



Transformation Plan 2020-2022

Transformation:

“A radical change that orientates the organisation in a different direction”

Purpose:

“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”



Contents

1. The role of Transformation
2. Outcomes from the previous plan
3. Towards a new plan
4. Channel Shift
5. New Ways of Working
6. People Strategy
7. Service Redesign
8. Commercialisation
9. Assets
10. Summary

1. The role of Transformation

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.

2. Outcomes from the previous plan

One of the key drivers for the previous strategy was the timeline associated with the New Town Hall. As our progress report against the previous transformation plan shows, significant progress has been made in the time dependent areas. In broad terms, less progress has been made in those areas where the linkages to this driver were less clear. Nonetheless, the Council has made considerable progress towards becoming a very different organisation, transforming into a genuinely dynamic and innovative place to work.

Sufficient progress has been made across a number of transformation pillars, however the New Town Hall delivery timetable is no longer the key driver for transformation. The recommendation is to treat the New Town Hall as business as usual (BAU) moving forward, removing it from the Transformation programme. This will continue to be driven by the New Town Hall Board.

Likewise Digital Transformation has progressed sufficiently where this can become BAU but there is still lots to do on this and it needs to continue. This programme of activity will be driven by the IT Board. The transformational focus for IT will increasingly be to enable changes elsewhere in the organisation. The one exception is Channel Shift, which the Transformation Board will remain sighted on given linkages to other areas of activity and the need to move at pace.

The New Ways and Working and Values & Behaviours themes have made significant progress. In many ways they are ready to move towards being BAU. We need to drive our work around 'People' and so this work will remain within the transformation space, but during the course of this plan, it will move towards becoming BAU.

Within the Reducing Bureaucracy theme a number of projects have been successfully completed, and the remaining items are in play and have momentum. During this time the wider organisation has given increased focus to improving efficiency and productivity, so this theme has been overtaken, incorporated into other areas of work, and no longer needs to be a standalone theme.

The Redesigning Services theme has seen slower progress. In large part this is because the work was emerging and therefore not so clearly defined. This has now been addressed and this theme now has significant momentum following the identification of a clearer set of thematic reviews. This theme will remain within the new Transformation Plan, playing an increasingly important role in shaping the Council and its services moving forward.

Income & Commercialisation has not progressed at the pace originally intended but now has momentum following the development of the PIPES model. This model has developed into a wider savings strategy, incorporating items that sit within the transformation space alongside others that do not. For now this theme will remain within transformation space as it continues to develop and gain momentum.

3. Towards a new plan

A significant new context for the Council is the challenges we face resulting from the Covid crisis. At a high level, this has created two new drivers:

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

This will mean moving away from traditional ways of delivering services, otherwise it will not be possible to align these two drivers which suggest there will be potential new areas of work at a time of less resource.

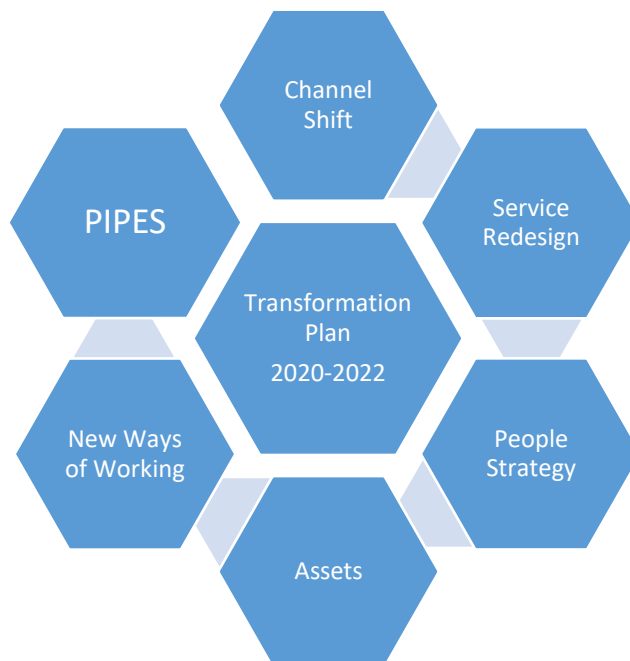
The financial impact of Covid has required the development of new approaches to budget and efficiency savings. A combination of the use of reserve, efficiencies and temporary divisional savings is on track to address the in-year savings needed. Permanent savings are also required over the next three years. Any future waves of Covid will increase the level of savings required. The savings strategy developed has three strands:

1. Identify potential for permanent savings within the in-year savings identified
2. Work with the administration to bring forward larger savings items identified within the PIPES model
3. Undertake a number of thematic and service reviews to improve services and drive future efficiencies

As described earlier a number of the elements within the PIPES will likely sit within the transformation space, and certainly all of the thematic reviews will.

