

### **Greater Norwich Housing Strategy Action Plan 2008-11 amendments**

This document shows as part of the refresh of the Greater Norwich Housing Strategy 2008-11 the following amendments that have been made to the action plan:

#### **Changes to actions (including milestones)**

<b>No.</b>	<b>Original Action</b>	<b>Original Milestone/s</b>	<b>Changes To Action</b>	<b>Milestones after update</b>
1A	<b>Implement agreed recommendations arising from the Housing Market Assessment</b>	<ul style="list-style-type: none"> <li>• Agree process for updating the Housing Market Assessment.</li> <li>• Complete the Housing Market Assessment Report.</li> <li>• GNHP &amp; Greater Norwich Development Partnership Policy Group to consider policy implications.</li> </ul>	<b>Complete and act upon findings of the Housing Market Assessment update as appropriate</b>	<ul style="list-style-type: none"> <li>• Complete the Housing Market Assessment Update.</li> <li>• Develop LDF policy based on HMA Update findings.</li> </ul>
1C	<b>Plan and budget for new Housing Needs Survey</b>	<ul style="list-style-type: none"> <li>• Consider options.</li> <li>• Agree on the way forward.</li> <li>• Implement the agreed course of</li> </ul>	<b>No change to action</b>	<ul style="list-style-type: none"> <li>• Consider data requirements and options – methodology and cost.</li> <li>• Agree on the way forward.</li> </ul>

No.	Original Action	Original Milestone/s	Changes To Action	Milestones after update
		action.		<ul style="list-style-type: none"> <li>Implement the agreed course of action.</li> </ul>
1D	<b>Increase the supply and availability of good quality private sector rented property</b>	<ul style="list-style-type: none"> <li>Define barriers to properties being offered for rent.</li> <li>Determine how existing resources can be best targeted &amp; if alignment is appropriate.</li> </ul>	<b>No change to action</b>	<ul style="list-style-type: none"> <li>Review current activity against ongoing options.</li> <li>Implement the agreed programme.</li> </ul>
2A	<b>Contribute to the production of a Joint Core Strategy for the Local Development Framework (LDF)</b>	<ul style="list-style-type: none"> <li>Policy Group to endorse results of consultation</li> <li>Agree arrangements for joint working with Greater Norwich Development Partnership.</li> <li>Produce joint Supplementary Planning Document (covering pepper potting/clumping, thresholds, tenure mix, etc).</li> <li>Agree where housing will be</li> </ul>	<b>Contribute to the production of housing policy for the Local Development Framework (LDF)</b>	<ul style="list-style-type: none"> <li>Ensure the final version of the Joint Core Strategy meets national, regional and sub-regional needs.</li> <li>Produce planning document(s) setting out detailed housing policy based on Joint Core Strategy policy.</li> <li>Monitor and manage implementation.</li> </ul>

No.	Original Action	Original Milestone/s	Changes To Action	Milestones after update
		delivered and apportion need across the districts to meet housing need.		
2C	<b>Increase the supply of good quality accommodation for Gypsy and Traveller communities</b>	<ul style="list-style-type: none"> <li>• Identify needs.</li> <li>• Identify barriers to provision.</li> <li>• Prepare costed action plan(s).</li> <li>• Secure resources as appropriate.</li> <li>• Engage the Gypsy &amp; Traveller community in creating a new strategy.</li> <li>• Deliver the action plan.</li> <li>• Monitor progress.</li> </ul>	<b>No changes to action</b>	<ul style="list-style-type: none"> <li>• Deliver the new strategy and action plan for Gypsies and Travellers in Norfolk.</li> <li>• Monitor progress.</li> <li>• Create and deliver appropriate planning policy through the LDF process.</li> <li>• Deliver appropriate accommodation – RSS target: 58 pitches sub-regionally.</li> </ul>
2G (now 2F)	<b>Contribute to drawing up and delivering local area action plans to target specific issues within</b>	<ul style="list-style-type: none"> <li>• Establish working arrangements.</li> <li>• Engage with action planning process and set targets.</li> </ul>	<b>No changes to action</b>	<ul style="list-style-type: none"> <li>• Investigate delivery through SNAP teams</li> <li>• Review NRCC report that studied the effectiveness of the</li> </ul>

No.	Original Action	Original Milestone/s	Changes To Action	Milestones after update
	neighbour-hoods that could benefit from housing management and support input	<ul style="list-style-type: none"> <li>• Monitor the effectiveness of outcomes.</li> </ul>		<p>Safer Neighbourhood Teams</p> <ul style="list-style-type: none"> <li>• Contribute to the activities of relevant Crime and Disorder Reduction Partnerships.</li> <li>• Consider funding possibilities from all social landlords.</li> <li>• Determine best practice for information sharing.</li> <li>• Establish working arrangements.</li> <li>• Engage with action planning process and set targets.</li> <li>• Monitor the effectiveness of outcomes.</li> </ul>
3A	Deliver the local Sub- regional target for affordable homes across the Sub-region.	<p>2008-11 NAHP</p> <ul style="list-style-type: none"> <li>• Deliver schemes with funding approved.</li> <li>• Work together to obtain all uncommitted funding available</li> </ul>	Deliver the local Sub-regional target for affordable homes across the Sub-region in a way that meets housing need	No changes to milestones

No.	Original Action	Original Milestone/s	Changes To Action	Milestones after update
		for Greater Norwich.  20011-14 NAHP: <ul style="list-style-type: none"> <li>• Schemes worked up.</li> <li>• Agree bids for Housing Corporation.</li> <li>• National Affordable Housing Programme bids submitted.</li> <li>• National Affordable Housing Programme Funding Agreed.</li> <li>• Homes Delivered.</li> </ul>		
3B	<b>Implement a more consistent approach to negotiations with developers</b>	<ul style="list-style-type: none"> <li>• Analyse current practice and compare with identified good practice.</li> <li>• Consider a sub-regional template for Section 106 agreements.</li> <li>• Agreed approach to</li> </ul>	<b>No changes to action</b>	<ul style="list-style-type: none"> <li>• Analyse current practice and compare with identified good practice.</li> <li>• Adopt good practice with regard to economic appraisal.</li> <li>• Staff trained to deliver a more consistent approach.</li> </ul>

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		negotiations and enforcement. <ul style="list-style-type: none"> <li>Staff trained to deliver consistent approach.</li> </ul>		<ul style="list-style-type: none"> <li>Implement with regard to new applications and any re-negotiations.</li> </ul>
3E (now 3D)	<b>Deliver affordable homes in innovative ways with minimal public subsidy.</b>	<ul style="list-style-type: none"> <li>Research possibilities.</li> <li>Identify key partners.</li> <li>Identify appropriate developments.</li> <li>Agree tenures.</li> </ul>	<b>No changes to action</b>	<ul style="list-style-type: none"> <li>Research possibilities and develop a range of models.</li> </ul>
3F (now 3E)	<b>Proactively identify sites where increased sustainability standards and quality of design can be achieved.</b>	<ul style="list-style-type: none"> <li>Evaluate existing schemes.</li> <li>Agree actions to promote, encourage further partnerships.</li> <li>Seek additional funding to assist with delivery.</li> <li>Seek higher level accreditation for 'beacon'</li> </ul>	<b>No changes to action</b>	<ul style="list-style-type: none"> <li>Continue to work with relevant partners to deliver this.</li> <li>Deliver the Rackheath eco-community in accordance with government guidance.</li> </ul>

No.	Original Action	Original Milestone/s	Changes To Action	Milestones after update
		developments, as benchmark for future projects.		
3G (now 3F)	<b>Carry out a review of the Delivering Affordable Housing Partnership (DAHP) in 2009/10.</b>	<ul style="list-style-type: none"> <li>• Agree the basis for the review, and undertake evaluation.</li> <li>• Act on recommendations.</li> </ul>	<b>No changes to action</b>	<ul style="list-style-type: none"> <li>• Continue to deliver schemes in Norwich.</li> <li>• Act on recommendations of the review.</li> </ul>
3H (now 3G)	<b>Deliver supported housing schemes where funding is already in place.</b>	<ul style="list-style-type: none"> <li>• YMCA Phase 1 Assessment Centre (Norwich)</li> <li>• YMCA Phase 2: First Stage Move-on (Norwich)</li> <li>• Domestic Violence (Norwich)</li> <li>• Mental Health (Norwich)</li> <li>• Older People (South Norfolk)</li> </ul>	<b>No changes to action</b>	<ul style="list-style-type: none"> <li>• Scheme for people with physical and sensory disabilities (Broadland).</li> <li>• Re-provision of the St Edmunds scheme for offenders (Norwich).</li> <li>• Silkfields – learning difficulties (Norwich).</li> <li>• Domestic violence refuge (Broadland).</li> <li>• YMCA Phase 2 (Norwich)</li> </ul>

No.	Original Action	Original Milestone/s	Changes To Action	Milestones after update
3I (now 3H)	<b>Deliver new supported housing schemes still requiring funding:</b> <ul style="list-style-type: none"> <li>• <b>Physical disabilities (Broadland)</b></li> <li>• <b>Domestic Violence (Broadland)</b></li> <li>• <b>Substance misuse (Norwich)</b></li> <li>• <b>Offenders (South Norfolk)</b></li> <li>• <b>Vulnerable women (Norwich)</b></li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration with partner organisations (including service users) to maximise and progress potential schemes in Supply Chain.</li> <li>• Detailed dialogue to ensure both capital and revenue streams are in place.</li> <li>• Maintain monitoring and scrutiny role of completion timescales.</li> </ul>	<b>Deliver new supported housing schemes still requiring capital funding:</b> <ul style="list-style-type: none"> <li>• <b>Substance misuse (Norwich)</b></li> <li>• <b>Vulnerable women (Norwich)</b></li> </ul>	<b>No changes to milestones.</b>
3J (now 3I)	<b>Ensure all new developments comply with agreed design and quality standards.</b>	<ul style="list-style-type: none"> <li>• Agree consistent standards across the Sub-region.</li> <li>• Liaison with planners (to create policy), architects and developers.</li> </ul>	<b>No changes to action</b>	<ul style="list-style-type: none"> <li>• Agree consistent standards across the Sub-region via the LDF.</li> <li>• Liaison with planners (to create GNHP policy), architects and developers.</li> </ul>



No.	Original Action	Original Milestone/s	Changes To Action	Milestones after update
4A	<b>Achieve the government's target that all RSLs meet the Decent Homes Standard.</b>	<ul style="list-style-type: none"> <li>• Stock Condition Surveys completed.</li> <li>• Interim targets agreed.</li> <li>• Programme of repairs and maintenance in place to achieve target, ensuring minimal disruption for vulnerable groups.</li> <li>• Agreement on monitoring arrangements.</li> </ul>	<b>No changes to action</b>	<ul style="list-style-type: none"> <li>• Complete the work programme to reach 95% compliance.</li> <li>• Ensure a programme is in place so that stock continues to achieve the standard.</li> </ul>
4B	<b>Achieve and sustain the Decent Homes Standard within Norwich City Council housing stock.</b>	<ul style="list-style-type: none"> <li>• Up-to-date stock condition data.</li> <li>• Programme of works prepared, ensuring minimal disruption for vulnerable groups.</li> <li>• Monitoring of programme delivery.</li> </ul>	<b>No changes to action</b>	<ul style="list-style-type: none"> <li>• Implement the agreed programme.</li> <li>• Monitoring of programme delivery.</li> </ul>

