

2007-2010

This is a new homelessness strategy for the Greater Norwich Sub-region. It has been developed with extensive consultation with all agencies working with homeless clients in Greater Norwich. It concentrates on what the three Housing Authorities will be doing to tackle homelessness in the next three years, rather than setting out the action other agencies will taking.

GREATER NORWICH HOMELESSNESS STRATEGY



NORWICH
City Council



EXECUTIVE SUMMARY

The strategy starts by setting out the overall strategic aims for Greater Norwich in the area of homelessness, as follows:

Strategic aims

- To prevent homelessness through the earliest possible intervention
- To reduce the use of temporary accommodation
- To provide cost-effective, excellent, responsive, practical pro-active services to people who are homeless or threatened with homelessness
- To prevent repeat homelessness
- To further develop partnership working to prevent homelessness
- To increase the housing options available to homeless households

It goes on to set out the changes to National policy and the government agenda since 2002. The key points are as follows:

- **Homelessness Act 2002**
- **March 2005 ODPM produced *Sustainable Communities; settled homes; changing lives*** – set out the aim of halving the total number of households in temporary accommodation by 2010¹
- **July 2006 CLG produced new Homelessness Code of Guidance** – emphasising partnership working, particularly in terms of Housing Authorities and Social Services Departments
- **June 2006 – CLG produced *Homelessness Prevention – a Guide to Good Practice*** – giving detailed guidance on the housing options approach and prevention of homelessness
- **November 2006** – Ruth Kelly announced a package of measures to tackle youth homelessness.

Sub-regional approach

The document then explains that a sub-regional approach to the strategy was taken in order to pool resources and expertise and co-ordinate services.

Achievements

The strategy then outlines the achievements in homelessness prevention, knowledge of homelessness and housing need in the Sub-region, joint working and capital projects. The key points here are:

- Changes to the way of working in all three authorities to focus on prevention rather than reacting to homelessness
- Development of a number of schemes and tools to prevent homelessness
- Meeting and sustaining the government's target on the use of B&B
- Broadly following the CLG's Homelessness Prevention Guidance
- Capital funding for YMCA hostel and women's refuge
- Undertaking of a number of key pieces of research – Greater Norwich Hostel Review, updating of Greater Norwich Homelessness Review, Greater Norwich Evidence Base for a Housing Market Assessment: A Study of Housing Need and Stock Condition.

¹ Norwich City Council and Broadland District Council have already met this target

Where we are going?

The document then sets out a number of key objectives:

Objective 1: Deliver early intervention to prevent homelessness

Especially "Myth busting" among young people, tenants, landlords and the general public.

Objective 2: Improve multi-agency working to prevent homelessness

In particular, working with all landlords, probation, prisons and offenders' agencies, Norfolk County Council Children's and Adults Services, Supporting People and the voluntary sector.

Objective 3: Address Single Homelessness

We want to concentrate on implementing the Greater Norwich Hostel Review recommendations, and look at the feasibility of establishing a re-connections policy for rough sleepers in Norwich.

Objective 4: Make best use of all housing stock to prevent homelessness

This is about tackling under occupation and bringing empty homes back into use.

Objective 5: Carry out service user consultation and use it to influence service development

Working more closely with voluntary sector partners and consulting on the whole range of services available to homeless people.

Objective 6: Ensure we have excellent joint working arrangements between the three authorities and co-ordinate monitoring of services to ensure consistent quality

To ensure services are co-ordinated and the strategy is implemented. Also working more closely with the fourth Authority dealing with homelessness in Greater Norwich – Norfolk County Council.

Objective 7: Implement Choice Based Lettings

To provide more choice and a more transparent and easy to understand system of allocations for our customers.

Objective 8: Map Services to homeless people

To ensure services are joined up and co-ordinated.

Objective 9: Reduce the use of temporary accommodation and improve the quality and location of the temporary accommodation used

The strategy concludes by setting out the consultation process, the way in which the objectives will be achieved and how the strategy will be monitored and reviewed.



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INTRODUCTION

This is the first Greater Norwich Homelessness Strategy. It highlights the achievements under the previous Broadland District Council, Norwich City Council and South Norfolk Council homelessness strategies. We have made great improvements both in terms of our knowledge of homelessness in the Sub-region and in terms of our ability to prevent it. The strategy puts homelessness in Greater Norwich into the context of National policy.

Most importantly, it sets out where we are going now. The Strategy presents where we are going as local authorities. We recognise that we have not included the actions that our partner organisations are planning. In that sense, this is a local authority document and not a multi-agency one. However, one of our key objectives is to focus much more on multi-agency working to prevent homelessness and make the best possible use of all partners' expertise and resources in this area. We want to develop much earlier interventions and raise levels of awareness about homelessness and housing options so that we are able to prevent homelessness at a much earlier stage.

As the three housing authorities we want to work as well as possible together and improve the way we consult with service users to ensure that the services we are providing are co-ordinated and meeting people's expectations.

We want to tackle single homelessness, reduce rough sleeping in the Sub-region and make the best possible use of the existing housing stock.

We are seriously committed to reducing the number of people who experience homelessness in Greater Norwich and to providing the best possible services to people whose homelessness we are unable to prevent.

Strategic Aims

The overarching strategic aims of the Greater Norwich Authorities for tackling homelessness are as follows:

- To prevent homelessness through the earliest possible intervention
- To reduce the use of temporary accommodation
- To provide cost-effective, excellent, responsive, practical pro-active services to people who are homeless or threatened with homelessness
- To prevent repeat homelessness
- To develop partnership working further to prevent homelessness
- To increase the housing options available to homeless households

These overall aims link to the objectives outlined in section 4 of the strategy as follows:

Aim	Objective
To prevent homelessness through the earliest possible intervention	1: Deliver early intervention to prevent homelessness
To reduce the use of temporary accommodation	9: Reduce the use of temporary accommodation and improve the quality and location of the temporary accommodation used
To provide cost-effective, excellent, responsive, practical, pro-active services to people who are homeless or threatened with homelessness	6: Ensure we have excellent joint working arrangements between the three authorities and co-ordinate monitoring of services to ensure consistent quality
To prevent repeat homelessness	1: Deliver early intervention to prevent homelessness 2: Improve multi-agency working to prevent homelessness 3: Address Single Homelessness 4: Make best use of all housing stock to prevent homelessness 5: Carry out service user consultation and use it to influence service development 6: Ensure we have excellent joint working arrangements between the three authorities and co-ordinate monitoring of services to ensure consistent quality 7: Implement Choice Based Lettings 8: Map services to homeless people 9: Reduce the use of temporary accommodation and improve the quality and location of the temporary accommodation used
To develop partnership working further to prevent homelessness	2: Improve multi-agency working to prevent homelessness
To increase the housing options available to homeless households	1-9

Together with the action plan, we hope that this clearly sets out the strategic agenda and what this actually means in practice, in terms of planned actions for the Sub-region over the next three years.

Strategic Links

The Greater Norwich Homelessness Strategy links with the following strategies:

The Greater Norwich Housing Strategy 2007-2011

This is the overall strategy for housing in the Greater Norwich Sub-region. The homelessness strategy is a separate document but forms part of the overall housing strategy. The housing strategy deals with balancing the housing market, supply of affordable homes, achieving decent and healthy homes in all sectors, creating sustainable communities, providing choice and fair access to services, and partnership working. The Greater Norwich Housing Strategy is in draft form at the moment and will go out to public consultation at the end of July 2007.

The Norfolk Housing and Support Strategy for Offenders 2006-2009

This is discussed on page 18 of this strategy and some of the key objectives of the offenders' strategy are incorporated into Objective 2 of this strategy.

The Norfolk Gypsy and Traveller Strategy 2005-2008

This is discussed on page 18 of this strategy.

The Norfolk Supporting People Strategy 2005-2010

This is the overall strategy setting out the vision and priorities for housing-related support in Norfolk. Housing-related support is an essential part of services to prevent homelessness and to assist homeless and potentially homeless people. The strategy was developed with and has also been adopted by the Greater Norwich sub-regional Authorities. The strategy is currently being re-developed and this may include amended priorities for commissioning services.

The Norfolk Mental Health Strategy Action Plan 2006

This was a county-wide plan developed by South Norfolk Council in their role as the Supporting People lead Authority on Mental Health. There are a number of objectives of the plan which link to this homelessness strategy, for example:

- Establish improved links between accommodation providers (social and private sectors), support providers and other agencies attempting to minimise tenancy failures
- Introduce initiatives to assist individuals to retain existing suitable accommodation

- Offers of social housing to clients need to be made in the context of avoidance of repeat homelessness and creation of sustainable communities
- Housing authorities to address issues of supply and location of suitable interim and temporary accommodation within their districts
- Introduce initiatives to assist individuals to access and keep privately rented accommodation
- Ensure people with mental health problems can participate on an equal footing with other groups within allocations schemes (including Choice Based Lettings)

The Greater Norwich Hostels Strategy 2007

Developing this strategy was the first recommendation of the Greater Norwich Hostel Review 2006, discussed on page 17. It is in draft form and is expected to be formally adopted in September 2007.

The Norfolk Domestic Violence Strategy 2007-10

This strategy focuses on prevention of domestic violence and improving services and support for survivors. It links to this strategy as domestic violence is a major cause of homelessness in the Sub-region. The strategy is in draft form.

Norfolk Drug and Alcohol Action Partnership Outcome Strategy 2008-11 (consultation draft)

Nine other strategies and two annual delivery plans sit under this strategy. These strategies are about commissioning of substance misuse services, drug treatment, harm reduction, young people's drug use and support and services for the families and carers of substance misusers. There is a clear link between these strategies and this homelessness strategy because substance misuse is a key issue among many homeless people. It needs to be addressed at the same time as meeting their housing needs. If a substance misuse problem is not addressed, this can lead to loss of tenancies and repeat homelessness.

