


Crawley Borough Council

Governance Committee

Agenda for the **Governance Committee** which will be held in
Committee Room B - Town Hall, on **Tuesday, 19 June 2018** at
7.00pm

Nightline Telephone No. 07881 500 227



Head of Legal and Democratic Services

Membership:
Councillors

T Lunnon (Chair), R D Burrett (Vice-Chair), M L Ayling, D Crow,
C R Eade, P K Lamb, R A Lanzer, K McCarthy, B J Quinn,
A C Skudder and K Sudan

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The order of business may change at the Chair's discretion

Part A Business (Open to the Public)

	Pages
1. Apologies for Absence	
2. Disclosures of Interest	
In accordance with the Council's Code of Conduct, Councillors of the Council are reminded that it is a requirement to declare interests where appropriate.	
3. Minutes	3 - 44
To approve as a correct record the minutes of the Governance Committee held on 26 March 2018.	
4. Annual Governance Statement 2017-2018	45 - 56
Report LDS/141 of the Head of Legal and Democratic Services is attached.	
5. Changes to the Constitution	57 - 58
The Committee is asked to RECOMMEND:	
That the Full Council agrees the amendments to the Constitution proposed in report LDS/140.	
6. Notification of Special Meeting of the Governance Committee	
In accordance with Council Procedure Rule 25.3 all Committee Members should note that a special Governance Committee has been scheduled for 7pm on 17 July 2018 to consider Ward Boundary Review issues.	
7. Supplemental Agenda	
Any urgent item(s) complying with Section 100(B) of the Local Government Act 1972.	

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Crawley Borough Council

Minutes of Governance Committee

Monday, 26 March 2018 at 7.00 pm

Councillors Present:

T Lunnon (Chair)

R D Burrett (Vice-Chair)

D Crow, C R Eade, M G Jones, S J Joyce, P K Lamb, R A Lanzer, K McCarthy, T Rana and A C Skudder

Also in Attendance:

Councillor B J Burgess and R G Burgess

Officers Present:

Ann-Maria Brown	Head of Legal and Democratic Services
Mez Matthews	Democratic Services Officer
Andrew Oakley	Electoral Services Manager
Chris Pedlow	Democratic Services Manager

1. Disclosures of Interest

No disclosures of interests were made.

2. Minutes

The minutes of the meeting of the Governance Committee held on 28 November 2017 were approved as a correct record and signed by the Chair.

3. Electoral Review - Ward Patterns

The Committee considered report LDS/135 of the Head of Legal and Democratic Services in detail which provided the Council's draft submission of a pattern of wards to the Local Government Boundary Commission for England (LGBCE). The Chair advised those present that the Committee's consideration and voting in relation to the report would be divided into two parts, namely (1) consideration of the principles promoting a mixed pattern of Wards (10 Wards served by 3 Councillors and 3 Wards served by 2 Councillors); and (2) consideration of the mixed pattern of Wards as detailed in Appendix A to the report and any proposed amendments thereto.

Consideration of the Principle of Promoting a Mixed Pattern of Wards

Councillor Lamb, as Chair of the Electoral Review Panel, introduced the Panel's report and advised the Committee that the mixed pattern of Wards proposed in the

Agenda Item 3

Governance Committee (18)
26 March 2018

report was the best option for the Borough. It was noted that, a uniform pattern of Wards (ie. 12 Wards with 3 Councillors per Ward) would have resulted in the division of the communities of Tilgate and Broadfield to a level which would not meet the community interest requirement. The view was strongly expressed that the Council's wish to retain the Borough's electoral divisions in-line with the neighbourhood principle throughout Crawley had not been possible given the restrictions imposed by the LGBCE, and that the proposal contained within the report was the least-worst option for the Borough as a whole.

RESOLVED

That Full Council be recommended to endorse the Electoral Review Panel's findings that the Council's submission to the Local Government Boundary Commission for England should be for a mixed pattern of Wards (10 Wards served by 3 Councillors and 3 Wards served by 2 Councillors).

Consideration of the Mixed Pattern of Wards

The Committee then considered the second part of report LDS/135 which specifically dealt with the pattern of Wards and proposed ward boundaries within the submission. In addition to the Electoral Review Panel's proposal (which was included within Appendix A), the report contained a proposed alternative Scheme by Councillor Crow (Appendix B to the report) and proposed amendments to the Electoral Review Panel's Scheme by Councillor Lunnon (Appendix C to the report which had been provided as a supplementary agenda item). At the meeting, the proposed Scheme, alternative Scheme and amendments to the Electoral Review Panel's Scheme were moved and seconded at the beginning of the debate, but for the purposes of these minutes they have been detailed separately.

Scheme Proposed by the Electoral Review Panel

Councillor Lamb, as Chair of the Electoral Review Panel (seconded by Councillor Joyce) moved the Panel's Scheme which was included in Appendix A to report LDS/135. The Committee was advised that the Scheme was based on that produced by Officers to maintain the neighbourhood principle as best as possible.

Alternative Scheme Proposed by Councillor Crow

Councillor Crow (seconded by Councillor McCarthy) moved his proposed alternative Scheme which was detailed as Appendix B to report LDS/135. Councillor Crow indicated that the alternative Scheme proposed slight amendments to the Electoral Review Panel's Scheme which had been produced by Officers and aligned electoral Ward boundaries closest to the neighbourhood principle.

It was however suggested that Councillor Crow's alternative Scheme would result in some electoral Wards approaching the limits of electoral variance.

Following consideration of Councillor Crow's alternative scheme a vote was taken and the amendment was **LOST**.

Councillor Lunnon's Proposed Amendments to the Electoral Review Panel Scheme

Councillor Lunnon (seconded by Councillor Lamb) moved his proposed amendments to the Scheme which were detailed as Appendix C to report LDS/135 as contained within the supplementary agenda). The Committee was advised that the amendments related to specific areas of Bewbush, Broadfield and Gossops Green to

Agenda Item 3

Governance Committee (19)
26 March 2018

ensure areas with specific interests remained together. Councillor Lunnon stated that unfortunately, given the constraints, it was not possible to retain the whole of Broadfield within one electoral Ward, but that his proposed amendments would maintain the neighbourhood principle as far as possible.

The discussion by the Committee on the proposed amendment centred on what was the most appropriate approach for setting the boundary for Broadfield and Bewbush. Whether it was splitting both Broadfield and Bewbush across two wards, or whether a better option was splitting Broadfield between three wards and maintaining Bewbush within one ward. The majority of the Committee were of the opinion that the Scheme, incorporating the amendments proposed by Councillor Lunnon, was most suitable. Those members stated that the proposal maintained housing typography and ensured equality of representation, which was a significant criteria of the LGBCE.

Following consideration of Councillor Lunnon's proposed amendments to the Electoral Review Panel's scheme a vote was taken and the amendment was **CARRIED**.

Councillor Crow's Proposed Alternative Amendment to the Electoral Review Panel Scheme

Councillor Crow (seconded by Councillor Eade) verbally moved an amendment to the Electoral Review Panel's Scheme which proposed that Tinsley Lane be reinstated within the Three Bridges Ward, and that the Windmill Court, Longmere Road and St Georges Court area be relocated to the Langley Green and Manor Royal Ward as they adjoined the Tushmore Roundabout.

The Committee heard from Ian Miller, Chair of the Tinsley Lane Residents association, Councillor Bob Burgess and Councillor Brenda Burgess, (the Three Bridges Councillors) how they all believed Tinsley Lane should remain within Three Bridges rather than Langley Green and Manor Royal. They argued there was a strong community of interest and historical links between the two areas, and that such a community of interest did not exist with Langley Green to the same level. Also that the residents of Tinsley Lane used the facilities of Three Bridges rather than in Langley Green.

The Committee then held a lengthy debate over the proposed amendment relating to Tinsley Lane. Some Councillors were in support of the amendment and commented that the Tinsley Lane area strongly identified with Three Bridges and as they felt they had community of interest, they should remain in the ward. Also by moving the Windmill Court, Longmere Road and St Georges Court area into Langley Green it would represent the best way to retain electoral equality. Other views were expressed that the amendment did not provide the best outcome in terms of electoral equality across the town, that Tinsley Lane was a standalone community as they were split by a major road between them and Three Bridges which created a physical boundary between the two areas and geographically adjoining Langley Green and Manor Royal Ward there would have closer shared interests and they would be an improvement in the electoral equality.

Following lengthy consideration of Councillor Crow's proposed amendment to the Electoral Review Panel's scheme a vote was taken and the amendment was **LOST**.

Substantive Motion

Having been CARRIED, the Committee then voted on the motion as amended "to approve the mixed pattern of Wards submission as detailed in Appendix A to report LDS/135, subject to the submission being updated to reflect the amendments detailed

Agenda Item 3

Governance Committee (20)
26 March 2018

in revised Appendix C to report LDS/135 (which had been provided as a supplementary agenda item)".

At the request of Councillor Crow, and in accordance with Council Procedure Rule 25.5, the names of the Councillors voting for and against the proposal above were recorded as set out below:

For the Proposal:

Councillors M Jones, S Joyce, P Lamb, T Lunnon, T Rana and A Skudder (6).

Against the Proposal:

Councillors R Burrett, D Crow, C Eade, R Lanzer and K McCarthy (5).

Abstentions:

None.

With the vote being 6 for the proposal and 5 against the proposal, the proposal was therefore CARRIED, and it was

RESOLVED

That Full Council be recommended to approve the mixed pattern of Wards submission as detailed in Appendix A to report LDS/135, subject to the submission being updated to reflect the amendments detailed in revised Appendix C to report LDS/135 (which had been provided as a supplementary agenda item).

NB Governance requested that the complete (updated) scheme be included as an appendix to these minutes for submission to Full Council.

4. Constitution Working Group Update

Councillor P Lamb, as Chair of the Constitution Working Group, provided a verbal update on the comprehensive review of the Constitution which had been established by the Committee at its meeting on 15 March 2017 (report LDS/126 refers). The Committee was advised that several re-drafted sections of the Constitution had been sent to him for comments and those sections would be circulated via email to the Working Group imminently.

RESOLVED

That the update provided by the Chair of the Constitution Working Group be noted.

5. Provisions Relating to Call-In and Urgency

The Committee was advised that there had been no cases, during the period since the last report, where an item had been protected from the Call-In Procedure on the grounds of urgency as provided for in Scrutiny Procedure Rule 14(k). The Committee noted that a recommendation to Full Council in relation to this matter would only be necessary if the Committee proposed to make a change to the provisions relating to Call-In and Urgency.

The Committee noted that the Constitution currently required the provisions for Call-In and Urgency to be reviewed on an annual basis, however it was identified that an item

Agenda Item 3

Governance Committee (21)
26 March 2018

had last been protected from Call-In in 2007 and it was questioned whether the current monitoring procedures were fit for purpose. The Committee was therefore of the view that the provisions relating to Call-In and Urgency only be reviewed in the event that a decision had been protected from Call-In during that municipal year and that the Constitution, due to be considered by the Full Council at its Annual General Meeting, be amended accordingly.

RESOLVED

1. That since the provisions relating to Call-In and Urgency have not been used during the past twelve months, no change to the provisions are necessary at this stage.
2. That Full Council be recommended to amend Scrutiny Procedure Rule 14(l) to reflect that the provisions relating to Call-In and Urgency only be reviewed in the event that a decision had been protected from Call-In during that municipal year and that the Constitution, due to be considered by the Full Council at its Annual General Meeting, be amended accordingly.

Closure of Meeting

With the business of the Governance Committee concluded, the Chair declared the meeting closed at 8.25 pm

T Lunnon
Chair

Agenda Item 3

Governance Committee (22)
26 March 2018

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Electoral Review of Crawley Borough Council

Pattern of Wards

April 2018



Agenda Item 3

Governance Committee (24)
26 March 2018

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Agenda Item 3

Governance Committee (25)
26 March 2018

INTRODUCTION

The Local Government Boundary Commission for England (LGBCE) are conducting a review of the electoral arrangements of Crawley Borough Council during 2018. The Commission monitors levels of electoral equality between wards within each local authority and conducts reviews where changes in population lead to a reduction in the levels of electoral equality. The aim of a review is to establish ward boundaries that mean each Borough Councillor represents approximately the same number of voters.

The electoral arrangements for Crawley were last reviewed in 2002. Development in the Borough since that time, particularly in Three Bridges Ward has led to electoral inequality between wards and the review by the LGBCE will address this inequality.

The review covers

- The number of councillors to be elected to the council (council size)
- The number, names and boundaries of wards
- The number of councillors to be elected for each ward

The Commission has announced that it is minded that Crawley Borough Council should have 36 borough councillors and has invited proposals on a pattern of electoral wards to accommodate those councillors. This document sets out Crawley Borough Council's response.

The Local Democracy, Economic Development and Construction Act 2009 sets out the criteria that the LGBCE must have regard to in conducting electoral reviews.

The council has developed a proposed pattern of wards which offer the best balance of these statutory requirements which are:

- The need to secure equality of representation
- The need to reflect the identities and interests of local communities
- The need to secure effective and convenient local government

BACKGROUND TO CRAWLEY

Crawley is a vibrant town which sits in the heart of the Gatwick Diamond sub region. The town is home to Gatwick Airport and Manor Royal Business District – the largest business park in the Gatwick Diamond and one of the South East's premier mixed activity employment hubs providing almost 10 million square feet of commercial activity. It is home to more than 500 businesses including a host of Blue Chip Global brands. The borough accounts for 40% 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 people to Crawley to live, work and visit. Crawley is a relatively prosperous town although there are some big differences between neighbourhoods and there are also pockets of deprivation in most of the neighbourhoods.

Agenda Item 3

Governance Committee (26)
26 March 2018

Whilst Crawley has its origins in the Middle Ages or even earlier, the majority of its growth and its character is derived from its designation as a New Town in 1947.

Crawley was one of eight new towns established by the Government after the war to stem the increasing congestion and outward sprawl of London and to provide a better quality of life for Londoners living in the inner, overcrowded areas of the city. The New Town was to provide employment and good quality housing in a green environment. In the beginning nine residential neighbourhoods were envisaged, each based on a village concept, grouped around a town centre with an industrial estate in the North. Every neighbourhood was to have the same structure, though each would develop a character of its own. Each would have a neighbourhood centre with enough shops to meet day to day needs, plus an infant and junior school, church, community centre, large playing field and pub. As Crawley has grown it has continued to be developed in line with the neighbourhood vision. The borough is now home to fourteen neighbourhood areas and is forecast to continue.

The idea of developing a 'neighbourhood' as the foundation stone for a new community and the building block for the provision of local services and facilities is not a new one. It is one which almost all post war British New Towns adopted and developed. However, of all the new towns, Crawley has by far the most clearly defined and continuously maintained neighbourhood structure. To the present day virtually all major additions to the town are planned or conceived in terms of continuing the process of developing neighbourhoods.

Crawley's Neighbourhoods

A neighbourhood in Crawley's case is much more than a name for an area of mainly residential development. It is:

- A well-defined, and largely separate area of consolidated and quite often similar development. It forms an easily perceived and identified area.
- An area provided with its own complete range of facilities and services. It has at its heart a local neighbourhood centre. It has its own primary schools, churches, community buildings, doctor's surgery, playing fields and playing areas and many other facilities. Frequently most, if not all such facilities, are named so as to be specifically identified as being part of the neighbourhood.
- An area normally separated on all sides from the next neighbourhood by major physical barriers such as railway lines, major areas of open space or main roads upon which there is little or no frontage housing development. Frequently such road lines are reinforced by avenues of trees and other planting. In principle, the layout of roads around and within neighbourhoods is designed to avoid unnecessary through-traffic in residential areas.

