

# Crawley Borough Council

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## **Report to Overview & Scrutiny Commission**

**8 July 2013**

## **Report to Cabinet**

**10 July 2013**

## **Corporate Plan Update 2013 - 2018**

### **1. Key Points**

- 1.1 This report sets out the updated Corporate Plan for the period 2013 to 2018 which is attached at Appendix A. The Plan is a rolling five – year document that is updated annually and sets out the strategic priorities of the Council. There are key milestones for delivery of the priorities for the period 2013/14.
- 1.2 The report also sets out the progress made against the Council’s priorities in 2012/13 which is attached at Appendix B.

### **2. Recommendations**

#### **2.1 To the Overview & Scrutiny Commission**

**That the Commission considers, supports and comments on the final draft Corporate Plan Update 2013 – 2018 and decides what comments, if any, it wishes to submit to the Cabinet.**

#### **2.2 To the Cabinet**

**It is RECOMMENDED that the Cabinet:**

- (i) Reviews the annual report of progress made against the corporate priorities in 2012/13.**
- (ii) Request the Full Council to adopt the Corporate Plan Update 2013 – 2018 and that the Chief Executive in consultation with the Leader of the Council be authorised to make appropriate amendments / minor clerical corrections as necessary.**

**(iii) Request the Full Council to authorise the Head of Legal and Democratic Services to amend the Constitution to reflect that the Full Council will be responsible for the adoption of the following documents:**

- **Budget Strategy**
- **Treasury Management Strategy**
- **Corporate Plan**
- **Development Plan Documents including The Local Plan for submission, consultation and adoption**
- **Housing Allocations Scheme**
- **Homelessness Strategy**
- **Tenancy Strategy**
- **Housing Revenue Account Business Plan**
- **Community Safety Strategy**
- **Statement of Licensing Policy**
- **Statement of Gambling Policy**

**LEE HARRIS  
Chief Executive**

**COUNCILLOR LANZER  
Leader**

### **3. Background**

- 3.1 The Corporate Plan is a rolling five-year plan that is reviewed annually to ensure that the Council's activities reflect current challenges. The Plan outlines the key milestones for success going forward. This has been attached at Appendix A.
- 3.2 To ensure delivery of the Plan, an annual update is also provided which outlines the achievements against these key milestones, evidencing the Council's activities against the Plan. This has been attached at Appendix B

### **4. Corporate Plan Update 2013 - 2018**

- 4.1 The Government's influence on local government is significant and it is focusing councils on three areas: economic growth, deficit reduction and localism. The Corporate Plan has been updated to reflect our local challenges and the national direction. The Council remains committed to the delivery of the themes and priorities that support the Council's mission to be "a high performing council, creating a successful future for Crawley".

### **5. Links to other Corporate Processes**

- 5.1 The Corporate Plan sets the overarching strategic direction for the Council's activities and processes that support the delivery of the priority outcomes. These include the budget strategy, capital programme, workforce planning, other Council strategies and plans, and individual appraisal objectives. These set out in more detail the actions that will be undertaken to deliver the priorities.
- 5.2 Corporate Plan priorities are used as the basis of the Council's performance management framework and hence the Corporate Plan continues to drive resources, effort and attention towards those things that the public and Members have highlighted as being most important for the town and the Council.

### **6. Ward Members' Views**

- 6.1 This is a Borough-wide plan.

### **7. Staffing, Equalities, Financial and Legal Implications/Powers**

- 7.1 The Council has a large number of strategies and plans that have developed over many years, many in response to Government requirements. These have been reviewed this year (see background paper) and it is recommended that, with the exception of the Corporate Plan, only those required by law are included in the Constitution as policy framework documents. The Council will continue to require a range of strategies and plans and these are referenced within the Corporate Plan (p16). They will normally be approved by Cabinet when they are due for renewal.
- 7.2 A Workforce Strategy Statement to the Plan and its high level actions are included as, annex A to the Corporate Plan. This supports staff in the delivery of the Corporate Plan priorities in line with our values.
- 7.3 The Corporate Equality Statement and Equality Objectives outline the organisation's approach to managing equalities issues, which have been mainstreamed into the work programmes of services.
- 7.4 There are inevitably financial implications related to any service changes or improvements and the Budget Strategy complements this plan to enable the Council to deliver its priorities.

The priorities laid out within the plan will take precedence when considering limited resources and other pressures will need to be considered on their individual merits when budgets are determined.

- 7.5 There are no specific legal implications. The Corporate Plan is a framework document and the process employed for its adoption is in accord with the Council's constitution.

## **8. Risk Implications**

- 8.1 The Corporate Plan update has been risk assessed by Cabinet, Corporate Management Team and Heads of Service.

## **9. Other Impacts**

- 9.1 None.

## **10. Other Implications**

- 10.1 None.

## **11. Reasons for the Recommendation**

- 11.1 The Corporate Plan is a rolling five-year plan that sets out the strategic priorities in support of the Council's mission statement. It is updated annually to ensure the Council's activities reflect the national and local challenges it faces.

## **12. Background Papers –**

- Review of the Council's Strategies and Plans
- [Corporate Plan Update 2012-2017](#)
- [Council's Constitution](#)

Appendix A: Corporate Plan 2013 – 2018

Appendix B: Corporate Plan Annual Progress Report 2012 /13

Contact Officer: - Lee Harris (Chief Executive)

Direct Line: - 01293 438393

**Corporate Plan**

**2013 – 2018**



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## Foreword

This Corporate Plan sets out the strategic direction and priorities for the Council over the next five years. It lays out what we will do to ensure the best possible services are delivered for our residents, partners and businesses at a time of significant change in local government.

