

Crawley Borough Council

Overview and Scrutiny Commission

Agenda for the **Overview and Scrutiny Commission** which will be held in **Committee Rooms A & B - Town Hall**, on **Monday, 5 September 2022** at **7.00 pm**

Nightline Telephone No. 07881 500 227



Chief Executive

Membership:

Councillors

T G Belben (Chair), K Khan (Vice-Chair), M L Ayling, H Hellier, I T Irvine, R A Lanzer, A Pendlington, S Piggott, S Pritchard, T Rana and S Sivarajah

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Published 25 August 2022



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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 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 - 12
To approve as a correct record the minutes of the Overview and Scrutiny Commission held on 4 July 2022.	
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. Final Report of the Council-owned Neighbourhood Parades Scrutiny Panel	13 - 24
To consider report OSC/303 of the Chair of the Council-owned Neighbourhood Parades Scrutiny Panel.	
6. Crawley BC's Equality, Diversity & Inclusion Statement 2022-2026	25 - 52
To consider report LDS/181 of the Head of Governance, People and Performance.	
7. Review of Transformation Plan	53 - 68
To consider report DCE/13 of the Deputy Chief Executive.	
8. Cabinet Member Discussion with the Cabinet Member for Resources	69 - 70
Councillor Malik has been invited to attend the Commission for a general discussion on the Resources Portfolio and their duties. A copy of the Cabinet Member's responsibilities, as set out in the Council's Constitution is attached.	

9. Health and Adult Social Care Scrutiny Committee (HASC)

To receive a brief update on the [Health and Adult Social Care Scrutiny Committee](#) (HASC).

10. Forthcoming Decision List - and Provisional List of Reports for the Commission's following Meetings

To consider any requests for [future items](#) for forthcoming meetings. Those highlighted items have been referred to the Commission.

OSC 3 Oct Cabinet 5 Oct 2022

		PFD
1	Budget Strategy 2023/24 – 2027/28	Yes
2	2022/2023 Budget Monitoring - Quarter 1	
3	Manor Royal BID Renewal	
4	Proposals to Introduce New Conservation Areas and Change Existing Conservation Area boundaries	

OSC 31 Oct Provisional Cabinet 2 Nov 2022

OSC 21 Nov Cabinet 23 Nov 2022

		PFD
1	Treasury Management Mid-Year Review 2022-2023	Yes
2	2022/2023 Budget Monitoring - Quarter 2	
3	Budget Strategy Mid-Year Review 2022	
4	Anti-Bribery Policy	
5	Anti-Money Laundering Policy	

11. 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 Overview and Scrutiny Commission

Monday, 4 July 2022 at 7.00 pm

Councillors Present:

T G Belben (Chair)

K Khan (Vice-Chair)

M L Ayling, H Hellier, I T Irvine, R A Lanzer, A Pendlington, S Piggott, S Pritchard, T Rana and S Sivarajah

Also in Attendance:

Councillor J Bounds, S Buck, R D Burrett, K L Jaggard, M G Jones and C J Mullins

Officers Present:

Russell Allison	Housing Enabling and Development Manager
Chris Corker	Operational Benefits and Corporate Fraud Manager
Ian Duke	Deputy Chief Executive
Trish Emmans	Community Safety Officer
Heather Girling	Democratic Services Officer
Karen Hayes	Head of Corporate Finance
Matt Lethbridge	Community Services Manager
Becky Pearce	Transformation Officer
Chris Pedlow	Democracy & Data Manager
Paul Windust	Chief Accountant

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	Health and Adult Social Care Scrutiny Committee (HASC) (Minute 10)	Personal Interest – Member of WSCC
Councillor R A Lanzer	Health and Adult Social Care Scrutiny Committee (HASC) (Minute 10)	Personal Interest – WSCC Cabinet Member for Public Health & Wellbeing

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2. Minutes

The minutes of the meeting of the Commission held on 13 June 2022 were approved as a correct record and signed by the Chair.

3. Public Question Time

Questioner's Name	Name of Councillor Responding
<p>Michelle Mineau, Furnace Green You have asked for public opinion on this subject of dog walking on leads and the majority has given a very firm 'no'. Do you intend to respect it?</p> <p>Supplementary – My worry is the way it will be implemented by asking people to spy on other people and report it on a special website. It doesn't build communities.</p>	<p>Councillor Chris Mullins (Cabinet Member for Wellbeing) - Following receipt of a petition the council sought views from the public who had great concerns and incidents at the park and also witnesses. As a result of a survey, a large majority were dog owners, but we need to look at incidents that take place within the park. We have amended our original proposals and taken on board the comments and are trying to find a compromise whilst listening to the safety concerns and taking into consideration the need to exercise dogs by putting in dog facilities. There is still a large area for dogs 'off lead' and I think it is a fair compromise.</p> <p>Councillor Ian Irvine – The Overview and Scrutiny Commission can only make a recommendation. Members tonight need to scrutinise the legislation and make sure views are taken into consideration and the final vote will be taken by Full Council as a whole. All opinions needed to be taken into account.</p> <p>Councillor Chris Mullins – We live in a society that has rules and legislation and all of us should obey those regulations. We want to run an education programme and inform dog walkers of why the changes have been introduced and help them train their dogs. I see it as an introduction, change and conditions of the park.</p>
<p>Peter Crosskey, Furnace Green Does the council recognise the risk of conflict of interest in its relations between Parkwood Leisure or its</p>	<p>Councillor Chris Mullins (Cabinet Member for Wellbeing) – I don't see a conflict of interest as we need to be in a situation where we're all</p>

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<p>subsidiary running the golf club and Crawley voters and Crawley residents?</p>	<p>cooperating with each other. We want to enhance this with an education campaign and explain to dog owners whilst working together. It will be possible to walk the perimeters of the golf course into the woodland and we have 241 acres.</p>
<p>David Lightfoot, Furnace Green Two poorly publicised public consultations have apparently taken place. Both consultations found the public to be substantially opposed to the proposals. In which case on what grounds are these proposals being advanced? The curtailment of freedom for which evidence has been sighted must have very strong backing to merit the measures being proposed. The main issue is on what grounds are these proposals being put forward as I cannot think of any that are justified?</p> <p>Supplementary – I notice the proposal map, and I notice the area highlighted around the golf course. Is it not entirely orchestrated following pressure from the people that run the golf course to take dog owners off the golf course because they're a nuisance, even though we possibly make up a majority of users that make up those on that acreage?</p>	<p>Councillor Chris Mullins (Cabinet Member for Wellbeing) – I can provide witness sessions from individuals who have seen deer chased by dogs. We have chosen not to include the whole of the park, we have chosen areas of the park that include wildlife, the majority where the public go and where there are incidents. We are asking dog owners to be responsible.</p> <p>Councillor Chris Mullins – We are not banning dogs off the golf course. If a dog owner wishes to cross the golf course, the dog is kept on a lead. It is a safety concern for the dog as well as golfers. We are not keeping dog walkers off the golf course.</p> <p>Councillor Ian Irvine – Within the consultation responses the golf club has responded that they are not strongly in favour of a PSPO so I do not think we can say that they are strongly pushing this at all.</p>

4. Public Spaces Protection Order - Keep your dog on a lead in Tilgate Park

The Commission considered report [HCS/41](#) and [HCS/41a](#) of the Head of Community Services which was presented by Cabinet Member for Wellbeing, the Community Services Manager and Community Safety Officer. The report reviewed the findings of the consultation and considered the options for implementing a Public Spaces Protection Order; Keep your dog on a lead in Tilgate Park.

Councillor Jaggard spoke on the item and matters raised included that consultation had not taken place on the proposed 'Option X', concern regarding the golf course perimeter and access, particularly from Maidenbower and how residents would be affected. It was also queried why the silt lakes had not been included in the proposal. Councillor Jones also spoke recognising it was an emotive subject, and the consultation responses had been acknowledged and it was important to consider all park users.

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During the discussion with the Cabinet Member for Wellbeing, the Community Services Manager and Community Safety Officer, Commission members made the following comments:

- It was noted that the proposal and potential change was for a Public Space Protection Order (PSPO) to be considered to prohibit dog related anti-social behaviour within specific areas of Tilgate Park: the main lake, Peace Garden, lawn area and golf course. It was acknowledged that the topic was sensitive and divisive. Yet it was important to find a balanced, fair, and reasonable approach to this emotive subject.
- There was recognition that the many dog owners who visit Tilgate Park were responsible; keeping their dog under control and exercise it in a manner that does not cause distress to other park users. It was important not to alienate responsible dog owners but to manage anti-social behaviour.
- Support was offered for the Hound Ground, together with the training facility/circuit area to be provided which would offer areas for dogs 'off lead'. However queries were raised regarding costs and operation. It was also noted that dogs needed to remain healthy and be exercised.
- Queries were raised with regards to the perimeter footpaths and clarification was provided with reference to the PSPO areas. In addition, any preservation of woodland and paths would be undertaken as necessary. Comments were raised concerning the woodland area from both Furnace Green and Maidenbower immediately into the PSPO area.
- Acknowledgement that at the expiration of the 3 years, the process would be reviewed to determine whether the threshold to sustain if a PSPO was still being met and repeated if deemed necessary. It was confirmed that reviews could take place within the 3-year period if amendments to the PSPO were required.
- Views were expressed that the item should be unwhipped at Full Council, however this was not felt to be a discussion point to comment upon further at the Commission's meeting.
- Confirmation was provided on the consultees and responses received. There was an acknowledgement that there was likely to be under-reporting of incidents and the true scale of the issue was not necessarily reflected in formal complaints and reports and that whilst the majority of formally reported and anecdotal incidents were largely focused around the lake and lawn areas, there was evidence of the issue affecting other areas of the park, particularly where wildlife was concerned. It was however noted that whilst incidents did occur in other areas, some of these were reported less frequently. It was suggested an overlap of incidents with the PSPO map would be beneficial (particularly the golf course).
- It was remarked that only the main lake had been included in the proposed PSPO and the Silt lake had not been included in the revised area ('Option X'). It was commented that wildlife existed around all lakes within the park, where dogs were walked and it was therefore moved by Councillor Lanzer (seconded by Councillor T Belben) that the Cabinet be requested to consider the inclusion of the Silt Lake within the PSPO area. A vote was taken and upon being put to the Commission, the proposal was declared to be lost.
- Concerns were expressed that public consultation had not taken place on the proposed PSPO. Although some members also queried if subsequent responses would significantly add value and would delay the implementation. It was proposed by Councillor Lanzer and seconded by Councillor K Khan that the Cabinet be requested to consider a further consultation exercise on the proposed 'Option X'. Following a vote, the recommendation was declared as carried.

Having considered all the matters in detail, and as a result of the comprehensive discussion and subsequent voting, the Commission noted the report and felt that

the views expressed above along with the following recommendation was appropriate to be referred to the Cabinet:

RESOLVED

That the Commission:

Requests that the Cabinet consider a further consultation exercise on the proposed 'Option X'.

5. Treasury Management Outturn 2021 – 2022

The Commission considered report [FIN/575](#) with the Leader of the Council, Head of Corporate Finance and the Chief Accountant. The CIPFA Code of Practice for Treasury Management recommends that Councillors be updated on treasury management activities regularly and the report ensured the Council was implementing best practice in accordance with the Code. The report provided details of the outturn position for treasury activities and highlighted compliance with the Council's policies previously approved by Councillors.

During the discussion with the Leader of the Council, Head of Corporate Finance and Chief Accountant, the following points were expressed:

- Clarification was offered on the maturity structure together with number of detailed holdings. It was confirmed most were on fixed rate of return, with only the Money Market Funds and Strategic Fund being variable rate.
- Confirmation that there was an error within the Non-Treasury Investment table concerning the valuations for Ashdown House and Atlantic House were reversed. This resulted that the rate of return was incorrect for these two properties and should have read 7.96% for Atlantic House and 7.52% for Ashdown House. The Treasury report show only those investment properties that we purchased for that purpose.
- Recognition that the current investment properties were valued on an annual basis and provided a good rate of return. It was felt that it would be beneficial to receive a detailed holdings table of commercial properties to allow further analysis to take place
- Explanations were sought and obtained on the details provided within appendices.

RESOLVED

That the Commission noted the report and requested that the views expressed during the debate, were fed back to the Cabinet through the Commission's Comment sheet.

6. Financial Outturn 2021-2022 (Quarter 4)

The Commission considered report [FIN/572](#) of the Head of Corporate Finance on the quarter 4 budget monitoring, which set out a summary of the Council's outturn for the year for both revenue and capital spending for the financial year 2021/22. It identified the main variations from the approved spending levels and any potential impact on future budgets.

During the discussion with the Leader of the Council, Head of Corporate Finance and Chief Accountant, Councillors made the following comments:

- Acknowledgement that the report documented the financial viability of the council. It was recognised that revenue streams had increased due to car parking and community centres together with the Hawth Theatre management fee.

