

# South Norfolk Housing Strategy 2016-19



Working with you, working for you

# FOREWORD by Councillor Yvonne Bendle

The term “housing” means different things to different people. Let me say what it means to South Norfolk Council.

It is part of a much bigger picture. The Council wants young people and families to have the best start in life; it wants a district that is full of opportunity, be it jobs and training, health and wellbeing, or a strong environment and vibrant local community. It wants vulnerable people to be supported to make the most of life: where ambition is endemic; a strong sense of fairness for all throughout; and we want everyone to live with dignity and peace of mind. Housing makes a major contribution to all of this.

## How are we going to achieve these ambitious plans?

Firstly, we want build on our excellent track record of ensuring the supply of homes in the district meets the needs of residents, and offers a choice in the type of home they access – be it affordable rent, shared ownership, outright purchase, private sector rent, Starter Homes, the Help to Buy scheme and so on. Our delivery in the last four years has been the strongest across Norfolk and Suffolk. But we aim to go further and faster, recognising that housing and the development of our district go hand in hand; local businesses want their employees to be decently housed, and the local economy benefits enormously from inward investment and economic growth generated by new housing.

Secondly, having supplied excellent levels of housing and choice, we want residents to be able to access them – which is not always easy. It’s not simply about accessing a home – it’s helping people ensure they have planned for all the costs associated with managing that home, they are able to manage their home properly and they can make a positive contribution to their community.

Thirdly, having accessed a home, we want the home to be warm, decent and safe for our residents. It mustn’t hold people back in life – a cold home may cause children to be off school, an accident-prone home increases the chances of older people going into hospital or more costly forms of care, and a home where the bills cannot be paid causes untold worry for the occupants which impacts on their wellbeing. We help customers achieve independent living in their own home: we want to go further with our partners, and to develop our role on dementia and treating older people with dignity.

Fourthly, we want people to prosper in their home, getting the most opportunities out of life. This Strategy is not about South Norfolk Council “doing to” local people. It’s about empowering people to take control of their own lives with the right support – when it’s needed. This is what Early Help is about for us – making sure that all the right support is available at the right time. Helping customers to help manage problems before they become unmanageable to prevent tough times; reducing the likelihood of someone becoming homeless, for example.

The aspirations set out in this Strategy cannot be delivered by the Council alone – and nor should they be. We have a raft of committed partners working with us who can, and need to play a massive part in getting the best results for local people. Of course, we don’t come into contact with all residents each year. But when we do, we will ensure that by working together we can remove confusion for customers, understand their needs better, and deliver better services for them. We are asking people who contact us to understand their part of the bargain: to take advantage of the opportunities on offer, to “own” their plans for the future, whilst continuing to recognise that sometimes you will need help to do this and that is why we are here.

# INTRODUCTION

A person's home is a central factor in determining whether or not they are able to achieve their potential in terms of health, wellbeing, education, employment, and participation in the community and society. All residents should have access to a safe home of a good standard which they can afford and are able to sustain, maintain and prosper in.

This is encapsulated in our vision:

To ensure all residents have access to and are able to maintain a good quality home that meets their needs and aspirations. The housing secured, and the support provided where appropriate, will assist local people in maximising their life opportunities. Residents will be 'opportunity ready' for housing, jobs, healthy lifestyles, independent living and their community.

This Strategy clarifies what we want, and how we plan to get there. Improving opportunities for the individuals and families is at the heart of what we are striving to achieve, and partners are fundamental in securing this. We will do this in a manner which is efficient and cost-effective; utilising our resources in a different way to maximise longer term outcomes for the customer, whilst minimising demand and cost on public organisations in the future.

The Strategy covers the period 2016-2019. It sets out how the Council and its partners will achieve its vision through four Priority Outcomes. It is accompanied by an Action Plan which will be reviewed on an annual basis. The plan will be used to identify the key actions which will deliver those Priority Outcomes. The involvement and support of our partners will be crucial in delivering this plan.