We are going through a period of sustained downward pressure on public finances as the Coalition Government focuses on reducing the budget deficit. We will continue to do more with less to meet the rising expectations of the quality of public services. This means continuing to build on our growing reputation for improving the way services are managed and delivered focusing on delivering what matters to customers. This has the potential to save taxpayers money, while services are maintained and in many cases improved.

The way local government operates is changing and there are greater opportunities for local people to get more involved in their local communities, to shape the place where they live and to run public services. It is centred on "localism". Crawley already has a strong tradition of community involvement and it is something we will build upon.

As we move forward there will be some uncomfortable choices and we are fully committed to making those decisions after a dialogue with the community, local businesses, the voluntary sector, councillors, staff and others affected by proposed changes to services.

The achievement of the priorities set out in this Corporate Plan will be hugely dependent on the professionalism, energy and creativity of councillors and staff. We recognise and applaud the enormous efforts and dedication of the councillors and staff who work together to do their very best for the town. We are committed to supporting them through this difficult economic period and move the Council and community into a more prosperous future.



Cllr Bob Lanzer  
Leader of the Council



Lee Harris  
Chief Executive

## Key challenges facing the Council

This is a time of significant change with the Coalition Government setting out a major step change in the way public services are delivered at a time when Government funding is being reduced. From a local government perspective the Government is focused on: economic growth, deficit reduction and “Localism”. The Corporate Plan has been refreshed to take account of and acts upon the key external and internal factors that will impact upon us. This Plan is ambitious and is designed to:

- encourage economic growth and prosperity.
- continue to support our communities, particularly the most vulnerable.
- enhance the quality of the built and natural environment and meet Crawley’s housing needs and aspirations.
- provide greater value for money as public spending is reduced, focusing our services on what matters to our customers.

## Local challenges

The Council has a good understanding of Crawley. This plan has been shaped by research and consultation from many different sources of information that includes information from national data sets as well as conversations that have taken place with the community itself. Combining information from different sources of data enriches our understanding of the people who live and work in the town. Councillors and staff also know Crawley well and have made a valuable contribution to the Plan. This helps to provide confidence that the decisions the council takes are based on a good understanding of Crawley and its people; providing a strong evidence base to support decision making.

The Plan also reflects the work of the Local Strategic Partnership, ‘Crawley Together’. The Executive of Crawley Together seeks to improve the quality of life for people living and working in the town by focussing on key issues and giving leadership and direction as to how together these can be overcome.

Crawley has a population of just over 106,000 and the town is the principal urban centre in West Sussex. It has an increasingly diverse community being made up of long-standing and well-established black and minority ethnic communities from the Indian sub-continent as well as newer migrant workers from Eastern and Central Europe. Almost 100 different languages are spoken by people across the town. The age profile has remained fairly static although there has been a growth in the numbers of people aged between 45-64 years of age. Population figures suggest that people are leaving the town soon after retirement even though the numbers of older pensioners (85+ years), although small in number, are growing.

Economically, Crawley sits right at the heart of the Gatwick Diamond sub-region with Gatwick Airport within the Borough. The Borough accounts for 40 per cent of business rates collected in West Sussex and is a major centre of employment and wealth creation. Transport links, proximity to London and good quality leisure and community facilities attract many people to Crawley to live, work and visit.

Crawley has a long history that pre-dates its new town status and we are doing more to celebrate our heritage. The Town has an attractive environment with award-winning parks and gardens, and a strong community focus on improving the town. Parts of the Borough are also vulnerable to flooding which is being addressed. We will continue to build the case amongst the public, through positive leadership and action, that local people and the Council have a central role in tackling climate change, reducing energy and water consumption and encouraging more sustainable and healthier means of transport.



## Key Strategic Challenges

- To maintain a climate that encourages local economic growth and more employment. We will promote initiatives that will bring about a more diverse economy including greater entrepreneurship, and steps that will raise the aspirations of Crawley people to attain higher-skilled jobs.
- Gatwick is a major international airport and is a key economic asset to the town and the sub-region. Together with our Gatwick Diamond partners, we are engaging with the Airport on how it can continue to make a major contribution to the local economy. In particular we will be developing a response to the Davies' Commission on runway capacity in the South-east
- To maximise the value Crawley gets through its being at the heart of the Gatwick Diamond. The area has achieved international and national recognition as the economic centre of the Coast-to-Capital Local Enterprise Partnership (LEP). We will continue to work closely with the local business community and public sector partners, including the neighbouring District and Borough Councils, Surrey County Council, West Sussex County Council, Croydon Borough Council and Brighton and Hove City Council to face the challenges ahead to increase employment, income, trade and investment.
- To enhance and improve the Manor Royal Business District and to build on the confidence shown by local businesses in creating the Business Improvement District status. As the largest business area of its kind in the Gatwick Diamond, it is vital that Manor Royal remains an attractive destination for existing and prospective businesses.
- Housing provision is a key challenge in terms of land supply and finance. The economic downturn has reduced the supply of market and affordable housing. The reduced access to mortgages has meant that people who would normally expect to buy property are now renting for longer. Together with the impact of welfare reform this is reducing access of lower income groups to private rented housing leads to increasing homelessness. We have been rethinking our housing strategy and, for example, the Council will build more homes for rent and we will be an active partner in the North-east sector development.
- To create a confident and self-reliant community capable of championing neighbourhood issues that embrace pride of place. To build trust and respect within our increasingly diverse community, and to develop a clearer sense of local identity.
- To secure positive outcomes for Crawley from the new arrangements for delivering health and social care. GPs now have a lead role in commissioning health services and West Sussex County Council now has responsibility for public health. In the coming period our focus will be on improving the health and well being of residents through work on dementia, promoting healthier life styles.
- To continue to reduce crime, disorder and anti-social behaviour. To reduce re-offending in adults and build greater public confidence in our ability to deliver such a reduction with our partners so that people not only *feel* safer but *are* safer.
- To respond positively and with sensitivity to the Government's ambitious welfare reform agenda including the introduction of Universal Credit and to make sure that we continue to promote employment as the best way forward for those of working age.
- To protect our environment through, for example, reducing the Council's and the town's Carbon footprint and through maximising the use of waste as a resource and minimising waste sent to landfill.
- To improve the physical infrastructure of the Town. As a new town, parts of Crawley are showing their age, necessitating capital infrastructure works to make them fit for the 21st

