



GREAT YARMOUTH
BOROUGH COUNCIL

Housing and Neighbourhoods Committee

Date: Thursday, 04 March 2021

Time: 17:30

Venue: Virtual

Address: [Venue Address]

AGENDA

Open to Public and Press

1 APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2 DECLARATIONS OF INTEREST

You have a Disclosable Pecuniary Interest in a matter to be discussed if it relates to something on your Register of Interests form. You must declare the interest and leave the room while the matter is dealt with.

You have a Personal Interest in a matter to be discussed if it affects

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

You must declare a personal interest but can speak and vote on the matter.

Whenever you declare an interest you must say why the interest

arises, so that it can be included in the minutes.

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| 3 | <u>MINUTES</u> | 3 - 8 |
| <p>To confirm the minutes of the meeting held on the 4 February 2021.</p> | | |
| 4 | <u>FORWARD PLAN</u> | 9 - 10 |
| <p>Report attached.</p> | | |
| 5 | <u>COMMUNITY CHAMPIONS' PROGRAMME</u> | 11 - 15 |
| <p>Report attached.</p> | | |
| 6 | <u>REVIEW OF VCSE GRANTS 2020/21 & PROPOSED GREAT YARMOUTH COMMUNITY INVESTMENT FUND</u> | 16 - 29 |
| <p>Report attached.</p> | | |
| 7 | <u>LOCALITY STRATEGY</u> | 30 - 52 |
| <p>Report attached.</p> | | |
| 8 | <u>DEVELOPMENT STANDARD - ESTABLISHMENT OF TASK AND FINISH GROUP</u> | 53 - 56 |
| <p>Report attached.</p> | | |
| 9 | <u>SOCIAL HOUSING WHITE PAPER</u> | 57 - 67 |
| <p>Report attached.</p> | | |
| 10 | <u>ANY OTHER BUSINESS</u> | |
| <p>To consider any other business as may be determined by the Chairman of the meeting as being of sufficient urgency to warrant consideration.</p> | | |



Housing and Neighbourhoods Committee

Minutes

Thursday, 04 February 2021 at 17:30

PRESENT:-

Councillor Grant (in the Chair); Councillors Cameron, Candon, Flaxman-Taylor, Galer, Grant, Hacon, D Hammond, Martin, Talbot, Smith-Clare, Wainwright & Williamson.

Mrs P Boyce (Strategic Director), Mrs N Turner (Housing Director), Ms K Watts (Strategic Director), Mrs K Sly (Finance Director), Mr J Williams (Community Protection Manager), Mr T Chaplin (Housing Transformation Manager), Mrs D Patterson (HRA Service Accountant), Mrs C Spooner (Housing Strategy, Policy & Performance Officer), Mrs S Wintle (Corporate Services Manager) & Mrs C Webb (Executive Services Officer).

1 APOLOGIES FOR ABSENCE

There were no apologies for absence.

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

3 MINUTES

The minutes of the meeting held on 1 October 2020 were confirmed by assent.

4 MATTERS ARISING

With regard to minute number 9, Resident Engagement Strategy, Councillor Wainwright reported that he had not received the budget figure for tenant engagement. The Housing Director reported that she had emailed the information to Councillor Wainwright and would re-send following the meeting. Councillor Wainwright also queried why the strategy had not been added to the Forward Plan. The Housing Director reported that the strategy would be added to the Forward Plan and it was hoped to bring a report to Committee during June/July this year.

With regard to minute number 7, Council Homes Programme, Councillor Williamson clarified his request to the Committee as the minute did not make his intentions clear. The Housing Director noted his update.

5 FORWARD PLAN

The Committee received and noted the Forward Plan.

The Committee requested that the Residents Engagement Strategy be added to the Forward Plan.

RESOLVED:-

That the Committee note the Forward Plan with the addition of the Residents

Engagement Strategy.

6 SELECTIVE LICENSING REPORT

The Committee received and considered the report from the Strategic Director and Community Protection Manager.

The Strategic Director and Community Protection Manager gave an update of the Council's Selective Licensing Scheme to the Committee.

Councillor Smith-Clare asked whether the scheme would be rolled out to other wards in the Borough. The Strategic Director reported that it was hoped to introduce the scheme in other wards once the added value work was embedded.

Councillor Wainwright asked that Ward Councillors be kept in the loop as they were often the first port of call from landlords. The Strategic Director reported that she would discuss this request with the Monitoring Officer.

Councillor Martin highlighted the need for Community Connectors in the community to build relationships and trust with residents who were often afraid to report unsatisfactory housing conditions for fear of landlord reprisals.

RESOLVED:-

That the Committee note the report and to receive a further update in six month's time.

7 HOUSING & NEIGHBOURHOODS PERFORMANCE REPORT Q1 AND Q2

The Committee received and considered the report from the Housing Transformation Manager.

The Housing Transformation Manager reported the salient areas of his report detailing key performance indicators during quarters 1 & 2 of 2020/21.

Councillor Martin asked for clarification regarding HN09 and asked whether the number and contact details for the community groups could be shared with Members. The Housing Transformation Manager reported that he would take advice as to whether the data could be shared.

RESOLVED:-

That the Committee note the report.

8 HRA BUDGET REPORT 2021-22

The Committee received and considered the report from the HRA Service Accountant.

The HRA Service Accountant reported the salient areas of the Housing Revenue Account (HRA) budget 2021/22 to 2025/26, HRA capital programme 2021/22 to 2025/26, HRA Rent and Service Charge proposal 2021/22 and the revised HRA revenue and capital forecasts for 2020/21.

Councillor Wainwright referred to page 39 of the agenda report; decarbonisation, and highlighted the problem of damp in numerous properties within his ward which posed a health concern to the residents and he was unhappy that damp walls were just washed down without the root cause being tackled. The HRA Service Accountant reported that work to external walls and loft insulation was covered under this but she would ask the head of property & Asset Management for further details. The Housing Director reported that she would forward a note to Members explaining decarbonisation.

Councillor Wainwright referred to page 43 of the agenda report and asked whether the contact for communal digital aerials had been sorted. The Housing Director reported that it was a long term contract and she would investigate and report back to Councillor Wainwright after the meeting.

RESOLVED:-

That the Committee recommend to Full Council:-

- (i) The increase in rents of CPI + 1%, as set out in the new Rents for Social Housing Policy for 2021/22. For 2021/22 this equates to 1.5%,
- (ii) The Revenue Budget for 2021/22, together with the forecast projections for the period up to 2025/26, including the extended borrowing to support the provision of additional HRA homes,
- (iii) The Capital Budget for the period 2021/22 to 2025/26,
- (iv) The HRA Service Charges for 2021/22; and
- (v) The revised HRA Capital and Revenue forecasts for 2020/21.

9 RETAINED RIGHT TO BUY RECEIPTS POLICY

The Committee received and considered the report from the Housing Strategy, Policy & Performance Officer.

The Housing Strategy, Policy & Performance Officer reported the updated Use of Retained Right to Buy Receipts Policy which reflected operational changes and requirements as detailed in the report.

Councillor Wainwright asked if Members could be informed of the addresses and tenure of the affected properties. The Housing Strategy, Policy & Performance Officer reported that this would form part of the yearly update to the Committee.

RESOLVED:-

That the Committee recommend to Policy & Resources Committee:-

(i) That the Committee approve the updated use of Retained Right to Buy Receipts Policy and recommend the adoption of the policy by Policy & Resources Committee; and

(ii) That Policy & Resources Committee approve the Use of Retained Right to Buy Receipts Policy and delegate approval of expenditure in accordance with the use of Retained Right to Buy Policy to a Strategic Director in conjunction with the Section 151 Officer.

10 GREAT YARMOUTH HOMELESS ALLIANCE

The Committee received and considered the report from the Housing Director.

The Housing Director reported the work undertaken by the Great Yarmouth Homeless Alliance, which was a multi-agency group established to support reductions in homelessness across the Borough.

Councillor Smith-Clare thanked the Housing Director for the excellent report for the much needed scheme within the Borough and asked for reassurances that youth homelessness would be included. The Housing Director reported that DIAL would be leading the scheme and YMCA would be involved.

Councillor Williamson reported that he fully supported the scheme and suggested that the homeless model adopted by Denmark should be considered as they housed the homeless person first and then tailored the required support services to their needs.

Councillor Martin reported that Covid had highlighted the plight of the homeless and although the Government had implemented the "Everyone In" scheme, homelessness needed a long term solution.

Councillor Talbot asked how the Council supported the homeless who needed to detox as Herring House was unable to offer support. The Housing Director reported that the Borough did not offer any "wet houses" and discussions had

taken place as to whether and how the Council could meet this need.

RESOLVED:-

(i) That the Committee endorses the Great Yarmouth Homeless Alliance Commitment; and

(ii) Requests and annual update on the work of the Homeless Alliance.

11 ANY OTHER BUSINESS

The Chairman reported that there was no other business being of sufficient urgency to warrant consideration at the meeting.

The meeting ended at: 19:30

	URN	Matter for Decision	Report by	Pre Agenda Meeting (PAM)	Housing & Neighbourhoods	Policy & Resources	Council
1		GYN Board Minutes	Head of Property and Asset Management				
2	20-084	Great Yarmouth Locality Strategy	Strategic Director (PB)	25/02/21	04/03/21		
3	21-015	Great Yarmouth Community Investment Fund	Strategic Director (PB)	25/02/21	04/03/21		
4	21-011	Community Champions Programme	Strategic Director (PB)	25/02/21	04/03/21		
5	20-198	Social Housing White Paper	Director of Housing	25/02/21	04/03/21		
6	21-013	Development Standard Task and Finish Group	Director of Housing	25/02/21	04/03/21		
7	20-201	Housing Strategy Update	Director of Housing	TBC	TBC		
8	21-036	Social Housing White Paper Position Statement	Director of Housing	TBC	TBC		
9	21-038	Resident Engagement Strategy	Director of Housing	TBC	TBC		
10	21-043	Sheltered Housing Services Review	Director of Housing	TBC	TBC		
11	20-199	Empty Homes Policy	Director of Housing	TBC	TBC		
12	20-200	Temp Accommodation Strategy Update	Director of Housing	TBC	TBC		
13	20-202	Community Housing Fund Update	Director of Housing	TBC	TBC		
14	21-034	Council Housing Compliance & Performance	Director of Housing	TBC	TBC		

URN: 21-011

Subject: Community Champions' Programme

ELT – 17 February 2021

Report to: Housing & Neighbourhoods Committee - 4 March 2021

Report by: Sue Robinson, Early Help Hub Manager & Paula Boyce, Strategic Director



SUMMARY

In November 2020, the Government led by the Ministry of Housing, Communities & Local Government (MHCLG) launched a £23.76 million 'Community Champions Programme' working jointly with National Health Services (NHS) England. The programme invited local authorities and voluntary groups to apply to work with Public Health England to provide targeted support for people shown to be most at risk from Coronavirus (COVID-19).

The Borough Council applied and has been successful with its proposal for a series of local interventions. The spend locally will expand access to public-facing communications related to COVID-19, including vaccine advice and information to boost local vaccination take-up.

This report provides Members with an overview of the proposed interventions we will implement working closely with Norfolk Public Health, Norfolk County Council, Norfolk & Waveney CCG colleagues at place level, and the Great Yarmouth & Northern Villages and Gorleston & Southern Parishes Primary Care Networks.

RECOMMENDATION

That the Housing and Neighbourhoods Committee resolves to:

- a) endorse the proposals for a Community Champions' Programme in the Borough of Great Yarmouth.

1. INTRODUCTION

1.1 MHCLG's Community Champions' Programme The Community Champions' aims to support a range of local interventions to build upon, increase or improve existing activities to work with residents who are most at risk of Covid-19. This can include helping to build trust and empower at-risk groups to protect themselves and their families. The broader aim of the Programme is to reduce the impact of the virus on all communities, beyond just the target areas that we will work with through this scheme.

1.2 Across the 60 local authorities receiving the grant funding, local projects are expected to:

- Build residents' confidence to integrate and engage more widely in their local communities and mix with people from different backgrounds.
- Adopt approaches to engagement that supports social connection to the local area and builds confidence to use local amenities and services.

- Provide practical solutions to overcome barriers, such as supporting those experiencing digital exclusion.
 - Be targeted using the best available national and local sources of evidence of need.
 - Exhibit good governance and the collection of robust evidence to enable measurement of progress in achieving the Funds aims.
 - Deliver genuine value for money with robust programme management.
- 1.3 The Council is expected to promote and adhere to Government recommendations, messaging and Public Health England guidance provided to directly from Government and/or through the Local Resilience Forum on and about COVID-19 when providing any activities funded by the Community Champions' Programme.
- 1.4 To deliver the Programme across the Borough, the Council proposes to work with the Norfolk Community Foundation, relevant local Voluntary, Community & Social Enterprise (VCSE) organisations, Norfolk Public Health, Norfolk & Waveney Clinical Commissioning Group, the two Primary Care Networks, Police and Norfolk County Council as part of the wider Norfolk Resilience Forum.

2. BUILDING UPON A COMMUNITY HUB OPERATING MODEL

- 2.1 In response to the COVID-19 pandemic, Members will recall that the Council established the 'Great Yarmouth Community Hub'. Operated virtually the multi-agency Hub model also provides two physical hub spaces aligned to the two Primary Care Networks in the borough. Via the Community Hub residents have a single point of contact for a range of support services including; COVID-19 guidance, help to self-isolate, well-being, reassurance and access to financial support and food when required.
- 2.2 Throughout the pandemic the team has engaged with local community organisations, charities, faith groups, community volunteers, the Gypsy and Roma Traveller community, local neighbourhood boards and online mutual aid groups at a grass-roots level to galvanise community capacity support.
- 2.3 Government-commissioned research ([Disparities in the risk and outcomes of COVID-19, August 2020](#)) indicates that Public Health England data shows the impact of COVID-19 has replicated existing health inequalities and, in some cases, has increased them. The largest disparity found was by age. Risk of dying among those diagnosed with COVID-19 was also higher in males than females; higher in those living in the more deprived areas than those living in the least deprived; and higher in those in Black, Asian and Minority Ethnic (BAME) groups than in White ethnic groups. These inequalities largely replicate existing inequalities in mortality rates in previous years, except for BAME groups, as mortality was previously higher in White ethnic groups.
- 2.4 Whilst the reasons for this disparity can be complex, there are some simple, practical methods, including routes to communications and messaging, that can ensure residents at greater risk of becoming marginalised understand how to protect themselves, their family, friends and close contacts and what support is available in Great Yarmouth and beyond. This approach is at the heart of Great Yarmouth's Community Champions' Programme which

centres on providing COVID-19 guidance and support through outreach work, to support locally-grown Community Champions and grass-roots community groups who are both trusted and able engage effectively with residents to support the Great Yarmouth Community Hub operating model.