Agenda Item 3

Governance Committee (27)
26 March 2018

The aim of the design and layout of neighbourhoods and the provision of local facilities was, and still is, to create and sustain the local community identity. The fact that the local population identifies first and foremost with the neighbourhood in which they live, rather than Crawley or any other area, suggests that this neighbourhood community objective has been highly successful.

For most people in Crawley, their neighbourhood is their local community. Their local community's representatives are their Local (Borough Council) Ward Councillors. Borough Council Councillors are in most people's eyes not Ward Councillors but Neighbourhood Councillors.

The strong physical separation which exists between neighbourhoods which generally contrasts with the cohesion and unity within neighbourhood areas, makes it very difficult to devise wards crossing neighbourhood boundaries, which have any logic, unity and cohesion.

Development has continued to be based around neighbourhoods. The original nine have now expanded to fourteen neighbourhoods, each continues to have their own facilities and unique character. Building for the 14th neighbourhood, Forge Wood, commenced in 2014, and Kilnwood Vale, a further new neighbourhood immediately adjacent to Crawley's western boundary in the district of Horsham is also under construction.

The importance of the neighbourhoods is illustrated in the Council's corporate branding and logo (as shown on the right). When the logo was redesigned in 2006 one of the drivers was that the Council wanted a design that emphasised and reflected the Borough's diversity of our population and spirits of each of our neighbourhoods. The design was created with 13 differently coloured leaves – one for each of the town's neighbourhoods, echoing the colours used on each neighbourhood street sign. A 14th leaf has subsequently been added with the development of Forge Wood neighbourhood.

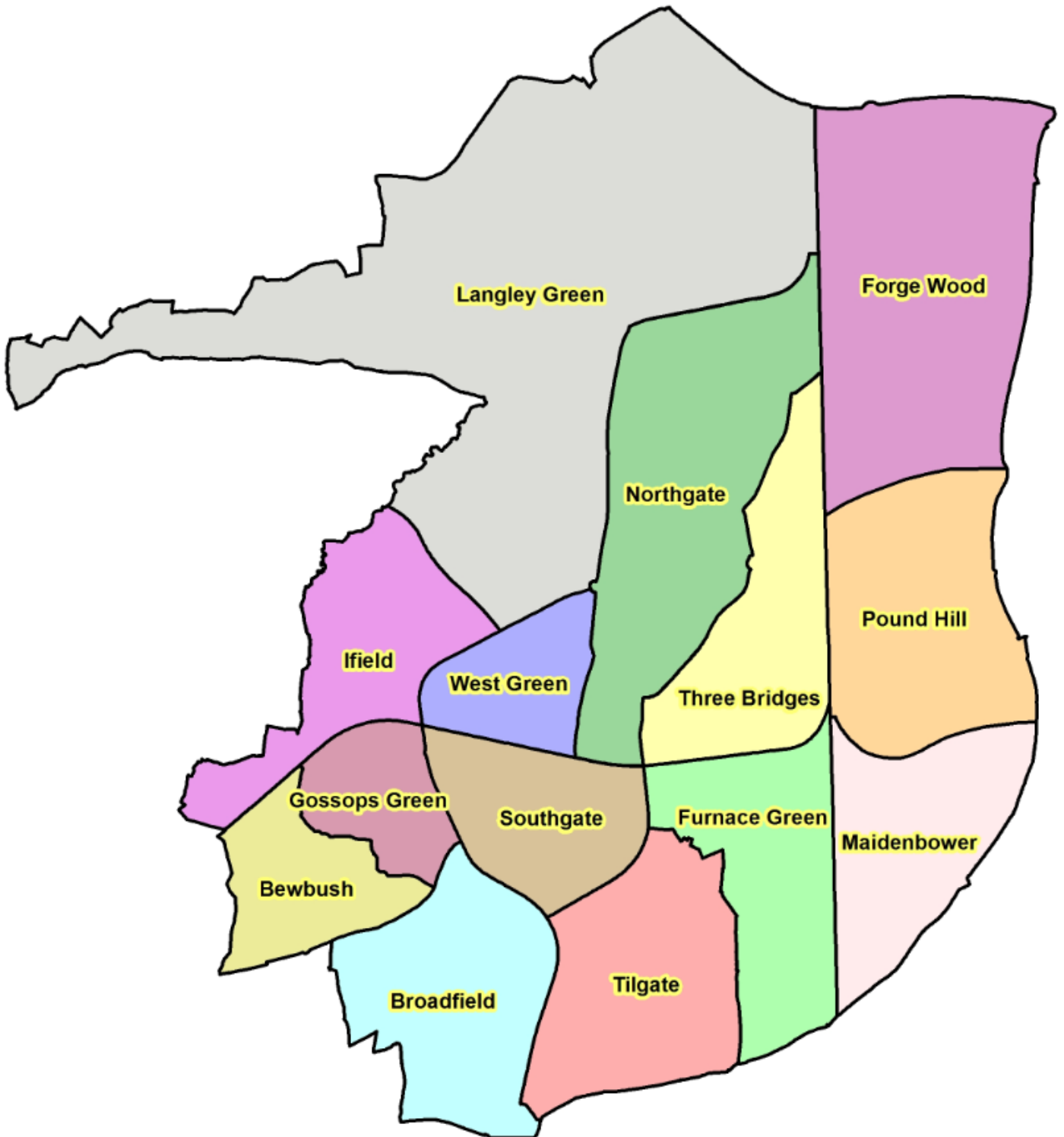


The name of the neighbourhood appears on every road sign which is colour coded according to the neighbourhood. Consequently, every resident knows which neighbourhood they live in and identifies with it. Neighbourhoods are very often quoted by residents in their postal address and is included for each property in the Local Land and Property Gazetteer. It would be very confusing for electors if the ward neighbourhood principle was broken as a result of this review, it would damage the community identities and groups that have grown with Crawley, and would damage the effectiveness of local government and the Council believes that it is not necessary to do so.

Agenda Item 3

Governance Committee (28)
26 March 2018

Crawley's Neighbourhoods



Agenda Item 3

Governance Committee (29)
26 March 2018

THE COUNCIL'S PROPOSAL

At present Crawley is divided in to 15 wards. The current wards exactly match the town's neighbourhoods, with the exceptions of Pound Hill and Broadfield which are both split into North and South wards due to their size, and the Orchards estate in Ifield which is within Langley Green Ward, in order to maintain electoral equality.

In order to ensure that the new pattern of wards properly reflects both neighbourhood and community identity, it will be important for ward boundaries to align with the neighbourhoods as closely as possible.

Each ward elects either 2 or 3 councillors by thirds so that one third of the councillors are elected each year of a four year cycle, with elections to West Sussex County Council in the fourth year. There are currently 37 councillors. In 2017 Crawley had a total electorate of 79,887 so the average number of electors per councillor was 2159. The electorate for 2023 is forecast to grow to 84801 and the average number of electors per councillor is 2292.

The electorate and the electorate forecast for 2023 for the existing wards and percentage variance from the average number of electors per councillor are set out in the table below.

Name of ward	Number of cllrs per ward	Electorate 2017	Variance 2017	Electorate 2023	Variance 2023
Bewbush	3	6,344	-2%	6,487	-6%
Broadfield North	2	4,661	8%	4,681	2%
Broadfield South	2	4,525	5%	4,528	-1%
Furnace Green	2	4,532	5%	4,532	-1%
Gossops Green	2	3,980	-8%	3,980	-13%
Ifield	3	6,705	4%	6,975	1%
Langley Green	3	5,859	-10%	5,865	-15%
Maidenbower	3	6,680	3%	6,684	-3%
Northgate	2	4,074	-6%	5,180	13%
Pound Hill North	3	5,570	-14%	7,379	7%
Pound Hill South and Worth	3	6,421	-1%	6,474	-6%
Southgate	3	6,528	1%	6,844	0%
Three Bridges	2	5,756	33%	6,460	41%
Tilgate	2	4,537	5%	4,710	3%
West Green	2	3,715	-14%	4,022	-12%
Total	37	79887		84801	

Agenda Item 3

Governance Committee (30)
26 March 2018

Wards need to reflect neighbourhoods

The Council has developed a proposed pattern of wards which it considers achieve the best balance of the 3 statutory criteria that govern the LGBCE's conduct of reviews, these criteria are:

- deliver electoral equality where each Borough Councillor represents roughly the same number of electors as others across the borough;
- as far as possible, reflect the interests and identities of local communities;
- provide for effective and convenient local government.

The Local Democracy, Economic Development and Construction Act 2009 also states that the LGBCE must have regard to the scheme of elections used by councils when making its recommendations. The Act says that the Commission should have regard to the desirability of recommending the appropriate number of councillors that is returned from each ward. Where a council elects by thirds the appropriate number is three. However, the Commission state in their technical guidance that they will not recommend a uniform pattern of wards if it results in unacceptable levels of electoral inequality or does not reflect communities.

Due to the different size of communities in Crawley a uniform pattern of wards cannot adequately reflect communities. Although Crawley elects councillors by thirds, the council considers that a mix of 2 and 3 member wards will provide an opportunity to deliver the right balance of electoral equality, whilst ensuring that the pattern of wards reflects the interests and identities of local communities, and enables effective and convenient local government.

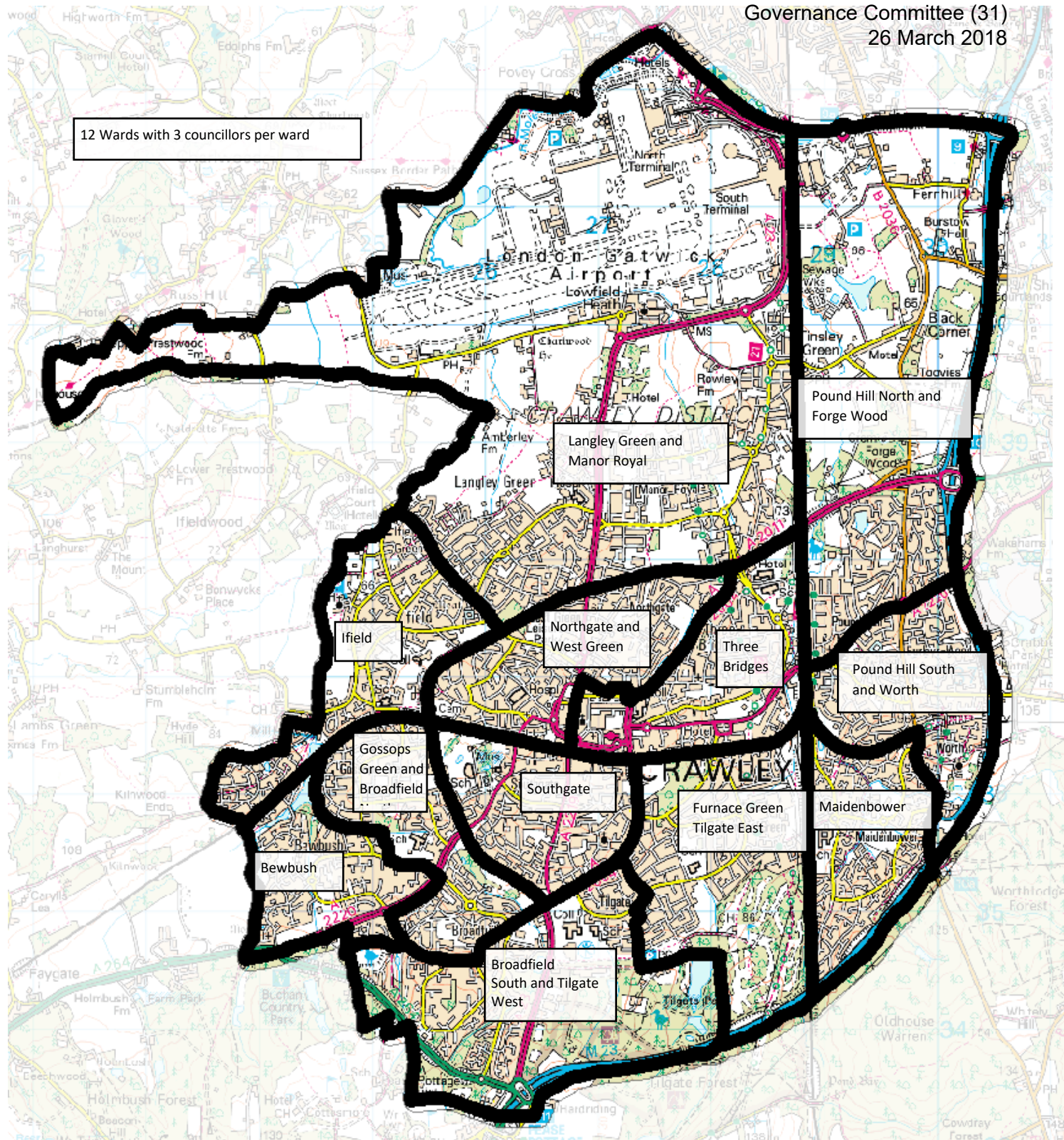
A uniform pattern of wards

Careful consideration was given to whether it would be possible to develop a proposal for a uniform pattern of wards that adequately reflected community identity as well as meeting the Commission's other statutory criteria. The best balance was achieved with the scheme shown below.

Due to the unequal size of the electorate in neighbourhoods across the Town, fulfilling the statutory requirement to provide acceptable levels of electoral equality, the division of neighbourhoods needs to take place to a degree that would not meet the statutory requirement to reflect the identities and interests of local communities. This scheme reflects the best compromise but still involves the division of the communities of Tilgate and Broadfield to a level that would not meet the community interest requirement and which impacts unfavourably on the desirability of adopting a uniform pattern of wards.

