

## Joint Overview and Scrutiny Committee

<b>Date:</b>	<b>16 March 2017</b>
<b>Time:</b>	<b>6:30pm</b>
<b>Venue:</b>	<b>Gordon Room, Stoke Abbott Road, Worthing</b>

### Committee Membership:

**Adur District Council:** Stephen Chipp (Chair), Joss Loader (Vice-Chair), Carol Albury, George Barton, Kevin Boram, James Butcher, Clive Burghard, Robin Monk

**Worthing Borough Council:** Roy Barraclough (Chair), Keith Bickers (Vice Chair), Nigel Morgan, Louise Murphy, Luke Proudfoot, Jane Sim, Bob Smytherman, Steve Waight

## Agenda

### Part A

#### 1. Declarations of Interest / Substitute Members

Members and officers must declare any disclosable pecuniary interests in relation to any business on the agenda. Declarations should also be made at any stage such an interest becomes apparent during the meeting.

If in doubt contact the Legal or Democratic Services representative for this meeting.

#### 2. Confirmation of Minutes

To approve the minutes of the Joint Overview and Scrutiny Committee meeting of held on 26 January 2017 , copies of which have been previously circulated.

### **3. Public Question Time**

So as to provide the best opportunity for the Committee to provide the public with the fullest answer, questions from the public should be submitted by 6.30pm Tuesday 14 March 2017

Where relevant notice of a question has not been given, the person presiding may either choose to give a response at the meeting or respond by undertaking to provide a written response within three working days.

Questions should be submitted to Chris Cadman-Dando.  
[chris.cadman-dando@adur-worthing.gov.uk](mailto:chris.cadman-dando@adur-worthing.gov.uk) , 01903 221364

*(Note: Public Question Time will operate for a maximum of 30 minutes.)*

### **4. Items Raised Under Urgency Provisions**

To consider any items the Chairman of the meeting considers to be urgent

### **5. Consideration of any matter referred to the Committee in relation to a call-in of a decision**

### **6. Review of the Implementation of Public Space Protection Orders**

Members are asked to note that there have been no further developments since the last report to the Committee in November 2017

### **7. Conclusion of the 24-month “Surf’s Up” Programme/Implementation of Platforms for our Places**

To consider a report by the Chief Executive and Councils’ Leadership Team, copies attached as Appendices to item 7

The Chief Executive and Leaders will be present to take questions on this item please could members submit questions in advance to Mark Lowe by 6.30pm Tuesday 14 March 2017.

### **8. Report of the Major Projects Scrutiny Working Group**

To consider a report by the JOSCS Major Projects Working Group, copy attached as item 8

**9. Joint Overview and Scrutiny Committee (JOSC) - Review of New Ways of Working and revised JOSC Procedure Rules**

To consider a report by the Director for Digital and Resources, copy attached as item 9

**10. Adur and Worthing Joint Overview and Scrutiny Committee Work Programme 2016/17 and 2017/18**

To consider a report by the Director for Digital and Resources, copy attached as item 10

**11. Worthing Local Plan - Update and Proposed Spatial Strategy**

To consider a report by the Director for the Economy, copy attached as item 11

**Part B - Not for publication - Exempt Information Reports**

None

**Recording of this meeting:** The Council will be voice recording the meeting including public question time. The recording will be available on the Council's website as soon as practicable after the meeting. The Council will not be recording any discussions in Part B of the agenda (where the press and public have been excluded).

For Democratic Services enquiries relating to this meeting please contact:	For Legal Services enquiries relating to this meeting please contact:
Chris Cadman-Dando Democratic Services Officer 01903 221364 chris.cadman-dando@adur-worthing.gov.uk	Joanne Lee Solicitor 01903 221134 joanne.lee@adur-worthing.gov.uk

**Duration of the Meeting:** Four hours after the commencement of the meeting the Chairperson will adjourn the meeting to consider if it wishes to continue. A vote will be taken and a simple majority in favour will be necessary for the meeting to continue.



## Conclusion of the 'Surf's Up' Programme and the implementation of 'Platforms for our Places'

### Report by the Director for Digital and Resources

#### 1.0 Summary

- 1.1 Attached to this report are two reports which the Chief Executive presented to the Joint Strategic Committee on 6 December 2016 relating to the conclusions of the 24 month 'Surf's Up Programme and the proposed implementation of the 'Platforms for our Places' strategic vision.

#### 2.0 Background

- 2.1 As part of its Work Programme for 2016/17 the Joint Overview and Scrutiny Committee (JOSC) has requested that it receive a further report on the outcomes from the 'Surf's Up' Programme and the detail of the implementation of the new Platforms for Our Places strategic vision. This request follows on from an earlier update on the *Surf's Up Programme* which was presented to JOSC by the Chief Executive on 20 October 2016.

#### 3.0 Proposals

- 3.1 The Chief Executive will be present at the Committee to explain the outcomes from Surf's Up, to report on the implementation of 'Platforms for Our Places and also to answer any questions from the Committee. The Leader of Adur District Council, Councillor Neil Parkin, and the Leader of Worthing Borough Council, Councillor Dan Humphreys, will also be present to answer questions from the Committee.

#### 4.0 Legal

- 4.1 Under Section 111 of the Local Government Act 1972, the Councils have the power to do anything to facilitate or which is conducive or incidental to the discharge of any of their functions.

- 4.2 Section 1 of the Localism Act 2011 provides a Local Authority to do anything that individuals generally may do (subject to any current restrictions or limitations prescribed in existing legislation).
- 4.3 Section 3(1) of the Local Government Act 1999 (LGA 1999) contains a general duty on a best value authority to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

## **5.0 Financial implications**

- 5.1 There are no known financial implications arising from this report but the priorities set out in 'Platforms for our Places' will inform the development of the Councils budgets over the next 2-3 years.

## **6.0 Recommendation**

- 6.1 That the Committee note the outcomes from the Surf's Up Programme and the implementation of the 'Platforms for our Places' programme and consider if any further scrutiny/monitoring is required as part of the JOSC Work Programme for 2017/18.**

### **Local Government Act 1972 Background Papers:**

None.

### **Contact Officer:**

Mark Lowe  
Policy Officer  
Portland House,  
Worthing,  
01903 221009  
[mark.lowe@adur-worthing.gov.uk](mailto:mark.lowe@adur-worthing.gov.uk)

## Schedule of Other Matters

### 1.0 Council Priority

- 1.1 The Surf's Up Programme has been one of the key documents for establishing the priorities of both Councils over the last 24 months. 'Platforms for our Places' will become the key document for establishing the priorities of both Councils over the next 3 years.

### 2.0 Specific Action Plans

- 2.1 Actions Plans are set out in *Surf's Up and Platforms for our Places*.

### 3.0 Sustainability Issues

- 3.1 Stewardship of our Natural Resources is one of the five Platforms in *Platforms for our Places* with relevant commitments.

### 4.0 Equality Issues

- 4.1 Each of the five Platforms will have specific equality issues.

### 5.0 Community Safety Issues (Section 17)

- 5.1 Community Safety issues are addressed under Platform 2.

### 6.0 Human Rights Issues

- 6.1 Matter considered and no issues identified.

### 7.0 Reputation

- 7.1 Matter considered. Developing a Place Brand is identified as part of Platform 5 and Platform 4 refers to the continued development of communications approaches.

### 8.0 Consultations

- 8.1 Matter considered. Both *Surf's Up and Platforms for our Places* have been developed from a wide variety of sources including by way of consultations.

### 9.0 Risk Assessment

- 9.1 Matter considered and no issues identified as part of this report.

### 10.0 Health & Safety Issues

- 10.1 Matter considered and no issues identified as part of this report.

## **11.0 Procurement Strategy**

11.1 Platform 4 specifically refers to the need for on-going work on our approaches to Procurement as do some of the other Platforms.

## **12.0 Partnership Working**

12.1 Both *Surf's Up and Platforms for our Places* set out the need for strong and consistent partnership working.



Ward: All

## Conclusion of the 24-month “*Surf’s Up*” Programme

### Report by the Chief Executive and Councils Leadership Team

#### 1.0 Summary

- 1.1 December 2016 marks the conclusion of the *Surf’s Up* programme originally agreed by Joint Strategic Committee (JSC) and both Councils in December 2014. This paper follows hard on the heels of the 18-month review paper to this committee in July 2016 and Joint Overview & Scrutiny Committee in October 2016. This paper will be part update and part reflections on progress and part lessons drawn from the approach to feed into the sister paper on this agenda “*Platforms for our Places*”.
- 1.2 The “*Surf’s Up*” programme (and commitments) can be found at <http://www.adur-worthing.gov.uk/catching-the-wave-and-surfs-up/> As a Leadership Team we have continued to focus on progress against a challenging set of commitments and use it to work with colleagues inside the organisation, and partners and stakeholders outside, to set both context and direction for the work that we do.
- 1.3 Members will recall that the approach sets out a programme to develop the financial and social economies of our places. It also ensures that the Councils take the identified opportunities to develop our capacity further and faster as community leaders, efficient and effective service providers and Civic Social Entrepreneurs. As with any 2 year period there were a number of emerging new issues and opportunities that we seized on that were of value to our communities. What “*Surf’s Up*” has provided is a useful way of “keeping us on track” ensuring that we do not become too distracted by the emergent, and that our resources over time back identified priorities to achieve maximum value for our places.

Previous reports on “*Surf’s Up*” to JSC may be viewed at:-

- JSC report 2 December 2014 (original JSC endorsement of to “*Surf’s Up*” programme)  
<http://www.adur-worthing.gov.uk/media/media.129572.en.pdf>  
(Agenda Item 5 pages 5-39)
- JSC report 7 July 2015 (6-month progress update)  
<http://www.adur-worthing.gov.uk/media/media.134733.en.pdf>

- JSC report 5 January 2016 (12 month progress update)  
<http://www.adur-worthing.gov.uk/media/media.137711.en.pdf>
- JSC report 13 July 2016 (18 month update report)  
<http://www.adur-worthing.gov.uk/media/media.140520.en.pdf>

- 1.4 JSC has requested 6-monthly update reports to provide an assessment of our overall progress against the commitments and identify learning over time. This final report provides the opportunity to stand back and consider providing reflections and lessons for the future.
- 1.5 We have developed “real-time” progress tracking against the commitments which can be accessed through the Trello board <https://trello.com/b/PqFkkv3q/surfsupmonitoringreport>. Members will be aware that Trello is a free App that the Councils are using to move from the “static snapshot” reporting (which rapidly becomes out of date) to something that links to data in real time and to the individuals or teams with accountability for delivery.
- 1.6 This covering report does not contain all of the detail in the Trello app. What it does seek to do is provide an overall strategic perspective on progress to date. It is also worth remembering that “*Surf’s Up*” is not “all that we do”. The on-going provision of services to 170,000 residents, responding to austerity, re-designing of services around the customer and ensuring the Councils plan well for the future health and prosperity of our communities remains the substantive part of all of our “day jobs”

## **2.0 Progress over the final 6 months and lessons learned from the approach as a whole**

- 2.1 As your Head of Paid Service and Director team, we are pleased that across the “*Surf’s Up*” commitments we have made good progress over the last 2 years. A number have been completed, many significantly advanced yet some have proved slower than we had hoped or anticipated. With a few, ultimately there were other better ways of getting to the desired end and therefore they were not pursued.
- 2.2 Turning specifically to the 3 Wave Catchers (and the Waxing the Board must-do’s) it is worth noting over the last 6 months the following progress has been made:-

### **3.0 Wave Catcher 1 :Supporting Wealth Generators**

- 3.1 Progress has been maintained on our Local Plans for Adur and Worthing. Within the past month the new Adur Local Plan was submitted to the Secretary of State in preparation for an Examination in Public early in the New Year. County Council infrastructure investment in Adur and Worthing is set out in the ‘Place Plan’ we adopted earlier in this year and the priorities have now been costed to inform County Council spend in Adur and Worthing.
- 3.2 We continue to perform well in bidding successfully for public sector investment. Our Local Growth Fund bids were prioritised by the Coast to Capital LEP and

government has announced that we have been in securing funding to help deliver the infrastructure and investment necessary to unlock development at Teville Gate House; Union Place; Decoy Farm; and the A27 adjacent to New Monks Farm and Shoreham Airport.

- 3.3 Within the past 6 months we have marketed the Adur Civic Centre car park site to our local businesses and have now entered negotiations on a pre-let agreement for a new office building which the Council will design and build. We are on track to secure an early demolition of the Civic Centre building on the main site and we have commissioned design work on a new proposal. Work has commenced on the Adur Tidal Walls scheme which attracted LGF funding in an earlier round; and it is very pleasing to note that Ferry Road improvements are now underway.
- 3.4 We have now entered detailed discussions around Heads of Terms to progress development on Union Place and a new planning application for re-development of the Aquarena is with us for determination. Progress on Teville Gate has been slower than we would like, but a scheme for the main site is beginning to emerge through pre-application discussions. A development brief has been prepared for the Grafton Car Park and we are undertaking a series of studies to inform the best option to secure redevelopment.
- 3.5 Our cultural offer has attracted national recognition and audiences have continued to grow. Customers booking our venues for performances are up by a third over the previous year and we have completed a detailed examination of the additional opportunities for driving revenue whilst maintaining our reputation for innovation and excellence
- 3.6 Amongst the reflections and lessons from the last 2 years of the programme it is perhaps worth noticing:-
- That we have shifted our position from a passive and reactive support for business and commercial investment to an approach more dynamic and proactive.
  - Several of our local businesses now regard us as a “trusted partner” both in terms of crisis management, and where long term strategic planning and complex infrastructure issues are concerned.
  - We have begun to create a sound foundation upon which business can identify opportunities, bring inward investment and grow the financial prosperity of our places. On inward investment we have created a new prospectus based approach to key investments in the centre of Worthing, have just launched the Invest AW website (<http://investaw.co.uk/>) and have considerably improved the capacity and quality of our bids to major national funds.
  - Both Councils have been prepared to take equity stakes in their local financial economies (e.g. Adur on Adur Civic Centre and Worthing on Union Place).
  - Our cultural offer has continued to get stronger and put us onto new radars.
  - Perhaps the most challenging area of the commitments in “*Surf's Up*” have been around the progress of a number of our major projects. Not all have progressed at the speed that we had originally hoped. At times we have been overly ambitious with our timelines (or our key partners have not been able or willing to progress at the same pace); at other times we have recognised that

market conditions have not always helped (particularly where we do not have freehold interest in sites); at other times architectural and planning issues can take time and can be contested and initially our capacity to deliver was limited. That latter point has improved considerably with the decision by JSC to allocate resources for 3 major projects staff (which has enabled us to considerably “up” our collective game).

- One of our other lessons from the major projects work has been the relatively poor communication officers have had with Members generally on what was happening on particular sites. This inevitably creates information gaps which are unhelpful. To seek to address this we have now commenced a bi-monthly Major Projects Update for all Members that seeks to provide a short briefing on a number of projects across Adur and Worthing as well as providing the contact details of the people to talk to if more is required.

3.7 In our financial economies, whilst there was something of a late summer “post Brexit Referenda pause” this has not, as yet, caused the reversal of investment decisions or a drying up of enquiries and interest. Indeed the correction in the value of the pound has provided an impetus for some of our manufacturers and service providers with global market reach.

3.8 It is perhaps also worth noting that the on-going programme of events is getting our places “on the map” and supporting diversification within the economy (such as the cultural and maker sector). The Worthing half marathon, the Shoreham Wildlife Festival, the Summer of Circus offer, the Velodrome etc. (as well as the increasing popularity of a number of the large scale community events across our places) appear to be making the kind of breakthroughs we had hoped.

#### **4.0 Wave Catcher 2 : Cultivating Enterprising Communities**

4.1 Our work to support our communities to become more enterprising and more resilient has progressed well over the last 6 months. Numerous initiatives and achievements have been highlighted in recent reports to JSC. The following represents a short precis of some of these outputs in recent months.