3. PROPOSALS

- 3.1 The Community Champions' Programme consists of outreach work to engage with communities together with a series of practical interventions to ensure all residents, including marginalised cohorts, receive information and guidance in a timely and understandable manner. For the purpose of this Programme, the target cohorts of residents include; those with a learning or physical disability (including sight & visual impairment), speakers of other languages, migrant workers, the Gypsy & Roma Traveller community, and more broadly, Black Asian & Minority Ethnic (BAME) residents. Consequently, the proposed interventions which the Government has provided funding to support as part of Great Yarmouth's Community Champions Programme are:
- **Building stronger more inclusive relationships** - with target communities, the development of recognised 'Community Champions'; in the form of local community organisations as well as individuals in communities willing and able to disseminate clear COVID-19 information and guidance.
 - **Supporting the establishment of a sustainable and accessible VCSE-operated food offer** – to complement the work of the Great Yarmouth Food Bank Network, develop an alliance of VCSE organisations to operate a subscription-based community store, creating affordable food options, and providing volunteer-based employability opportunities in association with the Norfolk Community Foundation, Norfolk County Council, Norfolk Public Health, the CCG/PCNs and local community groups.
 - **Increase capability and capacity to interact and communicate with those residents at greater risk from COVID-19** – through an outreach programme in association with specialist VCSE providers. Outreach work will include communications and support for early years/education settings, faith groups, BAME, multi-cultural organisations, and disability advocacy organisations.
- 3.2 The outcome of this funding will include the establishment of a growing network of local volunteers; residents, members and local community leaders supported to be 'Community Champions'. Support will include access to online materials, regular briefings and informative webinars together with hardcopy communication resources written with our key target audiences in mind, to explain about COVID-19 testing services, vaccinations services and general advice about staying safe and how to access support should someone need to self-isolate.
- 3.3 Commissioning of outreach work will be undertaken in March with a view to commencement of outreach activities as soon as possible. Where possible, and subject to COVID-19 restrictions, the Council and its partnering agencies will align this targeted community work with enhanced contact tracing, testing and vaccination services already underway.
- 3.4 The council already has links to a strong and active network of local food agencies which are collectively known as the Great Yarmouth Food Bank Network. Made-up of faith groups, local resident mutual aid groups, local VCSEs and registered charities, together they serve

residents who find themselves in food hardship. The Norfolk Community Foundation has been instrumental in securing monetary donations and re-distributing that funding to Norfolk's VCSE and community organisations who have been able to step-in and support their local communities through the pandemic. Since March 2020, the Foundation has raised and invested close to £2million of urgent aid. This funding has enabled Norfolk charities to deliver essential support to the people who needed them: helping them deal with everything from exhausting, everyday challenges to life shattering issues and crisis situations.

- 3.5 In light of the number of grant applications being awarded to organisations to address food hardship in the borough, the Council was approached by the Norfolk Community Foundation (NCF) to partner on an exciting broader community food project. Through these existing local networks and food supplier contacts provided by the NCF's national partners Fareshare and Feeding Britain, the Foundation is leading on the scoping and set-up of a community store model. This will work as part of the existing Food Bank Network by offering residents quality discounted food, advice and ideas about how to prepare healthy meals, and manage on a budget etc. By locating the community stores near to the physical Community Hub locations in Great Yarmouth and Gorleston, multi-agency partners providing advocacy, information and advice services for residents in need of support, as well as the Council's own customer and housing services, can be part of a broader prevention and early help offer.
- 3.6 MHCLG require a monthly progress report linked to a series of Key Performance Indicators for the Programme together with an evaluation report of the outputs and outcomes from the Programme.

4. FINANCIAL IMPLICATIONS

- 4.1 The total value of the Community Champions Programme to the borough is £465,000. The requirements of the Programme mean this funding has to be committed by 31st March 2021 with spend and projects delivered by September 2021.
- 4.2 It is proposed to commission relevant local voluntary and community groups with proven connection to local community contacts in the target cohort (most at risk residents) to support the Council's delivery of the initiatives described in this report.

5. CONCLUSION

- 5.1 Great Yarmouth's recognised Community Champions will tap into their local networks to provide advice about COVID-19, testing and importantly, the vaccination service. The Council will work with Community Champions to identify barriers to accessing accurate information and to provide tailored support, such as phone calls for people who are digitally excluded, helplines, and linking to GP surgeries.
- 5.2 Based on our experience and working knowledge gathered over the last ten months of the pandemic, additional communication support to reflect cultural drivers will increase knowledge and behaviours of how to stay safe from COVID-19. This includes accessible language and content that reflects the social norms and identity of the target communities to increase engagement and awareness of the health risk of Coronavirus.

RECOMMENDATIONS

That the Housing and Neighbourhoods Committee resolves to:

- a) endorse the proposals for a Community Champions Programme in the Borough of Great Yarmouth.

Area for consideration	Comment
Monitoring Officer Consultation:	Yes
Section 151 Officer Consultation:	Yes
Existing Council Policies:	Corporate Plan, Annual Action Plan, Great Yarmouth Locality Strategy
Financial Implications:	No
Legal Implications (including human rights):	No
Risk Implications:	No
Equality Issues/EQIA assessment:	No
Crime & Disorder:	No
Every Child Matters:	No

URN: 21-015

Subject: Review of VCSE Grants 2020/21 &
Proposed Great Yarmouth Community Investment Fund

Report to: Housing & Neighbourhoods Committee - 4 March 2021

Report by: Holly Notcutt, Community Development Manager & Paula Boyce, Strategic Director



SUBJECT MATTER/RECOMMENDATIONS

To provide Housing & Neighbourhoods Committee with feedback on the current community grants delivery commissioned to run until 30 August 2021, and to set out the proposal to transition to a Community Investment Fund model in partnership with the Norfolk Community Foundation.

Housing & Neighbourhoods Committee resolves to:

- (a) Note the achievements of the commissioned VCSE organisations in supporting local communities during the pandemic and provide advice regarding the one underspent grant allocation.
- (b) Cease the current community grant scheme on 30 August 2021.
- (c) Establish the Great Yarmouth Community Investment Fund through the formation of a strategic partnership with the Norfolk Community Foundation (NCF) from 1 April 2021.
- (d) Provide a funding contribution of £50,000 from 2021/22 for a new community grants scheme as part of the Great Yarmouth Community Investment Fund to be administered by the NCF in line with the priorities set within the Great Yarmouth Locality Strategy and detailed in the criteria of this report at para 3.5.
- (e) Delegates authority to the Strategic Director to sign a formal Funding Agreement with the Norfolk Community Foundation.
- (f) Receive future six-month updates and annual reports on the work of the Great Yarmouth Community Investment Fund as set out in the terms of the Agreement with the Norfolk Community Foundation.

1. BACKGROUND

- 1.1 Over the last 15 years the Council has provided grant funding to a range of local Voluntary, Community and Social Enterprise (VCSE) sector organisations to help them deliver their work in line with Council priorities. Typically, those beneficiary organisations have focused on supporting residents with housing, budgeting, debt management, & benefit advice as well as crisis & guidance support and employment and skills support.
- 1.2 In December 2019, the Council agreed to extend the existing community grants term for one further year (April 2020 - March 2021), to allow time to review and develop a new commissioning process, whilst maintaining stability to the organisations and the residents they support. Due to the onset of the COVID-

19 pandemic, it was not possible to instigate this commissioning review under the previously agreed timeframe. In July 2020, therefore, Members agreed to further extend the existing community grants for a further five months (April to August 2021), subject to satisfactory monitoring.

- 1.3 This extension has enabled the Council to continue to support some key VCSE organisations locally who are actively supporting residents through the provision of specific and targeted information, advice & advocacy (IAA) services and other interventions which build and maintain community resilience throughout the pandemic.

2. REVIEW OF COMMUNITY GRANTS

- 2.1 All 2019/20 grant recipients, excepting one, were able to adapt to accommodate COVID-19 operating requirements, allowing them to continue delivery of support services to residents. Adaptations included moving to online and telephone one-to-one support, video conferencing group sessions, and COVID-safe face-to-face support, using appropriate PPE and adhering to distancing guidance. The ICT support services delivered by Firstmove Furnishaid were unable to be adapted, resulting in the organisation furloughing the staff member funded by the Council's community grant. The service did re-open temporarily in September 2020 for one month but closed again due to a continued inability to deliver with necessary COVID-19 restrictions. The organisation re-furloughed the staff member from October 2020.
- 2.2 All grant recipients were contacted in January 2021 and asked to provide the monitoring update presented to Members through this report. The table below sets-out the current VCSE grant recipients, their awards to August 2021, and their delivery of said grants as at February 2021 (Note: The monitoring period ends August 2021).

Organisation	12-month Grant	2020/21 Delivery	Achievements
Citizens Advice	£19,750	To deliver generalist advice and information primarily covering welfare benefits, debt, finance, housing, energy, employment, immigration, health and social care, consumer and family matters via the Great Yarmouth office and outreach service.	Pre COVID, services were largely on a face-to-face basis. Currently delivering predominantly through digital channels (telephone, email and webchat) with limited face-to-face appointments available only to those who cannot access us digitally. Service planning to meet the full level of demand using this 'blended' approach. Target progress on track, with a reported financial benefit (additional income and writing off debts) to residents of £142,000. 264 residents supported to received generalist advice, 85 of whom are GYBC tenants, over approximately 754 interactions. 40 people supported to access community and partnership-based support/activity.
DIAL	£19,750	Provision of a part time money and debt advisor to support people who have financial issues by providing budgeting support, setting up manageable	Services adapted, with staff working from home and significant adaptations to create COVID safe offices. Clients received support either by phone, video conference, or face to face

		repayment plans, and liaising with creditors.	<p>where needed. Progress on targets on track, with a reported financial benefit to residents of £162,500 + £36k pending.</p> <p>334 clients supported, 137 of whom are GYBC housing tenants, over a minimum 668 interactions.</p> <p>Delivery of 6 community workshops and providing volunteering opportunities has not been possible due to COVID-19 restrictions.</p>
GYROS	£17,000	Operation of a Job Club and embedding ESOL training within key employment related training i.e. food hygiene and health and safety courses. Support CV writing, applying for jobs and English language support for residents. 2-hour session each week.	Face to face sessions have been replaced by remote 1-2-1 support, via phone and email, with 280 people receiving specialist support. The job club has been undertaken through an online platform, with success. Targets for this have been exceeded with 310 people participating and 131 people regularly accessing direct support for applications. ESOL training take up has been less successful since COVID due to digital inclusion needs (access to IT and data/Wi-Fi), with 24 participants to date.
Homestart Norfolk	£19,000	Provision of intensive weekly or fortnightly support to families with young children. This includes getting children school ready, to enable families with young children to improve their health, improve their household and financial management, reduce inequality and improve children's life chances.	Tailored support to 17 families, totalling 67 individuals, via 211 interactions using COVID-19 safe channels, including outdoor visits, telephone, text, email, and video calls. Addressing emotional, housing, budgeting, benefits, medical, food, and educational support needs. On track or exceeding progress to meet all targets.
Foodbank Plus	£5,000	Provision of mentoring support for people regularly using the foodbank. Focus on people who are unemployed and experiencing crisis to gain confidence, professional skills, and team-working experience, plus access an addiction recovery course.	34 targeted clients (High intensity users of services) have collectively received 144 1to1 counselling sessions, focussing on drug & alcohol problems, homelessness, finance/debt, low self-esteem, anxiety worry stress, depression, mental health, loneliness and isolation. All 34 additionally attend twice monthly group supervision sessions, creating peer support. 20 clients have progressed to becoming active volunteers within the foodbank team, supporting in turn over 100 additional people, multiple times. All

			targets met and achieved, apart from progressing KEYS addiction training-delayed due to COVID-19 but due to start February 2021.
Firstmove Furnishaid (FMFA)	£19,000	Provision of support to people to attend ICT support sessions to complete a basic level 1 course and access pre-employment support. Support targeted at individuals who are long term unemployed or trying to re-enter the workplace and need a basic level of ICT knowledge and/or help such as CV writing.	10 employability support interactions have been delivered with 5 clients, using one month's grant money, due to only one month of opening. <i>FMFA has proposed that they retain the remaining £17,416.00 until COVID-19 restrictions allow them to resume normal duties, fulfilling the original grant terms. See para 2.4 below.</i>
Total	£99,500		

- 2.3 Monitoring information has been received by six of the six grant funded organisations. Five of these have satisfactorily delivered their commitments which formed part of their grant application. Their achievements are summarised in the table. Firstmove Furnishaid has stated in its completed monitoring report to the Council that it was unable to deliver their grant funded commitments (ICT Training) due to COVID-19 restrictions. The organisation has informed the Council that it will only be able to resume its services once the impact of the pandemic has lessened to allow them to operate safely.
- 2.4 Members are asked to provide a view on whether Firstmove Furnishaid should keep its grant as allocated in order to deliver the outcomes originally intended as soon as possible, ideally before 30 August 2021. Or alternatively, under the terms of the grant agreement, return any unspent grant to the Council on 1 September 2021.

3. ESTABLISHMENT OF A GREAT YARMOUTH COMMUNITY INVESTMENT FUND

- 3.1 The Borough Council currently advertises, administers and monitors its own community grants; those grants being 100% funded from the Council's General Fund and the Housing Revenue Account. The last grant application process in 2019 was advertised and run by way of the Council's online procurement portal. This proved cumbersome to operate from a VCSE and community organisation point of view. In scoping alternate approaches to commissioning VCSE and community organisations, officers have been exploring the merits of entering a strategic partnership with the Norfolk Community Foundation (NCF) to align our community ambitions and to enable collaboration with other interested parties wishing to give-back to our local communities.
- 3.2 The NCF is an independent registered charity regulated by the Fundraising Regulator and affiliated to UK Community Foundations. It works with businesses and individual philanthropists to raise donations and re-distribute those funds via a local grants scheme to eligible community organisations against a criteria set by the funder(s). During the pandemic the Foundation has been forefront of fund-raising from both public, private sector and national donations which are then re-distributed on application across Norfolk's charity, VCSE and community organisations. The Foundation has a strong track record of ensuring transparency and accountability and administers a number of locally centric trust funds. Each Fund is set-up as a separate entity with contributing/founding donor(s) setting the criteria for the trust fund, groups able to respond to support services needed due to COVID-19.

- 3.3 As strategic partnership is therefore proposed with the Norfolk Community Foundation to fund-raise and administer a Great Yarmouth Community Investment Fund in line with the Great Yarmouth Locality Strategy priorities which Members are being asked to approve by way of a separate report to this Committee.
- 3.4 The proposal for a Community Investment Fund is part of the Borough Council's 'COVID-19 Pathway to Recovery'; specifically designed to provide a smoother grant funding route for local charitable and community organisations able to demonstrate they have services that meet the needs of our local communities and residents supporting people to recover and flourish in spite of the pandemic.
- 3.5 In its first year, the new Great Yarmouth Community Investment Fund will administer grants of up to £10,000 in the first instance, or a greater value subject to successful fundraising led by the NCF. Multi-agency partners and the Borough Council will be encouraged to direct funding and funders to the new Fund in order to support joint commissioning. Whilst initially grants may cover up to a one year period, the aim is to establish a sufficiently-sized funding pot to enable the award of longer term funding for VCSEs e.g. a 3-year grant funding award to provide a level of sustainability to agencies and the communities they serve.
- 3.6 All allocated community grants distributed by the Great Yarmouth Community Investment Fund will be aligned to the over-arching priorities contained in the Borough Council's Corporate Plan and specifically, the emerging Great Yarmouth Locality Strategy namely services to support:
1. **Health and Well-being** - to reduce health inequality by encouraging healthier lifestyles, providing support for mental and physical health and strengthening community support.
 2. **Low Educational Attainment, Skills and Aspirations** - to improve youth education and skills pathways, attainment and create career ambition.
 3. **Vulnerability and Exploitation** - to reduce exploitation and support those at risk of exploitation.
 4. **Loneliness, Isolation and Social Exclusion** – to reduce isolation and social exclusion by building community networks and cohesion.
- 3.7 Where there is a more appropriate NCF fund available to the applicant, NCF will ensure they are supported to access it accordingly, providing additionality to meeting the locality priorities and maximising the reach of the available Great Yarmouth Community Investment Fund. Importantly, the Fund will seek to fill service gaps that are not currently fully funded by other commissioners; thereby seeking to complement rather than duplicate any DWP, Police, N&WCCG and Norfolk County Council commissioned services.
- 3.8 In agreeing this new strategic partnership, the Council will enter into a formal Funding Agreement with the Norfolk Community Foundation which will govern the operation, monitoring and reporting of grant giving and donations. The services the Foundation will provide to the Council are set-out in the terms and conditions provided in Appendix 2 and include:
- Support and advice – working with the NCF, the Borough Council can decide which local issues it wishes to support.
 - Support to applicants- NCF grant officers will be able to guide interested parties in applying for the funds.

