Cabinet

Agenda

Date

Tuesday 29 September 2020

Time

6.00 pm

Place

To be hosted remotely at
Thorpe Lodge
1 Yarmouth Road
Thorpe St Andrew
Norwich

Members of the Cabinet

Cllr S A Vincent Chairman (Leader)	Policy
Cllr T M Mancini-Boyle (Deputy Leader)	Finance

Portfolio holders

Cllr J K Copplestone	Economic Development
Cllr J J Emsell	Transformation and Organisational Development
Cllr L H Hempsall	Planning
Cllr J Leggett	Environmental Excellence
Cllr F Whymark	Housing and Wellbeing

If any Member wishes to clarify details relating to any matter on the agenda they are requested to contact the relevant Director / Assistant Director

Contact

James Overy tel (01603) 430540

Broadland District Council
Thorpe Lodge
1 Yarmouth Road
Thorpe St Andrew
Norwich NR7 0DU

E-mail: james.overy@broadland.gov.uk

@BDCDemServices

Public Attendance

This meeting will be live streamed for public viewing via the following link: https://www.youtube.com/channel/UCZciRgwo84-iPyRImsTCIng.

If a member of the public would like to attend to ask a question, or make a statement on an agenda item, please email your request to committee.services@broadland.gov.uk no later than 5.00pm on Friday 25 September.

A G E N D A

		Page No
1	**To receive declarations of interest under Procedural Rule no 8**	4
2	**Apologies for absence**	
3	**Minutes of meeting held on 25 August 2020**	6
4	**Matters arising therefrom** (if any)	
5	**Public Speaking** To consider representation from the members of the public who have expressed the wish to convey their views on items on this Agenda. In accordance with the Constitution a period of 3 minutes is allowed per member of the public.	
6	**Representations from Non-Cabinet Members** To receive the views from non-Cabinet Members on items on this agenda. Members are reminded to advise the Leader if they wish to attend and speak at the meeting. In accordance with the Constitution a period of 3 minutes is allowed per non-Cabinet Member.	
7	**Overview and Scrutiny Committee** To receive the Minutes of the meeting held on 8 September 2020. The Cabinet will also be advised of views expressed by the Committee at its meeting on 22 September 2020 in relation to items on this Agenda.	13
8	**Wellbeing Panel** To receive the Minutes of the meeting held on 5 August 2020	19
9	**Updated Delivery Plan Post Covid-19**	24
10	**Response to Ministry of Housing, Communities and Local Government (MHCLG) Consultations**	94
11	**Greater Norwich Homelessness Strategy 2020-2025** **South Norfolk and Broadland Rough Sleeper Statement 2020-2022.**	122
12	**Loans to Parish Councils**	174
13	**Council Tax Covid-19 Hardship Fund 2020-21** **Emergency Procedures/Policy**	176

14	**Risk Management Policy and Strategy**	**182**
15	**Exclusion of Press and Public**	
	The Chairman will move that the press and public be excluded from the meeting for the remaining items of business because otherwise, information which is exempt information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by The Local Government (Access to Information) (Variation) Order 2006, would be disclosed to them.	
16	**Food Innovation Centre Update**	**To Follow**
17	**Exempt Minute of meeting held on 25 August 2020**	**200**

Trevor Holden
Managing Director

DECLARATIONS OF INTEREST AT MEETINGS

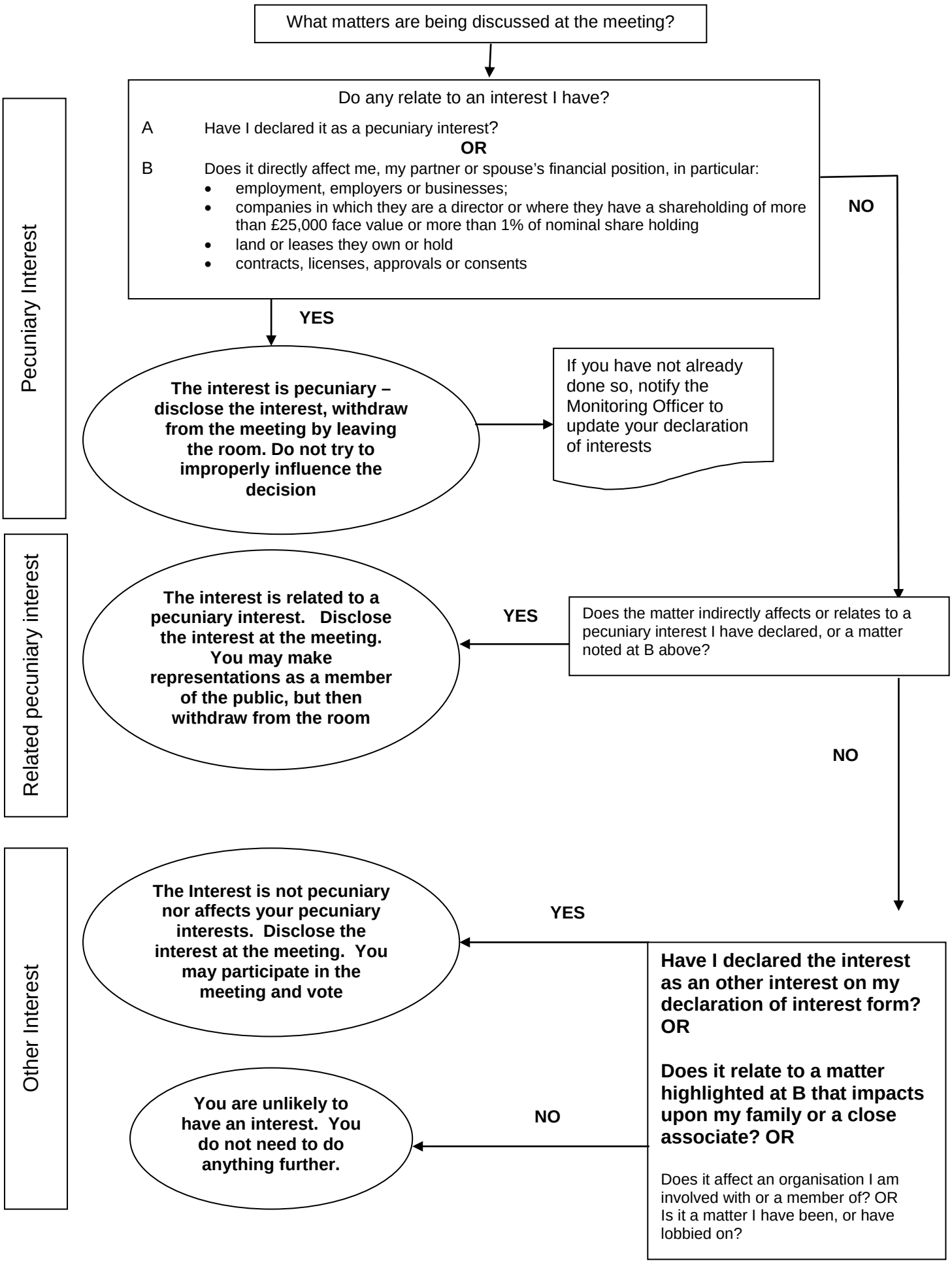
When declaring an interest at a meeting Members are asked to indicate whether their interest in the matter is pecuniary, or if the matter relates to, or affects a pecuniary interest they have, or if it is another type of interest. Members are required to identify the nature of the interest and the agenda item to which it relates. In the case of other interests, the member may speak and vote. If it is a pecuniary interest, the member must withdraw from the meeting when it is discussed. If it affects or relates to a pecuniary interest the member has, they have the right to make representations to the meeting as a member of the public but must then withdraw from the meeting. Members are also requested when appropriate to make any declarations under the Code of Practice on Planning and Judicial matters.

Have you declared the interest in the register of interests as a pecuniary interest? If Yes, you will need to withdraw from the room when it is discussed.
Does the interest directly: 1. Affect yours, or your spouse / partner's financial position? 2. Relate to the determining of any approval, consent, licence, permission or registration in relation to you or your spouse / partner? 3. Relate to a contract you, or your spouse / partner have with the Council 4. Affect land you or your spouse / partner own 5. Affect a company that you or your partner own, or have a shareholding in If the answer is "yes" to any of the above, it is likely to be pecuniary. Please refer to the guidance given on declaring pecuniary interests in the register of interest forms. If you have a pecuniary interest, you will need to inform the meeting and then withdraw from the room when it is discussed. If it has not been previously declared, you will also need to notify the Monitoring Officer within 28 days.
Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above? If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.
Is the interest not related to any of the above? If so, it is likely to be another interest. You will need to declare the interest, but may participate in discussion and voting on the item.
Have you made any statements or undertaken any actions that would indicate that you have a closed mind on a matter under discussion? If so, you may be predetermined on the issue; you will need to inform the meeting, and when it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.

FOR GUIDANCE REFER TO THE FLOWCHART OVERLEAF

PLEASE REFER ANY QUERIES TO THE MONITORING OFFICER IN THE FIRST INSTANCE

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



Minutes of a meeting of **Cabinet** held by video link on **Tuesday 25 August 2020** at **6.00pm** when there were present:

Cllr S A Vincent – Policy (Chairman)

Portfolio holders:

Cllr J K Copplestone	Economic Development
Cllr J J Emsell	Transformation and Organisational Development
Cllr L H Hempsall	Planning
Cllr J Leggett	Environmental Excellence
Cllr T M Mancini-Boyle	Finance
Cllr F Whymark	Housing and Wellbeing

Cllr T Adams, Cllr N Brennan, Cllr S Catchpole, Cllr S Prutton and Cllr S Riley also attended the meeting.

Also in attendance were the Director People and Communities, Chief of Staff, Assistant Director Planning, Assistant Director Finance, Assistant Director Governance and Business Support (Monitoring Officer), Assistant Director Community Service, Housing and Health Manager, Internal Consultancy Lead – Waste, Governance Manager, PR Manager and the Democratic Services Officer (JO).

117 MINUTES

The Minutes of the meeting held on 21 July 2020 were confirmed as a correct record, save for the following amendments:

Minute No: 113 – Environmental Strategy

In paragraphs 5 and 6 'She' was replaced with 'The Portfolio Holder for Environmental Excellence'.

118 REPRESENTATIONS FROM NON CABINET MEMBERS

The Chairman agreed that, at his discretion, all non-Cabinet Members in attendance be allowed to join the debate at the relevant point of the proceedings on request.

119 OVERVIEW AND SCRUTINY COMMITTEE

The Chairman of the Overview and Scrutiny Committee advised Members on the views expressed by the Committee when it reviewed the Cabinet Agenda on 18 August 2020, as each item was considered.

120 ECONOMIC SUCCESS PANEL

Cabinet received the Minutes of the meeting of the Economic Success Panel held on 22 July 2020.

DRAFT

The Portfolio Holder for Economic Development pointed out that the percentage of properties without superfast broadband in the District was two percent, not three percent, as stated in the Minute.

121 ENVIRONMENTAL EXCELLENCE PANEL

Cabinet received the Minutes of the meeting of the Environmental Excellence Panel held on 23 July 2020.

122 WELLBEING PANEL

Cabinet received the Minutes of the meeting of the Wellbeing Panel held on 8 July 2020.

The Portfolio Holder for Housing and Wellbeing advised the meeting that the Panel had considered the Fees for Houses in Multiple Occupation, which Cabinet would consider later on in this Agenda. The Panel had robustly challenged the report, but had made no recommendation for an alternative fee level.

123 COVID-19 RESPONSE – NORFOLK WIDE FIGHTING FUND

The Assistant Director of Finance introduced the report, which set out a proposal by Norfolk Leaders to establish a 'fighting fund' to support local authorities and businesses adapt, restart and recover from the Covid-19 emergency situation across the County.

The County Council had agreed, in principle, to contribute £1m to the fund and was looking for this to be matched by the district councils in Norfolk contributing £150,000 each. The 2019/20 Business Rate Pool would contribute £3.7m and it was hoped that the Local Enterprise Partnership would contribute up to £2m, making a potential total of £7.7m. The Fund could help make the case to Government to support recovery by matching the local pot.

Members were advised that the £150,000 contribution could be funded from the third tranche of Covid-19 Emergency Funding that had recently been received from central Government.

It was intended that the first sector to be assisted would be tourism, which would be helped to open and adapt to the pandemic restrictions. However, there were no exact details on how the fund would be distributed, which was the reason that an in principle decision on the allocation was being sought at this stage.

The Chairman of the Overview and Scrutiny Committee advised the meeting that the Committee had proposed an amendment to the recommendation to request greater clarity regarding the budget allocation of the fund.

The Leader confirmed that he would welcome any feedback from Members regarding the allocation of the fund.

DRAFT

RECOMMENDED TO COUNCIL

That authority be delegated to the Assistant Director Finance, in consultation with the Leader, to allocate £150,000 to the Norfolk Wide Fighting Fund.

Reasons for decision

To support the recovery from the Covid-19 pandemic.

124 REVIEW OF MANDATORY LICENSABLE HOUSES IN MULTIPLE OCCUPATION FEES

The Housing and Health Manager introduced the report which recommended introducing a single Houses in Multiple Occupation (HMO) licence fee across Broadland and South Norfolk to cover administration costs and reinforce the One Officer Team approach to service delivery.
Licensable HMOs were defined as; properties rented by five or more people, who formed two or more households and shared facilities such as a toilet, bathroom or kitchen.

The chargeable fee for a mandatory licensable HMO licence had been reviewed in order to ensure that the Council levied a charge that complied with central Government guidance and case law; i.e. they were reasonable, proportionate and did not generate a surplus.

Following a very thorough analysis of the cost of the service the following Council fees for mandatory licensable HMO's were proposed:

- £825 for a new five-year licence;
- £133 for variations on an existing five-year licence; and
- £514 for renewal of a five-year licence
-

Current fees were £593 for a new-five year licence, £28 for variations on an existing five-year licence. Renewal of five year licences had yet to be determined, as licences had only been mandatory since 2018.

It was noted that the Wellbeing Panel had rejected the increase at its meeting on 8 July 2020, as it had concerns that the charges would be passed on to tenants and the increase in charges for landlords was too high compared to the current fee.

Members were advised that the proposed fee equated to £12 per month per HMO and was based on a five bedroom property. It was also confirmed that licence payment by instalment could also be arranged, if required. Moreover, the proposed renewal fee of £514 was less than the five year fee that would currently be charged.

The Portfolio Holder for Housing and Wellbeing advised the meeting that the Wellbeing Panel had been surprised by the calculation for officer time and on-costs in administering the licensing, which appeared high. It was also recognised that the Council should not make a profit, but it was not seen as necessary to always cover costs. He added that there appeared to be a

DRAFT

consensus amongst Members against increasing these fees and it should be recognised that both authorities were sovereign Councils, who could decide their own specific policies.

The Chairman of the Overview and Scrutiny Committee noted that there was no legal imperative for both Council's to be charging the same fees and that the Committee also raised concerns about the increase in licence fees being passed on to tenants. The Committee had recommended that the fees remain unchanged.

The Vice-Chairman of the Overview and Scrutiny Committee added that Broadland had a duty to look after its most vulnerable residents and should not support the increase in order to align with another Council.

In response to some of the comments above the Director People and Communities informed the meeting that professional advice had been taken when calculating the costs for the service and he would fully endorse these figures. He acknowledged that the fees were discretionary, but that the advice from officers was to be mindful of the Commercial Strategy and take opportunities to charge when available. He also emphasised that this service was being administered by a single officer team, with the same procedures and costs across both Councils and that the proposal was not just about the alignment of fees.

In response to a query, the Housing and Health Manager informed the meeting that there were 14 HMOs in Broadland and 24 in South Norfolk. The next task for her team would be to identify any HMO's that were not licenced. In summing up, the Portfolio Holder for Housing and Wellbeing acknowledged the views expressed by the Wellbeing Panel and the Overview and Scrutiny Committee and noted that the fees did not have to cover the costs of the service and, therefore, he recommended that they remain unchanged.

RESOLVED

That the Council fees for mandatory licensable HMO's be maintained at their current levels.

Reasons for decision

It was not considered appropriate to increase the fees for this service.

125 UPDATE TO LOCAL DEVELOPMENT SCHEME

The Assistant Director Planning introduced the report which proposed amendments to the Council's Local Development Scheme (LDS) to reflect a revised Greater Norwich Local Plan (GNLP) timetable. This would allow for a further Regulation 18 Consultation, to ensure that the evidence base was robust and for further work to be undertaken in respect of viability studies and economic data. This would also allow for the opportunity to consider progress with the Western Link scheme.

DRAFT

The new Regulation 18 Consultation would take place over November/December 2020. This would have a knock on effect and delay the pre-submission publication of Plan (Regulation19), as well as the examination and mean that the final adoption of the Plan would occur in November/December 2022; four months later than originally intended.

Members were advised that, whilst the timetable remained unchanged at the moment, it was too soon to predict if the recently published Planning White Paper would have an effect on the Plan.

The Portfolio Holder for Planning reminded Members that they had been invited to attend a remote briefing on the Western Link on Thursday 27 August 2020.

RECOMMENDED TO COUNCIL

To approve the proposed amendments to the current, May 2019, Local Development Scheme.

Reasons for decision

To meet legislative requirements.

126 WASTE SERVICES REVIEW

The Portfolio Holder for Environmental Excellence advised the meeting that the production of a detailed Business Case for a Local Authority Trading Company (LATC) to provide a waste service had been agreed by Cabinet following an initial consultant's report.

The detailed Business Case enabled Members of the Environmental Excellence Panel to take an objective view on the proposal. Following a thorough consideration of the proposal and the associated risks, the Panel had concluded that the Council should not enter into a LATC, but should commence with a procurement exercise for an outsourced waste services contract.

The Portfolio Holder for Environmental Excellence proposed recommendation four, amended to include delegation of the procurement process to the Portfolio Holder for Finance.

The Assistant Director Governance and Business Support (Monitoring Officer), advised the meeting that she had concerns that Cabinet had not had the opportunity for a thorough debate and consideration of the confidential papers associated with the Waste Service Review and suggested that Cabinet went into closed session to do this and then readmit the public for the final decision. This view was endorsed by the Director of People and Communities.

In response the Leader acknowledged the officer views, but confirmed that he wished the decision to be taken at this stage of the meeting.

DRAFT

RESOLVED

1. To note the final business case; and
2. To commence a procurement exercise for the Council's waste services and street cleansing contract, and delegate the process of the procurement, up until award of contract to the Portfolio Holder for Environmental Excellence, the Portfolio Holder for Finance and the Director of People and Communities.

Reasons for decision

An outsourced waste service was considered a more appropriate model for the Council, given the risks associated with setting up a LATC.

127 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

to exclude the press and public from the meeting for the remaining business because otherwise, information which was exempt information by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006 would be disclosed to them.

128 WASTE SERVICE REVIEW (Confidential Report)

Cabinet considered the confidential report and set out their reasons for the decision made at Minute 126 - Waste Service Review, above; as detailed in the exempt Minutes.

129 EXEMPT MINUTE OF THE ENVIRONMENTAL EXCELLENCE PANEL

Cabinet received the exempt Minutes of the Panel meeting held on 23 July 2020.

130 FOOD INNOVATION CENTRE

The Strategic Economic Growth and Funding Manager introduced the report, which provided an update on the proposed new financial arrangements and conditions to deliver the capital element of the Food Innovation Centre, as detailed in the exempt Minutes.

RECOMMENDED TO COUNCIL

1. To accept retrospectively the decision made by officers to accept Broadland District Council's funding allocation for the Food Innovation Centre from the *Getting Building Fund*.

DRAFT

It was decided to defer any decisions on recommendations 2-5 to a later meeting of Cabinet.

Reasons for decision

To accept the funding allocation from the Getting Building Funding and for more work to be undertaken by officers before recommendations 2-5 could be progressed.

131 EXEMPT CABINET MINUTE

Cabinet received the exempt Minutes of the meeting held on 21 July 2020.

The meeting closed at 8.07pm.

DRAFT

Minutes of a meeting of the **Overview & Scrutiny Committee** held by video link on **8 September 2020** at **10.00 am** when there were present:

Cllr S Riley – Chairman

Cllr A D Adams	Cllr N J Harpley	Cllr D King
Cllr N J Brennan	Cllr S I Holland	Cllr G K Nurden
Cllr P E Bulman	Cllr C Karimi- Ghovanlou	Cllr S M Prutton
Cllr S J Catchpole	Cllr K S Kelly	Cllr N C Shaw

Also in attendance were the Director Resources, Assistant Director Governance and Business Support (Monitoring Officer), Assistant Director Individuals and Families, Senior Governance Officer (SU), Democratic Services Officer (LA) and the Democratic Services Officer (JO).

161 APOLOGY FOR ABSENCE

An apology for absence was received from Cllr S Beadle.

162 MINUTES

The Minutes of the meeting held on 18 August 2020 were confirmed as a correct record, save for the correction of two typographical errors and the following:

Minute No: 154 Covid-19 Response – Norfolk Wide Fighting Fund

The third paragraph would be replaced by the following:

It was confirmed that the £150,000 contribution to the Norfolk Wide Fighting Fund would be drawn from the £173,740 third tranche of the Corvid-19 Emergency Funding.

The Chairman then provided feedback to the Committee in respect of the decisions made by Cabinet at its 25 August 2020 meeting.

He noted that although Cabinet had not recommended to Council the amended proposal made by the Committee in respect of the Norfolk Wide Fighting Fund, it had expressed a similar view that further clarification on the allocation of the funds was required.

DRAFT

Minute No: 155 - Review of Mandatory Licensable Houses in Multiple Occupation Fees

The Chairman informed Cabinet that the Committee had raised concerns about the increase in licence fees being passed onto tenants and had recommended that the fees remain unchanged. The Vice-Chairman had also supported this view at Cabinet. Cabinet had agreed with the proposal by the Committee and had supported the view that the fees remained unchanged.

Minute No: 158 – Waste Services Review

The Chairman advised Members that he had been unable to inform Cabinet of the views of the Committee on this item prior to the decision being made, as Cabinet had decided to make the decision in public and the Committee's views were related to the confidential Waste Services Review papers.
He suggested that this had been inappropriate, as the views of the Committee should have been made clear to Cabinet before the decision was made. However, he confirmed that the Cabinet decision did correspond with the recommendation that had been made by the Committee.

163 BROADLAND DISTRICT COUNCIL 7 YEAR STAFF TURNOVER

The Assistant Director Governance and Business Support introduced the report, which set out the levels of Broadland staff turnover from 2013 to present and included; the percentage of staff turnover, reasons for leaving and an historical annual commentary that had previously been presented in the performance reports.
She emphasised that a certain level of turnover was healthy and encouraged the organisation to learn and develop as new entrants started with the Council.

The statistical position for staff turnover for financial years 2013/14 to 2019/20 were:

Financial year	Staff turnover %
2013/14	5.6%
2014/15	10.0%
2015/16	6.0%
2016/17	6.5%
2017/18	10.2%
2018/19	10.4%
2019/20	10.9%

When staff left the Council, they were all offered the opportunity to have an exit meeting, whether this be with their line manager or Human Resources. Discussions were then held to explore reasons and any necessary action taken. The table below confirmed the high-level reason for leaving over the same period.

DRAFT

Reason for leaving	13/14	14/15	15/16	16/17	17/18	18/19
Personal / health	1	2	4	2	2	5
Childcare	4	0	0	0	3	1
Career change / advancement	7	11	8	5	9	9
Job satisfaction	2	4	2	1	3	3
Unitary	0	0	0	0	0	0
Role not as expected	0	0	0	0	0	0
Relocation	1	0	1	1	0	1
Termination of employment by Council	0	4	0	2	1	2
Left during temp contract	1	7	1	5	1	1

As could be seen above, the figures were quite stable and no trends that would raise concerns were apparent.

Commentary for the financial years 2013/2014 to 2019/2020 were included in the report to give some historical context of the work undertaken, as a result of feedback from leavers.

The statistical information provided to the Committee showed that turnover has been at a consistent level for the past three years, the reasons for leaving had also been consistent and the Committee could see the historic action that had been taken in this regard.
The Committee was advised that the median average staff turnover rate in the Local Government Workforce Survey, published in June 2019, was 13.4 percent.

The report confirmed that the Committee would continue to receive regular Cabinet Performance Reports that would monitor the information provided in the report, or it could choose to investigate the matter further through a Time and Task Limited Panel.

In response to a query, Members were advised that it was preferred that the information provided by leavers was not anonymous, as this could prevent further dialogue and action being taken to address any issues raised. However, leavers were perfectly entitled to do so if they wished.

A proforma was provided for managers when conducting exit interviews, (which was the reason ‘unitary’ was included in the categories listed for leaving). However, other kinds of submissions by leavers were acceptable and they were not constrained to any categories. Since the pandemic exit interviews had been conducted via Zoom.

It was confirmed that no staff, to date, had refused to have an exit interview.

DRAFT

A Member expressed concern that the staff turnover figures had gone up over the last three financial years, when compared to previous years and suggested that measures should be put in place to bring this figure down. The Chairman noted that there were important issues such as staff retention and training that would deserve further investigation, through a Time and Task Limited Panel. He suggested that by looking at the statistics across departments and throughout the staff structure of the Council, a much fuller picture would emerge. It was also suggested that it would be useful to see at what stage in their careers staff were when leaving the Council.

AGREED

To convene a Time and Task Limited Panel to investigate staff turnover at the Council. Membership of the Panel was confirmed as: Cllr Adams, Cllr Brennan, Cllr Harpley, Cllr Holland, Cllr Nurden and Cllr Riley.

164 NORFOLK HEALTH OVERVIEW AND SCRUTINY COMMITTEE UPDATE

The Committee were given an update on the 30 July 2020 meeting of the Norfolk Health Overview and Scrutiny Committee.

Cllr Penny Carpenter was elected as Chairman of the Committee and proved to be a very able Chairman.

Most of the meeting was taken up by the effects that Covid-19 was having on local NHS services and the significant measures being taken to mitigate them, which staff were to be congratulated upon.

Another meeting of the Norfolk Health Overview and Scrutiny Committee had been held on 3 September 2020 where progress reports on mental health, NHS dentistry and palliative care were received. Members would receive a fuller update on this at the next Committee.

The next meeting of the Norfolk Health Overview and Scrutiny Committee was on 8 October 2020 and would be looking at ambulance response times, cancer services, childhood immunisation and out of hours GP services.

165 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME

The Senior Governance Officer took the Committee through the Work Programme.

Further to Minute no: 163 above, the Staff Turnover topic would be updated to reflect its status as a Time and Task Limited Panel.

DRAFT

In respect of Future Topics for Scrutiny, which was on hold due to Covid-19, it was decided that a letter inviting parish and town councils to submit topics for consideration by the Committee would be drafted for dispatch to coincide with the next issue of *Broadland News*, which would contain an article inviting topics for the Committee to consider.

In respect of Broadband and mobile phone coverage, it was agreed to invite the Programme Director of Better Broadband for Norfolk to help the Committee better understand why residents with access to superfast Broadband chose not to take it up, as well as to clarify some further points identified by the Chairman in the presentation that she had made to the Economic Success Panel.

The Assistant Director Individuals and Families suggested that the review of Early Intervention and Community Safety be placed on hold pending a review of this service area and this was agreed by the Committee.

Water – supply, management and climate would be worked through with the appointed Members and the new Senior Governance Officer.

The Housing Allocations Policy item was put on hold pending a Cabinet report in December, with a possible review by the Committee of the policy six months after implementation.

The two Affordable Housing Provision items were combined and a report would be brought to the 17 November 2020 meeting of the Committee that would contrast how effectively each authority delivered affordable housing and update Members on Clarion Housing's future plans for building affordable housing in the District.

The Assistant Director Individuals and Families suggested that the review of the Provision of Leisure Principles item be postponed pending a Review of Community Leisure Provision scheduled for Cabinet in March 2021. This was agreed by the Committee, followed by a possible review four to six months after the implementation.

It was agreed that the Apprenticeships Time and Task Limited Panel would be postponed, as the objectives of the Panel (which had been set in June 2019), except for barriers to transport, were no longer relevant. Unfortunately, circumstances had delayed commencement of the panel, including the Covid 19 pandemic. Therefore, officers would aim to bring a report to a future meeting of the Committee on a number of new schemes and initiatives that could assist apprenticeships and young people.

166 SENIOR GOVERNANCE OFFICER

The Assistant Director Governance and Business Support (Monitoring Officer)

DRAFT

informed Members that the Senior Governance Officer, Sara Utting, would be leaving the Council shortly to take up a post elsewhere. She thanked Sara for all her help and support over many months and years and wished her well for the future. The Chairman concurred with this view and noted that Sara's departure was a loss to the Council.

167 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

to exclude the Press and public from the meeting for the remaining business because otherwise, information which was exempt information by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006 would be disclosed to them.

168 EXEMPT MINUTES

The Committee confirmed the exempt Minutes of the meeting held on 18 August 2020 as a correct record, save for the following amendments:

Minute No: 159 – Food Innovation Centre

The following additional sentence was inserted after paragraph four:

A Member expressed reservations about the 50:50 income split with the New Anglia Local Enterprise Partnership.

Paragraph six of the same Minute was amended to:

A Member informed the meeting that *he* and the local residents were against the development due to the adverse impact it would have on their community.

The Chairman advised the meeting that Cabinet decided to defer recommendations 2 – 5 until 29 September 2020, as they required further clarification.

The meeting closed at 12.21pm.

DRAFT

Minutes of a meeting of the **Wellbeing Panel** held via video link on **Wednesday 5 August 2020** at **6pm.**

A roll call was taken and the following Members were present:

Cllr F Whymark – Chairman

Cllr A D Crotch Cllr J A Neeson Cllr L A Starling

Cllr N J Harpley Cllr N C Shaw

Cllr K Kelly, Cllr J Leggett and Cllr D Roper were also present.

In attendance were the Director of People and Communities, the Assistant Director Individuals and Families, the Policy and Partnerships Officer and the Committee Officer (DM).

18 DECLARATIONS OF INTEREST UNDER PROCEDURAL RULE NO 8

Member	Minute No & Heading	Nature of Interest
Cllr D Roper	17 – GREATER NORWICH HOMELESSNESS STRATEGY 2020-2025 SOUTH NORFOLK AND BROADLAND ROUGH SLEEPER STATEMENT 2020-2022	Contributor to the Greater Norwich Criminal Justice Homelessness Prevention Protocol referred to in the report - Non-disclosable non-pecuniary interest.
Cllr J Leggett		Trustee of Leeway - non-pecuniary interest.

19 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr R R Foulger, Cllr S M Prutton and Cllr D M Thomas.

20 MINUTES

The minutes of the Wellbeing Panel meeting held on 8 July 2020 were confirmed as a correct record and signed by the Chairman.

21 MATTERS ARISING

None raised.

DRAFT

22 GREATER NORWICH HOMELESSNESS STRATEGY 2020-2025 SOUTH NORFOLK AND BROADLAND ROUGH SLEEPER STATEMENT 2020-2022

The Panel considered the report inviting them to comment on the Greater Norwich Homelessness Strategy 2020-2025 and the South Norfolk and Broadland Rough Sleeper Statement 2020-2022 and to recommend to Cabinet the adoption of the Strategy and Statement. The Chairman commended the Policy and Partnerships Officer on the co-production of a very well researched and referenced report.

The Policy and Partnerships Officer introduced the strategy which had previously been to the Panel and had now been subject to consultation. A small number of responses had been received which were broadly supportive and made reference to the involvement of people with lived experience, realistic housing options for young people and implementation of the mental health discharge and homelessness protocol. The priorities identified in the strategy were developed using an evidence and data based approach in consultation with partners. There was a desire to look to alleviate the drivers of homelessness i.e. low income, skills training and accessing affordable housing. The Covid–19 pandemic had delayed progress with development of the strategy but had provided an opportunity to review the priorities to see if they were still relevant and had concluded that they were even more important post Covid. Calls regarding domestic abuse had increased exponentially during lockdown and it was vital that the strategy included actions around suitable accommodation and well-resourced local services to meet individual needs. The skills and training agenda remained important particularly now as the economic recovery could take some time.

With regard to rough sleeping, at the beginning of lockdown, the Council had been able to offer accommodation to all rough sleepers in district as per the government request. There was a desire to continue this good work to ensure those accommodated could continue to be supported and secure accommodation suitable to their needs. There was also an aim to support those moving towards rough sleeping to help try and prevent this happening. The strategy and statement aimed to further develop the existing joined up working with partners on homelessness and rough sleeping which fed into the work underway to redesign the housing offer across Broadland and South Norfolk to take a person centred approach to increasing resilience and offering background support. This also fed into recovery planning post Covid and the strategic housing work being undertaken at a county level.

The proposed rough sleeper statement would run initially for 2 years from 2020-2022 which would then enable it to be aligned with the Norwich City Statement which was due for review in 2022.

Members then discussed the strategy and statement and welcomed the documents, the need for which was even greater following the Covid pandemic.

DRAFT

Members made the following observations:

- Single females now made up a surprisingly high percentage of the people presenting as homeless or threatened with homelessness.

- Domestic abuse was acknowledged as a huge issue particularly following lockdown and the data in the strategy should include ONS figures for domestic abuse against men as well as women. This would likely still demonstrate that abuse was overwhelming an offence by men against women but should nonetheless be recorded. There was also concern about the hidden element of domestic abuse against women who were not able to come forward as was being demonstrated by the increase in number of single women presenting as homeless and likely not declaring the cause as domestic abuse. Reference was made to the age profile of female victims and that there was an increase in older victims coming forward. Reference was also made to the growing issue, again worsened by the Covid pandemic, of abuse to parents/adults by children.

  There was a lack of measures to deal with perpetrators including the criminal process and a lack of funding for perpetrator programmes to help break cycles of abuse. It was also noted that the domestic abuse bill had recently been passed to strengthen legislation surrounding domestic abuse and offer better support to victims/survivors including children.

  There was an increase in easy access to extreme porn and a range of consequences attributed to this in terms of domestic abuse and the normalisation of extreme behaviour. There was a need to address this growing concern. Perpetrators also appeared to be getting younger. Officers commented that the strategy included reference to the need to develop programmes aimed at young people to help them to recognise what was acceptable behaviour.

- Life expectancy – rough sleeping had a significant impact on life expectancy and efforts to support this service could make a real difference. The report should include data on the average life expectancy (80 for men, 83 for women) compared to that of people rough sleeping (43 for men and 47 for women) to highlight the impact.

- Availability of accommodation – there was likely to be an inevitable impact from Covid-19 on future provision/ availability of social housing in the longer term and a need for measures to be in place to deal with the impact of this in the short term. There was scope to seek Government funding for temporary accommodation and the council was working with housing associations to try and free up properties for this purpose. Work on the redesign of the housing service would also examine what temporary accommodation was available and how to best use this. The stock of temporary accommodation had been fully utilised during

DRAFT

lockdown and the challenge was to now try and free up this accommodation and move people into more appropriate sustainable accommodation. There was potential for increased demand for accommodation following the effects of Covid and officers commented that the two councils had been able to respond very flexibly across the two districts to the increased demands for accommodation during this time and had been well prepared to deal with the emergency, including using facilities at Coltishall and, where necessary using hotel/bed and breakfast accommodation. This was now being scaled down with a reduction of demand for this type of accommodation. The capacity remained if there was a further spike in Covid cases.

The profile of those presenting as homeless in South Norfolk and Broadland was such that a large percentage of people presenting tended to be those on the edge of homelessness or suffering temporary homelessness as opposed to the longer term complex homelessness cases.

Members were advised about the First Step service implemented a year ago following a successful bid for government funding which had enabled two staff members to be seconded to rough sleeper coordinator posts and had provided funding for quick access short term accommodation. Funding had also been made available for interim accommodation for up to 8 weeks to allow for the coordinators to work with the rough sleepers to assess their needs with a view to achieving longer term sustainable accommodation. In year 2 of the initiative, funding would be used for a resettlement officer to work with rough sleepers to support them with their transition from rough sleeping into accommodation. Efforts were ongoing in relation to early identification to help avoid homelessness.

In response to a concern about apparent referral of presenting homelessness persons to Norwich rather than being dealt with by Broadland as there was access to more accommodation, officers undertook to investigate this matter as this was not the approach endorsed by the council.

With regard to the alignment of this strategy with other strategies including the Pathways work in Norwich, it was noted that there were strong links with the Pathway scheme in Norwich and the Joint strategy reflected the close working of the three councils and the movement of people across district boundaries. One of the challenges was identifying how to help the 60% of the districts rough sleepers in more rural areas where facilities were a lot harder to access and to ensure that there was a continued focus on dealing with the causes of homelessness and not just the immediate issues identified when presenting as homeless. Unseen homelessness also needed to be addressed.

In response to a comment about security issues as Coltishall, officers assured members that the initial difficulties arising following the placement of a number of asylum seekers at the site had now been overcome and appropriate security was in place. Subject to the comments above, it was

DRAFT

RESOLVED to recommend Cabinet

to adopt the Greater Norwich Homelessness Strategy 2020-2025 and the South Norfolk and Broadland Rough Sleeper Statement 2020-2022.

The meeting closed at 7.06pm

DRAFT

Agenda Item: 9
Cabinet
29 September 2020

UPDATED DELIVERY PLAN POST COVID-19

Report Author: Sinead Carey
Strategy & Programmes Manager
01508 533661
sinead.carey@broadland.gov.uk

Portfolio: Policy

Wards Affected: All

Purpose of the Report:

The purpose of this report is to set out the updated Delivery Plan for 2020/21 which reflects the updated priorities of the Council, following the recent impacts of the Covid-19 pandemic.

It was originally proposed to Council when the Delivery Plan for 2020/21 was agreed, that we would seek to develop a two-year plan for 2021/22, alongside a two-year budget setting process. This had the aim of allowing us to plan effectively into the future and to outline our programme of work for the coming years. With the ongoing impacts of Covid-19 and the constantly changing environment, this report also recommends that Council postpone the development of a two-year Delivery Plan and Budget setting process for the period of one-year and allow for the development of a one-year plan for 2021/22, alongside the budget, returning to Council in February 2021.

Recommendations:

1. To recommend that Council approves the adoption of the updated Delivery Plan for 2020/21.

2. To recommend that Council approves the development of a one-year plan for 2021/22, returning to Councils in February 2021.

1 SUMMARY

1.1 Covid-19 has had a significant impact on our residents, communities, businesses and Council and challenges for the future are becoming clearer. In light of these challenges and changing environment in which we operate, this report outlines the resetting and repositioning of the 2020/21 Delivery Plan, which sets out the key pieces of work we plan on delivering leading to April 2021.

2 BACKGROUND

2.1 At present, Broadland District Council has a Joint Delivery Plan for 2020/21 in conjunction with South Norfolk Council, which came into effect in April 2020, alongside the Councils' Strategic Plan leading to 2024.

2.2 The Delivery Plan (see appendix A) sets out the key activities to be delivered within the first year of the Strategic Plan, broken down into service delivery and major projects/programmes of work. To enable success of the activities to be monitored, the Delivery Plan provides several Delivery Measures which will be reported into Members on a quarterly basis.

2.3 The Delivery Plan is broken down into the following areas:

- An introduction to the plan and how it links with the Strategic Plan and vision for the two Councils
- An overview of where our money comes from and how it is planned to be spent in 2020/21
- The key Delivery Measures for each priority which will be reported through to Members on a quarterly basis
- The key activities and budgets which are broken down by directorate

2.4 In April 2020, it was anticipated that this plan would be an interim one-year plan for 2020/21, while a new two-year plan was developed for 2021/22, aligned to a new two-year budget setting process.

2.5 In late March 2020, the Covid-19 pandemic hit the UK, which is continuing to have significant impacts on our communities, businesses and Council.

2.6 In response to the pandemic, the Council in July this year, agreed to the implementation of the organisational Recovery Plan, and to take the opportunity to review, in light of the response and recovery efforts of the pandemic, the key focus areas of the Delivery Plan for 2020/21.

3 CURRENT POSITION

3.1 Following Councils agreement in July to review and update the Delivery Plan, teams across the organisation have been working on identifying the impacts of Covid-19 on the plan and developing a new iteration for Councils consideration.

