

## Monitoring and Review Plan

*To be completed for the first review in 2009.*

**Monitoring and Review Plan**

## Bibliography and References

<i>Census 2001</i>	Office of National Statistics		<a href="http://www.statistics.gov.uk">http://www.statistics.gov.uk</a>
<i>Norfolk Gypsy and Traveller Accommodation Assessment (Draft)</i>	Norfolk Gypsy and Traveller Liaison Group	(2007)	
<i>The Greater Norwich Housing Market Assessment (interim findings)</i>	Greater Norwich Housing Partnership	(2007)	<a href="http://www.south-norfolk.gov.uk/housing/2527.asp">http://www.south-norfolk.gov.uk/housing/2527.asp</a>
<i>Lyons Inquiry: Place-shaping: a shared ambition for the future of local government</i>	Department for Communities and Local Government	(2007)	<a href="http://www.communities.gov.uk/index.asp?id=1509304">http://www.communities.gov.uk/index.asp?id=1509304</a>
<i>Delivering Housing Strategy through Local Area Agreements</i>	Chartered Institute Of Housing	(2007)	<a href="http://www.cih.org/policy/DeliveringHousingStrategies.pdf">http://www.cih.org/policy/DeliveringHousingStrategies.pdf</a>
<i>A New Vision for Norwich: The Sustainable Community Strategy (draft)</i>	City of Norwich Partnership	(2007)	<a href="http://www.norwich.gov.uk/internet_docs/docs/Unitary_Council/AnnexF.pdf">http://www.norwich.gov.uk/internet_docs/docs/Unitary_Council/AnnexF.pdf</a>
<i>Programme of Action 2007-08: The Sustainable Community Strategy for South Norfolk</i>	The South Norfolk Alliance	(2007)	
<i>Evaluation of the Greater Norwich Housing Partnership</i>	SOLACE Enterprises Ltd	(2006)	
<i>Planning Policy Statement (PPS) 3: Housing</i>	Department for Communities and Local Government	(2006)	<a href="http://www.communities.gov.uk/index.asp?id=1504592">http://www.communities.gov.uk/index.asp?id=1504592</a>
<i>Delivering Affordable Housing</i>	Department for Communities and Local Government	(2006)	<a href="http://www.communities.gov.uk/index.asp?id=1504795">http://www.communities.gov.uk/index.asp?id=1504795</a>
<i>Regional Housing Update (Dec 2006)</i>	East of England Regional Assembly	(2006)	<a href="http://www.eera.gov.uk/Text.asp?id=SX115C-A77FBCF8&amp;cat=45">http://www.eera.gov.uk/Text.asp?id=SX115C-A77FBCF8&amp;cat=45</a>
<i>Code for Sustainable Homes</i>	Department for Communities and Local Government	(2006)	<a href="http://www.communities.gov.uk/index.asp?id=1506120">http://www.communities.gov.uk/index.asp?id=1506120</a>

