

Electoral Review of Crawley Borough Council

Size of Council



Council Size Boundary Review - Supporting Information

1. Background

- 1.1 The Local Government Boundary Commission for England (LGBCE) have notified the Council that they will hold a Review of the electoral arrangements of Crawley Borough Council during 2018. The Commission monitors levels of electoral equality between wards within each local authority and conducts reviews where changes in population lead to a reduction in the levels of electoral equality. The aim of a review is to establish ward boundaries that mean each borough councillor represents approximately the same number of voters.
- 1.2 The electoral arrangements for Crawley were last reviewed in 2002. Development in the borough, particularly in Three Bridges Ward since that time has led to electoral inequality between wards that the review by the LGBCE will address
- 1.3 The Review considers:
- The total number of Councillors for Crawley
 - The names, number and boundaries of wards
 - The number of Councillors to be elected from each ward
- 1.4 The preliminary stage of the review is for the LGBCE to determine the total number of Councillors to be elected in the future. This document set out the Council's view in the light of the Council's Governance arrangements and Decision Making Scrutiny functions, Representational role of Councillors in Crawley, the future in terms of known future trends and developments that may affect Council size and Crawley's increasing electorate and comparison with statistical neighbours.

2. Executive Summary of the Council's Proposals

- 2.1 The Council proposes to the Local Government Boundary Commission for England that the Council size be 39 Councillors.
- 2.2 In reaching this view the Council has established a Working Panel of Councillors. The Panel has taken into account that Crawley is a growing town with an electorate forecast to rise by 4914 by 2023. The Panel considered the Council's governance arrangements, the way in which the Council fulfils its scrutiny functions, together with the workload for Councillors in fulfilling their representational role. The Panel has also considered the possibility for future developments in these factors.

3. Introduction to Crawley Borough

- 3.1 Crawley Borough covers 4,497 hectares and the Borough Council serves a vibrant and growing town of 111,400 people (ONS mid-year population estimates 2016).
- 3.2 Crawley has its origins in the Middle Ages or even earlier. However, the majority of its growth and its character is derived from its designation as a New Town in 1947. Crawley was one of eight new towns established by the Government after the war to stem the increasing congestion and outward sprawl of London and to provide a better quality of life for Londoners living in the inner, overcrowded areas of the city. The New Town was to provide employment and good quality housing in a green environment. In the beginning nine residential neighbourhoods were envisaged, each based on a village concept, grouped around a town centre with an industrial estate in the North. Every neighbourhood was to have the same basic structure though each would develop a character of its own. Each would have a neighbourhood centre with enough shops to meet day to day needs, plus an infant and junior school, church, community centre, large playing field and pub.
- 3.3 The New Towns Act provided that when a New Town was judged to be substantially complete its development corporation would be wound up. In 1978, the Commission for the New Towns' housing and associated properties and land were transferred to the Borough Council. The Council is one of the largest housing authorities in the South East with 8104 tenanted properties and 1497 leasehold properties. It is the largest landlord in Crawley, providing homes to 1 in 5 residents. In 2017 Crawley has celebrated 70 years as a new town.
- 3.4 Crawley is a vibrant town and sits in the heart of the Gatwick Diamond sub region. The town is home to Gatwick Airport and Manor Royal Business District – the largest business park in the Gatwick Diamond and one of the South East's premier mixed activity employment hubs providing almost 10million square feet of commercial activity. It is home to more than 500 businesses including a host of Blue Chip Global brands. The Borough accounts for 40% of business rates collected in West Sussex and is a major centre of employment, wealth creation, transport links, proximity to London, and good quality leisure and community facilities attract people to Crawley to live, work and visit. Crawley is a relatively prosperous town although there are some big differences between neighbourhoods and there are also pockets of deprivation in most of the wards.
- 3.5 Crawley's population of 111,400 (ONS mid-year population estimates 2016) is projected to continue to grow. The largest growth in population was in the retirement population - which increased by 2.8% over the 20 year period to 2009. 13% of the Crawley population are aged over 65years. These also lead to increasing demands on a range of services.
- 3.6 Fundamental to the urban form of the town is the principle of a town centre offering leisure and shopping opportunities, surrounded by a series of residential neighbourhoods with their own facilities within a neighbourhood parade; and separate industrial areas. The neighbourhoods are a key feature of the planning and development of Crawley that have delivered a compact urban form with a

good transport hierarchy, sustainable public transport links and a relatively high proportion of green and open space.

- 3.7 The idea of developing a 'neighbourhood' as the foundation stone for a new community and the building block for the provision of local services and facilities is not a new one. It is one, which almost all post war British New Towns adopted and developed. However, of all the new towns, Crawley has by far the most clearly defined and continuously maintained neighbourhood structure. To the present day virtually all major additions to the town are planned or conceived in terms of continuing the process of developing neighbourhoods.
- 3.8 A neighbourhood in Crawley's case is much more than a name for an area of mainly residential development. It is:
- A well-defined, and largely separate area of consolidated and quite often similar development. It forms an easily perceived and identified area. An area provided with its own complete range of facilities and services. It has at its heart a local neighbourhood centre. It has its own first and middle schools, churches, community buildings, doctor's surgery, playing fields and playing areas and many other facilities. Frequently most, if not all such facilities, are named so as to be specifically identified as being part of the neighbourhood.
 - An area is normally separated on all sides from the next neighbourhood by major physical barriers such as railway lines, major areas of open space or main roads upon which there is little or no frontage housing developments. Frequently such road lines are reinforced by avenues of trees and other planting. In principle, the layout of roads around and within neighbourhoods is designed to avoid unnecessary through-traffic in residential areas.
- 3.9 The aim of the design and layout of neighbourhoods and the provision of local facilities was, and still is, to create and sustain the local community identity. The fact that a very high percentage of the local population identifies first and foremost with the neighbourhood in which they live, rather than Crawley or any other area, suggests that this neighbourhood community objective has been highly successful.
- 3.10 For most people in Crawley, their neighbourhood is their local community. Their local community's representatives are their local (Borough Council) Ward Councillors. Borough Council Councillors are in most people's eyes not Ward Councillors but Neighbourhood Councillors.
- 3.11 The strong physical separation which exists between neighbourhoods which generally contrast with the cohesion and unity within neighbourhood areas, makes it very difficult to devise wards crossing neighbourhood boundaries, which have any logic, unity and cohesion.
- 3.12 The name of the neighbourhood also appears on every road sign which is colour coded according to the neighbourhood. Consequently, every resident knows which neighbourhood they live in and identifies with it. It would be very confusing for electors if the ward neighbourhood principle was broken as a result of this review and the Council believes that it is not necessary to do so.

