ul style="list-style-type: none"> - Income management portal – a significant project to replace the current online payment portal, improve the users experience and make it compliant with accessibility standards - Phase 1 – Spaces online booking system – back-office implementation complete - A number of online forms live e.g. employee changes, shopfront improvement grants, ashes and memorials book and pay and flexible working request <p>Active projects:</p> <ul style="list-style-type: none"> - Benefits online – new online portal - myCrawley portal redesign 	<p>Ongoing programme</p> <p>Q3 24/25 Q3 24/25</p>

		<ul style="list-style-type: none"> - Phase 2 – Spaces online bookings, launch of customer portal to regular hirers - Tilgate park experience bookings - Bin changes, garden waste integrations, council tax integrations, starters process - Many smaller online forms 	<p>Q1 25/26</p> <p>Q3 24/25</p>
4	Digital exclusion / inclusion - review and explore the role of CBC in tackling digital exclusion and promoting inclusion	<p>The Digital Exclusion group are working alongside the West Sussex Digital Inclusion, Access and Safety partnership to improve digital inclusion across the county. We are engaged with the Sussex-wide group and separately with the NHS looking at various initiatives; for instance, we are exploring the repurposing of old laptops for donation.</p> <p>The digital survey data will help us direct this support to the right parts of the local community.</p>	Ongoing Programme
5	Digital Identity review – Align processes for resident identity when accessing different council services	<p>Thales pilot ended with no further action. Instead, exploring different ways to check identity. This is mostly being driven by big projects that link into <i>myCrawley</i> such as Benefits online and the ActiveH Housing Portal. The Citizen Identify Platform in use by central Government would be useful if made available to local government.</p>	Discovery / scoping
6	Mobile Working – Modernising the front-line service delivery to remove paper processes and manage work online	<p>Working on the implementation for the Patch teams within Neighbourhood Services. Configuration, training and go live planning underway.</p>	Q4 24/25
7	SharePoint – improve information management and enhance new ways of working	<p>Halfway through the SharePoint rollout and future managed divisional rollout until Dec '25. In Sept 22 the council was storing more than 6 million files. As of July 24 this number is just over 4 million.</p>	Q3 25/26

2.2 Supporting Our Communities

CMT Sponsors – Head of Community Services and Head of Crawley Homes	Good progress
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Supporting our communities starts with meeting the needs of those who have the greatest need of support but increasingly the cost-of-living pressures have meant the need to expand the support to residents who may not have required it previously. The priority for this workstream is to collate and understand the current data and lived experience of Crawley residents to enable us to understand needs, risks and impact. This will enable us to design proactive support for residents as opposed to the reactive approach that we have historically used.

The Cost of Living working group is well established and working across departments to look at the data that we hold internally and that which we can gather from our partner organisations. This work with our voluntary partners will enable us to capture what communities say they need to support daily living.

The current ongoing work taking place

- Heatmap produced from the data from Food vouchers supplied from Household Support Fund (HSF) 4
- Financial pressure survey published on our website for Crawley residents to understand the impact of the last few years on the financial health of our community. Linked in with in person events at Crawley Jobs fair and Crawley Homes Tenant Conference.
- Work with Community Groups on gathering lived experience data from those who use their services.
- Continuing work on distributing the allocations of HSF 5 to groups in need.
- Partnerships in place with local debt management organisations

Access Crawley is a project within CBC within the Contact Centre which supports vulnerable individuals and families navigate multiple Council Services, dealing with financial challenges or requiring further support. The case officers work with residents to access the right benefits, support and advocate for them with individual services so that there is a co-ordinated approach.

