

Crawley Borough Council

Overview and Scrutiny Commission

Agenda for the **Overview and Scrutiny Commission** which will be held in **Committee Room A & B - Town Hall**, on **Monday, 27 November 2017** at **7.00 pm**

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Nightline Telephone No. 07881 500 227



Head of Legal and Democratic Services

Membership:
Councillors

B A Smith (Chair), T G Belben (Vice-Chair), M L Ayling,
Dr H S Bloom, R G Burgess, C A Cheshire, I T Irvine, R A Lanzer,
T Lunnon, A Pendlington, T Rana, K Sudan and L Vitler

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Published 17 November 2017

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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 and Whipping Declarations	
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.	
Councillors must also declare if they are subject to their party group whip in relation to any items under consideration.	
3. Minutes	5 - 10
To approve as a correct record the minutes of the Overview and Scrutiny Commission held on 6 November 2017 and consider any matters arising.	
4. Public Question Time	
To answer any questions or hear brief statements from the public which are relevant to the items on this agenda. The period will end after 15 minutes or later at the Chair's discretion.	
5. Treasury Management Mid-Year Review 2017-2018	11 - 22
To consider Report FIN/426 of the Head of Finance, Revenues and Benefits.	
6. Town Centre Signage and Wayfinding	23 - 44
To consider Report PES/252 of the Head of Economic and Environmental Services.	
7. Town Centre Regeneration Programme	45 - 62
To consider Report PES/261 of the Head of Economic and Environmental Services.	
8. Establishment of and Appointments to Scrutiny Panels	
It is the responsibility of the Commission to establish Scrutiny Panels as required, to appoint a Chair to each Panel and agree the number of Members to be appointed to each Panel.	
In accordance with the Local Government and Housing Act 1989, the Commission is recommended to consider the establishment and any nominations received to date for the 'Review of Outside Bodies and Organisations' Scrutiny Panel.	

	Pages
<p>9. Health and Adult Social Care Select Committee (HASC)</p> <p>To receive a brief update on the Health and Adult Social Care Select Committee (HASC).</p>	
<p>10. Forward Plan - and Provisional List of Reports for the Commission's following Meetings</p> <p>To consider any requests for items to be referred to the Commission.</p>	
<p>11. Supplemental Agenda</p> <p>Any urgent item(s) complying with Section 100(B) of the Local Government Act 1972.</p>	
<p>12. Exempt Information - Exclusion of the Public</p> <p>The Commission is asked to consider passing the following resolution:-</p> <p>That under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act by virtue of the paragraphs specified against the item.</p>	
<p>13. Acquisition of College Car Park Scheme - An Affordable Housing Opportunity</p> <p>Exempt Paragraph 3</p> <p>Information relating to financial and business affairs of any particular person (including the Authority holding that information).</p> <p>To consider Report CH/178 of the Head of Crawley Homes.</p>	63 - 66

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Crawley Borough Council

Minutes of Overview and Scrutiny Commission

Monday, 6 November 2017 at 7.00 pm

Councillors Present:

B A Smith (Chair)

T G Belben (Vice-Chair)

M L Ayling, R G Burgess, C A Cheshire, I T Irvine, R A Lanzer, T Lunnon, A Pendlington,
T Rana and K Sudan

Also in Attendance:

Councillors B J Burgess, K L Jaggard, A C Skudder, P C Smith and J Tarrant

Officers Present:

Sarah Barnes	Service Development and Project Manager
Ann-Maria Brown	Head of Legal and Democratic Services
Carrie Burton	Transformation Manager
Karen Dodds	Head of Crawley Homes
Lucasta Grayson	Head of People and Technology
Heather Girling	Democratic Services Officer
Chris Pedlow	Democratic Services Manager

Apologies for Absence:

Councillor Dr H S Bloom

Natalie Brahma-Pearl

Absent:

Councillor L Vitler

1. Disclosures of Interest and Whipping Declarations

The following disclosures were made:

Councillor	Item and Minute	Type and Nature of Disclosure
Councillor R A Lanzer	Transformation Plan and Review of Current Progress (Minute 5)	Personal Interest – Member of WSCC

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Councillor C A Cheshire	Town Centre Parking Scrutiny Panel (Minute 6)	Personal Interest – Member of TAG
Councillor R A Lanzer	Town Centre Parking Scrutiny Panel (Minute 6)	Personal Interest – Member of WSSC
Councillor B A Smith	Town Centre Parking Scrutiny Panel (Minute 6)	Personal Interest – Member of WSSC

2. Minutes

The minutes of the meeting of the Commission held on 2 October 2017 were approved as a correct record and signed by the Chair of that meeting Councillor Cheshire.

3. Public Question Time

No questions from the public were asked.

4. Receiving Customers in the Town Hall

The Commission considered report PAT/30 with the Head of People and Technology and the Service Development and Project Manager. An update was provided to Members on the significant improvements that had been made to the delivery of services.

During the discussion, the following points were expressed:

- It was acknowledged that there were limitations within the existing building.
- The current podium had assisted in providing a focal point for customers and officers. However, it was felt that this could be more prominent and professional.
- Queries were raised regarding the ICT equipment, potential lack of privacy and the welfare of staff. It was recognised that the ICT equipment had improved considerably and the floorwalkers provided flexibility in terms of privacy. Health and safety was a prime concern and training and risk assessments were undertaken.
- Confirmation was sought and obtained on the frequency of fire alarm testing and fire drills within the building.
- There was recognition that there were benefits in providing good signage, clear identity for staff whilst offering flexibility in terms of roles.
- It was felt it would be beneficial to take steps to manage customer flow.
- There was concern raised regarding the access to the Town Hall building in the evenings and requested an update on its operation. It was recognised that positive elements of access wanted to be recreated in the design of the accommodation brief of the new town hall.
- Concept designs for the new town hall were still being progressed, along with the development of the facilities management contract. It was important to continue to experiment with different ideas.
- It was acknowledged that it was most important to provide the best possible service to customers and various approaches would be consulted upon, including a further Members' seminar.

RESOLVED

That the contents of the report be noted and that the Cabinet Member and Community Facilities Manager consider the comments. The Chair thanked the officers for their contribution and attendance at the Commission.

5. Transformation Plan and Review of Current Progress

The Commission received an update from the Transformation Manager. The Transformation Plan was currently being revised and it was envisaged that this would provide a more holistic approach focusing on 7 pillars:

1. Values and Behaviours
2. New town hall
3. Digital Transformation
4. Systems Thinking
5. New Ways of Working
6. Commercial
7. Removing Bureaucracy

It was thought that this would bring together service functions and promote future direction. The new Transformation Plan would provide individual actions for each area and it was felt that updates would still be presented to the Commission and that Members would use the Transformation Plan to scrutinise council services and future delivery.

Members' main comments included:

- Values and behaviours included aspects such as 'good communicators', 'being decisive' and 'customer orientated'.
- It was important that services needed to be easy for customers to access. Services need to be more efficient and digital transformation needed to be driven by customer demand.
- It was recognised that 'web chat' had exceeded email communication for some customers. It was important to respond to customer need and methods of customer contact.
- There was acknowledgement that the holistic approach would provide a more joined up way of working between services and assist in future delivery.
- The new Transformation Plan would be presented to the Commission once designed.

RESOLVED

The Commission welcomed the update and would look forward to receiving the new Transformation Plan.

6. Town Centre Parking Scrutiny Panel Update Report

The Commission considered report CH/177 with the Head of Crawley Homes. The Commission considered report CH/177 with the Head of Crawley Homes. The purpose of the report was to provide the Commission with an update following the conclusion of the Town Centre Car Parking Scrutiny Panel.

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It was added that further changes would be progressed as part of the Town Centre Regeneration, Town Centre Signage and Wayfinding projects and WSCC Road Space Audit.

During the discussion, Members made the following comments:

- It was recognised that the introduction of a car parking app may not be wholly beneficial as the majority of information was available on websites.
- It was thought it would be beneficial to have an electronic display system at the entrance to Queensway to notify of any empty spaces for the Parkside car park. This would assist the reduction in traffic flow along Queensway.
- It was acknowledged that some disabled bays within the town do not meet full British standards. Furthermore some car parks require further signage with regards to disabled parking.
- Concern was raised over the future residential parking in the town centre and the need for promoting different modes of transport including electric vehicles.
- There was recognition that the report confirmed the actions following the previous scrutiny review and that any further work should not compromise or contradict the work of the Road Space Audit.
- Acknowledgement that there was presently only one air pollution monitoring station within the town and vehicle emissions may be one way to promote the use of alternative methods of transport.
- There were concerns regarding the enforcement within the town as it was felt this was under resourced within neighbourhoods. Whilst an explanation was provided regarding the arrangements between WSCC and CBC, further information was requested regarding the current finances, funding and operation of the enforcement service. It was agreed that any detail concerning the road space audit could be compiled for WSCC.

RESOLVED

That the contents of the report be noted and that further information be requested from the Head of Crawley Homes. Any detail concerning the road space audit could be compiled for WSCC. The Chair thanked the Head of Crawley Homes for their contribution and attendance at the Commission.

7. Health and Adult Social Care Select Committee (HASC)

The next meeting of HASC was scheduled for 9 November 2017. An update would follow at the next meeting.

8. Forward Plan - and Provisional List of Reports for the Commission's following Meetings

The Commission confirmed the following reports:

- Treasury Management Mid-Year Review
- Town Centre Signage and Wayfinding
- Town Centre Regeneration Programme

Closure of Meeting

With the business of the Overview and Scrutiny Commission concluded, the Chair

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declared the meeting closed at 9.05pm.

B A Smith
Chair

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Crawley Borough Council

Report to Overview and Scrutiny Commission 27 November 2017

Report to Cabinet 29 November 2017

Treasury Management Mid-Year Review 2017/2018

Report of the Head of Finance, Revenues and Benefits, **FIN/426**

1. Purpose

- 1.1 This report provides an update on the Council's Treasury Management Strategy for the two first quarters of 2017/2018

2. Recommendations

- 2.1 To the Overview and Scrutiny Commission:

That the Commission consider the report and decide what comments, if any, it wishes to submit to the Cabinet.

- 2.2 To the Cabinet

That the Cabinet is recommended to:

- note the report and the treasury activity for the first two quarters of 2017/2018;

3. Reasons for the Recommendations

- 3.1 The CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management recommends that members be updated on treasury management activities regularly (Treasury Management Strategy Statement, annual and midyear reports). This report, therefore, ensures this Council is implementing best practice in accordance with the Code.

4. Interest rate forecasts

- 4.1 The Council's treasury advisor, Capita Asset Services, has provided the following forecast:

	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20
Bank rate	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	0.75%
5yr PWLB rate	1.50%	1.60%	1.70%	1.70%	1.80%	1.80%	1.90%	1.90%	2.00%	2.00%
10yr PWLB rate	2.20%	2.30%	2.30%	2.40%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%
25yr PWLB rate	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%
50yr PWLB rate	2.70%	2.70%	2.80%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%

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- 4.2 The increase to 0.5% at the November MPC meeting raises the question as to whether the MPC will stop at just withdrawing the emergency Bank Rate cut of 0.25% in August 2016, after the result of the EU withdrawal referendum, or whether they will embark on a series of further increases in Bank Rate during 2018.
- 4.3 The overall balance of risks to economic recovery in the UK is currently to the downside but huge variables over the coming few years include just what final form Brexit will take, when finally agreed with the EU, and when.

5. Annual Investment Strategy

- 5.1 The Treasury Management Strategy Statement (TMSS) for 2017/18, which includes the Annual Investment Strategy, was approved by this Council on 22 February 2017. It sets out the Council's investment priorities as being:
- Security of capital
 - Liquidity; and
 - Yield.

6. Compliance with Treasury and Prudential Limits

- 6.1 It is a statutory duty for the Council to determine and keep under review the affordable borrowing. The Council's approved Treasury and Prudential Indicators (affordability limits) are included in the approved TMSS.
- 6.2 During the financial year to date the Council has operated within the treasury and prudential indicators set out in the Council's Treasury Management Strategy Statement and in compliance with the Council's Treasury Management Practices. The prudential and treasury Indicators are shown in Appendix 3.

7. Investment Portfolio 2017/18

- 7.1 The Council held £137.0m of investments as at 30 September 2017 (£118.2m at 31 March 2017).

Investments	31 March 2017 £'000	30 September 2017 £'000	Rate/ Return	Average Life yrs
Local Authorities	51,000	56,000	0.81%	0.60
UK Banks	6,887	19,558	0.50%	0.35
UK Building Societies	3,500	7,000	0.35%	0.32
Money Market Funds	3,290	4,890	0.21%	0.00
Overseas Banks	39,510	42,352	0.49%	0.47
Corporate Bonds	13,996	7,175	0.59%	0.16
Total	118,183	136,975	0.61%	0.46

A full list of investments held as at 30th September 2017 is in appendix 2.

- 7.2 In addition to the treasury investments in 7.1 above, the Council also has £14.12m invested in Investment Properties. These investments are deemed capital expenditure, and as such are an application (spending) of capital resources. As such, these investments are not included in the treasury management indicators, but have been included in the list of investments in appendix 2. There is a further budget of £5.0m to purchase additional investment properties.

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- 7.3 The Head of Finance, Revenues and Benefits confirms that the approved limits within the Annual Investment Strategy were not breached during the first six months of 2017/18.
- 7.4 Investment performance for the financial year to date as at 30 September 2017:

Benchmark	Benchmark Return	Council Performance	Investment Interest Earned
7 day LIBID + 0.2%	0.31%	0.63%	£418,669

The performance above is the return achieved for the half year. This is different from the table in 7.1 as this shows the average rate on the investments actually held on 30 September.

