South Norfolk Homelessness Action Plan 2025 - 2030

1. Introduction

This action plan sets out the actions South Norfolk Council will take to deliver the priorities of the Broadland and South Norfolk Homelessness and Rough Sleeper Strategy 2025 to 2030.

It identifies the programmes of work that will help prevent homelessness, improve accommodation options, support sustainable housing outcomes and strengthen partnership working. Progress will be monitored through the Local Outcomes Framework and council performance measures.

The action plan is aligned with and supports the wider Homelessness Mitigation Strategic Workstreams, bringing together activity across prevention, temporary accommodation, housing supply and support services to improve outcomes for residents.



Partnership Working

Preventing homelessness and ending rough sleeping cannot be achieved by any organisation working alone. Delivery of this action plan will rely on strong partnerships across local government, people with lived experience, Registered Providers, health services, support agencies, and the voluntary and community sector.

By working together, we can provide earlier intervention, improve access to services, and deliver more coordinated support for residents experiencing homelessness or housing insecurity.

2. Performance Measures

South Norfolk has set challenging targets to reduce the number of households in Temporary Accommodation and increase prevention and relief outcomes by Autumn 2028 using the Local Outcomes Framework (LOF) and existing Key Performance Indicators.

South Norfolk: Targets to 2028

South Norfolk Council					
Local Outcomes Framework Metric	**Baseline figure Autumn 2025**	**Govt mandated target by Autumn 2028**	**Target Checkpoint 1 Autumn 2026**	**Target Checkpoint 2 Autumn 2027**	**Final Target Checkpoint 3 Autumn 2028**
7.10.1 Households with children in temporary accommodation (per 1,000 households in population)	**0.33** September 2025	No Target	**0.3** September 2026	**0.28** September 2027	**0.25** September 2028
7.10.2 Households with children in B&B over 6 weeks	**0** September 2025	**0**	**0** September 2026	**0** September 2027	**0** September 2028
7.10.3 Percentage of duties owed where homelessness was prevented or and relieved	**42%** Q2 July – September 2025	Higher than 46.5%	**45%** July – September 2026	**48%** July – September 2027	**50%** July – September 2028
7.10.4 Percentage of duties owed where homelessness was prevented or relieved for households experiencing multiple disadvantage (Placeholder metric)	To be Confirmed				
7.10.5 Number of people sleeping rough on a single night	**2** November 2025	No Target	**1** November 2026	**1** November 2027	**0** November 2028
7.10.6 Number of people sleeping rough over the month who are long term	**1** November 2025	50% reduction by the end of Parliament	**1** November 2026	**0** November 2027	**0** November 2028

South Norfolk Key Performance Measure	Baseline figure Autumn 2025	Target Checkpoint 1 Autumn 2026	Target Checkpoint 2 Autumn 2027	Final Target Checkpoint 3 Autumn 2028
23_SNC_26 Percentage successful interventions to prevent resident homelessness	**87.88%** Q2 July – September 2025	**80%** Q2 July – September 2026	**80%** Q2 July – September 2027	**80%** Q2 July – September 2028

3. Monitoring and Governance

Delivery of the action plan will be monitored through the officer-led Individuals and Families Programme Board and team monthly dashboard reviews. Progress will be formally reported quarterly to the Portfolio Holder for Communities and members of the South Norfolk Communities Committee. We will share progress with the Shelter Lived Experience Advisory Group and the Norfolk Homelessness Solutions forum and the Norfolk wide Housing Manager led Housing Advice and Allocations Lead Officer (HAALO) group. These partnerships will help drive accountability, share learning, identify emerging challenges and ensure a coordinated county-wide response to homelessness and rough sleeping.

A Housing Intelligence Hub will support this, bringing together real-time data from homelessness, housing delivery, housing standards, planning, and benefits. This means provision of clear, measurable progress against the action plan and other related strategies such as the Housing Strategy.

4. Action Plan

The Broadland and South Norfolk Homelessness and Rough Sleeper Strategy was published in October 2025 with the vision *From small acts to big changes: Together we can stop homelessness.* The strategy comprises four priority areas. Each priority builds on and links with the others to take a comprehensive approach to achieving our vision and target measures. Many of the actions listed within the strategy fit in more than one priority area and overall, they support the achievement of the reduction in homelessness and increase in homelessness prevention and relief to support the required achievement of the Local Outcomes Framework targets above.