## Bibliography and References

<i>Building a Greener Future: towards zero carbon development</i>	Department for Communities and Local Government	(2006)	<a href="http://www.communities.gov.uk/index.asp?id=1505157">http://www.communities.gov.uk/index.asp?id=1505157</a>
<i>Barker Review of Land Use Planning</i>	Department for Communities and Local Government	(2006)	<a href="http://www.communities.gov.uk/index.asp?id=1163202">http://www.communities.gov.uk/index.asp?id=1163202</a>
<i>Greater Norwich Sub-region: Evidence Base For a Housing market Assessment: A Study of Housing Need and Stock Condition</i>	Opinion Research Services	(2006)	
<i>Studentification: A guide to opportunities, challenges and Practice</i>	Universities UK	(2006)	<a href="http://bookshop.universitiesuk.ac.uk/downloads/studentification_guide.pdf">http://bookshop.universitiesuk.ac.uk/downloads/studentification_guide.pdf</a>
<i>Homelessness Code of Guidance for Local Authorities</i>	Department for Communities and Local Government	(2006)	<a href="http://comunities.gov.uk/index.asp?id=1149848">http://comunities.gov.uk/index.asp?id=1149848</a>
<i>The Politics of Place</i>	Leadership Centre for Local Government	(2006)	<a href="http://www.localleadership.gov.uk/leaderofplace_brochure.pdf">http://www.localleadership.gov.uk/leaderofplace_brochure.pdf</a>
<i>Public Service Agreement 5: Housing Supply and Demand(2005-08)</i>	Department for Communities and Local Government	(2005)	<a href="http://www.communities.gov.uk/index.asp?id=1122996">http://www.communities.gov.uk/index.asp?id=1122996</a>
<i>Public Service Agreement 7: Decent Homes (2005-08)</i>	Department for Communities and Local Government	(2005)	<a href="http://www.communities.gov.uk/index.asp?id=1123011">http://www.communities.gov.uk/index.asp?id=1123011</a>
<i>Regional Housing Strategy(2005-10)</i>	East of England Regional Assembly	(2005)	<a href="http://www.eera.gov.uk/category.asp?cat=461">http://www.eera.gov.uk/category.asp?cat=461</a>
<i>Sustainable Communities: settled homes; changing lives</i>	Department for Communities and Local Government	(2005)	<a href="http://comunities.gov.uk/index.asp?id=1163057">http://comunities.gov.uk/index.asp?id=1163057</a>
<i>Sustainable communities: Homes for all</i>	Department for Communities and Local Government	(2005)	<a href="http://www.communities.gov.uk/pub/488/SustainableCommunitiesHomesforAll_id1500488.pdf">http://www.communities.gov.uk/pub/488/SustainableCommunitiesHomesforAll_id1500488.pdf</a>

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<i>Respect Action Plan</i>	Department for Communities and Local Government	(2005)	<a href="http://www.respect.gov.uk">http://www.respect.gov.uk</a>
<i>Norfolk Supporting People Strategy (2005-10)</i>	Norfolk Supporting People	(2005)	<a href="http://www.spkweb.org.uk/Your_local_area/GOEE/Norfolk/Strategy_and_policies">http://www.spkweb.org.uk/Your_local_area/GOEE/Norfolk/Strategy_and_policies</a>
<i>Housing Act 2004</i>	HM Stationary Office	(2004)	
<i>East of England Plan; Draft Revision to the Regional Spatial Strategy(RSS)</i>	East of England Regional Assembly	(2004)	<a href="http://www.eera.gov.uk/category.asp?cat=452">http://www.eera.gov.uk/category.asp?cat=452</a>
<i>A Strategy for Gypsies and Travellers in Norfolk</i>	Norfolk Gypsy and Traveller Liaison Group (South Norfolk lead)/ Norfolk Supporting People	(2004)	<a href="http://www.south-norfolk.gov.uk/democracy/867.asp">http://www.south-norfolk.gov.uk/democracy/867.asp</a>
<i>The Broadland Community Plan 2004-2014</i>	Broadland Community Partnership	(2004)	<a href="http://www.broadland.gov.uk/community_plan_and_action_plan_2004-05.pdf">http://www.broadland.gov.uk/community_plan_and_action_plan_2004-05.pdf</a>
<i>Local Government Act 2003</i>	HM Stationary Office	(2003)	
<i>Sustainable Communities: Building for the Future</i>	Office of the Deputy Prime Minister	(2003)	<a href="http://comunities.gov.uk/index.asp?id=1163452">http://comunities.gov.uk/index.asp?id=1163452</a>
<i>Homelessness Act 2002</i>	HM Stationary Office	(2002)	

## Policy Framework

<b>National</b>		
Circular 01/06: Planning for Gypsy and Traveller Caravan Sites.		
From Decent Homes to Sustainable Communities		
Respect Standard for Housing Management		
Neighbourhoods and Communities Strategy		
Planning Policy Statement 3: Housing (PPS3)		
Delivering Affordable Housing		
Sustainable Communities: Settled Homes; Changing Lives		
Regional Spatial Strategy (RSS) for the East of England		
The Sustainable Communities Plan		
Homes for All		
Extending Home Ownership		
The National Service Framework (NSF) for Older People		
The National Service framework for Mental Health		
<b>Regional</b>		
The East of England Regional Housing Strategy		
The East of England Social Strategy		
The East of England Environmental Strategy		
The Regional Housing Board and Housing (Investment Programme for 2004-06)		
The Regional Economic Strategy for the East of England		
<b>Local</b>		
Norfolk Supporting People Strategy		
Norfolk Structure Plan		
Norfolk Older Peoples' Strategy		

