

NO HOMELESSNESS IN NORFOLK



The **Norfolk Strategic**
Housing Partnership

NORFOLK HOMELESSNESS PREVENTION STRATEGY

2022 - 2025

**A partnership approach to tackling homelessness in
Norfolk**

FOREWORD

Despite the challenges of the past 18 months, what has made me most proud is how local government has supported people sleeping rough during the pandemic. This hasn't simply been about getting everybody in, it's been about providing the support people need to break the underlying causes of homelessness.

Homelessness does not fit within neat geographical boundaries and the complexity of the challenge means that a system wide response is the only response. The work carried out by individual Norfolk authorities in the early stages of the pandemic triggered a system wide ambition - led by the local authority chief executives and housing providers – for us not to return to pre-covid levels of homelessness, combined with a determination to work together to eliminate homelessness across the county.



Stephen Evans
Norfolk Strategic Housing Partnership - Chair

That is why, during the autumn of 2020, the Norfolk councils collectively commissioned the development of a No Homelessness in Norfolk strategy and set up the multi-agency Norfolk Strategic Housing Partnership (NHSP) to oversee its implementation.

The foundations for the partnership are stronger than they have ever been. Not only is there a renewed commitment and sense of energy which is driving its work, it's clear that the pandemic has led to a change of mindset. We knew how important cross system working and breaking organisation silos was before the pandemic – we now know just how much can be achieved in such a short space of time through such an approach. Covid has accelerated partnership working by years – perhaps even a decade. Our challenge now is to not squander that opportunity.

What really brings the Norfolk approach alive is that it is centred around the lived experiences of those who have been or are currently sleeping rough. It is through this interaction and feedback that we are trying to make our approach better. We have a good idea about how services should be designed around the needs of those who use them, however, it is the nuances – which can only be gained from speaking to people who have been or who are homeless – which really make the difference. We are putting people at the heart of what we do to help reduce homelessness in Norfolk.

EXECUTIVE SUMMARY

Everyone-In and Covid-19

In Norfolk the swift and effective response to the Government's call for homeless people to be brought in from the streets during the initial lockdown was impressive. A partnership of district authorities, health, Public Health, housing providers, the Police, and the county council supported over 600 homeless people into safe accommodation over a matter of weeks.

Homelessness Landscape in Norfolk

Since March 2020 approximately 281 rough sleepers have been permanently housed. However, there was a 15% increase in the number of people in temporary accommodation in Norfolk from March 2020 to March 2021. Almost three-quarters (74%) of all those assessed as homeless by Norfolk local authorities are single adults. Around 30% of all households assessed are recorded as having a support need, with 67% needing help with mental health.¹ A similar number of people (70) were sleeping rough at the estimate in November 2020 as in November 2019. These are predominately people with multiple and complex needs, have no recourse to public funds or are new to the streets.

Rough Sleeper Numbers²

AREA	2018	2019	2020	2021
Breckland	5	16	7	TBC
Broadland	2	1	4	
Great Yarmouth	10	21	18	
King's Lynn & West Norfolk	5	3	11	
North Norfolk	9	10	7	
Norwich	21	18	21	
South Norfolk	3	0	2	
TOTAL	55	69	70	

The count shows that rough sleeping numbers are now back at levels similar to those in 2019. Rough sleeper counts in rural areas may significantly underestimate numbers due to the inability to accurately cover and count people in large rural areas. All areas are reporting an increase in new rough sleepers with Norwich and Breckland seeing an increasing number of rough sleepers with no recourse to public funding.

¹ Live tables on homelessness - GOV.UK (www.gov.uk)

² Rough sleeping snapshot in England: autumn 2020 - GOV.UK (www.gov.uk)

EXECUTIVE SUMMARY

No Homelessness in Norfolk Project

The work carried out in these early stages triggered a system wide ambition, led by the local authority chief executives and housing providers not to return to pre-covid levels of homelessness and rough sleeping, and a determination to work together to eliminate homelessness in Norfolk.

Norfolk Strategic Housing Partnership

The Norfolk Strategic Housing Partnership was formed in autumn 2020 bringing partners together at a strategic level with a mandate for change. Alongside NSHP sits Norfolk Homelessness Solutions Forum comprised of organisations and individuals providing, advising, or using services designed to prevent and alleviate homelessness in Norfolk.