Prevention This priority focuses on early intervention and prevention of homelessness and rough sleeping	**Accommodation** This priority focuses on the relief of homelessness and rough sleeping, including temporary accommodation and supported housing
Housing Solutions This priority focuses on long-term housing solutions and support to sustain them	**Systems and Collaboration** This priority focuses on how we will achieve our aims, including how we will work collaboratively

The Action Plan will be dynamic and as it progresses, some actions may be amended and other actions added meaning it's responsive to emerging needs, policy changes, and opportunities for partnership working. Completed actions under the strategy are shown at Appendix A. Overall the purpose of the actions are to ensure that the targets set out above can be achieved.

Action	By When	Outcomes
Prevention		
Work across Housing Solutions Team and Housing Standards Team to support private rented tenants and local landlords, including with the implementation of the Renters Rights Act.	March 2027	Stronger relationships with landlords for: • Earlier prevention of homelessness • Increase in sustained private rented sector tenancies • Fewer households requiring temporary accommodation
Advocate for greater data sharing and if practicable, identify a model in which the Council can utilise	March 2028	Agreed data sharing model enabling: • Earlier identification and support for households at risk of homelessness

Action	By When	Outcomes
household data appropriately across a number of sources to offer early intervention work.		• Increased opportunities for homelessness prevention through timely intervention. • More coordinated and intelligence-led support for residents. • Stronger partnership working and appropriate data sharing across services. • Improved housing outcomes through proactive and preventative approaches.
Building on the success of our housing triage team located in the Help Hub. Linking households directly into additional services, creating a wrap-around support approach.	March 2029	Integrated referral pathways to housing and wider support services supporting: • Increased access to early intervention and preventative support. • More households receiving coordinated, wrap-around support tailored to their needs. • Improved housing stability, wellbeing and independence for residents. • Stronger links between housing and partner services, enabling better resident outcomes. • Reduced risk of homelessness through timely access to support and advice.
Accommodation		
Increase and ensure effective use of the Council's own supply of Temporary Accommodation (TA). Providing high quality accommodation with access to services and green spaces.	March 2027	• Provision of good quality TA to meet diverse needs of households • Improved value for money
Work with other local authorities on a supported housing needs assessment and strategy for Norfolk.	March 2027	A comprehensive Norfolk Supported Housing Needs Assessment and Completed Supported Housing Strategy for: • Shared understanding of supported housing needs across the area.

Action	By When	Outcomes
		• Evidence-based commissioning and investment in supported housing. • Improved access to the right supported housing in the right places for those who are homeless or at risk of homelessness.
Working in partnership to facilitate delivery of supported housing, for all levels of need.	March 2030	Provision of Supported Housing in South Norfolk for: • A wider range of supported housing options • Increased housing stability and independence for people • Enhanced wellbeing and quality of life. Improved access to the right supported housing in the right places for those who are homeless or at risk of homelessness/
Work in partnership with providers of supported housing for smooth transition of requirements under the Supported Housing (Regulatory Oversight) Act 2023	March 2028	Partnership programme delivered to support providers with implementation for: • Strong provider readiness for new regulatory requirements. • Consistent standards across supported housing provision. • Reduced disruption during regulatory transition. • A sustainable and high-quality supported housing sector. • Better outcomes for residents through improved service standards.
Seek to extend our Housing First offer, providing dedicated housing and intensive support for people with experience of rough sleeping and those with complex needs	March 2027	Provision of additional Housing First units meaning: • Increased access to Housing First. • Greater tenancy sustainment and housing stability. • More successful moves into settled accommodation. • Improved independence and long-term housing outcomes. • Reductions in rough sleeping and repeat homelessness
Seek appropriate sites for Homes of Multiple Occupation (HMO) accommodation to best support needs of rough sleepers.	March 2028	Increased supply of appropriate accommodation for people with experience of rough sleeping supporting: • Improved access to housing that supports stability, recovery, and independence.