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- Confirmation that the Hawth agreement was the repayment of the capital grant occurring over the four-year contract extension period.
- Recognition that that the cost of living and inflation were a concern and would have an overall impact on the Council's finances in areas such as suppliers' costs and energy prices would be just one of the significant challenges in the future
- Verification was provided on the delay to major works at Milton Mount flats due to a late design change coming from Sussex Building Control.
- Clarification was sought on specific details within the report and those provided within appendices.

RESOLVED

That the Commission noted the report and requested that the views expressed during the debate, were fed back to the Cabinet through the Commission's Comment sheet.

7. Exempt Information – Exclusion of the Public

RESOLVED

That in accordance with 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 involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act by virtue of the paragraph specified against the item.

8. Online Benefits

Exempt Paragraph 3

Information relating to the financial or business affairs of any particular person (including the authority holding that information)

The Commission considered report [FIN/573](#) of the Head of Corporate Finance. The report sought approval for the procurement of an online Software system to enable customers to self-serve Benefits and Council Tax Reduction online, through an online portal.

During the discussion with the Leader of the Council, Head of Corporate Finance and Transformation Officer, the following comments were made:

- Support for the creation of a self-service channel for customers to make claims, report changes, access information and respond to communication online, via a secure portal which would be available 24/7.
- Recognition that as part of the Transformation programme there was an expectation and commitment to deliver channel shift by moving services online. However it was acknowledged that there was also a need to assist those who were more vulnerable or less 'internet savvy' to be supported by Older Persons Services, Housing Officers, Contact Centre and voluntary groups.
- Acknowledgement that the procurement approach would look to provide best value, whilst automating services and improving customer experience.

RESOLVED

That the Commission noted the report and requested that the views expressed during the debate, were fed back to the Cabinet through the Commission's Comment sheet.

9. Telford Place Land Proposal

Exempt Paragraph 3

Information relating to the financial or business affairs of any particular person (including the authority holding that information)

The Commission considered report [SHAP/86](#) of the Head of Strategic Housing. The report requested the Cabinet to consider recommendations associated with the Telford Place site.

During the discussion with the Leader of the Council, Cabinet Member for Housing and the Housing Enabling & Development Manager, the following comments were made:

- Recognition that the site at Telford Place had significant potential to contribute towards meeting Crawley's housing needs. There was support for the mix of housing and it remained a site of strategic significance within the context of achieving residential development within the town centre.
- Acknowledgement that the development opportunity would be subject to a planning application, which would address development characteristics, water neutrality, scale of the building, car parking and any potential impacts.

RESOLVED

That the Commission noted the report and requested that the views expressed during the debate, were fed back to the Cabinet through the Commission's Comment sheet.

Re-Admission of the Public

The Chair declared the meeting reopen for consideration of business in public session.

10. Health and Adult Social Care Scrutiny Committee (HASC)

An update was provided from the most recent [HASC](#) meeting. The key item of discussion included the scrutinising of Shaw Healthcare Contract. The committee was considering the performance against the current contract and whether the services will meet future demand.

11. Forthcoming Decision List - and Provisional List of Reports for the Commission's following Meetings

The Commission confirmed the following reports:

5 September 2022

CBC Equality, Diversity & Inclusion Statement 2022-26
(The OSC would also consider the Review of the Transformation Plan)

3 October 2022

Budget Strategy 2023/24 – 2027/28
2022/2023 Budget Monitoring - Quarter 1

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Overview and Scrutiny Commission (12)
4 July 2022

Proposed Changes to the Essential Car User Allowance Scheme

Closure of Meeting

With the business of the Overview and Scrutiny Commission concluded, the Chair declared the meeting closed at 10.05 pm

T G Belben (Chair)

Crawley Borough Council

Report to Overview and Scrutiny Commission
5 September 2022

Report to Cabinet
7 September 2022

Final Report of the Council-owned Neighbourhood Parades Scrutiny Panel

Report of the Chair of the Council-owned Neighbourhood Parades Scrutiny Panel,
Councillor R A Lanzer – **OSC/303**

1. Purpose

- 1.1. This report sets out the considerations and subsequent recommendations of the Council-owned Neighbourhood Parades Scrutiny Panel (*the Panel*) which operated between December 2020 and July 2022.

2. Recommendations

- 2.1. To the Overview and Scrutiny Commission:

To 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 agree the recommendations set out in section 15 of this report.

3. Reasons for the Recommendations

- 3.1. The 19 recommendations reflect the objectives set out in the scoping framework. The main aims of the Panel were to examine the various roles of Crawley Borough Council's neighbourhood shopping parades, explore how effectively these were being discharged, and to consider any improvements that could be made.
- 3.2. The recommendations are consciously framed with a whole Council approach, noting that contributions can be made by various departments beyond that responsible for the Property Strategy, and by partner organisations.

4. Background

- 4.1. In March 2020, a [scrutiny suggestion form](#) proposing a review of the Council's neighbourhood shopping parades was considered by the Overview and Scrutiny Commission (OSC). The OSC requested that it be provided with a report giving detailed information on the matters raised within the form. The report was to be

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considered at the next meeting of the OSC, which would serve as a scoping meeting and allow the OSC to decide whether a Scrutiny Panel was required.

- 4.2. In June 2020 the OSC received report [FIN/499](#). The report set out detailed information about the way the parades are run, with a focus on examining the effectiveness of the Council's [Property Strategy](#) (2004). (NB all information included in report FIN/499 was correct at time of publication – some figures and details may have since changed). The OSC discussed the report and concluded that there was value in establishing a Scrutiny Panel to further review the matter.
- 4.3. The membership of the Panel at its first meeting was Cllrs Lanzer (Chair), Ayling, Lunnon, and Peck. Several changes were made to the membership throughout. Cllr Mwangale became a member in December 2020 and Cllr S Mullins in May 2021. In May 2022, following the election, Cllrs Lunnon and S Mullins ceased to be members while Cllrs K Khan and Rana were appointed – giving a membership of Cllrs Lanzer (Chair), Ayling, K Khan, Mwangale, Peck, and Rana at the Panel's conclusion.
- 4.4. The Panel was supported by key officers: Karen Hayes, Head of Corporate Finance; Sue Bader, Asset Manager; and Richard Gammie, Commercial Asset Manager. The officers contributed valuable information and expertise when requested by the Panel.
- 4.5. The Panel experienced many unforeseen hurdles through its duration. These included changes to the membership of the Panel, the retirement of key officers from the Council, national Coronavirus lockdowns and changes to local restrictions/tiers, elections/by-elections and pre-election periods of sensitivity, cancellations of meeting appearances by witnesses, changing availability of tenants, communication delays with external partners, and staff sickness. Each of these issues caused delays to the Panel's proceedings and some led to postponements or cancellations of meetings.
- 4.6. Nonetheless, the Panel met several times over its duration and considered a range of relevant information and evidence.

5. Information Sources and Evidence Considered

- 5.1. The [Scoping Framework](#) was agreed at the first meeting of the Panel. This set out a number of objectives across a range of topics and proposed various witnesses to be invited to give evidence to the Panel.
- 5.2. Over its duration, the Panel investigated a range of subjects and consulted witnesses and experts. The key sources of information are listed as headings below, under which is a summary of the evidence provided by each source, and the discussions had by the Panel in light of that evidence.

6. Neighbourhood Parade Policies at Other Local Authorities

- 6.1. One component of the Panel's initial investigations was to examine shopping parade policies at councils of a similar ilk to Crawley Borough Council, and also recent shopping parade reviews by other local authorities, with emphasis on Slough Borough Council, Knowsley Borough Council, Dacorum Borough Council, and Lewisham Council. The consideration of these policies/reviews sparked discussion on several topics, set out below.
- 6.2. Use classes – the Panel heard that Crawley Borough Council's unit leases included clauses to allocate the unit's specific use. This allowed the Council as landlord to

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monitor and have some control over the balance of trades on the parades. It was heard that when offers were made on a vacant unit, the Council considered all offers but also aimed to select a suitable use. It was recognised that more traditional uses were popular with shoppers and the parades should reflect this – but this needed to be balanced with the necessity of achieving market rent rate. Control mechanisms had altered with the Use Class Order Changes 2020 which had introduced a new Class E (Commercial, Business and Service), which brought together seven A, B and D use classes. This meant that the change of use of a building within the broad Class E did not require planning permission. The Council retained its control over off-licences through its Licensing function and its general powers as a landlord.

- 6.3. Maintenance responsibilities – clarity was sought about which party had responsibility for the ongoing maintenance of a unit. This was outlined within each lease agreement; most of the responsibilities for building upkeep fell to the tenant.
- 6.4. Responsible retail – the Panel discussed businesses' impact on residents and agreed that, ideally, shops would be responsible retailers which bore in mind environmental impact, encouraged healthy eating, and discouraged unhealthy habits e.g. gambling or sunbeds. However concerns were raised about the Council putting constraints on local businesses and having too much control over the make up of the parades, especially following the periods of difficult trading conditions since March 2020,.
- 6.5. Residential units – some leases included rental of the space on the first floor above the unit. The usage was up to the tenant – the space could be residential, be sub-let, or used for storage. It was noted that offering shop units without the first-floor accommodation and instead letting this space could expose a risk with respect to Right To Buy, and make the units a less attractive proposition in the longer term.
- 6.6. The Panel devised recommendations (a) and (b) in light of this information.

7. Business and Economic Development

- 7.1. The Panel queried whether the Council offered business advice or support to parade shop tenants. It was confirmed that the Business and Economic Development team were not frequently approached by tenants, but did offer signposting to those starting their own business (which encompassed those opening businesses on the parades) about business rates, planning and licensing, and commercial property availability. Support could also be given on grant schemes.
- 7.2. The Economic Regeneration Manager confirmed that the team could support further provision of advice to shop tenants if this was so requested. The Panel agreed that the direct provision of advice by the Council may be a conflict of interest, so any advice would need to be in the form of signposting to other organisations or agencies, which would in turn provide useful support.
- 7.3. The Panel devised recommendation (c) in light of this information.

8. Community Services

- 8.1. The Head of Community Services was invited to give the Panel an overview of crime and safety at the neighbourhood parades. It was heard that there was not a widespread problem of crime at the parades, but rather specific areas of recurrent anti-social behaviour. The Council worked with Sussex Police and the West Sussex Joint Action Group to respond to this and used various enforcement powers,

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including those under the alcohol consumption Public Space Protection Order (PSPO), to control the issue.

- 8.2. It was emphasised that reporting was a key element of public safety – shop tenants and the public were encouraged to always report crime or anti-social behaviour and there were various methods for doing so, e.g. via Sussex Police, the Council's Community Wardens, or the Council's website or contact centre.
- 8.3. The Panel discussed CCTV at the parades. The Head of Community Services agreed that it was a useful tool but was of significant cost. Panel members recognised the cost implications but considered it important to request that Sussex Police (in collaboration with Neighbourhood Services Patch Officers and parade tenants) be asked to assess CCTV provision, including the cameras' placement and lines of sight, modernisation, effectiveness, and ease of monitoring with a view to improving these. It was heard that the Safer Crawley Partnership had recently purchased a mobile CCTV and ANPR (automatic number plate recognition) camera for use throughout the town. The Panel discussed potential links with the Safer Crawley Partnership and also suggested the installation of more signage warning the public about the presence of CCTV. It was hoped that any action taken would work as a deterrent, encourage the reporting of crime, and assist in identifying suspects.
- 8.4. The Panel devised recommendation (d) in light of this information.

9. Cabinet Member for Planning and Economic Development

- 9.1. Councillor Peter Smith, the Cabinet Member with portfolio responsibility for the neighbourhood parades (at the time), was invited to share information and opinions with the Panel. It was highlighted that rent from the parades made up a significant portion of the Council's income this needed to be balanced with a need to maintain affordable rates for shop tenants. The Panel was reminded that any changes to rental rates needed to be carefully considered in light of any financial implications.
- 9.2. The Panel was asked to keep in mind that the parades have been proven to have high community value (especially throughout the Coronavirus pandemic) and therefore any recommendations should continue to benefit residents into the future.

10. Public Consultation

- 10.1. It was decided that a consultation would be key to the Panel's work – garnering public opinion would highlight matters of interest and bring the Panel's focus to the issues that mattered most to the community. An online survey was to be created in order to be Covid-safe and reach as many people as possible. Panel members agreed to two sets of questions – one set for residents, and a further set for shop tenants (who would also receive the residents' questions).
- 10.2. The consultation ran between 13 May and 11 June 2021. The shop tenant section received [23 responses](#) and the resident section received [364 responses](#), which the Panel considered to be very positive. Key points raised by the Panel in its discussion of the responses are set out below.
- 10.3. Business support – 96% of respondents to the shop tenants section stated they did not receive support or advice from the Council; the Panel agreed that action should be taken to provide this.

