

# Public Document Pack

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A meeting of **Cabinet** will be held in Committee Room 2, East Pallant House on **Tuesday 5 September 2017 at 9.30 am**

MEMBERS: Mr A Dignum (Chairman), Mrs E Lintill (Vice-Chairman), Mr R Barrow, Mr J Connor, Mrs P Hardwick, Mrs J Kilby, Mrs S Taylor and Mr P Wilding

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## **Chichester District Council**

### **Corporate Debt Recovery Policy**

(Updated June 2017)

## 1. Introduction

The Council raises a significant proportion of its total income through local taxes and charges. These sources of income provide core funding for the Council's services therefore we must adopt a policy to support the maximisation of debt recovery and income collection ensuring that billing, collection and recovery of all sums due are managed in a cost effective, consistent and sensitive manner.

Sums due to the Council can be a mixture of statutory and non-statutory charges. The methods for billing and recovery of statutory debts are tightly prescribed by statute and our practices must take these legislative requirements into account.

The Council also has wide ranging social responsibilities covering its various services so it is not possible to have one standard approach for the recovery of all types of debt, and specific arrangements are required to ensure that all client groups are dealt with fairly and appropriately.

This document sets out the general principles Chichester District Council will apply to debt management across the services we provide.

## 2. Aims

The aim of this Corporate Debt Policy is to achieve the prompt collection of sums of money due to the Council and to maximise collection **rates** whilst ensuring that a fair, proportionate and consistent approach is taken to the recovery of sums that are not paid when due with the aim to avoid increased indebtedness.

## 3. Objectives

The objectives of this policy are to;

- Apply best practice and transparency to debt collection,
- Ensure a professional and timely approach to recovery action,
- Maximise levels of income collected by the Council,
- Treat individuals consistently and fairly and in accordance with the Council's Equalities Strategy,
- Promote a coordinated approach towards managing multiple debts owed to the Council,
- Ensure that people in genuine financial difficulty are supported to claim any benefits they are entitled to and where appropriate are signposted towards free debt advice,
- Acknowledge that some people struggle to pay their bills and to adopt a more preventative approach to indebtedness where appropriate
- Ensure that vulnerable people are supported to manage their financial affairs effectively, including the payment of debt.

## 4. Guidelines and procedures

### Good Practice

The Council's primary aim is to achieve best practice in the collection of debt. To achieve this it will follow the principles set out below under four key themes;

### Timely Dealings

- Issue requests for payment promptly and accurately,
- Respond to all enquiries promptly and courteously,
- Respond quickly to notifications of changes in circumstances and applications for exemptions, discounts and reliefs,
- Open communications promptly with customers to resolve difficulties with paying sums due
- Commence action to recover unpaid amounts promptly to avoid the accumulation of arrears,
- Instigate statutory and legal proceedings promptly in a timely manner where sums due are not paid, to avoid debts mounting, and when other efforts of support have failed,

### Effective & Efficient Processes

- Provide clear bills, invoices, reminders and recovery notices in plain English which show clearly what to pay, when to pay it and how to pay,
- Make it as easy as possible to pay bills by offering a wide choice of convenient payment options,
- Ensure that all debt recovery documents are clear and inform the debtor of the consequences of not paying,
- Publish clear information detailing recovery procedures, consequences of not paying and the options available to the Council to recover unpaid debts,
- Provide information about discounts, reliefs, council tax reductions, exemptions, discretionary housing payments and housing benefit and encourage the take-up of entitlement,
- Make it easy to contact the Council through a range of options including, by telephone, by e-mail, in writing and face to face at the Council's offices,
- Signpost to free sources of independent money and debt advice,
- Keep all procedure notes associated with this policy up to date and relevant.

### Co-ordinated Approach

- Ensure that all departments co-ordinate to manage multiple debts owed to the Council,
- Assist customers who have a legitimate dispute against the liability through to resolution,
- The Council will provide assistance to Enforcement Agents relating to any queries to confirm that the correct action has been taken,
- Monitor enforcement action – through our quality control and expectations of Enforcement Agents,

### Fairness

- Recover the full cost of enforcement action from the debtor, but avoid imposing unnecessary or excessive charges,
- Respect the debtor's privacy by conducting enforcement activity as discretely as possible,
- Wherever possible use the least severe method of recovering a debt (subject to the method realising payment in a suitable period of time),
- Be proactive in identifying vulnerable people (see appendix A) and provide them with advice and assistance to help them to meet their financial obligation to the Council,

## Responsibilities of Debtors

The Council expects any person or organisation that owes a sum of money to the Council, or should have a liability to pay, to comply with any and all legal obligations in respect of the liability or potential liability. The Council's commitments to a fair debt collection process are set out in this Policy and it is the Council's expectations that those owing sums to the Council will contribute to this process by abiding with the following principles;

- Pay amounts due promptly to ensure receipt by the Council on or before the date that payment is due,
- Follow instructions provided regarding the making of payments to ensure payments are credited correctly against the amount due,
- Inform the Council promptly of any changes to their circumstances that may affect the amount to be paid or the ability to pay,
- Notify the Council or the Enforcement Agent promptly if their address changes,
- Contact the Council promptly if it is believed the amount charged is not correct, both where the amount may be too much or too little,
- Contact the Council promptly if they are unable to pay an amount that is due.
- Where possible to produce evidence of proof if requested to enable appropriate action to be taken.

## Arrangements for repayment of arrears

Anyone experiencing difficulty in making payment when it is due is encouraged to contact the Council at the earliest opportunity to discuss repayment options. Contact details can be found on all of the bills, invoices and recovery notices issued by the Council. Where contact is made consideration will be given to entering into an individual repayment arrangement based on the debtor's personal circumstances. The Council's staff will seek to obtain as much information as possible about the debtor's circumstances, as considered necessary, including their engagement with any third party debt advice support, in order to make the best assessment of their ability to pay and to determine a realistic payment arrangement. More detailed information is likely to be required where the debtor claims to be unable to pay the debt over a short space of time and where the debt will not be repaid in full by the end of the financial year.

Where a debtor refuses to divulge any information that is considered essential to assessing their ability to pay then it is unlikely that a payment agreement will be entered into.

The Council collects a range of debts some of which have more serious consequences than others when there is non-payment. The following shows the consequences of certain debts. It is the Council's intention that customers should understand the se potential consequences of non-payment of the debt, ~~with a view to minimising the effects.~~

- Council Tax – can result in imprisonment.
- ~~Fuel debts – can result in disconnection.~~
- ~~Mortgage arrears – can result in repossession.~~
- ~~Income Tax and VAT – can result in bankruptcy or imprisonment.~~
- Court Fines (e.g. for traffic offences) can result in possession of goods or imprisonment.
- Residential Rent arrears – can result in eviction and removal from the Housing Register.

- ~~Hire Purchase – can result in repossession of e.g. a car – which may be considered essential if needed for work.~~
- ~~Commercial rent arrears – can result in the loss of business premises.~~
- ~~Services provided by the Council – can result in the withdrawal of the service.~~

Priority debts such as mortgage arrears and income tax arrears will be taken into consideration when making an arrangement to pay and other debts will be taken into consideration after priority debts have been considered.

## Vulnerable People

The Council recognises that some members of the community may be considered to be more vulnerable and, therefore, may require additional support in dealing with their financial affairs.

Vulnerability does not mean that a person will not be required to pay amounts they are legally obliged to pay. However, where a person is recognised to be vulnerable consideration should be given to;

- Allowing longer to pay,
- Postponing enforcement action,
- Assisting the person to claim benefits, discounts or other entitlements,
- Supporting people to access ~~Referring the person to~~ sources of independent advice,
- Providing information in an accessible format,
- A temporary payment arrangement with lower repayment than would normally be agreed.
- Where appropriate engagement with third parties in order to assist the debtor with their financial affairs
- Returning debt to Chichester District Council

The cause of vulnerability may be temporary or may be permanent in nature and the degree of vulnerability will vary widely. In some circumstances it will be appropriate to liaise with or seek further advice from other agencies that may be involved in working with the customer.

The definition of vulnerability can be found in the appendix A to this document.

## Enforcement Action

Any Enforcement Action will be undertaken in a manner which is consistent with the requirements of the Taking Control of Goods Regulations 2014 or any other applicable legislation relevant to the type or debt or arrears. Commencing recovery action promptly ensures that the debtor is reminded of the requirement to make a payment as early as possible; allowing them the opportunity to bring payments up to date before the debt increases or more severe action to recover payment is commenced.

The Council will contact promptly in writing, within the appropriate legislative timescale, any person or organisation that fails to make a payment to inform that the payment is overdue, the payment options available and the consequences of failing to pay.

If payment or an arrangement for payment is not made enforcement action will be taken.

## The scope and delivery of this policy

The scope of this policy applies to a diverse range of statutory and non-statutory charges. The methods for billing and recovery of statutory debts are tightly prescribed and this policy and our practice must take these legislative requirements into account. To meet these needs ~~our existing up to date~~ procedure notes are ~~being reviewed~~ kept to ensure that they underpin this policy. The procedures in question are;

- Council Tax
- National Non Domestic Rates better known as Business Rates
- Business Improvement District Levy better known as BID levy
- Housing Rents
- Housing Benefit Overpayments
- Other sundry debts owed to the Council, which include but are not limited to invoices for trade refuse collection services, commercial property rents, building control fees, Homefinder rent in advance and deposit bonds and annual licencing fees
- Car Parking Enforcement Debts

~~A series of flow charts will be developed to provide transparent and accurate information in support of this policy.~~

A dedicated web-page ~~has been~~ will be designed and will continue to be developed to ensure that customers have clear and easy access to the information they need when dealing with a bill, invoice or recovery notice. This will include signposting to free sources of independent money and debt advice for those customers who may need further assistance.

## Vulnerable Customers

Whilst the Council accepts that vulnerability is not in its self a cause of debt, but can mean an inability, temporary or otherwise, for people to manage their liabilities due to lack of funds or the ability to manage their financial affairs.

So the ~~The~~ Council will be vigilant for the signs and symptoms of “vulnerability” to safeguard our most vulnerable customers and reassure them.

Customer who may be considered vulnerable may fall into one or more of the following categories:

- The elderly
- People with a disability
- The seriously ill
- People who may have ~~with~~ mental health issues including dementia
- The recently bereaved
- Single parent families
- Pregnant women
- Unemployed people or those experiencing uncertainty in the short term employment status or benefit receipt
- Those who have obvious difficulty in understanding, speaking or reading English
- Addiction issues (drugs, alcohol, gambling).
- A person who has recently experienced changes in their lifestyle that means they are temporarily unable to deal with their financial affairs (e.g. fleeing domestic violence, leaving prison, leaving care etc.). Such cases will be reviewed periodically.

This list is not exhaustive; it has been drawn up to promote fairness and a consistent approach but it is acknowledged that there may be many other causes of vulnerability. Decisions regarding vulnerability should remain unfettered by laid down policy and each case should be considered on its own merits.

When considering how a debt should be repaid by a ‘vulnerable’ customer, individual circumstances will be taken into account and greater flexibility will be considered.

## **Write off Policy**

This write off policy is linked to Corporate Debt Policy

The key objectives from the Corporate Debt Policy should be considered and the following key messages highlighted:

1. The preference is for services to gain upfront payment for any new services that require payment, and not rely on invoices. Payment before service (where appropriate and lawful).
2. Invoices to be paid by our preferred payment method of direct debit when the customer has more than a one off bill (i.e. where monthly charge or instalments are appropriate), or standing order where the direct debit facility is not available.
3. All Customer Accounts (excluding Council Tax, Business Rates, BID invoices and Car parking enforcement notices) to be paid within 10 working days where appropriate, with a first reminder letter after 21 days of non-payment, thereafter the recovery process will devolve based on the service delivered and will involve external debt collection agencies (DCA).
  - a. Standard Reminder
    - Reminder 1 – after 21 days
    - Reminder 2 – after a further 14 days
    - Recovery 1 – 7 days warning of referral to DCA
    - Recovery 2 – after 10 days refer to DCA
  - b. Trade Waste
    - Reminder 1 – after 21 days
    - Service suspension warning – after a further 10 days
    - Service suspended – after 7 days
  - c. Letter before action will be triggered by Revenue Recovery Team when all other avenues have been exhausted.
4. Promotion of cheaper self-service payment methods such as using the internet, automated telephone payments, and direct debit, as the Council has moved away from accepting cash and cheques.
5. Service teams can agree delayed payment or instalment plans up to and including the second reminder stage e.g. for customers on the standard recovery route this will be a maximum of 35 days after the invoice was issued, any later the matter must be referred to the Revenues Recovery Team to agree the approach.

6. Once recovery action is started the Revenues Recovery team is responsible for collecting all debt types (excluding parking fines, see paragraph 7) to ensure consistency, fairness, transparency and efficiency. They are responsible for agreeing any payment arrangements with the customer, subject to any necessary discussions with the relevant service e.g. the Estates Service to avoid any unintended acceptance of a breach of a lease.
7. The recovery and enforcement of parking fines are subject to the Civil Enforcement of Parking legislation and managed by the Car Parking Service. The parking fines are normally due for payment within 28 days of being issued, but the service operate a payment plan policy for individuals where exceptional circumstances apply, which is consistent with the Council's Corporate Debt Recovery Policy.
8. Publish and promote our corporate debt recovery policy and steps we will take to recover debt, so our customers understand the consequence of non-payment.
9. Report regularly to the Corporate Management Team, in order that the authority is aware of the financial risk of non – collection for the authority for its income streams. Aged debt report annotated with accounts referred to the Revenue Recovery Team to be compiled.

Outcomes to be achieved by the Write off Policy are:

- To minimise the level of write off necessary (as part of the corporate debt strategy)
- Minimise the level of resources provided for bad and doubtful debts
- Standardise the write off process across all income and debt areas
- Avoid the use of subjective judgement and criteria when considering cases for write off, by providing clear objective criteria and procedures
- Introduce effective performance management arrangements
- Help focus resources on potentially recoverable debts (by disciplined writing off of irrecoverable debts)
- Deliver a clear message that it expects people to pay the amounts properly due by treating write offs as an exception (not the rule).

### Write offs

The Council will make every effort to collect all monies due, in order to maximise the resources it has to provide good quality services to its community. However, it also recognises that there will be occasions when debts become irrecoverable and will need to be considered for write off. In such circumstances prompt and regular write off of such debts is good practice. This will allow for a correct calculation of bad debt

provision each year, and avoid wasting resources chasing debt where there is no realistic prospect of recovery.

The Council will seek to minimise the cost of write offs to the local taxpayer by taking all necessary action to recover what is due. All debts will be subject to full collection, recovery and legal procedures as outlined in the Corporate Debt Recovery Policy.

Write off is only appropriate where:-

- The demand or invoice has been raised correctly and is due and owing; and
- There is a justified reason why the debt should not be pursued further.

The definition of irrecoverable debt is “a debt that will never be paid to the person owed, and is considered to be uncollectable for whatever reason, and should therefore be written off.”

Justified Reasons

It is not possible to list every scenario which could make a debt suitable for write off; however, the following factors could be appropriate depending on the circumstances. The Revenues Recovery Team is responsible for recommending whether a debt is suitable for write off to the Head of Finance and Governance Services.

The most common circumstances where a debt may be written off have been categorised as follows:-

Reason	Description
Insolvency	Debtor is the subject of bankruptcy, individual voluntary arrangement, liquidation, company voluntary arrangement & administration order or administrative receivership proceedings or has ceased to trade or is subject to a Debt Relief Order.
Unenforceable	Debtor is overseas or the debt is over 6 years old
Abscond	Tracing agents/search engines or other methods have been unable to find the debtor.
Uneconomical to collect	Balance is too small for further action or the costs associated with collecting the outstanding debt is prohibitive.
Uncollectible	Custodial sentences/remitted debts/system rounding/where all due process has been undertaken to recover the debt (as detailed in procedures), but despite using all available / appropriate recovery options, the debt is still deemed uncollectible.
Deceased	Insufficient funds in an estate to settle the debt.
Vulnerable	Where a debtor has no realistic means of paying the debt due to vulnerability, and all due process as detailed in procedures, including third party support, has been followed.

Should a debtor subsequently be traced a debt will be re-instated if considered economically viable to recover and it is within the statute for limitations.

In cases where the debtor is jointly and severally liable for the debt with another party, recovery action will continue against all liable individuals and only if this action fails, will monies be recommended for write off.

