



## **Overview and Scrutiny Committee Agenda**

**Wyre Borough Council**  
**Date of Publication: 28 October 2016**  
**Please ask for : Peter Foulsham**  
**Scrutiny Officer**  
**Tel: 01253 887606**

### **Overview and Scrutiny Committee meeting on Monday, 7 November 2016 at 6.00 pm in the Council Chamber, Civic Centre, Poulton-le-Fylde**

**1. Apologies for absence**

**2. Declarations of interest**

Members will disclose any pecuniary and any other significant interests they may have in relation to the matters to be considered at this meeting.

**3. Confirmation of minutes**

(Pages 1 - 6)

To confirm as a correct record the minutes of the meeting of the Overview and Scrutiny Committee held on 12 September 2016.

**4. Strategic Narrative - Our Vision and Goals**

(Pages 7 - 10)

Marianne Hesketh, Service Director Performance and Innovation, has submitted a report. The Leader of the Council, Councillor Peter Gibson, and the Chief Executive, Garry Payne, will attend to introduce the council's Strategic Narrative 'Together we make a difference' and to answer questions from the committee.

**5. Together we make a difference in Wyre**

(Pages 11 - 16)

Rosie Green, Policy and Engagement Manager, has submitted a report that was considered by the Cabinet 19 October 2016. Ms Green will attend the meeting, present the report and respond to questions from councillors.

**6. Engaging with Communities - review task groups  
recommendations**

(Pages 17 - 22)

Rosie Green, Policy and Engagement Manager, will be invited to comment on the implementation of the recommendations of the Engaging with Communities task group, as agreed by the Cabinet on 29 July 2015, within the context of the previous item on this agenda.

**7. Local Plan**

(Pages 23 - 28)

Rea Psillidou, Planning Policy and Economic Development Manager, has submitted a report updating the committee on the progress of the Local Plan.

**8. Overview and Scrutiny Work Programme 2016/17**

Peter Foulsham, Scrutiny Officer, will present a short verbal update, on the progress of the Overview and Scrutiny Work Programme 2016-17.

**9. Date and time of next meeting**

Monday 5 December 2016 at 6pm.



## Overview and Scrutiny Committee Minutes

Notes of the meeting of the Overview and Scrutiny Committee held on Monday 12 September 2016 at the Civic Centre, Poulton-le-Fylde.

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### Committee members present:

Councillor I Amos	Councillor Ormrod
Councillor R Amos	Councillor Reeves
Councillor Fail	Councillor Robinson
Councillor Hodgkinson	Councillor Smith
Councillor Ibison	Councillor Michael Vincent (Chairman)
Councillor Jones	

### Officers present:

Mark Broadhurst, Service Director Health and Wellbeing  
Marianne Hesketh, Service Director Performance and Innovation  
Ian Munro, Head of Culture, Leisure and Tourism  
Peter Foulsham, Scrutiny Officer

### Others present:

Councillor Vivien Taylor, Health and Community Engagement Portfolio Holder

### OS.26 Apologies for absence

Apologies for absence were received from Councillors E Anderton, C Birch and Matthew Vincent.

### OS.27 Declarations of interest

Councillor Reeves declared an interest in agenda item 8 (Overview and Scrutiny Work Programme 2016-17) as an employee of Citizens Advice Fylde, the report referring to a task group that would consider the future funding of Citizens Advice Lancashire West by the council..

## **OS.28 Minutes**

**RESOLVED** that the minutes of the meeting of the committee held on 1 August 2016 be confirmed as a correct record.

## **OS.29 Left Coast**

Mark Broadhurst (Service Director Health and Wellbeing) submitted a report. Councillor Vivien Taylor (Health and Community Engagement Portfolio Holder) also attended for this item.

Mr Broadhurst referred to his report and highlighted a number of points.

LeftCoast was an innovative arts programme funded by the Arts Council and managed by a consortium of partners, including Wyre Council. The Arts Council provided funding of £3m over three years from 2013-2016 and additional funding of £1m had been secured for a further three years, 2016-2019. Wyre contributed £20,000 per annum, but it was considered that a return far in excess of the contribution was achieved.

A work programme for the next three years was still to be agreed. The council would be seeking to maximise how the programme might best deliver against local strategic priorities including contributions to improving health and wellbeing and addressing social isolation, for example.

There were three strands to the programme, all of which were detailed in the report:

- (i) Creative engagement – aimed at increasing participation
- (ii) Talent development
- (iii) Flagship commissions, with particular focus on the SpareParts Festival

In response to questions from members of the committee Mr Broadhurst made the following additional points:

- There was an awareness that the rural parts of Wyre could benefit from any LeftCoast initiatives just as much as urban areas.
- LeftCoast had enabled the council to achieve things that could not have been achieved in isolation, so it represented good value for money, a point that was supported by Councillor Vivien Taylor, Health and Community Engagement Portfolio Holder.

**RESOLVED** that

- (i) Mr Broadhurst be thanked for his report, and
- (ii) The report be noted

### **OS.30 Fleetwood Market Progress Update**

Marianne Hesketh, Service Director Performance and Innovation, submitted a report.