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- 10.4. Rent review process – a range of comments were made by shop tenants regarding rent reviews and Panel members noted the negative points made. Discussion was had on the frequency, transparency, and method of calculation of rent reviews. The Panel sought further information from officers to clarify the process.
- 10.5. Maintenance responsibilities – 74% of shop tenants believed that the maintenance responsibilities for their unit were not well-balanced between themselves and the Council. Many comments were made stating that repairs needed to be undertaken by tenants and this was costly and difficult – however this was essentially a stated misunderstanding of tenant obligations. Officers confirmed that all units' leases allocate responsibility for full repairs to the tenant, however in practice, the Council had been exceeding its maintenance obligations, e.g. the cost of communal cleaning could be recovered from tenants. The Council also paid for lighting and its replacement. The Panel noted that it was important to recall the multi-million pound neighbourhood parades improvement programme which had been accelerated in response to the economic downturn in 2008.
- 10.6. Communication with the Council – shop tenants were significantly in favour of having more opportunities to feed back to the Council about the running of the parades, responding positively to the Panel's idea of sending out regular questionnaires.
- 10.7. Community safety – one of the key areas highlighted in the public section of the consultation was that residents felt unsafe at the neighbourhood parades, particularly in the evening. 50% of respondents had experienced anti-social behaviour at the parades in the past year and the majority of these had not reported the incident(s) at the time. The Panel raised concerns about both community safety and the lack of reporting, and discussed options for improvement. It was noted that a Public Spaces Protection Order, renewed in 2020, prohibited the consumption of alcohol across the town where that consumption contributed to, linked to or was associated with disorder, nuisance, or annoyance to members of the public. It was hoped that this enabled Sussex Police and the Council to address community safety issues in a robust manner, with the Panel recognising that this could always be improved.
- 10.8. Trade types – the Panel expressed support for the views given via the consultation that the parades would benefit from a wider range of businesses, including traditional trades such as greengrocers. The Panel discussed possible incentives for encouraging a range of uses at the parades.
- 10.9. Streetscene – feedback on the tidiness of the parades was mixed, with mentions of graffiti, litter, and fly tipping. It was noted that the wider permanent streetscene at the parades may feel dated and so contribute to a feeling of untidiness. The Panel sought further information from the Council's Neighbourhood Services team.
- 10.10. The Panel agreed that the consultation had been very insightful and had produced a significant number of valuable responses from tenants and residents alike. It sought to bear these in mind at future meetings and when considering options for change.
- 10.11. The Panel devised recommendations (e), (f), (g), (h), (i), and (j) in light of this information.

11. Neighbourhood Services

- 11.1. In order to gain a whole picture of the neighbourhood parades, it was agreed that staff who visit on a daily basis should be invited to contribute to the Panel. The

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Council's Neighbourhood Services Manager and a Patch Manager described in detail the issues encountered at the parades and showed photographs.

- 11.2. The main issues fell under two broad categories – streetscene (e.g. litter, unkempt landscaping, loose paving, graffiti, and damaged benches/bins etc) and anti-social behaviour (e.g. street drinking, fly tipping). Problems were observed on a daily basis.
- 11.3. Streetscene – the removal of litter and graffiti was time-consuming and there was a lack of resources and working capacity to do so. More permanent issues such as damaged street furniture would be costly to repair/replace and was not covered by the current Neighbourhood Services budget. Some issues could be improved through public education, but the overall appearance and maintenance of the parades would be best improved through more staff capacity/time spent working on the parades and the provision of new facilities. The Neighbourhood Services team suggested that up to three new members of staff and/or more funding would be of significant benefit. Two temporary staff members – financed by the Government's Covid-19 'Welcome Back' fund – had undertaken deep cleaning in the town centre in 2021, which demonstrated the potential success of increased staffing.
- 11.4. Anti-social behaviour – fly tipping was a significant issue at the parades. It was noted that West Sussex County Council's 'Let's SCRAP Fly Tipping' scheme was being implemented and it was hoped that this would crack down on the issue. The Council's Environmental Crime Officer also undertook work to prevent fly tipping but their position was Contain Outbreak Management Fund funded and was thus fixed-term. Action was taken against culprits and penalties sought wherever possible, but this was not without difficulty. The Panel also discussed that the consultation highlighted anti-social behaviour at the parades. It was heard that Community Wardens were contracted to work until 21:00 so were limited in their response; out-of-hours enforcement could therefore be improved. The Panel noted that tackling issues such as street drinking would improve public safety and also encourage trade for the parade shops, but would involve notable costs.
- 11.5. The Panel agreed that the photos of fly tipping shown by Neighbourhood Services were impactful and that these should be shared with residents as a deterrent. An article was therefore published in the [Spring 2022 issue](#) of Crawley Live magazine.
- 11.6. The Commercial Asset Manager highlighted that the Asset team kept a small budget for minor works at the parades (e.g. removal of small areas of graffiti, replacing bulbs, etc). Ward councillors should contact the team if any minor problems were reported by residents – the budget did not cover significant or long-term works.
- 11.7. The Panel agreed that it was key that the parades remained as community assets – they were meeting places for residents and long-standing neighbourhood hubs – and the issues discussed were detrimental to this. The Panel praised the various teams for their contributions to the upkeep of the parades and recognised that there were significant pressures on staffing and resources, which prevented the teams from undertaking both time-consuming 'everyday' tasks and significant long-term work. It was considered worthwhile to request that the Cabinet investigates this.
- 11.8. The Panel devised recommendations (k), (l), and (m) in light of this information.

12. Parade Shop Tenants

- 12.1. As part of the consultation (parade tenant section) 14 of 23 respondents (61%) stated they were interested in attending a meeting of the Panel to share their views. This

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was considered a key element of the consultation process, so those 14 tenants were contacted with an invitation. Nine confirmed that they would like to attend. Tenants of the Ifield, Furnace Green, Southgate, and Tilgate parades addressed the Panel. The following matters made up the main points of discussion at the session.

- 12.2. Rent reviews – several shop tenants voiced strong concerns that the current rent review process was unclear and unfair. Increases to rents were considered extreme and rising costs were a problem for some tenants, and it was felt that rental rates did not reflect how much the Council and residents seemed to value small businesses operating on the parades. A suggestion was made that a unit's rent could be linked to its financial turnover and the Panel discussed the pros and cons of this.
- 12.3. Insurance arrangements – some tenants stated that it was not clear how to find details or claim on their insurance policy following damage to their unit. Tenants had experienced delays and poor communication with insurance companies. It was explained to the Panel that the Council arranged buildings insurance on behalf of tenants via a three-yearly tender process to find the most suitable provider, with the cost of the premium falling to the tenant. Tenants were also responsible for contents insurance. The Panel agreed that lease details such as these should be clarified.
- 12.4. Communication – tenants raised concerns about the lack of negotiation with the Council and communication with the Council's executive particularly when discussing rent reviews and lease clauses. The Panel discussed the importance of open communication between the Council and tenants, and suggested that communication styles should be examined, refined, and improved. It was agreed that, in light of this, tenants were welcome to continue to share their views at future Panel meetings.
- 12.5. It was highlighted that the Panel's scope was to examine the bigger picture at the parades rather than focusing on the rent review/lease renewal processes. However the Panel was sympathetic to tenants facing financial challenges, particularly in the wake of the Coronavirus pandemic. Tenants requested that the Panel continue to have careful and informed discussions on all relevant matters.
- 12.6. The Panel devised recommendations (n) and (o) in light of this information.

13. Graves Jenkins

- 13.1. The Panel requested that a Director of Graves Jenkins, the Council's letting agency for neighbourhood parade units, be invited to attend a witness session to share their expertise from an independent viewpoint. A detailed description of the rent review process was requested and other elements of the letting process were summarised.
- 13.2. The Panel was informed that there was high demand for parade units; there had been few vacancies or lease sales; and more traditional shop uses were increasing. These were considered to be positive signifiers of the situation at the parades.
- 13.3. A wide-ranging and detailed conversation was held with the witness. The Panel discussed rental rates and was informed that basing rent on market rates was the most common approach nationally. The current upward-only rent review process and other options were also discussed. It was heard that rental rates could be based on annual RPI/CPI, which would avoid the need for rent reviews, but this was not considered to be as accurate a reflection of rental rates. Alternatively, rents could be charged based on the business's turnover which relied on businesses providing their accounts to the landlord. A further alternative was for a tenant to sign a shorter lease (e.g. 5 years) however it was highlighted that lease renewals were normally more

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costly than rent reviews. It was agreed that the evidence pointed to the current rent review process as being more straightforward than other options.

- 13.4. The rent review and lease assignment process was seen to have attracted considerable public and media interest, as happened periodically. This report does not contain any recommendation for change to the fundamental rent review and lease assignment process as the Panel was not satisfied that it had received evidence to justify any major reform. However, a number of the recommendations in this report are designed to assist with the implementation of the rent review process for tenants, Council taxpayers and the Council; these were informed by consultation and witness feedback received.
- 13.5. In reaching this conclusion, the Panel was mindful of the financial importance of parade unit rental income to the provision of Council services, amounting to some £3.0m in 2019/20 (around 20% of the revenue budget).
- 13.6. It was considered that the rent review process based on a five-year period using the zoning method described by the Royal Institute of Chartered Surveyors was appropriate for use by the Council in seeking a market rent for the use taken on by a tenant. This was considered to have advantages over the RPI method and any approach based upon turnover, as noted in paragraph 13.3. A further suggestion for more frequent/annual rent reviews was not considered to be viable as this would eliminate what was effectively a five-year rent freeze and would be more costly to implement. This would likely lead to a continuous process as it would be rare for a rent review to conclude smoothly in sufficient time before the next one was due.
- 13.7. The Panel felt that in order to better support tenants through the rent review process, more could be done to ensure they were informed about the process and the likely increase that would be due at each review. It was agreed that any information that could be given in advance may help to reduce both stress and financial burden on tenants and prepare them for upcoming rent reviews.
- 13.8. The Panel devised recommendation (p) in light of this information.

14. Other matters

- 14.1. The Panel considered a number of other matters as part of its work, including (but not limited to) the following.
- 14.2. At the request of the Panel, the Head of Corporate Finance offered regular updates on the levels of arrears owed by shop tenants. The total arrears were into the hundreds of thousands (this had been exacerbated by the effects of the Coronavirus pandemic). Most tenants worked well with the Council to manage their finances; a significant portion of the arrears was owed by a small number of tenants. It was also heard that the Council had implemented payment plans with tenants in order to recover arrears, which had been successful as the total amount owed had begun to decrease. Legislation implemented during the pandemic had restricted the measures that the Council as landlord could take to recover owed funds – this legislation was due to fall away in September 2022 and would allow the Council to begin to recoup arrears more effectively. The Panel sympathised with those whose businesses had been affected by the Coronavirus pandemic and hoped that the business grants offered over recent years had helped to mitigate losses. It was agreed, however, that it was unacceptable for some tenants to continue to owe such significant amounts as this led to financial and reputational problems for both tenant and landlord. The

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Panel agreed that action should be taken to retrieve substantial arrears which were essentially a cost to Council taxpayers.

- 14.3. The Panel devised recommendation (q) in light of this information.
- 14.4. Promotion and advertisement of the parades was considered a key element of encouraging residents to shop at local businesses. The Panel enquired as to whether this was undertaken by the Council, and in response, it was heard that in 2021 the Communications team had approached shop tenants asking to include their details on two new webpages – one on the Council's [website](#) specifically about the parade shops, listing contact details and opening hours – and another, the ['It's Local' business directory](#) which allowed users to search for details of any listed businesses in Crawley. At the Panel's request, these sites were publicised via the Council's social media and via the Councillors' Information Bulletin. It was agreed that these were beneficial for both shoppers and tenants, and the Panel discussed options for offering businesses further publicity in the future via Crawley Live magazine.
- 14.5. The Panel devised recommendations (r) and (s) in light of this information.
- 14.6. Panel members considered a suggestion that Milligan Ltd, a retail development company, be asked to review the Council's neighbourhood parades policies. Milligan had used its expertise to advise other local authorities on similar matters. The Panel agreed to contact Milligan and after a lengthy chain of communication, a quote for the review was obtained. Panel members discussed this and determined, following advice from officers, that there was not sufficient funding to undertake the review.
- 14.7. Throughout the course of the Panel, regular updates were provided about the Covid-19 business grants available to local businesses. The grants were generally not restricted for specific purposes – there were guidelines for their use but it was a tenant's choice as to how to spend the money. Grants were received by tenants in arrears and those without arrears. It was also noted that fortunately some 75% of parade businesses were able to remain open during the Coronavirus lockdowns and the grants were available regardless of this. Grant uptake had been high – as of August 2022 a total of £2,056,000 had been paid out to parade shop tenants by the Council since March 2020. Information about the grants was sent via email, mailshots, and direct conversation with the Council's Finance team. At the request of the Panel, further reminders were sent directly to tenants. The Panel also contacted Crawley councillors to ask them to distribute reminders to residents and tenants.
- 14.8. The Panel discussed the occupancy rate of neighbourhood parade units. The number of vacant units was consistently very low – there were usually only a few vacant units at any given time and sometimes these were undergoing repairs before being put on the market. It was also noted that interest in renting a unit was high; this had positive implications. Interested parties were asked to contact the Council/Graves Jenkins to be added to a waiting list – who would then be contacted when a unit suitable for their proposed use is placed on the market.
- 14.9. When discussing business advice provision, the Panel noted that the seven West Sussex borough and district councils had recently collaborated on a new project, the West Sussex Retail Training and Support Programme 2021/22, to offer support and advice to independent businesses. The [Retail Hub](#) included pre-recorded training sessions, live events, resources, and skills modules to improve a business's offer. The service was free until 2024. The Panel agreed that the Hub could be a very useful tool for parade businesses and, following discussion at a Panel meeting, shop tenants were contacted directly to inform them of the services on offer. The Panel

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also asked councillors to publicise the Hub to their ward residents to encourage as many people as possible to utilise the resources.