century. For example, we will continue to undertake significant work to reduce the likelihood of flooding. We have plans for a new museum that celebrates our heritage. We also intend to bring forward a new cemetery by 2015. The major Town Centre North scheme is now moving forward as a phased development.

- To continue to implement the outcomes of the Leisure Options appraisal and work with partners with a focus on moving Tilgate Park, the venture play facilities and community centres to a more sustainable footing that keeps Crawley at the forefront of the region's leisure offer.
- To implement new ways to respond to public concerns about the lack of car parking provision in some neighbourhoods and to prevent inconsiderate parking on verges.

This is an ambitious agenda in the current financial climate. We have developed a Budget Strategy that complements this Corporate Plan to enable us to deliver our priorities. The Workforce Strategy and action plan will equip us with the skilled and flexible workforce that is vital for delivery.

## **International, National and Regional Challenges**

The international, national and regional outlook is an especially difficult one at the present time. In summary, the headlines, which form a context to this Plan, are set out below.

- The Chancellor's Autumn Budget Statement 2012 and the Local Government Finance Settlement for 2013/14 have confirmed the extent of the reduction in Government grant. The outlook beyond also looks challenging. The continued impact of low investment interest rates is compounding the challenges for the Council. Despite this the Council set a balanced budget for 2013/14 as planned.
- The Localism Act signals a shift of power from Whitehall to communities. Its aim is to give back power to local people and encourage them to take on more responsibility in shaping the place where they live. The Act includes the general power of competence, the community right to challenge, the community right to bid, neighbourhood planning and other initiatives designed to empower local people. The Act is also designed to strip away the bureaucracy that embodies the way public services operate which sometimes makes them seem inaccessible.
- The performance of the UK, the Eurozone and global economy remains sluggish and unpredictable. Key trading partners are experiencing intense difficulties that impact upon rebalancing the economy in the UK. Globalisation is creating more diverse local communities and "footloose" businesses. With its economy dominated by large businesses, Crawley is more affected by this than other places.
- Crawley is faring better than it did in the previous recession. At a more local level:
  - Lack of disposable income and confidence amongst consumers means that key sectors such as retail are struggling and this will affect Crawley as a core sub-regional centre.
  - Difficulty in securing finance for business and development can be a barrier to expansion, relocation, recruitment and job creation. However, there are positive signs of economic confidence in Crawley in terms of new investment.
- The government is creating a new health system in England. The new system is made up of two elements: GP Commissioning Groups and Public Health England, with local government taking on new responsibilities for improving people's health and tackling health inequalities at the local level.
- Foreign conflicts, terrorism, natural disasters and incidents have an impact on diverse local communities. Nationally there has been a sustained high risk of terrorism. Following an independent review of Prevent in June 2011, the Government published a revised 'Prevent Strategy' for the next four years. Prevent will now address radicalisation to all forms of terrorism, including the extreme right-wing and the non-violent which can popularise views that

terrorists exploit. Locally, this has led to a greater focus on and priority afforded to community cohesion and integration. Leading by example to challenge prejudice and hatred stemming from religious and/or ethnic intolerance.

- Climate change is high on the national agenda and there is pressure from the government to play its part in reducing the UK's carbon footprint. In recent years Crawley has experienced colder winters and with more snow and disruption to public services.

## Our Corporate Plan

The Corporate Plan is the key strategic business document that sets out the overall vision and direction for the Council and its services over the next five years and which has been assessed against the current local, regional and national challenges facing the council.

The Plan forms the basis for the council's performance management activities and will drive the distribution of resources, time, effort and attention towards the identified priorities across all our activities, services, initiatives, projects and events. The Corporate Plan will be updated annually to reflect any changes to priorities or services.