Ms Hesketh referred to a meeting held in June, which was attended by Cat Smith MP, which addressed, amongst other things:

- Building better relationships with traders
- Marketing
- Security
- The market's physical appearance

Ms Hesketh and Ian Munro (Head of Culture, Leisure and Tourism) responded to a number of questions from councillors, making the following points:

- The occupancy rate (80%) was a little low
- The gap between the cost of a market stall and the cost of renting a shop on Lord Street, for example, was closing
- Fleetwood market, which is open four days a week, should not be compared directly with other markets, such as Poulton, which were only open for one day each week
- A number of incentives were available to try to attract new traders
- It was the responsibility of the traders to promote their own businesses
- The council has provided marketing material jointly with Freeport
- Significant efforts were made to reduce arrears

Councillors suggested that attention could be paid to making the layout of the market more attractive. It was also suggested that efforts should be made to make travel to the market by tram more attractive, perhaps by introducing joint ticketing arrangements or by encouraging traders to offer discounts.

**RESOLVED** that

- (i) Marianne Hesketh be thanked for her report,
- (ii) Marianne Hesketh and Ian Munro be thanked for attending the meeting, and
- (iii) the report be noted

### **OS.31 Performance – the Council's Business Plan 2016/17**

Marianne Hesketh, Service Director Performance and Innovation, submitted a report.

The Chairman, Councillor Michael Vincent, asked why the project, "*We will*

*develop our staff so that they can effectively respond to current challenges*” appeared not to have been commenced yet. Ms Hesketh replied that this was a project that was dependent upon engaging with staff and that would be done once the new vision of the new Corporate Management Team had been communicated.

**RESOLVED** that the report be noted.

**OS.32 Local Plan**

Rea Psillidou, Planning Policy and Economic Development Manager, submitted a report.

It was suggested that the committee might investigate how the borough’s flood response was coordinated. It was agreed that once a decision had been made the decision might be scrutinised but the committee should not parallel work that was already being undertaken.

**RESOLVED** that the report be noted.

**OS.33 Overview and Scrutiny work programme 2016-17**

Councillors were updated about current task groups and those that were planned, the Service Director Performance and Innovation, Marianne Hesketh, having submitted a report.

The food hygiene task group would be holding its first meeting on Wednesday 21 September and the task group on domestic abuse had a series of four further meeting arranged before the end of October.

The committee considered the draft scoping document for a task group on Citizens’ Advice and agreed that all non-Executive councillors should be invited to express interest in taking part in the group, which was likely to hold two meetings during November.

It was noted that an item about the Shaping Your Neighbourhood initiative would not be ready for the committee to consider in time for the meeting on 10 October, as had originally been planned. Councillors agreed that this item and a closely related on the implementation of the recommendations of the Engaging with Communities task group should be considered together at a later meeting.

**RESOLVED** that

- (i) the Citizens’ Advice draft scoping document be agreed,
- (ii) the meeting of the committee originally scheduled to take place on 10 October 2016, be cancelled, and
- (iii) the report be noted.

**OS.34 Date and time of next meeting**

**RESOLVED** that the next meeting of the committee be held at 6pm on Monday 7 November 2016 at the Civic Centre, Poulton-le-Fylde.

The meeting started at 6pm and finished at 6.56pm.

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Report of:	Meeting	Date	Item no.
Marianne Hesketh, Service Director Performance and Innovation	Overview & Scrutiny Committee	7 November 2016	4

<b>Strategic Narrative – our vision and goals</b>
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## 1. Purpose of report

- 1.1 To provide the Overview and Scrutiny Committee with the draft Strategic Narrative, our vision and goals for evolving the way that Wyre Council works.

## 2. Outcomes

- 2.1 To ensure that the Council evolves the way in which it works, to keep itself fit for purpose, during a time when local government continues to change rapidly.

## 3. Recommendation/s

- 3.1 To consider the draft Strategic Narrative, prior to seeking Council endorsement at the meeting on 1 December 2016.

## 4. Background

- 4.1 Since the introduction of the new senior management structure back in April 2016, Corporate Management Team and Heads of Service have been working together, supported by Greengage consultancy, to develop a Strategic Narrative for the Council. The purpose of the narrative is to tell a concise story about who we are and how we want to evolve the way in which we work in the future to be in a better position to respond to future challenges.
- 4.2 The Strategic Narrative is a key document that complements the Council's business plan and will ensure that we keep ourselves fit for purpose.

## 5. Key issues and proposals

- 5.1 The draft Strategic Narrative is attached at Appendix 1 and clearly sets out the Council's vision for the future and three big goals for shifting the way we work in order to achieve this vision. The goals are:-
- An integrated and community-focused service offer
  - A flexible and change-ready workforce
  - Financial discipline and commercial awareness
- 5.2 A workshop is planned for 29 November 2016, with third tier managers, to share the vision and goals. The workshop will involve managers in the development of an action plan to establish what requirements will be necessary; including training and development, in order for us to succeed and move the goals forward. Following on from this session managers will be asked to cascade the information with their team members to help embed the vision across the organisation.
- 5.3 It is intended to present the final Strategic Narrative to full Council on 1 December 2016 for member ratification.

report author	telephone no.	email	date
Marianne Hesketh	01253 887350	<a href="mailto:Marianne.hesketh@wyre.gov.uk">Marianne.hesketh@wyre.gov.uk</a>	11 October 2016

### List of appendices

Appendix 1 – Together We Make a Difference – Our Strategic Narrative

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## Together we make a difference

### *Our Strategic Narrative*

We are an innovative and ambitious Council that strives to provide excellent customer focused services to the residents, businesses and visitors of Wyre. The next decade promises to be a complex and potentially challenging one for local authorities so it is imperative that we build on our strong foundations and work together to embrace change and to be open to different ways of working.

