

Crawley Borough Council

Cabinet

Agenda for the **Cabinet** which will be held in **Committee Rooms A & B**
- Town Hall, on Wednesday, 7 September 2022 at 7.00 pm

Nightline Telephone No. 07881 500 227



Chief Executive

Membership:

Councillors

M G Jones (Chair)

S Buck

G S Jhans

S Malik

C J Mullins

S Mullins

A Nawaz

Leader of the Council

Cabinet Member for Housing

Cabinet Member for Environmental Services
and Sustainability

Cabinet Member for Resources

Deputy Leader of the Council and Cabinet
Member for Wellbeing

Cabinet Member for Public Protection and
Community Engagement

Cabinet Member for Planning and Economic
Development

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Switchboard: 01293 438000
Main fax: 01293 511803
Minicom: 01293 405202 DX:
57139 Crawley 1
www.crawley.gov.uk

Town Hall
The Boulevard
Crawley
West Sussex
RH10 1UZ

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

Part A Business (Open to the Public)

	Pages
1. Apologies for Absence	
2. Disclosures of Interest	
In accordance with the Council's Code of Conduct, councillors are reminded that it is a requirement to declare interests where appropriate.	
3. Minutes	5 - 20
To approve as a correct record the minutes of the Cabinet held on 6 July 2022.	
4. Public Question Time	
To answer any questions asked by the public which are relevant to the functions of the Cabinet.	
Public Question Time will be concluded by the Chair when all questions have been answered or on the expiry of a period of 15 minutes, whichever is the earlier.	
5. Matters referred to the Cabinet and Report from the Chair of the Overview and Scrutiny Commission	
To consider any matters referred to the Cabinet (whether by a scrutiny committee or by the Council) and those for reconsideration in accordance with the provisions contained in the Scrutiny Procedure Rules, the Budget Procedure Rules and the Policy Framework Procedure Rules set out in Part 4 of the Council's Constitution.	
6. Final Report of the Council-owned Neighbourhood Parades Scrutiny Panel	21 - 32
<i>The Leader's Portfolio</i>	
To consider report OSC/303 of the Chair of the Council-owned Neighbourhood Parades Scrutiny Panel, which was referred to the meeting of the Overview and Scrutiny Commission on 5 September 2022.	

	Pages
<p>7. Crawley Borough Council's Equality, Diversity & Inclusion Statement 2022-2026</p> <p><i>Resources Portfolio</i></p> <p>To consider report LDS/181 of the Head of Governance, People and Performance, which was referred to the meeting of the Overview and Scrutiny Commission on 5 September 2022.</p>	33 - 60
<p>8. Leisure Contract - Extension of Variation Contract</p> <p><i>Wellbeing Portfolio</i></p> <p>To consider report HPS/32 of the Head of Major Projects & Commercial Services.</p>	61 - 64
<p>9. Supplemental Agenda</p> <p>Any urgent item(s) complying with Section 100(B) of the Local Government Act 1972.</p>	

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Crawley Borough Council

Minutes of Cabinet

Wednesday, 6 July 2022 at 7.00 pm

Councillors Present:

M G Jones (Chair)	Leader of the Council
S Buck	Cabinet Member for Housing
G S Jhans	Cabinet Member for Environmental Services and Sustainability
C J Mullins	Deputy Leader of the Council and Cabinet Member for Wellbeing
S Mullins	Cabinet Member for Public Protection and Community Engagement
A Nawaz	Cabinet Member for Planning and Economic Development

Also in Attendance:

Councillor T G Belben, R D Burrett and D Crow

Officers Present:

Russell Allison	Housing Enabling and Development Manager
Natalie Brahma-Pearl	Chief Executive
Siraj Choudhury	Head of Governance, People & Performance
Ian Duke	Deputy Chief Executive
Karen Hayes	Head of Corporate Finance
Amanda Kendall	Head of Crawley Homes
Diana Maughan	Head of Strategic Housing
Chris Pedlow	Democracy & Data Manager

Apologies for Absence:

Councillor S Malik

1. Disclosures of Interest

The following disclosures of interests were made:

Councillor	Item and Minute	Type and Nature of Disclosure
Councillor Jones	Property Acquisition to Increase the Council's Portfolio of Temporary Accommodation (Minute 17)	Personal Interest – Councillor Jones was aware of one of the owners of the properties the Council was proposed to buy, who was his former landlord 5 years previously.

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2. Minutes

The minutes of the meeting of the Cabinet held on 16 March 2022 were approved as a correct record and signed by the Leader.