## Our mission

Crawley Borough Council's mission is ***"to be a high performing Council creating a successful future for Crawley"***. We have identified four themes, and 11 priorities within these themes, on which the Council will act in order to deliver the mission:

- **Prosperity**
- **Community**
- **Environment**
- **Value for money**

## Our values

We have identified the following organisational 'core values' to underpin and guide the way we work and we will promote them as enablers of exceptional performance:

- Customer focused
- Open and honest
- Positive and creative
- Recognising and rewarding good performance
- Valuing diversity, inclusion and equality
- Value for money

## Our staff

The commitment and quality of our staff is key to developing an organisational culture that will deliver the ambitions of the Corporate Plan in line with our values. The priority in the year ahead is to work with managers and staff to transform our services so that they are more clearly focused on customers. We are empowering staff to experiment with new methods of service delivery and to redesign our services around the customer experience. This will require changes and we are committed to a continuing dialogue with staff to help them to cope with the changes that impact on them.

We will support staff to be professional, customer-focused, creative, empowered and positive. We will invest in staff development to create the skilled and flexible workforce that modern local government needs. We will recognise and reward good performance and we will be more proactive in addressing underperformance.

A focus in the year ahead will be on developing our middle management to equip them to thrive in an environment where there is a flatter management structure and where they will be leading their teams in the redesign of services.

In summary we expect to:

- Invest in the quality and skills of the workforce
- Maintain a low level of sickness absence
- Work with staff when undertaking organisational change
- Increase the numbers of trainees, apprentices and work experience opportunities.

A Workforce Policy Statement which sets out our approach more fully is appended to this Plan to and supports the delivery of the Corporate Plan.

## **The Council's Roles**

The Council's work in achieving much of this Plan will be through all of the applicable roles:

### **Leading**

inspiring, galvanising and encouraging others to work with us.

### **Influencing**

lobbying, communicating, pressing and campaigning.

### **Partnering**

actively engaging with others and jointly committing time, money and resources

### **Providing**

having the ability to do something independently and directly for residents.

The Council's role as a direct provider of services is likely to change over the Plan period with a shift towards leading, influencing and partnering services.

## **Our Themes**

### **Prosperity**

#### **Our Priorities:**

- To encourage sustainable local economic growth and employment with a focus on enhancing the potential of our principal business centres – Gatwick Airport, Manor Royal and the Town Centre. We will also seek out opportunities for drawing new elements into our economy to broaden the contribution to and potential for Crawley's future prosperity. These actions will be supported by efforts to raise the aspirations and skills of local people and nurture an enterprise culture.
- To maintain strong delivery of our capital investment in Crawley. This will include reducing the likelihood of flooding, investing in housing and delivering two major projects - a new museum and the restoration of Worth Park Gardens - that celebrate our local heritage.

## **Key milestones of success 2013/14:**

- Respond to the Davies' Commission on runway capacity in the South-east
- Complete Phase 1 of Town Centre North and determine how we will move forward with subsequent Phases.
- Encourage the development of key town centre sites and determine any related planning applications.
- Develop options with landowners and other partners for an improved Crawley Station and surrounding area.
- Work with the business community through the Business Improvement District (BID) to enhance and improve the Manor Royal Business District.
- Continue to support the Coast-to-Capital LEP and the Gatwick Diamond to achieve our shared objectives.
- Develop a stage 2 grant application to the Heritage Lottery Fund for a new museum.
- Implement the regeneration of Worth Park Gardens with our partners.
- Implement the Ifield Mill Pond scheme and the flood alleviation programme.

## **Community**

### **Our Priorities:**

- To create a confident and self-reliant community capable of championing neighbourhood issues that embrace pride of place. To build trust and respect within our increasingly diverse community, and to develop a clearer sense of local identity.
- To work with the Sussex Police and Crime Commissioner to continue to reduce crime, disorder and anti-social behaviour in Crawley providing support to victims, vulnerable offenders and families and through timely intervention tackling the causes and effect of anti-social behaviour.
- To work with the Crawley Clinical Commissioning Group (CCCG) and partners to improve the health and well-being of our community in a way that focuses on reducing health inequalities and recognises the needs of the increasingly elderly population.
- To maintain high quality leisure, cultural and sport facilities and activities that enhance residents' quality of life.
- To implement a programme of targeted capacity building and service commissioning within the voluntary sector to support civic participation and promote voluntary activity in Crawley.

## **Key milestones of success 2013/14:**

- Deliver a corporate consultation programme to ensure the views and opinions of all communities in Crawley are reflected in decision making.
- Work with partners, local residents and businesses to improve the Broadfield Barton Neighbourhood Centre.
- Develop proposals to improve Ifield West in line with feedback from the local community .
- Deliver the Prevent Partnership Plan.
- When the Council decides on policy issues, service areas will assess the potential implications on the community. An Equality Impact Assessment or other evaluation will be completed.
- Reduce the overall crime rate, particularly those crimes of most concern to residents.
- Ensure a high level of customer satisfaction with the way we and our partners handle anti-social behaviour cases.
- Work closely with our partners to deliver the "Think Family" initiative
- Monitor and manage community relations/tensions and assess the local significance, taking action with our partners to reduce any negative community impact
- Deliver the health and well being programme working closely with the CCCG and the West Sussex County Council
- Achieve a high level of participation by adults and children in sport and cultural activities.

- Take forward service enhancement and income generation opportunities for the Hawth, Tilgate Park, the venture play facilities and community centres.
- Continue to deliver a programme of targeted capacity-building within the voluntary sector.

## **Environment**

### **Our Priorities:**

- To enhance the quality of the built and natural environment and meet Crawley's housing needs and aspirations.
- To protect and enhance our environment by reducing the Council's and the town's Carbon footprint. Key actions include reducing energy consumption, maximising the use of waste as a resource, whilst minimising waste sent to landfill, and keeping the streets, parks and other public open spaces clean and attractive.