This plan sets out a clear path for evolving the way that Wyre Council works, and how we keep ourselves fit for purpose, during a time when local government will continue to change rapidly.

### Our vision for the Council

**Our vision is to be a Collaborative Council that works together with local communities and partners to make a difference and improve the lives of those who live in, work in or visit the Borough.**

By 2020 we envisage the Council will be characterised by;

- ✓ **Innovative, entrepreneurial and commercially minded ways of working.** We will upskill our staff to think and act commercially and we will explore innovative delivery options.
- ✓ **The skills and culture to work collaboratively.** We recognise that the most appropriate response to the pressures on the public sector is to work with and through others. We will actively develop the skills that will make us more effective in building strong, trusting and outward-focused working relationships with other councils, partners and organisations; delivering excellent joined up services for the residents of Wyre.
- ✓ **Highest levels of performance with a culture of responsibility and empowerment.** We will make sure that everyone is clear about the part they play in delivering high impact outcomes. We will invest and develop the skills and culture of individuals and promote team working, allowing teams and team members to have greater flexibility, authority and control. Employees will have the opportunity to gain new skills and experiences through cross-Directorate working.

## Achieving our vision

Our plan has **three big goals** for shifting the way the organisation works so that we deliver on our vision for the Council.

**An integrated and community-focused service offer** – by 2020 our services will be more integrated with partners, designed to enable communities and citizens to do more for themselves and to rely less on direct provision by the Council.

*Our approach will include:-*

- **Leading and demonstrating a community-focused and collaborative approach to service delivery.** Where it allows us to deliver better services, we will work with our partners to design and deliver services that meet local needs and encourage more community involvement. Where necessary we will make sure that the Council and its partners co-locate their services and ‘operate under the same roof’. We will agree and communicate shared goals with our key partners and set up properly-resourced project teams to deliver ‘collaborative working pilots’, demonstrating the collaborative approach to service delivery.

**A flexible and change-ready workforce** – by 2020 our colleagues will feel that the Council embraces change and that their knowledge is at the forefront when making changes. Colleagues will feel highly valued, resilient and equipped to deal with the changing local government landscape.

*Our approach will include:-*

- **Engaging our staff to achieve and sustain the highest levels of performance.** We will clearly set out the strategic direction of the Council by engaging with our staff to share and embed this vision and goals. We will develop a training programme so that staff feel able to embrace innovation in our drive for enhanced service delivery. We will create a culture of responsibility and empowerment; providing support to Heads of Service and Directorate teams and encouraging a high performance culture across the Council. We will actively performance manage the delivery of the Business Plan and service plans.

**Financial discipline and commercial awareness** – by 2020 we will have implemented new ways to replenish dwindling government funding for local authorities. Our employees will be commercially minded with the ability to spot and maximize commercial opportunities. We will be financially astute delivering quality services, in conjunction with partners, on time and on budget.

*Our approach will include:-*

- **Maintaining financial discipline.** Our Medium Term Financial Plan and Efficiency Programme will be aligned with our Business Plan to ensure our objectives and priorities are properly resourced and funded appropriately.
- **Bringing commerciality into everyday thinking.** We will bring commerciality into everyday working across the organisation through improved procurement practices, better contract management and a focus on delivering established financial goals.



Report of:	Meeting	Date	Item no.
Councillor Vivien Taylor, Portfolio Holder for Health and Community Engagement and Marianne Hesketh, Service Director Performance and Innovation	Cabinet	19 October 2016	5

**Together we make a difference in Wyre**

**1. Purpose of report**

- 1.1 To present the findings and recommendations following a review of the Council’s ‘Shaping Your Neighbourhood’ (SYN) approach.
- 1.2 To outline a new approach to neighbourhood engagement for the Council.

**2. Outcomes**

- 2.1 Improved community ownership and a shared responsibility for improving our neighbourhoods.
- 2.2 To support Elected Members and Parish and Town Councils to improve neighbourhoods through empowering communities and encouraging active citizenship.

**3. Recommendation/s**

- 3.1 That Cabinet agree to disestablish the SYN programme including all grant functions and the Lead Member role.
- 3.2 That a new approach to neighbourhood engagement in Wyre be agreed as outlined in this report, which provides sustainable, cohesive and place based solutions to resolve identified community priorities.
- 3.3 That community development and engagement technique training is provided for all Elected Members.

## **4. Background**

- 4.1** In April 2012, the Council agreed the SYN initiative. The purpose of the project was for Members to engage better with communities so that local people were more involved in shaping future service delivery to meet local needs and priorities. Wyre was split into 6 areas – Fleetwood, Cleveleys, Thornton, Poulton, Rural West and Rural East.
- 4.2** The initiative was led by six neighbourhood lead Members who were responsible for engaging with local Parish and Town Councils, resident and community groups and business groups. The focus was intended to be around allocation of funding to deliver community projects which addressed local needs and priorities.
- 4.3** Over the last few months, a review of SYN has been undertaken. As part of the review, all lead Members, Town and Parish Councils and relevant Heads of Service were interviewed and asked for feedback. All existing reports, relevant performance measures and all related overview and scrutiny papers were also reviewed.