- Maximised opportunities for match funding, co-financing and alignment from statutory partners, other grant-giving bodies, corporate donations, and private philanthropists.
- Removal of the administrative burden – the NCF manages the administrative and re-distribution paperwork including regulation required of a charitable trust and will provide the council with the support of its experienced team.
- A quick and straightforward set-up process in return for a 10% administrative and management charge.
- A six-month update and an annual report will be provided by NCF on how the Great Yarmouth Community Investment Fund is making a difference.

3.9 Should members agree to support this proposal, it is proposed to provide the Great Yarmouth Community Investment Fund with an annual £50,000 contribution for 2021/22 onwards to enable the Norfolk Community Foundation to set-up and launch the Fund from 1st April 2021 whilst also seeking additional contributing partner/investor funding. The proposed way forward presents a saving to the Council and an acknowledgement that the role the Norfolk Community Foundation will undertake includes identifying and securing additional match funds from other sources. This will provide additionality to the borough via a co-financed resource in the form of the Community Investment Fund.

3.10 The NCF has already demonstrated its ability to source match funding through securing two significant Great Yarmouth specific offers of donations since engaging in the Community Investment Fund dialogue with officers. Establishing the fund would also allow other local operators, such as statutory partners with shared ambitions, to contribute to the Fund. This approach to collective investment is central to our integrated system and 'Place' leadership ambitions, outlined in the emerging 2021-2026 Great Yarmouth Locality Strategy.

3.11 Longer term, it is hoped the strategic partnership with the Norfolk Community Foundation will enable the Foundation to convene a strategic dialogue with national trusts and foundations. With Great Yarmouth being a place that many grant giving bodies and corporate organisations are seeking to invest in, the NCF will be well placed to explore how multiple funders might collectively invest in the locality through a place-based investment lens, aligned to the resources and priorities of the emerging Locality Strategy.

3.12 The April 2021, timeframe for establishing the Great Yarmouth Community Investment Fund is concurrent with the existing community grants which run to 30 August 2021. This will ensure that the new Fund is ready to receive applications by currently funded VCSE organisations and/or new organisations ahead of the end of the existing scheme.

3.13 Should members choose not to adopt this strategic partnership model, then there remains an option to continue with the existing community grants scheme albeit, the value of the future funding ambition will be curtailed by the affordability of Council's medium-term financial strategy. In opting for continuation of a standalone grants scheme, officers would still recommend aligning the criteria for the scheme to the emerging Great Yarmouth Locality Strategy over-arching and shared community priorities.

4. CONCLUSION

4.1 In order to underpin and support delivery of our locality's community needs and priorities, Members are asked to consider the strategic partnering with the Norfolk Community Foundation to transition and launch a Great Yarmouth Community Investment Fund from 2021/22 onwards. The scheme will open-up

exciting new opportunities for co-financing with external funding agencies, offering an opportunity for public and private sector collaboration and support to serve the best needs of the locality.

5. FINANCIAL IMPLICATIONS

- 5.1 It is proposed to allocate £50,000 for community grants in 2021/22. Should the Norfolk Community Foundation strategic partnership be agreed this funding would be provided to the Foundation by way of a Funding Agreement. The cost of the Foundation administering a Great Yarmouth Community Investment Fund forms part of the Agreement and would be levied as a 10% charge to the Council (£5,000) in respect of its grant contribution.

6. LEGAL IMPLICATIONS

- 6.1 The unique opportunity to establish a strategic partnership with the Norfolk Community Foundation to provide the opportunity and ambition to realise a greater level of collaborative investment in our communities will be undertaken by way of a legal Funding Agreement between the Council and the Norfolk Community Foundation.

7. RECOMMENDATION

Housing & Neighbourhoods Committee resolves to:

- a) Note the achievements of the commissioned VCSE organisations in supporting local communities during the pandemic and provide advice regarding the one underspent grant allocation.
- b) Cease the current community grant scheme on 30 August 2021.
- c) Establish the Great Yarmouth Community Investment Fund through the formation of a strategic partnership with the Norfolk Community Foundation (NCF) from 1 April 2021.
- d) Provide a funding contribution of £50,000 from 2021/22 for a new community grants scheme as part of the Great Yarmouth Community Investment Fund to be administered by the NCF in line with the priorities set within the Great Yarmouth Locality Strategy and detailed in the criteria of this report at para 3.5.
- e) Delegates authority to the Strategic Director to sign a formal Funding Agreement with the Norfolk Community Foundation.
- f) Receive six-month update and an annual report by NCF on the work of the Great Yarmouth Community Investment Fund as set out in the terms of the Agreement with the Norfolk Community Foundation.

Area for consideration	Comment
Monitoring Officer Consultation:	Yes

Section 151 Officer Consultation:	Yes
Existing Council Policies:	Corporate Plan, Annual Action Plan, Great Yarmouth Locality Strategy
Financial Implications:	Yes – as set out in section 5
Legal Implications (including human rights):	Yes – as set out in section 6
Risk Implications:	Minimal – covered by Funding Agreement
Equality Issues/EQIA assessment:	Yes – completed and on file
Crime & Disorder:	N/a
Every Child Matters:	N/a

Norfolk Community Foundation – Terms & Conditions Agreement



Together, Norfolk shines brighter

Norfolk Community Foundation
St James Mill, Whitefriars
Norwich NR3 1TN
T: 01603 623958
E: info@norfolkfoundation.com
www.norfolkfoundation.com

Agreement between Norfolk Community Foundation

Registered charity no. 1110817

and Great Yarmouth Borough Council)

This agreement sets out the terms and conditions under which Norfolk Community Foundation (NCF) will manage the following Fund.

*Terms used in **bold** throughout this agreement are defined in the Glossary appended.*

1. Introduction

The Fund shall be known as the Great Yarmouth Community Investment Fund

The Fund will be created as a **Revenue** Fund

The Fund will be established on receipt of the initial donation and the return of this signed agreement. Additional donations, including pecuniary legacies, can be added at any time. NCF can receive gifts in various forms, as outlined in our Gift Acceptance Policy. All donations received are irrevocable gifts, which become the property of NCF *unless specific provision is made within this agreement*.

Term of agreement – To be reviewed on an annual basis.

2. Fund purpose

The Fund can only be used for charitable purposes.

The purpose of the Fund is **restricted** to the charitable purposes as set out by the Fundholder/s in this agreement, which align with the Borough Council's Locality Strategy and/or its Corporate Plan:

- To reduce health inequality by encouraging healthier lifestyles, providing support for mental and physical health and strengthening community support.
- To improve youth education and skills pathways, attainment and create career ambition.
- To reduce vulnerability and support those at risk of exploitation.
- To reduce isolation and social exclusion by building community networks and cohesion.

Additional donations and investments should align to the above priorities, and NCF will ensure a balance of awards across these delivery agendas. Changes may be made to the purpose of the Fund subject to the agreement of NCF Trustees, receipt of a signed amendment form, and written confirmation from NCF.

3. Financial management

NCF will hold and manage the Fund exclusively for charitable purposes in accordance with the policies adopted by the Board of Trustees of NCF.

The Fund will be listed in NCF's audited accounts.

NCF will provide an annual financial report detailing the income and expenditure of the Fund. Half yearly or quarterly reports will be available on request.

4. Contribution towards the costs of NCF's charitable activities

NCF will take a contribution towards the costs of its charitable activities of 10% of the amount donated.

The contribution may be amended at NCF's discretion or if the Fundholder's requirements extend beyond NCF's standard administration processes. Any amendment to the structure or value of contributions will be notified to the donor at least three months prior to the change taking effect.

5. Area of benefit

The fund will offer support to charitable organisations based and/or clearly operating within the borough of Great Yarmouth.

6. Size of grants

The fund will administer grants of up to £10,000 in the first instance, or greater value subject to additional funds being made available in the Great Yarmouth Community Investment Fund. Term of grants to initially cover a one-year period, with a view to establish multi-year grant funding going forward e.g. an agreed sum per year, for 3 years.

7. Eligible organisations

Applicant organisations will be assessed for eligibility and suitability in line with the Foundation's established policy. Where there is a more appropriate NCF fund for the applicant, NCF will ensure they are steered accordingly, to maximise the reach of the Great Yarmouth Community Investment Fund.

The fund holder is welcome to bring to the attention of the Foundation any organisation that is eligible for funding and operating in line with Norfolk Community Foundation's charitable objects.

8. Grant decision making

The fund will be initially open for applications for a defined period, following which decisions will be made by the NCF executive team in accordance with the fund objectives. Should further funds be secured/aligned, the fund will be re-opened and advertised to encourage new applications.

NCF Trustees have ultimate responsibility to ensure that all monies are distributed for charitable purposes, in accordance with NCF's charitable objects. All grant awards are subject to ratification by the Foundation's Trustees.

9. Grant making procedures

NCF will seek applications from eligible organisations that meet the stated Fund purpose and priorities. To minimise the opportunity for this funding to duplicate alternative funded activity, in seeking applications, NCF will identify which of the fund's priority areas has either had less recourse for wider funding or is a heightened need.

As appropriate, opportunities through the Fund may be listed on NCF's website, promoted via NCF's, grants newsletters and at relevant funding events.

NCF will administer grant awards from the Fund in accordance with its Grant-Making Policy – a copy is available on request. Awardees will be informed that the grant is being made from the Great Yarmouth Community Investment Fund. NCF will distribute payments and monitor the progress of funded projects including taking any appropriate action to ensure that the grant is managed in accordance with the terms and conditions of the award.

Grant recipients will be expected to name-check the Great Yarmouth Community Investment Fund appropriately on communication & marketing assets.

A six-month update and an annual report will be provided to the Borough Council and all regular donors to the fund, showing the impact and outcomes of funded projects together with value of the Fund, donors and beneficiaries.

10. Fundraising

NCF will seek to significantly increase the size of the annual fund capacity by encouraging philanthropic donations to the fund and through strategic alliances with wider trusts and foundations. This will include targeted fundraising and awareness raising to both existing and potential NCF donors interested in supporting community-focused initiatives in the borough of Great Yarmouth.

The Fundholder/s can promote the Great Yarmouth Community Investment Fund and undertake fundraising on their own behalf only if they adhere to NCF's strict guidelines regarding the use of its charity registration number, logo and name. All promotional/ fundraising material that is publicly available in print or online must be approved by NCF in advance of its use. A copy of NCF's Fundraising Guidelines is available on request.

11. Variations

Changes may be made to this Fund agreement subject to the agreement of NCF Trustees, receipt of a signed amendment form, and written confirmation from NCF.

Signed:

_____ Donor	_____ Norfolk Community Foundation
_____ Name	_____ Name
_____ Date	_____ Date

NCF will record the information provided in this agreement on our database. It will be used to create your Fund, accurately record and process your donation/s and keep you informed about the Fund's activities. From time to time, as a Fundholder and supporter of NCF we would like to contact you with news about our general activities and to invite you to our events to hear more about our work. This will typically be via email. You can opt out of these communications at any time.

NCF takes your privacy very seriously – information about how we manage your data can be viewed in our privacy policy www.norfolkfoundation.com/privacy-policy/

☐

Please tick this box to confirm that you consent to be contacted by NCF

Appendix 1

Glossary – definition of terms

Advisor	A person with privileges in relation to a Fund which may include setting and reviewing criteria, making recommendations on grants and agreeing succession arrangements. The role has no formal part in either the governance or management of the Foundation as a whole or of its funds.
Advisory Panel	An Advisory Panel is more than one Advisor with privileges in relation to a Fund which may include setting and reviewing criteria, making recommendations on grants and agreeing succession arrangements. The Panel has no formal part in either the governance or management of the Foundation as a whole or of its funds.

Anonymous	A Fund where the identity of the Fundholder/s will not be revealed in any publicity or communications. The Donor would only be identified if NCF was legally obliged to divulge the information.
Contribution to the costs of NCF's charitable activities	The contributions taken by the Foundation from funds to support its operating costs e.g. staffing and overheads.
Discretionary	A Fund where the grant-making decisions are made exclusively by NCF Trustees for the furtherance of the Foundations charitable objectives.
Donation	A gift to charity that is irrevocable and cannot be returned to the donor.
Endowment Fund	Funds which are invested by the Foundation in its endowment, in line with its investment policy, a copy of which is available upon request. The endowment is professionally managed over the long term in order to provide financial returns to support stable and growing grant distribution across Norfolk.
Expendable Endowment	NCF's Endowed funds are managed as expendable endowment. This gives discretion to NCF Trustees to draw down capital from the investment if and when required. The Trustees will always consider the long term aim of NCF's investment strategy before making any decisions.
Fundholder	The individual/s or organisation that has created the Fund. The Fundholder/s will be named on the fund agreement.
Grant	A financial award made by the Foundation from its funds to support charitable activities, usually to registered charities or voluntary organisations, but sometimes to other bodies or individuals.
Named Fund	A fund established and held in the name of the Fundholder/s or a name of their choosing. The name of the Fund does not need to contain the name of the donor.
Restricted	Where the Fundholder has specified that the Fund's purpose is restricted to a particular charitable theme e.g. mental health or for a specific area e.g. North Norfolk.
Unrestricted	A Fund that is used for general charitable purpose in Norfolk.

URN: 20-084

Subject: Locality Strategy

Report to: Housing & Neighbourhoods Committee - 4 March 2021

Report by: Holly Notcutt, Community Development Manager & Paula Boyce, Strategic Director



SUBJECT MATTER/RECOMMENDATIONS

To provide Housing & Neighbourhoods Committee with an overview of the process leading up to the development of the Great Yarmouth Locality Strategy, produced in collaboration with Great Yarmouth's Locality Board statutory partners and VCSE agencies.

Housing & Neighbourhoods Committee resolves to:

- a) Review and agree the Great Yarmouth Locality Strategy.
- b) Request officers in conjunction with partner organisations develop a suite of outcome-based Action Plans and provide a 6-monthly update on those actions back to Committee.

1. BACKGROUND

- 1.1 During January 2020 Great Yarmouth Locality Board partners proposed and agreed to create a new Locality Strategy (Appendix 1), following recognition that after much change the preceding document was not suitable for the collective requirements of partners. Progression of this document was subsequently paused due to the onset of COVID-19 and the need to prioritise the locality response.
- 1.2 Work with the Great Yarmouth Locality Board partners resumed on the Strategy in September 2020, where partners agreed the top line locality priorities and a shared approach at the Locality Board. These were then shared with Members in October 2020 at Housing and Neighbourhoods as part of a presentation introducing Community Hubs and locality planning.
- 1.3 During November 2020, GYBC officers and partners from the Primary Care Network and Norfolk Constabulary presented the same agenda via an all-member briefing, at the request of Housing and Neighbourhoods, to create wider member involvement and oversight. Following on from the briefing, officers reported back to the Locality Board in December 2020 and agreement to draft the Strategy under the formerly agreed four shared and overarching priorities was enacted.

2. GREAT YARMOUTH LOCALITY STRATEGY

- 2.1 Great Yarmouth Locality Board is a partnership facilitated by Great Yarmouth Borough Council, comprising core representation from Norfolk County Council Adult Social Care, Norfolk CC Children's Services, Norfolk Public Health, Norfolk Constabulary, NHS Norfolk & Waveney Clinical Commissioning Group (CCG), NHS Great Yarmouth & Northern Villages Primary Care Networks (PCN), NHS Gorleston & Southern Parishes PCN, Department for Work and Pensions, Job Centre Plus, East Norfolk Sixth Form College, East Coast College, Active Norfolk and key VCSE representatives including Voluntary Norfolk, Access Community Trust and DIAL.