15. Recommendations of the Panel

15.1. The Panel's recommendations are as follows:

- a) Maintain a list of essential/traditional and desirable parade uses to allow consideration of lower offers for essential/traditional trades, subject to still obtaining a market rent for the use decided upon.
- b) Request that the Asset Team consults with ward councillors on all new lease assignments and changes of tenant to Council-owned neighbourhood parades (subject to compliance with legal constraints/timings, namely those set out in the Landlord and Tenant Act 1988). Where one or more ward councillors raise objections to the proposal(s), the matter will be referred to the relevant Cabinet Portfolio Holder for a decision (this will require a change to the Sub-Delegation Scheme).
- c) Engage the Business and Economic Development Team to signpost all parade tenants to business and training support, advice, and resources (e.g. the West Sussex Retail Hub) at the beginning of and throughout their tenancy.
- d) Seek to influence a review of the neighbourhood parade CCTV coverage and assess any blind spots, including through representations to the Safer Crawley Partnership.
- e) Prepare and send an annual questionnaire to parade shop tenants.
- f) Convene an annual Parade Tenants' Forum, overseen by the Leader of the Council, to include the feedback from the annual questionnaire.
- g) Subject the lease agreement to an external test of the language used (e.g. Crystal Mark accreditation) and produce a summary version in plain language, accompanying while not substituting for the legal content of the main lease.
- h) Seek to influence the relevant authorities to enhance the arrangements of a zero-tolerance policy on alcohol consumption at the parades and seek to secure increased patrols from Sussex Police/PCSOs.
- i) Provide tenants with updates on the mechanisms for crime and anti-social behaviour reporting.
- j) Consider a capital resource allocation to assess a further round of neighbourhood parade improvements, to maintain the benefits delivered by the previous programme.
- k) Raise awareness amongst ward councillors of the Asset Team's small budget allocated for improvement works on the neighbourhood parades.
- l) Consider allocating increased resources to the Neighbourhood Services Team to offer an enhanced inspection/cleaning regime on the neighbourhood parades.

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- m) Consider allocating increased resources to the Community Wardens Team to facilitate a longer patrol pattern that gives increased priority to the neighbourhood parades.
- n) Engage the Communications Team to witness a sample of rent negotiation dialogues (subject to individual tenant agreement) to facilitate commentary on the effectiveness and style of these engagements.
- o) Ensure that lease assignment dialogues specifically test and record in signed-off notes mutual understanding of the rent review process and council/tenant maintenance obligations.
- p) Ensure officers work with tenants to prepare for the potential amount of rent increases arising from their next five-year review, without prejudice to the actual proposition arising from that review.
- q) Request that the Asset Team pro-actively prevent the build-up of unacceptably high tenant debt in the interests of the tenants and council taxpayers, to include the realistic consideration of an early termination of tenancy in preference to allowing an increasing debt with no prospect of repayment.
- r) Maintain a web presence of all neighbourhood parade shops which wish to be represented, with this forming part of the offer of a new lease assignment.
- s) Use Crawley Live to provide a mention to all new parade lease assignments and tenants (subject to full compliance with the terms of their lease).

16. Implications

- 16.1. Financial: recommendations (j), (l) and (m) request the consideration of allocations of resources/capital to certain teams within the Council. Other recommendations may have less significant financial implications in terms of administrative costs or staff time. These will need to be considered by the Cabinet in the context of the budget and advice should be sought from the Finance team, given the financial pressures on the General Fund. The economic outlook may continue to be depressed in the public sector, having a significant effect on demand-led expenditure budgets.
- 16.2. Legal: the Council must comply with all relevant legislation when acting in its role as landlord, including (but not limited to): the Landlord & Tenant Acts 1927, 1954, and 1988, and the Local Government Act 1972.
- 16.3. Environmental: due regard must be had for the Council's Climate Emergency Action Plan when considering and implementing the Panel's recommendations.

17. Background Papers

- 17.1. [Meeting agendas & minutes - Council-owned Neighbourhood Parades Scrutiny Panel](#)

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Crawley Borough Council

Report to Overview and Scrutiny Commission
5 September 2022

Report to Cabinet
7 September 2022

Crawley Borough Council's **Equality, Diversity & Inclusion Statement 2022-2026**

Report of the Head of Governance, People and Performance, **LDS/181**

1. Purpose

- 1.1. The purpose of this report is to seek approval for a refresh to the Council's Equality, Diversity & Inclusion (EDI) approach.

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) Approve the proposed EDI Statement 2022-2026 (appendix A)
- b) Approve the proposed EDI Action Plan 2022-2023 (appendix B)
- c) Approve the proposed Equality Impact Assessment template (EIA), (appendix C) together with the proposed guidance notes (appendix D).
- d) Delegate authority to the Head of Governance, People and Performance, in consultation with the Cabinet Member for Resources, to make minor amendments to the EDI Strategy, EDI Action Plan and EIA as further changes to legislation and statutory guidance are introduced and following an annual review of the action plan. (Generic Delegation 7 will be used to enact this recommendation).

3. Reasons for the Recommendations

- 3.1. The new approach and documents will:
- Refresh the Council's Equality, Diversity & Inclusion (EDI) approach.
 - Ensure better communication with regards to the Council's EDI approach to employees, Councillors and to the local community.
 - Ensure that the Council is undertaking the steps necessary to comply with the Equality Act 2010.
 - Ensure that the Council factors in EDI when initiating new projects and when making important decisions.

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4. Background

- 4.1. The Equality Act 2010 (the Act) provides a legal framework to protect the rights of individuals and advance equality of opportunity for all. The purpose of the Act is to protect individuals from unfair treatment and promote a fair and more equal society.
- 4.2. The Council has legal duties and responsibilities under the Act. It must not discriminate against, harass or victimise anyone who has a protected characteristic. Those 9 protected characteristics are:- age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 4.3. Beyond discrimination, harassment and victimisation, the Council must be mindful to identify and avoid unconscious biases. These are learned stereotypes that are automatic, unintentional, deeply ingrained and universal. They are able to influence behaviour and can affect our understanding, actions and decisions in an unconscious manner. Employees and Councillors need to be aware of unconscious biases so that they can act fairly, transparently and objectively.
- 4.4. The aspiration, beyond the legal requirements, is to work on fostering a sense of belonging for all and building inclusive environments. This reflects the fact that people are all different in ways well beyond the 9 protected characteristics and that EDI is more than complying with the law.
- 4.5. Council employees need to understand and be able to respond to the range of characteristics of members of the public. These could be physical disabilities which might be easier to identify or, for example, mental health illness, dementia or special educational needs which might be harder to detect. Councillors who interact with the public on a regular basis also need to be aware and sensitive to such issues.
- 4.6. The intention is to provide Council employees with appropriate training with the objective of developing EDI awareness and legal duties. It is considered that more tailored training will be required for different employee groups (e.g. public-facing operational staff) and for councillors. Training can explore building awareness around specific topics e.g. local cultural and religious aspects.

5. Information & Analysis Supporting Recommendation

- 5.1. The proposed Action Plan was devised following an exercise in which Heads of Service were asked to identify EDI activities and actions which currently occur within their divisions as well as those expected in the medium to long term future. Due to the wide range of actions identified and the mix of operational and strategic ones, the Action Plan was split into three categories: Our Organisation, Our Services and Our Community.
- 5.2. The suite of proposed documents has been shared with the Council's People Board and the documents attached to this report have incorporated the feedback from this. No comments have been received from UNISON.
- 5.3. Monitoring of the EDI approach and Action Plan is referenced at 5.1 of the EDI Statement.

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- 5.4. It is recognised that EDI is a complex and expansive subject matter and that the Council's EDI approach will evolve over the period in response to constantly developing thinking, new data and a changing society.

6. Implications

6.1. *Financial implications:*

6.1.1. The proposed actions set out in the EDI Action Plan will mostly incur more officer time in terms of undertaking the work. Most of the EDI actions will not add any significant cost to the service being delivered or to the budgets of new or ongoing project or initiatives.

6.1.2. The EDI training programme for council employees is likely to have an annual and ongoing cost but this should not be unviable as there is the ability to have much larger groups of employees trained remotely reducing the costs and issues around availability of employees, trainers and venues.

6.2. *Legal Implications:*

6.2.1. If the Council does not comply with its duties and responsibilities under the Equality Act 2010, it would risk legal challenge, reputational damage, complaints and potential grievances or employment tribunals.

6.3. *Staffing Implications:*

6.3.1. Future monitoring of the EDI Action Plan and development of the EDI approach is likely to have an impact on the capacity of the Corporate Performance Team and the Organisational Development Team.

6.4. *Risks:*

6.4.1. There is risk in opting not to review and refresh the Council's EDI approach and key documentation. To neglect this area would be reckless and would open the Council up to the various risks set out at 6.2.1.

6.4.2. There is risk around not being able to improve EDI awareness or promote positive behaviours across the organisation. This might be due to resistance, lack of attendance at training or lack of time and resources. However, the starting point should be to make a strong statement of intent, set an achievable action plan, and to develop and provide suitable training and support for employees and councillors.

7. Background Papers

None

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Crawley Borough Council

Equality, Diversity & Inclusion Statement

2022 - 26

1 Introduction

- 1.1 As an organisation working with its partners across the town, we are committed to the principles of Equality, Diversity and Inclusion in the delivery of services, in supporting the local community and as an employer. This is reflected in our values and behaviours.
- 1.2 Equality means that everyone is treated fairly and in accordance with their individual needs. This does not necessarily mean that people experience the same treatment, but that the treatment will lead to fair outcomes. Diversity means valuing and embracing people in terms of their background and for the differences, skills, abilities and experiences they bring into the workforce and in the wider community. Inclusion means everyone feeling valued, that they belong and safe enough to be able to raise issues, share ideas and make suggestions knowing that this will be encouraged.
- 1.3 This statement clearly sets out the principles we aim to follow and supports our commitment in regard to the Public Sector Equality Duty. It applies to all aspects of the Council's functions, including:
- The provision of direct services
 - The commissioning and procurement of goods and services
 - The recruitment, employment, training and development of staff
 - Consultation with local people and in our partnerships with other organisations
 - When exercising our statutory powers and responsibilities.

2. Legislative Requirements

- 2.1 The Public Sector Equality Duty came into force in April 2011 and was created under the Equality Act 2010. The purpose of the duty is to ensure the council considers the needs of all individuals in our day-to-day work, in shaping policy, delivering services and in relation to our own employees.
- 2.2 The Equality Duty replaced the three previous public sector equalities for race, disability and gender and covers the following characteristics:
- Age
 - Race
 - Disability
 - Sex
 - Gender reassignment
 - Sexual orientation
 - Religion or belief (or lack of religion or belief)
 - Pregnancy and maternity
 - Marital status
- 2.3 The Equality Duty has 3 aims and requires the Council to have **due regard** to the need to:
- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Act.

- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it

2.4 Having due regard to advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

2.5 The specific duties of the act requires the council to:

- Publish information to demonstrate our compliance with the Equality Duty at least annually.
- Set equality objectives at least every four years.

3. Our Principles

3.1 The principles that we follow in valuing equality, diversity and inclusion mean we will:

- Work closely with the community partners to do the best we can for the diverse community within the town.
- Consider the potential impact on members of our community when introducing new or changing existing policies, services and processes.
- Ensure the equality and inclusion considerations are an integral part of our policies, planning and delivery of services, through the completion of Equality Impact Assessments.
- Consult with our community for considerations that may affect them.
- Be committed to and accountable for equality, diversity and inclusion related issues throughout the organisation, including where these relate to current and prospective employees
- Treat our customers and employees with dignity and respect.
- Provide equality of access to services and other support for members of the community and our workforce.

4. Our Commitment to Equalities, Diversity & Inclusion

4.1 This document sets out our equality, diversity and inclusion priorities which have been identified as part of an informal review of how we currently discharge our equality duty.

We have also produced a Corporate Equality, Diversity & Inclusion Action Plan, which supports the delivery of these priorities and will be reviewed annually.

4.2 Priority 1: Our Organisation

Developing and building a diverse, inclusive and engaged workforce

This priority is about ensuring our staff, councillors and contractors are aware of the Equality Duty and everyone is treated fairly and equally. That our workforce reflects the diversity of the local community and we build, foster, encourage and create an inclusive environment where all colleagues feel welcome and are able to be themselves.

4.3 Priority 2: Our Services

Ensuring our services are accessible to all in the way we plan and deliver them, including contracted services.