Action	By When	Outcomes
		• Greater success in helping people move away from rough sleeping into settled accommodation. • Enhanced tenancy sustainment and positive long-term housing outcomes. • Improved wellbeing through access to suitable accommodation and support. Reductions in rough sleeping and repeat homelessness.
Housing Solutions		
Explore opportunities including direct intervention to increase access to the private rented sector.	March 2030	Introduction of evidence based interventions to: • Increase households accessing settled housing through the private rented sector. • Increase in successful prevention and relief of homelessness. • Increase move-on from temporary accommodation and homelessness services • Improve tenancy sustainment and housing stability. • Reduction in homelessness and risk of homelessness
Work with other local authorities to support victim-survivors to remain in their local areas where it is safe and appropriate to do so.	March 2029	An enhanced joint working approach between local authorities to provide housing options and support for victim-survivors. • More victim-survivors supported to remain safely in their local area where appropriate. • Improved access to coordinated housing and support services. • Greater housing stability, wellbeing and independence for victim-survivors. • Stronger partnership working to deliver effective, person-centred support. Reduction in homelessness presentations.
Evaluate the shared housing pilot for single person households, use learning from the scheme to make recommendations for any future versions.	March 2028	Evidence-based recommendations informing future shared housing opportunities for single-person households for:

Action	By When	Outcomes
		• Increased housing choice and affordable opportunities for single-person households. • Reduction in homelessness due to increased move on options/ability to prevent homelessness.
Develop a long-term programme of outcomes tracking in both homelessness and rough sleeping areas. Helping us to understand what works, when and for whom.	March 2030	Implementation of anonymised outcomes tracking framework supporting: • Continuous improvement in service delivery and resident outcomes. • Effective and targeted homelessness and rough sleeping interventions. • Evidence-based decision-making and service planning. • Enhanced ability to demonstrate the impact of homelessness and rough sleeping services. Ability to target interventions to the type of household and their needs at prevention and relief stages of homelessness.
A pilot project with a Registered Provider partner - incentives for downsizing for households in socially rented homes – freeing up larger homes	March 2027	A completed project and evidence base demonstrating: • More social housing tenants enabled to move to accommodation that better suits their needs. • Greater availability of larger family homes through better use of existing housing stock. • Improved housing outcomes through increased mobility within the social rented sector.
Systems and Collaboration		
Commence a programme of working with people with lived experience of homelessness to make sure our offer is right and meets needs, including a housing guide.	March 2027	Completion of projects, including a reviewed and co-produced housing guide for residents led by people with lived experience and a local service meaning: • Increased use of lived experience to shape and improve services.

Action	By When	Outcomes
		• A reviewed and co-produced housing guide led by the lived experience group and a support organisation. • Greater understanding between people with lived experience of homelessness and council staff. • More effective, person-centred services informed by resident insight. • Stronger collaboration and engagement in service development.
Work in partnership between the rough sleeper team and Norfolk and Suffolk Foundation Trust (NSFT) to enable street based mental health provision in the districts.	May 2027	Partnership working with a NSFT Mental Health Practitioner for: • Improved mental health and wellbeing for people experiencing or at risk of rough sleeping. • Increased engagement with appropriate mental health services. • Greater tenancy sustainment and housing stability. • Reduced repeat homelessness and rough sleeping. • Improved long-term outcomes, independence and resilience for residents.
Making an offer of trauma informed training to reception staff	December 2026	Delivery of trauma-informed training for reception and frontline customer-facing staff so: • Greater understanding of trauma and its impact across Customer experience team. • Improved resident experience through compassionate and person-centred interactions. • Enhanced engagement with first point of contact services among vulnerable households.
Work with Leaving Care teams to improve housing pathways for care leavers.	March 2027	Strengthening of housing pathways, supported by partnership working and agreed protocols with Leaving Care teams for: • Effective housing pathways for care leavers.

Action	By When	Outcomes
		• Greater housing stability, tenancy sustainment and independence. • Improved long-term outcomes and wellbeing for care leavers • Reduction in number of care leavers who are homeless or loose initial accommodation.

Appendix A: Completed Actions

The actions below are currently in implementation. Evaluation as part of the monitoring process will be undertaken to establish learning from the actions and how they have contributed to expected outcomes.

Action	Year Completed	Expected Outcomes
Prevention		
Introduce an early notification scheme for registered providers and other partners where households have low but ongoing arrears or are at risk of losing accommodation.	2026/27	Introduction of pilot scheme with ten Registered Provider partners: • Earlier proactive support for households at risk of losing their accommodation. • More successful prevention of homelessness through early intervention. • Stronger partnership working and coordinated support for residents. • Improved financial resilience and access to appropriate advice and assistance.
Review efficacy of Early Intervention and Prevention roles. Identify opportunities to embed the roles.	2026/27	Formal agreement to recruit to Early Intervention and Prevention Officer posts meaning: • Earlier support for households at risk of homelessness. • Increased prevention of homelessness through proactive intervention.

