Homelessness and Rough Sleeping Strategy

Key themes from draft document

July 2024

Borough Council of
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A quick recap

- **Why are we doing this?**
  - Requirement to publish a homelessness strategy every five years
  - Homelessness review conducted in Autumn/Winter 2023/24
  - Homelessness review published April 2024

- **Key findings**
  - An increasingly inaccessible private rental market,
  - An increase in reports of domestic abuse,
  - An increase in families seeking help, and
  - An increase in homeless presentations for people in some form of employment.

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A quick recap

Strong work	But gaps and challenges
A clear **focus on prevention**	**Effectiveness of the partnership** appears to be ebbing away
A strong and varied **“off-the-street” offer**	**Cost** of accommodating homeless households
A clear impact of **new services**	Vulnerable to **future reductions**
Strong **informal partnerships**	A stronger **“whole system” vision**
Strong **individual outcomes**	**“Communications gap”** between key services and the people they serve

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Timeline – a reminder

March/April 2024
Homelessness review presented as Cabinet paper and to E&C

April to June 2024
Development of strategy:
- Partners
- Lived Experience
- "Wider net" of community partners
- Council staff
- Task Group

July 2024
- Publication of draft strategy
- Presentation to HHDTR
- Check-back with partners
- Scrutiny at E&C

September/October 2024
Formal adoption by cabinet and council

November 2024
Cross-partnership launch event

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Developing the strategy

Sessions with council staff and members

Housing staff; other council departments; Homelessness Group

Sessions with local partners

Over 30 attendees across two sessions including health, probation, housing, key charities

118 individuals contributed, including at least 27 with lived experience of homelessness.

Discussed and responded to key themes arising from homelessness review.

Sessions with people with lived experience at the Purfleet Trust and the King's Lynn Night Shelter. 19 people with lived experience of homelessness

A public survey: 28 responses, including eight responses from people homeless or at risk (or had been homeless in the past).

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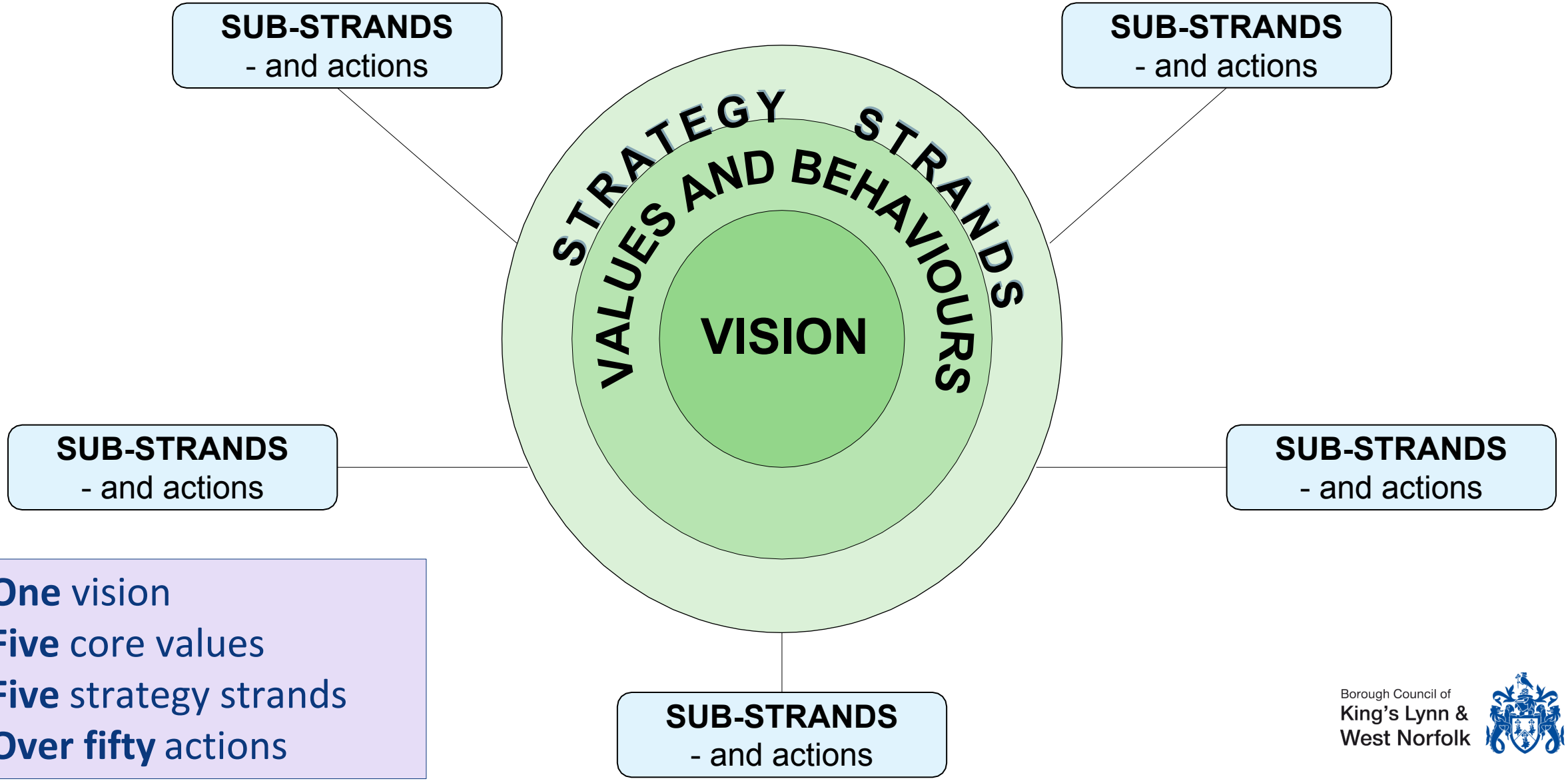
A flexible framework for the next five years