8. Borrowing

- 8.1 The Council borrowed £260.325m in March 2012 for HRA self-financing. The average borrowing rate is 3.19%. There has been no requirement for further borrowing in 2017/2018.

9. Implications

- 9.1 The Council is under a duty to manage its resources prudently and therefore due consideration must always be given to its borrowing and lending strategy. A wide range of local authority financial activities, including borrowing, lending, financial management, and the approval of types of investment vehicle are governed by legislation and various regulations. The Council is obliged to comply with these. There are no other legal implications arising in this report.
- 9.2 The financial implications are addressed throughout this report.
- 9.3 Risks are highlighted throughout this report, but appendix 1 addresses risks in the interest rate forecast, and appendix 3 addresses the risk to security, liquidity and yield of the Council's investment strategy.

10. Background Papers

[Treasury Management Strategy for 2017/2018 – Cabinet, 8 February 2017 \[report FIN/404 refers\]](#)

Quarterly Budget Monitoring 2017/2018 Quarter 2 – Cabinet, 29 November 2017 [report FIN/427 refers]

[Budget and Council Tax for 2017/18 - Cabinet, 8 February 2017 \[report FIN/401 refers\]](#)

“Treasury Management in the Public Services - Code of Practice and Cross-Sectoral Guidance Notes”, 2011 Edition - Chartered Institute of Public Finance and Accountancy

“The Prudential Code for Capital Finance in Local Authorities”, 2011 Edition - Chartered Institute of Public Finance and Accountancy

[DCLG Guidance on Local Government Investments \(Second Edition\)](#)

Report author and contact officer: Paul Windust, Chief Accountant (01293 438693)

Economic background

UK. After the UK economy surprised on the upside with strong growth in 2016, growth in 2017 has been disappointingly weak; quarter 1 came in at only +0.3% (+1.7% y/y) and quarter 2 was +0.3% (+1.5% y/y) which meant that growth in the first half of 2017 was the slowest for the first half of any year since 2012. . The main reason for this has been the sharp increase in inflation, caused by the devaluation of sterling after the referendum, feeding increases in the cost of imports into the economy. This has caused, in turn, a reduction in consumer disposable income and spending power and so the services sector of the economy, accounting for around 75% of GDP, has seen weak growth as consumers cut back on their expenditure. However, more recently there have been encouraging statistics from the manufacturing sector which is seeing strong growth, particularly as a result of increased demand for exports. It has helped that growth in the EU, our main trading partner, has improved significantly over the last year. However, this sector only accounts for around 11% of GDP so expansion in this sector will have a much more muted effect on the average total GDP growth figure for the UK economy as a whole.

The Monetary Policy Committee (MPC) meeting of 14 September 2017 surprised markets and forecasters by suddenly switching to a much more aggressive tone in terms of its words around warning that Bank Rate will need to rise. The Bank of England Inflation Reports during 2017 have clearly flagged up that they expected CPI inflation to peak at just under 3% in 2017, before falling back to near to its target rate of 2% in two years time. Inflation actually came in at 2.9% in August, (this data was released on 12 September), and so the Bank revised its forecast for the peak to over 3% at the 14 September meeting MPC. This marginal revision can hardly justify why the MPC became so aggressive with its wording; rather, the focus was on an emerging view that with unemployment falling to only 4.3%, the lowest level since 1975, and improvements in productivity being so weak, that the amount of spare capacity in the economy was significantly diminishing towards a point at which they now needed to take action. In addition, the MPC took a more tolerant view of low wage inflation as this now looks like a common factor in nearly all western economies as a result of increasing globalisation. This effectively means that the UK labour faces competition from overseas labour e.g. in outsourcing work to third world countries, and this therefore depresses the negotiating power of UK labour. However, the Bank was also concerned that the withdrawal of the UK from the EU would effectively lead to a decrease in such globalisation pressures in the UK, and so would be inflationary over the next few years.

Following the guidance from the MPC it became likely that the MPC would increase Bank Rate to 0.5% in November, which proved to be the case. The big question after this rise will be whether this will be a one off increase or the start of a slow, but regular, increase in Bank Rate. As at the start of October, short sterling rates are indicating that financial markets do not expect a second increase until May 2018 with a third increase in November 2019. However, some forecasters are flagging up that they expect growth to improve significantly in 2017 and into 2018, as the fall in inflation will bring to an end the negative impact on consumer spending power while a strong export performance will compensate for weak services sector growth. If this scenario were to materialise, then the MPC would have added reason to embark on a series of slow but gradual increases in Bank Rate during 2018. While there is so much uncertainty around the Brexit negotiations, consumer confidence, and business confidence to spend on investing, it is far too early to be confident about how the next two years will pan out.

EU. Economic growth in the EU, (the UK's biggest trading partner), has been lack lustre for several years after the financial crisis despite the ECB eventually cutting its main rate to -0.4% and embarking on a massive programme of QE. However, growth picked up in 2016 and now looks to have gathered ongoing substantial strength and momentum thanks to this stimulus. GDP growth was 0.5% in quarter 1 (2.0% y/y) and 0.6% in quarter (2.3% y/y). However, despite providing massive monetary stimulus, the European Central Bank is still struggling to get inflation up to its 2% target and in August inflation was 1.5%. It is therefore unlikely to start on an upswing in rates until possibly 2019.

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USA. Growth in the American economy has been volatile in 2015 and 2016. 2017 is following that path again with quarter 1 coming in at only 1.2% but quarter 2 rebounding to 3.1%, resulting in an overall annualised figure of 2.1% for the first half year. Unemployment in the US has also fallen to the lowest level for many years, reaching 4.4%, while wage inflation pressures, and inflationary pressures in general, have been building. The Fed has started on a gradual upswing in rates with three increases since December 2016; and there could be one more rate rise in 2017 which would then lift the central rate to 1.25 – 1.50%. There could then be another four more increases in 2018. At its June meeting, the Fed strongly hinted that it would soon begin to unwind its \$4.5 trillion balance sheet holdings of bonds and mortgage backed securities by reducing its reinvestment of maturing holdings.

Chinese economic growth has been weakening over successive years, despite repeated rounds of central bank stimulus; medium term risks are increasing. Major progress still needs to be made to eliminate excess industrial capacity and the stock of unsold property, and to address the level of non-performing loans in the banking and credit systems.

Japan is struggling to stimulate consistent significant growth and to get inflation up to its target of 2%, despite huge monetary and fiscal stimulus. It is also making little progress on fundamental reform of the economy.

Detailed holdings at 30 September 2017

APPENDIX 2

Counter Party	Deal Ref	Issue	Maturity	Days to Mature	Interest Rate	Nominal (£m)	Total (£m)	Limit (£m)	Rating
AUSTRALIA BANKS									
Australia and New Zealand Banking Group	2436	17/08/2017	03/08/2018	307	0.400%	0.996	0.996	10.000	AA-
Commonwealth Bank of Australia	2422	24/05/2017	23/05/2018	235	0.520%	5.000			
	2439	01/09/2017	31/08/2018	335	0.500%	2.000	7.000	10.000	AA-
National Australia Bank Ltd	2409	17/01/2017	08/11/2017	39	0.547%	1.808	1.808	10.000	AA-
UK BANKS									
Goldman Sachs International Bank	2391		notice account	182	0.755%	2.000			
	2432	31/07/2017	31/01/2018	123	0.560%	3.500			
	2438	01/09/2017	01/03/2018	152	0.550%	2.000	7.500	10.000	A+
Lloyds Bank plc	20		01/10/2017	1	0.150%	2.057	2.057	10.000	A
The Royal Bank of Scotland plc	2427	28/06/2017	27/06/2018	270	0.660%	2.000			
	2428	04/07/2017	29/06/2018	272	0.613%	3.002	5.002	15.000	BBB+
Sumitomo Mitsui Banking Corporation	2424	02/06/2017	01/12/2017	62	0.360%	3.000			
	2430	17/07/2017	17/01/2018	109	0.370%	2.000	5.000	10.000	A
UK BUILDING SOCIETIES									
Coventry BS	2440	01/09/2017	01/03/2018	152	0.350%	2.000			
	2442	07/09/2017	07/03/2018	158	0.350%	2.000	4.000	10.000	A
Nationwide BS	2421	15/05/2017	15/11/2017	46	0.370%	1.500			
	2435	08/08/2017	08/02/2018	131	0.320%	1.500	3.000	10.000	A+
CANADA BANKS									
Toronto Dominion Bank	2444	18/09/2017	17/09/2018	352	0.510%	2.000	2.000	10.000	AA-
CORPORATE BONDS									
BG Energy Capital plc	2403	14/12/2016	07/12/2017	68	0.591%	1.996	1.996	2.000	A
Daimler AG	2399	05/12/2016	08/11/2017	39	0.703%	2.000	2.000	2.000	A-
Deutsche Bahn Finance BV	54	11/08/2016	30/10/2017	30	0.389%	1.769	1.769	2.000	AA-
Prudential plc	2411	25/01/2017	19/01/2018	111	0.658%	1.410	1.410	2.000	A
DENMARK BANKS									
Danske Bank	2441	05/09/2017	05/03/2018	156	0.282%	2.001	2.001	10.000	A
FRANCE BANKS									
Credit Industriel et Commercial	2437	31/08/2017	28/02/2018	151	0.350%	1.500	1.500	10.000	A+

Counter Party	Deal Ref	Issue	Maturity	Days to Mature	Interest Rate	Nominal (£m)	Total (£m)	Limit (£m)	Rating
GERMANY BANKS									
Landesbank Hessen-Thueringen Giroze	2392	01/11/2016	31/10/2017	31	0.660%	3.000			
	2426	27/06/2017	26/06/2018	269	0.480%	1.500			
	2431	31/07/2017	31/01/2018	123	0.310%	2.000	6.500	10.000	A
LOCAL AUTHORITIES									
Dundee City Council	2401	15/12/2016	14/12/2017	75	0.450%	3.000	3.000	15.000	AA
East Dunbartonshire Council	2397	24/11/2016	23/11/2017	54	0.420%	2.000	2.000	15.000	AA
Glasgow City Council	2393	05/12/2016	04/12/2017	65	0.410%	5.000	5.000	15.000	AA
Kingston-Upon-Hull City Council	36	02/12/2013	02/12/2021	1524	2.750%	5.000	5.000	15.000	AA
London Borough of Enfield	2396	28/11/2016	27/11/2017	58	0.440%	5.000	5.000	15.000	AA
Mid Suffolk District Council	2419	27/04/2017	27/10/2017	27	0.450%	5.000	5.000	15.000	AA
Newcastle City Council	2412	03/04/2017	29/03/2018	180	0.500%	3.000	3.000	15.000	AA
North Tyneside MDC	2402	13/12/2016	12/12/2017	73	0.480%	3.000	3.000	15.000	AA
Peterborough City Council	33	11/03/2013	12/03/2018	163	1.750%	4.000	4.000	15.000	AA
Slough Borough Council	2413	20/02/2017	19/02/2018	142	0.600%	2.000	2.000	15.000	AA
Staffordshire Moorlands District Co	42	03/11/2014	03/11/2017	34	1.600%	2.000	2.000	15.000	AA
Stockport MBC	2415	03/04/2017	29/03/2018	180	0.580%	6.000	6.000	15.000	AA
Telford & Wrekin Council	2418	13/04/2017	19/10/2017	19	0.430%	4.000	4.000	15.000	AA
Thurrock Borough Council	2405	06/01/2017	05/01/2018	97	0.450%	2.000			
	2408	06/01/2017	05/01/2018	97	0.450%	2.000	4.000	15.000	AA
Warrington Borough Council	2398	29/11/2016	28/11/2017	59	0.450%	3.000	3.000	15.000	AA
MONEY MARKET FUNDS									
Standard Life Investments LF	4		01/10/2017	1	0.203%	2.890	2.890	6.000	AAA
Federated Prime Rate Cash Man	1		01/10/2017	1	0.209%	2.000	2.000	6.000	AAA
NETHERLANDS BANKS									
Rabobank Group	2390	13/10/2016	12/10/2017	12	0.600%	2.500			
	2404	15/12/2016	01/11/2017	32	0.604%	1.517			
	2406	05/01/2017	01/11/2017	32	0.559%	0.520			
	2407	05/01/2017	04/01/2018	96	0.490%	2.500	7.037	10.000	AA-
SINGAPORE BANKS									
DBS Bank Ltd	2423	26/05/2017	26/02/2018	149	0.450%	5.000	5.000	10.000	AA-
United Overseas Bank Ltd	2429	11/07/2017	11/01/2018	103	0.350%	2.500	2.500	10.000	AA-
SWEDEN BANKS									
Svenska Handelsbanken	17		01/10/2017	1	0.100%	0.010	0.010	10.000	AA

Counter Party	Deal Ref	Issue	Maturity	Days to Mature	Interest Rate	Nominal (£m)	Total (£m)	Limit (£m)	Rating
SWITZERLAND BANKS UBS AG	2420	15/05/2017	11/04/2018	193	0.573%	2.000			
	2434	02/08/2017	21/06/2018	264	0.492%	1.001			
	2443	12/09/2017	11/09/2018	346	0.480%	3.000	6.000	10.000	AA-
				172			136.975		
Investment Properties							14.124		
							151.099		