## **5. Key issues and proposals**

### **5.1 SYN review findings**

During the review a number of issues were revealed:

SYN has been highly regarded by Elected Members and project beneficiaries and had a positive reputational impact for the Council across the borough.

Partnership working had not been central to projects funded through SYN and this encompassed working with internal and external services and the identification and delivery of projects.

£521,978 has been spent over the life of SYN to date and key officers dedicated significant time to facilitating meetings, project managing and reporting on the programme. In addition to this, considerable time was spent by support services for example to monitor budgets and facilitate payments, councillor engagement and public relations.

SYN has in the main worked well and rewarded community spirit and innovation. However this was linked to SYN being a grant programme rather than a tool for long-term and meaningful community development and engagement.

Whilst the funded projects have been well received by the community, the funding has perhaps not, in most cases, been used to tackle long standing community issues and producing sustainable results. However there is some valuable learning from a number of projects such as the Willow Garden and Cook & Eat projects both of which have had a significant impact in their local communities.

The programme looked at an interest base in the community. This meant match funding and partner interest was not consistent.

Some Elected Members felt that they already undertook the role of developing their community as part of being a councillor and that the lead Member role was confusing.

It was widely felt that funding decisions had not been made in an open forum and had excluded both Borough and Town and Parish Councillors.

## **5.2 Recommendations from review**

Based on the issues which have been highlighted as a result of the review, the following recommendations are proposed to ensure that the council has a mechanism in place to effectively engage with communities in Wyre to resolve identified community priorities:

- SYN to be disestablished in its current format including the lead member role and areas. Any outstanding grant funded projects to be completed by March 2017.
- SYN to be replaced with a more collaborative approach which provides sustainable, cohesive and place based solutions to resolve identified community priorities. A 'Together we make a difference' network will be established to oversee the delivery of the approach and membership of the network will include relevant Wyre Council officers, partner agencies and the Portfolio Holder for Health and Community Engagement. This network will not be a formal board but instead members will be brought together as and when necessary and would be dependent on the current issues.
- The 'Together we make a difference' network will be led by the Policy & Engagement manager and will operate with the following remit:
  - To co-ordinate community action on community priorities;
  - To accept areas of work through a referral process open to all Wyre Council officers, elected members and partners;
  - To oversee council led community development work to establish community priorities.
- To establish a place based community development referral process for community concerns and issues with a lead community development officer in the following role:
  - Receive and investigate the validity of referrals;
  - To work up and evidence any referrals received;
  - Identify any resources that may be needed and liaise with the external funding team accordingly;
  - Present referrals to the network for discussion, decision and project planning;
  - Plan and project manage subsequent agreed projects.

- To establish a programme of community development and engagement support for Elected Members:
  - Plan and deliver bespoke training for Members on developing community projects;
  - Supporting Members to use digital engagement methods such as social media.

<b>Financial and legal implications</b>	
Finance	There are no immediate financial implications to this report. However it is proposed that any Performance Reward Grant (PRG) remaining from the SYN programme, be made available in order to resource community activity as required and evidenced by the appropriate officers. This would be a one-off allocation with no facility for ongoing support.
Legal	There are no legal implications arising directly from this report.

**Other risks/implications: checklist**

If there are significant implications arising from this report on any issues marked with a ✓ below, the report author will have consulted with the appropriate specialist officers on those implications and addressed them in the body of the report. There are no significant implications arising directly from this report, for those issues marked with a x.

risks/implications	✓ / x
community safety	✓
equality and diversity	✓
sustainability	X
health and safety	X

risks/implications	✓ / x
asset management	x
climate change	x
data protection	x

report author	telephone no.	email	date
Rosie Green	01253 887553	rosie.green@wyre.gov.uk	21/9/16

<b>List of background papers:</b>		
name of document	date	where available for inspection





## Cabinet

The minutes of the Cabinet meeting of Wyre Borough Council held on Wednesday 19 October 2016 at the Civic Centre, Poulton-le-Fylde.

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### **Cabinet members present:**

Councillor Peter Gibson (Leader of the Council)  
 Councillor Roger Berry (Neighbourhood Services and Community Safety Portfolio Holder)  
 Councillor Lynne Bowen (Leisure and Culture Portfolio Holder)  
 Councillor David Henderson (Street Scene, Parks & Open Spaces Portfolio Holder)  
 Councillor Pete Murphy (Planning and Economic Development Portfolio Holder)  
 Councillor Vivien Taylor (Health and Community Engagement Portfolio Holder)

### **Apologies:**

Councillor Alan Vincent (Resources Portfolio Holder and Deputy Leader)

### **Officers present:**

Garry Payne (Chief Executive)  
 Mark Billington (Service Director People and Places)  
 Mark Broadhurst (Service Director Health and Wellbeing)  
 Marianne Hesketh (Service Director Performance and Innovation)  
 Rosie Green (Policy and Engagement Manager)  
 Duncan Jowitt (Democratic Services Officer)

### **Apologies:**

None

### **Non-members of the Cabinet present:**

Councillors Marge Anderton, Ruth Duffy, Rob Fail, Sue Pimbley, Christine Smith

No members of the public or press attended the meeting.