No.	Original Action	Original Milestone/s	Changes To Action	Milestones after update
4C	<b>Seek to achieve the government Private Sector Decent Homes Standard by 2010. (PSA Target 7)</b>	<ul style="list-style-type: none"> <li>• Agreement of targets, in accordance with the Local Area Agreement and Stock Condition Report.</li> <li>• Actions and Local Area Agreement targets incorporated in Local Delivery Plans.</li> </ul>	<b>Seek to achieve the government Private Sector Decent Homes Standard by 2010. (PSA Target 7 retained as a local indicator)</b>	<b>No changes to milestones.</b>
4D	<b>Agree a consistent process that will ensure improved performance in relation to assessment and processing adaptations.</b>	<ul style="list-style-type: none"> <li>• Review pilot arrangements for improved joint working with occupational therapists at Broadland District Council.</li> <li>• Consider other options as appropriate.</li> <li>• Agree future arrangements and apply.</li> <li>• Review arrangements to ensure delivering</li> </ul>	<b>Ensure improved performance in relation to assessment and processing adaptations</b>	<ul style="list-style-type: none"> <li>• Implement the improved arrangements agreed.</li> <li>• GNHP leads the co-ordination of activity for the County</li> <li>• Monitor via the Local Area Agreement (LAA).</li> </ul>

No.	Original Action	Original Milestone/s	Changes To Action	Milestones after update
		improved performance.		
4E	<b>Investigate and appraise options for improved delivery of Home Improvement Agency services.</b>	<ul style="list-style-type: none"> <li>• Agree care client group(s)</li> <li>• Identify needs and barriers faced</li> <li>• Agree the way forward</li> <li>• Implement</li> </ul>	<b>No changes to action</b>	<ul style="list-style-type: none"> <li>• Evaluate how the service is working and implement recommendations for improvement.</li> </ul>
4F	<b>Improve the energy efficiency of existing private sector housing.</b>	<ul style="list-style-type: none"> <li>• Utilise results of stock condition survey to determine priorities.</li> <li>• Investigate and appraise options for joint delivery of Energy Efficiency Services and within that ways of targeting excess cold.</li> <li>• Agree targets, seek to secure funding (Home Energy</li> </ul>	<b>No changes to action</b>	<ul style="list-style-type: none"> <li>• Implement and improve existing arrangements.</li> <li>• Ensure that activity directly addresses fuel poverty.</li> <li>• Raise public awareness.</li> </ul>

No.	Original Action	Original Milestone/s	Changes To Action	Milestones after update
		<p>Conservation Act) and deliver.</p> <ul style="list-style-type: none"> <li>• Raise public awareness.</li> </ul>		
4G	<b>Ensure that all qualifying Houses in Multiple Occupation are licensed.</b>	<ul style="list-style-type: none"> <li>• Identify qualifying Houses in Multiple Occupation.</li> <li>• Agree collective or individual local authority approach.</li> <li>• Programme established and delivered.</li> <li>• Review the effect of registration or refusal on landlords and tenants, including specific groups such as young people.</li> </ul>	<b>No changes to action</b>	<ul style="list-style-type: none"> <li>• Implement rolling inspections.</li> <li>• Review the effect of registration or refusal on landlords and tenants, including specific groups such as young people.</li> </ul>
4H	<b>Review grants and loans policies with the aim of agreeing a single Sub-region policy.</b>	<ul style="list-style-type: none"> <li>• Identify and evaluate existing policies.</li> <li>• Consider Best Practice.</li> <li>• Agree Sub-</li> </ul>	<b>No changes to action</b>	<ul style="list-style-type: none"> <li>• Consider options.</li> <li>• Agree a sub-regional approach, if appropriate.</li> </ul>

No.	Original Action	Original Milestone/s	Changes To Action	Milestones after update
		regional approach, if appropriate.		
4I	<b>Ensure partner social landlords agree a consistent approach to prioritising aids and adaptations in their own stock.</b>	<ul style="list-style-type: none"> <li>• Clarify existing policies and collate data.</li> <li>• Social Landlords to consider options.</li> <li>• Agree way forward.</li> <li>• Social Landlord to determine local budgets.</li> <li>• Monitor to ensure consistent standard of service across Social Landlords, including tenants in the activity.</li> </ul>	<b>No changes to action</b>	<ul style="list-style-type: none"> <li>• Monitor to ensure consistent standard of service across Social Landlords, including tenants in the activity.</li> <li>• Implement agreed arrangements.</li> </ul>
4J	<b>Improve the quality and location of temporary accommodation.</b>	<ul style="list-style-type: none"> <li>• Agree consistent inspection process across sub region.</li> <li>• Agree a rolling programme of inspection across the Sub-region.</li> </ul>	<b>No changes to action</b>	<ul style="list-style-type: none"> <li>• Monitor agreed minimum standards.</li> <li>• Ensure temporary accommodation is available within the sub-region in appropriate locations.</li> </ul>

No.	Original Action	Original Milestone/s	Changes To Action	Milestones after update
		<ul style="list-style-type: none"> <li>Implement programme and report results to GNHP Policy Group.</li> <li>Agree minimum management standards for accommodation and apply.</li> <li>Ensure temporary accommodation is available within the sub-region in appropriate locations.</li> </ul>		<ul style="list-style-type: none"> <li>Ensure temporary accommodation is available for young single homeless people.</li> </ul>
4K	<b>Ensure that we have up to date private sector stock condition information.</b>	<ul style="list-style-type: none"> <li>Systems in place to update recent survey utilising locally determined information sources.</li> <li>Project plan in place for new survey, or other data collection and analysis.</li> <li>Deliver project plan</li> </ul>	<b>No changes to action</b>	<ul style="list-style-type: none"> <li>Review data requirements, methodology options and funding available</li> <li>Project plan in place for new survey, or other data collection and analysis.</li> <li>Deliver project plan - possibly in conjunction with Housing Needs Survey (Action 1C).</li> </ul>

No.	Original Action	Original Milestone/s	Changes To Action	Milestones after update
		<p>(possibly in conjunction with Housing Needs Survey (Action 1C)).</p> <ul style="list-style-type: none"> <li>Information used to develop new policies, specific project plans and develop bids.</li> </ul>		<ul style="list-style-type: none"> <li>Information used to develop new policies, specific project plans and develop bids</li> </ul>
4L	<b>Produce a joint project plan for empty homes, and implement locally.</b>	<ul style="list-style-type: none"> <li>Review current Empty Dwelling Management Orders project and existing empty homes policies and position in each of districts.</li> <li>Produce project plan and incorporate in local Housing Delivery Plan.</li> <li>Produce bids to secure additional funding as identified within Project Plan.</li> <li>Implement Empty</li> </ul>	<b>No changes to action</b>	<ul style="list-style-type: none"> <li>Agree an exit strategy for the current project</li> <li>Produce bids to secure additional funding as identified within Project Plan.</li> </ul>

No.	Original Action	Original Milestone/s	Changes To Action	Milestones after update
		Homes Project Plan.		
5A	<b>Implement the sub-regional Homelessness Strategy Action Plan.</b>	<ul style="list-style-type: none"> <li>Implement and monitor Action Plan.</li> </ul>	<b>No changes to action</b>	<ul style="list-style-type: none"> <li>Implement and monitor Action Plan 2009-10 and its successor.</li> <li>Refresh Homelessness Strategy Action Plan.</li> </ul>
5B (now 5C)	<b>Deliver the Greater Norwich Hostel Strategy Action Plan</b>	<ul style="list-style-type: none"> <li>Work in partnership to take a strategic and integrated approach towards hostel accommodation provision.</li> <li>Implement the agreed actions.</li> <li>Ensure delivery is fair and equitable.</li> </ul>	<b>No changes to action</b>	<ul style="list-style-type: none"> <li>Implement the agreed actions.</li> <li>Ensure delivery is fair and equitable.</li> <li>Review and update Hostel Strategy and action plan</li> </ul>
5C (now 5D)	<b>Improve the Choice Based Lettings Scheme as identified through the review.</b>	<ul style="list-style-type: none"> <li>Undertake a thorough review of the CBL scheme in March 2009.</li> <li>Implement agreed recommendations.</li> </ul>	<b>No changes to action</b>	<ul style="list-style-type: none"> <li>Undertake a thorough review of the CBL scheme.</li> <li>Implement agreed recommendations.</li> <li>Adopt best practice in</li> </ul>



No.	Original Action	Original Milestone/s	Changes To Action	Milestones after update
		<ul style="list-style-type: none"> <li>• Agree and deliver appropriate links between Landlord Accreditation scheme, website and CBL.</li> <li>• Develop a communications strategy.</li> </ul>		<p>local lettings policy.</p> <ul style="list-style-type: none"> <li>• Agree and deliver appropriate links between Landlord Accreditation scheme, website and CBL.</li> </ul>
5D (now 5E)	<b>Contribute to the development of the Supporting People programme.</b>	<ul style="list-style-type: none"> <li>• Monitor Supporting People programme action plans.</li> <li>• Ensure recommendations from Audit Commission Inspection are carried out.</li> <li>• Contribute to the evolution of the Norfolk Supporting People Strategy 2008 – 2013.</li> <li>• Ensure 100% representation from sub region at all Commissioning Body and Core Strategy Group</li> </ul>	<b>No changes to action</b>	<ul style="list-style-type: none"> <li>• Monitor Supporting People programme action plans.</li> <li>• Implement the Norfolk Supporting People Strategy 2008 – 2013.</li> <li>• Ensure 100% representation from sub region at all Commissioning Body and Core Strategy Group meetings.</li> </ul>

No.	Original Action	Original Milestone/s	Changes To Action	Milestones after update
		meetings.		
5F (now 5G)	<b>Agree sub-regional supported accommodation priorities.</b>	<ul style="list-style-type: none"> <li>• Refine strategic priorities.</li> <li>• Commission schemes in accordance with strategic priorities.</li> <li>• Work up schemes</li> <li>• Agree schemes for 2011/14 bidding round.</li> </ul>	<b>Determine need and agree priorities for provision of sub-regional supported accommodation.</b>	<ul style="list-style-type: none"> <li>• Commission schemes in accordance with strategic priorities.</li> <li>• Deliver YMCA Phase 2.</li> <li>• Review need and agree priorities for 2011/14 bidding round.</li> </ul>
5H (now 5I)	<b>Review existing client group strategies.</b>	<ul style="list-style-type: none"> <li>• Mental health.</li> <li>• Learning difficulties.</li> <li>• Gypsies and Travellers.</li> <li>• Offenders.</li> </ul>	<b>No change to action</b>	<p>Supporting People strategies:</p> <ul style="list-style-type: none"> <li>• Mental health</li> <li>• Substance misuse</li> <li>• Offenders</li> <li>• Gypsies and Travellers</li> </ul> <p>Contribute and support the work of the following strategies:</p> <ul style="list-style-type: none"> <li>• Domestic violence (Countywide)</li> </ul>

No.	Original Action	Original Milestone/s	Changes To Action	Milestones after update
				<ul style="list-style-type: none"> <li>• Homelessness (Sub-regional)</li> <li>• Refugees (Countywide)</li> <li>•</li> </ul>
5I (now 5J)	<b>Ensure actions allocated to GNHP partners in action plans for all client groups are delivered.</b>	<ul style="list-style-type: none"> <li>• Monitor and report on achievement against the relevant client group Action Plans.</li> </ul>	<b>No change to action</b>	<ul style="list-style-type: none"> <li>• Monitor and report on achievement against the relevant client group Action Plans: learning difficulties, physical and sensory disabilities, older people, vulnerable young people, teenage parents, black and minority ethnic groups.</li> </ul>
5L	<b>Manage and use data to ensure that services are fair and equitable.</b>	<ul style="list-style-type: none"> <li>• Agree and implement a sub-regional approach to Equalities Impact Assessments.</li> <li>• Training for key staff from each authority and key partner organisations.</li> <li>• Carry out Equality Impact</li> </ul>	<b>No change to action</b>	<ul style="list-style-type: none"> <li>• Carry out Equality Impact Assessments on all new policies and schemes.</li> <li>• Impact Assessment included in all project plans.</li> <li>• Ensure corporate arrangements are compatible.</li> <li>• Adopt best equalities</li> </ul>