Agenda Item 5

Prudential and Treasury Indicators as at 30th September 2017

APPENDIX 3

Treasury Indicators	2017/18 Strategy £'000	30 September Actual £'000
Authorised limit for external debt	270,325	260,325
Operational boundary for external debt	260,325	260,325
Investments	83,110	136,975
Maturity structure of fixed rate borrowing - upper and lower limits:		
Under 12 months	0% - 10%	0%
12 months to 2 years	0% - 10%	0%
2 years to 5 years	0% - 10%	0%
5 years to 10 years	0% - 30%	24.5%
10 years to 20 years	0% - 80%	68.8%
20 years to 30 years	0% - 15%	6.7%
30 years to 40 years	0% - 10%	0%
40 years to 50 years	0% - 10%	0%
Upper limit of fixed interest rates based on:		
- Debt only	270,325	260,325
- Investments only	140,000	130,018
Upper limit of variable interest rates based on:		
- Debt only	10,000	0
- Investments only	40,000	6,957
Weighted average life of investments	Avg. 0.70 years Max 1.20 years	0.47
Short term deposits (<1 week's notice)	2,000	6,957
Upper limit for principal sums invested over 364 days	50,000	5,000

Agenda Item 5

Prudential Indicators	2017/18 Strategy £'000	Quarter 2 Forecast £'000
-----------------------	---------------------------	-----------------------------

General Fund

Capital expenditure	13,901	7,591
Capital Financing Requirement (CFR)	0	0
Annual change in CFR	0	0
In year borrowing requirement	0	0
Ratio of financing costs to net revenue stream	-4.51%	-6.91%

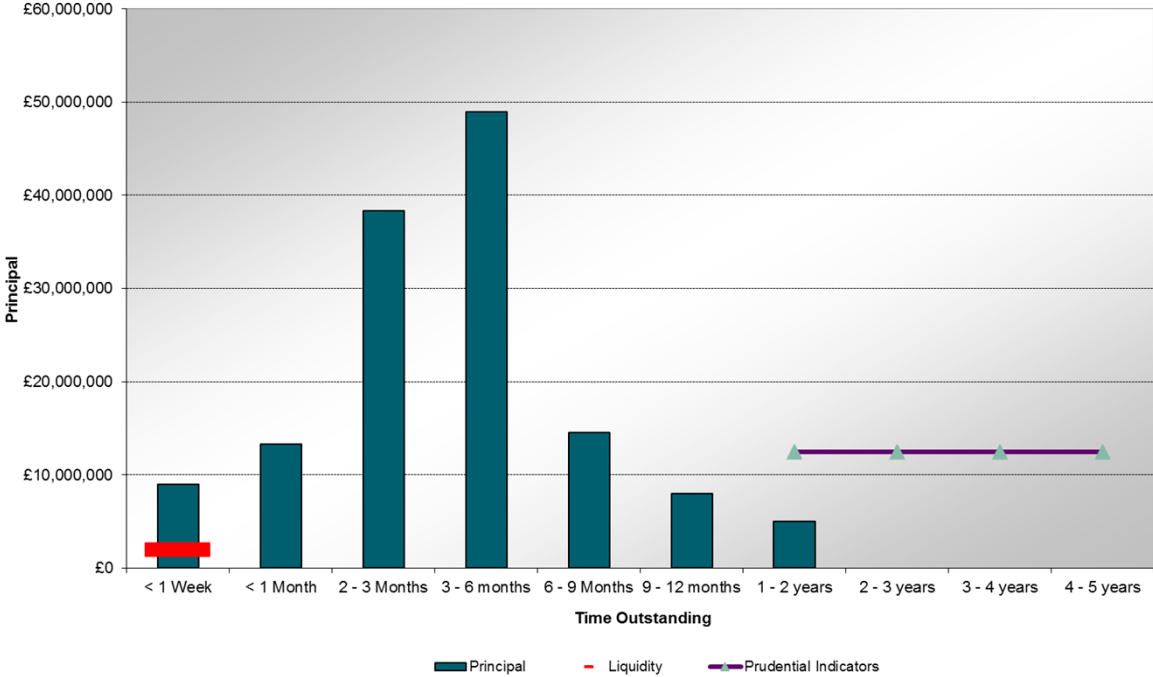
HRA

Capital expenditure	37,468	23,820
Capital Financing Requirement (CFR)	260,325	260,325
Annual change in CFR	0	0
In year borrowing requirement	0	0
Ratio of financing costs to net revenue stream	17.59%	17.60%

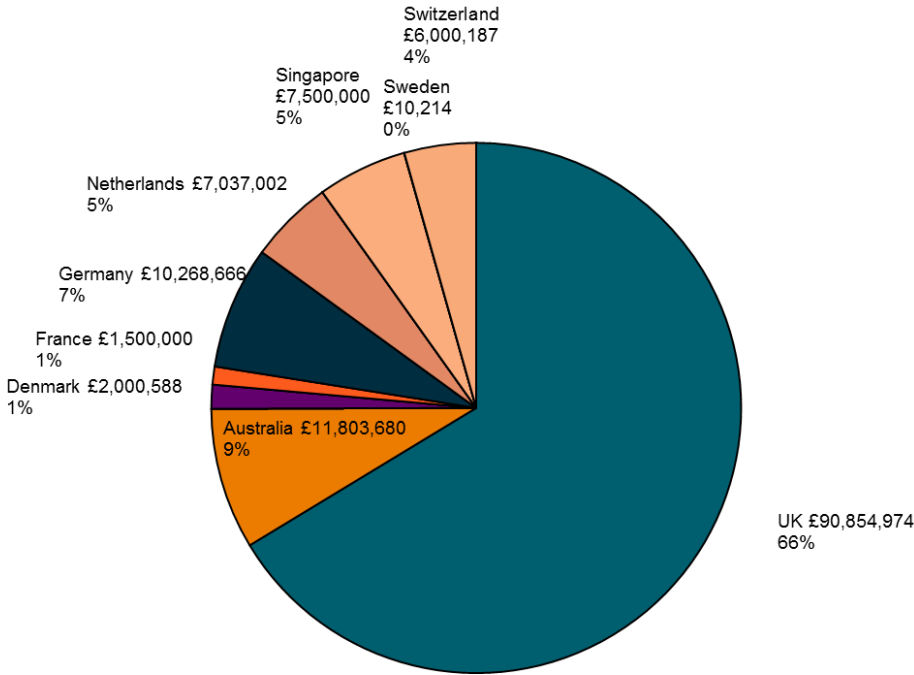
Incremental impact of capital investment decisions:-		
a) Increase in council tax (band change) per annum.	Nil	Nil
b) Increase in average housing rent per week.	Nil	Nil

Agenda Item 5

Compliance with Liquidity and Prudential Indicator Limits

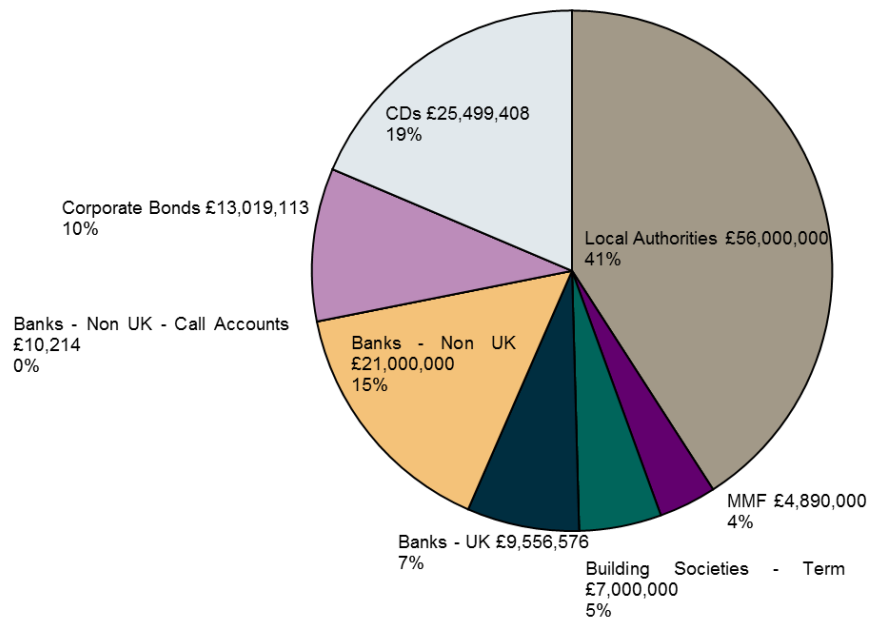


Country Limits



Agenda Item 5

Sector Diversification



Agenda Item 6

Crawley Borough Council

**Report to Overview and Scrutiny Commission
27 November 2017**

**Report to Cabinet
29 November 2017**

Town Centre Signage & Wayfinding

Report of the Head of Economic and Environmental Services, **PES/252**

1. Purpose

- 1.1 To note the findings of a signage and wayfinding audit in the town centre and the recommendations arising from that audit (Appendix A).
- 1.2 The report seeks Cabinet approval to draw down £180,000 from the approved Crawley Growth Programme budget of £2.8m.
- 1.3 The report requests that Cabinet grant delegated approval to the Head of Economic and Environmental Services in consultation with the Cabinet Member for Planning and Economic Development to agree the final design and placement locations of the signs.

2 Recommendations

- 2.1 To the Overview and Scrutiny Commission:

That the Commission consider the report and decide what comments, if any, it wishes to submit to the Cabinet.

- 2.2 To the Cabinet

The Cabinet is recommended to:

- a) Note the findings and recommendations of the signage and wayfinding audit in the town centre.
- b) Delegate authority to the Head of Economic and Environmental Services in consultation with the Cabinet Member for Planning and Economic Development to spend up to the allocated budget of £180,000 on the Town Centre signage and Wayfinding project.
- c) Delegate authority to the Head of Economic and Environmental Services in consultation with the Cabinet Member for Planning and Economic Development to agree the final design and placement locations of the signs.

Agenda Item 6

3 Reasons for the Recommendations

- 3.1 This project will replace the town centre's existing tired and broken signage with modern, high quality and easily maintainable signage.
- 3.2 Effective wayfinding situated in suitable locations, and including maps, will enable residents and visitors to better navigate and explore the town centre.

4 Background

- 4.1 The redevelopment of Queens Square presented an opportunity to replace the poor signage in this area with modern, informative and eye-catching signs.
- 4.2 This led to a wider review of signage across the town centre and highlighted a need to reconsider the provision, location and design of all signage in order to improve navigation and to encourage people to explore the whole town centre, encouraging a more even distribution of footfall.
- 4.3 The Town Centre Regeneration Programme includes high quality signage and wayfinding as a key priority in terms of marketing, branding and inward investment.
- 4.4 In April 2017, a design brief was issued and, following a robust procurement exercise, Wood and Wood were appointed to:-
 - a) undertake an audit of existing town centre signage and wayfinding;
 - b) identify improvements and make recommendations as to the numbers and placement of signage and wayfinding infrastructure across the town centre;
 - c) recommend designs for new town centre signage, based on a branding, philosophy and style, championed by the Town Centre Partnership Board.

5 Description of Issue to be resolved

- 5.1 The town centre has been subject to considerable development since the formation of the new town and as a result, signage is somewhat fragmented and, in some areas, non-existent.
- 5.2 The current directional and informational signs in the town centre are unattractive, of poor quality and offer limited information.
- 5.3 Opportunities to promote and signpost key areas beyond the town centre boundary are lacking e.g. Manor Royal, Three Bridges, The Hawth, K2.

6 Information & Analysis Supporting Recommendation

- 6.1 Wood and Wood identified 10 existing signs in the town centre (Appendix A, pages 2-4) which were in a variety of styles and condition. Following a number of site visits and desktop studies, they were able to identify the primary and secondary pedestrian route networks in the town centre and the

Agenda Item 6

key locations or landmark sites that are featured. They also looked at car parks, cycle routes and public toilets (including the new Changing Places facility).

- 6.2 Wood and Wood have recommended the installation of 12 x monolith signs and 8 x finger posts and the proposed locations are shown in Appendix A - Draft Crawley Legibility Report, pages 7-10.
- 6.3 Wood and Wood have developed concept designs for the new signs, following new town centre branding guidelines, developed for the Town Centre Partnership. After broad consultation with town centre stakeholders, these designs have been refined, including an alternative design which better fits the character of the High Street conservation area, which has the endorsement of the Crawley Central Area Conservation Committee.
- 6.4 The design and locations of signs have been agreed in principle with West Sussex County Council's Highways Team.
- 6.5 The following stakeholders have been consulted on the proposed signage at various stages of design, and their feedback and comments have informed the final design proposals which are shown in Appendix A - Draft Crawley Legibility Report, pages 11-16:
 - Town Centre Partnership
 - Historic High Street Business Forum
 - Professional Services Business Forum
 - Crawley Central Area Conservation Committee
 - Town Access Group
 - Cabinet Member for Planning & Economic Development
 - Economic Regeneration Member Working Group (meeting on 12 July)
 - Community Services (Neighbourhood Services)
 - Development Management
 - Forward Planning
 - Community Services
 - Environment Team
 - West Sussex County Council (Highways)
 - West Sussex County Council via Growth Board
- 6.6 In response to specific comments received during the consultation period, the following action has been taken:
 - a) The content of the signs has been developed in accordance with best practice principles as used by towns and cities across the UK including London, Bristol, Manchester and Leeds to work to ensure they are as easy to read as possible and that the colours are contrasting. This will ensure the signs are dementia friendly.
 - b) The land at the Leisure Park is not owned by the council, and attempts to engage the leisure park in the consultation process have been unsuccessful. Therefore a new sign will be located at the nearest practical space at the northern end of the High Street, at a junction with the entrance to the Travelodge hotel. The Leisure Park itself is featured on

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- the map and finger post signs in the area will direct people to and from the Park, highlighting its cinema, bowling and food and beverage outlets.
- c) QR codes are not widely used and the function to scan them is not included on new mobile devices as standard. Therefore, the decision has been taken not to include them on the new signs.
 - d) The signs have been designed to require the least amount of maintenance. Their stainless steel construction is easy to clean and does not show scratches easily. Consultation with Community Services assessed the cleaning required and what was possible within existing resources.
 - e) Extra stocks of the toughened glass panels will be kept in case of vandalism and new graphics can be printed and delivered within a matter of days.
 - f) The signs will feature 5 principal town centre retailers to add value where landmark buildings do not exist or are not obvious – e.g. Asda, Morrisons, Debenhams on the edge of the town centre. This will be an important means of facilitating wayfinding. If those retailers were to depart, we would simply update the glass panels. NB hotels have been included to assist tourists and visitors to find their way to their accommodation.
 - g) The signs will include the Crawley Borough Council logo.
 - h) Two of the twelve monolith signs will have “Crawley – A Place to Call Home”, however the others will include different brand straplines according to their location – e.g. “A Place to Enjoy” for Queens Square.
 - i) The signs have been thoroughly checked to ensure content is accurate with correct spelling.

