

## Norwich Homelessness and Rough Sleeping Strategy 2026-2031 Action Plan

### Priority 1: Work with partners to end rough sleeping

Aim	Actions	Who will oversee this?	When?
<b>1.1 Review the Norwich Pathways service to ensure it remains focused, relevant, and aligned with current needs.</b>	Use MHCLG review of Norwich Pathways recommendations to inform future service planning.	NCC working with Pathways partners	Ongoing
	Manage impact of funding uncertainty	NCC	2025-2026
<b>1.2 Continue to improve and enhance ‘off the street’ accommodation offer.</b>	Secure more suitable accommodation for vulnerable people. Seek to extend Housing First schemes amongst other initiatives.	NCC and partners	Ongoing
	Collaborate and support partners that have been impacted by Housing Related Support funding reduction.	NCC and partners	Ongoing
<b>1.3 Create a reconnections protocol</b>	Develop a step-by-step reconnection pathway covering: <ol style="list-style-type: none"> <li>1. Identification and consent.</li> <li>2. Verification of local connection.</li> <li>3. Contact with services in the destination area.</li> <li>4. Practical arrangements for travel and arrival support</li> </ol>	NCC	2026-2027
	Ensure data relating to reconnections is captured. For example, time take to reconnect, number of customer reconnected.	NCC and partners	Ongoing

Aim	Actions	Who will oversee this?	When?
	Establish a daily or weekly joint outreach rota between the Reconnections Officer and local outreach teams to identify people sleeping rough who may have a stronger local connection elsewhere.	NCC and St Martins	Ongoing
<b>1.4 Ensure ongoing monitoring and review of the recently updated Move-On Agreement to support consistent implementation and effectiveness</b>	Ensure continual review of rough sleeping data, reconnections data	NCC	Ongoing
<b>1.5 Reduce evictions from supported accommodation.</b>	<p>Review in partnership the supported housing eviction protocol with providers.</p> <p>Work with providers to ensure the Housing Team is notified at the earliest opportunity when a supported housing placement becomes at risk.</p>	<p>NCC and supported housing providers</p> <p>NCC and supported housing providers</p>	<p>2026-2027</p> <p>2026-2027</p>
<b>1.6 To secure joint funding and develop collaborative initiatives that enhance services for people sleeping rough.</b>	Develop joint funding bids and initiatives to improve services to people sleeping rough.	NCC and partners	Ongoing
<b>1.7 To maintain ongoing monitoring and tracking of our TPG customers to ensure consistent support.</b>	<p>To actively support and monitor progress towards positive and sustainable outcomes.</p> <p>To identify, monitor, and report system barriers that hinder TPG customers from accessing necessary support, ensuring relevant partners are informed and engaged in addressing these challenges</p>	<p>NCC</p> <p>NCC</p>	<p>Ongoing</p> <p>Ongoing</p>

<b>Aim</b>	<b>Actions</b>	<b>Who will oversee this?</b>	<b>When?</b>
<b>1.8 Discharge from institutions NFA</b>	Enhanced offer using specialist officers (ex-offenders, refugees). Continue to partnership work and develop protocols where necessary and appropriate.	NCC, Probation, HMP Norwich, Serco, NHS	Ongoing
<b>1.9 Enable flexibility around rough sleeping verification</b>	Promote consistent use of the Ending Rough Sleeping Risk Assessment Tool in addition to traditional verification where an individual is visibly sleeping rough.	NCC and Partners	2026-2027

## **Priority 2: Facilitate access to appropriate accommodation**

<b>Aim</b>	<b>Actions</b>	<b>Who will oversee this?</b>	<b>When?</b>
<b>2.1 Lower the use of pay nightly accommodation, improve and increase temporary accommodation (TA) capacity.</b>	Seek to expand the range of TA properties either in partnership with registered providers or, where value for money can be demonstrated, in the private rented sector	NCC	2026-2031
	Seek to reduce the reliance on spot purchased nightly paid accommodation and bed and breakfast as far as possible	NCC	2026-2031
<b>2.2 Explore ways to make best use of Council stock.</b>	Using the INTERACT service, actively explore and encourage residents under occupying to downsize.	NCC	Ongoing
<b>2.3 Collaborate with Council departments to support the development of new affordable housing, ensuring the mix of</b>	Enable housing options officers to participate in conversations around development and planning.	NCC	Ongoing

<b>Aim</b>	<b>Actions</b>	<b>Who will oversee this?</b>	<b>When?</b>
<b>property types and sizes reflects evolving demand.</b>			
<b>2.4 Continue to increase access to private rented sector (PRS)</b>	Assist with and plan for the implementation of the renter's rights act.	NCC	Ongoing
<b>2.5 Assist with and plan for the implementation of the Supported Housing Strategy and Supported Housing Needs Assessment</b>	Work collaboratively with other local authorities on a Supported Accommodation Strategy and related needs assessment for Norfolk.	NCC and other Norfolk Local Authorities	Ongoing
<b>2.6 Explore opportunities to increase additional affordable housing</b>	Continue to work with Orwell Housing to bring pipeline of discussed garage sites back into use as affordable housing.	NCC and Orwell Housing	Ongoing
<b>2.7 Use flexible and innovative adaptative aids through the Disabled Facilities Grant</b>	Continue to proactively offer adaptations to residents irrespective of housing tenure to enable them to remain in their own homes for as long as possible.	NCC	Ongoing

### **Priority 3: Prevent homelessness at the earliest opportunity**

<b>Aim</b>	<b>Actions</b>	<b>Who will oversee this?</b>	<b>When?</b>
<b>3.1 Work with our partners to further develop processes and deliver interventions to prevent homelessness early</b>	Promote awareness and consistent use of the 'Duty to Refer' among statutory partners when there is a risk of homelessness or an individual is already homeless, while also encouraging voluntary and community groups to adopt and engage with this process.	NCC and partners	Ongoing
<b>3.2 Continue to provide resources and funding to enable</b>	Ensure portions of available funding are protected for PRS access	NCC	2026-2027