3.2 The updated Delivery Plan for 2020/21 attached to this report outlines the proposed amendments (seen as tracked changed in the report) to be made to the key priority focus areas and projects for the Council. These have been revised taking into account and reflecting:

- The key pieces of work identified in the Recovery Plan (agreed by Council in July)
- Continuing and ongoing Covid-19 response work
- Impacts on timescales and key milestones
- Adjustments to focus areas based on resource allocations
- Budgetary implications on particular projects/programmes of work

3.3 This Delivery Plan currently takes us up to April 2021, where based on original timelines, a new two-year Delivery Plan was due to be developed.

4 PROPOSED ACTION

4.1 This report proposes that Council approves the adoption of the updated Delivery Plan for 2020/21.

4.2 It was originally proposed to Council when the Delivery Plan for 2020/21 was agreed, that we would seek to develop a two-year plan for 2021/22, alongside a two-year budget setting process. This had the aim of allowing us to plan effectively into the future and outlining our programme of work for the coming years.

4.3 With the unpredictable nature of the pandemic and the need to remain as flexible as possible to the changing environment, it is recognised that to now plan the budget and programme of work two years in advance would be increasingly challenging. It is therefore proposed that Council postpone the development of a two-year Delivery Plan and Budget setting process for the period of one-year and allow for the development of a one-year plan for 2021/22, alongside the budget, to return to Council in February 2021. This would mean that we would seek to conduct a full review of the programme of work for 2021/22, taking into account the need to reflect the priorities outlined in the Recovery Plan in the coming year, giving us greater flexibility to adapt our plan as the environment changes.

4.4 Engagement with members on the budget and programme of work is proposed to take place prior to the end of the year, with the budget and respective Delivery Plan for 2021/22 returning to Councils for agreement in February 2021.

5 OTHER OPTIONS

5.1 Members could choose to retain the original proposal to develop a two-year Delivery Plan for 2021/22 – 2023/24, rather than developing a one-year plan for 2021. This would however, create difficulties planning so far in advance in a constantly changing environment at present.

6 ISSUES AND RISKS

6.1 **Resource Implications** – The Delivery Plan is aligned to the budget setting process and are subject to change if the budget changes. The Delivery Plan will feed into the development of service specific plans which will ensure that there are the right resources in place to deliver the plan effectively.

6.2 **Legal Implications** – no implications.

6.3 **Equality Implications** – no implications.

6.4 **Environmental Impact** – no implications.

6.5 **Crime and Disorder** – no implications.

6.6 **Risks** – no implications.

7 CONCLUSION

7.1 In summary, the revised Delivery Plan resets our ambitions for what the Council aims to achieve leading to April 2021, in light of the ongoing implications and challenges of Covid-19. The plan ensures that organisationally, we have a clear overview of our priorities for the coming months and that we have the right resources and plan in place to support the recovery effort for the district.

8 RECOMMENDATIONS

1. To recommend that Council approves the adoption of the updated Delivery Plan for 2020/21.

2. To recommend that Council approves the development of a one-year plan for 2021/22, returning to Councils in February 2021.

Background Papers

None.

Appendix A

Delivery Plan

2020 – 2021

Two Councils
One Team

Broadland District Council
Community at heart

South Norfolk Council

Our Delivery Plan for 2020/21

In response to the changing local government environment and the drive to provide the best services to our residents, Broadland and South Norfolk Councils agreed to move forwards with a collaboration in 2017 which has seen the councils develop a single officer team working across the two districts. Our Strategic Plan has outlined our vision to create the best place for everyone now and for future generations, alongside our key priority areas and ambitions for the next four years working as a partnership.

The future of local government is changing - but, the work that we're doing and our partnership approach is putting us in the best place to deal positively and proactively to those changes. To ensure that we remain relevant and up to date, we will be responsive and agile, putting the customer at the heart of everything we do and continuously improving and evolving our services to fit with future demands of both residents and businesses.

We have a target to save £8.6m over the next 5 years as a result of our collaboration together. We aim to achieve this by reimagining and transforming what local government delivers to become the best in class and exemplar at what we do. We recognise that we all have a responsibility to do all we can to ensure that what we leave behind is better than what we found.

This document, our Delivery Plan, has been developed around these priorities and ways of working and describes our intended activities for 2020/21. This is an interim one year plan, with the ambition to move forward from 2021/22 with a 2 year plan, in line with the Budget Setting process for the Councils.

Our Strategic Plan identifies four priority areas where we focus our resources and efforts. Alongside the priorty areas are our ambitions linked to each priority. These priorities and ambitions are underpinned by how we deliver our services through our people and our approach.

It is important that we are able to link our vision, priorities and ambitions, to our service delivery and team and individual objectives. This Delivery Plan is therefore focussed on the three service areas the council is made up of, with each acitivity carried out being linked back to the key priority areas.

In light on the ongoing impacts of the Covid-19 pandemic, the Delivery Plan for 2020/21

has been updated to reflect our changing programme of work.

The Vision for our Place

THE VISION

Working together to create the best place and environment for everyone, now and for future generations

OUR PRIORITIES, OUR PEOPLE, OUR APPROACH

Growing our economy

- Promote our areas as a place that businesses want to invest in and grow, attracting investment from our areas.
- Build a productive, high-performing and dynamic economy for the future.
- Create an inclusive economy which promotes skills and job opportunities for all.

Supporting individuals and empowering communities

- Ensure that the most vulnerable feel safe and well.
- Empower people to succeed and achieve their aspirations.
- Create and support communities which are connected and are able to thrive.

Protecting and improving our natural and built environment, whilst maximising quality of life

- Take proactive steps to preserve the natural environment.
- Ensure we have the right homes for everyone.
- Build a place that everyone can be proud of.

Moving with the times, working smartly and collaboratively

- Promote a place which has a clear and ambitious offer.
- Provide truly commercial, entrepreneurial and collaborative public services.
- Use the best of technology, customer insight and the right resources to deliver value for money services for our customers.

Where our money comes from

Similar to the wider public sector, Broadland and South Norfolk are operating in a constantly changing financial environment. Instead of reducing the level of the services that we provide to our residents, we have the ambition to move with the times and generate new income streams, alongside using innovative and devolved funding mechanisms to continue to support our services. Central to our long-term financial plan to become more financially self-sustaining, is seeking to generate new income streams by using our capital funding to support the economy to grow.

This plan outlines our spend for 2020/21 by Directorate and by Council. As part of the collaboration and the new one team way of working, a system for apportioning costs and savings across the two Councils has been developed and agreed by auditors, which is based on a % split of 45%(Broadland) and 55%(South Norfolk). This is reflected in the financial tables in this plan.

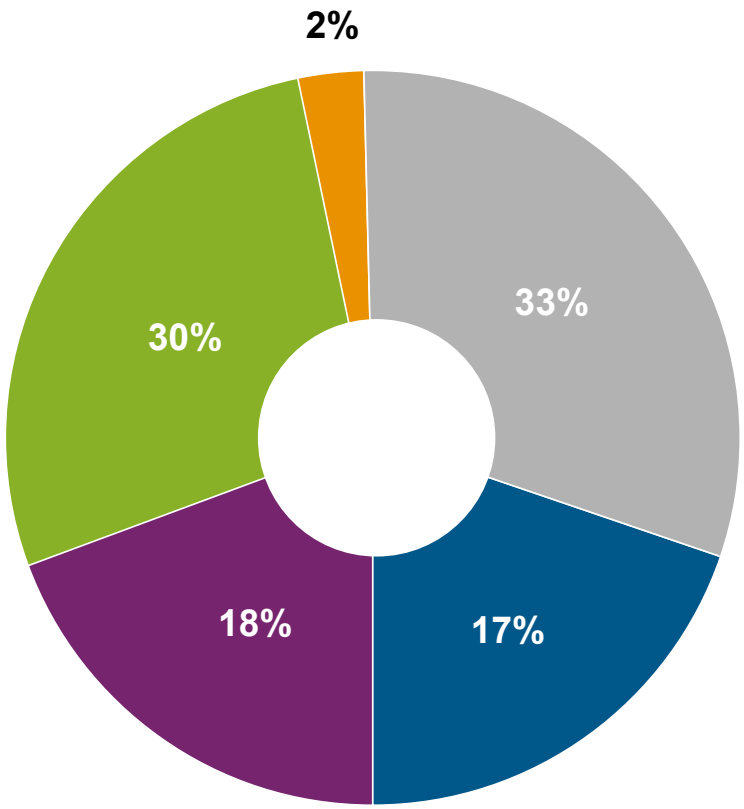
2020/21 outlook

Our total controllable funding for 2020/21 is:

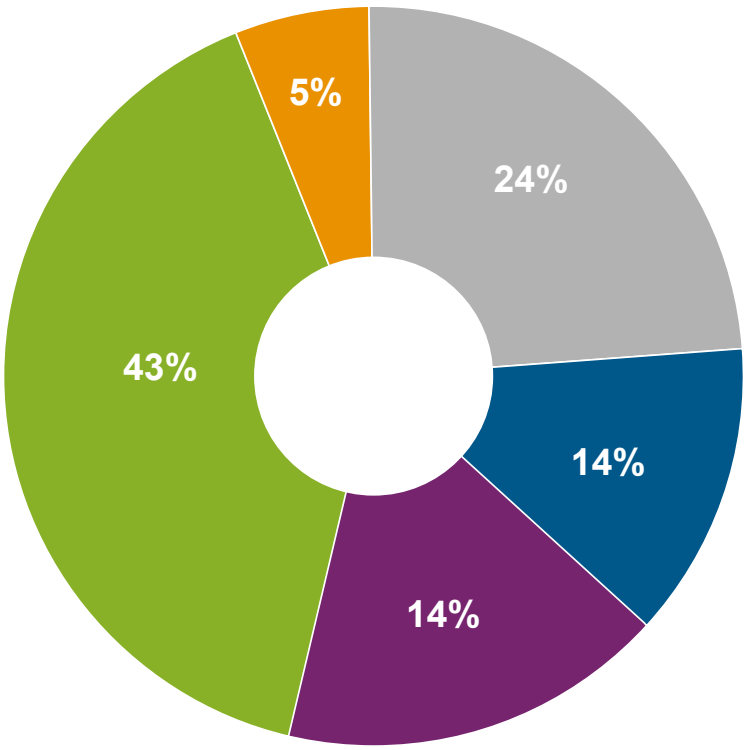
- £17.2m for Broadland District Council
- £31.6m for South Norfolk Council

The chart below shows the breakdown of our funding sources:

Broadland District Council



South Norfolk Council

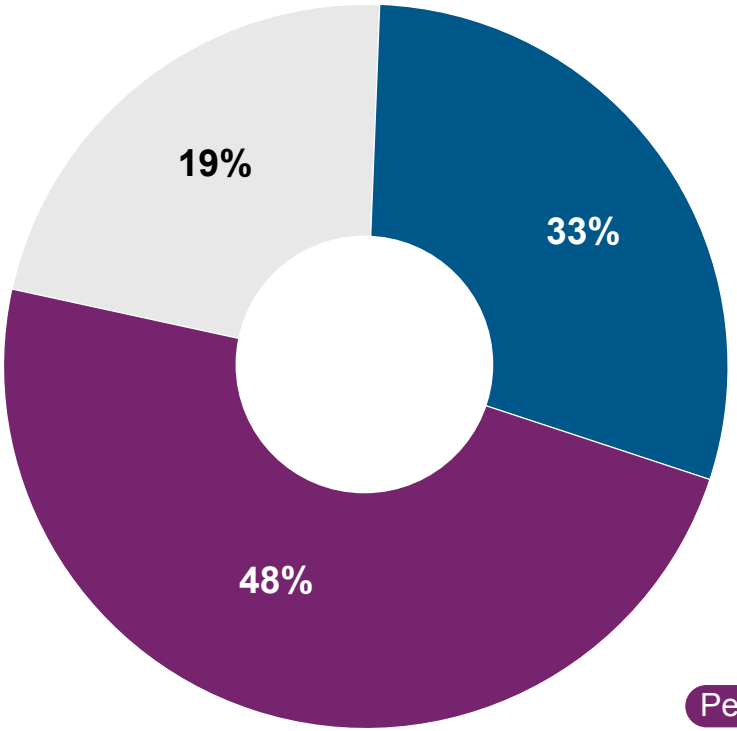


- Business Rates
- Commercial Services
- Central Government
- Investment Income (rent & interest)
- Council Tax

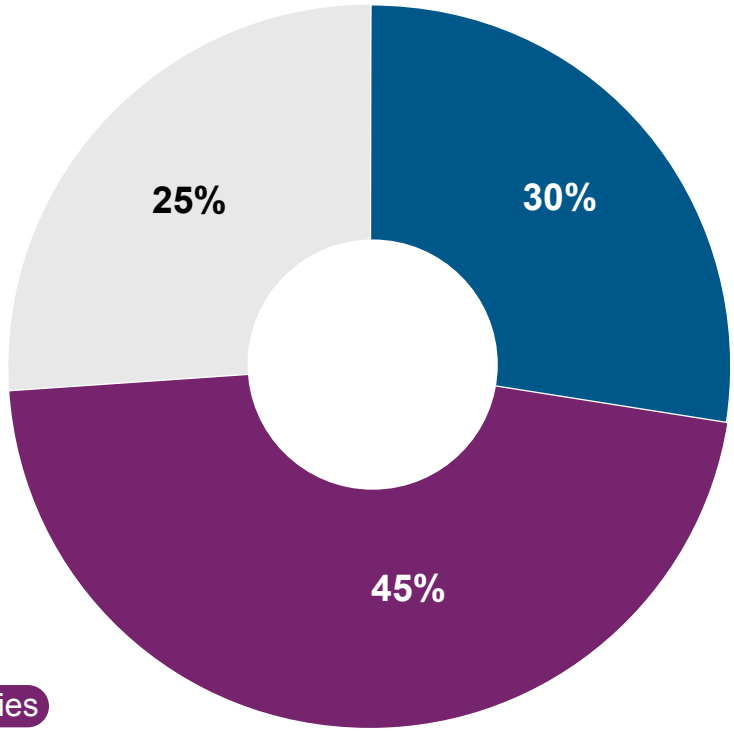
How our budget is to be spent in 2020/21

The charts outline our predicted spend for each of our three directorates and the key activities and projects being delivered is detailed later in the plan. A detailed breakdown of how much our services cost to run can be found in the Budget Books for both Councils'.

Broadland District Council



South Norfolk Council



People & Communities

Place

Resources

Delivery Measures

Our delivery measures aim to track the performance of our services and how well we are achieving our key ambitions. These are reported into Cabinets on a quarterly basis.

Priority	Measure Ref	Activity Ref	Measure of success	What a successful outcome would be	Reporting frequency	Service
	1	N4	Progress towards delivery of the predicted £8.6m savings through the South Norfolk/ Broadland collaboration	£8.6m savings over 5 years and on-going efficiencies. Savings target of £1.632m in 2020/21 as outlined in the Feasibility Study	Quarterly	All teams
	2	Across a number of activities	Customer satisfaction survey (%)	The baseline measure will be ascertained in Q3 of 20/21. Success will look like an increase on that baseline figure.	Quarterly (once baselined)	Innovation, Strategy & Programmes
	3	T1	Staff satisfaction	The baseline measure will be ascertained in Q4 of 19/20. Success will look like an increase on that baseline figure.	Quarterly (once baselined)	OD
	4	P4	Staff absence levels	4% for short term sickness (less than 4 weeks) across the one team	Quarterly	HR
	5	T2	Staff retention	90% retention of workforce, thus ensuring a healthy turnover rate (13.4% based on survey by LGA on average turnover)	Quarterly	HR / OD
	6	P1	% of the organisations workforce who are apprentices and graduate entry roles.	The baseline measure will be ascertained in Q4 of 20/21. Success will look like an increase on that baseline figure.	Quarterly	HR / OD
	7	L5	Collection rate of Council Tax	SNC 98.5% collection rate, BDC 98.9% collection rate – Annual	Annual	Council Tax

Priority	Measure Ref	Activity Ref	Measure of success	What a successful outcome would be	Reporting frequency	Service
	8	L6	Collection rate of Business Rates	SNC 98% collection rate, BDC 99% collection rate – Annual	Annual	Business Rates
	9	Across a number of activities	Number of new jobs created	To meet the target for Greater Norwich as set out in the emerging Local Plan	End of Q4 for the preceding year	Economic Development/ Planning
	10	Across a number of activities	Employment rate	Increase on employment rates for both districts – Annual	Annual	Economic Growth/ Communities and Early Help
	11	Across a number of activities	Those in employment claiming benefits	Decrease on the number of those who are in employment and claiming benefits	Annual	Economic Growth/ Communities and Early Help
	12	Across a number of activities	% of vacant retail space in market towns	The baseline measure will be ascertained in Q4. Success will look like an decrease on that baseline figure.	Quarterly (once baselined)	Economic Growth/ Planning
	13	Across a number of activities	Business survival rates	Increase in the % of business start-ups that survive over one year	Annual	Economic Growth
	14	F10	External funding to support growth	Significant investment to support the delivery of our key projects outlined in the Delivery Plan	Quarterly	Economic Growth
	15	A7	Numbers of vulnerable residents supported by our discretionary prevention services	2,000 residents to be supported by Q4	Quarterly	Communities and Early Help
	16	B3	Annual footfall of customers visiting SNC's leisure facilities and activities to lead healthier and more active lives	5% increase in the annual footfall at all South Norfolk leisure centres by Q4	Quarterly	Leisure

Priority	Measure Ref	Activity Ref	Measure of success	What a successful outcome would be	Reporting frequency	Service
	17	D2	Number of residents supported to live independently	800 persons assisted to live independently by Q4	Quarterly	Communities and Early Help
	18	D2	Delivery of housing standards enforcements	150 proactive and reactive enforcement interventions by Q4	Quarterly	Communities and Early Help
	19	E7	% successful intervention to prevent or relieve homelessness for customers who are homeless or at risk of becoming homeless	80% by Q4	Quarterly	Communities and Early Help
	20	E8	Number of working days taken to process new claims and Change of Circumstances for Housing Benefit/ Council Tax Benefit	It takes 7 days to process new claims and change of circumstances 80% by Q4	Quarterly	Housing and Benefits
	21	G5	Number of affordable homes delivered	Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Market Assessment	Quarterly	Planning
	22	G7	Number of new homes delivered	To achieve more than 100% in the Govt's Housing Delivery Test for Greater Norwich (meeting the Govt's definition of need) ensuring the 5-Year Housing Land Supply is maintained to deliver planned growth	End of Q4 for the preceding year	Planning
	23	G8	% Planning decisions made within statutory timescales	• 90% of minors/others in agreed time • 95% of householders in agreed time with 65% of these in 6 weeks • 95% of majors in agreed time	Quarterly	Planning
	24	I3	Percentage of food businesses with food hygiene ratings of rated as 4 (Good) and 5 (Very Good).	The baseline measure will be ascertained in Q4. Success will look like an increase on that baseline figure.	Quarterly (once baselined)	Food, Safety & Licensing

Priority	Measure Ref	Activity Ref	Measure of success	What a successful outcome would be	Reporting frequency	Service
	25	C5	(Broadland District Council only) Household food waste recycled	Increase in overall gross tonnage collected by Q4	Quarterly	Waste Services
	26	C5	% of household waste recycled	2% increase in recycling collected by Q4	Quarterly	Waste Services
	27	C5	Tonnage by household of garden waste being recycled	Increase in the tonnage of garden waste being recycled by Q4	Quarterly	Waste Services
	28	C5	KG's of residual waste collected per household	Decrease in KG's of residual waste collected per household by Q4	Quarterly	Waste Services
	29	C6	Number of verified missed bins for all waste per 100,000 collections	No more than 30 bins missed per 100,000 (per Council) collected	Quarterly	Waste Services
	30	C8	Number of litter picks/clean up initiatives supported	The baseline measure will be ascertained in Q4. Success will look like an increase on that baseline figure.	Quarterly (once baselined)	Waste Services
	31	C8	Number of confirmed incidents of flytipping	The baseline measure will be ascertained in Q4. Success will look like an decrease on that baseline figure.	Quarterly (once baselined)	Environmental Protection

People and Communities

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
A) Communities and Early Help	**Communities and Early Help** **Core purpose of the service:** To develop resilience, confidence and capacity within our individuals, families and communities to live healthy, independent and productive lives.						
	Major Projects/Programme of work						
	A1	**Redesign our early help and prevention model as part of the transformation agenda:** ~~By working closely with partners,~~ Use the learning from the COVID crisis to identify how we can build on the community hub partnership between districts, county council and other partners to develop ~~and have~~ the capacity and capability to effectively manage resident issues before they become crises. This includes: • Design with partners and establish a common and accessible ~~help~~ hub model • Working with the Health and Wellbeing Board to ensure the sustainability of the acute based District Direct model and integration and access of district services through local NHS primary care networks • Develop our partnership working and community offer around health and wellbeing priorities including domestic abuse, mental wellbeing and frailty	A developed and sustainable early help and prevention model of partnership working.	A new model is in place with strong partnership support that has clear ambitions and goals in place to prevent issues escalating – Q2~~4~~ District Direct programme is delivering in community hospitals and acute trusts – Q1~~3~~ A new community leisure model is in place to support locality working – Q2~~4~~	n/a	AD Individuals and Families	

	A2	**Increase our partnership offer around crime and antisocial behaviour:** to tackle issues relating to ASB, vulnerability and crime such as County Lines, domestic abuse and modern-day slavery. This includes: • Develop our response capability through further integration of statutory tools • Work with the police control room to understand and better navigate requests for help	An enhanced partnership model is implemented which tackles crime and Anti-Social Behaviour (ASB)	Integrated team in place with the police – Q13	n/a	AD Individuals and Families	
	A3	**Create a district locality offer, including:** • Defining what our locality offer is • Working with the County Council to define and implement the Local Service Strategy • Working with partners on the One Public Estate Board and developers, to identify local opportunities for cohabitation and service alignment	Services are delivered as close to the community as possible.	Proposed model identifies opportunities to deploy staff into local areas to improve access to services - Q1 Identified opportunities to share space among four localities – Q4	n/a	Director of People and Communities	
	A4	**Improve aspirations and skill of residents, including:** a) Work with partners and the Economic Development Team to develop a skills and employment offer to improve public and private sector opportunities to support our economy post COVID such as rolling out a comprehensive one team apprenticeships and internships programme, targeting our hard to recruit areas b) Improve careers advice in schools and post education to ensure residents are equipped to take up the careers our districts need.	There is an increase in: • Number of internships and work experience placements in our organisation • Numbers of apprenticeships in hard to recruit areas • Schools and businesses attending Norfolk	The Councils have provided young people with information and advice about careers in local Government – Q14 Choices programme offers all residents in both districts a chance to develop skills for work – Q24	n/a	AD Individuals and Families/AD Economic Growth	

		c) Link schools with community groups to increase 'soft skills' in young people d) Engage with schools, businesses and the Norfolk Skills and Careers Festival to increase aspirations of young people and increase take-up and awareness of local opportunities e) Review of and developing a scalable Choices employment training programme, to be delivered for residents of both districts, with support from our Early Help offer	Skills and Careers Festival • More people affected by COVID back into employment compared to the national average There is a decrease in: • School age children who are, or are at risk of being NEET in the districts • Number of benefits claimants in work				
	A5	**Create a community offer and events brand package** Develop and launch a community brand which: • Aligns our community events, • Maximises sponsorship, community investment and CSR • Engage communities to participate in community events	Commercial partners are engaged and invest, increasing community capacity.	Model developed to enable business to support the Council in improving the environment, our communities and economy – Q3	n/a	AD Individuals and Families	
	A6	**Embed social value in procurement** *(looking at the additional value created in service contracts which have a benefit to the wider community):* Working with partners to develop and embed social value in procurement helps to develop a more inclusive economy.	There is an agreed policy position, alongside partners, embedded in all contracts.	Q2	n/a	AD Individuals and Families/AD Business Support & Governance	
	Operational/Service Delivery (BAU)						
	A7	**Provision of non-statutory services to support vulnerable residents including:**	Residents are supported to avoid	Ongoing	n/a	AD Individuals and Families	

		• Help Hub requests for support • Social Prescribing (SNC) • Welfare and debt advice • Emotional Wellbeing and Resilience Service (SNC) • Domestic abuse service • Handyperson service • Pathways (BDC)	crises. Demand on the Councils and other statutory services is reduced.				
	A8	**Safeguarding:** Embed a joint safeguarding protocol across the organisation and raise awareness of safeguarding.	A healthy level of reported safeguarding cases which are dealt with quickly and proportionately and staff are suitable trained.	Ongoing	n/a	AD Individuals and Families	
	A9	**Develop a community outreach leisure offer:** Develop a holistic community outreach leisure offer which aims to improve the capacity, health, wellbeing and activity levels of our communities. Building on and developing good examples, such as: • Tots2Teens • GP referrals scheme • Why Weight • 10k races and development of park runs	There is improvement in the capacity, health, wellbeing and activity levels of our communities.	Ongoing	n/a	AD Individuals and Families/AD Community Services	

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
B) Leisure	**Leisure** **Core purpose of the service:** Ensuring a leisure service which is appropriate to and can be accessed by all sections of the community.						
	Major Projects/Programme of work						
	B1	**One Public Estate:** In line with the One Public Estate principles, explore options for the re-provision of Diss Leisure Centre through the creation of a multi-sector service hub (SNC).	Our leisure centres are used to the best of their ability and supporting partnership working and improving outcomes for our residents.	Outline business plan setting out options for approval 2020 drafted – Q2	n/a	AD Community Services	
	B2	**Expand Leisure Facility Offer:** Develop and expand the offer to residents by supporting community initiatives or working in partnership in line with agreed leisure principles, including; • SNC area: adoption of Framingham Earl High School sports centre, Long Stratton High School Pool, better utilisation of Wymondham leisure centre facility • BDC area; explore leisure facility opportunities and develop business cases where appropriate • Develop an action plan to establish a new Country Park at Houghen Plantation	There is an agreed policy position for development of community-based leisure opportunities.	Ongoing	n/a	AD Community Services/AD Economic Growth	
	Operational/Service Delivery (BAU)						
	B3	**Increased accessibility, reach and profitability with an enhanced centre-based leisure offer (SNC only) and improve activity levels of residents.**	Increase in: • Footfall • Membership subscriptions • Profitability	Ongoing Ultimately we will still want to achieve this outcome, but the priority this year	n/a	AD Community Services/AD Individuals and Families	

			Priority this year will now focus on recovering from the impacts of Covid-19 and getting the Centres back to their pre-Covid position	• Customer satisfaction levels at centres	is about recovery to pre-Covid levels			
		B4	**Efficient and safe operational delivery of the Leisure Centres and Community Leisure offerings**: Continue to improve our quality and safety through obtaining accredited standards (SNC). **Priority this year will now focus on implementing safe operational procedures in response to Covid-19**	Quest quality accreditation is secured for all sites and there is a reduction in health and safety and RIDDOR incidents	Ongoing Ultimately we will still want to achieve this outcome, but the priority this year is about recovery to pre-Covid levels	n/a	AD Community Services	

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
C) Waste Services	**Waste Services** **Core purpose of the service:** • To provide a viable, cost effective and compliant service which generates income for the Councils • To keep our customers health and ensure a clean and tidy environment • To increase the recycling rate						
	Major Projects/Programme of work						
	C1	**Options for single waste model:** Completion of full business case for a single operational model under the waste services review and development of a clear and full implementation plan (link to N3).	Detailed business case which allows for an informed decision to be made.	Business Plan approved – ~~July~~ Aug 2020 Clear profile of efficiency savings identified, profit and loss and balance sheet agreed – Q2 Agreed project & governance in place to support effective implementation - Ongoing	n/a	AD Community Services	
	C2	**Alignment of waste customer support services:** Alignment of waste customer services, including co-location of teams, a single customer service experience and a single system for customer complaints and green waste. – dependent upon outcome of C1	The service is able to make efficiency savings and customer experience is improved.	The service is fully aligned - ~~December 2020~~March 2021	n/a	AD Community Services	
	C3	**Explore options and develop a business case for a new single depot (link to N3).** – dependent upon outcome of C1	An initial business case is approved, allowing for efficiencies to be	Initial business case approved – March 2021	n/a	AD Community Services	

			made in the longer term for the waste service.				
	C4	**Begin to work with partners to undertake options appraisal for Material Recovery Facility replacement from 2024.**	An options appraisal is completed.	Initial options appraisal – March 2021	n/a	AD Community Services	
	Operational/Service Delivery (BAU)						
	C5	**Increase recycling rates and reduce contamination:** Improve recycling and contamination behaviour through a targeted insight project, ongoing campaigns and community initiatives, with lessons learnt being rolled out across the Councils.	Improve the environment for the area by reducing the contamination of bins and increasing the level of recycling by influencing residents' positive waste habits including waste reduction.	Complete the initial Insight Project – ~~May~~ Oct 2020 Undertake full evaluation - ~~July~~ Dec2020	n/a	AD Community Services	
	C6	**Deliver an effective service, compliant vehicle operating licence and maintenance of a healthy and safe operational working environment through:** • Effective delivery of the in-house waste service (SNC) and contract management and monitoring (BDC) • Implementing electronic systems, R2C WebEx, drivers' inspections and audits and achieving accredited quality assurance standard (SNC) • Continue to develop our commercial waste service to drive income generation	Introduction of in cab-technology (SNC) Achieve operator licence accredited quality assurance standard (SNC) Increased level of income generated through commercial waste	Ongoing	n/a	AD Community Services	

	C7	**Delivery of Government Waste Strategy**: Responding to and preparing for implementation of the government's waste and resources strategy.	Our services are efficient and delivered in line with the Governments strategy.	Develop implementation plan to ensure compliance with new strategy - Ongoing	n/a	AD Community Services	
	C8	**Sustainably manage the street scene to deliver high quality public areas and highways that are clean, meet customer needs and maximises community involvement:** Ensuring a clean environment through: • Street cleaning • Fly-tipping removal and prevention • Grounds maintenance • Providing litter removal and dog bin services for communities	Reduce time taken to clear up fly-tipping. Reduced level of instances and complaints relating to street scene recorded. ~~Increase the number of~~Support community lead clean ups and litter picks	Ongoing	n/a	AD Community Services	
Team	**Ref**	**Activity for 2020/21**	**What would a successful outcome be?**	**Delivery Milestones**	**Capital Budget**	**Responsible Officer**	**Priority link**
D) Housing Standards & Independent Living	**Housing Standards & Independent Living** **Core purpose of the service:** To provide a better quality of life to residents, improving their health and wellbeing, supporting them to remain independent and safe in their owns homes.						
	Major Projects/Programme of work						
	D1	**Align our housing standards team to create one single system, process and policy, including:** • Alignment of independent living grants and handyperson scheme to meet current and emerging needs • Refreshing Homes of Multiple Occupancy (HMO) and empty homes procedures to	Consistent delivery of service residents across both districts. Increased preventative measures developed and implemented	Initial preventative measures to be implemented – Q1~~3~~	n/a	AD Individuals and Families	

		create a common framework across both Councils.					
	Operational/Service Delivery (BAU)						
	D2	**Ensuring homes in Broadland and South Norfolk are safe and healthy:** Continue to deliver effective and efficient core services including; • Disabled Facilities Grants • Handyperson services • Enforcement of Tenant Complaints, Empty Homes HMO's and Caravan site licence conditions. • Gypsy and Traveller	Vulnerable residents are supported through our core services. Consistent delivery of a proactive and reactive housing standards enforcement service across both districts.	Ongoing Q24	n/a	AD Individuals and Families	
	D3	**Delivery of the Warm Homes Fund for residents:** Deliver on our Warm Homes Fund and create a long-term plan to continue to improve vulnerable residents' homes and eradicate fuel poverty.	Sustainable plan created in cooperation with relevant partners.	Ongoing	n/a	AD Individuals and Families	
Team	**Ref**	**Activity for 2020/21**	**What would a successful outcome be?**	**Delivery Milestones**	**Capital Budget**	**Responsible Officer**	**Priority link**
E) Housing and Benefits	**Housing and Benefits** **Core purpose of the service:** • To ensure that residents who need our help have a place to live that is safe, affordable and meets their basic needs. • Providing the right home, at the right time, that is affordable, gives a platform from which to prosper, be more economically active and remain independent, as well as helping to create and sustain healthier families and communities.						
	Major Projects/Programme of work						
	E1	**Alignment of temporary accommodation offer:** Align the temporary accommodation offer for both Councils, exploring opportunities with other districts to enhance our own investments.	Refreshed temporary accommodation offer is in place across both districts that is more	Refreshed temporary accommodation	n/a	AD Individuals and Families	

			efficient and support residents to move on to more sustainable accommodation.	offer is in place – Q13			
	E2	**Redesign shared social housing system:** create a single IT system, policy and procedures, that uses a local approach which embraces the economy of scale to deliver sustainable tenancies and reduce costs.	An improved and consistent housing system is in place across both districts that improves support and access to housing.	System to be in place – Q14	n/a	AD Individuals and Families	
	E3	**Redesign complex needs offer:** Working with partners, evaluate and redesign our complex needs offer, including rough sleeping project, offenders, care leavers, drug and alcohol use and mental health issues.	Reduced demand on housing system and improved tenancy sustainment.	Q34	n/a	AD Individuals and Families	
	E4	**Alignment of benefit functions**: Begin the process to align our two benefits functions, to create a single IT systems, policies and procedures for housing and one for benefits.	Efficiency saving through aligned policies and a common offer across both Councils; decreasing risk to overall subsidy claim.	Ongoing	n/a	AD Individuals and Families	
	E5	**Universal Credit:** Review the impact of Universal Credit, to understand the future required support and resource requirements.	Better utilisation of the Benefit team resource to empower residents to help themselves.	OngoingQ4	n/a	AD Individuals and Families	
	E6	**Council Tax Support Policy Options:** Refresh policy options for Council Tax support to bring one common framework to both districts and meets the needs of our residents to support re-entering workforce and helping the most in need.	Improved and consistent offer in place to support claimants into work.	Q3	n/a	AD Individuals and Families	
	Operational/Service Delivery (BAU)						
	E7	**Deliver housing advice services:** Prevent residents becoming homeless where possible through:	The Councils provide sustainable outcomes which meet the ongoing	Ongoing	n/a	AD Individuals and Families	

		• advice or financial packages • providing move-on plans for those residents in temporary accommodation • eradicating rough sleeping	and changing needs of residents and prevent homelessness.				
	E8	**Deliver effective and efficient benefit services:** Working with partners and clients to continue to deliver effective and efficient benefits services and seeking to create the right environments to enable employment opportunities.	Time taken to process benefits requests and CICs reduced.	Ongoing	n/a	AD Individuals and Families	

People and Communities

The Finances

Service Area	Revenue Budget £'000 (cost apportionment applied)		Income £'000		Capital Budget £'000	
	SNC	BDC	SNC	BDC	SNC	BDC
Communities and Early Help	1,163~~96~~	547~~72~~	-442	-75	63	0
Leisure	3,671~~749~~	0	-1,124~~3,371~~	0	488	0
Waste Services	6,554~~608~~	5,974~~2~~	-3,837~~53~~	-3,408~~21~~	1,276	92
Housing Standards and Independent Living	684~~52~~	2,314~~1,048~~	-485	-1,108~~851~~	900	990
Housing and Benefits	1,376~~359~~	348~~1,620~~	-67~~70~~	-404~~761~~	0	0
Totals	**13,448~~564~~**	**9,183~~212~~**	**-6,558~~8,922~~**	**-4,995~~5,107~~**	**2,727~~8~~**	**1,082**

Place

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
E) Economic Growth	**Economic Growth** **Core purpose of the service:** • To protect the best of what we have and to shape the area's future to make it the best possible place to live and work • To provide the right environment to grow a strong, vibrant and inclusive economy						
	Major Projects/Programme of work						
	F1	**Ongoing promotion and development of Norwich Research Park:** positively enable the growth of our world leading science base at the Norwich Research Park by delivering the Zone 4 building and the associated infrastructure	Construction of the Zone 4 building and related infrastructure to open up the site for future development opportunity, increasing our ability to attract inward investment and new sector and place-based investment into South Norfolk and Broadland.	Completion of Zone 4 building – Q4 Completion of Zone 4 internal road – Q4 Completion of Hethersett Lane roundabout – Q4	£5.75m	AD Economic Growth	
	F2	**Proactively seek to deliver commercial development at Browick Interchange:** continue to pursue acquiring land at Browick Road interchange to facilitate and accelerate the delivery of commercial development on this site.	Development and approval of a strategy and plan for the development of the Browick Road site, in order to kickstart further commercial development and increase our ability to attract inward investment and new sector and place-based investment into	Members approval of the preferred approach to the development of Browick Road – ~~Q1~~Q4 ~~Implementation of the approved strategy and plan – Q2-Q4~~	£8.9m	AD Economic Growth	

			South Norfolk and Broadland.				
	F3	**Food Innovation Centre (FIC), in support of the Cambridge to Norwich Tech Corridor and the Local Industrial Strategy:** Maximise the likelihood of securing funding for and delivering the Food Innovation Centre and to work with partners to support the cluster work among high tech businesses and drive implementation of the evolving spatial strategy for the Corridor.	All required funding and financing secured, and contracts awarded for the construction of the FIC building and related infrastructure to develop a food specialist commercial location and increase our ability to attract inward investment and new sector and place-based investment into South Norfolk and Broadland.	£4.5m ERDF funding secured – Q3 Finance agreements in place with BDC~~,~~ ~~NCC~~ & NALEP – Q3 Project delivery plan agreed – Q3	£0.89m	AD Economic Growth	
	F4	**Beeston Park scheme acceleration:** to progress the work associated with the scheme development, funded through Norfolk Business Rates Pool which will support the delivery of approx. 3,500 dwellings.	All plots in Phase 1 to be 'shovel ready', opening up the site for future housing development	Reserved matters application relating to strategic infrastructure approved – ~~Q1~~Q3	None at present ~~(the outcome of the Housing Infrastructure Fund bid is awaited)~~	AD Economic Growth	
	F5	**Bure Valley Path and Railway** We will work with Norfolk County Council to deliver significant improvements and enhancements (facilitated by £1.2m of funding from Interreg Visitor Economy fund)	Improve the quality of the infrastructure and the visitor experience	Development of a detailed work plan for the 4-year period of funding – Q3~~1~~ Commence d~~D~~elivery of Year 1 programme of improvement – Q4	£1.2m Interreg funding	AD Economic Growth	

	F6	**North-West Woodland Country Park:** Open the site to the public, improve the existing infrastructure and encourage its wider use	Provision of a high quality informal open space which is meeting the recreational needs of residents, and fulfilling BDC's obligations under the Habitats Regulations	Appoint dedicated project officer – Q1 Improve existing pathways – ~~Q1~~Q4 Resurfacing the existing carpark – ~~Q1~~Q4 Hold a number of on-site public events to promote the Park (subject to Covid restrictions)– Q3/4	n/a	AD Economic Growth	
	F7	**Car Parking & Electric Vehicle Charging Points (EVCP):** We will extend our network of EVCPs providing access for both residents and staff	Increase the number of Electric Vehicle Charging Points in the districts	Installation of EVCPs at The House – ~~Q1~~Q4 Installation of EVCPs at Long Stratton, Wymondham and Diss Leisure Centre and The Lodge – ~~Q2/3~~Q4 Commence r~~R~~eview of BDC car parking provision incl. research and data gathering – Q3~~1~~ Delayed due to Covid-19	£7,500 (25% contribution to OLEV funding)	AD Economic Growth	