7 Implications

7.1 Staffing

Resources are in place to manage the project and there are no additional staffing implications associated with these recommendations.

7.2 Financial

The total cost of manufacture and installation of the town centre signage and wayfinding is £180,000, of this £50,000 would come from Section 106 Agreement funds, subject to the approvals process and the balance from useable capital receipts.

Regular cleaning and maintenance of the signs will be carried out by the Community Services (Neighbourhood Services) team using existing resources.

The cost of updating the content or design of the sign vinyls will be £430 per sign. This is likely to be required on an ad hoc basis every few years to ensure the information is up to date. The intention is for these costs to be funded from advertising income received from a new digital sign in Queens Square which, subject to planning permission, will be installed in the next few months.

7.3 Legal

A contract will be entered into, following a robust procurement exercise, to install new signage across the town centre.

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7.4 Equalities

Using best practice guidelines, and having consulted with the Town Access Group, new signage will be designed to improve legibility and accessibility of the town centre for all.

8 **Background Papers**

[Crawley Town Centre Regeneration Programme](#)

[Crawley Economic Growth Programme – report to Cabinet 4 October 2017 \(PES/259\)](#)

Contact Officer:

Lynn Hainge, Economic Regeneration Manager
01293 438336

Crawley Town Centre Wayfinding Analysis

Draft 6

20 October 2017



Agenda Item 6



Queensway, College Road junction



Queensway, The Pavement junction



Queens Square



High Street, Church Walk junction



High Street



High Street, Broad Walk junction

Agenda Item 6



High Street, Orchard Street junction






High Street, The Boulevard junction

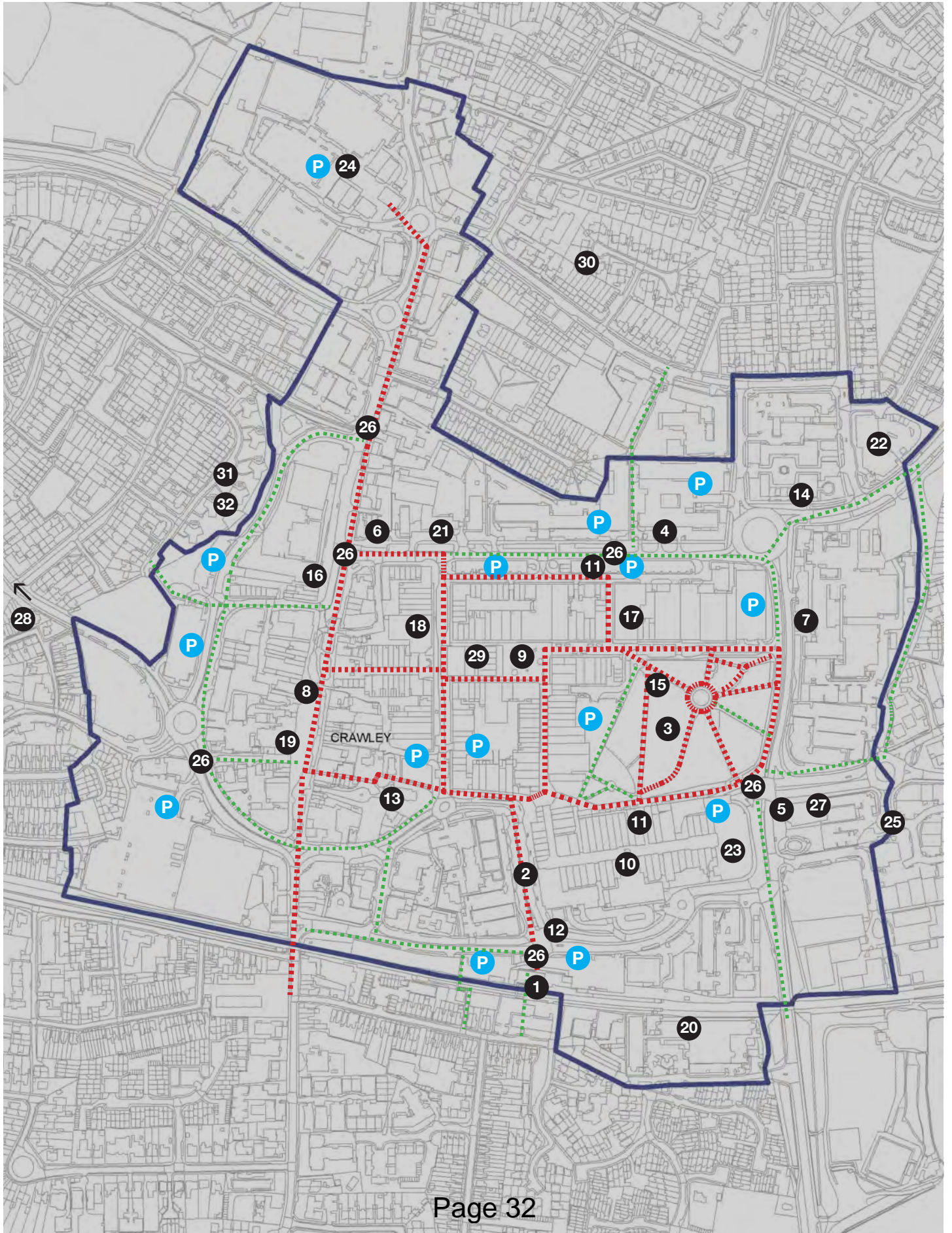


The Boulevard, The Broadway junction



The Broadway, Broad Walk junction

-  Project Area
-  Car Park
-  Destination/Landmark/Map Content



Primary Destinations

To be signed on fingerposts and node directional legends

1. Crawley Railway Station
2. Bus Station
3. Memorial Gardens
4. Town Hall
5. Library
6. Crawley Museum
7. Central Sussex College
8. High Street
9. Queens Square
10. County Mall
11. Toilets
12. Changing Place

Further Destinations

To be included on town mapping

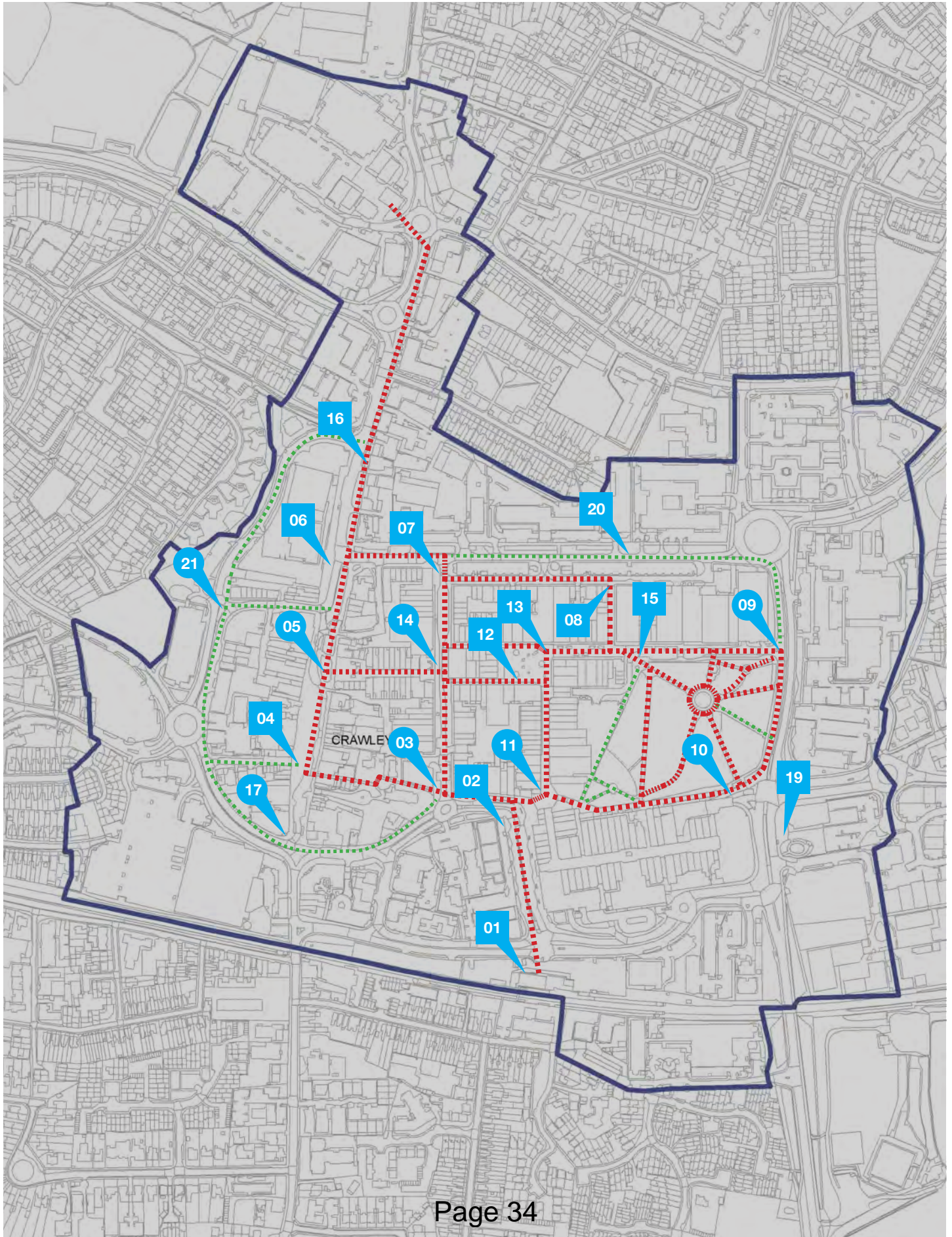
- | | |
|--------------------------|------------------------|
| 13. St Johns Church | 29. The Pavillion |
| 14. Magistrates' Court | 30. Dyers Almshouses |
| 15. Bandstand | 31. Sunnymead Flats |
| 16. Morrisons | 32. Conservation Areas |
| 17. Marks & Spencer | |
| 18. Wilco | |
| 19. The George | |
| 20. Arora Hotel | |
| 21. Post Office | |
| 22. Police Station | |
| 23. Debenhams | |
| 24. Crawley Leisure Park | |
| 25. Denvale Trade Park | |
| 26. Pedestrian Crossings | |
| 27. Register Office | |
| 28. Crawley Hospital | |