### **Key milestones of success 2013/14:**

- Agree a preferred site for a new cemetery for Crawley and commence development.
- Agree the future of the direction of the town – the Local Plan 2029.
- Reduce the high number of households living in temporary accommodation.
- Find creative ways to increase the number of net additional homes to the housing stock and to deliver affordable homes in the current economic climate.
- Work with the other land owners to take forward the NE sector housing development.
- Increase the percentage of household waste sent for reuse, recycling and composting.
- Improve sustainable transport options, including cycling and work to secure a car club.
- Implement creative, cost effective measures to improve car parking in residential areas and find ways to prevent parking on verges and to improve the street scene.
- Progress a combined heat and power (CHP) plant, based at K2, to meet local needs

## **Value for money**

### **Our Priorities:**

- To transform the way the Council works ensuring our services are more rigorously focused on customers and eliminating wasteful processes, reducing our "overhead" costs, generating more income and developing the skills of our managers and staff to work in new ways.
- To deliver a budget strategy that directs financial resources to priorities, balances the revenue budget, provides capital investment and minimises the burden on the council taxpayer.

### **Key milestones of success 2013/14:**

- Develops budget options and delivers the budget strategy.
- Maintains strong delivery of the Capital Programme.
- Implements the new financial arrangements for the Housing Revenue Account and business rates.
- Implement the Government's welfare reforms and the Council Tax Discount Scheme.
- Focus on the purpose of our services from the customer perspective and improve the customer experience and satisfaction through performance measures that matter to customers. Techniques, including Systems Thinking will be used to drive service improvements and reduce costs.
- Invest in ICT infrastructure that supports services and strengthen project delivery.
- Enable more customers to access a wider range of services through the web.
- Maximise usage and income from our community facilities, such as Tilgate Park and nature centre, community centres and sport facilities.

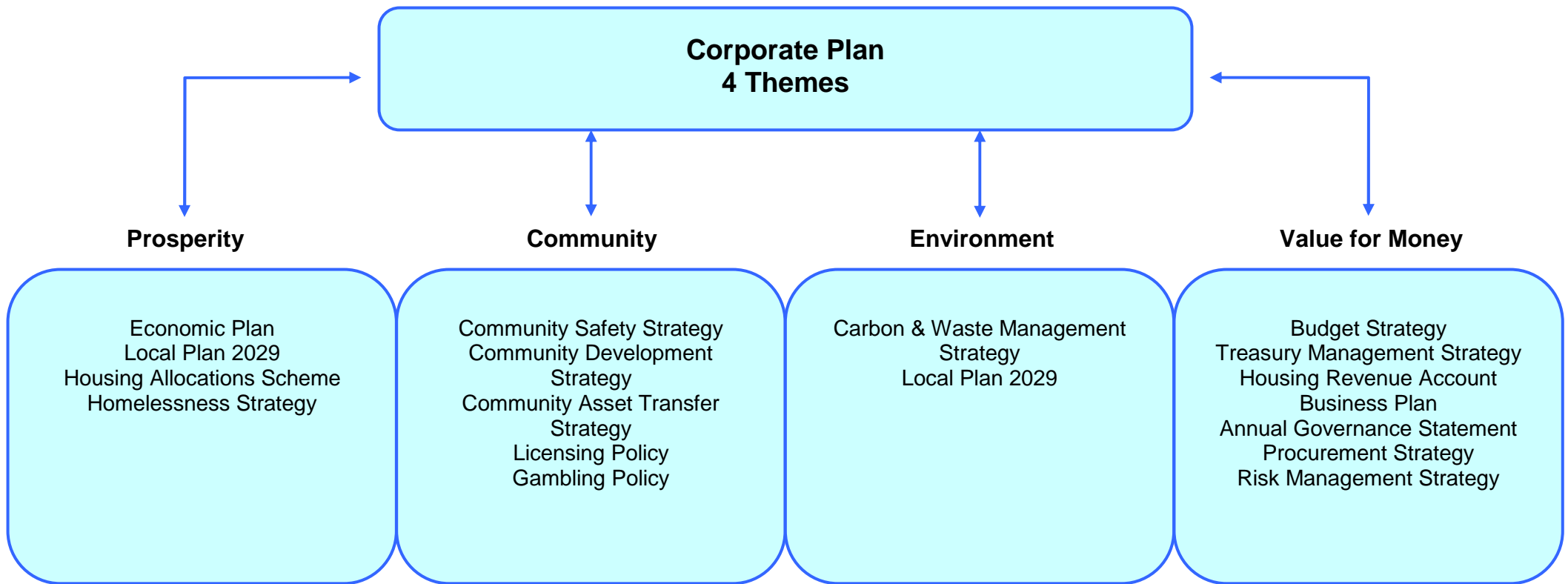
## **Monitoring, Measuring and Review**

Each of the above priorities is accompanied by key milestones that will enable us to track the progress made in achieving them and to take corrective or alternative action where necessary.

The Council will introduce a new approach to performance management in 2013/14. Data will be collected and used by staff, who manage services to ensure that what we do is continually focussed on improvement from a customer perspective. Services will identify their measures, which will be reviewed regularly by the Corporate Management Team and the Performance Monitoring Scrutiny Panel in order to ascertain progress and to take corrective action if appropriate. Delivery of the Plan and performance against the milestones will be supplemented by an annual report.