This priority is about ensuring that Council services and information are accessible to all, particularly those with protected characteristics. We will assess and take into consideration the needs of our customers and residents as part of the design and delivery of our services. Council employees need to understand and be able to respond to the range of characteristics of members of the public. These could be physical disabilities which might be easier to identify or, for example, mental health illness, dementia, learning difficulties or special educational needs which might be harder to detect.

4.4 Priority 3: Our Community

Understanding and working with our community

This priority is about developing a greater focus on promoting social inclusivity across Council's services and fostering good community relations. Increasing effective community engagement and participation in public life, particularly from under-represented groups.

5. Governance & Monitoring Arrangements

5.1 Responsibility for the implementation of the scheme and monitoring of the Action Plan will be as follows:-

Members-related aspects	Leader of the Council
Our Organisation aspects	People Board
Our Services aspects	Corporate Management Team (CMT)
Our Community aspects	CMT and the Leader

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Crawley Borough Council Equality, Diversity & Inclusion Action Plan 2022/23

EDI Priorities

Priority 1: Our Organisation – developing and building a diverse, inclusive, and engaged workforce

Priority 2: Our Services – ensuring our services are accessible to all in the way we plan and deliver them, including contracted services

Priority 3: Our Community – understanding and working with our community

Priority 1: Our Organisation– developing and building a diverse, inclusive, and engaged workforce					
Ref.	Action	Desired Outcome	Lead Service / Officer	Timescale	How will we measure success?
1.1	Arrange appropriate EDI training for all staff, including the delivery of LGBTQ+ awareness training to staff.	<p>Ensure that all staff have received appropriate training and develop EDI awareness.</p> <p>The Council has more insight regarding needs and issues of individuals from the LGBTQ+ community.</p> <p>More tailored training for different employee groups and councillors around local cultural and religious aspects.</p>	<p>Governance, People & Performance HR & OD Carron Burton</p> <p>HR & OD Carron Burton / Community Development</p>	End of Dec 22 on an annual cycle	% of staff who have completed training
1.2	Staff encouraged through briefings to report any incidents to Line Managers or alternative. Managers investigate and bring forward for disciplinary hearing.	Staff feel safe to report incidents of discriminatory or intimidating behaviour	All Services All Managers	Ongoing	Prevalence of incidents.
1.3	Consistent and unified approach to fostering a sense of belonging for all and building inclusive environments.	Work culture = zero-tolerance to discriminatory behaviour.	All Services All Managers	Ongoing	Feedback reflects desired outcome in staff survey.

1.4	Arrange appropriate EDI training for all Councillors	Ensure that all Councillors have received appropriate training and develop EDI awareness	Governance, People & Performance Democracy & Data Chris Pedlow	End of Dec 22	% of Councillors who have completed training
1.5	Attract applicants from diverse backgrounds as part of the recruitment process. Identify and develop internal talent	An inclusive and diverse workforce delivering services to our diverse community	Governance, People & Performance HR & OD Carron Burton Team Managers	March 23 Ongoing	% of staff employed from a minority background % reflect the community make up. Monitor % of workforce from a minority ethnic background Monitor retention of staff % of workforce from a minority ethnic background
1.6	Provide HR / Legal advice and support on Equalities legislation and case law and communicate lessons learned via briefings to Managers	Ensure that CBC staff can access advice and information.	Governance, People & Performance Legal Services & HR & OD Simon Bagg, Carron Burton	Ongoing	Lessons learned from potential complaints, grievances, claims
1.7	Review Equality Impact Assessment (EIA) template and build it into the Corporate Project Management approach (also to be reviewed)	Ensure that EIAs are undertaken for Council projects and decisions and any required actions followed.	Governance, People & Performance Corporate Performance Anna Pedlow	Sept 2022	Monitor number of EIAs undertaken per year

Priority 2: Our Services – ensuring our services are accessible to all in the way we plan and deliver them, including contracted services

Ref.	Action	Desired Outcome	Lead Service / Officer	Timescale	How will we measure success?
2.1	Staff remove racial/offensive graffiti and fly posters as soon as possible (normally within 24 hrs)	Minimal exposure of offensive material in the public domain	Community Services Neil Cowell	Ongoing	End to end times on reported incidents
2.2	Work with statutory partners and other stakeholders through the Safer Crawley Partnership to tackle hate	Residents know how to report and have the confidence to report incidents and access support services.	Community Services Community Safety	Ongoing	Local crime data and reporting statistics – supported by Community Tension Monitoring & Partnership reviews.

	crime, anti-social behaviour and domestic abuse.				
2.3	Assisted Bin collections to identified residents	The waste collection service is utilised by all residents and any physical restrictions limiting the ability to leave bins out for collection are not prohibitive.	Major Projects & Commercial Services Paul Baker	Ongoing	Service data including customer comments and complaints.
2.4	Review the accessibility of the Housing Repairs Service	Understand if protected groups are accessing repairs services, whether there is underrepresentation and if there is further work needed to engage residents	Crawley Homes Mario D'Andrea/Tim Honess	March 2024	Baseline data showing who is accessing services. Action plan to address any underrepresentation.
2.5	Ensure the Council's toilets and changing facilities are accessible at the Hawth Theatre, K2 Crawley and New Town Hall.	Specialist toilet is installed at K2 Crawley and the Hawth Theatre, using £100k grant funding applied for to Changing Places.	Major Projects & Commercial Services Paul Baker	2022-23	Feedback from customers
2.6	Ensure our buildings are accessible, by undertaking access site surveys with targeted groups.	There are no physical barriers to utilising our buildings	Major Projects & Commercial Services Paul Baker	2022-24	Feedback from groups
2.7	Maintain a mixed fleet of licensed taxi vehicles which includes saloon, multi seater, purpose built and wheelchair accessible vehicles to cater for the different needs and purposes required by the community	Meet the needs of the travelling public. Vehicles can be adapted to meet the needs of the travelling public Meets the required safety standards according to the diverse needs of the travelling public.	Community Services Licensing – Kareen Plympton	Ongoing	% of compliant vehicles
2.8	Build EDI consideration into Health & Safety assessments which are undertaken re: people, places and activities.	Ensure that staff and members of the public are safe when interacting with or working for the Council and that they are not disadvantaged as a result of having a protected characteristic.	Governance, People & Performance Health & Safety Andy Gaffney	Sept 2022	Annual review of completed risk assessments

2.9	Include an Equalities Impact Assessment to standard application process for events held at Tilgate Park	Inclusivity has been considered and equalities impact assessed for public open events by the organisers (500+ people). Reasonable adjustments are made to ensure maximum accessibility and inclusivity.	Community Services Sabrina Gant	March 2023	Monitor changes made to increase inclusivity
2.10	Review the Council's current offering in terms of public meetings, facilities and supporting materials.	Ensure that all public meetings are accessible to all, transparent and easy to follow.	Governance, People & Performance Democracy & Data Chris Pedlow	Sept 22	Online resident survey
2.11	Review current arrangements and provision and facilities for Elections.	Ensure that the opportunity to vote is accessible to all and that participation is safe and without any undue influence.	Governance, People & Performance Electoral Services Andrew Oakley	Sept 22	Annual post-election review
2.12	Review Corporate Complaints process to ensure accessibility to all	Ensure that members of the public can challenge the Council, complain and escalate issues. To capture data around those who complain and those who achieve the best resolutions / outcomes	Governance, People & Performance Corporate Performance Anna Pedlow	Ongoing	Monitor process and volume of complaints Review data periodically
2.13	Ensure that all applications can be applied for online to maximise accessibility and facilitate customer Self Service. Ensure website information is accessible and correct so customers can self-serve and get it right first time	Customers able to carry out applications remotely and make payment online. Customers able self-serve and access services 24-7 at their convenience and do not need to attend Council Offices	All services	Ongoing	Monitor Self-service numbers Monitor call centre feedback Monitor complaints re: access
2.14	Consideration and alternative support are given to those groups who are not able to self-serve online. Access Crawley	Services are accessible to all, regardless of the customers' preferred channel.	All services	March 2023	Monitor Self-service numbers Monitor call centre feedback Monitor complaints re: access
2.15	Review of the Council's Tenancy Policy	Data collated and reviewed showing outcome of flexible	Crawley Homes - Housing Clare Prosser/Amanda Kendall	Dec 2022	New policy in place

		tenancy reviews and understanding of impact on communities. Policy reviewed and associated EIA completed. Sustainment offer is in place which reflects the needs of customers and where outcomes can be fully demonstrated			Data available and EIA showing how the Council will improve data and develop its understanding of impacts and outcomes
2.16	Review of the Council's Anti-Social Behaviour Policy	Data showing the breakdown of ASB and who is accessing/using the NASB service. Revised ASB policy and associated EIA is completed, including the Council's approach to addressing hate crime. Documented approach to supporting victims and vulnerable perpetrators.	Crawley Homes – NASB Laura Padgett/ Clare Prosser/Amanda Kendall	Dec 2022	New policy and processes in place. Data available and EIA showing how we will improve data and develop our understanding of impacts and outcomes
2.17	Review the Crawley Homes Financial Inclusion Strategy	Strategy in place which looks to: Support council tenants, particularly those on a low income, to maximise their income and manage rising costs of managing a home such as fuel poverty. Support income streams into Crawley Homes and the wider council. Improve our understanding and trends of those tenants most affected and in need of financial support	Crawley Homes - Housing Clare Prosser/Amanda Kendall	March 2023	Strategy and associated action plan in place.
2.18	Review and implement the revised Disabled Adaptations Policy for the Council's housing stock	Defined adaptations policy that enables equitable access to property adaptations to allow tenants to live independently whilst balancing the best use of council housing stock	Crawley Homes Tim Honess	Complete	New policy and EIA in place

2.19	<p>Ensure that all policies associated with Public Protection & Enforcement provision are easy to read and understand, compliant with legislation and accessible to members of the public and businesses.</p> <p>Engage with industry representatives, Community Leaders and Partners in the preparation and dissemination of policies to ensure the Policy is fit for purpose and is accessible.</p>	<p>Policies are easy to understand, written in plain English with relevant information provided to support compliance Policies remain “fit for purpose” and are updated to reflect current legislation, regulations and, where appropriate, enforcement route</p> <p>Policies accessible online (CBC website) with alternative mechanisms in place for those unable to access the internet</p>	Community Services Public Protection & Enforcement – Dan Carberry	March 2023	<p>Feedback from service users and stakeholders</p> <p>EIA completed for relevant policies</p>
2.20	Deliver the West Sussex Wellbeing programme funded by WSCC Public Health Grant, effective from 1st April 2022 for a five-year term.	<p>It is critical that the programme is accessible to all individuals and groups who may wish to access wellbeing support. The new Agreement will have a renewed and increased focus on individuals from minority ethnic backgrounds, men, and routine and manual workers. As well as ensuring it is accessible to young adults, carers, autistic people and those with learning disabilities or special educational needs. The programme will continue to build on and enhance the existing positive relationships that exist within each District and Borough in West Sussex.</p>	Community Services Crawley Wellbeing Service – Alan Heaton Wellbeing Manager	April 2022 - 2027	<p>Service performance measured against the Public Health Outcome Framework.</p> <p>Number of clients we support from minority and ethnic groups, older people, younger people, LGBTQ+ community and disability groups.</p>

		West Sussex Wellbeing meets the Public Health Outcome Framework.			
2.21	Regular reviews undertaken with contractors to identify sporting and arts community programmes seeking to enhance equalities opportunities	Programme diversity which encourages and facilitates access for minority groups	Major Projects & Commercial Services Paul Baker	On going	Analysis of programme and service take up.
2.22	<p>Deliver the Town Centre Regeneration Programme:</p> <p>Inclusive stakeholder engagement and consultation on all scheme proposals will be undertaken including with the Town Access Group and Walking & Cycling Forum.</p> <p>Project design briefs will include a requirement for schemes to be fully inclusive and accessible.</p> <p>Planning conditions related to accessibility to be met.</p>	All public realm regeneration and transport improvement schemes within the town centre will be fully inclusive and accessible to all users, always.	Economic Development & Regeneration Lynn Hainge	Current delivery programme in place to March 2026	Feedback from stakeholders
2.23	<p>Deliver the Employment & Skills Programme.</p> <p>Employ Crawley and the Youth Hub provide a free, bespoke employment support service, available to all Crawley residents and meeting all access needs.</p>	<p>The Programme aims to enable all Crawley residents to access better job opportunities.</p> <p>Strategic priorities of the Programme include:</p> <p>Champion Crawley as a Living Wage town to increase income levels. Create new pathways for residents into higher education, skills levels and wages. Support for over 50s to learn new skills, increase participation of girls in STEM subjects and careers,</p>	Economic Development & Regeneration Lynn Hainge	Current delivery programme in place to March 2024	<p>No. of residents into higher education</p> <p>Participation rates for STEM subjects and careers amongst girls</p>

		reduce income inequality through a living wage, outreach employment support to disadvantaged communities			
2.24	<p>Deliver the Crawley Growth Programme:</p> <p>Inclusive stakeholder engagement and consultation on all scheme proposals will be undertaken including with the Town Access Group and Walking & Cycling Forum.</p> <p>Project design briefs will include a requirement for schemes to be fully inclusive and accessible.</p> <p>Planning conditions related to accessibility to be met.</p>	All projects delivered through the Programme will be fully inclusive and accessible to all users, at all times.	Economic Development & Regeneration Clem Smith / Lynn Hainge	Current delivery programme in place to March 2025	Feedback from stakeholders
2.25	<p>Deliver the Towns Fund & Town Investment Plan:</p> <p>Inclusive stakeholder engagement and consultation on all scheme proposals will be undertaken including with the Town Access Group and Walking & Cycling Forum.</p> <p>Project design briefs will include a requirement for schemes to be fully inclusive and accessible. Planning conditions related to accessibility to be met</p>	All projects delivered through the Town Investment Plan will be fully inclusive and accessible to all users, at all times.	Economic Development & Regeneration Clem Smith / Nigel Tidy	Current delivery programme in place to March 2026	Feedback from stakeholders