01

8 x Fingerposts

01

12 x Nodes



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Railway Station Forecourt



Bus Station/Friary Way



Junction Church Walk/Broadway



Junction Church Walk/High Street



Junction High Street/Broad Walk



Junction High Street/The Boulevard



Junction The Boulevard/The Broadway



Junction The Boulevard/Passageway

Agenda Item 6

Proposed Sign Locations
at Key Decision Points



College Road/Entrance Memorial Gardens



Passageway adjacent to Memorial Gardens/County Mall



Junction Parkside/The Martlets



Queens Square



Queens Square



Junction The Broadway/Broad Walk



Queensway/Entrance Memorial Gardens



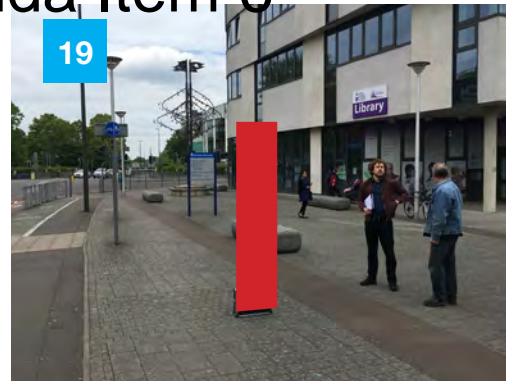
Junction London Road/Peglar Way

Agenda Item 6

Proposed Sign Locations
at Key Decision Points



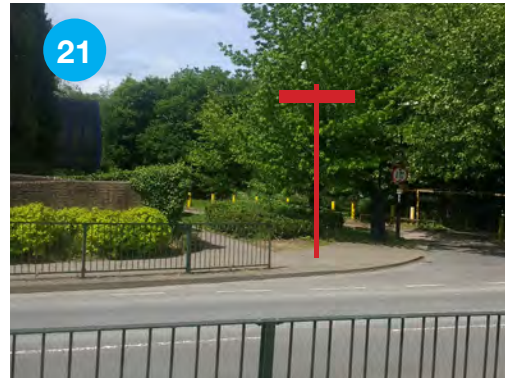
Junction High Street/Peglar Way



Crawley Library

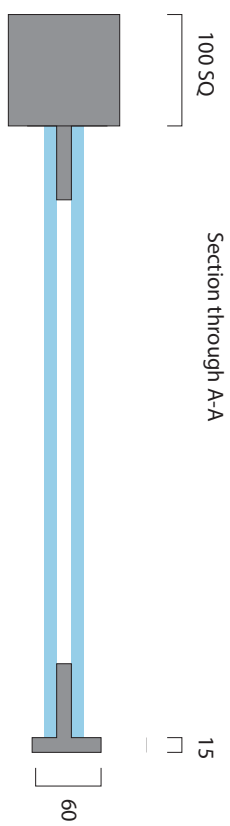
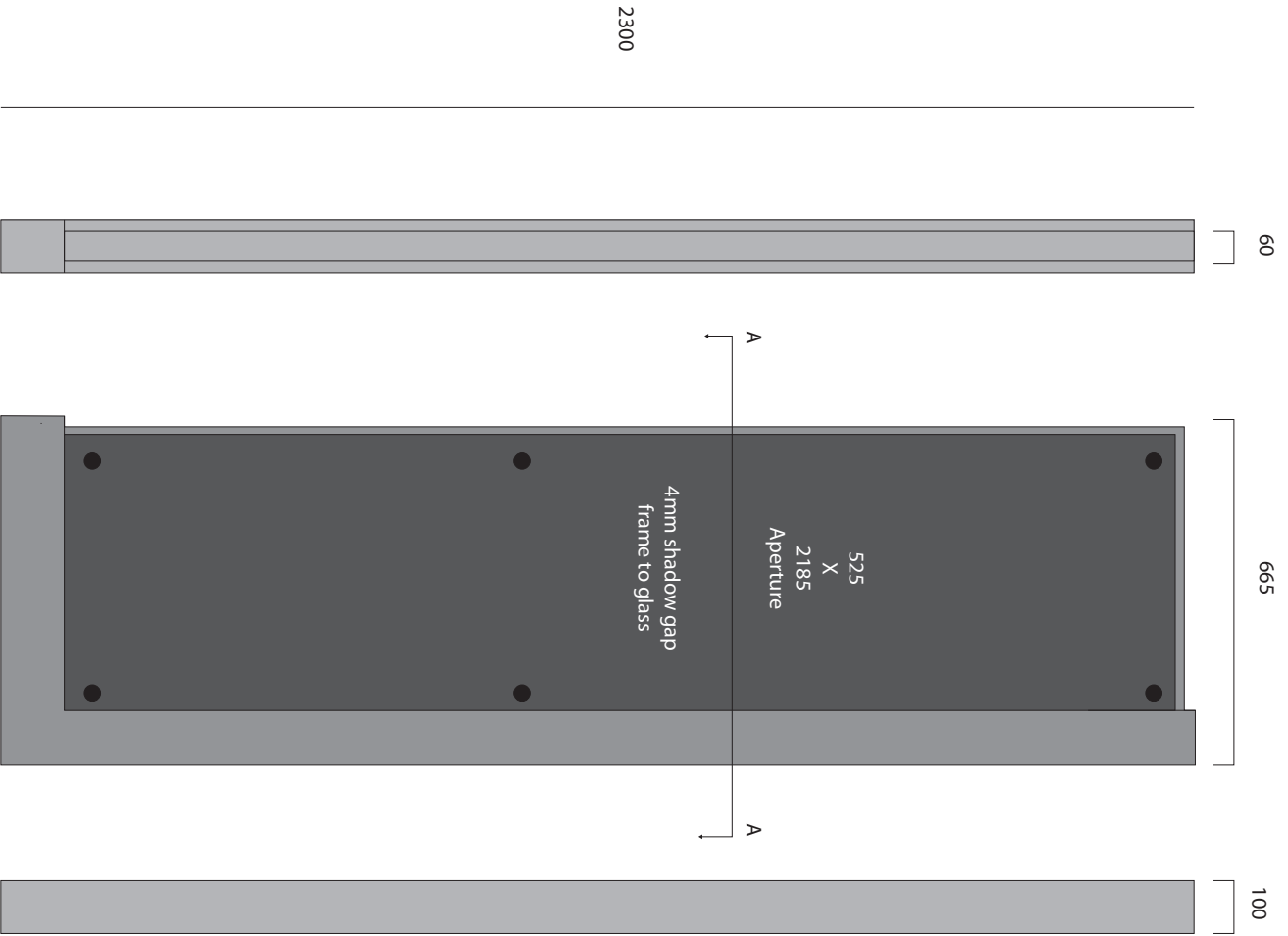


The Boulevard/Town Hall



Peglar way

Agenda Item 6



- Fabricated shot peened 316 grade stainless steel post and frame
- Reverse applied vinyl graphics behind low iron glass
- Countersunk glass anti-tamper fixings, powder coated RAL TBC
- Assume Scheme Quantities
- 11 x nodes
- 5 x fingerposts

Queens Square

- ↑ Memorial Gardens
- ↑ Town Hall
- ↑ Crawley College
- County Mall →
-  Bus Station →
-  Changing Places →
-  Crawley Station →



Crawley A PLACE TO ENJOY

Crawley
A PLACE TO ENJOY

Historic High Street

- ↑ Crawley Railway Station
- ↑ Queens Square
- ↑ Memorial Gardens
- ← Church Walk
- ← Town Hall
- ← Central Sussex College

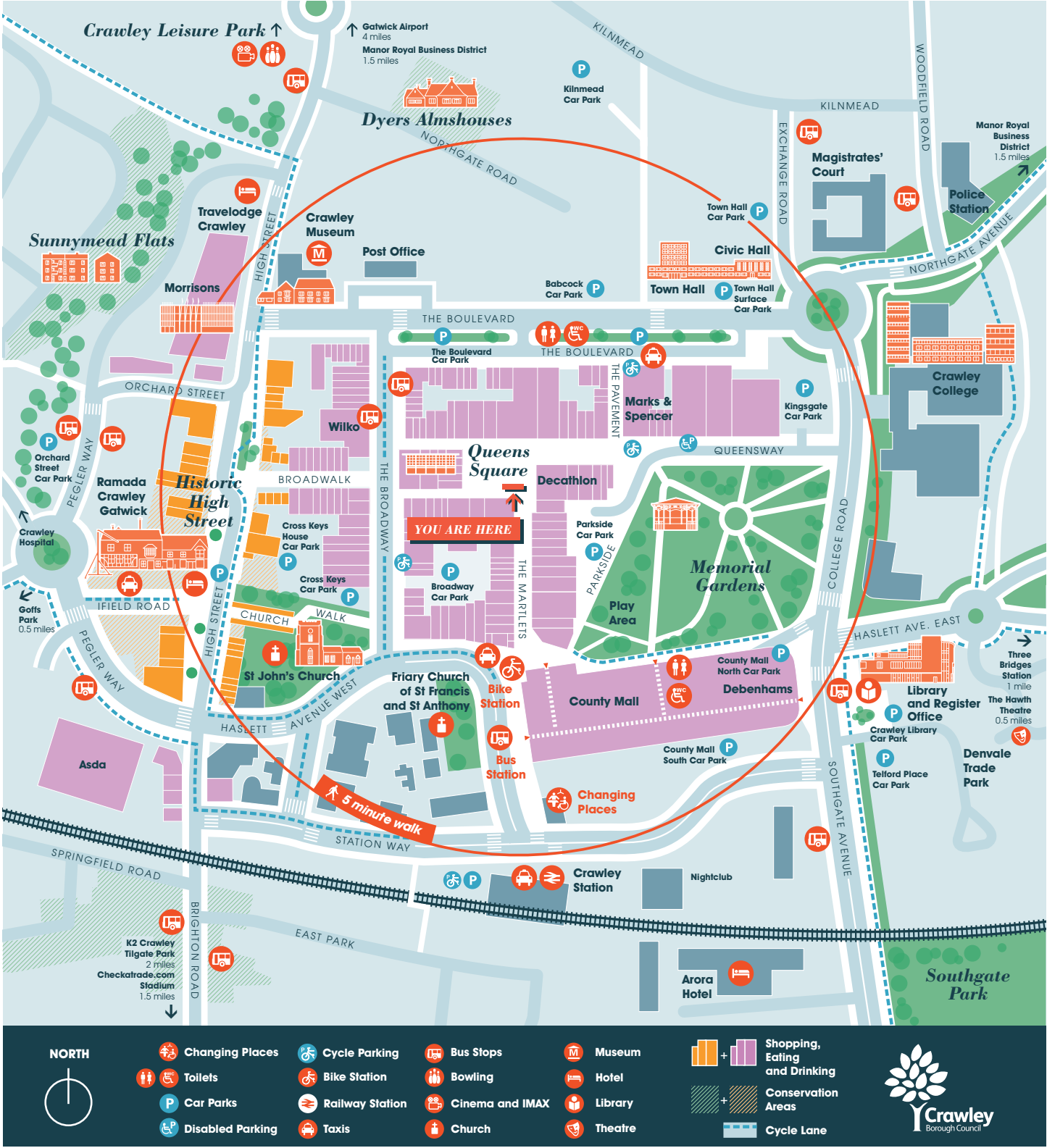


Crawley A PLACE TO ENJOY

Crawley
A PLACE TO ENJOY

Agenda Item 6

Node Map



Agenda Item 6



Crawley Museum

Post Office

Town Hall Car Park

Civic Hall

Babcock Car Park

Town Hall
Town Hall Surface Car Park

THE BOULEVARD

P



P

The Boulevard Car Park

THE BOULEVARD



Marks & Spencer

Wilko

THE PAVEMENT

QUEENSWAY

BROADWALK

Queens Square

Decathlon

YOU ARE HERE

Parkside Car Park

PARKSIDE

Memorial Gardens

Play Area

Broadway Car Park

THE MARTLETS

County Mall North Car Park

Debenhams

St John's Church

Friary Church of St Francis and St Anthony

Bike Station

County Mall

County Mall South Car Park

5 minute walk

Bus Station

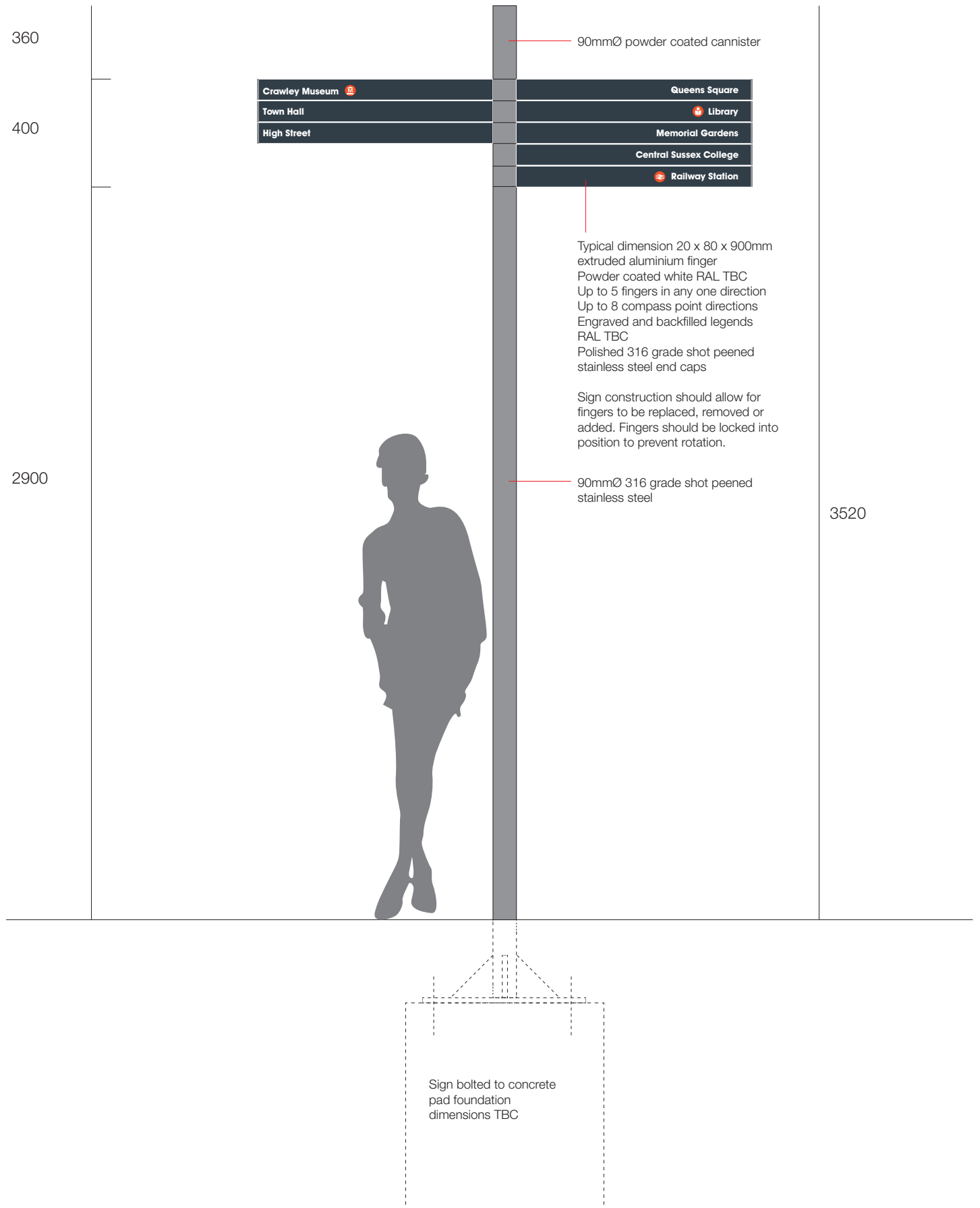
Changing Places

STATION WAY

Crawley Station

Nightclub

EAST PARK



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Crawley Borough Council

Report to Overview and Scrutiny Commission

27 November 2017

Report to Cabinet

29 November 2017

Town Centre Regeneration Programme Second Edition

Report of the Head of Economic and Environmental Services, **PES/261**

1. Purpose

- 1.1 The Town Centre Regeneration Programme (TCRP) was first published in February 2016 and significant progress has been made since then in terms of programme delivery. This report presents a summary of that progress and seeks approval of a revised, updated version of the TCRP.