- The “Going Local” social prescribing initiative launched in November 2016 and has now received its first referrals. This project, supported by the local Coastal Commissioning Group aims to tackle many of the underlying causes that lead to individuals presenting to GPs, but where alternative to medical interventions will benefit the individual’s overall wellbeing.
- The roll out of the Eat out-Eat Well programme across both our regulatory and wellbeing functions
- Continued delivery and expansion of our Think Family supporting families into work, into education, whilst addressing finance, benefit and debt issues.
- Cross cutting work between Housing and Wellbeing teams to identify and support families and individuals whose circumstances will benefit from interventions to support them into employment, with the dual outcomes of preventing homelessness and enabling them to access in work benefits. In the longer term, building resilience
- Agreement to trial community management of allotments in Adur, building on the experience and good practice in Worthing

- Continued management of parks and open spaces that encourage and enable our communities to stay well and resilient. Including the continued programme to install public gym equipment and the proposed work at Brooklands lake.
- Continued developments of the offer provided by our leisure services in Adur and Worthing to attract customers of all ages and abilities
- Ongoing work with Trust for Conservation Volunteers (TCV) to promote volunteering and supporting our parks initiatives which we will develop into a broader wellbeing agenda in 2017-18
- Review and agree a new approach to public health enforcement that promotes best practice in all areas.
- Implementation of Public Space Protection Orders as an additional tool to use in tackling anti-social and unwanted behaviours
- Multi-agency partnership to support and address the growing need in our communities for affordable and social housing. Including the agreement of Adur District Council to the redevelopment of the Albion Road site and the final sign off of the loan to Worthing Homes Housing Association.

- 4.2 Over the two years we made real progress across this Wave Catcher area. JSC will recall a number of papers over the last 6 months looking at public health and wellbeing, housing and homelessness, wise approaches to regulation, Think Family, etc. that have identified the real outcomes that focussed attention on Enterprising Communities has brought.
- 4.3 We have recently recommissioned the community and voluntary sector infrastructure work and Community Works began delivery in July 2016. The main focus to date has been building networks and engagement pathways across the sector. They hosted a successful engagement event in October at which more than 50 groups were represented. In coming months they will be working closely with the Communities and Wellbeing teams to support the Going Local initiatives; develop their role as a broker for voluntary and community groups to access business volunteers and trainers as well as supporting the sector in recruiting, training and matching volunteers to support specific projects and programmes.
- 4.4 Considerable progress continues to be made around parks and open spaces, including the management of allotments approach being extended.
- 4.5 A range of officers are working with West Sussex County Council and Coastal West Sussex Coastal Commissioning Group (and other health provider partners) in seeking better outcomes from public health investment and better integration of the NHS on a locality basis over the longer term.
- 4.6 Housing remains our most significant challenge. We are seeing applications for homelessness rising with up to 100 homelessness applications per month needing to be assessed. A significant number will be placed in emergency and/or temporary accommodation whilst this process is completed. Overall demand for housing of all tenures remains strong. Currently the housing register in Worthing is in excess of 1000 people and in Adur 700. This number is continually rising due to the lack of affordable accommodation in the area.

4.7 This committee has recently made specific decisions about how to tackle some of the housing issues and longer term solutions. In the case of Adur, at the last JSC meeting a decision was made to proceed with a development that should see the first Council housing built in the District for over 20 years.

## **5.0 Wave Catcher 3 : Adaptive Councils (and Waxing the Board)**

5.1 This is perhaps the Wave Catcher (and the things we must fix) on which we have made most progress. This is not entirely surprising as the vast majority of the commitments and things that we needed to do were within our remit.

5.2 In the last six months we have made more progress as customer focussed Councils.

- The deployment of new contact centre technology has enabled customer services to start analyse incoming demand, and to start to develop customer insight, which will inform service improvements across the business. A restructure of the customer service teams provided for an improved focus on data analysis and cross-departmental advocacy of the customer. We are focussing on identifying and eliminating root causes of failure demand, and to drive up end to end service relevance.
- We have embarked on a programme of service improvement work which we are calling 'circles of influence'. This involves organising skills and processes in clusters which align more closely with customer need, and break down departmental process silos.
  - Bringing back of Adur Revenues and Benefits service in-house is already underway. This will allow us to engage differently, and more proactively with our residents to develop more consistent approaches to benefits assessment, income recovery and debt advice and management.
  - The second part of the programme is a review of building control and planning processes and working practices, to improve speed to serve, income generation and customer self service wherever possible.
  - The third element of work which is currently being scoped is to develop omni-channel capabilities and data capture so that we can start to measure and reduce customer effort and offer more channels of choice - email, text messaging, web chat, web forms - in seeking advice or service resolution.
- Real progress has been made on the identification of opportunities to commercialise our services, and in piloting behavioural change projects. The recent 'Recycling Together' project showed how the Councils can harness the peer to peer networks of our citizens to spread the word - extending our influence beyond what we would have otherwise achieved through just compliance and enforcement activities.

5.3 In terms of the “Waxing the Board” significant progress has been made across all areas. Some of the very basic technology, telephony, information architecture, procurement, financial systems, communications issues have been addressed and are much stronger. We now have a much better base upon which to build an ambitious agenda moving forward. That’s not to say everything is perfect (and there is still more work to do in a number of areas), but we have moved a long way in the last 2 years. Concerted attention, investment and progress on the digital

programme has now enabled us to have a technical platform upon which we can either fast build and prototype our own applications or buy and plug in existing applications. A new telephony system is already providing enormously valuable data and intelligence about who is contacting us (and who is failing to get through) and already enabling us to take actions to both reduce failure demand and ensure we are meeting people's needs quicker. Again there is more to do here.

5.4 On the financial side it is worth remembering that over the last 3 years Worthing's revenue support grant from Central Government has been cut by 9.1%, 6.5% and 10.4% with an increase in Council Tax of only 2%, and for Adur by 5.9%, 5.2% and 11%, with an increase in Council Tax of only 1%.

5.5 One of the key strategic goals of "*Surf's Up*" was that in a time of austerity we did not wish to hunker down, "turn the lights out" and hope for better times. Members consciously chose to tackle the financial challenges head on, and seek to lead with confidence across our communities. For the most part this has worked well and is an approach that it is suggested we take forward into *Platforms for our Places*.

## **6.0 Learning from our experiences**

6.1 Elsewhere on the JSC agenda there is a paper, *Platforms for our Places*, that suggests a direction of travel for the next 3 years. It evolves from what's worked, what hasn't and what we have learnt from the "*Surf's Up*" experience.

6.2 Whilst there are a number of experiences from which we can learn, they can perhaps be condensed (as indeed they are in *Platforms for our Places*) as follows:-

- That as Councils we can't and shouldn't seek to do everything for everyone. The prosperity of our places and our future generations depends on individuals, communities, businesses and civic institutions networked together, rather than one State provider of everything.
- That the safety nets for our communities are important and that at times need to be stronger (particularly when financial circumstances change rapidly for individuals and their families). This reflects in both the essential services we provide and those we commission or influence that are provided by others.
- That where we have been able to innovate we have learnt from getting things right and from getting things wrong. Our approach to innovation (particularly around service design for example) is maturing apace. Where we innovate it has often led to other partners joining us in those approaches for mutual benefit.
- At times both Councils have had to take some pretty difficult decisions which have not always been universally popular. Doing so as openly as possible, being clear on our positions, debating them while they are open and then moving on once the decision is made has proved beneficial.
- Being advocates for our places, be that banging the drum for inward investment, social innovation or national and regional positioning has paid dividends. The more skilled we are in our advocacy and our communication generally the better conversations we have and the more clearly our voice is heard.

- Our natural environment is hugely valued by individuals, communities and business alike. It is a significant part of what makes us the places we are. There is a very real appetite across our places for people to step up and take part in the stewardship of our beautiful natural resources for the long term benefits of all.
- Perhaps most crucially of all we are learning that we could not, should not (and cannot) be the provider of everything. Our role increasingly is to create and sustain platforms enabling our places to thrive over the longer term.

## **7.0 Legal Implications**

7.1 There are no specific legal implications related to this report

## **8.0 Financial Implications**

8.1 There are no specific new financial implications related to this report.

## **9.0 Recommendations**

9.1 Joint Strategic Committee is asked to note the report, the contents and lessons learnt and to add any thoughts or observations on the process of their own.

## **Local Government Act 1972**

### **Background Papers:**

Joint Strategic Committee - 7 January 2014 : Organisational Changes 2014 Catching the Wave

Joint Strategic Committee Report - 22 July 2014 "Catching the Wave" : A progress update on organisational change

Joint Strategic Report - 2nd Dec 2014 - "*Surf's Up*" a 2-year programme to deliver the Catching the Wave ambition

Joint Strategic Report 7 Jul 2015 -The "*Surf's Up*" Programme: a 6 month update report

Joint Strategic Report - 5 Jan 2016 The "*Surf's Up*" Programme: a 12 month update report

Joint Strategic Committee - 13 July 2016 - The "*Surf's Up*" Programme : an 18 month update report

### **Contact Officer:**

Alex Bailey  
 Chief Executive  
 Town Hall, Worthing, West Sussex BN11 1HA  
 01903 221001  
[alex.bailey@adur-worthing.gov.uk](mailto:alex.bailey@adur-worthing.gov.uk)



## Schedule of Other Matters

### 1.0 Council Priority

- 1.1 Catching the Wave was approved by both Councils as a key strategic policy document in early 2014. “Surf’s Up” identifies a number of key deliverables required to ensure the policy aspiration of Catching the Wave is brought to fruition

### 2.0 Specific Action Plans

- 2.1 As set out in “*Surf’s Up*”

### 3.0 Sustainability Issues

- 3.1 There are no specific environmental sustainability issues arising from the report. However the proposals set out are very much about organisational sustainability and how we ensure that the Councils grow and thrive as community leaders over the medium term. During the course of the past 18 months it has become evident that a greater attention to environmental sustainability will support and underpin some key elements in our activity. It is likely, therefore, to have a stronger focus in the next iteration of the document.

### 4.0 Equality Issues

- 4.1 Again none specific to this report save that the Councils existing equality and diversity approaches will be applied. The three Wave Catchers are designed to benefit all sectors of the communities of Adur and Worthing and a number of the commitments will specifically target communities or areas where historic opportunities to grow and develop have not been as strong.

### 5.0 Community Safety Issues

- 5.1 None specific to this report

### 6.0 Human Rights Issues

- 6.1 None specific to this report

### 7.0 Reputation

- 7.1 A number of the commitments require considerable engagement and communication with stakeholders and communities in order to successfully deliver them. Our reputation as community leaders that work “with” communities and seek to avoid “doing to” communities, that seek to join up networks and enable businesses and communities to achieve great things will considerably enhance not just the reputation of Adur & Worthing Councils but, potentially, modern local representative and participative democracy.

## **8.0 Risk Assessment**

- 8.1 As set out in Catching the Wave perhaps the biggest risk to Adur & Worthing Councils (and the communities we serve) is to do nothing at a time when the economy is moving into a different phase and our Councils financial base is reducing. Seizing the opportunities that will come about, leading our communities and continuing to develop our organisation to be able to adapt rapidly to environmental changes are the most significant ways of reducing the impact of this risk. In reality it is about seizing opportunity not ameliorating risk.

## **9.0 Health & Safety Issues**

- 9.1 None specific to this report

## **10.0 Procurement Strategy**

- 10.1 None specific to this report, though as will be seen from Catching the Wave an enhanced strategic procurement (and potentially commissioning) approach will be vital for the future success of our organisation.

## **11.0 Partnership Working**

- 11.1 A number of partners have been engaged in critical conversations that have led to the shaping of both Catching the Wave and the key priorities set out in "Surf's Up".



~~Joint Strategic Committee  
6th December 2016  
Agenda Item 6  
Adur District Council  
15th December 2016  
Worthing Borough Council  
20th December 2016~~

Ward: All

## **“Platforms for our Places” - Unlocking the power of people, communities and our local geographies**

### **Report by the Chief Executive**

#### **1.0 Summary**

- 1.1 A sister paper on this Joint Strategic Committee (JSC) agenda refers to the conclusion of the Councils two year programme of activity “*Surf’s Up*”. Drawing on the experiences of the last two years; the expressed thoughts and policy views of elected Members and positions of key stakeholders and partners, *Platforms for our Places* has been crafted to guide Adur and Worthing Councils through the next three years (2017-2020).
- 1.2 The idea behind *Platforms for our Places* (Appendix 1) is evolutionary, not revolutionary from *Surf’s Up*. Drawing on the themes of *Surf’s Up* the Councils recognise they cannot and should not seek to do everything for everyone. Their role has been focussed on provision of essential services and the creation of the required “platforms” upon which others in our communities are able to do the things, which create and sustain our long term prosperity.
- 1.3 The document identifies 5 key platforms namely:-
  - Our Financial Economies
  - Our Social Economies
  - Stewarding our Natural Resources
  - Services and Solutions for our places
  - Leadership of our Places

Underpinning each are a series of commitments for the Councils (and a range of key stakeholders) to create, sustain or further develop those platforms.

#### **2.0 *Platforms for our Places* ... unpacking the ideas**

- 2.1 We believe Adur & Worthing are each rather special and contrasting places. They are places of difference, with incredible variety given the relatively small land areas that we cover. Relationships between key partners are generally good and give us potential to seize opportunities presented to our financial and social economies.

However, we live in interesting times, and the context in which we operate changes fast. In discharging the Councils' roles as community leaders, resource allocators, advocates and champions for our places, we need to focus our energies on creating the right conditions for the long term health and prosperity of the communities we serve. Given the financial and other challenges we (and many others) face, we need to do more to develop the underlying platforms that will enable others to help build that longer term health and prosperity.

- 2.2 *Platforms for our Places* sets out the context in which we operate and lessons learnt over the last few years in more detail. It identifies why platforms are important; that they form the foundations for great community activity (including our business community) and why, in a world in which many feel the benefits of globalisation are passing them by, a focus on local places and activity in local communities can be of profound importance to the fabric of those communities.
- 2.3 *Platforms for our Places* takes forward several of the *Surf's Up* themes and adds Stewardship of Natural Resources and Leadership of our Places to create the 5 platforms identified as essential for happy, healthy, prosperous, innovative, dynamic and sustainable communities, able to thrive independently of the State over the medium and longer term.
- 2.4 Under each of the Platforms there are an identified series of commitments comprising activities that are deemed key to building and maintaining Platforms (or enabling or regulating their use). By commitments, we mean serious statements of intent. We will use our best endeavours to bring them about within the timeframes set out. The document makes reference to a number of different roles that the Councils (and at times a number of their partners) will need to undertake. Leading places is not easy, it is complex stuff and, got right, the benefits are real. The Councils are already making progress on a number of these issues and beginning to develop the skills and capacities required.
- 2.5 Members will note that some of the commitments are rolled over from *Surf's Up*. Where we have not made the progress that we wanted to (and the objective still remains important) they have been taken forward. Other commitments build on the foundations of *Surf's Up*. Others are priorities that have emerged over the last 12-18 months, identified as significant value creating issues.
- 2.6 On the subject of the commitments it is worth noting that in the complex public (and private) sector systems that we work in, there are a range of key stakeholders across public, private, community and voluntary sectors that will work together to deliver. There are other commitments where achievement is in our hands alone. In the former, clearly we need strong relationships to co-lead delivery.

### **3.0 The Platforms**

- 3.1 Members will be familiar with the concepts behind Platform 1 (Our Financial Economies), Platform 2 (Our Social Economies) and Platform 3 (Services and Solutions), and may be less familiar with Platform 4 (Stewarding our Natural Resources) and Platform 5 (Leadership of our Places).

- 3.2 In this introductory report we do not rehearse at length the details of each Platform contained in the draft document in the appendix. That being said it might be worth briefly referring to the 2 new Platforms.
- 3.3 The Platform for Stewarding our Natural Resources has come from a range of stakeholder, political and strong community interest (including from within our business community). It is also one where individuals and groups of people working at the local level can have real impact. This is not about macro-policy discussions on climate change or Kyoto protocols, it is about people and communities taking practical actions. It is about connecting and unlocking the energy of people in our communities who want to get involved. And from the Councils' perspective it is about getting our own house in order. It is not about lots of new bureaucracies and form filling, but it is about how stewardship of the resources that we use (energy, water, fuel etc. etc.) and prudent financial management of our organisations can come together better.
- 3.3 Platform 5 (Leadership of our Places) builds on one of the themes in Adaptive Councils in *Surf's Up*. Over the past 2 years the communities of Adur and Worthing (despite at times having difference) have broadly been comfortable with and keen to participate in the civic leadership of their places. This is partly through democratic representation, and partly through participative democracy and the leadership of community associations and voluntary organisations. This is a vital part of our social fabric and therefore constitutes a Platform in its own right. Amongst the themes here are how we brand and explain our places better, how we conserve and adapt our valuable institutions and networks of place and how we keep democracy relevant to all.
- 4.0 Resourcing it.**
- 4.1 *Platforms for our Places* has been developed in parallel with the budget proposition for 2017/18 (and in parallel with a wide range of external bids to various funding bodies). *Platforms for our Places* is a 3 year proposal and therefore enables the next two budgets to be designed within its parameters. Budgets are, after all, the financial expression of the democratic policy will.
- 4.2 Specific reference is made in Platform 4 to the on-going work around our Financial Strategy. The direction of travel in both *Platforms for our Places* and our Medium Term Financial Strategy are the same. Put very simply that means reducing our cost base, increasing income and taking investment opportunities that provide good rates of financial (and potentially social) return.
- 4.3 If the Joint Strategic Committee and both Councils approve the *Platforms for our Places* approach then a number of the commitments will become part of the "day job". Others may require separate business cases to be developed as part of the political decision making leading to delivery. Nothing in *Platforms for our Places* takes away the need for usual decisions on key projects and activities in line with our constitutional requirements.
- 4.4 The document touches on capacity. Members may recall in *Surf's Up* elements of the "Adaptive Council" agenda. This sought to make the Councils better able to

pro-actively see where interventions were required and get on and do, to respond quickly and appropriately and to learn from those experiences and change. As Councils we have made some real strides in this direction over the last 2 years, and know we have more to do. *Platforms for our Places* will challenge us further to develop new capacity, skills and ways of operating and use our limited organisational development resources wisely to support this.