### Credits

- Customer Accounts: There will be instances where the Council will need to write off a credit that remains on a closed account. Prior to processing any refund to the customer, checks will be made for any other outstanding debts to the council. It may be necessary to obtain the customer's permission to transfer the credit to another outstanding debt, though normally every reasonable effort must be made not to refund the credit whilst other debt is outstanding.
- Council Tax & Business Rates: Are refunded by the Revenues billing team. Credits which cannot be traced or refunded which are over 6 years old are transferred to the General Fund Reserve.

Once all checks have been carried out; not knowing the whereabouts of the creditor (or not having sufficient information to determine how or when a credit is to be refunded) will be an acceptable reason for writing off the credit. A record will be kept should the creditor subsequently be traced and the credit will be repaid, if economic to do so.

### Procedure & Authority for Write Off

Under the Council's Constitution the Head of Finance and Governance Services (Section 151 Officer) has delegated authority to approve the write off of outstanding accounts, which are considered to be irrecoverable, subject to members being informed of the total amount of such write offs each year.

The Revenue Recovery Team, after any necessary consultation with the Council's Legal Service, will submit a quarterly schedule to the Head of Finance and Governance to request any debts it considers to be irrecoverable in accordance with the Council's policies for Corporate Debt Recovery and Write Offs.

Services will be notified of debts recommended and approved for write off.

In considering the write off of debts the Revenue Recovery Team will be mindful of statutory limitations relative to the type of debt e.g. commercial and residential property lettings, arrears on general fund housing etc.

Under the Constitution ultimately decisions on what classes of debt should be written off is a matter for the Head of Finance and Governance (or their deputy S.151 Officer).

To achieve an efficient write off process the following delegation is adopted by the Head of Finance and Governance to clarify the precise elements which he authorises as being suitable for write off by other officers, though all write off decisions will continue to be recorded and reported to members as presently.

The process to notify all write offs to members is via an annual report on Modern.gov, which is prepared after the financial year end.

The Head of Finance and Governance Services has agreed a scheme of delegated authority to write off debts in accordance with the schedule below:

1. For debts up to but not exceeding £100 (including aggregated debts for one debtor), the delegated authority rests with the Revenues Manager.
2. For debts greater than £100 but not exceeding £1,000 (including aggregated debts for one debtor), the delegated authority rests with the Revenues and Benefits Manager or Accountancy Services Manager.
3. For debts greater than £1,000 (including aggregated debts for one debtor) the write off request is submitted to the Head of Finance & Governance Services for approval. (This action can also be undertaken by the Accountancy Services Manager as the Deputy Section 151 officer.)

The above procedures will also apply to how credit balances are treated.

**Supporting People in Their Own Homes – Partnership Project  
Phase 2: Chichester District (DFG)  
Report for West Sussex Chief Executives Forum and the Coastal  
Clinical Commissioning Group (CCCG)  
27 April 2017**

## 1. Background

The County Council, District and Borough Councils and the Coastal Clinical Commissioning Group (CCCG) agreed to investigate the development of a new operating model for the joint delivery of services and support to improve the home environment. This includes a range of services and support that are currently commissioned or delivered by the District and Boroughs, the County Council and the CCGs.

At their meeting on 9 September 2016 the West Sussex Chief Executives agreed that Phase 2 should proceed by running a pilot in the Chichester area. The project team were hosted by CDC. Diane Shepherd agreed to lead the pilot which has now concluded its work. This report, and the presentation to be made at the meeting, outline the findings and recommend the way forward.

Phase 2 has been supported by an independent consultancy, iESE who bring expertise and critical challenge as well as resources from Crawley Borough Council (CBC), OT/OTA support from WSCC and DFG support from CDC. The team were also supported by an independent expert from Foundations to support validation and verification of proposed changes. The Foundations is a national body for Home Improvement Agencies and Handyman services and has been appointed by the DCLG to engage with providers and commissioners to monitor the sector and enhance the quality of services. They also have a role in supporting innovative practice in relation the development and delivery of the DFG process. The Foundations have done a lot of work around how the BCF can be spent to enable a more flexible approach to delivery. They have provided support to the Test and Learn Project to ensure that the recommendations are aligned to the National good practice that has been developed and that the recommendations are legal and appropriate.

The on-going support from staff at CBC has been especially valuable and thanks are expressed here to their former Chief Executive, Lee Harris.

The cost of the pilot project is funded by equal partnership contributions from all D&Bs, WSCC and the CCG.

The Project's approved objectives/scope and methodologies for Phase 2 were as follows:

- Focus on the geographical area of Chichester District
- Cover the DFG process and the installation of adaptations
- Research best practice, from within West Sussex and nationally, and incorporate this in the service redesign
- The methodology adopted was:
  - To “test and learn” against the following co-designed service principles<sup>1</sup>:
    - *Have the best resource at the appropriate point of contact*
    - *Understand the customer, and keep them at the centre of everything we do*

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<sup>1</sup> Previously approved by CX at meeting in September 2016

- *Minimise hand-offs and recognise when we need to “pull” resources*
- *Work collaboratively and proactively with customers and partners*
- *Identify types of waste, and minimise them*
- *Challenge everything we do! (Don’t break the law, but challenge the interpretation)*
- *We will adopt a technology first approach based on need*
- Use “Systems Thinking” techniques to redesign the services from a customers' perspective.
- To take one case at a time and manage it from the initial contact until the installation of an adaptation.
- The outputs will be:
  - A Good Practice DFG Guide (attached)
  - A business case that will demonstrate the capability to scale up and roll out to other geographical areas in West Sussex.

When trying new ways of working and in challenging current processes the Test and Learn Team used the PLAN decision making framework (**P**roportionate; **L**egal; **A**uditable and **N**ecessary). This ensured that:

- a risk managed approach was adopted to all parts of the DFG process
- the team took ownership of their decisions and
- there is a sound rationale for their decision making, making it easier for internal and external challenge.

## 2. Findings and Recommendations

The Test and Learn Project team have now completed their redesign work on 11 live cases<sup>2</sup>. The learning from these cases has informed the redesign and supported the development of the Good Practice DFG Guide. Whilst the learnings and findings will be explained in more detail during the presentation they are also set out in full in the good Practice DFG Guide (attached). Some of the key changes to the recommended process are summarised here:

- Pool resources (staff and budgets) on a countywide basis – this will ensure effort is directed to where the need is and avoid future under/overspends. This includes a recommendation to second and collocate staff
- Interpretation of DFG Legislation and Regulations – this will allow more flexible use of the funds
- Waive the Means Test for adaptations. The West Sussex Adaption Working Group should be tasked with considering the amount to be waived and whether any criteria should be applied ie anyone with savings above a certain amount for approval by Chief Executives and Leaders
- Collaborative DFG guidance / processes to improve customer services – this includes a single point of contact for the customer and the encouragement of self-serve – ensuring that these are developed in conjunction with the emerging new operating model for adult services and Life pathways will help resolve the delays identified in Care Point 1 (CP1) and Care Point 2 (CP2)
- Introduce the option of a Self-Assessment – to enhance and in some cases ‘speed up’ the process of determining what works are necessary and appropriate.
- Consider alternative mechanisms for pricing, tendering and commissioning work from contractors including the use of a schedule of rates and pre-priced tenders for simple

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<sup>2</sup> Unfortunately it was not possible to identify a child related case during phase 2

adaptations – this will avoid the delays associated with obtaining quotes and could improve opportunities for local suppliers

- Incorporate mechanisms for collaborative working between local authorities and partner agencies – e.g. social workers, prevention teams (PAT) hospitals, Registered Providers etc.
- Registered providers – obtain pre-permission for certain standard works to avoid the current delay caused by needing to obtain consents
- Prevention – undertake works that are reasonably foreseeable at the same time as dealing with current needs
- A robust governance to be developed to provide appropriate safeguards for the funding.

Three implementation models were identified as follows:

- Option 1 – No changes in delivery; processes; design; systems; budget spend and application of DFG: local internal incremental improvements
- Option 2 – Second DFG function/Officer to Locality/innovation Sites: to scale up identify 2 sites and scale up – look for 2 willing Councils to participate in next phase of scaling up (recommendation: Chichester and another)
- Option 3 – TUPE transfer entire function, resource and budget to County from Districts and Boroughs

The Test and Learn Project team considers that option 2 should be progressed initially in order to test process fully with a fuller workload before considering Option 3 at a later date.

If the new operating model is implemented it is estimated that a number of positive impacts and benefits will be achieved including:

- Reduction in costs as we will be getting it right first time for the customer; avoiding rework
- Greatly improved customer experience (choice and flexibility of Grant application)
- Significant reduction in waiting times and end to end times for customers – this figure based on the experience of the pilot test case cases will be reported orally to the meeting.
- Improved discharge pathways from hospital to home – easier and more flexible use of the DFG
- 20% saving in staff costs (or increased capacity from existing staff)
- Improved partnership working across the county – optimising data and information transfer across different agencies (making it easier for the customer)

All of the above will be measured in the wider roll out of the new model.

It is recommended that the new process, based on the proposals set out in the above findings, be implemented in two locations across West Sussex: Chichester and another (TBC) for a one year period. These new teams will be collocated and will assume responsibility for all of the DFG work in those two localities. A Project Manager will be seconded in to support the implementation and development of the Project. Appropriate staff consultation will be undertaken but at present it is only proposed that staff be seconded not transferred. After the trials a report on the outcomes against objectives will be made to the Chief Executives to consider whether the new design should be implemented on a permanent basis across the County.

### **3. Communication and Engagement**

During Phase 2 of this project WSCC have been closely engaged since they have commenced a review of the Adult and Children's care services and a review of their contact centre services

known as CP1 and 2. These reviews are not complete but there is consistency with the findings of this project and the principles being developed by WSCC. There is also some WSCC transformation which is focusing on developing Innovation Sites/Hubs. Again the Project Team have assurance from WSCC that the principles of this transformation work is aligned to the work of Phase 2 and close communication has been maintained to ensure that neither piece of work compromises the other.

In addition presentations have been made to the West Sussex Strategic Housing Group. The findings are also to be presented to West Sussex Adaptations Working Group on 20 April. Any comments from this group will be reported orally to the CX meeting.

#### **4. Appendices**

The Draft Good Practice DFG Guide (to be distributed on the day)

Presentation to the CX/CCG meeting (available electronically after the meeting)

D. Shepherd Chief Executive, Chichester District Council

**Supporting People in Their Own Homes – Partnership Project  
Phase 2: Chichester District (DFG)  
Report for West Sussex Leaders Group 18 May 2017**

## 1. Background

The County Council, District and Borough Councils and the Coastal Clinical Commissioning Group (CCCG) agreed to investigate how to improve services so that people could remain independent in their own homes for longer. Phase 1 was completed in July 2016 and consisted of a high level review looking at the current system for DFGs. This phase identified that the services involved in the DFG process were not joined up; that there was a lot of waste in the system; and that the customer had long waiting times for the adaptations to be completed.

At their meeting on 28 September 2016 the West Sussex Leaders agreed that Phase 2 should proceed by running a test and learn pilot in the Chichester area with the aim of developing a new operating model that put the customer at the heart of the service. The project team was hosted by CDC and included support from Occupation Therapists, CDC's DFG team, iESE, and Crawley Borough Council (CBC). Diane Shepherd was the Chief Executive who led the pilot. It was also supported by an independent expert from Foundations, a national body set up by DCLG to provide advice and innovative practice in the field of DFGs.

The project team agreed that their purpose was to '*Help people to live in their own home – easily and with dignity with the right adaptation when they need it*'. They were given the freedom to redesign the service based on this purpose providing they didn't break the law and the following design principles were agreed:

- To “test and learn” against the following co-designed service principles:
  - *Have the best resource at the appropriate point of contact*
  - *Understand the customer and keep them at the centre of everything we do*
  - *Minimise hand-offs and recognise when we need to “pull” resources*
  - *Work collaboratively and proactively with customers and partners*
  - *Identify types of waste and minimise them*
  - *Challenge everything we do! (Don't break the law, but challenge the interpretation)*
  - *We will adopt a technology first approach based on need*
- Use “Systems Thinking” techniques to redesign the services from a customer's perspective.
- To take one case at a time and manage it from the initial contact until the installation of an adaptation.

During the pilot the project team learned that by: co-locating teams; putting the right resources at the first point of contact; undertaking joint visits, when appropriate, with OT's/Grant Officer; introducing simple paper work and IT systems; arranging contractor visits on site with customers; and waiving the means test, resulted in:

- 40% less waste in the system;
- end to end times reducing by at least 83 days; and
- the customer having a much better experience

## **2. Recommendations**

The outcome of test and learn pilot was presented to the West Sussex Chief Executives at its last meeting (report attached as appendix 1) and it is recommended to West Sussex Leaders that, based on the findings and new design principles that were used during the test and learn pilot, a new operating model is implemented in two locations across West Sussex: Chichester and Crawley, for a one year period.

These new teams will be co-located and will assume responsibility for all of the DFG work in those two localities. If West Sussex Leaders agree the new operating model then the Steering Group will work up an implementation plan and will appoint a Project Manager to take the project forward. The new model will eventually be rolled out across the whole of West Sussex.

Diane Shepherd  
Chief Executive  
Chichester District Council  
10 May 2017

# West Sussex county-wide Disabled Facilities Grant (DFG) Transformation

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## Project Initiation Document (PID)

VERSION 2.0 – approved by Project Steering Group on 2<sup>nd</sup> August 2017.



The public sector  
transformation partner

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# 1 Context & Background

A Disabled Facilities Grant (DFG) is to pay for essential housing adaptations to help disabled people stay in their own homes. It is paid via the local authorities with responsibility for housing i.e. in West Sussex, by the district and borough councils.

In 2016/17 the West Sussex DFG budget (via the Better Care Fund) was £6,467,144, with an underspend of approx. £950k, and extended end-to-end delivery times.

iESE were engaged by Chichester District Council in 2016 to work with them, applying a systems thinking approach and a “test and learn” team, with the overall aims:

- To improve the whole customer experience; reducing hand offs between agencies and getting appropriate adaptations done for those who need them more efficiently
- Test a new way of working in a controlled environment: aligned against National and local Best Practice

This work culminated in March 2017 with recommendations around the development of a new operating model with design changes in relation to:

- Systems and processes
- Structure
- Performance
- Culture and Behaviour

The West Sussex Chief Executives’ Group agreed in May 2017 to implement a new operating model, based on the findings and new design principles that were developed during the test and learn pilot, in phases 1 and 2.

The objective of the project overall is to support people to live in their own homes, and to improve the whole customer experience; reducing hand offs between agencies and getting appropriate adaptations done for those who need them more efficiently.

This purpose of this Phase 3 project is to develop and implement the new operating model, moving from the opportunities identified in earlier phases, to a clear definition of of a county-wide service. The model will be defined and implemented incrementally.

Initially the new operating model will be implemented mostly in Chichester District, but will become county-wide, following engagement with the other districts and boroughs to develop the model for its wider purpose. The model will be based on the principle of a single county-wide service, pooling budgets and using a case managed approach.

It will also include supporting self funders to self help, and working with health partners to ensure they are embedded appropriately within the new operating model.

This document sets out the overall plan for the development and implementation of the new operating model, which will be delivered at pace, but using a robust and structured approach. This overall plan is supported by detailed schedules and task allocations, maintained on a rolling basis for several months ahead.