No.	Original Action	Original Milestone/s	Changes To Action	Milestones after update
		<p>Assessments on all new policies and schemes.</p> <ul style="list-style-type: none"> <li>Impact Assessment included in all project plans.</li> <li>Ensure corporate arrangements are compatible.</li> </ul>		<p>practice within the partnership, including adoption of a Compact committing partners to a positive programme of action.</p>
6C (now 6B)	<b>Establish clear links, communication and structures to ensure alignment with the Greater Norwich Development Partnership.</b>	<ul style="list-style-type: none"> <li>GNHP Directors Group and Forum to receive routine updates on Greater Norwich Development Partnership activity.</li> <li>Joint Policy Group meetings to be held six monthly.</li> </ul>	<b>Develop further links, communication and structures to ensure alignment with the Greater Norwich Development Partnership.</b>	<ul style="list-style-type: none"> <li>GNHP Directors Group and the Project Leads Group to receive routine updates on Greater Norwich Development Partnership activity.</li> <li>Review working arrangements from April 2011</li> </ul>
6 D	<b>Ensure active participation in the Regional Housing Advisory Group.</b>	<ul style="list-style-type: none"> <li>100% attendance at all meetings.</li> <li>100% response to consultations.</li> </ul>	<b>No changes to action</b>	<ul style="list-style-type: none"> <li>100% attendance at all meetings.</li> <li>100% response to consultations.</li> <li>Ensure continuing participation in the new regional structure.</li> </ul>

No.	Original Action	Original Milestone/s	Changes To Action	Milestones after update
6l	<b>Create and deliver a GNHP Training Programme</b>	<ul style="list-style-type: none"> <li>• Set up a programme of joint training for staff, elected members, board members and stakeholder representatives.</li> <li>• Resource specific GNHP training budget</li> <li>• Mentoring and job shadowing across agencies.</li> <li>• Undertake a skills audit of GNHP local authority staff to ensure a complimentary blend of expertise.</li> </ul>	<b>Create and deliver a range of GNHP training opportunities</b>	<ul style="list-style-type: none"> <li>• Explore potential for setting up a joint training programme for staff, elected members, board members and stakeholder representatives.</li> <li>• Mentoring and job shadowing across agencies.</li> <li>• Undertake a skills audit of GNHP local authority staff to ensure a complimentary blend of expertise.</li> </ul>

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#### **New Actions**

<b>No.</b>	<b>Action</b>	<b>Milestone</b>	<b>Link to Strategic Aims</b>	<b>Timescale</b>	<b>Resources</b>	<b>Sub Group</b>	<b>Outcomes</b>	<b>Progress/ Comments</b>
2B	<b>Develop and implement a BME action plan based on the research published in 2007.</b>	<ul style="list-style-type: none"> <li>Implement the Norfolk and Waveney BME Action Plan 2008-2011</li> <li>Monitor progress.</li> </ul>	1,5 and 6	2009 & ongoing  2009 & ongoing	Existing staff time and resources  £7,000 for Norfolk and Waveney	Equality and Diversity	Services which address the particular needs of disadvantaged groups.	This work is being carried out at the County level.
2D	<b>Create and implement an inter-agency strategy to improve transitions to independence for young people in Norfolk</b>	<ul style="list-style-type: none"> <li>Adopt and implement the Norfolk Young People Strategy.</li> <li>Provide sufficient short-term hostel accommodation for 16-24 year olds.</li> <li>Investigate the need for and feasibility of a housing and support scheme in Aylsham.</li> </ul>	1,3,5 and 6	2010  2010  2010	Existing staff time and resources  Capital and revenue funding is yet to be identified for both schemes	Supported Housing	Possible bid for Housing Corporation and Supporting People funds.	The Norfolk Supporting People Team is co-ordinating this county-wide strategy.  Broadland DC leads the Aylsham project..

No.	Action	Milestone	Link to Strategic Aims	Timescale	Resources	Sub Group	Outcomes	Progress/ Comments
2E	<b>Support the county-wide work of the DAVSB and contribute to the development of the strategy</b>	<ul style="list-style-type: none"> <li>Maintain a consistent presence at the DAVSB</li> <li>Implement the key actions in the strategy relevant to the GNHP</li> </ul>	1,2,3,5 and 6	Ongoing	Existing staff time and resources	Supported Housing	Improved support to clients and increased capacity of services.	
5B	<b>Adopt and implement sub-regional Rough Sleeper Strategy and Action Plan</b>	<ul style="list-style-type: none"> <li>Adopt and implement</li> <li>Establish Rough Sleeper Coordinating post</li> </ul>	2 and 6	2010 2010	Funding secured from CLG and Supporting People	Homelessness	Effective action to deal with rough sleeping	
5M	<b>Ensure that housing provision and all housing activity contributes to addressing the needs of people living in rural areas.</b>	<ul style="list-style-type: none"> <li>Deliver a programme of affordable housing for local needs.</li> <li>Carry out impact assessment from a rural perspective</li> </ul>	1,2,3,4 and 6	2009-11 2010	Up to £70,000 per dwelling from the HCA.	Equality and Diversity	Equality of service to meet needs across the Sub-region.	This Action Point seeks to 'rural-proof' all activity to help in the sustainability of smaller settlements.

No.	Action	Milestone	Link to Strategic Aims	Timescale	Resources	Sub Group	Outcomes	Progress/ Comments
6C	<b>Maximise the benefits of joint working sub-regionally and county-wide</b>	<ul style="list-style-type: none"> <li>Review how to improve the effectiveness of the Chief Housing Officers Group.</li> <li>Consider how best to implement Comprehensive Area Assessment comments.</li> </ul>	1,2,3,4 and 5	Ongoing	Existing	Directors and Strategic Housing Leads	Effective use of partnership working.	This Action Point involves all 7 Norfolk housing authorities.



### **Greater Norwich Housing Strategy Action Plan 2008-11 amendments**

This document shows as part of the refresh of the Greater Norwich Housing Strategy 2008-11 the following amendments that have been made to the action plan:

#### **Deleted Actions**

<b>No.</b>	<b>Action</b>	<b>Milestone</b>	<b>Intended Timescale</b>	<b>Progress/ Comments</b>	<b>Outcomes</b>
2B	<b>Ensure successful completion of the Black and Minority Ethnic research, develop and implement an action plan.</b>	<ul style="list-style-type: none"> <li>a. Analyse results of survey, and establish sub-regional perspective and implications.</li> <li>b. Ensure diverse groups are engaged throughout.</li> <li>c. Compare and supplement with other data to create sub-regional profile.</li> <li>d. Develop a Sub-regional Action Plan that addresses issues raised through the research.</li> <li>e. Adopt and implement Action Plan. Implement the Norfolk and Waveney BME Action Plan 2008-2011</li> <li>f. Monitor progress.</li> </ul>	2008	<p>a-b Completed</p> <p>c,d,e,f This work is being carried out at the County level via the Norfolk and Waveney BME Action Plan 2008-11 with a sub-regional representative attending Steering Group meetings.</p>	Services which address the particular needs of disadvantaged groups.
2D	<b>Investigate the need for and feasibility of a sub-regional foyer</b>	<ul style="list-style-type: none"> <li>a. Working with Supporting People, undertake a strategic review of current provision and outcomes for clients.</li> </ul>	2010	Broadland council are proposing foyer in Aylsham.	Possible bid for HCA and Supporting People funds.

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
	(accommodation and support for young people).	b. Establish options for improvement with relevant partner organisations.			
2E	<b>Review housing and support for dealing with Domestic Violence within the Sub-region and create a strategy to address gaps in provision.</b>	a. Investigation of how to improve communication between staff in different organisations. b. Consider funding possibilities from all social landlords. c. Determine best practice for information sharing.	2009	a. Strategic review completed. Norwich DV strategy currently going through revisions before adoption and implementation.  b. Newly created Domestic Abuse and Violence Strategic Board (DAVSB) due to convene in September with attendance from all three councils.	Improved support to clients and increased capacity of services.
2F	<b>Establish effective neighbourhood links between landlords and police, across the Sub-region.</b>	a. Establish working arrangements. b. Engage with action planning process and set targets. c. Monitor the effectiveness of outcomes.	2010	a-c No current action on this. To be addressed by Neighbourhood and Communities sub-group in Autumn 09.  <b>This action has been merged with action 2F in the revised action plan.</b>	A more coherent and effective approach to community involvement.
2K	<b>Ensure there is a housing contribution to Crime and Disorder Reduction Partnerships (CDRPs).</b>	a. Nominate GNHP representatives on relevant Crime and Disorder Reduction Partnerships.	2008	Wherry HA, Saffron HT and Norwich City Council Neighbourhood Housing Services are engaged in their respective CDRPs.  <b>This action has been merged with action 2F in the revised action plan.</b>	Improved information sharing.
3D	<b>Maximise the development</b>	a. Undertake review of partners' land-banks, and identify suitable	2008	a-b Partners have brought forward all available sites. Norwich City	Contribution to the Sub-regional site supply chain.

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
	<b>potential of the Delivering Affordable Housing Partnership (DAHP) to deliver affordable housing.</b>	<p>sites to be brought forward for planning permission.</p> <p>b. Target agreed areas to identify suitable privately owned sites</p>		<p>Council are currently undertaking a capacity audit on RSL partners to have a clear picture of their delivery potential over the next 2 years.</p> <p>Norwich City Council are now taking advantage of direct partnership with the HCA.</p> <p><b>This Action Point has been merged with 3G, and is re-numbered 3F in the Revised Action Plan.</b></p>	Provision of additional affordable homes.
5J	<b>Collaborate to produce a Norfolk strategy for Substance Misuse as part of our contribution to the Norfolk Supporting People programme.</b>	<p>a. Agree a project plan and meetings programme involving the appropriate partners.</p> <p>b. Ensure appropriate consultation and engagement is undertaken with service users</p> <p>c. Develop strategy recommendations that are acceptable to all partners.</p>	2010	<p>a. Norwich City Council have Supporting People lead for producing a strategy incorporating this research. A steering group has been identified and a project brief has been agreed by the Drug and Alcohol Team Housing Strategy group in June 2009.</p> <p>b. Service user questionnaire will be used to inform the strategy.</p> <p><b>This has been merged with action 5I in the revised action plan.</b></p>	A clear framework for better meeting the support and accommodation needs of vulnerable clients.
5M	<b>Adopt best practice within</b>	a. Conduct assessment of housing services.	2010	Work to begin on drawing up Compact in 2010 – GNHP	Strategies and policies which do not discriminate

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
	<b>the Partnership, including the adoption of a Compact committing partners to a positive programme of action.</b>	b. Prepare and implement improvement programme. c. Agree and adopt the Compact.		co-ordinator.  <b>This action has been merged with action 5L in the revised action plan.</b>	and are fully inclusive, and which relate to national best practice.
5N	<b>Evaluate recommendations from Rural Housing Commission for relevance to GNHP.</b>	a. Consider RHC reports and agree appropriate actions. b. Formulate and agree plan to progress agreed actions in conjunction with RSLs and the Norfolk Rural Community Council.	2008	No recommendations have arisen since this Action Plan was adopted.	Increased supply of housing in rural areas.
6B	<b>Appoint a Sub-regional Strategic Co-ordinator.</b>	a. Secure funding. b. Appoint and set targets for period to 2010.	Ongoing	Funding secured for 2009/10. Report going to GNHP Directors group October 2009 regarding extension and funding of post for 2010/11.	Better and more responsive Partnership. Effective delivery of strategic aims.



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

#### **Strategic Aims**

1. Moving towards a balanced Housing Market.
2. Building sustainable and thriving communities.
3. Maximising opportunities for delivering more affordable housing.
4. Achieving decent, healthy, and environmentally sustainable homes across all tenures.
5. Providing choice and fair access to services.
6. Delivering outcomes through effective partnership working.