The Strategy has been subject to a 12 week consultation period between August and October 2015. This consultation sought the views key stakeholders and the public. A consultation survey was produced to allow the public and key stakeholders to feed into the development of the strategy by:

- establishing whether people agreed with the Priority Outcomes and key themes within the Strategy;
- gathering comments on each of the Priority Outcomes and the Strategy as a whole; and
- enabling people to suggest actions and measurements of success for the Strategy.

The consultation survey was available on the South Norfolk Council website and was publicised through partner agencies, social media, posters and marketing materials and sent directly to

partner agencies. A hard copy for postal return and an email copy of the survey were also produced to widen participation. The survey was completed by a total of 58 respondents consisting of members of the public and representatives from key stakeholders. Letters and email responses were also received.

Two stakeholder consultation events took place in September to allow representatives from key stakeholders to feed into the strategy. These events were attended by representatives from partner agencies and from Parish Councils. The feedback gained from these events and from the survey is detailed in the Response to Consultation document and has been used to develop the final version of the Strategy and formulate the Action Plan.

# WHY DO WE NEED A HOUSING STRATEGY AND WHO IS IT FOR?

## Ourselfes

South Norfolk Council (SNC) has set out its corporate priorities and the housing role can be enhanced to make a fuller contribution to delivering on these.

We have already started to realise the benefits from embedding all our work within different approaches: around Early Interventions, Health and Wellbeing, Economic Development, and building Community Capacity.

We have a major opportunity to drive forward the work of SNC and its partners to get better outcomes for customers, whilst addressing innovatively the financial pressures on the public sector.

## Our Partners

We already know the excellent contribution that our partners can make to address challenges within South Norfolk.

The role for partners is around strategic and operational partnerships. By working in collaboration, better outcomes for customers can be achieved.

We can make the most of opportunities that are available to us by working together and seeking imaginative ways of identifying funding solutions

## Our Communities

We want to make our services simple to access and provide support that really works. Our district is diverse and we will offer flexible services which reflect this and meet local requirements.

This Strategy is intended to help communities to help themselves: by making sure our customers know what we do, what they can expect from us and what is expected of them.

# THE WIDER IMPACT OF HOUSING

## South Norfolk Council's Vision

To retain and improve the quality of life and prosperity of South Norfolk for now and future generations to make it one of the best places to live and work in the country

## Our Vision for housing

To ensure all residents have access to and are able to maintain a good quality home that meets their needs and aspirations. The housing secured, and the support provided where appropriate, will assist local people in maximising their life opportunities. Residents will be 'opportunity ready' for housing, jobs, healthy lifestyles, independent living and their community.

## Our Corporate Priority Areas

Place, Communities and Environment

Health, Well-being and Early Help

Economic Growth, Productivity and Prosperity

## Our Focus Areas

Improving the quality of life of our communities and enhancing the built and natural environment in our towns and villages

Proactively working with communities to provide help at the earliest opportunity and enhancing the health and well-being of our residents

Providing the conditions to stimulate growth, productivity and prosperity, sharing the benefits of growth with our communities

Ensuring the range and number of local homes match the need of local families and residents

## How we will deliver this

Deliver affordable housing that meets local need through our Affordable Housing Grants Scheme, our planning policy and our work with developers

Maximise housing options for South Norfolk residents by identifying empty homes in the District and bringing them back into use

Support the development of 'self-builds' by working with our Housing Association Partner, Saffron, to enable local people with the right skills to develop a home that meets their specific needs.