Aim	Actions	Who will oversee this?	When?
<b>access to PRS through rent deposits.</b>			
<b>3.3 To deliver proactive tenancy engagement and sustainment services that build positive relationships, address emerging issues early, and empower tenants to maintain secure housing.</b>	<p>Monitor and evaluate success of role within Specialist Support Team to help sustain housing with bespoke versions for refugees and care leavers.</p> <p>Provide support plans for tenants at risk of losing their accommodation (budgeting, benefits advice, conflict resolution, life skills).</p> <p>Implement mediation service for under 25-year-olds who are at risk of family eviction.</p>	<p>NCC</p> <p>NCC</p> <p>NCC and Catch 22</p>	<p>2026-2027</p> <p>Ongoing</p> <p>Ongoing</p>
<b>3.4 To prevent homelessness among care leavers and unaccompanied asylum-seeking children by ensuring early, coordinated transition.</b>	<p>Monitor success of specialist support roles for this customer group.</p> <p>Work in collaboration with children's services and neighbouring authorities to develop care leaver protocol.</p>	<p>NCC</p> <p>NCC</p>	<p>2026-2027</p> <p>2026-2027</p>
<b>3.5 Continue to evaluate and strengthen our domestic abuse response, ensuring that survivors have timely access to safe, stable housing and support that addresses both immediate safety and long-term recovery.</b>	<p>Achieve DAHA accreditation</p> <p>Continue to invest in specialist domestic abuse officer within the housing team.</p> <p>Work to maintain access to Sanctuary scheme support, ensuring safety and choice for those affected by domestic abuse.</p>	<p>NCC</p> <p>NCC</p> <p>NCC</p>	<p>2026-2027</p> <p>Ongoing</p> <p>Ongoing</p>
<b>3.6 Continue to monitor the proportion of LGBTIQ+ people, individuals from ethnic minority</b>	<p>Work with partner organisations to monitor and record incidents of identity-based abuse</p>	<p>NCC and partners</p>	<p>Ongoing</p>

Aim	Actions	Who will oversee this?	When?
<p><b>backgrounds, and other groups who may face barriers to accessing public services within our homelessness and rough sleeping services and adapt service delivery where possible to better meet their needs.</b></p>	<p>affecting people accessing homelessness services</p> <p>Commit to and achieve Stonewall and HouseProud LGBTQ+ Housing Pledge</p> <p>Use feedback from partners and service users to inform continuous improvement and future service planning.</p>		<p>2026-2028</p> <p>Ongoing</p>
<p><b>3.7 To reduce homelessness risk for individuals with an offending history</b></p>	<p>Explore options to sustain Accommodation for Ex-Offender (AFEO) project and maintain and monitor its impact.</p> <p>Recruit housing assessment officer specific to ex-offenders through Rough Sleeping Prevention and Recovery grant.</p> <p>Continue to attend partnership meetings with Criminal Justice colleagues to share best practice, updates around funding and strategic and operational issues.</p>	<p>NCC</p> <p>NCC</p> <p>NCC and criminal justice partners.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<p><b>3.8 Operate in a trauma-informed manner when working with individuals who are at risk of, or are currently experiencing, homelessness.</b></p>	<p>Offer flexible assessment meeting times and locations, both in person and over the phone.</p>	<p>NCC</p>	<p>Ongoing</p>
<p><b>3.9 Enable access to quick, accurate advice on our webpages.</b></p>	<p>Ensure online advice and signposting information is accurate and up to date by developing a regular programme for reviewing web pages and develop staff awareness of</p>	<p>NCC</p>	<p>Ongoing</p>

Aim	Actions	Who will oversee this?	When?
	homelessness and the corporate support that is available for vulnerable people to access online services.		

#### Priority 4: Develop and sustain partnerships to support our residents

Aim	Actions	Who will oversee this?	When?
<b>4.1 Strengthen multi-agency partnerships to ensure coordinated support for individuals at risk of or experiencing homelessness.</b>	Use data and insights to inform collaborative decision-making.	NCC	ongoing
<b>4.2 Facilitate shared learning and best practice across partners to improve the effectiveness and consistency of service delivery</b>	Within the Norwich Accommodation Meeting identify opportunities for shared learning.	NCC	Ongoing
<b>4.3 Prevent people being discharged from institutions with no fixed address (NFA) through strengthened partnership working and clear, consistent protocols</b>	Incorporate regular team building days between council staff and partners.  The Government's <i>A National Plan to End Homelessness</i> places a strengthened duty to cooperate on organisations in relation to homelessness prevention, extending beyond the statutory Duty to Refer. Further guidance published by NHS England (January 2024), <i>Discharging People at Risk of or Experiencing Homelessness</i> , provides	NCC	Ongoing

Aim	Actions	Who will oversee this?	When?
	<p>additional expectations for health professionals.</p> <p>We will support effective collaboration by continuing to deploy specialist officers to coordinate early intervention, ensure accommodation pathways are in place prior to discharge or release.</p>		
<p><b>4.4 Promote joint working between statutory, voluntary and community organisations to deliver person-centred and trauma-informed services</b></p>	<p>Support flexible working arrangements that allow council officers to be based within partner organisation settings where appropriate, such as criminal justice services, local hospitals, and hostel providers.</p> <p>Facilitate opportunities for partner organisations to co-locate within City Hall to strengthen collaboration and integrated service delivery.</p>	<p>NCC and partners</p>	<p>Ongoing</p>