2 Recommendations

- 2.1 To the Overview and Scrutiny Commission:

That the Commission consider the report and decide what comments, if any, it wishes to submit to the Cabinet.

- 2.2 To the Cabinet

The Cabinet is recommended to:

- 2.2.1 Approve the draft, updated Town Centre Regeneration Programme (Appendix A), prior to a period of stakeholder consultation as set out in section 7.2 of the report
- 2.2.2 Delegate authority to the Head of Economic and Environmental Services in consultation with the Cabinet Member for Planning and Economic Development to:
- a) Approve the final draft of the Town Centre Regeneration Programme, noting and considering any responses or representations received following the period of stakeholder consultation;
 - b) Regularly update the programme to take into account the delivery details of the individual town centre regeneration schemes listed within it, as they come forward;

3 Reasons for the Recommendations

- 3.1 This report seeks Cabinet approval for the draft, updated TCRP prior to a period of consultation with stakeholders, businesses, employers and the local community.

Agenda Item 7

4 Background

- 4.1 The regeneration of Crawley Town Centre is one of the top priorities for the Council's administration.
- 4.2 Originally approved by Cabinet in December 2015, and launched in February 2016, the Town Centre Regeneration Programme sets out Crawley Borough Council's ambition and objectives for regeneration across the Town Centre, both physically and economically.
- 4.3 Development of the first TCRP began in Spring 2015 with a comprehensive programme of consultation with stakeholders and partners, intentionally cementing commitments and putting partnership working at the heart of the document and its subsequent outputs.

5 Description of Issue to be resolved

- 5.1 Created as a 'living document', the programme is now nearly two years old and significant progress has been made following the successful completion or further development of a number of key regeneration objectives and activities
- 5.2 Furthermore, in September 2017, a substantial Local Growth Fund investment of £14.6m was awarded to Crawley Borough Council and West Sussex County Council to deliver the Crawley Growth Programme. The Crawley Growth Programme includes a range of infrastructure improvements and physical regeneration designed to support significant increases in new homes, business investment and employment growth in the town centre and Manor Royal
- 5.3 The Town Centre Regeneration Programme has therefore been updated to:
 - recognise and celebrate our achievements, demonstrate progress and promote future plans
 - promote the excellent outcomes from the Queens Square regeneration scheme
 - highlight current activity whilst championing the Council's continued commitment to partnership working and its ongoing renewal and expansion.
 - ensure that priority schemes are aligned with those identified in the Crawley Growth Programme, complementing the Borough Council's "Growth Deal" with the County Council.
 - maintain the document's usability and significance for the council, partners and stakeholders

6 Information & Analysis Supporting Recommendation

- 6.1 The TCRP has being updated in accordance with the guidelines associated with Crawley's new place branding "Crawley – A Place to Grow".
- 6.2 A comprehensive programme of stakeholder engagement took place during development of the original TCRP and this engagement has continued for both individual regeneration projects and the programme as a whole. This engagement has supported the successful approach being taken by the council and endorses the ongoing commitment from key partners and stakeholders.
- 6.3 As a result of this, the original aims and objectives remain the same, as follows:-

Agenda Item 7

Ambition: To become a dynamic business growth hub with a bold vibrant community heart for Crawley and the Gatwick Diamond. This will drive a diverse retail offer, excellent public realm, high quality town centre living and a thriving evening economy.

Objectives:

1. Excellent public realm
2. Vibrant community heart for Crawley and the Gatwick Diamond
3. Diverse retail and business offer
4. High quality town centre with a rich mix of uses
5. Dynamic business growth

The objectives are supported by the following seven themes.

1. Investing in revitalised public realm, highways and infrastructure
2. Bringing forward key town centre opportunity sites
3. Creating the conditions for new high grade business space
4. Developing town centre neighbourhood amenities
5. Governance, engagement and co-ordination
6. Marketing, branding, inward investment
7. Complementary policy.

6.4 Thanks to the support of our partners and Crawley Borough Council's commitment to the Town Centre Regeneration Programme, a lot of work has taken place since the first edition was created in 2015/16. Key achievements include:

- **Queens Square Regeneration Scheme** – a flagship transformational public realm improvement scheme, completed within budget and opened October 2017
- **Local Enterprise Partnership (LEP) Funding for the Crawley Growth programme** – successful bid to the LEP for £14.6m to unlock a combined private/public sector £60 million investment, which will deliver a range of large scale regeneration, public realm improvements and sustainable transport schemes.
- **Station Gateway** – outline planning permission granted for a large mixed-use development including a new train station and over 300 high quality apartments
- **Queensway and The Pavement** – funding approved to extend the Queens Square scheme along Queensway and The Pavement and improve links to Memorial Gardens. Planning application submitted October 2017.
- **Employment & Skills Plan** – published in February 2016 to improve local prospects and opportunities for Crawley residents. New 'Employ Crawley' service launched in October 2017 and over 50 people assisted within the first month.
- **Town Hall** – Demolition and redevelopment of existing site to enable creation of a mixed use development including a new civic hall, residential and commercial accommodation. Work set to start in 2018 (subject to planning)
- **Crawley Museum** – one of the town's oldest buildings has been converted to house the town's new museum
- **Planning permission granted for over 1400 residential units in the town centre.**
- **Professional Services Business Forum** – new forum established in March 2017 with the aim of making a demonstrable difference to the town centre's day and night time economies, local skills and employment.
- **Historic High Street Forum** – established May 2017 tasked with improving the environment and footfall in the High Street conservation area.

Agenda Item 7

- **Investor Relations and Inward investment** – Crawley business guide published and a range of inward investment marketing and events already delivered including 'Spotlight on Crawley' in September 2017. New and improved inward investment website being developed.

7 Implications

- 7.1 Subject to Cabinet approval of this second draft, a period of wider consultation with key partners and stakeholders, businesses and the public will run for six weeks (30 November to 12 January). This will include making the TCRP available on the Regenerating Crawley website for comment, face to face meetings, promotion via social media and direct email to a number of public and private sector contacts.
- 7.2 Following completion of the consultation period, responses and representations will be noted and considered by the Head of Economic and Environmental Services in consultation with the Cabinet Member for Planning and Economic Development and the draft outline TCRP will be updated and launched in February 2018.
- 7.3 Staffing
Resources are in place to deliver the programme and there are no additional staffing implications associated with these recommendations.
- 7.4 Financial
There are no direct financial implications associated with this report
- 7.5 Legal
There are no direct legal implications associated with this report.
- 7.6 Equalities
Equality impact assessments will be carried out where and when appropriate in respect of the individual regenerations schemes listed in the programme

8 Background Papers

[Crawley Economic Growth Programme – report to Cabinet 4 October 2017 \(PES/259\)](#)

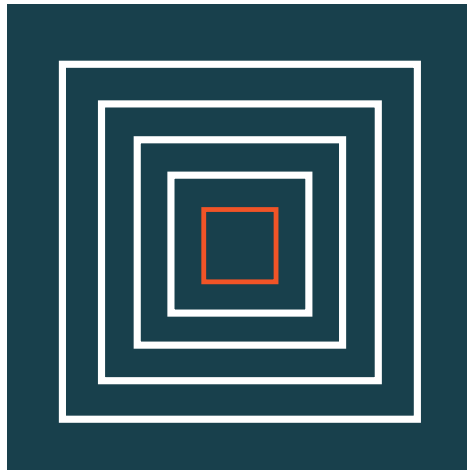
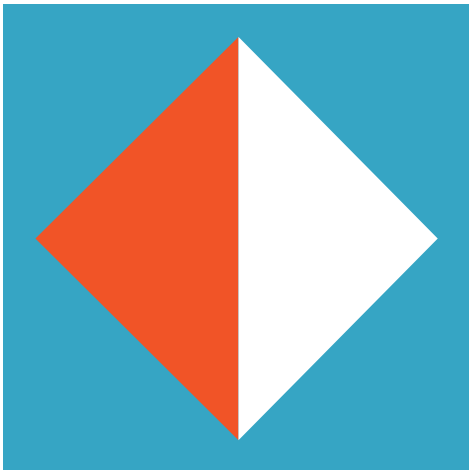
[Crawley Town Centre Regeneration Programme Outline First Draft - report to Cabinet 2 December 2015 \(PES/195\)](#)

[Crawley Growth Deal – December 2016](#)

Contact Officer:

Lynn Hainge, Economic Regeneration Manager
01293 438336

Crawley A PLACE TO GROW





Foreword



Crawley Borough Council and partners have embarked on a programme to regenerate the town centre – breathing new life into key locations in order to realise the area’s full potential as a fantastic place to visit, live, work and do business.

A large new development including Turtle Bay, Morrisons, Travelodge and Creams Cafe opened to the northwest of the retail centre in 2014; £3.2m of improvements to Queens Square, the heart of the town centre, were completed in 2017 and a further £2.2m is committed to improving the adjoining Queensway, set to open in 2019.

Impressively for a fairly compact town centre, this is just the tip of the iceberg – a range of developments are in the pipeline including a new train station, business space and high-quality accommodation, along with major improvement plans to public space and road networks.

Helping to bring our ambitions to fruition is £18m of capital secured from the Coast to Capital Local Enterprise Partnership, with further funding promises on the horizon; this will unlock new jobs and homes and better connect the town centre with key Crawley locations including Gatwick Airport, Manor Royal and Three Bridges.

Crawley town centre already sees more than 200,000 visitors a week, has a catchment dominated by the most affluent communities, has a developing knowledge-based economy, a growing retail catchment and an increasing number of town centre residential developments – to top it off, trade is good and getting even better.

At the heart of this programme is our work with stakeholders, ensuring everyone sees the benefit of a regenerated Crawley town centre. Crawley Borough Council and partners are committed to embracing the sustainable regeneration of the town centre as a prime retail, leisure, business and residential location.

Working in partnership to deliver regeneration



Our ambition for Crawley town centre

To become a dynamic business growth hub with a bold and vibrant community heart for Crawley and the Gatwick Diamond. This will drive a diverse retail offer, excellent public realm, high quality town centre living and a thriving evening economy.

Our objectives

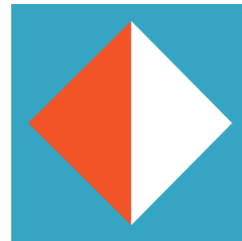
1. Excellent public realm
2. Vibrant community heart for Crawley and the Gatwick Diamond
3. Diverse retail and business offer
4. High quality town centre with a rich mix of uses
5. Dynamic business growth

Regeneration in action

Seven key themes will help us transform the town centre and bring our vision to life:

1. Investing in revitalised public realm, highways and infrastructure
2. Bringing forward key town centre opportunity sites
3. Creating the conditions for new high grade business space
4. Developing town centre neighbourhood amenities
5. Governance, engagement and co-ordination
6. Marketing, branding and inward investment
7. Complementary policy

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Queens Square



Crawley - a town of opportunities

Crawley already has a thriving business presence and a great retail and leisure offer but it still has a lot more to give. Just some of the existing town centre retailers and businesses include:

Business:

- ASB Law
- ASSI (Air Safety Support International)
- RSM
- DMH Stallard
- Grant Thornton
- Irwin Mitchell
- PwC
- Rapidata
- RBS
- Regus
- Theradex
- Travelopia

Retail:

- Debenhams
- Decathlon
- Hotel Chocolat
- iStore
- M&S
- Monsoon/Accessorise
- Next
- Pret a Manger
- Primark
- Superdry
- Topshop / Topman
- Turtle Bay
- Wildwood

Along with a diverse retail offer which continues to grow, a steady number of town centre residential properties are opening which is set to see a town centre neighbourhood develop soon. This will help to create a vibrant *10-10 location desired by retailers and property owners alike.

Leisure options are excellent in the town with a large leisure park home to top names like Hollywood Bowl, Cineworld and Nuffield Health, along with a wide range of restaurants.

Supporting the vibrancy and neighbourhood facilities is Crawley College; recently merged with the OFSTED outstanding Chichester College group, the facility offers education opportunities to thousands of students each year.

Key strategic opportunity sites include:

- Crawley Station
- Telford Place
- County Buildings
- Land north of the Boulevard
- The Broadway and Crosskeys
- Town Hall

There's still room for business to grow and we're looking to create more space to enable a diverse range of businesses to both start and develop.

Recent years and months has seen a host of successful new openings and moves into the town centre like Grant Thornton, Decathlon, Travelodge, Morrisons, Turtle Bay, Starbucks, not to mention a good range of independents.

*A vibrant mixed-use location open after normal shopping hours (this was used as a footnote in first edition)



Progress so far

Thanks to the support of our partners and Crawley Borough Council's commitment to the Town Centre Regeneration Programme, a lot of work has taken place since the first edition was created in 2015/16.