Progress against the plan is as follows:

Ref	Action	Progress	Target completion
1	Cost of living response – prevent crisis for residents where possible within the council’s remit.	<ul style="list-style-type: none"> - Collection of data and lived experience from partners. - Analyse results from financial pressures survey. - Pension Credit awareness campaigns and assistance for all tenures to ensure winter fuel payments eligibility. 	Q3 24/25

		- Funds distributed from HSF5. Scoping HSF6 allocation to March 2025.	Q3 24/25
2	Access Crawley – proactively identify those Crawley Customers who are vulnerable and support with their complex needs.	<p>This work is now embedded with the Contact Centre and referrals come from across the Council. The next challenge is to proactively identify those who need our support and the use of data to support this approach.</p> <p>Work is ongoing at exploring the wider strategic partnerships with our partners in Primary Care, Mental Health and WSCC Social Care. A pilot is taking place with Health and Wellbeing board to explore new ways of integrating these 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. The goal is for more emphasis on sharing information and working collaboratively to enhance the experience of those vulnerable individuals that we are working with.</p>	Ongoing

2.3 Our People

CMT Sponsor – Head of Governance, People and Performance	Good progress
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The People Board, with reps across the council provide corporate drive, direction and oversight to delivering the People workstream. This workstream delivers critical change initiatives, and the outcomes affect staff, managers and leaders across the council; fundamentally changing and improving the way people do their jobs. It also seeks to address the identified corporate strategic risk of the challenges around recruitment and retention. It's a mix of technical and non-technical work which has been organised into the People Programme.

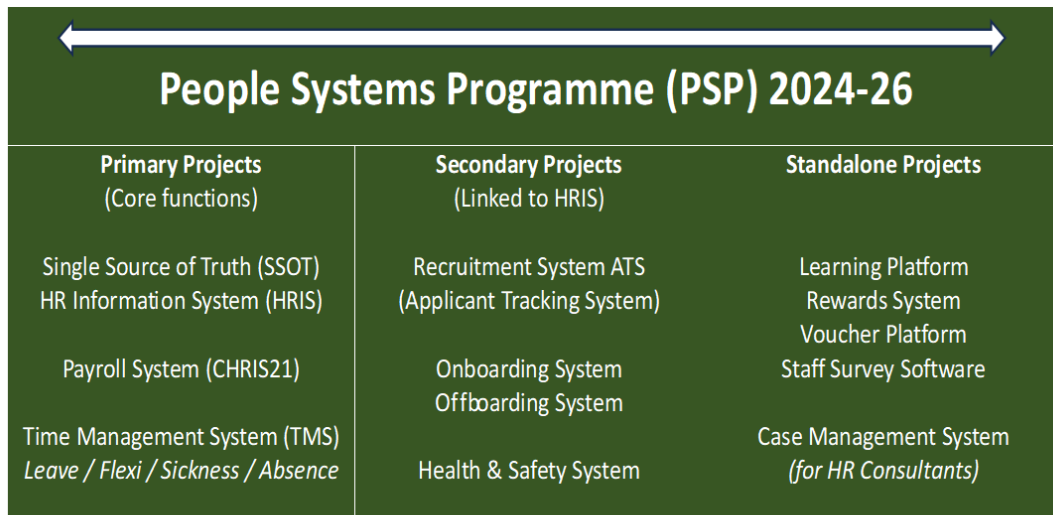
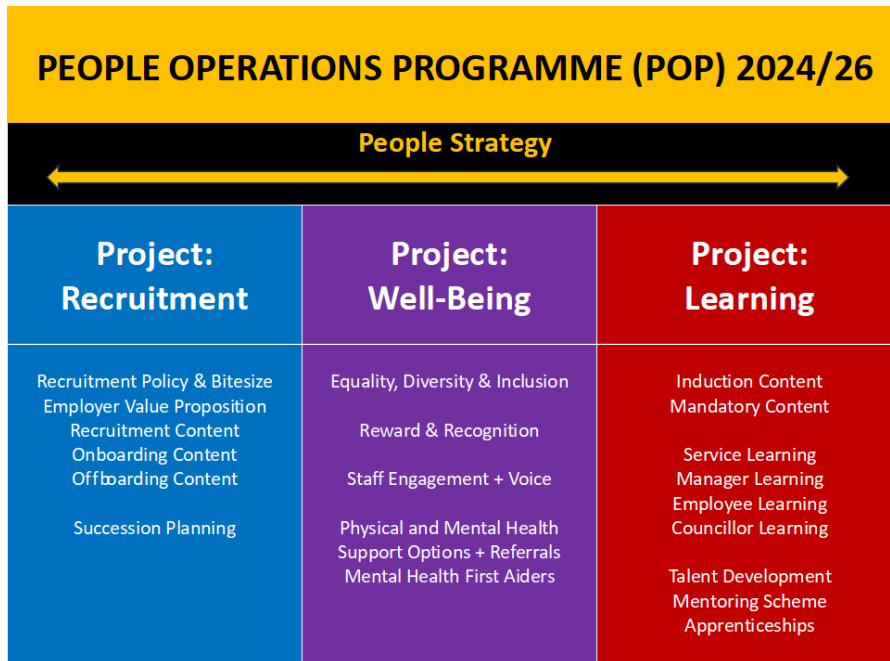
The Programme aims to move CBC from a traditional HR functional model to a People Operations model. People Operations Programme (POP) is based on achieving the following outcomes, enabled by a People Systems Programme (PSP);