- 2.2 Developing the Locality Strategy is key to ensuring a collective approach to aligning both internal Borough Council and external partner policy setting and commissioning. The central purpose of the Strategy is to co-ordinate and ensure collective priorities are addressed through collective efforts, maximising join-up and complementarity, enhancing the shared ability for positive outcomes for local residents to be achieved with success.
- 2.3 In December 2020 the Locality Board of senior partner representatives proposed to establish thematic working groups to guide the development of the formerly agreed four overarching and shared Locality Priorities:
1. **Health and Well-being** - to reduce health inequality by encouraging healthier lifestyles, providing support for mental and physical health and strengthening community support.
 2. **Low Educational Attainment, Skills and Aspirations** - to improve youth education and skills pathways, attainment and create career ambition.
 3. **Vulnerability and Exploitation** - to reduce exploitation and support those at risk of exploitation.
 4. **Loneliness, Isolation and Social Exclusion** – to reduce isolation and social exclusion by building community networks and cohesion.
- 2.4 The workshops were undertaken with strong partner attendance during January and February 2021, with the resulting detail utilised to inform the strategy action plan. Due to some pre-existing work being led by the CCG on health inequalities, it was agreed that the CCG work would be undertaken in parallel and essentially constitute the health and Wellbeing element of the strategy. Despite there being a difference in timescales for production, with the CCG work due to complete in September 2021, combining the two efforts was seen as important in order to maximise alignment for whole-system working, and minimise unnecessary duplication or inconsistency.
- 2.5 The main body of the Strategy was drafted by Borough Council officers, with key highlights by way of a progress update received positively by the Locality Board during February 2021 Board meeting. The Strategy covers key pertinent themes for operating at place level, centring on the identified needs of the local population, with a focus on addressing and reducing inequalities through: integration and prevention; promoting social mobility; creating inclusive economies; improving health outcomes; diversity and inclusion; and through creating resilient communities. The full document is attached in Appendix 1.
- 2.6 In addition to providing detail on the priority themes to be focussed on as a locality, the strategy also outlines local strengths, successes, opportunities and the challenges within the borough, featuring key indicators through which progress can be tracked and measured over time. Furthermore, it outlines how partners within the locality will work together, taking a whole-system approach to working across sectors, ensuring a place-based focus, ensuring involvement of communities in designing and delivering services, and taking asset-based approaches to building stronger communities.
- 2.7 Operational requirements are also outlined, providing a road map for establishing system wide support for Community Hubs co-terminus with the PCNs, and for instigating approaches for Great Yarmouth focussed integrated commissioning and co-financing, through the proposed Community Investment Fund.
- 2.8 Subject to Members' and all-partner agencies' agreement, it is proposed to develop a suite of four outcome-based Action Plans; one for each theme which will set-out the outcomes the partners will achieve together to support and benefit the population of the borough.

3. CONCLUSION

- 3.1 To move forward with a shared partnership commitment to addressing key priorities collectively as a locality, Members are asked to review and agree the final draft of the Locality Strategy.

4. FINANCIAL IMPLICATIONS

- 4.1 None directly from the development and adoption of the Locality Strategy and its subsequent Action Plans. It is anticipated however, that local services and projects which align with the principles set-out in the Great Yarmouth Locality Strategy will benefit from future joint partnership and grant funding by way of the emerging Great Yarmouth Community Investment Fund and other external funding opportunities.

5. LEGAL IMPLICATIONS

- 5.1 None.

6. RECOMMENDATION

Housing & Neighbourhoods Committee resolves to:

- a) Review and agree the Great Yarmouth Locality Strategy.
- b) Request officers in conjunction with partner organisations develop a suite of Action Plans and provide a 6-monthly update on those actions back to Committee.

Area for consideration	Comment
Monitoring Officer Consultation:	Yes
Section 151 Officer Consultation:	Yes
Existing Council Policies:	Corporate Plan and Annual Action Plan 2020/21
Financial Implications:	None
Legal Implications (including human rights):	None
Risk Implications:	None
Equality Issues/EQIA assessment:	Yes completed
Crime & Disorder:	As covered in the Strategy
Every Child Matters:	As covered in the Strategy

Great Yarmouth Locality Strategy

March 2021-2026

Purpose

Locality partners are committed to working together to improve outcomes of residents in the borough of Great Yarmouth. Whilst facilitated locally by Great Yarmouth Borough Council, we share this commitment with our statutory partners and all community-facing agencies commissioned to work on prevention and early help support to improve the lives of the people in our borough.

Our aim is to ensure our collective services support our residents by preventing avoidable issues, and by making available early intervention advice and support at the right time to avoid escalation that requires higher cost reactive interventions including provision of statutory services. The needs of the borough's residents are varied and sometimes complex. Mobilising our collective resources together with good communication will best serve our residents to live a high quality of life and achieve their ambitions, being supported through primary prevention by their natural support network wherever possible including family and friends.

Prevention is all about helping people to stay healthy, happy and independent. By tackling the wide range of determinants that negatively impact on people's life chances, by stopping problems arising in the first place, and by ensuring people have the skills, capabilities, and social networks to effectively manage the problems that do arise, we are all better able to live well and thrive.

Prevention can be understood via a 3-level framework:

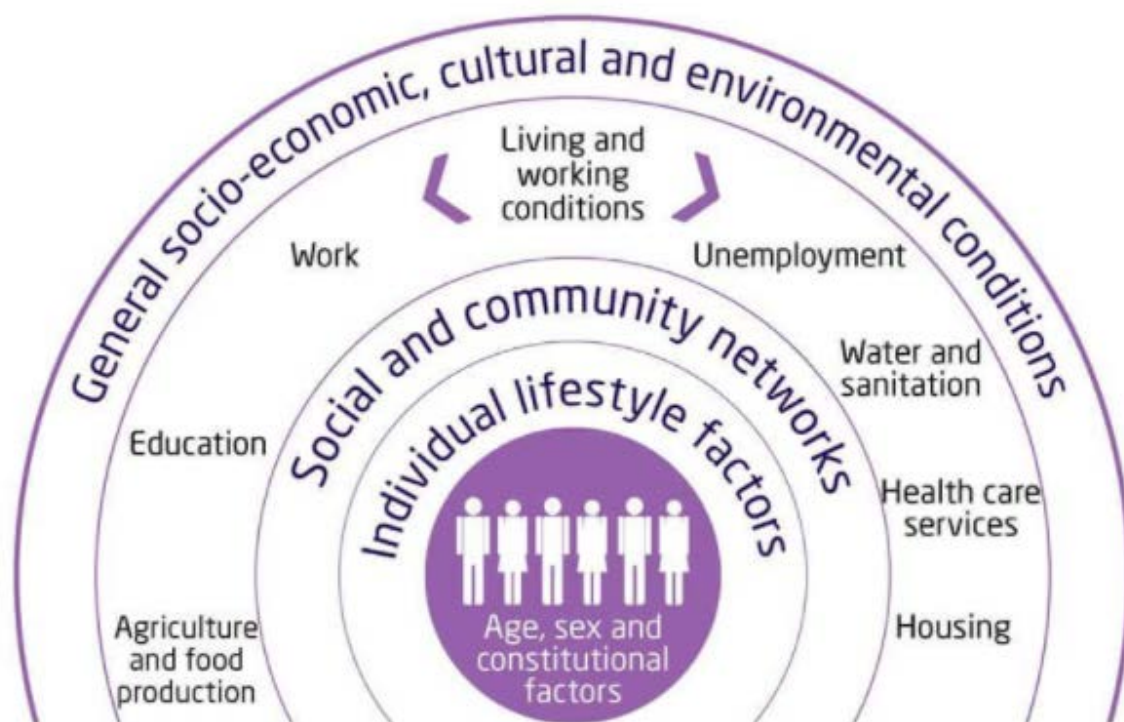
Primary Prevention – focusses on activity to keep people well, such as facilities encouraging exercise, and asset-based community development to build social networks and self-help.

Secondary Prevention – targets those at risk of becoming unwell or needing additional support services, such as health screening services for particular age groups and demographics.

Tertiary Prevention – focusses on those needing support services, helping them to limit the impact of their circumstances and reduce the need for high levels of intervention.

Understanding prevention through this lens helps to guide the approaches we can prioritise to bring about integrated approaches at a place level. Prevention is therefore everybody's responsibility across the multi-agency 'system'. In addition to reducing pressure on public services by keeping people well and independent, a preventative approach will in turn bring about positive economic benefits and enhanced social wellbeing. We all benefit, and so we all have a role to play in resourcing it. In recognition of this, prevention must be undertaken in a whole system, place focussed approach.

By taking a decisive stance on shifting our collective focusses to prevention, we must be bold in shifting our resources away from reactive approaches towards policies and actions which not only pre-empt and diffuse negative social outcomes, but which, importantly, proactively create collective activity to bring about well-being.



Source: Dahlgren, G. and Whitehead, M. (1993) Tackling Inequalities in Health [The King's Fund]

This Locality Strategy has been developed jointly by its constituent multi-agency partners in response to the needs of the local population. It outlines our four shared priorities – all aimed at prevention and strengthening the resilience of residents and their community networks. We all know that 'prevention is better than cure'. Solutions to problems is short term so preventative interventions and early help need to be dynamic, flexible, integrated and informed by both data and the lived experience to maximise successful outcomes for our local population.

As place leaders, we understand our communities, their strengths and also the challenges some experience. Great Yarmouth's Locality Strategy provides a central reference point; to support alignment of resources to ensure maximum positive impact in relation to community support across the range of agencies working to improve residents' lives.

Reducing Inequalities, Improving Life Chances

Focussing on Prevention - Prevention is central to improving the well-being of the whole borough. In ensuring prevention, we are better able to strengthen and secure our vital support services, whilst also boosting our economy. Every person helped and supported early on, before issues get serious, allows for their health and wellbeing to be maintained for longer, reducing inequalities and the need for more serious or costly interventions later on. To keep people living-well in our communities, it is crucial that we understand the complexities of everyday life; and target the multiple root causes of poor health and well-being early on, rather than treat individual issues as they arise.

Creating inclusive economies - An inclusive economy focuses on encouraging local organisations, businesses and communities to work together to shape the how the economy works. We want to create maximum social benefits from our collective public sector spending and contracting, and to ensure its benefits are shared with and felt by our residents. By focussing on equity, as well as equality, creating an inclusive economy will help us to improve on inequalities such as differences in earnings, quality of life and opportunity. In turn we will create a more resilient economy, through maximising the numbers of people working together, creating sustainable inclusive growth as part of the levelling-up agenda and to aid recovery from the pandemic.

Pathways for social mobility - In addressing deep set inequalities, it becomes clear that improving social mobility is important. With the borough sitting in the bottom 10% of districts nationally for social mobility, it is our responsibility to ensure that everyone, regardless of their background, is enabled to reach their potential. Using our local whole systems approach we will support social mobility by targeting those most impacted through tackling underlying inequalities, providing a network of opportunities and support, addressing skills gaps, and through creating new and diverse pathways for upward mobility.

Diversity and inclusion - Understanding diversity is important. It means recognising that each person is unique, and that we all have individual differences. These include our age, gender, physical and mental abilities, ethnicity, sexual orientation, socio-economic status, religious beliefs, or other characteristics. Inclusion is central to our public service delivery, where we strive to tackle bias, stereotypes, barriers and the impact of discrimination. By understanding diversity and promoting inclusion within our borough, we are better able to make sure equitable access to our collective services, and in turn improve uptake of services, reduce unfair outcomes, and address the long-standing inequalities.

Our diversity in Great Yarmouth is a good thing. The more diverse a community is, the more capacity it has to withstand shock, because there are more options available to fall back on. Through intrinsically accepting, respecting and celebrating our differences, our diversity as a local population becomes a great force for resilience.

Improving health outcomes - The differences in the health of people in our communities are shaped by a multitude of factors: quality of housing, educational attainment, employment opportunities, physical environment, lack of wealth and resources, access to services and levels of social connectedness. People experiencing poverty, and multiple other disadvantages, are therefore likely to have worse health outcomes. With 20% of children living in low income families in Great Yarmouth the health of future generations is dependent on us working as a system to address these wider social determinants.



Great Yarmouth Locality Priorities

Collectively, as the senior representatives of the multiple statutory and VCSE partners working across the borough, we know there are things we can do collectively as a system that will drive change and improvement. Our locality partnership has recognised that in order to really make a difference to the life chances and prosperity of local people, we need to be working as one to address the following **four thematic priorities**:

1. Health and Well-being	Reduction in health inequality by encouraging healthier lifestyles, supporting mental and physical health and strengthening community support.
2. Low Educational Attainment, Skills and Aspirations	Improved youth education and skills pathways , attainment and create career ambition .
3. Vulnerability and Exploitation	Reduction in exploitation and support those at risk of exploitation.
4. Loneliness, Isolation and Social Exclusion	Reduction in isolation and social exclusion by building community networks and cohesion.

1. Health and Well-being

The Challenges

Action on health inequalities requires improving the lives of those with the worst health, fastest. We recognise that health inequalities are caused by a complex mix of factors. Planning to tackle the long-term impact of health inequality outcomes requires a commitment to:

- A whole system approach which is transparent & pragmatic
- Long term solutions
- Community buy-in

Health inequalities are avoidable, expensive, and negatively impact on residents, public services and our local economy. Significant health inequality is evident in Great Yarmouth, where there is a difference of nearly 11 years for male life expectancy between the most deprived and least deprived areas of the Borough. Several public health indicators highlight poor health and wellbeing outcomes in the Borough, with 22.5% of the population having been diagnosed with a long-term life limiting illness or a disability –considerably higher than the national average of 17.6%.

Within Norfolk, Health Inequalities vary across district and boroughs and Primary Care Networks. This is why health partners are developing place-based approaches in Great Yarmouth to focus on our specific circumstances and address the local impact of COVID-19.

What we will achieve

- 1.1 Better outcomes for residents because they are in good health in mind and body.
- 1.2 People motivated to lead healthier lifestyles with less reliance on Primary (GP) & Acute health services.
- 1.3 An increase in the level of physical activity.
- 1.4 People eating healthily with nutrition in mind.
- 1.5 Quality homes and outdoor spaces as places where people can thrive.
- 1.6 The right conditions to promote and support good job prospects incl. pathways for training and skills.

How we will achieve these outcomes

The CCG, supported by Norfolk Public Health, is leading on this collaborative process locally, starting with a scoping exercise that will lead to intelligence and data led decision making to reduce inequalities in the most effective and joined up way in Great Yarmouth. The Government's '*Place based approaches for reducing health inequalities*' (Appendix 2) provides a methodology for doing this in Great Yarmouth.

To reduce health inequalities in Great Yarmouth we will analyse the causes and create opportunities for action using the Population Intervention Triangle framework. We will map the current assets we already have at a local level, identify gaps and build on strengths.

The *Great Yarmouth Physical Activity Framework* (January 2020) provides a participatory framework and agreed priorities/projects that will support healthier lifestyles and lead to increased physical activity co-ordinated by GY&WCCG, NPH, Active Norfolk, and the Borough Council.

Components of the Population Intervention Triangle



Context

Increased morbidity decreased life expectancy and quality of life are directly linked to socio-economic inequalities within the Borough. We know that there is evidence demonstrating that people experience unfair and avoidable differences in their health based on a range of factors which are outside of their control. These include the lack of opportunity to lead healthy lives because of where they live, their jobs, and the choices available to them. COVID-19 has exacerbated these inequalities.

2. Low Educational Attainment, Skills and Aspirations

The Challenges

Local educational attainment in the Borough underperforms against county, regional and national averages. Average GCSE attainment (15-19 years) is 44.1%, significantly worse than national average. Furthermore, we have seen only a negligible increase in residents achieving high-level qualifications. Although a large proportion of students stay in education or pursue employment, there is a need to improve the visibility of, and access to, pathways through education to qualifications and on to high-quality, more permanent jobs. Average weekly earnings are £354, significantly worse than the East of England average (£462.70 a week).