Queens Square: This £3.2m joint investment in the public space at the heart of the town centre is now complete – see page 8 for more details.

Crawley Museum: One of the town centre's oldest buildings has now been converted to house the town's museum. See page 16 for more details.

Queensway and The Pavement: £2.2m of joint funding to improve the public space in the streets adjoining Queens Square. Design partners appointed; design consultation complete; planning application submitted; work set to start in 2018. See page 8 for more information.

Station Gateway: Outline planning approved for large residential-led mixed-use development including a new train station. Work set to start in 2018. See page 8 for more details.

Town Hall: Demolition and redevelopment of existing site, creating a mixed-use development including a new civic hall, residential and office space. Work set to start in 2018 subject to planning. See page 10 for more details.

Place branding project: A new town brand has been developed and agreed by the Town Centre Partnership following research and consultation. The brand supports a sense of place and identity and can be used by all stakeholders. Its implementation began in autumn 2017. See page 20 for more information.

Signage and wayfinding: New town centre signage has been developed in line with the new

place branding design. Implementation has started following analysis of existing signage and current needs. See page 20 for more details.

LEP funding: Successful bid to the Coast to Capital Local Enterprise Partnership for £14.6m helps pay for a number of large scale improvements including public realm and road infrastructure, sustainable transport and business space acquisitions. See page 8 for more information.

Town Centre Professional Services Forum: New forum set up in March 2017 with the aim of making a demonstrable difference to the town centre's day and night economy and local skills and employment. Meeting monthly working through a clear set of objectives. See page 18 for details.

Historic High Street Forum: Forum of High Street businesses tasked with improving the environment and footfall in the High Street conservation area which benefits existing and new businesses. Meeting monthly since May. See page 16 for more information.

Investor relations / inward investment: New Crawley business guide published and a range of inward investment marketing and events already delivered. Contractor appointed to assist in delivery of further work. Inward investment prospectus and video being developed. See page 20 for more information.

Employment and Skills Plan: Launched to improve the prospects and opportunities for Crawley residents in 2016, this programme of work has seen some significant progress including the Employ Crawley Hub. See page 16 for more information.

Crawley

A PLACE TO INVEST



Investing in revitalised public spaces

Joint partners, Crawley Borough Council (CBC) and West Sussex County Council (WSCC), have been successful in securing £14.6m of funding from the Local Enterprise Partnership (LEP). The funding will support the joint WSCC and CBC Crawley Growth Programme to deliver a range of public space, infrastructure and highways improvements, along with a potential property acquisition for modern business space. The work will be carried out over the next four to five years.

Queens Square – 2015-2017: A £3.2m project jointly funded by WSCC and the LEP. Construction work to regenerate the heart of the town centre began in 2016 and included high-quality granite paving, greatly improved lighting, granite seating/planters and a central, lit water feature. The project is now complete and is already acting as a catalyst for wider investment, attracting the likes of Decathlon and a quality seasonal ice rink, as well as improvements to some exteriors of privately owned buildings in the square.

Queensway and The Pavement – 2017-2019: A £2.2m project jointly funded by CBC and WSCC. Funding for the project has been secured and a planning decision is expected in early 2018. If successful, construction will begin during 2018 and will greatly improve the paving, lighting and general environment in two streets connecting to Queens Square. Plans aim to open up the adjacent Memorial Gardens creating good sight-lines and attractive space, as well as building for use as a market location. Work is set to be complete in 2019, subject to planning.

Station Gateway, including Friary Way and the bus station – 2018-2021/2022: Integrated highways and public space improvement scheme

also supporting major redevelopment of Overline House and Crawley train station. The £5.5m project, jointly funded by CBC, WSCC, LEP, Arora and Metrobus will include greatly improved cycle and pedestrian access between Crawley train station, bus station, County Mall and The Broadway. It includes reducing the dominance of the car, improving bus and traffic flows and softening the landscape.

Eastern Gateway – 2018-2021: An £8.3m project to improve the public space, connectivity and reduce the existing severance of the town created by large roads. Work will soften the landscape and reduce the dominance of the car, creating a pleasant environment and supporting key development opportunities at the Town Hall, County Buildings, Telford Place and Crawley College.

Sustainable transport improvements – 2017-2021: Funded by CBC, WSCC, LEP, Arora and Metrobus, the project will support sustainable living in the town centre, reducing the need for a car and associated parking spaces as well as improving the environment and urban living conditions. Work includes a new bus station, enhanced bus stops, new low emission buses and enhanced bus routes.

Improving walking and cycling – 2017-2019: Working with Sustrans, WSCC and CBC have identified key cycle priorities in the town centre. £1.1m drawn down from the Crawley Growth Fund will help to improve connectivity by removing physical barriers and improving crossing facilities at locations where a need has been identified.

The Broadway and Crosskeys – undetermined: There is potential for public space improvements subject to developable sites coming forward in the area. Drawing on other funding sources may also be an option here.

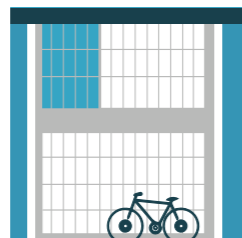
Broadway



Queensway



15-29 The Broadway



Opportunity sites – seizing the moment

There are a number of key town centre sites either in the pipeline or still representing opportunities. As town centre living continues to grow, all sites are of mixed use.

Station Gateway: Outline planning has been approved for this large-scale redevelopment of Overline House and adjoining car parks. The Arora Group Ltd hope to commence work in 2018, creating 308 high-quality apartments, a brand new train station, station plaza and car parking, along with retail space and flexible business space. Current timelines for this complex build estimate completion in 2021. The scheme is set to be complemented by public realm and highways improvements (see Station Gateway 8/9 for details).

Town Hall: Crawley Borough Council (CBC) and developers Westrock propose a significant development including demolishing the existing Town Hall and two storey car park and replacing it with a mixed use development, new Town Hall with up to five storeys of grade A office space above, new public square, public realm improvements, commercial units and infrastructure for a district heat network. The Planning application will be submitted shortly and current timescales indicate construction between 2018 and 2022 over two phases.

Telford Place: Purchased by Crawley Borough Council in 2015, this is a key gateway into the town centre. The 1.9 acre site is designated for a

residential-led mixed use development comprising between 180 and 300 apartments with an active ground floor frontage. CBC is exploring options with potential developer partners.

County Buildings: Crawley Borough Council is working closely with owners, West Sussex County Council (WSCC), to find partners with the aim of delivering a mixed-use development at this key town centre site. Its location makes it prime for high-grade commercial use along with residential. Currently segregated from the town centre by the busy Northgate Avenue roundabout, highways and public space improvement plans (see Eastern Gateway pages 8/9) aim to reduce the dominance of the car and soften the landscape.

The Broadway and Cross Keys: Currently under multiple ownership including one site with outline planning permission for ground floor retail units and 78 apartments at 15-29 The Broadway. The planning vision is to establish vibrancy in this part of town through the activation of unused areas, increased permeability to the historic High Street and the strengthening of perimeter sites including active edges on all sides of developments. This area can be viewed in a wider context to create the interest and intrigue desired by Crawley Borough Council.

Southern Counties: Construction is underway by Crest Nicholson for 218 flats and basement parking. Crawley Borough Council will purchase up to 87 units to secure much-needed affordable housing in the town centre, providing a sustainable living environment for Crawley people.

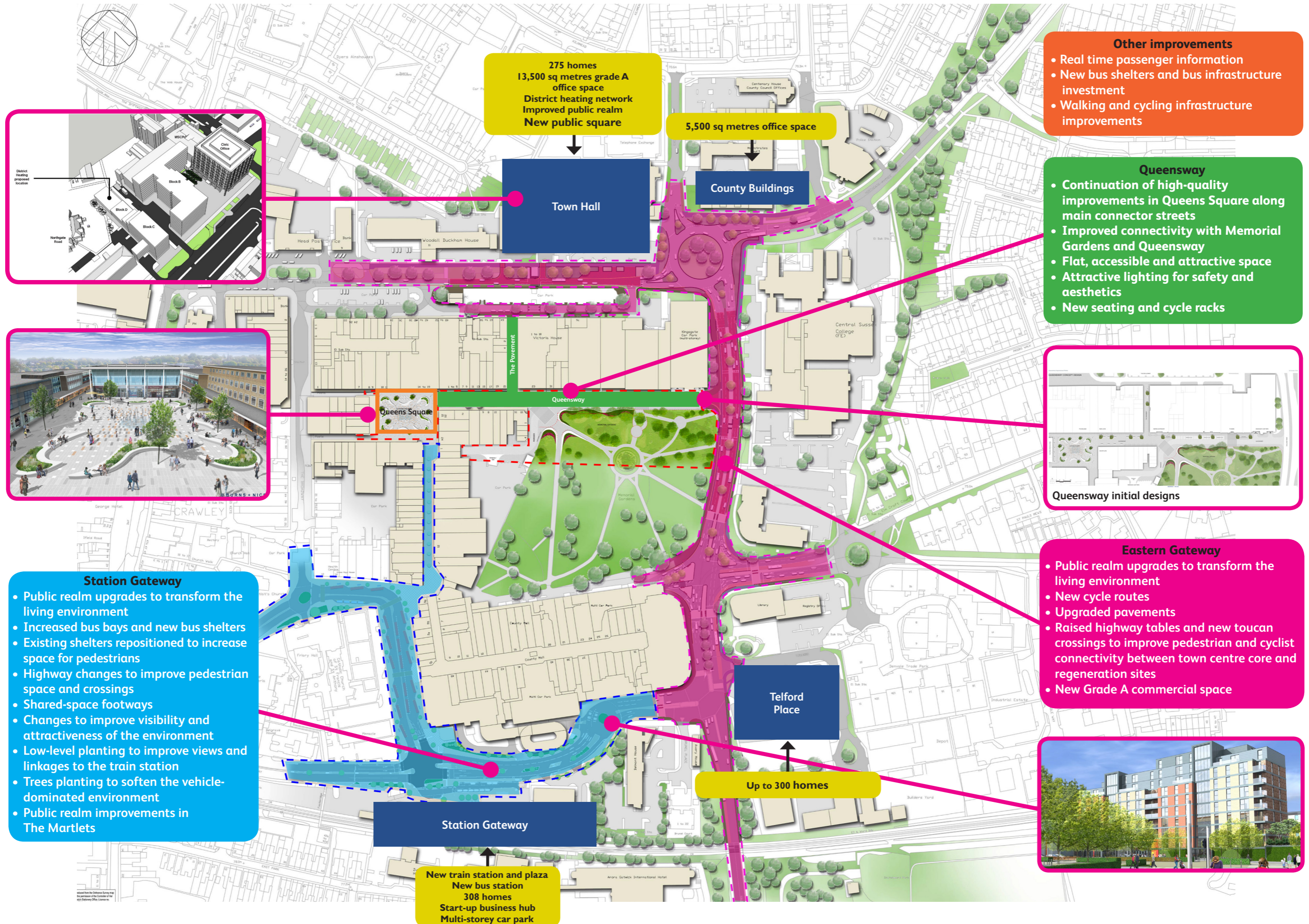
Station Gateway (before)



Station Gateway (after)



Growth programme plans - Crawley town centre



275 homes
13,500 sq metres grade A office space
 District heating network
 Improved public realm
 New public square

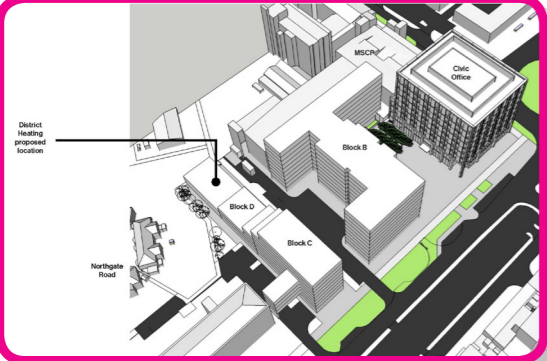
5,500 sq metres office space

Other improvements

- Real time passenger information
- New bus shelters and bus infrastructure investment
- Walking and cycling infrastructure improvements

Queensway

- Continuation of high-quality improvements in Queens Square along main connector streets
- Improved connectivity with Memorial Gardens and Queensway
- Flat, accessible and attractive space
- Attractive lighting for safety and aesthetics
- New seating and cycle racks



Eastern Gateway

- Public realm upgrades to transform the living environment
- New cycle routes
- Upgraded pavements
- Raised highway tables and new toucan crossings to improve pedestrian and cyclist connectivity between town centre core and regeneration sites
- New Grade A commercial space

Station Gateway

- Public realm upgrades to transform the living environment
- Increased bus bays and new bus shelters
- Existing shelters repositioned to increase space for pedestrians
- Highway changes to improve pedestrian space and crossings
- Shared-space footways
- Changes to improve visibility and attractiveness of the environment
- Low-level planting to improve views and linkages to the train station
- Trees planting to soften the vehicle-dominated environment
- Public realm improvements in The Martlets

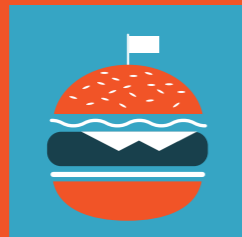
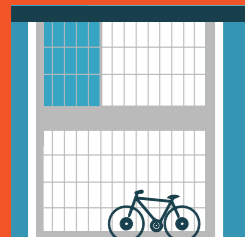


New train station and plaza
New bus station
308 homes
 Start-up business hub
 Multi-storey car park

Up to 300 homes

Great space for great business

- **Business Networking Hub:** Working with stakeholders, we aim to provide a prominent venue for businesses and local entrepreneurs to hot-desk, meet and to do business. Its location will maximise its usage by business people on the move. The granted Station Gateway site comprises a small hub space in a prime location at Crawley railway station. Other suitable sites will continue to be considered/encouraged for this use.
- **Live-work space:** Aiming to attract professionals keen to access office space close to home in order to reduce costs and improve work/life balance.
- **Small business space:** The council is working with West Sussex County Council to identify suitable locations for high-grade small business space.
- **Innovation centre and incubation space:** The council is exploring options for bringing forward a business innovation centre to nurture and encourage business growth, innovation and enterprise. It is also considered that an innovation centre would help stimulate a local and innovative supply chain that will enhance the vibrancy of Crawley's unique business community.
- **Upgrade of retail space:** Creating and improving relationships with property owners will help to encourage building upgrades. Enforcement powers will be considered where properties are of a poor quality and owners are not willing to make the necessary improvements.