## 2 Scope

The project will deliver a revised DFG operating model across West Sussex, taking in the DFG work currently delivered individually by these district and borough councils:

- Adur & Worthing Councils
- Arun District Council
- Chichester District Council
- Crawley Borough Council
- Horsham District Council
- Mid Sussex District Council

More specifically, project deliverables will include:

Ref	Workstream	Deliverables
0	Project Initiation	<ul style="list-style-type: none"> <li>• Project Schedule</li> <li>• Project Initiation Document</li> </ul>
1	Engagement & communication	<ul style="list-style-type: none"> <li>• Stakeholder engagement and communications plan</li> <li>• Content for briefing note to lead officers</li> <li>• DFG roadshow event</li> </ul>
2	To Be Operating Model	<ul style="list-style-type: none"> <li>• To be operating model incorporating the changes previously presented (listed in Appendix A) and including new process model, test scenarios, self funders and measures</li> <li>• Customer journey map – focussing on the customer’s experience</li> </ul>
3	Transition Planning	<ul style="list-style-type: none"> <li>• Plan detailing the final configuration for implementing the new DFG arrangements county-wide</li> <li>• Partnership agreement including financial arrangements</li> <li>• HR process for appointments/transfers to revised roles</li> </ul>
4	Policy	<ul style="list-style-type: none"> <li>• Published Good Practice DFG guide</li> <li>• A common DFG policy for county-wide adoption</li> <li>• Documented impact and legal assessments of the options for a new approach to means testing, and other policy changes</li> </ul>
5	HR	<ul style="list-style-type: none"> <li>• A set of new service and role definitions</li> </ul>
6	Children’s adaptations	<ul style="list-style-type: none"> <li>• Documented set of changes required to the DGF model to incorporate Children’s adaptations</li> <li>• Documented revised high-level process for incorporating children’s adaptations</li> </ul>

7	Health liaison, including hospital discharge and GP awareness	<ul style="list-style-type: none"> <li>• Impact assessment on the effect of the new DFG model on health, including hospital discharges.</li> <li>• Guidance notes for GPs</li> <li>• GP awareness events</li> </ul>
8	Procurement	<ul style="list-style-type: none"> <li>• Report assessing the key elements of adopting a county-wide approach to DFG related procurement</li> <li>• Adoption of county-wide approaches where appropriate.</li> </ul>
9	Registered housing providers	<ul style="list-style-type: none"> <li>• Impact assessment of the effect of the new DGF model on registered housing providers</li> </ul>
10	ICT	<ul style="list-style-type: none"> <li>• High level impact assessment of the new DFG model on IT systems</li> <li>• Documented set of high level information requirements for the new DFG model</li> </ul>

## 2.1 Exclusions

Role definitions will be delivered, but the process of forming the permanent function is outside of this project scope.

A recommended route to market will be included. Delivery of procurement is out of scope for iESE, but can be delivered by the West Sussex authorities based on the project recommendations.

A high-level specification information requirement for the new model will be established, but the procurement and implementation of any new ICT systems is out of scope.

The project may identify opportunities for improved interaction with registered housing providers, but the local authorities will continue to own the relationship with the providers and will be responsible for negotiating any amended arrangements.

## 3 Budget

iESE have been contracted to manage delivery of the transformation. iESE will manage the work within the overall budget allocated of £160,000, to include:

- iESE Project Management
- Specific, specialist iESE support (also including support from Foundations)
- Other support (e.g. OTA, OT, Digital, Legal support for wider roll-out etc).

It is assumed that West Sussex local authorities will provide at their cost:

- Venues for project meetings, and any project events e.g. DFG roadshows.
- Print and/or other media costs as necessary to support awareness campaigns
- Their own staff input, including the seconded DFG team staff, time of the Programme Board etc.
- ICT set up and other hosting costs for seconded employees.

## 4 Plan

### 4.1 Approach

#### 4.1.1 Systems Thinking

A systems thinking approach has been core to the first two phases of this project, and this will continue to be the case through the DFG transformation.

Lesley Kragt's role in the project, as well as providing continuity from earlier phases, is to support the steering group and project team in continuing to effectively apply a systems thinking methodology.

This will include actively continuing to use these customer-centric design principles:

- Have the best resource at the appropriate point of contact.
- Understand the customer, and keep them at the centre of everything we do.
- Minimise handoffs and recognise when we need to “pull” resources.
- Work collaboratively and proactively with customers and partners.
- Identify types of waste, and minimise them
- Challenge everything we do (don't break the law, but challenge the interpretation)
- We will adopt a technology first approach based on need.

And, throughout, but specifically when considering impact measures and monitoring, to apply the PLAN decision-making approach:

P – Proportionate: is the action proportionate in the given context?

L – Legal: is there a legal requirement? Can we challenge the interpretation?

A – Accountable: can we demonstrate that we are accountable for our decision? Do we have a logic/rationale for the decision?

N – Necessary: is it necessary on the given situation? What is the impact if we do/do not act?

#### 4.1.2 Collaboration and joining up

The project will be managed to a clear scope and plan, but this will not be in isolation. We expect to:

- Ensure Joined up pathways between housing, health and social care for the delivery of DFG
- Work collaboratively with all partners to ensure a holistic approach
- Create a One service approach
- Seek clarity around Locality vs. Innovation Site working

- Align with other services: handy person; aids and adaptations; Telecare etc.

## 4.2 Schedule, stages & workstreams

The plan is made up of:

- A set of stages with milestones
- A series of workstreams

The workstreams will run throughout the project, and exact timing and detail will be developed further as the work progresses.

### 4.2.1 Schedule

Key dates have been defined as:

- Appoint iESE by 30 June 2017. (Complete)
- Appoint Project Manager by 30 June 2017. (Complete)
- Detailed Project Plan agreed by Steering Group 31 July 2017.(Complete 02/08)
- County-wide implementation complete by 31 July 2018.

A summary schedule is given below. This overall plan is supported by detailed schedules and task allocations, maintained by the project manager on a rolling basis for several months ahead.

SUMMARY SCHEDULE	2017						2018						
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
<b>Project Initiation - PID &amp; Plan</b>	█												
Steering group sign off plan 02/08/2017		◆											
<b>Project Start Up</b>		█											
Initial meetings and information gathering		█	◆										
<b>Prepare First Draft Model</b>			█	█									
Develop the process model & define measures			█	█									
Test with scenarios				█	◆								
<b>Iterating the Model through Test and Learn</b>					█	█	█	█	█	█	█	█	█
Iterate the design with second & third D & B's					█	█	█						
Iterate the design with fourth, fifth & sixth D & B's								█	█	█	█	◆	
<b>Transition to Final Configuration</b>									█	█	█	█	█
Planning the transition									█	█	█	█	
Implementation of final configuration												█	◆
<b>Key Workstreams</b>		█	█	█	█	█	█	█	█	█	█	█	█
Policy		█	█	█	█	█	█	█	█	█	█	█	█
HR				█	█	█	█	█	█	█	█	█	█
Children's adaptations				█	█	█	█	█	█	█	█	█	█
Liaison with Health, Hospitals and GPs				█	█	█	█	█	█	█	█	█	█
Procurement			█	█	█	█	█	█	█	█	█	█	█
ICT		█	█	█	█	█	█	█	█	█	█	█	█
Registered Housing Providers					█	█	█	█	█	█	█	█	█

#### 4.2.2 Project stages

The project will be delivered in stages.

- Project initiation: This will be completed on 2nd Aug when the plan is signed off
- Initial engagement: This will involve identifying the key stakeholders and meeting leads from local authorities, gathering information - August.
- Development of model with WSAWG: Developing the To Be design with the project team and leads – September/October
- Iterating the model through test and learn: This will be done in controlled iterations, pulling in further districts and boroughs, reviewing and reworking – November (2017) to April (2018)
- Defining final configuration: Preparing final model and supporting plans – Jan - July 2018

**Project start-up** will be a short stage culminating in agreement of project plan. The stage will include the following activity:

- PM meets with key stakeholders
- Validate legal and other queries on DFG guide
- Produce plans – outline for year, detail for next few months

**Initial Engagement** allows for engagement with all local authorities and the West Sussex Adaptations Working Group, to communicate the plan and identify issues/opportunities from each perspective. Earlier phases of the project were heavily based on Chichester District Council, so this helps engage other parts of the County in the project. Key tasks will be:

- Individual meetings with each local authority, to explain the project purpose and plan, highlight the opportunities to contribute to detailed planning and implementation, and to air any queries or concern.
- Meeting with WSAWG to present plan and agree role for the group in the project
- Collation of information to update/supplement that collected in earlier phases.
- Chichester District Council to start operating agreed changes identified during Phase 2 test and learn.

**Develop model and measures with WSAWG** will build on findings of the earlier phases to develop and test a model for DFG delivery. County-wide collaboration through WSAWG should help to promote buy-in to the model, and reduce the risk of major rework at a later stage. The key tasks will include:

- Develop the model and measures via workshops with WSAWG and others – covering all change opportunities identified in earlier phases
- Test the model with scenarios, to include children's adaptations, self funders.
- All areas to start recording against the agreed measures.

- Chichester District to start operating the new model for an initial sub-set of cases.

**Iterating the model through test and learn** will be delivered in 3 to 4-month blocks. Each block will see the take on of 1 or more district/borough teams into the countywide team and will cover:

- Take on of team members
- Test & learn on increasing complexity of case
- Refinement of system

A key point not yet determined is the sequence of roll out across the county. This will be considered during development of the model, with WSAWG and with the Steering Group, and some options for grouping are by:

- CCG alignment
- DFG performance/current processes
- District/borough readiness

Or some pragmatic combination of the above.

In practice it is expected that there will be opportunities for all authorities to implement beneficial changes at an early point in the project.

**Defining final configuration** builds on the earlier work and prepares for transition to the final agreed model of a county-wide service. Key tasks will include:

- Preparation of a partnership agreement, including financial arrangements
- Planning for transition
- Identification of HR process for transition to new/amended roles
- Agreement of any interim financial arrangements for 2018/19 part year (i.e. from April 2018 – start of new service)

#### 4.2.3 Workstreams

The project will be delivered via parallel and closely co-ordinated work streams as follows:

Workstream	Description
Project Initiation	<p>Objective</p> <ul style="list-style-type: none"> <li>• To ensure that the project is initiated with the full backing and understanding of the steering group.</li> </ul> <p>Key tasks</p> <ul style="list-style-type: none"> <li>• Understanding and defining the workstreams</li> <li>• Estimating timescales</li> <li>• Identifying stakeholders</li> <li>• Identifying the key risks</li> </ul> <p>Deliverables</p> <ul style="list-style-type: none"> <li>• Project Schedule</li> <li>• Project Initiation Document</li> </ul>

	<ul style="list-style-type: none"> <li>• Initial communications plan</li> </ul>
Engagement & communication	<p>Objective</p> <ul style="list-style-type: none"> <li>• To ensure all stakeholders are aware, engaged with, and are contributing to the project's success</li> </ul> <p>Key tasks</p> <ul style="list-style-type: none"> <li>• Identify the stakeholders and develop an engagement and communication plan.</li> <li>• Intro briefing note to lead officers</li> <li>• Meetings with all lead officers</li> <li>• Form a project working group to meet regularly and co-design the approach</li> <li>• Execution of communications plan including e.g. meetings with key stakeholders, organisation of case studies, roadshows, awareness programme.</li> </ul> <p>Deliverables</p> <ul style="list-style-type: none"> <li>• Stakeholder engagement and communications plan</li> <li>• Content for briefing note to lead officers</li> <li>• DFG roadshow event</li> </ul>
To Be Operating Model	<p>Objective</p> <ul style="list-style-type: none"> <li>• To develop the new process, roles and organisation that will support the new DFG ways of working</li> </ul> <p>Key tasks</p> <ul style="list-style-type: none"> <li>• Engage representatives from all borough and districts</li> <li>• Define the to be process model</li> <li>• Develop the model, including process inputs, outputs and test scenarios</li> <li>• Develop the new measures</li> <li>• Try it out, adjust and repeat</li> </ul> <p>Deliverables</p> <ul style="list-style-type: none"> <li>• To be operating model incorporating the changes previously presented (listed in Appendix A) including process model, test scenarios, and measures</li> </ul> <p>Customer journey map – focussing on the customer's experience</p>
Transition Planning	<p>Objective</p> <ul style="list-style-type: none"> <li>• To ensure that the arrangements required to successfully transition to one service have been defined.</li> </ul> <p>Key tasks</p> <ul style="list-style-type: none"> <li>• Engaging with key departments to understand and plan the arrangements for the final configuration of the 'one team, one service model'</li> </ul> <p>Deliverables</p> <ul style="list-style-type: none"> <li>• Plan detailing the final configuration for implementing the new DFG arrangements county-wide</li> </ul>

	<ul style="list-style-type: none"> <li>• Partnership agreement including financial arrangements</li> <li>• HR process for appointments/transfers to revised roles</li> </ul>
Policy	<p>Objectives</p> <ul style="list-style-type: none"> <li>• Develop a county wide policy for adoption of the new DFG ways of working</li> <li>• Develop SLA's and/or partnership agreements as required</li> </ul> <p>Key tasks</p> <ul style="list-style-type: none"> <li>• Understand the key components of a county wide policy and how it will be adopted including risk sharing, funding allocation arrangements and over/under spend management arrangements</li> <li>• Understand the issues, including means testing and seek advice (e.g. from Foundations and legal officers)</li> <li>• Draft policy and circulate</li> <li>• Review and validate proposed changes via appropriate authority e.g. Foundations</li> <li>• Update and publish final Good Practice DFG guide</li> <li>• Obtain approval at cabinet for all councils for any new policies and the eventual partnership agreement</li> </ul> <p>Deliverables</p> <ul style="list-style-type: none"> <li>• Published Good Practice DFG guide</li> <li>• A common DFG policy for county-wide adoption</li> <li>• Documented impact and legal assessments of the options for a new approach to means testing, and other policy changes</li> </ul>
HR	<p>Objectives</p> <ul style="list-style-type: none"> <li>• Understand the HR implications for forming a single, county-wide DFG function or service</li> <li>• To ensure that the necessary staff can be transitioned to their new roles</li> </ul> <p>Key tasks</p> <ul style="list-style-type: none"> <li>• Understanding the overall staff picture in terms of JD's, staff lists and FTE distribution.</li> <li>• Understand local policies and agreements on redeployment</li> <li>• Understanding any potential TUPE considerations</li> <li>• Developing the new service and role definitions</li> <li>• Testing the requirements for effective collaboration, including potential co-location</li> <li>• Making suitable arrangements to enable any initial secondments (where appropriate) to happen – working through the practicalities, location, line management etc.</li> </ul>

	<ul style="list-style-type: none"> <li>Brief staff to ensure they are informed and can engage with the project appropriately (line manager responsibility).</li> </ul> <p>Deliverable</p> <ul style="list-style-type: none"> <li>A set of new service and role definitions</li> </ul>
Children's adaptations	<p>Objective</p> <ul style="list-style-type: none"> <li>To understand the impact on the changes to the DFG model on the delivery of Children's adaptations</li> </ul> <p>Key tasks</p> <ul style="list-style-type: none"> <li>Test to be model key scenarios for children's adaptations</li> <li>Introduce revised process to the teams in a controlled manner</li> </ul> <p>Deliverables</p> <ul style="list-style-type: none"> <li>Documented set of changes required to the DGF model to incorporate Children's adaptations</li> <li>Documented revised high-level process for incorporating children's adaptations</li> </ul>
Health liaison, including hospital discharge and GP awareness	<p>Objective</p> <ul style="list-style-type: none"> <li>To engage key health stakeholders and to test whether the project would benefit hospital discharge processes or reduce hospital admissions</li> </ul> <p>Key tasks</p> <ul style="list-style-type: none"> <li>Work with the Clinical Commissioning Groups (CCGs) and health partners to identify opportunities for DFG to support hospital discharge process</li> <li>Decide if there is a significant benefit</li> <li>Implement changes as required</li> <li>Run an awareness session for GPs including demonstrating referral route benefits.</li> </ul> <p>Deliverables</p> <ul style="list-style-type: none"> <li>Impact assessment on the effect of the new DFG model on health, including hospital admissions and discharges.</li> <li>Guidance notes for GPs</li> </ul>
Procurement	<p>Objectives</p> <ul style="list-style-type: none"> <li>Understand the procurement landscape, the local arrangements for who buys what and the principles used for obtaining quotes</li> <li>Develop a county wide approach with local variations, if required</li> </ul> <p>Key tasks</p> <ul style="list-style-type: none"> <li>Fact finding of information about standing orders, local procurement arrangements, contract renewal dates etc.</li> </ul>

	<ul style="list-style-type: none"> <li>• Consider the whole county picture – who will be the buyer, what procurements will be needed? Will it require a countywide framework?</li> <li>• Consider the scope of common adaptations such as stair-lifts and showers</li> <li>• Define any services purchased for different areas</li> <li>• Run a market engagement exercise with a selection of suppliers</li> <li>• Recommend a procurement approach</li> <li>• Proceed to implement new arrangements where appropriate</li> </ul> <p>Deliverables</p> <ul style="list-style-type: none"> <li>• Report assessing the key elements of adopting a county-wide approach to DFG related procurement</li> <li>• New procurement arrangements where appropriate.</li> </ul>
Registered housing providers	<p>Objective</p> <ul style="list-style-type: none"> <li>• To assess the impact of registered housing providers on the process, and any adjustments required</li> </ul> <p>Key tasks</p> <ul style="list-style-type: none"> <li>• Gather information about the extent of registered housing providers and housing stock</li> <li>• Assess the impact on end to end process times</li> <li>• Identify potential improvements to interaction with registered housing providers</li> </ul> <p>Deliverable</p> <ul style="list-style-type: none"> <li>• Impact assessment of the effect of the new DFG model on registered housing providers</li> </ul>
ICT	<p>Objectives</p> <ul style="list-style-type: none"> <li>• To assess the impact on IT systems of introducing the new DFG process model</li> <li>• To capture the high-level information requirements for the new model</li> </ul> <p>Key tasks</p> <ul style="list-style-type: none"> <li>• Investigate the current systems used</li> <li>• Identify the basic information that needs to be captured for the different case types</li> <li>• Work these information sets up into a basic IT requirement specification</li> <li>• Agree the future requirements and any system procurement requirements for a wider system to be implemented if appropriate</li> </ul> <p>Deliverables</p> <ul style="list-style-type: none"> <li>• High level impact assessment of the new DFG model on IT systems</li> <li>• Documented set of high level information</li> </ul>

	requirements for the new DFG model
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### 4.3 Risks

The key risks that have been identified at this stage of the project are:

No:	There is a risk that...	with the consequence that...	Mitigation
1	Stakeholders fail to engage with the project	The project does not deliver to time or to quality	Identify the stakeholders and develop appropriate communications and engagement with them. Shape the plan around engagement with staff across the county
2	A solution developed for initial districts/boroughs will not be a good fit for implementation in others later in the project	Major rework will be needed with consequent delay.	Ensure all districts/boroughs engaged from the outset.
3	The Adult Social Care landscape will change during the life of the project	The DFG solution will require major rework with consequent delay	Liaise with WSCC colleagues on likely changes, and build in flexibility to model where possible, to allow for changes in ASC TOM.
4	Timely decision making will not occur across all organisations	The project is delayed or stalls while key decisions are made	Engage the key decision makers in all organisations and ensure clear forward plan is given in terms of required decisions and timescales
5	Changes may not be legal, or may appear not to be so.	Legal challenges arise, and/or the DFG solution will require major rework with consequent delay.	Use specialist advisers, e.g. Foundations, legal advisers, procurement specialists, to ensure that any changes to approach are compliant with relevant legislation.