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### **CAB.14 Declarations of Interest**

None

### **CAB.15 Minutes**

The minutes of the Cabinet meeting held on 7 September 2016 were confirmed as a correct record.

## **CAB.16 Public Questions**

None.

## **CAB.17 Together we make a difference in Wyre**

The Portfolio Holder for Health and Community Engagement and Service Director Performance and Innovation submitted a report presenting the findings and recommendations following a review of the Council's 'Shaping Your Neighbourhood' (SYN) approach and outlining a new approach to neighbourhood engagement for the Council.

### **Decision taken**

Cabinet agreed

- to disestablish the SYN programme including all grant functions and the Lead Member role
- to a new approach to neighbourhood engagement in Wyre as outlined in the report, to provide sustainable, cohesive and place based solutions to resolve identified community priorities.
- that community development and engagement technique training be provided for all Elected Members.

The meeting started at 6pm and finished at 6.12pm.

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**Date of Publication:** 21 October 2016

### **Options considered but rejected**

Any alternative options that were considered but rejected, in addition to the reasons for the recommendations that were made, are included in the full reports.

### **When will these decisions be implemented?**

All decisions will be put into effect five working days from the date of publication, unless a decision is "called-in" by any four Members of the council within that period. The "call-in" procedure is set out in [Part 4 of the Council's Constitution](#) (Paragraph 16 of the Overview and Scrutiny Procedure Rules). If a decision is "called-in", the Overview and Scrutiny Committee may decide that the original decision should be upheld or ask Cabinet to reconsider the decision.

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Report of:	Meeting	Date	Item no.
Cllr McKay, Chairman of the Engaging with Communities task group and Philippa Davies, Corporate Director of Resources	Cabinet	29 July 2015	5

<b>Engaging with Communities task group – final report</b>
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**1. Purpose of report**

1.1 To report the work of the Engaging with Communities task group to the Cabinet.

**2. Outcomes**

2.1 Wyre Council engages more effectively with local communities.

**3. Recommendation/s**

3.1 That a clear definition of ‘community engagement’ be agreed, consistent with the Business Plan’s strap-line ‘Together we make a difference’ and from which an engagement plan be devised to ensure that there is a common understanding and agreement about the way in which the council seeks to engage with the community in the future.

3.2 That a clear role description be written for Shaping Your Neighbourhood (SYN) Lead Members, which is agreed and understood by all councillors. Once the role of SYN Lead Member has been defined more clearly, tailored training and development opportunities should be provided to Lead Members and other councillors to help ensure that the role is carried out effectively. Lead Members are to be encouraged to meet as a group to share learning and explore potential funding opportunities.

3.3 Ensure that the review of the effectiveness of the Engagement Network, as set out in the Business Plan, be carried out and improvements identified, in particular ensuring that members of the Engagement Network are clear about their role as a link to the council.

3.4 Support the planned work to ensure more effective and valuable engagement between Wyre Council and Town and Parish Councils in the borough.

- 3.5 That the further development and promotion of local forums run by local people be encouraged.
- 3.6 That methods of electronic engagement, including the use of social media, should be further developed and encouraged for Elected Members.

#### **4. Background**

- 4.1 In April 2012 the Full Council approved the SYN initiative, a new approach designed to engage and involve communities in identifying local issues, priorities and solutions within their neighbourhoods. The role of councillors was seen as a key element of the new approach.
- 4.2 Prior to the introduction of SYN the council had no formal engagement team or dedicated resource allocated for that purpose, engagement having previously been carried out primarily through the Local Strategic Partnership and an engagement officer.
- 4.3 This current review sought to identify ways to improve community engagement and ensure that residents are more involved in shaping the design and delivery of services pertinent to particular geographical areas.

#### **5. Key issues and proposals**

- 5.1 Throughout the review the task group has wrestled with an often circuitous argument about the purpose and value of community engagement. Whilst the task group accepts the fundamental principle that the council should engage effectively with the residents of the borough, there are wide ranging views about what this really means and how it should be done.
- 5.2 The task group's research shows that it is only a small percentage of people who wish to actively engage with the council; most are happy to simply leave it to the council to deliver services, so long as they are provided effectively. The comment has been made that residents become more highly energised to engage with the council if things are not going well or if services are likely to be withdrawn.
- 5.3 The task group has also considered the meaning of the term 'community engagement', and has concluded that, despite the definition of 'neighbourhood engagement' in the report from April 2012, it lacks clarity and is interpreted differently by different people at different times. There is a whole spectrum of meanings, from the simple provision of information by the council at one extreme, to a community making decisions about how the council's money is spent at the other, and everything in between.

- 5.4 The role of the SYN Lead Members is not clear, is often misunderstood, and needs to be reviewed. There is little consistency in the way the role is delivered, and there is a lack of common understanding of what the role entails; this applies to the SYN Lead Members and the wider councillor group, all of whom need to be clear about the expectations and requirements of the role.
  
- 5.5 The task group took the view that the provision of ad-hoc annual funding to the six SYN areas shifts the focus of SYN to such an extent that it risks becoming the sole purpose for the initiative. There is concern that funding might inhibit the true intention of SYN, which was to engage communities.
  
- 5.6 The task group would like to see more effective engagement with Town and Parish Councils and via the previously established Engagement Network.
  
- 5.7 The success of the active and very well-supported Poulton Forum was noted. The task group view the Forum as a very effective means of engagement, which could be replicated in other parts of the borough if run by local people.
  
