

## APPENDIX A

### Threats to delivery of the strategy

We have identified actions and opportunities to tackle homelessness and rough sleeping in this document, however there are factors outside of the control of the council that need to be considered in future planning and decision making. Highlighted below are some identified issues that could significantly impact on the council's activities and therefore the delivery of this strategy:

Borough Council of  
**King's Lynn &  
West Norfolk**



Risk	likelihood	impact	mitigation
Future reductions to funding from Norfolk County Council that contribute to the costs of some key borough council commissioned support services			Funding of £114,743 for four years has been agreed by Norfolk County Council for support services in King's Lynn & West Norfolk.
Uncertainty around future central government funding associated with homelessness prevention activities – including Flexible Homelessness Support Grant, Homelessness Prevention Grant, New Burdens funding for the implementation of the Homelessness Reduction Act			Announcement on statutory funding (formally FHSG and Homeless Reduction Grant – which are now rolled up into a single payment) for 2021/22 of £469,977.
Homes England funding to support the delivery of new build affordable/ social housing			Homes England Funding – Affordable Homes Programme 21-26 is open to bids through continuous market engagement and strategic partnerships.
Local Housing Allowance - current freeze ends in April 2020. Uncertainty about the future policy direction and potential impact on private rented housing affordability			Local Housing Allowance rates were increased in March 2020 to the 30 <sup>th</sup> percentile of market rents. However, rates were frozen for 2021/22 and it is unclear whether there will be any increase in 2022/23. Locally private rents are increasing.
The impact of any future Government's policy decision in connection with the use of section			New legislation has been implemented in relation to section 21 notices through legislation including the Coronavirus Act 2020.

21 notices (1988 Housing Act) given a recent consultation initiative and ministerial statement.			
Changes in housing market activity – including lower demand for market housing, or falling house prices could impact on the council’s plans for direct new delivery of housing			Housing market activity remains strong and the Council has strategies in place to mitigate for changes in market conditions.

## Action Plan for 2019/2024

Area of work	Objective	Action	By Who	By When	Progress	Time scale	Comments	RAG Rating
<b>Temporary Accommodation</b>	Develop a hierarchy of different types of temporary accommodation	Encourage partner organisations (including private sector partners as well as social sector) to bid for Government 'Move – on' accommodation fund - in response to the identified need for such accommodation, and the issue of hostel bed blocking.	Strategic Housing Team (SHT)	March 2021 latest for funding requirements	Potential site identified, RP engaged, and bid to Homes England being considered.	Short-Medium	Successful application to the Move on Fund –7 move on flats have been delivered by a registered provider for clients moving on from supported housing. <ul style="list-style-type: none"> <li>Delivered – July 2021</li> </ul>	Complete
							Successful application to the Next Steps Accommodation Programme fund to deliver 10 self contained move on flats with a registered provider for clients moving on from supported housing. <ul style="list-style-type: none"> <li>Delivered – February 2021</li> </ul>	
<b>Temporary Accommodation</b>	Develop a hierarchy of different types of temporary accommodation	Develop temporary accommodation utilising modern modular/ park home style factory built housing units on Council owned land.	SHT & Property Services & Broadland Housing	Spring 2022	Potential site identified, RP engaged and preparing planning application submission	Short-Medium	7 one bed units to be delivered by a registered provider. This provision has been delayed. <ul style="list-style-type: none"> <li>Expected delivery date Spring 2022.</li> </ul>	Underway
<b>Support</b>	Provide	Evaluate 'District	Housing	Ongoing	CCG Executive	Short	District Direct is being	Complete

<b>Needs</b>	appropriate support needs both:- accommodation & non-accommodation based housing related support	Direct West' and make any recommendations for future operation – seek funding from CCG with a view to mainstreaming service	Options Team/ Care & Repair Team		Management Team has now approved funding for the District Direct Service. Time period uncertain.		hosted by Care & Repair. Full time position has been recruited and funding has been secured for future years. <ul style="list-style-type: none"> <li>Delivered June 2018</li> </ul>	
<b>Support Needs</b>	Provide appropriate support needs both:- accommodation & non-accommodation based housing related support	In conjunction with NSFT develop and examine proposals for a Mental Health crisis House provision/ step down accommodation and move-on accommodation. Implementation subject to funding opportunities	SHT	Jan 2022	Early discussions with Mental Health Crisis Board have commenced. Working with NHS Clinical Commissioning Groups to deliver a Mental Health Housing Summit in the New Year	Medium Short-Medium	Revenue funding secured and property has been identified with a registered provider. This property will provide accommodation to people suffering a mental health crisis with 24/7 specialist support for up to 5 days / nights. <p>Tender process for a provider taking place.</p> <ul style="list-style-type: none"> <li>Intended delivery date - Jan 2022.</li> </ul>	Underway
<b>Support Needs</b>	Provide appropriate support needs	Work with Broadland Housing association and any other partners on the potential for the	SHT	June 2022	Successful Next Steps Accommodation Programme funding application made to	Short	Successful MHCLG NSAP funding bid for a Housing First worker and 6 self contained flats have been purchased on the open	Complete