SECTION 1 – REASONS FOR PRODUCING A GREATER NORWICH HOMELESSNESS STRATEGY IN 2007

Changes to National Policy and the Government Agenda

The Homelessness Act 2002 required all local authorities to carry out a review of homelessness in their area, to have a homelessness strategy in place by July 2003 and to review and publish a new strategy every five years².

In March 2005, the then Office of the Deputy Prime Minister (ODPM) produced *Sustainable Communities; settled homes; changing lives*³, a strategy for tackling and reducing homelessness. This document built on *More Than A Roof*⁴, which was a key report produced by the then ODPM in 2002. It called for a new approach to reducing homelessness in terms of tackling the social and personal causes as well as providing homes and was the precursor to the Homelessness Act 2002.

Sustainable Communities; settled homes; changing lives sets out the government's aim to halve the total number of households in temporary accommodation by 2010⁵. The document re-states the aims of *More than a Roof* in terms of tackling the wider causes and symptoms of homelessness and reducing rough sleeping. It also pledged an increase in homelessness grant funding to Local Authorities from £60 million to £74 million by 2007/08. It states that the government will ensure a 50% increase in social housing completions – 75,000 new social rented homes by 2008. (This appears to be on target as in the 2006/08 bidding round the Housing Corporation funded 79,000 new homes). The document states that local authorities should make better use of existing social and private rented stock.

Two new Best Value Performance Indicators (BVPIs) came into effect in 2005/06. BVPI 213 requires local authorities to report on the number of cases where advice intervention has prevented homelessness. BVPI 225 requires authorities to report on a number of initiatives/services/measures it must provide/take to help victims of domestic violence. Although BVPI 225 is a corporate BVPI, rather than a housing one, it links closely with homelessness work because domestic violence is a major cause of homelessness.

In July 2006 the Communities and Local Government department (CLG) produced a new Homelessness Code of Guidance for local authorities. This document emphasises the importance of partnership working, particularly between housing authorities⁶ and social services authorities both in terms of producing the overall strategy and in day to day working practices. In particular, it stresses the need for joint working in assessing young people's housing and other needs.

In June 2006 the CLG produced *Homelessness Prevention – a Guide to Good Practice*⁷. This gives detailed guidance to local authorities in delivering the housing options approach and preventing homelessness. It covers housing advice, accessing the private rented sector, family mediation, domestic violence support, assisting ex-offenders and tenancy sustainment.

On 14th November 2006, Ruth Kelly announced a package of measures to help tackle youth homelessness. These were:

- For local authorities to end the use of Bed and Breakfast accommodation for 16 and 17 year olds by 2010, except in emergency, and then for no longer than six weeks
- To improve access to family mediation services across the country so that 16 and 17 year olds who are homeless can expect the same service, regardless of where they live
- To launch a new national supported housing development scheme.

²For full text of the Act see www.opsi.gov.uk/acts

³For the full document see www.communities.gov.uk

⁴For the full report see www.communities.gov.uk

⁵Norwich City Council and Broadland District Council have already achieved this target

⁶For the Code of Guidance see www.communities.gov.uk

⁷For the full guide see www.communities.gov.uk. There is also a summary and comment as to how it applies to Greater Norwich available from the Norwich City Council Housing Strategy Team.

SECTION 2: REASONS FOR TAKING A SUB-REGIONAL APPROACH TO THE STRATEGY

Norwich City, Broadland District and South Norfolk Council, working together as the Greater Norwich Housing Sub-region, are able to pool resources and expertise in this area. By working together we can maximise funding opportunities and make best use of the funding coming in to the Sub-region, targeting it in the most appropriate way.

The Greater Norwich Housing Sub-region was created for the Regional Housing Strategy 2003-2006, as one of nine Sub-regions in the East of England. *The Greater Norwich Sub region Evidence Base for a Housing Market Assessment: A study of Housing Needs and Stock Condition research*, completed in 2006, showed that the urban area of Norwich forms a single Housing Market Area. This is defined as the geographical area in which the substantial majority of the employed population both live and work and where those moving housing without changing employment choose to stay. In addition to the urban area of Norwich, there are 9 other Housing Market Areas making up Greater Norwich.

The Sub-region consists of the large rural areas covered by Broadland and South Norfolk with the urban area of Norwich in the centre. Norwich City Council covers the urban centre with Broadland and South Norfolk Districts covering sections of the suburbs, namely Thorpe St Andrew, Hellesdon, Thorpe Marriott, Costessey, Old Catton, Taverham and Drayton.

This presents some challenges to a consistent sub-regional approach to homelessness and we are aware of the different needs of rural homeless clients. Although a cross section of rural homeless clients is in many ways similar to that of the urban homeless population in its age and social breakdown, the nature of rural homelessness can be distinct from that in urban centres. One researcher⁸ identified three characteristic features of homelessness in rural areas:

1. A higher proportion of rural homelessness resulted from a loss of private rented and tied housing
2. Lower levels of clients were made homeless by parents or relatives unwilling to accommodate them

3. Fewer were found to fall within the 'other' homelessness category (which includes those sleeping rough or in hostel accommodation).

This suggests, for point one above, that privately rented and tied properties are becoming scarcer in rural areas. However, points 2 and 3 suggest that either there is less social stress in rural areas or that the closeness of families means that parents or relatives are more willing to offer solutions to those threatened with homelessness. If the latter, it would follow that rural homelessness is masked or hidden. Much subsequent research suggests that hidden homelessness is both a rural and urban issue.

In addition to this, those made homeless in rural areas who wish to remain in their home area face other problems. Some of the most important are the lack of certain types of specialist accommodation i.e. hostels, housing with care, certain types of housing i.e. small flats (for single people) and larger houses. This, when taken together with the decline in private rented options mentioned above makes it difficult to keep homeless clients close to their support network and to maintain social cohesion in the rural districts. A recent report by the Commission for Rural Communities shows how financial issues compound this problem. The Commission found that it costs on average £60 a week more to live in the countryside than in urban areas partially because of the need to travel to access services. Rural clients will therefore often face continuing problems of social isolation and a lack of family support even when permanently rehoused.

The original Homelessness Review, carried out in 2003, was sub-regional. The information in the Review, which covers homelessness in the Sub-region, was updated in 2004 and again in 2006. Further sub-regional research has been carried out since the Review and this underpins this strategy. The research is discussed in Section 3.

⁸Bramley, quoted in Cloak et al *Rural Homelessness: Issues, Experiences and Policy Responses 2002*

Sub-regional research

The Greater Norwich sub region Evidence Base for a Housing Market Assessment: A study of Housing Needs and Stock Condition 2006

Greater Norwich Hostel Review 2006 Hostels Applicants and Leavers Monitoring Multi Agency Monitoring

Discussion paper with update of Review information March 2006

Homelessness crosses our individual authority boundaries. Our customers expect to receive the same service at any local authority. By taking a sub-regional approach to the strategy we can:

- bring together the projects that we currently work on jointly
- provide the focus and the impetus for future joint projects
- reinforce the commitment of the three authorities to tackle homelessness more effectively in a united way
- enable the 3 authorities to build on the foundations of the sub-regional Housing Strategy
- make it easier for our partners and customers to understand our priorities

Homelessness and Housing Options is incorporated into one of the strategic aims of the Greater Norwich Housing Strategy 2007-2011: Providing Choice and Fair Access to Services. The work in this area has been taken forward by sub-group 3 of the Greater Norwich Housing Partnership (GNHP). This group consists of the managers dealing with homelessness in the three authorities and a Housing Strategy Officer from Norwich City Council. The group meets monthly and sets the agenda for the Greater Norwich Homelessness Prevention Strategy Group. The group has reviewed the achievements under the previous strategies and agreed the priorities for the current one.

Completion of previous homelessness strategies

Although the Homelessness Review 2003 was sub-regional, each authority produced its own Homelessness Strategy in 2003. These strategies have now been completed. A sub-regional homelessness action plan was produced in 2004 and this has also been completed. Please refer to section 3 below for the achievements under these strategies.

SECTION 3: WHERE WE ARE NOW

The focus of the previous homelessness strategies was on developing tools for homelessness prevention and improving our information about homelessness in the Sub-region. We have made great progress in both these areas.

Achievements in homelessness prevention

In response to the Homelessness Act 2002, the three authorities changed the focus of their homelessness services to homelessness prevention. In Norwich this meant a full re-structure of the service to ensure that people threatened with homelessness were first seen by the Housing Advice Team who could provide full advice and assistance with housing options with the aim of preventing homelessness. All staff completed a comprehensive training programme covering housing and homelessness law and the housing options approach. Norwich City Council also adopted a number of specific measures, changing its allocation policy, more than halving the number of people in temporary accommodation, and introducing schemes outlined below.

South Norfolk Council redefined the role of front line staff in the Housing and Advice Team to focus on earlier intervention and advice and the exploration of housing options. Homelessness prevention home visits were also introduced to make the service more accessible in a rural area. Broadland District Council created a new Homelessness Prevention Officer post and currently has 2.5 full time equivalent staff working on homelessness prevention.

In all three authorities the other teams within the housing service have supported the staff working on homelessness prevention. At Norwich, the Strategy Team developed a number of schemes and tools to assist in their work. At Broadland and South Norfolk homelessness prevention tools were also developed and partnerships to prevent homelessness were formed, such as between Broadland and Taverham Help Shop and Citizens Advice Bureau.

Private Sector staff in all three authorities concentrated on tackling bad housing conditions in the private sector so that people could remain in their homes, rather than be made homeless. They work to bring empty homes back into use and use Disabled Facilities Grants to adapt properties to prevent people with disabilities from needing to move to more suitable accommodation. Development and Enabling staff in all three authorities worked to bring in as much funding as possible to increase the number of social housing completions.