**Policy Framework**

Greater Norwich Development Partnership (Local Plan)		
Home Options: Greater Norwich Choice Based Lettings		
Greater Norwich Homelessness Strategy (2007-10)		
Greater Norwich Hostel Strategy (2007-2009) (Draft)		
Norfolk Gypsy and Traveller Strategy		

**CONSULTATION DURING PRODUCTION OF THE STRATEGY**

The process of collecting the ideas and establishing commitment for the Strategy began in Autumn 2006. The thorough consultation was conducted to engage stakeholders.

The following table shows the key consultation events, detailing the “how”, “why”, “who”, “where”, and “when”.

<b>How</b>	<b>Why</b>	<b>Who</b>	<b>Where</b>	<b>When</b>
Consultation exercise on strategic housing issues.	To engage a variety of Broadland DC stakeholders.	<ul style="list-style-type: none"> <li>Broadland Housing Forum</li> </ul>	Pinebanks, Thorpe	20 <sup>th</sup> September 2006
Informal discussion	To obtain GO-East approval of proposed methodology and details of Fit for Purpose assessment process.	<ul style="list-style-type: none"> <li>South Norfolk Council</li> </ul>	South Norfolk House	27 <sup>th</sup> September 2006
Greater Norwich Housing Forum agenda item	To engage all Partnership members in the process. The Fit for Purpose criteria was explained, and other themes discussed – such as the National Affordable Housing Programme and the Housing Market Assessment.	<ul style="list-style-type: none"> <li>Greater Norwich Housing Forum</li> </ul>	Norwich City Hall	20 <sup>th</sup> October 2006
Local Authority Away Day around Strategy themes, GNHP sub-groups, and team building.	To facilitate better partnership working amongst local housing authority staff, to provide information on the GNHP and gather ideas and issues through workshop sessions on the themes of 2008/11 Strategy.	<ul style="list-style-type: none"> <li>Strategic and operational staff from Broadland District Council, South Norfolk Council and Norwich City Council</li> </ul>	Kings Centre, Norwich	16 <sup>th</sup> November 2006

## APPENDIX C

How	Why	Who	Where	When
Presentation to sub-group meeting and discussion.	To inform the sub-group; to gather information; to gain feedback; and to gather ideas.	<ul style="list-style-type: none"> <li>• Sub-group 2: Increasing the Supply of Affordable Housing</li> </ul>	Guildhall, Norwich	7 <sup>th</sup> December 2006
Presentation to sub-group meeting and discussion.	To inform the sub-group; to gather information; to gain feedback; and to gather ideas.	<ul style="list-style-type: none"> <li>• Sub-group 4: Making Best Use of the Existing Stock</li> </ul>	South Norfolk House	14 <sup>th</sup> December 2006
Homelessness Seminar: Presentation about the Strategy, with workshops about housing.	<p>To engage officers and stakeholders, and keep them informed about the Strategy, its aims and its progress.</p> <p>To gather information and thoughts about what is being covered. To gauge response to, and ideas for, proposed actions.</p>	<ul style="list-style-type: none"> <li>• Homelessness Specialist Groups</li> <li>• Front Line Team Leaders</li> </ul>	City Hall, Norwich	29 <sup>th</sup> January 2007
Members Visioning Day: Presentation and discussion about the Strategy.	The vision and priorities for the Strategy were discussed and agreed in principle.	<ul style="list-style-type: none"> <li>• GNHP Policy Group</li> </ul>	Broadland Housing Association	28 <sup>th</sup> February 2007
Neighbourhood Seminar: 'Round table' discussion	To inform stakeholders, and gauge response to initial Strategy framework. To ensure neighbourhood concerns and solutions were being properly addressed from a stakeholder perspective.	<ul style="list-style-type: none"> <li>• RSLs</li> <li>• Front Line Team Leaders</li> <li>• Neighbourhood services (NCC)</li> </ul>	City Hall, Norwich	1 <sup>st</sup> March 2007