Agenda Item 3

Governance Committee (31)
26 March 2018



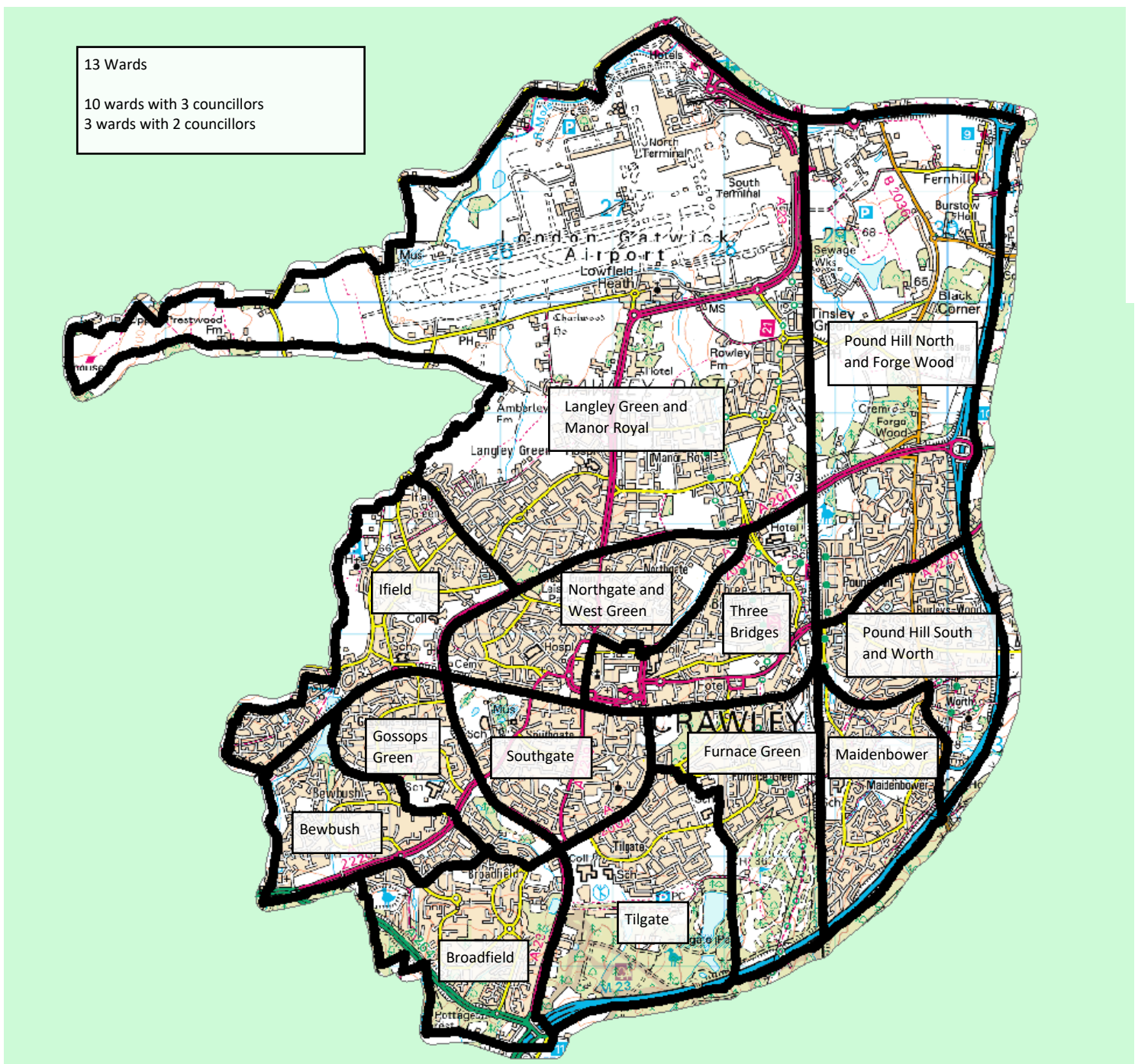
Agenda Item 3

Governance Committee (32)
26 March 2018

A scheme that meets all three statutory requirements

The Council's proposal for a mixed pattern of wards with 10 wards served by 3 councillors and 3 wards served by 2 councillors will meet all of the statutory requirements. The scheme ensure that the maximum number of electors are included in a ward that represents their primary community identity and that in all cases levels of variance from the average numbers of electors per councillor are kept to within ten percent.

The 13 proposed wards are shown in detail with a description of how they relate to community identity and the levels of electoral equality forecast in 2023.



Bewbush

Number of Councillors	3
2023 forecast electorate	7472
2023 forecast variance	5.72%
Current electorate	7329
Current variance	+10.09%

Description

The existing Bewbush Ward is served by 3 members and covers the whole of Bewbush neighbourhood. Bewbush neighbourhood is a consolidated identifiable area separated from Broadfield by the A2220, from Ifield by the Arun Valley Railway and from Gossops Green by a large open space and a linear water area – Broadfield Brook.

Neighbourhood Facilities

Bewbush has a central neighbourhood shopping centre at Dorsten Square which as well as shops includes a community centre with a gym and café, and schools. Also centrally located are a medical centre and dentist. The neighbourhood has a central village green with pavilion and an adventure playground. Active community groups include Talk Bewbush and the Bewbush Action Group.

Proposals

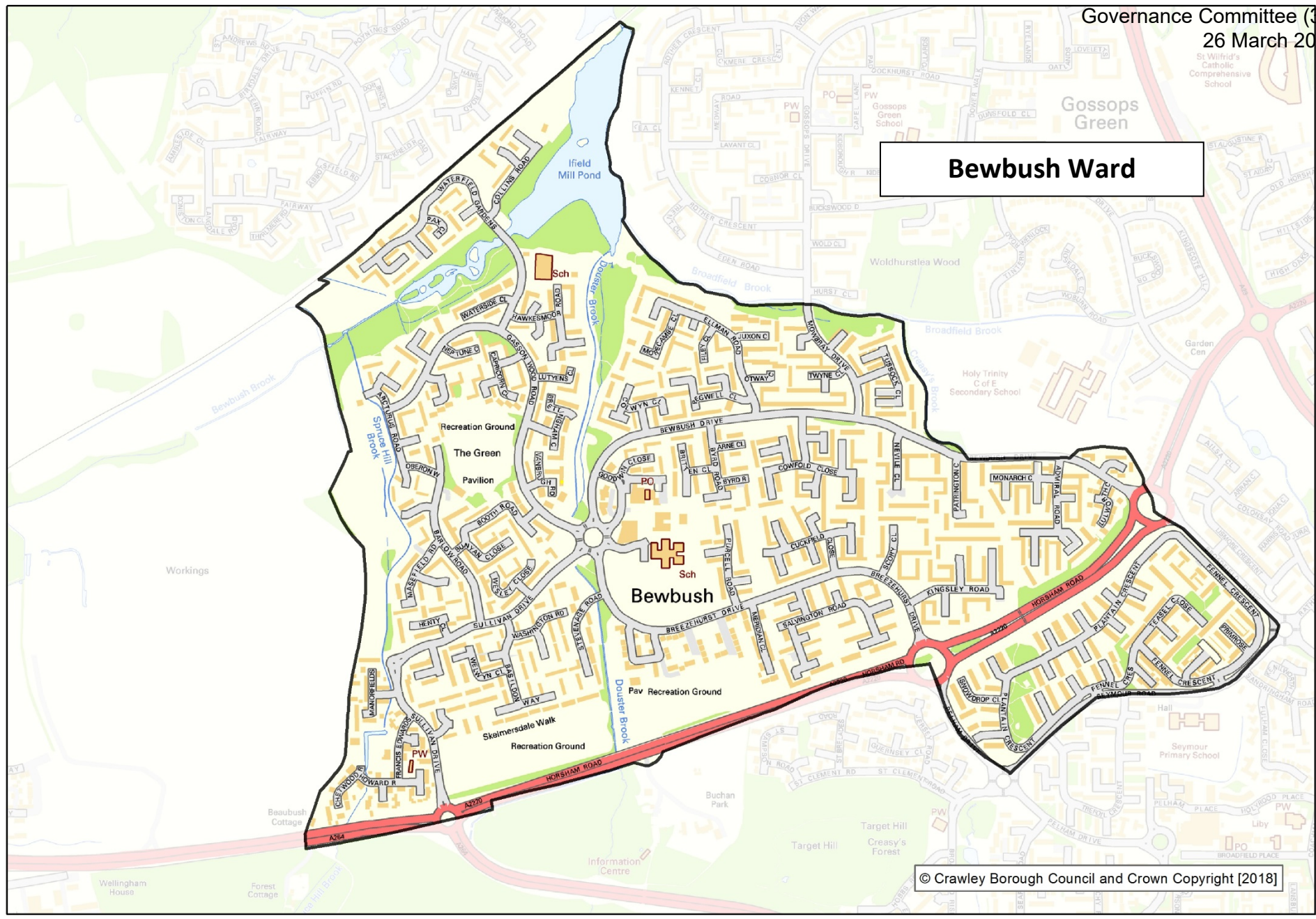
It is proposed that all of Bewbush neighbourhood should be included in Bewbush Ward with the addition of 985 electors from the well-defined area bounded by Pelham Drive, Seymour Road and Broadfield Drive in the adjacent part of Broadfield neighbourhood.

St Wilfrid's
Catholic
Comprehensive
School

Gossops
Green

Bewbush Ward

Bewbush



Broadfield

Number of Councillors	3
2023 forecast electorate	7409
2023 forecast variance	+4.82%
Current electorate	7386
Current variance	+10.95%

Description

Work on building Broadfield neighbourhood began in 1971 but was not completed until 2000. At the 2002 review the neighbourhood was split into two wards, served by two councillors each. The neighbourhood has clearly identifiable boundaries with the A2220 on the north side, the A23 to the east and the A264 to the south west.

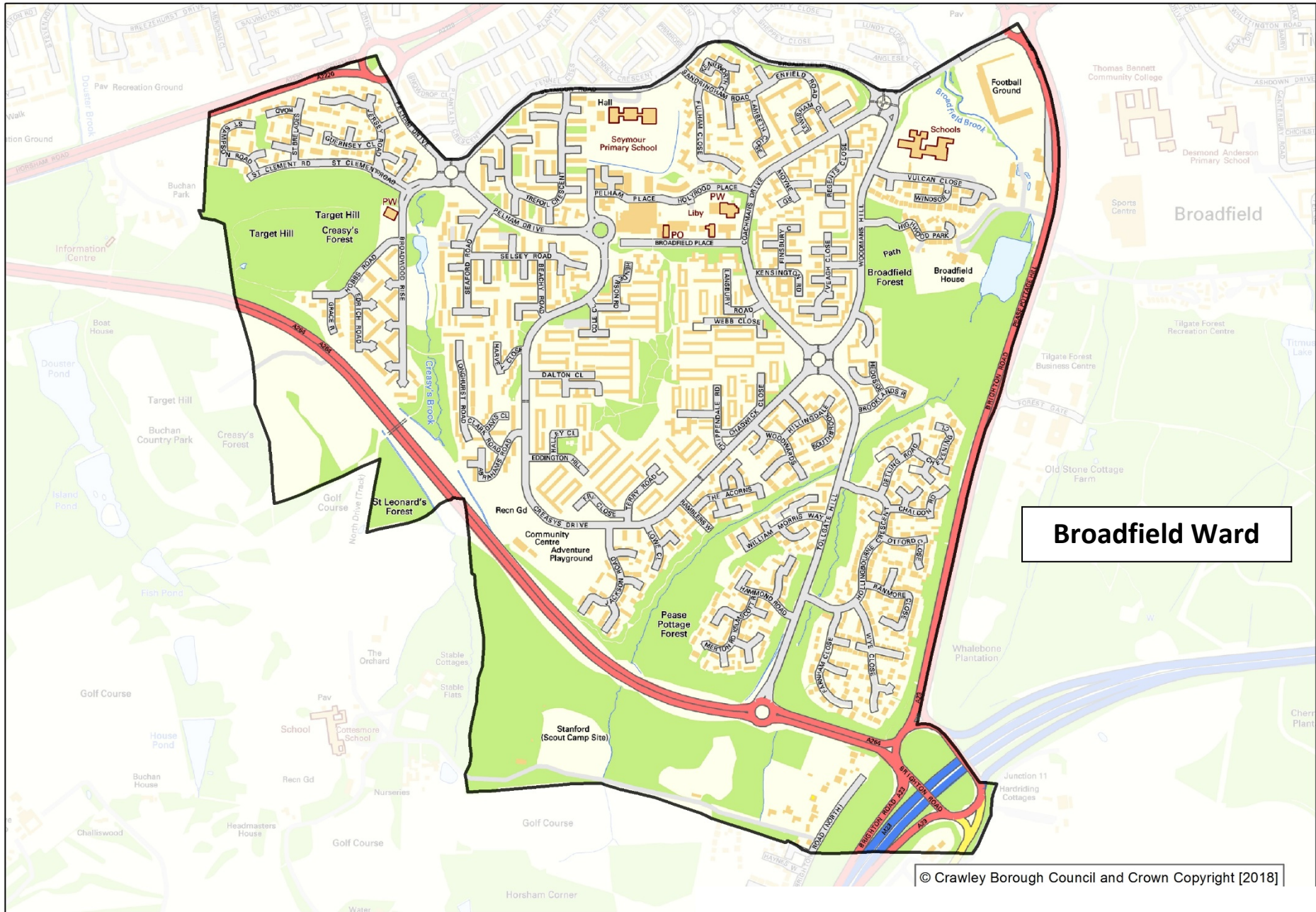
Page 21

Neighbourhood Facilities

There is a large neighbourhood shopping centre at Broadfield Barton, together with the community centre, church, library and pub. In addition, there are two primary schools, the Quwwat-ul-Islam Mosque, an adventure playground, several parks and Broadfield stadium, which is home to Crawley Town football club. Community Groups include Talk Broadfield, and Broadfield Christian fellowship.

Proposals

To unify Broadfield as a one 3 councillor ward it is proposed to allocate 985 electors from the well-defined area bounded by Pelham Drive, Seymour Road, Broadfield Drive, and the A2220 to Bewbush Ward and 815 electors from the area to the north and east of Broadfield Drive to Gossops Green Ward.



Broadfield Ward

Furnace Green

Number of Councillors	2
2023 forecast electorate	4532
2023 forecast variance	-3.82%
Current electorate	4532
Current variance	+2.12%

Description

Building works for the Furnace Green neighbourhood began in 1962 and were largely complete by 1980. The neighbourhood is bounded on the east by the main London to Brighton railway line with only three pedestrian access points to Maidenbower, to the south by Tilgate Park and the M23, to the north by the Arun Valley Railway line. The western boundary with Tilgate is marked by a band of open space.

Neighbourhood Facilities

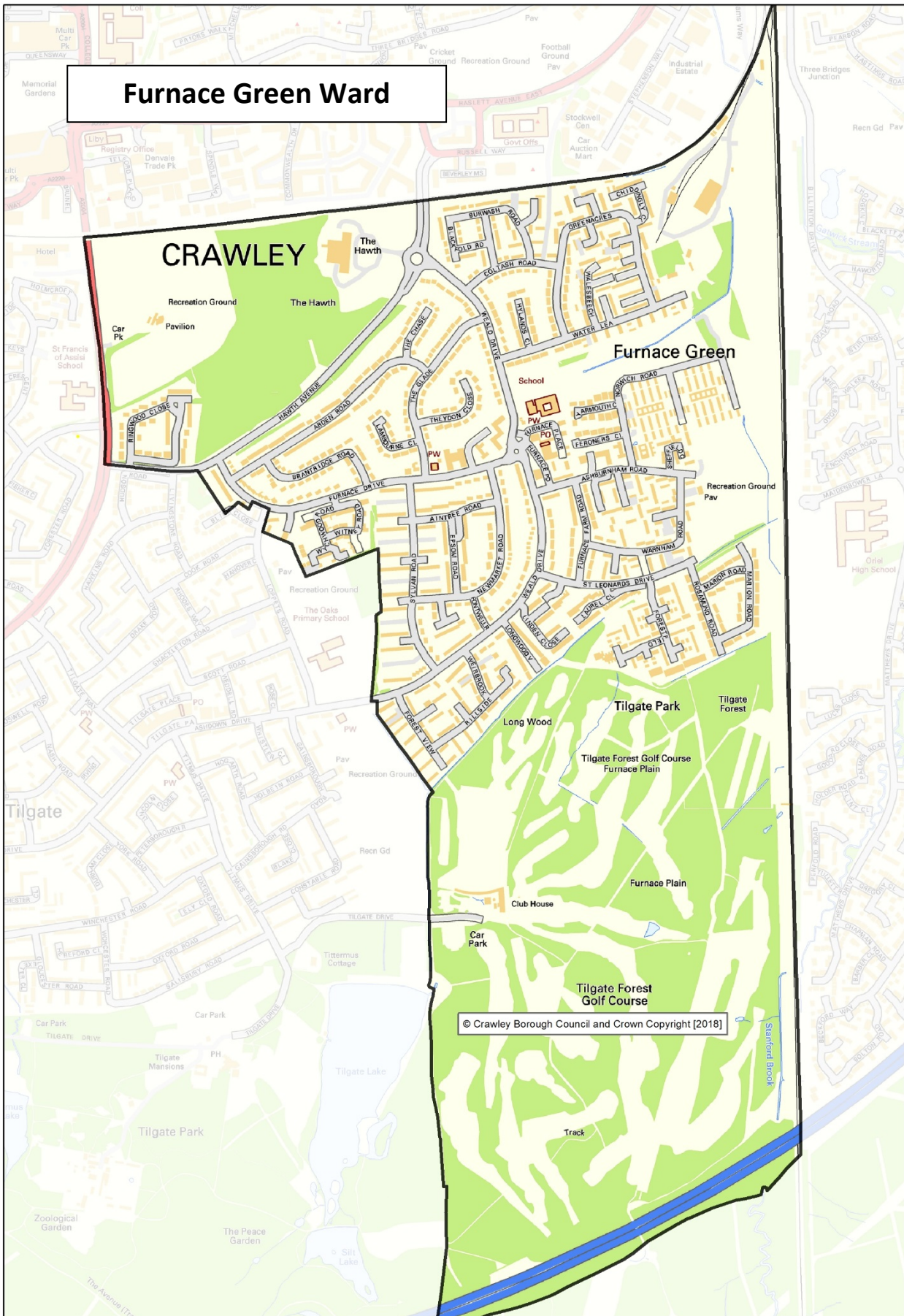
Furnace Green has its own neighbourhood shopping parade, community centre, a pub, two churches, a primary school and doctor's surgery. Also located in the ward is the Hawth Theatre and Arts Centre.