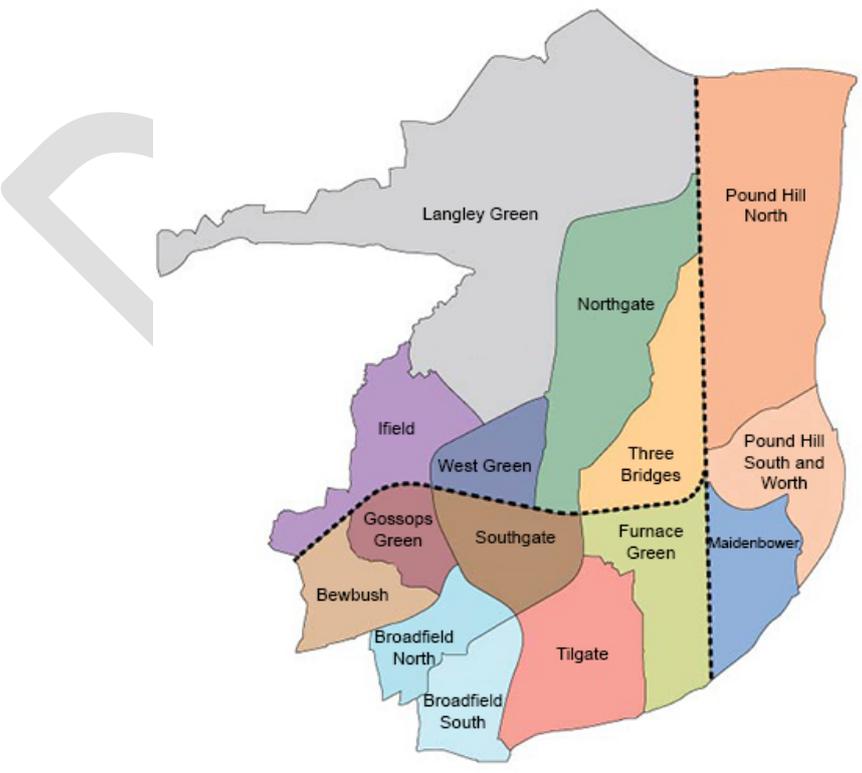
3.13 Crawley now has 14 neighbourhoods, all with their own facilities and unique character. Building for the 14th neighbourhood, Forge Wood in Pound Hill, commenced in 2014, and Kilnwood Vale, a further new neighbourhood immediately adjacent to Crawley’s western boundary in the district of Horsham is also under construction.

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



3.15 The Council has 37 elected Councillors, A Leader and Cabinet (The Executive) Model was adopted in 2012. Crawley is a Labour run Council, the political composition as of June 2017 was Labour – 20; Conservatives – 17. The last Borough election was held in May 2016. 6 Councillors are also Members of West Sussex County Council.

3.16 The Borough is made up of 15 wards, the map below shows how these are organised across the Borough.



3.17 The Council has established a Councillor Working Group (with representation from both Political Groups on the Council) in order to oversee this Review. The Panel consists of the following Councillors:

Councillor Peter Lamb (Labour) - Chair
Councillor Michael Jones (Labour)
Councillor Tim Lunnon (Labour)
Councillor Duncan Crow (Conservative)
Councillor Richard Burrett (Conservative)

4. Governance Arrangements and Decision Making

4.1 The Council moved to the Leader and Cabinet form of local governance in 2001. In 2011 the Council adopted the “new style” Leader and Cabinet model which took effect following the elections in May 2012. This provides for the Leader to be elected by Full Council for a four year term and the Leader to be responsible for appointing a Deputy Leader and Cabinet.

4.2 Following a Scrutiny review into the Council’s Governance arrangements, which concluded in December 2016, the Council agreed to remain under a Leader and Cabinet system rather than either moving to a Committee system or a hybrid of each system.

4.3 **Full Council** – All 37 Councillors are members and attend the Full Council meeting. There are three types of Council meetings:-

Annual Council Meeting – Usually meets in May around 3 weeks after the Borough election. At this meeting the Mayor and Deputy Mayor are elected for the municipal Year, all committees except Cabinet are established, Committee Chairs and Vice Chairs are appointed, also Councillors are appointed to some Outside Bodies. The Annual meeting also appoints the Leader of the Council for their four year term, as required.

Extraordinary Council Meeting – Arranged for a specific issue should the need arise (e.g. proposals for a second runway at Gatwick Airport), if requested by 9 Councillors, or where Statute requires business to be dealt with at an Extraordinary meeting.

Ordinary Council Meeting – Usually meets in July, October, December, February (Budget setting) and April (5 Scheduled meetings per year).

4.4 The Full Council is responsible for:

- Agreeing the Council’s Constitution which contains the key governance documents including executive arrangements
- Agreeing the Policy Framework and key strategies including the Local Plan and any variations of it
- Agreeing the Budget and setting the Council tax and Business Rates
- Appointing Statutory Officers
- Appointing Committees to discharge Council functions
- Adoption of a Members Allowance scheme.

4.5 The ordinary Full Council meetings are the principal forum for political debate. At these meeting Councillors:

- Consider recommendations that are the responsibility of the Full Council, sent via Cabinet and other Committees such as Governance, (3 per meeting on average)
- Debate matters rising from the Cabinet, Overview and Scrutiny Commission (OSC) and other committees. This allows backbenchers, or Councillors that who are not on a particular Committee, to raise an item for debate on a

previously resolved item so they may express a view on that issue (3-4 per meeting on average)

- Have 15 minutes to question Cabinet members on any aspect of their portfolio, along with the ability to seek written answers to questions submitted in advance
- Have a further 15 minutes to question Chairs of Committees
- Consider any submitted Notices of Motion put before the Full Council 1-2 per meeting on average)
- Evaluate any submitted petitions
- To debate called in Cabinet or Cabinet Member decisions
- There is a period where Cabinet Members can also make announcements.

4.6 A key aspect of the Full Council meeting is public engagement through a 30 minutes public question time. The public do not have to register to speak or submit their question in advance, instead they have the right to turn up on the night of the meeting to ask questions without notice.

4.7 Full Council meetings generally commence at 7.30pm, and are scheduled to finish at 10.00pm, when a Guillotine, may be used; unless a vote is taken to continue the meeting for a further 30 minute period. Subsequent votes can be taken to continue the meeting of further periods of 30 minutes.

On average Full Council meetings last approximately 3 hours 30 minutes.

