

# Housing, Wellbeing, Leisure and Early Intervention Policy Committee

*Members of the Housing, Wellbeing, Leisure  
and Early Intervention Policy Committee:*

Mrs F Ellis (Chairman)

Mr D Bills (Vice Chairman)

Mrs S Blundell

Mr J Hornby

Mr N Legg

Mr J Overton

Mr A Pond

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the chairman and ensure it is done in a non-  
disruptive and public manner. Please review the  
Council's guidance on filming and recording  
meetings available in the meeting room.**

## Agenda

### Date

Wednesday 28 November 2018

### Time

9.30 am

### Place

Blomefield Room

South Norfolk House  
Cygnet Court  
Long Stratton  
Norwich  
NR15 2XE

### Contact

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If you have any special requirements in order to attend this meeting,  
please let us know in advance

**Large print version can be made available**

# **A G E N D A**

1. **To report apologies for absence and to identify substitute members;**
2. **Any items of business which the Chairman decides should be considered as a matter of urgency pursuant to Section 100B(4)(b) of the Local Government Act, 1972. Urgent business may only be taken if, "by reason of special circumstances" (which will be recorded in the minutes), the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency;**
3. **To Receive Declarations of Interest from Members;**  
(Please see guidance form and flow chart attached – page 3)
4. **To confirm the minutes of the meeting of the Housing, Wellbeing, Leisure and Early Intervention Policy Committee held on 30 August 2018;** (attached – page 5)
5. **South Norfolk Early Help Approach;** (report attached – page 9)
6. **2019-20 Council Tax Support Scheme;** (report attached – page 31)
7. **Exclusion of the Press and Public;**  
  
To exclude the public and press from the meeting under Section 100A of the Local Government Act 1972 for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act (as amended)
8. **Leisure Pricing Proposals for Future Delivery;** (report attached for members)  
(NOT FOR PUBLICATION by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)
9. **Work Programme;** (to be discussed)

## 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?

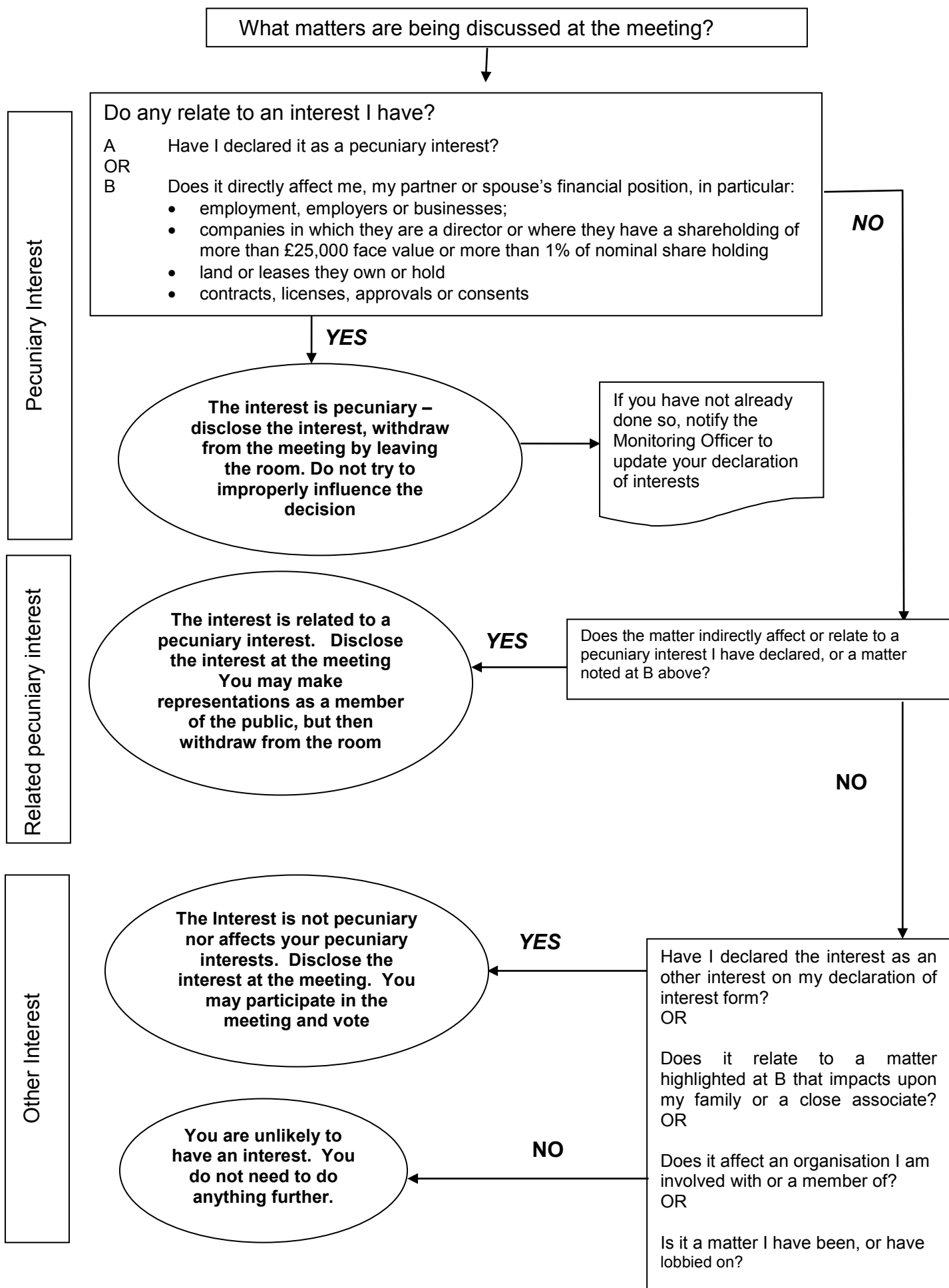
If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.

Is the interest not related to any of the above? If so, it is likely to be an other 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





## **Housing, Wellbeing, Leisure and Early Intervention Policy Committee**

**Minutes of a meeting of the Housing, Wellbeing, Leisure and Early Intervention Policy Committee of South Norfolk Council held at South Norfolk House, Long Stratton on Thursday 30 August 2018 at 2.00pm**

**Committee Members Present:** Councillors: F Ellis (Chairman), D Bills (Vice-Chairman) and S Blundell

**Apologies:** Councillors: J Hornby, N Legg, J Overton and A Pond

**Substitute Members:** Councillor: A Thomas for J Overton

**Cabinet Member in Attendance:** Councillor: L Neal (for part of the meeting)

**Officers in Attendance:** The Director of Communities and Wellbeing (J Sutterby), the Head of Early Help (M Pursehouse), the Head of Health and Leisure Services (S Goddard), the Head of Environmental Services (B Wade), the Housing Standards & Community Protection Manager (T Cooke), the Healthy Living Manager (S Cayford), the Early Help Hub Manager (L Pickering), the Communities Manager (K Gallagher) and the Environmental Management Officer (A Old)

## **22 MINUTES**

The minutes of the meeting of the Housing, Wellbeing, Leisure and Early Intervention Policy Committee held on 4 July 2018 were agreed as a correct record and signed by the Chairman.

## 23 SOUTH NORFOLK COUNCIL'S APPROACH TO AIR QUALITY MANAGEMENT

Following a brief introduction by Cllr Neal, the Environmental Management Officer presented her report which sought to provide an overview of the issues and dangers around poor air quality and to advise members of the work being undertaken by the Council together with partners, to assess, monitor, and take action to alleviate the problem within the Local Air Quality Management regime.

In response to a member's question regarding the recorded levels of nitrogen dioxide in Long Stratton, officers clarified that these were being closely monitored but did not currently exceed the target level of 40ug/m<sup>3</sup>. The Environmental Management Officer added that levels should reduce once the bypass was in place and that Environmental Services would, as part of the usual process, provide their comments when assessing planning applications in the area.

The Committee discussed the positioning of air quality monitors throughout the District and were advised that, in several areas, these had been located on lampposts and roundabouts. It was noted that levels recorded by these monitors would need to be 'back-calculated' to provide an indicative assessment of the levels at the nearest residential properties further away from the road.

Officers advised that Norfolk County Council was exploring the usage of various gadgets to try to reduce costs in the monitoring of pollution and it was suggested that awareness of the problem could be raised through involving schools with projects to educate future generations. In response to a member's request that funding might be provided to monitor the moisture level in firewood, the Environmental Management Officer stated that she would raise this with colleagues in the Greater Norwich Growth Area.

The Committee discussed how developers could be influenced to build more environmentally-friendly developments and were pleased to note that the Government was currently looking into ways to ensure that developers took factors, such as electrical charging points, cycle and walking routes, and green areas into account when designing plans.

The Chairman thanked officers for their informative presentation and it was then:

**RESOLVED** To note the contents of the report and support the approach for officers to continue to seek improvements in line with statutory obligations, recommendations from the Clean Air Strategy, and current best practice.

## 24 NORFOLK HEALTH & WELLBEING STRATEGY

The Healthy Living Manager presented her report, inviting members to provide final comments on the Norfolk Health and Wellbeing Strategy prior to its consideration for approval by Cabinet. The Early Help Hub Manager provided an example of some of the work currently being undertaken by providing the Committee with a presentation which highlighted a project focussing on help for customers who experienced 'low-level mental health', details of which were contained in Appendix B of the report.