Proposals

It is proposed to retain the existing ward boundary which matches the neighbourhood boundary, served by two councillors and giving good levels of electoral equality.

Agenda Item 3

Governance Committee (38)
26 March 2018



Gossops Green

Number of Councillors	2
2023 forecast electorate	4795
2023 forecast variance	+1.76%
Current electorate	4795
Current variance	+8.04%

Description

Gossops Green neighbourhood is a consolidated identifiable area bounded to the north by a railway line with one road and one pedestrian access point. It is bounded on the east by the A23, the south by the A2220, and separated by a large open space from Bewbush Ward.

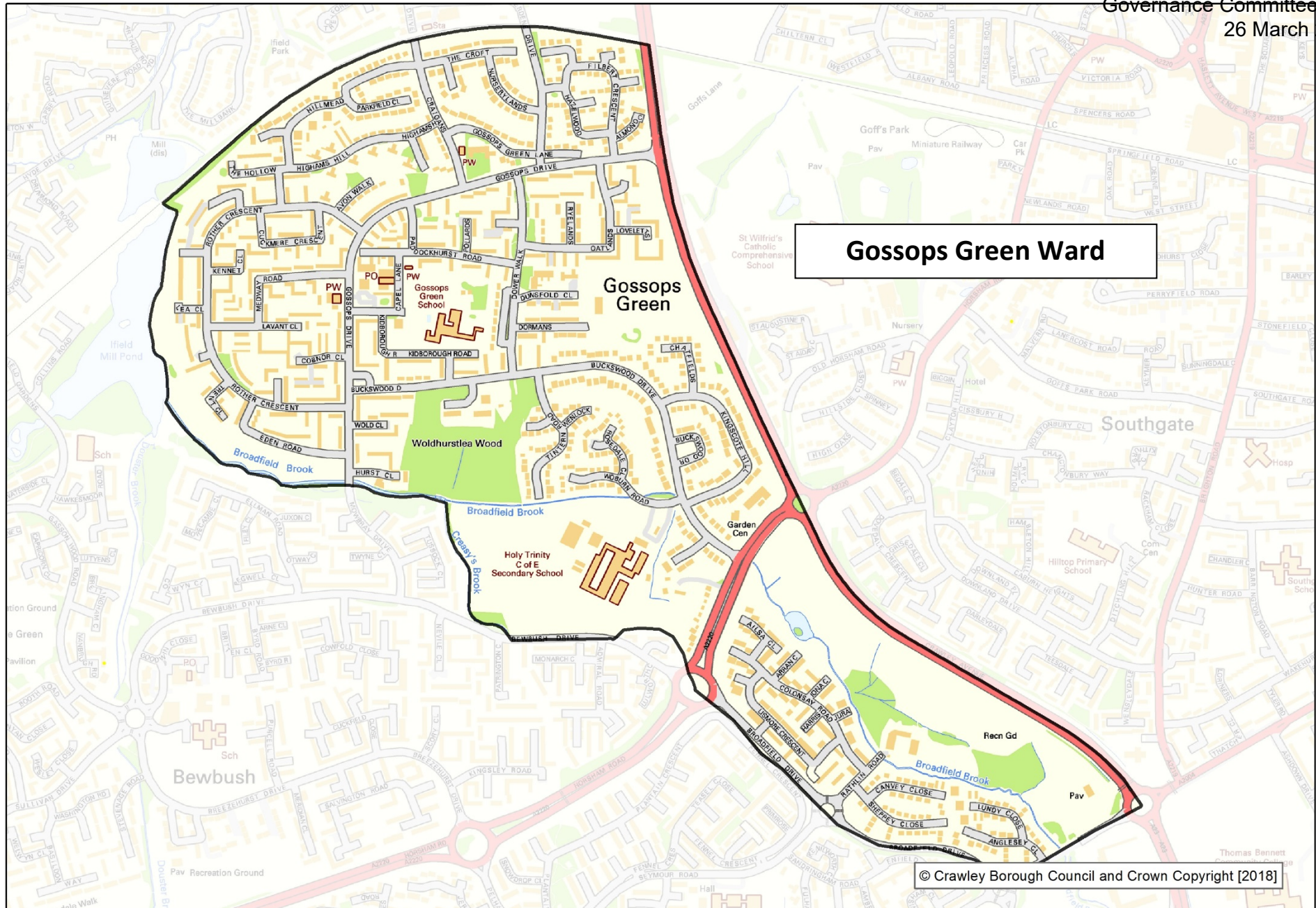
Page 25

Neighbourhood facilities

Gossops Green has its own shopping parade, doctor's surgery, community centre, two churches and primary and secondary schools. The neighbourhood community group is the Gossops Community Forum.

Proposals

It is proposed that Gossops Green is served by two Councillors and to maintain an electoral variance of less than 10% to include 815 electors from the north and east of Broadfield Drive from Broadfield.



Gossops Green Ward

Gossops Green

Southgate

Bewbush

Ifield

Number of Councillors	3
2023 forecast electorate	7290
2023 forecast variance	+3.14%
Current electorate	7020
Current variance	+5.45%

Description

Ifield is one of the most historic areas of the town, being mentioned in the Domesday survey of 1086. The old village features many historic buildings and is now a conservation area. The bulk of the building for the neighbourhood began in 1956 and was completed 1970, the western part of Ifield was added in a development in the late 1970s. The site of the Ifield Community College will see further housing development, included in the electorate forecast.

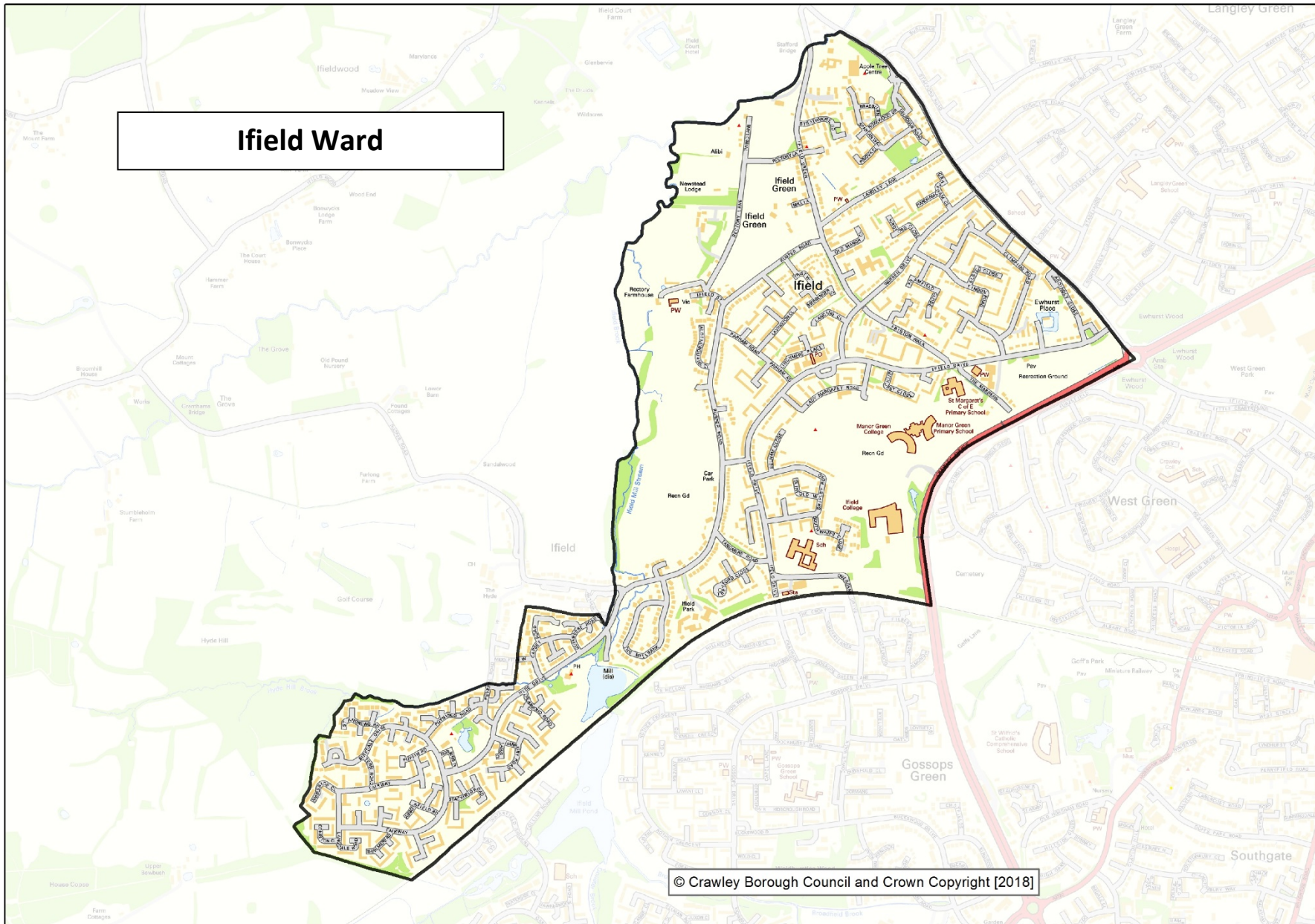
The neighbourhood has strong boundaries being bounded to the east by Ifield Avenue, a main distributor road with no frontage houses, to the south by the dual carriageway A23 and by a railway line. There is only one road and two pedestrian crossing points connecting it to the adjoining neighbourhoods of Bewbush and Gossops Green.

Neighbourhood facilities

Ifield has two neighbourhood shopping centres, the main one in Ifield Drive and another at Ifield West. There is a community centre at both locations, two doctors' surgeries, two primary schools and a secondary school. Neighbourhood community groups includes Talk Ifield and the Ifield Village Conservation Area Advisory Committee.

Proposal

Ifield Ward currently aligns with the neighbourhood with the exception of the Orchards development which was included in Langley Green Ward at the 2002 electoral review to improve electoral equality. It is proposed that the Orchards is now included in Ifield Ward which will give the proposed Ifield Ward a variance of +3.14%.



Langley Green and Manor Royal

Number of Councillors	3
2023 forecast electorate	6852
2023 forecast variance	-3.06%
Current electorate	6520
Current variance	-2.06%

Description

The current Langley Green Ward includes the whole of Langley Green neighbourhood which in addition to the main development includes rural areas to the north and Gatwick airport.

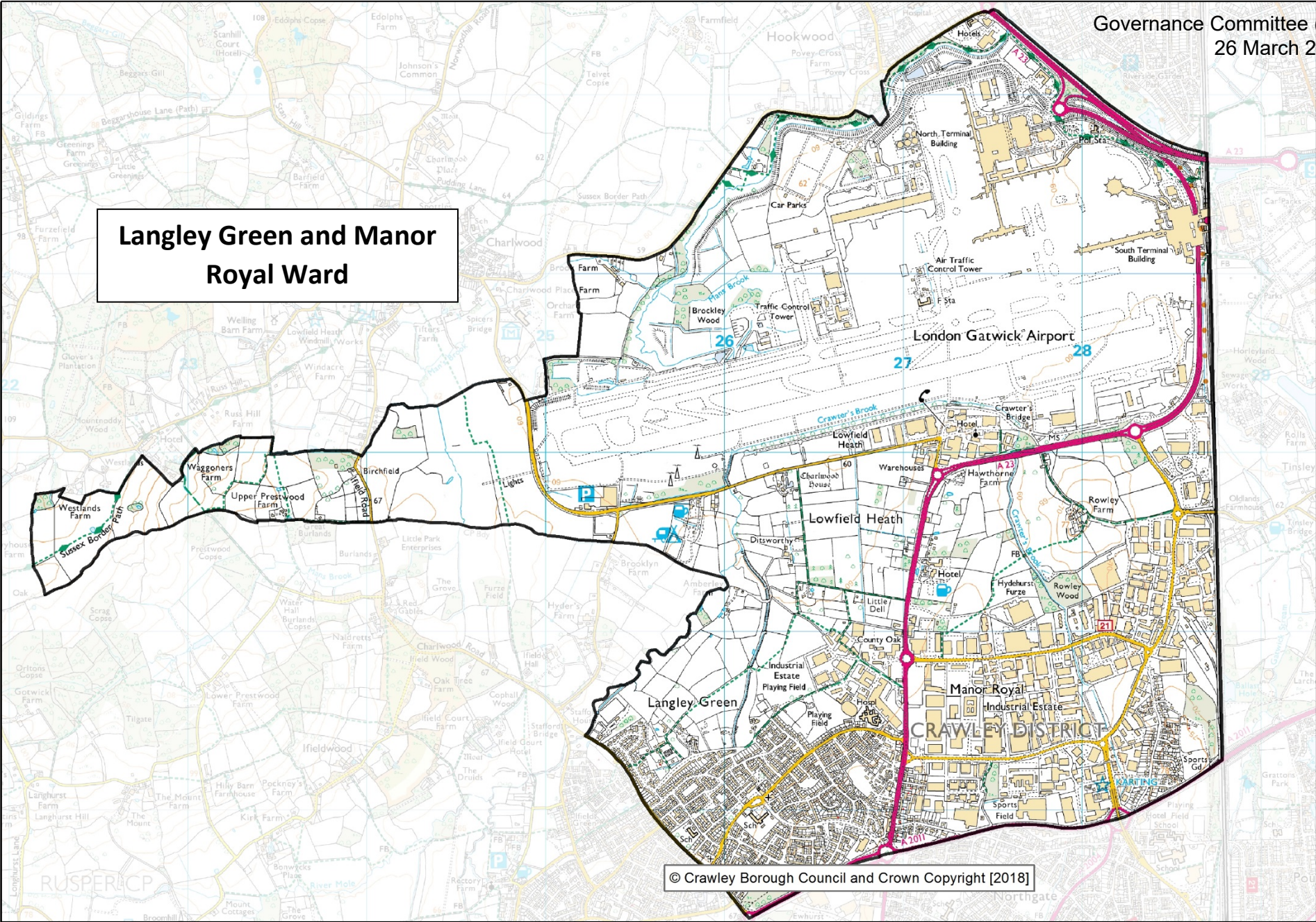
Neighbourhood Facilities

Langley Green has its own shopping parade, two primary schools, a community centre, two churches and one of the town's Mosques. Residents meet at the Langley Green Neighbourhood Forum to discuss neighbourhood issues.