Homelessness Charter

Partners are committed to a new Norfolk Homelessness Charter providing a collective commitment that through collaboration and partnership, we will work together for a longer-term, whole systems approach to alleviate rough sleeping and homelessness across the county.

Strategic Priorities

Four strategic priorities have been developed, informed by six working groups and a listening exercise for people with lived experience and front-facing staff carried out during the Spring of 2021. These priorities, presented and endorsed at a Homelessness Conference in July 2021 compliment those contained within local homelessness and rough sleeping strategies:



EXECUTIVE SUMMARY

Priority 1

Reduce Homelessness by focussing on homeless prevention services.

To deliver this priority we will:

- Work with partners to reduce homelessness amongst ex-offenders when released from prison.
- Explore the use of data to predict and prevent homelessness in the county.
- Reduce the incidence of homelessness amongst young people through targeted provision of education and information.
- Explore whole system pathways and early intervention opportunities to prevent homelessness (and repeat homelessness) including partners in social care, health, education, training and employment.

Priority 2

Improve access to homelessness support services across Norfolk.

To deliver this priority we will:

- Review partners policies and procedures to ensure a person-centred focus and accessible services
- Incorporate strengths-based and trauma-informed approaches in the sector to ensure services are accessible to all.
- Explore how to maximise the effectiveness of existing teams of support workers for people with complex issues and needs in order to ensure consistent person centred focus.
- Address some of the systemic obstacles in the system to access services including mental health services.
- Incentivise private landlords and others to accommodate people at risk of homelessness
- Test 'bridge the gap' schemes to make supported housing more 'affordable' to people in work.

Priority 3

Continue to develop person-centred services with a focus on co-production.

To deliver this priority we will:

- Involve experts in all the local delivery partnerships to ensure they are actively involved in the co-production and redesign of services.
- Create more real work, volunteering, apprenticeship, and work experience opportunities.
- Work to amplify people's voices through specific programmes, and to share their stories
- Re design our services from the inside out to ensure a person-centred focus.
- Align with other co-production work particularly around mental health

Priority 4

Continue to build partnership working to improve collaboration and whole system change.

To deliver this priority we will:

- Develop system leadership focussed on collaborating across organisational boundaries.
- Adopt a Norfolk Homelessness Charter and sign up to the Partnership Agreement
- Build on the Pathways and Housing First approach for people including those with more complex issues and needs.
- Work in partnership to resolve the blockages in supported housing and temporary accommodation to enable people to move on and allow providers to accommodate others who need support
- Trial joined up commissioning with an outcome focussed monitoring framework with long-term and sustainable solutions.
- Explore opportunities to work with the Norfolk and Waveney Health & Care Partnership to help address inequalities and integrate services around local populations.
- Identify a programme or system for countywide ongoing support and mentoring once a client has secured employment.

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INTRODUCTION

1.1 LEGISLATIVE BACKGROUND

The Homelessness Act 2002 brought in a requirement for local housing authorities (mostly district, borough, city and unitary authorities) to carry out a review of homelessness in their area and develop a new homelessness strategy every five years. In addition, there is now a requirement to include rough sleeping in these strategies and demonstrate how authorities will address this locally.

While the statutory responsibility for developing homeless and rough sleeping strategies lies with the local housing authorities, partners in Norfolk also recognise the wider impact that all statutory and voluntary organisations can have on preventing homelessness and meeting the needs of people who become homeless. It isn't just a 'housing' problem.

The requirement for local authorities to assess whether a person has a 'priority need' and eligible for housing under the homelessness legislation leaves many single people and childless couples with few options. The private rented sector is expensive and, for many therefore not an option. Sleeping on the streets or in insecure places on friends' sofas or floors is often an inevitable consequence of the absence of early enough advice, intervention, and support to maintain accommodation and prevent homelessness.

The Homelessness Reduction Act 2017 brought in new duties to prevent and relieve homelessness with the aim of changing the culture of services to a preventative, early interventionist approach to people who are at risk of homelessness. While the Act has been rolled out throughout Norfolk, in some areas of the county the change in culture has been more challenging to achieve.