From 1st April 2005 Broadland District Council resumed direct management of their Common Housing Register and introduced a banded system rather than a points based system. New information technology was implemented to improve the efficiency of the Common Housing Register system.

At South Norfolk there has been increased emphasis on the role of support and resettlement staff in working with service users in temporary accommodation to reduce the incidence of repeat homelessness. The allocations policy was reviewed to give greater priority to housing register applicants who were in danger of becoming homeless.

Multi-agency working was developed further through the process of the Homelessness Review. The focus on tackling the underlying symptoms and causes of homelessness reinforced the understanding that a wide range of organisations and expertise was needed.

All three authorities have also concentrated on developing tools to assist them in preventing homelessness. This was done through a mixture of in-house schemes and funding external organisations to provide services. Key achievements are summarised below. Please see the glossary of schemes at the end of this document, for an explanation of the schemes and how they work.

Schemes to assist people to rent homes privately and sustain tenancies

Broadland	Norwich	South Norfolk	Sub-regional
Homelessness prevention fund	Homelessness prevention fund	Spend to save fund	Landlord accreditation scheme
Rent deposit/Rent in advance/Rent rescue/Finders Fee	Tenancy signing payment scheme/Landlords Insurance Scheme	Rent in advance and rent deposit scheme	YMCA furniture scheme
Private sector leasing scheme through South Norfolk Council	In-house private sector leasing scheme/Housing Association leasing scheme	Private Sector Leasing Scheme	Employment of Empty Homes Officer
HB fast tracking using named HB officers	HB fast tracking using named HB officers	HB fast tracking post	
Debt advice	Money advice	Money advice	
Budget for discretionary Housing Benefit boosted	Close working with HB section on discretionary HB – using a dedicated officer	Use of full discretionary HB budget	
	Employment of Temporary accommodation housing adviser		
Floating support	Floating Support	Floating Support	
	Families Unit	Resettlement support in temporary accommodation	

Table 1: summary of schemes to assist people into private rented accommodation and sustain tenancies

Schemes to assist young homeless people

Broadland	Norwich	South Norfolk	Sub-regional
Mediation service	Family mediation	Mediation	Nightstop Plus
Solo lodgings scheme	Solo lodgings scheme	Solo lodgings scheme	
Aylsham Young person's project	YMCA supported lodgings scheme		
	Employment of Youth Homelessness Adviser		

Table 1.1 summary of schemes to assist young homeless people

Schemes to help people who have suffered domestic violence⁹

Broadland	Norwich	South Norfolk	County-wide
Women's Aid domestic violence outreach service	Norwich Women's Aid domestic violence outreach worker	Women's Aid	Sanctuary Project
Alarms Mobile phones	Alarms Mobile phones	Alarms Mobile phones	

Table 1.2 summary of schemes to assist people who have suffered domestic violence

⁹It is worth noting that there are a number of interventions and schemes to assist people who have suffered domestic violence that have been developed as part of the Norfolk Domestic Violence Strategy. These schemes may not directly provide support or advice to prevent homelessness but may have this effect. The strategy takes a multi-agency approach to domestic violence and the schemes are provided by a number of agencies and funded by different funding streams.

The homelessness prevention schemes have been developed at different times, some Sub-regional, some County-wide and some at District level. This has been due to the need at the time and the resources available. The Greater Norwich authorities are planning to carry out some analysis of the schemes to try to ensure that we have a consistency of service across the Sub-region. This will form part of the work under objective 6 of the strategy.

In Greater Norwich we are already broadly following the CLG Homelessness Prevention Guidance. In particular:

- We have focussed on housing options and changed our approach to “how can we help?” from “who can we help?” We have linked strategic and operational roles in ensuring strategies are written and implemented.
- We understand our **housing market** and have defined the **main causes of homelessness** and targeted resources there: The top three causes of homelessness in the Sub-region are parents, relatives or friends no longer able or willing to accommodate, relationship breakdown (violent or non-violent) and loss of assured shorthold tenancy.
- We have focussed on **preventing homelessness through housing advice**. We monitor the outcomes of the advice work we do.
- We have done a lot of work to **improve access to the private rented sector**, in terms of the schemes shown above. We realise that more needs to be done, especially in terms of promoting the schemes and the options approach to landlords.
- We have **balanced our approach to potentially homeless young people** between checks to reduce parental collusion in false claims of homelessness and helping where young people are genuinely at risk of homelessness.
- We are committed to a **strategic multi-agency approach to people suffering domestic violence**. All the Authorities have signed up to the County-wide Sanctuary Scheme. Norwich City Council is represented on the Executive of Voices Against Violence, the Norwich multi-agency Domestic Violence forum, and administers the group. Broadland DC has recently assumed client group lead for Domestic Violence for the county and has started work on a county-wide Domestic Violence Strategy. The strategy is being developed in conjunction

with the Norfolk Supporting people Team and the County Domestic Violence Coordinator, with a short-life working group that has arisen out of the Norfolk Domestic Violence Forum. The Strategy is in draft form at the moment.

- We have done a lot of work with the Norfolk Supporting People team to **sustain tenancies**, particularly in the social rented sector. However, much more work can be done – this is discussed in Section 4.
- We have done some work in **assisting ex-offenders** but much more work needs to be done here – this is discussed in Section 4.

Gaps in prevention work

A significant gap is in homelessness prevention work targeted at offenders. We do have a Sub-regional prison protocol but this has not been working well in practice. More is being done to make the protocol work. This area is discussed below under improved partnership working.

The recommendations of the Norfolk Offenders’ Accommodation Strategy should address these issues and this is discussed further in Section 4.

In addition, we recognise that more needs to be done to address the situation of single homeless people with challenging needs and people with substance misuse problems, as identified in the Greater Norwich Hostels Review. This should be addressed by the work outlined in Section 4.

Other achievements

We have also improved joint working through the development of a Sub-Regional Homelessness Protocol. The aim of the Protocol is to co-ordinate existing arrangements to deliver an improved, seamless service to homeless applicants.

All three authorities have met and sustained the government’s target contained in the Homelessness (Suitability of Accommodation) (England) Order 2003 to reduce the number of families and pregnant women in B & B accommodation to zero while investigating homeless applications or once a duty to house is accepted.

Norwich City Council adopted a new allocations policy in March 2006. The changes made to the policy are intended to help in the prevention of homelessness. The aim is to house more people directly from the housing register, before they get

to the point where they need to make a homeless application, by awarding prevention of homelessness points. This will be incorporated into the new sub-regional Choice Based Lettings system. This means that if an applicant is assessed by any of the authorities' housing advice teams as likely to be homeless in the next twelve weeks through no fault of their own and are in "priority need", they will be placed in Gold Band which is the second highest priority band. Only the Emergency Band, which is for people accepted as statutory homeless, is higher.

The Sub-region has secured £100,000 of funding to develop our sub-regional Choice Based Lettings scheme. This project is well underway and on target to "go live" by November 2007.

We have secured £50,000 funding for a sub-regional Nightstop Plus scheme, run by the YMCA. This has been in operation since October 2006. It provides 11 host families for very short term accommodation for young people.

We have worked with Supporting People to agree the sub-regional floating support contract. This will help achieve consistency and value for money and ensure that resources are targeted where most needed. The role of floating support in preventing homelessness has been enhanced because people can now access floating support from any kind of tenure, whereas previously many of the floating support services were tied to social housing. In addition, there is now one point of contact, replacing the previous complicated arrangements. The procurement process was highlighted positively in the recent Audit Commission inspection report on Norfolk Supporting People.

We reached agreement to keep floating support for people with mental health problems with a specialist provider, Julian Housing Support. This was because the existing jointly commissioned services were working well. Referrals can be made to Julian Housing Support by a range of partner agencies.

We are working with Norfolk Drug and Alcohol Partnership (N-DAP) housing strategy group to raise awareness about the work of the N-DAP and the relationship between substance misuse and housing issues amongst key housing staff. The project has helped build links between front line staff working in housing organisations and substance misuse service providers, and between all N-DAP member agencies.

One immediate benefit has been the availability of 6 Norwich City Council homes to clients assisted through the Drug Intervention Programme, with support work provided by NORCAS, a Norfolk-wide open access drug and alcohol charity. We are now helping to develop a practical guide for housing providers designed to help housing schemes and services take account of the day to day realities faced by people trying to tackle their dependency on drugs and alcohol - and the social, psychological, physical and legal problems their dependency causes.

Mancroft Advice Project (MAP) has secured Neighbourhood Renewal Funding for a Youth Homelessness Education Co-ordinator. He is currently drawing together educational materials to put in place from April 2008.

Broadland District Council has worked with Norfolk Probation Area in the development of a Norfolk Offenders' Accommodation Strategy. This is discussed later on in this section.

We have achieved capital funding for a new domestic violence refuge in Norwich. This will be 12 units of self-contained accommodation, comprising a mixture of 1, 2 and 3 bed units. Planning permission is currently being sought and, subject to this, work is expected to start on site in winter 2007, with completion in autumn 2008. The refuge will replace the existing outdated provision and will increase the existing capacity by 25%.

Provision of a domestic violence refuge in the Broadland District Council area is a priority for the Sub-region for the 2008-2011 Housing Corporation bidding round.

We have secured £2.7 million funding for the new YMCA hostel. This will consist of an assessment unit and a first stage move on unit. The assessment unit will have 34 self-contained units of accommodation and the move-on building will have 40 units. Work started on site earlier in 2007. Again, this will replace the existing outdated provision. The new service will have a stronger focus on assessment of young people's housing needs. As part of this role, it will identify and provide alternatives for young people who do not need hostel accommodation. This will include reconciliation with families where it is safe and appropriate to do this.