Whilst the skills level of working-age people in Yarmouth has improved over recent years, 48.5% of people still only have an NVQ level 1 or lower qualification. It is vital that the benefits of growth do not bypass Great Yarmouth's most income and employment deprived communities.

In the borough, less people aged 16-64 in (70.3%) are in employment than in the East of England (77.9%). For people living with a disability or health condition, the Employment and Support Allowance claims (6.8%) are significantly worse than the England average of 5.4%. With rates of employment in Great Yarmouth driven by seasonal work, the job-seekers count rises steeply during the winter months. In Nelson ward for example the percentage of adults claiming out-of-work benefits reaches more than double the rate for elsewhere in the Borough.

Context

Great Yarmouth's economy is going through a period of transformation. The expansion of the renewable energy sector and its enterprise zone status means there are real and improving prospects for employment and growth coupled with an established and expanding tourism sector and a growing creative industries sector. The young people of Great Yarmouth Borough have the ability to aspire and to achieve their ambitions, and it is for us as a place to make sure we create the conditions for children and young people have a great future. Generating a range of opportunities - from the classroom level to institution level - helps create drive and purpose, enabling an inclusive culture of aspiration and attainment suitable for all children and young people, including those whose are vulnerable or at risk or being left behind.

What we will achieve

- 2.1 The right conditions for social mobility and inclusive growth as part of the UK's Levelling-up agenda for children & young people.
- 2.2 A wider understanding of clear and well-communicated pathways from education into training, skills & access to good jobs.
- 2.3 New start-up VCSEs with entrepreneurs being supported to flourish and grow.
- 2.4 Holistic & inclusive multi-agency support that addresses the needs of those not in education, employment, or training (NEET) and those with special educational needs & disabilities (SEND).

How we will achieve these outcomes

By matching future business opportunities with the right skill provision, we must support schools, colleges, and businesses to boost the number of apprenticeships, encourage social mobility and ensure more local people can benefit from local job opportunities. To that end we will put in place a schools' outreach programme to raise aspirations, support life skills and prepare young people for the future jobs market.

To reduce inequities, we need to create better quality jobs. To offer a minimum level of quality, jobs need to be sustainable. They need to include not only a decent living wage, but also provide opportunities for progression, good terms and conditions, flexibility to balance work and family life, and be free from adverse working conditions.

Educational attainment and ambition, possessing the right skills and securing the right job relies on a foundation of good personal health, determination and resilience. We will support work coaching and health improvements of those furthest away from the employment markets via the *CHANCES* project being led for DWP and Norfolk County Council with local delivery partner Voluntary Norfolk.

3. Vulnerability and Exploitation

The Challenges

Creating safer neighbourhoods remains a priority. Recent data shows violent offences in Great Yarmouth stand at 44.7 per 1,000 against a 29.5 England average. 34% offenders in the borough re-offend (England average 29.1%), higher than the East of England rate (27.7%). Our levels of antisocial behaviour are in line with the national picture, although these vary significantly between low incident rural locations and our higher incident urban centres, impacted by larger populations living in close proximity. With Great Yarmouth town centre holding the second highest crime rate in Norfolk after the city of Norwich, reducing acquisitive crime, antisocial behaviour, hate crime and community tensions, are key to making our town centres look and, importantly, feel safe.

Economic disadvantage is a key social determinant of vulnerability, placing individuals and communities at higher risk of poor outcomes, and at increased risk during emergencies such as COVID-19. In Great Yarmouth 20.1% of households live in income deprivation, compared to 14.6% England average. Only 11.9% of households in the East of England region live in income deprivation, almost half the rate in Great Yarmouth. 25.2% (4,464) children live in low-income families. This number is significantly higher than the England and East of England averages and has been increasing over the last 5 years.

Homelessness in the borough is 4.9% (216), significantly higher than national average of 0.8%, and has also been rising over the last 5 years. In Great Yarmouth, violent crime sexual offences are 4.3 per 1,000 population, significantly higher than the England average, and second to Norwich in the County.

Mental health, substance misuse and domestic abuse are known as the 'Toxic Trio'. Hospital admissions for alcohol-specific conditions in under 18's are 59 per 100,000 population, significantly high compared to 32

What we will achieve

- 3.1 A multi-agency led system of community-facing services that prevent crime, anti-social behaviour and exploitation and provide help & support when and where needed.
- 3.2 Increased awareness within our communities of issues and risks to aid early detection and gain trust through seeing, listening, hearing & working with communities to ensure support for direct action.
- 3.3 Identification of vulnerable people, victims and potential victims much earlier to prevent exploitation using the Multi-agency Intervention and Support Triangle (MIST) and behaviour change approaches such as Making Every Contact Count (MECC).
- 3.4 Pro-active work with young people who are most likely to be at risk of exploitation to provide support, signposting of help and provision of diversionary measures.

How we will achieve these outcomes

Our ability to interact successfully with vulnerable people can have a significant impact on their lives and impacts our effectiveness in reducing demand for multi-agency services in the future by preventing them from becoming victims or offenders.

Prevention & early help - the multi-agency partnership will widen its approach to proactively work in schools, colleges, youth services, & advice services to prevent behaviours emerging or becoming entrenched for some young people. We will collectively support youth-based activities and increase diversionary programmes amongst young people linking into the Borough Council's review of outdoor play areas and Norfolk CC's children, early years and youth services.

Homes & tenancies - issues resulting from vulnerability, such as domestic abuse, cuckooing, and modern day slavery will be approached differently; recognising tenants as victims (sometimes as perpetrators too), with tenancy enforcement policies flexible enough to recognise and address the complexity, with the aim of maintaining the tenancy where appropriate should be in place. We will review social housing tenancy enforcement policies to avoid exploitation in people's homes and work with private sector landlords to establish the equivalent in the private rented sector.

Community awareness – ensuring people are more informed and actively aware will contribute to creating safer neighbourhoods, protecting our children and vulnerable adults. From reporting of community issues, threats and vulnerabilities, through to the creation of preventative/diversionary

per 100,000 for England, and only 23.4 per 100k for the East. All three of the 'Toxic Trio' are present in around a third of serious case reviews where a child has died.

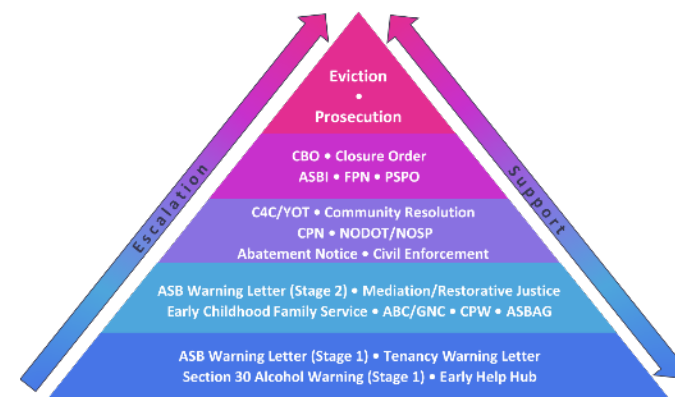
County Lines is a major, cross-cutting issue involving drugs, violence, gangs, criminal and sexual exploitation, modern slavery and missing persons. Between 2015 & 2020 there were 90 police investigations into County Lines activity in Great Yarmouth, the second highest number in the county. The associated violence, drug dealing, and exploitation has a devastating impact on young people, vulnerable adults, their families and our local communities. Any child or adult could be vulnerable to exploitation.

Modern slavery is a complex crime and may involve multiple forms of exploitation. Many of the victims held in modern slavery and forced to work for little or no payment are threatened and abused, while often being made to live in poor, squalid conditions. They may also be physically assaulted, sexually exploited and physiologically traumatised.

activities, such as sport, volunteering, activity groups and neighbourhood-based projects, we know that creating connected communities is central to creating safe places to live and protecting those most at risk.

The complicated and multi-layered risks associated with vulnerability and exploitation will only be addressed through multi-agency collaboration; no single agency can resolve it alone. By working effectively with partners, sharing information, adopting a whole system approach, transferring learning between agencies, and through working in Community Hub co-location settings, we will be better able to address the issues. As partners, we understand the changing face of vulnerability and recognise it in all forms.

The Multi-agency Intervention and Support Triangle (MIST) represents the tools, powers and options that are available to tackle ASB and crime in the borough, moving from low level intervention and diversion up towards penalties decided by a court. Rather than a punitive tool, support options are considered at every stage as the issue escalates up the model and hopefully back down. Designed to work with the ASBAG (Anti-Social Behaviour Action Group) it has been identified as being appropriate for other groups in the Borough such as HIUM (High Intensity Users Meeting) and Housing First (homelessness), standardising and unifying how we work in the Borough.



Context

Vulnerability and exploitation are complex issues, presenting significant challenge to public services, requiring multi-agency collaboration to address them. People can be vulnerable through age, disability, mental health, addiction or circumstance, and the distress or trauma can manifest itself differently in a vulnerable person's behaviour. There is a major public health concern due to the long-term health consequences for Domestic Abuse victims, and for their children - who are significantly more likely to commit other crimes in later life.

The societal costs are widespread, in addition to the human and emotional costs on victims and their families. While we need specialist services to address the extreme outcomes stemming from vulnerability and exploitation, as a locality we recognise the central role that we as a wider set of partners play in understanding and addressing the overlaps, commonalities, and root causes.

4. Loneliness, Isolation and Social Exclusion

The Challenges

Being connected with other people matters. A lack of relationships and social connections in our lives has a negative impact on our physical and mental health, wellbeing and behaviour. It is also expensive, with increased service usage by older people experiencing loneliness costing up to £12,000 per older person over the next 15 years.

In Great Yarmouth, 18.4% of over 65s report being lonely, compared to 18.6% for Norfolk as a whole. Social isolation and loneliness do not have one simple cause, resulting instead from a combination of complex and multi-layered factors. They are most commonly discussed in relation to older people but are in fact experienced across the life course. We know that the effects of social isolation in childhood and adolescence is significantly compounded over time, continuing into adulthood. This in turn links to people falling behind in the labour market, linking to long-term income deprivation.

What we will achieve

- 4.1 Confident well-connected residents able to live their lives well & without ongoing support.
- 4.2 Safe, clean and friendly communities and neighbourhoods.
- 4.3 Enablement of people to be confident & able to interact digitally - ensuring every household has access to an appropriate device for their needs.
- 4.4 Increased representation of minority communities in service design and delivery including those in rural isolation, BAME, LGBTQ, Gypsy, Roma, Traveller, dementia, deaf, sight loss and physical and learning disability and low ability.
- 4.5 Support for events & festivals that bring people together and celebrate communities.

How we will achieve these outcomes

We are clear that the key principles for services that help people reconnect with their communities include: creating a sense of purpose and a positive sense of identity, being peer-led or co-designed with people with lived experience, being local, easy to access, free or affordable, providing clear goals and pathways to reconnection, providing benefits to others (e.g. through volunteering) and last but not least, bringing people together around shared interests. To that end through Community Hub collaboration we will ensure residents who may be feeling lonely, isolated or excluded know what exists and how to access support either via local volunteer be-friending groups or when needed via Norfolk CC's commissioned providers of Social Isolation & Loneliness support services. At a community level, we will support and mentor residents to be good neighbours, look out for one another and support opportunities for residents to socialise together via community events.

Linking to life ambitions and attainment we will develop an Inclusive Growth Strategy to enable social mobility greater, increase opportunities for people to gain confidence both face-to-face socially and online i.e. digital inclusion. Our communities will be recognised, listened to and their diversity will be understood and celebrated. We will promote community groups and work with VCSEs who share our objectives for inclusivity. Design new housing with neighbourliness in mind. Support volunteering and civic pride in the place and promote opportunities for creativity and the rich heritage on our doorstep.

Context

The physical and social characteristics of communities, and their ability to promote healthy behaviours, all contribute to social inclusion. Community life, social connections and having a voice in local decisions are all important for preventing exclusion, bringing about improved health and well-being. A lack of social connections can be linked to poor diet, heavy drinking and increased risk of re-admission to hospital after an illness. It is linked to symptoms of depression and dementia and it is as damaging to health as smoking and as strong a risk as obesity.

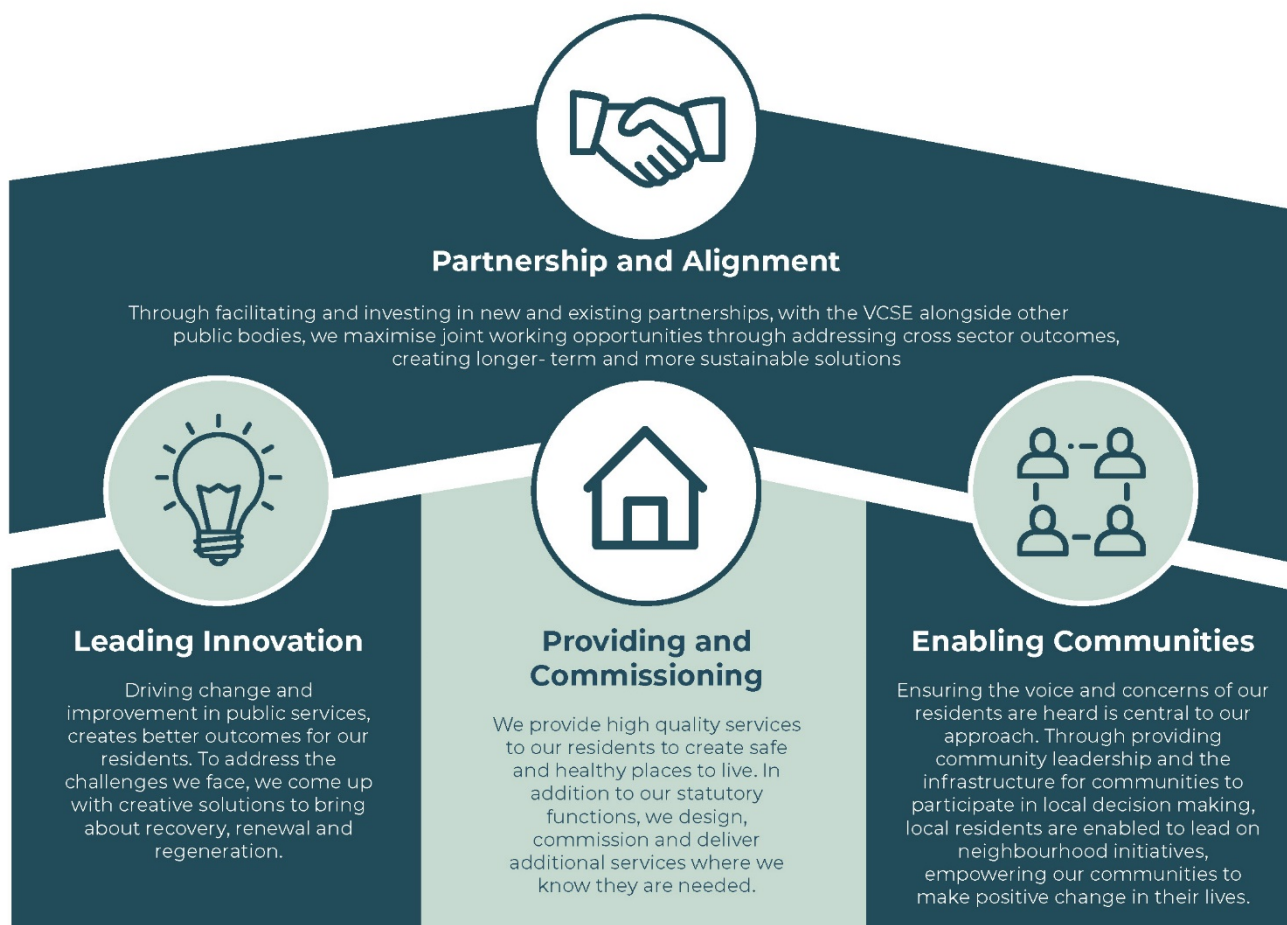
The impact of COVID-19

The onset of the pandemic has fundamentally changed business as usual, resulting in us all working differently. The challenges to staff, residents, businesses and communities are stark; reflected within the detail of service planning and frontline delivery, and most notably the health and social impact on lower socio-economic groups and people of a minority ethnicity.