## 5.0 Communicating Platforms for our Places

- 5.1 If agreed by JSC and Councils, then the document will be better designed for wider consumption (including the creation of good digital content and collateral to help with its communication both internally and externally). A slightly longer version, required by some key partners, will also be produced. Although drawing from relationships with partners, it will be important to have a series of good quality conversations with them setting out our direction of travel for the next 3 years and how best we work with them. The individual Platforms are likely to become a framework for our communications agenda over the next 3 years.

## 6.0 Progress Reporting

- 6.1 The Councils have over the last 12 months developed a new internal business planning and reporting methodology across all of our service areas. *Platforms for our Places* at times draws directly from those processes and at other times will influence them.
- 6.2 In terms of oversight, the intention would be to use the ordinary line management accountability chains to ensure progress, challenge and support where things do not progress as hoped and potentially to develop a degree of peer challenge to get the widest degree of understanding and ownership of some of the commitment areas.
- 6.3 The Chief Executive and the Councils Leadership Team (the Directors) will report to the JSC on a 6-monthly basis against progress, and it is anticipated (if that is the will of the Joint Overview & Scrutiny Committee) that those reports will go on to that committee with relevant officers or Cabinet Members attending as required.
- 6.4 It is also intended to develop a mechanism with the Local Strategic Partnership whereby focus can be brought to issues that are particularly complex and involve a range of partners if that will help unblock or gain better traction.

## 7.0 Recommendations:-

- 7.1 That the Joint Strategic Committee is invited to consider the draft *Platforms for our Places* approach, to comment and make suggestions on its contents and recommend its approval to both Councils as one of the Councils core strategic documents for the next 3 years.
- 7.2 That Adur District Council considers the draft *Platforms for our Places* document and any comments and observations from Joint Strategic Committee and endorses

the approach as one of Adur District Council's strategic documents for the next 3 years.

- 7.3 That Worthing Borough Council considers the draft *Platforms for our Places* document and any comments and observations from Joint Strategic Committee and endorses the approach as one of Worthing Borough Council's strategic documents for the next 3 years.
- 7.4 If agreed by Joint Strategic Committee and both Council Chambers that officers are instructed to:-
- Design the document and means of communicating it in a low cost and digitally friendly manner
  - To begin the key conversations with strategic partners
  - To put in place the suggested oversight arrangements

## 8.0 Legal Implications

- 8.1 Section 111 Local Government Act 1972 provides Local Authorities with the power to do anything ancillary or incidental to the discharge of their functions.
- 8.2 Section 1 Localism Act 2011 provides the Council with a general power of competence and empowers Local Authorities to do anything which individuals generally do, and is not prohibited by pre existing legislation.

## 9.0 Financial Implications

- 9.1 The priorities set out in Platforms for our Places will inform the development of the Councils budgets over the next 2-3 years.

## Local Government Act 1972

### Background Papers:

Joint Strategic Committee - 7 January 2014 : Organisational Changes 2014 Catching the Wave

Joint Strategic Committee Report - 22 July 2014 "Catching the Wave" : A progress update on organisational change

Joint Strategic Report - 2nd Dec 2014 - "*Surf's Up*" a 2-year programme to deliver the Catching the Wave ambition

Joint Strategic Report 7 Jul 2015 -The "*Surf's Up*" Programme: a 6 month update report

Joint Strategic Report - 5 Jan 2016 The "*Surf's Up*" Programme: a 12 month update report

Joint Strategic Committee - 13 July 2016 - The "*Surf's Up*" Programme : an 18 month update report

### Contact Officer:

Alex Bailey, Chief Executive

Town Hall, Worthing, West Sussex BN11 1HA

01903 221001

[alex.bailey@adur-worthing.gov.uk](mailto:alex.bailey@adur-worthing.gov.uk)

## Schedule of Other Matters

### 1.0 Council Priority

- 1.1 *Platforms for our Places* becomes one of the key documents for establishing the priorities of both Councils over the next 3 years.

### 2.0 Specific Action Plans

- 2.1 Are set out in detail in the draft *Platforms for our Places* document.

### 3.0 Sustainability Issues

- 3.1 Stewardship of our Natural Resources is proposed to become one of our 5 Platforms with a range of commitments flowing from it.

### 4.0 Equality Issues

- 4.1 Each of the 5 Platforms will have specific equality issues. Whether that's providing better emergency and temporary accommodation for homeless families, addressing disabling mental health conditions or ensuring small local SMEs have a level playing field for bidding for Council contracts with "the big boys". Equality of opportunity is a thread that runs throughout.

### 5.0 Community Safety Issues (Section 17)

- 5.1 Community Safety is one of the specific issues addressed under Platform 2.

### 6.0 Human Rights Issues

- 6.1 There are no specific Human Rights issues arising from this report.

### 7.0 Reputation

- 7.1 The issue of developing a place brand is identified clearly within Platform 5 and within Platform 4 the continued development of our communications approaches are set out.

### 8.0 Consultations

- 8.1 *Platforms for our Places* has been drawn from a variety of sources over the last 12-18 months. Sometimes this is formal consultations, sometimes formal meetings where thoughts, views and ideas are raised, other times more informal consultations. Its compilation has been part art and part science and as a major piece of the policy framework of both Councils it is for the democratically elected representatives of the communities of Adur and Worthing to determine the work of the Councils over the next 3 years.



**9.0 Risk Assessment**

9.1 None specific to this report.

**10.0 Health & Safety Issues**

10.1 None specific to this report.

**11.0 Procurement Strategy**

11.1 Platform 4 specifically refers to the need for on-going work on our approaches to procurement (as do several of the other platforms)

**12.0 Partnership Working**

12.1 The need for strong and consistent partnership working and relationships is set out in some detail in the covering report and appendix



## Report of the Major Projects Scrutiny Working Group

### Report by the Director for Digital and Resources

#### 1.0 Summary

1.1 This report sets out the findings and recommendations from the Major Projects Working Group set up by the Joint Overview and Scrutiny Committee (JOSC).

#### 2.0 Background

2.1 At the JOSC meeting on 14 July 2016 it was agreed to set up a Working Group to review how the Councils work on major projects in partnership with West Sussex County Council and to assess if improvements are required. The decision to set up the Working Group was one of the outcomes from the JOSC meeting which discussed the lack of progress in implementing the Ferry Road enhancement scheme in Shoreham-by-Sea. Full details of the Working Group including recommendations, membership and terms of reference are set out in the report from the Working Group attached as the Appendix to this report. The Working Group was chaired by Councillor Kevin Boram.

#### 3.0 Proposals

3.1 JOSC is asked to consider the report and recommendations from the Major Projects Working Group, set out as the appendix to this report, and refer those recommendations to the Adur and Worthing Joint Strategic Committee and appropriate Executive streams in West Sussex County Council for consideration.

#### 4.0 Legal

4.1 Under Section 111 of the Local Government Act 1972, the Councils have the power to do anything to facilitate or which is conducive or incidental to the discharge of any of their functions.

4.2 Section 1 of the Localism Act 2011 provides a Local Authority to do anything that individuals generally may do (subject to any current restrictions or limitations prescribed in existing legislation).

4.3 Section 3(1) of the Local Government Act 1999 (LGA 1999) contains a general duty on a best value authority to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

## **5.0 Financial implications**

5.1 There are no known financial implications arising from this report but as part of the recommendations it is recommended that the Councils should continue to provide appropriate funding for Project Planners to manage major projects which will have cost implications for the Councils.

## **6.0 Recommendation**

**6.1 That the Committee consider the report and recommendations from the Major Projects Working Group as set out in the appendix to this report and recommend that the findings/recommendations be approved by the Adur and Worthing Joint Strategic Committee and appropriate Executives at West Sussex County Council.**

### **Local Government Act 1972**

#### **Background Papers:**

None.

#### **Contact Officer:**

Mark Lowe  
Policy Officer  
Portland House, Worthing  
Tel 01903 221009  
[mark.lowe@adur-worthing.gov.uk](mailto:mark.lowe@adur-worthing.gov.uk)

## **Schedule of Other Matters**

### **1.0 Council Priority**

- 1.1 Platforms for our Places - Platform 1: Our Financial Economies (Commitment for Investment in and delivery of Major Projects and key infrastructure).

### **2.0 Specific Action Plans**

- 2.1 Platform 1 from Platforms for our Places: Our Financial Economies (Commitment for Investment in and delivery of Major Projects and key infrastructure) - Activity and projects - Aim to deliver a programme of major projects with private and public sector partners.

### **3.0 Sustainability Issues**

- 3.1 Matter considered. No direct sustainability issues identified as part of this report.

### **4.0 Equality Issues**

- 4.1 Matter considered. No direct equality issues identified as part of this report.

### **5.0 Community Safety Issues (Section 17)**

- 5.1 Matter considered. No direct community safety issues identified as part of this report.

### **6.0 Human Rights Issues**

- 6.1 Matter considered. No direct Human Rights issues identified as part of this report.

### **7.0 Reputation**

- 7.1 Matter considered. No direct reputational issues identified but improved Project working will enhance the reputation of the Councils.

### **8.0 Consultations**

- 8.1 Matter considered and no direct issues identified.

### **9.0 Risk Assessment**

- 9.1 Matter considered and no issues identified.

### **10.0 Health & Safety Issues**

- 10.1 Matter considered and no issues identified.

### **11.0 Procurement Strategy**

11.1 Matter considered and no issues identified.

## **12.0 Partnership Working**

12.1 Matter considered. The proposals in the report relate to partnership working between Adur District Council, Worthing Borough Council and West Sussex County Councils.

## APPENDIX

### Report of the Joint Overview and Scrutiny Committee

#### Joint Projects Working Group

#### INTRODUCTION

The Joint Overview and Scrutiny Committee reviewed the delivery of the Ferry Road enhancement scheme in July 2016 and agreed to form a Working Group, the Joint Project Working Group (JPWG), with the following terms of reference.

- To review the policies and procedures in place relating to major projects and how Adur and Worthing Councils and West Sussex County Council work together to ensure that major projects in Adur and Worthing are delivered quickly and effectively; and
- To report the findings and any recommendations back to all Councils via the respective Scrutiny and Executive mechanisms or other appropriate routes.

The JPWG consisted of the following members and officers.

#### Adur District Council

Councillors Kevin Boram (Chairman) and Joss Loader

#### Worthing Borough Council

Councillors Nigel Morgan and Bob Smytherman

#### Adur and Worthing Councils

James Appleton- Head of Planning and Development

Mark Lowe – Policy Officer

#### West Sussex County Council

Councillors Paul High and Janet Mockridge

Chris Meeus – Growth Lead (Adur and Worthing)

The JPWG met on 15 November 2016 and 16 January 2017.

Councillor Kevin Boram would like to thank all members of the JPWG for their contribution and open discussion of existing project policies, procedures and issues encountered to date.

#### BACKGROUND

All members of the JPWG recognise that the successful delivery of major projects is likely to be an increasingly important theme in the future for the delivery of new and improved functions in all aspects of the Councils' activities. Projects need to be delivered successfully, on time and in budget in order to ensure the councils continue to provide value for money and effective service to the region. Projects are

required because of:

1. increasing pressure on costs and the requirement for increased efficiency which can only be delivered through a step change in the way services are provided;
2. the impact of new technologies; and
3. the requirement to provide new and innovative services to ensure that the region continues to be an attractive place to live and work.

It is recognised that the Councils' members and officers work closely in many areas of activity and include for example, the development of Local Plans. A new area of work has involved the preparation of a Growth Deal which supports the delivery of sustainable growth through unlocking opportunities to deliver new homes, commercial properties, supporting communities (including new and larger schools), regenerating places and creating jobs. The Growth Deal will guide coordination and alignment of the Councils' strategic aims and will assist in the effective prioritisation and resourcing of projects.

Steps have been taken by all Councils to recognise the increasingly important role of the delivery of projects through the appointment of senior officers with project management experience. JPWG recognised that when Councils do work effectively together, new projects such as the Bohunt Academy, are delivered cost effectively, on time and with appropriate stakeholder support. However, JPWG recognised that Councils did not have widespread project management skills in all relevant areas. This was evidenced by the officers with project management experience having to clearly prioritise their deliverables, often in relation to competing demands.

## **RECOMMENDATIONS**

The JPWG identified the following recommendations to be considered by all Councils:

1. JPWG recognised the importance of the Councils aligning Place Plans and the resulting Growth Deal in order to coordinate each Councils' deliverables. Once the Growth Deal has been approved and LEP funding confirmed, members and officers should agree the Major Projects required to deliver the Growth Deal. This should include commitment of resources and the timing of delivery prior to the commencement of the project.
2. Councils should nominate an officer and where relevant an appropriate Executive Member and/or Ward Member(s) as points of contact for all projects. This information should be available to all stakeholders and where applicable included on each Council's web site. The Council with the largest stake in the project should appoint the lead project manager who will be responsible for the overall delivery of the project, principal point of contact and coordinating the other Councils.
3. All projects should implement a stakeholder engagement and communication plan at the earliest opportunity. This will enable the effective communication and understanding of projects to all relevant parties and assist in timely decision making, both in the Councils' statutory and other functions. This is particularly important for projects where a third party, public or private, have a critical role.
4. All Councils should ensure consistency between project management working practices to enable clear and effective communication and reduce interface risk between organisations (for example PRINCE2 methodology is widely adopted by both public and private organisations). The types of project management techniques used should be fit for purpose and proportionate to the scale and complexity of the project to be delivered.
5. Project Planners with appropriate experience and qualification are of fundamental importance.



This could include staff with relevant qualifications. Councils are recommended to ensure secured financing for these roles to ensure continuity of project support. In addition officers responsible for supporting projects, such as IT, Finance and Legal, should also have appropriate project management skills.

6. County Local Committees can play a key role in helping the delivery of joint projects with District and Borough Councils. Members and officers of County and Districts should discuss the progress of joint projects in those Committees to monitor progress, identify and resolve interface issues and ensure risks are minimised.
7. In order to support the County Local Committees, relevant County Council Members and Officers should be invited to Adur and Worthing's Major Project Boards to monitor project progress and agree project strategy.
8. All projects should have prepared the following documentation to support the approval process – considerations should include for example:
  - a. An investment model demonstrating the financial impact of the project with appropriate scenarios and support to strategic objectives;
  - b. An Assumptions Register and Critical Success Factors;
  - c. A Risk Register; and
  - d. A "Ready for Success" document confirming that all Councils and key third party organisations are committed and ready to deliver on time and in budget.
9. Once a project has been delivered a Lessons Learned report (good and bad) should be completed and distributed to the Leaders, Chief Executives and Project Management community and the report considered by the Major Projects Board and County Local Committees.

## **CONCLUSION**

JPWG recognise that the future success of the Councils will become more reliant on the delivery of major complex projects involving the participation of a number of strategic partners (both public and private organisations). In order to ensure success each Council needs to develop its project management, stakeholder, community engagement and delivery skills not only within its project management community but also within supporting functions. Project Management resources will require secured finance to ensure these critical skills continue to be available and major projects delivered on time and in budget.



## Joint Overview and Scrutiny Committee (JOSC) - Review of New Ways of Working and revised JOSC Procedure Rules

### Report by the Director for Digital and Resources

#### 1.0 Summary

- 1.1 This report reviews the New Ways of Working discussions held by the Committee at the previous meeting and sets out proposed changes to the Joint Overview and Scrutiny Committee (JOSC) Procedure Rules which will help improve the framework for managing the work of JOSC.