#### Notes:

- The Action Points are not in priority order. Within each Strategic Aim they move from strategic to specific.
- The contents take account of The Equalities Impact Assessment undertaken before adoption.
- Sub groups are thematic bodies within the overall Greater Norwich Housing Partnership (GNHP) structure, responsible for delivering specific sections of this Action Plan.
- The Delivering Affordable Housing Partnership includes organisations which are not part of the GNHP.



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

#### Strategic Aim 1: Moving towards a balanced Housing Market

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
1A	<b>Implement agreed recommendations arising from the Housing Market Assessment.</b>	<ul style="list-style-type: none"> <li>a. Agree process for updating the Housing Market Assessment.</li> <li>b. Complete the Housing Market Assessment Report.</li> <li>c. GNHP &amp; Greater Norwich Development Partnership Policy Group to consider policy implications.</li> <li>d. Agree and approve next steps.</li> </ul>	2008	<ul style="list-style-type: none"> <li>a. Completed</li> <li>b. Due for completion 2010</li> <li>c. To go to Directors and Policy group 2010</li> </ul>	<p>Evidence based strategic policies for delivering housing throughout the Sub-region.</p> <p>Stock which meets the requirements of a diverse range of requirements.</p>



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
1B	<b>Deliver Regional Spatial Strategy (East of England Plan) targets.</b>	<ul style="list-style-type: none"> <li>a. Deliver the total numbers of dwellings specified in the Regional Spatial Strategy.</li> <li>b. Meet the target for numbers of Affordable Homes: 35% total dwellings target figure.</li> </ul>	Ongoing beyond 2011	<p>For 08/09 a total of 1,780 dwellings were completed in the sub-region with Broadland, Norwich and South Norfolk councils contributing 300,564 and 916 completions respectively.</p> <p>Of the 1,780 homes that were built in 08/09 715 (40.2%) were classed as affordable with Broadland, Norwich and South Norfolk councils contributing 83, 229 and 403 homes respectively.</p> <p>The economic climate will prevent the targets for total dwellings and affordable dwellings from being met, but all efforts by partners are being made to achieve maximum delivery.</p>	<p>Moving towards sufficient housing of the required tenures to meet growth.</p> <p>Note: The affordable housing total is a gross figure and it includes change of tenure.</p>
1C	<b>Plan and budget for new Housing Needs Survey.</b>	<ul style="list-style-type: none"> <li>a. Consider options.</li> <li>b. Agree on the way forward.</li> <li>c. Implement the agreed course of action.</li> </ul>	2010	The way forward will depend on financial resources and may be influenced by local government reorganisation proposals.	Up to date intelligence which contributes to strategic planning and attracting resources.



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
1D	<b>Increase the supply and availability of good quality private sector rented property.</b>	<ul style="list-style-type: none"> <li>a. Define barriers to properties being offered for rent.</li> <li>b. Determine how existing resources can be best targeted &amp; if alignment is appropriate.</li> <li>c. Identify key landlords in the local market.</li> <li>d. Identify key stakeholders and consider a joint approach.</li> <li>e. Agree a package of support and assistance for private landlords.</li> <li>f. Seek specific properties to help identified client groups.</li> </ul>	2009	<ul style="list-style-type: none"> <li>a. GNHP Co-ordinator is currently compiling a report for Existing Homes sub-group for October 09</li> <li>b. There are discussions about extending the Norwich Private Sector Projects Officer's activity sub-regionally. This decision will be made by GNHP directors group in October 09</li> <li>c,d,e This is being met by landlord accreditation scheme delivered by Private Sector Projects Officer</li> <li>f. Ongoing, for example Congolese refugees are being placed yearly via the Gateway scheme into Private Sector Leasing scheme</li> </ul>	Increased supply of homes available for rent. Improved stock condition.





# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

#### Strategic Aim 2: Building sustainable and thriving communities

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
2A	<b>Contribute to the production of a Joint Core Strategy for the Local Development Framework (LDF).</b>	<ul style="list-style-type: none"> <li>a. Policy Group to endorse results of consultation.</li> <li>b. Agree arrangements for joint working with Greater Norwich Development Partnership.</li> <li>c. Produce joint Supplementary Planning Document (covering pepper potting/clumping, thresholds, tenure mix, etc). Amend if necessary.</li> <li>d. Agree where housing will be delivered and apportion need across the districts to meet housing need.</li> </ul>	2008-09	<ul style="list-style-type: none"> <li>a-b Completed</li> <li>c. The NCC Affordable Housing Supplementary Planning Document has been redrafted and will request an increased level of affordable housing to be delivered on s106 sites of 40% (up from 30%), to bring it in line with the rest of the sub-region. Policy for Broadland and S Norfolk will evolve via the LDF process.</li> <li>c,d. Discussions have been held regarding a joint document but concerns were raised over whether one document could adequately cover the urban areas in Norwich and the mix of urban/ rural in Broadland and South Norfolk Council districts.</li> </ul>	A coherent policy basis for future affordable housing delivery.



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
2B	<b>Ensure successful completion of the Black and Minority Ethnic research, develop and implement an action plan.</b>	<ul style="list-style-type: none"> <li>a. Analyse results of survey, and establish sub-regional perspective and implications.</li> <li>b. Ensure diverse groups are engaged throughout.</li> <li>c. Compare and supplement with other data to create sub-regional profile.</li> <li>d. Develop a Sub-regional Action Plan that addresses issues raised through the research.</li> <li>e. Adopt and implement Action Plan. Implement the Norfolk and Waveney BME Action Plan 2008-2011</li> <li>f. Monitor progress.</li> </ul>	2008	<p>a-b Completed</p> <p>c,d,e,f This work is being carried out at the County level via the Norfolk and Waveney BME Action Plan 2008-11 with a sub-regional representative attending Steering Group meetings.</p>	Services which address the particular needs of disadvantaged groups.



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
2C	<b>Increase the supply of good quality accommodation for Gypsy and Traveller communities.</b>	<ul style="list-style-type: none"> <li>a. Study overall sub-regional need.</li> <li>b. Ensure that specific needs (e.g. young disabled people) are considered.</li> <li>c. Agree on the way forward.</li> </ul>	Ongoing and beyond 2011	<ul style="list-style-type: none"> <li>a-d The Strategy for Gypsies and Travellers in Norfolk provides the context and guidance</li> <li>e. Harford Bridge Gypsy &amp; Traveller site is due to be completed November 2009 (BHA &amp; SNDC).</li> <li>South Norfolk District Council delivering two consultation events with Gypsy and Traveller community during September 09</li> <li>f,g A new strategy will be produced, to be published in 2010</li> <li>h Each of the 3 councils will decide on the best way to create its planning policy</li> </ul>	Adequate provision of authorised sites.
2D	<b>Investigate the need for and feasibility of a sub-regional foyer (accommodation and support for young people).</b>	<ul style="list-style-type: none"> <li>a. Working with Supporting People, undertake a strategic review of current provision and outcomes for clients.</li> <li>b. Establish options for improvement with relevant partner organisations.</li> </ul>	2010	Broadland council are proposing foyer in Aylsham.	Possible bid for HCA and Supporting People funds.



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
2E	<b>Review housing and support for dealing with Domestic Violence within the Sub-region and create a strategy to address gaps in provision.</b>	<ul style="list-style-type: none"> <li>a. Investigation of how to improve communication between staff in different organisations.</li> <li>b. Consider funding possibilities from all social landlords.</li> <li>c. Determine best practice for information sharing.</li> </ul>	2009	<ul style="list-style-type: none"> <li>a. Strategic review completed. Norwich DV strategy currently going through revisions before adoption and implementation.</li> <li>b. Newly created Domestic Abuse and Violence Strategic Board (DAVSB) due to convene in September with attendance from all three councils.</li> </ul>	Improved support to clients and increased capacity of services.
2F	<b>Establish effective neighbourhood links between landlords and police, across the Sub-region.</b>	<ul style="list-style-type: none"> <li>a. Establish working arrangements.</li> <li>b. Engage with action planning process and set targets.</li> <li>c. Monitor the effectiveness of outcomes.</li> </ul>	2010	a-c No current action on this. To be addressed by Neighbourhood and Communities sub-group in Autumn 09.	<p>A more coherent and effective approach to community involvement.</p> <p>This action has been merged with action 2F in the revised action plan.</p>
2G	<b>Contribute to drawing up and delivering local area action plans to target specific issues within neighbourhoods that could benefit from housing management and support input.</b>	<ul style="list-style-type: none"> <li>a. Identify current practice.</li> <li>b. Evaluate current practice, identifying risks and experience.</li> </ul>	2010	a-c No current action on this. To be addressed by Neighbourhood and Communities sub-group in Autumn 09.	<p>Improved quality of life for residents.</p> <p>Improved community engagement at neighbourhood level.</p>



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
2H	<b>Appraise the merits of all social landlords using Introductory Tenancies (starter tenancies).</b>	<ul style="list-style-type: none"> <li>a. Consider options for shared landlord services.</li> <li>b. Evaluate options for shared services.</li> <li>c. Make recommendations on shared services.</li> </ul>	2009	a-c No current action on this. To be addressed by Neighbourhood and Communities sub-group in Autumn 09.	Better tenancy sustainment and enforcement of tenancy conditions.
2I	<b>Assess opportunities for sharing landlord services.</b>	<ul style="list-style-type: none"> <li>a. Consider options for shared landlord services.</li> <li>b. Evaluate options for shared services.</li> <li>c. Make recommendations on shared services.</li> </ul>	2010	a-c No current action on this. To be addressed by Neighbourhood and Communities sub-group in Autumn 09.	Better targeting of resources at frontline services.
2J	<b>Contribute to training and employment initiatives for residents.</b>	<ul style="list-style-type: none"> <li>a. Explore opportunities for capacity building for social sustainment.</li> <li>b. Explore opportunities for work shadowing and placements.</li> <li>c. Publicise and promote schemes.</li> </ul>	2011	<p>Broadland Housing Association (through association with Meridian East) have been delivering some of the following initiatives:</p> <p>Open days offering ICT training and improving employability skills, further education accredited training programme, employment fairs and delivery of a scheme that helps people stay in work (IAPT) Improving Access to Psychological Therapies.</p> <p>Norwich City Council through its</p>	Greater employment opportunities for residents.



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

				<p>LEAP project provides opportunities to access training, employment and accommodation for those in need.</p> <p>SP employ a Worklessness Officer whose role involves expanding joint work between the housing and education, employment, and skills sector. This work will look to benefit those tenants who are within the Supporting People programme.</p>	
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# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
2K	<b>Ensure there is a housing contribution to Crime and Disorder Reduction Partnerships (CDRPs).</b>	a. Nominate GNHP representatives on relevant Crime and Disorder Reduction Partnerships.	2008	Wherry HA, Saffron HT and Norwich City Council Neighbourhood Housing Services are engaged in their respective CDRPs.	Improved information sharing.  This action has been merged with action 2G in the revised action plan.



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

#### Strategic Aim 3: Maximising opportunities for delivering more affordable housing

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
3A	<b>Deliver the local Sub-regional target for affordable homes across the Sub-region.</b>	<p>2008-11 NAHP</p> <ul style="list-style-type: none"> <li>• Deliver schemes with funding approved.</li> <li>• Work together to obtain all uncommitted funding available for Greater Norwich.</li> </ul> <p>2011-14 NAHP:</p> <ul style="list-style-type: none"> <li>• Schemes worked up.</li> <li>• Agree bids for Housing Corporation.</li> <li>• National Affordable Housing Programme bids submitted.</li> <li>• National Affordable Housing Programme Funding Agreed.</li> </ul> <p>Homes Delivered.</p>	<p>Delivery 2011</p> <p>Bids until 2010</p> <p>2011</p>	<p>The GNHP directors from the partnership have sent a joint letter out to all active RSLs to encourage them to bid for funding in the September 09 round.</p> <p>2008-09 All Housing completions: LAA target: 2260 Actual: 1780</p> <p>Affordable Housing completions: LAA target: 465 Actual: 715</p>	<p>The Homes and Community Agency has made up to £60 million available for Greater Norwich in its 2009-11 NAHP. Over £20 million is still available.</p> <p>Note: The affordable housing total is a gross figure and it includes change of tenure.</p>
3B	<b>Implement a more consistent approach to negotiations with developers.</b>	<ul style="list-style-type: none"> <li>• Analyse current practice and compare with identified good practice.</li> <li>• Consider a sub-regional template for Section 106 agreements.</li> <li>• Agreed approach to negotiations and enforcement.</li> </ul>	2010	Good practice is likely to concentrate on the use of scheme economic appraisal, rather than on S106 Agreements and enforcement.	Clarity of process for all parties in order to reduce abortive costs and maximise number of homes delivered.





# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
		<ul style="list-style-type: none"> <li>Staff trained to deliver consistent approach.</li> </ul>			
3C	<b>Investigate the feasibility of a joint local authority Single Development/Enabling Team.</b>	a. Establish the 'business case'. b. Scope the feasibility, notably for effective communication between departments and across councils. c. Agree political support.	2010	To be considered when the outcome of proposed local government re-organisation is known.	Options for improved efficiency in enabling affordable housing development
3D	<b>Maximise the development potential of the Delivering Affordable Housing Partnership (DAHP) to deliver affordable housing.</b>	a. Undertake review of partners' land-banks, and identify suitable sites to be brought forward for planning permission. b. Target agreed areas to identify suitable privately owned sites	2008	a-b Partners have brought forward all available sites. Norwich City Council are currently undertaking a capacity audit on RSL partners to have a clear picture of their delivery potential over the next 2 years.  Norwich City Council are now taking advantage of direct partnership with the HCA. This Action Point will be merged with 3G, and is re-numbered 3F in the Revised Action Plan.	Contribution to the Sub-regional site supply chain. Provision of additional affordable homes.



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

3E	<b>Deliver affordable homes in innovative ways with minimal public subsidy.</b>	<ul style="list-style-type: none"> <li>a. Research possibilities.</li> <li>b. Identify key partners.</li> <li>c. Identify appropriate developments.</li> <li>d. Agree tenures.</li> </ul>	Ongoing	Changes in the property market and available funding have led to us concentrating on maximising the use of HCA funding.	Additional affordable homes with little call on public subsidy.
3F	<b>Proactively identify sites where increased sustainability standards and quality of design can be achieved.</b>	<ul style="list-style-type: none"> <li>a. Evaluate existing schemes.</li> <li>b. Agree actions to promote, encourage further partnerships.</li> <li>c. Seek additional funding to assist with delivery.</li> <li>d. Seek higher level accreditation for 'beacon' developments, as benchmark for future projects.</li> </ul>	Ongoing	A number of schemes are currently being progressed in each district.	Improved sustainability and environmental standards in targeted areas.



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

3G	<b>Carry out a review of the Delivering Affordable Housing Partnership (DAHP) in 2009/10.</b>	<ul style="list-style-type: none"> <li>a. Agree the basis for the review, and undertake evaluation.</li> <li>b. Act on recommendations.</li> </ul>	2010	<p>The DAHP will continue following a recent review of partners, which saw Broadland District Council and South Norfolk District Council leave the partnership. (This was due to neither having land to contribute.)</p> <p>Once the Norwich City Council high level agreement with the HCA has sufficiently progressed, the 4th tranche of sites will be allocated to partners. A full partner review will see the readvertising of RSL member places in 2010-11.</p>	Improved and more efficient delivery processes.
3H	<b>Deliver supported housing schemes where funding is already in place.</b>	<ul style="list-style-type: none"> <li>a. YMCA Phase 1 Assessment Centre (Norwich)</li> <li>b. YMCA Phase 2: First Stage Move-on (Norwich)</li> <li>c. Domestic Violence (Norwich)</li> <li>d. Mental Health (Norwich)</li> <li>e. Older People (South Norfolk)</li> <li>f. Learning Difficulties Scheme, Silkfields (Norwich)</li> </ul>	2009	<p>Milestones a,c,d and e completed.</p> <p>GNHP are supporting a bid for extra funds from the HCA to help develop land for YMCA Phase 2 behind current provision on St Giles St. The YMCA are looking to provide accommodation comprising 40 beds. This site has a completion date for end of 2011.</p> <p>The learning difficulties scheme has a completion date of August 2010.</p>	Additional supported housing in the Sub-region.



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

3I	<b>Deliver new supported housing schemes still requiring funding:</b>	<ul style="list-style-type: none"> <li>a. Collaboration with partner organisations (including service users) to maximise and progress potential schemes in Supply Chain.</li> <li>b. Detailed dialogue to ensure both capital and revenue streams are in place.</li> <li>c. Maintain monitoring and scrutiny role of completion timescales.</li> </ul>	2010	<p>YMCA Phase 2 (Young People) This work has been delayed due to site and funding issues. New proposals are being drawn up.</p> <p>Domestic violence refuge in Broadland council area opening in March 2010.</p> <p>Saffrona Court, physical and sensory difficulties scheme in Hellesdon opening in March 2010.</p> <p>Substance misuse scheme in Norwich - SP funding in place. Work expected to start Mar 2010.</p>	Highest possible outturn of excellent quality supported accommodation.
3J	<b>Ensure all new developments comply with agreed design and quality standards.</b>	<ul style="list-style-type: none"> <li>• Agree consistent standards across the Sub-region.</li> <li>• Liaison with planners (to create policy), architects and developers.</li> </ul>	2010	<p>Design and technical brief was agreed and updated in February 2009 by the Delivering affordable housing partnership.</p> <p>Standards can relate to matters such as environmental sustainability, internal design(e.g. lifetime homes) and the design of public space</p>	High quality, sustainable, homes.



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

#### Strategic Aim 4: Achieving decent, healthy and environmentally sustainable homes across all tenures

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
4A	<b>Achieve the government's target that all RSLs meet the Decent Homes Standard.</b>	<ul style="list-style-type: none"> <li>a. Stock Condition Surveys completed.</li> <li>b. Interim targets agreed.</li> <li>c. Programme of repairs and maintenance in place to achieve target, ensuring minimal disruption for vulnerable groups.</li> <li>d. Agreement on monitoring arrangements.</li> </ul>	2010	a-c All RSLs are on target to achieve, or have already completed, the standard.	Achieving Decent Homes Standard and enhanced quality of life for tenants.
4B	<b>Achieve and sustain the Decent Homes Standard within Norwich City Council housing stock.</b>	<ul style="list-style-type: none"> <li>a. Up-to-date stock condition data.</li> <li>b. Programme of works prepared, ensuring minimal disruption for vulnerable groups.</li> <li>c. Monitoring of programme delivery.</li> </ul>	2010	Currently the Decent Homes programme is ahead of target. In 2008/9 figures, 8% of homes are recorded as still non decent which has seen a reduction of 14% from 2007/8 (22%).	Improved public sector housing.
4C	<b>Seek to achieve the government Private Sector Decent Homes Standard by 2010. (Public Service Agreement (PSA) Target 7</b>	<ul style="list-style-type: none"> <li>a. Agreement of targets, in accordance with the Local Area Agreement and Stock Condition Report.</li> <li>b. Actions and Local Area Agreement targets incorporated in Local Delivery Plans.</li> </ul>	2010	The decent homes target is 70% of vulnerable households living in decent housing by 2011, and 75% by 2021. Broadland and South Norfolk councils have already met the target due to the difference in types of properties compared to Norwich City council. Norwich City council are unable to meet the	Achieve Private Sector Decent Homes Standard by 2010. Enhanced quality of life for vulnerable people in private rented sector



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
				target due to insufficient funding and age of stock. Work is ongoing to meet the targets in the Norwich area, but will not be met without additional resources.	
4D	<b>Agree a consistent process that will ensure improved performance in relation to assessment and processing adaptations.</b>	<ul style="list-style-type: none"> <li>a. Review pilot arrangements for improved joint working with occupational therapists at Broadland District Council.</li> <li>b. Consider other options as appropriate.</li> <li>c. Agree future arrangements and apply.</li> <li>d. Review arrangements to ensure delivering improved performance.</li> </ul>	2009	<ul style="list-style-type: none"> <li>a-c Pilot arrangements have been reviewed and Broadland District Council's pilot project has now secured funding for its own occupational therapist</li> <li>d Local Area Agreement to reflect issues with monitoring. Norfolk-wide targets agreed</li> </ul>	<p>Enhanced quality of life for residents.</p> <p>Enabling people to live at home with greater independence.</p>
4E	<b>Investigate and appraise options for improved delivery of Home Improvement Agency services.</b>	<ul style="list-style-type: none"> <li>a. Agree care client group(s)</li> <li>b. Identify needs and barriers faced</li> <li>c. Agree the way forward</li> <li>d. Implement</li> </ul>	2009	To be considered when the outcome of proposed local government re-organisation is known.	Enhanced quality of life for residents
4F	<b>Improve the energy efficiency of existing private sector housing.</b>	<ul style="list-style-type: none"> <li>a. Utilise results of stock condition survey to determine priorities.</li> <li>b. Investigate and appraise options</li> </ul>	2009	The joint energy team (including all local authorities in sub region) have been working closely together, and the partnership has contributed to a	Progress towards a more energy efficient private sector housing stock.



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
		<p>for joint delivery of Energy Efficiency Services and within that ways of targeting excess cold.</p> <p>c. Agree targets, seek to secure funding (Home Energy Conservation Act) and deliver.</p> <p>d. Raise public awareness.</p>		<p>countywide climate change strategy, which has now been agreed.</p> <p>Projects:</p> <p>Broadland Council has submitted a bid to the CLG for around £800,000 to fund retrofitting for Rackheath. Thermal imaging surveys have been completed in Broadland and Norwich City Council area. South Norfolk District Council are currently discussing a further project.</p> <p>A fuel poverty strategy has been agreed by Broadland council, which ties into the LAA targets, and a National Indicator has been set around climate change.</p> <p>A Warm Homes project is being carried out by Norwich City Council, which focuses on delivering grants and raising awareness.</p>	
4G	<b>Ensure that all qualifying houses in multiple occupation are licensed</b>	<p>a. Identify qualifying Houses in Multiple Occupation.</p> <p>b. Agree collective or individual local authority approach.</p> <p>c. Programme established and delivered.</p> <p>d. Review the effect of registration or refusal on landlords and</p>	Ongoing	<p>No qualifying Houses in Multiple Occupation (HMOs) currently in South Norfolk or Broadland Council areas.</p> <p>a-c complete:</p> <p>NCC have identified and registered all qualifying Houses in Multiple Occupation (HMOs).</p> <p>Five-year rolling programme for inspections in place and on target.</p>	Safer, decent homes to give enhanced quality of life for residents.



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
		tenants, including specific groups such as young people.		d. This milestone is not achievable at present due to lack of resources and prioritising other work.	
4H	<b>Review grants and loans policies with the aim of agreeing a single Sub-region policy.</b>	a. Identify and evaluate existing policies. b. Consider Best Practice. c. Agree Sub-regional approach, if appropriate.	2010	a-b Sub-regional policies being progressed through Sub Group 4 (Existing Homes), as is good practice.  c. Not appropriate to co-ordinate all policies at current time. This milestone will be revisited in 2011. Sub-regional grants / funding applied for jointly when appropriate, eg. Sub-regional post for Empty Homes.  Sub-regional grant for Empty Homes in place until Apr 2010. County wide equity loan scheme currently being negotiated.	Efficiency, consistency, and fairness.
4I	<b>Ensure partner social landlords agree a consistent approach to prioritising aids and adaptations in their own stock.</b>	a. Clarify existing policies and collate data. b. Social Landlords to consider options. c. Agree way forward. d. Social Landlord to determine local budgets.	2009	a-c. Policies and approach consistent across Sub-region. Further work required with Registered Social Landlords. Countywide approach agreed RSL representative to be invited to next Sub-group 4 meeting  e. Further work required, particularly around involving tenants	Enhanced quality of life for residents.