					~~Business/community consultation – Q2~~ ~~Recommendations to Cabinet/Councils – Q4~~			
		F8	**Enable Faster Broadband** Approx 95% of properties have superfast fibre available and ~~W~~we will work with Better Broadband for Norfolk to encourage take up of services and seek to address access where no service exists. ~~-~~We will work with Norfolk County Council to establish potential links to the Local Full Fibre Network.	Increase in the proportion of residents and businesses with access to superfast broadband.	Take up of superfast fibre service increased from 60% to 65% across Broadland and South Norfolk – Q4 Decrease in % of premises with no access to superfast fibre service (3% Broadland, 9% South Norfolk) through take up of Broadband voucher scheme – Q4	n/a	AD Economic Growth	
		Operational/Service Delivery (BAU)						
		F9	**Business Engagement**: to proactively engage with our businesses to assess growth potential, skills/training needs (link to A4) and catalogue barriers to growth and populate a CRM system. ~~We will instigate an Annual Business Survey to act as local business barometer and gather intelligence on wider economic issues e.g. Brexit.~~ Refocussed survey responding to COVID-19 business needs launched in	Businesses and local communities are supported to grow by offering services which meet business need. Annual Business Survey intelligence shows growth and investment in local businesses, employment	10k business receive survey – Q1 ~~Report on survey results – Q2~~ Survey was launched as lockdown hit. Develop Business Engagement &	n/a	AD Economic Growth	

			partnership with Gt Yarmouth Borough Council. All focus currently continuing to respond to business needs and distribution of government funding.	opportunities and expected turnover.	Support Plan~~,~~ ~~responding to finding of survey~~ – ~~Q3~~ Q4 Delayed due to Covid-19 response focus. Maintain support to, and grow Financial Industries Group by 10% Maintain support to, and grow Greater Norwich Manufacturing Group by 10% Launch of new 'Food & Drink Sector' group – Delayed due to Covid-19. ~~Q2~~ Launch of invitation only business leaders' events – Delayed due to Covid-19. ~~Q2~~ ~~Promoting our business support services at the Norfolk~~			

					~~Enterprise Festival –~~ Event cancelled due to Covid-19. ~~Q2~~			
		F10	**Inward Investment** (incl. commercial space) we will proactively engage with potential sector, while building a live register of available commercial property. We will also market our Investment website and work with LEP wide partners to maximise the area's potential at a national and international level	Develop a new joint inward investment strategy in conjunction with NALEP New businesses are encouraged to locate in our areas, the supply of commercial space in the districts is increased and barriers to growth are removed. Businesses engaged in manufacturing and financial sector/cluster groups grows 10% annually. Launch of Food & Drink Sector Group to support F4.	Relevant research completed, and draft inward investment strategy produced – Q3~~1~~ Delayed due to Covid-19	n/a	AD Economic Growth	
		F11	**Visitor Economy and Tourism:** we will work with the Destination Marketing Organisations (DMO's) to define the Tourism Sector deal and promote the wider area to visitors. We will also continue to engage with L-Tags and major attractions to develop trails, itineraries and collaborative projects.	The visitor economy within our districts grows and continues to be seen as a key sector.	Increased presence of two districts on the Visit Norfolk website, ~~–~~Q2/3 Delayed due to Covid-19	n/a	AD Economic Growth	

	F12	**Market Towns:** we will develop future vision and high street enhancement documents for future funding opportunities. We will continue to evaluate planning guidelines and use classes to accommodate the shift in retail behaviour and the experiential nature of our market town offer. Consultation exercises are being planned and intelligence gathered to determine future needs of our high streets post Covid	We will develop a 'market town support strategy' with partners to ensure our market towns are supported to sustain their character and vitality Key towns/service centres identified and needs assessments in consultation with local groups/businesses undertaken. Package of support measures/investment requirements developed.	In conjunction with partners, identify the key needs of market towns – ~~Q1/Q2~~Q3/Q4 Market town strategy approved by Members – Q4~~3~~ Market town 'support package' available for use – Q4	External funding to be secured	AD Economic Growth	
	F13	**Business awards/breakfasts/workshops:** we will promote our business awards programme to engage and showcase the work of our very best businesses. We will increase the reach of our business breakfasts to be more inclusive and develop economic workshops for a small focus group to engage with the senior team and political leaders to encourage partnership working across sectors. When we can we will resume these in accordance with the Government guidelines	Increase in number of businesses engaging with promotional campaigns and awards events Launch of invitation only Business Leaders events.	~~Grow the number of attendees at quarterly business events by 10%~~ 2021/22	n/a	AD Economic Growth	

	F14	**BAU:** we will continue to deliver a range of ongoing projects designed to meet the ambitions of the Local Industrial Strategy and Norfolk and Suffolk Economic Strategy.	Continue to stress test additional projects to justify inclusion in workstreams.	Ongoing	n/a	AD Economic Growth	
Team	**Ref**	**Activity for 2020/21**	**What would a successful outcome be?**	**Delivery Milestones**	**Capital Budget**	**Responsible Officer**	**Priority link**
F) Planning	**Planning** **Core purpose of the service:** To make decisions that enable good sustainable growth and development.						
	Major Projects/Programme of work						
	G1	**Pre-application advice and guidance charging project across South Norfolk and Broadland:** Develop a pre-application planning advice service which offers a range of services to meet customer needs.	A consistent approach to delivery of pre-application advice to customers across both districts with a service that provides high quality advice and guidance and generates an income for the Councils.	Approval and implementation of service ~~–~~2021/22	n/a	AD Planning	
	G2	**To co-ordinate future development across the Greater Norwich area by working with partners to continuing to prepare the Greater Norwich Local Plan (strategic policies and allocations of land).** • Working with partners towards adoption of the Greater Norwich Local Plan	Progress of GNLP production against the adopted Local Development Scheme	**Greater Norwich Local Plan** Publish Pre-submission Draft Plan (Regulation 19) for representations on soundness and legal compliance – Q4 Delayed, further	n/a	AD Planning	

			• Development of the SNC Cluster work • Initiate Greater Norwich Community Infrastructure Levy review activities and progress CIL review itself • Working with Norfolk colleagues, update the Norfolk Strategic Framework in relation to GIRAMS, Climate Change, 4G/5G provision, older people's accommodation and transport		Reg18 in Q3 will result in Reg 19 delay to Q2 21/22, subject to ongoing review of Planning White Paper **South Norfolk Village Clusters** Publish Draft Plan (Regulation 18) for – Q4~~1~~ Consultation Publish Pre-submission Draft Plan (Regulation 19) for representations on soundness and legal compliance – ~~Q4~~Q3 2021/22 **Norfolk Strategic Planning Framework** Draft of Version 3 for Norfolk Strategic Planning Member Forum – ~~Q3~~Q4 Version 3 endorsed by Local Planning Authorities – ~~Q4~~Q1 2021/22			
		G3	**Infrastructure delivery programme:** Working as part of the Greater Norwich	Funding secured for the delivery of infrastructure	**Infrastructure Delivery Programme**	n/a	AD Planning	

		Growth Board, plan and help deliver high quality infrastructure that helps facilitate and support housing and employment growth, including: • Preparation of the 2021/22 Greater Norwich Infrastructure Investment Plan • Work with partners to successfully deliver the Transforming Cities project	to support growth with an agreed Greater Norwich Infrastructure Investment Plan for 2021/22 identifying the delivery of planned infrastructure projects for the area.	5YIIP (5 yr Infrastructure Investment Plan) for 2021 – 26 Agreed by GNGB (Greater Norwich Growth Board) Q3 ~~and AGP 2021/22 agreed by GNGB – Q3~~ 5YIIP for 2021 – 26 and AGP (Annual Growth Program) 2021/22 agreed by Cabinets – Q4 AGP for 2021/22 ratified by GNGB – Q4			
	G4	**Long Stratton Bypass:** We will continue to drive forward delivery of the Long Stratton Bypass infrastructure scheme.	The amount of funding secure to deliver the Bypass Progress in determining the planning application	Q3~~1~~ – Outline Business Case submitted to DfT ~~Q2 –~~Determination of planning application delayed to Q1/Q2 21/22 Full permission for the bypass approved.	n/a	AD Planning	

	G5	**Delivery of affordable housing to meet the needs of our communities**	Sufficient affordable housing to meet the needs of residents in accordance with the Strategic Housing Market Assessment (SHMA)	Ongoing	n/a	AD Planning	
	G6	**Review methodology for monitoring CIL/S106 receipts.** On hold, awaiting outcome of Planning White Paper	New methodology in place which meets statutory requirements and improves engagement with stakeholders.	Scoping exercise and engagement with members – ~~Q1~~tbc – on hold awaiting outcome of Planning Review Design and implementation - ~~Q2/3~~tbc - on hold awaiting outcome of Planning Review	n/a	AD Planning	
	Operational/Service Delivery (BAU)						
	G7	**Adopted Local Plan delivery and implementation:** To increase the number of jobs and houses by promoting the development of key sites allocated in the Adopted Local Plan, monitoring their delivery and implementation including: • Produce and publish an Annual Monitoring Report to include 5-year housing land supply trajectory and Housing Delivery Test results and consider fixing	The delivery of needed houses and employment sites, boosting New Homes Bonus, CIL, (in some cases Business Rates) and council tax income and economic growth. Maintaining a 5-year land supply to put us in a strong position to	~~AMR published, including~~Update to Housing Land Supply Assessment – Q3 Agree AMR for 2019/20 – Q4 ~~Ensure 5-Year Housing Land Supply is maintained to~~	n/a	AD Planning	

		5-year land supply through an annual position statement • Analyse trends in development and monitor the effectiveness of current Local Plan policy • Prepare bids for potential sources of funding (e.g. Local Infrastructure Fund, LEP Growth Fund, Housing Infrastructure Fund etc) to help overcome infrastructure blockages that are hindering some sites from being developed/completed	determine planning applications in line with the development plan	~~deliver planned growth~~ Ongoing - Prepare funding bids to overcome blockages to development			
	G8	**Statutory Development Management function:** Provide a modern, time-efficient, statutory Development Management service which delivers quality new homes and employment in the right places for South Norfolk and Broadland towns and villages, enabling them to grow and prosper while protecting and respecting their individual characters. • Provide a pre-application advice service to applicants • Continue to monitor the pre-application enquiry service and seek feedback from service users to ensure we are meeting	Lawful decisions made within the statutory timescales, report on majors and others/minors as per government returns: • 90% of minors/others in agreed time • 95% of householders in agreed time ~~with 65% of these in 6 weeks~~ • 95% of majors in agreed time	Quarterly updates.	n/a	AD Planning	

		customer needs and providing quality advice. • Secure Service Level Agreements for specialist advice • Continue to monitor planning application processing times to inform case management and service improvements • Monitor and administer the CIL process and S106 agreements					
	G9	**Undertake Conservation Area Appraisals (CAA's) across the two Councils.**	Heritage Assets are protected and planning decisions are informed.	Conservation Area Appraisals completed including: • Burston, • Forncett, • Gissing, • Thorpe Abbotts, • Winfarthing, • Wramplingham • ~~Coltishall~~ Coltishall is currently on hold Q~~3~~4	n/a	AD Planning	
	G10	**Planning Enforcement:** Investigation of alleged planning breaches and ensure compliance with planning consent.	There is an effective investigation of all alleged breaches of planning.	Ongoing review and monitor the Councils' enforcement plan to ensure breaches of enforcement are investigated against this plan and	n/a	AD Planning	

				proportionate action taken. Scope work required to review both Councils' enforcement plans – ~~Q1~~Q2			
Team	**Ref**	**Activity for 2020/21**	**What would a successful outcome be?**	**Delivery Milestones**	**Capital Budget**	**Responsible Officer**	**Priority link**
H) Environmental Protection	**Environmental Protection** **Core purpose of the service:** • To protect the best of what we have and to shape the area's future to make it the best possible place to live and work.						
	Major Projects/Programme of work						
	H1	**Pilot smarter multi-agency working** for early identification of community tensions, anti-social behaviours, under-the-radar offending and criminality, using intelligence-based approaches and deploying early action teams (link with A2).	The establishment of early action teams to identify community tensions, anti-social behaviour and criminality and intervention taken where appropriate	Any informal opportunities taken to test concept – 20/21 Q3 and Q4 Design work completed and member approval agreed ~~–~~ 2021/22 Q1 Pilot implementation monitored 2021/22 Q2, Q3 and Q4	n/a	AD Regulatory/AD Individuals and Families	
	H2	**Overhaul the community engagement methods of community and environmental protection regulatory services,** securing closer community relationship building, together with online access and social	Our communities are feeling more closely listened to supported by Environmental Protection Regulatory Services.	Consultation with communities – 2021/22 Q1 Design service – 2021/22 Q2	n/a	AD Regulatory	

		media in smart ways that meet people's needs for services.		Member approval and pilot implementation – 2021/22 Q3			
	Operational/Service Delivery (BAU)						
	H3	**Deliver a full programme of community and environmental protection service regulation and interventions:** securing a cultural environment that strikes the right balance between enabling and regulatory intervention, that is good for our residents, businesses and visitor economy.	Our Environmental Services are making a real and measurable difference to the problems faced by residents in our communities.	Ongoing	n/a	AD Regulatory	
	H4	**Promote and expand the reach of community emergency plans:** help to make our communities more self-reliant and resilient to environmental threats such as service interruption, flooding and severe weather.	Communities are, as far as possible, self-reliant and resilient to environmental threats such as service interruption, flooding and severe weather.	Ongoing, and seizing the fresh opportunities arising from Covid-19 community mobilisation	n/a	AD Regulatory	
	H5	**Adopt and deliver the environmental strategy and action plan:** to work with stakeholders and community leadership to deliver the environmental strategy and action plan which includes reducing the Council's own carbon footprint	The adoption of an environmental strategy and action plan to protect and improve our environment	Q1 & Q2 environmental strategy and action plan drafted and adopted	n/a	AD Regulatory	

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
Food, Safety & Licensing	**Food, Safety & Licensing** **Core purpose of the service:** • Help to ensure that people are kept safe, healthy and protected, whilst enabling businesses to thrive within the legislative and statutory requirements.						
	Major Projects/Programme of work						
	I1	**Develop and deliver new commercial services:** providing business regulatory support to food business operators, going beyond the statutory remit to grow local businesses confidence, success and diversification.	Local food businesses are offered high quality support through our commercially focussed business regulatory advice services.	Exploratory work completed – 2021/22 Q1 Design work completed and member approval agreed – 2021/22 Q2 Pilot implementation and monitoring – 2021/22 Q3 and Q4	n/a	AD Regulatory	
	I2	**Develop and deliver new commercial services providing business regulatory support and advice to licensing applicants.**	Licensing applicants are offered high quality support through our commercially focussed business regulatory advice services.	Exploratory work completed – 2021/22 Q1 Design work completed and member approval agreed – 2021/22 Q2 Pilot implementation and monitoring – 2021/22 Q3 and Q4	n/a	AD Regulatory	

	Operational/Service Delivery (BAU)						
	I3	**Deliver a full programme of Food Safety regulation and interventions:** focussed on maximising compliance with a view to promoting business growth and diversification.	Food safety compliance is maximised with a view to promoting business growth and diversification.	Ongoing	n/a	AD Regulatory	
	I4	**Deliver a full programme of Health and Safety at Work regulation and interventions:** focussed on maximising compliance and minimising rates of work-related injury, ill-health and risks to wellbeing.	Workplace H&S compliance is maximised, minimising rates of work-related injury, ill-health and risks to wellbeing, through an established programme of H & S at work regulation and intervention	Exploratory work completed – 2021/22 Q1 Design work completed and member approval agreed – 2021/22 Q2 Pilot implementation and monitoring – 2021/22 Q3 and Q4	n/a	AD Regulatory	
	I5	**Deliver a full programme of Licensing administration and regulation.**	Licensing administration and compliance is maximised with a view to promoting business growth and diversification.	Ongoing	Ongoing	AD Regulatory	

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
J) CNC	**CNC** **Core purpose of the service:** • Deliver the statutory building control function, as directed by Central Government, and related services to ensure secure, safe, sustainable and accessible buildings that are fit for purpose.						
	Major Projects/Programme of work						
	J1	**Scanning, indexing and archiving project**: Comprehensive exercise to review all historic paper files currently stored at a number of locations and transfer all necessary records onto the electronic system.	Introduction of effective file management and self-service leading to long term cost savings and efficiencies	Scope and review project requirements – Q1 Design work completed and member approval – ~~Q2~~Q4 ~~Implementation – Q3/4~~ 2021/22	n/a	CNC Service Manager	
	J2	**Hackitt Report – delivery of recommendations.** Review and respond to recommendations emerging from the Hackitt Report and ensure compliance as a Building Control Service.	Full review of Technical Report and plan of implementation developed which will ensure compliance with required competency levels across the service.	(subject to timely publication of report) – ~~Q2~~Q4 onward Recommendations will now be set out in the upcoming Building Safety Bill	n/a	CNC Service Manager	
	Operational/Service Delivery (BAU)						
	J3	**Create efficiencies and cost savings:** through increasing self-service online options and streamlining processes in line with customers' demands.	Success will be measured by realising cost savings, improved KPI's and better	~~Q3 2021~~Q4	n/a	CNC Service Manager	

			customer feedback.				
	J4	**Produce and use a dashboard of measures to improve service delivery:** To include KPI's, customer satisfaction scores and other strategies, operational and personal measures.	The introduction of a live dashboard being used by the team and managers to improve service delivery.	~~Q3~~ Will not be delivered in Q2 / Q3 2020/21	n/a	CNC Service Manager	
	J5	**Review our business requirements:** Develop mobile solutions and adopt "cloud" working so building control certificates can be issued on site.	CNC systems are resilient and fit for future growth.	~~Q3 2021~~Q4	n/a	CNC Service Manager	
	J6	**Continue to work with other departments (planning and economic development) to create opportunities that generate income and improve customer experience.** Identify efficiencies by reviewing practices.	Increased income and customer satisfaction with services.	Ongoing	n/a	CNC Service Manager	
Team	**Ref**	**Activity for 2020/21**	**What would a successful outcome be?**	**Delivery Milestones**	**Capital Budget**	**Responsible Officer**	**Priority link**
K) Business Support	**Business Support** **Core purpose of the service:** Support the delivery of the Place directorate services in a responsive, efficient and effective way and to act as a first point of contact for customers to provide a quality responsive service across both Councils.						
	Operational/Service Delivery (BAU)						
	K1	**Customer Services and Directorate Business Support:** Acting as first point of contact for customers to provide a quality responsive service, promoting our Digital channels for 24x7x365 utilisation.	Customers are dealt with in an efficient and effective way.	Ongoing	n/a	Business Support Manager	

		• Manage the operation of the core customer service for the provision of Switchboard telephony, Reception, Meet and Greet and Corporate digital mailbox handling • Work on behalf of services; Planning, CNC Building Control, Environmental Protection, Food Safety & Licensing to ensure customers receive the right level of service for their needs					

Place

The Finances

Service Area	Revenue Budget £'000 (cost apportionment applied)		Income £'000		Capital Budget £'000	
	SNC	BDC	SNC	BDC	SNC	BDC
Economic Growth	2,234~~61~~	1,058~~98~~	-1,479~~757~~	-216	14,753	1,128
Planning	1,822~~2,439~~	1,288~~324~~	-1,196~~3,673~~	-736~~1,011~~	0	15
Environmental Protection	481~~641~~	439~~54~~	-26	-33	0	0
Food, Safety and Licensing	259~~80~~	211~~28~~	-171	-165	0	0
CNC	1,804~~265~~	0	-2,266~~41~~	0	0	0
Business Support	714~~35~~	493~~533~~	-248~~330~~	-165~~220~~	0	0
Totals	**7,314~~621~~**	**3,489~~638~~**	**-5,386~~6,200~~**	**-1,315~~645~~**	**14,753**	**1,143**

Resources

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
L) Council Tax and NNDR	**Council Tax and NNDR** **Core purpose of the service:** Ensure the collection of Council Tax and NNDR is carried out in the most efficient and effective way to enable the Councils and other precepting bodies to provide and invest in services for residents, visitors and businesses.						
	Major Projects/Programme of work						
	L1	**Single Person Discount Review:** conduct a risk-based review of all current recipients of 25% Council Tax reduction, working in conjunction with the Early Help Team.	Our data is accurate and all customers who are eligible for the reduction are in receipt.	Commence review – Q2 Complete review – End of Q3	n/a	AD Finance/AD Individuals and Families	
	L2	**Implementation of Non-Domestic Rates Revaluation 2021**	The revaluation is implemented in a timely and effective way, ready for 2021 billing. This revaluation has now been delayed by Government for 2 years.	Complete review – Q4	n/a	AD Finance	
	L3	**Agreed approach to review of Empty Properties:** (incorporating Small Business Rates Reviews) across NDR properties.	Data accuracy.	Design new approach – ~~Q1~~ Q2	n/a	AD Finance/AD Individuals and Families	

				Implementation of approach – ~~Q2~~ Q3 onwards			
	L4	**Deliver procurement of a Non-Domestic Rates forecasting system including:** • Rate Finder • Appeals Provision	Successful selection and implementation of the systems. This is currently on hold and may not be delivered.	Business case to be drafted and procurement completed – Q2 Implementation of new system – Q3 onwards	n/a	AD Finance	
	Operational/Service Delivery (BAU)						
	L5	**Collection of Council Tax (within the year)**	Collection rate exceeds the target set. Recover rates are likely to be down due to the economic impact of COVID-19	Ongoing	n/a	AD Finance	
	L6	**Collection of NDR (within the year)**	Collection rate exceeds the target set. Recover rates are likely to be down due to the economic impact of COVID-19	Ongoing	n/a	AD Finance	

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
M) Facilities	**Facilities** **Core purpose of the service:** To provide a safe and friendly working environment which enables the organisations to deliver effective and efficient services to all our customers.						
	Major Projects/Programme of work						
	M1	**Delivery of works to Council sites including:** **1) Thorpe Lodge - Delivery of the Toilet refurbishment** (including provision of showers) **2) Thorpe Lodge – Delivery of Heating & Cooling** (preliminary works – year 1 of 2-year project) **3) Thorpe Lodge – Delivery of Electric Vehicle charging points** (infrastructure & installation) **4) Thorpe Lodge – Delivery of the Passenger lift refurbishment** **5) Thorpe Lodge – Conduct Building Conditions Surveys** **6) South Norfolk House and Leisure Centres – Conduct Building Conditions Surveys**	The Councils' office space remains accessible and open to enable services to be delivered to residents and businesses. 1-4 On hold – pending the "New Ways of Working" project. 5&6 – on track	Condition Surveys procured and completed - by the end of Q2 Business Cases for all works to commence following conditions surveys – Q3 – Q4 Essential projects identified in Condition surveys procured and undertaken - Q3 and Q4 Decisions taken in conjunction with accommodation review	1) £70K - £95k 2) £50K 3) £20k	AD Business Support & Governance	

	M2	**Catering review/tender:** complete a review and tender process for catering provisions at Council sites.	There is a cost-efficient and commercial approach taken to the catering management of Council sites. Reviewing on a monthly basis	Business Case being drafted - Q1 Further work dependent on chosen option.	n/a		
	Operational/Service Delivery (BAU)						
	M3	**Facilities:** Effectively maintain the Councils' office spaces, to ensure all buildings remain accessible and open to enable services to be delivered to residents and businesses.	Zero disruption to Council services/operation due to property issues.	Ongoing	n/a	AD Business Support & Governance	
	M4	**Opening hours review:** review the current opening hours of the Councils' HQ buildings, to ensure there is consistency and reflects the outcomes required for our customers.	Our office opening hours reflect the needs of customers and the business and are consistent across sites. On hold – pending the "New Ways of Working" project.	Ongoing	n/a		
Team	**Ref**	**Activity for 2020/21**	**What would a successful outcome be?**	**Delivery Milestones**	**Capital Budget**	**Responsible Officer**	**Priority link**

N) Finance	**Finance** **Core purpose of the service:** Ensure financial resources are used in the most efficient and appropriate way to enable the organisation to provide and invest in services for residents, visitors and businesses						
	Major Projects/Programme of work						
	N1	**Alignment of Finance services:** review key Service Policies, Processes and Procedures and where possible align between BDC and SNC. This includes alignment of the Rules of Financial Governance (RFG).	There is a joined-up approach across the finance team which allows for consistent financial management of budgets across the organisation.	Ongoing	n/a	AD Finance	
	N2	**Joint finance system project:** Produce a Business case for a joint finance system/cash receipting system.	A business case is agreed by Members and a new system is procured which allows for efficiencies to be delivered.	Q3 2020	n/a	AD Finance	
	N3	**Financial support to key corporate projects such as:** • Waste Services Review (link to C1) • Single waste depot (link to C3) • Economic Growth projects such as NRP and the Food Hub (link to F1 and F4)	Development of a sound financial case and support.	Ongoing	n/a	AD Finance	
	Operational/Service Delivery (BAU)						
	N4	**Collaboration Savings monitoring:** produce regular monitoring information on the delivery of the planned savings from collaboration.	Delivery against the Feasibility Study routemap and the	Quarterly	n/a	AD Finance	

			indicative savings of £8.6m over a 5-year period.				
	N5	**Delivery of budget setting, MTFS and in year monitoring and reporting:** This includes Business Partnering (critical friend) and business case support, including strengthening financial support for managers.	The Councils' resources are managed effectively and provide value for money.	Q4 2021	n/a		
	N6	**Production of Statutory year end accounts:** produce year end accounts for companies and both Councils (including group accounts) and external audit.		Q4 2021	n/a	AD Finance	
	N7	**Provision of debtors, creditor, requisitioning, income and payments across all services of both Councils (and companies as required).**	Payments of invoices and collection of customer debts in a timely fashion.	Ongoing	n/a	AD Finance	
	N8	**Support for companies including Company Secretarial duties.**	Company stakeholders are supported and understand financial position of each company to enable them to take decisions.	Ongoing	n/a	AD Finance	
	N9	**Management of Council funds and maximising investment returns.** Management of borrowing position for South Norfolk Council.	Investment income achieving at least the budgeted level and in accordance with the Treasury Management Strategies. Borrowing minimised and borrowings are	Ongoing	n/a	AD Finance	

			in accordance with agreed strategy.				
	N10	**Delivery of regulatory services:** insurance, VAT, statutory returns, parish precepts, CIL, internal controls, maintenance of asset register.	All appropriate risks are managed and covered through insurance so that no additional liabilities are incurred. Parish precepts and CIL payments are made to the agreed timetable. Assets registered are accurately maintained and reflect current position. No serious breaches occur.	Ongoing	n/a	AD Finance	
	N11	**Maintenance and development of financial systems and support for users.**	Systems are functioning at optimum levels and users can fully utilise them to support their service delivery.	Ongoing	n/a	AD Finance	
Team	**Ref**	**Activity for 2020/21**	**What would a successful outcome be?**	**Delivery Milestones**	**Capital Budget**	**Responsible Officer**	**Priority link**
	Governance						

	Core purpose of the service: To create an effective governance framework and to deliver an effective & efficient democratic process all of which ensures compliance with our legal obligation. The work of elections ensures a framework for the delivery of registration activity in order to maintain an accurate and complete electoral register, and to plan and co-ordinate well run elections						
	Major Projects/Programme of work						
	O1	**Legal Services Review:** review the provision of legal advice.	The service is cost effective and accurate advice is provided in a timely manner.	Service provision in place - end Q2	n/a	AD Governance & Business Support	
	O2	**Review and alignment of Constitutions:** review of both authority's Constitutions.	Processes and delegations are aligned to assist effective governance across one officer team.	Ongoing over course of financial year with sections coming forward to Councils as completed.	n/a	AD Governance & Business Support	
	O3	**Independent Remuneration Panel:** Review of members' allowances across both authorities.	Panel report to Full Council meetings in May 2020. On hold	To be completed – end of Q3	n/a	AD Governance & Business Support	
	O4	**Consideration of Review by the Committee on Standards in Public Life:** The Committee made a number of best practice recommendations which need to be considered and implemented as necessary. The members' Code of Conduct to be reviewed in this process, along with the process for dealing with alleged breaches, with a view to align across both authorities	Aligned members' Code of Conduct and process for dealing with alleged breach of Code.	To be completed - end Q4 (dependent on publication of guidance)	n/a	AD Governance & Business Support	
	O5	**Implementation of iTrent for BDC members:** Training for Members to be provided to ensure that they can submit expenses claims electronically through iTrent.	Increased efficient working through providing members with the capability to	Training to be completed - end of Q3~~2~~	n/a	AD Governance & Business Support	

			submit expense claims electronically.				
	O6	**Electronic System – Committee and FOI:** Build a business case for an electronic system to manage committees and FOI and SARs.	Electronic system in place.	Business Case drafted - Q3 Potential procurement commences - Q4	n/a	AD Governance & Business Support	
	O7	**Internal Audit:** To champion the improvement of risk management processes at South Norfolk Council and Broadland District Council	High standards of governance for the two Councils and risks are managed well across the organisation.	New approach adopted ~~Q1~~ Q2 then ongoing	n/a	AD Governance & Business Support	
	O8	**Elections – Joint IT System:** Prepare a business case for a new joint electronic system to manage the elections process	Implementation of a new system which support the Councils in being transparent and democratic.	~~Business Case development - Q4 2020,~~ ~~Implementation by end of Q1 2021~~ Completed end Q1	n/a	AD Governance & Business Support	
	Operational/Service Delivery (BAU)						
	O9	**Provision of Governance & Democratic function:** Support effective and efficient democracy within the Councils whilst ensuring high standards of governance are maintained and the Councils are compliant with the law.	Decisions are made in accordance with legislation and the constitution.	Ongoing	n/a	AD Governance & Business Support	
	O10	**Data Protection and Freedom of Information compliance:** Ensure compliance with relevant legislation across both authorities, through	Minimal data protection breaches, with very few requiring report to	Ongoing	n/a	AD Governance & Business Support	

		provision of advice and statutory duties and documentation.	Information Commissioner's Office.				
	O11	**Internal Audit**: Provision of an Internal Audit function.	Stakeholders provided the assurance that controls, risk management and corporate governance is in place and effective. Audit Plan revised ~~split~~ due to COVID-19	Ongoing Audit plan refocussed and approved by Committee. Q1 no audits undertaken Q2 assurance mapping Q3 and Q4 audits undertaken in line with revised plan	n/a	AD Governance & Business Support	
	O12	**Publish an electoral register annually.** **Due to Covid 19 the annual register may be published between 1 December 2020 and 1 February 2021.**	Annual publication of the register.	By ~~1 December~~1 February ~~2020~~2021	n/a	AD Governance & Business Support	
	O13	**Deliver effective and efficient elections for all types of election activity:** Police & Crime Commissioner (PCC) Election By elections for County, District & Town and Parish Councils as applicable	Declared results which are open, transparent and robust.	~~PCC – May 2020~~ ~~Elections as applicable~~ Elections postponed	n/a	AD Governance & Business Support	
	O14	**Deliver Elections Engagement Strategies:** Public engagement strategies for elections and electoral registration including the Annual electoral canvas.	Facilitation of voting, increased registration and promotion of elections.	Ongoing	n/a	AD Governance & Business Support	
	O15	**Deliver canvass reform**: by maximising the use of national and local data matching and targeting premises or areas where data matching is more	Number of properties that are determined green (i.e. data matched).	Ongoing	n/a	AD Governance & Business Support	

		difficult (such as care homes, houses in multiple occupation)					
Team	**Ref**	**Activity for 2020/21**	**What would a successful outcome be?**	**Delivery Milestones**	**Capital Budget**	**Responsible Officer**	**Priority link**
P) Human Resources	**Human Resources** **Core purpose of the service:** Ensure the organisation and its partners are in the best place to deliver transformational services to its customers through the provision of innovative and robust advice, guidance and transactional services throughout the employee lifecycle.						
	Major Projects/Programme of work						
	P1	**Implement a range of activities to improve employment opportunities** such as: • Introduction of South Norfolk and Broadland Internship Programme • Evaluating vacant posts for conversion into apprenticeships • Engaging with graduate opportunities (locally and nationally) – in conjunction with private and public sector partnerships (such as Gateway to Growth) (links to A4)	Number of Interns % of completed internships	~~end of Q4~~ 2021/22	n/a	AD Governance & Business Support/AD Economic Growth/AD Individuals and Families/Chief of Staff	
	P2	**Support for major strategic projects such as:** Waste Services Review (Link to C1)	Successful business case, implementation plan and delivery	Input into business case completed – completed by Q1 Further work dependent on outcome of business case.	n/a	AD Governance & Business Support	

	Operational/Service Delivery (BAU)						
	P3	**One Team Programme delivery:** Completion of implementation of One Team Structures**.** This includes: • Updating of all policies ensuring legal compliance while supporting the organisation in its objectives. • Continued development of iTrent (payroll for BDC effective from1.4.20) to further develop self-service options and ease of use for all. • Review of HR processes	HR processes are compliant, meet organisation need and generate further capacity for the HR team to proactively support the day to day business of the organisation. Statutory policies and T&Cs completed. Other policies significantly delayed due to COVID-19	Itrent fully operation - Q1 HR processes reviewed on an ongoing basis	n/a	AD Governance & Business Support	
	P4	**Management of employee absences:** Positive and proactive management of employee absence with a view to reducing both short term and long-term absence across the organisations	Short term and long-term sickness absence targets	Monitored and reported Quarterly	n/a		
	P5	**BAU Support:** Support the organisation in its business as usual and one-off activities to ensure legal compliance and best practice is maintained in respect of the working practices for both current and prospective employees.	Legally compliant organisation that attracts and retains the best in class	Ongoing	n/a		

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
Q) ICT and Digital	**ICT and Digital** **Core purpose of the service:** • To provide a robust & reliable forward-thinking service catering for the needs of the business, our customers and stakeholders. The service will provide technological solutions to meet customers needs, enabling a good customer service experience.						
	Major Projects/Programme of work						
	Q1	**Implement the Active Directory Trust** (network convergence and co-existence)	To join the existing Broadland and South Norfolk networks (utilising the above site to site link) and provide some sharing of core ICT resources between sites.	Implemented - by end of Q1	£10,000	AD Governance & Business Support	
	Q2	**Delivery of the single email and calendar platform (Microsoft Office 365) across the two Councils.**	To provide a single email and calendar platform across both organisations with the ability to adopt a single common domain name.	Implemented - by end of Q3	£30,000	AD Governance & Business Support	
	Q3	**Delivery of the Infrastructure for 'One Network' across the two Councils.**	To provide the infrastructure to support common shared platforms, providing a location for future alignment of corporate systems and departmental business systems.	Ongoing to 2022	£770,000	AD Governance & Business Support	

	Q5	**Telephony upgrade to include provision of softphones (Broadland)**	Short-term upgrade and licencing provide interim softphone capabilities.	Solution implemented - by end of ~~Q1~~ Q2 as delayed by COVID-19	£29,030	AD Governance & Business Support	
	Q6	**Delivery of the Single intranet:** to provide a single external website across both organisations adopting a common platform.	To provide an effective internal communications tool for both Members and staff.	Implemented - by end of Q1	n/a	AD Governance & Business Support	
	Q7	**Delivery of an effective remote access system for staff, enabling cross site working.**	To provide the ability for staff to work effectively between sites and from remote locations.	~~Fully functioning~~ Due to the impact of COVID-19 an interim solution is in place with a longer-term solution to be implemented for remote working ~~in place -~~ by end of ~~Q3~~ Q4	£69,500 (Spend expected in 2019/20 subject to budget provision)	AD Governance & Business Support	
	Operational/Service Delivery (BAU)						
	Q8	**Council-wide IT service operations:** Ensure the Councils' IT systems and infrastructure are operating to acceptable service levels. This includes: Service Desk, Infrastructure, Development, Architecture, Systems, Security, GIS & Digital.	Resolution of problems & incidents. Conversion of solutions into standard practices and improvements. Easy to use Self Service capabilities within the IT arena.	Ongoing	n/a	AD Governance & Business Support	

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
R) Innovation, Strategy and Programmes	**Innovation, Strategy and Programme** **Core purpose of the service:** To be brave, bold, influential and innovative to maximise our resources, enabling the place, organisations and our people to be the best they can be.						
	Major Projects/Programme of work						
	R1	**Broadland District Council and South Norfolk Council Collaboration and Transformation programme management:** Continued implementation of the collaboration and transformation programme and programme management of critical projects and programmes such as: • Website implementation • ~~Accommodation~~ New ways of working review • Organisational Development (e.g. Peer Reviews, External Accreditations) • Development of the customer experience strategy and delivery programme	Delivery against the savings target of £8.6m and ongoing efficiencies.	Agreed programme of work – ~~April~~ August 2020 Each programme and project to have individual plans and milestones.	n/a	Chief of Staff	
	R2	**Implementation of Programme and Project Management Approach:** Development of a consistent approach to project and programme management and specialist skills to enable the Councils' priorities to be delivered effectively and to timelines/budgets set.	All projects and programmes being delivered in a consistent and proportionate way across the organisation.	Agreed delivery approach – ~~March 2020~~Q3 Training of staff – Ongoing	n/a		
	R3	**Delivery of the transformation strategy & programme to realise benefits and efficiencies of collaborative working to include:**	Delivery against the the savings target of £8.6m and ongoing efficiencies.	Initial toolkit implemented – April 2020	n/a		

		• Develop a toolbox of methodologies to support transformation • ~~Develop the customer experience strategy and delivery programme.~~	Positive progress against our MTFP. Implementation of the toolbox of methodologies.	Training of staff – Ongoing			
	Operational/Service Delivery (BAU)						
	R4	**Shaping and influencing national and regional policy to promote the interests of the Councils by:** • Identifying national policy issues which impact the Councils and remain 'on the pulse' and proactive to influence key developments in local government • Responding to relevant national consultations • Through effective horizon scanning, ensure senior leaders across the organisations remain abreast of key national policy developments and are able to influence the direction of travel or implement plans to mitigate against any issues arising • Respond to the outcomes of the Governments Devolution and Local Government Reform White Paper.	Changes to regional/national policies which support the ambitions of the two Councils and our ability to re-shape the services we delivery to our residents.	Ongoing - White Paper expected in September 2020	n/a	Chief of Staff	
	R5	**Develop and implement an effective public affairs programme, advising senior leaders and members in order to influence national policy development and promote the Councils and our area on a national stage by:** • Working with members and senior team to identify key areas of importance and	Key projects and programmes are supported through a public affairs plan, driving success, influence and our ability to shape the national agenda.	Initial Public Affairs Programme developed – ~~April 2020~~Q3	n/a	Chief of Staff	

		policy asks in order to develop the public affairs programmes and campaigns • Supporting Members to be effective influencers on a regional and a national stage by providing relevant information and tools, promoting the work of South Norfolk Council and Broadland District Council and sharing best practice • Through an effective public affairs strategy and plan, work jointly to continue to promote the Councils' reputations					
	R6	**Supporting the organisation to deliver high performance whilst working efficiently and effectively through delivery planning and performance and risk management by:** • ~~Developing a 2-year Delivery Plan for Broadland and South Norfolk which will be effective from April 2021. The Plan will allow for activities and projects being carried out to be tracked~~Develop a one-year plan for Broadland and South Norfolk which will be effective from April 2021. • Monitoring and reporting on organisational risk and performance of the organisation, analysing risk and performance outcomes to ensure the councils' remain effective	The Councils remain effective and efficient, appropriately planning the activities to achieve our goals and vision, whilst ensuring that risk is minimised where possible and performance is used to drive services.	Project plan to be drafted for 2021/~~20~~22 Delivery Plan – ~~July~~ September 2020 New approach to risk and performance – ~~May~~ August 2020	n/a	Chief of Staff	

Team	Ref	Activity for 2020/21	What would a successful outcome be?	Delivery Milestones	Capital Budget	Responsible Officer	Priority link
S) Marketing and Communications	**Marketing and Communications** **Core purpose of the service:** • To protect and enhance the Councils' reputations while promoting services that make a real and lasting difference to our residents lives.						
	Major Projects/Programme of work						
	S1	**Deliver a single website and domain to serve both Councils which provides optimum functionality and service for our customers.** **Activities to include:** • Developing a platform which delivers efficient user journey and offers clear and well signposted information and services • Phased transformation of content and transactions	1) Good to high level of website hits, dwell time, interactions and transactions on new website when benchmarked against standard and best practice 2) Good to high levels of resident and local business satisfaction when surveyed to measure perception 3) Positive staff feedback	Programme implementation timeline agreed by supplier – Q1 Website design and development phase – Q3 Website content and testing – Q4 Website go live – Q1 2021/22 On track but any slippage allowed has been used up so there is a risk this may be delayed	£68,950 (Spend expected in 2019/20 subject to budget provision)	Chief of Staff/AD Governance & Business Support	
	S2	**Transform our internal communications approach to support an engaged and motivated workforce through projects including**: • Intranet	1) Good to high level of interactions when benchmarked	Phase 2 development of intranet – Q1	n/a	Chief of Staff	

		• Staff awards • An ongoing organisational development communications strategy and plan • A new toolkit for internal communications	against current levels 2) Good responses to staff surveys about internal communications	Staff awards ~~launch – May 2020~~virtual ceremony – September 2020 Toolkit for internal comms go live – Q3/4~~2~~ Phase 3 of development of intranet – Q4			
	Operational/Service Delivery (BAU)						
	S3	**A proactive and modern Marketing and Communications service that promotes the interest of the Councils, builds our reputation and influence and promotes and manages the demand on our services.** This will include: • Delivering a strategic marketing and communications plan for the organisation • Proactive public relations and media relations activity • Internal communications strategy and delivery plan. • Branding review for both Councils and one team working. • Delivering a consistently high standard of design output across both organisations • Delivering extensive social media content to drive the Councils' strategy and ambitions	1) A good standard as per LGA comms measurement tools 2) Over 60% positive and neutral sentiment press clippings. Volume increase year on year of positive and proactive coverage 3) Positive feedback from half yearly staff and members surveys 4) Consistently high standard of design output across both	1) Ongoing 2) Quarterly 3) ~~Q2~~ Q3 & Q4 4) ~~Q2 &~~ Q4 5) Quarterly	n/a	Chief of Staff	

			organisations – health check 5) Full analysis and learnings applied month on month from evaluation of social media engagement, following and sentiment using online tracking tools.				
Team	**Ref**	**Activity for 2020/21**	**What would a successful outcome be?**	**Delivery Milestones**	**Capital Budget**	**Responsible Officer**	**Priority link**
T) Organisational Development	**Organisational Development** **Core purpose of the service:** • Being an employer of choice to create a staff team that is fit for the future and an organisation that people want to work.						
	Major Projects/Programme of work						
	T1	**Develop and implement a One Team People's Strategy and Organisational Development Plan to attract and retain high quality staff which will include:** • Leadership development programme • Apprenticeship/Graduate programme • Talent Management/Development • Cultural Development • Performance Scheme development • Organisational learning and development plan	Delivery of the plan to achieve: 1) Increased Staff Satisfaction 2) Employer of choice measures	Management training in place – April 2020 Talent Management & Development in place – June 2020 Performance Scheme developed – September 2020 – scheme has been drafted,	n/a	Chief of Staff /and AD Governance and Business Support	

				needs progressing in Q3 ~~Performance Scheme is on track but others have slipped by 1 Quarter~~			
	Operational/Service Delivery (BAU)						
	T2	**Supporting, engaging and motivating our staff to be the best they can be** through supporting our staffs ongoing professional development and training through: • Individual service training and development plans to meet operational needs • One approach to staff appraisals • Delivery of the Staff Survey • Annual programme of leadership and management development opportunities • Talent development programmes • Training to ensure the corporate regulatory requirements are met e.g. GDPR, Safeguarding, Equalities • Corporate training and development need to support the transformation strategy and programme to support key council initiatives	Staff are supported to undertake professional and skills development opportunities and staff satisfaction increases.	Staff Survey issued – February 2021 Staff Survey completed – others impacted and delayed by COVID-19	n/a	Chief of Staff /and AD Governance and Business Support	

Resources

The Finances

Service area	Revenue Budget £'000 (cost apportionment applied)		Income £'000		Capital Budget £'000	
	SNC	BDC	SNC	BDC	SNC	BDC
Council Tax and NNDR	6749	5759	-44284	-195213	0	0
Facilities	590	686	-143	-66	0	167
Finance	60135	518616	-20	-5	0	0
Governance	1,83540	1,036992	-637	-6	0	0
Human Resources	579613	44673	0	-2	0	0
ICT and Digital	1,61375	1,17186	-80	0	1,107	667
Innovation and Strategy and Marketing and Communications	63386	54298	-23	-5	0	0
Senior Management Team and Executive Support	525476	411359	0	0	0	0
Corporate Costs (incl company loans- capital)	2,6031,921	1,578978	0	-130	18,9900	5,000
Totals	**9,65077**	**6,963468**	**-1,34586**	**-2927**	**20,097**	**5,834**

Agenda Item: 10
Cabinet
29 September 2020

RESPONSE TO MINISTRY OF HOUSING, COMMUNITIES AND LOCAL GOVERNMENT (MHCLG) CONSULTATIONS

Report Authors:

Helen Mellors
Assistant Director – Planning
01603 430149
helen.mellors@broadland.gov.uk

Phil Courtier
Director of Place
01603 430549
phil.courtier@broadland.gov.uk

Portfolio: Planning

Wards Affected: All

Purpose of the Report:

To outline the key issues and to agree the Council's consultation responses to the following consultation documents issued by the Ministry of Housing, Communities and Local Government (MHCLG):

- Changes to the current planning system – due 1 October
- White Paper: Planning for the future – comments due 29 October

Recommendations:

1. To agree the draft responses to the following MHCLG consultation documents as outlined in appendices 2 and 3 of this report:

   Changes to the current planning system

   White Paper: Planning for the future

2. Delegate any updates to these responses to the Director of Place in consultation with the Leader and Portfolio Holder for Planning

1 SUMMARY

1.1 The purpose of the report is to advise Members of the general direction of travel and key changes proposed by MHCLG on the future of the planning regime. Members are also asked to agree the responses, as drafted, on the questions posed in these consultation documents or propose revisions to these draft responses.