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How	Why	Who	Where	When
Stakeholder Event, including presentations	To engage and inform stakeholders, statutory and voluntary partners on the Strategy, the regional perspective, investment themes and Workshops were held in order to gain 'sign up' to the Strategy's Strategic Aims.	<ul style="list-style-type: none"> <li>• GO East</li> <li>• Housing Corporation</li> <li>• EERA</li> <li>• RSLs</li> <li>• Elected Members Parish Councillor</li> </ul>	Blackfriars Hall, Norwich	8 <sup>th</sup> March 2007
Presentation and discussion to the GNHP Forum.	To feedback on the progress of the Strategy and to invite further views.	<ul style="list-style-type: none"> <li>• GNHP Forum</li> </ul>	City Hall, Norwich	April 20 <sup>th</sup> 2007
Newsletter	To inform on progress of the Strategy, and to invite ideas and discussion on where actions should be focussed.	<ul style="list-style-type: none"> <li>• Operational staff</li> <li>• Internal colleagues</li> <li>• External colleagues</li> </ul>	By e-mail to all colleagues	May 2007

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How	Why	Who	Where	When
Formal twelve-week consultation.	To give all interested parties the opportunity to influence, and engage in the delivery of the Strategy's objectives.	<ul style="list-style-type: none"> <li>• Operational staff</li> <li>• Partnership colleagues and stakeholders</li> <li>• General public</li> </ul>	On LA websites, with letter to colleagues and partners. Hard copies in libraries and accessible formats available on request.	July- October 2007
Elected Members' Seminar	To give members a specific opportunity for discussion.	<ul style="list-style-type: none"> <li>• Elected members of the three councils</li> </ul>	Thorpe Lodge and South Norfolk House	September 2007
Consultation event in Broadland.	To engage a variety of Broadland District Council stakeholders.	<ul style="list-style-type: none"> <li>• Broadland Housing Forum</li> </ul>	tbc	September 2007
Consultation event in South Norfolk.	To engage a variety of South Norfolk Council stakeholders.	<ul style="list-style-type: none"> <li>• South Norfolk Housing Forum</li> </ul>	South Norfolk House	September 2007
Consultation event in Norwich	To engage residents and tenants, and other stakeholders in the consultation process.	<ul style="list-style-type: none"> <li>• Public event</li> </ul>	tbc	September 2007

**Fit For Purpose Assessment**

<i>AREA</i>	<i>CRITERIA</i>	<i>ACHIEVED</i>
<p><b>1. Corporate Context</b> How well does the Strategy support and feed into the development of the Council's wider community objectives?</p>	? Does the document feed into and is influenced by other corporate/ local strategies?	✓ Both the Strategy and Review show clear links with other local, and sub-regional strategies and policies.
	? Is there clear interaction between the Council(s) and the Local Strategic Partnership(s) particularly on neighbourhood Renewal Issues?	✓ Both the Strategy and the Review place particular attention to neighbourhood and community issues.
	? For stock holding authorities, the Strategy should incorporate key points from the HRA Business Plan and be consistent with the Asset Management Plan and Capital Strategy.	✓ This is referred to explicitly within the Strategy.
<p><b>2. Wider priorities</b> To what extent have national, regional and sub-regional housing priorities been taken into account in the Strategy?</p>	? How have national priorities been taken into account?	✓ The Strategy, Action Plan and Review show clear links with national agendas and priorities.
	? Evidence should be given of involvement in consideration of regional and sub-regional housing problems and priorities.	✓ The Strategy, Action Plan and Review have undergone considerable consultation with partners and stakeholders, including neighbouring authorities, EERA, GO East and the Housing Corporation, and the Strategy's Strategic Aims are clearly shown to complement regional priorities.
	? Contribution made by LAs in setting/identifying sub-regional /regional priorities.	✓ Senior officers from the Sub-regional authorities have been instrumental in agreeing and setting sub-regional and regional priorities, for example the Regional Housing Allocations, consultations, and Supporting People priorities (County).