	both:- accommodation & non-accommodation based housing related support.	provision of a Housing First initiative			acquire 6 x self contained flats and 1 FTE housing first worker.		market by a registered provider. A support provider was commissioned in April 2021. 6 x properties have been purchased with clients accommodating the units from June 2021 with the final, sixth property to be ready and occupied by the end of November 2021.  <ul style="list-style-type: none"> <li>• Delivery commenced – June 2022.</li> </ul>	
<b>Support Needs</b>	Provide appropriate support needs both:- accommodation & non-accommodation based housing related support	Explore opportunities to assist people with no recourse to public funding and consider whether accommodation or support is required in order to meet the needs of this vulnerable group.	SHT	Ongoing	Norfolk County Council have secured revenue funding to support people who have no recourse to public funds into employment, training and / or to gain settled status, funding available until September 2021.	Short-Medium	2 x 3 bedroom properties leased by a registered provider to Norfolk County Council.  Norfolk County Council's Persons From Abroad Team's scheme funding to provide support and housing will end in Dec 21. <ul style="list-style-type: none"> <li>• Delivered March 2021</li> <li>• End of scheme Dec 2021</li> </ul>	Complete
							Borough council may consider using one of the properties to support clients with no recourse to public funds.  <ul style="list-style-type: none"> <li>• Delivery date – Dec</li> </ul>	Underway

							/ Jan 2021.	
<b>Support Needs</b>	Provide appropriate support needs both:- accommodation & non-accommodation based housing related support	Forge closer links with organisations who can provide humanitarian help to people who have no recourse to public funds and improve data monitoring of this group.	SHT	Ongoing	Working relationship with Norfolk County Council's Persons from Abroad Team and the Winter Shelter	Short-Medium	The EU Settlement Scheme grace Period ended on 30 June. Unknown quantity of individuals may come to our attention over the coming months that have failed to apply by the deadline. The Home Office had issued guidance about what a "reasonable excuse" would be for making a late application under EUSS and there is a non-exclusive list of examples of what they would accept. The Persons From Abroad Team have funding to provide support to those individuals until 30 September 2021 from the Home Office under the Persons From Abroad Teams Vulnerable EU Settlement Scheme support programme. <ul style="list-style-type: none"> <li>• Delivery - ongoing.</li> </ul>	Complete
<b>Support Needs</b>	Provide appropriate support needs both:- accommodation & non-	Secure the opportunity for an additional Domestic Violence refuge in the area.	SHT & RP	Ongoing	Proposed completion date – November 2021	Short	A new domestic abuse refuge is being delivered by a domestic abuse provider. The refuge will provide accommodation and support for up to 5 woman and 4 children at any one time. The property consists of 5 bed rooms, a shared	Complete

	accommodation based housing related support						<p>kitchen and utilities, 1 x downstairs toilet, 2 x bathrooms upstairs with toilets and showers over baths and one room is adapted to accommodate women with disabilities and has a separate toilet and a shower.</p> <ul style="list-style-type: none"> <li>• Delivery date – November 2021</li> </ul>	
<b>Support Needs</b>	Provide appropriate support needs both:- accommodation & non-accommodation based housing related support	Work with Partners to secure supported accommodation / accommodation with support for vulnerable care leavers	SHT	Ongoing	Early discussions commenced Sep 2019	Short	Children's Services Leaving Care team now have an agreement with a registered provider for direct offers to be made to care leavers which includes wrap around support.	Complete
<b>Support Needs</b>	Provide appropriate support needs both:- accommodation & non-	Work with providers on a proposal for supported accommodation for young people including those leaving prison, and their transition model for young	SHT	Ongoing	Early discussions commenced Sep 2019	Medium	This has been delayed due to covid. Discussions to take place with providers.	Yet to start