In response to a member's question regarding how SNC identified where help was needed, officers advised that many customers self-identified to services within the Council and its partners and were often repeat visitors for whom there had been no resources previously available. Officers stressed the importance of not only helping residents who needed assistance but also to support those people back into their daily lives so they should not need to return. The Director of Communities and Wellbeing commended the work of the Council and stated the importance that officers provided an example of the work being undertaken to demonstrate to members how smaller projects fitted together in the bigger picture throughout Norfolk. Members agreed that SNC was an authority widely recognised as providing excellent service and was often used as an example of best practice.

Members discussed mental health in young adults and 16/17-year olds and how pressures of exams and other stressful issues affected young people. The Head of Early Help advised that, although this funding was only available for 18+, he would look further into whether SNC could find ways to support youth mental health through the South Norfolk Youth Advisory Board.

It was then:

- RESOLVED**
1. To recommend that Cabinet formally approves the finalised Strategy on 10 September and report back to the Health and Wellbeing Board;  
and
  2. To continue to take an active role in the implementation of the Strategy.

## **25. COMMITTEE WORK PROGRAMME**

The Director of Communities and Wellbeing advised of items for consideration at a future meeting of the Health, Wellbeing, Leisure and Early Intervention Policy Committee:

- Strategic Housing - on the shared services agenda and currently being discussed in partnership with Broadland District Council;
- Leisure Projects – including pricing and providing a cost-neutral service; and
- Early Help – a review to evaluate the level of effectiveness of the current model.

Committee noted that the date for the next meeting would be communicated to members in due course.

(The meeting concluded at 2.55 pm)

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Chairman



**Agenda Item 5**

**Housing, Wellbeing and Early Intervention Committee  
28 November 2018**

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**South Norfolk Early Help Approach**

**Report Author(s):** Mike Pursehouse, 01508 533718, mpursehouse@s-norfolk.gov.uk

**Portfolio Holder:** Health, Wellbeing and Early Intervention

**Ward(s) Affected:** All

**Purpose of the Report:** This report reviews the South Norfolk early help approach that South Norfolk Council has led on over the last four years, to review successes and look to the future of our early help offer.

**Recommendations:**

The Housing, Wellbeing and Early Intervention Policy Committee is asked to:

1. Comment on the update and offer recommendations to the report to go to Cabinet on 10 December 2018.
- and
2. Endorse the project proposed to take forward in 2019.

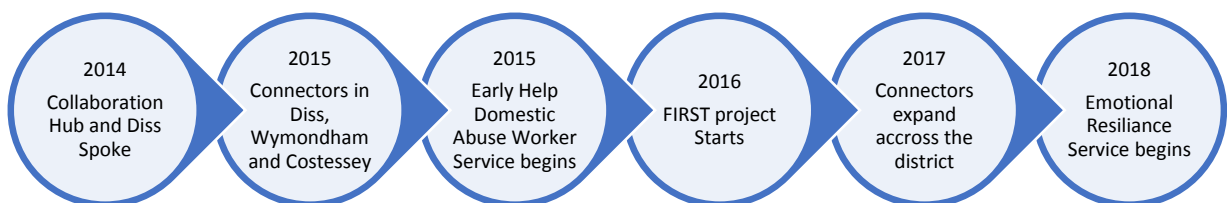
## 1. SUMMARY

- 1.1 The South Norfolk Early Help approach started in 2014. Led by South Norfolk Council, working in partnership with Children Services, we set up a model with a vision to 'move to a whole system way of working with a mix of organisations delivering integrated working from a range of locations, delivering the right service at the right place at the right time.
- 1.2 The approach has evolved from the original local model based on a collaboration Hub in Long Stratton and the first 'spoke' in Diss, to an ambitious plan to expand the approach across the district. This has been achieved not only by developing new initiatives to address the key issues our residents face, but also ensuring individual issues are addressed through effective information sharing and joint working, by keeping to our ethos of supporting 'one family at a time'.
- 1.3 This report seeks to review the progress made to date and look to the future of early help in South Norfolk.

## 2. BACKGROUND

- 2.1 In 2014, the South Norfolk area became a pathfinder for the Norfolk early help approach. In a 2015 review of Early Help, an outline for the coming years was produced, entitled 'Making a Difference to Early Help'. It stated that 'The South Norfolk Early Help vision is to move to a whole system way of working and a mix of organisations delivering integrated working from a mix of locations delivering the right service at the right place at the right time'. This showed the evolution from the original local model based on a collaboration Hub in Long Stratton and the first 'spoke' in Diss, and the ambition to expand the approach across the district.
- 2.2 The Early Help model within South Norfolk has remained true to its original goal, highlighting the sustainability of our approach. We have been responsive to the needs of residents and professionals over the last four years, with the partnership model emerging as a major strength, delivering on the promise of collaborative working, customer-focussed approaches and an innovative mindset.

### Early Help timeline



2.3 The Hub has adhered to key principles in its service provision. These include:

- Ensuring that residents only tell their story once before accessing help. This is supported by our information sharing agreements, a shared duty officer team, thrice weekly triage meetings and a no-wrong door approach.
- Delivering support that matches the needs of a wide variety of residents, who vary by need, age, gender and circumstances, by providing a range of preventative and statutory services
- Using an intelligence led approach, recognising the expertise of our services and allocating the customer to the most appropriate service. This means requests for support to the Hub avoid the trap of being moved from service to service.

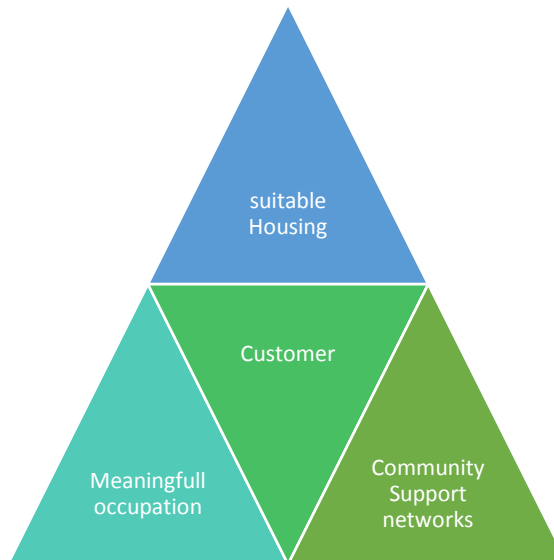
### **What is the early help offer?**

2.4 Early Help is a way of working and not a space, is for all ages and the whole family. Early Help aims to support residents at the earliest opportunity, to ensure they can remain independent and thrive. Often through practical support, early help ensure individuals and families have solid foundations in place to enable residents to support themselves. This approach not only encourages social mobility but reduces escalation of issues into statutory services, which provides better outcomes for residents and a positive impact on the public purse. The approach consists of four elements:

- Coordination of support to ensure residents only tell their story once, improve joint working, enable the right support is offered at the right time (this is carried out in what is known as the Help Hub).
- Improving partnership working, encouraging front line workers at a local level to work together to support residents earlier and go beyond their traditional organisational boundaries to provide more holistic support.
- Develop our communities through building capacity and cohesion within our local communities to offer support at a local level.
- Influencing strategic thinking to encourage a more collaborative approach to future services and commissioning.

### **South Norfolk Council Early Help Service**

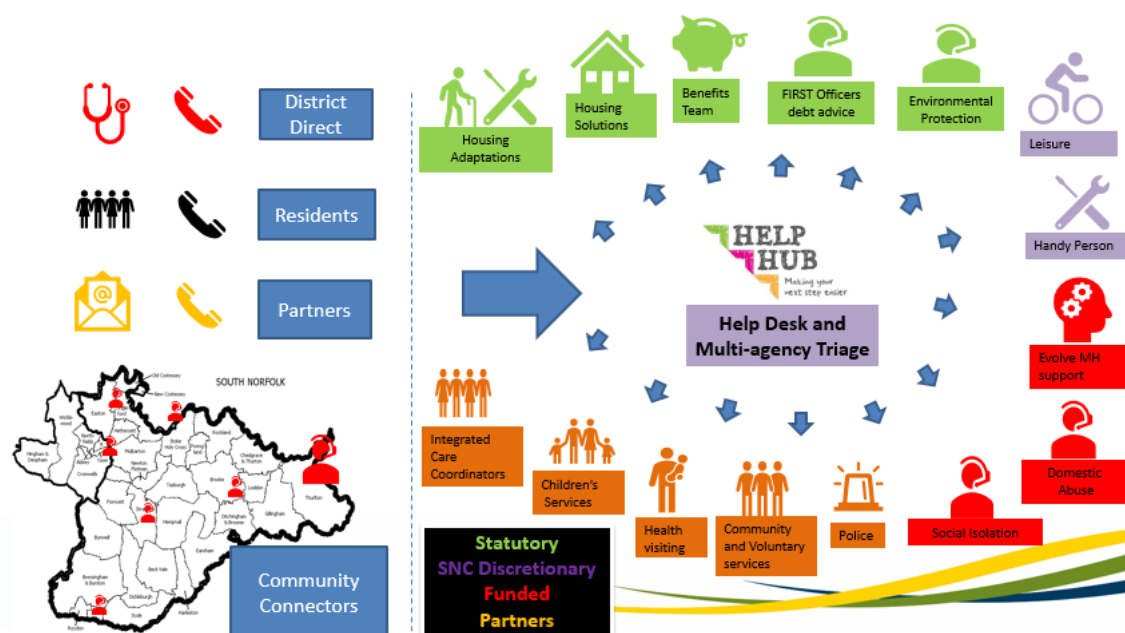
2.5 At the core of this approach is our Early Help Service, which comprises of our Housing Benefits, Housing Solutions, Communities, FIRST, and Help Hub coordination teams. These teams have been brought together to address the key requirements people need to overcome to lead independent and fulfilling lives as the diagram below shows.