The Executive Function

4.8 **Leader of the Council** – The Leader of the Council has the responsibility for all the Executive functions of the Council. The Leader takes direct responsibility for the general direction of policy of the Council including community leadership and finance. The Leader is supported by 6 other Cabinet Members. The Cabinet Members are responsible for providing advice on specific issues within their portfolio areas of responsibility to help inform Cabinet decisions. The Portfolio areas are:

- Environmental Services and Sustainability.
- Housing
- Planning and Economic Development
- Public Protection and Community Engagement
- Resources
- Wellbeing

4.9 **Cabinet** – The Cabinet consists of the Leader as the Chair and 6 other Cabinet Members. The Cabinet is the Executive committee within the Council and has responsibility for:

- Proposing the Policy Framework
- Implementing the policy framework and key strategies
- Proposing the Budget and Financial Strategy

4.10 The majority of key decisions are taken collectively by the Cabinet at its meetings. The Cabinet also considers a number of non-key but yet significant decisions at its meetings. Currently, there are 9 scheduled Cabinet meetings a year and last year (2016/17) there were 7 Cabinet meetings held with a further 3 provisional having been scheduled.

4.11 Public question time is a standard item on the Cabinet agenda and lasts for 15 minutes. Members of the public can attend and ask the Cabinet a question about any issue under the Executive side of the Council without needing to give prior

notification. The Cabinet also considers the referred items from the Overview and Scrutiny Commission.

- 4.12 A Cabinet Briefing is held approximately 4 weeks before all Cabinet meetings are scheduled to take place. At Cabinet Briefings the Leader and their Cabinet are briefed informally in private on forthcoming reports. The Cabinet Briefing meeting enables the Cabinet to provide a steer and raise any question about a draft version of a report, and to ensure that a collective approach can be provided for the final consideration of the issues at the public Cabinet meeting.
- 4.13 Whilst the Cabinet as a whole take most major decisions, Cabinet Members can take decisions for both key and non-key decisions. Senior officers are also empowered in terms of decisions making, including some key decisions in consultation with the respective Cabinet Member, as well as taking operational Executive (non-key decisions) under the Officers' Scheme of Delegation.

Regulatory Committees

- 4.14 **Planning Committee** – The Planning Committee is a quasi-judicial meeting, with a membership of 15 Councillors. The Committee is responsible for approving or refusing planning applications within the borough and as a result, over 40% of the Borough Councillors serve on the Committee. One of the main reasons why the Committee has a large membership is so Councillors can understand the developments occurring in their neighbourhood and ensure it in the best interest for their residents.
- 4.15 All Planning Committee members must have completed training before they can sit on the Committee, and there is a specific Code of Conduct on Planning Matters in place that provides information on their role and responsibilities in the decision making process. To keep Planning Committee members informed of the latest planning issues, briefing/training sessions take place before most meetings of the Planning Committee. Those sessions are open to all Councillors.
- 4.16 At the meeting themselves any non-Committee member may attend and, with the agreement of the Chair, may speak at the meeting. Members of the public also have the right to speak if they are a registered interested party.
- 4.17 The majority of planning decisions are delegated to officers. The Planning Committee deals with major/complex and controversial applications together with those applications submitted by Councillors and employees, or where a Councillor has requested that the Committee determine the application. During the 2016/2017 municipal year, a total of 870 planning decisions were taken. Of these 804 (or 92.41%) were dealt with by officers under delegated powers with 66 (or 7.58%) being dealt with by Committee. The planning meetings regularly last well over 2 hours.
- 4.18 **Licensing Committee and Licensing Sub-Committee** –These Committees are responsible for exercising the Council's licensing and registration functions, and both are quasi-judicial Committees. Both the Committee and Sub Committee have an identical membership of 15 Councillors in line with the statutory requirement for Licensing Sub-Committees.
- 4.19 The Licensing Committee normally meets five times a year, whereas the Licensing Sub-Committee only meets when required.
- 4.20 Similarly to the Planning Committee, Licensing Sub Committee members must have received training before they can sit on a Licensing Sub Committee. There

are also training sessions prior to Licensing Committee meetings to ensure members are informed of the latest issues.

- 4.21 **Audit Committee** – The Audit Committee is responsible for:
- Internal audit and risk management which includes approving internal audit budget and resources plan.
 - Considering the reports of external inspection agency risk management arrangements.
 - Considering the effectiveness of the Council's counter fraud and anti-corruption arrangements.
 - To consider corporate governance matters as well as matters arising under the Regulation of Investigatory Powers Act, 2000 (RIPA).
- 4.22 Meetings of the Audit Committee start at 7.00 p.m. and meet, on average, four times a year with a membership of 5 Councillors
- 4.23 **Governance Committee** – The Governance Committee, comprises 11 members. The Committee has responsibility for elections, electoral registrations, changing governance arrangements, the Members' Allowances Scheme, the Council's Constitution, including consideration of the Council's Annual Governance Statement. The Committee meets on average five times a year.
- 4.24 Currently the Governance Committee has two Working Groups which both consist of 5 Councillors, not necessarily all from Governance Committee membership. The two Working Groups are the Constitutional Review Working Group (CRWG) and the Electoral Boundaries Working Group. (EBWG). CRWG has responsibility for the comprehensive rewriting and updating of the Constitution, to ensure it is readable, concise and fit for purpose. The EBWG is the Working Group devising the Council's submission for the Boundary Review for England.

Scrutiny Functions

- 4.25 **Overview and Scrutiny Commission** – The Council has one Scrutiny Committee called the Overview and Scrutiny Commission (OSC) with membership of 13 Councillors. The Committee is currently chaired by a member from the majority group however, the Vice-Chair must be from the opposition. All Councillors, except Cabinet Members, are eligible for appointment as a member of the Commission. The OSC is carried out in an apolitical and non-partisan manner. There are 9 scheduled OSC meetings per year.
- 4.26 The Commission has the following role:
- Provides 'critical friend' challenge and holds to account the Executive decision makers
 - Drives improvement, finds efficiencies and new ways of delivering services;
 - Enables the voice and concerns of the public and its communities to be heard