## **Other Plans and Strategies**

In addition to annual service plans, the Council has a number of other Plans and Strategies that have been formally approved and which set out agreed action plans for our services. These Plans and Strategies are a useful source in finding more information about how we will deliver our priorities. The following diagram shows how the documents inform and feed upon each other.





# Workforce Policy Statement

## Our Commitment to Our Staff

### Context

The commitment and quality of all our staff is key to developing an organisational culture that will deliver the ambitions of the Corporate Plan in line with our values. We will work with managers and staff to transform our services so that they are more clearly focussed on customers and enable staff to experiment with new methods of delivery and to redesign the way services are delivered.

We will support staff to be professional, customer-focused, creative, empowered and positive. We will invest in staff development to create the skilled and flexible workforce that modern local government needs. We will recognise and reward good performance and we will be more proactive in addressing underperformance.

The downward pressure on public finances has necessitated a move towards a flatter management structure in order for us to maintain high quality services. This process has begun and will continue over the lifetime of this plan. We are likely to share more functions with other councils and see a growth in the level of public services that are delivered in partnership with the private and voluntary sectors. Changes of this nature are sensitive and we are committed to a continuing dialogue with staff to help them to cope with the changes that impact on them.

### Approach

In developing this statement we have focused on providing a high level indication of the people priorities for the organisation. Therefore, it will highlight a range of broad areas on which the organisation needs to focus, with specific and measurable objectives being included in the annual HR and Development Work Programme. These priorities have been identified through consultation with managers and staff.

### Employee Engagement and Development

- Develop a stronger culture of engagement and a work environment where staff feel motivated to contribute to new ways of working and to provide excellent customer service; which will be reflected in future Employee Survey findings.
- Build on the development programme provided for the senior management team during 2011-12 by providing managers with practical development options to enhance their skills in managing change.

### Benefits and Pay

- Introduce a range of voluntary benefits that will improve employee motivation, within the financial constraints placed on the Council.

## **Performance Management**

- Use the new approach to annual reviews to increase motivation and clarify expectations of performance.
- Review our approach to managing people to streamline process and encourage managers to be accountable for their staff.

## **Wellbeing and Absence Management**

- Manage sickness absence rates effectively at an average of no more than 7 days per employee; with managers using available sickness absence management tools.

## **Equalities**

- Identify ways in which the workforce profile can more closely reflect that of our community and travel to work catchment area.

## **Recruitment**

- Promote the Council as an employer of choice with a particular focus on younger people, creating career opportunities through apprenticeships and training programmes.
- Create a more flexible approach to recruitment using a range of assessment tools to increase the success of making good appointments.

**“Creating a successful future for Crawley”**

**Annual report 2012-13**

**Introduction**

This annual report sets out our progress and achievements against the priorities in the Corporate Plan 2012-2017 focusing on 2012/13.

**Prosperity**

**Restoration of Worth Park**

The regeneration of Worth Park is progressing well, on time and on budget. Procurement of the various aspects of the restoration project is well underway and most of the substantial landscaping work should be complete during 2013.

**Town centre**

Land Securities are progressing with work to turn the former Sussex House site into a supermarket, hotel and restaurants. This is phase one of Town Centre North. Stanhope is the Development Partner for future phases.

A flagship Wilko store was opened on The Broadway in 2012 and the council has formally committed £5m to invest in the town centre to attract matched funding from the private and public sector to bring forward further improvement projects.

Extension work to County Mall has started and Central Sussex College’s planning applications have been approved. Discussions are also taking place with landowners, Network Rail and other partners to bring about improvements to Crawley Station and the surrounding area.

An investment plan for public realm improvements across the whole of the town centre is being prepared.

**Manor Royal Business District**

Development Principles Statements have been approved for key sites in Manor Royal, including the major gateways, and outline planning permission has been granted for Principal Park. A draft Supplementary Planning Document has been prepared for consultation, including proposals for environmental improvements.

The council provided pump-prime funding and support to establish a Business District Manager and the formation of the Manor Royal Business Group (MRBG). This has led directly to several improvements across the Business District including a dedicated Manor Royal website, commissioning of new replacement street signs, jogging routes, incident response plan and Manor Royal Business Watch.

Support has also been provided for the MRBG’s ambition for Manor Royal to become a Business Improvement District (BID). The council has taken the lead on discussions with prospective partners about the feasibility of a new business centre and a project working group has been established to look at the planning framework for Manor Royal.

**Gatwick Airport**

The council, through its planning policies, continues to support the growth of the airport to serve up to 40 million passengers per year by 2020 and up to 45 million passengers per year by 2030 as a two terminal, single runway airport, ensuring the environmental impact of this level of growth is mitigated.

The council has commented on the new Surface Access Strategy, launched by Gatwick Airport in 2012 to support its vision for growth in its current layout. The council continues to safeguard land from development incompatible with the expansion of the airport to accommodate a second runway (if required by national policy).

The council has responded to key strategic consultations, including the Gatwick Masterplan and the Government's Aviation Scoping Document, and is developing its response to the draft National Aviation Framework.

Opportunities for joint working with Gatwick have been pursued, including the airport sponsoring the Better Business Conference and the Gatwick Diamond Meet the Buyers partnership programme.

### **Working with our partners: business and economy**

Investors in the town are encouraged to sign the Developer and Partner Charter when undertaking major projects and use their best endeavours to maximise local benefits.