#### 2.0 Background

- 2.1 At the meeting of JOSC on 26 January 2017 the Committee undertook a review of its approach to how it has performed the Overview and Scrutiny role on behalf of the two Councils. This approach to overview and scrutiny has essentially focused more on JOSC holding 'themed' meetings and scrutinising key issues affecting the Communities which has also provided more opportunity for better public engagement. Issues for JOSC agenda are now chosen guided by the Councils' strategic objectives, the ability of the Committee to have influence and/or add value on the subject; and in accordance with the (PAPER criteria) - (P) - Public Interest, (A) - Ability to Change, (P) - Performance, (E) - Extent and (R) - Replication.
- 2.2 The review discussion at the JOSC meeting involved Members of the Committee breaking out into three Groups to discuss the role of JOSC and to propose at least four ways to improve scrutiny and the workings of JOSC. A number of suggestions for improving the way of working were proposed and a summary of these Group discussions is attached as Appendix A to this report.
- 2.3 It was resolved by JOSC that the suggestions made by the Member Groups should provide some guiding principles to support the JOSC ways of Working and be incorporated within new Joint Overview and Scrutiny Procedure Rules where appropriate. As part of this it was also proposed that the 'PAPER' criteria rules should be incorporated into the revised Joint Overview and Scrutiny procedure rules as part of the Constitutions of the Councils. This report now includes a copy of those proposed revised Joint Overview and Scrutiny Procedure rules as Appendix B.

### **3.0 Proposals**

3.1 JOSOC is asked to confirm the suggestions for improved ways of working as discussed at the previous meeting and also to consider the revised JOSOC Procedure Rules, referring any comments on them to the Joint Governance Committee (JGC) and both Councils who will need to approve the Rules as part of the revised Constitutions of both Councils. A separate report on this will be presented to meetings of JGC and Councils in March and April 2017 respectively.

### **4.0 Legal**

4.1 Under Section 111 of the Local Government Act 1972, the Councils have the power to do anything to facilitate or which is conducive or incidental to the discharge of any of their functions.

4.2 Section 1 of the Localism Act 2011 provides a Local Authority to do anything that individuals generally may do (subject to any current restrictions or limitations prescribed in existing legislation).

4.3 Section 3(1) of the Local Government Act 1999 (LGA 1999) contains a general duty on a best value authority to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

4.4 Paragraph 8.1 of the Joint Overview and Scrutiny Procedure Rules, which form part of the Councils' Constitutions and are binding on all Members, states that the JOSOC Work Programme will be approved by Council. A report must be taken to full Council on an annual basis seeking Councils' approval of the Joint Overview and Scrutiny Committee's work programme for the forthcoming year.

### **5.0 Financial implications**

5.1 There are no known financial implications arising from this report.

### **6.0 Recommendation**

**6.1 That the Joint Overview and Scrutiny Committee note the findings of the review of its ways of working and recommend to the Joint Governance Committee and Councils that the revised Joint Overview and Scrutiny Procedure Rules be approved and incorporated into the Councils' Constitutions.**

#### **Local Government Act 1972**

**Background Papers:** None

3 March 2017

**Contact Officer:**

Mark Lowe  
Policy Officer  
Portland House, Worthing  
01903 221009  
[mark.lowe@adur-worthing.gov.uk](mailto:mark.lowe@adur-worthing.gov.uk)

## **Schedule of Other Matters**

### **1.0 Council Priority**

1.1 Matter considered and no issues identified.

### **2.0 Specific Action Plans**

2.1 Matter considered and no issues identified.

### **3.0 Sustainability Issues**

3.1 Matter considered and no issues identified.

### **4.0 Equality Issues**

4.1 Matter considered and no issues identified.

### **5.0 Community Safety Issues (Section 17)**

5.1 Matter considered. Issues relating to crime and disorder are contained in the Work Programme.

### **6.0 Human Rights Issues**

6.1 Matter considered and no issues identified.

### **7.0 Reputation**

7.1 Matter considered and no issues identified. Outcomes from the discussion of the issues can help to improve the reputation of the Councils.

### **8.0 Consultations**

8.1 Matter considered and no issues identified.

### **9.0 Risk Assessment**

9.1 Matter considered and no issues identified.

### **10.0 Health & Safety Issues**

10.1 Matter considered and no issues identified.

### **11.0 Procurement Strategy**

11.1 Matter considered and no issues identified.

### **12.0 Partnership Working**

12.1 Matter considered and no issues identified.



## APPENDIX A

### Joint Overview and Scrutiny Committee (JOSC) - 26 January 2017

#### JOSC New Ways of Working Group discussions

Each Group was asked to discuss the role of JOSC and suggest at least four ways to improve Scrutiny and the workings of JOSC.

#### JOSC Group (2)

##### Suggestions:-

- That there needs to be a clear path/procedure for reporting back comments from JOSC to JSC/individual Executive Members where appropriate and then back to JOSC.
- Themed meetings for JOSC to be closely aligned with the Councils' Strategic objectives. Executive Members to be invited along to JOSC for relevant items to answer questions.
- JOSC to use Working Groups for single Council issues and/or issues which do not align with the Councils' Strategic objectives.
- Executive Members to be requested to attend JOSC for items affecting their Portfolios.
- In depth Budget Scrutiny with pre submitted questions for Executive Members for the Worthing Budget to be retained as part of the working arrangements with the suggestion that the Adur Budget should also be scrutinised by JOSC. JOSC to be advised if the answer to a pre submitted question has been supplied by an Officer or an Executive Member.
- Make better use of social media.

#### JOSC Group (3)

##### Suggestions:-

- A better breadth of Executive Member engagement - Better planning and for JOSC to look at a wider spread of issues and advance identification of attendance by the Executive Members.
- To help improve community engagement a JOSC Communications Strategy (underpinning the Corporate Communications Strategy) should be developed and better communications should be applied to promote the work of JOSC and JOSC



meetings and to explain what Scrutiny is - This should not just be by way of Press release.

- JOSC to make better use of Working Groups and for single Council issues Working Groups should be formed which report back to JOSC.
- Themed meeting topics to be chosen based on issues which can be influenced. Public and Councillors to be made aware of the ability to request items to be added to the JOSC Work Programme.

#### **JOSC Group (4)**

#### **Suggestions:-**

- When 'themed' meetings are being held, the background information on each issue should be circulated in advance of the meeting so that all Members of JOSC have the opportunity to understand issues and contribute to meetings.
- A JOSC Member skills audit be undertaken to share expertise and knowledge.
- There should be a stronger promotion of the JOSC Work Programme with meeting dates to encourage public and youth involvement.
- 'Themed' meeting approach should be continued if issues/topics are considered important enough but the agendas should be restricted to one major item only and the relevant Executive Member should be requested to attend.

---

## JOINT OVERVIEW AND SCRUTINY PROCEDURE RULES

---

### **1.0 ARRANGEMENTS FOR THE JOINT OVERVIEW AND SCRUTINY COMMITTEE**

- 1.1 The Councils will have a Joint Overview and Scrutiny Committee, as set out in Article 6, and will appoint Members to it on an annual basis.
- 1.2 The Committee may appoint such Sub-Committees or Working Groups as it sees fit.
- 1.3 The Joint Overview and Scrutiny Committee will comprise 8 Elected Members from Adur District Council and 8 Elected Members from Worthing Borough Council and shall not include Members of either Executive.

### **2.0 TERMS OF REFERENCE**

- 2.1 The general terms of reference of the Joint Overview and Scrutiny Committee are as set out in the Joint Committee Agreement, which says that the Joint Overview and Scrutiny Committee shall exercise the Scrutiny function of both Councils in relation to all matters except those to be determined by the individual Executives.

### **3.0 MEMBERSHIP OF THE JOINT OVERVIEW AND SCRUTINY COMMITTEE**

- 3.1 Any Members (except Members of the Executive) may be Members of the Joint Overview and Scrutiny Committee. However, no Member may be involved in scrutinising a decision in which they have been directly involved, for example as a decision-maker or advisor.

### **4.0 CO-OPTED MEMBERS**

#### **4.1 Co-opted Elected Members**

Subject to 4.3 below, the Joint Overview and Scrutiny Committee, its Sub-Committee or Working Group, shall be entitled to co-opt non-voting Elected Members to the membership of the Committee, to assist on a particular matter. A Co-opted Member may not sit as a Co-opted Member on both an Executive and a Scrutiny Committee when considering the same matter. A Committee or Sub-Committee of the Joint Overview and Scrutiny Committee may appoint no more than two non-voting Co-opted Members to any particular Meeting. A Working Group is not limited to these numbers.

#### **4.2 Co-opted Unelected Members**

Subject to 4.3 below, the Joint Overview and Scrutiny Committee, or its Sub-Committee or Working Group, shall be entitled to co-opt non-voting unelected persons to the membership of the Committee, to assist on a particular matter. A Co-opted Member may not sit as a Co-opted Member on both an Executive and a Scrutiny Committee when considering the same matter. A Committee or Sub-Committee of the Joint Overview and Scrutiny Committee may appoint no more than two non-voting Co-opted Members to any particular Meeting. A Working Group is not limited to these numbers.

- 4.3 Where the matter relates to the Adur Housing Revenue Account, terms and conditions of tenancies or leaseholds, leasehold service charges and any other matter directly affecting housing tenants or leaseholders which do not have a general effect on other residents, the Adur Consultative Forum appointed co-optee shall be co-opted onto the Committee, Sub-Committee, or Working Group.

## **5.0 MEETINGS OF THE JOINT OVERVIEW AND SCRUTINY COMMITTEE**

- 5.1 There shall be at least four Ordinary Meetings of the Joint Overview and Scrutiny Committee in each municipal year.
- 5.2 In addition, Extraordinary Meetings may be called from time to time as and when appropriate. An Extraordinary Meeting of the Joint Overview and Scrutiny Committee may be called by the Joint Chairpersons, in agreement, requesting in writing that the Director for Communities call an Extraordinary Meeting; or by any four Committee Members, being at least one from each Authority, signing a requisition, and presenting it to the Joint Chairpersons, who if they have failed to call a meeting within 7 calendar days, may provide notice in writing to the Director for Communities, who shall then call such an Extraordinary Meeting.
- 5.3 Working Groups may go on site visits, carry out evidence gathering, investigations and write reports, for the approval of Joint Overview and Scrutiny Committee or any Sub-Committee. Reports of a Working Group shall be submitted under cover of an Officer report and will be included in the Agenda for the meeting, and must comply with the Access to Information Procedure Rules.
- 5.4 Meetings of Working Groups do not have to meet in public as they are informal non-decision making meetings, unlike meetings of the Joint Overview and Scrutiny Committee or any Sub-Committee.

## **6.0 WORKING GROUPS**

- 6.1 Working Groups may be established as:
- (a) A standing Working Group for a particular topic - for example budget monitoring or holding the Executive to account.
  - (b) As a task and finish Working Group based on an agreed scoping report, likely to involve external attendees, site visits or gathering evidence over time.
  - (c) A time-limited Working Group based on an agreed scoping report, likely to be a review of an internal Council service.

## 6.2 Membership

The Working Group shall consist of at least four Members of the Joint Overview and Scrutiny Committee selected when establishing the Terms of Reference under paragraph 6.1 above.

Membership can be a mixture of Members from both Councils with a preference of at least one Member from each Council. The overriding criterion shall be the following:

- (a) The subject under discussion;
- (b) The skill set of the Members selected;
- (c) The location in the District or Borough of the matter under review;
- (d) As resolved by the Joint Overview and Scrutiny Committee;
- (e) Availability and time commitment as outlined in the scoping report.

## 6.3 Officer Attendance at Working Groups

The Working Group may invite Officers of the Councils to attend meetings of the Working Group as consultees or specialist advisors.

## 6.4 Quorum

There is quorum of two for a Working Group meeting or site visit.

## 6.5 Chairing

Each Working Group will select its own Chairman.

## 6.6 Substitutes

Substitutes are not allowed, although the Working Group may invite other Members of Joint Overview and Scrutiny to assist it for a particular meeting. Any change to the permanent membership of a Working Group should be approved by the Joint Overview and Scrutiny Committee.

## 7.0 QUORUM

7.1 The quorum for the Joint Overview and Scrutiny Committee shall be determined in accordance with the Joint Committee Agreement.

## 8.0 CHAIRING OF THE JOINT OVERVIEW AND SCRUTINY COMMITTEE MEETINGS

8.1 The Chairpersons and Vice-Chairpersons of the Joint Overview and Scrutiny Committee are appointed by each Annual Council each year.

8.2 It is for each Sub-Committee or Working Group to decide who should Chair those meeting(s). In the event of a dispute, reference should be made to Council Procedure Rule 8.

## **9.0 WORK PROGRAMME**

- 9.1 The Joint Overview and Scrutiny Committee will be responsible for proposing their own draft work programme and in doing so they shall take into account the wishes of all Members on that Committee, regardless of political group.

When determining whether to include an item on the Joint Overview and Scrutiny draft Work Programme, Members should be guided by:

- (a) The Councils' Strategic objectives;
  - (b) the ability of the Committee to have influence and/or add value on the subject;
  - (c) the PAPER criteria: Public Interest (P), Ability to Change (A), Performance (P), Extent (E) and Replication (R). (See Appendix B(1) to these Procedure Rules).
- 9.2 Approval of the Joint Overview and Scrutiny Work Programme is the responsibility of the Council. It will be considered and determined by each Council at the April meeting each year, for the following municipal year.
- 9.3 During the Municipal year, items may be added to the Joint Overview and Scrutiny Committee Work Programme, where appropriate. Requests for additional matters to be included in the Work Programme will initially be considered by the Joint Chairpersons in accordance with the criteria set out in paragraph 9.1 above, who will make their recommendations to the next Joint Overview and Scrutiny Committee for consideration and determination, following receipt of the Officer report. Consideration should also be given to capacity of the Committee and resources available. Any changes to the Work Programme should be reported to Council mid municipal year for noting.
- 9.4 The Director for Digital and Resources will consult with the Joint Chairpersons of the Joint Overview and Scrutiny Committee throughout the year to monitor the Work Programme, and will report to the Committee on a regular basis.
- 9.5 After consideration of an Officer report, the Joint Overview and Scrutiny Committee will be responsible for setting the scope of the work of any Sub-Committee or Working Group established to assist the Joint Overview and Scrutiny Committee in carrying out its functions and responsibilities. The scope of the work should include timeframes, objectives, membership, resources and final reporting.

## **10.0 AGENDA ITEMS**

- 10.1 A Member of the Joint Overview and Scrutiny Committee shall be entitled to request that an item be added to the Work Programme in accordance with the provisions of paragraph 9.3 above. Should the Chairpersons fail to include the item on the agenda, at the next available meeting (in accordance with the Access to Information Procedure Rules), the Member may give written notice to the Director for Communities that they wish an item relevant to the functions of the Committee to be considered by the Committee. On receipt of such a request, the Director for Communities will include the item in an agenda to be discussed at a meeting of the

Committee (unless the matter is an Excluded Matter as defined in Regulation 3 of the Overview and Scrutiny (Reference by Councillors) (Excluded Matters) (England) Order 2012). An excluded matter is a local crime and disorder matter within the meaning of the Police and Justice Act or any matter relating to a planning or licensing decision, or where a person has a right of recourse to a review or appeal, or where the matter is vexatious, discriminatory or not reasonable.

- 10.2 Any Member of the Council who is not a Member of the Joint Overview and Scrutiny Committee may, on a maximum of four occasions in any municipal year, give written notice to the Director for Communities that they wish an item to be included on the agenda for the Committee. If the Director for Communities receives such a notification, then they will consult with the Joint Chairpersons of the Committee who will follow the procedure set out in paragraph 9.3 above. Should the Chairpersons fail to put the item on the agenda for the next available meeting (in accordance with Access to Information Procedure Rules) then the Member may ask the Director for Communities to put it on the agenda and they shall do so. The Committee will then consider the agenda item and determine whether it will be included on the Work Programme of the Joint Overview and Scrutiny Committee or not. If the Committee decide not to include the item in their Work Programme, the Member will be notified of the reasons. This procedure rule is to be taken in conjunction with the Council's Protocol on Councillor Call for Action in Part 5 of this Constitution.
- 10.3 The Council or its Committee may request that the Joint Overview and Scrutiny Committee undertake scrutiny or development work on their behalf. The Joint Overview and Scrutiny Committee shall respond, as soon as their Work Programme permits, to requests from the Council and, if it considers it appropriate, the Executive to review particular areas of Council activity. Where the Joint Overview and Scrutiny Committee does so, it shall report its findings and any recommendations back to the commissioning body. The commissioning body shall consider the report of the Joint Overview and Scrutiny Committee at their next available (in accordance with Access to Information Procedure Rules) meeting.
- 10.4 A member of the public may request that an item be added to the Agenda of the Joint Overview and Scrutiny Committee. Any such request shall be considered by the Joint Chairpersons, and unless inappropriate to do so, shall be dealt with in accordance with paragraph 9.3 above.