Emerging Themes

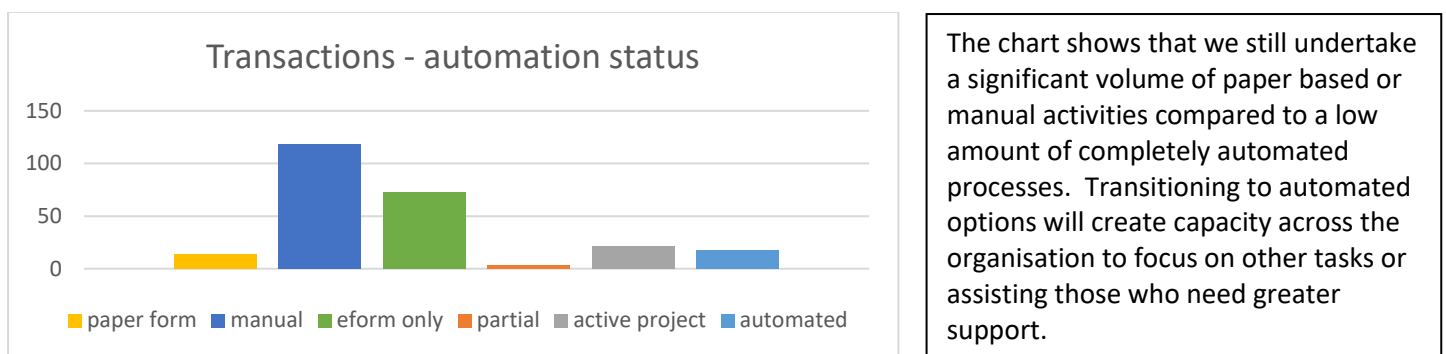
From the above analysis, the emerging themes are:



4. Channel Shift

There has been an ongoing shift towards digital channels of providing services for a number of years. This reflects changing preferences and lifestyles of our residents, the technology available and the drive for ever-greater efficiency. The Covid-19 crisis has only accelerated this trend, but it has also highlighted how far we have to travel as a Council in this area.

At the time of writing, 247 transactions with our residents have been mapped. This is not yet a completed audit, but it does provide a representative picture of where our processes are. Whilst the Council has moved away from paper forms in most (but not all), we remain reliant on manual processes to undertake our business. In summary, the aim over the period of this plan is to see a shift to the right of this chart. In doing so we are also seeking to remove waste out of the system.



The chart shows that we still undertake a significant volume of paper based or manual activities compared to a low amount of completely automated processes. Transitioning to automated options will create capacity across the organisation to focus on other tasks or assisting those who need greater support.

The more automated a process is the further to the right it will appear. There are a range of potential options to be considered based on the improvement to the service and/or efficiency gained, including:

- Investigate new and emerging technologies including Artificial Intelligence (AI) or chat bots for simple transactions and to support simple form filling
- Integration of existing forms (internal and external) to back office services, over 200 forms already identified with varying degrees of automation
- Increasing services available online via the self-service portal and self-scanning for customers
- Extending our book and pay options for public services online
- Nudging customer behaviour away from cash and cheque payment methods, whilst retaining these services for those who really do need traditional ways of paying
- Identifying and removing high volume failure demand into the Contact Centre

By achieving channel shift we better serve our residents, create more capacity to support residents who need additional support, and save money for the tax payers. Research from SOCTIM suggests that nationally digital transactions costs 15p whereas face to face costs £8.62. A sound argument to promote online options for low complexity/ high volume transactions.



Figure 1

Figure 1 Produced by Richard Overy. Data Source: SOCITM Insight Better Served 2011.

5. New Ways of Working

Prior to the Covid-lockdown the Council made the decision to ask its staff and services to temporarily work from home. In three days our services made changes to how we deliver services that would normally take six months. We were only able to achieve this thanks to 18 months of work to ensure our infrastructure and management were ready to make such a leap.

As staff come back into the office and are operating in a more agile way, the focus now shifts to how to embed and support these changes, and how best to support our workforce that is mobile.

This includes:

- Development of mobile working options for Patch Working, Satellite sites and teams working within the borough
- Agile working supported by new technology including functionality from Microsoft 365
- Unified Communications (moving away from desk phones)
- Ensuring our Office Etiquette guidance reflect managing remotely, protocols for the office and other locations.
- New organisational processes to create capacity across the organisation such as hybrid meetings
- Internal space booking system
- Phase 2 of Intranet development

By the end of this plan, all staff should be contactable and connected no matter where they are working. They should be comfortable working in different locations where that is applicable, and managers should feel confident in supporting staff and managing performance in agile settings.