The requirement to submit new Government statistical reports inevitably leads to systems being designed to fit the legislation rather than the needs of the people it serves. Maintaining a person-centred focus on the needs of people facing homelessness in this context and actively using their feedback to tweak the system to make it more accessible is what this strategy sets out to do.

1.2 COVID-19 AND EVERYONE IN

In Norfolk the response to the Covid-19 pandemic and the Government's call to bring all homeless people in to self-contained accommodation during the initial lockdown in March 2020 was swift and effective. A partnership of district authorities, health, Public Health, housing providers, the Police, and the county council supported over 600 homeless people into safe accommodation over a matter of weeks. Subsequently many of these were housed successfully into longer-term secure accommodation for the first time.

The work carried out in the early stages of the pandemic triggered a system wide ambition, led by the local authority chief executives and housing provider partners not to return to pre-covid levels of homelessness and rough sleeping and a determination to work together to achieve the ambitious aim of having 'No Homelessness in Norfolk'. Ultimately this model of approach could be adopted across a wider geographical area to include a regional response to homelessness.



1.3 KEY OBJECTIVE

The aim of this strategy is to end homelessness for single people and childless couples in Norfolk through adopting four strategic priorities to compliment those adopted locally within each local authority area.



The strategy seeks to bring together partners from the statutory and voluntary and community sectors to ensure that services work collaboratively to shared aims and aspirations to deliver these priorities:

PRIORITY 1

Reduce homelessness by focussing on homeless prevention services.

PRIORITY 2

Improve access to homelessness support services across Norfolk.

PRIORITY 3

Continue to develop person-centred services with a focus on co-production.

PRIORITY 4

Continue to build partnership working to improve collaboration and whole system change.

1.4 HOMELESSNESS IN NORFOLK

Norfolk is a diverse geographical area covering urban, rural, and coastal areas. Despite this the local housing authorities have identified similar challenges and priorities within their homeless and rough sleeping strategies.

Norwich, Broadland, and South Norfolk have worked together to develop a broader Greater Norwich Homelessness Strategy, although rough sleeping is currently considered in separate documents. The other local authorities have up to date individual strategies.

The priorities shown below demonstrate the shared challenge to deliver early intervention services, prevention of homelessness and a reduction on the number of people sleeping rough. It is acknowledged that many homeless services are based in the more urban areas, like Norwich, Great Yarmouth, or Kings Lynn, resulting in people gravitating towards these areas in order to access services.

It is these shared challenges and inequalities that this strategy seeks to address by working across the broader geographical area alongside other partners to bring about change and equality of homelessness services wherever in Norfolk people find themselves needing help.



1.4 HOMELESSNESS IN NORFOLK

NORTH NORFOLK DISTRICT COUNCIL

- Early intervention and prevention of homelessness
- Increase access to good quality accommodation in private rented sector
- Working with local partners to provide solutions which prevent homelessness
- Reduce the incidence of Rough Sleeping in the District
- To reduce the use of temporary accommodation for households accepted as homeless

GREAT YARMOUTH BOROUGH COUNCIL

- Early intervention and prevention of homelessness
- Increased access to quality, well managed accommodation in the private rented sector
- Ensure stock of temporary accommodation to meet the needs of homeless applicants
- Working with local partners to provide solutions which prevent homelessness
- Reduce the incidence of rough sleeping in the borough

KINGS LYNN & WEST NORFOLK BOROUGH COUNCIL

- Prevention of homelessness
- Develop variety of temporary accommodation options
- Access to social housing for those most in need
- Ensure appropriate housing support is available
- Accommodation based supported housing models meet gaps in provision
- New Co-ordination role for the council

BRECKLAND COUNCIL

- Improve access to early housing advice and homeless prevention services
- To reduce the number of people sleeping rough in Breckland
- Reduce the numbers in temporary accommodation and reliance on bed and breakfast
- Develop new services and partnerships to improve housing options.