2.6 Through ensuring that our residents have stable accommodation, have positive activity through work / volunteering, and have local peer networks and strong community cohesion, we can ensure our vulnerable residents have a solid foundation on which to build on.

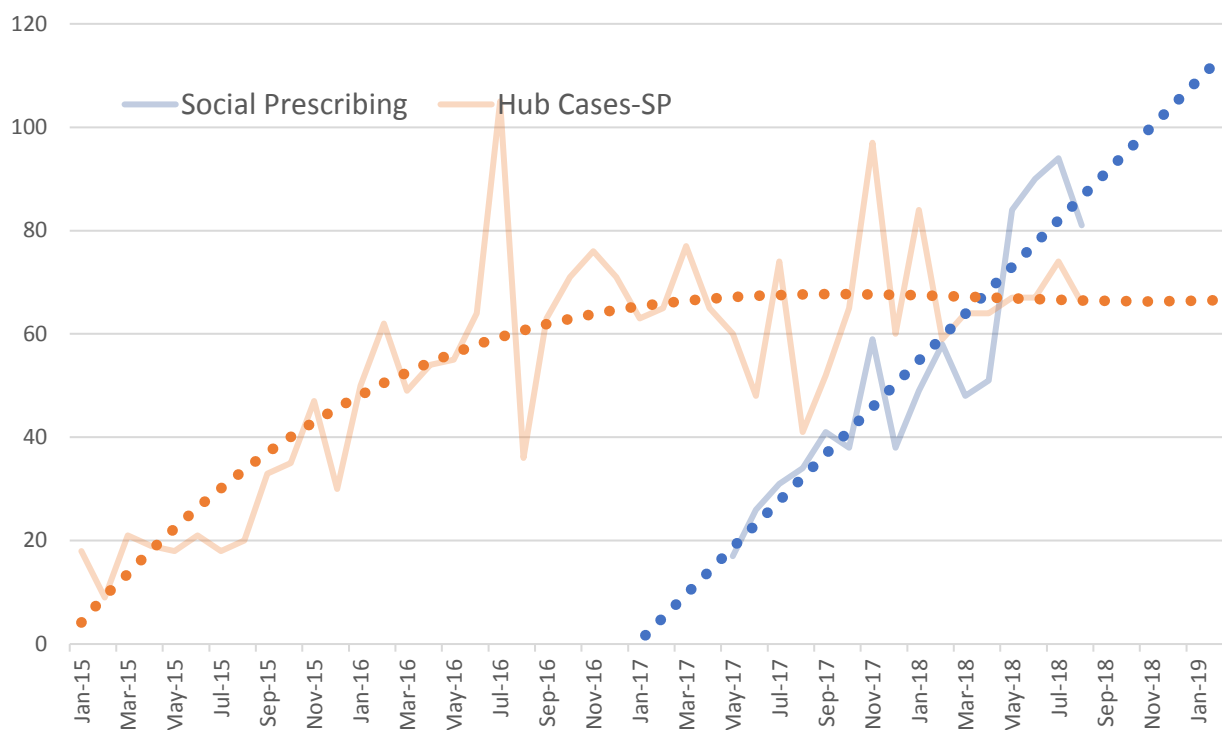
2.7 The diagram below demonstrates the range of ways we have enabled customers to request support, and how we have enhanced our statutory obligations to support vulnerable residents, through building a network of partnerships and funded services.

### The Help Hub multiagency approach:



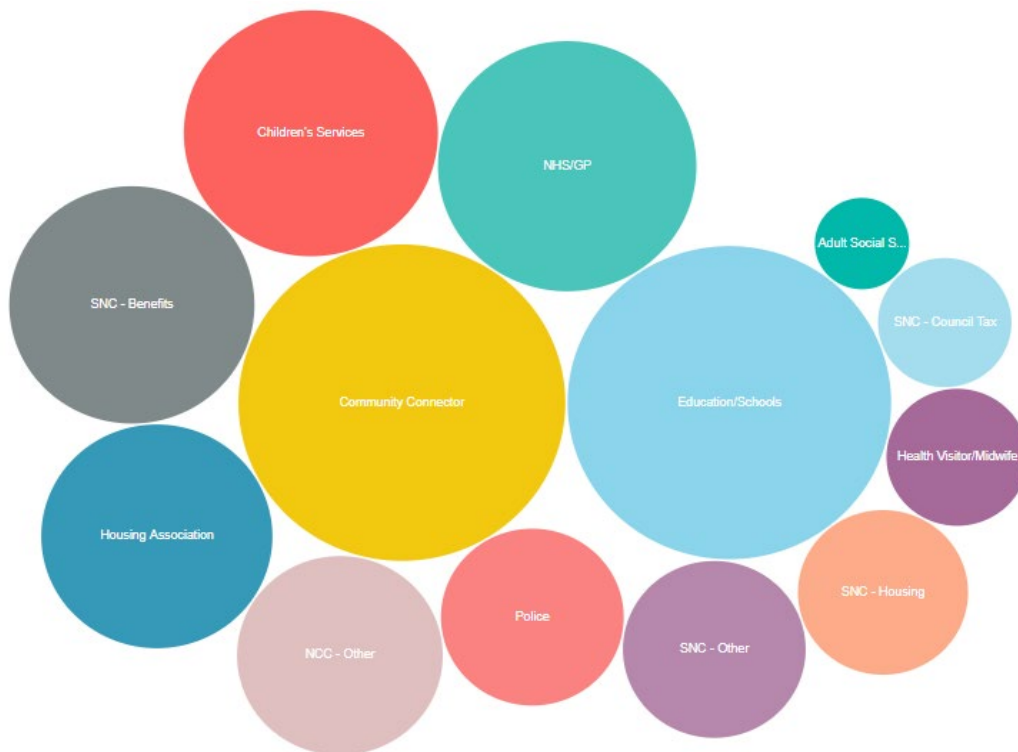
- 2.8 The Help Hub has maintained growth in capacity since its inception. The continued support of partners as well as new initiatives such as social prescribing has meant that the impact of the Hub keeps growing.

**Comparison of the Growth in Social Prescribing Cases with the Decrease in Growth of Other Cases Referred Into the Hub**



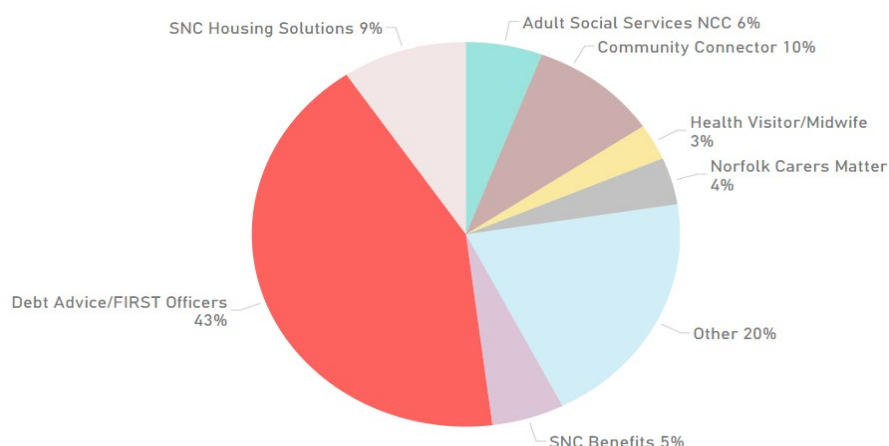
- 2.9 Social prescribing has seen exponential growth since its inception, as our GP surgeries have seen the benefits of this initiative. 100% of surgeries across the district now offer the social prescribing service, meaning that we can reach this vulnerable population sooner, whilst reducing unnecessary appointments.

- 2.10 The wide range of partners engaging in the Early Help model reduces the administrative barriers to people accessing help. The bubble chart below shows the variety of agencies referring cases into the Hub. It is a trusted route for support for many organisations, from Children's Services to Housing Associations.

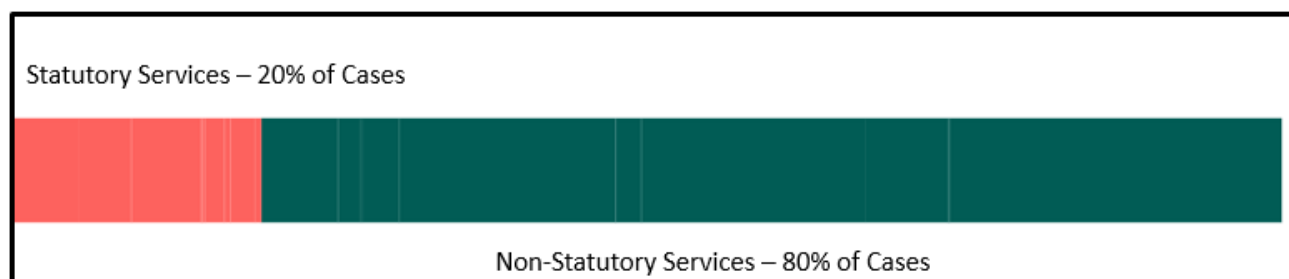


- 2.11 The Early Help process has seen several changes from its inception. Using an evidence led approach, we have identified avenues for improvement, and worked diligently to implement preventative solutions. An example of this was our response to a large number of cases presenting to the Help Hub with a financial need (43%). To provide for this need in our community, the FIRST officers and debt advice services were developed. This service now provides support for almost half of Help Hub cases.