St Martins Housing Trust has been successful in re-developing one of its two Care Homes – St Martins House in Norwich. When completed in autumn 2007 the new registered care home will be called Highwater House and will provide 22 beds for single homeless people with a dual diagnosis (mental health and drugs/substance abuse). The facility will be the only specialist residential project for this client group in the country. Norwich City Council provided the land, accessed the capital and was part of the steering group for the project. The partnership also involved Norfolk Adult Social Services, Norwich Primary Care Trust, Norfolk Drug and Alcohol Partnership and the Norfolk Supporting People team.

Using funding which has been provided through the Norfolk Supporting People team for an initial 3 years Norwich is developing a scheme to provide accommodation with support for 16-18 year olds. This will partly meet one of the recommendations of the Hostels Review. This service will also provide move-on accommodation for young people who have used hostel and supported lodgings services.

Norwich City Council secured project funding to set up the Families Unit. This is a team that works with statutory and voluntary partners to provide intensive support to help families maintain tenancies. The aim is to help and challenge families and children to live within the limits of acceptable behaviour, reduce the breakdown of families through improved parenting skills, money and household management and maximise children and young people's opportunities, especially through increased school attendance. The team has been very successful with 73% of families engaging with services. At the moment, the team only work with Norwich City Council tenants but there are plans to expand the service to private and Housing Association households and to secure long-term funding for the team. These plans are included in the action plan attached to this strategy.

Julian Housing Support has achieved the expansion and improvement of their HART (Housing Assessment and Resettlement Team) service for people with severe and enduring mental health problems. The service is a housing assessment unit which provides temporary accommodation with the aim of assessing housing and support needs and moving clients into permanent accommodation after 3-12 months. Julian Housing Support has changed their way of working so that

as soon as they receive a referral, they start the housing assessment process straight away. This means that people sometimes do not need to come into Oak House but can move straight to permanent accommodation with support and sometimes people are able to move on after a shorter time in the assessment unit. Revenue and capital funding has been agreed for re-provision of the residential part of this service.

The capacity of the residential HART service will increase from 9 to 14 units.

Multi-Agency Public Protection Arrangements (MAPPA) are in operation in the sub-region. MAPPA was a national initiative begun in 2001 and strengthened in 2003 by the Criminal Justice Act. The aim is to protect the public in the management of high-risk offenders by multi-agency working and information sharing. Significant sub-regional partnership working has taken place in the last 12 months to improve information-sharing and move-on arrangements for high risk offenders.

We have achieved the formation of three Prolific and Priority Offenders Joint Action Groups (PPO JAG) in Norfolk, lead by Norfolk Area Probation. We have reached agreement that a set number of PPOs would be housed in social housing in Norwich City and South Norfolk areas each year, with appropriate support. Broadland District Council will also be doing the same shortly. The Norfolk Housing and Support Strategy for Offenders 2006-2009 Action Plan includes an action to evaluate these schemes and roll-out County-wide.

We have seen the impact of our concentration on homelessness prevention work in the reduction in the number of homelessness presentations and acceptances. The figures for the last three financial years are set out below (Table 2). The total number of decisions means the total number of people presenting to the Councils as homeless. The number accepted means the number of cases (individuals or families) in which the Councils have accepted a statutory duty to house. The other three rows of the table show the cases where the Councils have not accepted a duty to house, and are broken down into the reasons why they were not accepted. South Norfolk Council has seen an increase in the number of homelessness acceptances during 2006/07 compared to the very low level in 2005/06. There has been a marked rise in the number of cases involving domestic violence and cases where shorthold tenancies have been terminated.

	Broadland District Council			Norwich City Council			South Norfolk Council		
	2004/05	2005/06	2006/07	2004/05	2005/06	2006/07	2004/05	2005/06	2006/07
Total Decisions	342	287	230	1,135	751	400	173	140	217
Accepted	180	142	133	617	275	142	93	81	164
Intentionally homeless	10	5	6	147	133	91	12	15	17
Not in priority need	18	16	15	118	125	63	17	10	7
Not homeless	133	90	74	225	216	100	51	34	29
Not Eligible	1	0	2	28	2	4	0	0	0

Table 2: summary of homelessness applications and acceptances 2004-2006

We have collected information, which demonstrates the impact that our advice work has had on preventing homelessness. The data shows the number of cases seen by advisers and those where advice work has prevented homelessness. This data only shows cases where homelessness was prevented for 6 months or more. The figures for Broadland District Council for the last quarter of the year are estimates, rather than actual figures. These were not available due to the change of computer system for the final quarter and resulting problems in correctly recording the number of cases dealt with.

Quarter	Broadland District Council				Broadland District Council				Broadland District Council			
	Apr-Jun	Jul-Sept	Jul-Sept	Oct-Dec	Apr-Jun	Jul-Sept	Jul-Sept	Oct-Dec	Apr-Jun	Jul-Sept	Jul-Sept	Oct-Dec
Total cases	247	369	201	276	691	587	562	708	Not Available	178	243	211
Of which homelessness prevented	25	45	67	46	60	61	92	103	42	38	91	29

Table 3: summary of homelessness prevention work for 2006/07

There are still some anomalies in the way that the three Authorities record this information, which means that direct comparison of the figures is hard to achieve. We will be reviewing how we record information to improve consistency and ensure the information is as meaningful as possible. This will be included in our work under Objective 6 of this strategy.

Improvements in our knowledge of homelessness in the Sub-region

We now have a much-improved baseline of information about homelessness in Greater Norwich. The process of the Homelessness Review set us down a path of better monitoring and data collection.

Greater Norwich Evidence Base for a Housing Market Assessment: A Study of Housing Need and Stock Condition 2006

This research showed that Greater Norwich forms a housing market area. This is defined as the geographical area where most of the population live and work and where those moving house without moving jobs choose to stay. Within the Greater Norwich Sub-region there are ten further Housing Market Sub-Areas, one of which is the urban area of Norwich. This is important as it shows that Greater Norwich is an economic entity as well as an area defined by local authority boundaries.

The research showed that there are currently 1,403 households in Greater Norwich in housing need. **Key finding:** There is a need for an additional 841 affordable homes in Greater Norwich per year for the next five years to meet the current housing need and that which will arise over the next five years.

The research showed that we have a dynamic housing market with 8.3% (one in 12) of households having moved in the 12 months prior to the survey being carried out. In addition, we have a projected net inward migration to the Sub-region of 3,772 households over the next five years¹⁰.

Greater Norwich Hostel Review 2006

This was a joint research project with the Norfolk Supporting People team. The study looked at hostel provision and move-on accommodation for people who had been homeless in Greater Norwich. It found that although Greater Norwich benefits from a strong and long-established voluntary sector in terms of hostel provision, the system is fragmented with some duplication of provision and bottlenecks had developed due to lack of development of alternative housing options. The hostels had grown organically as a result of individual organisations' social enterprise and there had not been adequate commissioning or strategic lead from the authorities. The Review makes a number of recommendations for a more integrated hostel system in Greater Norwich, which it is considered will lead to much easier access to hostels and better resettlement¹¹.

Hostels Applicants and Leavers Monitoring

Between January 2005 and May 2006 this project collected data on people applying for and leaving hostel accommodation. This project was re-launched in December 2006¹².

Multi Agency Monitoring

This project collected data on homeless clients approaching agencies in Greater Norwich. The aim was to collect information on how many homeless clients there are in Greater Norwich, who they are approaching for advice and assistance, what factors have contributed to their homelessness and data on issues such as gender, disability and ethnicity. The project was discontinued in May 2006¹³.

Domestic violence data monitoring project

This multi-agency project, lead by Norfolk Women's Aid, compiled data relating to victims of domestic violence Norfolk-wide. The project ended in March 2006¹⁴.

Discussion paper with update of Review information March 2006

This report updated key statistics from the homelessness review such as the comparison of homelessness applications and acceptances, reasons for homelessness, key housing market statistics, social housing stocks and new build completions and looked at the Sub-regional response to the National homelessness prevention agenda¹⁵.

¹⁰P137 fig 146 5 year requirement/supply flow analysis

¹¹Further information http://www.norwich.gov.uk/intranet_docs/A-Z/Housing/2006/Draft_Hostel_Review_Report.pdf

¹²Further information available from Norwich City Council Housing Strategy Team

¹³Further information available from Norwich City Council Housing Strategy Team

¹⁴Further information available from Women's Aid

¹⁵Further information available from Norwich City Council Housing Strategy Team

Other information and research informing the strategy

St Martins Housing Trust rough sleeping monitoring

SMHT collect information on a weekly basis on rough sleeping in Norwich. From this we always have a very up to date picture of the number of rough sleepers at any one time. We can also look at trends and see what affects the rough sleeping figures. We work with SMHT in monitoring the figures and acting on them to keep them as low as possible – our aim is to reach zero. The average weekly figure in the most recent quarter was six. An outreach count was carried out in South Norfolk in August 2006, which found one individual in Diss. There has been no rough sleeper count in Broadland in recent years.

The Pottergate ARC statistical information

Pottergate Advice and Refreshment Centre is a Day Centre run by the Salvation Army and open to homeless or vulnerable housed people or anyone who needs to use it. The ARC collects data on all clients using their service and from this we can also look at trends such as gender, age and type of housing problem clients have.

The Norfolk Gypsy and Traveller Strategy

This is a County-wide Supporting People strategy looking at the needs of gypsies and travellers as a whole. It was based on research carried out by South Norfolk Council and includes information on the housing needs of gypsies and travellers. Arising from this strategy is the Gypsy and Traveller Protocol which collects information about gypsy and traveller needs whenever there is an unauthorised encampment. This information is held by Norfolk County Council.