Priority 3: Our Community - understanding and working with our community					
Ref.	Action	Desired Outcome	Lead Service / Officer	Timescale	How will we measure success?
3.1	Devise and implement a specific action plan covering changes planned in the Social Housing White Paper and proposals by the Regulator of Social Housing	Compliant with legislation and Regulator of Social Housing's consumer standards covering engagement and understanding of local communities	Crawley Homes Amanda Kendall	April 2023	Increased number of residents engaged in shaping services. Development of tenant profile data. Representative engagement of tenants. Reporting on the full suite of Tenant Satisfaction Measures. Action plan fulfilled
3.2	Facilitate engagement and dialogue with minority and diverse communities through key partnerships including; <ul style="list-style-type: none"> Community Ambassadors Disability Forum Young Crawley Youth Forum Civil Military Partnership 	Increasing corporate insight into the needs of and issues impacting the Council's communities. Increasing awareness around diverse cultural and religious aspects. Improving levels of engagement and understanding relating to community issues. Empowering communities that can challenge the public sector. Increasing access to services for communities. Reducing barriers to participation. Challenging and addressing inequalities. Increasing access to services.	Community Services Community Development	Ongoing	Changes to services/how services are designed Number of representations from minority and ethnic groups, older people, younger people, LGBTQ+ community and disability groups
3.3	Ensure equitable access to health services linked to the Crawley Health Programme	Individuals have reduced hesitancy to accessing health services. Patient-centred approach to ensure simplified	Community Services Health Officer and Crawley Local Community Network (LCN) membership	Ongoing to 2024 as part of the Crawley	PhoF (Public Health Outcomes Framework) data Local insight

	<p>Partnership working with the council as the health anchor organisation.</p> <p>All actions ensure equity for all residents</p> <p>Listening, understanding and acting on the needs of our residents</p>	<p>access to the health services. Reduced health inequalities for marginalised groups and members of the community. Improved health outcomes and access to health services.</p> <p>Improved relationship and levels of trust from all communities. System wide approach to tackling health inequalities. Increased resilience for individuals to navigate and manage their health and wellbeing</p>		Health Programme	Primary care data
3.4	<p>Increase engagement within Black, Asian and Minority Ethnic (BAME) groups through the dedicated PT Weight Management Coordinator.</p> <p>To identify key barriers to engagement and increase referrals into the universal service</p> <p>To identify community champions to help co-design and co-deliver tailored Weight Management interventions</p>	<p>Improved awareness within the BAME community of local Health & Wellbeing services available to them.</p> <p>The council will have more insight regards key barriers to participation, and the needs and issues of individuals from the BAME community</p> <p>Improved levels of engagement and better health outcomes</p> <p>Able to provide better services which are tailored to the needs of the community</p> <p>Reducing barriers to participation & increase access to health and wellbeing services</p> <p>Empowered communities that are trained to help co-design and co-deliver initial intervention and</p>	Community Services Crawley Wellbeing – Rubina Khan	30 June 2022 – dedicated fixed-term post due to end. Learning and provision will continue in line with Partnership Agreement through the wider service and team priorities.	<p>Changes to services/how services are designed</p> <p>Number of representations from minority and ethnic groups</p> <p>Number of council employed staff and volunteers from a diverse background</p>

		then continue to provide activity beyond the initial support period Enhanced the council's diverse workforce			
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Equality Impact Assessment

1. Introduction

Division:	Choose an item.
Name of activity:	Click or tap here to enter text.
Type of activity:	Choose an item. If other, please specify: Click or tap here to enter text.
Completed by:	Click or tap here to enter text.
Date completed:	Click or tap to enter a date.
Date approved by Head of Service	Click or tap to enter a date.

2. About the activity

Please note the term “activity” is used here to include any new services proposed for introduction, changes to an existing service, withdrawal of an existing service, any new policy or strategy or change to an existing policy or strategy, and any project.

What is the main purpose of the activity? <i>Please explain in a short paragraph</i>	
Click or tap here to enter text.	
Why is it being introduced / reviewed / changed? <i>This could be, for example because of new government legalisation or guidance, changing services user needs, or financial reasons</i>	
Click or tap here to enter text.	
Who is the intended audience or target group?	
Internal audience or group:	Choose an item.
External audience or group:	Choose an item.
If other, please specify below and provide details how the audience or target group will benefit?	
Click or tap here to enter text.	

Have you already consulted on / researched the activity?

Please provide a brief explanation of the work that has been undertaken and any key findings / data. Are there any gaps that need further investigation?

Click or tap here to enter text.

3. Assessing potential impact

When undertaking your assessment, it is important to think about every stage of the process regarding the activity. This includes the design phase, consultation, delivery phase and post completion of the activity. Information about the protected characteristic groups as defined by the Equality Act is available [here](#). You should also use this assessment to consider impacts on other vulnerable groups such as those on low incomes.

Impact on people with a protected characteristic	
Is there a potential positive or negative impact based on the following?	
Age (older / younger people, children)	Choose an item.
Disability (people with physical / sensory impairment or mental disability)	Choose an item.
Gender reassignment (the process of transitioning from one gender to another.)	Choose an item.
Marriage & civil partnership (Marriage is defined as a 'union between a man and a woman'. Civil partnerships are legally recognised for same-sex couples)	Choose an item.
Pregnancy & maternity (Pregnancy is the condition of being pregnant & maternity refers to the period after the birth)	Choose an item.
Race (ethnicity, colour, nationality or national origins & including gypsies, travellers, refugees & asylum seekers)	Choose an item.
Religion & belief (religious faith or other group with a recognised belief system)	Choose an item.
Sex (male / female)	Choose an item.

Sexual orientation (heterosexual, gay, lesbian, or bisexual,)	Choose an item.
Whilst Socio economic disadvantage that people may face is not a protected characteristic; the potential impact on this group should be also considered	Choose an item.

<p>What evidence has been used to assess the likely impacts? <i>(e.g. demographic profiles, research reports, academic research, benchmarking reports, consultation activities, staff surveys, customer surveys, public surveys, complaints, grievances, disciplinary cases, employment tribunal cases, ombudsman cases, media reports)</i></p> <p>Click or tap here to enter text.</p>
<p>What resource implications are there to deliver actions from this EIA? <i>(Quantify: people, time, budget, etc.)</i></p> <p>Click or tap here to enter text.</p>

4. Outcome following initial assessment

<p>Does the activity have a <u>positive</u> impact on any of the protected groups, or contribute to promoting equality, equal opportunities and improving relations within target groups?</p>	Choose an item.
<p><i>If yes, record the evidence below. If no STOP and re-examine the activity.</i></p> <p>Click or tap here to enter text.</p>	
<p>Does the activity have a <u>negative</u> impact on any of the protected groups, i.e. disadvantage them in any way?</p>	Choose an item.
<p><i>If yes, identify the necessary changes and record appropriate actions below. If no, record the evidence and assessment is complete.</i></p> <p>Click or tap here to enter text.</p>	

5. Decision following the initial assessment

Continue with existing activity or introduce new / planned activity	Choose an item.
Amend activity based on identified actions	Choose an item.

Has the EIA identified any positive or negative impact on any of the protected groups which requires action? <i>e.g., adjustments to the approach or documents, changes to terminology, broadening parameters of policy, etc. If so, record any actions to be undertaken and monitored</i>			
Impact identified	Action required	Lead Officer	Deadline

6. Monitoring & Review

How do you propose to monitor and review the impact of your proposal? <i>Please outline how you will monitor the impact of your proposal, once implemented, on protected characteristic groups, and what the mechanisms for review are.</i>

Date of last review or Impact Assessment:	Click or tap to enter a date.
Date of next 12-month review:	Click or tap to enter a date.
Date of next 3-year Impact Assessment (from the date of this EIA):	Click or tap to enter a date.
Date Sent to HR and Organisational Development Team:	Click or tap to enter a date.



Equality Impact Assessment Guidance

Why complete an impact assessment?

When planning or reviewing our services and policies, we need to demonstrate that we have assessed the impact of any changes on people who are protected under the Equality Act, and that we have taken steps to remove or minimise any potential harm.

The [Equality Act 2010](#) requires the Council to have due regard to the need to eliminate unlawful discrimination as it carries out its activities. It also requires that we work proactively to improve equality of opportunity.

When is an impact assessment required?

If you are considering changes to a service, a new or updated strategy or policy, or if you are starting a new project and people will be impacted by the changes in any way, you need to think about equality issues as part of the process.

When is an impact assessment not required?

- If the proposal does not relate to a new or changing policy, service, project or decision that will have an impact on services.
- If the proposal does not in any way affect people (staff or customers) and therefore has no relevance to equality.

How do I carry out an impact assessment?

You should start working on your Equality Impact Assessment alongside starting work on your activity. If you are completing a Business Case as part of a project or writing a committee report that requires a decision to be made, an impact assessment should be included with this. By 'activity' we mean any plan to change a service, introduce a new or updated strategy or policy or start a new project.

Incorporating consideration of equality issues throughout the development of your activity will help ensure that it makes a positive contribution to improving equality and good community relations.

An Equality Impact Assessment template is available to help you carry out your impact assessment. You will need to complete the template and make it available to the decision maker for your proposal e.g. Head of Service, relevant Board or Committee.

Where can I get further information?

Our latest Equality, Diversity and Inclusion Statement and Action Plan is available on our website.

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Crawley Borough Council

Report to Overview and Scrutiny Commission 05 September 2022

Review of the Transformation Plan

Report of the *Deputy Chief Executive - DCE/13*

1. Purpose

- 1.1. The Transformation Plan was revised in 2020 with a first review report to OSC in November 2020 and then again in November 2021 - [DCE/09](#), providing an update on progress to the six themes and activities. The Transformation Board has monitored progress at regular intervals reporting back to the organisation through Portfolio Briefings, Managers' Conferences, Chief Executive Q&A's sessions, Outline, Team Brief, via the intranet and at the annual update to the Overview and Scrutiny Commission (OSC).
- 1.2. This report provides an update to OSC, identifying those activities that have been delivered sufficiently, where remaining activities are incorporated into service plans as business as usual or likely to carry across to the next iteration of the plan. The Review Report, is attached as Appendix A.

2. Recommendation

- 2.1. To the Overview and Scrutiny Commission:

That the Commission considers and notes the Review Report (Appendix A).

3. Reasons for the Recommendation

- 3.1. The Review Report (Appendix A) provides a mechanism to record and recognise the significant progress made against the current plan and provides a mandate for Officers to develop a new plan for 2023 - 2025.

4. Background

- 4.1. The Transformation Plan consists of time-limited projects to ensure continued momentum to provide efficient and quality services to residents and businesses whilst we focus on the internal mechanism of systems, policies and process for staff. The current plan has also been driven by the opportunities created by the move to the New Town Hall, and the ongoing need to meet the Council's wider financial challenges. The ambition of the current plan was inevitably impacted by the pandemic, but it equally acted as an accelerator for some activities.
- 4.2. During this current year, the challenges facing the local community, businesses along with the Council's own operations in response to rising costs of living has become a further driver, specifically within the service redesign theme. The Council anticipates that this will increase and create an equally challenging financial position going forward.

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5. Progress against the key themes

5.1. Channel Shift

There has been a reduction in central government driven reactive demands requiring online applications this year. This has allowed the teams to identify and focus on transactions where channel shift will have the biggest impact. These are the simple, transactional and information driven activities such as eBilling for Council Tax. Work will continue to capitalise on this approach where possible whilst retaining options for more traditional phone or face to face interactions for those who require this. This number is decreasing as customer behaviour and preferences have modified during the pandemic as they accessed services through digital formats. Just 5% of all traffic through the contact centre is now face to face.

5.3 New Ways of Working

The Council continues to focus on how best to use new technology to release staff to work in a more agile way. The most significant project being the migration of our infrastructure to the cloud along with a range of service led projects. The move to the new Town Hall has provided momentum to digitise historic data creating space, improving access to information and modernising our working practices. Ultimately these will drive efficiencies and provide enhanced customer access in the coming year. Going forward there are planned improvements to the satellite sites and projects focused on our mobile workforce.