- 4.27 The main approaches used for achieving the Commission's role are:
- Pre decision scrutiny, by scrutinising Cabinet reports prior to the decision being taken. (Part of the reason for this approach is to reduce the number of Call-in as scrutiny had occurred in advance of the decision)
 - Scrutinise the development of its budget and policy framework documents.
 - Holding Portfolio discussions to critically challenge the Cabinet Member on their areas of responsibilities
 - Quarterly transformation update – to track and drive service improvements
 - Set up Scrutiny Panels to assist the Commission in its work;
 - Have regard to any overview and scrutiny matter prescribed by legislation or regulation.
 - Consider a petition referred to the OSC (50-999 signatories);
- 4.28 **Scrutiny Reviews** – Scrutiny reviews through Scrutiny Panels, is an approach used by the Commission to add value and achieve change. The Commission establishes these 'time limited' Scrutiny Panels, along with the Panels' terms of reference, draft scope (the areas of work which reviews are expected to cover), the number of Councillors on the Panels and appoint the Panel's Chair. Any person can propose a scrutiny review, they could be suggestions from Councillors, officers or members of the public.
- 4.29 Reviews should be Councillor led, with the finding report produced in close collaborative working between the Panel's Chair and the support officer.
- 4.30 Since 2014/15 the Commission has received 12 scrutiny proposals and undertaken the following scrutiny reviews:
- **Recording How Members Vote** – Panel Size: 5 plus subs, Number of Meetings: 3
 - **Fairness Commission** – Panel Size: 5 Number of Meetings: 7
 - **Crawley Leisure Card** – Panel Size: 5 Number of Meetings: 3
 - **Review of Democratic Structures** – Panel Size: 7 Number of Meetings: 8
- 4.31 **Joint Scrutiny Arrangements** – The OSC also works in a formal but flexible joint scrutiny arrangement, with the other West Sussex authorities, and has done so since 2011, on cross boundaries issues, via the West Sussex Joint Task and Finish Group.
- 4.32 The last Joint Scrutiny Task and Finish Group investigated Housing Provision for Care Leavers, which lasted 6 months with 4 meetings and Crawley had one Councillor on the Panel.
- 4.33 **Councillor contribution to Scrutiny** – Scrutiny needs Councillors to be active, interested and willing to go out and work on their own. Councillors on Panels and the Commission are strongly encouraged to do their own research, visits or other relevant work and reporting.
- 4.34 All OSC Members have an individual and collective responsibility to play an active part in scrutiny meetings by reading agenda papers and supporting information, contributing to discussions, asking questions, suggesting lines of enquiry, assessing evidence and producing recommendations.
- 4.35 **Non-Decision Making Groups and Panels** – There are also a number of Working Groups which are normally advisory groups to the Cabinet. Many of these were set up for specific issues and they only meet when required.

- 4.36 Budget Advisory Group (BAG) – 9 Councillors serve on BAG along with the Leader, who provides a strategic perspective, other Cabinet Members may also attend for areas relating to their portfolios. BAG's role is to advise the Cabinet on the allocation of resources within the General Fund and Capital Programme, taking account of the Budget Strategy, Corporate Plan and other relevant information.
- 4.37 Economic Regeneration Working Group (ERWG) – 11 Councillors serve on the ERWG. Its role is to receive and provide guidance on economic regeneration initiatives and actions across the Borough, including delivery of the Town Centre Regeneration Programme, the delivery of individual economic regeneration schemes and partnership activities within the Manor Royal Business District.
- 4.38 Town Hall Members' Working Group – 7 Councillors serve on the THMWG, its role is to focus on the Town Hall element of the proposed development and within this primarily, although not exclusively, the requirements for Councillors' facilities and the civic areas of the new building.
- 4.39 Local Plan Working Group (LPWG) – 13 Councillors serve on the LPWG, its role is to consider and provide guidance on the process for reviewing the Local Plan and support the Local Plan Review to examination, if/when this is progressed.
- 4.40 Member Development Executive Support Group (MDESG) – 5 Councillors serve on the MDESG and its role is to provide all party support for a coordinated approach to Councillor development and training across the Council.
- 4.41 Employees Joint Consultative Forum – Consists of all 7 Cabinet Members and is the formal discussion forum between the Council and its employees, represented by the Unions.
- 4.42 Councillor attendance at Committees, Scrutiny panels and working groups in the municipal year 2016/2017 is shown below.

	No of members	No of meetings	Potential attendance	Actual attendance	(%) attendance
Full Council	37	6	222	213	96%
Planning Committee	15	13	156	128	82%
Cabinet	7	6	42	39	93%
Cabinet Briefing	7	6	42	38	90%
Licensing Committee	15	2	30	27	90%
Licensing Sub-Committee*	3	2	6	6	100%
Audit Committee	5	4	20	18	90%
Governance Committee	11	3	33	30	91%
Overview and Scrutiny Commission	11	9	99	85	86%
Appointments and investigating Committee*	6	3	18	18	100%
Democratic Services Structures Scrutiny Panel	6	2	12	10	83%
Crawley Leisure Card Scrutiny Panel	5	1	5	5	100%
Town Hall Working Group	10	5	50	35	70%
Budget Advisory Group	7	2	14	7	50%
Town Centre Working Group	7	4	28	17	61%

* Only meets when required and membership is selected from a pool of Members

5. Representative Role and Workloads

- 5.1 The role of Councillors in Crawley is varied, it is much more than attending Committee meetings. It is for each Councillor to decide how to organise their work. Councillors not only have responsibilities to the Council but to their respective wards. A significant portion of their time, and a very important part of their role, is spent representing and engaging with members of the public in their respective wards. This involves engaging with local communities, representing their views, responding to casework from constituents thereby maintaining a link between the users and providers of Council and other public services. There is liaison with other tiers of Local Government, actively addressing local issues and concerns, supporting local community events together with involvement in community meetings. Effective representation ensures that local people have a voice and can influence decisions that are made that affect them or in their area.
- 5.2 There is no hard and fast way in which Councillors engage with their constituents. The amount of work currently depends on the degree of visibility that each Councillor chooses to have. The most common ways of engagement appear to be by email, in person, telephone, through social media and holding meetings or surgeries. There are a number of neighbourhood Forums/Community Groups across Crawley which Councillors often regularly attend.
- 5.3 The Forums/Community groups provide a key link between the Councillors and local residents that meet on a regular basis to discuss issues that affect them. All Councillors are issued with either a tablet/netbook, smartphone or computer post-election together with CBC email addresses and it is through these that the majority of communication with constituents is carried out. The process for dealing with casework varies, some Councillors will have the experience, skills and knowledge to resolve constituents' issues whereas others will refer issues directly to officers. Councillors receive support from officers and other Councillor colleagues and their political Group in carrying out their duties in relation to their casework and representational role including liaison with the Senior Management Team and close links with the Democratic Services Team, as well as links to key information contained in documents such as the Constitution and information that is held on the Council's web.
- 5.4 The role of Councillors within the community has changed over time. The public can now more readily find the answers to some of their queries on the internet, however they will still engage with their local Councillor on more general local issues where there is a need for liaison or in relation to community events. The increased use of emails and social media has resulted in the public expecting their Councillor to be instantly contactable. In 2015/2016, as part of the work on Members' allowances, Councillors were invited to complete a survey of the time spent on Council activities in an average week.