## 5 Governance and team

### 5.1 Steering group

The project will be overseen by a Project Steering Group. The Steering Group's role is strategic, not operational. It is not the role of Steering Group to work up the detail; this is the role of the Project Working Group.

Draft terms of reference for the Project Steering Group are given at Appendix A.

### 5.2 Project team

Project team membership, roles and responsibilities are outlined in the following table.

<b>Role</b>	<b>Name</b>	<b>Responsibilities</b>
Project Manager	Vanda Leary	Overall management of the project:  Preparation of plans Day to day management of the project activity Direction and motivation of the project team Management of risks and issues Reporting to the Steering Group, including escalation of issues where appropriate Preparation of communications and stakeholder engagement plans, and specific activity as defined by the plan.
Solutions Consultant	Graham Simmons	Day to day lead for developing the to be operating model:  Leading staff engagement Developing the information request Designing and running workshops Engaging other key stakeholders in testing and learning Supporting districts and boroughs with HR, ICT, Procurement, Policy, Children's Services and Health impact assessments
Solutions Consultant	Carrie Burton	Working closely with iESE, 1 day per week. Initially working to to co-design and run staff workshops. Later work to be confirmed as the project progresses.
Grants Officers	Various from	Flexible delivery of grant officer functions and

	each District/borough	wider DFG delivery functions as role evolves.  Active contribution to development of operating model through workshops, test and learn case delivery – through project working group
OTs/OTAs	tbc	Flexible delivery of OT/OTA functions and wider DFG delivery functions as role evolves.  Active contribution to development of operating model through workshops, test and learn case delivery – through project working group
Systems Thinking Consultant	Lesley Kragt	Challenge and advice to project team to ensure systems thinking approach used to best effect.
Specialist Advisers re DFG	Tony Molloy, Foundations And others including in-house advisers	Adviser re. practicality and legality of proposed changes to approach.  In house advisers will where possible carry out work once on behalf of all districts and boroughs e.g. legal advice re. changes.
Project Leads	Representatives from all West Sussex local authorities	Act as contact point for engagement with own organisation Arrange resources from own organisation to support project Disseminate information requests and coordinate responses from their own organisation Co-develop the new model for service delivery, as part of the project working group Adopt new ways of working as per project plan, and share findings with project working group
Project Working Group	Representatives from all West Sussex local authorities	The Project Working Group has an operational role as co-developers of the new model for service delivery.  The Working Group will comprise the Project leads from each authority, the West Sussex Adaptations Working Group (WSAWG) members (with much overlap between WSAWG and Project Leads), and those

		operational staff directly working in new ways as the project develops.
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Many others will contribute to the project on an occasional or regular basis. These are expected to include:

- Other specialist advisers –legal, HR etc. as necessary
- HR contacts in each district/borough
- CCG/GP lead contacts in each CCG

### 5.3 Project controls

The main project controls to be used are:

- Steering group oversight & decision making
- Key decisions/approval by steering group
- Project status reports
- Risk log & risk management process

## 6 Stakeholders and communication plan

### 6.1 Engagement with staff

It is worth noting that in developing the plan, great importance has been given to engagement with staff from all the local authorities across the county. Much of the early part of the plan focuses completely on staff engagement.

**Initial Engagement** allows for engagement with all local authorities and the West Sussex Adaptations Working Group, to communicate the plan and identify issues/opportunities from each perspective. Earlier phases of the project were heavily based on Chichester District Council, so this helps engage other parts of the County in the project. Key tasks will be:

- Individual meetings with each local authority, to explain the project purpose and plan, highlight the opportunities to contribute to detailed planning and implementation, and to air any queries or concern.
- Meeting with WSAWG to present plan and agree role for the group in the project
- Collation of information to update/supplement that collected in earlier phases.

**Develop model and measures with WSAWG** will build on findings of the earlier phases to develop and test a model for DFG delivery. County-wide collaboration through WSAWG should help to promote buy-in to the model, and reduce the risk of major rework at a later stage. The key tasks will include:

- Develop the model and measures via workshops with WSAWG and others – covering all change opportunities identified in earlier phases
- Test the model with scenarios, to include children’s adaptations, self funders.
- All areas to start recording against the agreed measures.
- Chichester District to start operating the new model for an initial sub-set of cases.

**In later stages** of the project, we expect to continue with close engagement with all DFG staff across the county, through ongoing review and iteration with the WSAWG, and 1-2-1 support/engagement to individual organisations as needed.

### 6.2 Stakeholder groups and engagement

The key groups that the project will engage with are:

- Chief Executives and Members
- Project Steering Group
- Staff working on DFG, including WSAWG and others
- Health partners including CCGs and GPs
- Registered housing providers
- Service users

The methods of engagement are summarised in the following table:

<b>Ref:</b>	<b>Group</b>	<b>Method</b>
1	Chief Executives and Members	Monthly briefing note. Members and Chief Exec awareness session later in project – as part of preparing for transition to final configuration. Ongoing briefings from Lead Officers as required
2	Project steering group	Regular project updates - monthly briefing note Steering group meetings to consider matters for decision and advice
4	Project working group and staff working on DFG	Monthly briefing note Series of 1-2-1 meetings with each organisation Regular updates on project progress Engagement in workshops to co-develop and test the model – through WSAWG and wider participation
6	Health partners including CCGs and GPs	Monthly briefing note to CCG leads. Specific engagement re. health-related matters. GP awareness session to communicate referral process and benefits to GPs and patients.
8	Service users	Signposting information on how to access the service, and any changes to policy e.g. means testing
9	Registered housing providers	Awareness sessions and meetings to work through issues/opportunities

A detailed engagement plan will be maintained – see Appendix C for example.

## 7 Appendix A – Key changes to be incorporated into operating model

In phases 1 and 2 of the project, some key changes were identified for testing/incorporation in the new operating model. These are listed here:

- More **flexible** use of DFG – for example: discretionary payment (using the RRO – outside the mandatory system: boilers, deep clean; micro wave; ironing board)
- **Waiving** Means Testing for adaptations < £10,000 (no legal requirement): evidence in Good Practice Guide)
- **Discretionary** monies to replace top ups
- **Single point of contact** for customers
- **Consistent approach** - Single booklet about DFG for all agencies and customers (joint consent form)
- Customer portal (for all customers, partners and organisations: consistent information) – encourage **self-serve**
- **Self-assessment**
- **Hire Purchase** approach – recycling equipment
- Approach to suppliers – **relationships**, schedule of rates (SOR); focus on small local suppliers and supporting local economy
- **Pooling of budgets** – design against demand (prevent underspend)
- **Collaborative working** – social work teams; hospital discharge teams; prevention & assessment teams; housing; hospitals etc.
- Co-location
- **Preventative and Early Intervention** approach: link to Care Act (include carers needs): recognise critical relationship between housing, health and social care; link with hospital discharge teams – flexible use of DFG (boilers; deep clean etc.)
- Supporting **self-funders** – link to Independent Living approach (pop up shops; day centres; mobile bus)
- **Quotes**: 1 quote for simple, specialist and emergency items; otherwise 2 quotes (encourage and support small local business opportunities and development)
- **Cab rank approach** (apply matrix of suppliers and P.L.A.N: aligned to providers' framework for Telecare)
- **Time limits**: 14 days (removed in TLT but for scaling up need to support small businesses that don't have the infrastructure)
- **Choice** - Not being restricted to HPS as sole contractor for Hyde tenants (N.B.: if HPS is used we need to treat the same: as other contractors e.g. provide a quote) \*
- **Equity and parity** – consistency re how HRA used
- **Permissions** – aim for default blanket permission
- **Funding contribution** – HA's refunding contribution
- **Integrated approach** – shared information: e.g.: asbestos; tenant information etc.

\*N.B.: legal position still requires checking

## 8 Appendix B – Terms of Reference – Project Steering Group

### WEST SUSSEX DISABLED FACILITIES GRANT IMPLEMENTATION PROJECT

#### STEERING GROUP TERMS OF REFERENCE

##### ROLES & RESPONSIBILITIES

1. Be accountable to their own corporate management teams for the success of the project.
2. Provide overall guidance and direction to the project, ensuring it remains viable and within any specified constraints.
3. Ensure effective project management arrangements are in place.
4. Monitor and control the progress of the project at a strategic level, reviewing the business case and achievement of benefits regularly.
5. Ensure that risks are being tracked and managed as effectively as possible.
6. Ensure that the required resources are made available to deliver the project successfully.
7. Provide advice to the Project Manager, and make decisions on escalated issues.
8. Approve key documents, plans and changes.
9. Communicate with stakeholders as defined in the communications plan, and act as champions for the project.
10. Ensure appropriate alignment with other corporate initiatives.

##### MEETING ARRANGEMENTS

The steering group shall meet at key points during the project, at the discretion of the Chair.

##### STEERING GROUP MEMBERSHIP

Core membership of the steering group shall be:

<b>Name</b>	<b>Role &amp; Organisation</b>
Diane Shepherd (chair)	Chief Executive, Chichester District Council, West Sussex Chief Executive Forum Sponsor
Lesley Kragt	Senior Business Consultant, iESE

Jane Walker/ Martin Parker	West Sussex County Council
Geoff Lowry	CWS CCG Special Projects Lead
Louise Rudziak	Head of Housing and Environmental Services
Carrie Burton	Transformation Manager, Crawley Borough Council

- As and when Phase 3 is rolled out across the District and Borough councils a representative from those councils will be appointed to the Steering Group.

The relevant councils are:

- Adur & Worthing Councils
- Arun District Council
- Crawley Borough Council
- Horsham District Council
- Mid Sussex District Council

## 9 Appendix C – Detailed engagement plan – starting snapshot

A detailed engagement plan will be maintained on a rolling basis. Here's a snapshot of the August 2017 plan.

Communication Plan - Aug 2017								
	Time (when)	Audience (to whom)	Purpose of this communication (why)	Key message (What)	Mechanism (how)	Lead responsibility for developing materials	Review / Sign off materials	Lead responsibility for delivery
1	02/08/2017	Steering Group	Approval of plan & comm plan	Key points of plan and comms plan. Decision approval	Meeting	Vanda Leary	Lesley Kragt	Vanda Leary
2	03/08/2017	Chief Execs, Steering Group, Project lead officers	Regular update - briefing note	Plan approved and now moving to project delivery. Key points of plan. Next steps	Email	Vanda Leary	Diane Shepherd	Vanda Leary. Cascade by steering group/lead officer as appropriate.
3	03/08/2017	Project lead officers	Start engagement of operational staff	Plan approved and now moving to project delivery. Key points of plan. Opportunities for engagement. Information required.	Email plus plan, briefing note, information request	Vanda Leary	Lesley Kragt	Vanda Leary. Cascade by lead officers.
4	8 or 9 Aug	WSAWG	Start engagement of operational staff	Present plan to WSAWG, highlight opportunity to contribute, agree role of group in project	Meeting	Vanda Leary	Lesley Kragt	Vanda Leary/ Graham Simmons
4	by 18 Aug	Project lead and operational staff in Adur/Worthing	Engagement of operational staff	explain the project purpose and plan, highlight the opportunities to contribute to detailed planning and implementation, air any queries/concerns. This would be a first step in engagement of operational staff ahead of some county-wide events.	Meeting	Vanda Leary	Vanda Leary	Vanda Leary/ Graham Simmons
5	15/07/2017	Project lead and operational staff in Arun DC	Engagement of operational staff	as above	Meeting	Vanda Leary	Vanda Leary	Vanda Leary/ Graham Simmons
6	by 18 Aug	Project lead and operational staff in Chichester DC	Engagement of operational staff	as above	Meeting	Vanda Leary	Vanda Leary	Vanda Leary/ Graham Simmons
7	by 18 Aug	Project lead and operational staff in Crawley BC	Engagement of operational staff	as above	Meeting	Vanda Leary	Vanda Leary	Vanda Leary/ Graham Simmons
8	14/07/2017	Project lead and operational staff in Horsham DC	Engagement of operational staff	as above	Meeting	Vanda Leary	Vanda Leary	Vanda Leary/ Graham Simmons
9	by 18 Aug	Project lead and operational staff in Mid Sussex DC	Engagement of operational staff	as above	Meeting	Vanda Leary	Vanda Leary	Vanda Leary/ Graham Simmons
10	by 18 Aug	Project lead and operational staff in West Sussex CC	Engagement of operational staff	as above	Meeting	Vanda Leary	Vanda Leary	Vanda Leary/ Graham Simmons

### Exception to the Need to Tender Form

The Constitution of the Chichester District Council requires that most contracts should be subject to a tender process in the interests of best value and fairness and proper public process.

However, the constitution page 171 provides for this to be superseded on certain grounds – see attached.

(1) The Council requires that the following works be completed:–

iESE appointed as consultants for the DFG Transformation Project, Phase 3 – see attached brief.

In the opinion of the officer who is the contract administrator, one or more of the grounds for an exception applies in this instance.

(2) The ground on which an exception is sought is:–

‘are to be undertaken by a contractor with particular expertise’. iESE was appointed, via a tender process, to work on phases 1 and 2 of the project.

(3) The estimated value of the work is approximately:-

Up to £160,000, including project management, legal and other costs.

(4) The organisation recommended to carry out the work is:–

iESE

Submitted by Diane Shepherd (The contract administrator)  
(Job Title) Chief Executive

Date 20 July 2017

The decision must always be considered by the appropriate Head of Service, and by the Chief Finance Officer.

Considered by Diane Shepherd  
(Job Title) Chief Executive

Decision of Chief Executive:-   
Date: 1 August 2017

Approved

Considered by John Ward  
(Job Title) Head of Finance & Governance Services

Decision of Head of Finance & Governance Services   
Date: 24 July 2017

Approved

Note that the above decision, if approved, must be referred to Cabinet where the contract is estimated to exceed £50,000.

The contract administrator should note that at all times he or she will need to demonstrate that the contract represents value for money and that the Council will receive Best Value for the work undertaken. Further advice may be obtained by the contract administrator or the Head of Service from Legal Section on the Constitution as it applies to this application.