5.4 People Strategy

As the Council's ways of working evolve and change there is a need to review the employment offer and practices to ensure it continues to attract and retain the best workforce, and get the most out of the talent the Council has. The People Board, with staff representation, has devised a workplan of activities to continue to develop its culture and supporting policies. There is planned and resourced activities to support staff using new technology and creating the flexibility and resilience needed to embrace new opportunities and drive transformation from within.

5.5 Service Redesign

This theme addresses services or functions where, for one of a number of reasons, it was decided to undertake a review or make changes to improve services or deliver efficiencies. For the most part these have all now been completed or in the final stages of conclusion. One intervention will continue into the future. Access Crawley is developing a better approach to addressing residents with more complex needs. It has already supported 40 people in crisis to move forward, which would not have been possible previously. There has been a significant focus on financial crisis, and the project team has also undertaken work to bring together support available for those struggling with the cost of living.

5.6 Commercialisation (PIPES model)

By adopting a more commercial mindset the council is able to respond more flexibly and pragmatically in responding to the Medium-Term Financial Strategy (MTFS). There is a clear need to continue to offer high quality and sustainable services which must operate, as a minimum, as cost neutral. Achieving this at a time where residents and businesses are incurring a raft of increased prices is understandably, extremely sensitive. It does however minimise the need for future reductions in services by developing new ideas, new income streams, greater efficiencies and savings.

5.7 Assets

Within the Council's current estate there are a range of land and spaces subject to varying levels of use. Several of these offer opportunities for the Council in terms of

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disposal, development or repurposing. Initially work has focused on Metcalf Way depot and the relocation of its staff and services, thereby freeing up the site for alternative use.

6. Next Steps

- 6.1. Work is already underway to deliver the remaining activities with progress monitored at regular intervals at the appropriate governance board.
- 6.2. The Transformation Board will provide a further Review Report to OSC in 2023 which will include details of any new themes.

7. Background Papers

None

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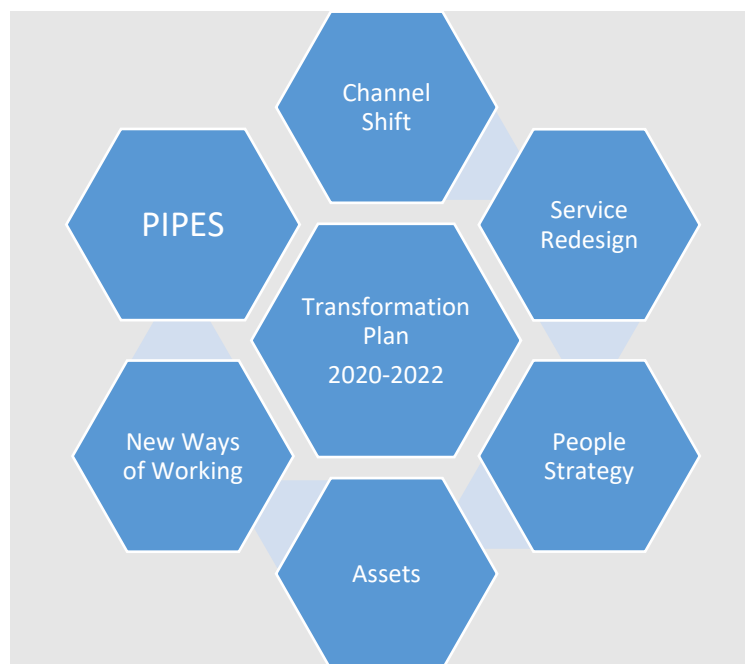
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TRANSFORMATION PLAN – REVIEW 2022

Introduction:

The Transformation Plan was revised in 2020 with a second iteration, following a report to OSC, incorporating six key themes to deliver against the corporate priorities:

- Channel Shift - We aim to deliver modern, digital customer services that provide easy access and value for money whilst placing our customers at the heart of everything we do.
- New Ways of Working - Encouraging greater flexibility and efficiencies in how the work is delivered.
- Service Redesign - Providing services that are redesigned from the customer or user perspective, streamlining processes and delivering savings.
- People Strategy – As we continue to transform we need to ensure our staff are at the heart of this change by reviewing our working relationship and our policies.
- Commercialisation & Income Generation - Creating a culture of commercialisation and embedding the principles of PIPES.
- Asset Review - To ensure that the Council’s land and property assets are utilised in the most efficient and effective way.



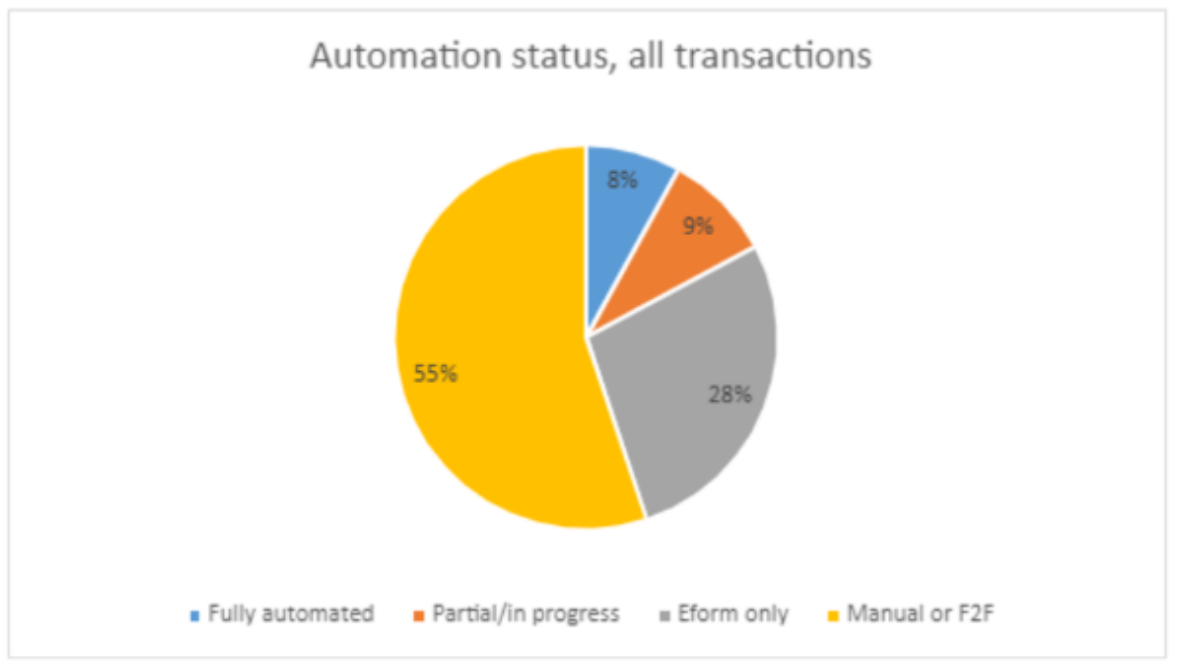
The impact of the pandemic and changes to how we provide services have remained evident in the past twelve months although in many ways these now reflect a new norm for the Council as practices have become embedded in our day to day operation even after restrictions ended in February 2022.

Progress has continued across many of the Transformation Plan themes, namely in the completion of a number of service reviews and delivering new ways of working in readiness for our move to a new Town Hall in the Autumn.

CHANNEL SHIFT CMT Sponsor – Head of Digital & Transformation Accountable to: Transformation Board		Some progress
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The channel shift group and Digital Services team continue to work with services to make simple transactions available online allowing customers to complete tasks quickly and easily which can improve the customer experience. It is imperative that this work goes beyond simply providing an electronic form, activities need to be fully integrated into back office systems removing the need for double handling of data. This additionally helps to release capacity in teams to deal with more complex enquires or support customers who need a more individual form of service.

Number of identified transactions / forms so far: 277



The project has to date:

Action	Status
Continued promotion and sign ups to myCrawley.	Registrations to myCrawley continue to grow steadily with peaks of activity during holidays and new residents moving into the Borough. Total myCrawley accounts at 17 th August 2022 - 37,998
Launch of eBilling for Council Tax	Released in March with the run up to annual billing, there are now 1,037 people registered to receive their bills electronically. Annual and revised bills will be sent by email and bills and other documents can also be viewed and downloaded in myCrawley.

Increase in direct debit sign ups for Council Tax	Initially driven by messaging for the £150 energy rebate, 3,376 more people have signed up for Council Tax Direct Debit online since annual billing in March.
Online appointments for customers to the Town Hall	Customers responded positively to booking online for key services over the past year. Going forward a hybrid approach to combine both appointment and walk up options will be accommodated to help plan resources most effectively.
Developments to improve processes for key services.	A number of projects have been completed including: <ul style="list-style-type: none"> • Review of the compliments & complaints process • Upgraded thechoice based letting portal to launch fully integrated forms • Adding additional information to the portal including whole year collection calendar for waste & recycling.

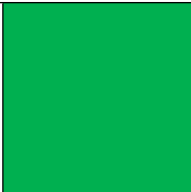
The actions that remain, as set out in the last Transformation Plan, are:

Action	Description/Status	Timetable
AI & Chat bots	To establish whether these may be suitable for simple transactions and to support form filling. These are being explored as a part of our options to shift demand away from the contact centre to provide capacity within the team.	TBC
Implementation of online system for Housing Benefits.	The project team have collated the service requirements with some initial investigation with providers. The business case has been approved by Cabinet and will progress going out to tender for a system solution.	Spring 23
Programme to reduce demand to the Contact Centre online	The Contact Centre regularly reports on the activities which represent high levels of demand and those as a result of fragmented or paper based internal processes. The aim is to reduce these to create capacity across the organisation to focus on other tasks or assist those customers requiring greater assistance. Work has been focused on Council Tax enquiries and fully integrating these processes.	Ongoing
Improvements to Streetscene reporting	Live testing of a new online form and case management solution is now complete in the Contact Centre and Neighbourhood Services. Wardens have also been trained. This links to the mobile working project phase 3 for outside workers	Autumn 22
On line Bulky Waste booking service	Following a review of the pricing structure this will move to an online booking process later in the year rather than only via the Contact Centre.	Winter 22
Book and pay options	Continuing to expand the range of services available to complete online including new events in Parks and Open spaces.	Ongoing

Business rates portal	Similar to our services for council tax payers providing a portal to provide eBilling and access to account and information online reducing enquiries from rating agents. This may link to the replacement Housing Benefits system as there are shared IT systems.	Winter 22

Conclusions & Recommendations

Since the reopening of the Town Hall there is a continued uptake for by customers for online access to provide easy and accessible access to services. There will always be a place for face to face contacts, as demonstrated by the volume of customers in the Borough for the government funded Energy Bills Rebate, or for those customers who have more complex requirements or need greater support and channel shift will create capacity in teams to deliver these services. More so we need to challenge the perception of Customers that calling the service will result in a faster response as in reality they use exactly the same forms. Further targeted communication to promote the advantages of self service is therefore ongoing.

<p>NEW WAYS OF WORKING CMT Sponsor – Deputy Chief Executive & Head of Digital & Transformation Accountable to: Transformation Board</p>		On Track
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The New Ways of Working Theme has focussed on how to best use the new technology emerging and to embed a more agile approach to work. Significant projects are nearing completion namely the migration to Azure public cloud of our infrastructure and roll out of improved IT services. The roll out of multi factor authentication (MFA) in response to an increased level of cyber attacks was successfully deployed at short notice across the Council. In addition, preparations for the move to the new Town Hall have resulted in significant activities for the IT & Transformation Team this year.

The project has to date:

Action	Status
Cloud: The Cloud Strategy was approved in November 2020 to migrate our infrastructure and applications to the Azure public cloud by the end of 2021 providing a more secure way of managing our systems with full disaster recovery.	Project on track to be completed by end of December 2022.
Roll out new M365 suite to hybrid devices following the Windows 10 upgrade last year.	Project completed summer 2022.
Service led system upgrades: <ul style="list-style-type: none"> • Housing Management - new • Homelessness 	<ul style="list-style-type: none"> • Project on track to complete Oct 2022 • Completed

<ul style="list-style-type: none"> • Income Management - new • Legal Case Management - new • Asset Management – new • Income Management System – upgrade FMS • Online register for licensing 	<ul style="list-style-type: none"> • Project progressing • Completed • Project on track to complete Summer 2022 • Completed • On hold awaiting upgrade to Uniform system
Information Management Project. To implement an electronic data management system to replace historic paper files, enable file sharing software and automate retention policies.	The project has made progress to outline the future requirements, undertake a data cleanse and with a demo site available for testing in July. The roll out to services will begin in the summer including the migration of previous data and completed by the end of the calendar year.
Digitise historic data into the new electronic data management system and effective disposal.	Linked to the Information Management Project this will include the digital scanning of approx. 1.9m items which will be completed by November.
Managed team storage requirements for mobilisation to the new Town Hall	As above in addition to the disposal of paper files, storage requirements have been rationalised to meet the building layouts using opportunities to change processes.
Connectivity to the new Town Hall	Cable runs inside the building are complete for our MER Comms room and working with BT to configure for our landlord wifi, guest wifi and contractor access.
Installation of new audio visual equipment to the new Town Hall	Following a procurement earlier in the year orders have been placed ready for practical completion of the new building.
Room booking system for the new Town Hall	Development and testing of a new system is nearing completion following demos with Facilities Team and key staff.
Customer self-service and touch screen	Providing a space for those customers who need to visit the new Town Hall to enable self-serve options. This will focus on improving our existing service, this has been launched in the current building.