50% of Councillors completed that survey, a short summary of the results are set out below:-

<u>Activity</u>	<u>Hours Average</u>
Work with constituents	4.15
Representing community interests	2.4
Work with outside bodies	2.0
Attending meetings both formal and informal	5.3
Preparing for meetings	3.15
Background reading	2.3
Liaising with officers	1.4
Party political work (directly related to the role of a Councillor)	2.45

5.5 As part of the Council's consideration of its submission on Council size, a survey of Councillors has been undertaken regarding time spent in their role as Councillors on formal Council business, partnerships, outside bodies; and time spent by Councillors in their representational role in and on behalf of their communities. The Survey consisted of 6 questions and a comments section. 21 out of the 37 Councillors have completed the survey. Councillors were asked specific questions in relation to the average number of hours they spent per week on:

- (a) Preparing for and sitting and sitting on formal /informal Council meetings, partner organisations and outside bodies to which members have been appointed to by the Council
- (b) Positions which carry a special responsibility allowance i.e. Cabinet Member, Chair, Vice Chair etc
- (c) Constituency matters which cover a range of issues
- (d) Time spent on their community role

5.6 A table summarising the results of the survey is set out below:

Time spent on meeting activities	Average Hours Per week
Attendance at formal/informal Council meetings, Partner Organisations and outside bodies	7.6
Preparation for these meetings	4.6
Research/Background reading	4.1
Other (e.g. meetings with officers)	1
Total average hours per week	19.5

Time spent on Local Community Role	Average Hours
Community Development work	4.6
Responding to Residents queries	4.5
Community Events	3.5
Other local councils	5.7
Party political work	3.8
Total average hours per week	22.1

Time spent by holder of special responsibility allowances (eg Cabinet Member, Chair, Leader of the opposition, Mayor, Deputy Mayor) on these functions only	Number of respondents
More than 30 hours per week	1
Between 26 and 30 hours per week	0
Between 21-25 hours per week	2
Between 16-20 hours per week	2
Between 11-15 hours per week	1
Between 6-10 hours per week	3
Between 1-5 hours per week	2

5.7 The results of this survey demonstrate an increased average number of hours spent on Council business by councillors compared to the 2015/16 survey.

6. Outside Bodies

6.1 The Council appoints Councillors to a number of outside bodies, these appointments are made at the Council's Annual Meeting each year, in addition the Cabinet also makes a number of appointments. A list of the current 53 outside bodies are set out in the Annex B. 88 Councillors serve on those 53 bodies. In 2017/2018 a Scrutiny Panel will be established to review outside bodies and organisations.

6.2 The proposed scope of the Review will be to evaluate the current system and to consider how it adds value to the Council.

7. The Future

7.1 In terms of Governance arrangements, following the introduction of the Localism Act 2011, a review of the Council's democratic structures was undertaken by way of a Scrutiny Review. The Review of Democratic Structures Scrutiny Panel was established in October 2015 to assess the Council's current governance arrangements. The Panel's remit was to consider whether the Council would be better served by retaining a Cabinet system of governance or adopting a system of Committees. As part of the remit of the Panel, the Panel considered the current position of governance at the Council –

- The key attributes for an effective governance system;
- Considerations of the drivers for change;
- Consideration of improvements to the current system.

- 7.2 The Review concluded in 2016. The Panel's recommendation to Full Council was to retain the current model of governance i.e. strong leader model with a Leader and Cabinet Executive.
- 7.3 In looking at the Council's current governance structures, Councillors can be categorised as:
- (i) Cabinet Members (7)
 - (ii) Scrutiny members (15)
 - (iii) Backbench and opposition Councillors
- 7.4 Currently Councillors wear multiple 'hats' and sit on regulatory Committees whilst being a Cabinet Member:
5 Cabinet Members sit on the Governance Committee (11)
1 Cabinet Member sits on the Licensing Committee (15)
4 Cabinet Members sit on the Planning Committee (15)
- 7.5 The current governance structure of a Leader and Cabinet Executive model is to remain unchanged for the foreseeable future.
- 7.6 There have been a number of major financial pressures on the Revenue Budget since the start of the financial crisis in 2008/09. In common with all local authorities there have been significant reductions in Government grant, reductions that will continue in the coming years with no Revenue Support Grant being received from the financial year 2020/21. Income from investments has fallen due to low interest rates. At the same time the costs of demand led services, such as homelessness and benefits payments, have increased. Financial challenges for the future will continue.
- 7.7 The Council's approach has been to seek to maintain or enhance levels of service whilst keeping Council Tax increases to a minimum. This has been achieved in a number of ways, including redesigning services, delivering efficiency savings and generating new sources of income.
- 7.8 The Council works in partnership with Horsham and Mid Sussex District Council for the delivery of a joint procurement service, with Horsham for Building Control, and with Mid Sussex Council for the provision of Audit services.
- 7.9 In 2016 The Council and West Sussex County Council signed an agreement to work together on delivering key strategic projects. Both Councils are focused on these key projects. These include:
- Regenerating Crawley town centre
 - A Manor Royal Improvement Programme
 - Closer working with Gatwick airport
 - Work to improve resident skills and employability in the Crawley area.
- 7.10 In September a substantial Local Growth fund of £14.64 million was confirmed by the Coast to Capital LEP for this significant regeneration programme. The Council works with a number of partners and recently accepted an invitation to join the Greater Brighton Board (The City Region). Proposals are in hand to redevelop the Town Hall site which will include new homes, a new Town Hall together with commercial offices. Moving to the New Town Hall will provide the emphasis to

steer the Council to digital transformation, the development of innovative new ways of working to meet the needs of the business and our customers and developing a more commercial approach as to how the Council operates.

8. Electorate Forecast and Electorate/Councillor Ratio

- 8.1 A significant increase in the electorate is anticipated over the next few years. Current projections indicate that the September 2017 electorate of 79,887 is expected to rise to 84,801 by 2023 as the population of Crawley grows, the needs of residents will continue to grow with increased demand for some services. Councillors will therefore need to be equipped with the right skills to work with residents to ensure that they continue to provide them with support and representation to all sections of the community.
- 8.2 With the current Council size of 37, the ratio of electors to Councillors is 2159:1 at September 2017, and is forecast to rise to the 2291:1 in 2023.
- 8.3 At the time of the last review of electoral arrangements in Crawley, held in 2002, the ratio was 1976:1, and forecast to rise to 2076:1 by 2006. The ratio since 2010 is set out below:

Electoral Register Published	Electorate	Number of electors per Councillor
2001 Electorate for 2002 review	73,123	1976
2010	75,415	2038
2011	78,516	2122
2012	79,512	2149
2014	79,754	2156
2015 (end of transition to individual registration)	75,577	2043
2016	76,751	2074