No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
		e. Monitor to ensure consistent standard of service across Social Landlords, including tenants in the activity.			
4J	<b>Improve the quality and location of temporary accommodation.</b>	a. Agree consistent inspection process across sub region.  b. Agree a rolling programme of inspection across the Sub-region.  c. Implement programme and report results to GNHP Policy Group.  d. Agree minimum management standards for accommodation and apply.  e. Ensure temporary accommodation is available within the sub-region in appropriate locations.	2008          2009	a-c Complete  NCC are due to inspect Bed and Breakfast accommodation. Responsibility rotates annual across the sub-region, and will be led by BDC 09/10.  d. Agreed minimum management standards are the same as licensed Houses of Multiple Occupation.  e. Work required on negotiating cross boundary use of temporary accommodation. Work continuing to address temporary accommodation for 16-17 year olds in line with government requirements	Knowledge to enforce standards and take action on unsuitable accommodation.          Sufficient temporary accommodation in suitable locations.
4K	<b>Ensure that we have up to date private sector stock condition information.</b>	a. Systems in place to update recent survey utilising locally determined information sources.  b. Project plan in place for new survey, or other data collection	2010	Stock condition survey proposed for in 2010, and published 2011.  All three local authorities need to have agreed budget to carry out survey.	To have up to date information which allows us to prioritise and develop strategies and policies to improve the



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
		<p>and analysis.</p> <p>c. Deliver project plan (possibly in conjunction with Housing Needs Survey (Action 1C)).</p> <p>d. Information used to develop new policies, specific project plans and develop bids.</p>		Working group to begin Sept 2009.	existing stock.
4L	<b>Produce a joint project plan for empty homes, and implement locally.</b>	<p>a. Review current Empty Dwelling Management Orders project and existing empty homes policies and position in each of districts.</p> <p>b. Produce project plan and incorporate in local Housing Delivery Plan.</p> <p>c. Produce bids to secure additional funding as identified within Project Plan.</p> <p>e. Implement Empty Homes Project Plan.</p>	2009	<p>a-b Complete (until Apr 2010). Sub-regional Empty Homes Officer in place until Apr 2010.</p> <p>c. Report to GNHP Directors Group Sept 09 to discuss future of sub-regional post. Decision to be made Oct 09.</p> <p>Produce bids to secure additional funding if posts to be extended.</p> <p>Since the start of the sub-regional post in January 07, 443 empty homes across GNHP area have been brought back into use.</p>	Increased supply of homes available for rent.
4M	<b>Undertake analysis in order to allow each local authority to target activity and resources in areas of greatest need.</b>	<p>a. Use stock condition data to identify geographic and topic areas in greatest need.</p> <p>b. Develop local action plans, involving residents and other stakeholders.</p>	2008	Aerial thermal imaging surveys done over Broadland and Norwich City Council areas. Decent homes roadshow targeted basis of analysis. Individual action plans developed for each Local Authority.	Public funds for housing utilised to maximum benefit.



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
		c. Determine if Action Plans are delivered individually or jointly.			
4N	<b>Increase the environmental standards of new-build and existing properties.</b>	a. Promote new technologies and Government guidance on making residential buildings more energy efficient.	2011	Sub-regional training planned for Nov 09 to share successes from pilot schemes where eco-technologies have been used.	Domestic carbon emissions reduced.
4O	<b>Promote the private sector landlord accreditation scheme.</b>	a. Agree sub-regional promotion programme. b. Align elements of Landlord Accreditation Scheme and CBL Website.	2009	a. Private sector projects officer continuing promotion of scheme which now has 90 members. b. Work being carried out to enable the advertisement of private rented accommodation on the Choice Based Lettings website.	Increased supply of affordable rented homes and improved stock condition.



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

#### Strategic Aim 5: Providing choice and fair access to services

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
5A	<b>Implement the sub-regional Homelessness Strategy Action Plan.</b>	a. Implement and monitor Action Plan.	2008-10	Action plan being implemented with refreshed action plan agreed by GNHP Directors group in July 2009.	Reduction in homelessness applications.
5B	<b>Deliver the Greater Norwich Hostel Strategy Action Plan.</b>	a. Work in partnership to take a strategic and integrated approach towards hostel accommodation provision. b. Implement the agreed actions. c. Ensure delivery is fair and equitable.	2009	Work has continued to help implement the Action Plan. Achievements to date include a common assessment form, and improved co-ordination between hostels.	A strong voluntary and public sector partnership for providing hostel accommodation.
5C	<b>Improve the Choice Based Lettings Scheme as identified through the review.</b>	a. Undertake a thorough review of the CBL scheme in March 2009. b. Implement agreed recommendations. c. Agree and deliver appropriate links between Landlord Accreditation scheme, website and CBL. d. Develop a communications strategy.	2009	a,b,d A review of the scheme has been delayed. The findings of the review are due in early 2010.  c, see action point 40.	Maximise the full potential of the CBL system.



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
5D	<b>Contribute to the development of the Supporting People programme.</b>	<ul style="list-style-type: none"> <li>a. Monitor Supporting People programme action plans.</li> <li>b. Ensure recommendations from Audit Commission Inspection are carried out.</li> <li>c. Implement the Norfolk Supporting People Strategy 2008 – 2013.</li> <li>d. Ensure 100% representation from sub region at all Commissioning Body and Core Strategy Group meetings.</li> </ul>	Ongoing.	<ul style="list-style-type: none"> <li>a,b All 3 Local authorities attended the Supporting People away day in July 2009 contributing to actions that will be published in the Supporting People annual report.</li> <li>c. Adopted.</li> <li>d. All 3 Local Authorities attend and ensure 100% representation.</li> </ul>	A strategically relevant efficient Supporting People programme that maximises outcome for service users.
5E	<b>Contribute to oversight and monitoring of the sub-regional floating support contract.</b>	<ul style="list-style-type: none"> <li>a. Participate in sub regional steering group.</li> <li>b. Determine monitoring arrangements.</li> <li>c. Review monitoring data.</li> <li>d. Consider findings; agree any changes.</li> </ul>	Ongoing	<p>This activity is part of the role of the Supporting People Commissioning Body on which all local authorities are represented</p> <p>Each of the three local authorities regularly attend the Floating Support Steering Group meetings</p>	<p>Better value for money and more vulnerable people supported.</p> <p>Effective targeting.</p>



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
		e. Refine strategic priorities. f. Commission schemes in accordance with strategic priorities. g. Work up schemes h. Agree schemes for 2011/14 bidding round.			
5F	<b>Agree sub-regional supported accommodation priorities.</b>	a. Refine strategic priorities. b. Commission schemes in accordance with strategic priorities. c. Work up schemes d. Agree schemes for 2011/14 bidding round.	2008-10 for HCA market engagement.  2010 for 2011-14 programme proposals.	This activity is part of the role of the Supporting People Commissioning Body and the Core Strategy Group, which receive substantial sub-regional input.  Broadland council are currently undertaking an analysis of the implications of growth in the sub-region and its effects on supported housing.	Additional supported housing units within the Sub- region.



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
5G	<p><b>Ensure new and existing supported housing provision for specified Supporting People client groups makes best use of revenue attached to it:</b></p> <ul style="list-style-type: none"> <li>- Learning Difficulties,</li> <li>- Domestic Violence,</li> <li>- YMCA,</li> <li>- Mental Health,</li> <li>- Older People.</li> </ul>	<p>a. Collaboration with partner organisations to maximise and progress potential schemes in the Supply Chain.</p> <p>b. Detailed dialogue to ensure both capital and revenue streams are in place.</p> <p>c. Maintain monitoring and scrutiny role of completion timescales.</p>	<p><b>2009</b></p>	<p>All milestones achieved. Project review process of Supporting People is overseen by the Core Strategy Group.</p> <ul style="list-style-type: none"> <li>• Grays Fair Court for older people in South Norfolk by Saffron Housing Association.</li> <li>• Domestic violence refuges in Norwich and Broadland.</li> <li>• A scheme in Broadland for people with physical and sensory disabilities</li> <li>• Provision of a resettlement scheme for people with mental health problems run by Julian Housing.</li> <li>• A development for people who misuse substances in Norwich.</li> <li>• YMCA – Move On, Norwich.</li> </ul> <p>Opening of the new YMCA Assessment Centre</p>	<p>Highest possible outturn of excellent quality supported accommodation.</p>



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_\_

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
5H	Review existing client group strategies.	a. Mental health. b. Learning difficulties. c. Gypsies and Travellers. d. Offenders.	2011	a. New Mental Health Strategy and action plan ready for adoption and will run from 2009-13. b. Learning difficulties strategy - consultation in Summer 2009. c. Gypsy and Traveller strategy currently undergoing a refresh with consultation events planned in Sept 2009. d. The 2010-13 Housing and Support Strategy for Offenders in Norfolk is out for consultation, The NOAF section of the Joint Strategic Review of Offender Services in Norfolk will contribute to this process.	Ensuring that strategies are relevant and meaningful, and produce the best outcomes for their client groups.





# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
5I	Ensure actions allocated to GNHP partners in action plans for all client groups are delivered.	a. Monitor and report on achievement against the relevant client group Action Plans.	Ongoing throughout life of the relevant strategies.	Mental health - Supporting people have appointed an officer to drive implementation. Offenders – Polly Kane, Offender Strategy Officer, hosted by BDC to coordinate Norfolk Offender Accommodation Forum Substance misuse – consultant Shirley Magilton employed to research housing needs of substance misusers and maps provision against needs. Research commissioned by NCC and Norfolk DAAT	Delivery of objectives within each strategy
5J	<b>Collaborate to produce a Norfolk strategy for Substance Misuse as part of our contribution to the Norfolk Supporting People programme.</b>	a. Agree a project plan and meetings programme involving the appropriate partners. b. Ensure appropriate consultation and engagement is undertaken with service users c. Develop strategy recommendations that are acceptable to all partners.	2010	a. Norwich City Council have Supporting People lead for producing a strategy incorporating this research. A steering group has been identified and a project brief has been agreed by the Drug and Alcohol Team Housing Strategy group in June 2009.  b. Service user questionnaire will be used to inform the strategy.	A clear framework for better meeting the support and accommodation needs of vulnerable clients.  This action has been merged with action 5I in the revised action plan.



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_\_

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
5K	<b>Formulate and adopt sub-regional service standards and information in key areas.</b>	<ul style="list-style-type: none"> <li>a. Agree key areas where this can be achieved.</li> <li>b. Agree standards for information.</li> <li>c. Agree monitoring arrangements.</li> </ul>	2010	Work to begin on drawing up Service Standards in 2010 – GNHP co-ordinator	To provide a consistently better service with continuous improvement to service-users across the Sub-region.
5L	<b>Manage and use data to ensure that services are fair and equitable.</b>	<ul style="list-style-type: none"> <li>a. Agree and implement a sub-regional approach to Equalities Impact Assessments.</li> <li>b. Training for key staff from each authority and key partner organisations.</li> <li>c. Carry out Equality Impact Assessments on all new policies and schemes.</li> <li>d. Impact Assessment included in all project plans.</li> <li>e. Ensure corporate arrangements are compatible.</li> </ul>	2008, then ongoing	Equality and Diversity training has been delivered for key staff from each local authority and key partner organisations. Each Local Authority uses a corporate Equality Impact Assessment template and programme and is monitored through the Corporate Equalities Group.	Strategies and policies which do not discriminate and are fully inclusive.