Norfolk Gypsy and Traveller Needs Assessment

This was a Norfolk-wide survey co-ordinated by the Norfolk Traveller Liaison Group in March 2006. The survey covered 284 people, mainly living on authorised sites but some on unauthorised sites and two in houses. The survey found that there was a need for some improvements to sites, more stopping places and support such as help with planning applications.

The Norfolk Housing and Support Strategy for Offenders 2006-09

This is a county-wide strategy to address the housing and support needs of offenders. The strategy aims to prevent homelessness, increase community safety and reduce re-offending and

the fear of crime. It aims to do this by securing an adequate supply of suitable accommodation, developing a range of high quality advice and support services, ensuring that all offenders receive a timely and appropriate assessment of their housing and support needs, introducing effective information sharing agreements amongst agencies dealing with offenders, delivering good-quality multi-agency training, exploring all sources of funding for this client group and raising awareness of the link between secure appropriate housing and reducing re-offending. See page 29 for the priority recommendations for the purposes of this strategy.

St Martins House research

This was a report commissioned by St Martins House Commissioning Group, which consists of Norwich City Council, the then Norwich Primary Care Trust (PCT) (now Norfolk PCT), Norfolk Adult Social Services and the Norfolk DAAT.

The report looked at the re-provisioning of St Martins House, which is a registered care home for single homeless people with multiple needs. This was in response to the Care Standards Act 2000. The research looked at current and future levels of need for this service and best practice service models for this client group. It compared Norwich with other parts of the country in terms of bed spaces for this client group and looked at whether the new service would need to be a registered care home.

The report concluded that there is an identifiable need for a small highly intensive rehabilitation unit and an immediate priority for a long-term unit. These recommendations have been taken up, a specification drawn up, and planning permission granted for the new home on the site of the old one.

The new provision, which will include wet facilities (that is provision for drinking alcohol on site), is due to open in autumn 2007.

The Norfolk Mental Health Housing and Support Strategy 2006

This was developed in 2006 to meet gaps in housing and housing related support for people with serious mental health problems. The strategy was based on a countywide survey into the housing and support needs of people with mental health problems commissioned by Norfolk Supporting People and undertaken in 2005 by Julian Housing.

Gaps in information

We recognise that we have gaps in our information on the particular experience of BME communities in terms of homelessness. The county-wide research on BME housing and housing and support needs, which was completed earlier this year, has started to address this. All the Greater Norwich Partnership, that is the three authorities, RSLs and Supporting People contributed to the funding and commissioning of this research. The final report is due to be published later in the summer of 2007.

It is encouraging that the initial findings indicate that 52% of respondents preferred to live in a mixed community, with the remaining 48% stating that the ethnic mix of their communities was not an issue for them. However, there were problems highlighted with access to services and awareness of Council and other services. We will monitor this, and as part of our work on Equality and Diversity, ensure that we raise awareness of housing options services amongst this client group.

SECTION 4: WHERE WE ARE GOING

This section sets out the action that the three sub-regional housing authorities want to take to tackle homelessness. We know from consultation that our partner agencies are in agreement with these objectives. However, the section does not attempt to set out actions planned by our partners for the period of the strategy. We hope that through the work we are planning under objective 2, we will improve our multi-agency work to the extent that we will be able to develop a truly multi-agency strategy next time.

Objectives

We now want to build on the success of our previous strategies and focus on the following priority areas:

Objective 1: Deliver early intervention to prevent homelessness

We want to develop even earlier interventions to prevent homelessness. We already see people much earlier than ever before and assist them when they have housing problems or are threatened with homelessness. However, we would like to see people before a housing problem develops. The key areas we would like to look at are:

“Myth busting” There are a number of pervasive myths about housing and homelessness that we want to dispel: “The Council never actually evict tenants and if they do you’ll get another house”; “You can get a Council flat if your mum and dad throw you out”; “homeless people have no one but themselves to blame”; “You’ll get a house if you have another baby”; “I’d get a house if I was an asylum seeker”.

We want to get the message of the reality of homelessness to **young people** in schools. To achieve this, we want to build on the education programmes already in place and delivered by the YMCA, St Martins Housing Trust and Mancroft Advice Project (MAP). We want to monitor and

target those schools from which young homeless people most often come. In this, we want to work with agencies dealing with youth homelessness to see if they can identify young people to take part. Peers or near peers can be very powerful educators in this area.

We want to raise awareness among **social housing and private tenants** of their rights and responsibilities and the way the homelessness system works. To do this, we want to work with Norwich City Council Landlord Services, Registered Social Landlords (RSLs) and private landlords’ organisations such as the Eastern Landlords Association.

We will work with the Norfolk Supporting People team to ensure that private landlords and tenants are aware that floating support is available in the private sector.

We want to raise awareness of homelessness issues among the **general public** and will look at the best ways of doing this. As part of the consultation for this strategy, we held public displays in all three Sub-regional Authority areas. We collected feedback from the public via questionnaires and will publicise the results via Council publications and websites. We are planning to make better use of local media, including TV media, to publicise these issues.

Objective 2: Improve multi-agency working to prevent homelessness

We recognise that, since 2003, we have focussed on improving our own internal working processes and developing tools to help us prevent homelessness. We now want to work much more effectively with all our partners so that we can meet the government’s prevention agenda together. The key partners we want to work with are identified below.

Multi agency working with all landlords

One of the key reasons for homelessness is still loss of private rented tenancies and eviction from social housing. In all three Authorities in 2005/06 and 2006/07 this was the third biggest cause of homelessness, after evictions by parents and other relatives and relationship breakdown. We want to

work much more closely with RSLs, private landlords and Norwich City Council Landlord Services on preventing evictions from their stock. We need to open up more detailed discussions with them about the reasons for evictions and the underlying problems causing people to lose their tenancies. We need to work out joint solutions for the key areas, which landlords are dealing with, such as rent arrears and anti social behaviour.

We want to build on the work we have already started to link Norwich City Council Housing Options more closely with Landlord Services. We have already set up a referral system so that intensive work can be done with tenants before they receive Notice of Possession Proceedings and at the stage when Warrant for Possession is applied for.

We want to work more closely with the Norfolk Registered Social Landlord (RSL) Strategic Alliance and ensure that this strategy is aligned with the forthcoming RSL Alliance Homelessness Prevention Action Plan.

We want to work with partners to develop services that might help prevent evictions. For example, if benefit problems are a major cause of evictions due to rent arrears, specialist welfare rights advice provision may need to be developed. We want to look at advice services available to tenants and ensure that tenants in the Sub-region have access to independent advice about their rights and responsibilities, not only advice from their own landlord.

We want to support the Norfolk RSL Strategic Alliance in its work to look at improving the financial inclusion of its tenants – specifically looking at the benefits and possible expansion of credit unions, debt management support, payment incentive schemes and intensive family support projects. In this, we can look at Norwich City Council's Families Unit as a model.

We have done a lot of work in terms of developing schemes to help people access the private rented sector. Much more needs to be done. Norwich city has 10,000 privately rented homes. We need to tap more into this huge resource. We now need to look at how we can promote our schemes further to private landlords. We already have good links with the Eastern Landlords Association who attend consultation meetings regularly with all three authorities and have worked on some joint projects such as the Greater Norwich Landlords Accreditation Scheme. However, we know that not all landlords are

aware of the homelessness prevention agenda and what this means to them. For example, we need to promote the fact that we can work with landlords to keep their tenants in properties, so saving the landlord the trouble and expense of eviction and of finding new tenants.

We welcome the work of the Norfolk RSL Strategic Alliance in looking at their role in helping homeless clients access private rented housing – possibly through development of rent deposit schemes.

We want to link private landlords, NCC Landlord Services and the Norfolk RSL Strategic Alliance to the expertise of the Norfolk Drug and Alcohol Partnership in best practice in dealing with substance misuse issues that can cause anti-social behaviour and loss of tenancies.

Multi agency working with Probation, Prisons and offenders' agencies

We want to work with prisons, Probation and other agencies dealing with offenders to prevent homelessness. We will work with the Norfolk Offenders Accommodation Forum in implementing the Norfolk Housing and Support Strategy for Offenders. We are supportive of the whole strategy and action plan, but areas we would like to concentrate on in Greater Norwich for the life of this homelessness strategy are as follows:

Objective 2 of the strategy: to develop and publicise a range of securely funded high quality housing advice and support services for offenders in prison and in the community.

We are particularly concerned to work with partner agencies to ensure prisoners receive good housing advice, so that as many people as possible retain the housing they held before they went into prison. This will ensure that for those for whom this is not possible, receive advice enabling them to secure accommodation on release. In addition, we want to see offenders better supported in the community to enable them to sustain their accommodation.

Objective 3 of the strategy: To ensure that all offenders receive a timely, appropriate and consistent assessment of their accommodation and support needs.

In particular, we want to work with partner agencies to help to ensure that prisoners receive an assessment on entering prison and prior to release.

Objective 5 of the strategy: Introduce effective information sharing arrangement to be operated by all partners for the benefit of offenders and the protection of staff and the community. Work on this has already started.

A sub-regional group has been meeting and has nearly reached agreement. This work will also lead to development of multi-agency training for housing providers and offenders' organisations.

In addition, we will look at the **sub-regional prison referral protocol**. This is not working as expected. We will work with partners to evaluate the scheme, identify the problems and blockages and re-write and agree the protocol as necessary.

Joint working with Children's Services

The main areas that we want to focus on with Children's Services on **youth homelessness and intentionally homeless families**.

We want to end the use of Bed and Breakfast accommodation for 16 and 17 year old homeless young people. We will assist in the development of a county-wide youth homelessness strategy. North Norfolk District Council (NNDC) is taking the lead on this piece of work. The aim is for the draft strategy to be produced and ready for consultation by May 2008 and the final strategy to be agreed by September 2008 and adopted by December 2008. The Sub-region is contributing to this work in that Norwich City Council will be reviewing the current **youth homelessness protocols** and consolidating them into a county-wide protocol. This protocol will be written by autumn 2007. It will enable the housing authorities and Children's Services to meet the new Homelessness Code of Guidance which stresses the importance of joint needs assessments so that all a homeless young person's needs are assessed, not just their housing needs.