- Modernising outdated HR systems
- Automation of HR activities and functions
- Self-service for employees and managers
- Empowering all with voice and choice
- Building an Employer Value Proposition
- Creating an energising and exciting workplace
- Creating a digital learning environment

- Being proactive instead of reactive
- Being more strategic and less administrative

Significant work has taken place in the PSP space in reviewing the current systems. The move to increased automation and self-service will provide modern performance management tools, reduce manual administration and free up time which will be spent on more complex and impactful work.

The programme is documented in the diagram below and progress on the individual projects in the subsequent table.



Progress against the plan is as follows:

Ref	Action	Progress	Target completion
1	People Operations	<p>Learning – new Officer in post and shaping the work required. Learning survey for staff to be issued to inform requirements and recommendations. Essential training for Managers and all staff training in design.</p> <p>Wellbeing – review of recognition schemes underway.</p>	<p>Q4 24/25</p> <p>Q3 24/25</p>
2	Policies	<p>A review of the key People Policies is underway, with input from the People Board, Unison and staff:</p> <p>Complete – 1 Oct 24</p> <ul style="list-style-type: none"> - Capability - Absence Management - Ill health capability (new) <p>Active Policy reviews:</p> <ul style="list-style-type: none"> - Disciplinary - Change Management - Code of Conduct - Fairness at Work - Employee Handbook 	<p>Complete</p> <p>Q2 25/26</p>
3	People Systems Programme	<p>A programme of system changes which will be delivered in stages to include core HR, payroll, time management, recruitment, on/off boarding and health and safety.</p> <p>Business case developed; CPAG and CMT have confirmed approach and capital funds proposed to be available end 2024 to start procurement and implementation planning.</p>	<p>Phased delivery through 25/26</p>
4	Stand-alone systems	<p>Lone working solution – complete Jun '24</p> <p>Learning, wellbeing, case management and reward/recognition - to be progressed following the core People Systems Programme but understanding integrations to core HR record included in wider system requirements.</p>	<p>Complete</p> <p>Q4 25/26</p>

2.4 Our Assets

CMT Sponsor – Head of Major Projects and Commercial Services

Good progress

There has been considerable demand for capital project delivery with notably a particular focus on towns fund key infrastructure sites, housing delivery, environmental sustainability, asset utilisation and re-purposing all creating pressure and expectation on capital project delivery.

The asset-based projects that sit on the Transformation plan are a subset of projects that have a place within the Transformation Programme for monitoring purposes but sit within a wider Asset Board.

The Assets Board has been helping to ensure resources are focussed on priority projects and building capacity within the project delivery teams to support this programme. Notably this work has included:

- Review and prioritisation of key projects ensuring client, technical delivery and corporate support resources are allocated accordingly.
- Creating additional capacity within the Built Environment Team with appointment to a new Senior Project Manager post.
- Corporate oversight of capital project progress with the ability to escalate concerns in seeking to unblock any particular delivery issues.