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
5M	<b>Adopt best practice within the Partnership, including the adoption of a Compact committing partners to a positive programme of action.</b>	<ul style="list-style-type: none"> <li>a. Conduct assessment of housing services.</li> <li>b. Prepare and implement improvement programme.</li> <li>c. Agree and adopt the Compact.</li> </ul>	2010	Work to begin on drawing up Compact in 2010 – GNHP co-ordinator	<p>Strategies and policies which do not discriminate and are fully inclusive, and which relate to national best practice.</p> <p>This action has been merged with action 5L in the revised action plan.</p>
5N	<b>Evaluate recommendations from Rural Housing Commission for relevance to GNHP.</b>	<ul style="list-style-type: none"> <li>a. Consider RHC reports and agree appropriate actions.</li> <li>b. Formulate and agree plan to progress agreed actions in conjunction with RSLs and the Norfolk Rural Community Council.</li> </ul>	2008	No recommendations have arisen since this Action Plan was adopted.	Increased supply of housing in rural areas.



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_\_

#### Strategic Aim 6: Delivering outcomes through effective partnership working

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
6A	<b>Implement specific actions arising from the GNHP evaluation.</b>	a. Ensure that all partners are clear about their roles in delivering the Strategy and Action Plan.	2010	Work to begin on addressing actions in 2010 – GNHP co-ordinator	Ensuring that the GNHP is an effective, strong and focussed delivery mechanism
6B	<b>Appoint a Sub-regional Strategic Co-ordinator.</b>	a. Secure funding. b. Appoint and set targets for period to 2010.	Ongoing	Funding secured for 2009/10. Report going to GNHP Directors group October 2009 regarding extension and funding of post for 2010/11.	Better and more responsive Partnership. Effective delivery of strategic aims.
6C	<b>Develop further links, communication and structures to ensure alignment with the Greater Norwich Development Partnership.</b>	a. GNHP Directors Group and Forum to receive routine updates on Greater Norwich Development Partnership activity. b. Joint Policy Group meetings to be held six monthly.	Ongoing	Links between GNHP and GNDP are well developed. Meetings are being held with the GNHP 'meet and greet' in Oct 09 with the GNDP holding their meeting on the same day at the venue.	Better communication and joint working.
6D	<b>Ensure active participation in the Regional Housing Advisory Group.</b>	a. 100% attendance at all meetings. b. 100% response to consultations.	Ongoing	Regular attendance taking place except for one meeting when there was not a Sub-regional Co-ordinator in post.	Effective contribution to regional policy Ensuring that Sub-regional issues are recognised.



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
6E	<b>Seek and respond to opportunities to bid for funding to support the delivery of the Housing Strategy.</b>	a. Write into the terms of reference for each sub-group to investigate opportunities for funding from all sources. b. Bid for Homes and Communities agency National Affordable Housing Programme bidding round for 2011-14.	2008-11          2010	a. Initial review took place in 2008. Work to begin on reviewing terms of reference in 2010 – GNHP co-ordinator  b. Bidding to take place through regular market engagement, and participation in SG2 ITSOAH meetings.  RIEP funding secured to deliver the following training: <ul style="list-style-type: none"> <li>• NCC Worklessness event</li> <li>• GNHP Planning &amp; Housing training on Eco technologies and the social aspects of developments</li> <li>• GNHP Empty Homes event'</li> </ul>	Increased resources and more focussed approach to funding opportunities.
6F	<b>Respond to government consultations on a sub-regional basis, where appropriate.</b>	a. Liaison between staff upon publication of consultation documents.	Ongoing	Channels for responding to consultations include: Regional Housing Advisory Group Sub-regional co-ordinators Group Strategic Housing Leads Group  An example of this has been the GNHP & GNHP combined response to Eco-towns PPS consultation	To provide a co-ordinated influential response.



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
6G	<b>As part of the annual budget setting process realise opportunities for aligning and pooling resources.</b>	<ul style="list-style-type: none"> <li>a. Assessment of how strategic aims of the Partnership can be best realised through resource alignment and pooling.</li> <li>b. Annual consideration of opportunities, and provide assessment of viability.</li> <li>c. Implement recommendations.</li> </ul>	2010	This Action Point will not progress until the outcome of the proposed local government re-organisation is certain.	Increased efficiency and effectiveness in service delivery
6H	<b>Assess the appropriateness of stock rationalisation between landlords.</b>	<ul style="list-style-type: none"> <li>a. Map existing stock</li> <li>b. Assess feasibility with relevant RSLs and local authorities</li> <li>c. Facilitate rationalisation or new ways of working as agreed.</li> </ul>	2010	The current financial climate means that this is unlikely to occur in the near future.	Delivery of better management services to tenants, and efficiency gains.



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

No.	Action	Milestone	Intended Timescale	Progress/ Comments	Outcomes
6I	<b>Create and deliver a GNHP Training Programme</b>	<ul style="list-style-type: none"> <li>a. Set up a programme of joint training for staff, elected members, board members and stakeholder representatives.</li> <li>b. Resource specific GNHP training budget</li> <li>c. Mentoring and job shadowing across agencies.</li> <li>d. Undertake a skills audit of GNHP local authority staff to ensure a complimentary blend of expertise.</li> </ul>	Ongoing	<p>Work to begin on drawing up a training programme in 2010 – GNHP co-ordinator</p> <p>Sub-regional training opportunities:            Sept 08 – Shelter training 'Effective service user involvement'            Nov 09 – Housing &amp; Planning sessions on 'learning from eco-developments' and 'the social aspects of planning'            Jan 2010 – regional workshop following the Empty homes project            Feb 2010 – sub-regional housing and planning workshop around the subject 'living with eco technology' (funded by RIEP)</p>	Increased understanding of partners' roles and responsibilities, leading to better working relationships.
6J	<b>Create a GNHP Housing Strategy and Action Plan for future years</b>	<ul style="list-style-type: none"> <li>• Establish a project team.</li> <li>• Agree Project Plan.</li> <li>• Implement Project Plan.</li> <li>• Deliver Fit for Purpose Housing Strategy and Action Plan.</li> </ul>	<p>2010</p> <p>2010</p> <p>2010-11</p> <p>2011</p>	<p>In planning the next Strategy we will ensure that we have incorporated lessons learned in all aspects of producing the 2008-11 Strategy.</p> <p>A refresh of GNHP action plan is underway due to be completed by December 2009.</p>	A well-planned and co-ordinated follow on to the previous strategy.



# Greater Norwich Housing Partnership

## Housing Strategy 2008-2011

### Progress Report November 2009

Appendix D\_

The strategy documents have been produced in consultation with a wide range of partners and stakeholders, service users and councillors, and will be overseen by the Greater Norwich Housing Partnership Policy Group and GNHP co-ordinator.

If you have any questions on the review, strategy or action plan, please contact:

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Greater Norwich Housing Strategy 2008-2011

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# 2009-2011 Update



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# Contents

Introduction & Vision	3
Strategic Aims	4
The Greater Norwich Housing Partnership	4
Emerging Opportunities and Challenges	5
Supply of New Affordable Housing	5
Affordable Housing Completions in Greater Norwich	6
Choice Based Lettings	6
The Number of Households on the Council Housing Registers	7
Homelessness and Supported Housing	7
Demand Upon Homelessness and Housing Advice Services	8
The Private Rented Sector and Reducing Empty Homes	9
Numbers of Empty Homes in April 2008	10
Improving the Condition of Housing	10
Energy Efficient Homes	11
Property Adaptations	11
Choice and Equal Opportunity	11
Governance and Accountability	12
Delivery and Monitoring	12

# Introduction

The Greater Norwich Housing Strategy 2008-2011 provides each local authority and its partner organisations with a basis for delivering housing services. Since adopting the original Strategy, much progress has been made but new challenges have emerged. This 2009-2011 Update is accompanied by two other documents:

- a Sub-regional Progress Report showing achievements since February 2008
- a Revised Action Plan for the Sub-region setting out what is to be done by March 2011.

The Strategy serves as a reference in guiding and monitoring improvements to housing services across the administrative areas of Broadland, Norwich, and South Norfolk councils. To evaluate the work that has been done, officers from the three councils met to review the Strategy. The conclusion reached was the Strategy meets its purpose with aspirations that remain relevant. Consequently, the vision and aims of the Strategy are unchanged.

## Vision

“ To ensure there are sufficient decent homes which people can afford, in places they want to live, within sustainable and thriving communities. ”



## Strategic Aims

- **Moving towards a balanced housing market**

Encouraging a market where people can access the type of homes they want, in a tenure of their choice, for prices they can afford, taking into account the opportunities provided by the Greater Norwich Growth Agenda.

- **Building sustainable and thriving communities**

Developing places that offer everyone a decent home that they can afford in a community in which they want to live and work, now and in the future.

- **Maximising opportunities for delivering more affordable housing**

Providing high quality affordable homes of the right types and tenures where people who cannot meet their need on the open market want to live.

- **Achieving decent, healthy and environmentally sustainable homes across all tenures**

Ensuring that new and existing homes meet the requirements of their occupiers, thereby contributing to social and environmental sustainability.

- **Providing choice and fair access to services**

Ensuring that everyone has equal opportunity and the necessary support to obtain and retain a suitable home.

- **Delivering outcomes through effective partnership working**

Developing current partnership arrangements to make the Greater Norwich Housing Partnership a more integrated structure, focusing on delivering sub-regional priorities.

## The Greater Norwich Housing Partnership

Underpinning the Greater Norwich Housing Partnership (GNHP) is the willingness for organisations to work collaboratively, of which there is a wide range:

- Anchor Trust
- Broadland District Council
- Broadland Housing Group
- Circle Anglia Housing Group
- Cotman Housing Association
- Flagship Housing Group
- The Guinness Trust
- Habiteg Housing Association
- Hanover Housing Group
- Haste Housing Association
- Home Group
- Lovell Homes
- Norfolk Probation Service
- Norfolk Supporting People
- Norfolk YMCA
- Norwich City Council
- Orbit Housing Group
- Orwell Housing Association
- Places for People Group
- Saffron Housing Trust
- South Norfolk Council
- St. Martins Housing Trust
- St. Matthew Housing

## Emerging Opportunities and Challenges

There has been considerable change since the publication of the Greater Norwich Housing Strategy in early 2008. The 2008 Housing and Regeneration Act radically changed the regulation of the social housing sector. The Government has set-up the Tenant Services Authority to be the regulator of councils who retain homes for rent and housing associations. Created with new legislation last year, the Homes and Communities Agency (HCA) is responsible for investing in affordable housing and developing public sector owned land. Changes are also taking place in regional governance arrangements. From March 2010 the East of England Regional Assembly (EERA) will cease to exist. Transition arrangements are being made to a Single Regional Strategy, which will be the responsibility of the East of England Development Agency (EEDA) and a Local Authority Leaders' Board.

The crisis in the banking industry during 2008 has sent shockwaves through the economy. The fall in property prices over the last two years is well known. Rates of house building across the country have dwindled to 90,430 in 2008-09, down 42% compared with 2007-08, and 51% below the 2005-06 peak.

Unsurprisingly, the numbers of new properties built in Greater Norwich are below original expectations. The target set for 2008-09 was 2,260 across the three districts. The actual total, including market sale and affordable tenures, was 1,780, which in the present economic conditions is a good achievement.

## Supply of New Affordable Housing

Maintaining the supply of new housing and preparing for the recovery in the economy are crucial challenges to meet. Work with planning colleagues to assist in the production of Local Development Frameworks remains a priority, as the Greater Norwich Joint Core Strategy nears finalisation. The 21,000 new homes proposed for the period until 2026 will be supported by a range of new infrastructure investments, including employment sites, new schools, transport links and health services. In the shorter term, activity has begun on utilising the Homes and Communities Agency's £500 million fund to kick-start house-building projects. The money is to re-start development schemes, to pay for shared equity (Homebuy Direct), and to build to higher energy efficiency standards. Change in government policy also gives the opportunity to councils to directly build affordable homes once again.