We want to review the existing **intentionally homeless families** protocol, which has not been working well in practice. This review will involve operational as well as strategic staff from housing and Children's Services.

We want to develop the role of the current **Greater Norwich Youth Homelessness Forum** and ensure it is linked into the County-wide work. A very successful re-launch of the forum was held in June 2007. It was attended by numerous agencies involved with tackling youth homelessness in the Sub-region. Workshops and a priority-setting exercise were included. These will

form the basis of the work plan for this group. The top three priorities identified were "Multi-agency working: more communication", "Creating more suitable accommodation for 16/17 year olds" and "Education, prevention and awareness: life skills". These, and other key priorities from the day have been incorporated into the action plan for this strategy.

Joint working with Adult Social Services

We also want to work more closely with Adult Social Services. We need to plan ahead for possible increases in the number of older homeless people. We want to improve joint working when people are discharged from hospital. We will contribute to achieving the actions in the Norfolk Mental Health Action Plan.

As a Sub-region, we take the lead for the Supporting People programme for the following client groups:

Broadland District Council: Women at Risk of Domestic Violence; Offenders

Norwich City Council: Homelessness; Refugees; People who Misuse Substances

South Norfolk Council: Gypsies and Travellers; Mental Health

We will continue to work closely with the Norfolk Supporting People team to champion these client groups. We will assist and contribute to the work of the other four Norfolk District leads and the Norfolk Supporting People team in the following areas:

Breckland District Council: Physical and Sensory Disability; Black and Minority Ethnic Needs

Great Yarmouth Borough Council: Learning Difficulties

Kings Lynn and West Norfolk Borough Council: Older People

North Norfolk District Council: Young People; Teenage Parents

In addition, we want to work more closely with the Norfolk Drug and Alcohol Partnership. In particular, we want to input into the development of the new N-DAP Joint Commissioning Strategy. We want to use the document produced by N-DAP "Accommodating Substance Misusers: A Guide for Housing Providers" to work with hostel providers to see how they categorise their service in terms substance misuse and look at demand for the different categories of hostel against the supply. We want to look at balancing the needs of

this client group with other groups who need to access hostels – while bearing in mind that needs often overlap – so for example, people can be ex-offenders as well as having mental health problems and substance misuse problems.

Following Norwich City Council's bid for unitary status and subsequent referral to the Boundaries Commission, the three sub-regional authorities want to discuss each other and with Norfolk County Council colleagues the most sensible way to work together to prepare for a change in local government in Norfolk to ensure that we see consistent improvement in services.

Multi-agency working with the voluntary sector

We need to work much more effectively with voluntary sector organisations. As housing authorities we recognise that the changes we have made to the way we work have had an impact on our voluntary sector partners.

We realise that prior to 2003, we failed to give a clear strategic lead as to where we wanted organisations dealing with homelessness to go. There was a lack of research as to what kind of homelessness services were needed. This went largely unchallenged by the voluntary sector. The result was that voluntary sector organisations tended to approach authorities with ideas and suggestions, which were taken up ad hoc.

The Homelessness Review 2003 was a good start to a more strategic multi-agency approach. Following the Review, authorities focussed on their own internal processes, procedures and projects. The culture changed as authorities responded to the government requirement to assert strategic control over homelessness services. This led to more stringent monitoring and tighter controls over funding. This, in turn, led to a change in perception by the voluntary sector of the service that the local authorities were providing. Some parts of the voluntary sector were critical of the service, and on the other hand, the authorities felt that some voluntary sector organisations needed to adapt to the new agenda.

This has meant that the authorities are now not always making effective use of the expertise and experience of voluntary sector organisations. The voluntary sector is not always benefiting from the support that authorities could offer.

We want to build more trust and confidence between the housing authorities and the voluntary sector, in the context of a clear strategic lead from the sub-regional authorities. We want to improve communication at all levels.

In improving communication we want to look at practical solutions such as reviewing our meetings to ensure that we are including the right people from the right organisations, using a "red card" system to eliminate jargon¹⁶, feeding back to organisations how their views have been taken into account and looking at more job shadowing and joint training across organisations.

We are committed to working to the principles of the Norfolk Compact. We respect the independence and ethos of voluntary sector organisations. In particular, as a Sub-region, we want to discuss our funding arrangements with voluntary sector partners to ensure that we adhere to the Code of Practice on funding contained in the Norfolk Compact. We especially want to give a clear strategic lead in terms of what services we want to commission and be clear to our partners as to what funding streams are available. We want to discuss methods of procurement to establish effective and sustainable procurement processes.

¹⁶i.e. the system borrowed from Learning Difficulties' services whereby people hold up a red card if someone else at the meeting uses jargon that they don't understand

Objective 3: Address single homelessness

The priority in this area is implementing the Greater Norwich Hostel Review recommendations. The first task is to implement the short-term recommendations as follows:

Short-term

- Develop a single homeless hostels strategy
- Review providers' eligibility criteria
- Improve information about and promotion of services
- Standardise the application form and risk assessment procedure
- Increase move on from hostels by using private sector
- Increase involvement of service users

The second task is to work on the feasibility of implementing the medium/long term recommendations which are as follows:

Medium/Long-Term

- Develop a central Gateway hostels access service
- Establish integrated resettlement
- Re-model some services and develop new services
- Attracting funding to support the recommendations of the Hostel Review

The Hostel Review consultation process drew a large number of responses from hostel providers, other voluntary sector organisations and statutory agencies. The responses were broadly supportive of the above recommendations, although there were concerns about how they would be implemented. The three authorities and the Norfolk Supporting People team are responding to these concerns by working with partners to find the best way to implement the recommendations¹⁷.

Reconnections policy

We want to work with our partners to establish the feasibility of introducing a reconnections policy to help reduce rough sleeping in Norwich. This would mean that people from outside Greater Norwich who are sleeping rough in Norwich would be found appropriate housing solutions in the area in which they have the greatest "social equity". This is the area in the country where they have the most social connections that will support them. This is seen as the area where they are most likely to be able to re-establish settled housing. As part of this policy, if

¹⁷Further detail is available in the draft hostels strategy

introduced, support needs would be addressed in the home area. The policy would recognise that there are some individuals who cannot return to the area of most "social equity", for example, due to violence.

Other single homelessness issues

We have tendered for our rough sleepers' contact and assessment service for Greater Norwich. This service is funded by CLG Homelessness Directorate grant and we want to ensure the best possible value for it.

We also want to build on the Nightstop and supported lodgings initiatives to give young single homeless people as many options as possible.

Two new groups have recently been set up in Norwich relating to this area of work. One is funded from the Neighbourhood Renewal Fund and chaired by the police Community Safety Chief Inspector. It is a multi agency group geared to look at reducing crime and disorder associated with people with chaotic lifestyles in Norwich City Centre, including homelessness issues. The second group is lead by Norwich City Council and aims to promote a multi-agency approach to rough sleeping.

Objective 4: Make best use of existing stock to prevent homelessness

We want to work towards the aims outlined in the Greater Norwich Housing Strategy in terms of **tackling under occupation and bringing empty homes back into use.**

Norwich City Council, Saffron Housing Trust and Wherry Housing Association are signed up to House Exchange to encourage mutual exchanges of tenancy. They link to a website to promote mutual exchanges throughout East Anglia where tenants can advertise. Norwich City Council has employed two Housing Mobility Officers within the Housing Options team. They deal with mutual exchanges of social housing tenants in the city. The City Council offers incentives up to £650 for tenants exchanging from a larger house to a smaller flat, plus some other small incentives to help with setting up a new home. This scheme is successful, 20 tenants having moved to smaller accommodation between April 2006 and March 2007.

We want to look at options for other incentives for social housing tenants who are under occupying moving to smaller accommodation and tenants who are transferring rather than exchanging. In this, we

welcome the research due to be undertaken by the RSL Alliance into the most effective ways to manage under occupation in RSL stock.

We have a Sub-regional empty homes project managed by a dedicated officer. We have a target of bringing 120 empty homes back into use in the sub-region over the two years of the project – April 2006-April 2008. We are closely monitoring progress towards this and it is likely that we will achieve a figure close to the target.

Objective 5: Carry out service user consultation and use to influence service development

A key part of the Homelessness Review was service user consultation and a lot of information was gained from clients as to what they thought of the service and what they thought we should do to tackle homelessness.

Norwich City Council wishes to gain feedback from service users about the homelessness service. The Council wants to look at areas such as experience of dealing with customer services staff, quality of written communication with the Housing Options Department, waiting time for appointments, whether staff are friendly and helpful and whether the advice provided was timely. South Norfolk Council surveys people receiving homelessness prevention advice about their perceptions of the service as well as homeless applicants who ask for reviews of decisions.

Broadland District Council has conducted surveys of people applying for homelessness assistance. However, the response rate has been low. Engaging with people in order to improve services remains a priority, and as part of this Strategy innovative solutions are being sought to improve consultation methods.

We want to work more closely with voluntary sector partners in working out the best ways to consult service users and keep a programme of consultation going so that we continuously feed in service users' views into our services. In this, it would be helpful to look at service users' experience of homelessness services as a whole, not just those provided by the statutory sector, so that we build on good work already being done by all agencies working in this field. We also want to ask service users about the extent to which substance misuse is a factor in causing homelessness or making tackling it more difficult and how services could be improved to help them.

We want to work with Connexions and Children's Services in consulting with young people as they already have experience and effective consultation methods for consulting with this client group.