## 6. Exceptions to the necessity for obtaining tenders

There is no need for tenders to be sought in the following circumstances;

6.1 The work to be executed or the goods or materials or services to be supplied:

- are procured via an approved and valid framework agreement. The use of such agreement to be approved in consultation with the Legal Services Practice Manager and the Chief Finance Officer (or his appointed Representative).

6.2 The work to be executed or the goods or materials or services to be supplied:

- are exclusively manufactured by the supplier, or the goods, materials, or services are sold only at a fixed price and no satisfactory alternative is available;
- must be entrusted to the appropriate utility undertaking;
- constitute an authorised extension of an existing contract;
- is required so urgently as not to permit the invitation of tenders. This must be approved by the appropriate Chief Officer or Head of Service and reported to the next meeting of the Cabinet;
- consist of repairs to or the supply of parts for existing machinery or plant that can only be carried out by the supplier or manufacturer of that machinery, or under licence for a fixed price;
- are to be undertaken by a contractor or supplier with particular expertise. This must be approved by the appropriate Chief Officer or Head of Service and reported to the next meeting of the Cabinet;
- are to be part of a tender invited on behalf of any consortium, Central Purchasing Body or a similar body of which the Council is a member;
- For other reasons where there would be no genuine competition.

6.2.1 In the case of all contracts estimated to exceed £50,000 in value or amount, the justification to waive the need to obtain tenders must be subject to an internal review and approval by the Section 151 Officer and the Monitoring Officer before authority not to obtain tenders is sought from Cabinet prior to the award of the contract.

6.2.2 For contracts estimated not to exceed £50,000 in value or amount, exemption must be obtained in writing from both the appropriate Chief Officer or Head of Service and the Chief Finance Officer.

6.2.3 For contracts estimated not to exceed £10,000 in value or amount, the appropriate Chief Officer or Head of Service may waive the requirement to seek quotations where this would be inexpedient or uneconomic.

6.3 At all times the contract administrator needs to demonstrate that the contract represents value for money and that the Council will receive Best Value for the work undertaken.

**'A Litter Bit Better'**

**A Litter and Fly Tip Action Plan for Chichester District**

**2017 – 2019**

## **Contents**

Foreward

Summary

About this action plan

The environmental and public health context

Strategic alignment

The Action Plan

## **Foreward by Councillor Roger Barrow, Portfolio Holder for Chichester Contract Services**

Chichester District is a great place to live with beautiful countryside to enjoy and pleasant, welcoming towns and villages. The public tell us that the beautiful countryside is what they love about the area and maintaining it as such is very important to the residents of the District. However, residents are concerned about litter, dog fouling and fly tips. The Council spends significant resources and budget clearing and keeping the district clean and green. Chichester District Council has the ambition to change attitudes and behaviour to littering and fly tipping, by working with partner agencies, local businesses and each community to raise awareness by introducing a robust action plan.

I want to offer my thanks for the work already done by volunteers in cleaning up litter across the District and I am pleased to say that the contribution from communities is part of this action plan and the Council will continue to support community clear up days.

Surveys of the public consistently identify local environmental factors as being one of the most important factors in their wellbeing. When our countryside, towns and villages are blighted by litter and fly tips, our ability to enjoy our local environment is reduced and so too our well-being.

Litter is an avoidable problem and we all have a responsibility to help address the problem. I encourage everyone to come together to help us get on top of the persistent litter and fly tips that plague our District and help us release funds that could be spent on other public services.. I am optimistic about the Governments drive to make everyone accountable, to work together to make litter a thing of the past.

## **Summary**

Chichester District Council (CDC) has produced this Action Plan to set out how we will work with communities and businesses to reduce litter and fly tips which can tarnish our countryside and towns and villages.

The facts concerning litter speak for themselves;

CDC streets budget £1,030,000 pa. Approximately 1/3rd of these costs could be avoided and money spent on vital public services. Approximate costs of clearing the city centre is £220,000, towns and villages £250,000, mechanical sweeping £145,000, highway litter picking £200,000. A significant portion of these costs will have been avoidable and the money could have been better spent on vital public services.

Highway litter picking is complex and costly due to traffic management considerations. The recent 'deep clean' of the A27 cost £56,000.

There is a big increase in the number of fly tips in the District. In 16/17 there were 988 reported fly tips, up from 618 in 15/16. The 2016/17 costs to remove fly tips was £74,300 (including £21,000 for hazardous waste fly tips).

A national survey shows that 28–30% of people perceive 'litter and rubbish lying around to be a problem in their area'. Also 81% of people are 'angry and frustrated by the amount of litter lying all over the country'.

In the 2016 Great British Beach Clean, 802 litter items were collected per 100m of beach in England.

Last year, the RSPCA received over 5000 calls about litter-related incidents affecting animals.

The Councils strategy is to apply best practice in the following areas; good infrastructure, education to build clear social expectations supported by proportionate enforcement with the aim of reinforcing social pressure on everyone to do the right thing and which will deliver a substantial reduction in litter and littering behaviour and fly tipping so that in the coming years we see demonstrable improvements against the figures above.

We will;

1. Send a clear and consistent anti-litter and fly tip message, by;

Developing, seeking funding for and delivering a number of anti-littering and anti-fly tipping strategies

Develop an anti-littering culture which aims to educate young people not to litter

Engage with local communities, and empower them to take action, including supporting communities to adopt an area

Engaging with local businesses to care about their local area and work with others to deal with local litter problems

Look for new ways to encourage more recycling and reduce litter.

2. Clean up the district, including;

Working with WSCC Highways Authority and Highways England to reduce litter on the District's roads

Lobby WSCC to make it as easy as possible for people and local businesses to get rid of their rubbish properly

Work with organisations to make sure they have the right facilities to get rid of litter

Work with parish councils in deciding where bins should be placed, what types to use and how many are needed

Use innovative ways to encourage people to report litter and fly tips

3. Improve enforcement by;

Participating in a litter enforcement trial with neighbouring local authorities

Improving resources for fly tipping enforcement

Explore technology to make enforcement action count

### **About this action plan**

Chichester needs an action plan that reflects how the Council will work with groups and businesses to reduce litter and fly tipping. It will explain how the Council will implement the national litter and fly tip strategies within Chichester District's particularly environmental and social needs.

CDC may not be able to prevent all litter and fly tipping, nevertheless, its actions, priorities and leadership can make a difference to local residents and businesses. Together, we can influence others to work towards cost-effective outcomes, encourage others to 'do right' by waste and signal to the local community about the sort of activity and behaviour we should be encouraging.

Littering and fly tipping consumes considerable council resources in both terms of officers and budget. The aim therefore is to undertake various preventative initiatives to change public behaviour through a combination of awareness, education and enforcement to enable these resources to be diverted to deliver other vital services.

The action plan aims to balance preventative initiatives that improve awareness, including well-defined and targeted key messages with eye catching publicity material and new infrastructure to targeted enforcement against offenders who litter and fly tip.

## The environmental and public health context

The impacts of litter and fly tips are extensive, below are a few examples but the list could be endless.

Litter and fly tips are pollution, contaminating soil or water. It looks bad and can affect the value of your home and business. It affects the local economy, particularly tourism. 'Litter breeds litter' and sends out a message that people don't care.

Litter kills and harms wildlife. The biggest source of litter is cigarette butts. Though small they can be very dangerous. The butts contain harmful chemicals that can contaminate water and soil. Humans, animals and plants all need unpolluted water to survive. Litter is a threat to public health; it attracts vermin and is a breeding ground for bacteria.

Litter in the streets and parks can clog storm-water drains and fly tips can block ditches, which and result in flooding after heavy rain. Litter and debris is thrown, blown or washed into rivers, canals and the sea, where it finds its way in to the food chain. Litter, in particular plastic is harming our aquatic ecosystems and blights coastal communities and tourism. Litter is consumed by aquatic animals, damaging their health or they become entangled in it. Litter can smother habitats, resulting in species declining or disappearing.

Litter and fly tips can be a fire hazard.



Removing litter from the environment costs everyone money. Where this is public money, it could be better spent on services for the public.

This strategy compliments the Council's recycling strategy which aims to reduce waste and maximise value from natural and material resource assets by reducing the amount of new materials we need for our products and services thereby reducing waste and improving waste management techniques. We will continue to support people being able to recycle more, including recycling 'on the go'. We will continue to lobby for free disposal of household waste at WSCC civic amenity sites and improved opening times.

### **Strategic alignment**

Reducing litter and fly tipping and maintain a clean and pleasant place is a key aim for achieving the corporate policy of managing our built and natural environment. The action plan also fits into national strategy towards littering as outlined in the Government's National Litter Strategy of 2017.

The Council has a duty under the Environmental Protection Act 1990 to keep relevant land in the open air to which the public have access clear of litter and debris. The Code of Practice on Litter and Refuse 2006 sets a requirement on the Council to return a littered area to a satisfactory state, maintain it and keep it clean within a set time frame.

## The Action Plan

The responsibility to monitor the delivery of the action plan lies jointly with the Contract Services Manager and Environment Manager.

### 1. Sending a clear message

	What	Who	When
<b>Awareness and Community Involvement</b>			
1	Continue and expand the current Communication Strategy including;  Keep it Clean, Keep it Green campaign in Initiatives and other CDC literature covering - cost and impact of littering, cigarette litter, dog fouling, duty of care towards waste, fly tipping	PR Chichester Contract Services Environmental Protection	On-going
2	Deliver a Tradesman Project in partnership with retailers of trade tools and hardware including campaigns on properly sheeted commercial vehicles, duty of care towards waste	Member Officer Litter Working Group PR Chichester Contract Services Environmental Protection Relevant local trade businesses	January 2018
3	Introduce an “Adopt an Area” Initiative which incorporates themes appropriate to local needs such as community clean up days, “Paws and Pick Up” events, citizen awards, community pledges for particular problems e.g. dog fouling	Member Officer Litter Working Group PR Chichester Contract Services Environmental Protection City and Town Councils	March 2018

4	Deliver a Clean Street Pledge in Chichester, Midhurst, Selsey, Petworth towns	Member Officer Litter Working Group PR CCS Environmental Protection City and Town Councils Chichester Bid Local Chamber of Commerce	April 2018
5	Support and compliment the WSCC Highways and Highways England initiative to keep roads and verges clear of litter through social media campaigns.	CCS Manager, WSCC Highways Highways England	November 2017
6	Run Waste Buster in 5 local schools each year	Chichester Contract Services	On-going

## 2. Cleaning up the District

	What	Who	When
<b>Infrastructure and Collaboration</b>			
7	Review of Infrastructure including; <ul style="list-style-type: none"> <li>• Litter bin &amp; dog bin audit (right place/frequency/right messages)</li> <li>• 'Recycle on the go' provision</li> <li>• Shops / pubs to have cigarette bins</li> <li>• Improve clean up resources and use of external contractors</li> <li>• Co-ordinate highway work (grass cutting / routine maintenance)</li> </ul>	Chichester Contract Services	On-going, report due at Cabinet Dec 17

	<ul style="list-style-type: none"> <li>Review of existing street cleaning schedules</li> </ul>		
8	Improve and expand on collaboration between internal teams and services - waste management, street cleaning, environmental protection, community wardens, legal services, including clear roles and responsibilities and efficient procedures	Chichester Contract Services Environmental Protection Community Wardens Legal Services	On-going
9	Hold quarterly Member Officer Litter Working Group meetings/workshops, including annual reporting of costs related to littering and fly tipping and enforcement action	Chichester Contract Services Environmental Protection Members PR	On-going
10	Attend county-wide strategic Member waste group	Portfolio Holder for Contract Services	On-going
11	Attend county-wide officer waste group	Contract Services Manager	On-going
12	Improved stakeholder collaboration including parish councils, Chichester City Council, Chichester BID, WSCC, SDNP, Waste Partnership.	Contract Services Environmental Protection Portfolio Holder for Contract Services	On-going
13	Attend land owners fly tip liaison meeting	Land owners WSCC Environmental Protection	On-going

### 3. Improving enforcement

	What	Who	When
<b>Enforcement</b>			
14	Participate in the Litter Enforcement Trial with East Hants District Council, targeting litter and dog fouling enforcement to towns, car parks, parks/recreation grounds, other open space, and beaches. The FPN will be set at £80, in line with other Council FPNs, with a reduction to £60 if paid within 14 days. The process will include a process of appeal.	Environmental Protection East Hants District Council Legal Services	October 2017
15	Provide additional resources for fly tip investigations	Environmental Protection	On-going
16	Plain cloth operations at problem dog fouling areas	Environmental Protection Dog Control Officers	October 2017
17	Participate in Countywide remote cameras trial for fly tipping	WSCC Communities team Sussex Police Sussex Fire and Rescue Environmental Protection Legal Services	August 2017

## East Hants District Council Litter Enforcement Trail

The attached proposal from East Hants District Council (EHDC) outlines the litter enforcement trial. As well as East Hants, the neighbouring authorities of Herts, Arun and Havant are already participating in the trial.

The trial has been extended to run until September 2018 and subject to approval by Cabinet and agreement on legal contracts and details for the operation of the service, CDC should commence the trail by 1 November 2017. Prior to any enforcement being carried out, it is proposed that a publicity campaign will be run to raise public awareness and that any enforcement will be carried out in conjunction with ongoing education and awareness.

This will include a period of pre-trial publicity. One of the aims of the trial is to work collectively with neighbouring authorities and to learn best practice.

The aim is to keep Chichester District clean and attractive place to live and work and to provide a good quality great value service targeted at individuals who disregard the littering laws.

During the trial, it is likely that 2 or 4 EHDC officers, working in pairs will be on patrol for 2/3 days a week, utilising body worn cameras. If implemented, it is proposed that patrol officers will be given the freedom to enforce all public highway and CDC owned land, including public car parks, City and town centres, parks and recreation grounds, promenades/beaches. In addition, Parish Council, landowners where the PSPO Dog Control applies and some local businesses, will be consulted to see if they would wish the patrolling officers to enforce land within their ownership.

Litter includes the dropping of cigarette butts, chewing gum, dog fouling, dog poo bags. Patrols will target those areas where the most littering occurs.

The patrolling staff all received high levels of training and the emphasis on issuing fixed penalty notices (FPNs) is placed on quality of ticket issue rather than number of tickets.

If implemented an approach for issuing FPNs to young persons will need to be agreed. In law a local authority FPN can be issued to anyone over the age of 10. Parents and guardians are not responsible in law for paying fixed penalties issued to young offenders (in this respect FPNs differ from police issued penalty notices for disorder). However, a court before which a young person appears can order the parent/guardian to pay any fine it may impose. In East Hampshire the decision has been taken not to issue FPNs to anyone under the age of 18 years unless there are special circumstances that have been approved by the Cabinet Member. It is recommended that the same policy should be adopted in Chichester.

Alison Stevens, Environment Manager  
1 August 2017

The level of fine for the trial will be that set by the legislation, currently £80 for littering and £100 for dog fouling, with an early redemption fee. There is no charge by EHDC for the trial, however, the fine is split between EHDC and CDC respectively; (littering £55/£25; dog fouling £75/£25).

There are resource implications for CDC;

- Taking payments over the phone – Contact Centre
- Payments and invoices to EHDC – Environmental Protection admin
- Contract management & monitoring – Environment Manager
- Legal action for non-payment of FPNs – Environment Manager, Legal Services.
- Complaints procedure – Environment Manager

Members and officers have visited EHDC to discuss the details of the proposal with service managers and spent some time shadowing the enforcement officers. This provided reassurance that enforcement would be carried out in a professional and efficient manner. This will be monitored by enforcement officers recording issuing of FPNS via body worn CCTV.