2 BACKGROUND

2.1 The Government published two documents relating to the planning system for consultation on 06 August 2020. The first document, a White Paper entitled "Planning for the Future", sets out plans to undertake a fundamental review of the planning system. The second is a consultation on shorter-term changes to the planning system. Consultation on Planning for the Future closes on 29 October 2020. Consultation on "changes to the planning system" closes on 1 October 2020.

2.2 This report outlines the key themes in each paper and how these proposed changes may have an impact on the future of planning moving forward.

3 CURRENT POSITION/FINDINGS

3.1 A summary of each consultation document is attached as appendix 1 but in brief the Government intends to simplify the role of Local Plans so that they focus on identifying land under one of three categories. In the White Paper these categories are: growth areas, renewal areas and protected areas. In addition housing numbers will no longer be set locally but they will be set by Government. The local plan process will be restricted to 30months and it will be based on a much more digitally accessible format. There will be national development management policies negating the need for such policies in the local plan. The White Paper also proposes to replace the community infrastructure levy and s.106 agreements with a new infrastructure levy.

3.2 The second consultation: 'Changes to the current planning system', proposes changes to the standard methodology for assessing local housing need and introduces a new set of proposals to secure First Homes*. It is also proposed to lift the small sites threshold, below which affordable housing is not required, from 10 homes to either 40 or 50 homes and extend the current Permission in Principle provisions to major development. Subject to the responses received, Government intends to introduce amendments to the regulations arising from this consultation by this autumn to come into force by the end of the calendar year.

*First Homes are homes which will be available for first time buyers at a discounted rate (the discount is proposed to be 30% but it could be lower in areas where property prices are high. The discounts are also in perpetuity, meaning that they will apply if the home is resold in future)

4. PROPOSED ACTION

4.1 To respond to the questions outlined in both consultations' documents having regard to the summary of the changes contained in this report. The draft responses are attached in appendices 2 and 3.

5. OTHER OPTIONS

5.1 There is no requirement to respond to these consultations and so Members could choose to not comment.

6. ISSUES AND RISKS

It is acknowledged that the changes proposed in this consultation will radically alter the planning regime and shape our area but as this is only a consultation at this stage the final changes are not known at this time. Consequently, it is not possible to identify any key risks. However, as referred to above, Members are advised that the proposals will require the current GNLP process to be accelerated or alternatively, if sufficient progress is not made by the end of this year, the current process will cease and work will start on preparing for a local plan under the new regime.

6.1 **Resource Implications** - When the changes are implemented they will have an impact on resources. It is likely that greater resource would be focused on the plan making process, design codes and masterplanning and Government anticipate that this would relieve some of the current resource pressures on development management. Government also envisage greater resource being directed at planning enforcement.

Although the details of the new regime are yet to be developed the fact that outline planning permission would be automatically granted in Growth areas could lead to a significant drop in planning application fees.

6.2 **Legal implications** - None directly

6.3 **Equality Implications** - an Equalities and Communities Impact Assessment is not required at this time.

6.4 **Environmental Impact** - There are none directly to consider as part of the consultation process.

6.5 **Crime and Disorder** - There are none directly to consider as part of the consultation process

6.6 **Risks** - There are none directly to consider as part of the consultation process

7 CONCLUSION

7.1 To note and to agree the direction of travel as outlined in the two papers and this report and to respond to the consultation questions as outlined in appendices 1 and 2.

8 RECOMMENDATIONS

That Cabinet:

1. Agree the draft responses to the following MHCLG consultation documents as outlined in appendices 2 and 3 of this report:

   Changes to the current planning system

   White Paper: Planning for the future

2. Delegate any updates to these responses to the Director of Place in consultation with the Leader and Portfolio Holder for Planning

Background Papers

MHCLG Planning for the Future White Paper August 2020

Changes to the current planning system August 2020

APPENDIX 1

A SUMMARY OF MHCLG'S CONSULTATIONS ON CHANGES TO THE PLANNING SYSTEM

1 White Paper – Planning for the Future

The key changes in the White Paper can be summarised as follows:

Local Plans

1.1 The Government intends to simplify the role of Local Plans so that they focus on identifying land under one of three categories –

> ***Growth* areas**: these are areas which are suitable for substantial development. Land identified as being in a growth area will automatically be treated as benefitting from outline planning permission for development. The type and form of the development would be specified in the Plan. It is envisaged that this category will include land suitable for comprehensive development, including new settlements and urban extension sites, and areas for redevelopment, such as former industrial sites or urban regeneration sites.
>
> ***Renewal* areas**: these are areas which are suitable for some development, such as gentle densification. This would include existing built up areas where smaller scale development is appropriate. It could also include small sites within or on the edge of villages and towns. There would be a statutory presumption in favour of development being granted for the uses specified as being suitable in each area. Local authorities could continue to consider the case for resisting inappropriate development of residential gardens.
>
> ***Protected* areas**: protected areas are where an area, because of its environmental and / or cultural characteristics, would justify more stringent development controls to ensure sustainability. This would include areas such as Green Belt, Areas of Outstanding Natural Beauty (AONBs), Conservation Areas, Local Wildlife Sites, areas of significant flood risk and important areas of green space. At a smaller scale it can continue to include gardens in line with existing policy in the National Planning Policy Framework. It would also include areas of open countryside outside of land in *Growth* or *Renewal* areas.

1.2 Local Plans should set clear rules rather than general policies for development. General development management policies will be set nationally, with a more focused role for Local Plans in identifying site and area-specific requirements, alongside locally produced design codes.

1.3 As a result of the above points the primary focus of plan-making will be on identifying areas for development and protection and on shaping *Growth* areas and *Renewal* areas by the drafting of design codes and masterplans. The National Planning Policy Framework would become the primary source of policies for development management and there would be no provision for the inclusion of generic development management policies which simply repeat national policy within Local Plans

1.4 Local Plans should be subject to a single statutory "sustainable development" test, and unnecessary assessments and requirements that cause delay and challenge in the

current system should be abolished. This would mean replacing the existing tests of soundness, updating requirements for assessments (including on the environment and viability) and abolishing the Duty to Cooperate

1.5 It will be a requirement that Local Plans are built on standardised, digitally consumable rules and data, enabling accessible interactive maps that show what can be built where. The data will be accessed by software used across the public sector and by external PropTech entrepreneurs to improve transparency, decision-making and productivity in the sector.

1.6 In parallel to the interim arrangements for the standard methodology referred to above the White Paper also addresses the standard method for establishing housing requirement figures. A local area's housing requirement figure will not be set locally but it will be set by Government and it is intended to ensure enough land is released in the areas where affordability is worst and stop land supply being a barrier to enough homes being built.

1.7 In the current system the combination of the five-year housing land supply requirement, the Housing Delivery Test and the presumption in favour of sustainable development act as a check to ensure that enough land comes into the system. The proposed approach should ensure that enough land is planned for, and with sufficient certainty about its availability for development, to avoid a continuing requirement to be able to demonstrate a five-year supply of land. However, having enough land supply in the system does not guarantee that it will be delivered, and so proposed to maintain the Housing Delivery Test and the presumption in favour of sustainable development as part of the new system

1.8 Local Plans will be developed over a fixed 30-month period

1.9 Neighbourhood Plans should be retained as an important means of community input, and Government will support communities to make better use of digital tools

Development Management

1.10 The Government want to move to a position where all development management policies and code requirements, at national, local and neighbourhood level, are written in a machine-readable format so that wherever feasible, they can be used by digital services to automatically screen developments and help identify where they align with policies and/or codes.

1.11 It is also envisaged that there will be a streamlined development management process with automatic planning permission for schemes in line with plans. Areas identified as *Growth* areas (suitable for substantial development) would automatically be granted outline planning permission for the principle of development, while automatic approvals would also be available for pre-established development types in other areas suitable for building.

1.12 In areas suitable for development (*Renewal* areas), there would be a general presumption in favour of development established in legislation (achieved by strengthening the emphasis on taking a plan-led approach, with plans reflecting the general appropriateness of these areas for development).

1.13 In areas where development is restricted (*Protected* areas) any development proposals would come forward as now through planning applications being made to the local authority (except where they are subject to permitted development rights or development orders), and judged against policies set out in the National Planning Policy Framework.

1.14 It is anticipated that planning applications will be shorter and more standardised. The amount of key information required as part of the application should be reduced considerably and made machine-readable.

1.15 Government propose that there should be a clear incentive on the local planning authority to determine an application within the statutory time limits. This could involve the automatic refund of the planning fee for the application if they fail to determine it within the time limit. But Government also want to explore whether some types of applications should be deemed to have been granted planning permission if there has not been a timely determination, to ensure targets are met and local authorities keep to the time limit in the majority of cases.

1.16 Government also want to make it easier for those who want to build beautifully through the introduction of a fast-track for beauty through changes to national policy and legislation. This could include automatically permitting proposals for high-quality developments where they reflect local character and preferences.

1.17 Government will publish a National Model Design Code to supplement the guide, setting out more detailed parameters for development in different types of location: issues such as the arrangement and proportions of streets and urban blocks, positioning and hierarchy of public spaces, successful parking arrangements, placement of street trees, and high quality cycling and walking provision, in line with our wider vision for cycling and walking in England.

1.18 To support the transition to a planning system which is more visual and rooted in local preferences and character, a body to support the delivery of provably locally-popular design codes will be set up, and it is proposed that each authority should have a chief officer for design and place-making.

1.19 Propose to legislate to widen and change the nature of permitted development, so that it enables popular and replicable forms of development to be approved easily and quickly, helping to support ‘gentle intensification’ of our towns and cities, but in accordance with important design principles.

1.20 Requirements for environmental assessment and mitigation need to be simpler to understand and consolidated in one place so far as possible, so that the same impacts and opportunities do not need to be considered twice.

1.21 From 2025, Government expect new homes to produce 75-80 per cent lower CO2 emissions compared to current levels. These homes will be ‘zero carbon ready’, with the ability to become fully zero carbon homes over time as the electricity grid decarbonises, without the need for further costly retrofitting work.

Developer Contributions

1.22 The Community Infrastructure Levy and the current system of planning obligations will be reformed as a nationally set, value-based flat rate charge (the ‘Infrastructure Levy’).

1.23 The single rate, or area-specific rates, would be set nationally. It would aim to increase revenue levels nationally when compared to the current system. Revenues would continue to be collected and spent locally. As a value-based charge across all use classes, Government believe it would be both more effective at capturing increases in value and would be more sensitive to economic downturns. It would reduce risk for

developers, and would reduce cashflow difficulties, particularly for SME developers. In areas where land value uplift is insufficient to support significant levels of land value capture, some or all of the value generated by the development would be below the threshold, and so not subject to the levy. In higher value areas, a much greater proportion of the development value would be above the exempt amount, and subject to the levy.

1.24 To better support the timely delivery of infrastructure, Government would also allow local authorities to borrow against Infrastructure Levy revenues so that they could forward fund infrastructure. Enabling borrowing combined with a shift to levying developer contributions on completion of a development, is intended incentivise local authorities to deliver enabling infrastructure, in turn helping to ensure development can be completed faster.

1.25 Members are advised that the Greater Norwich Partnership has already borrowed against future CIL receipts to deliver the Broadland Northway and consideration will need to be given to the implications of the new regime on the current borrowing agreement.

Enforcement

1.26 As part of the implementation of our planning reforms, Government want to see local planning authorities place more emphasis on the enforcement of planning standards and decisions. Government will also seek to strengthen enforcement powers and sanctions.

2 Changes to the current planning system

2.1 The proposed changes in this paper cover the following areas:

- Changes to the standard methodology for assessing local housing need
- Securing First Homes
- Lifting the small sites threshold, below which affordable housing would not be required from 10 homes to either 40 or 50 homes.
- Extending the current Permission in Principle provisions to major development

Each of the above bullet points are explored further under the following sub-headings:

Standard Methodology for the assessment of local housing need

2.2 Context/Background:

The standard methodology is a formula set by Government which identifies a minimum annual housing need figure which Councils are expected to use for strategic planning purposes. Because the housing need figure is a core factor in the strategic planning for an area and will shape the future of a place the importance of the standard methodology should not be underestimated.

2.3 Wider policy proposals which will set binding housing requirements are set out in “Planning for the Future” but in advance of these changes being implemented “Changes to the current planning system” sets out a revised method for calculating local housing need.

The purpose of changes to the standard methodology are to:

- ensure the methodology is more agile in up-to-date data (the current methodology relies on the 2014-based household projections);

- achieve a better distribution of homes, reflecting current and emerging high-demand areas and those areas where housing is least affordable;
- ensure that the outcomes of the methodology are more predictable; and, perhaps most critically;
- ensure that the housing market can deliver 300,000 homes annually and one million over the course of the current parliament.

By directing that sufficient land should be released government intends to ensure that the supply of housing land does not become a limiter in achieving national housing aspirations.

2.4 Government's proposed approach:

The Government's new approach includes three amendments to the current standard methodology:

a) Take account of current levels of housing stock in a local authority area as well as projected household growth.

b) Increased emphasis on, and responsiveness of, the required affordability adjustment

c) Removing the cap on housing requirement that limited the increases an individual authority could face.

2.5 National Impact:

At a national level, government has concluded that the impact of the new standard methodology will result in:

- a national housing need of 337,000 per year;
- 76% of the national local housing need being focused in local authorities classified as urban;
- 141 authorities (excluding London boroughs) having a change of over 25% when compared to the higher of what most areas have recently planned for.

2.6 Transition Arrangements:

The Local Plan will be expected to meet the minimum targets set out in the new standard methodology subject to the following transitional arrangements:

From the date revised guidance is published:

a) Authorities which have already undertaken a Regulation 19 consultation (members are advised that a Regulation 19 consultation is one of the final stages of the plan making process) be given 6 months to submit their plan for examination;

b) Authorities which have not undertaken a Regulation 19 consultation be given 3 months to publish their Regulation 19 consultation and then a further 6 months to submit their plan to the Planning Inspectorate.

2.7 Next Steps:

Government intends to implement this change through an update to national planning practice guidance following the outcome of the consultation.

In order for the Greater Norwich Local Plan (GNLP) to benefit from these transitional arrangements the process to adopt the plan will need to be accelerated. However, if the accelerated timetable is not met then work on the current GNLP will have to cease and work would begin on preparing for a local plan under the new planning regime. If this happens the GNLP will need to ensure that it meets its requirements under the revised standard methodology.

Securing First Homes

2.8 The Government intends to set out in national planning policy that a minimum of 25% of all affordable housing units secured through developer contributions should be First Homes.

2.9 The Government proposes two options for how the tenure mix of the remaining 75% of affordable housing required is negotiated. Crudely:

- First homes replace other affordable home ownership products e.g. shared ownership, with the remaining tenure split requirements spread proportionally over the remaining 75%;

  or

- Local authorities and developers can negotiate the tenure mix for the remaining 75%.

2.10 Government is considering whether Build to Rent schemes, which are currently exempt from affordable housing requirements, should be exempt from the requirement to provide First Homes. First Homes would be exempt from the payment of CIL like other tenures of affordable housing.

2.11 Plan making authorities would have discretion to increase the minimum 30% discount to 40% or 50% where it is justified by local evidence.

2.12 Where negotiations on planning applications are significantly advanced then it has been indicated that local authorities should have the flexibility to accept other tenure mixes, although consideration should be given as to whether First Homes could be easily substituted for another tenure at 25% or a lower proportion.

2.13 Exception Sites*:

The current entry-level exception sites policy set out in national policy would be replaced by a First Homes exception policy. First Home exception sites would not be subject to the 1-hectare restriction currently set out for entry-level exceptions in the NPPF but should still be proportionate to the size of the settlement.

It is proposed that the current rural exception sites policy should be retained as a vehicle for delivering affordable housing in designated rural areas. Government considers this an underused mechanism however and will update planning guidance in due course.

*note: exception sites are currently sites that are not allocated for development but are granted planning permission as an exception in order to deliver affordable housing to meet an identified need in an area.

Lifting the small sites threshold (supporting small and medium-sized developers)

2.14 Government recognises that SME builders can make an important contribution to overall housing supply but that they have been in long-term decline and were hit hard by the last recession and are now under further pressure due to Covid-19. To support SMEs, government is proposing to reduce the burden of planning contributions on SMEs for a time limited period.

2.15 To this end, Government intends to raise the small sites threshold (the level below which contributions to affordable housing should not be sought) from 10 to 40 or 50 new homes. This threshold is to be raised for an initial period of 18 months. To illustrate this change a development of 30 new homes would currently be expected to provide circa 10 affordable homes as part of the scheme. This inevitably reduces the return on a site. Therefore, under this proposal and for a temporary period of 18months, there will be no requirement to provide affordable homes on such a site.

2.16 Next Steps:

It is possible that these changes could be taken forward through the introduction of a Written Ministerial Statement in the autumn.

Extension of the Permission in Principle consent regime

2.17 Permission in Principle was introduced in 2017 by giving local planning authorities the power to grant Permission in Principle to suitable sites allocated on registers of brownfield land. Planning permission by application for minor development (sites for fewer than 10 dwellings) was introduced in 2018.

2.18 Permission in Principle is designed to separate decision making on “in principle” issues addressing land use, location and scale of development from technical matters such as the design of buildings, tenure mix, transport and environmental matters.

2.19 As part of its approach to supporting economic recovery, Government wants to make it easier for developers and landowners to secure Planning Permission in Principle. To do this it intends to:

- Extend the Planning in Principle by application routes to major sites of 10 or more dwellings (subject to Environmental Impact Assessment or Habitat Regulations Assessment).
- Remove the 1,000sqm/1-hectare cap for applications for Planning Permission in Principle, the requirement that housing must occupy the majority of the overall scheme proposed will remain.
- Set a new banded fee structure, which reduces the overall cost of applying for Planning Permission in Principle.
- Provide further guidance on the purpose, process and benefits of Planning Permission in Principle.

2.20 Next Steps: Subject to consultation, Government intends to introduce amendments to the regulations by this autumn to come into forecast by the end of the calendar year.

APPENDIX 2

Proposed responses to the questions outlined in the MHCLG White Paper: Planning for the Future

1. What three words do you associate most with the planning system in England?

2(a). Do you get involved with planning decisions in your local area?

Yes

2(b). If no, why not?

N/A (we are a local planning authority)

3. Our proposals will make it much easier to access plans and contribute your views to planning decisions. How would you like to find out about plans and planning proposals in the future?

Whilst this question is not directly relevant to this Council because it is the local planning authority, the Government's intention to make it easier to access plans and contribute to planning decisions is fully supported.

It should be noted that whilst improved online access is crucial it is essential that non electronic means of engagement are available for those who do not have access to IT.

4. What are your top three priorities for planning in your local area? (select from the following list)

- **Building homes for young people**
- **Building homes for the homeless**
- **Protection of green spaces**
- **The environment, biodiversity and action on climate change**
- **Increasing the affordability of housing**
- **The design of new homes and places**
- **Supporting the high street**
- **Supporting the local economy**
- **More or better local infrastructure**
- **Protection of existing heritage buildings or areas**
- **Other – please specify**

Suggested response:

1. Increasing the affordability of new housing
2. The design of new homes and places
3. More or better local infrastructure

5. Do you agree that Local Plans should be simplified in line with our proposals?

Suggested response:

Yes, we agree that local plans need to be simplified, and this should not be at the expense of democratic engagement and ensuring that local planning authorities have the resources to deliver plans in a timely manner.

To develop the 3 areas will require significant analysis as part of the plan making process and community engagement.

We are concerned that frontloading the local plan process, which we welcome, will put additional pressure on statutory consultees who will need to engage in this process. At present many struggle to comment within the statutory timescales for planning applications. We question whether nationally there are the resources available to engage with most local planning authorities at the same time.

Expertise and resources will be needed for local planning authorities to undertake character appraisals for a whole district to inform design codes. It will take time to develop these and articulate them in the plan for the three areas and to then digitise this.

There is a concern that allocations will be based on less evidence.

It will take time to establish new IT systems and data sets to be able publish documents and consult on the allocations.

Clarification will be needed as to whether neighbourhood plans will need to be prepared in the same way and will reflect the details in the local plan. If they are not updated alongside the new local plan, to similar design standards, then they will soon be out of date. This has the potential to create conflict in the decision-making process which Government is seeking to simplify.

Director of Place comment: The need to simplify Local Plans is evident to anyone who has a basic understanding of the planning system. The principle of identifying land in one of 3 different areas - growth, renewal or protected - is sound. Furthermore, the need for comprehensive and constructive local engagement, especially with Parish and Town Councils, will be crucial to the success of the new, simplified plans and significant resource will need to be directed to such engagement at the outset of the new plan making process. The issues raised in the suggested response above are legitimate concerns which will need to be addressed in the details of the new regime. Members are also advised that the concerns regarding the time required to adequately prepare for adopting a plan under the new regime are reasonable concerns but there is nothing to stop the local planning authority commencing these preparations prior to the new regime being implemented. This could potentially put the Council on the 'front foot' and be at the vanguard of the new regime.

6. Do you agree with our proposals for streamlining the development management content of Local Plans, and setting out general development management policies nationally?

Suggested response:

The principle of having generic policies to cover the majority of subject areas (e.g. neighbour amenity, highway safety, heritage setting, landscape character) is supported but consideration needs to be given to how local characteristics or specific requirements to address local constraints are addressed in a national policy framework.

Neighbourhood plans would also need to be simplified accordingly.

7(a). Do you agree with our proposals to replace existing legal and policy tests for Local Plans with a consolidated test of "sustainable development", which would include consideration of environmental impact?

Suggested response:

There is insufficient information at present to answer this in detail as it is not clear how environmental protection will be secured. It may be difficult to front load any mitigation without assessing and knowing the environmental impacts of the plan.

It is hoped that there will be a statutory duty for national consultees to be involved at this stage. Again, we have concerns that there will be adequate resources and skills available at a national level.

Consideration needs to be given to how Appropriate Assessments are to be carried out as part of the new regime.

Director of Place comment: the current legal and policy tests for Local Plans are onerous and they slow the current plan making process down. They result in substantial amounts of additional information and it is questionable whether this information adds significant value to the final, adopted plan. Full consideration of the environmental impact is very important and the concerns raised above will need to be addressed by Government, but this must be constantly balanced with the other strands of sustainable development, notably the economic and social impacts.

7(b). How could strategic, cross-boundary issues be best planned for in the absence of a formal Duty to Cooperate?

Suggested response:

This Council is a partner in the Greater Norwich Development Partnership (GNDP). This has been a highly successful partnership and has been seen as an exemplar of joint working for planning and the delivery of growth for many years. Whilst it is recognised that the formal Duty to Cooperate has created many challenges for local authorities across the country it is important to acknowledge that planning issues are not restricted to local authority boundaries and communities are likely to adversely impacted by a lack of 'joined up' planning. Therefore local authorities should be incentivised to work together and plan together to deliver growth across wider geographical areas.

In addition informal relationships already exist in Norfolk, with the Norfolk Strategic Planning Framework made up of all 7 LPAs in Norfolk which seeks to encourage cross boundary planning. This sort of informal relationship should also be encouraged and incentivised.

To rely on the new digital local plan to inform cross boundary issues will take time to develop. Will the Government be setting up a national IT platform?

8(a). Do you agree that a standard method for establishing housing requirements (that takes into account constraints) should be introduced?

Suggested response:

Yes. To support the development of quick local plans a simpler methodology has to be implemented.

However, the numbers arising from a standard methodology must be realistic and deliverable. At present the figures arising from the proposed standard methodology for this Council are not deliverable.

We will also need a mechanism to plan for affordable housing needs and the needs of different groups and ensure that these are delivered to meet the requirements of all future residents.

8(b). Do you agree that affordability and the extent of existing urban areas are appropriate indicators of the quantity of development to be accommodated?

Suggested response:

Yes. However, there is a need to take account of capacity to deliver growth in these areas and ensure that some local authorities are not required to deliver less houses than they have in the past.

Furthermore, these indicators should not be used in a manner that precludes rural areas and there needs to be a balance with sustaining rural settlements by allowing development

9(a). Do you agree that there should be automatic permission for areas for substantial development (Growth areas) with faster routes for detailed consent?

Suggested response:

Yes. To ensure this is implemented effectively resources will need to be available at the plan making stage to ensure that sites are capable of being delivered.

Currently site allocation is effectively an outline permission. There is also a need to fully understand how developer contributions are going to be secured and how will the loss of planning application fee income be mitigated?

The confidence of existing communities in the proposed regime will very much depend on the engagement process during plan making and the level of detail that can be agreed at the "reserved matters" stage.

Notwithstanding the support for faster routes for detailed consent the benefits of this proposal will undermined if delivery is subsequently stalled by landowners and/or developers. Therefore there needs to be stronger incentives or sanctions for landowners and/or developers who fail to deliver the development in an expedient manner. For example the Council could be entitled to step in to secure the land at pre-allocation land values and deliver the site itself.

Director of Place comment: This proposal gives greater certainty to developers and communities about future growth in an identified are of growth. However, it is crucial that local communities, parish and town councils and other stakeholders are fully engaged in the new plan making process and that we direct adequate resources at this front end engagement. It will also require us to direct significant resources at ensuring high quality design codes and masterplans at the front end of the process.

9(b). Do you agree with our proposals above for the consent arrangements for Renewal and Protected areas?

Suggested response:

Yes.

9(c). Do you think there is a case for allowing new settlements to be brought forward under the Nationally Significant Infrastructure Projects regime?

Suggested response:

Yes, where promoted and supported by the local planning authority. Comprehensive and clear scale parameters would be required.

However, there is also an opportunity to plan for these through the new local plan process.

Director of Place comment: it is anticipated that the new housing numbers in Greater Norwich will increase under the new regime and in order to meet this need the Greater Norwich Partners will have to give serious consideration to identifying a site for a new settlement. However, a new settlement generates very high upfront infrastructure costs and there is a clear argument that if this area is going to plan for, and deliver, a new settlement then it should be backed and supported by Government to help deliver it.

10. Do you agree with our proposals to make decision-making faster and more certain?

Suggested response:

Yes. Proposals for speeding up the process and greater certainty for applicants are welcomed. However, as stated in the response to 9(a) there needs to be greater certainty of speedy delivery by landowners and developers. At present Broadland has extant planning permission for 10,600 homes and there needs to be greater pressure placed upon the whole development sector to bring these permissions forward to delivery.

Consideration must be given to the resource implications required to set up systems and for this to be available and implemented by all local planning authorities.

The potential lack of public engagement at the application stage is also a concern.

11. Do you agree with our proposals for digitised, web-based Local Plans?

Suggested response:

Yes, but consideration will still need to be given for other platforms as not all members of the public have access to IT

Resources and funding will be needed to facilitate this.

12. Do you agree with our proposals for a 30-month statutory timescale for the production of Local Plans?

Suggested response:

Yes. We support the principle of speeding up the plan making process.

13(a). Do you agree that Neighbourhood Plans should be retained in the reformed planning system?

Suggested response:

Yes. Reviews will need to run in parallel to the new Local Plan

It should be noted that there are concerns regarding the requirement for web-based data and the affordability of this for parish and town councils.

13(b). How can the neighbourhood planning process be developed to meet our objectives, such as in the use of digital tools and reflecting community preferences about design?

Suggested response:

Additional funding will be required to support the neighbourhood planning process.

14. Do you agree there should be a stronger emphasis on the build out of developments? And if so, what further measures would you support?

Suggested response:

Yes, there should be a stronger emphasis on delivery.

The cost and delivery of infrastructure is an issue and the funding of this should be front loaded to enable quick build outs.

Anything arising from the new planning regime which increases the risk to developers is likely to result in lower delivery rates

15. What do you think about the design of new development that has happened recently in your area?

Not sure or indifferent / Beautiful and/or well-designed / Ugly and/ or poorly-designed / There hasn't been any / Other – please specify

Suggested response:

A high proportion of development in this Council's jurisdiction is well designed and appropriate for its context. However, there are pockets of mediocre development and this tends to be where national housebuilders build at scale in a manner that is less imaginative.

There is also a growing tendency for developers to reduce their own development costs and pass these costs onto future occupiers. Examples include a larger proportion of homes being accessed via private, unadopted roads and open/play space funded by resident funded management companies. This can lead to a gradual, long term erosion of the quality of these areas.

16. Sustainability is at the heart of our proposals. What is your priority for sustainability in your area?

Less reliance on cars / More green and open spaces / Energy efficiency of new buildings / More trees / Other – please specify

Suggested response:

Social sustainability and social mobility – maintaining the vitality and viability of our communities and enhancing the opportunities for all residents to prosper

17. Do you agree with our proposals for improving the production and use of design guides and codes?

Suggested response:

A national design guide is likely to be very generic and will not reflect local characteristics or distinctiveness, plus there will be a need to undertake further local guides. Reliance on national codes will not address local distinctiveness and it could result in national housebuilders developing the same style of houses throughout the country.

It is therefore likely that further guides to reflect the local characteristics of different areas within the district will be required.

Local authorities will need time to get all of this in place to an adequate standard and to ensure that there is effective input from the local community.

18. Do you agree that we should establish a new body to support design coding and building better places, and that each authority should have a chief officer for design and place-making?

Suggested response:

Yes. However, any new body must have a clear remit and responsibility which does not duplicate other bodies.

19. Do you agree with our proposal to consider how design might be given greater emphasis in the strategic objectives for Homes England?

Suggested response:

Yes

20. Do you agree with our proposals for implementing a fast-track for beauty?

Suggested response:

No. See above comments regarding concerns about design codes. Beauty and design are very subjective and could be interpreted in more than one way and therefore it is extremely difficult to pre-empt and fast track schemes that are deemed beautiful. Beauty is more than a tick box exercise and is unlikely to be achieved by such a fast track scheme.

21. When new development happens in your area, what is your priority for what comes with it?

More affordable housing / More or better infrastructure (such as transport, schools, health provision) / Design of new buildings / More shops and/or employment space / Green space / Other – please specify

Suggested response:

The health and wellbeing of new and existing residents delivered through community integration, affordability, infrastructure (including 'green') and access to services.

22(a). Should the Government replace the Community Infrastructure Levy and Section 106 planning obligations with a new consolidated Infrastructure Levy, which is charged as a fixed proportion of development value above a set threshold?

Suggested response:

Yes. This proposal will be clearer for developers and assist SMEs

22(b). Should the Infrastructure Levy rates be set nationally at a single rate, set nationally at an area-specific rate, or set locally?

Suggested response:

Nationally at an area-specific rate

22(c). Should the Infrastructure Levy aim to capture the same amount of value overall, or more value, to support greater investment in infrastructure, affordable housing and local communities?

Suggested response:

The value should be at least comparable to current CIL to ensure continuity of existing infrastructure investment programmes.

It will be important to have clear guidance on how a new IL relates to existing committed CIL spending. There may need to be some form of ring fencing of existing CIL commitments as there is a danger that existing CIL payments will be converted into the IL with the submission of a new

planning application? This would have a very damaging impact upon our existing infrastructure delivery programme and our repayment of borrowing for existing infrastructure projects.

22(d). Should we allow local authorities to borrow against the Infrastructure Levy, to support infrastructure delivery in their area?

Suggested response:

Yes

23. Do you agree that the scope of the reformed Infrastructure Levy should capture changes of use through permitted development rights?

Suggested response:

Yes. In addition existing exemptions such as self-build and self-commissioned homes should be removed.

24(a). Do you agree that we should aim to secure at least the same amount of affordable housing under the Infrastructure Levy, and as much on-site affordable provision, as at present?

Suggested response:

Yes

24(b). Should affordable housing be secured as in-kind payment towards the Infrastructure Levy, or as a 'right to purchase' at discounted rates for local authorities?

Suggested response:

We strongly support the principle of mandatory on-site delivery of affordable housing. It is accepted that treating it as in-kind delivery of the Infrastructure Levy is reasonable. We note that footnote 16 confirms that a S106 planning obligation could still be used, and we also support this approach, with which housebuilders are already familiar.

On-site delivery has proved to be achievable for many years, and it has the advantage of 'instant' provision. We are aware that in some places it can be very difficult to acquire suitable sites and to spend commuted sums (or the future Infrastructure Levy) in a timely cost-effective way.

24(c). If an in-kind delivery approach is taken, should we mitigate against local authority overpayment risk?

Suggested response:

Yes

24(d). If an in-kind delivery approach is taken, are there additional steps that would need to be taken to support affordable housing quality?

Suggested response:

All housing should follow the same design code and 'internal standards' principles. if such internal standards are not to be required in all homes, it would be important to ensure quality (especially internal space standards and the potential for suitability for wheelchair-users).

25. Should local authorities have fewer restrictions over how they spend the Infrastructure Levy?

Suggested response:

Yes. A limited relaxation of the restrictions would be welcomed but it should not undermine the need to deliver infrastructure to support growth. The current restriction for parish and town councils' spend of CIL receipts may be appropriate: "anything that is concerned with addressing the demands that development places on an area"

25(a). If yes, should an affordable housing 'ring-fence' be developed?

Suggested response:

Yes

26. Do you have any views on the potential impact of the proposals raised in this consultation on people with protected characteristics as defined in section 149 of the Equality Act 2010?

Suggested response:

While digitalisation of the planning process seems appropriate it is important that steps are taken to ensure that those who would not or cannot access adequate broadband, for example some older people, people on low incomes and those living in rural areas, have a fair method of accessing the process.

In relation to the national design code consideration should also be given to improving accessibility standards in housing. People with physical disabilities will not be able to obtain a suitable home if internal design standards for accessibility/mobility are not specified. Design requirements linked to Part M of the Building Regulations (Category 2 and Category 3) would overcome this problem.

APPENDIX 3

Proposed responses to the questions outlined in the MHCLG consultation: Changes to the current planning system

Q1: Do you agree that planning practice guidance should be amended to specify that the appropriate baseline for the standard method is *whichever is the higher of* the level of 0.5% of housing stock in each local authority area OR the latest household projections averaged over a 10-year period?

Suggested response:

Yes. It is important that the methodology ensures that built up areas deliver an appropriate amount of housing and taking account of existing housing stock could assist with this.

Q2: In the stock element of the baseline, do you agree that 0.5% of existing stock for the standard method is appropriate? If not, please explain why.

Suggested response:

It is appropriate that the percentage applied ensures that built up areas continue to deliver at their historic rates as a minimum.

Q3: Do you agree that using the workplace-based median house price to median earnings ratio from the most recent year for which data is available to adjust the standard method's baseline is appropriate? If not, please explain why.

Suggested response:

Yes

Q4: Do you agree that incorporating an adjustment for the change of affordability over 10 years is a positive way to look at whether affordability has improved? If not, please explain why.

Suggested response:

It makes sense to take account of the cost of housing and apply this as an adjustment to the housing figures, but there is a need to ensure it doesn't place too great a burden on an area which may make delivery of the housing figures unrealistic.

Q5: Do you agree that affordability is given an appropriate weighting within the standard method? If not, please explain why.

Suggested response:

The weighting is not necessarily a problem in isolation, but when the measures in Q3 and Q4 above are multiplied it is evident that the burden upon a local area is potentially unreasonable and unrealistic.

Do you agree that authorities should be planning having regard to their revised standard method need figure, from the publication date of the revised guidance, with the exception of:

Q6: Authorities which are already at the second stage of the strategic plan consultation process (Regulation 19), which should be given 6 months to submit their plan to the Planning Inspectorate for examination?