Over recent years, the supply of homes in Norwich has come mainly from urban infill sites and development on Council-owned land. A feature is the amount of flats built in the heart of the City Centre. In Broadland, the new affordable homes built have been mainly in villages. Where there is a shortage of affordable housing planning rules can be flexible about building on the edge of villages; such developments are described as exception sites. Likewise in South Norfolk, rural exception sites have been a crucial means to provide new affordable homes. However, the increased supply over the past two years has come from private developers building on large greenfield sites. Planning obligations, known as Section 106 Agreements, have yielded affordable homes. Grant from the HCA has also enabled conversion of homes meant for private sale to affordable housing.

## Affordable Housing Completions in Greater Norwich

	Broadland	Norwich	South Norfolk	Greater Norwich
2004/05	82	255	26	363
2005/06	27	244	71	342
2006/07	107	293	108	508
2007/08	89	283	245	617
2008/09	83	229	403	715

Funding is available from the Government through the National Affordable Housing Programme (NAHP). The East of England NAHP for 2008-11 is £711 million, of which the Greater Norwich Sub-regional allocation is £60.4 million. Furthermore, Norwich City Council has struck a prestigious agreement for £7.5 million of investment from the HCA to build on sites in the City. To guide decisions locally about investment in new affordable housing a Housing Market Assessment has been prepared. The Assessment is used to inform decisions about the type of housing to build. During 2009 an update has been made of the Housing Market Assessment that was first published in 2007.

## Choice Based Lettings

In November 2007, Choice Based Lettings for affordable housing in Greater Norwich was introduced. The Greater Norwich version, which is called Home Options, is extremely successful. The system enables the public to bid for properties that are available to rent. Each household that applies is awarded preference according to how urgently they need housing. A record is held on the Housing Register of the council to which the application was made. After 18 months in operation, Home Options is being reviewed in order to find if further improvements can be made.





## The Number of Households on the Council Housing Registers

	Broadland	Norwich	South Norfolk	Greater Norwich
2005	2,606	5,583	3,685	10,874
2006	3,185	5,601	2,967	11,753
2007	3,883	5,256	3,117	12,356
2008	2,801	6,999	2,945	12,745
2009	3,278	9,425	4,003	16,706

There is an upwards trend in applications for social housing over the last five years. The data suggests an increase in demand for affordable housing, but interpretation must be made cautiously. Households are entitled to apply to more than one housing register. Other influencing factors include how easy it is to apply and the ability of households to resolve their situation on the private housing market.

## Homelessness and Supported Housing

Councils have a statutory responsibility to assist people who are dealing with homelessness, and it is a duty that receives the highest priority. Success has been made in reducing the amount of homelessness presentations, but the GNHP remains absolutely committed to addressing the topic. In recognising the personal distress of losing your home there is a Greater Norwich Homelessness Strategy for period 2007-2010. An action plan is regularly monitored, and is refreshed for 2009-10.

There is a whole range of options to prevent people becoming homeless. To improve access to the private rented sector assistance with paying deposits is offered. Where people are threatened with violence or harassment, but do not want to leave their home, the Sanctuary Scheme gives the option of creating a safe room to retreat to while the police are summoned. Mediation services are available to broker arrangements to avoid, or postpone, people being asked to leave their accommodation; and, lodging schemes can also be an effective alternative. Continuing to find innovative housing options remains a top priority, as pressure grows on the council homelessness services.



## Demand Upon Homelessness and Housing Advice Services

	Broadland	Norwich	South Norfolk	Greater Norwich
Homelessness Acceptances 07-08	128	89	91	308
Homelessness Acceptances 08-09	146	76	43	265
Homelessness Presentations 07-08	208	228	150	586
Homelessness Presentations 08-09	205	343	70	618
Advice Cases 07-08	686	1,338	856	2,880
Advice Cases 08-09	888	1,530	774	3,192

Prevention is better than a cure, so effort is going towards helping people to avoid becoming homeless. Often a solution can be found by making use of the private rented market, as affordable housing is in such short supply. To get more housing available for rent, the councils are seeking to expand a scheme where properties are leased from the private sector. There is work to set-up protocols for how the local authorities and housing associations intervene early to prevent homelessness. Further resources are going into using more self-contained accommodation instead of B&Bs. The economic downturn has made homeowner mortgage support and help for households in negative equity important issues. The statutory and voluntary organisations are looking for fresh ideas to help rough sleepers. The challenges tend to be over resolving behavioural and emotional problems. Proposals on improving the range and access to services for rough-sleepers will be published in a forthcoming Strategy.

Support is especially important for vulnerable people who are homeless or living in unsuitable accommodation. In response there is a range of hostels and supported accommodation schemes. Support workers can also visit people in their own homes through a service provided by Stonham Homestay. The new supported housing schemes are testimony to the collaboration between the local authorities, housing associations, and voluntary sector organisations. A notable achievement was the opening of the new YMCA Assessment Centre. Other new and forthcoming developments are:

- Grays Fair Court for older people in South Norfolk by Saffron Housing Association.
- Domestic violence refuges in Norwich and Broadland.
- A scheme in Broadland for people with physical and sensory disabilities
- Provision of a resettlement scheme for people with mental health problems run by Julian Housing.
- A development for people who misuse substances in Norwich.

- Reprovision of supported accommodation managed by Solo Housing in South Norfolk.
- Refurbishment of Archway project for vulnerable women.
- Reprovision of the St Edmunds Society supported accommodation for offenders in Norwich.
- Development of new move-on accommodation by the YMCA
- A Scheme for people with learning difficulties in Norwich.

## The Private Rented Sector and Reducing Empty Homes

The shortage of available affordable homes owned by the City Council and housing associations means the only alternative is the private rented sector. In the last two and half years, 240 homes have been leased from the private sector by Norwich City Council. The guarantee over rental income is one of the incentives for property owners to enter a lease. The benefit is a supply of properties for households in need. The scope to expand the leasing scheme is being assessed, with potential to extend in to the districts of Broadland and South Norfolk.

The GNHP wants to support private landlords who provide a good service to their tenants. Currently, over 60 landlords are signed up. In return for a membership fee and meeting the requirements to be accredited, landlords can promote themselves as offering professional customer service and a high standard of accommodation. The task is to strengthen the scheme by expanding the membership.

There are relatively few empty properties in Greater Norwich when compared to many other places in the country, but action to return homes back in to use is important for reducing homelessness and overcrowding. Empty homes also detract upon a neighbourhood, with the risk of attracting Anti-social Behaviour.



## Numbers of Empty Private Homes in April 2008

	Total Empty Homes	Percentage of Homes Empty	Private Homes Empty for More than 6 Months
Broadland	651	1.2%	472
Norwich	1,314	2.12%	659
South Norfolk	1,523	2.92%	657
Greater Norwich	3,488	2.08%	1,788
East of England	64,054	2.59%	27,076

Greater Norwich secured £900,000 from central government to bring empty homes back in to use, of which much has been committed. The money is used to encourage, and when necessary enforce, owners not to leave properties empty. A variety of incentives are available; for example, a grant up to £25,000 in exchange for a lease arrangement. The owner benefits from a rental income stream from the property and a letting is made to a household who could otherwise be homeless or in overcrowded, unsuitable accommodation. When an empty property owner refuses to co-operate, the councils resort to using statutory enforcement powers, such as Empty Dwelling Management Orders, and Compulsory Purchase Orders.

## Improving the Condition of Housing

Legislation in 2004 introduced the Housing Health and Safety Rating System (HHSRS) as a way to assess the physical condition of dwellings. The Housing Stock Condition Survey, completed in 2006, estimated £108.7 million was needed to bring every dwelling up to the Decent Homes Standard, which considers hazards, repairs, amenities, and thermal comfort. The estimated average cost to bring each failing dwelling up to the Decent Homes Standard is £2,600. To check safety standards of Houses in Multiple Occupation (HMOs) there is a programme of inspections. Where occupants do not have the means to improve their homes, the local authority has some mandatory responsibilities and discretionary means by which to assist. The higher concentration of older, solid wall, properties that are less energy efficient makes meeting the target more difficult in the City.

## Energy Efficient Homes

There is activity in grant-aiding, giving low-cost loans, advice, and promoting awareness about energy efficiency. Efforts are directed to those in or at risk of fuel poverty, which is defined as spending more than 10% of household income on heating bills. Promotion is done via the council websites, attending public events, visits to schools, articles in local magazines and newspapers, and combined work with the Energy Saving Trust. A joint team exists between Broadland and South Norfolk for energy efficiency. In Norwich, the City Council works to promote energy efficiency across its social housing stock of approximately 16,000 homes, and in the private sector. Many different initiatives have begun to reduce carbon emissions and to save people money on their household bills. For qualifying households, loans are available to help pay for the installation of solar hot water systems. Together with the Government funded scheme Warm Front, the councils help people to apply for home insulation and heating packages worth up to £6,000. In addition, a variety of exemplar developments have also shown how low carbon technology can be integrated in to both new build and existing properties.

## Property Adaptations

In conjunction with occupational therapist assessment and means-testing, councils offer assistance in doing adaptations that range from fitting basic grab rails, to major alterations to create level access bathing facilities. Home Improvement Agencies (HIAs), which are also known as Care & Repair Agencies, give support to vulnerable people so they can continue to live independently in their existing home. In Norwich, the City Council runs a Care & Repair agency with Orbit Housing Association; across Broadland and South Norfolk there is a joint service. The Care & Repair officer helps by assessing the repairs required, obtaining quotes, dealing with builders, and doing checks when the works are completed. The service enables people to make choices about whether to remain in their existing home, possibly avoiding the necessity to move to other accommodation such as residential care or a long-stay hospice.

## Choice and Equal Opportunity

The principles of choice, equality, and fair access to housing services are integral to building cohesive and sustainable communities. Work entails raising awareness within all community groups to ensure that advice and assistance on housing matters is available. Ongoing careful monitoring will be done to guard against unfair bias in how social housing is let. The GNHP continues to seek to respond to the housing and housing-related support needs of all minority groups. A priority is new sites for Gypsies and Travellers. A shortage exists of residential pitches, transit sites, and plots for Travelling Showpeople. Targets are set for new sites by the East of England Regional Assembly up until 2011, with a compound annual increase thereafter.

## Governance and Accountability

The GNHP is structured with a series of groups that lead on specific topics and then reports to senior officers and elected representatives; a structure chart is included as appendix A. These governance arrangements have proven to be successful and are not expected to change significantly in the immediate future. The structure has benefit in providing a formal mechanism for agreeing new initiatives together, whilst being flexible so organisations retain their decision-making autonomy. The prospect of Local Government Reorganisation (LGR) in Norfolk, or significant changes in how services are organised, has had minimal effect. All organisations involved in the GNHP recognise that efforts should remain focused on frontline service delivery.

## Working Together

People's health, the environment, and community safety are issues related to housing. Finding new ways to work with other organisations, both within and outside the housing profession, is important. Comprehensive Area Assessment (CAA) is conducted by the Audit Commission on behalf of Government to check the quality of services provided by local authorities. A key theme of CAA is how councils work together in meeting the needs of people they serve. The Norfolk Local Area Agreement (LAA) is a document that explains how priorities are set and services are linked together. "Improving housing" is one of the six main outcomes in the Norfolk LAA. The GNHP has a prominent role in Norfolk LAA targets for house-building, reducing homelessness, improving household energy efficiency, and adapting homes to help people to live independently. For other Norfolk LAA outcomes, the GNHP is one of several contributors, for example in creating stronger communities.

## Delivery and Monitoring

The original Greater Norwich Housing Strategy 2008-2011 was accompanied by a Sub-regional Action Plan. Each of the three councils put in place administrative systems to report progress to elected members and district Local Strategic Partnerships. These arrangements have worked and the intention is to continue in the same way. The revised Sub-regional Action Plan will be monitored by groups within the GNHP, and given attention at the district level.



# Greater Norwich Housing Partnership Structure Chart