1.4 HOMELESSNESS IN NORFOLK

NORWICH CITY COUNCIL

- Reduce the number of rough sleepers and develop interventions to stop it from happening in the first place.
- Actively case manage rough sleepers who are reluctant to engage using an assertive outreach model.
- Make the best use of our supported housing system to help people move away from homelessness for good.

BROADLAND & SOUTH NORFOLK DISTRICT COUNCILS

- Early intervention and prevention of homelessness
- Improve the range of temporary accommodation options
- Reduce incidence of rough sleeping

Partners are acutely aware of the part that other services can play in contributing to rough sleeping, including unplanned or managed release from prison or discharge from hospital, social housing evictions and a lack of readily available mental health or substance misuse services to prevent vulnerable people from falling into crisis and losing their homes. By working together across a larger geographical area partners believe that some of these wider system issues can be tackled.



THE NEW NORFOLK APPROACH

2.1 THE NORFOLK STRATEGIC HOUSING PARTNERSHIP (NSHP)

The partnership was established in 2020 on the back of a mandate from local authority chief executives which followed the success of Everyone In and the publication of the “No Homelessness in Norfolk” report in June 2020. The chief executives of the local authorities pooled funding to bring in an independent Chair and Project Manager from the East of England LGA to kick start the project in the first year and take the partnership forward.

Our Partners:

**Norwich City Council
South Norfolk District Council
Great Yarmouth District Council
BC Kings Lynn & West Norfolk
Ministry of Justice Department
Police & Crime Commissioners Office
Norfolk County Council Public Health
Clarion Housing Group
Department of Work and Pensions
HM Prison and Probation Service
Department for Levelling Up, Housing and Communities
Voluntary Sector representative
Flagship Group
Saffron Housing Trust
Broadland Housing Association**

**Breckland Council
North Norfolk District Council
Broadland District Council
Norfolk County Council
Norfolk Police
Norfolk & Waveney CCG**

Alongside the NSHP is a Norfolk Homelessness Solutions Forum (NHSF) made up of organisations and individuals who are providing, advising, or using services designed to prevent and alleviate homelessness in Norfolk. This group aims to collaborate, contribute, support, and influence the work of the Norfolk Strategic Housing Partnership.

Since the NSHP was set up in October 2020 a wide group of stakeholders have attended over 25 virtual meetings across both partnerships to share experience of best practice, look at co-production in Manchester and consider the views of the Listening Exercise and commit to working differently in the future.

Both groups have a wide reach across Norfolk and members have actively supported the project including a very successful 'service mapping exercise' supported by Broadland Housing to inform the work of the working groups.

2.2 NORFOLK DATA ANALYSIS

Throughout the Covid-19 Everyone In response data on people sleeping rough who had been brought in was very quickly collected and co-ordinated through a Single Central Record forming a record of all people accommodated and supported during the early phase of the pandemic.

This central database proved to be an extremely useful resource allowing services such as housing, social care, public health, drug and alcohol and others to work very closely to co-ordinate support and essential provisions for those provided with emergency accommodation.

While this database ceased to be used over the following year as things returned to normal, and the information sharing agreement expired, the partnership has made a commitment to look in more depth at how data can be used to predict and prevent homelessness and therefore target services more effectively in future.

The partnership is exploring through this strategy how to build changes based on evidence, and track progress by measuring whole system data. This will be achieved through working with the Norfolk Office of Data Analytics (NODA) who are keen to support this work. This will initially include looking at current sources of data to get a single shared view of current homelessness data across the system, determining which indicators will be used to baseline the position and measuring the impact of the partnership and its activities. It will then examine whether data can be used to build predictive models to prevent homelessness in the future.

2.3 WHAT WE HEARD FROM PEOPLE WHO HAVE OR WERE EXPERIENCING HOMELESSNESS AND THOSE WORKING IN FRONT FACING SERVICES

A key element of the No Homelessness in Norfolk project was to understand how our services are perceived by the people who use and run them. It was acknowledged, as noted earlier, that often services are structured that meets the needs of a service, and legislative needs but may perhaps not be easy to navigate or access for those who are in crisis.

Six working groups were established during spring 2021 consisting of multi-agency partners and experts, reviewing a range of issues including:



The groups were encouraged to discover, ideate and prototype using the principles of human centred design to focus on the needs of people rather than the organisation.