6. People Strategy

Our people are our most important resource. We are fortunate as an organisation to have so many committed staff who care for Crawley. This was demonstrated time and again during the Covid 19 crisis as the workforce repeatedly displayed the values and behaviours that we have signed up to as employees. As an organisation we have made significant efforts to support staff during what has been a challenging time for all. The progress in these areas is shown in recent staff surveys.



Our focus on people needs to continue as we emerge from the Covid-19 crisis, but the focus will shift towards embedding the values and behaviours further and ensuring we have the right workforce with the right tools and knowledge, both now and into the future. This will ensure that as our services develop, our workforce will adapt so they have the flexibility and resilience needed to embrace the opportunities that change will present, by:

- Embedding the success of the values and behaviours into all areas of HR including management, recruitment and performance
- Use these to update and refine the relationship between staff and the organisation
- Develop recruitment, retention and succession strategies that secure the talent the Council needs into the future
- Providing flexible training and development opportunities to develop talent at all levels
- Promoting networks within the Council to break down silos, build resilience and stimulate innovation
- Establish appropriate governance to drive forward these activities

7. Service Redesign

Looking across the organisation, CMT has prioritised a number of thematic reviews. The drivers for these vary, but they are linked by the idea of better enabling the Council to achieve its objectives whilst doing so in a more cost-effective way. The reviews are as follows:

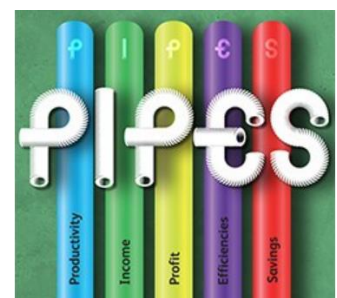
- **Community development and wellbeing**
A core plank of our Covid recovery this review asks how do we best support residents (adults and children) to live well together, to be well, and ensure targeted support for those who are vulnerable within the resources that we (and our partners) have available
- **Access Crawley**
How do we ensure that residents receive the service they need in the way that they need it. This review will seek to reduce waste within simple transactions, better support people going through transitional stages of life, and improve support residents displaying ongoing and repeated needs across multiple service areas.
- **Enforcement**
In the context of reducing resources but increasing expectation around enforcement this review will seek to bring together a number of enforcement options where this could improve the Council's capacity to enforce and increase flexibility to meet priorities as they arise, without raising costs.
- **Technical Services**
Likewise, would bringing these functions together allow the Council to deliver capital works and advise on specialist environmental in a more flexible way to meet future demands.
- **Corporate Centre**
This review asks, given the scale of agenda the Council faces, what capacity at the centre of the organisation is needed for the Council to drive through its programme whilst supporting members, services and staff.

Success factors will be developed for each of the reviews, but overall this programme of activity will be judged by the ability of the organisation to deliver positive change in the most effective way possible.

8. Commercialisation - PIPES

As part of the Council's Medium Term Financial Strategy we will look at new income streams, funding and partnering to enable the Council to continue to delivery high quality front line services that are sustainable. This process requires both an inward challenge to modernise how we deliver existing services as well as looking outside as a means to develop new investment and savings opportunities.

- Continue to ensure council activities apply the core principles for PIPES (*Profit, Income, Productivity, Efficiency, Savings*)
- Reviewing the council's pricing and marketing strategy for both statutory and discretionary services to ensure they are appropriately costed and market tested.
- Develop partnership across the public, private, voluntary and not for profit sectors to deliver community based services



9. Assets

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 Asset Review Group have prioritised initially;

- A dispersed model for Patch Working Teams
- Consider potential options for generating revenue from land receipts
- Implementing recommendations from the Neighbourhood Parade review

For each of these a themes detailed action plans will be devised, delivered through projects and service plans with outcomes reported to CMT.

10. Summary

This plan outlines the activities linked to our Transformation priorities is intentionally high level and does not attempt to get into great levels of detail; the aim being for people to understand the rationale and direction of travel.

There are huge amounts of information that could be added to any of the sections within, but the aim of this document is to show the key areas of focus over the coming year; the detail of works being undertaken will be developed into a high level timeline and is currently a work in progress.

Therefore this is the plan as we currently see it and should operations and circumstances allow an acceleration of the plan the organisation will respond accordingly. It is however important to have an agreed set of activities which offers flexibility and agility to adapt if required.