

Crawley Borough Council

Report to Overview and Scrutiny Commission 3 September 2018

Report to Cabinet 5 September 2018

Corporate Priorities 2018 - 2022

Report of the Leader and the Chief Executive – CEX/48

1. Purpose

- 1.1 This reports sets out the Council's Corporate Priorities for the period 2018 to 2022, which is attached at Appendix A.
- 1.2 The purpose of the Corporate Priorities document is to set out the strategic direction of the Council for the next four years, which is linked to the administration's Manifesto, the draft Transformation Plan and the Medium Term Financial Strategy.
- 1.3 The refreshed Corporate Priorities take into account external and partnership arrangements and will assist the Council's focus on delivery and meeting the intended outcomes.
- 1.4 The detail in delivering these priorities will filter into individual services work programmes.

2. Recommendations

- 2.1 To the Overview and Scrutiny Commission:

That the Commission considers and comments on the final draft Corporate Priorities 2018 – 2022 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 Corporate Priorities 2018 – 2022.
- b) Request Full Council to adopt the Corporate Priorities 2018 – 2022 at its meeting on the 17th October 2018.

3. Reasons for the Recommendations

- 3.1 The Corporate Priorities set out the strategic direction of the Council for the next four years. Where necessary, it will be updated to ensure the Council's activities reflect the national and local challenges it faces.

4. Background

- 4.1 There is a need to set the strategic context for the Council as requested by partners, staff and residents.

4.2 An agreed set of corporate priorities will:

- Ensure that the Council manages its resources effectively
- Ensure that projects and initiatives can be delivered by the Council's services and that enough capacity is available to deliver them
- Provide a focus for the council's Cabinet, so it can plan its work.

4.3 In the last staff survey which was undertaken in October 2016, it was suggested that there was a lack of strategic narrative, vision and priorities which set out what the Council was trying to achieve. Staff are keen to receive something that is purposely short to inform them of the key vision and objectives of the council that will aid effective business planning of services.

4.4 The document is also important to set out the priorities of the Council to local partners, stakeholders and when securing external funding.

4.5 The Corporate Priorities consist of six key headline priority objectives which are underpinned by 24 objectives, projects and initiatives.

4.6 In addition, the Council will continue to deliver a range of statutory and discretionary functions which it is required or has chosen to deliver.

5. Information & Analysis Supporting Recommendation

5.1 The Corporate Priorities set out the overarching strategic direction for the Council's activities and processes that support their delivery. It also links to the Medium Term Financial Strategy, draft Transformation Plan and service work programmes, which set out in more detail the actions that will be undertaken to deliver the priorities.

5.2 Draft versions of the Corporate Priorities have been shared with senior management and with Cabinet members.

6. Implications

6.1 There are inevitably financial implications related to any service delivery or improvements and the Corporate Priorities complement the draft Transformation Plan and Medium Term Financial Strategy to enable the Council to deliver its priorities.

6.2 The priorities laid out within this document will take precedence when considering limited resources and other pressures will need to be considered on individual merits when budgets are determined.

6.3 There are no specific legal implications. Having a document that sets the strategic direction of the Council is a necessary element of good governance. The performance regime established by the Local Government Act 1999 as amended by the Local Audit and Accountability Act 2014 together with supporting legislation, requires the Council to work to achieve continuous improvement and best value. Furthermore, the Accounts and Audit (England) Regulations 2015 Regulations obliges the Council to produce an Annual Governance Statement for each accounting year evidencing how the Council has performed. The CIPFA / Solace 'Delivering Good Governance in Local Government Framework 2016' guidance sets out the required practice and that includes a clear statement of the Council's purpose and intended outcomes. The Council's Corporate Priorities thus play a vital role in the legal duty to ensure sound governance of the Council. The Corporate Priorities is a Policy Framework Document and the process employed for its adoption is in accordance with the Council's constitution.

7. Background Papers

None

Report author and contact officer: Anna Pedlow, Transformation Officer, 01293 438780

1. Delivering value for money and modernising the way we work

We will:

- Continue to balance the budget (over a three year period), by improving our efficiency, increasing income and investing ethically and wisely.
- Work to keep council tax low without compromising local services and put money back into local reserves where possible, to finance future investments.
- Deliver the Transformation Plan.
- Develop digital service delivery enabling customers to engage with council services at their convenience, via an updated website and a new online self-service application.
- Develop a new Town Hall with lower running costs and high grade office space for residents, staff and commercial tenants.

2. Delivering affordable homes for Crawley and reducing homelessness

We will:

- Continue to deliver as much affordable housing as possible, particularly Council housing, through our own-build and enabling programmes for people with a local connection to Crawley.
- Drive down homelessness across the borough and support partner agencies to help those most in need.

3. Improving job opportunities and developing the local Economy

We will:

- Develop an Economic Development vision and plan.
- Deliver the Crawley Growth Programme to provide major improvements to the town's infrastructure, including more sustainable transport and better community facilities.
- Deliver pathways to better job opportunities for local residents, through the ongoing development and delivery of Crawley's Employment and Skills Plan.
- Continue to work closely with our Local Economic Partnerships to deliver economic growth and jobs in the town.
- Utilise our place making responsibilities and powers to drive business growth and create new employment opportunities.

4. Creating stronger communities

We will:

- Support local groups in delivering a range of events and activities that celebrate Crawley's diversity.
- Promote neighbourhood forums as a means of giving residents a voice over how services are delivered.
- Continue to help local voluntary organisations, through the grants process to provide important services.
- Continue to work with our partners to make Crawley a safe place.

5. Providing high quality leisure and culture facilities and supporting health and wellbeing services

We will:

- Continue to invest and enhance the town's leisure and culture facilities, such as local parks, the Museum, K2 Crawley, the Hawth, adventure playgrounds and the Nature Centre.
- Work with partners and other key stakeholders to enhance our resident's health and wellbeing and reduce health inequalities across our town.

6. Protecting the environment

We will:

- Protect and enhance our environment by reducing the Council's and the town's Carbon footprint.
- Deliver a number of energy efficient schemes including, a District Heat Network for the Town Centre, Combined Heat and Power at K2 Crawley and a Water Source Heat Pump at Tilgate Park.
- Continue to reduce, reuse and recycle our waste, providing the mechanisms to encourage residents to do more to recycle their waste.
- Continue to seek measures to improve the air quality across the Borough.
- Implement Crawley 2030, Local Plan and ensure that it remains up to date and reflects the key issues and growth challenges facing the town.
- Continue to provide a safe, clean and well maintained town, through the use of area focussed multi skilled teams.