Proposal

To provide good levels of electoral equality it is proposed to join the complete Langley Green neighbourhood with the area of Northgate and Three Bridges to the north of A2011 dual carriage way which comprises the 584 projected electors in the residential properties adjacent to the Manor Royal Business District and the 718 projected electors in the residential area around Tinsley Lane. The proposed ward gives a strongly identifiable boundaries and there is good commonality of interest between the areas close to the industrial estate.

**Langley Green and Manor
Royal Ward**



Maidenbower

Number of Councillors	3
2023 forecast electorate	6684
2023 forecast variance	-5.43%
Current electorate	6680
Current variance	+0.35%

Description

The development of Maidenbower began in 1989. There are very strong natural boundaries – the London to Brighton railway line to the west, the Balcombe Road to the east and the Worth Way to the north.

Neighbourhood Facilities

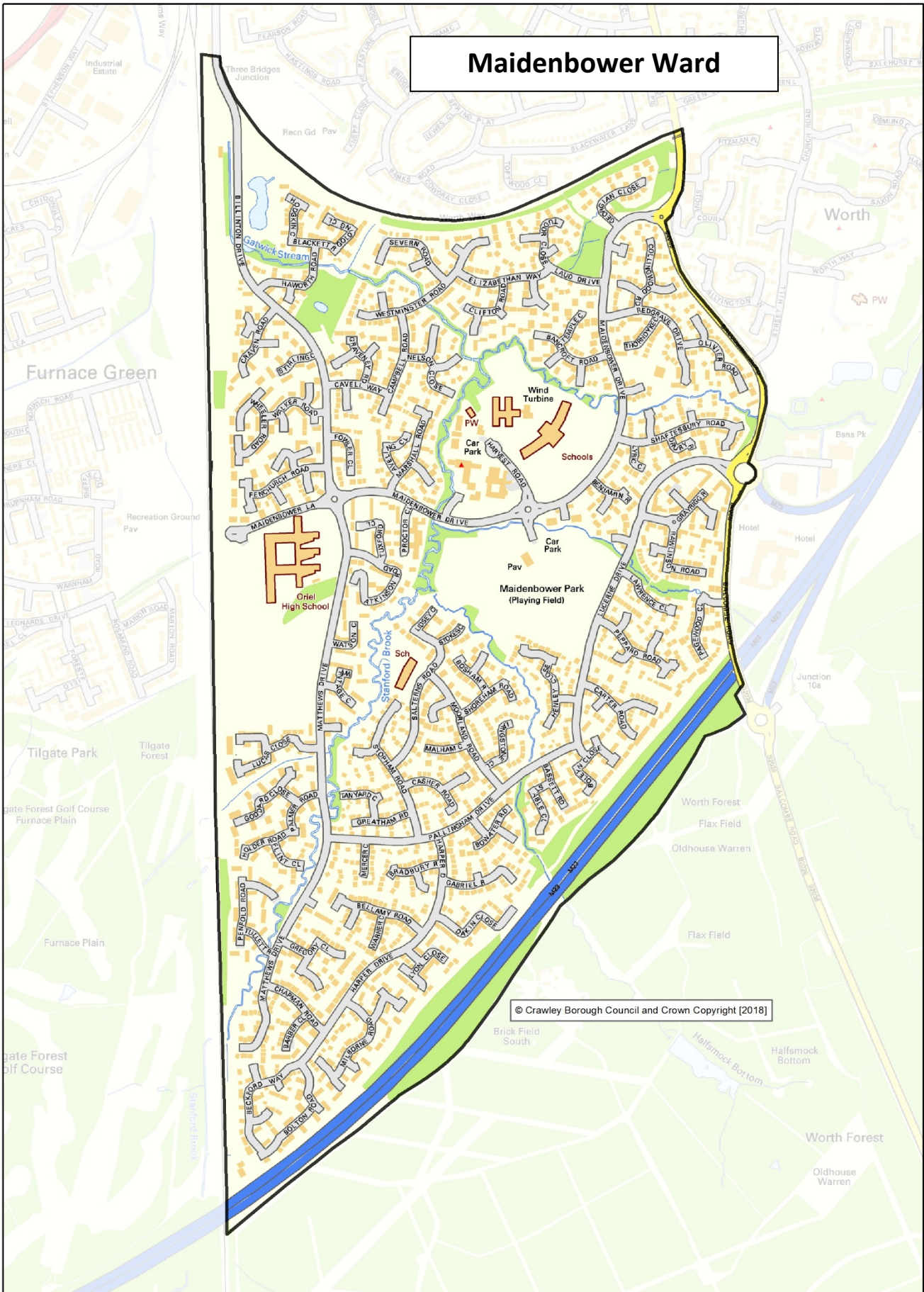
At the centre of Maidenbower there is a shopping centre, community centre, two primary schools, a secondary school, a medical centre and large playing fields with a newly built pavilion. A neighbourhood pub is located in what used to be the farmhouse when Maidenbower was farmland. Neighbourhood issues are discussed at the very active on-line Maidenbower Forum.

Proposal

Maidenbower has strong natural boundaries, a clear community identity and good levels of electoral equality. No changes are proposed

Agenda Item 3

Governance Committee (46)
26 March 2018



Northgate and West Green

Number of Councillors	3
2023 forecast electorate	7604
2023 forecast variance	+7.58%
Current electorate	7090
Current variance	+6.50%

Description

New Town construction began in Northgate in 1949 and was complete by 1954, nearly all of the residential part of the neighbourhood is contained in the area south of the dual carriage way A2011 Crawley Avenue and to the north of the town centre. The neighbourhood is separated from Three Bridges by the A2004 Northgate Avenue to the east. The Manor Royal Business District lies in the north of the neighbourhood and Crawley Town Centre in the south. Significant residential development is forecast for Crawley Town Centre.

Page 33

West Green neighbourhood is a consolidated and identifiable area and is bounded on the south side by a railway line, on the north and west sides by the A23 dual carriageway and on the eastern side by the A2219 and Crawley Town Centre. A significant part of the neighbourhood dates from the mid Victorian era. Work on the new town section began in 1949 and was completed in 1952 with several further subsequent developments.

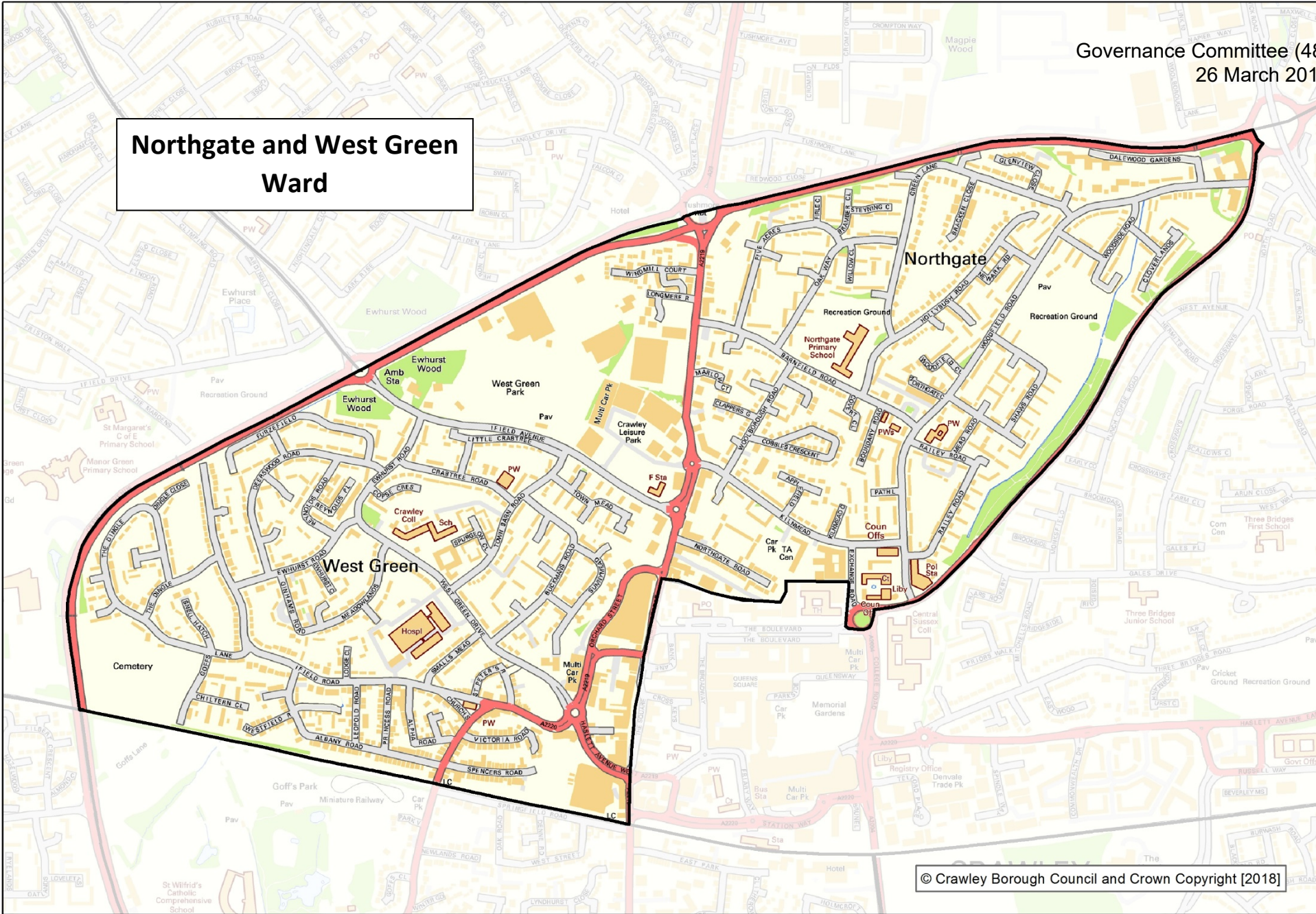
Neighbourhood Facilities

Northgate has its own neighbourhood centre with a parade of shops, two churches, doctor's surgery, dentist, and a primary school. West Green has a shopping parade in Ewhurst Road, a primary school, and a church community centre. Community groups include the Northgate Matters group and the West Green Community Forum.

Proposals

It is proposed to retain the whole of West Green neighbourhood and for a ward combined with the established residential part of Northgate neighbourhood excluding the Manor Royal Business District and Crawley Town Centre. Both have a distinctly separate character from the rest of Northgate neighbourhood and the significant recent and proposed developments in the Town Centre area are still developing as communities. This proposal creates a ward with acceptable levels of electoral equality without dividing the established communities.

**Northgate and West Green
Ward**



Pound Hill North and Forge Wood

Number of Councillors	3
2023 forecast electorate	7379
2023 forecast variance	+4.40
Current electorate	5570
Current variance	-16.33%

Description

Pound Hill neighbourhood and the new neighbourhood Forge Wood comprises of several areas developed separately. Forge Wood, Crawley's newest neighbourhood, is the area to the north of the A2011 Crawley Avenue, separated from Three Bridges to the west by the London to Brighton railway and the M23 to the east. Forge Wood, is currently being developed and when complete will form a community of around 1900 homes built around a central community space. The northern part of the neighbourhood is of a largely rural character. Pound Hill is the area to the south of the A2011, separated from Three Bridges by the London to Brighton Railway

Neighbourhood facilities

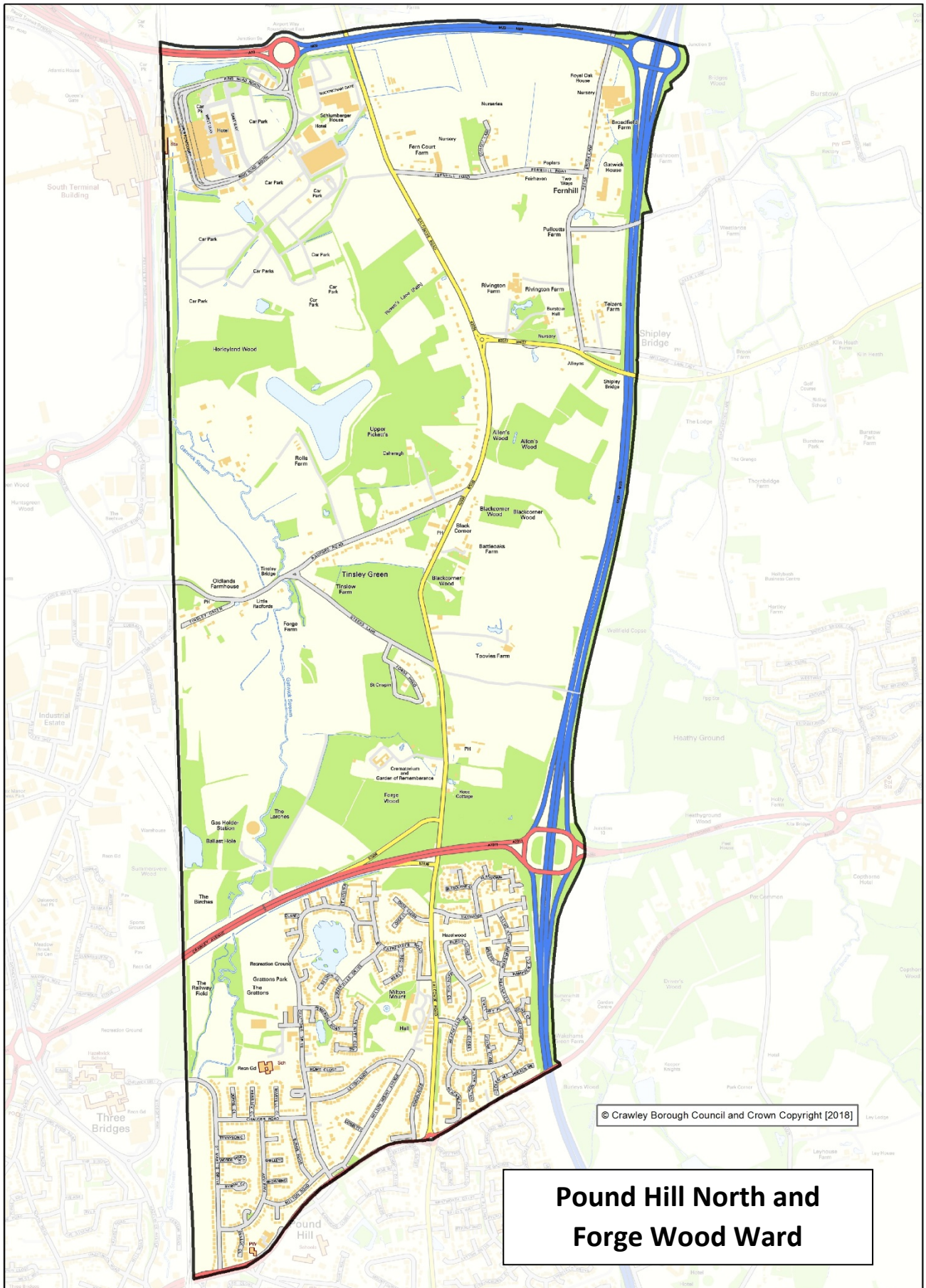
Pound Hill North has its own local centre at Peterhouse Parade with shops, a pub, open space and Primary school. There is another small community centre and shop to the east of the Balcombe Road. A new primary school for Forge Wood opened in 2016. There will be a community centre at the heart of the Forge Wood development. Active community groups include Pound Hill North Residents Association and the Forge Wood Residents' Group.