COVID-19 has however brought forward new and emerging opportunities for system and service integration. In particular the increase in collaboration opportunity created through remote working technologies. This has been demonstrated through increased networking, dialogue and partnership activity with VCSE organisations and grass roots self-help groups, increased participation in practitioner collaboration meetings, and increased attendance at strategic groupings like the Great Yarmouth Locality Board. The increased pace has created more opportunities for working together which has resulted in a broad pledge to working together strategically as one system, commitments to taking integrated multi-agency approaches to delivering services via a Community Hub operating model in the borough, and a commitment to supporting and enabling communities to help themselves.

Our role as Place Leaders

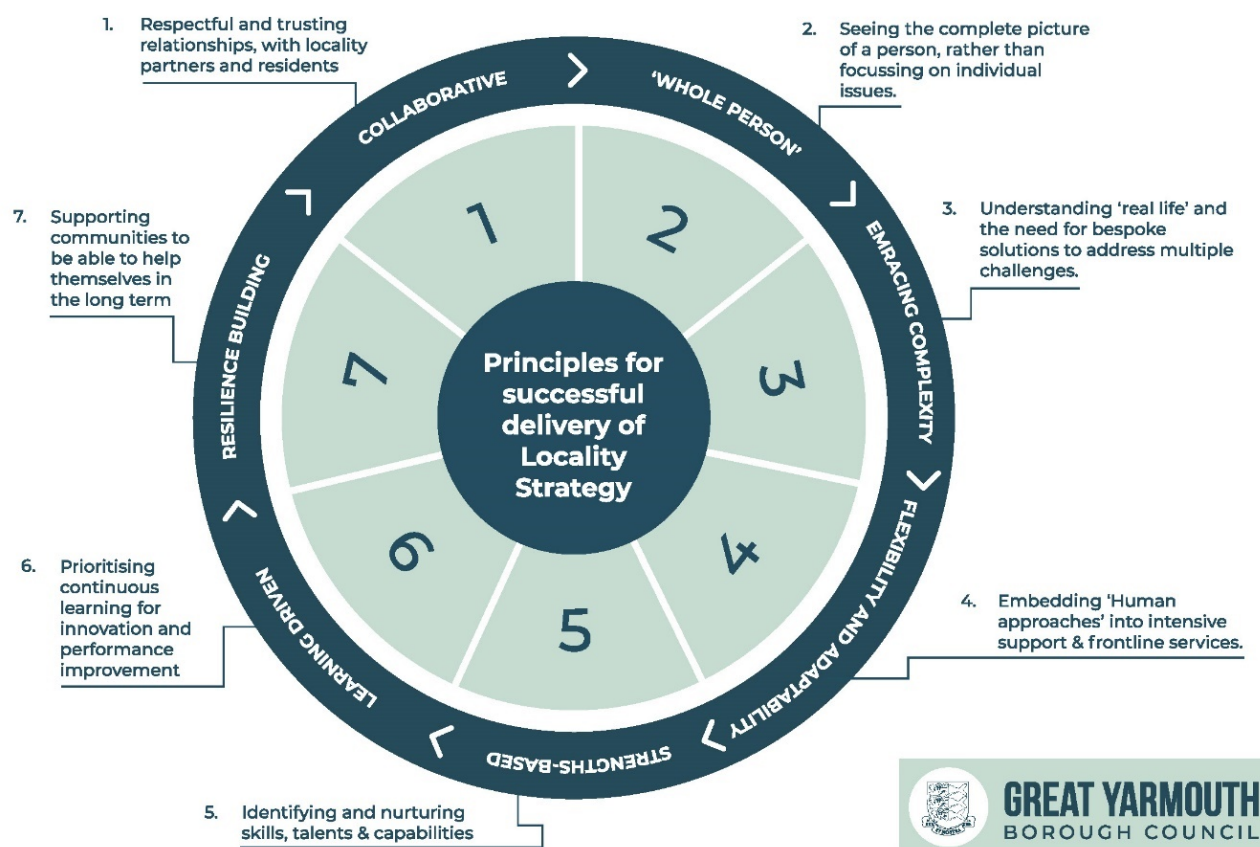
The success of working as an integrated group of organisations across the Great Yarmouth locality is rooted in close partnership working and collaboration to harness the expertise and resources of partners collectively. Our achievements as a locality rely on us committing to shared values: prevention, early help, co-ordinated multi-agency frontline support, integrated system working, personal resilience and self-help through building upon community strengths and assets.



The Great Yarmouth Locality Strategy should be read as an over-arching document which complements the existing and emerging strategies of partner organisations with a focus on the place.

Principles for successful delivery of our Locality Strategy

Delivering against the shared priorities and commitments contained within our Locality Strategy relies on a multi-agency shared approach to what we will do and how we will do it. Across the organisations working in our locality to serve and support residents, we have agreed a shared set of principles to ensure the best possible outcomes for local people:



Operational requirements for successful delivery

The way we work with communities is important. Great Yarmouth borough is a mix of parished rural and suburban communities and locally defined urban neighbourhoods. We know that in our borough the needs and priorities differ from place to place. Taking a **place-based** approach acknowledges this and focusses on creating significant change and improvement, based on the knowledge and participation of the people operating in the place- both residents and services.

Creating Community Hubs

We recognise that multiple players have a role to play in the prevention agenda. This is why we are creating two Community Hubs in the borough. Aligned with the two Primary Care Networks (PCNs), and Neighbourhood Policing Teams, the Hubs build upon our established neighbourhood management programmes: Comeunity, Make it Happen and MESH, and our successful co-funded Early Help Hub offer.

The creation of Community Hubs aids the shared locality intention to provide integrated and preventative services to the local population. As place leaders, the Borough Council will facilitate multi-agency prevention and early intervention activity, brokering relationships across the locality. This includes the facilitation of the Community Hubs as **collaborative workspaces**, enabling partners to work together and to meet residents to ensure holistic, personalised support in a welcoming and accessible environment.

To aid integration, there will be a focus on **enabling data sharing** across all hub partners, with a broader view to utilise the data to demonstrate cross sector impact and efficiencies. The Community Hub model will facilitate relationships across all sectors to integrate existing resources (staffing, commissioned services, grant funds) and prompt **new joint design and service commissioning**, based on locality need and bolstered by the improved interagency learning at the operational level.

In co-ordinating the proactive frontline services at a neighbourhood level, we will actively promote that **‘Connector’ skills are embedded** into community-facing roles across the system, making sure delivery responds to local priorities. Through utilising our long-held links to community-based groups and networks, we will ensure support to deliver local self-help activity to bring about healthier, more resilient communities.

Our refreshed approach to a multi-agency Community Hub operating model, will support and complement the work of Norfolk County Council’s ‘Information, Advice and Advocacy Services commissioning review’, and its ‘Social Isolation and Loneliness Services’ commissioning review. This will ensure complementarity. The County Council has committed to supporting the operational success of the new Community Hubs. All relevant Norfolk CC commissioned services delivering in the borough will work as part of the Great Yarmouth Community Hub multi-agency approach.

Community Investment Fund

The Council has reviewed its traditional Community Grants scheme. To date grants have been allocated via open application against broad criteria aligned to the Borough Council’s corporate priorities. Commissioned organisations are from the Voluntary, Community and Social Enterprise (VCSE) sector.

In order to underpin and support delivery of our shared locality priorities, from 2021 the Borough Council is partnering with the Norfolk Community Foundation to launch the **Great Yarmouth Community Investment Fund**. This scheme will open-up exciting new opportunities for co-financing with external funding agencies, offering an opportunity for public and private sector collaboration to support and serve the best needs of the locality and the wider population.

Developing a whole system approach

Thinking in 'systems' means that we understand things as being connected and interdependent. The outcomes we seek as a locality are created by us all as a system - by the interaction of hundreds of people, organisational processes and structures. By all parts of the system working effectively together we will bring about better outcomes for Great Yarmouth residents.



Sources:

<p>25.2% (4464) children live-in low-income families.</p> <p>This number is significantly higher than the England and East of England averages. Based on the last 5 years of data, this is increasing rather than decreasing.</p> <p>Wider Determinants of Health - PHE</p>	<p>Life expectancy is 10.7 years lower for men and 4.5 years lower for women in the most deprived areas of Great Yarmouth than in the least deprived areas</p> <p>In addition, life expectancy for men and women in the borough is significantly lower than in England and the East of England.</p> <p>Wider Determinants of Health - PHE</p>	<p>Obesity in year 6 children is at 37.6%, this is higher than the national and county average.</p> <p>26.2% of reception age children in GY are obese, this is significantly higher than England and East of England averages.</p> <p>Public Health Outcomes Framework - PHE</p>	<p>12.7%, (5705) of households live in significant fuel poverty.</p> <p>This is worse than the England and East of England averages. This trend has not improved over the last 8 years. Wider Determinants of Health - PHE</p>	<p>Average weekly earnings £354, significantly worse than the East of England average (£462.70 a week)</p> <p>Wider Determinants of Health - PHE</p>	<p>Average GCSE attainment (15-19 yrs.) 44.1%, significantly worse than national average.</p> <p>Wider Determinants of Health - PHE</p>
<p>Smoking during pregnancy is very high in Great Yarmouth at 17.9% (180) compared to a national average of 10.4%. (or 9.5% in East of England)</p> <p>Smoking rates in GY are much higher than national and east of England averages. 23.4% of adults in GY smoke compared to 13.7% in the East of England</p> <p>Public Health Outcomes Framework - PHE</p>	<p>Hospital admissions for alcohol-specific conditions in under 18's are 59 per 100,000 population, significantly high compared to 32 per 100,000 for England</p> <p>(Rate for East of England is only 23.4 per 100k)</p> <p>Public Health Profiles - PHE</p>	<p>34% offenders re-offend (England average 29.1)</p> <p>This is also higher than the East of England rate (27.7)</p> <p>Wider Determinants of Health - PHE</p>	<p>Employment and support allowance claimants 6.8%, significantly worse than the England average of 5.4%</p> <p>(This is a benefit for people with a disability or health condition)</p> <p>Employment and Support Allowance (ESA) - GOV.UK (www.gov.uk)</p> <p>Less people aged 16-64 in GY (70.3%) are in employment than in the East of England (77.9%): Wider Determinants of Health - PHE</p>	<p>20.1% of households live in income deprivation, compared to 14.6% England average.</p> <p>Only 11.9% of households in the East of England region live in income deprivation, this is almost half the rate in GY.</p> <p>Wider Determinants of Health - PHE</p>	<p>Statutory homelessness rate- eligible homeless people not in priority need is 4.9% (216), significantly higher than national average 0.8%</p> <p>This rate has increased significantly over the last 5 years. Wider Determinants of Health - PHE</p>

APPENDIX 1

The Local Context

Great Yarmouth borough is a place steeped in a proud maritime history, rich cultural heritage and seaside traditions. A mix of urban, suburban, and rural communities, the borough is diverse and home to a wealth of local assets that our communities are proud about.

We have a thriving offshore energy sector with two Enterprise Zones, creating some of the highest wages in Norfolk. Famed for its seaside resorts, the borough also boasts the second largest visitor economy in the county, with on average £635m generated through tourism annually.



Our Communities

Great Yarmouth has a strong sense of community. Our estates, neighbourhoods and villages are full of people who provide the connections that make their neighbourhood stronger. People thrive in communities that are well connected, and when people come together to address the things they care about, they become more resilient. As a Borough Council we understand this and have actively invested in community development work for over 20 years, creating the conditions for people to work collectively to identify their own needs, take collective action, develop their own skills, and bring about positive social change. Through this work we have supported the growth of a thriving VCSE sector, with over 200 community groups and voluntary organisations helped to start up, develop, operate community assets, and successfully make a positive local impact. This has manifested in a wide range of projects, programmes and influencing county wide approaches to Emergency Planning & Community Resilience and 'Connector' focused support services. We recognise that sustained positive change requires a long term, generational approach, and therefore we are committed to embedding community development principles into our shared, interagency frontline work going forward, ensuring communities are firmly at the centre of improving their own quality of life.

Our Opportunities

As a diverse coastal borough, Great Yarmouth has a lot to be excited about. With urban and rural communities and affordable living, wide sandy beaches, good quality green spaces, and as the gateway to the Broads National Park, the borough is a great place to live. We are proud to have a strong and varied tourism offer and thriving visitor economy, and by taking opportunities to promote our well preserved and celebrated cultural heritage, rooted in medieval and maritime history, we are increasingly establishing ourselves as a key cultural destination in Norfolk. Great Yarmouth continues to be at the centre of England's offshore energy sector, centred around our deep-water outer harbour and the businesses which make up the supply for the sector in and around to the borough's two enterprise zones.

With lots already underway, including major seafront and town centre regeneration, the Borough Council has applied for nearly £25million of Government investment, known as a '[Town Deal](#)', covering Great Yarmouth, Gorleston and Bradwell, which will act as a catalyst to lever in further investment from a range of other sources. With a focus on attracting further investment and complimentary to the already secured an offer of £13.7million Future High Street Funding from Government, this investment will drive additional economic regeneration and recovery, with the ambition to take 'Our Place' to the next stage: to re-invent public places, to tap into and grow a thriving arts and cultural scene, to support new homes, nurture new jobs, businesses and new opportunities to learn and grow, to make our people, businesses and visitors proud.

Our residents and communities are at the heart of our ambition to realise a vibrant and inclusive coastal economy that builds upon our successes and our strengths in clean energy and culture, capitalises upon our natural assets, heritage and attractions and responds to emerging cultural and technological challenges.