Progress against the plan is as follows:

Ref	Action	Progress	Target completion
1	Corporate approach to managing assets	Asset Board well established to manage this and the prioritisation of assets is near completion.	Q4 24/25
2	Asset management system – review requirements for a single asset mgmt system	Discovery work underway, outline options appraisal and business case expected Dec '24.	TBC 25
3	Energy action plan – related projects that support the council's sustainability programme	Connect meters for gas/electricity - 529 installations. Work will continue to reduce energy use across council's various sites. Decarbonisation - Feasibility, design and costing for priority projects currently being developed.	Complete 24/25 25/26

		District Heat Network Phase 2 – options being considered.	
4	Maximise use of Metcalf depot	Depot refitted to accommodate Neighbourhood services, waste/recycling and Crawley Homes – Oct '24.	Complete
5	Creasys Drive – patch working	Creasy's Drive established as a patch for Neighbourhood services – May '24	Complete
6	Innovation Centre – commercial space	Building conversion works nearly complete. Facilities Management procurement is progressing. Tenants signing up.	Q4 24/25
7	Manor Royal Fibre – deliver full fibre with a Partner across Manor Royal	Procurement has formally started for a Partner provider.	Q4 25/26
8	Wifi at Tilgate	Pilot project co-ordinated by WSCC to bring wifi to the main car park, walled garden and main lawn has been disbanded. Wider Parks requirements review underway in prep for an alternative solution.	Disbanded
9	Create building commercial space	British Airways, Varian and Chubb in occupancy. Active interest in the remaining available space.	Ongoing
10	Tilgate Golf facility	No update expected yet, future project.	Q4 28/29

2.5 Commercialisation

CMT Sponsor – Head of Corporate Finance

Some progress

Commercialisation touches every part of the council's service delivery and all workstreams across the Transformation Plan. The focus for this work stream has been income and savings and there's some overlap with Assets and some items sit across both areas. The items within here are discrete projects that are tracked through the Transformation Board programme. Difficult times require difference approaches and therefore some additional items are likely to be added to this workstream throughout 2025/26.

Progress against the plan is as follows:

Ref	Action	Progress	Target completion
1	Car Park - strategy	5-year strategy in development.	Q1 25/26
2	Fees and charges	A data led project to identify opportunities and efficiencies is underway; reviewing income and expenditure to analyse service delivery. Supports annual budget review.	Q4 24/25
3	Parks and open spaces - Develop business plans for Tilgate and Goffs Park.	Revised 5-year Tilgate Business Plan approved by Cabinet in Jan 24. Year 1 of business plan is programmed for delivery and information will be shared when readily available as per the report.	Q1 25/26
		- Goffs Park (inc Goffs Park House) - Member working group established and will oversee the development of a Place Making Plan for the Park working with some external consultants. New operator is at the Goffs Park kiosk.	25/26
4	Garages	Garage income is higher following the rent changes and being maintained. Voids process is managed within the service and work to explore options now sits as part of business as usual. Licenses for access to gardens / garages, enforcement of parking on land has been taken out of scope. Lots of work for little gain.	Complete

2.6 Service Redesign

CMT Sponsors – All	Some progress
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Service Redesign is led by the relevant Head of Service and where required supported by Transformation Officers to review and reengineer an existing service. This often requires re-designing systems, processes and functions. Timing is crucial and often reliant on fully understanding changing requirements. Some progress has been made here and it is expected to progress further in 25/26.

Progress against the plan is as follows:

Ref	Action	Progress	Target completion
1	Review the role and function of Community Development,	Relates to the findings from the 'Our Communities' workstream, including	TBC

	including in relation to meeting the Supporting our Communities theme.	assessing the information and evidence from the cost of living and health inequalities insight work to determine future needs and priorities for community development activity.	
2	Crawley Homes - review processes and services to ensure fitness for purpose in light of new social Housing Act, requirements from the regulator and new housing system.	Responsive and planned repairs restructure – open consultation. Analysis from the tenants' survey, new customer standards, regulatory requirements will shape future plans.	25/26
3	Review externalisation of Crawley Homes call handling teams and consider where this may best fit in the future.	Early discovery work to start Q3 24/25 but no further plans until detailed requirements from the housing regulator are known.	TBC

3.0 Finally...

This update has shown how much of this work is helping the council manage today's challenges and be fit for the future. Even in challenging times, 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. With moving into Year 2 of the plan, the Transformation Board continues to facilitate change and improve service delivery. We will continue to:

- Gather input from residents to understand their priorities and needs
- Continue digital transformation to enable easier access to services and information
- Develop tools and skills to use data to inform decision-making
- Invest in our people and workforce development
- Encourage a culture of innovation