Suggested response:

Yes. However, if the above concerns regarding unreasonable housing numbers are not addressed under the new regime longer transition periods should be applied to avoid a significant number of developers making predatory applications in light of much higher housing numbers. This is even more important if any form of housing delivery test and 5 year land supply is to be retained.

Q7: Authorities close to publishing their second stage consultation (Regulation 19), which should be given 3 months from the publication date of the revised guidance to publish their Regulation 19 plan, and a further 6 months to submit their plan to the Planning Inspectorate?

If not, please explain why. Are there particular circumstances which need to be catered for?

Suggested response:

Yes

Q8: The Government is proposing policy compliant planning applications will deliver a minimum of 25% of onsite affordable housing as First Homes, and a minimum of 25% of offsite contributions towards First Homes where appropriate. Which do you think is the most appropriate option for the remaining 75% of affordable housing secured through developer contributions? Please provide reasons and / or evidence for your views (if possible):

i) Prioritising the replacement of affordable home ownership tenures and delivering rental tenures in the ratio set out in the local plan policy.

ii) Negotiation between a local authority and developer.

iii) Other (please specify)

Suggested response:

Option i.

Local Planning Authorities have Housing Needs Assessments which provide evidence of affordable housing need by tenure, number of bedrooms and property type. This evidence should be used (as now) to achieve affordable homes for people who cannot benefit from First Homes. We are content that, having top-sliced the 25% affordable home ownership obligation, option (i) enables the Council to deliver affordable homes for rent and other affordable ownership tenures. This is extremely important in areas such as Broadland and South Norfolk, where about 90% of general needs affordable homes are delivered through s106 agreements, and there is unmet housing need.

With regards to current exemptions from delivery of affordable home ownership products:

Q9: Should the existing exemptions from the requirement for affordable home ownership products (e.g. for build to rent) also apply to apply to this First Homes requirement?

Suggested response:

Paragraph 62 of the NPPF provides 4 exemptions from the requirement to include affordable home ownership. These are where the site

a) provides solely for Build to Rent homes;
b) provides specialist accommodation for a group of people with specific needs (such as purpose-built accommodation for the elderly of students);
c) is proposed to be developed by people who wish to build or commission their own homes; or
d) is exclusively for affordable housing, an entry-level exception site or a rural exception site.

Build to Rent (a) can deliver Affordable Private Rent. This is a new tenure, and on balance we feel that such sites should remain exempt so that the potential benefits can be established in practice.

Specialist accommodation (b) should remain exempt so that the accommodation can be directed towards the designated groups without potential adverse influences.

Custom build sites (c) should also remain exempt to provide flexibility over affordable housing obligations (although we note that there are likely to be few such sites which exceed the proposed small sites threshold).

Sites exclusively for affordable housing (d) should remain exempt. It is important that Registered Providers and local authorities have the necessary flexibility to provide affordable homes which meet local needs, and they can take advantage of funding opportunities from Homes England and other sources (such as commuted sums). We note that the reference to entry-level exception sites will be superseded by the new First Homes exception sites.

Q10: Are any existing exemptions not required? If not, please set out which exemptions and why.

Suggested response:

No. See Q9 above.

Q11: Are any other exemptions needed? If so, please provide reasons and /or evidence for your views.

Suggested response:

We suggest exempting community-led developments (generally via Community Land Trusts), which might not be 100% affordable housing.

Q12: Do you agree with the proposed approach to transitional arrangements?

Suggested response:

Yes.

Q13: Do you agree with the proposed approach to different levels of discount?

Suggested response:

Yes. We agree that evidence justifying discounts of 40% or 50% should be via the local plan, and that any such increased discounts should not be offset by fewer First Homes.

Q14: Do you agree with the approach of allowing a small proportion of market housing on First Homes exception sites, in order to ensure site viability?

Suggested response:

Yes, but 'small proportion' must be defined to provide certainty. We suggest setting a maximum percentage of total dwellings.

We believe that a range of percentages will be necessary to take account of variations in land values and build costs

Q15: Do you agree with the removal of the site size threshold set out in the National Planning Policy Framework?

Suggested response:

No. We have concerns that a site size based only on being proportionate in size to the existing settlement cannot be applied reasonably to a village with 100 dwellings and a large market town with 10,000 dwellings. In particular, we have concerns that a 'proportionate' site adjacent to a large market town could generate large developments on unallocated sites without generating CIL to deliver the necessary infrastructure. Consequently, we wish the current maximum site area of one hectare to be retained.

The current definition (… or exceed 5% of the size of the existing settlement) is unclear, and it is therefore inadequate. The criterion by which 'proportionate in size to the existing settlement' is to be assessed must be unambiguous and quantified. We suggest using the number of dwellings as the criterion.

The current arrangement of proportionality linked to a 1 ha. cap has the potential to work well:

- In smaller settlements, the 5% proportion provides a reasonable limit so that the settlement is not overwhelmed by a single, disproportionate development.
- For larger settlements, a 1 ha. limit prevents substantial developments which would not contribute the necessary infrastructure provision.

Therefore, we wish the 1 ha. cap to be retained.

We have concerns that First Homes exception sites could lead to an over-supply of the tenure. The knock-on effect could be to slow the development of allocated sites which are relying on cash-flow from First Homes. Therefore, we urge MHCLG to consider limiting exception sites in locations which already have a good supply of planning permissions for First Homes.

If this is pursued, then 'proportionate' would need to be defined.

Q16: Do you agree that the First Homes exception sites policy should not apply in designated rural areas?

Suggested response:

Yes, we accept that the proposal is a viable way forward. Designated rural areas were not created for planning purposes and provide a somewhat crude and inconsistent basis for planning policy. Ideally, there would be a comprehensive review of 'rural' designations, but we accept that such an exercise is not possible in time to affect current proposals.

Q17: Do you agree with the proposed approach to raise the small sites threshold for a time-limited period?

(see question 18 for comments on level of threshold)

Suggested response:

No. It is our experience that small sites deliver a significant number of new affordable homes and at present there is no significant evidence to demonstrate that the overall delivery of small sites has slowed as a result of Covid 19. Raising the threshold will potentially cause confusion, slow delivery as developers re-apply for permission under the temporary arrangements and benefit the landowner rather than the SME/developer. It will also lead to a loss of new affordable housing. Therefore SMEs should be assisted in other ways rather than lifting the threshold.

Q18: What is the appropriate level of small sites threshold?

i) Up to 40 homes

ii) Up to 50 homes

iii) Other (please specify)

Suggested response:

The existing threshold of 10 should be retained.

Q19: Do you agree with the proposed approach to the site size threshold?

Suggested response:

No

Q20: Do you agree with linking the time-limited period to economic recovery and raising the threshold for an initial period of 18 months?

Suggested response:

See response to Q17

Q21: Do you agree with the proposed approach to minimising threshold effects?

Suggested response:

Yes

Q22: Do you agree with the Government's proposed approach to setting thresholds in rural areas?

Suggested response:

Yes

Q23: Are there any other ways in which the Government can support SME builders to deliver new homes during the economic recovery period?

Suggested response:

Homes England should use SMEs as partners to assist delivery

Q24: Do you agree that the new Permission in Principle should remove the restriction on major development?

Suggested response:

Yes

Q25: Should the new Permission in Principle for major development set any limit on the amount of commercial development (providing housing still occupies the majority of the floorspace of the overall scheme)? Please provide any comments in support of your views.

Suggested response:

No.

Q26: Do you agree with our proposal that information requirements for Permission in Principle by application for major development should broadly remain unchanged? If you disagree, what changes would you suggest and why?

Suggested response:

Yes

Q27: Should there be an additional height parameter for Permission in Principle? Please provide comments in support of your views.

Suggested response:

Yes. Such a parameter will help control the impact of taller development proposals.

Q28: Do you agree that publicity arrangements for Permission in Principle by application should be extended for large developments? If so, should local planning authorities be:

i) required to publish a notice in a local newspaper?

ii) subject to a general requirement to publicise the application or

iii) both?

iv) disagree

If you disagree, please state your reasons.

Suggested response:

Local planning authorities should be subject to a general requirement to publicise the application but there should be no requirement to publish a notice in the local newspaper.

Q29: Do you agree with our proposal for a banded fee structure based on a flat fee per hectarage, with a maximum fee cap?

Suggested response:

Yes, but it shouldn't be less than the current outline fee.

Q30: What level of flat fee do you consider appropriate, and why?

Suggested response:

As referred to above it shouldn't be less than the current outline fee.

Q31: Do you agree that any brownfield site that is granted Permission in Principle through the application process should be included in Part 2 of the Brownfield Land Register? If you disagree, please state why.

Suggested response:

Yes

Q32: What guidance would help support applicants and local planning authorities to make decisions about Permission in Principle? Where possible, please set out any areas of guidance you consider are currently lacking and would assist stakeholders.

Suggested response:

There is very little guidance on what, in decision-making terms, "location" is concerned with (the scope of permission in principle being limited to location, land use and amount).

Q33: What costs and benefits do you envisage the proposed scheme would cause? Where you have identified drawbacks, how might these be overcome?

Suggested response:

The text in the consultation document implies that the proposed measure will applicants to "establish upfront, and at minimal cost, whether sites are suitable for residential development." However, if a reliable and cost-effective pre-application service is provided by a local authority the same information should be available to prospective applicants.

Q34: To what extent do you consider landowners and developers are likely to use the proposed measure? Please provide evidence where possible.

Suggested response:

There has been limited uptake of the current PiP regime to date and therefore it remains unclear whether a significant number of landowners and developers will use the proposed measures.

Q35: In light of the proposals set out in this consultation, are there any direct or indirect impacts in terms of eliminating unlawful discrimination, advancing equality of opportunity and fostering good relations on people who share characteristics protected under the Public Sector Equality Duty?

If so, please specify the proposal and explain the impact. If there is an impact – are there any actions which the department could take to mitigate that impact?

Suggested response:

The dominance of First Homes will lead to a reduction in the availability of other affordable home ownership tenures, especially shared ownership. This includes anyone who might achieve ownership through a tenure requiring less savings:

- People with physical disabilities, whose design requirements are likely to make a First Home too expensive.
- People with learning disabilities, whose incomes tend to be lower than suffices to buy a First Home.
- Older people, whose savings and pensions tend to be lower than suffices to buy a First Home.
- Young people, who have to wait until their income suffices to buy a First Home.

Agenda Item:11
Cabinet
29 September 2020

GREATER NORWICH HOMELESSNESS STRATEGY 2020-2025

SOUTH NORFOLK AND BROADLAND ROUGH SLEEPER STATEMENT 2020-2022.

Report Author: Victoria Parsons
Policy & Partnerships Officer
01603 430457
victoria.parsons@broadland.gov.uk

Portfolio: Housing and Wellbeing

Wards Affected: All

Purpose of the Report:

To present the Greater Norwich Homelessness Strategy 2020-2025 and the South Norfolk and Broadland Rough Sleeper Statement 2020-2022.

Recommendations:

1. Cabinet to approve adoption of the Greater Norwich Homelessness Strategy 2020-2025 and the South Norfolk and Broadland Rough Sleeper Statement 2020-2022

1 SUMMARY

1.1 This report presents the appended Greater Norwich Homelessness Strategy
1.2 2020-2025 and the South Norfolk and Broadland Rough Sleeper Statement 2020-2022 for publication and provides background to the statutory and operational context within which both documents were developed.

2 BACKGROUND

2.1 The Homelessness Reduction Act 2017 (HRA) places additional duties on Local Authorities (LAs) that are designed to ensure all households at risk of homelessness receive earlier and more effective interventions. Introduced in April 2018, the act requires authorities to:

i. Provide advice and guidance for all households approaching the LA and for the guidance to meet the needs of certain listed groups including those leaving prison, hospital or care and those with mental health issues.
ii. To **prevent** those threatened with homelessness from becoming homeless
iii. To **relieve** homelessness for those who are homeless

Both **prevention** and **relief** duties last for 56 days but can be ended in several ways in that time.

2.2 Additionally, Local Authorities have a statutory duty under the Homelessness Act 2002 to publish Homelessness Strategies at least once every 5 years. Broadland and South Norfolk councils take a sub-regional approach with Norwich City Council in the review and formation of these strategies in acknowledgement of our long history of working in partnership in addition to the movement of residents across district boundaries and the location of services. The document before you is the 4th time we have collaborated on a Homelessness Strategy.

2.3 Following publication of the Government's Rough Sleeper Strategy 2018-2022, a request was made by central government that the Homelessness Strategies include a specific focus on rough sleeping. Norwich City Council have an existing, separate Rough Sleeping Strategy which is valid until 2022 while Broadland District Council and South Norfolk Council do not.

2.4 In order to meet our duties and provide direction to service delivery, a South Norfolk and Broadland Rough Sleeper Statement has been developed for the period 2020-2022. The statement sets out in clear terms the actions we are going to explore to end rough sleeping across South Norfolk and Broadland.

2.5 Development of both documents have also run in parallel with the Best in Class Housing Offer project, where the restructure of the Housing and Benefits teams have provided a key opportunity to undertake a radical reimagining of how the council delivers the housing and homelessness service.

2.6 Using funding awarded from the Local Government's Association's (LGA) Housing Advisor Programme (HAP) both Broadland and South Norfolk councils procured

an external consultancy firm to undertake in depth reviews in the following key areas.

i. Exploring the alignment and redesign of our Interim and Temporary Accommodation Pathway
ii. Redesign of a Shared Social Housing system

2.7 Working with the consultants has enabled the councils to procure additional value into the redesign work through the provision of an impartial viewpoint coupled with a background of innovative thinking when developing customer solutions, partnership working and operating across the public/private sectors. Through this the council has an opportunity to develop a housing service that is the first of its kind.

2.8 Findings from the review and recommendations for a leading service offer will be presented to members in the Autumn. However, at the core of all of these elements of the council's housing offer is; a customer centred offer that promotes and increases resilience and provides wrap-around support for those who are in need of extra assistance; the prevention of homelessness and promotion of sustainable housing; and a commitment to working in partnership to achieve it.

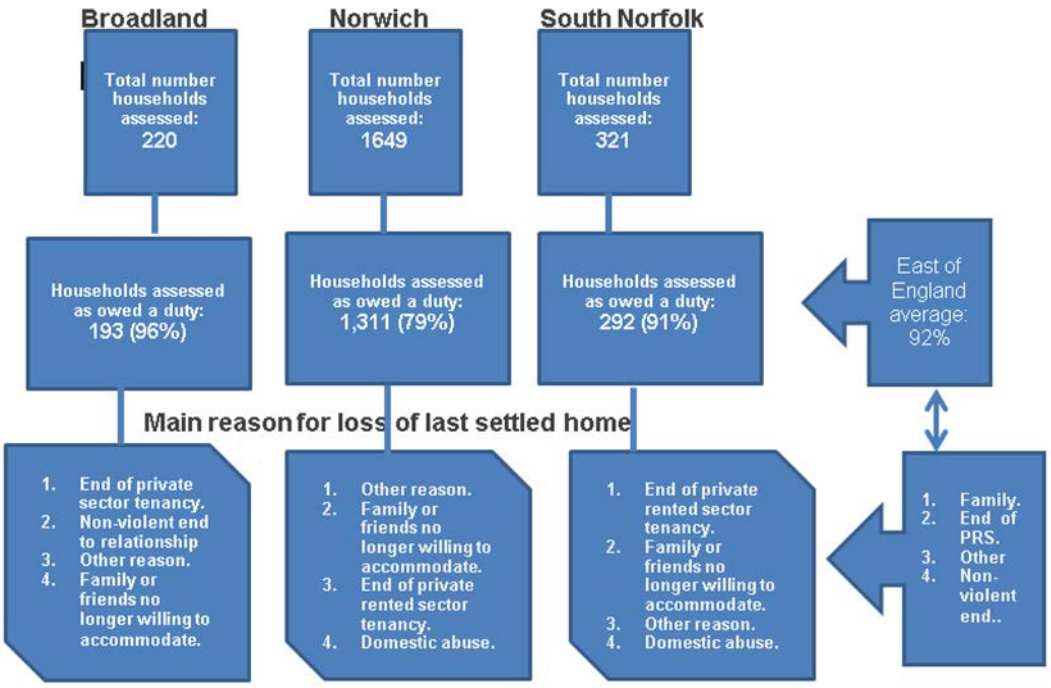
3 CURRENT POSITION

3.1 The Greater Norwich Homelessness Strategy 2020-2025

3.2 The Homelessness strategy contains data from the initial 12 months following the introduction of the HRA, and using the Government's new standardised reporting system H-CLIC. However it should be noted that this data is still considered experimental due to differences in software implementation timelines.

3.3 As an overview of demand, the chart at 3.4 below provides information on the numbers of households accessing our Housing Options services in 2018/19. The data includes those approaches from households who are homeless or threatened with homelessness and where prevent and/or relief duties under the HRA may apply and does not represent the sum total of approaches to our Housing teams

3.4 Numbers of households accessing Housing Options Services in 2018/19, presenting as homeless or threatened with homelessness.



3.5 In spite of the difference in numbers and the potential contrast of approaches from urban and rural locations, there are similarities in terms of the main reason for loss of last settled home, with End of private rented sector tenancy and Family or friends no longer willing to accommodate appearing in the top four reasons across the councils in the sub-region.

3.6 To provide focus, the Homelessness Strategy sets out four priorities under which sits a series of actions which are ambitious in scope, realistic to achieve and reflects the urban/rural context within which the strategy is located.

3.7 The priority areas are:

i. Domestic Abuse
ii. Preventing Homelessness
iii. Single and Youth Homelessness
iv. Financial Inclusion, Welfare Reform and Economic Growth

3.8 The priorities were determined through an analysis of homelessness data, such as that given in 3.4 above, a review of national research and literature, the outcomes of a set of partner engagement workshops and a small sample of service user interviews. The priorities relate not only to actions the local authorities will seek to take but also those in conjunction with local partner organisations.

3.9 The South Norfolk and Broadland Rough Sleeper Statement 2020-2022

3.10 Until 2019, rough sleeping numbers in South Norfolk and Broadland had been underestimated. However, an audit undertaken in February 2019 revealed 65 reports of rough sleeping between January 2018 and January 2019. Headline statistics of this audit include; 71% of rough sleepers were male, 10% were over the age of 56; and 43% had indicators for mental ill health and drug and alcohol misuse.

3.11 Following this, in early 2019, Broadland District Council in partnership with South Norfolk Council were successful in consecutive bids for funding through the Ministry for Housing, Communities and Local Government's (MHCLG) Rough Sleeper Initiative (RSI) and Rapid Rehousing Pathway (RRP). The shared First Step Service was developed with this funding and provides rapid access accommodation, personal budgets to overcome barriers to accessing accommodation and two Rough Sleeping Coordinators to provide support for those rough sleeping across the two district areas.

3.12 First Step was launched in August 2019 and in its first eleven months of operation, have recorded reports of 127 people rough sleeping or at risk of rough sleeping. 60% of people recorded have been supported into accessing accommodation and 41% of those have moved into long-term housing, such as supported accommodation, a socially rented tenancy and securing their own housing.

3.13 The success of the project has ensured that the councils were successful in their bid for funding for the 2020/21 year. This enables not only the continuation of the service but allows us to enhance it by opening additional Somewhere Safe to Stay Hubs and staging post accommodation, provision for tenancy start up budgets to enable those moving into long term accommodation to purchase basic equipment. A newly created post of an Assessment and Resettlement Officer is working alongside the Rough Sleeping Coordinators in supporting individuals into the hub or interim accommodation and working with them to secure suitable long-term alternatives. Finally, the councils will be looking to secure units to introduce a Housing First model for those who require additional support.

3.14 In addition, in a joint bid with Norwich City Council, South Norfolk and Broadland have secured funding for a Drug and Alcohol Recovery Coordinator. The worker will be located within the Norwich Rough Sleeper Service – Pathways, with whom the First Step service work closely. The coordinator will work with individuals who are rough sleeping across the sub-region from point of entry into the service and through their treatment/recovery journey.

3.15 The Rough Sleeper Statement sets out 3 strategic objectives:

i. Early intervention and prevention of homelessness
ii. Improve the range of Temporary Accommodation options across the two councils
iii. Reduce the incidence of rough sleeping

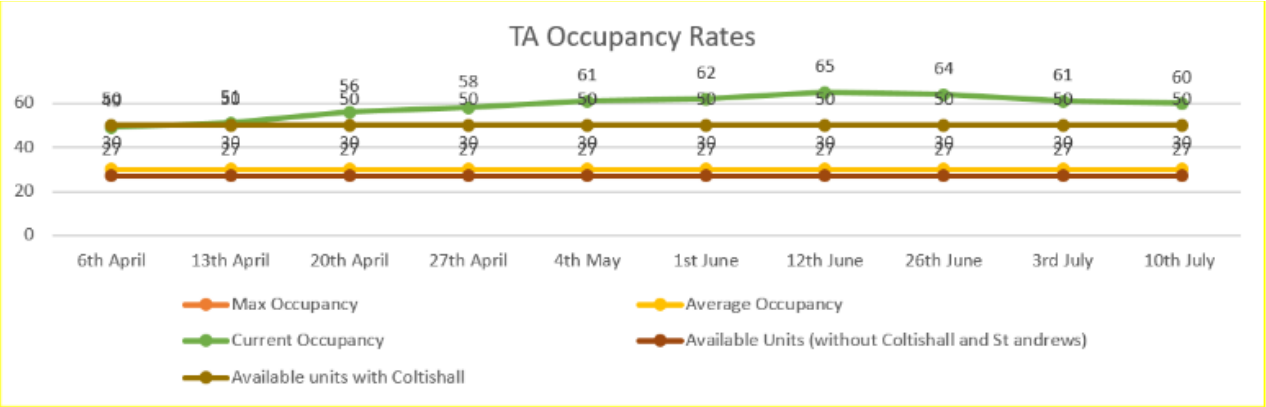
3.16 COVID-19

3.17 The Coronavirus outbreak and the implementation of nationwide lockdown requirements saw a significant rise in the number of people who are rough sleeping or at risk of rough sleeping supported and accommodated by South Norfolk and Broadland. The predominant source of this increase stemmed from those who had transient arrangements for their accommodation, otherwise known as hidden homelessness. This has provided evidence that although rough sleeping remains very low within both districts, there is a steady number of people who have very little control over their accommodation and remain on the cusp of rough sleeping.

3.18 Early in the lockdown period we were asked by central government to offer accommodation to anyone who was street homeless or living in dormitory style emergency accommodation, known as 'Everyone In'. South Norfolk and Broadland Councils are proud to say that they were able to offer accommodation to all those rough sleeping across the local authority areas.

3.19 The graph at 3.19 below provides an example of the increase in demand for temporary accommodation experienced by the councils. The increase is accounted for by those accommodated under 'Everyone In' and also increased approaches to the council's Housing and Benefits team by those at risk of homelessness.

3.20 Graph showing temporary accommodation occupancy rates



3.21 In terms of recovery from Covid-19, the councils are preparing for this demand to increase further, particularly as we approach:

- The easing of lockdown restrictions providing people experiencing domestic abuse with an opportunity to seek help or flee
- The easing of lockdown restrictions meaning that people experiencing relationship breakdown or where family or friends no longer willing to accommodate may seek housing assistance
- The removal of the central government assisted furlough scheme leading to risk of increased job losses
- The ending in September of the moratorium on evictions

- The ending of temporary contracts with accommodation providers such as hotels and large venues that have been accommodating rough sleepers and other households at risk of homelessness
- The removal of additional support for those who are NRPF

3.22 The priorities outlined within the Greater Norwich Homelessness Strategy and the South Norfolk and Broadland Rough Sleeper Statement have been reviewed under the lens of Covid-19 and found to still be highly relevant and more than ever present an opportunity for us to work collaboratively at a local and county wide level to support recovery and prevent homelessness.

4 PROPOSED ACTION

4.1 It is proposed that in order to meet our statutory duty under the Homelessness Act 2002, and to make public the council's strategic priorities to prevent homelessness that Broadland District Council adopts the appended Greater Norwich Homelessness Strategy 2020-2025.

4.2 It is further proposed that, to comply with the request from central Government to include a specific focus on rough sleeping, the Council adopts the appended South Norfolk and Broadland Rough Sleeper Statement 2020-2022.

4.3 From 2022, as with the Greater Norwich Homelessness Strategy, it is proposed that the councils produce an aligned Greater Norwich Rough Sleeping Strategy. This would reflect our understanding that those who are rough sleeping may migrate into an urban area for reasons of safety and proximity to some services, or they may choose to be less visible in the more rural areas of the sub-region.

4.4 On 9 September, the Greater Norwich Homelessness Strategy was approved for adoption and publication by Cabinet Members for Norwich City Council.

5 ISSUES AND RISKS

5.1 **Resource Implications** – There are no resource implications beyond the existing staff structure and resources allocated for the transformation and improvement programme within the Housing and Benefits team.

5.2 **Legal Implications** – The strategy and statement is proposed in order for us to meet our duties under the Homelessness Act 2002.

5.3 **Equality Implications** – An Equalities and Communities Impact Assessment is appended to this report

5.4 **Environmental Impact** – There are no known environmental impacts.

5.5 **Crime and Disorder** – In working to prevent homelessness and rough sleeping through the provision of accommodation and support, including for those who have

had contact with the criminal justice system, it is hoped to prevent instances of offending and reoffending.

5.6 **Risks** – The current Homelessness Strategy was valid until 31st March 2020. Although production has been delayed with the Covid-19 outbreak, if we do not publish a new strategy we are at risk of non-compliance with our statutory duty under the Homelessness Act 2002.

6 CONCLUSION

6.1 Broadland, South Norfolk and Norwich have a long history in working together to prevent homelessness. Adoption of both the Greater Norwich Homelessness Strategy 2020-2025 and the South Norfolk and Broadland Rough Sleeper Statement 2020-2022 provides an overarching and complementary response to the prevention of homelessness and the ending of rough sleeping in our area.

6.2 As stated above, the documents will form part of a Best in Class Housing Offer that seeks to deliver a customer centred offer that promotes and increases resilience and provides wrap-around support for those who are in need of extra assistance; the prevention of homelessness and promotion of sustainable housing; and a commitment to working in partnership to achieve it.

6.3 Progress of the documents had been delayed with the outbreak of Covid-19. However, this provides the councils with an opportunity to publish strategic priorities that are timely, cognisant with the anticipated increase in demand and subsequent support needs and links into recovery activity at a local and county wide level.

7 RECOMMENDATIONS

7.1 Cabinet to approve adoption of the Greater Norwich Homelessness Strategy 2020-2025 and the South Norfolk and Broadland Rough Sleeper Statement 2020-2022.

Background Papers

There are no background papers

Equalities and Communities Impact Assessment

Name of Officer/s completing assessment:	Victoria Parsons BDC/SNC Chris Hancock NCC
Date of Assessment:	Assessment 1 13 07 2020

1. What is the proposed Policy (please provide sufficient detail)?

For the purposes of the assessment the term 'Policy' relates to any new or revised policies, practices or procedures under consideration.

The Greater Norwich Homelessness Strategy 2020-2025 (GNHS)
The South Norfolk and Broadland Rough Sleeper Statement 2020-2022 (RSS)

Greater Norwich is a place where agencies work together to support people who are, or may become homeless. By putting people at the heart of our service delivery we can create a wrap-around offer that helps people to take control of their own circumstances earlier, and stopping them from becoming homeless or returning to homelessness will be our main aim. This will provide people with a firm platform where their health and wellbeing, employment or training opportunities are either maintained or improved.

Covid-19

Much of the data used for the purposes this EqCIA dates to a period prior to the pandemic outbreak. Data is emerging on the impact with initial analysis showing that we are about to enter into a period of sustained recession. The Organisation for Economic Co-operation and Development (OECD)in June 2020 stated that the recovery, after an initial, rapid resumption of activity, will take a long time to bring output back to pre-pandemic levels, and the crisis will leave long-lasting scars - a fall in living standards, high unemployment and weak investment. Job losses in the most affected sectors, such as tourism, hospitality and entertainment, will particularly hit low-skilled, young, and informal workers.

As districts we have been dealing with a rapid increase in demand and are preparing for this demand to extend and increase further into the foreseeable future, particularly as we approach:

- The easing of lockdown restrictions providing people experiencing domestic abuse with an opportunity to seek help or flee
- The easing of lockdown restrictions meaning that people experiencing relationship breakdown or where family or friends no longer willing to accommodate may seek housing assistance
- The winding down of the govt. assisted furlough scheme leading to risk of increased job losses
- The ending in August of the moratorium on evictions
- The ending of temporary contracts with accommodation providers such as hotels and large venues that have been accommodating rough sleepers and other households at risk of homelessness
- The removal of additional support for those who are NRPF

The priorities outlined within the GNHS and RSS are still highly relevant and more than ever present an opportunity for us to work collaboratively at a local and county wide level to support recovery and prevent homelessness.

2. Which protected characteristics under the Equalities Act 2010 does this Policy impact: (indicate whether the impact could be positive, neutral, or negative			
Protected Characteristic	**Potential Impact**		
	Positive	**Neutral**	**Negative**
Age	✓		
Disability	✓		
Race	✓		
Sex	✓		
Religion or Belief	✓		
Sexual Orientation	✓		
Marriage/Civil Partnership		✓	
Pregnancy/Maternity	✓		
Gender Reassignment	✓		
3. Which additional Communities characteristics does this policy impact?			
Health	✓		
Place inc. Rurality	✓		
Low Income and Poverty	✓		

3. What do you believe are the potential equalities impacts of this policy?

Please include:

- **Partnership organisations worked with in the development of this policy**
- **Evidence gathered to inform your decision**
- **Where you have consulted, Who and How this has informed the decision/policy**
- **Any other groups impacted not detailed above**

Note: Impacts could be positive, neutral, or negative and impact groups differently

It is not envisaged that there will be negative impacts felt by those with a protected characteristic as a result of both the GNHS and the RSS being implemented. Questions 3 and 4 of this EqCIA details areas where we feel adoption of the strategy and statement will result in positive impacts.

In formulating the GNHS, the RSS and the subsequent EqCIA we have considered local and national data and also findings from consulting with partners through:

- 2 partner's workshops
- Collaborative working with the Mancroft Advice Project (MAP) on the Single and Youth Homelessness priority
- A drop in session for young people through MAP
- A period of public consultation for the draft homelessness strategy from the period Friday 6th March – Monday 1st June 2020

A list of partners is given below.

Adult Social Care Commissioning - Norfolk County Council
Anchor Project - Leeway
Anglia Care Trust
Aylsham Care Trust (ACT)
Breckland District Council
Change, Grow, Live (CGL)
Children's Services Leaving Care Team
Clarion Housing

Community Chaplaincy Norfolk
DWP
Integrated Offender Management - Norfolk Constabulary
Making Every Adult Matter (MEAM)
Mancroft Advice Project (MAP)
National Probation Service
Norfolk and Suffolk Community Rehabilitation Company (NSCRC)
Norfolk and Suffolk Foundation Trust (NSFT)
Norfolk Community Law Service (NCLS)
Notting Hill Genesis (Sanctuary Housing)
Orwell Housing Association Ltd
Saffron Housing Trust
Shelter
Solo Housing
Soul Foundation
St Giles Trust
St Martins Housing
Stronger Futures Leaving Care Team - Norfolk County Council
The Benjamin Foundation
The Feed
The Magdalene Group
YMCA
Your Own Place CIC
Youth Offending Team (YOT)

Areas of Positive Impact

Domestic Abuse
Domestic Abuse disproportionately affects women and children. National statistics state that almost 1 in 3 women aged between16-59 will experience DA in their lifetime (ONS, 2019). An estimated 20% of children in the UK have lived with an adult perpetrating DA (NSPCC, 2011). In recognition of the impact of DA on young people, the Domestic Bill currently in progress through Parliament was recently amended to recognise children as victims of DA in their own right. At the opposite end of the age spectrum, Safelives reports that on average, older victims experience abuse for twice as long before seeking help as those aged under 61 and nearly half have a disability. (Safelives 2016).

While we recognise the impact of DA on women and children it should also be noted that for those who identify as LGBTQ+, research from Stonewall (2018) suggests that 11% of the LGBT+ population have experienced domestic abuse in the previous 12 months; twice as high as the population as a whole. For bisexual women this increases to 13%, and for Trans or non-binary people to 19%. For men, approx. 4.2% of men and 7.9% of women suffered domestic abuse in 2018 (ONS).

From a local perspective, data shows that in the financial year 2018/19 in Greater Norwich 234 households said that the main reason for the loss of their last settled home was because of domestic abuse. The reported number of 234 can be split geographically as follows:
Broadland – 15 households
Norwich – 177 households
South Norfolk – 42 households
Equating to nearly one in ten households overall, however, it is also likely that this number will be higher due to under reporting.

We recognise that for those fleeing DA, it can be an extremely worrying and potentially dangerous period of time. This can be exacerbated for some for whom one or more of the protected characteristics may apply in terms of additional barriers due to their sexuality, gender, immigration status, race or religion and geographical location and that our local knowledge of these barriers can be improved. To this end actions

identified through the GNHS and RSS aim to facilitate and encourage recognition of DA and to seek help. Importantly, we also want to provide accommodation and support options for people that meets their individual needs and circumstances and to improve our own understanding.

Youth Homelessness

H-Clic data from 2018/19 across the 3 Local Authorities suggests that of those approaching the councils as homeless or at risk of homelessness those in the 18-24 and 25-34 age groups account for just over 52% of all approaches. As the GNHS states, age is clearly a determining factor in people becoming homeless often due to; low wages; lower welfare payments; or where young people are living at home with friends or extended family in often insecure living situations.

In addition, research by the Albert Kennedy Trust in 2016 found that young people who are lesbian, gay, bisexual and transgender comprise up to 24 per cent of the youth homeless population with the main reasons were parental rejection, abuse within the family or being exposed to aggression and violence.

As part of the development of the strategy, officers consulted with youth organisations and held a drop-in afternoon for young people who had experienced homelessness to understand their experiences and views. From the young people we spoke to, it became clear that social housing was viewed by them as a stepping stone to support their immediate housing needs and that they were invested in relocating to secure suitable work or university opportunities with the ultimate goal being home ownership. While the sample size was small, it highlights the aspirations of young people in respect of housing.
The actions identified in the strategy will seek to prevent youth homelessness but also to offer accommodation that is appropriate for their immediate needs while also supporting long-term aspirations.

Rough Sleeping

The South Norfolk and Broadland First Step Service has been operational since August 2019. The service aims to verify reports of rough sleeping in the area and to work with those to provide a swift means of accommodation, assessment of support needs and options for longer term sustainable accommodation. The service also works closely with the Norwich City Pathways rough sleeping service. During the life of the project so far the First Step Service have responded to reports of 127 people rough sleeping. Of those 80% were male with a remaining split of 14%/6% for Female/Gender unknown.

In terms of age, just under half (48%) were aged between 18-34, perhaps reflecting the issues for young people and homelessness given above and also the lower levels of life expectancy for entrenched rough sleepers, 47 for males and 43 for males. Conversely, 4% of the people referred into First Step were aged 60+ (2F, 1M) although it should also be noted that we do not have ages for approx. 15% of the cohort. 6% of those reported identified as being disabled.

The data above provides some demographic detail of people who have been reported into the First Step Service. However, the South Norfolk and Broadland Rough Sleeper Statement clearly sets out the strategic objectives and ambitions to end rough sleeping for <u>all</u> those of no fixed abode or at risk of rough sleeping. Embedding the rapid response work we undertook with partners in relation to Covid-19, we have the opportunity to do this not just at a local level but also within the county.

5. What do you believe are the potential Communities impacts of this policy?

Please include:

- **How the policy can meet agreed priorities**
- **Evidence gathered to inform your decision**
- **Partnership organisations worked with in the development of this policy**
- **Where you have consulted, Who and How this has informed the decision/policy**
- **Any other groups impacted not detailed above**

Note: Impacts could be positive, neutral, or negative and impact groups differently

Areas of Positive Impact

Health and Mental Health

Insecurity of housing, homelessness and the threat of homelessness are major contributors to ill health, particularly mental health with studies indicating that existing health conditions are also exacerbated by homelessness or unsuitable housing.

In addition, a 2017 report by the LGA: *The Impact of Homelessness on Health* found that there are correlations between:

- Financial problems and mental health
- Housing insecurity and anxiety, stress, loss of confidence and worry about the future
- Overcrowding and mental health, particularly for children and young people
- Stress, anxiety, depression and other mental health problems and poor housing conditions
- Self-medication with alcohol and drugs.

For those who are rough sleeping, of those supported by the First Step service, 50% reported at least one mental health condition, 36% reported substance misuse and 24% reported alcohol misuse. It is likely that this is subject to underreporting and given the numbers it is also likely that some people will be experiencing one or more of these at the same time.

Both the Greater Norwich Homelessness Strategy and the South Norfolk and Broadland Rough Sleeper Statement aim to have a positive impact on Health. Priority two of the GNHS focusses on preventing homelessness and by taking a wrap-around early preventative approach we can seek to offer a multi-agency response including from health and mental health service providers to identify areas of support that will aim to reduce housing insecurity, promote sustainable options and improve health outcomes. A similar objective has also been recognised within the Rough Sleeper Statement.

In addition, supporting the introduction of the Norfolk Mental Health Hospital Discharge and Homelessness Prevention Protocol will help to prevent people from becoming homeless at the point they are discharged from a Mental Health hospital ensuring that all partner agencies including housing, health and social care are working together to facilitate the most appropriate support and accommodation for that person.

Place inc. Rurality

The sub-region of Broadland, Norwich and South Norfolk is an area of approx. 583 sq miles, just slightly less than that of Greater London and comprises a mix of urban, suburban, town and rural areas. We recognise that each area will have particular challenges in terms of homelessness, for example people who are rough sleeping may gravitate towards the urban centre where there are more likely to be specific services and a greater sense of safety in numbers and some may prefer the rural areas where there is less visibility. In addition, for other contributors of homelessness, such as DA for example, it can be harder to recognise, report and access appropriate support in rural areas (National Rural Crime Network, 2019). Local knowledge of these challenges helps us to work together to prevent homelessness, for example through our Help Hubs, while on a wider level both the GNHS and RSS seeks to contribute to the wider work taking place such as the Greater Norwich Local Plan which aims to meet local housing and economic growth needs whilst also protecting and enhancing the environment.

Poverty and Low Income

H-Clic data from 2018/19 across the 3 Local Authorities suggests that of those approaching the councils as homeless or at risk of homelessness, End of private rented sector tenancy and Family or friends no longer willing to accommodate all feature within the top four reasons for the approach.

When viewing the household types approx. 62% comprised of single adults, with a higher proportion of males and 22% were single parents with dependents with a higher proportion of females. It should be noted that these figures have been averaged over the 3 local authorities for approaches at both the prevention and relief duty stage and there will be variations, for example, 60% of approaches to Norwich City at the relief duty stage were from single males.

While not conclusive, it indicates that affordability of housing where there is only one income is an issue for households in the sub-region, particularly when considered with data above detailing a higher proportion of young people approaching for assistance.

Furthermore, private rental prices average at £404 pm in Norwich for a room in a shared property and £788 across the sub-region for a three bedroom property (ONS, 2020). Applying the salary principle of 30x monthly rent used by letting agents to determine affordability this requires an annual salary £12,409 and £23,640. For those eligible for assistance with housing costs, a welcome rise in Local Housing Allowance (LHA) rates was introduced in April 2020, however there can still be considerable shortfall for households to make up. An average of £45 pm for a room in a shared property to £82 pm for a three bedroom property. It should also be noted that locally approx. 20-25% of households in the sub-region in receipt of help with housing costs are in employment.

The GNHS prioritises financial inclusion and supporting the economic growth agendas across the sub-regional area including through improving access to skills, training and employment opportunities and delivery of affordable housing either through affordable rent or affordable home ownership. This will have a positive impact in terms of increasing housing options for our residents, maintaining that housing and reducing homelessness.