A diverse Town Deal Board of local ambassadors from private, public and third sector organisations, including strategic thought leaders, investors and entrepreneurs, academics and creatives, has worked closely with the Borough Council to develop the Town Deal, shaping its priorities and projects through feedback from two public surveys and discussions with young people and businesses about community. The Town Deal's '[Our Place is Your Stage](#)' priorities are:

- Regeneration & Business Development
- Skills & Aspiration
- Arts, Culture & Tourism
- Connectivity & Sustainability

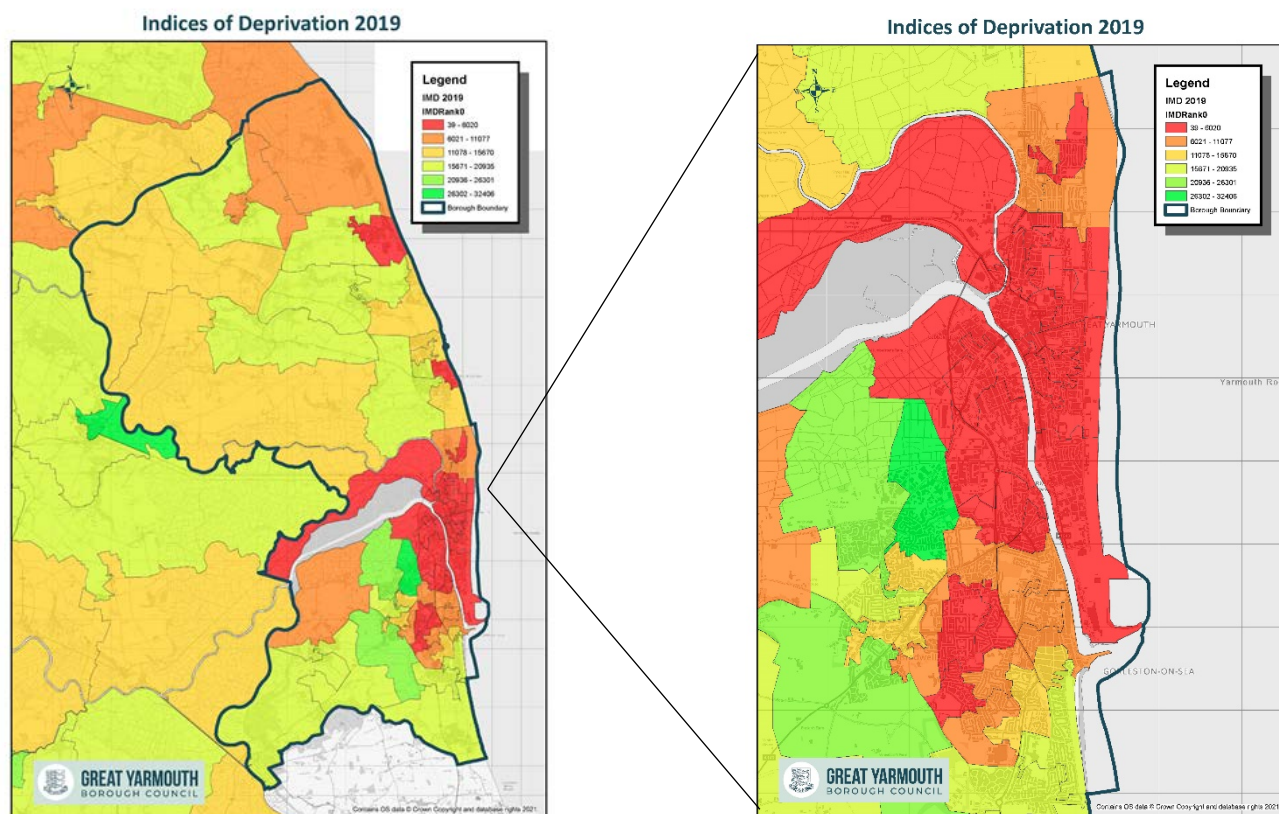
Projects include a new **Learning Centre** and **University campus**, co-located with a new town centre library, offering more ways and opportunities for people of all ages to take their learning and job prospects to the next stage, to access training and qualifications, while meeting the skills needs of local growth sectors and employers. Restoration and sustainable **repurposing of a number of historic buildings**, including restoration of the nationally significant Winter Gardens as a year-round seafront attraction and restoration and adaptation of the Ice House as a **National Centre for Arts and Circus**.

A **new operations and maintenance centre of excellence with business incubator units** at South Denes, unlocking and enabling further inward investment by the energy sector and providing a low-risk local base for energy sector start-ups, relocations and growing businesses. And finally, enhancements to the **rail station gateway** and **North Quay** to improve the accessibility and attractiveness of this key point of entry for commuters and visitors, as well as improved pedestrian and **cycle links between the town centre and seafront**, along with **enhanced public Wi-Fi** infrastructure.

Our Challenges

We also recognise that there are some stark and varied challenges that we know exist across our estates, neighbourhoods, towns and villages. These vary from fuel poverty and rural isolation, to obesity and low life expectancy, through to low skills and high unemployment.

Great Yarmouth is one of the 20% most deprived local authorities in England. Of Great Yarmouth's 61 neighbourhoods (LSOAs), 15 of them are ranked within the most deprived 10% of neighbourhoods on the English Indices of Multiple Deprivation. 9 of these are ranked within the most deprived 3% of neighbourhoods, 4 in most deprived 2% and 3 ranked in most deprived 1% of neighbourhoods in the country. These LSOAs are mostly urban, situated within the following wards: East Flegg, Yarmouth North, Central and Northgate, Nelson, Southtown and Cobholm, Claydon, St. Andrews, and Magdalen.



Typically, households and communities in these areas have low levels of resilience, making them especially vulnerable to the impacts of changing social, economic and environmental factors. Most recently, there has been a sharp rise in the need for crisis support and intervention services. We will work as a locality to collectively to address challenges that communities are experiencing across the borough, and be evidence and data led to ensure collective resources are targeted to where inequalities and needs are greatest.



20.1% (3,525)
children live in low
income families



Life expectancy
10.7 years lower for
men and **4.5 years**
lower for women in
the most deprived
areas of Great
Yarmouth than in
the least deprived
areas



Smoking rates in
GY are much
higher than
national and east
of England
averages. 23.4% of
adults in GY smoke
compared to 13.7%
in the East of England



23.5%

Obesity in year 6 children is at
23.5%, significantly higher than
the national and county average.

12.7%

12.7% of households
live in significant fuel
poverty. This is worse
than the England and
East of England
averages. This trend
has not improved
over the last 8 years.



20.1%

20.1% of households live in
income deprivation, compared
to 14.6% England average.



£354

Average weekly earnings £354,
significantly worse than the
England average



6.8%

Employment and
support allowance
claimants 6.8%,
significantly worse
than the England
average of 5.4%



Less people
aged 16-64 in GY
(70.3%) are in
employment
than in the East
of England
(77.9%)



19.2%

19.2% rate of smoking during
pregnancy (200) compared to a
national average of 10.6%.



26.2%

of reception
age children in
GY are obese,
this is
significantly
higher than
England and
East of
England
averages.



**59 PER
100,000**

under 18's admitted
to hospital for
alcohol related
conditions,
significantly higher
than 32 per 100,000
for England



4.9% (216)

Statutory homelessness rate-
eligible homeless people not in
priority need is 4.9% (216),
significantly higher than
national average 0.8%



34%

of offenders re-offend
(England average 29.1)



44.1%

Average GCSE
attainment (15-19 yrs)
44.1%, significantly worse
than national average.



34.6%

of people do less than 30 minutes
physical activity a week, nearly
10% higher in GY than the national
average of 25.5%.

GREAT YARMOUTH

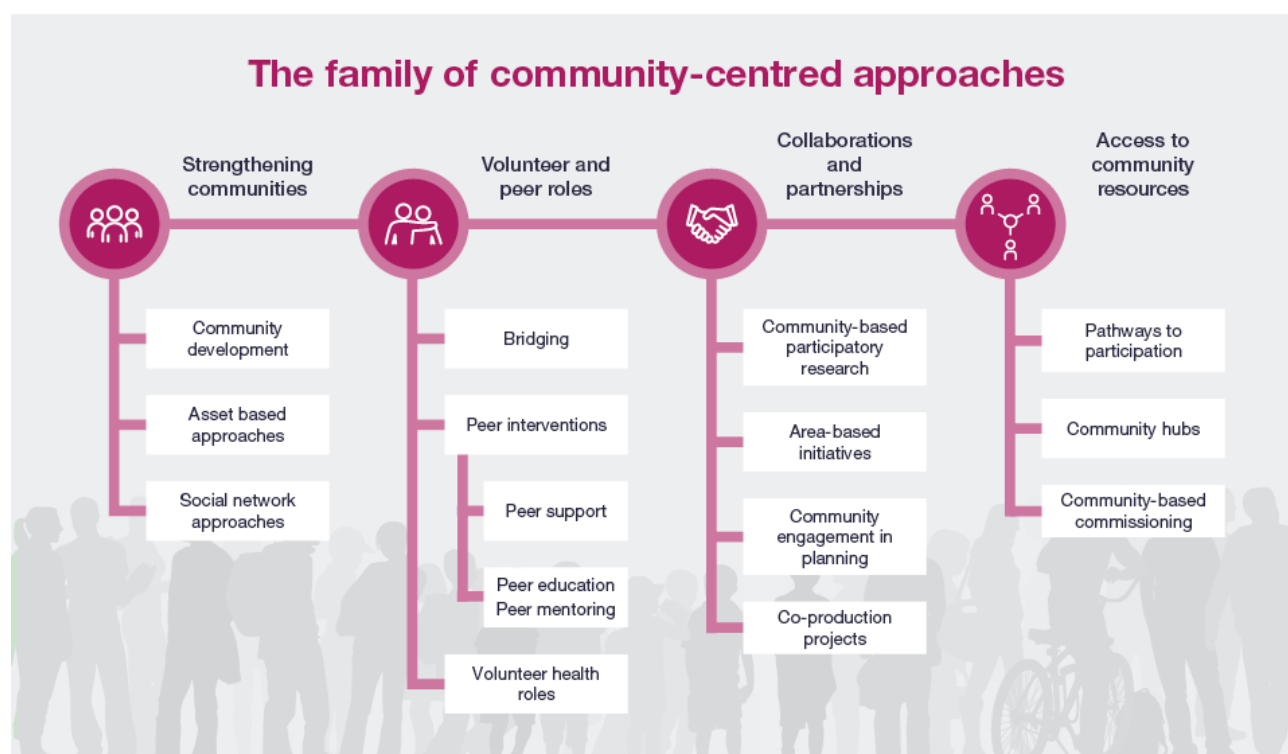
PROFILE

Taking a Place-based Approach

‘The place’ is where life happens - the interplay between our relationships, our work, our assets, our needs- the multiple elements of life that are interconnected, influencing and affecting each other. By looking at the whole community, a place-based approach makes the most of these connections, resulting in more meaningful and sustainable outcomes than isolated interventions. By combining data, evidence and people’s lived experience, we are able to ‘work as a place’ together to understand how all these elements intersect shaping how we operate as a system, making a lasting difference to people’s lives.

Taking a community centred approach is important in achieving successful outcomes across multiple thematic agendas. Working ‘with’ people and not doing things ‘to’ them is essential. By working with local residents, we are better able to identify the local skills, knowledge, facilities, relationships and networks that make their community strong and healthy.

In practice this requires us to be on the front foot in supporting people to address the things that matter to them, supporting with multiple day to day challenges. We will ensure people have access to the knowledge, advice and support they need, whilst also ensuring local residents are enabled to play their role in creating strong and healthy communities, through developing groups, activities and complementary support functions.



Despite being difficult to measure, we know that protective factors, such as wellness, social connections, and local environmental improvements, help prevent risks, such as: poor mental health, smoking, drug and alcohol use, poor academic achievement, and social conflict. Therefore, by supporting communities to take action to create social connections and to improve their

neighbourhoods, alongside more formal prevention services, we will maximise our ability to prevent risk and harm.

Working with communities also ensures improved outcomes for people who use services. By listening to the lived experiences of local residents, and involving them in developing our delivery, our services will become more effective and efficient. Therefore, in order to maximise the impact of our services, as a locality we are committed to taking a community centred approach in how we co design, commission and deliver our services.

We know that healthy systems produce good outcomes. It is our job as public service leaders to nurture these systems to be healthy, dynamic and effective. As the place leader, Great Yarmouth Borough Council will lead partners, and communities, across the locality to address the social, economic and environmental factors contributing to the inequalities that exist. Joint action on reducing inequalities is paramount to achieving this.



In progressing our ambitions to develop place-based approaches to delivering services, we understand that it must be a collective effort between statutory partners, VCSE partners, wider local organisations, and our communities. No one organisation can achieve this on their own, and so together we will work collaboratively to remove system barriers, and to empower our communities to progress action to boost wellbeing and reduce inequalities across the borough, creating a community centred approach to wellbeing.

URN: 21-013

Subject: Development Standard – Establishment of Task and Finish Group

Report to: ELT 10 February 2021
Housing and Neighbourhoods Committee 4 March 2021

Report by: Nicola Turner, Housing Director

SUBJECT MATTER/RECOMMENDATIONS

This paper provides an overview of the process to produce a Development Standard which will apply to new homes built or acquired to become part of the Council's housing stock. It seeks identification of five members to form part of a Task and Finish Group which will develop the new standard.

RECOMMENDATIONS

That Committee:

1. Note the paper and nominate five members to participate in the Development Standard Task and Finish Group.

1.0 Introduction

1.1 On 1 October 2020, Committee considered the Council Homes Programme report which set out the Council's approach to increasing the delivery of new Council homes through new build or acquisitions. The report identified that a Development Standard would be produced to set out the Council's requirements for such homes to ensure new homes will be:

- Of high-quality appearance set within a scheme which is attractive and welcoming
- Energy Efficient
- Of high-quality construction to reduce repair and maintenance costs
- Spacious – reflecting the National Space Standards

The Development Standard will include:

- Principles of design for the appearance and scheme layouts of new build homes.
- Requirements in relation to the layout of homes and adaptability of homes to meet changing needs.
- Specific requirements for homes which are acquired (new and existing homes) rather than constructed by the Council.

In addition, the Development Standard will detail the councillor and community engagement and consultation which will be an integral part of the development of new build Council housing schemes.

2.0 Task and Finish Group

- 2.1 To inform the production of the Development Standard, a Task and Finish Group will be used to allow officers across the council and as well as councillors to feed into the writing of the new Development Standard to ensure it meets the Council's requirements and will ensure that new Council homes are of the required standard.
- 2.2 To ensure the Task and Finish Group provides a wide range of knowledge and experience it is requested that five committee members are nominated to join the group. In addition, the Task and Finish Group will include external representatives who can bring additional expertise to the group with a focus on the areas of design and sustainability.
- 2.3 Following the completion of the work of the Task and Finish Group, the draft Development Standard will be presented to Housing and Neighbourhoods Committee for adoption.

3.0 Financial Implications

- 3.1 None associated with this report. It is noted, however, that the completed Development Standard will have an impact on the cost and therefore the viability of delivering new homes delivered in accordance with the new standard, for example as a result of the inclusion of sustainability requirements in excess of Building Regulation requirements. Some additional costs will be recovered through reduced ongoing repair or maintenance costs whilst other costs will bring wider social benefits or reduce the energy costs of the residents of the homes.

4.0 Risk Implications

- 4.1 The Task and Finish Group will ensure that the production of the Development Standard will be informed by a range of knowledge and experience ensuring that there is clarity in the Council's requirements and the standards expected of additional homes. It will also provide clarity around the community and councillor engagement which will be intrinsic to new build developments. The Development Standard will reduce the risk that new build homes or acquired homes do not meet the Council's requirements in the short or long term.

- 4.2 As set out at 3.1, the Development Standard may increase the costs of delivering new homes and therefore, in preparing the Development Standard it will be important to consider the overall viability of delivering new homes to the Development Standard. This consideration will take into account the whole life cost of homes and the cost to residents to ensure the requirements of the standard are deliverable.

5.0 Conclusions

- 5.1 This paper sets out the role of a Task and Finish Group in producing the new Development Standard and requests that five members of committee are nominated to join council officers on the group.

6.0 Background Papers

Council Homes Programme – report to Housing and Neighbourhoods Committee 1
October 2020

Areas of consideration: e.g. does this report raise any of the following issues and if so how have these been considered/mitigated against?

Area for consideration	Comment
Monitoring Officer Consultation:	Via ELT
Section 151 Officer Consultation:	Via ELT
Existing Council Policies:	Use of Retained Right to Buy Receipts Policy.
Financial Implications (including VAT and tax):	None
Legal Implications (including human rights):	None
Risk Implications:	Set out at section 4 above.
Equality Issues/EQIA assessment:	The Development Standard will include requirements around accessibility of new build homes and for acquisitions. It will ensure new homes meet the needs of those they are intended for.
Crime & Disorder:	The Development Standard will include design requirements which ensure that new housing schemes are designed and constructed to minimise

	the properties vulnerability to crime as much as possible.
Every Child Matters:	The needs of children will be included in the Development Standard requirements.

URN: 20-198

Subject: Social Housing White Paper

Report to: ELT 10 February 2021
Housing and Neighbourhoods Committee 4 March 2021

Report by: Nicola Turner, Housing Director

SUBJECT MATTER/RECOMMENDATIONS

This paper provides an overview of The Charter for Social Housing - the Social Housing White Paper and sets out a new compliance and performance framework to respond to the requirements of the Charter.