	accommodation based housing related support	peoples shared housing.						
<b>Rough Sleeping</b>	Eradicate Rough Sleeping in the Borough	In conjunction with Norfolk & Suffolk Foundation Trust recruit and establish a mental health nurse outreach post.	Housing Options &SHT	End 2019 To be extended by 12 months.	Post filled in March 2019. In place until Mar 2021	Medium	Mental Health Outreach Nurse recruited to be able to assess rough sleepers and provide specialist mental health support, assistance and referral into statutory mental health services. <ul style="list-style-type: none"> <li>Delivered Mar 2019 – Mar 2020</li> </ul>	Complete
							MHCLG funding has been secured from 1 <sup>st</sup> July 2021 – 30 <sup>th</sup> June 2022 for a Mental Health or Adult Social care worker who can assess and refer clients into statutory services.	Yet to start
<b>Rough Sleeping</b>	Promote members of the public to report rough sleepers to the council so that	Promote use of Street- Link to increase public awareness on reporting welfare concerns surrounding rough sleepers	Housing Options & SHT	By April 2020	Ongoing	Short	Media message has been led by Money Advice Hub, Shelter and the council. Message to advise members of the public to report sightings of rough sleepers to Streetlink. Streetlink will then contact the relevant council who will then try to engage and	Complete



	assistance can be provided to them.						assist rough sleepers. <ul style="list-style-type: none"> <li>Delivered December 2020.</li> </ul>	
<b>Rough Sleeping</b>	Eradicate rough sleeping in the borough	Take opportunities to bid for money from the MHCLG Rough Sleeping Task Force – under the Rough Sleeper Initiative funding bidding round	Housing Options & partners	Winter 2020, 21 & 22	Successful submission made for funding in relation to: <ul style="list-style-type: none"> <li>Cold Weather Provision.</li> <li>Protect Plus.</li> <li>RSI Y3.</li> <li>RSI Y4.</li> <li>NSAP.</li> </ul>	Short	RSI Y3 funding secured, and services delivered.	Complete
				Winter 2020, 21 & 22			RSI year 4 funding secured, and services being tendered.	Complete
				2019/20 2020/21			MHCLG funding to Local Authorities is subject to the spending review has been confirmed.	Complete
				2020/21 July 2021			Funding to secure a worker and financial incentives to accommodate ex-offenders in the private sector.	Complete
<b>Rough Sleeping</b>	Eradicate rough sleeping in the borough	Work with HAST, MHCLG, and Housing Justice in connection with funding opportunities for the Night Shelter and work connected with	SHT & Housing Options	Complete for 2019/20  Complete for 2020/21	Early discussions commenced Oct 19	Short	Winter Nightshelter accreditation process completed by Housing Justice and funding secured from MHCLG for 2019/20.  Major changes to model	Complete

		it					and number of beds have reduced to 6 due to covid.  The Winter Nightshelter opened on the 5 <sup>th</sup> October for the Winter of 2021/22. The shelter now have 9 self contained rooms that provide accommodation for 9 rough sleepers throughout the day and night with the council having 100% nomination rights.	
<b>Rough Sleeping</b>	Eradicate rough sleeping in the borough	Work with hostels/ housing support providers to ensure there are severe weather emergency beds in addition to the Night Shelter available given assessed demand	SHT & Housing Options, RPs & Night Shelter	Ongoing	Ongoing	Short – Long term	2019/20 – Funding secured from MHCLG and provision secured.  2020/21 – Significant reduction in provision due to Covid. Shelter now has 9 self-contained rooms that rough sleepers can accommodate day and night. 8 welfare cabins have been procured by the council and currently in use to accommodate rough sleepers.	Complete  Complete
<b>Rough Sleeping</b>	Eradicate rough sleeping in the borough	Explore the potential to have wrap around shelter including day provision when the Night Shelter is closed.	SHT, Housing Options	Ongoing	Funding bid submitted to government for additional cold weather provision, awaiting outcome.	Short	Winter Shelter are now operating a 24 / 7 shelter because of Covid requirements and there are 9 self-contained rooms.  Winter Nightshelter have	Complete

							confirmed that there is no intention to return to night time only provision.	
<b>Temporary Accommodation</b>	Provide additional temporary accommodation for homeless people	Develop temporary accommodation utilising modern modular/ park home style factory-built housing units on Council owned land	SHT & Property Services & Broadland Housing	Ongoing	Site identified, Registered Provider engaged, and planning application submitted and agreed	Short-Medium	Site secured and units to be delivered by a registered provider to provide temporary accommodation for single people, couples and those with children (1 – 2 young children)	Underway
<b>New - Temporary Accommodation</b>	Provide additional temporary accommodation for homeless people	Maximise the effectiveness of local resources by reducing levels of housing benefit subsidy required – Seek to change by agreement the model under which Freebridge Community Housing operate shared houses with The Purfleet Trust.	SHT & Revenue Services, Purfleet Trust & Freebridge Community Housing		All properties leased to Purfleet Trust by Freebridge Community Housing have been returned to Freebridge Community Housing.		The Purfleet Trust rent properties from Freebridge Community Housing to provide HMO style accommodation for single people who require a low level of support. The properties were previously leased to Purfleet Trust however this caused a housing benefit subsidy payment that the council was subject to paying. Freebridge Community Housing now retain the landlord function.	Complete
					Freebridge Community Housing are in discussion with the private landlords who provide		Purfleet Trust also lease two properties from a private landlord and the subsidy issue is the same with these. Discussions between the private	Underway