Crawley College



Crawley Campus



Supporting a town centre neighbourhood

As the way we live continues to change and the need to find more space for housing while reducing our impact on the environment, town centres can provide an excellent solution for a more sustainable living environment. Encompassing good quality living, a wealth of facilities and jobs and excellent sustainable transport options which reduce car use and the need for parking. Sustainable developments are required within the town centre which are defined as 'development that meets the social, economic and environmental needs of the present without compromising the needs of the future.'

- **New town centre based museum:** A combination of Heritage Lottery fund and Crawley Borough Council capital funds have enabled the conversion of The Tree, one of the oldest buildings in the town centre into Crawley's new museum.
- **Memorial Gardens:** Ensure this flagship town centre park is used to its full potential. This will be assisted by the redevelopment of Queensway which opens up the entrance of the park providing clearer lines of sight. The relocation of the bandstand to Memorial Gardens will also support this aim.
- **Crawley market:** Crawley's existing market has been moved from Queens Square to The Broadway and Haslett Avenue. Proposed work on Queensway and The Pavement includes specifically designed market space to enable a quality market to grow and thrive.
- **GP Surgery/NHS Clinic/dentist services:** Officers will review these services with health sector colleagues to determine if additional provision is required, both as amenities for the new neighbourhood and to attract footfall.
- **Employ Crawley hub:** A flagship project within Crawley Council's Employment and Skills Programme, Employ Crawley is an exciting new venture launched in Autumn 2017 in

collaboration with West Sussex County Council and a range of partners. The partnership hub based at Crawley Library, offers a range of services provided by the public and private sector to help local people get the right jobs and local employers get the right people. See pages 16 and 21 for more information.

- **Helping Crawley College to expand its town centre role:** Officers will work closely with the college to develop more town centre initiatives. These could include apprenticeships benefiting both young people and town centre businesses; 'skills academies' on town centre regeneration sites allowing the college to train local people in construction skills to access on-site construction jobs and apprenticeships; plus engaging students to support the design of town centre public realm improvements.
- **High Street action: strengthening existing evening economy:** The prospect of more than 1,800 new residential units in the next few years and more jobs through business growth presents excellent opportunities for Crawley High Street and its businesses, creating a stronger focal point for the evening economy. The council is working with High Street businesses and retailers to develop a proactive and relevant High Street action plan to boost footfall.
- **Improving public toilet provision:** Along with reviewing existing provision to ensure modern facilities are provided in the right location, an innovative new provision was opened in the shopping mall courtesy of County Mall / Standard Life. The Ryan Box Changing Place opened in June 2017 offering hoist assisted facilities and an adult sized changing bench to provide a safe, hygienic and dignified experience for people with disabilities. There will be further investment in public toilet provision as an integral part of town centre regeneration schemes going forward
- **Town Centre maintenance and cleaning:** The council will provide a robust town centre maintenance and cleaning programme to ensure the quality of public spaces is kept to a high standard. This includes the purchase of a new wet cleaning vehicle to ensure the new granite paving in Queens Square is well maintained.

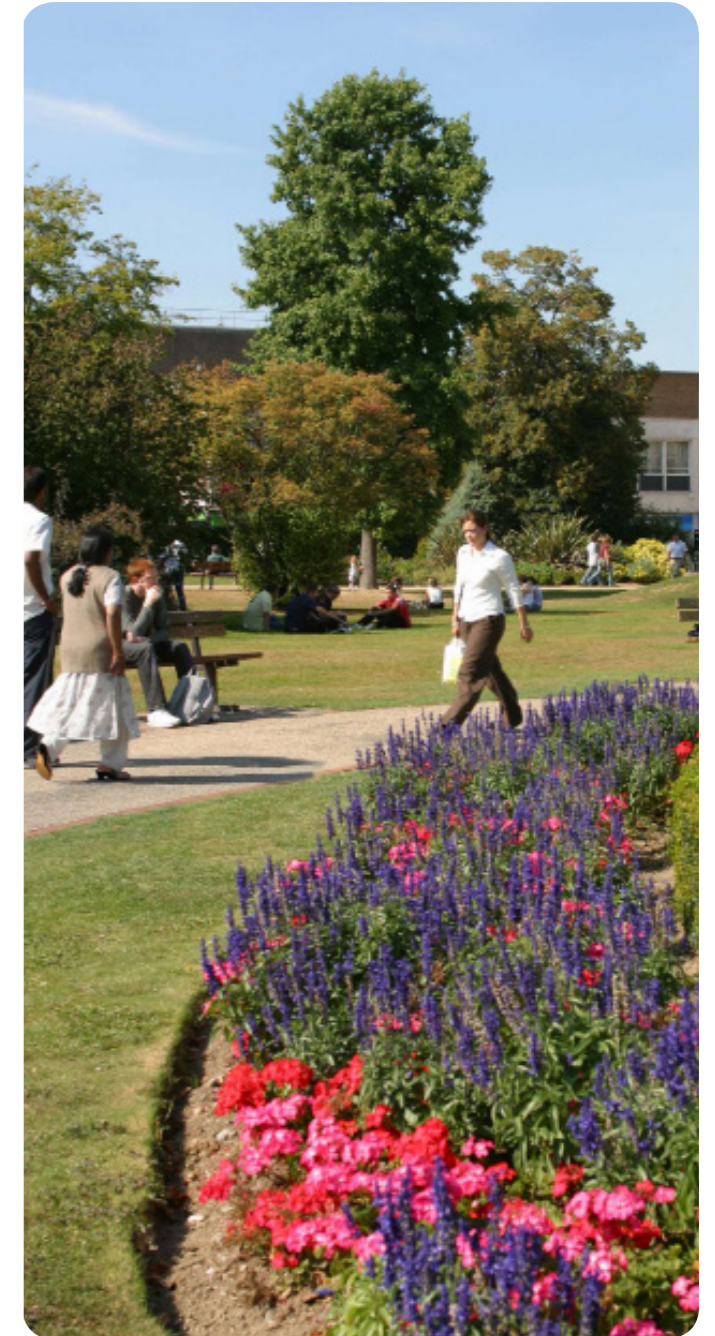
High Street



Market



Memorial Gardens



Crawley Museum



Governance, engagement and co-ordination

- **Engagement and partnership with town centre site owners/landlords:** The council is strengthening relationships with town centre site owners and landlords in order to work together to attract new retailers, to develop a common vision for town centre regeneration and to establish co-operation and partnership in regeneration delivery.
- **Town Centre Partnership Board:** The Partnership is being strengthened by broadening its representation across retailers, restaurants, non-retail employers and property agents. The board will assist in the development of a number of key sub-groups representing specific town centre interests. The TCP Board, together with sub-groups, will support delivery of the Town Centre Regeneration Programme, contributing to design and implementation of individual initiatives.
- **Independent retailers sub-group:** Enable independent retailers to have a strong voice within town centre plans and help them take part in its delivery. Support them to access services which strengthen businesses.
- **Town Centre Professional Services Business Forum (PSBF):** This forum was formed in March 2017 with the aim of making a demonstrable difference to the centre's day and night economies, and local skills and employment - complementing and supporting objectives

outlined in both the Town Centre Regeneration Programme and the Employment and Skills Plan. Work on their current six objectives is underway. The group consists of town centre banks, law and accountancy firms, commercial agents, architects and Crawley College; they meet monthly.

- **Historic High Street Business Forum:** A new group of High Street businesses was formed in May 2017 with a view to improving the business environment and footfall. They are currently working on a High Street action plan to support their work. The group meets monthly.
- **Healthy High Streets:** Continue to work with and support this network of major retailers in its aim to assist in town centre regeneration. The network includes M&S, Boots, Santander, Greggs and EE who are providing expertise to help strengthen the town centre business environment. Official Healthy High Street support ended in summer 2017 but they continue to work together to build on work already undertaken.
- **Town Centre Business Improvement District:** Explore the potential, including resources and feasibility, of a dedicated business improvement district for the town centre.
- **Strengthen links between the town centre and Manor Royal:** Explore and define how town centre stakeholders should co-operate more closely with the Manor Royal BID. Strengthen business and commercial links between the town centre and Manor Royal.

County Mall



Church Walk



Town centre



Marketing, branding and inward investment

- **Vibrant town centre events programme:** Help to create a clear identity and character for the town centre while also generating footfall and promoting a positive reputation through a high quality programme of events. This will be achieved through a partnership approach with stakeholders including the Town Centre Partnership, Healthy High Streets, retailers and non-retail business. The council has formed an internal events team and hired an Events Officer.
- **Strong town centre place branding:** A strong, dynamic and honest place brand has been developed by the Town Centre Partnership Board through partnership work and research with stakeholders. The brand, which it is hoped will be owned by stakeholders, is currently being rolled out over various platforms and aims to help create a positive image and attract more footfall, business and resident pride. It was adopted through the Town Centre Partnership in spring 2017.
- **High quality signage and wayfinding:** New monolith and finger posts have been designed. Following stakeholder consultation, particularly

Page 6 of 7

Wayfinding monoliths



around the Historic High Street, it will begin to be rolled out in late 2017.

- **Investor relations communication:** Excellent relationships have been formed with commercial agents, some landowners and local businesses to help create an environment where the public and private sector work together to support the aims of this programme.
- **Open for business networking events:** A stakeholder event on regeneration progress was held in September 2017 which encouraged positive debate about the town's future direction. An investor tour around the town in November showed interested parties the progress made so far and highlighted opportunities.
- **Town centre regeneration micro-site:** The council has launched a new website to promote and consult on the physical, economic and community regeneration of the town centre. It will be to highlight commercial and community assets including The High Street and its evening economy. Visit www.regeneratingcrawley.org.uk for regular updates on Town Centre Regeneration Programme projects. This site is currently undergoing complete redevelopment featuring the town's new place branding and an interactive map of regeneration and opportunities.

Crawley

A PLACE TO INSPIRE

Complementary policy

- **The Crawley 2030 Local Plan/Town Centre Supplementary Planning Guidance:** The council has developed clear guidance to enable the sustainable regeneration of the town centre. The appropriate balance of mixed uses across the area will be highlighted, all of which will contribute to a vibrant new neighbourhood and a dynamic hive of business and economic activity in the town centre.
- **Employment and Skills Plan:** The council, in partnership with stakeholders, has developed a clear plan of action to tackle some of these issues affecting some Crawley residents. The plan highlights the town's qualification, employment level and pay deficits when compared to surrounding areas and the in-commuting workforce.
- **Employ Crawley:** A flagship project within the Employment and Skills Plan, Employ Crawley opened in autumn 2017. A physical hub based in Crawley Library, it offers an holistic approach to supporting residents both into work and into higher skilled, higher paid employment. Visit www.regeneratingcrawley.org.uk/employcrawley to find out more.
- **Town Centre Skills Academy:** Establish CITB skills academy status across town centre regeneration sites. Skills academy status is granted by the CITB if there is a commitment from site developers, working with the college, Job Centre Plus, and the council, to maximise the recruitment of local residents into construction site jobs and apprenticeships. This scheme is featured in the Crawley Employment and Skills Plan.
- **Community safety:** Work with police, voluntary sector and local agencies to uphold the town centre as a safe and friendly environment with a positive reputation.
- **Action through enforcement :** Working with colleagues in the Town Centre Partnership and other stakeholders, the council will consider taking enforcement action (Section 215 powers) to oblige town centre property owners to tackle and improve poor quality buildings. This will improve the town centre environment and encourage pride, footfall and investment.
- **Affordable housing:** The council is committed to ensuring affordable housing developments are unlocked within the town centre.

Employ Crawley



A regeneration plan founded on stakeholders

Achieving this ambitious long-term goal for a vibrant and dynamic town centre can only be achieved through a comprehensive public/private

partnership. We will continue to work with town centre stakeholders to make it happen. We would like to take this opportunity to thank all of our existing town centre partners for their work so far and look forward to creating a bright and prosperous future for the town centre.

Working in partnership to deliver regeneration



“Crawley town centre is an important hub for our people and we welcome the exciting plan to bring more activities and a much improved environment.”

THALES

“We have invested a lot into County Mall. We strongly support the vision to attract new development throughout the town which will attract many more people to Crawley.”

Standard Life

“Crawley is clearly a great opportunity and it is down to businesses like ours to support its continued growth and success.”

pwc

This is the final draft of the town centre regeneration programme and the council and its partners are keen to gather the thoughts of the wider public and businesses. To comment or to send in your ideas please email towncentre@crawley.gov.uk

Visit www.regeneratingcrawley.org.uk for regeneration updates.

Agenda Item 7



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Agenda Item 13

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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