- **One** vision
- **Five** core values
- **Five** strategy strands
- **Over fifty** actions

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A flexible framework for the next five years

- **Scope**
  - A framework for ending homelessness in West Norfolk
  - Designed to respond to change
  - Built with capacity to grow
  - Puts us on the front foot.
- **Funding**
  - Action plan lays out costing
  - Have costed prudently due to uncertainty re: central government funding
- **Threats**
  - Change in policy direction; end to funding; increased presentations; recruitment; lack of buy-in

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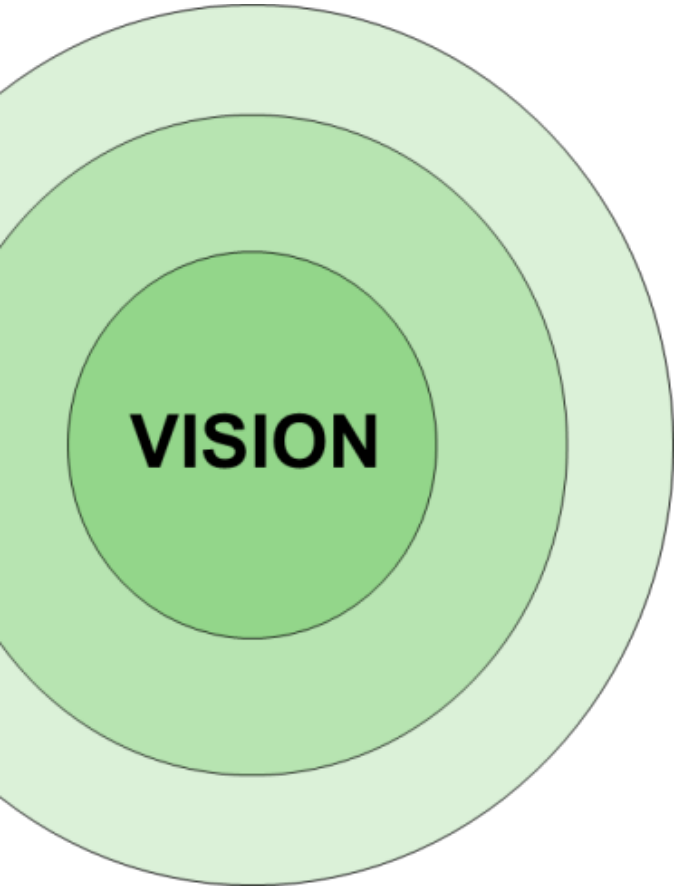
Vision



- **ENDING HOMELESSNESS, PERSON BY PERSON**
  - **Prevent homelessness** where possible.
  - Provide **accessible, immediate help** in a crisis.
  - Deliver a pathway of **good, sustainable accommodation for all**.
  - Build personal **strength, resilience and independence**.
  - Deliver **everything in partnership.**

- **IN PRACTICE**
  - Set our sights towards ending homelessness.
  - Acknowledge that we may not be able to end homelessness within the lifespan of the strategy.
  - Measure, recognise and (where appropriate) celebrate success.