Proposal

It is proposed that the existing Pound Hill North Ward is retained and renamed Pound Hill North and Forge Wood to reflect the identity of the new neighbourhood.

Agenda Item 3

Governance Committee (50)
26 March 2018



Pound Hill South and Worth

Number of Councillors	3
2023 forecast electorate	6474
2023 forecast variance	-8.40%
Current electorate	6421
Current variance	-3.55%

Page 37

Description

The existing Pound Hill South and Worth Ward is formed of the area of Pound Hill to the south of the A220 Copthorne Road. The southern part of the ward, particularly to the south of the Worth Way is known locally as Worth.

Neighbourhood facilities

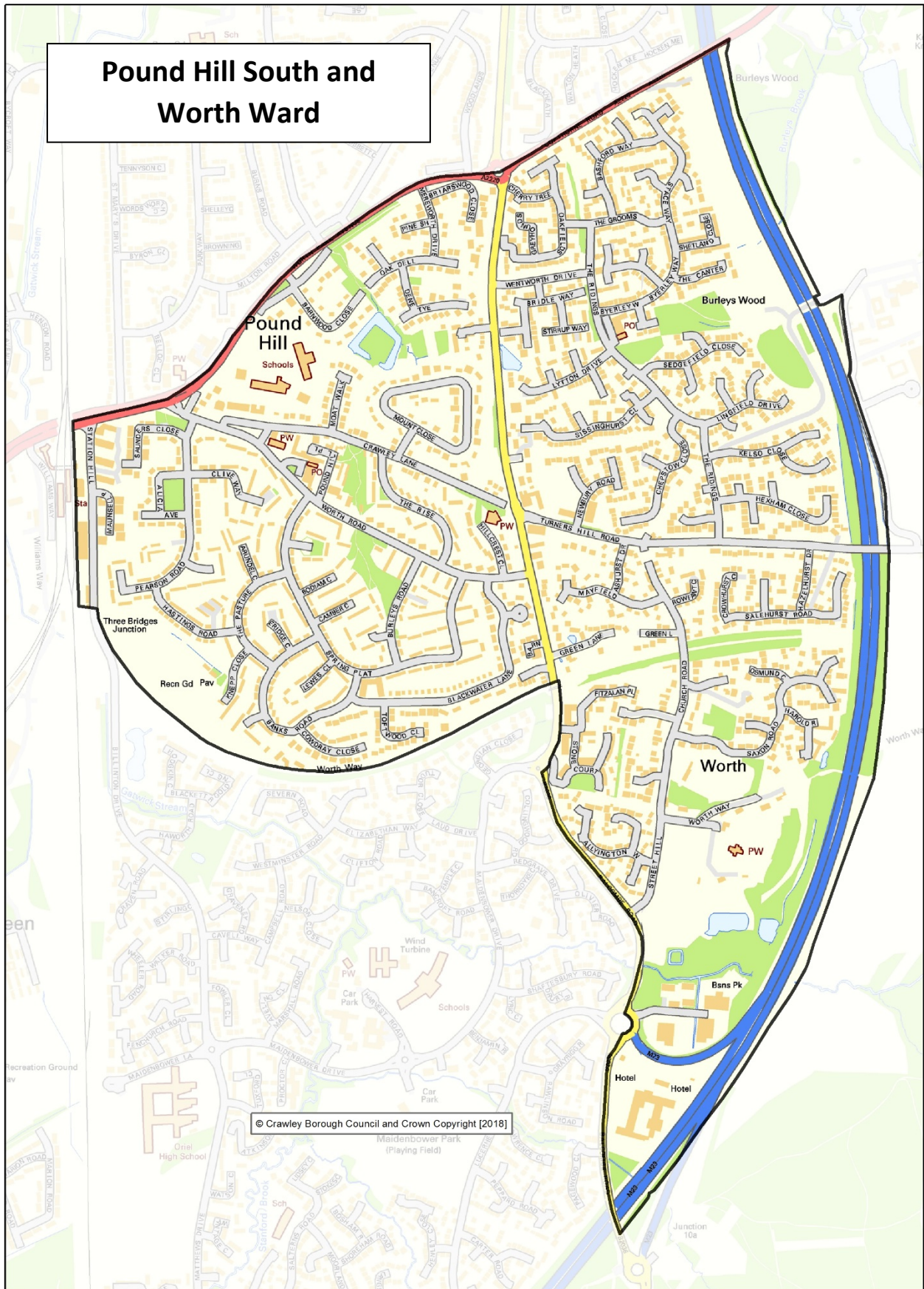
Pound Hill South has a shopping parade in Worth Road together with a community centre, a pub and two churches.

Proposals

It is proposed that the existing Pound Hill South and Worth Ward boundary is retained.

Agenda Item 3

Governance Committee (52)
26 March 2018



Southgate

Number of Councillors	3
2023 forecast electorate	6844
2023 forecast variance	-3.17%
Current electorate	6528
Current variance	-1.94%

Description

Page 3
Southgate neighbourhood situated to the south of Crawley Town Centre contains many homes that predate Crawley New Town. Construction of new town housing began in the neighbourhood 1955 and continued into the 1970s and there has been much subsequent housing development. The neighbourhood has very clear boundaries: the Arun Valley railway line to the north; the dual carriageway A23 to the west and the A2004 Southgate Avenue to the east and south.

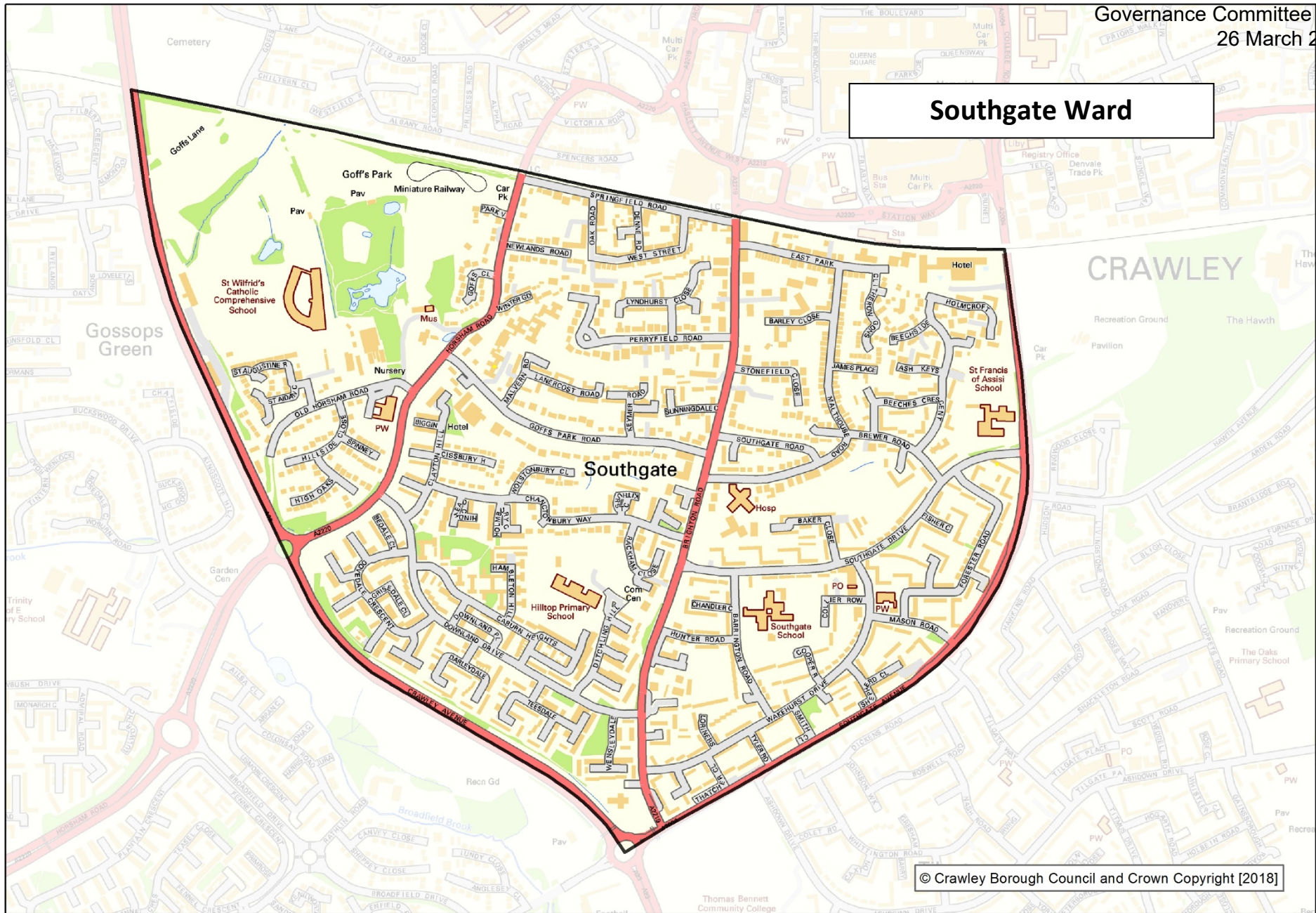
Neighbourhood facilities

The neighbourhood shopping is at Wakehurst Drive and has shops, a pub, a church and a nearby community centre. The neighbourhood also has its own medical centre, three primary schools and a secondary school, two playing areas and a large public park. The Southgate Community Forum has been established by residents to discuss neighbourhood matters.

Proposals

It is proposed that the existing Southgate Ward boundary is retained.

Southgate Ward



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Three Bridges

Number of Councillors	3
2023 forecast electorate	6756
2023 forecast variance	-4.41%
Current electorate	5479
Current variance	-17.70%

Description

Three Bridges, which derives its name from the several historic bridges spanning local streams, was a village before Crawley New Town was created, most of the housing surrounding the Victorian Railway Station. Work began on the new neighbourhood in 1951 and much of the housing dates from the 1950s and 60s.

There has also been significant development in recent years, notably Pembroke Park at the south of the neighbourhood. In the main the boundaries are consolidated and identifiable being bounded on the eastern side by the London to Brighton railway, of the southern side by the Arun Valley Railway and the A2004 Northgate and Manor Royal Business District to the west.

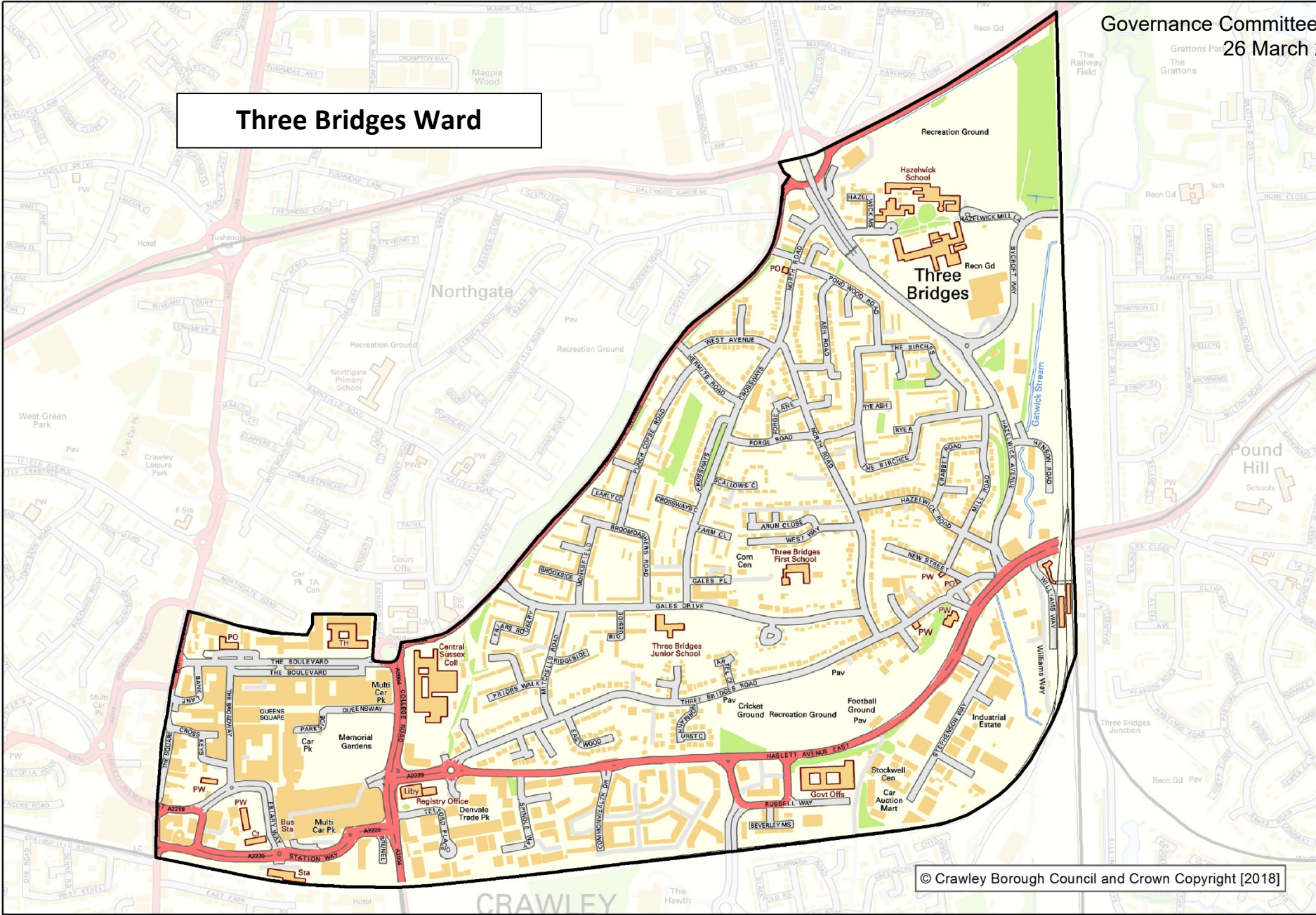
Neighbourhood facilities

The main neighbourhood shopping parade is at Gales Drive and includes a church and a community centre. There are also a number of shops close to Three Bridges Railway station, pubs and primary and secondary schools. Community groups include Three Bridges Neighbourhood Forum and the Tinsley Lane Residents' Association.

Proposals

It is proposed to join the Crawley Town Centre to Three Bridges Ward. The significant recent and future developments in the town centre are still forming an identity. These developments will be part of an area that adjoins the southern part of Three Bridges and the housing will have some similarity in nature with that recently developed Pembroke Park at the south of neighbourhood. The area surrounding Tinsley Lane, to the north of the neighbourhood is separated from the rest of Three Bridges by the A2011 dual carriageway. Due to its proximity with the Manor Royal Business district and the resulting commonality of interest with the residential area in Manor Royal to the east of the A23 London Road it is proposed to include both of these areas in the Langley Green and Manor Royal Ward.

Three Bridges Ward



Tilgate

Number of Councillors	2
2023 forecast electorate	4710
2023 forecast variance	-0.04%
Current electorate	4537
Current variance	2.23%

Description

Tilgate is a consolidated and identifiable area and mainly comprises of the new town development completed in 1958. There are strong boundaries, the dual carriageway A23 to the west, the A2004 to the north, a continuous band of open space to the east and to the south it stretches into Tilgate Park.