Moving Forward Together: The Council's continuous improvement programme

## SNC contributions

Local Plan

Early Help

SNC Economic Development Strategy

Wider determinants of health

Deliver & influencer of services e.g. housing, council tax/benefits, customer services, environment

## Partner contributions

Adult Social Services

Children's Social Services

Development Partners

Housing Providers

Employers

Voluntary & Community Sectors

Residents & Families

## The strategy will help.....

Partners to provide housing

Residents to access the housing

Residents to live well in their home

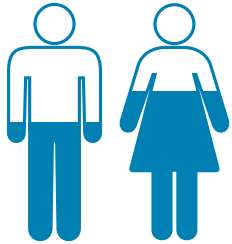
Residents to prosper in their home

# THE BIGGER PICTURE

## What we know about South Norfolk

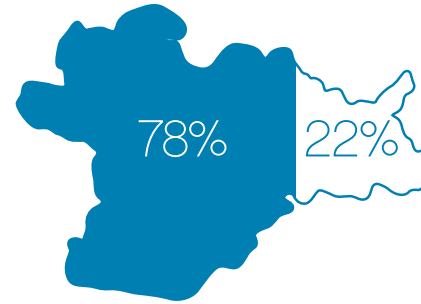
### Our Communities

South Norfolk is projected to be the fastest-growing local authority area in the County, with the population increasing by around 13,100 between 2011 and 2021. South Norfolk does not have a high population density at 1.39 persons per hectare, compared to the average for England at 4.11.



**48.8%** of the South Norfolk population is male, **51.2%** is female.

The population in South Norfolk is older than average. The number of residents aged 65+ is higher than the average for the East of England, and England at 30% of the population. However, it is similar to the population in other parts of Norfolk – with the exception of Norwich City. This proportion is projected to increase over the next 20 years, with the greatest increase being in those aged 75 to 84.



South Norfolk is a predominantly rural district, with 78% of the area officially designated as 'rural'. There are a small number of market towns, over 100 villages and some northern parts of the area fall into the suburban parts of Norwich – the closest city.

### Health and Wellbeing

In 2012, 61% of the adult population were considered as having excess weight, with 22% considered obese; both slightly below the national average.



In 2011, 7.4% of the population had a long term illness that limited day-to-day activity 'a lot' and 10.5% 'a little'.



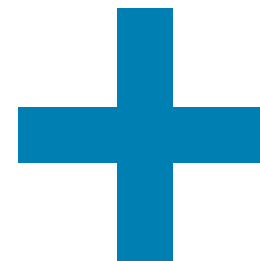
In 2011-12, 33.6% of adults regularly participated in 30 minutes of moderate intensity sport; this is lower than the national average.

There are an estimated 2,480 children (11.9%) living in poverty in South Norfolk. (HMRC Child Poverty 2010 statistics, cited in Norfolk's Child Poverty Assessment, Norfolk County Council, April 2015)



Between December 2011 and March 2014 there were 200 excess winter deaths in South Norfolk (Office for National Statistics 2015).

Hospital admission rates from falls are rising: by 2020 in South Norfolk 9,020 people are expected to have a fall and 734 are predicted to be admitted to hospital as a result.



By 2020 it is expected that 3,100 people living in South Norfolk will be diagnosed with dementia. Based on current estimates over 2,000 of these will live in the community.



# THE BIGGER PICTURE

## What we know about South Norfolk

### Housing Stock

On 1st April 2015 there were 57,769 properties in South Norfolk. Very few of these are second homes.



South Norfolk Council transferred its housing stock to Saffron Housing in 2004. As a result, the only housing stock held by the Council is some temporary accommodation for homeless households.

Since April 2011:

- 3,035 homes have been built in South Norfolk;
- 971 additional affordable homes have become available – 552 new-built to housing associations plus 419 others (such as Help to Buy);
- The 552 to housing association comprised almost 18.2% of the 3,035 total.

The total number of properties owned and managed by Registered Providers on 1st April 2015 was 6,685.

The Council has taken a proactive approach to reducing the number of homes standing empty for a long period of time. Using the government benchmark, the number of homes empty for more than 6 months has been reduced from 618 in 2007 to 338 in 2014, down by 45%



20% of private sector households in South Norfolk experience fuel poverty.

Average house prices are about 7 times average earnings, making it very difficult for local people to become owner occupiers.



There are currently only 10 housing with care properties designated for people with dementia in South Norfolk.

5% of homes in the private sector are in disrepair.