A successful £20,000 bid to the Local Government Association Housing Advisor Programme was used to bring in Nesta's People Powered Results Team to support the project to:



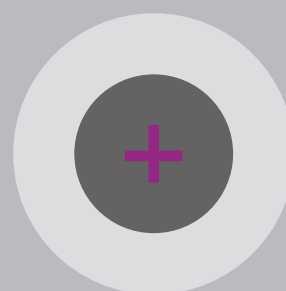
ENGAGE EXPERTS

Engage people who have experienced homelessness and practitioners in front-facing roles to better understand their experiences, carrying out a listening exercise via a survey during May 2021 to capture this information.



SUPPORT WORKING GROUPS

Support working group leads to mobilise their groups, gather and consolidate insights.



TRANSFORMATION

Add capacity building for transformation: working with system leaders on 'creating the conditions for systemic change' to support collaborative and inclusive change at pace across Norfolk.

Sometimes it was difficult to hear the negative experience of people using the homelessness services and finding them wanting. At other times it was uplifting to see how a positive experience change people's lives for the better.

A SUMMARY OF THE FINDINGS OF THE LISTENING EXERCISE SURVEY:



People want to be treated with empathy and humanity and have a voice.



People need to know how to get the support they need and feel heard and not judged.



People need to tell their story once and have opportunities for help available when they need them, where they need them.



People require support that is more tailored to their needs, to their strengths, and to their ambitions.



People want to give feedback and offer ideas to the system.



Sometimes people can access support quickly and easily. However, often people are not able to.



Services offered are confusing to navigate. There are so many of them they can be overwhelming.



Sometimes services work together, but people regularly fall through the cracks between services or during transition.



Support can feel like a 'one size fits all' model that does not recognise everyone as unique, with their own story.



Services can have strict criteria, meaning sometimes you must hit crisis point before help is offered.

The full findings are contained in the report at Appendix B and were shared at a Homelessness Conference held in July 2021.

2.4 KEY THEMES AND PRIORITIES

A wealth of insights emerged from the wide-ranging perspectives we heard through the listening exercise. These insights have been analysed and six key themes emerged. In practice, many of these interlink with each other.



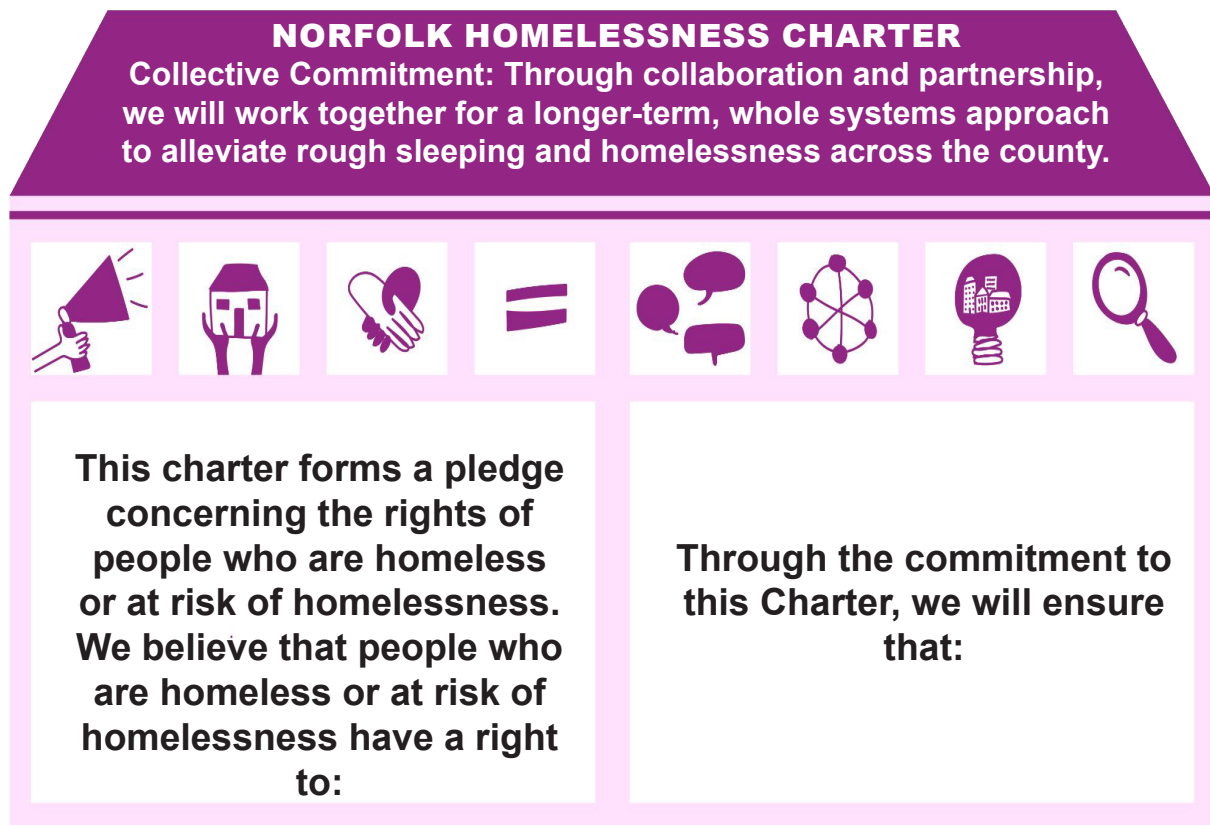
These insights have influenced and shaped the priorities for Norfolk to ensure that homelessness is addressed in a 'whole system-wide' way across the county.