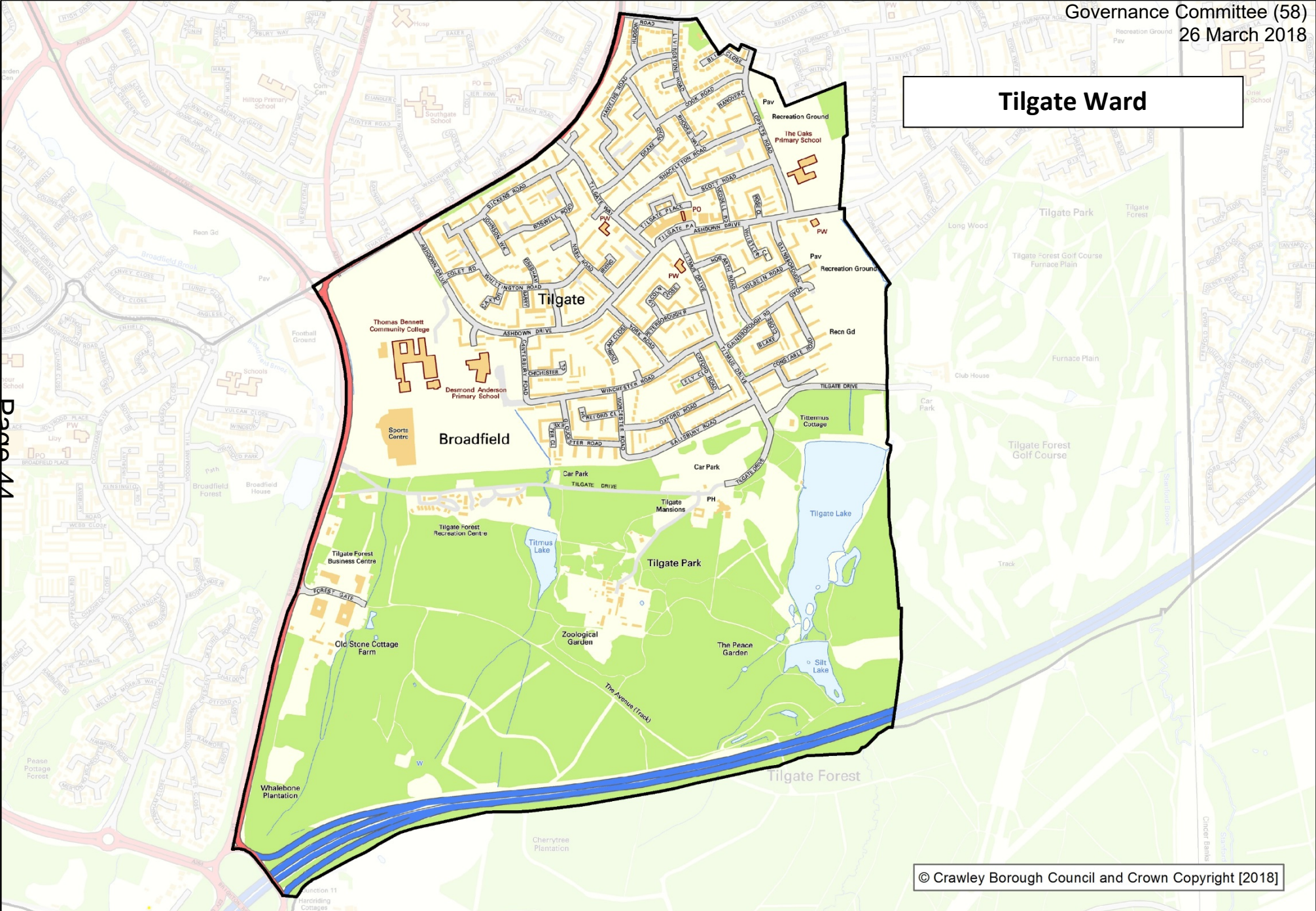
Neighbourhood Facilities

Tilgate neighbourhood has a central shopping parade, a pub, three churches, a doctor's surgery, a community centre, primary and secondary schools, and two large playing fields which separate Tilgate from Furnace Green. There are many local clubs based at Tilgate Park. Residents meet at the Tilgate Community Forum every two months to discuss neighbourhood issues. The neighbourhood contains the town's main sports centre, K2 Crawley.

Proposals

It is proposed to retain the existing ward boundary which matches the neighbourhood boundary, served by two councillors and giving good levels of electoral equality.

Tilgate Ward



Crawley Borough Council

Report to Governance Committee

19th June 2018

Annual Governance Statement – 2017-2018

Report of the *Head of Legal and Democratic Services – LDS/141*

1. Purpose

- 1.1 It is a requirement of the Accounts and Audit (England) Regulations 2015 that all local authorities produce an Annual Governance Statement. The purpose of an Annual Governance Statement is to clearly set out the processes and procedures which ensure that:
- we are efficiently and effectively run;
 - our activities are transparent;
 - we are accountable to our residents.
- 1.2 It is a function of the Governance Committee to monitor and review the Corporate Governance of the Council including giving consideration of the Authority's Annual Governance Statement.
- 1.3 The Audit Committee retains overall responsibility for approval of the Annual Governance Statement as part of the approval of the Council's Annual Accounts.

2. Recommendations

- 2.1 **That the Governance Committee consider the Annual Governance Statement 2017 - 2018 and provide any comments for incorporation into the final version to be included in the annual statement of accounts, which is to be approved by the Audit Committee in July 2018.**

3. Reasons for the Recommendations

- 3.1 To take into consideration any comments made by the Governance Committee on the Annual Governance Statement.

Agenda Item 4

4. Background

- 4.1 We are responsible for making sure that our business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for and used economically and efficiently.

We also have a duty under the [Local Government Act 1999](#) to put in place proper arrangements for:

- the continuous improvement of our functions
- the governance of our affairs which includes arrangements for the management of risk.

The Annual Governance Statement explains how the Council has complied with the Governance Framework. It also meets the requirements of the Accounts and Audit (England) Regulations 2015 which require that the Council must, in each financial year, conduct a review of the effectiveness of the system of internal control and prepare an Annual Governance Statement for approval by a committee or members of the Council. The Annual Governance Statement must be presented to the Governance Committee for comment, in advance of the Audit Committee approving the statement of accounts

- 4.2 The Annual Governance Statement 2017-2018 is attached at Appendix A

5. Background Papers

None.

Report author and contact officer: *Ann-Maria Brown – Head of Legal and Democratic Services 01293 438292*

Annual Governance Statement

SCOPE OF RESPONSIBILITY

The Leader of the Council (Cllr Peter Lamb) and the Chief Executive (Natalie Brahma-Pearl) both recognise the importance of having robust rules, systems and information available to guide the Council when managing and delivering services to the communities of Crawley.

Each year the Council is required to produce an Annual Governance Statement (AGS) which describes how its corporate governance arrangements have been working over the year.

This AGS in respect of 2017/18 will be considered by the Audit Committee at its meeting on 25th July 2018.

Crawley Borough Council (the Council) is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. The Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised.

In discharging this overall responsibility, the Council is responsible for putting in place proper arrangements for the governance of its affairs, the effective exercise of its functions, which includes arrangements for the management of risk.

The Council has approved and adopted a Code of Corporate Governance which is consistent with the principles and reflects the requirements outlined in the 2016 CIPFA/SOLACE Framework, 'Delivering Good Governance in Local Government'. This statement explains how the Council has complied with the code and also meets the requirements of Accounts and Audit (England) Regulations 2015, which requires all relevant bodies to prepare an annual governance statement. This is currently being updated as part of the rewriting of the Constitution.

THE PURPOSE OF THE GOVERNANCE FRAMEWORK

The governance framework comprises the systems and processes, and culture and values, by which the Council is directed and controlled and its activities through which it accounts to, engages with and leads the community. It enables the Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate services and value for money.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of Crawley Borough Council's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The governance framework has been in place at Crawley Borough Council for the year ended 31 March 2018 and will continue to be developed in coming years.

Agenda Item 4

THE GOVERNANCE FRAMEWORK

The Principles of Good Governance

The CIPFA/SOLACE framework was reviewed in 2015 to ensure that it remained “fit for purpose” and a revised edition was published in 2016. The new Delivering Good Governance in Local Government Framework applies to the Annual Governance Statement prepared for the year ended 31 March 2018 and up to the date of the approval of the Annual Report and Statement of Accounts for the financial year 2017-18. The key elements of the systems and processes that comprise the Council's governance arrangements are as follows.

BEHAVING WITH INTEGRITY, DEMONSTRATING STRONG COMMITMENT TO ETHICAL VALUES, AND RESPECTING THE RULE OF LAW

The Constitution

Crawley Borough Council last updated its Constitution in February 2018, and this sets out how the Council operates, how decisions are made and the procedures to be followed to ensure that these are efficient, transparent and accountable to local people. Some of these processes are required by the law, while others are a matter for the Council to choose.

The Constitution is divided into 15 articles which set out the basic rules governing the Council's business. More detailed procedures and codes of practice are provided in separate rules and protocols within the Constitution. This includes the roles and responsibilities of Councillors, officers and the scrutiny and review functions; how decisions are made; and the procedures that are followed to ensure that these are efficient, transparent and accountable to local people.

The Governance Committee is responsible for regularly reviewing the Constitution and ensuring that it is both up to date and fit for purpose. It regularly receives updates advising of Constitutional changes. The Committee has approved the establishment of a Constitutional Review Working Group to undertake a comprehensive review of the document and that the revised Constitution to be in place for the 2019/2020 municipal year.

Head of Paid Service

The Head of Paid Service is responsible for the strategic management of the authority as a whole. They are required to report to and provide information for the Cabinet, the Council, the Overview and Scrutiny Commission and other Committees. They are responsible for establishing a framework for management direction, style and standards and for monitoring the performance of the organisation

The Monitoring Officer

The Monitoring Officer is a statutory function and ensures that the Council, its officers, and its elected Councillors, maintain the highest standards of conduct in all they do. The Monitoring Officer ensures that the Council is compliant with laws and regulations, as well as internal policies and procedures. They are also responsible for matters relating to the conduct of Councillors and Officers, and for monitoring and reviewing the operation and maintenance of the Council's Constitution.

The Monitoring Officer also ensures the lawfulness and fairness of decision making within the Council and after consulting with the Head of Paid Service and the Chief Finance Officer, will report to the Full Council (or to the Cabinet in relation to a Cabinet function) if they consider that any proposal, decision or omission would give rise to unlawfulness or if any decision or omission has given rise to maladministration. Such a report will have the effect of stopping the proposal or decision being implemented until the report has been considered.

Deputy Monitoring Officer

Agenda Item 4

A Deputy Monitoring Officer has been appointed to act in the absence of the Monitoring Officer.

Section 151 Officer

Whilst all Council Councillors and Officers have a general financial responsibility, the Section 151 of the Local Government Act 1972 specifies that one Officer in particular must be responsible for the financial administration of the organisation and that this Officer must be CCAB qualified. This is typically the highest ranking qualified finance officer and in this Council is also the Head of Finance, Revenues and Benefits.

Deputy Section 151 Officer

A Deputy Section 151 Officer has been appointed to act in the absence of the Section 151 Officer.

Codes of Conduct

Codes of Conduct exist for both staff and Councillors.

All Councillors must adhere to a Code of Conduct to ensure that they maintain the high ethical standards the public expect from them. If a complainant reveals that a potential breach of this Code has taken place the Council may refer the allegations for investigation or decide to take other action.

On joining the Council, Officers are provided with a contract outlining the terms and conditions of their appointment. All staff must declare any financial interests, gifts or hospitality on a public register, as set out in the Constitution. Additionally, Councillors are expected to declare any interests at the start of every meeting that they attend in accordance with Standing Orders. Councillors and officers are required to comply with approved policies.

Whistleblowing

The Council is committed to achieving the highest possible standards of openness and accountability in all of its practices. The Council's Whistleblowing policy was revised in February 2018 and it sets out the options and associated procedures for Council staff to raise concerns about potentially illegal, unethical or immoral practice and summarises expectations around handling the matter.

Anti-fraud, bribery and corruption

The Council is committed to protecting any funds and property to which it has been entrusted and expects the highest standards of conduct from Councillors and Officers regarding the administration of financial affairs. The Anti-Fraud and Corruption Policy was updated in February 2018 and is on the **intranet/website** for staff, Councillors and **the public** to see.

The Council has a Fraud and Investigations Team which acts to minimise the risk of fraud, bribery, corruption and dishonesty and recommends procedures for dealing with actual or expected fraud. The team also prosecutes where appropriate and is involved in fraud training and awareness.

ENSURING OPENNESS AND COMPREHENSIVE STAKEHOLDER ENGAGEMENT

Transparency

Agenda Item 4

The Council and its decisions are open and accessible to the community, service users, partners and its staff. All reports requiring a decision are considered by appropriately qualified legal, and finance staff with expertise in the particular function area before they are progressed to the relevant Committee or group. This Council wants to ensure that equality considerations are embedded in the decision-making and applied to everything the Council does. To meet this responsibility, equality impact assessments are carried out when there is significant change to major council services, functions, projects and policies in order to better understand whether the change will impact on people who are protected under the Equality Act 2010 in order to genuinely influence decision making.

All reports and details of decisions made can be found on the Council's website at:

<http://democracy.crawley.gov.uk/ieDocHome.aspx?bcr=1>

Freedom of Information/Environmental Information requests

The Freedom of Information (FOI) Act 2000 and Environmental Information Regulations EIR) 2004 give anyone the right to ask for any information held by a public authority, which includes this Council, subject only to the need to preserve confidentiality in those specific circumstances where it is proper and appropriate to do so. We respond to such requests in a timely and impartial manner and in line with the legislation, proactively publish information on our Website.

Subject Access Requests

Section 7 of the Data Protection Act provides for individuals to obtain a copy of information that an organisation holds about them upon making a written request and paying a fee. The Council is committed to providing information requested in a timely manner. The Council is advanced in its preparation for the General Data Protection Regulations, which come into force on 25th May 2018.

Engagement and communication

Crawley Borough Council recognises that stakeholders require information about the decisions that are being taken locally, and how public money is being spent in order to hold the council to account for the services they provide. The views of customers are at the heart of the council's service delivery arrangements and this Council has developed a Community and Engagement Policy, which reflects the council's ambition to enable and empower communities to shape the places within which they live and work, influence formal decision making and make informed choices around the services they receive.

In June 2017, the Council undertook a survey for people who live locally and/or use its services about how they access the internet, which devices they use and how much time they spend online, ahead of the launch of the new self-service portal.

The Council held its annual Question Time on 2nd February 2018, which gave residents the opportunity to ask questions about topics important to them.

Consultations

The council keeps a Forward Plan of planned consultations and future decisions. Internally, a consultation toolkit has been developed to guide council staff through the consultation process. The agreed process ensures that engagement activity is relevant, accessible, transparent and responsive. To increase awareness, consultations are proactively promoted

ENSURING OPENNESS AND COMPREHENSIVE STAKEHOLDER ENGAGEMENT

Complaints

Agenda Item 4

Crawley Borough Council is committed to delivering a high quality service and aims to achieve the highest possible standards but recognises that despite its best intentions and hard work, things can go wrong. When there is service failure or users are unhappy about the way a matter has been handled, the Council openly wants to hear about such experiences and operates a two stage complaints system. Stage 1 is where the complaint is dealt with locally by the relevant service area. If the complainant continues to remain dissatisfied with the Stage 1 response, a request can be made to a further review, conducted by a senior officer, normally Head of Service as a Stage 2 complaint. Following this if the matter is still not resolved satisfactorily then the complainant is asked to take the matter up with the Local Government and Social Care Ombudsman. We also use our complaints information to improve service delivery and undertake root cause analysis where appropriate, in order to ensure on-going continuous improvement.