Objective 6: Ensure we have excellent joint working arrangements between the three authorities and co-ordinate monitoring of services to ensure consistent quality

We want to commission services jointly routinely. We believe that this will ensure the best value for money and encourage development of excellent services. There may be occasions when there is a need for a service in individual Districts and these would be commissioned individually.

We are currently reviewing and will continue to monitor the **sub-regional homelessness protocol** to ensure it is working and make any necessary adjustments. We want to look at taking our joint working further and look at areas such as joint training and aligning procedures. For example, the Sanctuary scheme uses the same forms and paperwork in each of the three authorities – we would like to use this as a model for other areas of work. We want to look at our outcomes and output performance under key targets and indicators in order to align this to achieve consistent good performance throughout the sub-region. In this, we would like to share and discuss this information with partners in the interests of transparency.

We will undertake some comparison with how similar sub-regions operate their housing options services in order to ensure we adopt best practice.

We will improve communication and referrals between different departments of the three authorities to improve service to customers. This will mean that customers who approach one part of an authority with a problem or issue dealt with by a different part, they can be referred for services more easily.

Through the Directors Group of the Greater Norwich Housing Partnership, we will keep the working of sub-group 3 under review to make sure it is effective in monitoring and reviewing the strategy and moving projects forward.

We also want to improve joint working with the fourth council operating in the Sub-region – Norfolk County Council. The main areas of joint

work that we want to concentrate on for the life of this strategy are discussed above, that is with Children's Services on intentionally homeless families and youth homelessness and with Adult Social Services on older people, hospital discharge, our Supporting People leads and Norfolk Drug and Alcohol Partnership. We will continue to look at all areas where improvement can be made. As noted above, we also want to discuss the best way to work together to prepare for a change in local government boundaries in Norfolk and ensure that services are organised in the best way to benefit service users.

Objective 7: Implement Choice Based Lettings

The three Sub-regional authorities and a number of housing associations are developing a choice based lettings system. This will replace the existing allocation schemes in November 2007. The scheme will be called Home Options.

Each authority will still hold its own housing register, but the current points based systems for assessing housing need will be replaced by a broader band system. The bands will be the same for all three authorities. The aim is to make the process of applying for housing easier to understand, more open and transparent and to give people greater choice.

Each week available social rented properties and a range of other housing options such as shared ownership, key worker, private rented and private sale properties will be advertised through a number of different methods including a Home Options Website, Home Options Property Brochures and Public Access Computers situated at a range of locations across Greater Norwich.

People looking for housing will be able to apply for the available properties on the website, over the phone, by text message, by paper applications, by digital TV, or at one of the public access computers. Each social housing property will then be offered to the person who has applied, who has the highest banding and has been waiting the longest. This means that if two people from the same band apply for an available social housing property it will be offered to the person who has been waiting the longest.

Each week feedback will be provided about how many applications there were for each available

property, the band the successful applicant was in and how long they had been waiting. This will allow people to have a much better understanding of their real housing situation and so allow them to make more informed choices such as looking at one of the other housing options that will be available through the scheme. A large amount of advice and assistance will be provided to help people use the new scheme, particularly people who might have more difficulty than most in using the system, such as people with poor literacy or learning difficulties.

People on the three authorities' housing registers are being consulted on the changes. We have planned the new CBL system to improve the situation for people with disabilities applying to the housing register. In the past, due to the previous system, it has been difficult to match people with disabilities on the Housing Register with suitable adapted properties. Working with partners, we have devised an improved system that will mean that when each property becomes empty and ready for re-letting, we will inspect and classify it according to how accessible it will be. There will be 5 levels, level 1 is fully wheelchair accessible, level 5 has stairs but a downstairs wc. The property accessibility rating will then be published with the advertisement for that property. Only people who have been assessed as needing this level of accessibility will be able to bid for these properties. Each CBL team will run an assisted applicants list and will provide whatever help necessary to make sure the applicants on the list are able to take part and make their choice of accommodation. This will include posting property brochures to housebound people so they can make choices and phone to make bids, and visiting people to assist them to make their bids.

All the materials will be in accessible formats and the sophisticated information technology we will use will assist people with sensory disabilities. For example, sign language translation will be automatically available and there will be a function which will mean that the computer can "speak" to the applicant, to help people with visual impairment.

We see the implementation of CBL as a good opportunity to raise awareness of the housing options system and the homelessness prevention agenda. It is a much easier system to understand than the previous points based systems and there is a programme of training and consultation events planned. Broadland District Council have already "banded" applications to their housing register.

Objective 8: Map services to homeless people

We want to work with our partners to develop a map of services, so that we can see clearly the full picture of homelessness services available in the Sub-region. The next stage would be to develop clear referral pathways between the services. This will also include recording reasons that organisations are involved in a particular area of work – the ethos of the organisations. This would ultimately mean that homeless households get a consistent approach. At the moment there are numerous access points into the system and no consistency of outcome. The aim of the exercise would be to achieve continuous improvement in the system in terms of outcomes for clients.

As part of this, we want to look at opportunities for employment and training for homeless people. Numerous agencies such as Broadland Council working with Broadland Housing Association, Business in the Community, the Big Issue Foundation and Pottergate ARC are involved with promoting such opportunities and there are some good links, but more work could be done in this area.

As part of this work, we also want to look at services which can be accessed by people with substance misuse problems and the way in which these could be co-ordinated to improve services for people for whom substance misuse, as well as homelessness, is an issue.

Objective 9: Reduce our use of temporary accommodation and improve the quality and location of the temporary accommodation used

All three councils have met and sustained the Government's target of not using Bed and Breakfast accommodation for families except in emergency and then for no longer than six weeks. We want to further reduce our use of Bed and Breakfast and other temporary accommodation for families, single people and couples. As noted above, the government also set a target for Councils to halve the number of people in temporary accommodation by 2010. Each Council's individual target was included in the Local Area Agreement. Norwich City and Broadland Councils have already met their targets and South Norfolk is on track to meet it.

We want to end the use of out of area placements for temporary accommodation. We want to develop more temporary accommodation options so that we are able to place people in suitable areas more often – near to schools, GP surgeries and family support networks. In Norwich, we want to maximise the use of Council stock as temporary accommodation.

We want to be able to always provide self contained temporary accommodation for families. We want to be able to accommodate people with disabilities more easily in temporary accommodation.

We want to improve the referral arrangements for refugees. At the moment, dispersed asylum seekers are housed in accommodation provided by Clearsprings, a property management company. This accommodation is funded by central government via the National Asylum Seekers Service (NASS). If an asylum seeker receives a positive decision from the Home Office (stating that they have Leave to Remain in the UK), they have to move out of Clearsprings accommodation with, in practice, very little notice. This often leaves Norwich City Council only a few days to try to arrange suitable temporary accommodation. We are working with Clearsprings to produce a protocol and a clear procedure document to improve this situation.

In Norwich City, we are improving the speed at which our void Council properties are ready to re-let. This will assist us in getting people out of temporary accommodation more quickly and also mean that properties for use as temporary accommodation will be available more quickly. We will also want to increase the number of properties we are leasing through our private sector leasing scheme so that we can maximise this option for people and avoid the need to use temporary accommodation.

We also want to look for resources to develop better temporary and long-term accommodation options, with support, for more specialised client groups, such as very young parents, single 16 and 17 year olds, people with severe mental health problems, personality disorders and chaotic lifestyles.

We will support the Norfolk RSL Alliance work on looking at the feasibility of private sector leasing for temporary accommodation. Keeping the costs of any schemes down will be very important and we will need to work with RSL partners on the cost-effectiveness of any proposed schemes.

SECTION 5: CONSULTATION

The first draft strategy was presented to the Greater Norwich Homelessness Prevention Strategy Group on 15th December 2006. Comments were invited from the group both at the meeting and afterwards.

A half-day seminar was held on 29th January 2007 to enable stakeholders to make comments, assess the strategic priorities and objectives and start to develop the strategy action plan.

Comments from these meetings were incorporated into the strategy and action plan.

We have also involved Space East, a regional membership body for organisations providing support services and accommodation in the East of England, in agreeing the consultation and final draft of the strategy and action plan.

A formal consultation period of 12 weeks took place between 20th February and 18th May 2007. As part of this period we worked with Space East to co-ordinate service user consultation. Displays and information about the strategy were made available to a number of hostel providers who kindly worked with their residents and service users to complete questionnaires to obtain their views on the strategy. We obtained views and comments from the general public. We made displays and information on the strategy available in public areas such as Council reception points, libraries and the Forum in Norwich. We received 80 completed questionnaires from the public and service users. We have incorporated most of these comments into the strategy. Where we have not been able to, we have provided a response which will be posted on our websites.

During the consultation period we held three meetings with key partners on the three themes of landlords and tenants, young people and the voluntary sector, to work on developing the action plan. We also organised a series of sub-regional Members' seminars in order to obtain views of elected Members on the strategy.

We circulated all the comments from the consultation period, with the Greater Norwich Housing Partnership response to partners with a new draft of the strategy. We are asked for a response as to whether agencies were now content that the strategy reflected their views. We received a number of responses and have made further amendments which are reflected in this final version.

All the comments on the strategy and the GNHP response will be made available via the Authorities websites. We will also publish some feedback from the consultation period in the Council newsletters.

SECTION 6: HOW ARE WE GOING TO GO ABOUT ACHIEVING OUR OBJECTIVES?

We have developed a detailed action plan setting out how and when we aim to achieve our objectives.

We will agree specific areas on which each Authority will take a lead. We will identify and agree the input that we need from our partners.

Sub-group 3 of the Greater Norwich Housing Partnership will take overall responsibility for monitoring and making sure the work is done to the agreed timetable.