Particular thanks must go to the housing associations who made the listening exercise so successful by contributing to a small incentive fund to encourage experts to participate in the survey, to facilitate a face-to-face conference session in Diss with refreshments, and to include the voice of experts at the conference.

The powerful voices of experts with lived experience of homelessness contributed to the Homelessness Conference in the form of poetry from Hannah Green, an author and poet and Seamus Fox, a poet who lived as a companion at Emmaus Cambridge and who now works as a Support Worker at Emmaus Norfolk & Waveney.

2.5 NORFOLK HOMELESSNESS CHARTER

Throughout the work and during the exploration phase there was an ongoing commitment to develop a Norfolk Homelessness Charter, a set of principles that all partners could sign up to. The Charter has embedded the six themes from the listening exercise and is set out below.



- Have their voice heard and to participate in decisions that affect them
- A safe and secure home with the appropriate level support they need to live a good life
- Respect at all times and a good standard of service from all partner agencies
- Equality of access to information and our services
- Partners are open to receiving and providing honest and constructive feedback on services, including their own and contribute to supporting system change
- There is a universal approach to alleviating and preventing homelessness
- We devise innovative housing options building on the resources available in each part of the county
- We identify areas for action and work together to tackle these challenges

3 | THE COLLABORATIVE FRAMEWORK

3.1 CO-PRODUCTION

Co-production is the idea that everyone, including people who use services and those working on the front line, has a vital role to play in ensuring quality of life for people and communities. In some areas of Norfolk co-production is already happening successfully, engaging people with lived experience of homelessness in designing and reviewing services, but in others it is less well developed. The aim is to embed co-production into all our services during the life of this strategy.

The Listening Exercise resulted in a clear set of ‘asks’ around co-production:

1

Firstly, keep going! Continue the dialogue and to build relationship and trust with those who have been involved to date. Experts need to be involved in building the system and should be involved with recruitment as standard at all levels across the system.

2

Recognise and address the power imbalance that exists between experts and ‘the system’. Make it easy and flexible for experts to get involved, and resource their involvement properly.

3

Create a range of different routes for people to feed back and get involved and go to people - don’t expect them to come to us in formal or rigid ways. Work to amplify people’s voices through specific programmes, and to share their stories

4

Take concrete action, not just conversation and discussion about problems and opportunities. New solutions and ideas can be very simple. Respond in a timely, transparent way. If suggestions aren’t actionable, be open and honest about why.

5

There is a shift in culture happening across the system, which needs to be present at all levels, including at the leadership level. There is an opportunity for improvement in communication between leadership and front-facing staff, and front-facing staff have real insights and knowledge that can inform leadership decisions.