3. Public Question Time

Questioner's Name	Name of Councillor Responding
<p>Mr Symonds, Ifield Society –</p> <p><i>With the recent discovery of a possible 3,500-year-old Bell Barrow ancient burial ground to the West of Ifield, will this Council now consider a Platinum Jubilee National Nature Reserve and Heritage Park - combining Willoughby Fields Local Nature Reserve, Ifield Brook Meadows Local Green Space and Ifield Millpond and Bewbush Water Gardens SNCI?</i></p> <p>Supplementary –</p> <p><i>Regarding the updated Transport Study, specifically the local map, Local Plan and the roads infrastructure section. What will happen to Willoughby Fields Local Nature Reserve if the [to quote] "Indicative Search Corridor for a Western Relief Road Policy ST4" is given the go-ahead by the powers-that-be? The proposed link road is running straight through the Nature Reserve"</i></p>	<p>Councillor Nawaz (Cabinet Member for Planning and Economic Development) –</p> <p><i>Thank you for your question. I believe the area referred to is already designated as open space in the Local Plan and local wildlife site. Please kindly submit the map and archaeological evidence so we can look into it more closely. We can also provide you with a detailed answer to that through email</i></p> <p>Councillor Nawaz –</p> <p><i>We are currently investigating this in more detail and will respond to you in due course. A written response will be provided to both questions.</i></p>
<p>Iain Dickson, Gossops Green –</p> <p><i>I would like to ask Crawley Borough Council to consider approaching Horsham District Council to work on the joint action plan to create a Jubilee Nature Reserve on Crawley's side of the West of Ifield and see if you can work together to create such a nature park?</i></p> <p>Supplementary –</p> <p><i>There is a big question about water neutrality for the West of Ifield Homes England development. There is a third consultation later in the year, if both councils put forward an idea for a nature park in that area that may be a way of solving the issue of water neutrality as this may stop Homes England building so many houses. The nature park might be an</i></p>	<p>Councillor Jones (Leader of the Council) –</p> <p><i>I think we can consider looking into that matter further.</i></p> <p>Councillor Jones –</p> <p><i>I think with water neutrality we are in unchartered territory in general and it is an extremely technical area.</i></p>

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<p><i>alternative to the development. Do you think that is a viable possibility?</i></p>	
<p>Peter Temple-Smithson -</p> <p><i>I've been involved with Crawley Museum Society and also the renovation of Ifield Watermill. The water that comes from Ifield Watermill used to come from Bewbush Watermill. There used to be a big lake at Bewbush and that lake is now land being built upon with Kilnwood Vale. A few years ago there was very little flow from Horsham into Crawley from that area but now there seems to be a very large flow of water coming in this way. It would seem sensible as Horsham are doing a development on their side and affecting the people in Ifield that the Council should have some sort of liaison with Horsham. I am often flooded in Ifield and if the development were to go ahead, I'm sure that area would be flooded again because of the flow of water from Horsham into Crawley.</i></p>	<p>Councillor Nawaz -</p> <p><i>I think this kind of question deserves liaison with Horsham further.</i></p> <p>Councillor Jones –</p> <p><i>Thank you for your question. I think the water neutrality issue is very extensive indeed and a wider area of consideration.</i></p>
<p>David Lightfoot, Furnace Green –</p> <p><i>Having taken a public consultation not once but twice, what political or legal methodology is it that will be set aside and the decision to take and to introduce a policy that runs in opposition to a clearly expressed majority decision by the public having been asked by the Council as no doubt the tax payers have paid for any cost for gathering that information. I'd like to know under what procedural regulations it could be that the Council can overturn this clear indication of public will and carry on with this unpopular and poorly argued and evidenced proposal. The fact that people like myself will potentially be criminalised for walking my dog without any issues or problems to anyone.</i></p> <p>Supplementary –</p> <p><i>Is it not true that the will of the people has been expressed through the survey that this Council arranged which clearly showed they were opposed to this policy and anything said cannot overturn that simple fact. Any of you that you believe in democracy should oppose this and if this is to protect the golf course.</i></p>	<p>Councillor C Mullins (Cabinet Member for Wellbeing) –</p> <p><i>I can understand how you feel. When we carried out the consultation it is to gauge public opinion and we have to consider a number of factors. We took into account that we received a petition, the safety elements for both public and dogs, together with other elements. We have a duty to all of the residents of Crawley, not just dog owners, as well as other members of the public to ensure they can enjoy the park on the main lawn and around the lake without dogs chasing the wildlife. We have evidence of dogs unfortunately recently attacking wildlife around the lake.</i></p> <p>Councillor C Mullins –</p> <p><i>We have reduced the area of the PSPO in the proposed area and to consider that the majority of residents in Crawley do not own dogs and we have to consider everyone in the town.</i></p>

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<p>Peter Crosskey, Furnace Green –</p> <p><i>On what basis does the golf club conclude that the golf course is part of the PSPO?</i></p> <p>Supplementary –</p> <p><i>The top end of Furnace Green by the railway is woodland and is in a poor state, the paths are overgrown.</i></p>	<p>Councillor C Mullins –</p> <p><i>We were in communication with the golf course and we had received some commera back from some golfers as well who had been disturbed by dogs loose on the course It's also true that if dogs are not on a lead, they can defecate wherever they wish but there is also the safety issue for dogs if they were to be hit by a golf ball. We are setting up facilities in Tilgate for dogs, there will be an adjustment and change. Most dog owners are responsible.</i></p> <p>Councillor C Mullins –</p> <p><i>If there is damage to paths, I am more than happy to ask my officers to look at them to make sure they are in walkable condition.</i></p>
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4. Further Notice of Intention to Conduct Business in Private and Notifications of any Representations

It was reported that no representations had been received in respect of agenda items 16, 17 18, 19 and 20: Online Benefits, Telford Place Land Proposal, Water Neutrality Off-Setting Programme, Property Acquisition to Increase the Council's Portfolio of Temporary Accommodation and Crawley Innovation Centre - Proposed Tender for Works Contractor respectively.

