Transformation Plan

2025-2026

Version 3.0

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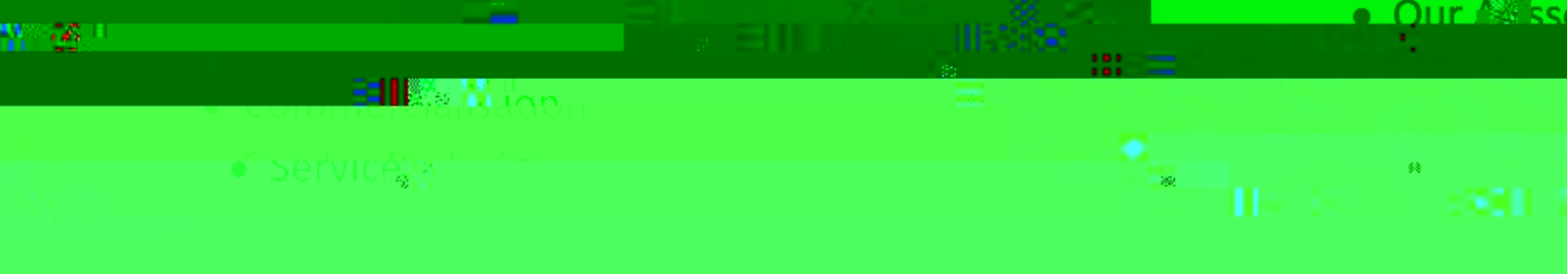- Service

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.

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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

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

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

		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		

		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.			

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 exists, 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: Head of Crawley Homes and 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			

| 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.

- Retention rates

CMT Sponsor: 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 • Absence Management			

			• Change Management • Code of Conduct • Fairness at Work • Employee Handbook			
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.			

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: 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. - 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.	Facilities Assistant Manager (Contracts & Compliance)	Deliver	2024

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)

		- 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