The Housing Ombudsman deals with any complaints that relate to the housing managed service.

DEFINING OUTCOMES IN TERMS OF SUSTAINABLE ECONOMIC, SOCIAL, AND ENVIRONMENTAL BENEFITS

Administration's Manifesto

The Council's vision and priorities are set out in the Administration's Manifesto. The CMT regularly update performance against these objectives. Mechanisms are in place to measure the quality of services for users, ensuring they are delivered in accordance with Crawley Borough Council's objectives and that they represent the best use of resources. The Council continues to improve performance management within the organisation and service quality and best use of resources is ensured via:

- Quarterly Review of Financial Performance Reports
- Transformation and Projects

The Council recognises that to drive improvement it needs to closely monitor and review its performance. The Council routinely monitors its spend against budgets, and its departments have agreed purpose and collect data to measure their performance.

Quarterly monitoring of complaints by CMT. The Council is currently working on a ***'dashboard of measures' to track performance across a range of key service and ensure that a more timely response can be applied to service improvement*** and also against service plans and strategies. This is encapsulated within the Performance Management Framework.

Financial Controls

Financial reports comparing budget to actual and projections to end of year are available in real time to all key officers, with access/drilldown facilities appropriate to role and responsibilities. The Leader of the Council and the Cabinet also receive quarterly budget monitoring reports.

Local Plan

The Local Plan – Crawley 2030 - was adopted in December 2015 and now forms the Council's development plan under which development control decisions will be taken. The Local Plan is supported by a number of companion planning documents and considerations including Supplementary Planning Documents, Development Briefs, Article 4 Directions and the Community Infrastructure Levy Charging Schedule and associated CIL Infrastructure (Regulation 123) List. The Council's planning policies seek to balance the economic, social and environmental needs of residents, businesses and visitors, ensuring that Crawley continues to be a great place to live, to work and to visit.

Agenda Item 4

Implementation of the Local Plan and the success of the Council's planning policies is measured and reported through the Authority's Monitoring Report which is published annually.

Transformation

The council is in the process of revising The Transformation Plan 2018/22. The purpose of the new plan is to enable the delivery of value for money services by "getting it right first time and delivering what matters to our customers".

Our new Transformation Plan consists of seven pillars:-

1. Delivering a New Town Hall;
2. Delivering Digital Transformation of services to meet customer demand, making it easy to do business with us and creating efficiency;
3. Developing New Ways of Working to meet the needs of the business whilst delivering what matters to customers;
4. Developing the organisation and our staff, defining the culture and being clear about expectations – Values and Behaviours;
5. Redesigning services from the customers perspective using Systems Thinking methodology to deliver efficiency savings whilst protecting frontline services;
6. Developing a more Commercial Approach to how we operate and ensuring that Income Generation opportunities are maximised;
7. Blitz on Bureaucracy in order to streamline the decision making process.

The previous Transformation Plan delivered £8,336,500 million in savings over a five year period 2012/13 to 2016/17.

Housing Strategy

Housing need and the Council's policies to address this are contained within the Local Plan Housing policies.

The Council's Homelessness Strategy 2014-19 has been produced as a result of partnership working with both providers and users of council services. The strategy explains how the Council will address homelessness within Crawley, and is informed by the Homelessness Review which took place in early 2014. An annual update is published setting out achievements over the course of the year. The Homelessness Strategy will be revised following the introduction of the Homelessness Reduction Act and this work will be informed by a new Homeless Review which will be undertaken in 2018. Key achievements have included a review and revision of the Council's allocation policy to provide a more effective homelessness prevention tool and speed the flow through temporary accommodation. The Council has been able to significantly reduce the use of nightly paid (B&B) accommodation result. Other key achievements have included a significant reduction in street homelessness through effective multi-agency and outreach working, developing new self-contained temporary accommodation and boosting housing supply through an own-build and an enabling programme to deliver 1000 new affordable homes over a 4 year period.

Local Partnerships

The Council has a key role in a number of local partnerships, working for the benefits of residents and the community to improve the quality of life, including:

- Safer Crawley Partnership - formed in 1998 in response to the Crime and Disorder Act 1998.
- Crawley Wellbeing - a free, friendly and impartial service from your local authority, run in partnership with West Sussex County Council and the local NHS.
- Economic Partnerships, LEAG, Crawley Growth Programme,
- We are also statutory members of the Local Safeguarding Children Board, the Adult Safeguarding Board and the West Sussex Health & Wellbeing Board.

Agenda Item 4

- Strategic Housing - the Council both leads and participates in a range of groups providing a multi-agency response to tackling street homelessness and providing improved outcomes for care leavers, ex-offenders and people with supported housing needs.

The Council also participates in national and County-wide partnership initiatives, including:

- Coast to Capital LEP
- Greater Brighton Economic Board

DETERMINING THE INTERVENTIONS NECESSARY TO OPTIMISE THE ACHIEVEMENT OF THE INTENDED OUTCOMES

Effectiveness of Governance Framework

The Council has responsibility for reviewing the effectiveness of its governance framework and this is undertaken by work of the Corporate Management Team in their development and maintenance of the governance environment. The Audit and Risk Manager produces an annual report and specifically comment's on the governance framework, as does the External Auditor. Areas identified for improvement are acted upon by CMT.

Financial Measures

Crawley Borough Council publishes its Annual Statement of Accounts in accordance with CIPFA guidelines and the annual Budget is approved by Full Council and monitored and reported upon regularly.

Consultations

To be effective this policy aims to inspire and support a genuine two-way dialogue with all sections of the community and other stakeholders. There are a number of ways people can get involved and connect with the council. Local people have the option to engage in a dialogue through: social media sites (including Facebook and twitter), petition schemes, neighbourhood forums, council meetings (open to the public), their local Councillor and through the citizens panel.

Internally, a Statement of Community Involvement has been developed to guide council staff through the consultation process. The agreed process ensures that engagement activity is relevant, accessible, transparent and responsive. To increase awareness and participation, consultations are proactively promoted via publications (printed and digital), press releases, social media, email, town notice boards and the council's website. A council publication, *Crawley Live*, is published quarterly and mailed to every household in Crawley to keep residents informed. Various methods are used (depending on the scope of the consultation) to seek people's views, including questionnaires, public events and exhibitions, focus groups, satisfaction surveys and feedback forms. A list of current consultations and consultation events is available on the council's website at www.crawley.gov.uk/consultation

Public Consultation

Where appropriate the council has carried out public consultations. There were a number of key consultations carried out during 2017/18, which included proposed changes to waste and recycling services, and regeneration projects for Queensway, Three Bridges Station and the Town Hall. All information gathered from public consultations is analysed and considered as part of the council's decision making process.

DEVELOPING THE COUNCIL'S CAPABILITY, INCLUDING THE CAPABILITY OF ITS LEADERSHIP AND THE INDIVIDUALS WITHIN IT

Recruitment, Training and Development

Agenda Item 4

Human Resources policies and procedures are in place to facilitate the recruitment and retention of capable staff. The Council operates a robust interview and selection process to ensure that staff are only appointed if they have the right levels of skills and experience to effectively fulfil their role. All new staff attend corporate induction sessions and undertake an e-learning induction package. Suitable training is available to support all staff to carry out their roles to the best of their ability. Newly elected Councillors are required to attend an induction which includes information on: roles and responsibilities; political management and decision-making; financial management and processes; health and safety; information governance; and safeguarding.

Councillor's attendance at meetings is recorded via the Modern.Gov system. In the event of continual non-attendance for 4 months the matter will be passed to the Leader of the political group concerned for action to be taken. Should a Councillor fail to attend any formal meeting of the Council, for a period of 6 months, they relinquish being a Councillor. Each Group may seek approval from the Full Council to extend the 6 month non-attendance period, in exceptional circumstances.

Performance issues relating to staff are dealt with by the Manager / Head of Service.

Legal Compliance

The Council's Constitution clearly defines the roles and responsibilities of the Chief Executive, Chief and Senior Officers, Councillors and Committees and outlines procedural standards, scheme of delegation and protocol on Council/Officer relations.

The Monitoring Officer, who is the Head of Legal & Democratic Services Manager is responsible for legal compliance, Conduct and Compliance and working with departments to advise on legal issues across the Council.

Financial Compliance

The Head of Finance, Revenues and Benefits is the designated S151 Officer and has overall financial responsibility within the Council, as outlined in the Constitution.

MANAGING RISKS AND PERFORMANCE THROUGH ROBUST INTERNAL CONTROL AND STRONG PUBLIC FINANCIAL MANAGEMENT

Effective scrutiny

The Council operates an Overview and Scrutiny Commission which has its own terms of reference, as outlined in the Council's Constitution. This Commission supports the work of the Cabinet and the Council as a whole. It allows citizens to have a greater say in Council matters by holding public inquiries into matters of local concern. These lead to reports and recommendations which advise the Cabinet and the Council as a whole on its policies, budget and service delivery. The Overview and Scrutiny Commission also monitors the decisions of the Cabinet. This enables them to consider whether the decision is appropriate. They may recommend that the Cabinet reconsider or amend the decision. They may also be consulted by the Cabinet or the Council on forthcoming decisions and the development of policy.

Financial management

The Head of Finance, Revenues and Benefits (S151 Officer) is responsible for leading the promotion and delivery of good financial management so that public money is safeguarded at all times, ensuring that budgets are agreed in advance and are robust, that value for money is provided by our services, and that the finance function is fit for purpose. They provide advice on financial matters to both the Cabinet Executive and full Council and is actively involved in ensuring that the authority's strategic objectives are delivered sustainably in line with long term financial goals. The Head of Finance, Revenues and Benefits, together with

Agenda Item 4

Finance team, ensure that new policies or service proposals are costed, financially appraised, fully financed and identifies the key assumptions and financial risks that face the council.

Risk management

All significant (strategic) risks are discussed by CMT and reported to the Audit Committee on a quarterly basis.

IMPLEMENTING GOOD PRACTICES IN TRANSPARENCY REPORTING AND AUDIT TO DELIVER EFFECTIVE ACCOUNTABILITY

Internal Audit

The Audit and Risk Manager (Head of Internal Audit) is a qualified member of the Chartered Institute of Internal Auditors and they have full access to CMT and the Audit Committee. The audit team is properly resourced and the Council is in compliance with the CIPFA statement on the Role of the Head of Internal Audit (2010) and Public Sector Internal Audit Standards.

The Audit and Risk Manager provides an independent and objective annual opinion on the effectiveness of internal control, risk management, and governance each year. This is carried out by the Internal Audit team in accordance with the Public Sector Internal Audit Standards. The Audit and Risk Manager reports to the Audit Committee on a quarterly basis.

Overview and Scrutiny Commission

The Council's Overview and Scrutiny Commission supports the work of the Cabinet and the Council as a whole. It allows citizens to have a greater say in Council matters by holding public inquiries into matters of local concern. These lead to reports and recommendations which advise the Cabinet and the Council as a whole on its policies, budget and service delivery. The Overview and Scrutiny Commission also monitors the decisions of the Cabinet. This enables them to consider whether the decision is appropriate. They may recommend that the Cabinet reconsider the decision.

Audit Committee

The role of the Audit Committee is to review and assess the adequacy of the Council's internal audit and risk management arrangements. This Committee meets quarterly and receives the reports from the Audit and Risk Manager, including their progress reports and Annual Report. This committee approves the Internal Audit Plan, ensures the Audit and Risk section is properly resourced and reviews the effectiveness of the Council's risk management arrangements.

Governance Committee

The Governance Committee will deal with Constitutional matters, the Conduct of Councillors, Political Management Arrangements, Corporate Governance, Councillors' Allowances, Elections and all non-Executive functions not specifically delegated to another Committee or Sub-Committee of the Council. This Committee specifically monitors and reviews the Corporate Governance of the Council including giving consideration of the Authority's Annual Governance Statement.*

Agenda Item 4

Annual accounts

The Council publishes full audited accounts each year which are published on the website at <http://www.crawley.gov.uk/pw/sitesearch/index.htm?q=accounts%23>

REVIEW OF EFFECTIVENESS

Crawley Borough Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of the CMT, who have responsibility for the development and maintenance of the governance environment, the Audit and Risk Manager's Annual Report, and also by comments made by relevant stakeholders, the external auditors and other review agencies and inspectorates.

SIGNIFICANT GOVERNANCE ISSUES (this is for 2017/2018)

- Operational Risk Management – outcome of the audit report – training has been agreed.
- IT Disaster Recovery Plan not tested – A desktop exercise was carried out at Bewbush Centre in January 2018. This is the Council's designated business continuity centre. The majority of the Council's systems are now available at this location.
- Whistleblowing policy and Anti-Fraud and Corruption policies out of date – updated February 2018.

PROPOSED ACTION

We propose over the coming year to take steps to address the above matters to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

Signatures:

..... Date:

Leader of the Council

..... Date:

Chief Executive

CHANGES TO THE CONSTITUTION (LDS/140)

<u>Function</u>	<u>Proposed amendment</u>	<u>Reason for amendment</u>
<p>Functions of the Licensing Committee under the Licensing Act 2003 – page 111</p> <p>(Mike Lyons)</p>	<p>Where appropriate:</p> <ul style="list-style-type: none"> • Deleted wording is shown as crossed through • Additional wording is shown in bold <p>That the functions attached as an appendix to this document be inserted at the end of that section.</p>	<p>To reflect changes in the Licensing Act 2003.</p>
<p>Council Procedure Rules – Page 167</p> <p>(Chris Pedlow)</p>	<p>Amend paragraph 2.2(a) “Duration of Meeting: Guillotine (Concluding the Meeting)” as follows:</p> <p>“(a) <i>Concluding the Meeting</i></p> <p>If the business of the Council meeting has not been concluded within two and a half hours, unless the majority of Members present vote for the meeting to continue for a period up to 30 minutes if required, the following procedure will be implemented. Following the meeting’s initial extension, consideration will be given to extending the meeting by further periods of up to 30 minutes if required however, no further extensions may be called to extend the meeting beyond 11.00pm when the guillotine will come into effect”.</p>	<p>In preparation for the first Full Council meeting at the Charis Centre which is expected to take place on 13 December 2017. The building closes at 11.30pm.</p>

Functions of the Licensing Committee under the Licensing Act 2003

- (92) Power to suspend or revoke a personal licence in accordance with the provisions of s132A of the Licensing Act 2003.
- (93) Power to take all decisions and actions under section 132A (other than that of suspending or revoking a licence) including: whether to refer a personal licence holder to a Licensing Sub-Committee, and giving notice to a licence holder notice under section 132A(4)..

Delegation of Functions to the Licensing Sub-Committee (concurrently with the Licensing Committee)

Power to suspend or revoke a personal licence in accordance with the provisions of s132A of the Licensing Act 2003.

Delegation of Functions (concurrently with the Licensing Committee and Licensing Sub-Committee)

The following function is delegated to the Head of Economic and Environmental Services and/or the Head of Strategic Housing and Planning

Power to take all decisions and actions under section 132A (other than that of suspending or revoking a licence) including: whether to refer a personal licence holder to a Licensing Sub-Committee, and giving notice to a licence holder notice under section 132A(4).