5. Matters referred to the Cabinet and Report from the Chair of the Overview and Scrutiny Commission

It was confirmed that no matters had been referred to the Cabinet for further consideration.

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

The Cabinet Member for Wellbeing presented reports [HCS/41](#) and [HCS41a](#) of the Head of Community Services which reviewed the findings of the consultation and considered the options for implementing a Public Space Protection Order named 'keep your dog on a lead in Tilgate Park'.

Councillor T Belben presented the Overview and Scrutiny Commission's [comments](#) on the reports to the Cabinet following consideration of the matter at its meeting on 4 July 2022, which included that the Commission held a wide-ranging debate on all the positive and negative issues of the PSPO proposal including which areas should and could be covered by the order. It was also noted that the Commission put forward a recommendation to Cabinet that it considers a further consultation exercise on the proposed 'Option X'.

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Councillor Crow was invited to speak on the item. Matters raised included that he was in general support of a PSPO for the lake and the grass banks as those were the busiest areas of the park, but queried why the silk lakes had not been included in the proposal. He also commented however that he did not support the PSPO proposal covering the golf course as it would be difficult to enforce, did not seem proportionate, and would affect his ward residents.

Councillors Jhans and S Mullins also spoke as part of the discussion on the report including both in support of having a PSPO, and against the idea of holding of a further consultation due to the cost. It was highlighted that a PSPO only lasts for 3 years and could be altered during that period.

Following the conclusion of the debate the Leader of the Council stated that having heard and considered the views expressed by the Cabinet, the details and evidence contained within both reports including the consultation responses, the views of the Overview and Scrutiny Commission including their recommendation of a further public consultation on the options, and the views of the public presented both at Cabinet and at the Commission, he proposed the following amendment to the recommendation:

2.2 a) Requests that Full Council consider all the options set out in the original report, together with Option X (supplementary agenda) and whether a further public consultation is required.

Councillor Jones confirmed the rationale for the amendment was that the matter was brought to Councillors' attention through a public petition and has led to a large public consultation response on the initial PSPO proposal, so enabling all Councillors to have all the options is the most democratic approach. Councillor C Mullins seconded the amendment.

The Cabinet voted and carried the amendment. Councillor Jones then moved a further amendment this time in relation to recommendation 2.2 b, as a direct consequence of the previous proposal being carried. The second amendment was:

2.2 b) That Cabinet resolves that the level for Fixed Penalty Notices which may be issued for a breach of the PSPO (in the event that Full Council makes the PSPO regarding dogs on leads in Tilgate Park) be set at £100.

Councillor C Mullins seconded the amendment. The Cabinet voted on the amendment and it was carried.

The Cabinet then voted on the substantive recommendations (as amended) which were carried unanimously.

RESOLVED

1. That the Cabinet approved the level for Fixed Penalty Notices which may be issued for a breach of the PSPO (in the event that Full Council makes the PSPO regarding dogs on leads in Tilgate Park) at £100.
2. That Full Council be requested to consider all the options set out in the report [HCS/41](#), together with Option X as set out in report [HCS/41a](#) and whether a further public consultation is required, before make a decision over making a PSPO regarding dogs on leads in Tilgate Park.

Reasons for the Recommendations

A PSPO would provide a practical enforcement solution for the rules as stated on the Council's website regarding dogs at Tilgate Park and seek to deter anti-social behaviour relating to dogs off lead in other areas of the park.

7. Treasury Management Outturn 2021 – 2022

The Leader of the Council presented report [FIN/575](#) of the Head of Corporate Finance on the Treasury Management Outturn for 2021/2022. 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.

The Cabinet was informed that as of 31 March the Council held £129m of investments. Of this, only £76m belonged to the Council all of which was committed and held within its reserves. It was noted therefore that any new capital expenditure would need to be funded through borrowing. The remaining £53m was working capital that the Council holds including business rates that the Council would have pay back to the Government by the end of the current year. The Council had also borrowed £260,325,000 in 2012 for the HRA self-financing of which the Council was due to start paying back at the end of this year, with the future strategies detailing how this would be achieved.

Councillor T Belben presented the Overview and Scrutiny Commission's [comments](#) on the report to the Cabinet following consideration of the matter at its meeting on 4 July 2022, which included raising queries on the appendices and noting that there was an error within the Non-Treasury Investment table concerning the valuations for Ashdown House and Atlantic House and that they had been reversed.

RESOLVED

That the Cabinet approved the actual 2021/22 Prudential and Treasury Indicators as set out in report [FIN/575](#) and notes the Annual Treasury Management Report for 2021/22.

Reasons for the Recommendations

The Council's financial regulations, in accordance with the CIPFA Code of Practice for Treasury Management, requires an annual review following the end of the year describing the activity compared to the Strategy. This report complies with these requirements.