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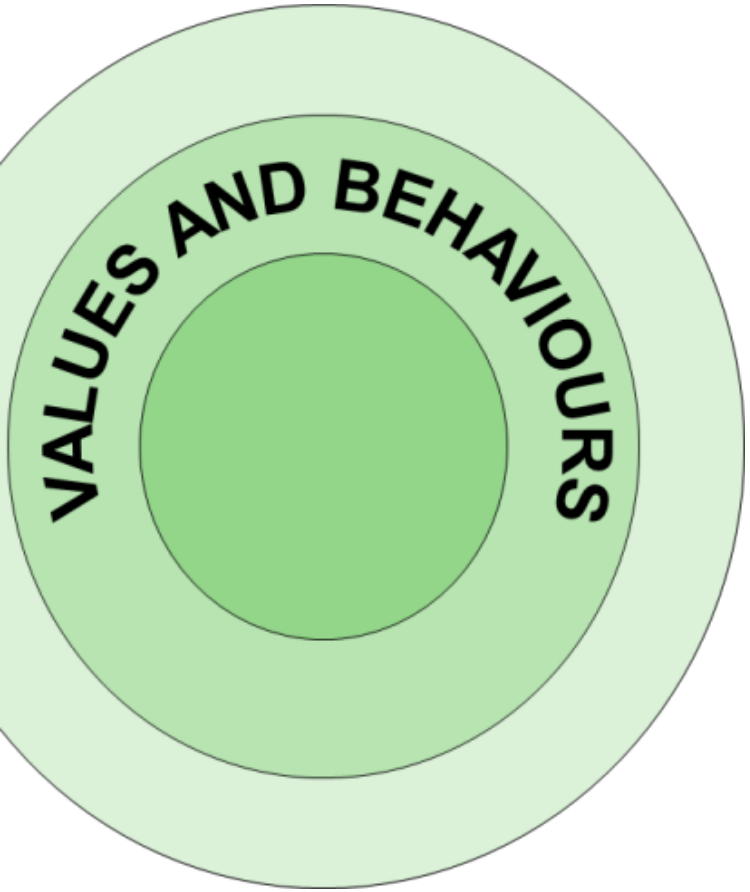
Values and behaviours



- **Values underpinned by behaviours**

- **DIGNITY:** We will treat people with dignity and compassion, in the light of current and past traumas.
- **TRANSPARENCY:** We will make it clear why we are doing things, what we're doing, what people can expect and how it's going.
- **FLEXIBILITY:** Where we can, we will work services flexibly around the needs of an individual.
- **COLLABORATION:** We will work with each other to get the best results.
- **EMPOWERMENT:** We will enable people to engage in, shape, and benefit fully from the services they use.

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PREVENTION

COMMUNITY LINKS
Improved outreach
Rural communities,
Remit towards families

CLIENT-CENTRED SERVICES
SHPS extension
Information and advice
Home visiting

GRANTS AND INCENTIVES
Work with landlords
Grants for individuals
Discretionary housing payments

EDUCATION AND COMMUNICATION
Early Help Portal
Education
Work with letting agents

PARTNERSHIPS AND DATA
Homelessness champion,
Data analyst role

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INTERVENTION

EMERGENCY ACCOMMODATION
Replacement for B&B
Replace welfare cabins
Review offer for people sleeping rough

SUPPORT
Clear “what to expect”
Personal Housing Plans
Basic items
Domestic abuse offer

PARTNERSHIPS
“By Name” meeting
Intensive Support
Social Care

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ACCOMMODATION

SINGLE PERSON ACCOMMODATION
Hostel pathway review
Housing First
“Employment friendly” housing

PRIVATE RENTED SECTOR
Re-engage landlords
Flexible incentives fund
Rent-a-room scheme
Tenant swap scheme

SOCIAL HOUSING
Review allocations policy
Shared accommodation
Reduce social voids
Improved substance pathway.

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RECOVERY

HEALTH AND SUBSTANCES
Mainstream health services;
Substance use recovery offer;
Offer for ppl with brain injuries / learning difficulties

COMMUNITY
Engage local businesses
Employment
Skills-based mentoring
Access to cultural facilities

SUSTAINMENT
Continue SHPS
Review offer for ex-offenders;
'Multi-agency check-ins"

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SYSTEMS SUPPORT AND SERVICE CULTURE

LIVED EXPERIENCE
Co-production group
Trauma-informed
Homelessness career pathway

COMMUNICATIONS
Communications strategy;
Refresh Housing Needs communications

PARTNERSHIPS AND STAFFING
Strategy Implementation Partnership; 'best practice' guide for supporting staff;
Marmot Place

DATA AND INFORMATION
Public-facing data portal;
Information Sharing Protocol

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A flexible framework for the next five years

Partnerships and Staffing; Lived Experience; Communications; Data and Information

Education & Communication; Client-Centred Services; Community Links; Grants and Incentives; Partnerships and Data

Health and Substances; Community; Sustainment

Emergency Accommodation; Support; Partnerships

Single Person Accommodation; Private Rented Sector; Social Housing

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Measuring Progress

- Quarterly update to Task Group
- Annual report to Environment and Communities committee
- Recording and monitoring of KPIs – to be available on data portal
- Customer feedback button to be developed
- Periodic review of complaints and comments
- Interface with co-production group

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Next Steps

- **Strategy to progress to adoption at council, October 2024**
- **Launch event November 2024**
- **Invitation to West Norfolk: get involved!**

- **In the meantime:**
  - Check-back with partners and opportunity to revise actions
  - Check-back with survey respondents
  - Make a start where appropriate (e.g. embedding new contracts)
  - Form Strategy Implementation Group

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Thank you for taking part.

- **Any questions?**

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