**Key**

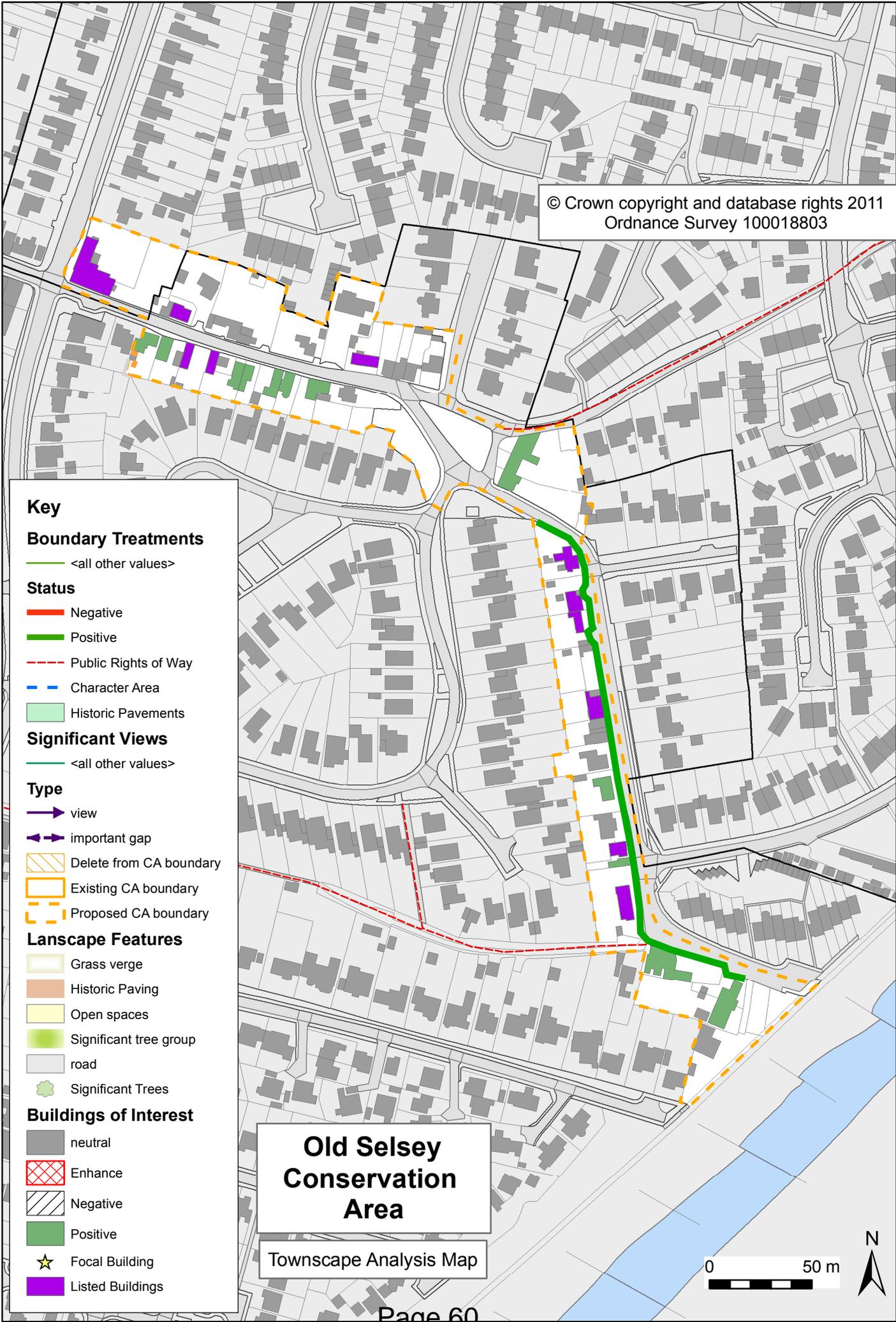
-  Adopted CA boundary
-  Proposed CA boundary
-  Delete from CA boundary
-  Opportunity for Enhancement
-  Negative Sites / Buildings
-  Positive buildings
-  Focal Buildings
-  Negative Boundary treatment
-  Positive Boundary treatment
-  Significant tree group
-  Trees
-  view
-  important gap



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**Key**

**Boundary Treatments**

- <all other values>

**Status**

- Negative
- Positive
- Public Rights of Way
- Character Area
- Historic Pavements

**Significant Views**

- <all other values>

**Type**

- view
- important gap
- Delete from CA boundary
- Existing CA boundary
- Proposed CA boundary

**Landscape Features**

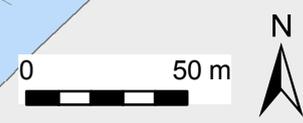
- Grass verge
- Historic Paving
- Open spaces
- Significant tree group
- road
- Significant Trees

**Buildings of Interest**

- neutral
- Enhance
- Negative
- Positive
- Focal Building
- Listed Buildings

**Old Selsey  
Conservation  
Area**

Townscape Analysis Map



**SELSEY CONSERVATION AREA CHARACTER APPRAISAL AND MANAGEMENT PLAN  
RESULT OF PUBLIC CONSULTATION**

**APPENDIX 5**

Draft 1: 13 October 2016 Updated: 11th May 2016

No.	Name	Comment	Response	Action
1	Selsey Town Council	The benefits and disadvantages of Conservation Areas generally and the specified proposals were discussed at length with acknowledgement given to the fact that whilst Conservation Areas could promote desirable enhancement they could also serve as something of a double-edged sword.	Noted. But experience suggests that the historic environment is a benefit to areas and can make areas attractive to visitors by emphasising their distinctive qualities to distinguish them from other areas/places. Enhancing the character of areas has often proved to contribute significantly to regeneration through building on a sense of place and promoting civic pride	No Change
		Members of the Committee expressed disappointment that whilst previously serving Members had been invited on a 'walkabout' of the town with officers from Conservation and Design at Chichester District Council no further meetings or discussion had taken place with Selsey Town Council prior to the consultation being published	The original walkabout was held with the Parish Council and local Ward Member. The work undertaken on the reviewed appraisal and new appraisal for East Selsey was based on the suggestions made at that meeting/walkabout and undertaken on the basis of all the recommendations being subject to full public consultation. A 6 week consultation was carried out between 1st April and 13th May 2016. A further meeting was held with the Town Council and a further walkabout of the original conservation area undertaken. The Town Council has undertaken their own consultation of residents and businesses within both areas and a further meeting of the Planning Committee has now resolved to request de-designation of the Selsey Conservation area - as detailed below.	
		Selsey Town Council would not wish to see any alterations to the current Conservation Area at Selsey High Street or the creation of new areas without further discussion.	Although relatively few representations have been received the responses have been largely positive to the proposals.  Residents of the proposed new East Selsey Conservation Area were well represented at the public exhibition and were all supportive of the proposals and Article 4 Direction. The Town Council undertook its own survey of residents of that area and this has confirmed broad support for the proposed designation. It is therefore recommended that designation of the East Selsey Conservation Area should proceed as recommended.	Proceed with designation of the "Old Selsey" conservation area and limit boundary changes to the existing conservation area to those that align the boundary to property boundaries. the deletion of 64-70 St, Peter's Crescent and inclusion of Knapp House, 156 High Street.
		Selsey Town Council formally request the deferral of the intended presentation of the consultation to Chichester District Council Cabinet on 7th June 2016 to allow an extensive conversation between Selsey Town Council and Chichester District Council to clearly determine the planning and extent of conservation areas for the best benefit of the residents and businesses of Selsey.	Agreed. The report was deferred from July to October and a further meeting/walkabout of the conservation area has taken place.	The report has been deferred to October Cabinet.

<p>Selsey Town Council - letter of 14th September 2016</p>	<p>Further to our letter of 11th May 2016, subsequent meeting with Lone Le Vay of CDC Conservation and Design and the meeting of our Planning Committee on 17th August 2016 Selsey Town Council has resolved to respectfully request the de-designation of the Conservation Area at High Street, Selsey</p>	<p>Selsey conservation area was originally designated in 1975 as having Special Architectural or Historic Interest. The review undertaken in 2005 confirmed this special character and interest and extended the designation to additional areas. The current review has not revealed any evidence of significant deterioration in special character to merit de-designation. In light of the Town Council objection it is proposed to limit boundary changes to those that align the boundary to property boundaries, the deletion of 64-70 St Peter's Crescent and inclusion of Knapp House, 156 High Street.</p>	<p>Proposed extensions to cover the library, the whole of the Primary School site and 159 to 165 High Street will not be pursued.</p>
	<p>i) There are undoubtedly some beautiful vernacular buildings on the High Street. These are all listed and will have the full protection of the planning laws whatever plans for the future development of the High Street are submitted. However, to balance that there are some hideous buildings that have no place in any conservation area. The conservation area is not monitored or enforced effectively. Consequently the original idea of conserving all that is good on the High Street has failed. There are inconsistencies in the planning history of Selsey High Street and that has led to confusion as to what is worthy of conserving/preserving and problems faced by developers when new buildings are proposed.</p>	<p>Conservation areas are areas of special architectural or historic interest the character or appearance of which it is desirable to preserve or enhance. Selsey has both historic and architectural significance. The conservation area appraisal sets out in detail the historic significance of the Selsey at Section 3. Whilst there are a number of listed buildings there are also a number of other buildings, structures and features that have been identified as being of townscape merit and are considered worthy of conservation, these are described in Section 5.2 of the appraisal document and highlighted on the townscape appraisal map. Conservation area designation provides some protection for these undesignated buildings and feature, some of which are intrinsic to Selsey's character such as the tide wall boundaries.</p>	<p>Proposed extensions to cover the library, the whole of the Primary School site and 159 to 165 High Street will not be pursued.</p>
	<p>ii) Just two examples to give a flavour of the inconsistencies:-</p> <ul style="list-style-type: none"> <li>- A doorway that had a plan to be widened to meet Disabled Access was refused on the grounds that it was an original Georgian doorway. This 'original' doorway was constructed in the 1970s and there is photographic evidence of this.</li> <li>- However a truly original and 'typical' Selsey flint wall that stood on the High Street was permitted to be removed and replaced by a picture window without being scrutinised by the Planning committee.</li> </ul>	<p>If there are inconsistent decisions these should be reviewed. Conservation area designation is an issue of fact, whilst assessment of the merits of a particularly proposal is a matter of judgement exercised through the development management process. There is scope to improve decision making through better advice and guidance.</p>	<p>Proceed with designation of the "Old Sesley" conservation area and limit boundary changes to the existing conservation area to those that align the boundary to property boundaries. the deletion of 64-70 St, Peter's Crescent and inclusion of Knapp House, 156 High Street.</p>

Selsey Town Council - letter of 14th September 2016 (continued)	The Conservation area restricts the appearance of other buildings in view of the High Street. When the Budgens development took place in Warner's Yard the building was delayed by 6 to 8 weeks because the flint panels did not look like a typical Selsey flint wall. A typical flint wall in Selsey depends on the state of the beach at the time the wall was built so if the flints were large the wall was built of large stones. If the beach was covered in smaller stones then the wall at the time was built of smaller stones. The equation is simple. Subsequently, the acceptable flint panels have been removed to accommodate a secondary retail outlet to be replaced by glass and steel.	Conservation area designation requires local planning authorities to have regard to the desirability of preserving or enhancing the character or appearance of the conservation area in the exercise of its planning functions. This may indeed require better quality design of development to ensure the special character is preserved or enhanced. This is usually considered to be a benefit to areas by making them more attractive places to live, work and visit.	Proceed with designation of the "Old Selsey" conservation area and limit boundary changes to the existing conservation area to those that align the boundary to property boundaries. the deletion of 64-70 St, Peter's Crescent and inclusion of Knapp House, 156 High Street.
	Now consider the 'Emporium'. The building is at best an eyesore and is matched by the 'New Parade' neither of which have any right to exist in a conservation area and do absolutely nothing to enhance the 'experience' of the High Street.	The character appraisal has identified a number of negative buildings and sites, including the "Emporium" and actively promotes their redevelopment so that they will eventually contribute to the enhancement of the High Street as a whole.	Proceed with designation of the East Selsey conservation area and limit boundary changes to the existing conservation area to those that align the boundary to property boundaries. the deletion of 64-70 St, Peter's Crescent and inclusion of Knapp House, 156 High Street.
	Developers have no idea what is acceptable given such contrasts in quality of buildings on the High Street and given that we need much of it redeveloped and enhanced, having the Damoclean sword of a conservation area to deal with is a significant disincentive to developers.	Disagree, there have been a number of developments approved in the High Street. It is acknowledged that areas with buildings of diverse character, and some identified negative sites can lead to a perception that design quality is not as important. This could be tackled by clearer guidelines which could be drawn up to give greater clarity on what is acceptable in design terms. This could build on the earlier "Selsey High Street Improvement Study" which led to successful funding bids, including the shopfront grant scheme.	Consider preparation of special guidelines for the High Street to give greater certainty to developers.
	The removal of the Conservation area status on the High Street will allow the future to be planned and take account of new styles and materials that can be blended into the fabric of the High Street, allow developers to build sympathetically, consider the location and improve the look of the High Street. STC in conjunction with CDC planners can achieve this much more easily than being shackled by a Conservation Area status.	Conservation area designation is not a bar to the introduction of good quality contemporary architecture. There are many examples of successful new modern interventions into historic townscapes. Conservation area designation can help ensure that the quality of architecture is of an appropriate standard rather than being mediocre or bland as can be seen with some of the 20th Century Developments in the High Street. Conservation area status can also provide a means of drawing in investment to regenerate areas in a positive way such as the Heritage Lottery Fund Townscape Heritage Initiative which can help fund a range of work including repairs, reinstatement, public realm improvements and bring redundant properties back into beneficial economic use.	Investigate opportunities to work in partnership with Selsey Town Council and the wider local community to prepare a comprehensive regeneration strategy/master plan as a basis for seeking funding. CIL and S106 funds may provide a basis for match funding bids.
	It should be noted that the creation of a new Conservation Area at East Selsey is supported by the Town Council's Planning Committee.	Noted.	Proceed with designation of the Old Selsey conservation area.

2	Resident	Pleased we are trying to conserve the historical architecture of the area. Better late than never	Noted	No Change
		Concerned about over-sized buses with 7-8min frequency use the unsuitable road (Albion Road/East Street)	This issue came up regularly at the exhibition and solutions seem problematic. Something we could explore further if opportunities arise, possibly as part of a more strategic review of traffic/public transport circulation.	Add reference to bus route in issues for East Selsey Conservation Area
		No 14 Albion Road does not have plastic windows as stated in the document.	Noted	Amend document to omit reference to plastic windows
		Helped to form a Residents Association a few years ago, mainly to seek solutions to the traffic problems	Noted, and will retain details as point of contact for resident in relation to future consultations, reviews of conservation area.	No Change
3	Resident	Agrees with key characteristics of the conservation area	Noted	No Change
		Agrees with the Character Areas	Noted	No Change
		Agrees with proposed changes to conservation area boundary, except the area to rear of Selsey Emporium, on which he is neutral.	Noted	No Change
		Agrees to proposed designation of a new conservation area at East Selsey	Noted	No Change
		Prefers the name "Old Seley" to "East Selsey" for the conservation area	Noted	Suggest we use "Old Selsey" as the name of the new conservation area.
		Agrees with proposed character areas for the new conservation area	Noted	No Change
		Agrees with proposed Article 4, save for painting of exterior of buildings on which he is neutral. Suggest changes to the historic tide wall should be protected.	Noted	No Change
		Agrees with recommendations in the Management proposals	Noted	No Change
4	Resident	Agrees with key characteristics of the conservation area, except the linear character of the area and commercial uses in the south on which he is neutral	Noted	No Change
		Agrees with the Character Area 1 but neutral on Charcater Area 2	Noted	No Change
		Agrees with proposed changes to conservation area boundary to include whole of churchyard, the Library and whole of School and playing field and whole of curtilages to Selsey hall and the Crown public house. Disagrees with including the whole of the Selsey car sales site and is neutral on the other proposed changes.	The purpose of including the whole of the Selsey car sales site was to rationalise the conservation area boundary to align it with property boundaries. This is consider good practice to avoid running conservation area boundaries through sites/properties	No Change
		Agrees to proposed designation of a new conservation area at East Selsey	Noted	No Change
		Prefers the name "Old Seley" to "East Selsey" for the conservation area	Noted	Suggest we use "Old Selsey" as the name of the new conservation area.
		Agrees with proposed character areas for the new conservation area	Noted	No Change
		Agrees with proposed Article 4	Noted	No Change

5	Resident	I read that you are looking at the lower part of East St Selsey where there are some nice old cottages, (as there are in Albion Rd, the continuance of East St) and agree that to conserve and preserve the Selsey heritage, as many worthy properties as possible should be included in conservation orders within the Selsey area.	Noted	No Change
6	Historic England	Documents would benefit from clearer summary section setting out what the special historic or architectural interest of the area is that justifies their designation. In each case I would only expect this to be the addition of a short paragraph for each appraisal - in fact the wording of the 2nd, 3rd and 4th paragraphs of section 1.1 (page 5) of the East Selsey appraisal cover this but need labelling as a separate section titled 'Special historic or architectural interest' possibly with some additional information about the historic nature of the fishing settlement that is represented.	Agreed - short statements of significance to be added to each appraisal document. In the existing appraisal a new section 2 to be added with a short paragraph before the list of significant features and in East Selsey the Summary of Key Characteristics to be renamed "Summary of Significance" and new short paragraph added here.	Statements of significance to be added to each appraisal document.
		This is particularly critical for the East Selsey document where I would repeat such a short statement at 3.1 (page 29). The present wording at 3.1 would render a decision to designate challengeable, I think, as you would be making the decision based on the area having a character or appearance that is desirable to preserve or enhance but without a clear link to a special historic or architectural interest as required by the definition in the act and by the NPPF.	Paragraph 3.1 is specific to Historic Development and not intended to set out the character and appearance which is covered elsewhere in the document. Agree to introduce a Statement of Significance at the start of the document linking character and appearance to special historic or architectural interest.	Statements of significance to be added at beginning of the East Selsey appraisal document.