6. How is it proposed that any identified negative impacts are mitigated?

Please include:

- **Steps taken to mitigate, for example, other services that may be available**
- **If a neutral impact has been identified can a positive impact be achieved?**
- **If you are unable to resolve the issues highlighted during this assessment, please explain why**
- **How impacts will be monitored and addressed?**
- **Could the decision/policy be implemented in a different way?**
- **What is the impact if the decision/policy is not implemented?**

As stated above the Greater Norwich Homelessness Strategy and the South Norfolk and Broadland Rough Sleeper Statement seeks to have a positive effect on those who are homeless or at risk of homelessness. However, we also acknowledge that Covid-19 has exacerbated and widened inequalities, particularly amongst:

- People with a BAME background,
- People living in poverty, on low incomes or just finishing their education
- Those in unaffordable, insecure or unsuitable housing,
- People experiencing Domestic Abuse
- People experiencing social exclusion and isolation
- Those with health conditions including mental health

Looking ahead, it is believed that these inequalities and the impacts of them will become more apparent and to that end, this EqCIA will be monitored as part of the annual review process.

Signed by evaluator: Victoria Parsons/Chris Hancock

Signed by responsible head of department:

Please send your completed forms to the equalities lead Victoria Parsons to be reviewed and stored in accordance with our legal duty.

REVIEW DATE - _____
(See Page 2 for details of reviews. Please send a copy of the reviewed document to Victoria Parsons)

Appendix 2

Greater Norwich Homelessness Strategy 2020-25

Section	Subject	Page Number
	Contents	1
	Introduction	2
	July 2020: Covid-19 statement for greater Norwich homelessness strategy 2020-25	3
i.	Introduction	3
ii.	What have we learnt from Covid-19	4
iii.	Recovery Plans	4
1.	Strategic Context and Purpose	5
	1.1 Rough Sleeping	5
	1.2 Homelessness Reduction Act	5
	1.3 Duty to Refer	6
2.	National and Local Picture of Housing Market	6
	2.1 Greater Norwich Housing Market	7
	2.2 Delivery of Affordable Housing	8
3.	Homelessness Review Key Findings	10
	3.1 National Picture	10
	3.11 Summary	10
	3.12 Private Rented Sector Tenancies	11
	3.2 Local Picture	11
	3.21 Better Recording of Homelessness	11
	3.22 Approaches to Housing Options Services for Assessment under the HRA 2017	13
	3.23 Household Type Seeking Help to Prevent or Relieve their Homelessness	15
	3.24 Age Bands Owed a Prevention or Relief Duty	16
	3.25 Employment Status of Main Applicant Owed a Prevention or Relief Duty	16
4.	Development of the Strategy	17
5.	Where do we want to be? Our Vision	18
6.	How will we get there?	18
	6.1 Priority One: Develop and Deliver Flexible Housing and Support Solutions to Enable People to Safely Move on from Domestic Abuse	**18**
	6.11 Local and National Picture	18
	6.12 Actions to Support Households Experiencing Domestic Abuse	20
	6.2 Priority Two: Preventing Homelessness	**20**
	6.21 Discretionary Housing Payments	21
	6.22 How we Approach Prevention in Greater Norwich	22
	6.23 Actions: What we will do to Prevent Homelessness	23
	6.3 Priority Three: Single and Youth Homelessness	**24**
	6.31 Local Picture	24
	6.32 Engagement with Young People and External Partners	24
	6.33 Actions: What we will do about Single and Youth Homelessness	26
		26

	6.4 Priority Four: Financial Inclusion, Welfare Reform and Economic Growth 6.41 Poverty and Homelessness 6.42 Destitution 6.43 Economic Growth 6.44 Actions	28 28 29 30
7.	Monitoring of the Strategy	30
8.	Glossary of Terms	31

Introduction

This document marks the fourth occasion that Broadland, Norwich City and South Norfolk Councils have worked together to develop a homelessness strategy for the Greater Norwich area.

In doing so, we are working from the following key assumptions:

- We will offer wraparound, multi-agency services that puts the individual or household at the centre in order to prevent homelessness.
- We want to prevent and alleviate homelessness in addition to reducing the drivers of homelessness
- We will work in partnership with other statutory services, organisations and the voluntary and community sectors to achieve this.

In order to meet these assumptions, we are focussing on the following four priority areas:

1. Domestic Abuse
2. Preventing Homelessness
3. Single and Youth Homelessness
4. Financial Inclusion, Welfare Reform and Economic Growth

Furthermore, Mental Ill Health can be a significant factor in increasing the risk of homelessness in addition, for those who are homeless or at risk of homelessness there can be a higher incidence of a negative impact on mental health. In this respect, acknowledgement of Mental Health is woven through our priorities instead of as a stand-alone area.

As highlighted above, as local authorities, we cannot work in isolation to prevent homelessness and we would like to thank our Greater Norwich Homelessness Forum (GNHF) partners and wider partners for their input into the development of this strategy and commitment to work with us to implement the actions agreed.

Partner Organisations who have contributed to the development of this draft strategy are:

Adult Social Care Commissioning - Norfolk County Council
Anchor Project – Leeway
Anglia Care Trust
Aylsham Care Trust (ACT)
Breckland District Council

Change, Grow, Live (CGL)
Children's Services Leaving Care Team
Clarion Housing
Community Chaplaincy Norfolk
DWP
Integrated Offender Management - Norfolk Constabulary
Making Every Adult Matter (MEAM)
Mancroft Advice Project
National Probation Service
Norfolk and Suffolk Community Rehabilitation Company (NSCRC)
Norfolk and Suffolk Foundation Trust (NSFT)
Norfolk Community Law Service (NCLS)
Notting Hill Genesis
Orwell Housing Association Ltd
Saffron Housing Trust
Shelter
Solo Housing
Soul Foundation
St Giles Trust
St Martins Housing
Stronger Futures Leaving Care Team - Norfolk County Council
The Benjamin Foundation
The Feed
The Magdalene Group
YMCA
Your Own Place CIC
Youth Offending Team (YOT)

Contained within this strategy is an outline of key legislation implemented during the period of the previous strategy, an overview of the local and national picture. The strategy also lists our four priority areas, proposed actions and the evidence and rationale behind them.

The consultation period ran from 12pm Friday 6th March 2020 until 11:59pm on Friday 01 June 2020[1].

July 2020: Covid-19 statement for greater Norwich homelessness strategy 2020-25

Introduction

Whilst this strategy was out for public consultation the Covid-19 pandemic hit the world. Everyone has been affected by Covid-19 to a lesser or greater extent. As local housing authorities we were asked by central government to "get everyone in." We were asked by central government to "focus on people who are, or are at risk of, sleeping rough, and those who are in accommodation where it is difficult to self-isolate, such as shelters and

[1] Consultation was extended because of Covid-19 pandemic.

assessment centres." To date we have accommodated well over 100 people into safe accommodation and moved people into more permanent homes. This vital work has been successful in saving lives and keeping people safe whilst we experienced the surge in the pandemic. This work has involved close work with our County Council, health, Police and voluntary sector colleagues. Community help hubs were formed managing the delivery of food supplies and medication to the most vulnerable in the greater Norwich area.

What have we learnt from Covid-19?

There has been tremendous pressures placed on households through the country and locally. It is likely that as a result of the pandemic that there will be medium to long term affects to our economy and local population placing increasing numbers of people at risk of homelessness. In the short term we have seen worrying increases in the number of reported domestic abuse cases, especially in Norwich. Also we have seen a number of businesses close and shed jobs as a result of the economic downturn. There is genuine concern that when the ban on evictions is ended in August 2020 we will begin to see a spike in private sector evictions as a result of households struggling to juggle their household finances with increasing debt. A sign of this has been the increase of households in receipt of welfare payments to help with their housing and daily living costs. It is not clear yet for how long the effects of the pandemic will have on the economy as whole. In a recent survey carried out by the Resolution Foundation found that, "….34 per cent of new UC claimants…are having trouble keeping up with bill payments, 42 per cent have cut back on spending to prioritise housing costs, and over half have already dipped into their savings."[2] It is likely that the following groups will continue to be affected by the pandemic:

- Increased levels of domestic abuse
- Young people
- Social renters
- People living in the private rented sector

The government has provided significant help and support to people affected by the pandemic, however, help such as the uprating of Local Housing Allowance levels will make little difference to those households already affected by the continuing household benefit cap that has not been lifted or temporarily removed.

Recovery plans

Each of the three local authorities in greater Norwich has released a recovery or blueprint plan to focus our efforts to help those in our communities worst affected by the pandemic including those who have lost their jobs, are vulnerable or facing uncertain financial times in their lives as well as building and harnessing the social capital that came to the fore as a result of the adversity that was faced.

[2] Page 65, *This time it's different – Universal Credits first recession,* (Resolution Foundation, May 2020).

We are confident that the priorities that we set in the draft consultation strategy are still relevant in light of the recent pandemic but we will ensure that we will continue review and monitor these priorities during the life of the strategy.

1. Strategic Context and Purpose

The Homelessness Act 2002 requires each local housing authority to review homelessness in its area and to develop a new homelessness strategy every five years. The Homelessness Code of Guidance provides guidance on housing authorities' duties to carry out a homelessness review and to formulate and publish a strategy based on the results of that review.

1.1 Rough Sleeping

For a number of years Norwich has produced a rough sleeping strategy to help tackle and reduce the number of rough sleepers in the city. The current Norwich Tackling Rough Sleeping Strategy 2017-22 will run to the end of 2022, with a new strategy covering the Greater Norwich area running from 2022 (until 2027). South Norfolk and Broadland Councils will publish a Rough Sleeping Statement in 2020 to run until 2022, to cover the interim period before the introduction of the new Greater Norwich Rough Sleeping Strategy. The reason why we publish a separate rough sleeping and homelessness strategy is that we want to give clear focus and ownership of our efforts to reduce rough sleeping in our districts.

The focus of this strategy will be to look at the determinants of homelessness, such as:

- Youth and Single Homelessness
- Domestic Abuse
- Relationship Breakdown
- Low Income
- How we can strengthen our prevention of homelessness duties

1.2 Homelessness Reduction Act (HRA)

The Homelessness Reduction Act was implemented in April 2018.

In addition to the HRA there are two other sets of new regulations:

- The Homelessness Reduction Act (Commencement and Transitional and Savings Provisions) Regulations 2018.
- The Homelessness (Review Procedure) regulations 2018, which set out the procedures for conducting reviews under the Act and list the public authorities to which the duty to refer applies.

As well as the aforementioned, the government published a new statutory Homelessness Code of Guidance, which we as local housing authorities must have regard.

1.3 Duty to Refer

The HRA also brings in new duties to notify a local housing authority of service users they think may be homeless or at risk. This new duty has the potential to prevent more people from becoming homeless by encouraging public bodies to reduce and prevent homelessness.

In Greater Norwich alongside partners we have looked to strengthen this approach by leading and supporting work to produce a number of protocol documents that sets out our commitment to prevent homelessness. These protocols are:

- Greater Norwich & Breckland Criminal Justice Homelessness Prevention Protocol
- Joint Protocol to Address the Needs of Homeless Young People in Norfolk
- Proposed Norfolk Mental Health Hospital Discharge and Homelessness Prevention Protocol

Through this strategy we will commit to ensuring that these protocols are successful, that we are working sooner with individuals and other organisations to help stop homelessness before it begins.

In addition to this we are committed to improving the pathway for people who are homeless leaving hospital settings such as the Norfolk and Norwich University hospital and Hellesdon Hospital and will actively support and promote the long term implementation of initiatives such as District Direct through the actions in this strategy.

2. National and Local Picture of Housing Market

Nationally and locally the housing market has been surrounded by uncertainty caused by the following factors:

- Affordability issues
- Lack of stock
- Continuing political uncertainty
- Fears of interest rate rises[3]

The government (in 2018) committed itself to a target of delivering an additional 300,000 homes up to the mid-2020s. This target is short of the 340,000 units per year (for fifteen years) that the National Housing Federation (NHF) and Crisis study projected that are required to meet housing need. The actual number of net additional dwellings delivered over the past six years is

[3] Royal Institute of Chartered Surveyors (RICS), *Housing Forecast 2019*, London Dec 2018.

significantly short of these forecasts showing that meeting the required number of homes will be difficult to achieve in the future if the current housing market conditions continue.

Net additional dwellings - England, 2012/13 to 2017/18[4]

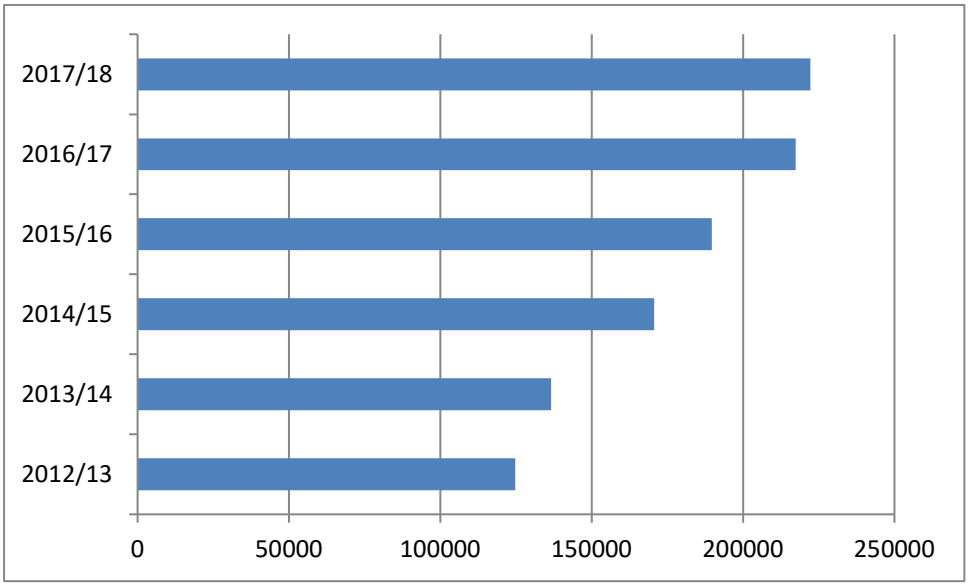


Table 1

2.1 Greater Norwich Housing Market

UK house prices grew by 0.7% in the year to July 2019[5]. In Greater Norwich we have seen larger increases in the average house price of 1.06%, 2.93%, and 2.30% in Norwich, South Norfolk and Broadland respectively pricing more people out of the housing market.

Period	BDC	NCC	SNC	UK average
July 2018	£273,721	£226,359	£285,264	£231,187
July 2019	£280.022	£228,773	£293,633	£232,710

Table 2

Measure	Broadland	Norwich	South Norfolk	Eastern Region
House price to earnings ratio[6]	9.2 to 1	7.6 to 1	9.1 to 1	10 to 1
Lower quartile house price to earnings ratio[7]	10 to 1	8.7 to 1	10.3 to 1	10.1 to 1

[4] MHCLG, *Housing supply; net additional dwellings*, England 2017/18. November 2018.
[5] Source: https://www.gov.uk/government/publications/uk-house-price-index-summary-july-2019/uk-house-price-index-summary-july-2019#about-the-uk-house-price-index ,Accessed on 19/09/2019.
[6] Source: Hometrack (accessed 19/08/2019): based on data from the latest Annual Survey of Hours and Earnings and sales and valuations over the last 12 months.
[7] Ibid.

Table 3

Whilst house prices to earnings ratios are similar in Broadland and South Norfolk areas compared to the East of England, in Norwich these ratios are lower. However, wages tend to be lower in Norwich than South Norfolk and Broadland making the option of people owning their own home more difficult especially for those people on lower incomes.[8]

2.2 Delivery of Affordable Housing[9]

The Strategic Housing Market Assessment 2017 identified the housing need per year across Greater Norwich between 2015-2036 as:

Greater Norwich		Market Housing	Affordable Housing	TOTAL
Flat	1 bedroom	61 (1,285)	130 (2,725)	191 (4,011)
	2+ bedrooms	64 (1,352)	67 (1,404)	131 (2,756)
House	2 bedrooms	154 (3,227)	136 (2,863)	290 (6,090)
	3 bedrooms	781 (16,393)	154 (3,238)	935 (19,632)
	4 bedrooms	237 (4,982)	31 (661)	268 (5,642)
	5+ bedrooms	58 (1,215)	7 (140)	65 (1,355)
Total per year (avg.)		**1,355**	**525**	**1,880**
Total for period of SHMA		**28,456**	**11,030**	**39,486**

Table 4: Source: Fig 83 Central Norfolk SHMA 2017 (annualised, figures rounded)

The affordable housing is further split into affordable housing for rent and for low cost home ownership as follows:

GREATER NORWICH		Affordable Housing for Rent	Low Cost Home Ownership	Total
Flat	1 bedroom	118 (2,488)	11 (238)	129 (2,725)
	2+ bedrooms	54 (1,131)	13 (273)	67 (1,404)
House	2 bedrooms	103 (2,153)	34 (710)	137 (2,863)
	3 bedrooms	108 (2,263)	46 (975)	154 (3,238)
	4+ bedrooms	30 (629)	8 (173)	38 (801)
Total per year (avg.)		**413**	**113**	**525**
Total for period of SHMA		**8664**	**2367**	**11,030**

Table 5: Source: Fig 85 Central Norfolk SHMA 2017 (annualised, figures rounded)

The Greater Norwich Joint Core Strategy (JCS) uses the Strategic Housing Market Assessment (SHMA) as the evidence base for Policy 4 on housing.

[8] Further information on wages will be accessible in our Homelessness review document that will be published alongside the final strategy document.
[9] https://www.greaternorwichgrowth.org.uk/planning/monitoring/ Accessed on 14/02/2020

The policy requires a percentage of affordable housing to be delivered on all developments of 10 dwellings or more, with 30% affordable housing required on developments of 10-15 dwellings and 33% on developments of 16 dwellings or more.

JCS Policy 4 also requires for a tenure split of affordable housing to be 85% affordable housing for rent and 15% as intermediate tenure.
The SHMA found that in Norwich and Broadland based on 35% of household income, 73% (203 of 278[10]) and 71%[11] of households in housing need could not afford target rent without help with their housing costs (welfare benefits) compared to 60% in South Norfolk. However, both in South Norfolk and Broadland there is a larger percentage of households able to afford affordable rent/home ownership products due to higher household incomes in those areas.

The Greater Norwich Development Partnership (GNDP) has recently published the Annual Monitoring Report (AMR) for 2018/19, which shows delivery in recent years as:

Indicator	Target	Location	14/15	15/16	16/17	17/18	18/19
Net housing completions	**Broadland - 706 pa**	**Broadland**	405	598	644	679	640
	Norwich - 477 pa	**Norwich**	249	365	445	237	927
	South Norfolk - 863 pa	**South Norfolk**	1027	765	1162	1118	1212
	Greater Norwich – 2,046 pa	**Greater Norwich**	**1681**	**1728**	**2251**	**2034**	**2779**
Affordable Housing Completions	**Greater Norwich - 525 pa**	**Broadland**	98	107	237	177	195
		Norwich	50	25	44	56	137
		South Norfolk	95	90	175	298	392
		Greater Norwich	**243**	**222**	**456**	**531**	**724**

Table 6: Source: GNDP AMR 2018/19

This table shows that in 2018/19 affordable housing completions have exceeded the current target of 525 completions per year. This marks the highest level of delivery in the last 7 years and is the first time the annual target has been achieved. This level of delivery is clearly linked to the significant increase in overall housing delivery across the Greater Norwich area.

Continuing to meet the delivery target for affordable homes will remain a challenge however. Changes to the planning system mean that affordable housing cannot be required in certain circumstances e.g. due to the vacant building credit or the prior approval of office conversions (measures which have a particularly significant impact in Norwich City).

[10] Fig 102 Central Norfolk SHMA 2017 (annualised).
[11] Ibid.

Another challenge to the delivery of affordable housing is that it has proved necessary to reduce the level of affordable housing secured on some sites to ensure that developments are viable. The authorities continue to scrutinise viability assessments submitted by developers to ensure that development meets the affordable housing target as far as possible. In addition, a number of section 106 agreements that accompany development include a “claw back” provision, which may mean that additional affordable housing will be delivered later, via a commuted sum, if viability improves.

The Greater Norwich Local Plan, which is being produced by Broadland District Council, Norwich City Council and South Norfolk Council working together with Norfolk County Council through the Greater Norwich Development Partnership (GNDP) and aims to produce an overarching plan which will help to meet local housing and economic growth needs, whilst also protecting and enhancing the environment.

Going forward the GNLP will allocate sites to deliver the required housing numbers, and will have an affordable housing requirement; however, there will be a delay before the affordable homes are completed.

Further information on the proposed GNLP can be found here: https://www.gnlp.org.uk/

3. Homelessness Review Key Findings

3.1 National Picture

3.11 Summary

The Homelessness Monitor: England 2019 concluded the following in its key findings:

- 71% of local authorities reported that homelessness had been increasing.
- The rise since 2010 in the number of households made homeless by the ending of private tenancies seem finally to have peaked.
- After rapid growth of rough sleeping since 2010, numbers have started to level in England.
- There is not enough social housing to meet housing need.
- Private sector rents seem to be falling however; growth in the private rented sector has exposed many more low-income households to higher housing costs.
- The safety net of housing benefit has now effectively ended for the bulk of private tenants in receipt of benefit across the country, whereby post-housing incomes were protected from erosion below basic benefit levels. Young people under 35 particularly badly affected by LHA and working age benefit freezes.
- Further changes to welfare reform could impact negatively on homelessness numbers, specifically the full roll out of Universal Credit.

- Most local authorities provided encouraging evidence that the HRA is enabling councils to help more people in housing need.

3.12 Private rented sector tenancies

Whilst the private sector can provide households with flexibility around types of housing in terms of where people want to live it is still the most common type of housing a person will be living in when someone asks for help at our council's housing options teams. The English Housing Survey 2018-19 found that for private renters, the average length of residence was 4.4 years, compared to 18.1 and 11.6 for owner-occupiers and social renters. Our H-CLIC 2018-19 figures show that we need to do more to keep people in their private rented homes and help stop people having to move and face unnecessary disturbance in their lives.

3.2 Local Picture

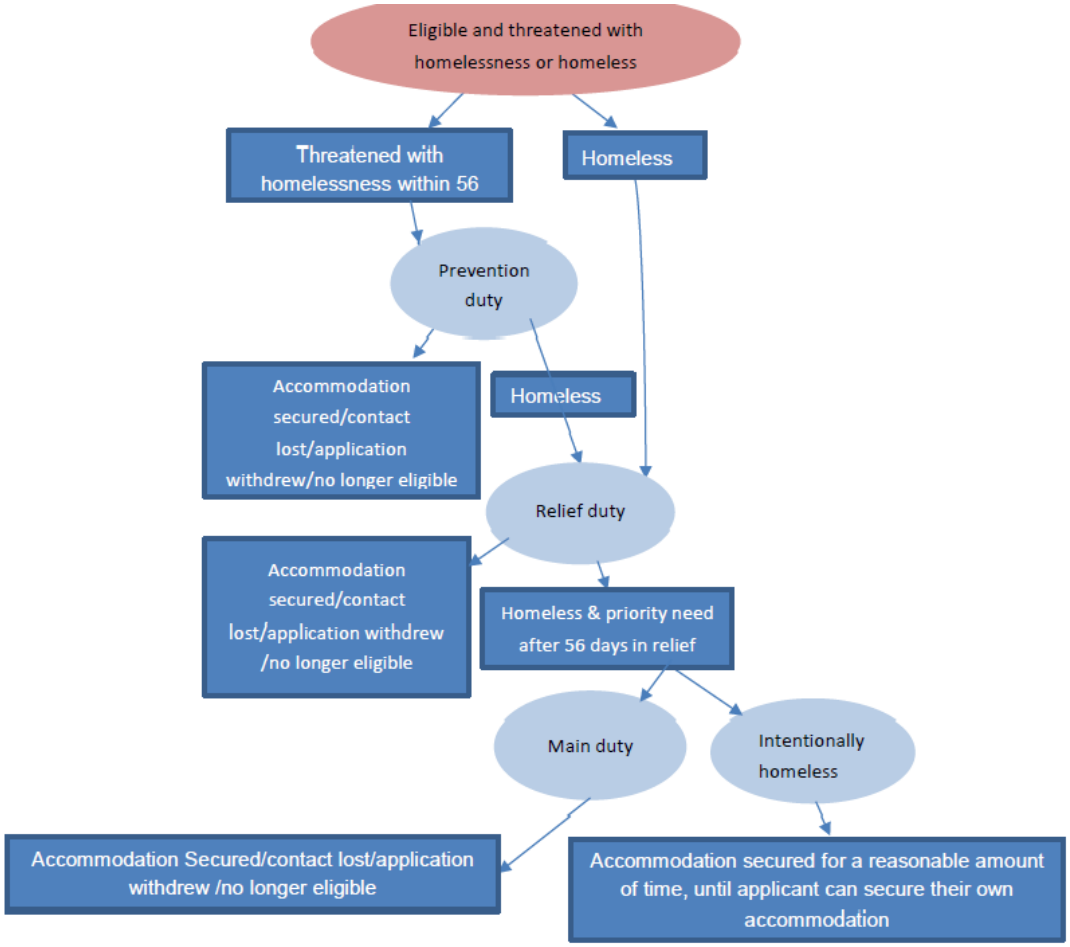
3.21 Better Recording of Homelessness

The Homelessness Reduction Act (HRA) 2017 came into effect on 03 April 2018. The act places a greater emphasis on prevention helping all those people affected by homelessness regardless of priority need. The HRA updated the Housing Act 1996, producing new prevention and relief duties for local housing authorities in England.

With the advent of the HRA, local authorities now use a more accurate method of measuring homelessness compared to previous monitoring regimes. This data should provide local authorities nationally and locally of measuring trends in homelessness and specifically which households are most at risk. Future strategies and reviews will be evidence-based in order that services can be better targeted and responsive to customers' needs.

The (experimental) data collected as part of this new legislation provides a greater depth of information on activities undertaken by local authorities to help or prevent homelessness and the outcomes of these activities. It is hoped that this information can be used to provide a greater understanding of homelessness by understanding the profile of the households that are approaching us for help. The following chart shows how a typical homeless (or threatened with homelessness) household is processed under the new legislation[12]:

[12] MHCLG, Page 3, *statutory homelessness statistical release*, England 2018/19, (March 2019).

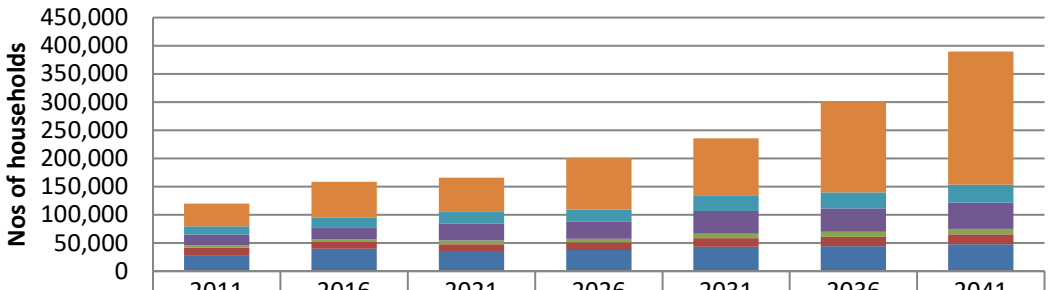


We are likely to see increases in the number of homeless households in Greater Norwich by around 4.5% from 2021 to 2026, according to an analysis using the Core Homelessness Model for the South of England in which Greater Norwich is situated for the purposes of this study. [13]

The study looks at what measures could reduce the rise in core homelessness. The study considers a number of scenarios:

- Cessation of welfare reductions
- Increase in supply of new housing (including affordable, especially in the South of England)
- Extensive homelessness prevention activity by local authorities
- Regional convergence in economic growth by rebalancing growth in areas outside of London and the South East

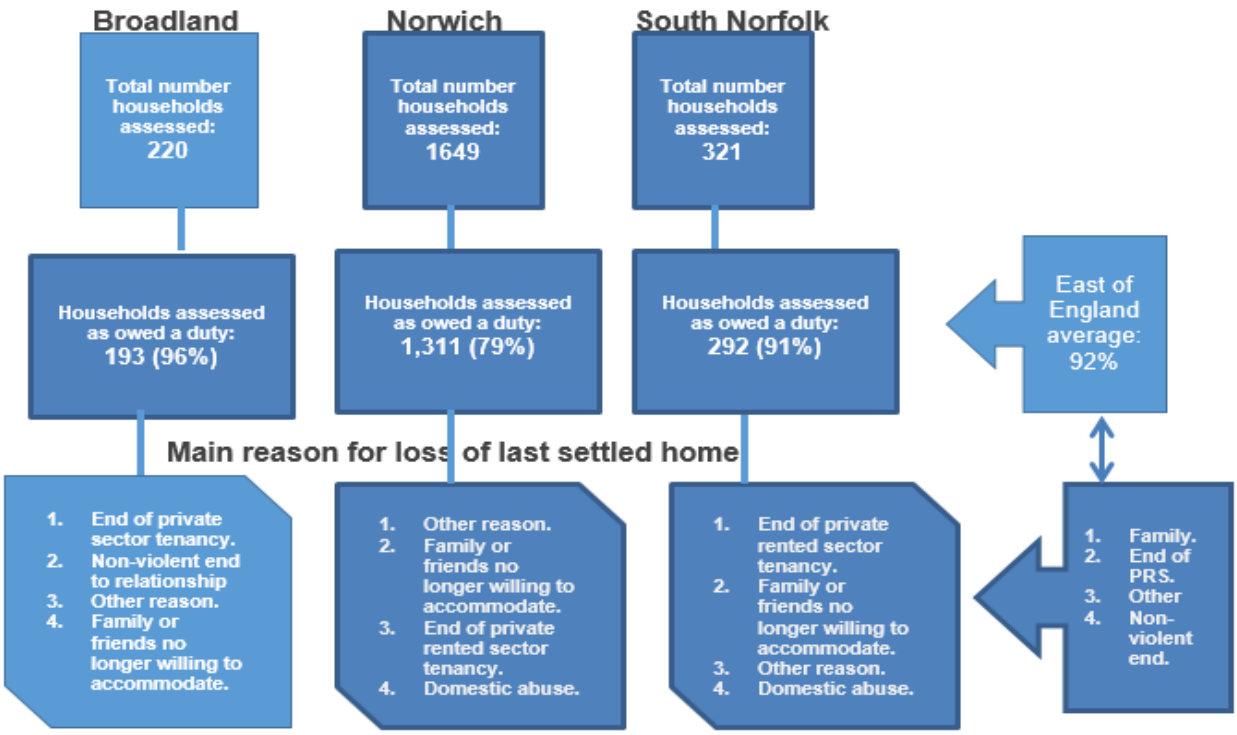
[13] Bramley, G, 2017, *Homelessness projections: Core homelessness in Great Britain, Summary report*, Heriot Watt University.



	2011	2016	2021	2026	2031	2036	2041
G London	40,500	63,300	60,800	91,400	102,100	160,100	236,600
Midlands	14,700	18,600	20,800	21,700	27,000	28,400	31,500
North	19,300	20,000	29,300	30,100	40,200	41,600	46,800
Wales	3,600	5,100	6,800	6,500	7,900	8,700	9,300
Scotland	13,400	11,800	12,200	13,700	15,200	16,600	18,100
South	28,400	39,900	35,800	37,400	43,300	44,500	47,500

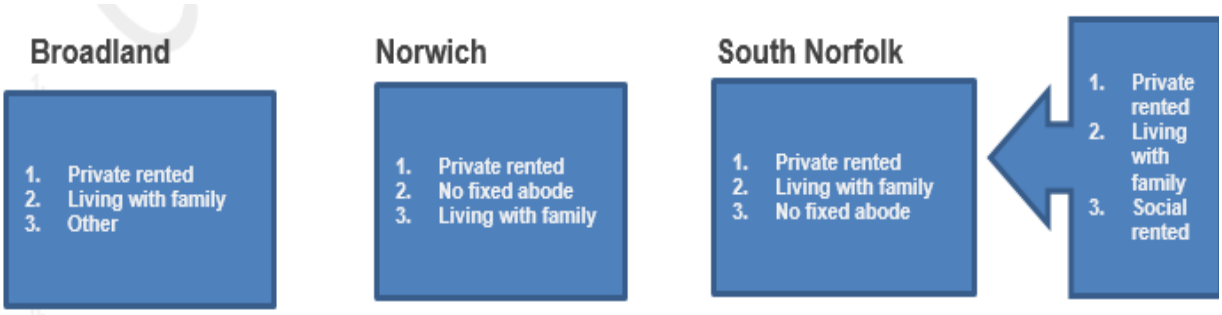
Table 7

3.22 Approaches to Housing Options Services for Assessment under the HRA 2017



The above diagram below shows the number of approaches to our Housing Options teams by households in 2018/19 by households stating that they are homeless or threatened with homelessness.

The statistics show that there were 2,190 households accessing the housing options teams in Greater Norwich, of these 82% were assessed as owed a duty. The main reason for loss of settled home in two of the three districts was end of a private sector tenancy. In Norwich, this reason was the third highest for a household losing their last settled home. It is likely that due to the experimental nature of the analysis, and the high number of 'others' recorded that this was the main reason for loss of last settled home in Norwich as well. The following statistics perhaps provide a clearer indication of the type of tenure households were in at the time of their application:



In common with the Eastern region, private rented is the tenure that most people are living in when approaching their housing options team for help with their housing situation. Living with family is in the top three most common tenures of the Eastern region and Greater Norwich areas, perhaps reflecting the younger cohort of people who face family eviction from their parents. No fixed abode is recorded in the top three of both Norwich and South Norfolk and is likely to include people in very temporary housing such as sofa surfing. In the East this is the fourth most common type of accommodation so it would suggest that both Norwich and South Norfolk are not that dissimilar.

Our approach in Greater Norwich is to try to prevent homelessness before it happens and ideally, persons at risk of homelessness will seek help before they become homeless and will work with every individual producing a Personalised Housing Plan (PHP). The following table shows the situation households find themselves in when they approach us for help.

	Broadland		**Norwich**		**South Norfolk**		**East**
	Nos	%	Nos	%	Nos	%	%
Households Prevented	102	53	876	66	166	57	56
Households Relief	91	47	435	34	126	43	44

Table 8

Both South Norfolk and Broadland councils are comparable to the East in the percentage of people who have their homelessness prevented. In Norwich, we reported a 10% higher figure (than the East) for households prevented from becoming homeless.

3.23 Household Type Seeking Help to Prevent or Relieve their Homelessness

The following information shows the household types that are seeking help with their housing. This information helps us understand the characteristics of the types of households who approach us so that we can put in place more effective interventions.

In Greater Norwich during 2018/19, the most common household type to seek preventative help were single households. This accounts for 66% of all prevention cases in Norwich, 54% in Broadland and 48% in South Norfolk. This household type (in the 2011 Census) accounted for 38%, 26% and 26% of all households in Norwich, Broadland and South Norfolk respectively. This number is even higher when we consider the number of single households who seek help with their homelessness when they are already homeless (relief) ; 83% of all relief cases in Norwich, 62% in Broadland and 61% in South Norfolk compared to 66% in the East. The majority of households who seek help when they are already homeless are single males although in South Norfolk and Broadland the gap is much smaller than Norwich.

	Prevention/Relief			
Household type	**BDC**	**NCC**	**SNC**	**East**
Single parent with dependents – Male	6/3%	1/1%	2/4%	3/3%
Single parent with dependents - Female	21/26%	19/9%	25/17%	30/20%
Single parent with dependents – Other/Gender not specified	0/0%	0/0%	0/0%	0/0%
Single adult - Male	25/33%	43/60%	31/45%	23/45%
Single adult - Female	29/29%	23/23%	17/16%	20/21%
Single adult – Other/gender not specified	0/0%	0/0%	0/0%	0/1%
Couple with dependent children	8/4%	8/1%	8/10%	13/5%
Couple/two adults without dependent children	10/4%	5/4%	13/7%	7/5%
Three or more adults with dependent children	1/0%	1/1%	2/0%	1/1%

	Prevention/Relief			
Household type	**BDC**	**NCC**	**SNC**	**East**
Three or more adults without dependent children	1/0%	0/0%	1/1%	1/0%
Not known	0%	0%	0%	0%

Table 9

3.24 Age Bands Owed a Prevention or Relief Duty

Age is clearly a determining factor in people becoming homeless of those households that were owed a Prevention or Relief duty often due to; low wages; lower welfare payments; or where young people are living at home with friends or extended family in often insecure living situations. The following table shows age groups (top 3) as a percentage owed this duty in 2018/19:

Area/Age band	East of England	Broadland	Norwich	South Norfolk
18-24	21%	25%	24%	20%
25-34	31%	30%	29%	27%
35-44	22%	26%	24%	20%

Table 10

Both Norwich and Broadland recorded higher numbers of 18-24 year olds than the Eastern region average.

3.25 Employment Status of Main Applicant Owed a Prevention or Relief Duty (compared to ONS Population Survey)[14]

Employment status	East	BDC	NCC	SNC
Registered unemployed	19.97%	8.8% (2.3%)	25.63% (4.1%)	11.99%
Not working due to long term illness/disability	19.63%	21.76% (n/a)	18.54% (26.4%)	31.16%
Full time work	16.09%	20.73%	17.70% (73.3%)	16.78%
Part time work	14.20%	25.91%	11.14%	11.64%
Not seeking work/at home	11.76%	10.36%	6.18%	13.01%
Not registered unemployed but seeking work	4.22%	2.07%	5.57%	1.71%
Retired	2.79%	2.07%	1.68%	6.16%
Student/Training	1.51%	0.00%	1.53%	2.74%
Other	4.71%	3.63%	7.48%	2.74%
Not known	5.12%	4.66%	4.58%	2.05%

Table 11

[14] https://www.nomisweb.co.uk/reports/lmp/la/1946157237/report.aspx?#ls accessed on 05/02/2020

The employment status of someone who is homeless can have significant consequences for their ability to afford a home. In addition, it is imperative that when people approach us for help that they can continue to stay in employment whilst they receive help to resolve their homelessness. Both Broadland and South Norfolk record lower levels of people asking for help who are unemployed compared to the East. Norwich saw nearly 6% more people who were unemployed compared to the Eastern region average. Around 47% of people who came in to Broadland were in some form of employment compared to 29% and 30% in Norwich and South Norfolk (similar levels to the East). Both Broadland and South Norfolk recorded higher percentages of people who were not working due to long-term illness/disability. Whilst recorded levels of people not working due to a long-term illness are high as a percentage of the working age population (26.4%) in Norwich we saw similar levels to the Eastern region.

4. Development of the Strategy

This is the fourth Greater Norwich Homelessness Strategy that has been produced since 2007. Although led by a small working group comprising a partner lead and the three local housing authorities the process has been co-produced by representatives from the 30 or so different organisations that actively participate in and contribute to the Greater Norwich Homelessness Forum (GNHF).

The Strategy you see before you today has been created over an 18 month period and has been influenced by

- The results of the Greater Norwich Homelessness Review 2018/19 with partners in the GNHF
- Feedback from a series of stakeholder workshops held in 2019
- National and Local Policy

This Strategy will take a more holistic look at homelessness, considering the wider impacts that being without a home can have on an individual whilst recognising that these often come at a high cost – to the individual, the wider community and to the services which seek to minimise the effects of being homeless.

Ultimately it is our aim to reduce the chances of homelessness occurring in the first place and for this reason prevention is at the heart of this strategy. By using early help approaches we will prevent people from becoming homeless in the first place and where this is not possible we will strive to reduce the likelihood that individuals will suffer long term effects of being homeless.

5. Where do we want to be? Our Vision

"Greater Norwich is a place where agencies work together to support people who are, or may become homeless. By putting people at the heart of our service delivery we can create a wrap-around offer that helps people to take control of their own circumstances earlier, and stopping them from becoming homeless will be our main aim. This will provide people with a firm platform where their health and wellbeing, employment or training opportunities are either maintained or improved."