RECOMMENDATIONS

That Committee:

1. **Note the areas of focus of the Social Housing White Paper and the role of the Committee in monitoring compliance and the performance of the Council's landlord functions.**

1.0 Introduction

- 1.1 This paper provides an overview of The Charter for Social Housing – the Social Housing White Paper which was published on 17 November 2020 and the requirements it proposes to introduce in relation to the Council's landlord function. The Charter for Social Housing has been long waited and is a response to the Social Housing Green paper entitled A New Deal for Social Housing which was originally published in August 2018.

2.0 The Charter for Social Housing

- 2.1 The Charter for Social Housing has been designed to be a resource for both landlords and tenants and leaseholders reflecting the ethos of the document that landlords must listen to and be accountable to the residents they serve. The document contains

a fundamental expectation that social homes should provide safety, security and dignity and landlords should treat residents fairly and with respect. When things go wrong, there should be quick and effective methods to ensure redress. The voice of residents should be heard. The Charter sets out what every social tenant or leaseholder should be able to expect across 7 areas:

- 1. To be safe in your home.** We will work with industry and landlords to ensure every home is safe and secure.
- 2. To know how your landlord is performing,** including on repairs, complaints and safety, and how it spends its money, so you can hold it to account.
- 3. To have your complaints dealt with promptly and fairly,** with access to a strong Ombudsman who will give you swift and fair redress when needed.
- 4. To be treated with respect,** backed by a strong consumer regulator and improved consumer standards for tenants.
- 5. To have your voice heard by your landlord,** for example through regular meetings, scrutiny panels or being on its Board. The Government will provide help, if you want it, to give you the tools to ensure your landlord listens.
- 6. To have a good quality home and neighbourhood to live in,** with your landlord keeping your home in good repair.
- 7. To be supported to take your first step to ownership,** so it is a ladder to other opportunities, should your circumstances allow.

A commentary on the requirements of each of these areas is provided below.

2.2 To Be Safe in Your Home

The government will legislate to update the existing Consumer Standards (see section 3 below) to include requirements on the safety of homes and to require landlords to identify a nominated person who is responsible for ensuring homes comply with health and safety requirements.

The charter highlights the need to engage with residents (tenants and leaseholders) to support them to feel safer in their homes.

The charter references the now closed government consultation on extending legal requirements for the provision of smoke alarms and where applicable, carbon monoxide detectors to be installed in social housing. The charter also identifies a separate consultation on measures which will protect residents from harm as a result of poor electrical safety will be undertaken.

The new Building Safety Bill will introduce specific requirements around the safety and performance of buildings supported by a new Building Safety Regulator, whilst there is especial focus on higher-risk (high rise) buildings, it will apply to all buildings. The Fire Safety Bill will relate to all buildings which contain two or more dwellings. It will require that there is a responsible person/duty-holder who will assess fire risks to the

structure, external walls including balconies and windows and flat entrance doors which open onto common areas as an integral part of the completion of Fire Risk Assessments. They will also ensure there are general fire precautions to mitigate any risks in these areas.

2.3 To know how your landlord is performing

The charter sets out the introduction of new tenant satisfaction measures which will allow residents to compare their landlord with other landlords. The satisfaction measures will need to be provided to tenants on at least an annual basis. The Regulator of Social Housing (RSH) will publish these measures for all social landlords. Landlords will also be required to publish financial information. See Appendix A.

Landlords will be required to have a named responsible person who will ensure the landlord complies with the requirements of the Consumer standards and supporting good quality customer service delivery.

2.4 To have your complaints dealt with promptly and fairly

As a social landlord, the Council is a member of the Housing Ombudsman which acts in relation to cases associated with its landlord functions. The Housing Ombudsman adopted a new Complaints Handling Code in 2020 and the charter seeks to strengthen and enhance the role of the Housing Ombudsman.

Landlords are required to comply with the Complaint Handling Code. One of the requirements of the code was to complete and publish a self-assessment in relation to complaint handling by 31 December 2020. The Council's self-assessment can be found [here](#).

The government will legislate to remove the "democratic filter" which requires a designated person (councillor, MP or designated tenant panel) to escalate a complaint to the Housing Ombudsman or for the resident to wait 8 weeks from exhausting a landlord's complaint process to escalate the matter to the Housing Ombudsman. The Housing Ombudsman will seek to resolve complaints before they become a formal investigation and will promote the use of mediation to resolve disputes.

There will be increased accountability of complaint handling, with the Housing Ombudsman publishing information on complaints the Housing Ombudsman has handled in relation to individual landlords as well as determinations on individual cases. The Housing Ombudsman will have new powers to intervene when landlords are slow to resolve complaints and will escalate concerns to the RSH where there is evidence of systematic failings and /or a breach of the Consumer Standards.

2.5 To be treated with respect

The government will legislate to remove the “serious detriment test” for the RSH to intervene where there is a breach of a requirement of the Consumer Standards. It will also legislate to allow the RSH to develop and publish a Code of Practice setting out the regulator’s expectations of landlords in relation to the Consumer Standards.

These changes will deliver a proactive, risk based and proportionate approach to the regulation of the Consumer Standards. The approach will remain one of co-regulation ensuring landlords take responsibility for compliance with the standards. The new approach will be delivered through a programme of both proactive and reactive inspections. All landlords with more than 1,000 homes will be inspected every four years with a risk-based approach using information from a number of sources including the Housing Ombudsman and the new tenant satisfaction measures to define the timing of inspections for particular landlords. Reactive inspections will be used to focus on a specific form of service delivery or where an issue has been identified.

The outcomes of inspections will be published supporting the wider transparency agenda within the charter. In addition, the powers of the RSH will be strengthened to deal with failing landlords which includes the removal of the cap on fines for breaches of the standards.

2.6 To have your voice heard by your landlord

As part of the RSH focus on landlord’s compliance with the Consumer Standards, the RSH will require landlords to show how they have looked for and used best practice to improve tenant engagement supporting a culture of continuous improvement in tenant and resident engagement. This will ensure that tenants have a clearer voice and they are heard. A key message of the charter is to ensure landlords are accountable. The government will continue to engage with residents and will support them through a new empowerment programme to help them engage with their landlords.

The government will undertake a review of professional training and development of housing staff of all levels across landlords to ensure staff are competent, listen to residents and treat them with respect and courtesy. This will include a focus on whether housing staff are fully equipped to work with people with mental health needs.

2.7 To have a good quality home and neighbourhood to live in

A review of the Decent Homes Standard will be undertaken to identify if it is still fit for purpose reflecting the decarbonisation agenda and whether it should include communal areas and green spaces in neighbourhoods reflecting the requirements of

the Consumer Standards. If the initial review concludes a change is required, part two of the review will consider whether proposed changes are affordable and deliverable.

The government will consider whether the tenant satisfaction measures (see Appendix A) should include measures related to the perception and incidence of crime.

Government will clarify the responsibilities of landlords, local authorities and the police in tackling anti-social behaviour to ensure residents are clear on the different roles each party has.

The government will consider the findings of the evidence collection on housing allocations to ensure that social housing is allocated in the fairest way and delivers the best outcomes for local communities and places. This will consider how working between local authorities and housing associations can be improved.

2.8 To be supported to take your first step to ownership

The charter sets out the government's intention to increase the delivery of new affordable homes with around half of the homes delivered through the Affordable Homes Programme to be for affordable home ownership to ensure as many social tenants have the opportunity to buy a home as possible. The charter details changes which will apply to new shared ownership homes which will reduce the minimum share in a home which can be sold and remove responsibility for shared owners to fund major repairs for the first 10 years.

The charter also encourages local authorities to build new affordable homes and comments on the need for transparency and effective communication on leasehold service charges.

3.0 Consumer Standards

3.1 There are four Consumer Standards which the Council currently is required to meet. Under the current regulatory approach, the RSH would only intervene to investigate and take any required action if it considers it has reasonable grounds to consider that a landlord had breached one or more parts of a Consumer Standard and that breach was sufficiently serious that it met the "serious detriment test". The RSH considers serious detriment to be where there is a risk of, or actual serious harm to tenants. The proposed removal of the "serious detriment test" is welcomed.

3.2 The four Consumer Standards are the:

- Home Standard – relates to the standard of homes and delivery of a cost-effective repairs and maintenance service.
- Tenancy Standard – relates to the letting of homes in terms of tenancy types and to ensure a fair, transparent and efficient letting of homes.

- Neighbourhood and Community Standard – provides a requirement to keep neighbourhoods within which homes are owned and communal areas clean and safe and to co-operate with relevant partners to address and help prevent Anti-Social Behaviour.
- Tenant Involvement and Empowerment Standard – requires landlords to provide choices, information and communication which reflects the diverse needs of tenants, to have a clear approach to complaint handling and provide wide opportunities for tenant involvement and influence.

Currently there is no requirement on a local authority to self-refer to the RSH if it identifies a breach of the Consumer Standards. The government proposes through the charter that this will change with the RSH setting out a clear expectation that local authority landlords must self-refer when they identify a Consumer Standard is breached.

- 3.3 Local authorities are also subject to regulation by the RSH in relation to the Rent Standard – which relates how rents are set and increased.

4.0 Next Steps

- 4.1 Whilst the charter includes a number of areas where legislation is required to introduce the new requirement and identifies the need to review and update the Consumer Standards as set out above, it is timely to consider how the Council can meet the specific requirements of the charter now.
- 4.2 The charter clearly sets out the role that councillors will play in having oversight of local authority landlord's compliance with the Consumer Standards, in monitoring performance against the tenant satisfaction measures as well as in relation to reviewing complaints to identify trends and ensuring that complaints are used to improve service delivery. This paper therefore proposes that Housing and Neighbourhood Committee provides oversight of the Council's performance as a landlord. A standard item will be added to the Housing and Neighbourhoods Committee Forward Plan to be considered every six months which will enable the committee to scrutinise the Council's performance and compliance against the Consumer Standards. Some performance measures will, however, only be reported once a year reflecting an annual collection of information. In addition, it is proposed that a six-monthly update on Resident Engagement activity will be provided to Housing and Neighbourhoods Committee. This approach will also increase the transparency of the Council as a landlord and enhance accountability.
- 4.3 To support this new approach, a position statement will be provided to Committee at the next meeting to provide a baseline of the Council's compliance against the existing Consumer Standards, current performance as well as an update on resident engagement and complaints handling.

4.4 Whilst there is current no requirement to identify and publish the name of the responsible persons for compliance with the Consumer Standards and that the Council's homes meet health and safety regulations, the Council can choose to identify who should hold these roles now. It is therefore proposed that the relevant responsible persons are:

- Responsible Person for Consumer Standards compliance – Nicola Turner, Housing Director
- Nominated person responsible for compliance with health and safety requirements – Jane Beck, Head of Property and Asset Management

5.0 Financial Implications

5.1 There will be additional costs (not quantified at this stage) associated with changes to the Decent Homes Standard and if legislative changes are made in relation to the installation of smoke alarms and where required, carbon monoxide detectors. Once enacted, the Building Safety Bill and Fire Safety Bill may also lead to additional costs associated with compliance with the new legislation and any required works to the housing stock.

5.2 There are also expected to be additional costs associated with the new performance measures in terms of collection of data especially in relation to tenant (and resident) satisfaction with service delivery which forms part of the draft Tenant Satisfaction Measures.

6.0 Risk Implications

6.1 The charter contains a number of proposals, some of which will require primary legislation or formal consultation processed to be completed to be enacted. It is however, expected these changes will be made. As set out above, this paper proposes that the Council starts to prepare now for these changes and introduces a formal role for Housing and Neighbourhoods Committee in relation to the oversight of the compliance of the Council as a landlord with the Consumer Standards. This will provide more time for the Council to prepare for any changes. Whilst there is a risk of some abortive work if requirements change (including changes to the proposed tenant satisfaction measures) these will be mitigated as far as possible by minimising expenditure on third party surveys and the focus will be on implementing the requirements of the charter for those areas where there is sufficient detail to do so. Ultimately, this approach will provide a better outcome for tenants and support the Council's continuous improvement of its landlord services. This will ensure that, should the Council be identified to be subject to an inspection by the Regulator of Social Housing early on in the first four-year programme, the Council will have more developed reporting and assurance processes in place.

7.0 Conclusions

- 7.1 The focus of The Charter for Social Housing on ensuring the Council's properties provide a safe, secure, well maintained home for tenants and leaseholders and that the Council is accountable to tenants and leaseholders for the service it provides is welcomed and fully supported. The focus on the quality of estates is also welcomed.
- 7.2 Whilst some of the proposals within the charter require primary legislation to introduce or will be subject to formal consultation process, this paper proposes that Housing and Neighbourhoods Committee takes on a formal oversight of the Council's compliance with the Consumer Standards and in relation to complaint handling receiving six monthly reports on the Council's progress in delivering the requirements of the Charter including performance against the identified performance measures and compliance against the Consumer Standards ensuring members have a clear oversight of these areas.

8.0 Background Papers

The Charter for Social Housing – Social Housing White Paper published by Ministry of Housing, Communities and Local Government.

Areas of consideration: e.g. does this report raise any of the following issues and if so how have these been considered/mitigated against?

Area for consideration	Comment
Monitoring Officer Consultation:	Via ELT
Section 151 Officer Consultation:	Via ELT
Existing Council Policies:	Tenancy Policy, Housing Allocations Scheme, Void Policy, Social Housing Tenancy Fraud Policy, Rechargeable Repairs Policy
Financial Implications (including VAT and tax):	Set out at section 5.0
Legal Implications (including human rights):	No legal implications associated with the report.
Risk Implications:	Set out at section 6.0
Equality Issues/EQIA assessment:	None
Crime & Disorder:	None
Every Child Matters:	None

Appendix A

The charter sets out the draft tenant satisfaction measures:

Theme	Draft tenant satisfaction measures
Keeping properties in good repair	<ul style="list-style-type: none"> • Decent Homes Standard compliance • Responsive repairs completed right first time • Tenant satisfaction with landlord's repairs and maintenance service
Maintaining building safety	<ul style="list-style-type: none"> • Compliance with health and safety obligations: <ul style="list-style-type: none"> ▪ Gas safety ▪ Electrical safety ▪ Fire safety ▪ Asbestos ▪ Water safety ▪ Lift safety • Tenant satisfaction with the health and safety of their home
Effective handling of complaints	<ul style="list-style-type: none"> • Number of complaints relative to the size of the landlord • Percentage of complaints resolved within agreed timescale • Tenant satisfaction with landlord's complaints handling
Respectful and helpful engagement	<ul style="list-style-type: none"> • Number of complaints relating to fairness and/or respect, relative to the size of the landlord • Tenant satisfaction that their landlord listens to their views and takes notice of them • Tenant satisfaction with landlord's engagement with tenants
Responsible neighbourhood management	<ul style="list-style-type: none"> • Percentage of communal areas meeting the required standard • Number of complaints relating to communal areas, relative to the size of the landlord • Tenant satisfaction with landlord actions to keep communal areas clean and safe • Tenant satisfaction with landlord contribution to the neighbourhood associated with their home • Number of complaints relating to anti-social behaviour, relative to the size of the landlord • Tenant satisfaction with landlord's handling of anti-social behaviour
Overall	<ul style="list-style-type: none"> • Tenant overall satisfaction with the service their landlord provides

The above measures will be used by the Regulator of Social Housing as part of its co-regulatory approach to the regulation of the Consumer Standards.

In addition, landlords will need to publish information as part of the tenant satisfaction measures above, clear and accessible information on how much landlords are spending on administrative costs including executive remuneration:

Theme	Draft financial measures
Executive remuneration	<ul style="list-style-type: none">• Chief Executive or equivalent salary, relative to the size of the landlord• Executive remuneration, relative to the size of the landlord
Efficiency and effectiveness	<ul style="list-style-type: none">• Management costs, relative to the size of the landlord