## **11.0 POLICY REVIEW AND DEVELOPMENT**

- 11.1 The Joint Overview and Scrutiny Committee or any Sub-Committees may make proposals to the Council, its Committees or the Executive for policy development, in so far as they relate to matters within that body's terms of reference.
- 11.2 The Joint Overview and Scrutiny Committee may hold inquiries and investigate the available options for future direction in policy development and may appoint advisers and assessors to assist them in this process. Such advisors may or may not be appointed as Co-opted Members, subject to the provisions of paragraph 4.0 above. The Committee may go on site visits, conduct public meetings, commission research and do all things that it reasonably considers necessary to inform their deliberations. It may ask witnesses to attend (see below) to address it on any matter under consideration and may, subject to available resources, pay to any advisors, assessors and witnesses a reasonable fee to cover their expenses for doing so.

## **12.0 REPORTS FROM THE JOINT OVERVIEW AND SCRUTINY COMMITTEE**

- 12.1 Once it has formed recommendations, the Director for Digital and Resources will prepare a formal report incorporating the views of the Joint Overview and Scrutiny Committee and submit it to the relevant body.
- 12.2 The Council(s), the Executive(s) or the Committee shall consider any report of the Director for Digital and Resources submitting the views of Joint Overview and Scrutiny Committee at their next Ordinary Meeting (subject to Access to Information Rules), after it has been submitted to the Director for Communities for placing on the Agenda.
- 12.3 Alternatively the minute from a meeting of Joint Overview and Scrutiny Committee may be referred to the Council, its Executive or a Committee. In cases where the minutes of the previous meeting have not been agreed by the Joint Overview and Scrutiny Committee a draft minute shall be prepared by the Director for Communities in consultation with the relevant Joint Chairperson prior to the meeting of the Executive(s), Committee(s) or Council(s).

## **13.0 CONSIDERATION OF JOINT OVERVIEW AND SCRUTINY REPORTS**

- 13.1 The Joint Overview and Scrutiny Committee will take advice from the Director for Communities as to the appropriate body to consider recommendations.

## **14.0 RIGHTS OF JOINT OVERVIEW AND SCRUTINY COMMITTEE MEMBERS TO DOCUMENTS**

- 14.1 In addition to their rights as Councillors, Members of the Joint Overview and Scrutiny Committee have the additional right to documents, and to notice of meetings as set out in the Access to Information Procedure Rules in Part 4 of this Constitution.

## **15.0 MEMBERS AND OFFICERS GIVING ACCOUNT**

- 15.1 Subject to paragraph 10.1 above, Joint Overview and Scrutiny Committee or Sub-Committee or Working Group may scrutinise and review decisions made or actions taken in connection with the discharge of any Council functions, unless prohibited elsewhere in this Constitution or by statute, for example in relation to quasi-judicial matters. As well as reviewing documentation, in fulfilling the scrutiny role, it may require any Member, Head of Paid Service, Chief or Deputy Chief Officer to attend before it to explain in relation to matters within their remit:-

- (a) any particular decision or series of decisions;
- (b) the extent to which the actions taken implement Council policy;

and it is the duty of those persons to attend if so required. Questions for those being requested to attend should be pre-submitted no later than two working days in advance of the meeting.

When requesting Officers and Members of the Council to attend, the Joint Overview

and Scrutiny Committee should have regard to the extent/number of the requests and the capacity of Officers and Members to attend. Sufficient notice of the meeting should be provided to them as referred below.

- 15.2 Where any Member or Officer is required to attend the Joint Overview and Scrutiny Committee under this provision, the Joint Chairperson of the Committee will inform the Director for Digital and Resources, who shall inform the Member or Officer in writing, giving at least 5 working days' notice of the meeting at which he/she is required to attend. The notice will state the nature of the item on which he/she is required to attend to give account and whether any papers are required to be produced for the Committee. Where the account to be given to the Committee will require the production of a report, then the Member or Officer concerned will be given sufficient notice to allow for preparation of that documentation.
- 15.3 Where, in exceptional circumstances, the Member or Officer is unable to attend on the required date, then the Joint Overview and Scrutiny Committee shall in consultation with the Member or Officer arrange an alternative date for attendance.

## **16.0 ATTENDANCE BY OTHERS**

- 16.1 The Joint Overview and Scrutiny Committee may invite people other than those people referred to in paragraph 15 above to address it, discuss issues of local concern and/or answer questions. It may for example wish to hear from residents, stakeholders and Members and Officers in other parts of the public sector and shall invite such people to attend.

## **17.0 CALL-IN OF A DECISION**

- 17.1 When a decision is:

- (a) a decision of the Joint Strategic Committee;
- (b) a Joint Individual Executive Member decision; or
- (c) a decision made by an Officer with delegated authority from the Executive in relation to a joint service;

and the decision has been published on the Councils' website and made available at the main offices of the Council, as set out in the Access to Information Procedure Rules in Part 4 of this Constitution, subject to the provisions of this paragraph it is subject to call-in.

(In respect of a decision made by:

- (a) an Individual Executive;
- (b) an Individual Executive Member in respect of a single service; or
- (c) an Officer with delegated authority from the Executive in relation to a single service;

a separate call-in procedure exists and is set out in the Overview and Scrutiny Procedure Rules for Adur District Council and Worthing Borough Council).

- 17.2 The Record of Decision will bear the date on which it is published and, subject to



general exceptions, will specify the date on which the decision will come into force, and may then be implemented unless the decision is called in.

17.3 A decision may be called in:

- (a) if it conflicts with Council policy;
- (b) If it conflicts with the Council's Budget Strategy;
- (c) where there is evidence to suggest the principles of decision-making (as set out in Article 12 of this Constitution) have not been complied with, for example the absence of appropriate consultation.

No decisions other than Executive decisions may be called in.

17.4 During the period between the decision being made and coming into force:

- (a) The Monitoring Officer shall call-in a decision for scrutiny if any three Members in total, being of either Council, submit to the Monitoring Officer in writing, by email to [monitoringofficer@adur-worthing.gov.uk](mailto:monitoringofficer@adur-worthing.gov.uk), a request for a matter to be called in. Such a request is to be made by 5.00pm on the fifth clear working day, from the day on which the Record of Decision is published. The request must include the reasons for the call-in.
- (b) Upon receipt of the request, the Monitoring Officer shall consult with both Chairpersons, or Vice-Chairpersons in their absence, and shall determine whether or not the call-in is in accordance with the requirement of these rules. The Monitoring Officer shall notify the Members who made the request, the Director for Communities, and the Decision-maker, or Chairperson of Decision Making body, of the determination, within 2 clear working days of the request being received.
- (c) If the call-in is accepted, the decision will be put on hold pending referral to the Joint Overview and Scrutiny Committee.
- (d) The Director for Communities shall, within 10 clear working days of the call-in being accepted, after consultation with the Joint Chairpersons, call a meeting of the Joint Overview and Scrutiny Committee. Such meeting is to be held on such date as the Director for Communities shall determine, but to be held as soon as is reasonably practicable.

17.5 The Monitoring Officer will provide a report for the Meeting in respect of the call-in which will include the procedure for the call-in hearing.

17.6 Prevention of Call-in Procedure

The call-in procedure set out above shall not apply where the decision relates to a matter which is urgent and cannot reasonably be deferred.

A decision will relate to a matter which is urgent if any delay caused by the call-in process would:-

- (a) be highly likely to result in either Council incurring significant additional

expenditure or loss of significant additional income; or

- (b) be highly likely to result in significant damage to either Council's reputation;  
or
- (c) prevent either Council from meeting its legal obligations.

The agreement must be obtained in writing in advance of making the decision, by way of completion of a Notice, by the Director for Communities, of a Chairperson of the Joint Overview and Scrutiny Committee, that it is reasonable in all the circumstances to treat the decision to be made as one which is urgent and therefore not subject to call-in. In the absence of both Chairpersons of the Joint Overview and Scrutiny Committee, a Vice-Chairperson's consent shall be required. In the absence of both Chairpersons and Vice Chairpersons, the consent of a Civic Head (Council Chairman or Mayor) shall be required.

The Record of Decision and Notice that the decision is exempt from call-in, shall state that in the opinion of the Joint Chairpersons of Joint Overview and Scrutiny Committee the decision is one which is urgent, with reasons, and therefore not subject to call-in.

Decisions taken in accordance with this Procedural Rule must be reported to the next available Meeting of each Full Council.

- 17.7 Having considered the decision, the Joint Overview and Scrutiny Committee may refer the decision back to the decision-making person or body for reconsideration, setting out in writing the nature of its concerns. The decision-making person or body must reconsider the decision within a further 5 clear working days, and may or may not amend the decision.
- 17.8 Once the reconsidered decision is published following the call-in procedure, the decision cannot be called in again and may be implemented immediately.

## **18.0 PROCEDURE AT THE JOINT OVERVIEW AND SCRUTINY COMMITTEE MEETINGS**

- 18.1 The Joint Overview and Scrutiny Committee and Sub-Committees shall consider the following business:
  - (a) Declarations of disclosable pecuniary and personal interests;
  - (b) Substitute Members;
  - (c) Public questions in accordance with Council Procedure Rule 11;
  - (d) Minutes of the last meeting;
  - (e) Agreement of any procedure relevant for the meeting;
  - (f) Consideration of any matter referred to the Committee for a decision in relation to call-in of a decision;
  - (g) Response of the Executives to reports of the Joint Overview and Scrutiny Committee;
  - (h) Any business otherwise set out on the Agenda for the Meeting.

18.2 Joint Overview and Scrutiny Committee meetings are to be conducted in accordance with the following principles:

- (a) That the scrutiny be conducted fairly and all Members of the Committee be given the opportunity to ask questions of attendees, and to contribute and speak;
- (b) That those assisting the meeting by giving evidence be treated with respect and courtesy;
- (c) That the meeting be conducted so as to maximise efficiency; and.
- (d) To be constructive and positive, adopting non-confrontational and inquisitorial techniques.

18.3 Following any meeting, the Committee or Sub-Committee shall prepare recommendations for the Officer report, to be submitted to the Executive, Council or Committee as appropriate, and shall make its findings public, subject to Access to Information Procedure Rules.

## **19.0 COMMUNICATIONS STRATEGY FOR THE JOINT OVERVIEW AND SCRUTINY COMMITTEE**

19.1 Subject to Access to Information Procedure Rules, for each meeting of the Joint Overview and Scrutiny Committee, an appropriate communications strategy should be developed in consultation with the Joint Chairpersons and Head of Communications to promote the Work Programme of Joint Overview and Scrutiny, the meeting itself and to explain the function and purpose of Scrutiny.

## **APPENDIX B(1)**

### **Joint Overview and Scrutiny Committee (JOSC) - 'PAPER' Criteria Rules**

**PUBLIC INTEREST** - The concerns of local people are important to the Committee. How is the issue in the public interest?

**ABILITY TO CHANGE** - What can the Councils do about the issue? Do the Councils have powers in relation to the issue and can JOSC realistically bring about change?

**PERFORMANCE** - Is the review about the poor performance of a Council service? Could the outcome of a review improve the performance of a Council service?

**EXTENT** - How big is the issue/problem identified? Does the request concern an issue relevant to a large area? Minor issues are given a lower priority.

**REPLICATION** - Has the issue been considered elsewhere? The Committee will take account of what else is happening to avoid duplication or wasted effort?

JOSC will also consider the expected outcomes which the requestor hopes will happen as a result of the review.

## Joint Overview and Scrutiny Committee Work Programme 2017/18

### Report by the Director for Digital and Resources

#### 1.0 Summary

- 1.1 This report outlines progress with work contained in the Joint Overview and Scrutiny Committee (JOSC) Work Programme for 2016/17 and asks the Committee to consider issues to be included in the Work Programme for 2017/18.

#### 2.0 Background

- 2.1 The current JOSC Work Programme for 2016/17 is reviewed annually at each meeting. Paragraph 8.1 of the current set of Joint Overview and Scrutiny Procedure Rules, which form part of the Councils' Constitutions and are binding on all Members, states that the work programme will be approved by both Councils. A report must be taken to each full Council on an annual basis seeking Councils' approval of the JOSC Work Programme for the forthcoming year.

#### 3.0 Proposals

- 3.1 Details of the completion of the Work Programme for 2016/17 can be viewed in a Trello Board to help in the monitoring of the work and can be accessed via the following link <https://trello.com/b/g16nZ3mf/josc-work-programme> The Trello Board will also be displayed at the meeting. The Committee has received regular progress reports with the Work Programme and the most recent of these was presented on 26 January 2017.
- 3.2 A draft Work Programme for 2017/18 has also now been produced for the Committee to consider and this can be viewed in a Trello Board via the following link <https://trello.com/b/7AXUSG58/draft-josc-work-programme-for-2017-18> The Committee is requested to consider the draft Work Programme and consider if any further items are required to be added to the Work Programme. During the Municipal year, items may be added to the JOSC work programme, where appropriate. Requests for additional matters to be included in the work programme will initially be considered by the Joint Chairpersons in accordance with the criteria and they will make their recommendations to the next JOSC for consideration and determination, following receipt of the Officer report. Consideration should also be

given to capacity of the Committee and resources available when considering further Work Programme items.

- 3.3 As part of the consultation for this report, all Members of the Council have been consulted to see if they have any other items/issues that they would like to be added to the Work Programme. The detail of issues which have been suggested by Councillors are set out in the Appendix to the report. Items for the Work Programme need to be chosen guided by how closely they align with the Councils' Strategic objectives, how the Committee can influence the outcomes and also general value and outcomes in accordance with the (PAPER criteria) - (P) - Public Interest, (A) - Ability to Change, (P) - Performance , (E) - Extent and (R) - Replication. An assessment of each request has been undertaken, the suggestions discussed with the Joint Chairpersons and their recommendations are included with the detail of each request set out in the Appendix.

#### **4.0 Legal**

- 4.1 Under Section 111 of the Local Government Act 1972, the Councils have the power to do anything to facilitate or which is conducive or incidental to the discharge of any of their functions.
- 4.2 Section 1 of the Localism Act 2011 provides a Local Authority to do anything that individuals generally may do (subject to any current restrictions or limitations prescribed in existing legislation).
- 4.3 Section 3(1) of the Local Government Act 1999 (LGA 1999) contains a general duty on a best value authority to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 4.4 Paragraph 8.1 of the current Joint Overview and Scrutiny Procedure Rules, which form part of the Councils' Constitutions and are binding on all Members, states that the Work Programme will be approved by both Councils. A report must be taken to both Councils on an annual basis seeking Councils' approval of the Joint Overview and Scrutiny Committee's work programme for the forthcoming year.

#### **5.0 Financial implications**

- 5.1 There are no known financial implications arising from this report but some of the recommendations arising from the issues being considered in the Work Programme may have financial implications.

## **6.0 Recommendation**

- 6.1 That the progress in implementing the Work Programme for 2016/17 be noted;**
- 6.2 That the Committee consider and confirm its Work Programme for 2017/18;**
- 6.3 That the proposed JOSC Work Programme for 2017/18 be reported to the Adur and Worthing Council meetings in April 2017 for approval.**

### **Local Government Act 1972**

#### **Background Papers:**

None.

6 March 2017

#### **Contact Officer:**

Mark Lowe  
Policy Officer  
Portland House, Worthing  
Tel: 01903 221009  
[mark.lowe@adur-worthing.gov.uk](mailto:mark.lowe@adur-worthing.gov.uk)

## **Schedule of Other Matters**

### **1.0 Council Priority**

1.1 Matter considered. No direct issues identified as part of the report but the issues considered as part of the Work Programme may relate to the Councils' strategic objectives.

### **2.0 Specific Action Plans**

2.1 Matter considered. No direct issues identified as part of the report but some of the issues identified as part of the Work Programme may relate to the Councils' strategic objectives.