The Gatwick Diamond Meet the Buyers programme, co-sponsored by the council, continues to be successful and the council continues its 'Buy local, shop Crawley' initiative and the online neighbourhood shop finder.

The council has worked with other West Sussex authorities on the development of the West Sussex Opportunities Portal. The portal has been widely advertised and suppliers are encouraged to sign up and find out about new tenders and opportunities to supply to the council.

The council continues to provide information, advice and information to companies looking to move to the town and has actively supported new companies, like Nestle, to settle in the town. The council continues to work with its partners to develop its approach to inward investment.

### **Raising aspirations and skills**

The council has continued its support of the Fast Track skills and career event and Young Enterprise programme and provided support for Young Start Up Talent. The council has an ongoing commitment to apprenticeships and continues to take on new apprentices where possible.

A notable success has been the development of Crawley STEMfest and the delivery of the south east Big Bang programme, delivered in partnership with Central Sussex College and Brighton University to inspire more young people in science, technology, engineering and maths-based subjects and to promote and explore career opportunities available to them.

Changes to Business Link, the demise of the Business Community Partnership and the Education Business Partnership continue to prove a challenge. The council maintains its role as a signpost for business support enquiries and works with local chambers and business groups to provide events and workshops.

### **Coast-to-Capital LEP and Gatwick Diamond**

A joint Strategic Statement and Memorandum of Understanding governing future work has been agreed between the Gatwick Diamond authorities.

## **Community**

### **Tilgate Park**

There has been significant private and public investment in the park. The Nature Centre introduced new and more popular animals and has commenced charging for entry. The overflow car park has been improved, with pay and display parking machines installed. The café has been improved and new toilets have opened. Dynamic Adventures has taken on management of lake activities and Go Ape will open for business.

### **Neighbourhood parade improvements**

The programme of works is now complete. Broadfield Barton has been selected for improvement works and is being progressed as a capital scheme.

### **Ifield Mill Pond Scheme and Flood Alleviation Programme**

The flood alleviation programme is progressing. Larger projects are Ifield Mill Pond, Grattons and Milton Mount. The next significant flood alleviation works planned for 2013/14 is Creasys Drive, Broadfield.

### **Continuing to reduce crime, disorder and anti-social behaviour**

The Community Safety Partnership is on course to achieve the Sussex Police overall crime reduction target of three per cent. Reductions have been seen in domestic burglary, criminal damage, vehicle crime, public place violent crime and adult re-offending.

Launch of an Outreach service for adult street drinkers and drug mis-users followed a successful pilot with Addaction.

Further projects included:

- Service provided for high risk victims of hate crime and violent radicalisation
- The mini moto campaign deters and detects the anti-social use of mini motos, quad bikes and off-road motorcycles
- Grant-funded initiatives such as West Sussex Mediation Service to provide advice and information to victims of anti-social behaviour and neighbour nuisance
- Installed additional street lighting in vulnerable areas to reduce crime, the fear of crime and to provide public reassurance.

In terms of public confidence, there is still work to be done as results from the Residents' views on crime and community safety report reveal that Crawley residents are still among those with the highest concerns of becoming a victim of crime.

### **Nuisance and anti-social behaviour (NASB)**

The council's NASB team has dealt with 985 new cases since April 2012 and resolved 1,044 in the same period. Satisfaction data is held on 23 per cent of resolved cases and 90 per cent of those said that they were satisfied with the service they have received.

### **New Crawley Museum at The Tree**

Work has progressed on finalising the design and updating costs and it is anticipated that the stage 2 application will be submitted to the Heritage Lottery Fund in July 2013.

### **Improve Broadfield Barton**

The Broadfield Barton Community Hub opened in January 2013 bringing together a range of service providers, including Broadfield Library, a police base, Crawley Wellbeing and a range of voluntary organisations.

### **New community hub: Ifield West Community Centre Site**

Community consultation has been completed and residents' priorities will be assessed in 2013/14. The consultation also highlighted broader issues for residents, which will be referred to relevant agencies.

### **Community centres**

The main focus has been to make the facilities more sustainable by providing a consistently good level of service to hirers. The new community centres in Bewbush and in Langley Green have been very well received and have broadened the range of activities available in these neighbourhoods. Considerable progress has been made towards this goal with usage and income increasing.

### **Health and wellbeing**

Crawley Wellbeing continues to deliver the priorities of the council and its funding partner NHS West Sussex through the hub service and programmes.

The Wellbeing Hub Advisor Team met with hundreds of people and supported them to make lifestyle changes that had a positive impact on their health and wellbeing. The team also attended

and supported activities at Junior Citizen, free NHS health check sessions, Crawley Adult People Project, Crawley hospital, GP surgeries, community events, and schools.

Feel Good and Balanced, a community falls prevention service which improves balance, strength and co-ordination, and WoW (Weight off Workshops) continued to be successful.

### **Play Service**

The Play Service continued to attract visitors to its four adventure playgrounds, particularly during spring and summer term times and the school holidays. The open access play sessions were provided free of charge. Physical changes were made to two of the sites to accommodate Play care, a school holiday child care scheme.

### **Community Arts**

Community Arts was retained as a council service following the management transfer of The Hawth to Parkwood Leisure.

The team delivered a broad programme of community activities, events and workshops, including music, drama, dance, written word and visual arts, at The Hawth and in other community settings. The team also supported several organisations to develop their own cultural programmes, such as the Mela, St Patrick's Day Parade, St George's Day Parade, Black History Month and Road to Crawley.