- 2.12 Destination for Early Help Requests for Support:



- 2.13 This preventative approach, provides the customer with a better outcome, earlier and at lower cost, which the community connector and social prescribing services are part of. The chart below shows that the Hub has been successful in diverting cases away from statutory services.



- 2.14 A major success of the Help Hub is the reduced strain on statutory services. Analysis of the cases entering the Help Hub through statutory services suggests that most of these cases are engaged by non-statutory bodies when leaving the Help Hub, such as the FIRST Officers, Connectors or third sector agencies.

#### Destination agencies of cases referred to the help hub by statutory agencies



- 2.15 The domestic abuse worker scheme is also a revealing example of the impact that our projects can have on statutory services. Over the first two years of the project, we estimate a system wide saving (comprising Police, NHS, administration and other savings from the New Economy Manchester Model) of £773,136, with the scheme cost £60,000 for two years.

#### Case Studies

- 2.16 The difference that the Early Help model has made to provision of public services cannot be told through statistics and numbers alone. The real difference that the

Early Help approach makes can be seen more clearly when looking at the impact it has made to residents, one family at a time.

- 2.17 The following case study give an overview of the range of support the early help approach has offered. Other case studies are found at appendix 1.

### **FIRST - Supporting people to be financially resilient**

*K was referred to the Help Hub in the summer having lost her job due to a deterioration in her mental health. She was struggling following the death of her mother, had lost her job and accrued large rent arrears and other debts. K had tried to find alternative work, picking up shifts here and there. The sporadic nature of this had further damaged her confidence, and her difficulties navigating the benefits system were making her financial situation even worse.*

*K worked with FIRST officers to help her access suitable benefits to pay her living and housing costs in the short term. Working alongside the Welfare and Debt Advisor, FIRST officers supported her to contact housing providers and creditors. Payment plans were put in place, taking account of her low income. FIRST officers helped link into local courses and groups and supported her with application and interview skills. Soon, she gained employment, with the Help Hub Flexible Fund supporting short term transport costs – allowing K to get to work.*

*After a brief early intervention, K has turned her situation around, is in control of her life and finances and is making a positive contribution.*

### **Encouraging Agencies to Work Together**

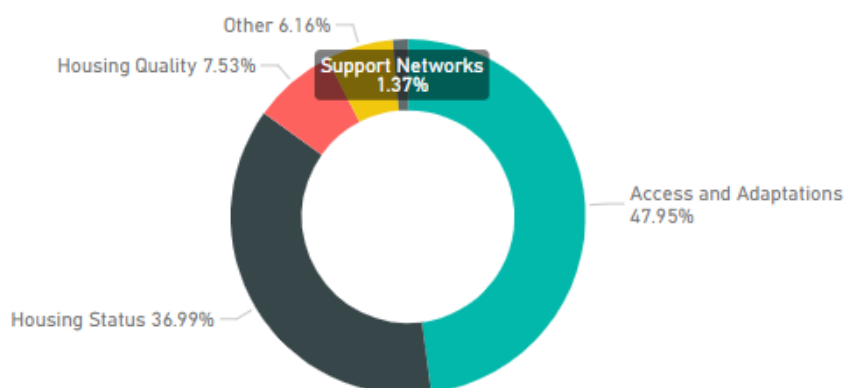
- 2.18 As part of our leadership role at South Norfolk Council, we have not only supported individuals 'one family at a time' but have encouraged agencies to transform the way they work together. The main focus of this has been to drive the shift from crisis to preventative services, which our future projects concentrate on:

#### **District Direct:**

- 2.19 The district direct service puts District Council Officers into the Norfolk and Norwich University Hospital to work alongside staff to support patients leaving hospital. The service provides practical assistance to help residents return home from hospital, meaning they can leave hospital more quickly, which is a better outcome for the patient and reduces excess bed days.



2.20 The service has supported over 400 customers facing the following barriers:



### Homelessness Prevention and Emotional Resilience

2.21 The service supports vulnerable residents with mental health or wellbeing issues to avoid homelessness. The service started in October 2018 and provides case work and interventions to reduce the demand on Council staff and other partners.

### Domestic Abuse

2.22 The project is delivered in partnership with Orwell Housing and provides a practical advice and support to victims of physical, emotional and financial to remain safe, avoiding escalation to crisis. The Early Help Domestic Abuse workers also provide a significant amount of professional consultation for other professionals, both in the help hub and the wider community. The service gives the confidence to victims to overcome the situation and avoid future unhealthy relationships. A direct fiscal benefit of £55,000 to South Norfolk Council for homelessness avoidance has been made. It is estimated that the cost to the UK economy of domestic abuse is £1.9 billion a year. Since April 2018 our Housing Solutions team have dealt with 34 domestic abuse cases.

### Help Hub Support Team

2.23 The support team is a jointly staffed team from the Council and Norfolk County Council and provides a front of house and administrative functions for the help hub, directing people to the right support. This has meant that customers only have to tell their story once, are able to ask for help if they do not know which service can support them and receive support quicker, over 90% of families receive support within three days.

## Social Prescribing

- 2.24 Social prescribing is based within GP surgeries and offers support for residents who have non-clinical need to access appropriate support and community provision. Feedback from Primary Care in respect of this social prescribing service has been universally positive. The vast majority of patients (80%) report accessing the help that they needed and seeing an improvement in their circumstances within a very short time frame (four to six weeks).
- 2.25 Our positive relationships with partners has enabled the collaborative approach

## How is the approach relieving financial restraints?

- 2.26 Whilst early help is about improving outcomes for individuals and families, by utilising the New Economy Manchester Cost Saving Calculator, we can demonstrate some of the areas where there is potential fiscal benefit to early intervention.

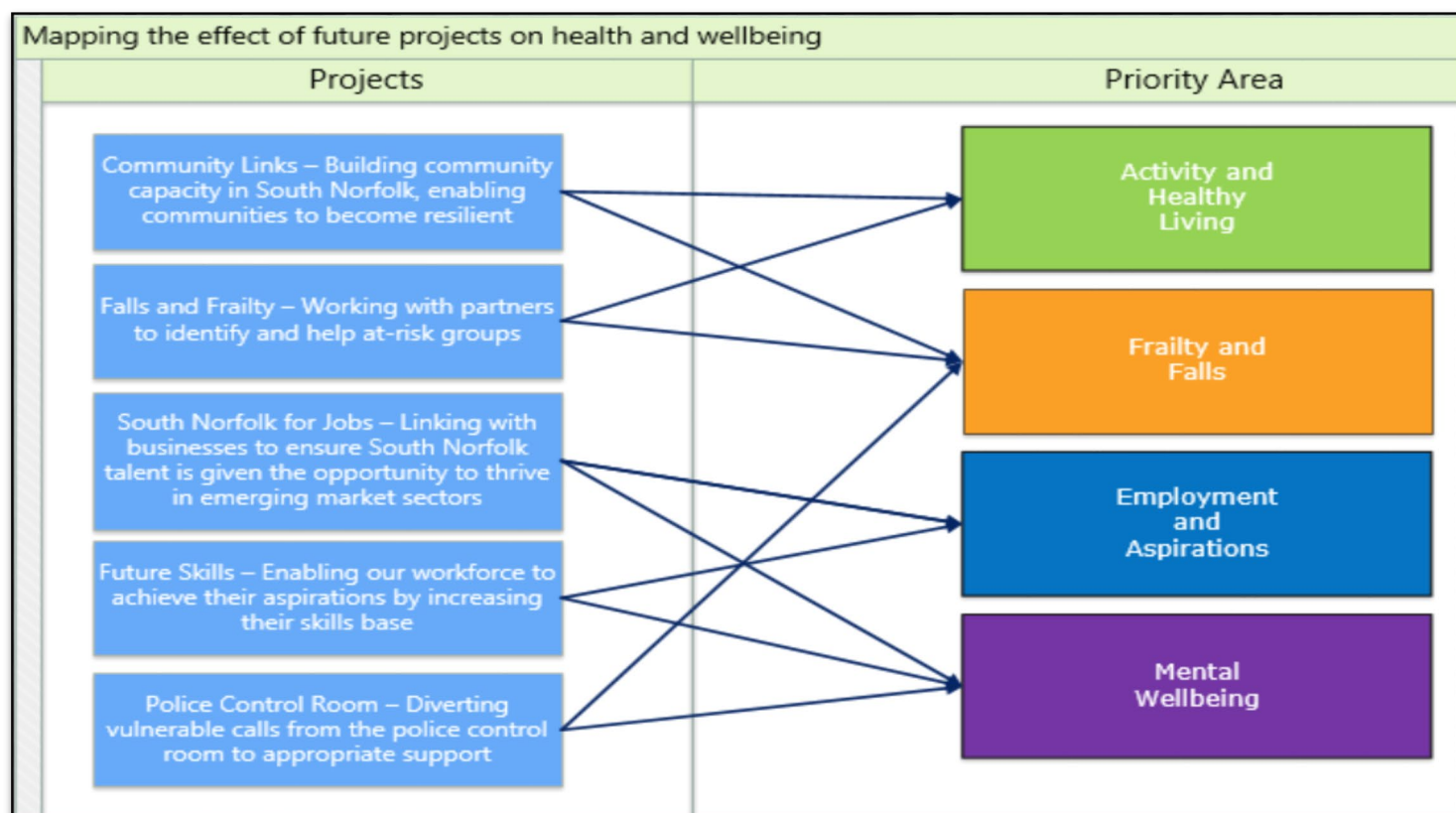
<b>Health</b> 731 GP referrals to Social Prescribing £95,761 potential fiscal benefit	<b>Children and Families</b> 529 children directly supported by Early Help Family Focus £29.3 mil potential fiscal benefit	<b>Domestic Abuse</b> 120 cases with DA as a presenting need £357,323 potential fiscal benefit
<b>Independent Adults</b> 184 people supported through Disabled Facilities Grant £5.3 mil potential fiscal benefit	<b>Employment</b> 276 cases with unemployment or benefits as presenting need £2.9 mil potential fiscal benefit	<b>Crime</b> 328 fewer incidents of ASB in 2017/18 £231,896 potential fiscal benefit

## 3. CURRENT POSITION / FINDINGS

### Looking Forward

- 3.1 **Collaboration:** As we enter the next phase in the Early Help journey, we consider the challenges and opportunities that we will encounter over in the coming years. One of the major changes to be implemented in South Norfolk is the formal collaboration between Broadland and South Norfolk Councils. This provides opportunities to work more efficiently in partnership, recognising the shared potential that the collaboration will bring.
- 3.2 **Aging population:** South Norfolk has been described as a 'crunch zone' by the Centre for Progressive Policy. This means it is identified as one of 13 local authorities that will feel the most pressure from increased demand for social care. We are also predicted to see an increase of 13,700 residents aged over 65 by 2035. Adapting services to cater for this community is critical.