- 5.8 The council uses social media to engage with the public with increasing effectiveness. Social media has the potential to be a very effective tool for use by an increased number of councillors, and the SYN Lead Members in particular.
  
- 5.9 The overall conclusion of the task group, based on the evidence gathered, is that the council falls short of achieving the outcomes for SYN which were stated in the 2012 report, notwithstanding the positive content of the 2014 evaluation report.

<b>Financial and legal implications</b>	
Finance	The recommendations of the task group can all be delivered within current budgets.
Legal	There are no legal implications to be considered.

**Other risks/implications: checklist**

If there are significant implications arising from this report on any issues marked with a ✓ below, the report author will have consulted with the appropriate specialist officers on those implications and addressed them in the body of the report. There are no significant implications arising directly from this report, for those issues marked with an x.

risks/implications	✓ / x
community safety	x
equality and diversity	x
sustainability	x
health and safety	x

risks/implications	✓ / x
asset management	x
climate change	x
data protection	x

report author	telephone no.	email	date
Peter Foulsham, Scrutiny Officer	01253 887606	peter.foulsham@wyre.gov.uk	3 June 2015

List of background papers:		
name of document	date	where available for inspection
Shaping Your Neighbourhood – our new approach	26 April 2012	<a href="http://www.wyre.gov.uk/meetings/meeting/129/full_council">http://www.wyre.gov.uk/meetings/meeting/129/full_council</a>

### **List of appendices**

Appendix A Engaging with Communities Scrutiny Review – Final Report

arm/ex/cab/cr/15/0107pf1

arm/O&S/cr/16/item 6 engaging with communities

## **Extract from minutes of Cabinet meeting on Wednesday 29 July 2015**

### **CAB.11 Engaging with Communities task group – final report**

The chairman of the Engaging with Communities task group and Corporate Director of Resources submitted a report detailing the work of the task group.

Cllr McKay presented the report and expressed her thanks to the members of the task group for their enthusiasm and to the officers who had helped.

Councillor V Taylor said in response that she too thanked the task group, including the four members of the group who were no longer councillors, for the worthwhile work that had been undertaken.

### **Decision taken**

Cabinet agreed the following recommendations:

- That a clear definition of 'community engagement' be agreed, consistent with the Business Plan's strap-line 'Together we make a difference' and from which an engagement plan be devised to ensure that there is a common understanding and agreement about the way in which the council seeks to engage with the community in the future.
- That a clear role description be written for Shaping Your Neighbourhood (SYN) Lead Members, which is agreed and understood by all councillors. Once the role of SYN Lead Member has been defined more clearly, tailored training and development opportunities should be provided to Lead Members and other councillors to help ensure that the role is carried out effectively. Lead Members are to be encouraged to meet as a group to share learning and explore potential funding opportunities.
- That the review of the effectiveness of the Engagement Network, as set out in the Business Plan, be carried out and improvements identified, in particular ensuring that members of the Engagement Network are clear about their role as a link to the council.
- That the planned work to ensure more effective and valuable engagement between Wyre Council and Town and Parish Councils in the borough be supported.
- That further development and promotion of local forums run by local people be encouraged.
- That methods of electronic engagement, including the use of social media, should be further developed and encouraged for elected members.

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## Wyre Borough Council

### Overview and Scrutiny Committee

7<sup>th</sup> November 2016

### Wyre Local Plan Preparation Update

#### 1. Update on current Progress on the Local Plan

##### i. Housing Requirement and distribution.

It was reported in June that the unconstrained housing Objectively Assessed Need (OAN) figure of 479 dwellings per annum was reported to full Council in April through the Portfolio Holder's Executive Report. This equates to 9,580 dwellings over the plan period (2011-2031).

As reported previously, the next stage is to establish the housing requirement in the Local Plan i.e. what scale of housing can be delivered over the plan period taking into account physical, environmental and policy constraints. The main constraining factors are highways capacity and flood risk. As reported in September there is a need for additional highways evidence which will delay finalising in detail the overall scale and distribution of housing development in the Local Plan until next year. However as explained below in the 'Evidence' section there are significant delays by LCC on timescales previously agreed for completing highway evidence work.

The Strategic Flood Risk Assessment Level II and its Addendum (incorporating an assessment of potential development sites) is scheduled to be completed in October.

It was reported in September that as a 'guesstimate' the Local Plan will at best only make provision for about 7,300 of the 9,580 dwellings needed.

##### ii. Draft Local Plan

As reported in September, although the evidence is not complete, a draft Local Plan has been prepared in order to progress work on Sustainability and Habitat Regulation Assessments and Local Plan Viability Assessment. Progress on these studies is covered in the 'Infrastructure and Viability Work' and 'Evidence Base' sections.

The draft Local Plan shows the maximum scale of residential development that could be accommodated based on draft highways evidence and with the caveat that local highway issues at Poulton and Little Thornton can be overcome with mitigation.

The draft Local Plan is also used as the basis for further engagement with Infrastructure Providers and stakeholders such as Parish and Town Councils. Confidential briefings on the emerging Local Plan were held with all Council Members in August and representatives from all Parish and Town Councils in September/October. Briefings with two of the three local MPs are scheduled in October. Paul Maynard MP was not available until mid-December.