8. Financial Outturn 2021-2022 (Quarter 4)

The Leader of the Council presented 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 both revenue and capital spending for the financial year 2021/22. It identified the

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main variations from the approved spending levels and any potential impact on future budgets.

The Cabinet was informed on the General Fund that at Quarter 3, there was a reported underspend of £143,000, but by the end of the financial year a confirmed underspend of £656,000. In addition, in Quarter 3 there was a forecast of £1.7m of Covid pressures which would be funded from the identified Covid budgets, grants and earmarked reserve, but at outturn this fell to £1.3m and as a result £172,000 was put back in to reserves for Covid pressures in 2022/23 and future years.

On the HRA, the net deficit reduced from £4.8m reported at Quarter 3 to £3.5m. Whilst on the Capital programme, total spend for the year was £45m against a revised budget of £51m. £6m has therefore been slipped into 2022/23.

Councillor T Belben presented the Overview and Scrutiny Commission's [comments](#) on the report to the Cabinet following consideration of the matter at its meeting on 4 July 2022.

Councillor Crow spoke on the item.

Councillor C Mullins commented as part of the discussion on the report and stated his concern over the impact of the cost of living crisis on residents and the knock-on effect on the discretionary and chargeable services over the next year.

RESOLVED

1. That the Cabinet:
 - a) notes the outturn for the financial year 2021/22 as summarised in report [FIN/572](#).
 - b) notes that this has been an exceptional year where it has been very difficult to do accurate financial projections.
 - c) approves that £97,000 be added to the Capital programme, funded from Government Grant for Changing Places Toilets as outlined in Section 9.10 of report [FIN/572](#).
2. That Full Council be recommended to approve to the transfers of reserves as outlined in Section 10 of report [FIN/572](#).

Reasons for the Recommendations

To report to Members on the projected outturn for the year compared to the approved budget.

9. Forward Programme of Key Procurements (July - December 2022)

The Leader of the Council presented report [FIN/571](#) of the Head of Corporate Finance, which sought approval for the procurement forward programme which identified the Council's key procurements over a contract value of £500k that will require tendering over the coming six month period.

RESOLVED

That the Cabinet:

- a) endorses the procurement forward programme July – December 2022 as set out as appendix A in report [FIN/571](#).
- b) delegates authority to the Leader of the Council in consultation with the relevant Cabinet Member, relevant Head of Service, and Head of Governance, People & Performance to approve the award of the contract following an appropriate procurement process, with the exception of following procurements which will be subject to separate Cabinet reports during this period; Waste and Recycling; Metcalf Way Depot; Crawley Innovation Centre (Travel House).
- c) delegates the negotiation, approval and completion of all relevant legal documentation, following the awarding of the contracts to the relevant Head of Service, Head of Governance, People & Performance, Head of Corporate Finance, in consultation with the appropriate Cabinet Member.

(Generic Delegations 2 & 3 will be used to enact this recommendation)

Reasons for the Recommendations

By approving the procurement forward programme there is greater transparency of future procurement processes allowing more scope for internal stakeholders to input into how future contracts are delivered.

The approval of the forward programme provides a key decision that will enable the individual procurement processes to be awarded under delegated authority once the tender process has concluded giving the Council the ability to reduce the time required to complete a procurement process.

10. Whistleblowing Policy

The Leader of the Council presented report [FIN/574](#) of the Head of Corporate Finance which sought to provide a process that gave anyone with a particular concern about the Council the confidence to bring that concern to the Council's attention.

The Policy had been written to take account of the Public Interest Disclosure Act 1998 which protects workers making disclosures about certain matters of concern, when those disclosures are made in accordance with the Act's provisions and in good faith. The Act makes it unlawful for the Council to dismiss anyone or allow them to be victimised on the basis that they have made an appropriate lawful disclosure in accordance with the Act.

It was confirmed that the policy was a refresh of the previous policy without any significant changes, however did include those required by legislative changes.

RESOLVED

That the Cabinet:

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- a) approves the Whistleblowing Policy (Appendix A of report [FIN/574](#)) for adoption and subsequent publication.
- b) delegates authority to the Head of Corporate Finance, in consultation with the Leader of the Council to review and make minor amendments to the Whistleblowing Policy as further changes to legislation and statutory guidance are introduced.

(Generic Delegation 7 will be used to enact this recommendation).

Reasons for the Recommendations

To fulfil the Council's duty to review and publish a policy regarding the Whistleblowing and the Public Interest Disclosure Act 1998.

11. Anti-Fraud and Corruption Policy

The Leader of the Council presented report [FIN/576](#) of the Head of Corporate Finance which sought approval for the Anti-Fraud and Corruption Policy which aimed to show the Council will not tolerate fraud or corruption by its Councillors, employees, suppliers, contractors or service users and will take all necessary steps to investigate allegations of fraud or corruption and pursue sanctions available in each case, including removal from office, dismissal and/or prosecution. The policy was based upon three key themes: Acknowledge, Prevent and Pursue.

It was confirmed that the policy was a refresh of the previous policy without any significant changes, however did include those required by legislative changes.