### **3.0 Sustainability Issues**

3.1 Matter considered. Issues to be considered as part of the Work Programme may relate to sustainability issues.

### **4.0 Equality Issues**

4.1 Matter considered. Issues to be considered as part of the Work Programme may involve equality issues.

### **5.0 Community Safety Issues (Section 17)**

5.1 Matter considered. Issues to be considered as part of the Work Programme may relate to community safety issues. In accordance with the Police and Justice Act 2006, the Committee is required to meet to discuss crime and disorder issues at least once a year.

### **6.0 Human Rights Issues**

6.1 Matter considered. No issues identified.

### **7.0 Reputation**

7.1 Matter considered and no issues identified.

### **8.0 Consultations**

8.1 All Members of the Council have been asked to identify issues for inclusion in the Work Programme as part of this report.

### **9.0 Risk Assessment**

9.1 Matter considered and no issues identified.



## **10.0 Health & Safety Issues**

10.1 Matter considered and no issues identified.

## **11.0 Procurement Strategy**

11.1 Matter considered and no issues identified.

## **12.0 Partnership Working**

12.1 Matter considered. Some of the issues identified in the Work Programme may involve working in partnership with other partners.

## APPENDIX

### **Joint Overview and Scrutiny Committee - Scrutiny Request 1**

#### **Issue - Possible review of Worthing Theatres Budget and tourism promotion**

This review has been proposed and assessed below in accordance with the 'PAPER' criteria approved by JOSOC.

#### **Request from - Councillor Bob Smytherman**

**Public interest** - The Theatres budget has been increased Year on Year for the last 5 years now totalling 10% of the overall budget and at the same time the Tourism budget to promote the Worthing visitors has been cut Year on Year.

**Ability to change** - Yes the Councils have the ability to change the budgets as both services are a matter for Executive Members in Worthing.

**Performance** - This proposed review is not about the performance of the service but it is about value for money given the increases to the Theatres budget and whether the Tourism promotion has been impacted by the cuts over the last four years.

**Extent** - This is an important issue for Council Tax Payers as Worthing Theatres cost each home without them even stepping foot in either of the venues.

**Replication** - This issue was briefly considered by the Committee as part of the 2017 Budget setting and should be considered again following the concerns raised by the Committee.

(**NB** - A Scrutiny review of Worthing Theatres budgets was undertaken by JOSOC during the 2014/15 Municipal Year and the conclusions from the review were completed in March 2015.

**Expected Outcomes** - The Council will agree that better value can be achieved from transferring the venues to a Community Theatre Trust that will have the ability to raise additional income from sources not available to the Council.

**Does the proposed review link with the Councils' strategic objectives or does the Joint Overview and Scrutiny Committee have the ability to influence and/or add value on the subject?**

This proposed review links closely with some commitments and activities and projects contained within the Council's strategic vision document 'Platforms for our Places'. This covers Platform 1 - 'Our Financial Economies' and activities and projects relating to developing a visitor economy and the commitment to continue to develop the Worthing cultural offer.

A review on this issue could help support the Councils in delivering the commitments from 'Platforms for our Places' as referred to above and help and influence future policy on these issues.

### **How could this review be undertaken?**

This review relates to Worthing Theatres and Worthing visitors/tourists so, if it is agreed to include this item as part of the Work Programme, the Committee has the option to create a small Working Group to discuss these issues (Worthing only). Also, because the overall visitor economy commitment set out in Platforms for our Places relates to Adur and Worthing it may be more appropriate to consider this issue as part of the main Committee or a Joint Working Group.

### **Recommendations from Joint Overview and Scrutiny Committee Chairmen/Vice-Chairmen:-**

That the request be rejected on the basis that the matter has previously been discussed but that the Worthing Executive Member for Customer Services be requested to attend JOSC in November 2017 as part of the Worthing Budget scrutiny process to explain the detail of the Worthing Theatres and Tourism budgets.

## **Joint Overview and Scrutiny Committee - Scrutiny Request 2**

**Issue** - The cleaning of Brooklands Lake and maintenance/improvements to the play area.

This review has been proposed and assessed below in accordance with the 'PAPER' criteria approved by JOSOC.

**Request from** - Councillor Keith Bickers

**Public interest** - This issue is of Public Interest. A petition was put to Worthing Council on 25 October 2016 which had been signed by 1,500 people. The petition said 'we have serious concerns about the condition of Brooklands Lake and require the Council to have it dredged and cleaned'.

**Ability to change** - The Worthing Executive and Executive Member can commit resources to this project to ensure that it is implemented.

**Performance** -.This proposed review is not about the poor performance of a service but is seeking to make sure that work actually happens.

**Extent** - This issue affects a large number of families in Worthing, Lancing and surrounding areas who use facilities at Brooklands. The issue also affects a large number of visitors/tourists to the area who aim to enjoy the facilities at Brooklands.

**Replication** - A report will be presented to the Joint Strategic Committee in June 2017 on progress in the cleaning of the Brooklands Lake and procurement exercise.

**Expected Outcomes** - The final outcomes expected are for the improvements promised to actually happen or reasons why they did not.

**Does the proposed review link with the Councils' strategic objectives or does the Joint Overview and Scrutiny Committee have the ability to influence and/or add value on the subject?**

Proposal links with strategic objective in 'Platforms for our Places' - Platform 3 'Stewarding Our Natural Resources'.

**How could this review be undertaken?**

By report to the Joint Overview and Scrutiny Committee or by way of report to a Working Group.

**Recommendations from Joint Overview and Scrutiny Committee Chairmen/Vice-Chairmen:-**

1. That the proposal to discuss the Brooklands Lake issues be rejected on the basis that the matter is to be discussed by the Joint Strategic Committee in June 2017 and that matters on the issue are proceeding following the discussions at Worthing Council and Joint Strategic Committee.
2. That JOSOC receive a report to a future meeting on general play area provision across Adur and Worthing (including the Brooklands Play area)

### **Joint Overview and Scrutiny Committee - Scrutiny Request 3**

**Issue** - Solar energy - Providing solar panels on Council buildings in the Adur District

This review has been proposed and assessed below in accordance with the 'PAPER' criteria approved by JOSOC.

**Request from** - Councillor Geoff Patmore

**Public interest** - It is in the interest of the public for the Councils to undertake this review because the provision of solar panels on Council buildings is affordable, economical and can provide savings on energy and energy costs.

**Ability to change** - This review would give the Councils the opportunity to explain more about the installation of solar panels and by providing solar panels on Council buildings such as the Shoreham Centre would help improve the environmental resilience of the Adur District.

**Performance** - This review is about the lack of action taken by the Council in this area of work.

**Extent** - This review relates to corporate buildings in the Adur District but ultimately relates to the whole District with the opportunity to improve environmental resilience.

**Replication** - This issue has not been considered by another Committee.

**Expected Outcomes** - For the Council to agree to the installation of solar panels on Council buildings and for the Council to promote their installation more generally within the District to help improve environmental resilience in the Adur District.

**Does the proposed review link with the Council strategic objectives or does the Joint Overview and Scrutiny Committee have the ability to influence and/or add value on the subject?**

Links with Platform 3 in Platforms for our Places - Stewarding our Natural Resources. This contains a Commitment to improve environmental resilience in Adur and Worthing and with an aim to deliver solar panels on our corporate buildings. (NB - Work is already ongoing to provide solar panels on Adur and Worthing Council buildings and subject to relevant consents being obtained should commence later in 2017).

**How could this review be undertaken?**

The suggested review is for the Adur District but this issue is something which applies to both Adur and Worthing. If the issue is considered for both Council areas then it could be reviewed by the main Committee or alternatively referred to a small Working Group for Adur and Worthing.

**Recommendations from Joint Overview and Scrutiny Committee Chairmen/Vice-Chairmen:-**

That a report be presented to JOSC at the June 2017 meeting which provides the Committee with an update on the current status of the provision of solar panels on Council buildings and also plans for future solar panels elsewhere in the communities.

## **Joint Overview and Scrutiny Committee - Scrutiny Request 4**

**Issue** - The cost effective alternative options available for the provision of fitness centres that are currently run in the Adur District by Impulse Leisure

This review has been proposed and assessed below in accordance with the 'PAPER' criteria approved by JOSOC.

**Request from** - Councillor George Barton

**Public interest** - It is in the public interest for JOSOC to review this issue to explore alternative, more cost effective options for fitness centres in the Adur District to see if it is possible to provide better value for money and improve the quality of fitness centre provision.

**Ability to change** - There is the potential to review the current provision of fitness centres in the Adur District and recommend alternative provision/choice which could help improve the quality and availability of fitness centres.

**Performance** -. This review is not looking at the poor performance of the provision but is just looking at alternatives to compare and assess if the Council and the communities are obtaining value for money provision.

**Extent** - This review covers the provision of fitness centres in the Adur District.

**Replication** - There is no evidence that this matter has been considered elsewhere.

**Expected Outcomes** - For JOSOC to undertake the review of fitness centre provision provided by Impulse Leisure in the Adur District and to identify if any alternative provision can be provided by other operators.

**Does the proposed review link with the Council strategic objectives or does the Joint Overview and Scrutiny Committee have the ability to influence and/or add value on the subject?**

A review of this kind could help in the development of the new Sports Strategy for Adur and Worthing which is an activity and project contained in the new strategic vision 'Platforms for Our Places' - Platform 2 - Our social economies (Commitment to promote good physical and mental health).

JOSOC has the ability to scrutinise this issue and highlight any areas where improvements can be made and recommending if further action should be



taken.

**How could this review be undertaken?**

This review request relates to the Adur District but there is the potential to assess how fitness centre provision in Worthing is provided. The review could be undertaken by way of report to JOSC or to set up a Working Group.

**Recommendations from Joint Overview and Scrutiny Committee Chairmen/Vice-Chairmen:-**

That this request be deferred until Autumn 2017 to await the outcomes of further discussions.



## Worthing Local Plan - Update and Proposed Spatial Strategy

### Report by the Director for the Economy

#### 1.0 Summary

- 1.1 A new Local Plan is being prepared to provide the development strategy for the Borough to 2033. Much of the evidence base to inform the Local Plan is now in place and the first stage of consultation was undertaken in summer 2016. This report provides an update on recent progress, a summary of work still required and a revised timetable.
- 1.2 Informed by evidence the report indicates an emerging Spatial Strategy that will form the cornerstone of the Draft Local Plan that will be prepared for consultation later this year. It also proposes an approach to the allocation of sites for development and the protection of other areas.

#### 2.0 Background

- 2.1 The Worthing Core Strategy was adopted in 2011 and the intention was that it would help to guide development in the Borough until 2026. However, as explained in previous reports, it must now be reviewed to reflect latest national policy, particularly with regard to how Council's now need to plan for housing. As such, in 2015, the Council committed to replace the Core Strategy with a new Local Plan for the Borough.
- 2.2 The new Local Plan, which will look ahead to 2033, will need to balance the benefits of 'growth' against the potential impact of future development and the need to protect the environment. To do this it will need to:
- ❑ Aim to meet the objectively assessed development and infrastructure needs
  - ❑ Identify land where development would be inappropriate
  - ❑ Contain a clear strategy for enhancing the natural, built and historic environment.

- 2.3 To ensure that the Local Plan is found sound when scrutinised at Examination it must conform to national guidance / legislation and be based on robust evidence. Since the Council committed to this review work has focussed on updating key parts of the Council's evidence base to better understand the needs, opportunities and constraints within the Borough.
- 2.4 The views of interested parties form another key component of the evidence base and the first key stage of consultation (the Issues and Options stage) was undertaken in summer 2016.

### **3.0 Evidence Base**

- 3.1 Decisions taken within the Local Plan must be based on robust evidence. To ensure that the Council is able to make informed decisions much of the existing evidence has been updated whilst other work is being progressed to ensure that the approach taken forward in the draft Local Plan is one that is founded on the latest information. A brief summary of some key elements is set out below.

#### Housing

- 3.2 The Worthing Housing Study published in June 2015 provides an assessment of the objectively assessed housing needs (OAN) in the Borough. Using demographic projections and population forecasting the study concluded that the full OAN for housing in Worthing in the Plan period up to 2033 is 12,720 dwellings which equates to 636 dwellings per annum. If it were possible to deliver in full, this would represent more than a 20% increase in the number of dwellings in the Borough within a 20 year period. Provision for housing needs in the Plan can be less than the OAN but this is only possible if the Council is able to provide evidence to show how the adverse effects would significantly outweigh the benefits.

#### Landscape

- 3.3 In 2015 the Council's consultant's Hankinson Duckett Associates undertook a Landscape and Ecology Study of eight potential development sites located around the edge of the town. The outcome from that work was reported to Members and helped to inform the Issues & Options consultation document.
- 3.4 Since the publication of the 2015 study, and partly in response to comments received during the consultation, it became apparent that further work was required to ensure that the Council's evidence is robust. The additional 'landscape' assessment comprises the following three elements:
- Landscape & ecology assessment on two additional greenfield sites using the same methodology as the 2015 study:
    - Land east of Titnore Road (site 9)

- Land at Dale Road (site 10)

- In response to the very high levels of housing need and the need to test all opportunity sites 'positively' it was felt that a more detailed review of the areas identified in the 2015 study as having 'low' suitability for development should be undertaken. This fine grain analysis will assess the following areas:
  - Site 3B (part of the Upper Brighton Road site)
  - Site 5B (part of Chatsmore Farm site and adjoining land within Arun)
  - Site 8A (part of the North of West Durrington site)
- Assessment of the suitability of 'Goring Gap' sites for a Local Greenspace Designation. This work will review the criteria for designation and consider this against all relevant evidence, including that submitted by local interest groups to support their application.

3.5 The findings from this landscape assessment will, along with other evidence, help to determine the sites / areas which will be taken forward for development within the draft Plan and the sites / areas that should be protected.

#### Employment & the Economy

3.6 The Local Plan must also plan positively to meet employment needs and help to manage the competition between uses. The Worthing Economic Research and Employment Land Review (2016) Study concluded that the Council should:

- resist the loss of employment space
- encourage the intensification of existing sites
- allocate new sites for employment use (office and industrial floorspace)
- consider if any unmet need can be met elsewhere in the sub-region

#### Retail and Town Centre Uses

3.7 Initial findings taken from the Council's emerging Retail and Town Centre Study are that the retail hierarchy and town centre are performing relatively well. However, the retail/leisure offer could and should be enhanced to greatly improve Worthing's competitiveness and ensure that less 'spend' is lost to the surrounding areas. The Plan should therefore:

- protect and support the existing retail hierarchy
- reinforce character areas
- take advantage of key opportunities / development sites
- deliver new floorspace - Comparison goods (1,000sqm) Comparison goods (9,000sqm)

#### Other Evidence

3.8 Before the Draft Local Plan can be prepared for publication further studies / updates will be required on a range of topics including: transport; flood risk; and leisure. An Infrastructure Delivery Plan will run alongside the main Plan which will also be supported by a Viability Assessment. Ultimately, the Council's Sustainability Appraisal will be used to balance all evidence to ensure that the options being taken forward in the Plan deliver the most appropriate and sustainable development strategy.

#### **4.0 Issues and Options Consultation**

4.1 The Council's Issues and Options consultation document, titled 'Your Town–Your Future' was published in summer 2016. The purpose of the consultation was to invite comments from all interested parties on the challenges that had been identified and the options that could help to address them. Comments received have helped to ensure that the Plan has set off in the right direction and that it will cover the things it needs to cover.

4.2 'Traditional' consultation methods were used alongside an increased use of social media. Rather than simply recording the number of responses received the Council was, for the first time, able to quantify the level of engagement and interest through social media. As summarised within the Social Media Report, during the six week consultation period over 5,000 people clicked onto Facebook updates, 300 people interacted with posts on twitter and over 9,000 people viewed the interactive map that supported the consultation document. In total the Council received 261 responses, 20% of which were from groups/organisations.

4.3 The consultation report that was circulated to all Members provided a summary of all comments submitted to the Council. In general, there was support for the Vision and Objectives and agreement with the issues and challenges identified. A recurring theme was the need to protect all greenfield sites until such time that brownfield opportunities had been exhausted. In addition, a number of respondents promoted more sustainable solutions and a 'greener' Plan.

4.4 There was overwhelming support to allocate key previously developed sites as 'Areas of Change' because they offered the best opportunity to deliver regeneration and meet wider strategic objectives.

4.5 There were underlying concerns about developing on any greenfield sites, however the number comments received on individual opportunities varied significantly. The sites that received few comments or objections were:

- Upper Brighton Road
- The Caravan Club

4.6 The sites receiving few objections and a number of comments in support of

development, including an approach that would support their development (in principle) before allocation in the Plan were:

- ❑ Fulbeck Avenue
- ❑ Land north of West Durrington

(Bringing sites forward for development in advance of the Plan is explored in more detail within section 5 below).