- 3.3 **Social mobility:** Good aspirations and career chances as well as stable accommodation are major contributors to young people's mental health and future prospects. Relatively few young people are out of work in South Norfolk (currently around 122) but there are 1004 families living in workless household. Since April 2018 we have had 72 young people between 16 and 25 years old presented to our Housing Solutions team who were homeless or at risk of homelessness. All of these young people were either unemployed or under employed.
- 3.4 Long term strategic planning is needed to ensure that we will be adaptable in response to changes, both local and national. With this in mind, South Norfolk has aimed to put health and wellbeing at the heart of every service we provide, drawing upon the experience of our teams and partners in providing joint solutions to shared challenges. As such, the Council has adopted a Health and Wellbeing Strategy to give a practical framework for the policies and projects that we implement moving forward. Some of these projects are outlined below:

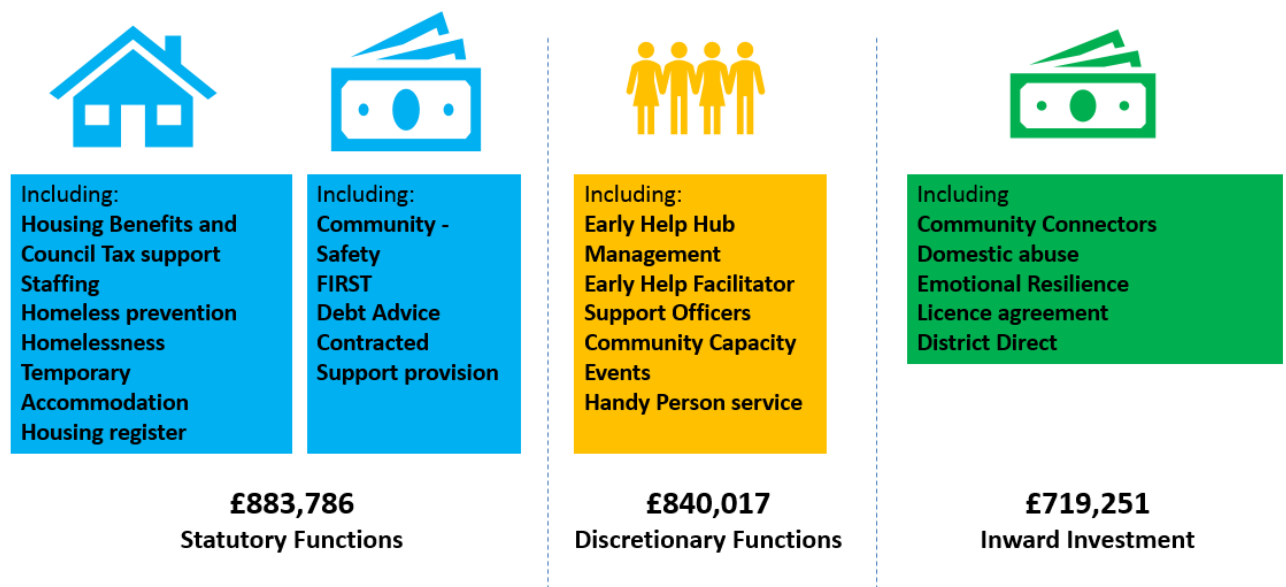


## Finance

- 3.5 South Norfolk Council has rightly taken a leadership role in developing the early help partnership, but to continue we also need to ensure our own offer is sustainable and cost effective. The Early Help service is a mix of statutory and non-statutory functions for the Council. The overall cost to the Council of providing early help

services (including homelessness prevention, housing benefits, help hub and community support is £1,004,552:

- 3.6 To break down early help resources, the diagram below splits our costs between those functions we are statutory required to provide, discretionary functions where we chose to provide additional resource to enable the partnership to grow, and to provide additional support to vulnerable residents. Also included is a breakdown of additional resource that has been bought into the district to support early help.

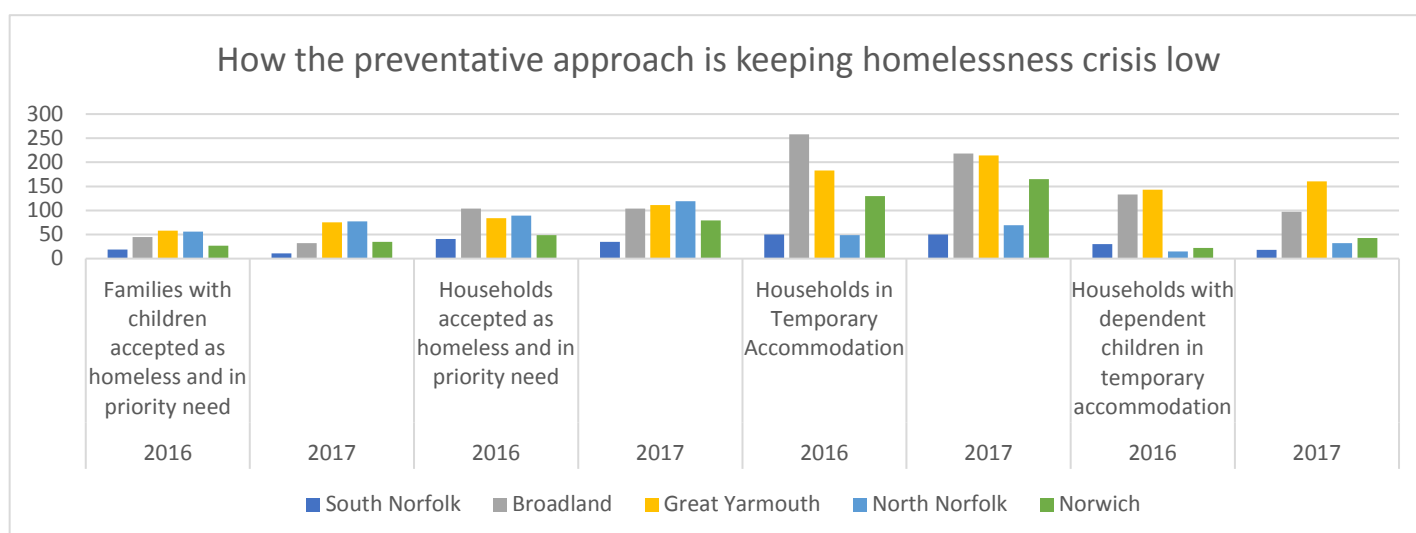


- 3.7 Taking the overall cost of the Councils investment in early help, compared to the funding that we draw in to deliver early help, the Council provides an additional £164,535 funding to support our vulnerable residents to provide them with the solid foundation on which to thrive and remain independent.
- 3.8 The early help service has a continued focus on efficiency over the last four years and through a mix of close scrutiny of budgets and adding value through our partnerships, we will be moving into the next financial year with a service that costs 10% less than this year with no loss of service. We will also continue to look for opportunities to make our finances work for us, for example using Big Sky to finance our voluntary sector partner projects by making charitable donations, enabling us to reduce profit margins
- 3.9 The physical collaboration hub at Long Stratton has helped to bring partners together to work as one team, learn from each other, build partnerships and act as an innovation site to develop and test new ideas and ways of working. We have built a funding model that has split the cost of the space between the main partners in the hub over the next three years, helping to provide for the long-term sustainability of the infrastructure to support local early help delivery.

- 3.10 To facilitate the coordination of early help, the Council puts additional non-statutory resource into the Help Hub to facilitate information sharing and collaboration. This includes running the help desk, coordinating the help hub, providing debt and welfare advice, community safety support and community connectors.
- 3.11 Through our investment in statutory support services, we are able to deal with issues earlier and more flexibly, allowing us to deflect issues before they need to be dealt with by our statutory services. By further investing in discretionary services, we have enabled the partnership to flourish but this has also provided us with the opportunity to draw in additional funding from partners to improve services for our residents.
- 3.12 However, the help hub should not be viewed as a new or standalone resource, much of the staffing resource in the hub is pre-existing, having been reallocated to the help hub to adding value to our resources. By flexing our existing resource, we are able to meet the needs of our residents while encouraging our partners to also change the way they work to add value to the way we work. Through this approach we now have a joint help hub support and support team where Children's Services and Police have invested approximately £70,000 per annum through staff resource.