<p>I would advise setting out the test of the East Selsey area's worthiness for designating at 3.1 as three questions:          1. Does the area have either special historic or architectural interest (or both) and what is this?; and          2. Does the area have a character or appearance that is clearly related to the special interest and what is this? (I think you have covered this); and          3. Is this character or appearance desirable to preserve either because it has value as heritage (see Conservation Principles Heritage values) or for other social, economic or environmental reasons?          The review of the Oxford Greyhound Stadium conservation Area's worthiness for designation provides an example of this test that has withstood challenge at JR (see: <a href="https://www.oxford.gov.uk/downloads/file/261/oxford_stadium_conservation_area_appraisal">https://www.oxford.gov.uk/downloads/file/261/oxford_stadium_conservation_area_appraisal</a> pages 28-30 specifically), I'm happy to discuss this if it can be of assistance.</p>	<p>The Oxford Greyhound stadium was a very different, and not unsurprisingly controversial, designation of a conservation area, relating to a greyhound and speedway racing stadium with an emphasis of historic (relatively recent history) rather than aesthetic architectural significance.</p>	<p>Statement of Significance to be added at the beginning of Appraisal document</p>
<p>The special interest does need to be clearly stated to demonstrate that special attention has been given to preserving the right elements of the area's significance and those parts of its character or appearance that relate to this in subsequent decisions and to ensure that changes to the boundary continue to relate to the special interest</p>	<p>Noted</p>	<p>Statement of significance to be included including a reference to the historic nature of the pattern of development to be highlighted.</p>

<p>I think that the statement of special interest at section 5 in the East Selsey document jumps too quickly to the presence of listed buildings. These are, after all, protected by their listed status although you might suggest that a focus of listed buildings of a particular type (or several types) indicates the presence of a wider area of special interest. It might help to check use of the word villa. I would recommend aggregating the discussion of listed and unlisted buildings in the discussion of 'positive buildings' to consider what types of buildings are present and how they may represent an area of special architectural interest (perhaps for the strong representation of local vernacular and use of locally distinctive materials), or illustrate or provide connections to or evidence of a special historic interest, such as the role of the area as a specialist settlement relating to the locally distinctive 19th century fishing industry, before considering how the listed or unlisted status of buildings reflects their individual importance or contribution to the area as a whole.</p>	<p>The document has been drafted to follow the format of all Chichester's conservation area appraisals. S 5.1 is specific to listed buildings, with following sections on Positive Buildings, building materials and colours and public realm. Agree to introduce a short introductory paragraph before the more detailed consideration of the listed and positive buildings.</p>	<p>A short introductory paragraph before the more detailed consideration of the listed and positive buildings has been introduced.</p>
<p>If possible it would be nice to have a bit more about the 19th century fishing industry and settlement history in the East Selsey document's historical development section to show how the area reflects this interest (if it does).</p>	<p>Research has revealed little on the history of the fishing industry in Selsey apart from a reference in a Southern England Regional perspective on fishing which refers to early methods of fishing including net fishing and shell collection and to strict regulation of the fishmongers trade. There is also the evidence of Bronze Age fishing activity revealed in the Medmerry excavations. The Southern England Regional perspective on fishing also states that Bede records that St Wilfrid taught the people of Sussex the art of net fishing when he visited the County in 681.</p>	<p>Some additional references included in the text relating to development of the fishing industry and references to the settlement history incorporated, including within the new statement of significance</p>
<p>Looking at the First Edition OS map the pattern of development along Fish Road and Albion Street, with small cottages built on a narrow strip of land either side of the road, with almost no depth of gardens from the road beyond the building line, is very suggestive of an opportunistic settlement that took place shortly after enclosure of the open fields. It would be interesting to check how the area changed between the Inclosure map of 1819-21 and the 1870s. Interestingly East Street was called Fish Lane, which, along with the Fisherman's Joy public house and Fishshop Farm, really emphasises how much this area was (as the Victoria County History describes it) the 'fishermen's quarters' in Selsey.</p>	<p>We do not have a Tythe map of the area but having consulted the District Archaeologist he thinks an opportunistic development is unlikely. But the fact that the cottages occupy narrow plots with no gardens could be suggestive of cottages where the occupiers were reliant on the sea rather than the land for their living. And this in fact is quite a significant aspect of the area's development.</p>	<p>Statement of significance to be included and reference to the historic nature of the pattern of development to be highlighted.</p>

**Verbal comments made at Exhibition**

A		Pavements in East Street/Albion Road have been raised above the floor levels of the properties	Noted	No Change
		The Chapel and 2 Fishermans Cottages were combine to form a single dwelling	Noted	Add a comment into the text of the Character Appraisal
B		Many references to buses and damage caused to listed buildings and property boundaries by buses hitting them. Sme discussions about introduction of a contraflow system with traffic lights. Many people find the bus useful and would not want to lose accessto local bus stops	Noted	Add reference to bus route in issues for East Selsey Conservation Area
C		Tramway Walk along route of former Selsey should be promoted/opened up as a walking route	Noted, but not within conservation area.	No Change
D		Advised of interesting remnants of World War II Structures survive at Little Spain Golf Club.	Noted and will be followed up	No Change
E		There have been many notable former remnants who could be commemorated via a blue plaque or similar scheme. This could add to the area's interest for tourism	Noted, and will raise with the Town Council.	No Change
F		There are area areas of West Street that are also of historic interest and should be considered for conservation area designation.	Noted, could be considered at the next review of the Selsey Conservation area. If of sufficient historic interest it could be considered as a potential new conservation area.	No Change
		Check garden boundaries around 28/30 East Street - marked up on Exhibition Board	Noted	Amend Townscape Appraisal Map accordingly

1. Details of the Article 4 Direction covering Selsey and proposed Old Selsey Conservation Areas
  - 1.1. It is suggested that an immediate Article 4(1) Direction be served withdrawing the following classes of "Permitted Development" as outlined in the **Town and Country Planning (General Permitted Development) (England) Order 2015 (as amended)**:
    - i) **Class A, Part 1 of Schedule 2:** Consisting of the enlargement, improvement or other alteration to a dwellinghouse, where any part of the enlargement, improvement or alteration would front a relevant location.
    - ii) **Class C, Part 1 of Schedule 2:** Alteration to the roof of a dwellinghouse where the alteration would be to a roof slope that fronts a relevant location.
    - iii) **Class D, Part 1 of Schedule 2:** Consisting of the erection or construction of a porch outside any external door of a dwellinghouse where the external door in question fronts a relevant location.
    - iv) **Class E, Part 1 Schedule 2:** The provision within the curtilage of the dwellinghouse of any building or enclosure, swimming or other pool required for a purpose incidental to the enjoyment of the dwellinghouse as such, or the maintenance, improvement or other alteration of such a building or enclosure where the building or enclosure, swimming or other pool to be provided would front a relevant location, or where the part of the building or enclosure maintained, improved or altered would front a relevant location.
    - v) **Class F, Part 1 of Schedule 2:** Development consisting of (a) the provision within the curtilage of a dwellinghouse of a hard surface for any purpose incidental to the enjoyment of the dwellinghouse as such; or (b) the replacement in whole or in part of such a surface where the hard surface would front a relevant location.
    - vi) **Class G, Part 1 of Schedule 2:** Consisting of the installation, alteration or replacement of a chimney on a dwellinghouse.
    - vii) **Class H, Part 1 of Schedule 2:** Consisting of the installation, alteration or replacement of a microwave antenna on a dwellinghouse or within the curtilage of a dwellinghouse where the part of the building or other structure on which the antenna is to be installed, altered or replaced fronts a relevant location.
    - viii) **Class A, Part 2 of Schedule 2:** Consisting of the erection, construction, maintenance, improvement or alteration of a gate, fence, wall or other means of enclosure where the gate, fence, wall or other means of enclosure would be within the curtilage of a dwellinghouse and front a relevant location.
    - ix) **Class C, Part 2 of Schedule 2:** The painting of the exterior of any part of (i) a dwellinghouse or (ii) any building or enclosure within the curtilage of a dwellinghouse which fronts a relevant location.

- x) **Class C, Part 11 of Schedule 2:** Any building operation consisting of the demolition of the whole or any part of any gate, fence, wall or other means of enclosure where the gate, fence, wall or other means of enclosure is within the curtilage of a dwellinghouse and fronts a relevant location.

1.2. Under paragraph 2(10) of Schedule 3 “relevant location” means a highway, open space or waterway.

1.3. It is suggested that due to the fairly unified and the predominantly residential character of the Selsey and proposed Old Selsey Conservation Areas that the Direction if approved should cover the whole of the conservation area including the additions to the areas agreed by Cabinet.

2. It is suggested that a non-immediate Article 4 Direction be served withdrawing the following classes of "Permitted Development" as outlined in **The Town and Country Planning (General Permitted Development) (England) Order 2015 (as amended)**:

- i) **Class A, Part 14 of Schedule 2:** consisting of the installation, alteration or replacement of microgeneration solar photovoltaic (PV) or solar thermal equipment on any roof slope on –

i) a dwellinghouse or block of flats; or

ii) a building situated within the curtilage of a dwellinghouse or a block of flats

where the part of the building on which the equipment is to be located fronts a relevant location

2.1. Under paragraph 2(10) of Schedule 2 “relevant location” means a highway, open space or waterway.

2.2. It is suggested that to preserve the character of Selsey and Proposed Old Selsey Conservation Areas that the Direction if approved should cover the whole of the area including any additions agreed by Cabinet.

3. Procedures for making an Article 4 Directions

3.1. Under Parts 1 and 2 of Schedule 3, the procedure for making Article 4 directions requires a Notice in relation to the Direction to be made:-

- by local advertisement;
- by site display at no fewer than two locations within the area to which the direction relates for a period of not less than six weeks; and
- by serving the notice on the owner and occupier of every part of the land within the area to which the direction relates.
- In the case on non-immediate Directions notified to the Secretary of State for Communities and Local Government.

- 3.2. Immediate Directions come into force as soon as the Notices are issued. A period of at least 21 days is given to those affected by the direction to make representations to the Council and they must be given some consideration before confirmation. If there are no objections then the Council can seek to confirm the direction, but at least 28 days must have lapsed since the notice was given. Confirmation of the Direction must be done within 6 months. Non-immediate Directions only come into force once the Direction has been confirmed. As soon as practicable after the Direction has been confirmed the local planning authority shall send a copy of the confirmed Direction to the Secretary of State.
- 3.3. It is also recommended that, in addition to formal, legally required consultation, the Council also sends explanatory leaflets and letters to affected households informing them in plain English how the Article 4s affect them and why the Council is issuing them. The leaflet will explain the restrictions but would also point out some of the potential positive implications. A letter will detail the intrinsic benefit of helping to preserve the character of the area, along with less obvious effects such as the potential positive effect on the value of properties that fall within the enlarged conservation area.
- 3.4. A further Notice confirming the Direction will also need to be advertised in a local paper and served on the owner and occupier of every dwelling house within the area in so far as this is practicable.
- 3.5. If the Direction is made it is intended that the effectiveness of the controls should be monitored and reviewed through recording the present and future condition of the buildings concerned to help inform future decisions regarding rolling out Article 4 Directions more widely across the District's conservation areas.

15<sup>th</sup> May 2017

Cllr M. Beal (Chairman)  
Selsey Town Council  
Council Offices  
55 High Street  
Selsey  
West Sussex, PO20 0RB

Dear Mike,

**RE: Selsey Conservation Area**

Further to our site visit with Selsey Town Council on Tuesday 2<sup>nd</sup> May 2017, please find below comments based on our findings. Please note that where further information has been found, comments have been updated accordingly. At the end of each example, a conclusion has been formed. These suggest that there is no evidence that the Conservation Area designation has prevented development, encouraged poor quality alterations, or facilitated the issues raised. If the examples illustrate anything, it is the importance of Selsey Conservation Area as a positive force within the town and the need for its controls.

**Pre-amble**

Selsey Conservation Area was designated in 1976 and sought to protect the character of the town which is informed by both listed and un-listed buildings, predominantly from the 18<sup>th</sup> and 19<sup>th</sup> centuries. These result in a generally understated character which is informed by numerous buildings and structures centred on the High Street. With the exception of St Peters Church there is also a lack of large and imposing buildings to act as focal points and therefore more subtle changes to design and scale have the potential to be harmful. The Conservation Area was re-assessed and a resulting appraisal and management plan published in 2007. This was updated in 2016, although this revised version has not as you know yet been approved by the Council.

**1-3 High Street**

This site consists of a 19<sup>th</sup> century building, a former car sales area and an MOT yard. The historic building addresses the corner of the High Street and with St Peters Church opposite, helps to form the entrance to the Conservation Area as approached from the north, as originally designated. The management plan of 2007 identifies the historic building for potential enhancement and suggests that any development of the site is of the highest

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quality. This does not require that the building has to be retained, but that it is preferable given the nature of the historic environment.

In 2008 an application (SY/08/03395/CAC) for demolition was permitted, though the associated planning application was withdrawn due to concerns about the scale of the building and the S106 agreement. In 2012 a pre-application enquiry (SY/12/01937/PE) sought advice on a new development of 6 houses and one flat which retained 1-3 High Street and the MOT area. The design was generally considered preferable to the 2008 scheme, but could not be supported due to the retention of the MOT area which affected amenity. In 2013 a new application (SY/13/01851/FUL) was received for full redevelopment of the site, including demolition of 1-3 High Street (Fig.1)



*Fig.1: proposed scheme for full redevelopment (13/01851/FUL).*

This proposal met with objections from the Town Council who considered it over-development of the site. The authority also had concerns with the overall scale, site coverage and design (as well as other issues including parking) and the scheme was withdrawn. The authority also advised that retention of 1-3 High Street, as proposed in the pre-application enquiry, would be preferable.



*Fig.2: the permitted scheme retaining 1-3 High Street.*

In 2014 a new application (SY/14/02930/FUL) was proposed which retained 1-3 High Street (Fig.2). This appears to have used the scale and character of the retained building to positively influence the development along the High Street. The building height is comparable and the eaves level also very similar. This has resulted in a more sympathetic scheme which relates well to the existing scale and grain of housing within the Conservation

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Area and helped overcome the sense of over-development. The scheme was permitted and appears to be currently under construction.

Conclusion: Conservation Area status has resulted in an improved and positive scheme more in keeping with the town.

### **Co-op**

The Co-op is a relatively large modern supermarket which is situated outside of the Conservation Area, but whose walls, consisting of flint panels, can be viewed from within. Two of these are currently boarded over as the shop is being divided and awaiting a new shopfront. It was agreed at the site meeting that the Co-op could be approached to establish when works might be carried out. If the situation becomes ongoing, Planning Enforcement could consider pursuing a Section 215 Notice to improve the situation. The presence of the Conservation Area adds weight to this approach.

Conclusion: the boarded up window is not a result of the Conservation Area status. The Conservation Area status could however encourage and give weight to enforcement action.

### **81-83 High Street**

The 'Selsey Emporium' was a modern retail unit which was not in-keeping with the streetscape or the character of the town. It is identified within the 2007 Selsey Conservation Area Character Appraisal as a site for enhancement and has been subject to a number of applications. The principle of replacing this building has therefore never been in doubt. The concern has been with the scale and design of the replacement building and its potential negative effect on the street scene and that of the Conservation Area. For any scheme to be successful, it would need to represent an enhancement, rather than replace one form of harm with another.