Council Size Options

- 8.4 The Councillor Working Group has considered two options – reducing Council size or increasing Council size. Retaining the existing size of 37 is not an option as Crawley elects one third of Councillors each year and current legislation legalisation requires a Council size divisible by 3.
- 8.5 The Working Group agreed that the number of Councillors needed to manage the business of the Council and the Councillors' representational work would be broadly similar to the current number. It would therefore be necessary to maintain the elector ration. A Council size of 33 was considered too few by the Working Group as this would lead to an electorate ratio of 2569:1. Concern was also expressed about the resulting reduction in size of the pool of members to participate in executive functions.
- 8.6 When considering 36 as an appropriate size, concern was expressed about the impact an even number would have on the provision of effective and convenient local government. The close political balance of Crawley has been demonstrated in the results of a number of elections since the last boundary review. The Working Group considered that it was very likely that this balanced situation

would continue. An even number of Councillors could lead to a period of ineffective local government. A table showing the balance since the last review is shown below:

8.7 Crawley Borough Council administration majority by year

Year	Majority
2004	1
2006	1
2007	7
2008	15
2010	15
2011	11
2012	5
2014	2
2015	1
2016	3

8.8 The survey of Councillors' workload summarised at 5.6 has identified an increasing amount of time spent on casework, responding and engaging with the community. There is both a greater opportunity for access afforded by social media and electronic communication, but also an increasing amount of social need. There is a need to ensure that the electorate ratio is maintained to so that the council is equipped to meet these challenges

8.9 The Working Group therefore considered that a Council size of 39 would be most suitable. This would give an electorate ratio of 2174:1. This is the option that most closely maintains the current ratio.

Comparisons with statistical neighbours

8.10 The Chartered Institute of Public Finance and Accountancy model nearest statistical neighbours gives the following Councils as statistical neighbours for Crawley:

CIPFA rank	Council	Electorate at Dec 2016	Number of councillors	Number of electors per councillor
1	Dartford	76,205	44	1,732
2	Harlow	62,279	33	1,887
3	Stevenage	63,664	39	1,632
4	Rushmoor	66,900	39	1,715
5	Watford	69,666	36	1,935
6	Oxford	100,148	48	2,086
7	Welwyn Hatfield	79,397	48	1,654
8	Basildon	133,845	42	3,187
9	Redditch	62,409	29	2,152
10	Corby	48,605	29	1,676
11	Gloucester	90,788	39	2,328
12	Cambridge	85,540	42	2,037
13	Ipswich	94,408	48	1,967
14	Exeter	86,678	39	2,223
15	Northampton	155,224	45	3,449

8.11 The average number of Councillors in this group is a Council size of 40 and the average ratio of electors per Councillor is 2111:1. This a close match with the Working Group's preferred option of 39 for Crawley.

9. Conclusions

9.1 Having considered the Council's current and future governance arrangements, scrutiny functions, the representational role of Councillors together with their level of casework, it is the view of the Council that the Council Size for Crawley Borough Council should be 39.

9.2 The proposed number of Councillors will maintain the current electorate ratio in the face of a growing population.

9.3 Elected Councillors are often dealing with higher volumes of casework as evidenced the survey. Increasingly social media and new communication tools enable more frequent direct contact with the community and this proposal will enable councillors to be well placed to respond to these opportunities.

9.4 A Council size of 39 will ensure that the Council is able to continue deliver services to residents and discharge its decision making functions in an effective way, ensuring that the increased population will not impact adversely on Councillor workload, making sure that becoming a Councillor is attractive to those from a wide variety of background and lifestyles to reflect the community.

CABINET MEMBER PORTFOLIO RESPONSIBILITIES

Leader of the Council

Chair of the Cabinet

General Direction of Policy and its expression in the Corporate Statement (in liaison with the appropriate Cabinet Member)

including co-ordination of the Council's objectives, policies and priorities and overall supervision of the organisation of the Council and its management processes

Community Leadership and, in conjunction with the Cabinet Member for Public Protection and Community Engagement, the preparation of a Community Strategy and the development of Community Planning

Internal and External Communications including dissemination of public information and the conduct of public relations

Overview of Human Resources

Civil Contingencies (including emergency planning)

Plans and preparations for fulfilling the Council's duties and responsibilities in relation to peacetime and wartime emergencies and the gathering of information relevant to the Council's civil defence obligations

The constant review of those emergency plans and preparations to ensure that they are at all times ready for effective implementation

Democratic renewal of the Council's own structures and procedures

Arrangements for official and courtesy visits to and from the Borough

Internal and External Audit and Audit Commission Report

Finance

Leader of the Council

including functions of the Council relating to rating, Business Rates and Council Tax. Funds and investment management.

Formulation of the Budget.

Regulation of the exercise of the borrowing powers of the Council.

Prevention and detection of fraud.

Responding to the Government's Welfare Reform agenda with the Cabinet Member for Housing

Strategic neighbourhood regeneration

Regional Governance / Development

Specific Delegations:

- (1) Approval of the Council's Debt Management Strategy
- (2) Approval of the Council Tax Base
- (3) Approval of the NNDR1 (National Non-Domestic Rates Return)
- (4) Authority to make appointments to Outside Bodies relating to Cabinet functions
- (5) Approval of the utilisation of the planning delivery grant and the housing and planning delivery grant
- (6) Authority to approve the transfer of residual land on terms proposed by the Asset Manager
- (7) Authority to approve the use of any underspend on a capital scheme, up to a total value of £500,000, on further work associated with the scheme during the same financial year, subject to the Council not being committed to expenditure in future years above the existing budgetary provision
- (8) Approval of feasibility scheme and final implementation proposals for neighbourhood centre improvements which are in accordance with the Capital Programme
- (9) Authority to approve the submission of bids to an agreed maximum figure when a property becomes available at auction where the price would be over the delegated authority limits (currently £500,000) subject to it being:
 - a) For investment purposes, to there being sufficient funds in the Investment Acquisition Reserve and it being in accordance with the guidance criteria set out in section 7 of report FIN/306 (Budget Strategy 2014/15-2018/19) to the Cabinet and Full Council on 10 and 24 July 2013 respectively.
 - b) For residential property purposes, to there being sufficient funds in the HRA Development Programme and to be agreed on a case by case basis and in accordance with the guidelines set out in report FIN/328 (2014/15 Budget and Council Tax) to the Cabinet and Full Council on 12 and 26 February 2014.
- (10) The approval of the writing off of irrecoverable debts exceeding £2,500 but not exceeding £50,000, in accordance with the agreed protocol for debt collection.

Leader of the Council

(11) Authority to approve the transfer of Section 106 monies between £100,000 and £500,000 to West Sussex County Council which have been collected specifically for spend categories within the County Council remit.

Membership to Outside Bodies:

- Local Economy Action group (observer)
- Gatwick Diamond
- Local Government Association (General Assembly)
- District Councils Network
- West Sussex Co-operative
- Coast to Capital Joint Committee
- Sussex Police and Crime Panel (member or substitute)

Cabinet Member for Environmental Services and Sustainability

Public and Environmental Health

- Maintenance of closed churchyards
- Health and Safety (other than CBC employees) including food safety, noise and air pollution control.
- Gatwick Airport Port Health

Cemeteries and Burials

- Management of cemeteries and burials
- Shared responsibilities for providing emergency mortuaries following large scale disasters.