1.7% of properties in South Norfolk don't have central heating.

### Housing Need

The Council commissioned along with other Norfolk local authorities, research into housing need, with findings published in early 2016

### Economic Development

0.47% of the population was long-term unemployed in 2013.



Average earnings in April 2014 were £20,384.

South Norfolk has lower levels of unemployment when compared to the national and regional average with 678 claiming Job Seekers Allowance (0.90% of the working population).

In 2012, 10.3% of children (dependants under 20) were living in low income families.

# THE BIGGER PICTURE

## Where housing fits nationally

South Norfolk Council and its partners are inevitably affected by nationwide pressures and it is crucial that we interpret these and react locally to make the most of chances presented and counter potential risks which arise.

There is a wide range of political, social, economic and environmental factors which impact on this Strategy, and which influence the Priority Outcomes. Many of them were debated during the 2015 General Election campaign, and some are included in the legislative programme, especially Housing and Planning Bill.

It is expected that the aspects of the national picture which will impact most on South Norfolk during the next three years will be:

### Housing Policy

The Government's intentions are to increase the number of homes built each year, and to improve access to owner occupation. This has led to several initiatives:

### Delivering More Homes

South Norfolk Council, through the Greater Norwich Growth Partnership, has already embraced the growth agenda, and planning policy will deliver new homes into the 2030s, providing a significant contribution to local economic growth and employment opportunities.

### Helping First-Time Buyers

Starter homes (to be sold at a discount of at least 20% from the market value to under-40s) are to be included in all sites of 'a reasonable size' as a significant proportion of the housebuilder's affordable housing obligation.

### Self-build and Custom Housebuilding

All local authorities will have a duty to have a register of people wishing to build their own home and to grant planning permissions for sufficient serviced plots to meet demand.

### The Right to Buy for Housing Association Tenants

A voluntary agreement between the Government and housing associations will deliver this initiative to encourage tenants to become owners. There is potential impact on South Norfolk, especially the more rural parts where there is a limited supply of homes for rent.

### The Sale of Vacant High Value Local Authority Housing

This will fund the Right to Buy discounts. Although there is no council housing in South Norfolk, there might be a sub-regional impact if certain property types in Norwich (such as larger family houses) were to leave the social sector.

### Higher Rents for Social Tenants ('Pay to Stay')

Housing association tenants with an annual household income over £30,000 will have to pay a higher rent, perhaps up to the market rent. This reflects the Government's view that subsidised housing should be occupied only by households who require the subsidy.



# THE BIGGER PICTURE

## Where housing fits nationally

### Welfare Policy

The Government is committed to saving £12 billion, and has proposed specific changes such as ending housing benefit for people under 21. All partners will need to react quickly to changes so that they can deliver this Strategy's Priority Outcomes.

### Health Policy

The government is committed to protecting expenditure on health. It has made mental health and dementia particular priorities. Dementia will have a significant impact on South Norfolk due to its aging population.

### Limiting the Costs of Care / Independent Living

The Government's wish to limit total public expenditure on care by helping people to live independently matches the Council's wishes. This might well create opportunities for the Council to improve further the accommodation and services available in South Norfolk.

### Energy Efficiency

With the policy move away from subsidies for low-carbon electricity generation, the emphasis on improved insulation should present further opportunities to reduce energy consumption and provide affordable warmth.

### Training and Employment Opportunities

Government support for the Local Enterprise Partnership is likely to continue, building up the local economy, creating employment opportunities and demand for housing. The housing sector can also seek to take advantage of particular initiatives such as the creation of three million apprenticeships over the next five years.

# OUR PRIORITIES

To achieve our ambitious vision we need to focus our attention – and to do this we have come up with four priority outcomes which offer structure to our work in 2016-19. Our four priority outcomes are:

- 1. PROVIDING IT :** A good supply of housing within South Norfolk which meets residents' needs, supports growth and can be afforded at all income levels.

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- 2. ACCESSING IT :** Residents have access to a home that meets their requirements, and that they can pay for and maintain.