In 2012 a preliminary enquiry was made which proposed demolition of the shop and replacement with commercial and residential units. Concerns were expressed here with the scale and massing of the building which included a large area of flat roofscape. A more traditional roof profile was suggested as well as a redesign of the retail units which were shown as large glazed openings, overtly modern in character and not in-keeping with the Conservation Area.

A subsequent application received in the same year (SY/12/04005/FUL) improved on the preliminary enquiry, however concerns with scale and design were maintained and suggestions made to refer to the 'Good Practice Guidance' within the appraisal (Fig.3). Of special concern was the importance of this building on a corner and the opportunity for it to work positively as a focal building within the street scene. Following further design comments, amendments were made which greatly improved the quality of the elevations as well as its scale in the street scene (Fig.4). It was noted at the site meeting that this scheme is now under construction.



*Fig.3: amended scheme following officer advice.*



*Fig.4: approved scheme following further officer advice.*

Conclusion: Conservation Area status has resulted in an improved and positive scheme more in keeping with the town.

### **108 High Street**

The application (SY/06/01188/FUL) for a mixed-use development comprising 16 no. flats and 3 no. retail units was permitted following amendments made to the design and a reduction in the number of units. The previous application (SY/05/04871/FUL) had been withdrawn following design concerns raised by both the Town Council and the architectural adviser. The resulting scheme has been implemented and is currently in use with the exception of one shop unit which is in an untidy condition. The Town Council believe that the empty unit is due to the lack of services (water).

Whilst the provision of services is not strictly a planning or Conservation Area issue, the untidy shop front can be made good and controlled under a Section 215 notice. As elsewhere, the Conservation Area will give weight to this notice.

Conclusion: the condition of the shopfront is not a result of Conservation Area status. The Conservation Area status could however encourage and give weight to enforcement action.

### **99-101 High Street**

This is a listed building and therefore any works proposed require Listed Building Consent. The refusal to change the door to make it DDA compliant was therefore a listed building matter and not related to the Conservation Area. The refusal was made on the basis that the Georgian elevation would be harmed by a change of proportion to the doorway. It is possible that DDA compliance could have been achieved elsewhere, as much of the building to the side and rear is of modern fabric.

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 Council Offices  
 55 High Street  
 Selsey , West Sussex, PO20 0RB

Conclusion: the refusal relates to a listed building issue and therefore is not a Conservation Area matter.

### **122 High Street – Henry Adams**

Whilst this building is not listed, an application (SY/97/00877/FUL) was made to alter the building which was already being used as an office. The alterations included a lowering of the main window facing the High Street and a new window to the side. The Town Council did not object to the application. Prior to determination the planning officer sought an improvement of the materials to protect the amenity and character of the Conservation Area. The scheme also maintained a use for the historic building.

Conclusion: Conservation Area status encouraged enhancements to the scheme and the historic building's re-use.

### **123 High Street**

This was formerly the site of a listed building which had fallen into dereliction and had been demolished. An application was made in 1991 for a shop and an office which was permitted. In 1994 an application was made for flats which was withdrawn for design reasons. A subsequent proposal (SY/98/00489/FUL) was found to be acceptable and permitted with conditions to ensure the appearance of the property would be in keeping with the Conservation Area. These included a schedule of materials and finishes; control of window colour and design, as well as limitations on the eaves height which was to be no greater than 121 High Street. The quoins were originally intended to be brick and not stone in appearance and the render made to reference the building next door. Subsequent correspondence between the owner and authority confirmed that timber had to be used and not UPVC.

Whilst we would agree that some changes appear to have been made and could be improved upon, its scale and design was subject to controls to conserve the Conservation Area. The planning history shows a consistent concern for the Conservation Area. Without these the building might have been much larger, of worse design and there would be less resistance to inappropriate alterations.

Conclusion: Conservation Area status encouraged enhancements to the scheme. Whilst these could be improved, the designation would continue to help promote positive change.

### **159 High Street**

The changes to the ground floor of 159 High Street from retail to accommodation were permitted under SY/99/00472/COU. This was supported by the Town Council. The brick detail we discussed is shown in the drawing below (Fig.5) and formed part of the application. It is unlikely that there would have been resistance to this change given the scale and nature of the alteration and that the building was outside of the Conservation Area. It is perhaps a good example of what might occur to buildings that are not controlled by Conservation Area status.

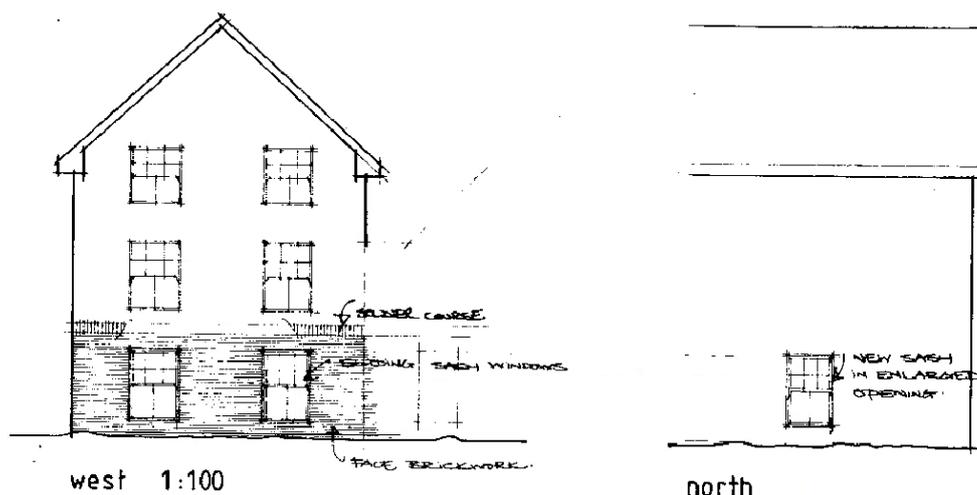


Fig.5: drawing showing brickwork as permitted under SY/99/00472/COU.

Conclusion: the Conservation Area status was not a cause of this change.

### 1-5 Parade Road and wall

The damaged road and wall here is outside of the Conservation Area. This could be subject to consideration of action under Section 215 notice if a complaint was made. The Conservation Area status does not prevent remedial works.

Conclusion: this damage can potentially be rectified through a Section 215 notice.

In summary, officers remain of the view that the conservation area status of the High Street is a valuable mechanism for protecting the important characteristics of the area in addition to the separate controls that apply to the listed buildings. The conservation area status also provides a policy basis for securing appropriate redevelopment where it is required and the Emporium is I think we can agree, one such site where I am pleased to see suitable redevelopment now taking place.

Officers can see no evidence that the conservation area designation has been the cause of either poor quality development or that it has suppressed development opportunities and I believe that our investigation of the examples provided by the Town Council now demonstrate this. I would be grateful if the Town Council could review the above analysis and let us have any further comments.

Officers have also carefully considered your concerns regarding the Conservation Area boundaries and further to our review, will not now be proposing two of the previously proposed additions: the addition to the south of the Conservation Area which includes 159 High Street will be omitted; the extension to encompass the more modern part of Medmerry School will also be omitted, but it is still proposed to retain the positive building on the High Street. It will also include the library as proposed which is an early example of modern library design and pre-dates Chichester library which is now a listed building. Please note that this should be identified as a positive building in the Townscape analysis map.

I look forward to hearing from you in due course and we will then consider how best to take this matter forward, including a further report to the Council's Cabinet.

Cllr M. Beal (Chairman)  
 Selsey Town Council  
 Council Offices  
 55 High Street  
 Selsey , West Sussex, PO20 0RB

Regards,



**Andrew Frost**

Head of Planning services

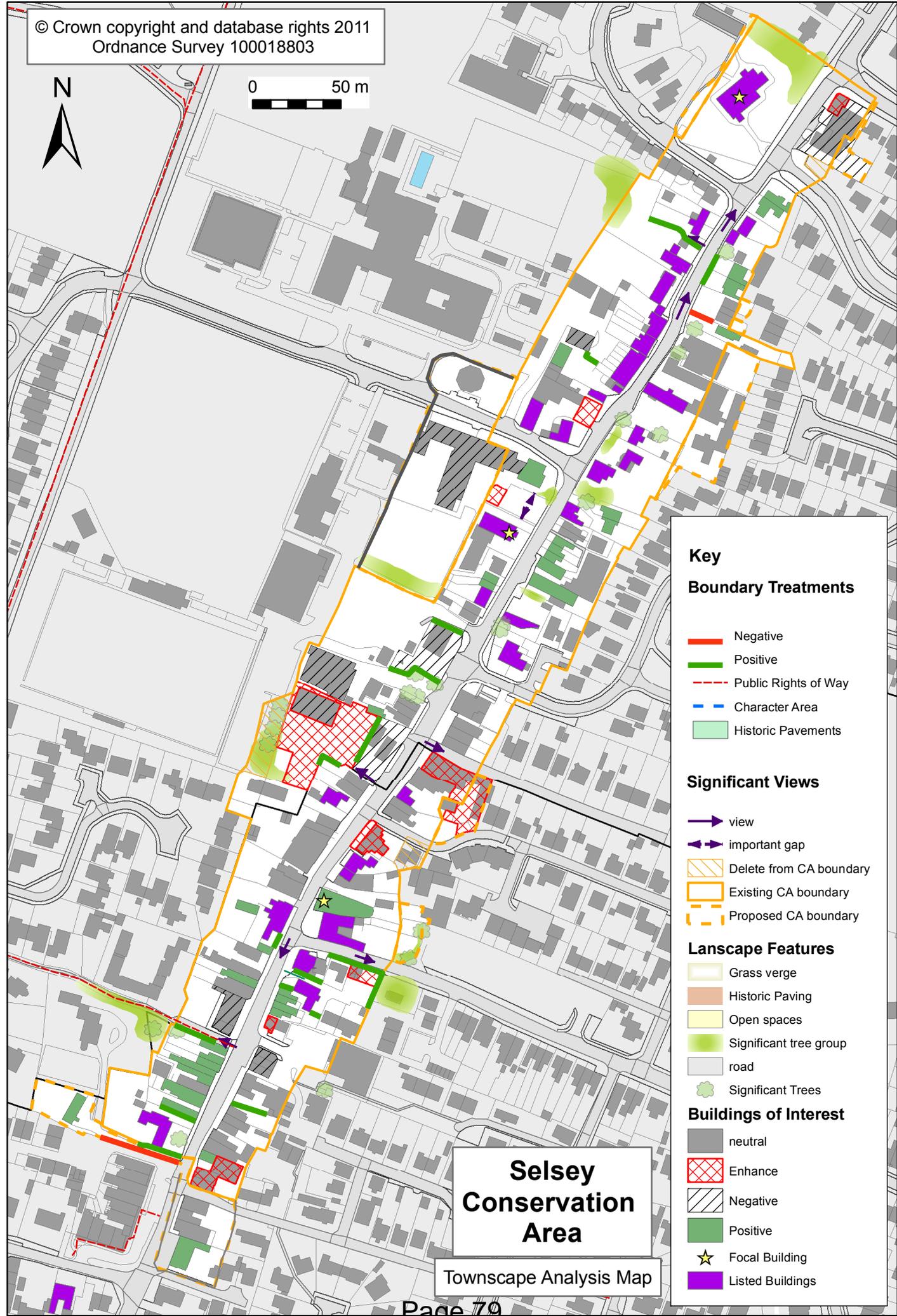
Planning Services

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**Key**

**Boundary Treatments**

- Negative
- Positive
- - - Public Rights of Way
- Character Area
- Historic Pavements

**Significant Views**

- view
- ↔ important gap
- Delete from CA boundary
- Existing CA boundary
- Proposed CA boundary

**Landscape Features**

- Grass verge
- Historic Paving
- Open spaces
- Significant tree group
- road
- Significant Trees

**Buildings of Interest**

- neutral
- Enhance
- Negative
- Positive
- ★ Focal Building
- Listed Buildings

**Selsey  
 Conservation  
 Area**

Townscape Analysis Map



**Selsey Town Council**

55 High Street, Selsey,

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Conservation & Design  
Chichester District Council  
East Pallant House  
1 East Pallant  
CHICHESTER  
West Sussex  
PO19 1TY

19<sup>th</sup> July 2017

Dear Sirs

Selsey Town Council stand by their belief that the High Street Conservation area in Selsey has been and remains an impediment to the economic development of the High Street. We recognise and are grateful for the considerable work undertaken by CDC officers in both their review of the High Street Conservation area and their willingness to meet with us to try and understand our concerns.

A major contributor to this belief is in no little way caused by the inconsistency that has been applied to the policy by the local planning authority. This inconsistent approach has left potential developers not knowing how their plans would be affected and how the decisions will determine the efficacy of their business plans. An example of this has been explained before where one shop was prevented from modification of the shop entrance to comply with the Disability Act thus restricting disabled shoppers from access. Counter this situation with another outlet being granted permission to remove 80% of a flint and stone wall to install a picture window. Whatever the individual rationale of these decisions on an individual basis, the confusion caused is a deterrent to good management of the Conservation area. Many other instances have been explained and demonstrated to CDC by the town council which it is inappropriate to repeat here.

STC recognise that the Planning Authority have instituted the Conservation area and recognise this is a CDC policy. We therefore also recognise that the ultimate decision will be made in Chichester by the District Council and we respect the right of CDC to do so.

Selsey Town Council therefore request the following issues are taken and adopted by CDC in the management and development of the Conservation Area policy appertaining to Selsey High Street and that these should apply to both pre-application advice and planning applications:

1. Every planning application presented to CDC will be examined by officers against an up to date copy of the Selsey High Street Conservation area map.
2. Planning applications relevant to the Conservation area will be presented to the CDC Conservation and Design department and should only be pursued after a written response has been received from their perspective.
3. A booklet explaining exactly what can and cannot be permitted in a conservation area is published by CDC and issued to all developers/architects at the pre-application stage.



4. Enforcement notices will be issued where landlords/tenants are in breach of the Town & Country Planning Act 1990 and the District's own planning policies including those relating to the Conservation Area in order to prevent untidy land and harm to the visual amenity of the High Street.

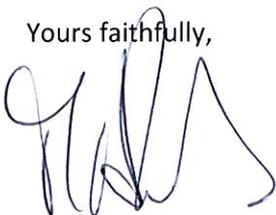
Notes on the proposed boundary changes to the High Street Conservation Area as outlined in the map circulated by CDC on 31<sup>st</sup> May 2017.

1. Nos 1-3 High Street is appropriately shown as a black hatching "Opportunity for Enhancement".
2. Nos 5-9 High Street is shaded red to denote it as a "Negative Site/Building". As there is a current development in advanced stages of completion under SY/14/02930/FUL, STC would like to suggest that this is changed to a black hatching "Opportunity for Enhancement". Indeed if the development were to complete before the revised Conservation Area is adopted, it may be appropriate to change this to a green shaded "Positive Building". (This is a case of the Planning Authority not following their own policy as the new development should, if the policy had been enforced, be an enhancement of the Conservation Area).
3. STC is pleased to see that the minor changes to St Peter's Church; 1-3 High Street; 1 & 2 Poplar Mews; The Old Malthouse; 81-83 High Street; 105 High Street and The Crown Inn, in accordance with Historic England good practice have been made to those boundaries.
4. STC is also pleased to see that the previously proposed extensions to the boundaries around Medmerry School and 159-165 High Street have been withdrawn.
5. STC acknowledges the extension to the boundary to encompass 156 High Street.
6. STC would be grateful if a further explanation as to the inclusion of the WSCC Selsey Library can be provided as it is felt by STC that the inclusion of this building does not add significantly to the Conservation Area.

Unless CDC is prepared to enforce the policy with diligence and consistency then Selsey Town Council contend and stand by our belief that this policy is flawed and will continue to be an impediment to the economic health of Selsey High Street. We firmly believe that introducing the above proposals will give greater clarity regarding the planning requirements of a Conservation Area and will enable all applicants, be they developers, landlords, homeowners or independent traders, to know exactly what is required for development and enhancement of our High Street. It should be noted that Selsey Town Council would welcome the opportunity for further co-operation on this and any future review of Selsey's Conservation Areas.

We would like to thank the Members for their consideration in this matter and look forward to hearing from the District Council in due course.

Yours faithfully,



**Cllr. Mike Beal**  
Chairman of Council



**Cllr. Clive Alden**  
Chairman, Planning Committee

cc. Mrs Susan Taylor, Cabinet Member for Planning Services  
Selsey Area District Councillors