- 4.7 A total of 15 representations were received on Beeches Avenue (Worthing Utd Football Club) with strong concern being raised in relation to access, air quality, flood risk and the impact on the South Downs National Park. Some Members may recall that following a Public Inquiry in 2006 an appeal in connection with the construction of 90 dwellings on land to the north of Beaches Avenue (excluding Worthing United's ground) was dismissed.
- 4.8 By far the most comments were received about the two Goring sites (Goring Gap South & Chatsmore Farm). Over 180 respondents (70% of the total) raised strong concerns about any possible development on these gaps. Respondents felt that the gaps must be protected due to: their landscape value; wildlife (particularly birds); flood risk; loss of agricultural land; and lack of infrastructure. Their protection would help to prevent coalescence and would ensure that an accessible natural greenspace was maintained in close proximity to the town. It is interesting to note that the majority of comments addressed both sites with only 4 responses differentiating between them.

## **5.0 Spatial Strategy**

- 5.1 The emerging Worthing Local Plan (WLP) must provide a clear direction for development in and around the town – which is to say that it must provide an overall spatial strategy. It is very important to get the spatial strategy right as it will influence a number of key policies to be included in the WLP. As such, and informed by evidence to date, it is the right time to start considering the most suitable approach for the Borough.
- 5.2 The strategy must make clear what is intended to happen in Worthing over the life of the plan, where and when this will occur and how it will be delivered. This is done by setting out specific allocations of land for different purposes. A policies map must support the Plan by illustrating geographically where policies will be applied.

### National Policy Context

- 5.3 At the heart of the National Planning Policy Framework (NPPF) is a presumption in favour of sustainable development and this must be reflected in the Worthing Local Plan. This means that the Council should positively seek to meet objectively assessed needs unless any adverse impacts of doing so would significantly and

demonstrably outweigh the benefits, when assessed against the policies in the NPPF.

5.4 Whilst the Plan must seek and support sustainable growth national guidance also requires that local circumstances to be taken into account including:

- recognising the intrinsic character of countryside;
- conserving heritage assets in a manner appropriate to their significance;
- focussing growth in locations which are, or can be made, sustainable;
- reusing previously developed land effectively;
- taking flood risk and coastal change fully into account;
- delivering adequate infrastructure alongside development; and
- giving preference to land of lesser environmental value when allocating land.

5.5 Therefore, although national planning guidance places a very strong emphasis on meeting development needs this must be balanced against other considerations. Ultimately, this 'balance' can impact on the level of development that can be delivered and this, in turn, will influence the overall spatial strategy.

#### The Local Context

5.6 Worthing is a tightly constrained compact town, situated between the South Downs National Park and the sea. There is little scope to grow beyond the current boundary to the east or west without merging with the urban areas of Ferring and Lancing and without damaging the Borough's character and environment. Furthermore, when considering options within the existing built up area there are very few vacant sites or opportunity areas that could deliver significant levels of growth.

5.7 As summarised in section 3 above, the Council's evidence base demonstrates that significant levels of development is needed to meet a range of needs, particularly for housing and employment. Whilst the Local Plan must seek to meet these needs it must also take account of constraints and valued assets. To inform these considerations the development strategy is shaped by a range of evidence including:

- the sub-regional planning context, in particular the Local Strategic Statement;
- the overall vision and objectives for the Borough;
- infrastructure capacity;
- environmental constraints;
- the views of interested parties
- the Sustainability Appraisal of options and policies.

5.8 The reality is that, when compared to many local authority areas, there are relatively few options for growth to test. It is therefore not surprising that, in many respects, the proposed spatial strategy for the Worthing Local Plan is similar to that adopted



in the Core Strategy (2011). This placed a strong emphasis on regeneration and transforming key sites within the urban area.

### Duty To Co-operate

- 5.9 Since the adoption of the Core Strategy there has been an increase in cross boundary work. This has helped to respond to the requirements of the Duty to Co-operate and allow for consideration of where unmet needs might be met. Given the limited opportunities available to accommodate the very high levels of housing need it is inevitable that not all of Worthing's identified needs will be met within the Borough. For this reason, the Council has been working with other local authorities across the sub-region to address strategic priorities (including how objectively assessed development needs can best be met) via the Duty to Co-operate and will continue to do so.

### Spatial Strategy - Core Principles

- 5.10 The spatial strategy outlined below seeks to achieve a balance between planning positively to meet the town's development needs (particularly for jobs, homes and community facilities) with the continuing need to protect and enhance the borough's high quality environments and open spaces within and around the town. The overarching objective is to provide a clear direction that will maximise appropriate development on brownfield land while adding sustainable greenfield urban extensions adjacent to the existing urban area. Ultimately, this approach will help to steer new development to the right locations whilst helping to protect those areas of greatest value / sensitivity.

<b>Regenerate Key Sites</b>
To help deliver housing and employment opportunities and bring forward brownfield sites 'Areas of Change' will be allocated. These development areas are already well served by sustainable transport and infrastructure and present the best opportunity to deliver positive change and renewal within the built-up area boundary. Particular emphasis has been placed on seeking to address issues within wards with higher levels of deprivation and the regeneration of key sites in the town centre / seafront. The redevelopment of these is critical to the overall delivery of housing and employment growth over the Plan period.
<b>Optimise the Potential of other Brownfield Sites</b>
The Government encourages using land effectively by reusing sites that have been previously developed. In response to this, all sites within the Borough that have development potential have been positively assessed. The Plan encourages development to come forward on suitable brownfield sites (through, for example, conversions, redevelopment and changes of use). As land is limited it is vitally important to develop it efficiently. The density of development should be

appropriate for its proposed use and also relate well to the surrounding uses and the character of the area. To balance the impact of growth the strategy also seeks to ensure that key employment sites are safeguarded and improved, or replaced with an enhanced facility.

#### **Positively Reviewing Edge Of Town development Sites**

Given the levels of development needed and the requirement to plan positively to meet housing needs, brownfield sites alone are not sufficient. The Plan has therefore assessed the potential for development from all possible sources. This includes all edge of town opportunities around the Borough (including greenfield sites) that could contribute towards the meeting these needs. Evidence which demonstrates that specific sites are sustainable, deliverable and viable has informed the decision to allocate X (TBC) edge of town sites for development in the Plan. The proximity of these development sites adjacent to existing urban areas will allow for integration with existing communities and access to nearby facilities, services, and public transport.

#### **Protect Valued Open Space and Landscapes and Avoid Coalescence**

All edge of town sites have been positively tested to see if they could accommodate development. However, when considering these options the Council must also recognise environmental constraints. Consistent with the NPPF, the spatial strategy seeks to avoid adverse impacts on those areas where development should be restricted. The spatial strategy therefore seeks to manage the pattern of development and prevent settlement coalescence through the use of the Built Up Area Boundary and countryside / gap designations. This will help to ensure that development is sustainably located, that the most valued and sensitive landscapes (including the coastline) are protected and that the existing character of Worthing is maintained. As the population density of Worthing increases, the demand for and use of parks and open spaces throughout the borough will increase. The Plan therefore seeks to protect and enhance these assets and promote health and well-being in our communities.

#### Site Allocations

5.11 To help deliver the Spatial Strategy and meet development needs the Local Plan will include policies that will encourage the appropriate development of brownfield sites. In addition, the Plan will allocate a number key of sites for development. These are split into two types:

- ❑ **Areas of Change (AOCs)** - these are the key regeneration (previously developed) sites within the existing built up area boundary
- ❑ **Edge of Town Allocations (ETAs)** - these include greenfield sites and sites that were previously located outside the built-up area boundary

5.12 Development of these sites must contribute towards meeting the Vision and

Strategic Objectives identified in the Plan. Delivery as proposed will contribute towards the delivery of the housing and employment needed within the borough and will also help to address wider community infrastructure needs.

- 5.13 For each site the Local Plan will sets out:
- a description of the site;
  - the challenges that would need to be addressed;
  - potential solutions to these challenges and;
  - site specific development principles (including proposed uses) that must be addressed.

### Areas of Change

- 5.14 At this stage it is considered that the draft Local Plan would allocate the following 12 sites as Areas of Change (the list may change depending on emerging evidence and discussions with landowners). All of these sites are previously developed and located within the built-up boundary of the town. They are sites where changes are expected and promoted and which provide the best opportunities to meet regeneration objectives. Work to deliver some of these opportunities has gathered pace in recent times and their regeneration continues to be a corporate priority that also achieves support across the sub-region.

AOC1	Aquarena	AOC7	Martlets Way
AOC2	Stagecoach, Marine Parade	AOC8	Decoy Farm
AOC3	Grafton Site	AOC9	HMRC Offices, Barrington Rd
AOC4	Union Place South	AOC10	Centenary House
AOC5	Teville Gate	AOC11	Town Hall Car Park , Stoke Abbott Rd
AOC6	British Gas Site, Lyndhurst Rd	AOC12	Columbia House

### Edge of Town Sites

- 5.15 Given that brownfield sites alone will not be sufficient to meet development needs to 2033 all potential opportunities around the Borough were considered 8 sites were tested in the Landscape Assessment (2015) and then included as potential development opportunities within the Issues and Options consultation document.
- 5.16 The evidence collected to date provides a good initial understanding of which sites the Council may need to protect from development and which might be suitable to help contribute towards meeting, at least, part of the Council's future housing need. The landscape study findings therefore provide a clear steer as to which sites warrant further testing. The table below reflects the likely way forward for each edge of town opportunity. **However, it is important to note that the proposed designation/allocation of sites within the Draft Local Plan will only be**

**determined once further evidence has been gathered, particularly in relation to such issues as transport, flood risk and an infrastructure capacity review.**

Edge of Town Opportunities – Likely Way Forward

<b>Protect</b>	- Goring – Ferring Gap (South)
<b>Protect / Test</b> (test potential for development in south west corner of site).	- Chatsmore Farm
<b>Potential allocations</b> (Subject to further testing)	- Beeches Avenue (Worthing Utd) - Upper Brighton Road - Caravan Club (part)
<b>Allocations</b> (Consider bringing forward in advance of the Local Plan – see paragraph 5.23 below).	- Land North of West Durrington - Land at Fulbeck Avenue
<b>‘New’ sites – Further testing required</b>	- Land at Dale Road - Land East of Titnore Lane

5.17 Informed by existing and emerging evidence, Officers will draft policies for inclusion in the Draft Local Plan. Site allocations, that will be used to designate sites for development, will establish key development principles including likely development yield and the appropriate mix of uses. The Plan must also clarify what form of designation will be used to protect the edge of town sites that evidence has demonstrated are not appropriate for development. Work will be undertaken to establish the most appropriate form of designation and use for these sites and consideration will be given to a range of options including ‘countryside’, ‘gap’ and ‘Local Green Space’ policies.

Development Capacity

5.18 The Local Plan must establish the development targets for the Borough. As explained above, using evidence, these will reflect:

- demographic projections and the likely future population;
- the amount of land available for new homes and business;
- the need to provide for a variety and mix of homes;
- the need to deliver new and improved sites to meet the needs of new and existing businesses;
- the capacity of infrastructure to meet existing and future needs;
- the need to provide land for other essential uses (e.g. open space and community facilities);

- and the need to respect the historic, built and natural environment of the town.

- 5.19 Officers have undertaken an initial capacity assessment which has been informed by the emerging spatial strategy and the sites that, at this stage, are considered to be likely to be allocated for development. This 'evidence-led' work has demonstrated that a realistic housing capacity figure for the Borough from 2016 to 2033 could be approximately 4,700 dwellings. This equates to approximately 280 dwellings per annum which is a delivery rate 40% higher than previously planned for within the Worthing Core Strategy.
- 5.20 Whilst the indicative capacity figures set out above are liable to change as the Plan progresses, it is abundantly clear that, despite taking a positive approach to development, the likely delivery rate for housing will fall significantly below the Objectively Assessed Need. This work indicates that, using the current assumptions, approximately 46% of the overall housing need will be met and that this would result in a shortfall in housing delivery over the Plan period of 6,900 dwellings.
- 5.21 The Plan will need to consider the consequences of this level of shortfall and the impacts that this will have on the local housing market and the wider economy. Furthermore, this level of unmet need places even greater importance on Duty to Co-operate considerations. It will be vital that the Council continues to work with other local authorities within the sub-region to address strategic matters.

#### Consideration of Edge of Town sites within the Built Up Area Boundary

- 5.22 Two of the edge of town opportunities (Fulbeck Avenue and Land north of West Durrington) are already located within the existing built up area and, in many respects, have been previously tested as part of the wider strategic development at West Durrington. The landscape study concluded that parts of these sites had medium and high potential to deliver new development.
- 5.23 Given the above, the following question was asked within the Issues and Options consultation document: 'In light of significant housing needs should the Council take a positive approach and look to bring forward these sites in advance of the adoption of the new Local Plan?' As reported above, most of the respondents that replied to this question either agreed or raised no objection to this suggestion.
- 5.24 Against the backdrop of significant and growing housing need the Council must, where possible, continue to take positive steps to bring forward sustainable opportunities to deliver new development. In response to existing evidence and the general support for this approach expressed during the consultation, it is felt that the Council should take a positive view on these two sites coming forward for development in advance of the adoption of the new Local Plan. Again, given the existing evidence and the location of the sites within the built up area, it is not felt

that this approach would set an undesirable precedent.

- 5.25 If the Council does indicate broad support for the presumption of development on these sites, would still require a robust consideration of all issues relevant to the determination of any similar planning application. This will be principally relevant to the consideration of proposals for the western part of the land north of West Durrington site which evidence has shown to be particularly sensitive.

## **6.0 Next Steps and Revised Timetable**

- 6.1 As explained in Section 3 above, the Council will continue to progress a range of evidence to inform the Draft Local Plan. This will include the testing of all options through a transport model and the Sustainability Appraisal. This, along with liaison with landowners / developers, will help to inform the sites that will be taken forward to reflect the proposed Spatial Strategy. The Council will also need to respond to any changes to planning guidance / legislation and reflect the proposed direction set out in the Housing White Paper.
- 6.2 As Members will be aware, the hearing sessions for the public examination of the Adur Local Plan have just ended. The issues addressed during the hearings and, ultimately, the Inspector's findings will provide Worthing Borough Council with a clear steer as to how challenges should be addressed within the Worthing Local Plan. Much of the evidence used to inform the Adur Local Plan follows the same methodology as that being applied in Worthing. In this regard, it is reassuring to note that this was largely unchallenged during the Examination and in some instances was given an early (informal) endorsement by the Inspector.
- 6.3 To ensure that the timetable for the progression of the Local Plan is realistic and up-to-date the Council's Local Development Scheme (LDS) has been revised. The revised LDS (attached as Appendix A) is a public 'project plan' that establishes a three year work. This version of the LDS, when adopted, will cover the period 2017-2019 and will supersede the previous version published by the Council in 2015.
- 6.4 The LDS sets out the programme for the production of the new Local Plan, including key milestones and information on when people will have an opportunity to be involved in the process. The timetable indicates that the Draft Local Plan will be published for consultation later this year before the submission version of the Plan is prepared for Examination in 2018. Ultimately, it is hoped that the Council will be in a position to adopt the new Worthing Local Plan early in 2019.

## **7.0 Legal**

- 7.1 The Worthing Local Plan will be prepared in accordance with the Planning and Compulsory Act 2004, the Town and Country Planning (Local Planning) (England)

Regulations 2012 and the Localism Act 2011.

## **8.0 Financial implications**

8.1 There are some significant, costs attached to the progression of a new Local Plan. Most of these costs relate to the evidence base required to make informed decisions within the Plan but there are also costs associated with consultation stages and the Examination. The production of the Local Plan, as timetabled in the Local Development Scheme, is to be funded by the existing service budget.

## **9.0 Recommendation**

9.1 The Joint Overview and Scrutiny Committee is recommended to consider the Officer's report and decide what comments, if any, it wishes to pass on to the Planning Committee (22nd March) prior to consideration by the Joint Strategic Committee (4<sup>th</sup> April 2017). In particular, comments are invited on:

- a) The emerging Spatial Strategy based on the currently available evidence base;
- b) The principle of supporting development coming forward on the two edge of town sites that lie within the existing built up area in advance of the Local Plan and;
- c) The timetable for the progression of the Worthing Local Plan set out in the revised Local Development Scheme (Appendix A).