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- 3. LIVING IN IT :** Residents live in warm, decent and safe homes within a resilient community, and receive support to help them achieve independent living in their own home.

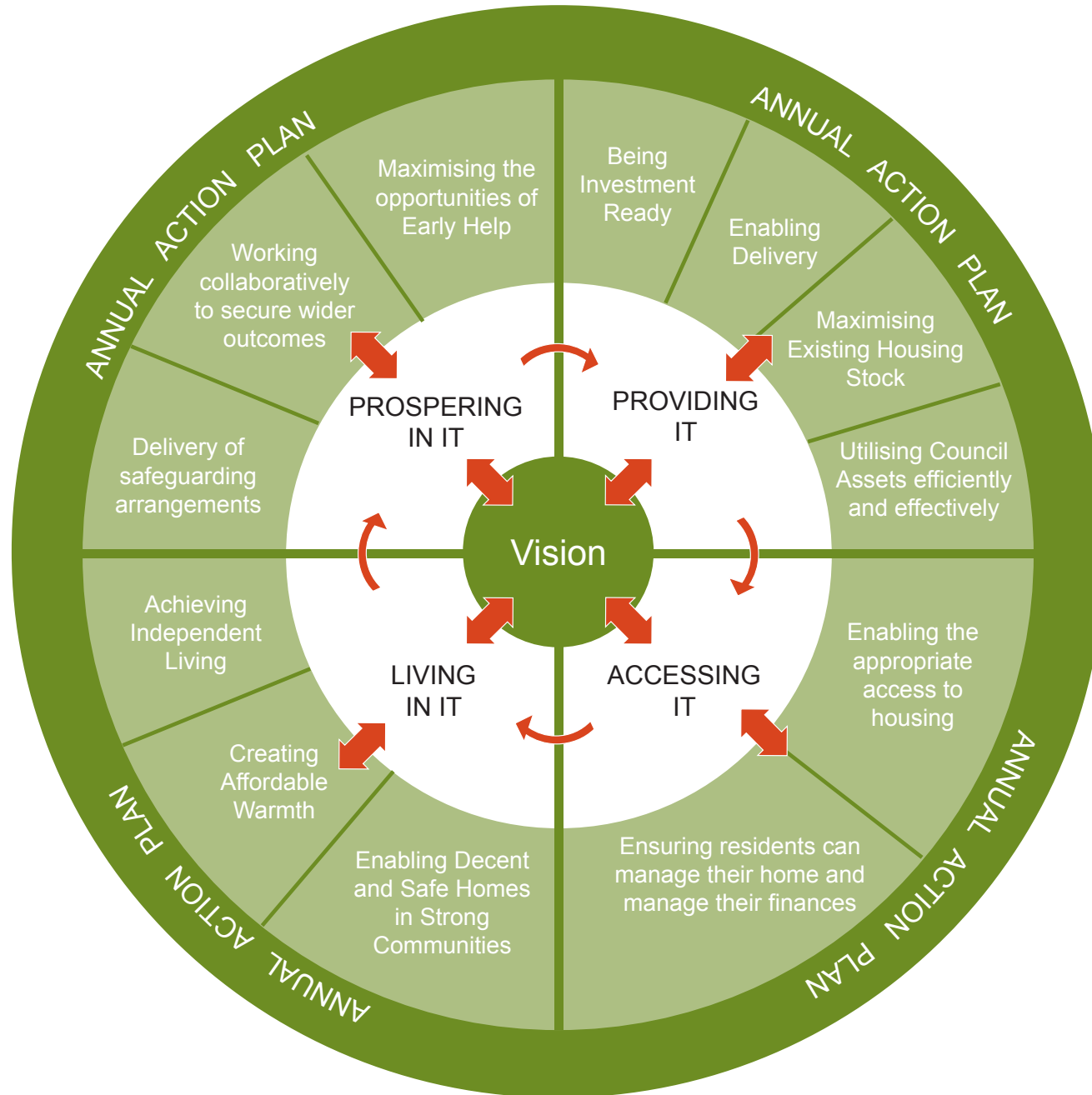
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- 4. PROSPERING IN IT :** Residents receive easily accessible advice and support which improves the life chances of them and their families, which targets those needing early interventions and support to get the most out of life.