### Financial benefit.

- 3.13 Measuring the impact of early help, and the cost of something that did not happen is challenging, particularly to the Council as we tend not to see the end fiscal benefit from early help and prevention. The premise of the help Hub is to provide non-targeted help to all residents who need it as early as possible, making it even more challenging to identify fiscal saving.
- 3.14 As a result of our early help preventative approach, demand on our statutory housing functions is lower than other districts in Norfolk:



- 3.15 We average 90 people less per year in our temporary accommodation compared to Norfolk figures, which has a fiscal benefit to the Council of £148,132.

## PROPOSED ACTION

### Future Projects

- 4.1 The Early Help approach has much to contribute to the positive outcomes that the Health and Wellbeing Strategy strives to achieve. The strategy sets out long term strategic goals, but the only way to achieve these are by working together locally and focussing on one family at a time. The continued partnership and expertise both within and working with the Hub enables us to provide a person-focussed outcome, allowing us all to focus on those cases where we can have the greatest impact.
- 4.2 The Hub has always had a pioneering spirit at its heart, actively seeking for opportunities to better our services. As such, we will continue to develop projects and flex our services to meet new demand and stay ahead of the curve to help us better serve our customers.
- 4.3 As part of the Councils five year plan, we will continue to invest in early help to enable all our residents to have a solid foundation in which to build from, to reach their potential and remain independent.

### Moving Forward

- 4.4 We will continue to provide a leadership role in early help and influence partners to improve early services to residents. We will push forward ways to enhance community delivery through utilising a hub and spoke model. This includes:
- 4.5 **Localised Support** – We will meet residents face-to-face in their communities. The Community Connector model has proven that problem solving on a locality basis works and is able resolve issues without escalation to statutory authorities.
- 4.6 **Allocation of Resources** - We will continue to empower staff to work beyond traditional organisational boundaries identifying holistic solutions, freeing resource and time for specialist officers to focus on further intervention.
- 4.7 **Collaboration Focus** - The continued collaboration will focus on coordination of support, innovation and partnership building, with a community and preventative focus resolving and redirecting low level issues.
- 4.8 **Increased utilisation of self-help tools** – through increasing our online offer we can encourage those residents who can help themselves to do so, at a time convenient to them, ensuring we have the resource in place to help those who can't.

## **5 OTHER OPTIONS**

- 5.1 South Norfolk Council puts more resource and leadership into the early help approach than the other districts in Norfolk. This has seen the Help Hub grow to be recognised locally and nationally as good practice, as well as supporting our residents. However, the option is available to scale back on our discretionary contribution to early help in favour of other priorities.

## **6 ISSUES AND RISKS**

- 6.1 **Resource Implications** – The proposal has been costed out and is within the proposed budget for next year. We will continue assess how South Norfolk and Broadland Councils can work together for efficiencies and to look for opportunities to attract inward funding.
- 6.2 **Legal Implications** – None
- 6.3 **Equality Implications** – the Help Hub works closely with partners to ensure that equality is reflected in our work.
- 6.4 **Environmental Impact** – None
- 6.5 **Crime and Disorder**- The early help approach works closely with law enforcement agencies to reduce the impact of crime by supporting victims and offender.
- 6.6 **Risks** – None

## **7 CONCLUSION**

- 7.1 Through the Council leadership role, the early help approach has been a success in South Norfolk with a locally and nationally recognised model. With a strong ethos on local delivery we have provided a strong foundation for residents to remain independent and thrive, enabling social mobility and we will continue to deliver services, and influence partners to offer the support needed to all our residents

## **8 RECOMMENDATIONS**

- 8.1 The Housing, Wellbeing and Early Intervention Policy committee are asked to:
- 8.1.1 Comment on the update and offer recommendations to the report to go to Cabinet on 10 December 2018.
- 8.1.2 Endorse the project proposed to take forward in 2019.

**Background Papers**  
**None**

## Appendix 1

### Community Connectors – Enabling people to access help

**“When I spoke with (the connector) my tears were dropping more than I could clean. She was the only one that listened to me and comforted me. That day changed my life. Even knowing how much I've accomplished, that day in March is very present in my mind. I will always be grateful for everything I have.” Suzi Silva**

Suzi's marriage had recently broken down, so to support herself she went to the Job Centre in March 2018. Her landlord had terminated her contract (due to relationship breakdown) and was falsely reported to DWP. She has two children, and was 'hopeless and desperate', having had her benefits stopped due to the investigation.

She was referred to a community connector who was running a drop-in service at the Job Centre. Our community connector worked with colleagues in housing, benefits, DWP and welfare to help Suzi with her situation, including help applying to the housing register. Suzi, with guidance from the Connector (who had a strong working relationship with the job centre), provided proof to the DWP against her case and submitted her claim for support.

After 6-8 weeks, Suzi received the benefits she was entitled to and secured a new home in Burston. Suzi then wanted to give back to her community, so she applied for a 'Go for It Grant' with the help of the connector to set up 'Shine', a support group to help other single parents who were in her situation. She also volunteers for Voluntary Norfolk on a regular basis.

### District Direct – Helping vulnerable people return home from hospital

**Mrs Y did not have a safe home to return to from the hospital. Following an intervention from the District Direct officer, a sheltered flat was quickly secured. Support to clear the previous home enabled her to be safely discharged.**

Mrs Y has end stage cancer. Prior to admission at NNUH, Mrs Y was living in a 3-bed housing association property caring for her daughter, who also has cancer. Following a referral to District Direct, Mrs Y reported that her property had damp and mould issues. The consultant advised that Ms Y couldn't be safely discharged until alternative housing was found.

The District Direct officer met with Mrs Y and her family, when Mrs Y agreed that joining the register would be the best way to attain an adequate level of housing. The officer helped complete the paperwork and arranged for the consultant to support her application, which resulted in Mrs Y being placed in the highest priority band.



The home authority then contacted the DD officer to say that a suitable 1 bed sheltered flat had just become available. A next day viewing was arranged, and all were impressed by it, and Mrs Y accepted the property. The DD officer also arranged for her previous house to be cleared and made sure Mrs Y was accessing the right financial support. The DD officer also arranged for the local assistance scheme to provide a grant for furniture and the delivery of a fridge to her new address. The Big C charity was contacted following discharge for ongoing support.

### **Families support – A whole centred approach**

**Prior to a sudden death the family were coping well but this tragic event sent the family over the edge. Whilst the family still need to recover after their bereavement, finance is more stable now which has improved their family life.**

A family worker recently supported a single mother that had suffered a bereavement of one of her daughters. She had two more teenage children, and after the sudden death of her daughter had been struggling to cope. She struggled to maintain the family finances and navigate the benefits system.

Through the Help Hub, she was referred to a First Officer for financial support. They jointly worked with the family worker to help improve their financial situation, alongside the support given to ensure the family could grieve. Support from the flexible fund enabled the mother to help pay for some of the funeral costs. The remaining children have also been working with Prospects, a voluntary sector youth team, which provided positive activities to help them with the grieving process.

### **Police – Moving people away from crime**

**The young man concerned had no previous convictions, had been in employment and received significant training. Redundancy led him down the path to offending. He has now been working for six months and has moved into a private rented flat.**

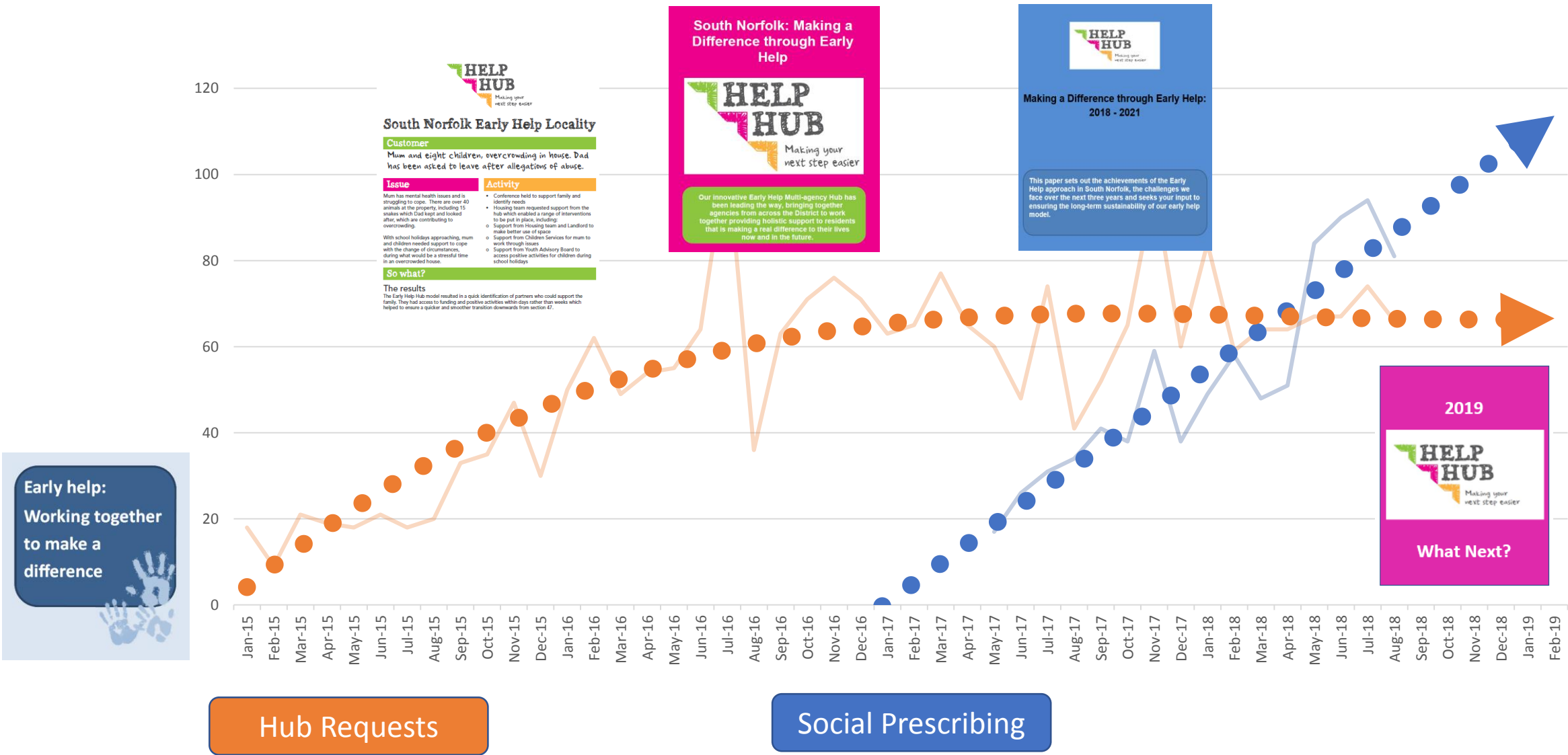
Police requested support for an offender into the Help Hub who had admitted to committing low level crimes to help fund his everyday living costs. He was identified as the offender in a series of thefts from insecure motor vehicles. It transpired that he was entering insecure vehicles in search of money to feed himself.