**Fit For Purpose Assessment**

<i>AREA</i>	<i>CRITERIA</i>	<i>ACHIEVED</i>
<p><b>3. Partnership Working</b></p> <p>How well does the Strategy demonstrate effective consultation and joint working with key stakeholders, including members, and meaningful engagement with residents?</p>	<p>? Is there a clear description of the arrangements for involving stakeholders, including members, in development and implementation of the strategy and a list of the organisations involved?</p>	<ul style="list-style-type: none"> <li>✓ The development process for the Strategy, Action Plan and Review involved a number of stakeholder events and focus groups to fully engage partners and stakeholders. There will also be further events during the consultation period, to ensure that a wide range of views are held. These are summarised in Appendix C.</li> <li>✓ The Strategy and Action Plan themselves will be monitored by the Greater Norwich Housing Partnership Forum which is made up of a wide range of stakeholders, and will be overseen by the GNHP Policy Group, comprising of Elected members and RSL representatives.</li> </ul>
	<p>? Is there evidence that the Strategy has been changed as a result of input from stakeholders and residents.</p>	<ul style="list-style-type: none"> <li>✓ The Strategy and action plan has had several revisions throughout its formulation based on input from events and focus groups held throughout its inception.</li> <li>✓ The results of the formal consultation period in Summer 2007 will be published in late Autumn 2007, clearly showing where revisions have been made to the Strategy, before adoption.</li> </ul>
	<p>? Are there examples of the authorities' enabling roles, and of other partnership working?</p>	<ul style="list-style-type: none"> <li>✓ Both the Strategy and Review indicate where other partnership working has taken place, and is expected to continue. The Action Plan also has indications of where the GNHP Housing Strategy will work in partnership with other organisations to bring about wider priorities.</li> </ul>
	<p>? Are there examples of cross boundary working?</p>	<ul style="list-style-type: none"> <li>✓ The GNHP works extensively with other local authorities within Norfolk, and the region, which is reflected in the Strategy, Action Plan and Review.</li> </ul>

Fit For Purpose Assessment

AREA	CRITERIA	✓ ACHIEVED
<p><b>4. Needs Analysis</b> Is there a sound needs analysis of the current and likely future position on all significant aspects of housing need in tenures and on service performance?</p>	<p>? Is the Strategy based on a robust and up-to-date housing needs assessment which is likely to use information from a range of sources?</p>	<p>✓ The Strategy, Action Plan and Review are based on data from the recently completed ORS Evidence Base for a Housing Needs Assessment, and Stock Condition Survey, the Greater Norwich Housing Needs Assessment (HMA) due to be published in Autumn 2007, and other national and regional statistics.</p>
	<p>? Are housing market(s) in the area covering likely supply and demand, house prices, household incomes and household projections clearly referred to?</p>	<p>✓ The Review document has key facts relating to the Housing Market, based on the HMA study, which are reflected in the Strategy document.</p>
	<p>? Is there an up-to date summary of housing stock condition of all tenures?</p>	<p>✓ The Review document has key facts relating to stock condition based on the ORS study, which is reflected in the Strategy document.</p>
	<p>? Is there information on special needs groups (i.e. BME, youth, elderly) and homelessness</p>	<p>✓ Yes. Both the Review and Strategy reflect information on these groups.</p>
<p><b>5. Resources</b> Is there a realistic view of future resources including from the Approved development programme, regeneration schemes and contributions from partners?</p>	<p>? Is there a summary of recent revenue and capital spending, with details of the various sources of funding?</p>	<p>✓ Yes. Both the Review and Strategy refer to existing and future funding and sources of funding.</p>
	<p>? An explanation should be given about how decisions are taken on the proportion of available resources to be used for housing and how this relates to the authorities' Capital Strategy.</p>	<p><i>To be included</i></p>
	<p>? Estimates should be given of expected future funding, with details of assumptions on which figures are based.</p>	<p>✓ The Strategy details estimated resources and sources of funding for the lifetime of the Strategy.</p>