Each has a relationship to the others, and to wider priorities in South Norfolk: for example building new homes not only helps to increase the supply of housing to meet need, it also contributes to economic growth by providing jobs, generating inward investment and creating local spending power in South Norfolk.

Each priority outcome has a number of key areas which set out how it will be achieved. For example, to ensure that customers can access a home which meets their needs, which they can pay for and maintain we will focus on ensuring that homes are suitable for households' financial, social and medical circumstances. This will help ensure that the option they have taken is sustainable and right for that individual in the long term.

# OUR PRIORITIES



# PROVIDING IT:

## A good supply of housing within South Norfolk which meets residents' needs, supports growth and can be afforded at all income levels

Overall, the housing market is working well in South Norfolk. We are providing new homes, reducing the number of empty homes and enabling the expansion of the private rented sector without rents rising excessively.

We recognise that in order to support economic growth, our housing supply will need to grow and be flexible to the requirements of those residing within our district.

### How will we know we are there?

There are sufficient new homes developed to meet the need for housing growth as identified by the Joint Core Strategy

- 2,698 new homes to be built by 2019 (Greater Norwich Joint Core Strategy)

There is sufficient choice of homes and tenures to meet the range of housing needs (including specialist needs such as dementia).

- 486 new affordable homes built by 2019

Homes are not left empty for long periods of time and are prevented from becoming a blight to their neighbourhoods

- There will be no increase in the October 2015 base line number of long term empty homes (310) over the period of the strategy

### What we will do to achieve our outcomes

#### Being "Investment Ready"

- Facilitate investment in South Norfolk; enabling the growth to which we are committed through the Local Plan, delivering infrastructure, housing and employment.
- Ensure new housing developments have a positive impact on local people who are accessing employment, education and training.

#### Enabling Delivery

- Meet needs by promoting and delivering affordable housing, through a range of tenure types (which includes helping first time buyers).
- Assess demand for custom build, and seek ways to meet this.
- Facilitate the development of and improve the standard of new affordable housing within South Norfolk, via the affordable housing grants scheme.
- Examine the possibilities to increase the number of private sector rental properties within new developments.

- Investigate the housing requirements of people with special needs.
- Seek opportunities for developing accommodation for people with special needs, including appropriate models of supported housing (including housing with care).
- Avoid the longer term costs of property adaptations by supporting the building of homes which promote independent living.
- Create and implement the Gypsies and Travellers Local Plan, to provide homes for that group.

#### Maximising Existing Housing Stock

- Reduce the number of empty homes using innovative techniques, maximising the benefits for local communities.

#### Utilising Council Assets efficiently and effectively

- Utilise the council-owned Big Sky Developments, to develop mixed residential and commercial property; and to maintain and rent residential property for market lets.

# ACCESSING IT:

## Residents have access to a home that meets their requirements that they can pay for and maintain

We help all residents who need assistance to find the right home. If they are in priority housing need in South Norfolk, we will endeavour to accommodate them quickly. We will ensure that their housing is appropriate to their short and longer term needs and which they can afford to live in comfortably.

### How will we know we are there?

Working together the Council and its partners will be ensuring homes meet the wider needs of residents to enable them to sustain their home.

- At least 90% of those who access homes through home options or housing advice are still suitably housed after a 6 month period.

Residents are able to access help when the need arises to find or sustain suitable accommodation.