The actions that remain, as set out in the last Transformation Plan, are:

Action	Description/Status	Timetable
Mobile working phase 3	The project is underway and captured the requirements for those services in scope. Some soft market testing has been undertaken to understand what may be possible with the business case in development.	Winter 22

Replace IE 11 with Chromium Edge as websites and applications are no longer supported by IE 11	Access to Edge is available with the option to switch the default browser. A removal of IE11 is planned for the next Windows update.	Summer 22
Digital canvassing to modernise the administration process during the annual canvass for the electoral register	This will replace the paper-based system with a digital solution. Tablets are due mid August	Summer 22
Hybrid meetings	Maximise the use of new audio visual equipment for virtual meetings to increase collaboration and reduce the need for business travel.	Autumn 22

Conclusions & Recommendations

There have been a number of Infrastructure improvements as well as the delivery of service led projects during the last twelve months. Resource is now working between preparation for the move to the new Town Hall with improvements to satellite sites and projects enabling our mobile workers and support future changes in frontline community-based working. There will therefore be a standstill in terms of new projects until the end of the year.

<p>PEOPLE BOARD CMT Sponsors – Deputy Chief Executive & Head of Housing Strategic Services Accountable to: Transformation Board</p>		Some progress
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As changes to our working practices become fully embedded there is a need to review the employment relationship and associated policies to make sure we continue to attract and retain the highest calibre of staff as we develop this new reality of working. The People Board, with staff and Unison representation, meets regularly to create options for the organisation.

Progress against the plan is as follows:

Action	Status
Devised a revised Plan, Develop, Review scheme	Following a successful trial a scheme was launched earlier this year with conversations underway across the council.
Created new information to support Managers	Being a “People Manager” resource is now available signposting to policies and support.
Display Screen Equipment training replaced to ensure staff have safe and healthy workspaces both in the office and at home.	An interim video has been designed ahead of sign off and roll out to staff. A risk assessment system is to be procured as part of a review of People Services.
Provide IT support and training to make best use of new technology including Sharepoint	A Digital Trainer has been appointed with learning resources for M365 and Sharepoint to support staff launching on the intranet.

The actions that remain, as set out in the last Transformation Plan, are:

Action	Description/Status	Timetable
To create and embed a culture of learning with flexible training and development opportunities to develop talent at all levels	Scope to be agreed. Linked to Plan, Do, Review scheme	Autumn 2022
Refresh recruitment pages to include reference to values & behaviours, benefits to attract and retain the best candidates.	Revise content include video welcome	Autumn 2022
Develop recruitment, retention and succession strategies that secure the talent the Council needs into the future	The Board are reviewing our Employment Value Proposition to identify key non-pay benefits and how to promote careers at the Council.	CMT discussion in progress
Complete the review of key People Policies: <ul style="list-style-type: none"> • Capability • Absence Management • Disciplinary • Change Management • Code of Conduct • Fairness at Work • Employee Handbook 	Additional resource was used to start this process which now need completing to incorporate feedback from staff and the People Board.	Ongoing
To create a management development programme to address the identified weaknesses	Agreed leadership competencies. Needs analysis to be completed with options for learning methods.	TBC
Review of HR and Payroll to encourage self-service which will require understanding systems, processes and the demand to reduce administrative burden.	Scope to be agreed. Will now form part of the second phase of the Governance, People and Performance functions review.	Winter to Spring 22-23

Conclusions & Recommendations

Work will continue to develop the culture going forward to be more flexible and adaptable whilst providing support for all staff as we continue our journey to transform the Council and embed new ways of working.

SERVICE REDESIGN CMT Sponsor – Deputy Chief Executive Accountable to: Transformation Board		On Track
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The 2020 plan identified a number of corporate policies and services to be reviewed to ensure increased efficiencies and introduce more effective ways of working.

Progress so far:

Action	Description/Status	Timetable
Essential user consultation	Full consultation took place on a new scheme that reflects changes to how we work and our commitment to more effective management of the scheme in support of our Travel Plan. The revised scheme is however currently on hold.	TBC
Governance, People & Performance	The activities for FOI, SAR, Complaints and Governance have been brought together with HR, Legal and Democratic Services.	Completed
A new approach to community engagement and wellbeing (including community development, arts, grants, play service and wellbeing)	Phase 1 has been implemented to refocus activities and target prevention and early intervention including changes to the Community Grants and Play Service. Discussions are underway for Phase 2 which will focus on Community Development and Safety elements of the service.	Phase 2 underway
Review of Enforcement	A new structure has been created bringing regulatory, prevention and enforcement services together. The next stage will include a full review of the Council’s Enforcement Policy and building greater resilience into the Parking Services Team.	Phase 2 commenced May 2022
Technical Services	The functions previously based within Community Services and Built Environment have been brought together to allow the Council to better deliver capital works.	Completed
Access Crawley Review to look a demand across services to consider how best to support people going through changes in circumstances and those with more complex needs.	A team of staff representing a range of services regularly meet to review complex individual cases to establish how to resolve issues, future learning and potential process changes.	Ongoing

	Additional work looking at simple transactional activities is linked to Channel Shift and creating capacity in the Contact Centre.	
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The actions that remain, as set out in the last Transformation Plan, are:

Action	Description/Status	Timetable
Contact Centre Demand Review to understanding demand, with a view to identifying failure demand, increasing channel shift and maximising impact using available resources.	Linked to work within Channel Shift and New Ways of Working.	Ongoing

Conclusions & Recommendations

A number of reviews have been completed to ensure services are better able to meet corporate priorities and deliver savings agreed in the medium term financial strategy.

COMMERCIALISATION CMT Sponsor – Chief Executive Accountable to CMT		On Track
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The council adopted PIPES as the core principles – Profit, Income, Productivity, Efficiency and Savings and provided training for staff across the authority and a Member Seminar in July 2021. A new Pricing Strategy was approved by Cabinet in Feb 2021 and forms the basis for pricing schemes and a need for services to operate, as a minimum cost neutral, with potential for profit where appropriate.

Progress so far:

Action	Status
Review the Council’s corporate debt recovery policy, process and procedure to maximise recovery	The launch of Lateral, a debt management system, now provides greater oversight of debts across the Council.
Review all discretionary fees and charges to maximise recovery.	A line by line approach to all fees and charges has been agreed and is underway with proposals to be agreed for; <ul style="list-style-type: none"> • Bulky Waste Collections simplified pricing schedule prepared – currently awaiting approval • Allotments revised scheme will be applied to new plots in Furnace Green with a decision pending roll out to other sites

	<ul style="list-style-type: none"> • Pest Control revised prices awaiting approval • Garages revised prices awaiting approval • Burials revised scheme currently in discussion
<p>New ways to market council services</p>	<p>A review of our current design and content to better market our services to maximise opportunities for income.</p>
<p>Review payment methods to nudge behaviour, incentivise and channel shift where appropriate for example; Commercial property rental income discourage cash and cheques.</p>	<p>Cheques payments are no longer being accepted. Cash payments using the self pay kiosk have significantly reduced .</p>
<p>To investigate the procurement of temporary accommodation to replace the more expensive forms and create additional capacity to support the impact of Homelessness Reduction Act.</p>	<p>Following Cabinet approval an offer was accepted on a property formerly in use as an HMO and conveyancing is progressing. A further procurement opportunity is being explored and Government grant funding has been secured towards acquisition costs.</p>
<p>To encourage all service areas to generate revenue that can be re-invested in council services taking into account the Council’s principles of commercial management (yet to be developed) ensuring the right balance between commercial activity and open access</p>	<p>Tilgate Nature Centre has bounced back with record breaking visitor numbers for 2021/22 receiving almost 105k visitors.</p> <p>Concessions at the site continue to perform well and benefitted from the outdoor location during lockdown, including a new ice cream concessionaire since March providing an increase in rental fees.</p> <p>MiPermit (parking app) at Tilgate Park alongside an increase in parking charges has been implemented.</p> <p>The new Hound Ground offering a safe and secure location for off lead dog walks will open this year.</p> <p>Goffs Park kiosk has opened for this summer with a planned review on future operations to be determined in the Autumn.</p>
<p>Weddings at Tilgate Maximising the wider park facilities and activities as “more than just a venue”</p>	<p>Following three wedding shows the Park has 15 weddings booked this calendar year with receptions hosted in the area or the Barn.</p>
<p>Bright Ideas scheme</p>	<p>The staff suggestion scheme has generated over 180 ideas. These have been categorised to evaluate;</p> <ul style="list-style-type: none"> • Already underway by relevant service • Unable to proceed (cost or type of activity) • Quick win to be implemented • Larger plan requiring investment / business case

Crawley Homes scrap metal sold to local dealer	Continues to generate monthly income which is being reinvested to supporting our vulnerable tenants through the messy garden scheme with one off assistance. Future schemes to be funded including home starter packs for new tenants and looking at how to support those in fuel poverty with flooring to improve insulation using remanent carpet.
Monitoring of costs for printing and postage:	A significant reduction in costs for printing and postage was achieved whilst operating remotely. Since returning to work from the Town Hall more regularly these have seen an increase in costs which is being regularly monitored.

The actions that remain, as set out in the last Transformation Plan, are:

Action	Description/Status	Timetable
Option for conference and training facilities at the new Town Hall	The new building will provide high grade function space which could be made available for our commercial tenants or other local businesses in addition to Council and community use. An options paper has been prepared with interest already from the Town Centre Partnership.	Winter 22
Review of car park charging and marketing	Car Park income has been significantly affected during lockdown and plans are underway to consider different permit types and charges for residents as there is less reliance for business permits.	Winter 22
Introduction of new activities in Parks and Open spaces	Extending the book and pay services to include Gardening talks at Worth Park, a dinosaur trail at Tilgate Park alongside a programme of events.	Ongoing
Tackling void furniture and fly tipping	Project underway in response to increases in fly tipping – both CBC and WSCC land and how to reduce waste being produced from void tenancies	Winter 22
Focus on efficiencies and savings	Continued focus on printing and postage as well as other operational costs	Ongoing

Conclusions & Recommendations

With future financial pressures it is important to focus on activities that will deliver the highest levels of income without significant impact to local residents and maximise opportunities from our assets and services.

ASSET REVIEW CMT Sponsor – Head of Economy & Planning Accountable to the Transformation Board		Some progress
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Service delivery needs are changing and aligned more with digitally or community based methods reducing the need to visit council offices and being able to access services at a time or place that is more convenient.

Within our current estate the council has a range of spaces with varying levels of use and facilities each offering different opportunities.

Progress is as follows:

Action	Status
Investigation options for a dispersed model for Patch Working Teams	Work is underway to identify potential relocation sites for the vehicle workshop and Patch Teams to release Metcalf Way depot.
Maximising income from the use of our assets	Ongoing
Marketing commercial office space for the Create Building.	Stiles Harold Williams have been appointed as the commercial letting agent for the new Town Hall space. The marketing of premises is underway which have resulted in a number of enquiries.

Conclusions & Recommendations

Work has initially been focused on an assessment to relocate Metcalf Way depot and improve the IT and infrastructure requirements to the other patch team bases which are significant projects in their own right. The Council will continue to investigate and evaluate options to best use our assets especially where land and building prices have been significantly impacted over the past year.

Agenda Item 8

CABINET MEMBER PORTFOLIO RESPONSIBILITIES

Cabinet Member for Resources

Service Area Responsibilities: They will carry out responsibilities with regards to the following service areas:

- a) Legal, Governance and HR (including Electoral Services and internal staff Health and Safety).
- b) Audit.
- c) Current building management/office accommodation.
- d) Customer complaints, Freedom of Information and Data Protection/GDPR.
- e) Contact Centre.
- f) Shared service provision.
- g) Information and Communication Technology.
- h) Transformation Programme and service improvements.
- i) Mayoralty.

Policy and Strategy Responsibilities: They will oversee, and where applicable, approve the development of plans, statutory notices and policies within the above service areas, ensuring appropriate consultation occurs on all such proposals,

including:

- a) Human Resources Strategy.
- b) Equal Opportunities Policy and Corporate Equality Statement.
- c) Digital, IT Strategy, Council Website, channel shift programmes e.g. MyCrawley.
- d) To work collectively with the Cabinet Member Environmental Services and Sustainability, the Cabinet Member for Housing and the Cabinet Member for Planning and Economic Development (via joint Briefing meetings) in relation to the Town Hall site redevelopment.

Specific Delegations: They hold, but are not limited to, the following specific delegations:

- a) To approve the Corporate Equality Statement.
- b) Approval of the Council's Risk Management Strategy.
- c) Agree the annual cycle of meetings for implementation (in consultation with the Head of Governance, People and Performance).

Outside Bodies: They are not specifically appointed to any outside bodies.

NB. All Cabinet Members may be substitute for another Cabinet Member on any of the Cabinet appointed outside bodies

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