The challenge for this strategy is to give real meaning to the conversation and ensure the voice of those with lived experience and front facing services is heard within each local delivery partnership.



3.2 CULTURAL CHANGE

The ambition and motivation to create change requires a wider mindset, and cultural and structural shift to enable easier access to services and more effective collaborative working. The language and behaviours used within services often create barriers, they sometimes fail to listen properly to what people are saying, they 'label' people and if they don't fit into easily defined services within systems, they label them further as having 'complex needs'. **This strategy seeks to change that and create new ways of working.**

"People are people, and with the right caring professionals, human complexity can be easily handled. The system itself is deeply unequal and difficult to fathom."

Anonymous, homelessness lived experience service user

The listening exercise showed from the experience of those using our services, some work is needed to deliver a change in culture including:



Moving to a strengths-based model rather than a deficit model, focussed on people's problems and limitations.



Taking a more person-centred approach, focusing on wellbeing rather than only fulfilling basic needs.



Training existing staff to understand and manage needs and behaviours associated with long term homelessness, be responsive to trauma, treat people with dignity, listen without judgement and to quickly identify individual care and support needs.



Ensuring transparent communication to ensure people have information that is clear, easy to understand, and honest about the situation.



Removing barriers to accessing support. The system needs to be more realistic and humane about the expectations it places on people who need support.



The actions within this strategy commits all partners within the homelessness system to work differently using a person-centred approach to deliver better outcomes for people and ultimately reduce levels of homelessness.

3.3 A FRESH APPROACH

The strategy provides a framework within which to consider new ways of working, including:

- An expectation that people should be able to access services wherever they live in Norfolk.
- Training for all our front-facing services on co-production and person-centred service delivery.
- Removing the need to move into urban city areas where 'homeless services' are more likely to be based to receive help.
- Using data to predict and target interventions on prevention.
- Commissioning focussed on prevention outcomes.
- Joint bids across partner authorities and others to realise efficiencies and economies of scale.

Taking a strategic view when developing services across the broader geographical area creates efficiency savings and less duplication of effort and can add real value in terms of accessibility of services for people in need.

The ambition is for people at risk of homelessness to be able to access a consistent service offer wherever they live in Norfolk, be it in an urban, rural or coastal area. Through shared training on the softer people-centred skills needed and working collaboratively we will ensure a shared culture of service delivery for anyone facing homelessness in Norfolk.

3.4 GOVERNANCE

System Leadership - The Norfolk system leaders met in July and agreed their ongoing support and core strategic commitment to the vision of no homelessness in Norfolk. This mandate creates a culture of greater collaboration across Norfolk, in terms of addressing the specific issues causing homelessness and the feedback from those using our services.

That agenda will be cemented into the strategic approach of each partner by the adoption of this Norfolk Homelessness Prevention Strategy, commitment to the Norfolk Homelessness Charter and through playing a role in delivering the Action Plan to deliver the change needed.

Following the first year of operation the governance of the Project transitioned to a more locally managed structure with resources identified to fund a full time Project Manager with a Chair from the statutory sector and Vice-Chair from a social housing provider. Norfolk Shelter Hub Manager has taken the Chair of the Forum, with a Vice-Chair from a Commissioning role bringing balance and a level of challenge to the framework.

The Action Plan will be co-ordinated by the NHIN Project Manager working closely with partners from the local authorities and the Norfolk Homelessness Solutions Forum to establish a series of local delivery partnerships to carry out the work.

Partnership Agreement - A Partnership Agreement with sign up from all partners through their Boards and/or elected members will bring together the partners formally. It is crucial to deliver the change needed that each partner identifies a specific NHIN Champion within their organisation to be the main point of contact for the delivery of the strategy.

Local Delivery Partnerships (LDPs) - The delivery vehicle for the strategy will be explored and Local Delivery Partnerships considered for each local authority or group of local authority areas. There will be ownership from the partners at both Norfolk Strategic Housing Partnership level, with membership from the Homelessness Solutions Forum and local authority middle managers to bring expertise from right across the system.

The delivery mechanisms agreed will focus on an action or number of actions from the strategy, testing ideas and experimenting with what works using the learning from the listening exercise and ensuring that through all the groups the voice of people with lived experience is included and heard.