- 2,250 households will have been assisted to find or sustain suitable accommodation (517 households supported in 2014/15)

### What we will do to achieve our outcomes

#### Enabling the appropriate access to housing

- Ensure that the Home Options Scheme continues to provide fair assessment for applicants
- Improve access to the private rented sector
- Promote low cost ownership
- Promote custom build opportunities
- Improve access to lodgings for single people
- Develop Early Help services that deliver meaningful and lasting outcomes.
- Work with partners so that the client is helped to get more outcomes than simply meeting their housing need when they come to us for help.
- Ensure that housing outcomes help residents to access employment, education and training for the long term.
- Ensure partners, stakeholders and residents understand “housing” and the wider impact that meeting housing need has on people’s wellbeing.

#### Ensuring residents can manage their home and manage their finances

- Support residents to maximise their financial independence by providing guidance that minimises repeat requests for assistance.
- Enable residents to contribute to and be part of thriving and supportive communities.

## LIVING IN IT:

# Residents live in warm, decent and safe homes within a resilient community, and receive support to help them achieve independent living in their own home

South Norfolk Council has a positive track record of supporting vulnerable households – sometimes this support is personal, and sometimes it is an improvement to the home. We work with our many partners to deliver and support customers who would otherwise require further, more intensive and costly interventions. We want customers to feel that the home has helped them to improve their opportunities in life, be it in health and wellbeing, employment and training, or being part of and contributing to a local community; and can remain living independently in their own home with dignity for as long as they feel able to.

## How will we know we are there?

There is a reduction in the number of falls, excess winter deaths and hospital re-admissions in South Norfolk.

- An average of less than 58 excess winter deaths per year (Average over previous 5 years)

Vulnerable people are able to live independently for longer; resulting in cost savings for health and social care services, achieved by Independent Living and Early Help services' preventative interventions.

- 5,400 vulnerable people will be supported to live independently in their own home over the 3 years of the strategy (1,800 supported in 2014/15)

People with dementia, mental health issues and learning difficulties are able to access services in ways that achieve better outcomes for the individual and less cost to the public sector as a whole.

- A reduction of 30% in the number of people with learning difficulties placed in permanent residential care in line with partners ambitions (Re-imagining Norfolk Summit)

## What will we do to achieve our outcomes

### Achieving Independent Living

- Identify where independent living and early help interventions reduce the impact on health and social care services. In turn, this will create savings and reduce demand, ensuring external funding is utilised in the most efficient way.
- Provide housing adaptations and other interventions which enable people to continue living independently in their own homes.
- Enhance support to vulnerable residents to reduce avoidable hospital admissions and enable timely hospital discharge by ensuring homes are suitable to meet residents' changing needs through joint working and innovative funding with partners.
- Help members of the community and staff to keep aware of, and able to support people with dementia and other mental health issues.
- Assist residents to maintain their homes and keep warm and well through access to small grants and loans.

### Creating Affordable Warmth

- Make homes more energy-efficient and help residents to live in a warm home as cost-effectively as possible by providing information, advice and loans.
- Reduce the number of excess winter deaths through campaigns in high risk areas to help support older and vulnerable residents.

### Enabling Decent and Safe Homes in Resilient Communities

- Improve the quality of housing and the local environment across all housing tenures by ensuring it meets legal standards and does not present unacceptable risks to health.

## PROSPERING IN IT:

Residents receive easily accessible advice and support which improves the life chances of them and their families, which targets those needing early interventions and support to get the most out of life

Through our approach to Early Help we have been supporting families and older people to resolve issues more quickly; preventing escalation, promoting wellbeing and creating sustainable futures for our residents. South Norfolk Council has been proactive in reducing homelessness in the district in the last three years, following the implementation of a prevention approach, and we want to build on this.

### How will we know we are there?

Clients have their concern acted on at the first point of contact with SNC or its partners to ensure that they do not have to repeat their story to 'umpteen people'.

- 85% of requests for support result in appropriate support being in place within 5 days if initial contact

People who access our temporary accommodation benefit from a move-on plan which allows them to progress into sustainable accommodation.

- 90% of people moving on from temporary accommodation recorded as remaining suitably housed after a 6 month period.

All families and residents who access the Early Help Hub will have their case dealt with by a single point of contact in a way that is most relevant to their needs.