### **Local Government Act 1972 Background Papers:**

Worthing Local Plan Issues & Options Consultation Document  
Local Development Scheme 2017 (Appendix A)

Worthing Core Strategy 2011  
Platforms for Our Places

**Contact Officer:**

Ian Moody,  
Principal Planning Officer,  
Planning Policy Team (Portland House)  
Contact No: 01273 263009  
Email: [ian.moody@adur-worthing.gov.uk](mailto:ian.moody@adur-worthing.gov.uk)



## **Schedule of Other Matters**

### **1.0 Council Priority**

1.1 'Platforms for Our Places' in particular, Our Financial Economies

### **2.0 Specific Action Plans**

2.1 Establish an up to date planning framework for Adur and Worthing to prioritise areas for growth and provide a clear platform for the future growth and development of our places and the protection of key environmental assets.

2.2 An adopted planning framework will also help to underpin a clear regulatory service for development management, help facilitate business growth and meet future housing and community needs.

2.3 The timetable for the progression of a new Local Plan is set out in the Council's revised Local Development Scheme - 2017 (Appendix A)

### **3.0 Sustainability Issues**

3.1 The Government requires that all Development Plan Documents (including Local Plans) be subject to a formal sustainability appraisal. The Local Plan will aim to promote sustainable development.

### **4.0 Equality Issues**

4.1 The Plan will be the subject of an Equalities Impact Assessment. It will aim to ensure that all groups in Worthing have equal access to the spatial opportunities offered by the new Development Plan. For example, the provision of affordable housing and sustainable transport initiatives are key issues to be addressed through the new plan to help promote equal opportunities.

### **5.0 Community Safety Issues (Section 17)**

5.1 The new Local Plan will consider community safety issues.

### **6.0 Human Rights Issues**

6.1 Matter considered – no specific issues identified.

### **7.0 Reputation**

7.1 The delivery of a new Local Plan will meet the spatial needs of the Borough and therefore have a positive impact on the reputation of the Council.

### **8.0 Consultations**

8.1 Formal and informal stages of consultation with the public and all relevant stakeholders are integral to the development of a new Local Plan. As a minimum, consultation will be

undertaken in line with the Joint Adur and Worthing Statement of Community Involvement (Dec 2012).

- 8.2 Members of the Council (particularly the Local Plan Member Working Group) will be involved in the progression of the new Local Plan at all appropriate stages.

## **9.0 Risk Assessment**

- 9.1 There is a statutory duty on the Council to produce an up-to-date Development Plan. Failure to meet the milestones as set out in the Council's Local Development Scheme could impact on a number of this Council's priorities including economic and social regeneration as well as the delivery of affordable housing.

- 9.2 Failure to get a new Development Plan in place in a timely manner may impact on local control when determining applications and increase the risk of speculative development proposals.

## **10.0 Health & Safety Issues**

- 10.1 Matter considered and no issues identified.

## **11.0 Procurement Strategy**

- 11.1 Matter considered and no issues identified

## **12.0 Partnership Working**

- 12.1 The Government's Duty to Co-operate places a requirement on Local Planning Authorities to work with neighbouring authorities to address strategic issues. Work to address this need is on-going and will continue as the Plan is advanced.

- 12.2 Given that the Local Plan for Adur District Council is well advanced, officers will consider best practice and elements/policies in that Plan that will also be relevant to the new Worthing Local Plan. Where appropriate, evidence studies will be procured jointly with Adur DC and other neighbouring planning authorities.

# Local Development Scheme

## 2017-2019



## Index

Section		Page
1	Introduction	2
2	What is the current Development Plan?	2
3	The new Local Plan	2
4	The Plan making process	3
5	Timetable for the Worthing Local Plan	5
6	Other areas of work	6
7	Resources	6
8	Risk assessment and monitoring	7

**Worthing Planning Policy  
Worthing Borough Council  
Portland House  
44 Richmond Road  
Worthing  
West Sussex  
BN11 1HS**

**[planningpolicy@worthing.gov.uk](mailto:planningpolicy@worthing.gov.uk)**

**01903 239999**

## **1.0 Introduction**

- 1.1. Local planning authorities are required to prepare a Local Development Scheme (LDS). The LDS is a public 'project plan' identifying which planning policy documents will be produced. It establishes a three year work programme that allows stakeholders to understand the current and proposed planning policy framework for the area and the associated resource implications. This version of the LDS, when adopted, will cover the period 2017-2019 and will supersede the previous version published by the Council in 2015.
- 1.2 Changes to the planning system at the national level have had significant implications for the work programme in Worthing and, as a consequence, a full review of the Council's adopted Core Strategy has commenced. This LDS sets out the programme for the production of a new Local Plan, including key milestones and information on when people will have an opportunity to be involved in the process.

## **2.0 What is the current Development Plan?**

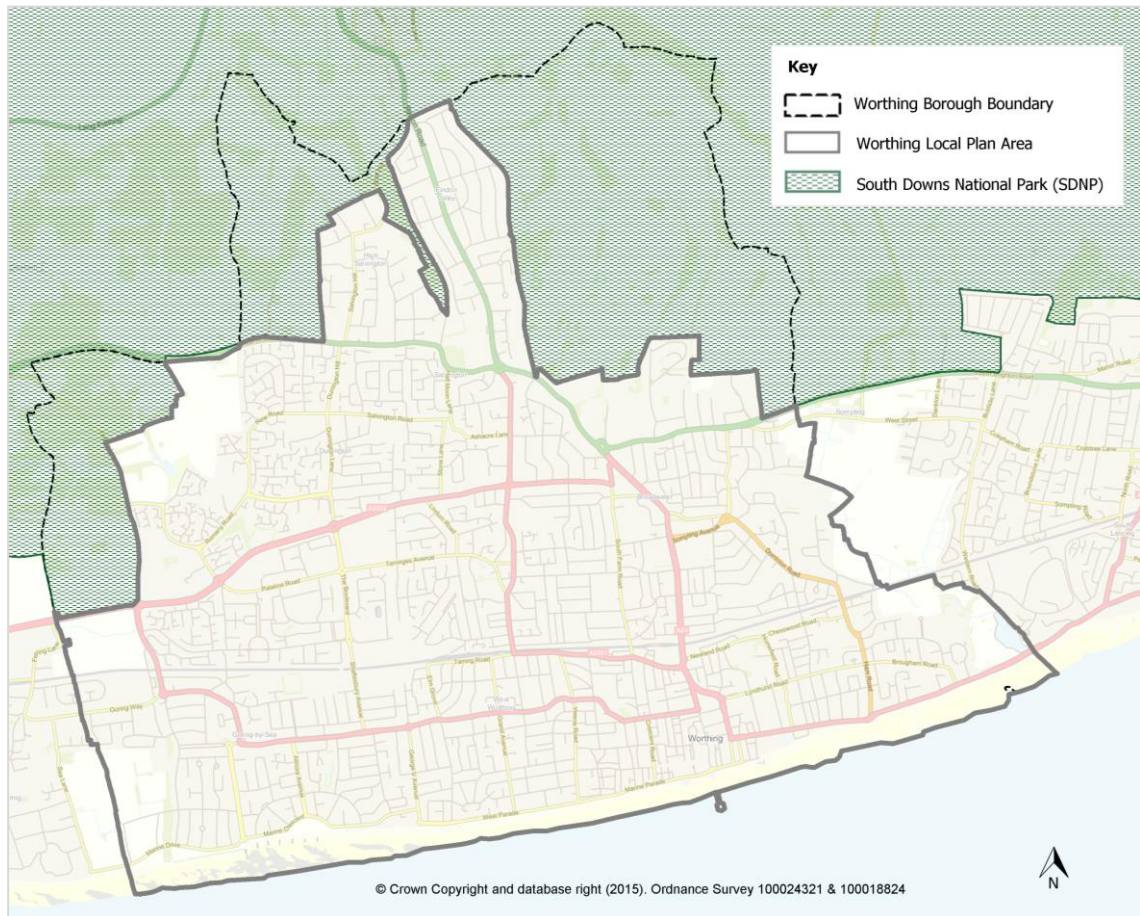
- 2.1 At the time of publishing this LDS the Development Plan for Worthing consists of:
  - Worthing Core Strategy 2011
  - Saved policies from the Worthing Local Plan 2003 (see appendix 6 of the Core Strategy)
- 2.2 West Sussex County Council is the Minerals and Waste local planning authority and the policy framework for these matters is contained in:
  - West Sussex Waste Local Plan - 2014
  - Saved policies from the West Sussex Minerals Local Plan – 2003 (West Sussex County Council & the South Downs National Park Authority are currently preparing a new Joint Minerals Local Plan and the Proposed Submission Draft was published in January 2017).
- 2.3 In addition to the above, the Council has published a number of non-statutory planning guidance documents which have been produced to support planning policies. These will continue to be material planning considerations as long as the principles are in general conformity with national policy.

## **3.0 The New Local Plan**

- 3.1 Following the adoption of the Core Strategy (2011) the Council established a work programme to support and deliver the Vision, Strategic Objectives and policies that had been established. A number of documents to support these aims were put in place. However, in response to changes to the planning system, the Council committed to a review of the Core Strategy and this was reflected within the previous version of the LDS published in 2015.
- 3.2 The new Worthing Local Plan, when adopted, will become the primary basis upon which all planning decisions are made in the Borough. It will contain Development Management policies and site allocations for a range of uses including housing and employment. Whilst the Worthing Local Plan is the only Development Plan Document programmed within this LDS other areas work will be progressed by the Planning Policy Team (see section 6).

- 3.3 As reported below, good work has been made on the progression of the new Local Plan and most of the steps and targets set out in the previous version of the LDS have been met. However, to allow adequate time for evidence gathering and stages of consultation the timetable for Local Plan progression has been extended. This is reflected within the table on page 5.
- 3.4 The Local Plan will cover Worthing Borough excluding the area within the South Downs National Park (see map below). The South Downs National Park Authority is the local planning authority for the South Downs National Park area.

Area to be covered by the Worthing Local Plan



**4.0 The Plan Making Process**

- 4.1 The process of preparing and adopting Development Plans is set out in the Town and Country Planning Regulations 2012. A summary of this process is set out below and then incorporated within the work programme.

Evidence

- 4.2 Plans must be prepared within the context of national policy. They should be in accordance with this unless strong local evidence indicates that variation from this would provide better outcomes in the specific local context. As reported within the

Council's Annual Monitoring Report a number of background studies have been published (or are being progressed) to ensure that the evidence base is up-to-date.

- 4.3 A key part of the evidence base is the sustainability appraisal. The appraisal is a systematic, iterative process, integrated into each phase of Plan production to ensure that the Plan proposes the most sustainable pattern of future development possible.
- 4.4 A statutory Duty to Co-operate has formalised working arrangements between councils and service providers. This ensures partners are fully engaged in the plan preparation process. Work to address the requirements of the Duty to Co-operate will continue and is reported within the Annual Monitoring Report.

#### Public Participation and Engagement

- 4.5 Community involvement is a key component in shaping the content of the Local Plan. This is an iterative process involving several rounds of engagement in addition to ongoing discussions with interested parties. Public participation will be guided by the Council's Statement of Community Involvement (Dec 2012) and the scale and nature of community involvement will vary according to the stage reached.
- 4.6 Planning regulations encourage extensive early public participation in the preparation of the Local Plan. In response to this, the Council launched the review in 2015 to explain the context of this work and encourage all interested parties to participate in the development of the Plan. Subsequently, an Issues and Options consultation was undertaken in summer 2016. This consultation identified the challenges facing the borough and the options that could help address them. The Council asked for views on how best to balance growth and regeneration across the borough to meet future needs whilst at the same time protecting the things that are valued about the town.
- 4.7 Comments received during the Issues & Options consultation will now help to inform the drafting of the Local Plan which will be prepared for consultation in autumn 2017.

#### Submission and Examination

- 4.8 Informed by relevant up-to-date evidence and the responses made on the draft Plan, the Council will prepare the Local Plan for formal publication (expected summer / autumn 2018). Once published, representations will be invited on issues of soundness and legal compliance. The Council can make limited, minor amendments to the published document at this stage before submitting it (and the representations made) to the Secretary of State and the Planning Inspectorate.
- 4.9 Once the Local Plan, its sustainability appraisal and all other supporting documentation have been submitted they will be examined by an independent Inspector. The Inspector is charged with examining whether: the document complies with legislation; the duty to co-operate has been met; and whether the proposed plan is sound. If found to be 'sound' the Council can then adopt the Local Plan.

## 5. Timetable for the Worthing Local Plan

### Stages Undertaken

Local Plan Stage	2015				2016			
	Spring	Summer	Autumn	Winter	Spring	Summer	Autumn	Winter
Updating of evidence								
Initial stakeholder engagement								
Issues & Options consultation								

### Timetable 2017-2018

Local Plan Stage	2017				2018				2019
	Spring	Summer	Autumn	Winter	Spring	Summer	Autumn	Winter	Spring
Updating of evidence									
Draft Worthing Local Plan Consultation									
Pre Submission Consultation									
Submission									
Examination									
Adoption									

Note: The Sustainability Appraisal will be advanced alongside the Local Plan



## **6.0 Other areas of Work**

### Community Infrastructure Levy (CIL) and Developer Contributions

- 6.1 The Community Infrastructure Levy is a mechanism through which Councils can collect financial contributions from developers toward identified infrastructure needs. The Borough's CIL Charging Schedule came into effect on 01/10/15. The Borough CIL operates in conjunction with the Council's Developer Contributions SPD.

### Neighbourhood Plans

- 6.2 Neighbourhood Plans (NP) give communities the opportunity to come together through a local Parish Council or a Neighbourhood Forum (where there is no Parish Council - as is the case in Worthing) and state where they think new development should go. The matters to be addressed in a NP must be in line with national policies and also the strategic policies in the Local Plan. The creation of NPs is a partnership between the local community and the Council who can advise and support the process. There are currently no NPs currently being progressed in Worthing.

### Supplementary Planning Documents (SPDs)

- 6.3 Supplementary Planning Documents (SPD) provide greater detail on policies within the Council's Development Plan and support decisions on planning applications. The Council has in place a number of SPDs covering a range of topic areas. These, and other guidance documents, can be viewed using the link below. Given the focus being placed on the production of a new Local Plan there are no new SPDs currently programmed within this LDS. However, any new documents that may be produced will be reported within the Annual Monitoring Report.

[www.adur-worthing.gov.uk/worthing-ldf/spd-and-guidance](http://www.adur-worthing.gov.uk/worthing-ldf/spd-and-guidance)

### Infrastructure Delivery Plan

- 6.4 The Council's Infrastructure Delivery Plan will be updated to ensure that there is a good understanding of current infrastructure needs and the services and facilities required to support additional growth.

## **7.0 Resources**

- 7.1 Worthing Borough Council has committed to the adoption of a new Local Plan. Whilst the Planning Policy Team will take the lead in this work, other teams within the Council will be involved at appropriate stages as the Plan is progressed. There are strong project management arrangements and reporting structures in place to coordinate and monitor progress. Progress on the Local Plan will be reported to the quarterly meetings of the Local Plan Member's Working Group.
- 7.2 Expertise will be sought where relevant from other partners such as the County Council. Consultants may also be engaged on specific projects where there is a lack of capacity in-house, or specialist research is required. The existing Planning Policy budget makes allowance for anticipated costs of Local Plan production, including funding for specialist consultancy work and Examination.

## **8.0 Risk Assessment and Monitoring**

- 8.1 Whilst the timetable for the Local Plan review set out in this LDS provides the best indication of the work programme there will always be a level of uncertainty associated with work of this nature. For example, there may be an issue with staff retention / recruitment and the level of public engagement / interest is often difficult to forecast. Furthermore, the national planning context may change. In this regard, the Government has recently published a range of consultations on changes to planning for housing in their White Paper and this may influence the future work programme.
- 8.2 The following arrangements will help to mitigate against risks and will ensure that planning documents are progressed in line with this LDS:
- Project management and reporting arrangements will ensure that the Local Plan is advanced in a transparent manner and that any risks / issues are identified and considered in a timely manner
  - Additional resources may be required in periods of heavy workload
  - Consultants may be appointed on short-term contracts to undertake specialist technical studies
  - Joint working will take place with neighbouring authorities when appropriate
  - Advice on procedural matters and any changes to legislation will be sought from the Planning Inspectorate and the Planning Advisory Service
- 8.3 The LDS will be continually monitored and regular updates will be provided on the Council's website and through the Planning Policy Newsletter. A more formal review of progress will be set out in the Council's Annual Monitoring Report. Any significant amendment to the timetable proposed may mean that this LDS will need to be reviewed.