As reported in the September Report the draft Local Plan comprises –

1. Draft Vision and Objectives which have been revised taking into account comments

received during the public consultation on the 'Issues and Options' document in summer 2015.

2. Draft Development Management Policies which have been finalised and circulated to ward Members and PC/TC representatives during the briefings in August - October.
3. Draft Site Allocations and Designations as shown on the draft Policies Map. The draft allocations for housing, employment and mix uses has been produced based on draft highway evidence and with the proviso that highway issues at Poulton and Little Thornton can be resolved. It shows the maximum number and distribution of dwellings that could be accommodated subject to highways constraints being resolved, which is around 7,300 dwellings over the plan period 2011-2031; the figure includes dwellings completed since 2011 and dwellings with planning permission as at 31 March 2016.

### **iii. Infrastructure Planning and viability work**

As previously reported further meetings with infrastructure providers are necessary where there are issues arising from the level of growth in a particular area.

The draft Local Plan is used as the basis for such further meetings where necessary. A meeting with LCC as the Local Education Authority (LEA) was held early in August to determine where it is necessary to provide additional school places to support planned growth. Meetings with North Lancs CCG and Wyre and Fylde CCG were held in September and further meetings are scheduled in October. A meeting is also being organised with Great Eccleston Surgery.

There are on-going discussions with Lancashire County Highways, Highways England and Network Rail with regards to highways and transport evidence for the Local Plan, (see Evidence Base below) including necessary highway and transport infrastructure to support growth.

The draft Local Plan has been forwarded to the Council's viability consultants in order to progress the Local Plan Viability Assessment. In order to complete the work it is necessary to have mitigation requirements for highways and flood risk. Flood risk mitigation requirements are being finalised with the Council's engineers but there are on-going issues with LCC with regards to advising on broad highway mitigation to support growth. There is a risk that the generic viability work may need to be updated before the evidence can be completed.

### **iv. Evidence Base**

1. As previously reported the following pieces of evidence are now complete and published on the Council's website:
  - Employment Land Review (ELR) update including sensitivity testing;
  - Strategic Housing Market Assessment (SHMA) and Addendums I and II;
  - Green Belt Study;
  - Rural Affordable Housing Needs Study.

Since the last report the following evidence has been published on the Council's website:

- Green Infrastructure Study
- Strategic Flood Risk Assessment Level 1
- Settlement Study

As previously reported no further evidence is need with regards to wind energy.

2. The Strategic Flood Risk Assessment (SFRA) Level II and its Addendum is scheduled to be completed in October. Comments from the Environment Agency, LCC as Lead Flood Authority and United Utilities, (UU) have been incorporated into the final report. The delay in the completion of the study (previously scheduled for September) is due to delay in receiving comments from LCC and UU. The final SFRA level II is now endorsed by the Environment Agency, LCC Flood Authority and UU. The EA needs to endorse the Addendum.

Draft findings from the SFRA level II were used in preparing the draft Local Plan.

3. There are continuing delays in completing the general highways evidence by LCC. As reported in September, following a meeting with LCC Chief Executive, Highway Officers and officers from Wyre (Chief Executive, Head of Planning Services and Planning Policy & Economic Development Manager) it was agreed that the evidence would be completed by the 31<sup>st</sup> of August 2016. A further draft report was received from LCC at the end of August which did not, however, address the comments previously made nor did it cover the matters discussed at a day-long meeting in July the purpose of which was to discuss the May report. Further comments and queries were submitted to LCC mid-September. LCC have indicated that the completed Highways Report (excluding Poulton-le-Fylde) will be submitted to Wyre end of October.

As previously reported at the meeting in May further more detailed work was necessary with regards to the local highway network in Poulton-le-Fylde. This work and the timetable were agreed with the LCC Chief Executive in August. The work was commissioned by LCC and scheduled to be completed the first week in November. The consultants undertaking this work have now indicated in a recent email that there will be a five week delay to the programme. Our Chief Executive has challenged both the Highway Consultants (Jacobs) and County Officers who have indicated that the delay is due to being unable to obtain reliable traffic counts because of planned works on the highway affecting necessary locations on the network. LCC has indicated that they will endeavour to minimise the delay and reduce timescales back towards the original completion date.

As previously reported, Highways England provided the Council with their evidence regarding the A585 including a spreadsheet tool to assist in assessing future capacity on the A585 but in July advised that the spreadsheet does not include any assumptions with regards to the Little Singleton bypass scheme. Consequently HE is not able to provide any advice on what level of growth can be supported until the new scheme is designed in January 2017. In a meeting in October, the HE agreed to provide the Council with an additional evidence Report in January with regards to the impact of the Little Singleton bypass scheme on the capacity of the A585 to support growth in Wyre. At the meeting in October the delivery of improvements to the A585 was also discussed.

Highway capacity is a significant constraint to the delivery of development in Wyre and until the evidence is complete it is not possible to confirm the scale and distribution of housing development in the Local Plan.

4. It was reported in February that consultants have been commissioned jointly with Blackpool and Fylde Councils to update the Gypsy and Traveller Accommodation Assessment (GTAA) in light of new Government Policy and in particular the new definitions of a 'Gypsy' and 'Travelling Showperson' published in 2015. Although it was anticipated that the Study would be completed in May, the draft report was inadequate. Work is on-going with consultants to ensure that a number of amendments to the report are made and that the report provides robust evidence. The consultants are being chased up to complete the work. It is unlikely, however,

that any final amendments to the report will result in any change to the identified needs.