- 3,000 families receive support through Early Help across the 3 year period.
- 85% achieving positive outcomes from support

Residents are confident to apply for jobs and receive the right support to remain in employment.

- Number of JSA claimants in South Norfolk below 0.77% (October 2015 level) of working age population
- A 10% increase in the number of residents supported back into work each year.

A culture of partnership working and sharing of information leads to better outcomes for residents.

- 100% of Early Help partners signed into data sharing protocols

# PROSPERING IN IT:

Residents receive easily accessible advice and support which improves the life chances of them and their families, which targets those needing early interventions and support to get the most out of life

## What we will do to achieve our outcomes

### **Maximising the opportunities of Early Help**

- Utilise the Early Help Hub to improve the way we work with families and older people through coordinated and targeted support to achieve the right outcomes.
- Provide low cost early support which resolves problems before they escalate, avoiding higher costs and more significant impact on the household.
- Provide an appropriate range of temporary accommodation for homeless households, and support them to move into sustainable accommodation which they are able to maintain and prosper in.

### **Working collaboratively to secure wider outcomes**

- Work with the voluntary and third sectors to ensure that the support they provide achieves sustainable outcomes for customers.
- Deliver outcomes that matter for residents by ensuring all partnership arrangements help us to deliver jointly-agreed outcomes.
- Work with partners to deliver plans detailed within the Greater Norwich Homelessness Strategy 2015-20.
- Fully utilise, promote and increase capacity for support from within the community and voluntary sector, to offer as much support to those who need it as is possible.

### **Delivery of safeguarding arrangements**

- Develop our staff and partners to achieve a high standard of safeguarding practice.
- Improve the way we work with partners and the community to identify safeguarding issues as early as possible to prevent escalation.
- Reduce the number of victims of Domestic Abuse to ensure the safety of all in our communities; and reinforce a culture of non-tolerance of abuse within South Norfolk



# HOW WILL WE MAKE IT HAPPEN?

Our new three year Housing Strategy is to be supported by a rolling Action Plan which will be revised quarterly to ensure that it is up to date and fit for purpose. The Action Plan sets out in detail how each priority will be achieved. These actions will be incorporated into future South Norfolk Council Business Plans and any individual initiatives will have a delivery plan which will set out a programme of activities and progress against each one.

The implementation of this Strategy will be overseen by the Council's Housing, Wellbeing and Early Intervention Policy Committee, and the Action Plan will guide this work.

The delivery of objectives detailed in our Strategy and Action Plan is supported by other local housing-related strategies and action plans.

To ensure successful outcomes are achieved the Housing Strategy requires buy-in and commitment across all organisations and from our residents. This table offers suggestions of how everyone can contribute.

Partner	Role
South Norfolk Council	Lead Housing Strategy partner Drive, support and co-ordination of activities Identifying funding opportunities Research and evidence of need Delivery of services Influencer of services Enforcer of standards in the private sector Facilitator of partnership meetings Home Options service – ensuring fair access Benefits Service – ensuring support for those in need
Norfolk County Council	Health and Wellbeing lead including the Joint Strategic Needs Assessment Commissioner of housing support Early Help provider
Occupational Therapy Service	Specification and integrated provision
Adult Social Services	Specialist help provider
Children's Services	Specialist help provider
Parish Councils	Information sources and partners
South Norfolk CCG	Commissioner of services
Registered Providers (RPs)	Affordable housing providers Community Safety Early Help Access to housing
House builders	Providing new homes for market sale Helping first-time buyers via Help to Buy
Homes and Communities Agency	Funding and regulating RPs
Voluntary Sector/Community Groups	Facilitating Independent Living Delivery of services Advocacy
All Early Help partners	Providers of services and interventions
Residents	Feel empowered to take control of their future

# REVIEW AND MONITORING

The Action Plan will be a 'live' operational document and as such, it will be kept under review and updated during the year. Any significant legislative or the local market changes will be taken into consideration as part of the Action Plan and reflected in further iterations of the Strategy thereafter.