RESOLVED

That the Cabinet:

- a) approves the Anti-Fraud and Corruption Policy (Appendix A of report [FIN/576](#)) for adoption and subsequent publication.
- b) delegates authority to the Head of Corporate Finance, in consultation with the Leader of the Council, to review and make minor amendments to the Anti-Fraud and Corruption Policy as further changes to legislation and statutory guidance are introduced.

(Generic Delegation 7 will be used to enact this recommendation).

Reasons for the Recommendations

To fulfil the Council's duty to review and publish updated guidance relating to Anti-Fraud and Corruption.

12. Council's Representative on Business Improvement Districts - Local Authority Director

The Leader of the Council presented report [PES/416](#) by the Head of Economy and Planning, which sought confirmation regarding the Council's representative on Business Improvement Districts – Local Authority Director.

It was noted that external advice had been obtained which confirmed that there was no issue with an individual sitting on more than one BID Board.

RESOLVED:

That the Cabinet endorses Councillor A Nawaz, the current Cabinet Member for Planning and Economic Development as the Council's representative to both the Town Centre BID Board via the Town Centre Partnership, and the Manor Royal Business Improvement District BID Board ("Local Authority Director").

13. Exempt Information – Exclusion of the Public (Subject to Agenda Item 5)

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.

14. Online Benefits

Exempt Paragraph 3

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

The Leader of the Council presented report [FIN/573](#) of the Head of Corporate Finance which requested Cabinet 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. It was confirmed that the new system aligned with the Council's channel shift thinking and there would also be continual support to ensure no residents became digitally excluded through the introduction of the new system.

Councillor T Belben presented the Overview and Scrutiny Commission's [comments](#) on the report to the Cabinet following consideration of the matter at its meeting on 4 July 2022.

RESOLVED

That the Cabinet:

- a) approves that the Council to begin a tender process through the DAS Framework to engage with selected suppliers to provide a Document

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6 July 2022

Management System to replace Civica W2 for Benefits and Council Tax for a period of 5 years from September 2022 (with option to extend for 2 years).

- b) approves that the Council to begin a tender process through the DAS Framework to engage with selected suppliers who are on the Crown Contract to provide an online Portal and forms package for self-service benefits. This will be for the period of 5 years from late 2022 (with option to extend for 2 years).
- c) delegates authority to the Leader of the Council in consultation with the relevant Cabinet Member, relevant Head of Service, and Head of Governance, People and Performance to approve the award of the contract following an appropriate procurement process, as identified in report [FIN/571](#).
- d) delegates the negotiation, approval and completion of all relevant legal documentation, following the awarding of the contracts, to the relevant head of service, Head of Governance, People and Performance, and Head of Corporate Finance, in consultation with the appropriate Cabinet member, as identified in report [FIN/571](#).

(Generic Delegations 2 & 3 will be used to enact this recommendation)

Reasons for the Recommendations

The Benefits self-service Project was formed to look at moving benefits such as Housing Benefit and Council Tax Reduction online for customers and automating processes. It quickly became apparent that our current DMS, W2 which has been in place since 2004 used for storing the documents for Housing Benefits, Council Tax and Business Rates was out of date and would not support newer technologies.

The current document management system, version W2, is now being de-supported by the vendor Civica from August 2022 as they have moved to their new product version W3. To achieve the best value for money and meet our requirements Crawley Borough Council would then go out to the market and tender for a new DMS for Benefits and Council Tax. This would be a cloud-based solution, meeting the Council's strategy for cloud first for software.

The Council will simultaneously go out to competitive tender from selected software providers who have experience in the Revenue and Benefits sphere to provide an online portal and forms builder, that will integrate with the current Northgate Revenue and Benefits system. This will create self-service where claimants can make claims, report changes, access information and respond to communications online, via a secure portal which will be available 24/7.

This is part of the Council's commitment to deliver channel shift by moving services online, as customers are guided through a process to claim benefits and ensure that the correct information is received to make a claim. This is expected to produce increases of processing speeds of up to 50%.

15. 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)

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6 July 2022

The Cabinet Member for Housing, with support from the Housing Enabling & Development Manager, presented report [SHAP/86](#) of the Head of Strategic Housing Services which requested that Cabinet consider recommendations associated with the Telford Place site.

Councillor T Belben presented the Overview and Scrutiny Commission's comments on the report to the Cabinet following consideration of the matter at its meeting on 4 July 2022, which included 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.

Councillor Jones spoke in support of the proposals contained within the report and asked that the Cabinet record its thanks to officers for their hard work in bringing forward the proposed deal to finally move forward with the Telford Place development, especially in light of the numerous previous attempts to develop the site having not been successful. Councillor C Mullins also spoke on the report.

RESOLVED

That the Cabinet is recommended to

- a) approves the proposed Telford Place procurement strategy towards achieving the objective of a policy-compliant residential development as detailed in Sections 5 and 6 of report [SHAP/86](#).
- b) approves the proposed Telford Place land strategy as the preferred procurement option to meet the Council's objectives of delivering a viable residential development as detailed in Sections 5 and 6 of report [SHAP/86](#).
- c) approves the proposed Telford Place planning strategy, along with any procurement requirements to deliver this strategy as detailed in Sections 5 and 6 of report [SHAP/86](#), in the event of Recommendation 2.2 b) not being approved or not proceeding into contract.
- d) delegate authority to the Head of Strategic Housing Services, the Head of Crawley Homes, the Head of Corporate Finance, and the Head of Governance, People & Performance, in consultation with the Leader of the Council and the Cabinet Member for Housing, to enter into the necessary contracts, and complete all relevant legal documentation to achieve any of the approved recommendations above

(Generic Delegation 2 and 3 will be used to enact this recommendation).