5. Work has progressed on the Local Centre Study update. The boundaries of all town, district and local centres have been reviewed and have been taken into account in preparing the draft Local Plan.
6. The draft Local Plan is being used as the basis for heritage and ecology assessments of draft allocations.
7. Although it was previously reported that the draft Local Plan will be used as the basis for a Health Impact Assessment, (HIA) in September, LCC were not able to do that. LCC has advised that they can organise workshops in October/November. However as the HIA is not a requirement for the Local Plan to be found sound and as the Sustainability Appraisal covers health issues it has been decided not to proceed with HIA and potentially delay the process. At this stage it is necessary to concentrate on completing the required evidence.

v. **Duty to Co-operate Meetings**

As previously reported, meetings have now been held with all adjoining local authorities to establish strategic cross boundary issues. The possibility of Wyre not being able to meet in full its Objectively Assessed Needs for housing because of constraints has been raised with all adjoining authorities. A formal letter from our Chief Executive has been sent to the Chief Executives of all adjoining Local Authorities (except Ribble Valley) requesting assistance in meeting housing need in Wyre. The matter was also discussed in the Fylde Coast Joint Officers and Members MoU meeting in June. No Local Authority has indicated that they are able to assist. This is a matter that requires further collaboration and in particular with Fylde and Blackpool who share responsibility for housing needs within the joint Housing Market Area once the highways evidence can be shared with adjoining authorities.

vi. **Sustainability Appraisal / Strategic Environmental Assessment (SA/SEA) & Habitat Regulation Assessment (HRA)**

As reported above the draft Local Plan is used to progress this work which could take six to eight weeks. The Sustainability Appraisal (SA) on the emerging local plan is expected in October. Small revisions may be necessary once the final highways position is known and the scale and distribution of housing is confirmed.

Habitat Regulations Assessment (HRA) screening on the emerging Local Plan was carried out in September and Natural England (NE) have agreed with the conclusions for an Appropriate Assessment (AA) in relation to draft allocations. This has now commenced and will need to be agreed with NE. NE has not commented on all aspects of the Screening. Clarification is awaited whether they have any further comments.

**2. Issues affecting progress**

- a) As previously reported establishing the Local Plan housing requirement has been affected by delays in progressing the highways and flood-risk evidence. Further delays in completing the highways evidence means the housing requirement cannot be confirmed, and other work cannot be finalised.

Although as indicated above other assessment work is being progressed in parallel once the final highway position is known it may be necessary to carry out relatively quick updates of the various Local Plan assessments. As noted above the detail design of the Highways

England scheme for Little Singleton will not be known until January 2017 which means that it is unlikely that we will be able to submit by the end of March 2031.

On-going delays in LCC completing the generic highways evidence and in particular covering mitigation measures has implications for the viability and infrastructure planning work.

- b) As previously reported, the 2016 Housing and Planning Act covers further planning reforms. As yet there has not been any major impact on the Local Plan process. As measures are introduced through regulations there might be implications for the work of the team in terms of diverting resources. Potential areas of work relate to 'Self Build' and 'Brownfield land registers'. In addition, there might be further work required to establish the general need for 'starter homes' as part of the affordable housing requirement.
- c) As previously reported progressing the Local Plan requires engagement with various organisations including the County Council, adjoining local authorities and infrastructure providers. These are time consuming tasks and depend on a timely response from the various organisations. For example, input from infrastructure providers is necessary in order to finalised the Infrastructure Delivery Plan (IDP). The draft Local Plan is used as the basis of further work with Infrastructure providers.
- d) As previously reported there have been two enquiries regarding the preparation of a Neighbourhood Plan at Barton and Dolphinholme. An application for a Neighbourhood Plan Area designation at Dolphinholme has now been received.

There has not formally been any further communication with regards to a Neighbourhood Plan for Barton. Officers are however aware that Barton PC is still working towards progressing a Neighbourhood Plan.

The Council will have to comply with Neighbourhood Planning regulations as necessary and as previously indicated potentially this could divert resources from the Local Plan. At present neighbourhood planning work is not having a significant impact on Local Plan work.

### **3. Critical Work in the next three months**

- Completing the highway evidence work and confirming the Local Plan housing requirement and the distribution of housing remains the top priority.
- Completing in draft form the Sustainability Assessment / Strategic Environmental Assessment, (SA/SEA); Habitat Regulations Assessment, (HRA); Viability Assessment, and Equality Impact Assessment, (EIA).
- Progress work towards finalising the Infrastructure Delivery Plan
- Progress compliance with the duty to co-operate with regarding to OAN requirement in Wyre.
- Complete other Evidence work including background papers

### **4. Overall Programme**

As previously reported the Government has indicated its intention to intervene in LAs who have not progressed their Local Plan to a certain stage by the 31<sup>st</sup> March 2017. Following a meeting with DCLG, the Local Development Scheme (i.e. Local Plan project plan) was revised by Full Council in July in order to expedite the preparation of the Local Plan. In view of the delays in completing highway evidence which is critical in the preparation of the Local Plan it may be necessary to revise the timetable.

Réa Psillidou  
Planning Policy and Economic Development Manager  
14<sup>th</sup> October 2016

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