3.5 COMMUNICATIONS

The Norfolk Strategic Housing Partnership has a clear Communications Strategy with its own branding agreed across the partners. This provides a symbol of Norfolk working together and is used in bi-monthly newsletters to promote the project and other communications e.g. press releases. A webpage is kindly hosted by one of our partners organisations Hopestead, which is part of the Flagship Group. Regular updates are posted here [Norfolk Strategic Housing Partnership - Hopestead](#).

STRATEGIC PRIORITIES

PRIORITY 1 REDUCE HOMELESSNESS BY FOCUSING ON HOMELESS PREVENTION SERVICES.

To deliver this priority we will:

- Work with partners to reduce homelessness amongst ex-offenders when released from prison.
- Explore the use of data to predict and prevent homelessness in the county.
- Reduce the incidence of homelessness amongst young people through targeted provision of education and information.
- Explore whole system pathways and early intervention opportunities to prevent homelessness (and repeat homelessness) including partners in social care, health, education, training and employment.

PRIORITY 2 IMPROVE ACCESS TO HOMELESSNESS SUPPORT SERVICES ACROSS NORFOLK.

To deliver this priority we will:

- Review partners policies and procedures to ensure a person-centred focus and accessible services
- Incorporate strengths-based and trauma-informed approaches in the sector to ensure services are accessible to all.
- Explore how to maximise the existing teams of support workers for people with complex issues and needs in order to ensure consistent person centred focus.
- Address some of the systemic obstacles in the system to access services including mental health services.
- Incentivise private landlords and others to accommodate people at risk of homelessness
- Test 'bridge the gap' schemes to make supported housing more 'affordable' to people in work.

PRIORITY 3

CONTINUE TO DEVELOP PERSON-CENTRED SERVICES WITH A FOCUS ON A CO-PRODUCTION.

To deliver this priority we will:

- Involve experts in all the local delivery partnerships to ensure they are actively involved in the co-production and redesign of services.
- Create more real work, volunteering, apprenticeship, and work experience opportunities.
- Work to amplify people's voices through specific programmes, and to share their stories
- Re design our services from the inside out to ensure a person-centred focus.
- Align with other co-production work particularly around mental health

PRIORITY 4

CONTINUE TO BUILD PARTNERSHIP WORKING TO IMPROVE COLLABORATION AND WHOLE SYSTEM CHANGE

To deliver this priority we will:

- Develop system leadership focussed on collaborating across organisational boundaries.
- Adopt a Norfolk Homelessness Charter and sign up to the Partnership Agreement
- Build on the Pathways and Housing First approach for people including those with more complex issues and needs.
- Work in partnership to resolve the blockages in supported housing and temporary accommodation to enable people to move on and allow providers to accommodate others who need support
- Trial joined up commissioning with an outcome focussed monitoring framework with long-term and sustainable solutions.
- Explore opportunities to work with the Norfolk and Waveney Health & Care Partnership to help address inequalities and integrate services around local populations.
- Identify a programme or system for countywide ongoing support and mentoring once a client has secured employment.

5 | OUTCOMES

The aim of this strategy is to end homelessness and achieve the vision of No Homelessness in Norfolk.

6 | MONITORING AND EVALUATION

6.1 THE ACTION PLAN

The Action Plan will cover all three years of the strategy 2022-2025. This will be monitored through twice yearly progress reports to the Norfolk Strategic Housing Partnership in March and September and will be reviewed and refreshed in Spring 2023. Regular updates will be presented to the Norfolk Chief Executives Group, Norfolk Leaders Board and the multi-agency Public Sector Leaders Board.

During the first year of the strategy performance measures will be agreed to establish how successful the strategy is. These will include qualitative as well as quantitative data in line with the feedback received during the listening exercise. Customer satisfaction surveys and feedback from our experts with lived experience will be key elements of measuring our success.

The number of rough sleepers at the count/estimate in November will clearly be a key indicator and how successful partners are at adopting a strong person-centred prevention approach within their organisations.

Systems will need to be put in place to monitor how successful prevention is especially from the statutory sector.





The **Norfolk Strategic** **Housing** Partnership

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