Flood Prevention and Land Drainage

- Preparing and implementing land drainage and flood prevention capital schemes
- Maintenance and emergency response works.

Waste Management, Refuse and Recycling

- Management of the Waste and Recycling Contract
- Reducing the amount of household refuse and increasing rates of recycling as a proportion of household refuse.

Cabinet Member for Environmental Services and Sustainability

Streetscene

- Maintenance of the streetscene including control of litter, dog waste, fly tipping,, graffiti and vegetation (grass, shrubs and trees), street furniture.
- Abandoned vehicles
- Environmental / street improvement schemes
- Delivery of Section 106 cycle path improvement schemes

Asset Management

- Management, maintenance and income collection associated with Council owned car parks
- Management and maintenance of Council owned public conveniences

Enforcement

- Community Wardens
- Civil Parking Enforcement
- Licensing Policy
- Gambling Policy

Lead Cabinet Member for Climate Change and Sustainability

- Delivery of action plan linked to Carbon Reduction Strategy including Council lead for sustainable transport.

Specific Delegations

- The approval of feasibility schemes and the implementation of proposals for residential environmental improvements which are in accordance with the Capital Programme
- Naming and numbering of streets
- The approval of criteria for the prioritisation of flood alleviation schemes including project allocation, programme and final implementation proposals for flood alleviation schemes subject to the projects being achievable within the limits of the approved financial budget of the capital programme.

Membership of Outside Bodies

- Gatwick Airport Joint Authorities Committee
- Inter Authority Waste Group
- Patrol Adjudication Committee
- Gatwick Airport Consultative Committee (GATCOM)

Cabinet Member for Housing

Deputy Leader of the Council

Crawley Homes - Landlord Role

The provision, management and control of Council dwellings
including rents

Management and development of Council land held for housing purposes

Housing administration

Control of empty housing properties

Housing Strategic Role (including statutory functions)

Provision of housing advice, homelessness service and maintenance of housing register

Assessment of housing need and management of Housing Strategy

Release of funds to Housing Associations under the LAHAG programme in respect of schemes included in the approved capital programme

Unfit properties and houses in need of repair and improvement, houses in multiple occupation, the abatement of overcrowding and improvement grants

Joint working with the Cabinet Member for Planning and Economic Development to meet the housing needs of the borough

General oversight of local housing issues

Liaison and Joint Working with Social Services and Health (in relation to housing issues)

Council Tax Reductions and Housing Benefit

Responding to the Government's Welfare Reform agenda with the Leader of the Council

Cabinet Member for Housing

Specific Delegations:

- (1) Power to vary the rent of dwellings and garages held on the Housing Revenue Account
- (2) The approval of variations to the affordable housing requirements specified in Core Strategy Policy H5 for any housing scheme where it has been evidenced that scheme viability cannot support meeting these requirements in full, or where changes in housing needs of housing policy may justify any variation to the percentage and/or tenure mix being sought
- (3) To discharge the functions of the Council in relation to the appropriation of surplus land (excluding residential dwellings) from the Housing Revenue Account for a different use/purpose

Cabinet Member for Planning and Economic Development

Lead Cabinet Member for Education, Skills and Transport

Town and Country Planning

Local Plan

Building regulation and building control

Issues relating to access to the countryside

Closure/diversion of footpaths, bridleways and highways

Provision of resources for enforcement of decisions taken by the Planning Committee

Transport Planning

including public transport and liaison with public transport operators

Transportation policies, including liaison with the highway authority on their development, traffic management and car parking

Responding to consultations on proposed traffic regulation orders

Concessionary Travel and liaison with local bus companies

Economic Development

Town Centre Management and Regeneration

Christmas illuminations

Cabinet Member for Planning and Economic Development

Issues of business and employment development within the Borough including training

Marketing and promotion of the Borough and tourism

Gatwick Strategy

Liaison with County Council and Neighbouring District Councils on Planning and Highways

Formulation of Green Space Strategy (The implementation of the Green Space Strategy remains with the Cabinet Member for Wellbeing)

Heritage Strategy (the Strategy will fall within the responsibilities of several Cabinet Members, however the Cabinet Member for Planning and Economic Development will provide a co-ordinating role)

Property and Construction

Asset Management Strategy

All non-operational assets included in the Assets Register

Corporate Strategy for the maintenance, management and development of the Council's corporate estate

Terms for the acquisition, disposal and appropriation of land (excluding right to buy / rent to mortgage and shared ownership schemes for Housing Revenue Account dwellings)

Property Strategy

Specific Delegations:

- (1) The adoption of new Conservation Area Statements and amendments to existing Conservation Area Statements
- (2) The adoption of new Conservation Area Statements and amendments to existing Conservation Area Statements
- (3) The adoption of new Heritage Statements and amendments to existing Heritage Statements
- (4) Approval of the annual programme of building maintenance works for operational properties (excluding housing assets) including variations during the year to meet changing needs. Delegation to cover all types of maintenance work and small-scale improvements above £100,000 per job

Cabinet Member for Planning and Economic Development

Membership to Outside Bodies:

- Local Economy Action Group (voting member)
- Gatwick Airport Joint Authorities Meeting
- Gatwick Diamond Local Authorities Members' Group
- Manor Royal Business Group
- Manor Royal Management Group
- Manor Royal Board
- Sussex Building Control
- Town Centre Partnership
- West Sussex Joint Planning Board
- Bus Company Meetings

Cabinet Member for Public Protection and Community Engagement

Community Engagement and Development

Preparation of a Community Strategy and the development of Community Planning (including a Public Consultation Strategy and the investigation of Area / Neighbourhood Forums)

Community and Neighbourhood Development

Community Safety

Community Safety Improvement Schemes

Grants to Voluntary Bodies

Equal Opportunities

Promotion of equality of opportunity and the tackling of economic inequality

Social Inclusion Strategy

Prevent Strategy

Lead Cabinet Member for crime, policing, and fire and rescue Services

Cabinet Member for Public Protection and Community Engagement

Lead Cabinet Member on issues relating to travellers

Children and Young People (including joint working with Youth Services and Youth Development Initiatives and the Council's responsibilities defined under Section 11 (Safeguarding) of the Children's Act 2004)

Town Twinning

Specific Delegations:

- (1) To determine applications for main grants (i.e. currently above £5,000) by voluntary organisations in accordance with the criteria previously agreed by Cabinet
- (2) The approval of criteria for the prioritisation of community safety improvement schemes
- (3) The approval of an annual programme of community safety schemes subject to the proposals being achievable within the limits of the approved financial budget