Reasons for the Recommendations

The Council acquired the Telford Place site in 2015 for the purposes of delivering this site as a policy compliant residential scheme. Following two failed attempts to procure a development partner the Council needs to consider alternative options for this site to be progressed. The options being proposed aim to safeguard the HIF funding and ensure the delivery of affordable housing on this site

16. Water Neutrality Off-Setting Programme

Exempt Paragraph 3

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

The Cabinet Member for Housing presented report [CH/197](#) of the Head of Crawley Homes which requested that Cabinet consider a revenue budget and procurement arrangements for implementing a retrofitting programme to address water neutrality requirements.

Councillors C Mullins and Jones both spoke in support of the report and the pilot scheme as it would be of benefit to the Council's tenants and the environment. As part of the discussion it was confirmed that the device being fitted to reduce water consumption would not impact on tenants' water pressure.

RESOLVED

1. That the Cabinet:
 - a) approves the required budget necessary to implement a retrofitting programme of Council-owned housing stock aimed at reducing water consumption to provide sufficient water off-set to support selected new-build affordable housing developments, as detailed in Section 5.2 of report [CH/197](#).
 - b) delegate authority to the Head of Crawley Homes, the Head of Corporate Finance, and the Head of Governance, People & Performance; in consultation with the Leader of the Council and the Cabinet Member for Housing, to enter into the necessary contracts, and complete all relevant legal documentation to achieve the above recommendation

(Generic Delegation 2 and 3 will be used to enact this recommendation).
2. The Full Council is recommended to approve the transfer of £170,000 from existing capital budgets, using existing capital funding, to create a new budget for water neutrality works on Crawley Homes properties as outlined in paragraph 5.2 c) in report [CH/197](#).

Reasons for the Recommendations

The requirement for new-build schemes to achieve water neutrality has resulted in all developments in the affected region being stalled until water savings can be found to off-set the water consumption of each respective development. This situation is unprecedented and requires bespoke measures at a significant scale to find the water savings necessary for the identified schemes to achieve water neutrality.

This recommendation follows on from a small pilot that is currently underway with a particular water saving measure, which has the potential of being rolled-out at pace, and if successful this budget request will enable this initiative to be rolled out further to provide the necessary off-set to support the identified schemes in achieving water neutrality prior to occupation.

In the event that the particular water saving measure that is currently being piloted does not satisfy expectations, it is then intended to pursue alternative water saving measures, with this requested budget being available to explore and implement alternative measures as may be required.

This initiative aims to pioneer a passage through the water neutrality blockage, as a pilot approach that will provide valuable evidence of the associated costs of achieving water neutrality, both in terms of the costs for new-build schemes to achieve water consumption at c.85 L/pp/pd, as well as the costs of finding sufficient water savings to off-set this consumption, which will help to strengthen the wider strategy being developed across the affected region.

17. **Property Acquisition to Increase the Council's Portfolio of Temporary Accommodation**

Exempt Paragraph 3

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

The Cabinet Member for Housing presented report [SHAP/85](#) of the Head of Strategic Housing Services which requested Cabinet approval to progress with the purchase of property currently on sale on the open market for the provision of additional temporary accommodation. It was noted that the property would be added to the Council's assets portfolio.

Councillor Crow was invited to speak on the item and commented that he was in support of the recommendation as it made good financial sense and helped to reduce the number of residents in paid temporary accommodation.

Councillors Jones and S Mullins spoke in support of the proposals contained within the report.

RESOLVED

That the Cabinet delegated authority for the negotiation, approval and completion of all relevant legal documentation to complete the proposed purchase as described in Section 7 of report [SHAP/85](#), to the Head of Strategic Housing Services, Head of Governance, People & Performance and Head of Corporate Finance, in consultation with the Leader of the Council and the Cabinet Member for Housing.

(Generic Delegations 2 & 3 will be used to enact this recommendation).

Reasons for the Recommendations

Expanding the portfolio of Council owned temporary accommodation aims to reduce the reliance on expensive nightly paid temporary accommodation, provide a good standard of temporary accommodation, minimise the risk of the council breaching its statutory homeless duties and generate an income and property asset to the Council.

Expanding the portfolio of Council owned temporary accommodation through the acquisition of properties will help alleviate some of these pressures.

This particular property will make a significant contribution to improving the Council's local Temporary Accommodation offer with minimum disruption to the surrounding area as it is already in use as a large House of Multiple Occupation (HMO).

18. Crawley Innovation Centre - Proposed Tender for works contractor

Exempt Paragraph 3

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

The Cabinet Member for Planning and Economic Development presented report [PES/417](#) of the Head of Economy and Planning which sought Cabinet approval to go out to tender to seek a contractor to undertake the necessary building refurbishment and site restructure works to physically establish the Crawley Innovation Centre facility in Manor Royal, subject to planning permission.