2012 presented opportunities for the service to engage with the public in celebration of the Queen's Diamond Jubilee and the London 2012 Olympic and Paralympic Games.

### **Community development**

The council has worked closely with a wide variety of partners to coordinate and improve the support services available in the town. A Capacity Building Development Group has been established. The council and West Sussex CC completed a Joint Funding Agreement for Crawley Voluntary Services.

Community Development Officers have been assigned to each neighbourhood. Their focus includes development of relationships with residents and organisations, supporting consultation and engagement and resident-led action to develop communities and/or improve community relations.

The Corporate Engagement Work Programme reflects planned consultation and engagement work across the council. Officers support services in designing and delivering appropriate research, consultation, engagement and involvement work.

### **The Hawth Theatre**

Parkwood Leisure has managed The Hawth on behalf of the council since February 2012. The transition from in-house management to the external contractor has been smooth and the high standards of service delivery maintained ensuring that The Hawth remains a premier leisure offer within the region.

## **Environment**

### **Recycling and composting**

Working with West Sussex CC and other boroughs and districts, the county's recycling rate has increased to 44 per cent. The target is 45 per cent by 2015.

### **Carbon and Waste Reduction Strategy**

The Carbon and Waste Reduction Strategy contains a five year action plan. As part of this, the council continues to work with West Sussex CC in delivering a Mechanical Biological Treatment plant for all of the county's waste that would otherwise go to landfill. This should be operational by summer 2013 and will turn the vast majority of waste into a valuable resource.

Work is also underway on the re-tendering of the contract for waste and recycling. The current contract expires in January 2014. Funding has been secured from the Government's Weekly Collections Support Scheme, which will enable the council to buy wheeled bins for refuse.

### **Sustainable transport options**

A comprehensive cycling campaign has been designed, in consultation with interest and user groups, and launched.

### **Britain in Bloom**

We have maintained Green Flags for our major parks, achieved high standards at South East and Britain in Bloom and in the national Clean Britain assessments. Silver Gilt standard was achieved at Britain in Bloom, with higher marks than our last nomination in 2010.

### **Cemetery**

Following extensive research into a large number of sites, the council has agreed to consult the public on a preferred site for a new cemetery.

### **Local Development Framework Core Strategy**

Wide-scale consultation took place and all responses are now being analysed as the Local Plan is progressed to the next stage.

### **Meeting local housing demand**

#### **Number of households living in temporary accommodation**

Increasingly challenging market conditions have led to a rise in the overall numbers in temporary accommodation. A range of initiatives, including homeless prevention projects and increasing the supply of private sector accommodation, are being actively pursued. However, given the economic climate, these are likely to be medium term objectives rather than short term.

### **Delivering affordable homes**

The Preferred Strategy Local Plan makes provision for the delivery of 3,543 homes over the next 15 years and ongoing discussions are taking place with major landowners, including West Sussex CC and the Homes and Communities Agency, to encourage them to develop their sites.

Affordable housing is being delivered through three avenues – council own-build, Registered Social Landlord-enabled initiatives in partnership with the council and through s106 planning gains on private sector developments. To sustain momentum, the council has been proactively releasing land for this purpose.

### **Kilnwood Vale**

The first residential phase and construction of road junctions has started. Joint working with Horsham District Council will result in Crawley sharing the affordable housing, resulting in 336 additional units for each authority.

### **North East Sector**

Regular, detailed planning discussions are continuing on all elements of the new neighbourhood, including infrastructure, neighbourhood centre, school, affordable housing, open space provision, highways, public transport and drainage. Discussions have begun regarding detailed plans for the first phase of the neighbourhood following public exhibitions.

Discussions are taking place with landowners. The council is negotiating to secure the 532 social rental units for council housing, with 228 shared-ownership units intended to be taken up by a Registered Social Landlord partner.

### **Parking on grass verges**

#### **Measures to improve car parking in residential areas**

Environmental improvement schemes have increased the amount of parking and improved the streetscene. The council has increased its capital financial commitment to double the number of schemes in the next three years.

### **Prevent parking on verges**

Nine grass verge sites have been identified as hotspots and prioritised for 'hardening'. These ones are regularly churned up by large vehicles trying to gain access to roads that are partly blocked by inappropriately parked cars.

Pilot projects are exploring different solutions to grass verge parking in Crossways Close, Three Bridges, and St Francis School in Southgate.

## **Value for money**

### **Capital programme delivery**

Reasonable progress has been made on many capital schemes. However, there will be delays in completing some schemes.

### **New financial arrangements for the Housing Revenue Account**

The new arrangements have been successfully implemented.

### **Welfare Reform**

The Council Tax Reduction Scheme has been implemented. Work has begun on preparing for the introduction of Universal Credit.

Changes for the new single fraud service have been delayed by the Department for Work and Pensions.

### **New telephone system and mailsweeper**

The new telephony system went live in May 2012. This was the first major partnership project for Better Together across West Sussex. It offers a wider range of services for staff and the Contact Centre. The costs of managing the system and call charges have reduced significantly.

A new mailsweeper system was implemented, which overcame problems with the previous system and allowed officers and members to access these emails remotely.

### **Enable customers to access more services on the web**

The council's website was upgraded with improved accessibility. The e-form package now offers greater potential for managing service requests online. For example, the GREENbin service and reporting of missed bins were added.