He was provided with a food bank voucher and support from the Help Hub flexible fund, to buy essential items. He also received benefit advice to ensure he had funds in the interim. He was keen to return to work and through the job service he received help and support in finding employment, being offered a managerial job with a fast food chain. He hasn't committed any further offences since starting employment.



## **The South Norfolk Early Help Model: Key Statistics**

# Early Help Journey so far

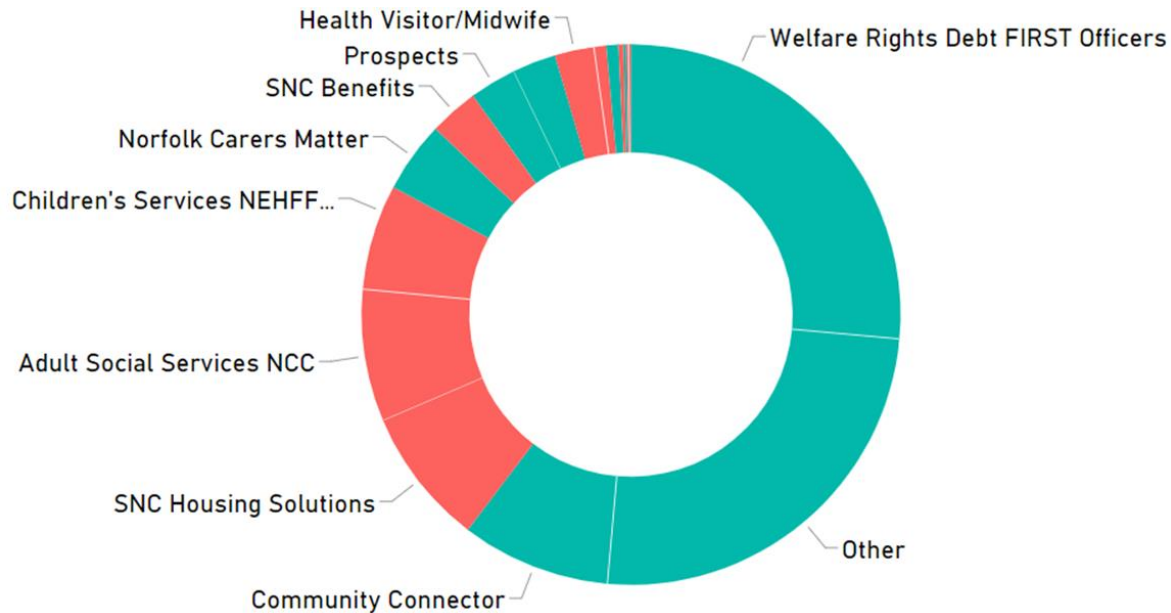


# Destination Agency of All Requests for Support into the Hub

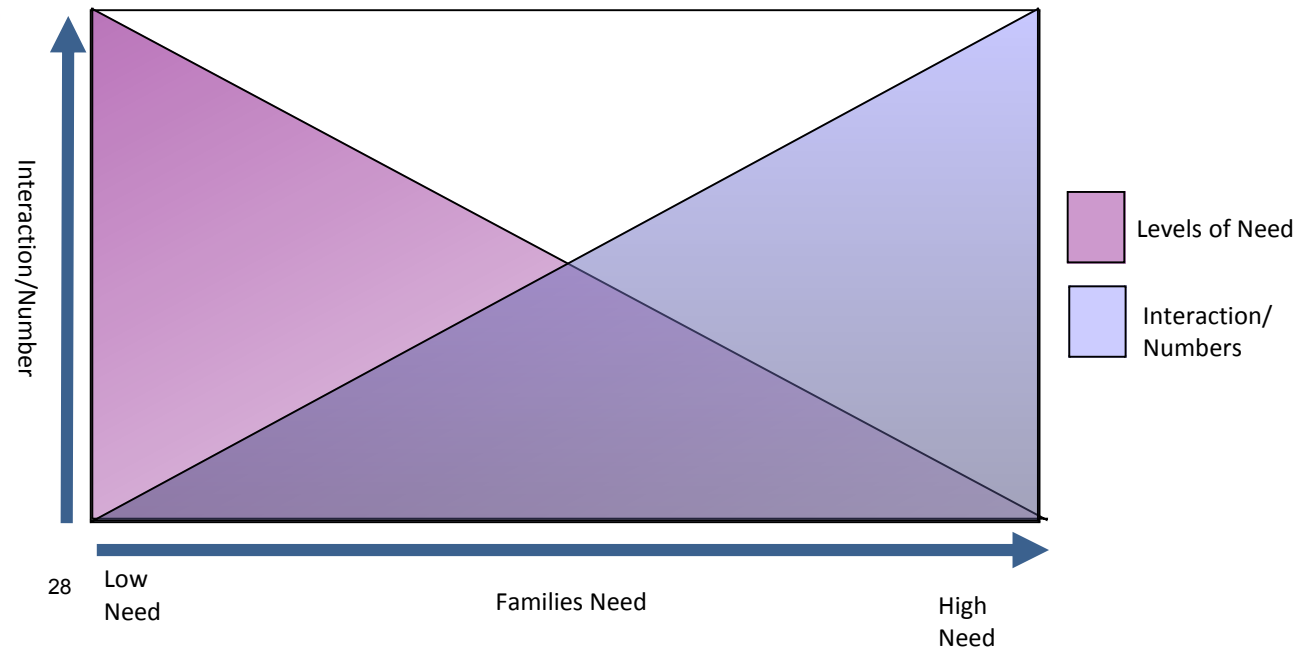
Statutory Services – 20% of Cases



Non-Statutory Services – 80% of Cases



Current Need



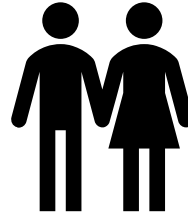
# Does the Early Help Model Work?

Is there anything else we can do to help you?