Sub-group 3 will report progress to the Greater Norwich Homelessness Prevention Strategy Group (GNHPSG) and the Greater Norwich Housing Partnership Directors Group quarterly. Progress will also be reported to the Greater Norwich Housing Forum. In order for the GNHPSG to have a greater role, a representative from this group (not from one of the councils) will be seconded onto sub-group 3.

SECTION 7: MONITORING AND REVIEWING THE STRATEGY

We will set dates for monitoring achievements in our action plan. We will fix a process for who is responsible for monitoring which areas of the plan (with sub-group 3 holding overall responsibility). Progress will be regularly reported to the Greater Norwich Homelessness Prevention Strategy Group. We will agree and set out what action we will take if the timetable slips.

We will need to build in some flexibility to the action plan in order to take into account changes in the local and national picture during the life of the strategy.

This strategy runs until 2010. The current Action Plan contains actions up until 2009 but it will be updated annually with new actions added in and completed actions removed. The Greater Norwich authorities feel that a three-year “shelf life” for a homelessness strategy is an appropriate length as national policy and local circumstances change rapidly in this area.

GLOSSARY

Alysham Young Persons' Project – A youth worker who is part funded by BDC and based at Aylsham High School. This worker provides support and gives advice to young people through Personal Social and Health Education lessons. The aim is to prepare all pupils for the opportunities, responsibilities and experiences of life.

Debt advice/Money advice – advice and assistance provided to help people to prioritise and repay debts

Discretionary Housing Benefit – a fund available to Housing Benefit Departments to pay over and above people's entitlement to benefit for a short time – for example, to pay for a more expensive rent for a short time while someone is looking for cheaper accommodation

Domestic violence alarms – available through the domestic violence unit of Norfolk Police. The alarm connects straight through to the police. Local authorities can make referrals for these alarms.

Domestic violence outreach service – provided by Women's Aid – support by way of home visits for people who have suffered domestic violence

Families Unit – a team at Norwich City Council Landlord Services providing intensive support to families who are struggling to maintain their tenancy (see tenancy support)

Finders Fee – a one off payment paid to a landlord or agent for granting a tenancy by a person referred by Broadland District Council

Floating support – formerly called tenancy support – funded by Supporting People, based at Norfolk County Council, provided by voluntary agencies. This is support to help people maintain tenancies – delivered via visits to the home – helps with all aspects of running a home. Delivered in Greater Norwich by Stonham Homestay and Julian Housing Support

HB fast tracking – an arrangement where certain claims for Housing Benefit are processed more quickly than usual, normally for clients threatened with homelessness

Homelessness Prevention Fund – a fund of money available to housing advice staff to assist with rent deposits, rent in advance, rent or mortgage arrears

Housing association leasing scheme – as private sector leasing scheme but whereby a housing association leases the properties and the local authority nominates the tenants to the Association

Landlord accreditation scheme – a joint scheme with the Eastern Landlords Association and the three Authorities whereby landlords meeting the management and property standards for their accommodation are accredited and obtain certain benefits. It helps tenants to choose reputable landlords

MAPPA – Multi-agency public protection arrangements – arrangements to protect the public in relation to high risk offenders

Mediation – a service which aims to help both sides of a dispute to a resolution – here it is used for young people whose parents are asking them to leave home

Nightstop Plus – a scheme for young people whereby temporary accommodation is provided in the form of a room in a family home for a very short period (of days) when there is nowhere else to go. The aim is to provide a stop gap until they can either return home to parents or find other accommodation

Norfolk DAAT – Norfolk Drug and Alcohol Action Team – agency set up to deliver the government's National Drug Strategy at local level. Jointly commissions services to meet strategy with partner agencies.

N-DAP – Norfolk Drug and Alcohol Partnership – a partnership of statutory and voluntary agencies with the aim of reducing the harm caused by misuse of drugs and alcohol in Norfolk

NORCAS – a Norfolk-wide open access drug and alcohol charity, providing a number of services to clients.

PPO – Prolific and Priority Offender

PPO JAG – Prolific and Priority Offender Joint Action Group – a group lead by Norfolk Area Probation which agreed that a set number of PPOs would be housed in social housing in Norwich, with support

Private sector leasing schemes – whereby Local Authorities lease properties from private sector landlords and then rent them to people threatened with homelessness

Rent deposit scheme – local authority provides private landlord with the deposit required to secure a tenancy for client

Rent in advance scheme – local authority provides private landlord with the amount of rent in advance required in order to secure a tenancy for a client

Rent Rescue – local authority pays all or part of rent arrears in order to keep a client's tenancy (provided in conjunction with advice and assistance)

RSL – Registered Social Landlord (usually a Housing Association)

Solo Lodgings scheme – Solo is an organisation that arranges lodgings places for single homeless people. It works with the landlords and lodgers to explain rights and responsibilities and encourage people to take in lodgers

Spend to save fund – as homelessness prevention fund – “spend to save” is a phrase that Councils often use, meaning spending on homelessness prevention in order to save on temporary accommodation spending

Sub-group 3 – the full title is sub-group 3 of the Greater Norwich Housing Partnership – Tackling Homelessness More Effectively - a group made up of Managers responsible for Housing Options Services from the three councils and a Housing Strategy Officer from Norwich City Council which is responsible for implementing this strategy

Temporary accommodation housing adviser – a new advice post at Norwich City Council concentrating on temporary accommodation

Tenancy signing payment scheme – similar to rent deposit scheme

Void properties – empty properties

YMCA furniture scheme – YMCA sources furniture from private sector companies, stores it in a warehouse and makes it available to agencies assisting people to set up home

YMCA supported lodgings scheme – a scheme for young people aged 16-25 that is similar to the Solo scheme but provides additional support for landlords and lodgers. The aim is for young people to develop life skills while they are in their lodgings to enable them to move on to independent living.

Youth Homelessness Adviser – a new advice post at Norwich City Council advising young people on housing options and prevention of homelessness

APPENDIX 1

Schemes and Services for Homeless Clients and for Prevention in Greater Norwich that pre-date 2002

Table 1: Hostels and Accommodation Schemes Designed to Address the Needs of Single Homeless People in Greater Norwich (pre-dating 2002)

District	Provider	Primary Needs Group	No. of Bedspaces
Broadland	House of Genesis St Matthew Housing	Offenders	7
		Single Homeless	25
Norwich South Norfolk	Orwell Housing – Hinde House	Single Homeless	31
	St Edmunds Society	Offenders	18
	St Martins – direct access	Single Homeless	30
	St Martins – group homes	Single Homeless	33
	St Matthew Housing	Single Homeless	49
	Stonham Archway	Young People	16
	Stonham Aslpand Road	Young People	5
	Stonham Ripley	Single Homeless	12
	Stonham Ripely – move-on	Single Homeless	4
	Norwich YMCA	Single Homeless	84
	Norwich YMCA	Young People	6
		St Matthew Housing	Single Homeless
Solo Housing – Victoria House		Single Homeless	7
	Stonham Wilkinson	Single Homeless	9
	Stonham Wilkinson- move-on	Single Homeless	8

Table 2: Non-residential services (pre-dating 2002)

District	Provider	Service	Description
Norwich	St Martins	CAPS (Contact, Assessment and Prevention Service)	Outreach service Making contact with rough sleepers. Gives advice and assistance to access accommodation. Provides advice and help via drop in sessions as well as on the streets.
All (Norfolk-wide)	Julian Housing Support	Hospital Housing Link Service	Attached to every acute psychiatric ward in Norfolk. Workers visit inpatients with housing needs ranging from homelessness to benefit problems and landlord - tenant disputes. Patients are supported to either keep their existing homes or to find alternative suitable accommodation before they are discharged from hospital ¹⁸ .
Norwich	Salvation Army	Pottergate ARC (Advice and Refreshment Centre)	Day centre for homeless and vulnerably housed clients. Provides refreshments, shower and other hygiene facilities. Provide advice and assistance with housing issues. Link clients to essential services such as health. Run a number of workshops and training for clients.
All (Norfolk-wide)	Norfolk Homemakers	Norfolk Homemakers	Furniture project. Clients can access low-cost second hand furniture.
Norwich	NORCAS	Homeless Outreach Service	Provides outreach service to rough sleepers with substance misuse problems
All (Norfolk-wide)	Shelter	Housing Aid Centre	Provide specialist homelessness and housing advice
All (Norfolk-wide)	Norfolk Community Legal Services	Rent/Mortgage re-possession service	Provide advice and representation at County Court at rent and mortgage possession hearings
Norwich	King Centre	Day centre	Day centre open Sundays

¹⁸Julian Housing Support is hoping to re-launch this service in Norwich and re-model later in 2007

Table 2: Non-residential services (pre-dating 2002)

District	Provider	Service	Description
Norwich	All Saints Centre	All Saints Centre	Day centre
Norwich	MAP (Mancroft Advice Project)	MAP	Provides advice and assistance for young people with a range of issues including housing and homelessness advice
Norwich	Matrix Project	Matrix Project	Provides advice and help for sex workers
Norwich	The Magdalene Group	The Magdalene Group	Provides advice and help for sex workers
Norwich	Embrace Young Mums	Embrace Young Mums	A small charity providing support to pregnant teenagers and teenage mums
All (Norfolk-wide)	Norfolk Mental Health Advocacy Service	Norfolk Mental Health Advocacy Service	Provides advocacy for people with mental health problems
All (National)	Business in the Community	Business Action on Homelessness	Links homeless clients to local businesses for work placements. Provide training to enable clients to be "job ready"
All (Norfolk-wide)	Julian Housing Support	Specialist Housing Support	Specialist support for people with severe and enduring mental health problems. Can take referrals from a range of statutory and voluntary services
All (Norfolk-wide except Great Yarmouth Borough Council)	Stonham Homestay	Floating support	Support to maintain and set up tenancies – all client groups apart from mental health

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