**Fit For Purpose Assessment**

<i>AREA</i>	<i>CRITERIA</i>	✓ <i>ACHIEVED</i>
<p><b>6. Priorities</b></p> <p>How well is the statement of priority areas for action justified and linked to the analysis of current and likely future needs?</p>	<p>? Is there a clear statement of priorities for action identified with and explanation of their relative importance.</p>	<p>✓ Yes. The strategic aims for the Strategy are clearly explained at the front of the document.</p>
	<p>? Are the reasons for choosing the priorities given, including evidence that they have been informed by the analysis of need and consultation with stakeholders?</p>	<p>✓ The Strategic Aims on which the Strategy is based are clearly shown to be based on need, and have been consulted on, and agreed, at the Stakeholder Event during the formulation period of the Strategy, and by the Policy Group at their Visioning Day event.</p>
<p><b>7. Options</b></p> <p>To what extent does the Strategy demonstrate proactive consideration of alternative ways of addressing priority areas for action, which takes full account of the contributions local partners could make?</p>	<p>? Is there a brief explanation / justification of why certain options were chosen to meet priorities. This should include choice of partners, VFM, sources of funding and the criteria used in making decisions.</p>	<p>✓ Various options were debated with stakeholders and Forum members, and priorities agreed.</p>
	<p>? Details should be given of how to access more detailed information</p>	<p>✓ The Review document, which contains more complete analysis of how decisions were made is referred to within the Strategy, as is the other main research documents, the HMA and Stock Condition Survey.</p> <p>✓ Appendix B carries a full bibliography of all documents referred to within the Review, Strategy and Action Plan.</p>

Fit For Purpose Assessment

AREA	CRITERIA	✓ ACHIEVED
<p><b>8. Action Plan</b> Is there a clear Action Plan with SMART objectives covering both capital works and service delivery?</p>	<p>? The Strategy must include a clear and robust Action Plan with SMART objectives and milestones focussing on key priorities</p>	<p>✓ There is a SMART Action Plan as part of the Strategy documents.</p>
	<p>? There should be a clear indication of how actions will contribute to meeting other service and wider corporate objectives</p>	<p><i>This will be addressed in the final Action Plan</i></p>
	<p>? The Action Plan should be explicitly linked with the expected revenue and capital resources.</p>	<p>✓ Resource commitments for actions are shown within the Action Plan.</p>
	<p>? The strategy should include a timetable for work to be undertaken to update and develop the housing strategy</p>	<p>✓ This is included in the Action plan.</p>
<p><b>9. Delivery : progress to date</b> To what extent does the Strategy report on progress against previous targets and objectives?</p>	<p>? The monitoring procedures in place to track progress on the action plan including how members and service users are involved should be described</p>	<p>✓ Chapter 12 of the Strategy clearly shows monitoring and review procedures.</p>
	<p>? The arrangements for monitoring the quality of services and user satisfaction and how this feeds back into the process needs to be explained.</p>	<p><i>We are investigating suitable methods of achieving this on a sub-regional basis.</i></p>
	<p>? Information should be given on what feedback mechanisms are in place.</p>	<p>✓ Information on the role of the GNHP Forum, which is the main feedback mechanism, are given in the Strategy and Review documents. The Forum comprises of stakeholder and partner organisations who provide service user feedback within their own reporting mechanisms.</p> <p>✓ Chapter 12 outlines further feedback mechanisms.</p>

**Fit For Purpose Assessment**

	? Information should be presented on spend, outputs and outcomes in recent years	✓ Both the Strategy and Review documents refer to existing and former actions and outputs.
<b>10. Accessibility</b> Could a non-specialist reader quickly understand the key messages in the Housing Strategy?	? Is the Housing Strategy concise (around 30 pages)	✓ The Strategy is 37 pages in length, with references to the Action Plan, Review and Appendices for further information
	? Does the Housing Strategy include a clear summary of the main points at the front of the document	✓ Yes
	? Is the Housing Strategy written in clear, simple language?	✓ Yes, and will be undergoing an Equality Impact Assessment during Summer 2007 to ensure accessibility is fully addressed.
	? Does the Housing Strategy provide contact details and references to other relevant documents	✓ Other relevant documents are referred to in the Strategy and summarised in the Review document. Appendix B contains a full bibliography, including hyperlinks to on-line accessible documents.