No

Yes

Residents Supported Annually



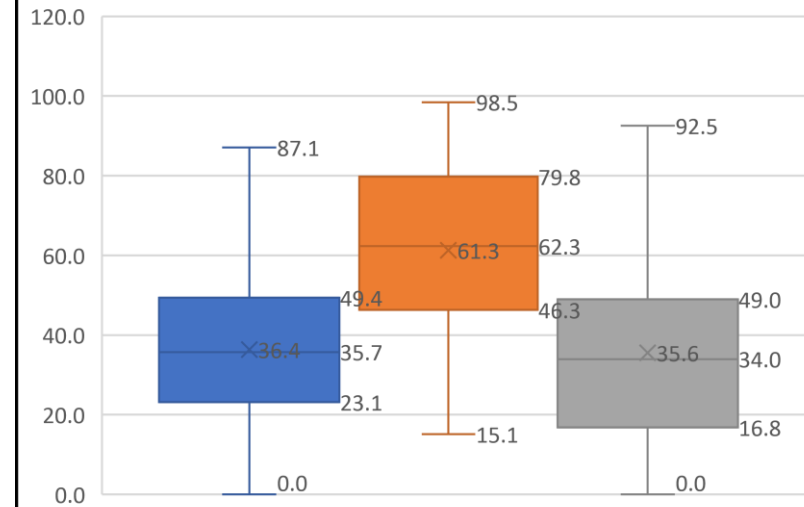
1080 Adults



1150 Children

Age Range Accessing Different Forms of Referral

Self SP Agency

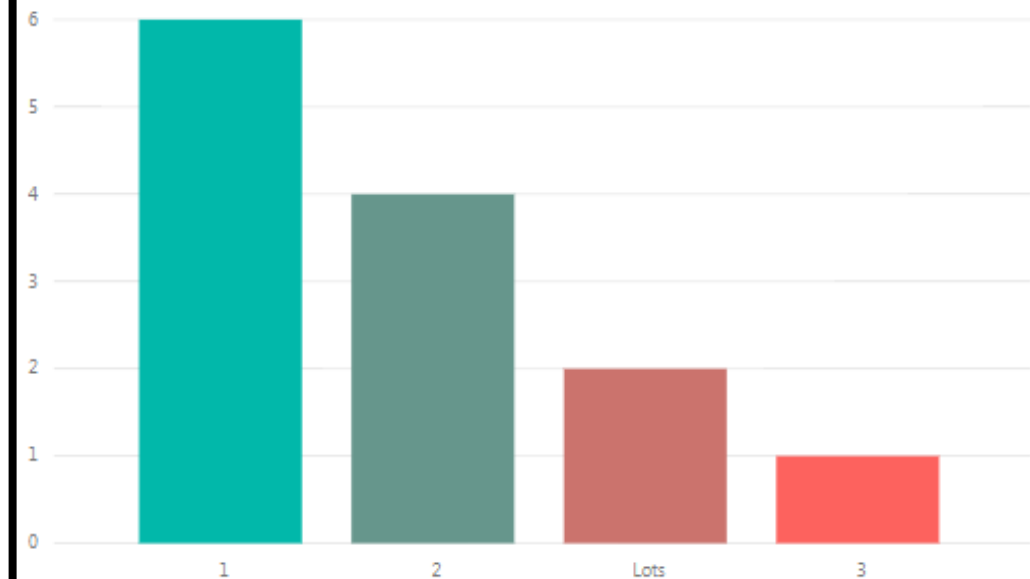


63%

Weren't aware of the service they were referred to before receiving help

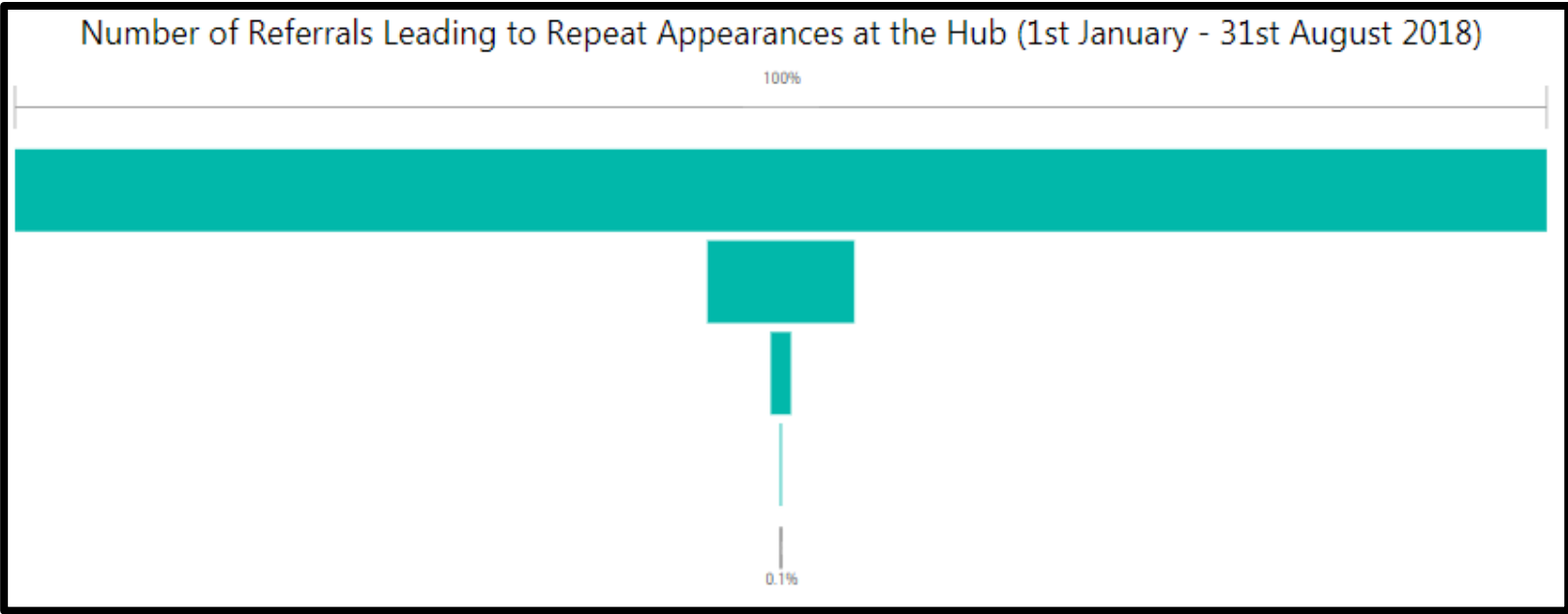
29

How many times did you have to tell your story before accessing help?



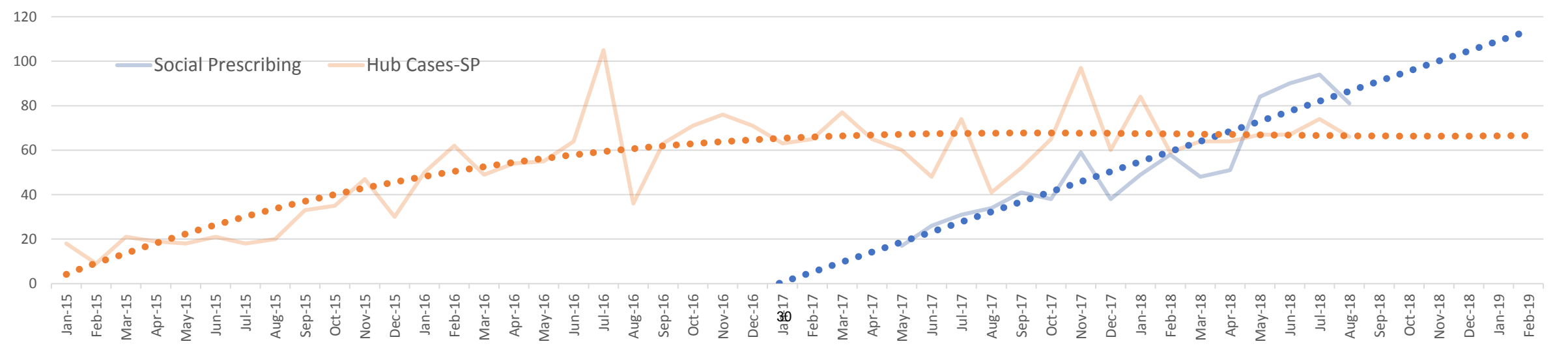
# Does the Early Help Model Work?

- 1<sup>st</sup> Referral (No Repeat) 900
- 1<sup>st</sup> Referral (Leading to Repeat) 95
- 2<sup>nd</sup> Referral 94
- 3<sup>rd</sup> Referral 13
- 4<sup>th</sup> Referral 1



9% of cases re-appear back at the Hub within 8 months, a similar number to statutory services such as housing advice and prevention

Comparison of the Growth in Social Prescribing Cases with the Decrease in Growth of Other Cases Referred Into the Hub



**Housing, Wellbeing, Leisure and Early Intervention Policy Committee  
28 November 2018**

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**2019-20 Council Tax Support Scheme**

**Report Author(s):**

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**Portfolio:**

Housing, Wellbeing, Leisure and Early Intervention

**Ward(s) Affected:**

All

**Purpose of the Report:**

This report is to detail that we are proposing that there be no change to the Council Tax Support scheme for the financial year 2019/20.

**Recommendation:**

That the Housing, Wellbeing, Leisure and Early Intervention Policy Committee recommends to Cabinet that the Council Tax Support Scheme remains in its current form for a further 12 months.

## **1. SUMMARY**

- 1.1** This report is to detail that we are proposing that there be no change to the Council Tax Support scheme for the financial year 2019/20. For further information, please see:

<https://www.south-norfolk.gov.uk/residents/benefits/council-tax-support>

## **2. BACKGROUND**

- 2.1** The Local Government Finance Act 2012 requires Local governments to present their proposed Council Tax Support scheme to members each year. This process is preferred to us as it provides opportunity for member involvement in any amendments proposed. Whilst amendments will be required for financial year 2020/21 the impact of Universal Credit is not such that it requires any adjustment his year

## **3. CURRENT POSITION / FINDINGS**

- 3.1** The scheme remains fit for purpose with total reduction of £6,351,131.00 being paid last year. Total cost to the council in lost revenue amount to £533,495.00. With this funding we were able to help 18,204 people in total throughout the year with 7,017 currently claiming.
- 3.2** Key ethos of the scheme fits to the Councils approach by making sure that those who can work gain an advantage of doing so and are not unreasonably penalised when additional hours are obtained whilst also making sure those who need help receive full entitlement until they find themselves in a better position

## **4. PROPOSED ACTION**

- 4.1** To keep the Council Tax Support scheme in its current form for a further 12 months

## **5. ISSUES AND RISKS**

- 5.1** Resource Implications – There are no resource implications
- 5.2** Legal Implications – Failure to consult and obtain agreement with the proposed action would be a breach of the Local Government Finance Act 2012.
- 5.3** Equality Implications – There are no equality implications in this instance as the scheme will remain unchanged.
- 5.4** Environmental Impact – The are no environmental implications



**5.5** Crime and Disorder - The proposal will not impact on Crime and disorder.

**5.6** Risks – There are no foreseeable risks arising from this approach

**6. RECOMMENDATION**

**6.1** That the Housing, Wellbeing, Leisure and Early Intervention Policy Committee recommends to Cabinet that the Council Tax Support Scheme remains in its current form for a further 12 months.