Councillors C Mullins and Jones spoke in support of the proposals contained within the report.

RESOLVED

That the Cabinet delegates authority to:

- a) the Head of Economy and Planning to undertake a procurement exercise in accordance with the Council's Procurement Code to select a suitable works contractor to convert, subject to planning permission, the "Travel House" building into the Crawley Innovation Centre.

(Generic Delegation 7 will be used to enact this recommendation).

- b) the Leader of the Council in consultation with the Cabinet Member for Planning and Economic Development, Head of Economy and Planning and Head of Governance, People & Performance to approve the award of the contract following the procurement exercise
- c) the Head of Economy and Planning, Head of Governance, People & Performance and Head of Corporate Finance, in consultation with the appropriate Cabinet Member for Planning and Economic Development, to negotiate, approve and complete all relevant legal documentation, following the awarding of the contract

(Generic Delegations 2 & 3 will be used to enact this recommendation)

- d) the Chief Executive in consultation with the Cabinet Member for Planning and Economic Development to approve the Crawley Innovation Centre detailed designs and to submit a planning application.

(Generic Delegation 7 will be used to enact this recommendation).

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Cabinet (16)
6 July 2022

Reasons for the Recommendations

To enable the Council to progress as quickly as possible the delivery of the Crawley Innovation Centre project, following confirmation that the Getting Building Fund monies (£8.4m) and the Crawley Towns Fund monies (£2.5m) have been approved.

To ensure the Crawley Innovation Centre project remains on track to open in summer 2023, subject to planning permission and to completion of the building conversion works.

Closure of Meeting

With the business of the Cabinet concluded, the Chair declared the meeting closed at 8.40 pm

M G Jones
Chair

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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](#)

Report authors:

Councillor Bob Lanzer (Pound Hill South & Worth): robert.lanzer@crawley.gov.uk

Jess Tamplin, Democratic Services Officer: jess.tamplin@crawley.gov.uk

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Agenda Item 7

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.

Agenda Item 7

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.

Agenda Item 7

- 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

Report author and contact officer:

Anna Pedlow, Corporate Performance Manager
anna.pedlow@crawley.gov.uk

Siraj Choudhury, Head of Governance, People & Performance
siraj.choudhury@crawley.gov.uk

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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.	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.	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 Cabinet 7 September 2022

Leisure Contract – Extension of Variation Order

Report of the Head of Major Projects and Commercial Services, **HPS/32**

1. Purpose

- 1.1 This report sets out the arrangements the Council has entered into with Sport and Leisure Management Limited, who trade as Everyone Active (EA) following the initial lockdown in March 2020 and recommends the Council extend the variation order to facilitate the continued opening of the leisure centres over the period 1 October 2022 – 31st March 2023.

2. Recommendations

- 2.1.1 To the Cabinet:

That the Cabinet is recommended to:

- a) approve the extension of the contract variation with EA under the terms set out in section 5 of this report.
- b) request a further report in Spring 2023 to apprise members of the future of the leisure contract and associated payments.

3. Reasons for the Recommendations

- 3.1 The recommendation facilitates the continued re-opening of the leisure centres providing the opportunity to continue to grow the customer base and membership numbers while ensuring the Council is using mechanisms within the contract with EA to ensure a legally compliant approach.

4. Background

- 4.1 As part of the Covid-19 response, from 20 March 2020, the Government required leisure centres to either be fully closed or to be partially open with restrictions applied to capacity, social distancing and other specific infection control measures.
- 4.2 Also commencing on 20 March 2020, the Government published Procurement Policy Note 02/20 (Supplier Relief Due to Coronavirus). This note advised contracting authorities to put in place 'appropriate payment measures to support supplier cashflow and ensure suppliers who are at risk continue to be paid as normal'. Reflecting PPN02/20, the Council agreed a Deed of Variation (DoV) with EA for an initial three-month period (April – June 2020) which would permit non-payment of the contract fee (£76K per month) and underwrite EA's operational deficits. The DoV has

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subsequently been extended a number of times (we are currently on extension 7) and the current DoV expires at the end of September 2022.

- 4.3 With somewhat intermittent growth and the tapering of Government support for the leisure and hospitality sector, the operational deficit for the financial year 2021/22 was reported at £170,000.00.
- 4.4 In December 2020, the Council was successful in applying for a grant of £220,000 to DCMS to support the costs of re-opening leisure centres, 70% of which (£154,000) could be allocated to offset costs in the financial year 2021/22. The net deficit for 2021/22 was therefore £16,000.
- 4.5 Over the period April – June 2022, EA reported growth in membership numbers and general usage at the leisure centres (albeit these remained below the pre pandemic membership and usage). The Omicron variant did halt the positive trend from the earlier part of the year although stronger sales from April show a return to growth in memberships and usage.