					accommodation to Purfleet Trust on a lease basis.		landlords and Freebridge Community Housing are ongoing.	
<b>Homelessness Prevention</b>	Introduce new measures to enhance existing homelessness prevention options	In partnership with Shelter and YMCA organise some training for prospective tenants on rights and responsibilities to avoid early tenancy failure. Explore landlord training at the same time.	Housing Options & Housing Standards	April 2020	No progress  27/8/20 – Covid has halted this for the time being.	Short	Not progressed and needs revisiting.  However, Children’s Services have commissioned a provider to train care leavers on tenancy rights.	Yet to Start
<b>Homelessness Prevention</b>	Introduce new measures to enhance existing homelessness prevention options	Review commitments under flexible homelessness grant – ensuring that available resources are focussed on the most effective services.	SHT	Ongoing		Short	Commitments identified and funds allocated for 2020/21.  Spending review has confirmed funding available for 2021/22 onwards.	Complete
<b>Homelessness Prevention</b>	Introduce new measures to enhance existing homelessness prevention options	In respect of the need to access the private rented sector tenancies trial incentive initiatives – including rent guarantees in circumstances where appropriate tenancy support is put in	Housing Options & SHT	Ongoing		Short	Homelessness Prevention fund allocation to customers has increased from £1000 to £2000 per case. This reflects the increase in the cost of accessing the private sector by assisting clients with rent in advance and / or deposits.	Underway

		place.						
<b>Homelessness Prevention</b>	Introduce new measures to enhance existing homelessness prevention options	Work with internal colleagues & RP Partners to identify measures to monitor the impacts of Universal Credit on housing debt and homelessness	SHT, Revenue Services & RP partners	April 2020	Ongoing	Short-Medium term	Strategic Housing meeting arranged with partners on a monthly basis moving to quarterly given the move into recovery due to covid.	Underway
<b>Access to social housing</b>	Improve access to social housing for those most in need	Ensure Local Plan review encompasses identified policy work in relation to affordable housing and build to rent housing – particularly new opportunities arising from changes to the National Planning Policy Framework	SHT & Planning Policy Team, Local Plan task Group, Homelessness & Housing Delivery Task Group	Jan 2020	Work has commenced. Housing needs assessment commissioned and first draft imminent.  Housing Needs assessment published	Short	Local Plan review close to submission including revised affordable housing policies. More detail to be contained within supplementary planning document.  <ul style="list-style-type: none"> <li>Further changes to national planning policy present a potential challenge for affordable housing delivery i.e. first homes and replacement of entry level exception sites with first homes exception sites.</li> </ul>	Underway
<b>Access</b>	Improve	Undertake a review	SHT &	April 2020	Borough Councils	Short	Policy drafted for internal	Underway

<b>to social housing</b>	access to social housing for those most in need	of the social housing allocation policy and encourage key partners at the same time to review housing policies and stock profile to ensure social housing is used to benefit those who most need it.	Housing Provider Partners		review of allocation policy commenced Nov 2019. Ongoing dialogue with RPs		discussion and consultation.  However, minor amendment made to allow care leavers priority on the housing register. Workplan to commence 2021.	y
<b>Access to social housing</b>	Improve access to social housing for those most in need	As part of the review into the allocations policy, as well as in a wider sense consider the housing needs/ access to housing of young carers and their families.	SHT & Housing Provider Partners	April 2020	Borough Councils review of allocation policy commenced Nov 2019.	Short	Policy is currently being drafted and wider consultation is expected early 2022.	Underway
<b>Private Rented Sector (PRS)</b>	Increase the supply of good quality private rented sector (PRS) housing	Commence delivery of PRS via the Councils major development programme (20% of new housing developed by Council)	SHT, West Norfolk	June 2021	PRS Council Owned Company established in 2018. Business Plan has identified 179 units over next 3-5 years	long term	PRS delivery accelerated with 24 new PRS homes delivered at Lynn sport.  Further PRS homes to be delivered in Spring 2022.	Underway
<b>Private Rented Sector</b>	Increase the supply of	Explore and evaluate opportunities to establish a Private	SHT, RP partners	April 2021	No progress	Medium -long term	Not progressed due to Covid. Internal discussions have taken place however,	Yet to start