We will look to achieve this vision by committing to the following four priorities:
1. Domestic Abuse
2. Preventing Homelessness
3. Single and Youth Homelessness
4. Financial Inclusion, Welfare Reform and Economic Growth

6. How will we get there?

6.1 Priority one: Develop and Deliver Flexible Housing and Support Solutions to Enable People to Safely Move on from Domestic Abuse

6.11 Local and National Picture

During the financial year 2018/19 in Greater Norwich 234 households said that the main reason for the loss of their last settled home was because of domestic abuse. It is likely that this number is higher due under reporting. The reported number of 234 can be split geographically as follows:

- Broadland – 15 households
- Norwich – 177 households
- South Norfolk – 42 households

Nearly one in ten households that approach our housing options teams in Greater Norwich will do so because they are fleeing domestic abuse of some kind, often because they lack the economic resources to secure alternative accommodation after leaving an abusive relationship

National statistics state that almost 1 in 3 women aged between16-59 will experience DA in their lifetime (ONS, 2019) while an estimated 20% of children in the UK have lived with an adult perpetrating DA (NSPCC, 2011). At the opposite end of the age spectrum, Safelives reports that on average, older victims experience abuse for twice as long before seeking help as those aged under 61 and nearly half have a disability. (Safelives 2016).

While we recognise the disproportionate impact of DA on women and children it should also be noted that for those who identify as LGBTQ+, research from Stonewall (2018) suggests that 11% of the LGBT+ population have experienced domestic abuse in the previous 12 months; twice as high as the population as a whole. For bisexual women this increases to 13%, and for

Trans or non-binary people to 19%. For men, approx. 4.2% of men suffered domestic abuse in 2018 (ONS). The comparative figure for women is 7.9%

Often the immediate need of a survivor fleeing domestic abuse is safety. Some survivors can stay safely in their home with adaptions to make the home safe. In other cases, people will need some form of transitional housing like a refuge or safe house to help bridge the gap before returning to independent housing. This time can be very unsettling for survivors and their families and the role of housing options teams is to ensure that the transition to safety and future housing options are available.

The national No Woman Turned Away[15] project through Women's Aid provided specialist support to women who faced barriers in their search for a refuge place after fleeing domestic abuse. The barriers may have been due to specialist needs, such as mental health support, no recourse to public funds or supporting four or more children. Of the 309 women supported through the duration of the project, while waiting to access a refuge space; 136 women sofa surfed with relatives, friends and even strangers; 22 women slept rough; 5 women slept rough with their children and 1 woman slept rough while pregnant. Additionally, 59 women experienced further abuse from the perpetrator and 30 women either remained or returned to the perpetrator. It should be noted that this report relates to a small cohort of women, however it highlights the vital importance of an appropriate and safe space to stay when fleeing domestic abuse.

Although there is always, opportunity to improve the offer and co-ordination of support available to those who have experienced Domestic Abuse it is important that we continue to contribute to the current systems. Crucial to this is the MARAC (Multi agency risk assessment conference) and the associated DASH assessment. Through this co-ordinated approach, partners consider the risk and required assistance on a daily basis making sure that there is no delay or gaps in provision provided to those experiencing DA. The DASH report also provides a tool to all professionals to make sure the correct questions are used whilst also ensuring consistency throughout the County.

Through our homelessness review consultation events to help inform this strategy the following issues were raised (in no order of importance):

- Welfare benefit issues with people with no recourse to public funds in refuges making it difficult for them to stay.
- Affordability issues for people accessing refuges who are working as rents are relatively high.
- Alternative affordable accommodation options for people who do not want to access a refuge.

[15] https://www.womensaid.org.uk/no-woman-turned-away/

6.12 Actions to Support households Experiencing Domestic Abuse

1. Develop and deliver flexible housing approaches to meet the needs of people fleeing domestic abuse, including male victims, people who identify as LGBTQI+ and those with more complex needs, across all tenures that are not currently being met by joint working with voluntary and statutory sector agencies.

2. Provide a consistent Greater Norwich response across our Help/Community Hubs through our funded domestic abuse services and ensuring that resource capacity is sufficient to meet expected demand.

3. Work with DA Services and the Mancroft Advice Project/Youth Advisory Boards to develop a Freedom/Power to Change course for young people.

4. Supporting the outcomes of the proposed Domestic Abuse Bill including the potential for new statutory duties for Tier 1 and Tier 2 authorities to convene DA Partnership Boards for commissioning of 'domestic abuse safe accommodation.'

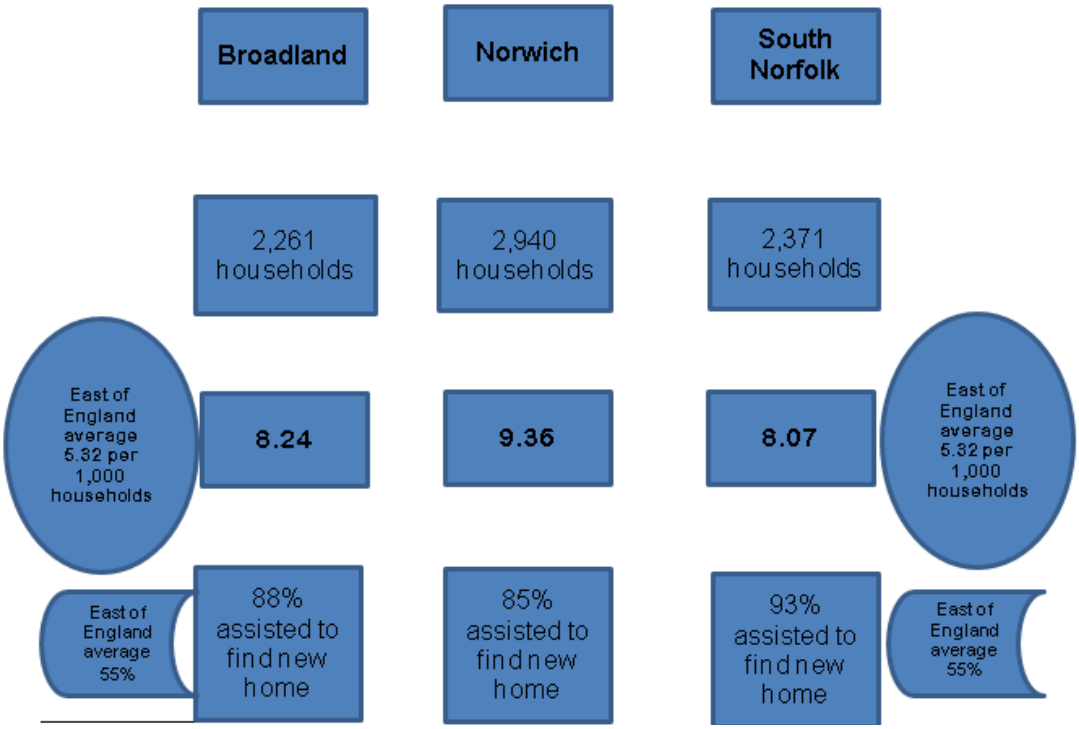
5. Ensuring specific provision to overcome challenges for those living in a rural area (Particularly relevant for Broadland and South Norfolk District areas).

6.2 Priority Two: Preventing Homelessness

All three local district housing authorities in Greater Norwich has a strong record in preventing and relieving homelessness, the data (from 2013/14 to 2017/18) below shows the number of households that were helped by our housing options teams.[16] The data below also shows a comparative analysis of our homelessness prevention and relief statistics with the rest of the East of England average (per 1,000 households).

[16] This data recording system no longer exists, being superseded by the HRA Act 2017 statistical recording requirements.

Prevention and Relief Statistics for Greater Norwich



6.21 Discretionary Housing Payments

All local housing authorities (LHAs) can access Discretionary Housing Payments (DHP). The scheme allows LHAs to make financial awards to people experiencing financial difficulty with housing costs who qualify for housing benefit or universal credit housing costs. The Government has provided DHP since the introduction of welfare reforms in 2011. Specifically the fund is to help those affected by the following changes:

- Benefit cap
- Removal of the Spare Room Subsidy (Bedroom Tax)
- Local Housing Allowance shortfalls
- Households in financial difficulty

In total during 2018/19 in Greater Norwich £773,934 was awarded (Broadland £128,973, Norwich £469,892 and South Norfolk £174,897) for these purposes and can be broken down as follows (rounded up):

LHA	Benefit Cap	Bedroom Tax	Local Housing Allowance Shortfall	Core Housing Costs
Broadland	21%	44%	22%	13%
Norwich	21%	61%	9%	10%
South Norfolk	28%	41%	18%	12%

Table 12

Figures would suggest that across greater Norwich the households at greatest risk of homelessness have been subject to the removal of the spare room subsidy (bedroom tax). The difficulty for people living in properties that are larger than their requirements is the lack of smaller accommodation being available. The second highest is the benefit cap and this is more likely to affect families with children. Research has found that nationally lone parents head three-quarters of affected households.[17]

As the above evidence shows these households affected by welfare reform are more at risk of becoming homeless. The funding allocation for 2019/20 has reduced by 15% compared to 2018/19. This reduction potentially could affect the numbers of households we can help who are struggling to keep a roof over their heads.

6.22 How We Approach Prevention in Greater Norwich

Broadland and South Norfolk

South Norfolk and Broadland, through their one team approach, have created a model whereby prevention is key in managing resource pull**,** allowing ever more focus on preventing people from facing the incredibly stressful situation where they do not have the security of a home for themselves and their family. We have taken the proactive decision to bring our Housing and Benefit teams together under one management team providing a seamless service to residents. Included within this team are; Housing Solutions Officers, where proactive and outcome focussed decisions are expected; Support Advisers who provide floating support and training, specially trained visiting Benefit Staff who can quickly ascertain housing concerns and full utilisation of our Discretionary Housing Payment fund to make sure we achieve our aim in providing sustainable accommodation to all those who need it

The Housing and Benefit teams are also located within our Help Hub which comprises over 30 partner agencies that deliver 52 different specialisms that all aid in preventing homelessness. Included within are Debt and Welfare advice, Domestic Abuse Advisers, Social Services, and the Police in addition to links with the Norwich City Pathways service and Mental Health support for those at risk of homelessness. This provides easily accessible holistic advice and support to people. The Community Connectors provide a Help Hub presence in our communities, delivering a Social Prescribing programme. Connectors are trained in recognising potential housing issues. This early identification is key for residents to obtain early access to a package of services that meet their needs.

Norwich

Since 2007, NCC has used a prevention-based approach to dealing with homelessness. In the intervening period, this has led to the council being awarded ‘Regional Champions’, ‘Trailblazer’ and ‘Gold Standard’ status to

[17] Page XXIII – 1, CRISIS, *The homelessness monitor: England, 2019.*

recognise the success of our commitment and approach to the prevention of homelessness.

We are committed to providing an accessible service, with duty Homelessness Prevention Advisers available daily on a drop-in basis, providing expert advice to clients in housing need. Through all other channels, Housing Options Officers deal with all of the department's contact, ensuring specialist advice at the first point of contact for all.

Our focus on specialism in housing advice and support extends to the provision of specialist co-ordinators in the areas of domestic abuse, rough sleeping and the private rented sector.

We provide a range of options to our clients and projects which originated in our housing options service including 'LetNCC', which provides 300 units of privately leased accommodation to clients in housing need and 'The Feed', a social enterprise which helps help people who have experienced homelessness, helping people access long term housing, training and employment.

6.23 Actions: What we will do to Prevent Homelessness

1. Continue to monitor the progress of the following protocols including:

- Greater Norwich & Breckland Criminal Justice Homelessness Prevention Protocol
- Joint Protocol to Address the Needs of Homeless Young People in Norfolk
- Proposed Norfolk Mental Health Hospital Discharge and Homelessness Prevention Protocol

2. Undertake quarterly analysis of H-CLIC data to deliver service improvements, monitor levels of homelessness and report this to the Greater Norwich homelessness forum and members.

3. Increase the number of households at risk of homelessness staying in their own homes following contact with our housing options services.

4. Seek to identify funding to deliver upstream homelessness prevention in places of education including wider family networks.

5. Taking a person centred approach - work with our partners in the voluntary and statutory sector to ensure that we use our combined resources effectively to prevent homelessness (for example commissioning of services).

6. Identify gaps and celebrate success in homelessness prevention with members of the Greater Norwich Homelessness Forum to inform and improve service delivery across the statutory and voluntary sector.

7. Identify shared training opportunities with Greater Norwich Housing Options teams and other agencies.

6.3 Priority Three: Single and Youth Homelessness

6.31 Local Picture

What we mean by single homelessness people in the context of this priority is predominantly people in the 16-35 year old age group. Unfortunately, too many people in this group are threatened with, or become homeless in Greater Norwich; this is both a local and a national problem.[18] [19] Through our homelessness review we found that as a whole 55, 53 or 47% (BDC, NCC and SNC) of presentations in 2018/19 were from people in the 16 to 35 year old age group. As previously mentioned both Norwich and Broadland saw slightly higher levels of presentations from this group compared to the Eastern average of 52%; South Norfolk saw slightly lower levels. As a proportion of the population this age group is disproportionately affected by homelessness than older people making up 19% (in BDC and SNC) and 36% (NCC) of our total populations.[20]

Recorded numbers of 16/17 year olds approaching the Greater Norwich Councils are very low with only 5 individuals approaching for help during 2018/19.

Nationally over the last decade there has been an increase of nearly 700,000 of 20 – 34 year olds living with their parents (this is a 28% increase). The number of households headed by younger people has also fallen in the last decade; rates are 32% lower in London and the South East.[21] This is reflected locally in the number of people who become homeless following family or parental eviction. All three local authorities in Greater Norwich recorded this accommodation situation (living with family) when they approached us for help as one of the top three reasons for their homelessness. Locally, specialist young person services like Mancroft Advice Project have seen an increase of 23% from 2016 to 2018 in the number of young people accessing their young person housing advice service over the past three years.[22] The main reasons for seeking advice were:

- Housing options
- Obtaining hostel accommodation
- Applying as homeless

6.32 Engagement with Young People and External Partners

As part of preparation for this strategy, we consulted statutory, voluntary sector partners and young people to ask them what they thought the priorities

[18] 16 to 25 year olds
[19] 26 to 35 year olds
[20] https://www.norfolkinsight.org.uk/population/report/view/b15822d80ec54439bb12134b7c857bb9/E07000149 Accessed on 12/02/2020.
[21] Page XIV, The CRISIS, *The homelessness monitor: England, 2019.*
[22] Mancroft Advice Project saw 375,421 and 463 young people in the years 2016, 17 and 18.

where for young people. These are a selection of what they thought at a Greater Norwich Homelessness Forum in December 2018 and January 2019:

Issue	Comments
Care leavers and transitioning to adulthood	Improve variety of options to meet different needs Maintain Joint Protocol to Address the Needs of Homeless Young People in Norfolk Use Personalised Housing Plans (PHPs), include goals and a “plan b” with other options e.g. crisis/respite even when in current accommodation.
Preventative work	18 plus young people should need support (include housing advice and budgeting) and this should be default offer. Proactive work with schools should be considered and other agencies.
Partnership working	Better connection between districts and Children Services needed 21-25 year olds not engaging with Children Services or Adult Social Care. Should be better signposting for support.

Table 14

We also spoke to young people who had experienced homelessness and members of the Youth Advisory Board around what their views were around homelessness. We used the St Basils Positive Pathway Framework model to develop their thoughts and suggestions. A sample of their responses are as follows.[23]

Subject	Comments
1. Intervention at earliest opportunity to stop youth homelessness	Mandatory education in school that demonstrates key home management and tenancy skills. This should include finance management, taxes and welfare support, where to go for housing support and what to do in housing emergencies. Support services should be easily accessible. Address perceived stigma of social or supported housing.
2. Safeguard young people	More supported housing for young people with less requirements.

[23] The full response from the Youth Advisory Board members will be included in the Greater Norwich homelessness review document and will be published alongside the final strategy.

Subject	Comments
	Independent support workers offered to help young people find and maintain a home. Local support groups in schools or community areas for people struggling with housing issues or homelessness. Specialist support for LGBTQI+ youth. This should include mediation for families.
3. Improve transition for young people to independence	More housing available to young people on benefits and low incomes in areas close to amenities and are inexpensive to run and live in such as Passiv-haus.
4. Develop specialist housing services and intervention	Independent support workers offered to young people to support finding and maintaining a home.

Table 15

6.33 Actions: What we will do about Single and Youth Homelessness

1. Consider and explore options for additional support to help single young people find and maintain a home.

2. Enable the provision of affordable single person homes.

3. Explore funding streams to provide mediation for young people and families before crisis wherever possible.

4. Seek to achieve a commitment from all housing providers to identify, promote and further develop specific models of housing supply that helps young adults gain independence.

6.4 Priority four: Financial Inclusion, Welfare Reform and Economic Growth.

The increase in the cost of housing is one of a number of areas that have had a sustained impact on the cost of living (explored in more detail below). In addition, the range of sustained austerity measures implemented since 2010 and the increase of necessary expenditure is putting unsustainable pressure on people and families finances.

Those on low incomes are less likely to have access to the best offers and interest rates for bank accounts and credit borrowing. They are also more likely to be paying more for their utilities and insurance products.[24] For those living in rural areas, this gap can be more pronounced as public transport options are limited and, where the household has access to a car, this could be through high interest credit or could be for a much older car which will have

[24] Select Committee on Financial Inclusion 2017

an increased likelihood of higher tax and maintenance costs. Similarly, choice can be reduced even in the simple terms of how groceries are purchased and access to the internet. Either because it is too expensive or there is a lack of suitable options in the area in which they live.

To add, the implementation of self-serve technology is becoming more widely spread. With sustained pressure on public sector finances, organisations may turn to technology to streamline how services are accessed and to provide efficiencies. UC being the best-known example of this. Self-serve can be a positive step as it allows people to access a more flexible service at the time that suits them. However, this needs to be provided as a suite of options to meet the accessibility requirements of our residents, for example, those without internet access and those with additional support or complex needs.

Welfare reform, often prompted by Universal Credit has caused hardship within the sub-region.[25]The principles of Universal Credit are sound in that they aim to allow people to be prepared to move into work, gain greater budgeting capacity and react quickly to changes in income thus avoiding overpayments and debt. Where there have however, been continued issues, is through its implementation and where it has been used to create savings throughout the period of austerity the country has faced.

Linked to this is the use of zero hours contracts and the gig economy, employment types which have grown exponentially within the last 6 years and with those who work in this sector more likely to claim UC as an in-work benefit. There are some advantages to this type of work for some people, in that they provide flexibility to workers who do not want to commit to contracted hours. However, uncertain hours, low pay and concerns over the administration of UC makes it difficult to budget too far ahead and decreases resilience where individuals may seek other, more sustainable, training and employment opportunities.

In terms of the cost of housing in relation to income, the latest figures show that in recent years rents in England and Wales have grown 60% quicker than wages.[26]Those who previously would have purchased are finding the prospect much more difficult.

Additionally, this is represented through the Local Housing Allowance gap between what is actually available to those claiming Housing Benefit or the Housing element of Universal Credit and rental charges within the region. A recent published report[27] found that nationally only 5.6% of homes that are advertised fall within or below what is available within the benefit system. To add to this many Landlords are refusing access to their properties to those claiming benefits.

[25] The Trussell Trust 2019
[26] (Shelter 2018).
[27] McClenaghan et al, 2019

The ongoing increase in the pull on people's finances can make the prospect of purchasing or even privately renting a property unachievable meaning that options for the simple provision of a home are significantly reduced.

6.41 Poverty and Homelessness

"There is also now extensive international evidence on the interrelationship between poverty and domestic violence,[28] which in turn is a key trigger for homelessness amongst women and children.[29] Thus people facing poverty may find their social as well as material capital depleted, while also being more likely to experience personal circumstances that lay them open to homelessness, again reinforcing the potential interconnectedness between structural and more personal or interpersonal causes of homelessness."[30]

We also know that family and other 'anchor' social relationships – argued to be an especially important 'buffer' to homelessness[31] – can be put under considerable strain by the stressors associated with poverty in the household.[32]

Research by Crisis[33] has found, based on extensive research that the drivers of homelessness in its different forms are:

- Poverty
- Availability of housing that is affordable and accessible
- Extent that local authorities employ the full range of prevention measures
- Use of unsuitable forms of temporary accommodation
- Demographics of people including age and household composition (single people and lone parents) and persons with complex needs

6.42 Destitution[34][35]

A report by the Joseph Rowntree Foundation (JRF) published in 2017 updated an earlier study in 2015 providing an overview of the level of destitution in the UK and the main drivers for its existence. Destitution was measured using face to face interviews and a review of quantitative data

---

[28] Fahmy *et al.*, 2016
[29] Hutchinson *et al.*, 2015
[30] Bramley & Fitzpatrick, *Homelessness in the UK: who is most at risk?*, Housing studies,2018
[31] (Johnson et al., 2015; Lemos, 2000; Tabner,2010
[32] Ibid. Johnsen & Watts, 2014; Pinderhughes et al., 2007
[33] Bramley,G,2017, *Homelessness projections: Core homelessness in Great Britain, Summary report*, Heriot Watt University
[34] People are destitute if:
a) They have lacked two or more of these six essentials over the past month, because they cannot afford them:
- shelter (have slept rough for one or more nights)
- food (have had fewer than two meals a day for two or more days)
- heating their home (have been unable to do this for five or more days)
- lighting their home (have been unable to do this for five or more days)
- clothing and footwear (appropriate for weather)
- Basic toiletries (soap, shampoo, toothpaste, toothbrush).

[35] Fitzpatrick, S & Bramley, G et al, *Destitution in the UK 2018*, JRF, 2018.

provided district level national-level estimates. People found destitute were more likely to be:

- Migrant groups
- Single men under 35
- Living in rented accommodation or are living in temporary or shared living arrangements
- Sleeping rough

The study found that there were a number of reasons for why people fell into destitution including:

- Multiple debts
- Benefit gaps, delays, sanctions and freezes
- Disability and ill health
- Housing benefit not covering rental costs
- Low paid work with erratic hours worked
- Relationship breakdown (including domestic abuse) combined with debt and housing difficulties

Norwich (and Oxford) was found to be in the top decile on overall estimated destitution in the UK amongst predominantly former industrial centred local authorities and inner London Boroughs. The table below compares Norwich to the other greater Norwich local authorities (10=high to 1=low).

Area	Migrant	Complex Needs	UK other	All destitute
Norwich	8	10	8	10
South Norfolk	3	5	1	2
Broadland	1	5	2	2

Table 16

6.43 Economic Growth

The built-up Norwich urban area extends beyond the Norwich City Council boundary, with extensive suburban areas on the western, northern and eastern sides. The population of the urban area is estimated to be 220,000; around 28 per cent of the urban population lives in Broadland and a further 7 per cent lives in South Norfolk.

The city centre of Norwich is a catalyst for economic growth across Greater Norwich, encouraging investment into the area. However an ongoing trend has been a movement of jobs away from the Norwich local authority area to the urban fringe. Much of this has been brought about by the provision of high-quality office space in out-of-town business parks in the adjoining local authorities. In addition, market towns at Diss, Harleston and Aylsham and

other local employment sites provide accessible employment for rural areas.[36] [37]

One of the key roles Councils play in the sustained delivery of economic opportunities is by attracting the right business for our demographic, future proofing our economy to make sure that there are suitable opportunities to our residents. Where opportunities to diversify present themselves, It is vital that we co-ordinate, alongside the DWP and partners, for example, the New Anglia Local Enterprise Partnership (LEP); and the Greater Norwich Growth Board (GNGB) in addition to training providers to make sure that our residents are well placed to meet the demands of businesses located in our districts, ensuring our area remains attractive to investment.

Our role as local planning and housing authorities closely compliments economic growth delivery, in addition to making sure those who need extra support have access to it.

6.44 Actions

It is essential that the role of the Greater Norwich Councils is to co-ordinate and prioritise economic sustainability and growth to provide access to opportunities for our residents.

1. Supporting the Inclusive Growth agenda at a County and Local Authority level – Improving access to skills, training and employment opportunities

2. Building the right properties - Learning from the great achievements made within each Council over the last 5 years and to continue to produce sustained delivery of affordable housing and social energy efficient properties with sustainable tenures.

3. Economic Delivery – Support and enable the delivery of the ambitions of the Economic Strategies and the Greater Norwich Local Plan across the local authority areas,

4. Explore and develop our offer to increase accessibility and availability – ensuring we can enable residents and customers to access services at the right time and location for them

7. Monitoring of the strategy

To ensure we are taking a proactive approach to preventing and reducing homelessness, we will review this homelessness strategy annually with our partners through the Greater Norwich Homelessness Forum (GNHF) and its thematic sub-groups.

[36] Norwich Economic Strategy 2019-2024
[37] https://www.gnlp.org.uk/assets/Uploads/Reg-18-Final-Strategy-Document-0702.pdf

The 2021 review will take place as part of the work into the next iteration of the Rough Sleeper Strategy 2022-2025.

The GNHF will also provide annual review and challenge points to measure that we are achieving the actions set out in this strategy and help us to identify where they may need to be amended, for example to meet a priority not currently identified or where there are changes in legislation.

8. Glossary of Terms

Term	Definition
Bedroom Tax	Formally known as the 'Spare Room Subsidy'. Housing Benefit or Universal Credit Housing element is reduced if classed as having one or more spare bedrooms in a council or socially rented property. The maximum rent that can be covered is reduced by: 14% for 1 spare bedroom 25% for 2 or more spare bedrooms
Benefit Cap	Limit on the total amount of certain benefits you can get if you are working age. The benefit cap affects those households getting Housing Benefit or Universal Credit. If the cap affects the household; Housing Benefit or Universal Credit is reduced.
Broad Rental Market Area (BRMA)	The BRMA is an area defined by the Valuation Office Agency and is an area of residential accommodation within which a person could move and still have access to similar services of a similar standard. Each BRMA has its own set of LHA rates. Your postcode defines which BRMA in which you live.
Choice Based Lettings (CBL)	Choice based lettings gives a household the chance to apply for empty council and housing association properties that the council or housing association advertises (Currently Norwich and South Norfolk Council's operate this system).
Clinical Commissioning Group	Clinical Commissioning Groups are responsible for implementing the commissioning roles as set out in the Health and Social Care Act 2012. From April 2020, the 5 Norfolk and Waveney CCGs will merge and become Norfolk and Waveney Clinical Commissioning Group with one Governing Body and Leadership Team.
Commuted Sums	The main objective of a local authority should be to deliver the affordable homes on-site as part of a new development. However, on some developments this may not be possible and there may be sound planning or housing reasons where off site delivery can be justified and it may be acceptable to take an off-site **commuted sum** of broadly equivalent value in lieu of part or all of the affordable housing provision on a site. The developer must pay the Council money to enable the equivalent affordable housing to be built or provided on another site. This payment is called a **commuted sum** and it is agreed

Term	Definition
	and secured via a planning obligation under Section 106 of the Town and Country Planning Act 1990. This is the legal mechanism which makes a development proposal acceptable in planning terms that would not otherwise be acceptable
Consumer Price Index (CPI)	A measure of changes in the purchasing-power of a currency and the rate of inflation. The consumer price index expresses the current prices of a basket of goods and services in terms of the prices during the same period in a previous year, to show effect of inflation on purchasing power.
DASH (Domestic abuse, stalking and harassment and honour based violence risk identification, assessment and management model)	Common checklist for identifying and assessing risk for use by practitioners.
Discretionary Housing Payments (DHP)	Local housing authorities have the ability to authorise DHP to those who may require some financial assistance in order to meet their housing costs.
Duty to Refer	A formal duty placed on public bodies under the Homelessness Reduction Act 2017 to refer individuals or are homeless or threatened with homelessness into a local authority of the individuals choosing. Public bodies are; prisons (public and contracted out); youth offender institutions and youth offending teams; secure training centres (public and contracted out) and colleges; probation services (community rehabilitation companies and national probation service); jobcentre plus; accident and emergency; services provided in a hospital; urgent treatment centres; and hospitals in their capacity of providing in-patient treatment; social service authorities.
Early Help and Family Support	Giving the right help to children and their families at the earliest opportunity. For those who need more help than their usual support network but do not meet the criteria for formal intervention within Children's Services
First Step	The Rough Sleeping Service available in South Norfolk and Broadland. Provision of short-term accommodation and support provided by Rough Sleeping Coordinators
Greater Norwich Homelessness Forum	Quarterly forum held by Norwich City and Broadland & South Norfolk Councils. Representatives attend from statutory, commissioned and VCSE organisations. The forum will be the mechanism through which the strategy is monitored.
Greater Norwich Local Plan 2018-2038 (GNLP)	The Greater Norwich Local Plan (GNLP) is being produced by Broadland District Council, Norwich City Council and South Norfolk Council working together with Norfolk County Council through the Greater Norwich Development Partnership (GNDP). It includes policies which will be used to determine planning applications in

Term	Definition
	the Greater Norwich area and will identify sites for new homes, jobs, community facilities and infrastructure
Health and Wellbeing Boards	Statutory bodies introduced in England under the Health and Social Care Act 2012. According to the Act, each upper-tier local authority in England is required to form a health and wellbeing board as a committee of that authority.
Help Hubs	Areas within local authorities for co-location of local authority and other services, for example; Housing, Children's Services, Community Safety, Domestic Abuse services, Social Prescribing. Each local authority has a Help Hub but they will differ in operation and some of the services offered.
Homelessness Reduction Act 2017	Places additional duties on local authorities; provide advice and guidance for all households approaching the LA and to meet the needs of certain listed groups including those leaving prison, hospital or care and those with mental health issues ; to **prevent** those threatened with homelessness from becoming homeless; to **relieve** homelessness for those who are homeless. Both prevention and relief duties last for 56 days but can be ended in several ways in that time
House of Multiple Occupation (HMO)	A HMO is a building, or part of a building that is occupied by persons who do not form a single household - in other words, are not family members. From 1st October 2018 all HMOs that are let to 5 or more unrelated tenants who form more than one household and who share toilet, bathroom or kitchen facilities require a licence from the local authority
Joint Strategic Needs Assessment (JSNA)	The means by which CCGs and local authorities describe the future health, care and wellbeing needs of the local populations and to identify the strategic direction of service delivery to meet those needs.
Let NCC	Norwich City Council's private sector leasing scheme.
Local Housing Allowance (LHA)	Local housing allowance is housing benefit that helps pay the rent if you rent from a private landlord.
Looked After Children (LAC)	Looked After - a provision made under the Children's Act 1989 in England and Wales, whereby a local authority / Health and Social Care Trust has obligations to provide for, or share, the care of a child or young person under 16 years of age where parent(s) or guardian(s) for whatever reason are prevented from providing them with a suitable accommodation or care. A child is 'looked after' if he or she is provided with accommodation.
Multi-agency risk assessment conference (MARAC)	A MARAC is a risk management meeting where professionals share information on high risk cases of domestic violence and abuse and put in place a risk management plan.
Not in Employment, Education or Training (NEET)	A young person who is no longer in the education system and who is not working or being trained for work.

Term	Definition
No Fixed Abode (NFA)	A person having no permanent residence.
Pathways	Rough Sleeping Service in the Norwich City and Broadland areas. Consists of 8 partner agencies, provision of accommodation and support.
Severe Weather Emergency Protocol (SWEP)	People sleeping rough in Greater Norwich can access emergency accommodation and support during periods of exceptionally cold weather through the SWEP.
Sofa surfing	Staying temporarily with various friends and relatives while attempting to find permanent accommodation.
Strategic Housing Market Assessment (SHMA)	The Strategic Housing Market Assessment (SHMA) was updated in June 2017 Its purpose is to set out the Objectively Assessed Need (OAN) for housing in the local planning areas of Broadland, Breckland, North Norfolk, Norwich and South Norfolk together with the Broads Authority, including affordable housing, and will be used by the commissioning authorities as a shared evidence base to inform the preparation of Local Plans.
Supported Lodgings	Supported Lodgings is an accommodation scheme for vulnerable young people aged 16-24 across Norfolk. Supported Lodgings provides young people who find themselves with nowhere to live and little to no support network, with a safe, supportive place to stay in the homes of local people.
Universal Credit	A benefit for those who are not working or on a low income. It is replacing six other benefits; Housing Benefit, Income Support, Income Based Jobseekers Allowance, Income Based Employment and Support Allowance, Child Tax Credits and Working Tax Credits and is paid monthly.

SOUTH NORFOLK AND BROADLAND ROUGH SLEEPER STATEMENT 2020 - 2022

1. INTRODUCTION

This document articulates the South Norfolk and Broadland Councils joint objectives for tackling rough sleeping across our two districts. The statement is complimentary to the Greater Norwich Homelessness Strategy 2020 to 2025 which is currently under development and will be adopted by the three Greater Norwich Councils in 2020. This Rough Sleeper Statement is a short term document that will last through to 2022 when the joint ambition is for the creation of a Greater Norwich Rough Sleeper Strategy.

COVID-19

The Coronavirus outbreak and the implementation of nationwide lockdown requirements saw a significant increase in the number of people who are rough sleeping or at risk of rough sleeping supported and accommodated by South Norfolk and Broadland. The predominant source of this increase stemmed from those who had transient arrangements for their accommodation, otherwise known as hidden homelessness. This has provided evidence that although rough sleeping remains low within both districts there is a steady level of people who have very little control over their accommodation and remain on the cusp of rough sleeping.

Statistically people who are rough sleeping have an increased incidence of substance and alcohol misuse, domestic abuse and pre-existing health, including mental health conditions that could impact on ability to recover from a Covid-19 infection and in addition to being less likely to have access to means to self-isolate effectively. Life expectancy for entrenched rough sleepers is also considerably lower than average life expectancy at 47 compared to 79 for males and 43 compared to 82 for females (ONS).

To this end, early in the lockdown period Dame Louise Casey wrote to all Local Authorities across England requesting that anyone who was street homeless or currently living in dormitory style emergency housing was to be accommodated within 24 hours, to minimise the risk of them contracting Covid-19, known as ‘Everybody In’. South Norfolk and Broadland Councils are proud to say that they were able to offer accommodation to all those rough sleeping across the local authority areas.

We continue to find that those who have approached us fall within the medium to high risk categories making sourcing accommodation very difficult however in all cases we have succeeded. We continue to work with our supported accommodation providers to encourage move on and utilise subsequent voids. Long term however the whole sector is seeing this as an opportunity to end rough sleeping within the County. We are therefore working very closely and are an intrinsic link in making sure that the services people need to avoid rough sleeping, including floating support, increased co-ordination within health and substance

DRAFT

misuse and incorporating a Housing First model. This model will be delivered within the timeframe of this statement

The impacts of Covid-19 are expected to be long lasting and both this Rough Sleeper Statement and the Greater Norwich Homelessness Strategy 2020-2025 builds on the solid foundations of practice developed both before and during the pandemic.

2. CONTEXT

The context to this statement is articulated through a range of legislative and best practice documents. These include -

Homelessness Reduction Act 2017 (HRA)

The HRA placed new duties on local authorities that are designed to ensure all households at risk of homelessness receive earlier and more effective interventions. Those new duties include ***Prevent*** to stop homelessness happening, and ***Relieve*** to find suitable alternative accommodation in a timely manner and before the main homelessness duty is taken.

Making Every Adult Matter (MEAM)

The MEAM approach helps local areas design and deliver better co-ordinated services for people experiencing multiple disadvantage. It's currently being used by partnerships of statutory and voluntary agencies in 27 local areas including the Greater Norwich area as part of the Pathways Partnership.

Rough Sleeper Strategy 2018 - 2022

The Ministry of Housing, Communities and Local Government Rough Sleeper Strategy sets out central governments plans to halve rough sleeping by 2022 and end it by 2027. It includes a range of commitments, intended both to help those who are sleeping on our streets or currently at risk of doing so, and to lay foundations for a system focused on prevention, early intervention and a rapid re-housing approach to recovery. The Strategy has been accompanied by a number of bidding rounds to secure funding for new and innovative interventions to reduce rough sleeping and to enable the rapid re-housing of those who have been homeless. In 2019 the two Councils successfully secured significant funding to develop the First Step service and a continuation funding bid for 2020/21 was also successful.

The Welfare Reform Act 2012

This legislation led to the most significant change to the welfare system in decades and the creation of Universal Credit. UC is a single payment that encompasses up to what was previously six different benefits. Over the same timescale Local Housing Allowance has remained unchanged and no longer reflects the cost of housing locally. Broadland and South Norfolk Council areas are in the process of rolling out UC and although demand on housing services has unquestionably increased, the full impact of these changes are as yet unknown.

DRAFT

3. STRATEGIC OBJECTIVES

Objective 1. Early Intervention and Prevention of Homelessness

To achieve this the two Councils will:

- Work in partnerships with statutory and voluntary sector colleagues to develop a collaborative and innovative housing offer to prevent homelessness.
- Further develop, and make permanent, the Broadland and South Norfolk First Steps Rough Sleeper Service.
- Continue to work with, and support, those accommodated during the Covid-19 lockdown period to secure sustainable accommodation solutions.

Objective 2. Improve the range of temporary accommodation options across the two Councils

To achieve this the two Councils will:

- Through the First Steps model increase our outreach and upstream approach providing tailored support where and when needed
- Work to prevent the need for Temporary Accommodation through sustainable accommodation options.
- Design and implement a Best in Class Temporary Accommodation pathway

Objective 3. Reduce the Incidence of Rough Sleeping

To achieve this the two Councils will:

- Implement a Housing First approach to sustainable accommodation for those who are rough sleeping or at risk of rough sleeping.
- Work with partners to ensure those rough sleeping can access the appropriate accommodation, support and advice to prevent re-occurrence
- Utilise rough sleeper funding and cold weather funding to ensure we run a no second night out approach throughout the year

4. MONITORING PROGRESS

Measures to monitor delivery against this joint Rough Sleeper Statement have been developed and will be reported as part of the two Councils performance management framework. The measures developed thus far include

- Rough Sleeper Count data
- Total number of homelessness decisions
- Number of placements in temporary Accommodation by type
- Average length of stay by type (bed & breakfast and self-contained)

This statement will be reviewed annually.

DRAFT

Agenda Item: 12
Cabinet
29 September 2020

LOANS TO PARISH COUNCILS

Report Author:	Rodney Fincham, Assistant Director – Finance t 01508 533982 e rfincham@s-norfolk.gov.uk
Portfolio Holder:	Finance
Wards Affected:	All Wards
Purpose of the Report:	To agree a delegation for the provision of Covid 19 loans to parish councils.

Recommendation:

To delegate to the Assistant Director Finance, in consultation with the Portfolio Holder for Finance, authority to agree Covid-19 related loans to parish councils of up to £25,000 provided these are repayable within five years.

1 BACKGROUND

1.1 In response to the Covid-19 situation Cabinet, on 16 June 2020 as part of the 'Review of 2020/21 Budgets' report, endorsed the following:

'loans to help cashflow could be offered, if necessary, until the Town or Parish Council was able to increase its precept.'

1.2 To date no parish council has approached us for a loan.

2 PROPOSED ACTION

2.1 In order to allow the Council to respond quickly to any requests, it is recommended that the agreement of any Covid-19 related loans to parishes under £25,000 and repayable within five years be delegated to the Assistant Director Finance, in consultation with the Portfolio Holder for Finance. Any loan request above £25,000 would be subject to a report to Members.

2.2 With regard to the loan rate to be charged, it is proposed that loans under £25,000 should be charged at base rate plus 1 percent. This approximately reflects that lost income that Broadland could achieve by investing these funds.

3 OTHER OPTIONS

3.1 Cabinet could require all loan requests to come before Members for approval.

3.2 The Council could charge a different interest rate on the loans.

4 ISSUES AND RISKS

4.1 **Resource Implications** – As with any loan, there is a risk of non repayment. However, this is considered very low.

4.2 **Legal Implications** – A formal loan agreement will need to be drafted for any loan. The cost of which will be borne by the Council.

5 RECOMMENDATION

5.1 To delegate to the Assistant Director Finance, in consultation with the Portfolio Holder for Finance, authority to agree Covid-19 related loans to parish councils of up to £25,000 provided these are repayable within five years.

Background Papers

None

Agenda Item: 13
Cabinet
29 September 2020

COUNCIL TAX COVID-19 HARDSHIP FUND 2020-21 EMERGENCY PROCEDURES/POLICY

Report Author: Richard Dunsire
Housing and Wellbeing Senior Manager
01508 533620
rdunsire@s-norfolk.gov.uk

Portfolio: Finance

Wards Affected: All Wards

Purpose of the Report:

In March 2020 as a response to the Covid-19 Pandemic Government announced Local Authorities would receive a grant to support working age economically vulnerable residents. We now require authorisation from cabinet to retrospectively consider the policy.