5. Description of Issue to be resolved

- 5.1 On the 22 February 2021, the Government announced a phased re-opening of leisure centres with effect from 29 March 2021. With social distancing and public health requirements in place, the guidance under PN02/20 continued to apply and the Council extended the contract variation for a further six months (covering the period 1st April 2022 – 30th September 2022) to enable the continued re-building of usage and membership numbers.
- 5.2 To provide controls on expenditure for the Council, it has been agreed with EA that:
 - (i) Should any of the major expenditure items exceed the amount stated in the monthly projections, specific Council authorisation will be required for this expenditure.
 - (ii) EA will present income and expenditure projections to the Council on a fortnightly basis to demonstrate that all reasonable efforts are being made to maximise income and mitigate costs.
 - (iii) Should the overall net deficit exceed the projection in a given month, EA and the Council will commit to a review as soon as reasonably practical which will seek to ensure the deficit in the subsequent month(s) is at or below the projection figure for that period.
- 5.3 Utilising EA projections, the Budget and Council Tax 2022/23 report ([FIN/549](#)) assumed a net income of £100,000 from the leisure contract for the year to 31 March 2023. Based upon the trading position from April – June, it would appear that sales and income have been stronger than projected and the actual income achieved will exceed the budget projection. This will continue to be monitored through quarterly monitoring.
- 5.4 Although trading is yet to return to pre pandemic levels, the Council has confirmed its expectation to EA that the Council will revert to the leisure contract and associated payments to the Council with effect from April 2023. A further report will be provided to Cabinet in Spring 2023 to apprise members of the future of the leisure contract and associated payments.

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- 5.5. External legal advice has confirmed that it would not be legally compliant to extend the current DoV by allowing the covid relief period to continue, using the provisions from the Cabinet Office (PPN 02/20 and PPN 04/20); doing so would open the Council up to the risk of challenge.
- 5.6 However, the Covid regulations (and subsequent change in K2 Crawley user habits following their ending) have had a real and lasting impact on the revenue generated by EA under the contract, and as a result the Council are able to extend the terms of the DoV using the existing Qualifying Change in Law provisions in the contract between the Council and EA.
- 5.7 By way of background, EA originally maintained that the Covid regulations and their impact should have been regarded as a Qualifying Change in Law, but the Council instead adopted the approach recommended by the government (which was to implement a covid relief period and reduction in fees, via the successive DoVs), which it can no longer continue with following the recent advice.
- 5.8 There has also since been a case involving EA and Westminster Council where the Court has specifically agreed that the covid regulations and closures amounted to a Qualifying Change in Law in their contract, with the contract between the parties in this case being very similar to the contract between Crawley Borough Council and EA.
- 5.9 In particular, in Crawley Borough Council's contract, the clauses dealing with a Qualifying Change in Law note it should receive information from EA identifying 'any Change in Revenue' (which includes both one-off or recurring events). It is noted that EA have continued to provide projections and actual income and expenditure information on a monthly basis, which contribute to the justification to apply the Qualifying Change in Law provisions to extend for a further 6 months through to 31st March 2023.
- 5.10 The Council is therefore satisfied that this new approach will enable it to achieve its aims, whilst acknowledging the current reality impacting EA within the confines of the existing contract.
- 5.11 However, the Council is very clear that this is a temporary approach and will not set a precedent for any future negotiations on the contract between itself and EA. Within this context, it is the Council's expectation that it will be returning to contract at the expiry of this new DoV at the end of March in 2023 when any necessary long term adjustments to revenue sharing arrangements in the contract may need to be considered if trading conditions in Crawley remain challenging.
- 5.12 It is therefore recommended that the Council extend the DoV to facilitate the continued opening of the leisure centres over the period 1 October 2022 – 31st March 2023.

6. Information & Analysis Supporting Recommendation

- 6.1 The two main alternative options which the Council could consider are to close the leisure facilities (which would require us to terminate the contract with EA) or to terminate the existing contract with EA, whilst keeping the leisure facilities open and procuring a new operator. It is felt that both of these options would be more costly to the Council (we would need to pay EA's lost profit, capital costs, unavoidable costs such as redundancy, demobilisation and committed and unavoidable expenditure etc.) and would lead to an extended period of disruption without the service and a longer recovery to return to a normalised service position.

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7. Implications

Financial

- 7.1 The Budget and Council Tax 2022/23 report ([FIN/549](#)) to Cabinet on 2 February 2022 and Full Council on 23 February 2022 Table 2 and section 5.5.10 included a provision of £1,092,000 in respect of additional costs and lost income in respect of Covid-19 funding for 2022/23. As part of the quarterly monitoring process during 2021/22 the finance team will report on the draw down from the Covid budget and how it has been allocated including the draw down in respect of the Leisure Contract. Paragraph 5.5.10 of the report states that there is an assumption that the Leisure contractor will in part begin paying the council again in 2022/23 and be back to full contract payments in future years with a small allowance in 2023/24 for a reduced contractor payment.

8. Background Papers

- 8.1 Budget and Council Tax 2021/22 [FIN/514](#) report to Cabinet on 3 February 2021.
8.2 Budget and Council Tax 2022/23 [FIN/539](#) report to Cabinet on 2 February 2022

9. Report author and contact officer:

Nigel Sheehan, Head of Major Projects and Commercial Services.
Nigel.sheehan@crawley.gov.uk. 01293 438728