	good quality private rented sector (PRS) housing	Sector Leasing Scheme.					this piece of work has been put on hold at present due to the changing pressures caused by Covid.	
<b>Coordinating role</b>	Achieve effective collaboration with partners and coordination of services	Establish a Help Hub – a service that assists professionals who are supporting households with complex needs by identifying suitable organisations interventions	Housing Options, OPT, Children’s & Adults Services	Ongoing	Service established in May 2019	Long Term	Successful launch of Hub within excess of 30 partner agencies who have signed the MOU as partners.  Meetings have changed to virtual as a result of Covid.  <ul style="list-style-type: none"> <li>Delivered – May 19 with official launch in October 2019</li> </ul>	Complete
<b>Coordinating role</b>	Achieve effective collaboration with partners and coordination of services	Work with Genesis Notting Hill to ensure a smooth transfer of their services including Park Road, Merchants Terrace and the rough sleep outreach service to a new provider following their decision to leave East Anglia.	SHT & Genesis & New Provider	Complete	Complete	Short	The services provided by Notting Hill Genesis were successfully transferred to Sanctuary Housing.  <ul style="list-style-type: none"> <li>Delivered – April 2020.</li> </ul>	Complete
<b>Coordinating role</b>	Achieve effective collaboration with	Establish and maintain a stakeholder group to help inform the	SHT	Jan 2020 ongoing	Complete	Short	Strategic Housing meetings arranged on a quarterly basis with partners.	Complete

	partners and coordination of services	strategy and update it.						
<b>Coordinating role</b>	Achieve effective collaboration with partners and coordination of services	Establish & maintain collaborative working group with RP partners to respond to the gaps identified.	SHT	Jan 2020 ongoing		Short	Ongoing	Underway
<b>Coordinating role</b>	Achieve effective collaboration with partners and coordination of services	“Work with local support services to develop a “No Wrong Door Policy” in order to ensure that where referrals are made to the wrong service, wherever possible, an appropriate service is identified and the referral is forwarded on”.	SHT	Ongoing	Ongoing	Short - Medium	The council’s partners and commissioned services all work towards the ‘no wrong door’ approach for clients who approach them for advice and assistance. Robust relationships are in place between the partners and the council.  A formal policy is yet to be written and agreed by partners.	Underway
<b>Strategic Role</b>	Provide ongoing commitment to engage at a strategic level	Participate in the Homes for Cathy regional working group led by Broadland Housing Group	SHT & RP Partners	Ongoing	FCH board have agreed to review a set of policies including those relating to evictions for arrears and lettings in the context of Home for Cathy commitments	Short	Ongoing.  Latest meeting identified a need for accommodation for offenders who are employed upon release from prison. Meetings address / explore different issues, gaps in service or areas of good practice that	Underway



							is shared and acted upon with partners.	
<b>Strategic Role</b>	Provide ongoing commitment to engage at a strategic level	Ongoing monitoring of commissioned services & performance against agreed objectives and targets.	SHT	Ongoing	Quarterly Monitoring commenced for commissioned services	Short-medium	Currently all monitoring of services is being reconsidered with a focus on more detailed information and outcomes. Proposed changes to Homelessness and Housing Delivery Task Group. Terms of reference to include monitoring of new commissioned services.	Complete
<b>Strategic Role</b>	Provide ongoing commitment to engage at a strategic level	Review of strategic relevance of services	SHT	Ongoing	Ongoing	Short-medium	New services commissioned. <ul style="list-style-type: none"> <li>• Housing First Provision.</li> <li>• In reach / Outreach Intensive Support Service.</li> </ul> This is ongoing and reactive to the changing needs of clients and identifies gaps in services.	Complete
<b>Strategic Role</b>	Provide ongoing commitment to engage at	Review contractual arrangements for year 3 of the Home group Community support service.	SHT, NCC & internal	Complete	The Homestay tenancy support service has been decommissioned with a new	Short-medium	Homestay tenancy support service has been decommissioned and a new service has been commissioned by Norfolk	Complete

	a strategic level				countywide (except Norwich) service being delivered by Bridges who contract the Benjamin Foundation to provide a similar service.		County Council. Bridges is the new provider are able to access a 35% financial uplift through the Life Chances Fund. Bridges and local councils have commissioned the Benjamin Foundation to provide a local tenancy support service who are able to support single people or families who have low needs to maintain and sustain their accommodation in any sector i.e. private, social or owner occupies accommodation.	
--	-------------------------	--	--	--	---	--	---	--