Recommendations:

Cabinet retrospectively agrees the policy for Council Tax COVID-19 Hardship Fund 2020-21, so we can continue to administer hardship fund following the central government guidelines.

1 SUMMARY

1.1 Since March 2020 Broadland District has administered the Council Tax Covid-19 Hardship Fund, following guidance issued by the Ministry of Housing, Communities and Local Government. We are now retrospectively obtaining authorisation from cabinet as the funds were issued under discretionary powers s13A(1)(c) Local Government Finance Act 1992.

2 BACKGROUND

2.1 As part of the Government response to the Covid-19 pandemic in March 2020 it was announced that Local Authorities would receive an allocation of a £500m new grant funds to support working age economically vulnerable residents.

2.2 Broadland received £637,216 to administer the fund. Guidance of the Fund was issued to Local Authorities in March 2020 by the Ministry of Housing, Communities and Local Government. Following the instruction from central government officers took immediate action to facilitate this function making sure the money was provided to those who needed it most at the earliest possibility however it is now necessary to take obtain authorisation from cabinet so that officers can align Council tax policy to reflect the instruction.

3 CURRENT POSITION/FINDINGS

3.1 Since March the Benefits Team have administered and been making awards to reduce Council Tax bills and support working age vulnerable residents who have faced extreme financial hardship due to Covid-19.

3.2 Please find attached in Appendix A the full the procedures and proposed policy the team has been working to in making the awards under s13A(1)(c) Local Government Finance Act 1992.

3.3 As part of the Government guidance Broadland will be awarding all working age residents who receive Council Tax Reduction during the financial year 2020-21 a further reduction in their annual bill of up to £150.00. If the resident's liability is less than £150.00 their liability will be reduced to nil.

3.4 As part of the fund Broadland has allocated £100,000.00 to Covid-19 Severe Hardship Fund for residents of the Local Authorities. As detailed in the guidance from MHCLG (Ministry of Housing, Communities and Local Government) Local Authorities could establish a local approach to use any remaining grant within their allocation to deliver support to their most vulnerable residents. The Covid-19 Severe Hardship Fund is to support working age residents who are experiencing severe hardship due to the Coronavirus pandemic.

4 PROPOSED ACTION

4.1 Due to the immediate action required the team acted following government guidelines and we are proposing that this continues during this financial year to support residents affected by Covid-19.

5 OTHER OPTIONS

5.1 As this is a retrospective policy and following the guidelines set out by Ministry of Housing, Communities and Local Government, we are limited to alternative options.

6 ISSUES AND RISKS

6.1 As Broadland was issued with guidance and a grant to administer the fund, we were limited to the support we could administer to residents.

6.2 **Resource Implications** – there were no resource implications and the team have been able to administer the funds during business as usual.

6.3 **Legal Implications** – any awards made have been issued under discretionary powers s13A(1)(c) Local Government Finance Act 1992.

6.4 **Equality Implications** – please note there is no requirement to do a separate equality impact assessment, as this is included in previous assessments completed for Council Tax Reduction.

6.5 **Environmental Impact** – There are no environmental impacts of the policy.

6.6 **Crime and Disorder** – There should be no impact to crime and disorder

6.7 **Risks** – the risk to Broadland would be a financial overspend, this is being monitored and will be reported to Cabinet if required.

7 CONCLUSION

7.1 During the pandemic Officers took immediate action to follow the guidance and facilitated the functions making sure money was provided to residents who needed it most at the earliest opportunity.

7.2 Under the guidance the team have been able to reduce Council Tax bills for Working Age residents in receipt Council Tax Support and support our most vulnerable working age residents who have suffered severe financial hardship due to the pandemic.

8 RECOMMENDATIONS

8.1 Cabinet retrospectively agrees the policy for Council Tax COVID-19 Hardship Fund 2020-21, so we can continue to administer hardship fund following the central government guidelines.

APPENDIX A

Broadland District Council

Council Tax COVID-19 Hardship Fund 2020-21 Emergency Procedures/Policy

Background

As part of the Government response to the Covid-19 pandemic in March 2020 it was announced that Local Authorities would receive an allocation of a £500m new grant funds to support working age economically vulnerable residents.

Broadland District Council £637,216

Guidance of the Fund was issued to Local Authorities in March 2020 by the Ministry of Housing, Communities and Local Government. Following the instruction from central government officers took immediate action to facilitate this function making sure the money was provided to those who needed it most at the earliest possibility however it is now necessary to take obtain authorisation from cabinet so that officers can align Council tax policy to reflect the instruction.

Summary

The Council Tax COVID-19 Hardship Fund is not an award of Council Tax Support but is a grant allocation to reduce working age residents Council Tax liability, if they are in receipt of Council Tax Support/Reduction, under discretionary powers s13A(1)(c) Local Government Finance Act 1992.

As recommended in the guidance Broadland will be awarding all working age residents who receive Council Tax Reduction during the financial year 2020-21 a further reduction in their annual bill of up to £150.00. If the resident's liability is less than £150.00 their liability will be reduced to nil.

Residents will not be required to apply for the additional hardship fund, this will be awarded automatically if they are already in receipt of Council Tax Reduction or if they qualify within the financial year 2020-21.

How will residents be notified

Residents who are eligible for the Council Tax Covid-19 Hardship fund will receive a new Council Tax bill informing them of the award and their new instalments to pay.

Additional Discretionary Support

As part of the fund Broadland have allocated £100,000.00 to Covid-19 Severe Hardship Fund for residents of the Local Authorities. As detailed in the guidance from MHCLG

(Ministry of Housing, Communities and Local Government) Local Authorities could establish a local approach to use any remaining grant within their allocation to deliver support to their most vulnerable residents.

The Covid-19 Severe Hardship Fund is to support working age residents who are experiencing severe hardship due to the Coronavirus pandemic.

The amount applicants can receive is limited and the fund will not cover bills such as phones, television subscriptions, sky, virgin, utility bills, credit cards, car loans etc. It is for essentials for daily living such as food.

How to apply for Covid-19 Severe Hardship Fund

The application for the Covid-19 Severe Hardship Fund is to be made online, we will support residents who are unable to do this or don't have access to the internet.

When considering any application, the circumstances of the whole household are to be taken into account. We will assess what steps have been taken by them to maximise income, for example applying for Welfare Benefits or other discretionary payments already available, if they have contacted their landlord, mortgage provider and any other debtors for payment holidays etc.

If the household has any savings, capital or investments they will generally not qualify for the Covid-19 Severe Hardship Fund.

To process the application, we will require to see proof of bank account, and details of income, we will also check residency in the district using systems already held.

The Benefits Team may request (reasonable) evidence in support of an application. If the information is not provided within the time given, this will be treated as a withdrawal of the application by the applicant and it will be refused as such.

The period of the award of Covid-19 Severe Hardship Fund will be for a maximum 5 weeks, for example to allow the applicant to apply and receive welfare benefits, furlough payments from employer etc. On a case by case basis we may consider a further application however there will be a full investigation into why other welfare systems are not sufficient and what action will be needed to avoid a further need. We will do this within our one Housing and Benefit team and in conjunction with our partners within the early help hub thus allowing all aspects to be considered including but not limited to housing and money advise

Method of Payment

Payment of the Covid-19 Severe Hardship fund will be made directly into the applicant's bank account.

Bank details used for Council Tax Direct Debit payments will generally be used, if the applicant does not give consent for this or does not pay by direct debit the Benefits Team will contact them for details and evidence.

Please note that any underspend of the COVID-19 Severe Hardship Fund will be put back to the Council Tax Covid-19 Hardship, as detailed above.

Agenda Item: 14
Cabinet
25 September 2020

RISK MANAGEMENT POLICY AND STRATEGY

Report Author:	Faye Haywood, Internal Audit Manager
Portfolio Holder:	Finance
Ward Affected:	All
Purpose of the Report:	This report proposes a Risk Management Policy, that has been considered and endorsed by the Audit Committee and is provided to Cabinet for consideration, input and approval prior to Council approval.

Recommendations:

1. To consider and approve the proposed Risk Management Policy and recommend this to Council for approval.

2. To consider and approve the proposed risk appetite within the Risk Management Policy.

1 SUMMARY

1.1 On 19 October 2019, the Internal Audit team presented the Audit Committee with the results of the risk maturity assessment that had been undertaken to establish the adequacy of the risk management framework at BDC. A recommendation was raised and supported by the Committee for the Risk Management Policy to be updated and revised in line with best practice. The updated and revised Risk Management Policy can now be found at **Appendix 1.**

1.2 At an informal meeting of the Audit Committee on 13 August 2020, the Policy was discussed in detail and following suggested amendments was endorsed for Cabinet approval.

2 BACKGROUND

2.1 A Risk Management Policy is a fundamental element of the risk management framework and contains the process and governance arrangements that all staff are expected to follow. Broadland has an existing Risk Management Strategy document in place however this has not been reviewed recently and requires revision.

2.2 The Risk Maturity assessment carried out at Broadland by Internal Audit in 2019 highlighted that the Council's approach to risk management should be revisited to take best practice into consideration and to enhance effectiveness.

2.3 This Risk Management Policy has therefore been drafted to incorporate the recommendations raised by the Risk Maturity assessment and includes the following key features:

- The policy now outlines the Risk Management framework.
- A process for the management of risk is outlined.
- Roles and responsibilities and governance arrangements for the reporting of risk are outlined.
- The risk appetite statement and accompanying scoring system is provided.
- Guidance is provided on the scoring of risk in line with the risk appetite.

2.4 The draft policy has been approved by the Corporate Management and Leadership Team and drafted with the Transformation, Strategy and Programmes Team who are responsible for facilitating the risk management framework and reporting of risk.

3 PROPOSED ACTION

3.1 For Cabinet to review and approve the proposed Risk Management Policy and recommend for Council approval.

3.2 For Cabinet to consider the suggested risk appetite statement and scoring mechanism to ensure that they approve of the level of risk the Council is willing to take in pursuit of its objectives. The appetite statement and scoring levels are suggested by Officers and have been approved by CMLT.

4 OTHER OPTIONS

4.1 n/a

5 ISSUES AND RISKS

5.1 **Resource implications** – none

5.2 **Legal implications** – none

5.3 **Equality implications** – none

5.4 **Environmental impact** – none

5.5 **Crime and disorder** – none

Risks – A risk management policy is a fundamental element of the risk management framework and contains the process and governance arrangements that all staff are expected to follow. Without an effective policy in place, the Council is at risk of being unable to demonstrate that it has designed a process for effectively managing risks that threaten the achievement of its objectives.

6 RECOMMENDATIONS

6.1 To consider and approve the proposed Risk Management Policy and recommend this to Council for approval.

6.2 To consider and approve the proposed risk appetite within the Risk Management Policy.

Background Papers

None

Risk Management Policy

Contents

1. **Introduction**
2. **Purpose of the Policy**
3. **Accountabilities, responsibilities and framework**
4. **Risk Registers**
5. **Risk Management Life Cycle**
6. **Risk Identification**
7. **Risk Definition and Description**
8. **Risk Ownership**
9. **Risk Assessment**
10. **Target Risk Assessment**
11. **Risk Appetite**
12. **Risk Mitigation and Management**
13. **Opportunity Risk**
14. **Reviewing and Reporting**
15. **Staff Training and Development**
16. **Links with Other Processes**
17. **Appendices**

Issue Date	1 April 2020	Version 1
Review Date	1 April 2022	
Author: Internal Audit		
UNISON Sign Off		
Management Sign Off		

Broadland District Council Community at heart

Two Councils One Team

South Norfolk Council

1. Introduction

1.1 Everything we do as a Council involves a degree of risk whether it is innovative projects, purchasing a new system or equipment, determining priorities, or making decisions about the future. It is therefore an essential part of good governance that we manage these risks effectively.

1.2 Risk is considered as part of the business planning processes to ensure that proposed objectives are ambitious and achievable and continuously monitored thereafter to ensure they are being effectively managed.

1.3 This risk management policy explains how the Council will ensure that it is managing risk effectively to increase the likelihood that business objectives will be achieved.

1.4 Effective risk management helps us to:

- Successfully achieve corporate priorities and objectives by capitalising on opportunities and minimising threats;
- Strengthen corporate governance and the internal control framework;
- Improve partnership arrangements;
- Embeds risk management into corporate processes including financial and strategic planning.

1.5 Risk is defined as **'the effect of uncertainty on objectives'.**

1.6 Risk is an event, which if it crystallises, could adversely impact on the work of the Council. It may be a one-off event, repeated events or progressive continuum.

1.7 Risk Management is defined therefore as **'the culture, policies and processes directed towards realising opportunities whilst managing threats'.** Its purpose is not to eliminate risk, but to understand it so as to take advantage of the upside and minimise the downside.

1.8 The internal control framework must therefore include arrangements for identifying, assessing and managing internal and external risks. Risk management is also closely linked to business planning and performance processes.

1.9 **Scope -** This policy applies to all employees, including those on temporary contracts and fixed term appointments and agency workers, members and anyone that works with the Council to achieve its objectives.

2. Purpose of the Policy

2.1 The aim of this document is to:

- Introduce and promote an Enterprise Risk Management style Framework;
- Develop a 'whole risk' approach to threats facing the Council; and

- Introduce appropriate processes to assist managers in the identification and management of risk in their areas of responsibility.

2.2 The key objective of this guide is to:

- Develop a robust approach to identification and understanding of risk facing the Council;
- Minimise threats facing the delivery of Council objectives;
- Establish practices and procedures to manage risk and maximise opportunities;
- Identify resources required to manage, control and evaluate risks.

3. Accountabilities, responsibilities and framework

3.1 Cabinet has ultimate responsibility for:

- Setting the culture for risk management at the Council.
- Endorsing and approving this Policy
- For developing and approving Risk Appetite

3.2 Detailed oversight of the risk management process is delegated to the Audit Committee. Cabinet will seek assurance from the Audit Committee on the adequacy and effectiveness of the risk management process.

3.3 The Audit Committee is responsible for scrutinising the scope and effectiveness of the risk management systems in place. Overseeing the implementation of the risk management policy on behalf of Cabinet. Audit Committee uses a range of assurances to satisfy itself that a proper system of risk management and internal control is maintained.

3.4 The Managing Director is responsible for ensuring proper systems of financial control, risk management, legal and regulatory compliance are established and maintained, and that regular reports on these are provided to Cabinet.

3.5 The Corporate Management Leadership Team (CMLT) are responsible for:

- Identifying and evaluating the significant risk faced by the Council in achieving objectives;
- Reviewing risk responses from management and ensuring that they receive reports on risks above agreed limits;
- Providing adequate information in a timely manner to Cabinet on the status of risks and controls.

3.6 The Transformation, Strategy and Programmes Team are responsible for the

development of the risk management policy, the implementation of the strategic risk management process and strategic risk management reporting.

3.7 The Head of Internal Audit is responsible for the development of the risk-based Internal Audit Programme and ensuring that Audit Committee has the required assurance on the management of risk and the effectiveness of internal control.

3.8 Managers are responsible for identifying and evaluating risks that threaten the achievement of objectives, for building a risk aware culture within their department, ensuring staff complete training where appropriate and understand how to identify and manage risk. Managers are responsible for reporting and escalating risks in line with this Policy and are responsible for the implementation of mitigating actions in respect of each risk.

3.9 **Appendix A** sets out the Council's structure for risk management.

4. Risk Registers

4.1 The achievement of the Strategic Plan and subsequent in year Delivery Plans will carry several risks. The risks that could prevent the Council from achieving its objectives are described as strategic risks and are recorded in the Strategic Risk Register.

4.2 Strategic risks are those risks which could have organisational-wide impacts and are cross cutting or strategic in nature. Risks that could impact the work of the Council but would not have a strategic impact are described as operational risks and are recorded within directorate or project risk registers.

4.3 To facilitate the management of risk throughout the organisation the Council maintains a system of risk registers.

- **The Strategic Risk Register (SRR)** records the strategic risks facing the Council. These are risks that could prevent the Council from achieving its Strategic Plan and objectives. The risks on the SRR are identified through CMLT's assessment of the risks to the Council's Strategic Plan. These risks are reviewed by Cabinet and Audit Committee. Operational risks that are considered to have a strategic impact outside of appetite should be escalated on the SRR. The SRR is maintained by the Strategy and Programmes Team on behalf of the CMLT and is presented in its entirety to Cabinet and to Audit Committee three times a year.

- **Directorate Risk Registers (DRR)** provides a record of the significant operational risks facing each directorate. Each Director and Assistant Director takes responsibility for risks in their own area of work. Any risks deemed significant should be recorded in the risk register and monitored to ascertain if the impact/likelihood is increasing or decreasing. Managers at all levels are

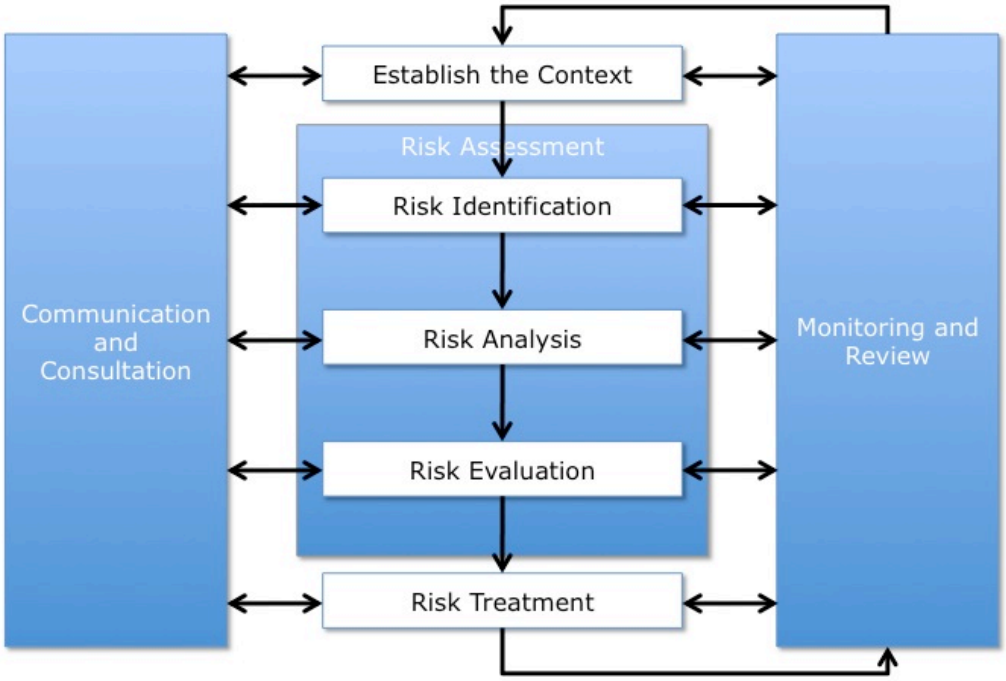
encouraged to add significant risks to the Directorate Register using the **Risk Identification Guidance** and following the prescribed template on the risk management intranet pages to determine the most appropriate course of action. Action could either include; closely monitoring the risk or escalating the risk to the SRR if the likelihood/impact is scored outside of the appetite as agreed by the relevant Assistant Director.

- **Project Risk Registers** provide a record of the risks that have been identified from individual projects. Project risks are escalated to either Directorate risk registers via the relevant Assistant Director or to the SRR if outside of the agreed risk appetite. Project leads are responsible for maintaining the project risk registers.

4.4 **Appendix C** provides an overview of how risks are escalated to the strategic risk register.

5. Risk Management Lifecycle

5.1 The lifecycle of managing risk at the Council ensures that risk registers at all levels remain live and comprises the following key elements:



6. Risk Identification

6.1 In order to manage risk, the Council needs to understand what risks it faces and be able to evaluate them. Identifying risks is the first step in building the risk profile. Care should be taken to avoid identifying risks that do not impact on the Council's aims and objectives. Incidents that have already materialised should be distinguished from risk.

6.2 Risks can originate from inside or outside of the Council. Tools and techniques such as; PESTLE, SWOT, brainstorming and workshops can be used to ensure that a full range of internal and external risks are considered and assessed accordingly. These could include risks such as changes in government policy, extreme climate events, pandemics and business continuity threats.

7. Risk Definition and Description

7.1 Risks should be described in terms of the cause and consequence so that stakeholders can understand why they are of importance to the Council.

8. Risk Ownership

8.1 All risks on the SRR should be assigned to a member of CMLT as the owner.

8.2 Risks identified at Operational or Project level should be assigned to an owner who has responsibility for ensuring that the risk is managed and monitored over time. A risk owner, in line with their accountability for managing the risk, should have sufficient authority to ensure that the risk is effectively managed.

9. Risk Assessment

9.1 Risk assessment is concerned with the measurement of identified risk. Risk is measured on two distinct scales:

- The likelihood of the risk event occurring (on a 1 to 5 scale), and
- The impact of that risk event occurring (on a 1 to 5 scale).

9.2 The scores for each are then multiplied together to give a risk rating (on a 1-25 scale), which will form the basis for allocating resources for implementing risk control and mitigation activities.

9.3 Risk assessment and risk scores should be graded by using the risk scoring matrix provided at **section 11 of this policy in line with guidance given around Risk Appetite.**

9.4 The risk assessment should take into consideration the effectiveness of existing controls that are already in place that will have an impact on the likelihood and impact of the risk occurring.

9.5 Once risks have been assessed, the risk priorities for the Council will emerge. The greater potential exposure to the risk, the higher the priority required for addressing it. The highest priority risks (those that have the potential to have a strategic impact), should be given attention at the highest level i.e. CMLT and Cabinet.

10. Target Risk Assessment

10.1 If the identified risk requires mitigation due to it being outside of the appetite of the Council, actions will be identified that reduce the likelihood or impact of the risk. A second risk assessment should then take place to evaluate the risk exposure as if all the actions have been completed, reflecting how the planned actions would have reduced the overall risk rating.

10.2 The template for the register and assessment is provided on the Risk Management intranet pages.

11. Risk Appetite

11.1 Risk appetite is defined as: 'the amount of risk an organisation is prepared to accept in pursuit of its objectives'. The principle recognises that risk cannot be reduced to zero and that mitigation will have both resource and cost implications.

11.2 When considering threats, the concept of risk appetite embraces the level of exposure which is considered tolerable and justifiable should it be realised. It is about comparing the cost (financial or otherwise) of containing the risk with the cost of the exposure should the exposure become a reality and finding an acceptable balance.

11.3 When considering opportunities, the concept embraces consideration of how much the organisation is prepared to actively put at risk in order to obtain the benefits of the opportunity.

11.4 The risk appetite of the Council is outlined by a risk appetite statement which is as follows:

Broadland District Council is a dynamic, innovative and commercially-minded Council that empowers its staff to make well-rounded decisions and take proportionate risks within our boundaries based on intelligence, reason and insight, seizing opportunities to enhance the wellbeing of our community, economy and staff, reimagining the role of local government.

11.5 The statement outlines the Council's approach to risk appetite and is accompanied by a risk scoring matrix which indicates whether the combined risk likelihood and impact score is above the appetite of the Council.

11.6 The appropriate approach for managing the risk is then highlighted depending on the combined score.

Risk Scoring Matrix		1	2	3	4	5
		Insignificant	**Minor**	**Moderate**	**Significant**	**Severe**
5	**Expected**	Medium 5	Medium 10	High 15	Very High 20	Very High 25
4	**Highly Likely**	Low 4	Medium 8	High 12	High 16	Very High 20
3	**Likely**	Low 3	Medium 6	Medium 9	High 12	High 15
2	**Not Likely**	Very Low 2	Low 4	Medium 6	Medium 8	Medium High 10
1	**Rare**	Very Low 1	Very Low 2	Low 3	Low 4	Medium 5

Very High 20-25	Risks scored here represent a severe threat to the delivery of the Council's objectives and service delivery and are outside of the risk appetite of the Council. Risks scored at this level should be treated as a priority and should either be reduced to a score within tolerance or removed. Reporting on progress will be required at Cabinet/Audit Committee and at CMLT until risk level is reduced to tolerance.
High/Medium High 10-16	Risks scored here represent a significant threat to the delivery of the Council's objectives and service delivery and are outside the risk appetite. Action is required to reduce the rating to a score within tolerance. Reporting on progress is required at Cabinet/Audit Committee and CMLT until risk level is reduced to tolerance.
Medium 5-10	Risks scored here represent a moderate threat to the delivery of the Council's objectives and service delivery and are within the risk appetite of the Council with some proportionate mitigation and regular monitoring required. These risks can be managed at operational/service level but regular management review of assurance on control effectiveness should occur. Routine reviews should also be carried out to ensure there is no change.
Low 3-4	Risks here represent a minor threat to the delivery of the Council's objectives and service delivery and are within the risk appetite. Review required to ensure risk score does not change/increase, however these risks can be managed at operational/service level.
Very Low 1-2	Risks scored here represent an insignificant threat to the delivery of the Council's objectives/service delivery and are within the risk appetite. No further action is required.

11.7 As demonstrated by the table shown above, any risk with a combined score of 10-25 is outside the risk appetite and action must be taken to reduce the score down to an acceptable level to protect the achievement of the Council's strategic aims and objectives.

11.8 In order to assist staff in the risk assessment and scoring of each risk, scoring criteria has been identified for a series of key categories. This may not be applicable in all instances but can be used as a guide. Please see likelihood and impact scoring criteria at **Appendix B.**

12. Risk Mitigation and Management

12.1 Identifying gaps in existing controls and identification of the actions that are needed to improve the mitigation of risks in line with both Council's risk appetite will involve employing either one or a mix of the following:

- Acceptance – Where the level of the risk falls below the Councils risk appetite and a conscious decision is made to accept that risk and to take no further action other than ongoing monitoring and periodic review. Sometimes referred to as tolerate.
- Avoidance – Where the actions causing the risk are avoided; for example, withdrawing from a particular activity, project or service.
- Reduction – Take action to reduce the level of risk by reducing either the impact or the likelihood of the risk event occurring.
- Transferring – Transferring most or some of the risk to a third party. The main types are insurance and outsourcing.
- Sharing – Risk sharing is the distribution of risk to multiple organisations for example during a project with a number of stakeholders involved.

12.2 In choosing between these responses, factors to consider include cost, feasibility, probability and the potential impact. Every control has an associated cost and it is important that the control action offers value for money in relation to the risk that it is controlling.

13. Opportunity Risk

13.1 Opportunity risk is defined as a 'failure to identify or exploit an opportunity which is unable to be perused later without an additional cost'. Managing opportunity risk involves creating a climate for innovation in which an awareness of the constraints doesn't prevent people coming up with ideas and putting them forward.

13.2 Risk and opportunity go hand in hand. The opportunity for advancement cannot be achieved without taking risk and risk is essential to progress and innovation. Excessive caution can be as damaging as unnecessary risk taking.

14. Reviewing and Reporting

14.1 Regular monitoring and review are essential to gain assurance over the risk management framework and to ascertain whether:

- Risks are still relevant
- Emergent risks have been identified
- Likelihood and impact of risks has changed
- Controls are still effective.

14.2 Cabinet will review the Strategic Risk Register three time a year. The papers provided to Cabinet will include a summary on the effectiveness of the risk management framework and any specific comments on the strategic risks identified.

14.3 Audit Committee will support Cabinet by reviewing and advising on the operation and effectiveness of arrangements in place across the Council that support the achievement of objectives. Audit Committee will review both the Strategic risk register and risk management arrangements three times a year. They will also periodically receive results of independent assurance on the adequacy of the risk management framework and control framework.

14.4 In particular, Audit Committee will scrutinise the adequacy of:

- All risk and control related assurance statements, together with any accompanying internal audit statement, external audit opinion or other appropriate independent assurances.
- The underlying assurance processes that indicate the degree of the achievement of the Council's objectives, the effectiveness of the management of strategic risks and the appropriateness of the above disclosure statements.

14.5 The Corporate Leadership Management Team will receive reports on the progress of the risk management framework prior to Cabinet and the make-up and movement in the strategic risk register three times a year.

14.6 Risks and risk registers at a directorate/service level and project level are reviewed as part of the routine cycle of team meetings or as required.

14.7 All staff are required to consider and monitor risks as part of their job role. If a risk is identified that is above risk appetite of the Council and requires escalating to the strategic risk register, the procedure at **Appendix C** should be followed. These risks should be monitored and reported until they are reduced to an acceptable level or the risk no longer poses a threat to the achievement of Council objectives.

15. Staff Training and Development

15.1 To support colleagues in the move towards a mature enterprise wide risk management process, the following training will be available:

- An e-learning self-facilitated learning module developed to provide guidance on the fundamental principles of risk, covering the policy and procedures

specific to the Council.

- A rolling programme of small team specific workshops on the fundamental principles of risk management.
- One to one training and support offered to officers by the Strategy and Programmes Team and or Internal Audit.
- **Risk Identification Guidance** is also available on the intranet under risk management pages.

16. Links with other processes

16.1 The risk management process is carried out during the setting of strategic delivery plans and is considered during Internal Audit's approach to risk based planning. The Strategic Risk Register is considered during the completion of assurance statements informing the Council Annual Governance Statement.

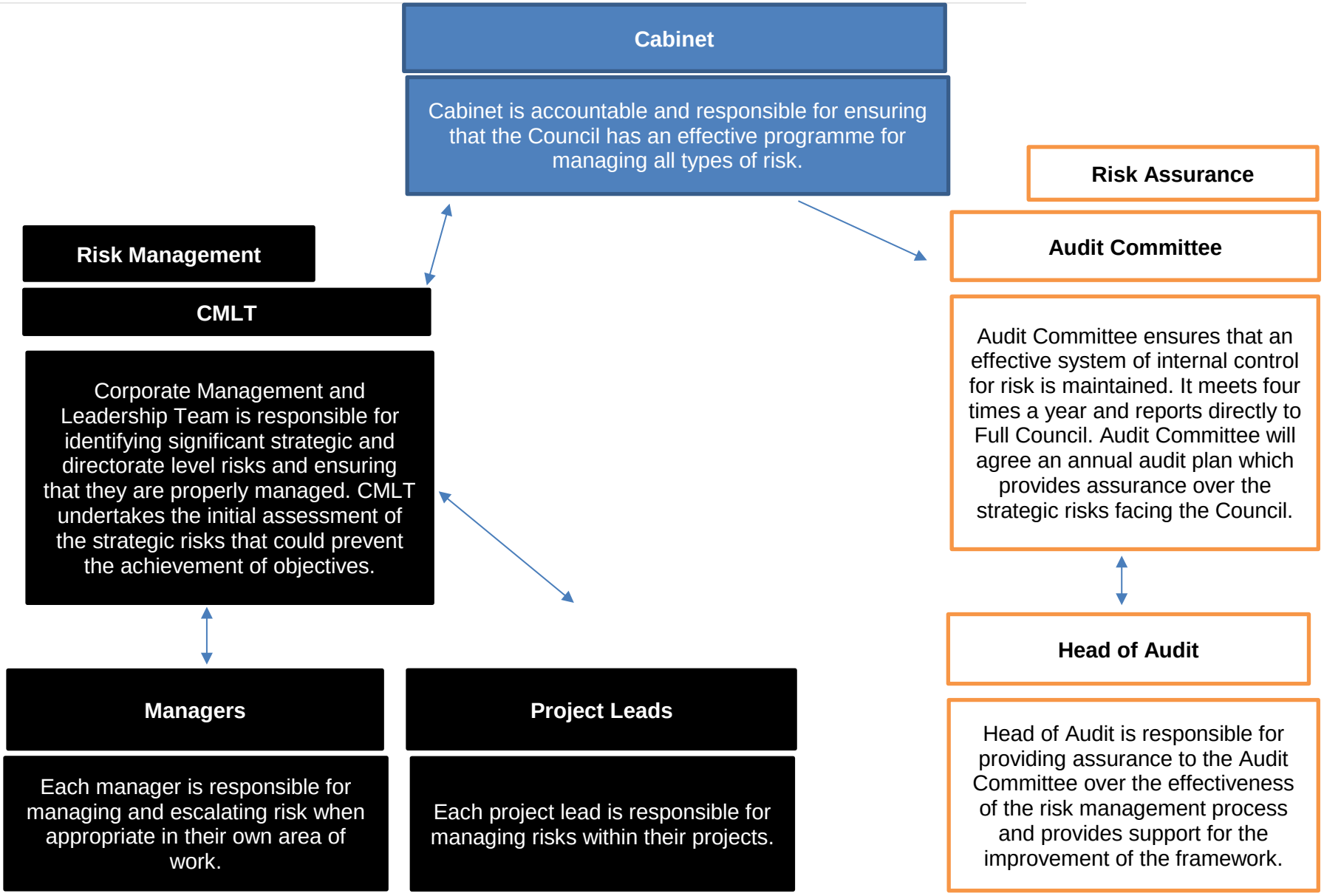
17. Appendices

Appendix A – Council's Structure for Risk Management

Appendix B – Risk Scoring Criteria – Likelihood and Impact

Appendix C - Escalation to the Strategic Risk Register

Appendix A – The Council's Structure for Risk Management



Appendix B – Risk Scoring Criteria Likelihood and Impact

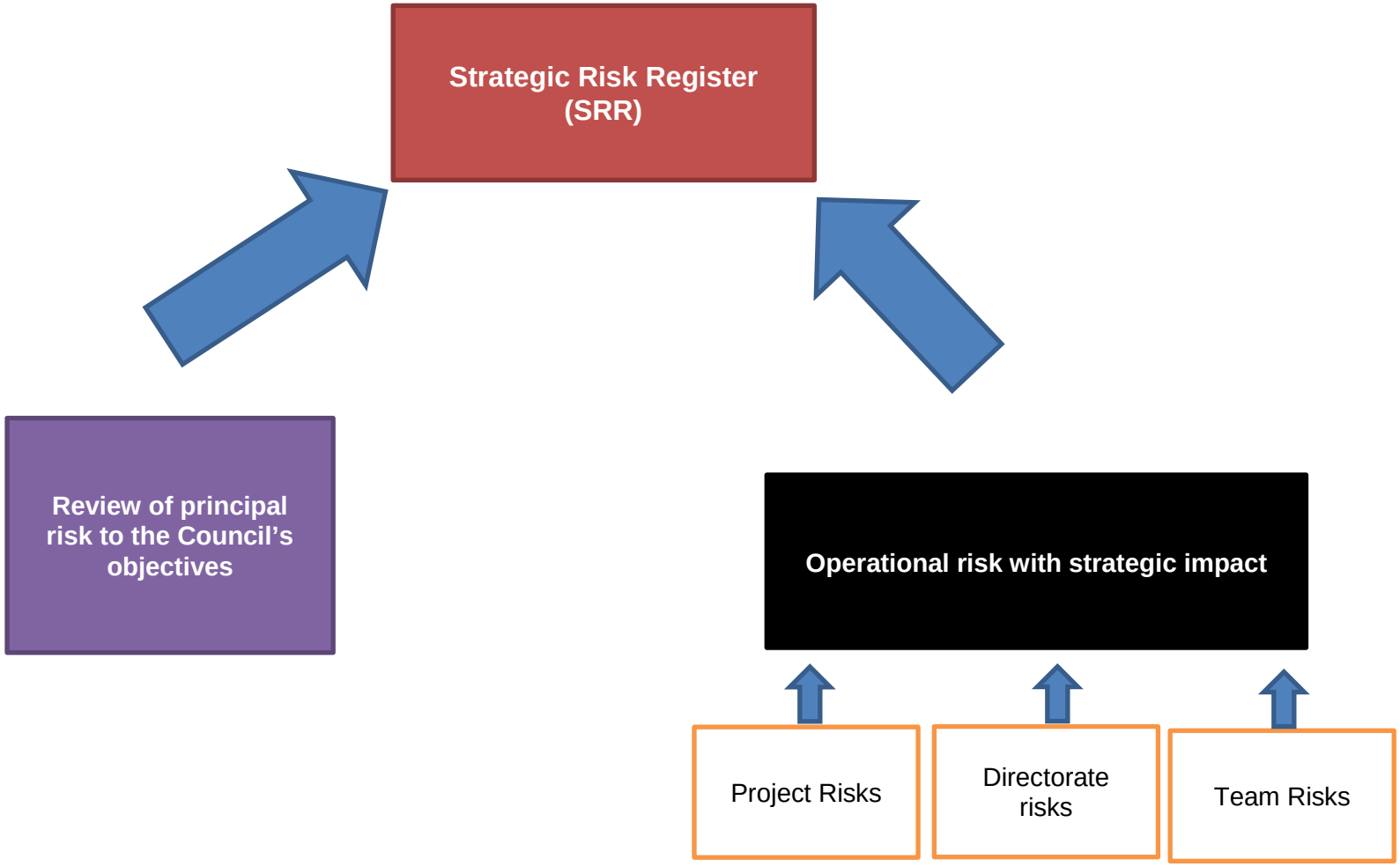
Likelihood

Likelihood		***Description***	***Timing***
5	*Expected*	*Risk event or circumstance is relatively certain to occur*	*More than once per year*
4	*Highly Likely*	*Risk event or circumstance is highly likely to occur*	*Once per year*
3	*Likely*	*The risk event or circumstance is more likely to occur then not*	*At least once between 1-5 years*
2	*Not likely*	*The risk event or circumstance is possible*	*At least once between 5-10 years*
1	*Rare*	*This will probably never happen*	*Probably within 10-15 years*

Impact

Impact Type	Insignificant	Minor	Moderate	Significant	Severe
Financial loss	£0k - <£10k	£10k - <£25k	£25k - <100k	£100k - £500k	Over £500k
Service provision	Inconsequential disruption to a service.	Minimal disruption to Council activities/service.	Significant disruption to service delivery.	Significant disruption to large parts of the Council or suspension of service.	Service suspended long term.
Projects	Minor delay	Minor milestones missed	Significant milestones missed or delayed	Major milestones missed	Project will not achieve objectives and misses majority of milestones
Objectives	No effect	Some team objectives not met	Team objectives not met	Portfolio objectives not met	Strategic objectives not met
Health and Safety	Isolated incident/ injury/illness. No lost time to injury days.	Minor injury or illness requiring medical treatment.	Threat of violence, serious injury or illness requiring medical attention.	Significant/extensive/multiple injury or illness, permanent or partial disability.	Fatality. Multiple major injuries/illness. Permanent total disability.
Staff Engagement	Isolated events of dissatisfaction	Some hostile relationships/minor non-co-operation	Hostile relationships. Major non-cooperation across the organisation	Industrial Action	Mass staff walkout/leaving
Reputational	Minor unfavourable social media coverage/attention	No media coverage. Minor letters of complaint	Adverse local media/social media coverage relating to conduct of leader or members or Council	Adverse national media exposure	Prolonged adverse national exposure
Statutory/Legal	Isolated non-compliance. Informal recommendation not followed up.	Non-compliance Warning received	Breech. Improvement Notice	Enforcement Action	Prosecution Fine Successful Judicial Review

Appendix C – Escalation to the Strategic Risk Register



NOT FOR PUBLICATION BY VIRTUE OF SCHEDULE 12A OF PART 1 PARAGRAPH 3 OF THE LOCAL GOVERNMENT ACT 1972 (AS AMENDED) BY THE LOCAL AUTHORITIES (ACCESS TO INFORMATION) (VARIATION) ORDER 2006 (contains information relating to the financial or business affairs of any particular person (including the authority holding that information)

Pages 200 to 202 are not available to the public because the information is confidential as it includes exempt information about the financial or business affairs of a person

CABINET

29 September 2020

Final Papers

Item	Details	Page No
16	Updating the Food Innovation Centre business case	204

DEMOCRATIC SERVICES

Broadland District Council
Thorpe Lodge, 1 Yarmouth Road, Norwich, NR7 0DU
Tel: 01603 430428
Email: cst@broadland.gov.uk

NOT FOR PUBLICATION BY VIRTUE OF SCHEDULE 12A OF PART 1 PARAGRAPH 3 OF THE LOCAL GOVERNMENT ACT 1972 (AS AMENDED) BY THE LOCAL AUTHORITIES (ACCESS TO INFORMATION) (VARIATION) ORDER 2006 (contains information relating to the financial or business affairs of any particular person (including the authority holding that information)

Pages 204 to 213 are not available to the public because the information is confidential as it includes exempt information about the financial or business affairs of a person