Membership to Outside Bodies:

- Safer Crawley Partnership Executive
- Sussex Police and Crime Panel (member or substitute)

Cabinet Member for Resources

Political Liaison

Democratic Services (excluding elections)

including the Committee service and liaising with the Local Government Ombudsman

Legal Services

including advice to the Council across the range of Council functions and provision of the statutory land charges service to members of the public

Fostering Interest in Local Government

Promoting interest in and understanding of Local Government

Cabinet Member for Resources

Member Services

- Member Training and Development

Provision of resources for enforcement of decisions taken by the Licensing Committee

Performance Management

Service Review Programme (except individual reviews)

Systems Thinking and other improvement methodologies

Service channel shifts

Human Resource Strategy

including recruitment and retention policy,
conditions of service
employees health, safety and welfare

Overview of Customer Service and Complaints

E Government and IT Strategies

Improvement Planning Champion

Service Responsibilities:

Information Technology

Web team

Human Resources including staffing budget

Equal Opportunities Policy relating to employment

Town Hall building management/office accommodation

Reprographics and Stationery

Cabinet Member for Resources

Civic Hall

Procurement

Finance

Risk management

Insurance matters

Policy for developing service plans

Customer Contact Centre

Data Protection and Freedom of Information

Partnership working with other Councils and shared service provision

Specific Delegations:

- (1) To approve the Corporate Equality Statement
- (2) Approval of the Council's Risk Management Strategy

Cabinet Member for Wellbeing

Lead Cabinet Member for Health and Wellbeing

Arts (including The Hawth, community arts, promotions and entertainments, public art and bandstand)

Museums and art galleries

Sport and fitness (including sports development, playing fields, Broadfield Stadium and Leisure Centres)

Amenity Services

Parks, gardens and open spaces

Land held for recreational and open space purposes

Liaison and Joint Working with Education

Cabinet Member for Wellbeing

Libraries liaison

Community Centres

Allotments

Nature conservation/arboriculture

Play service and playgrounds

Implementation of Green Space Strategy (The formulation of the Green Space Strategy remains with the Cabinet Member for Planning and Economic Development)

Membership to Outside Bodies:

- Gatwick Greenspace Partnership

Outside Bodies

*Total of Outside bodies – 53**

*Total number of Councillor on those Bodies – 88**

*(*Both Full Council and Executive Appointments)*

Outside Bodies – Council Appointments
<i>Age UK – West Sussex Trustee Board - One Councillor representative</i>
<i>General Council of Broadfield Youth and Community Centre (BYCC) - One Councillor representative</i>
<i>Buchan Country Park Advisory Board - Four Councillor representatives</i>
<i>Greater Brighton Economic Board - One Councillor representative</i>
<i>Central Crawley Conservation Area Advisory Committee - Four Councillor representatives</i>
<i>Forestfield and Shrublands Conservation Area Advisory Committee - Two Councillor representatives</i>
<i>Hazelwick Road Conservation Area Committee - Two Councillor representatives</i>
<i>Ifield Village Conservation Area Advisory Committee - Five Councillor representatives</i>
<i>Southgate Conservation Area Advisory Committee - Three Councillor representatives</i>
<i>Worth Conservation Area Advisory Committee - Three Councillor representatives</i>
<i>Community Needs Partnership - Six Councillor representatives</i>
<i>Courage Dyer Recreational Trust - Four Councillor representatives (on a four year term of office)</i>
<i>Crawley & Ifield Education Foundation - One Councillor representative</i>
<i>Crawley Arts Council (CAC) - Three Councillor representatives</i>
<i>Crawley Community and Voluntary Service Trustee Board - Two Councillor representatives</i>
<i>Crawley Ethnic Minority Partnership (CEMP) Partnership Board - One Councillor representative</i>
<i>Crawley Museum Society (and Crawley Museum Project Board) - Four Councillor representatives</i>
<i>Crawley Open House Management Committee - Two Councillor representatives</i>
<i>Crawley Town FC Travel Plan Steering Group - Six Councillor representatives</i>
<i>Crawley Town Twinning Association(CTTA) - Four Councillor representatives</i>
<i>Friends of Broadfield Park - One Councillor representative</i>
<i>Friends of Goffs Park (FoGP) - Two Councillor representatives</i>

Outside Bodies – Council Appointments
Gatwick Airport Community Trust (GACT) - <i>One Councillor representative (on a four year term)</i>
Relate - North & South West Sussex Trustee Board - <i>One Councillor representative</i>
Court of the University of Sussex - <i>One Councillor representative</i>
West Sussex Health and Adult Social Care Select Committee - <i>One Councillor representative</i>
West Sussex Joint Scrutiny Steering Group - <i>One Councillor representative</i>
West Sussex Mediation Service Management Committee - <i>One Councillor representative (and a deputy)</i>

Outside Bodies – Executive (Cabinet) Appointments
Bus Company Meetings - <i>One Councillor representative</i>
Coast to Capital Joint Committee - <i>One Councillor representative</i>
Crawley Cycling Forum - <i>One Councillor representative</i>
Gatwick Airport Consultative Committee (GATCOM) - <i>One Councillor representative (and a deputy)</i>
Gatwick Airport Joint Authorities Meeting - <i>Two Councillor representatives</i>
Gatwick Diamond - <i>One Councillor representative</i>
Gatwick Diamond Local Authorities Members' Group - <i>One Councillor representative</i>
Gatwick Greenspace Partnership - <i>One Councillor representative</i>
High Weald Area of Outstanding Natural Beauty Forum – Joint Advisory Committee - <i>One Councillor representative</i>
Inter Authority Waste Group - <i>One Councillor representative</i>
Local Economy Action Group - <i>One Councillor representative</i>
LGA: - District Councils Network - <i>One Councillor representative</i>
LGA: - General Assembly - <i>One Councillor representative</i>
Manor Royal Business District (MRBD) Ltd - <i>One Councillor representative</i>
Manor Royal Board - <i>One Councillor representative</i>
Manor Royal Management Group - <i>One Councillor representative</i>
Patrol Adjudication Joint Committee - <i>One Councillor representative</i>
Safer Crawley Partnership Executive - <i>One Councillor representative</i>
Strategic Aviation Special Interest Group - <i>One Councillor representative</i>
Sussex Building Control - <i>One Councillor representative</i>

Outside Bodies – Executive (Cabinet) Appointments
Sussex Police and Crime Panel - <i>One Councillor representative</i>
Town Centre Partnership - <i>One Councillor representative</i>
West Sussex Forum for Accessible Transport - <i>One Councillor representative</i>
West Sussex Joint Planning Board - <i>One Councillor representative</i>
West Sussex Co-operative - <i>One Councillor representative</i>

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