Action	Year Completed	Expected Outcomes
		• Greater housing stability and tenancy sustainment. • Access to person-centred housing support. • Enhanced wellbeing, resilience and independence for residents.
Participating in Family Connect with Norfolk County Council.	2025/26	Agreement made to participate meaning: • Earlier awareness of safeguarding issues for children. • Quicker action by partners to resolve issues, including housing.
Accommodation		
Within the rough sleeper team, embed a pilot offering space for dogs to encourage uptake of accommodation and support offers.	2025/26	Rough Sleeper Accommodation site available that is dog-friendly for: • Increased uptake of accommodation by individuals with dogs. • Improved engagement with homelessness and support services. • Enhanced wellbeing, housing stability, and tenancy sustainment. • Greater success in supporting people away from rough sleeping into settled accommodation.
Housing Solutions		
Embed Sanctuary Schemes in South Norfolk. implementing measures to ensure victim-survivors of domestic abuse can remain in their homes, where appropriate.	2026/27	Formal agreement to extend scheme in each area to provide: • Improved housing stability and safety for people affected by domestic abuse. • Increased access to coordinated housing and support services. • Enhanced wellbeing, independence and resilience for victim-survivors.

Action	Year Completed	Expected Outcomes
		• Greater focus on early intervention and positive long-term housing outcomes.
Foster programmes of move-on support to help sustain housing	2026/27	1. Agreement of Move-on and Floating Support Officer roles 2. Internal Tenancy Awareness Courses reviewed by Shelter Lived Experience Advisory Group (LEAG) To support: • Increased access to settled and sustainable housing solutions. • Improved housing stability, wellbeing and independence for residents. • More successful homelessness prevention and housing sustainment outcomes. • Enhanced capacity to provide proactive and person-centred support. • More effective use of resources to deliver positive resident outcomes.
Research levels of host interest in a lodgings scheme	2026/27	Pilot lodgings scheme with partner funded for 2026/27 to support: • Increased access to suitable housing options. • Greater independence, wellbeing and resilience for participants. • More successful homelessness prevention outcomes. • A stronger evidence base to inform future housing provision and service design.
Systems and Collaboration		
Improving pathways to prioritise customers accessing the service	2026/27	Pilot project undertaken to prioritise “Homeless tonight” customers at front door to ensure: • Timely support for households facing an immediate housing crisis.

Action	Year Completed	Expected Outcomes
		• Improved prevention of rough sleeping and homelessness. • Enhanced customer experience through a responsive front-door service. • A stronger evidence base to inform future service delivery.
Have a best-in-class officer team, retaining and developing expertise, with proactive and people focused officers.	2026/27	A skilled, knowledgeable and resilient officer team with: • Increased professional development and expertise. • Consistent delivery of high-quality services. • Proactive and preventative approaches embedded across services. • Positive customer experiences and outcomes.
Work collaboratively with the People from Abroad Team to support our Ukrainian guests and refugees to integrate into their communities.	2025/26	Bespoke officers providing support, advice and signposting to access housing, employment, education, healthcare and local services to enable: • Greater independence, confidence and integration • Improved access to sustainable housing, employment, education and essential services.
Support the Norfolk Homelessness Solutions Forum and Steering Group and be a collaborative partner in the Norfolk Domestic Abuse Partnership Board	2026/27	Working together to achieve: • More coordinated and effective support for households experiencing homelessness or domestic abuse. • Improved prevention outcomes and access to support services.
Advocate for funding to make sure no one with any known vulnerabilities face any nights on the streets, and where no vulnerabilities are known, rough sleeping is limited	2026/27	Supported and coordinated six local bids to the Ending Homelessness in Communities fund by: • Funding opportunities identified and pursued. • Partnerships developed to support funding applications.

Action	Year Completed	Expected Outcomes
		Note: Bids in South Norfolk area were not successful.
Embed the outcomes and findings of the Ending Rough Sleeping Risk Assessment Tool (ERSRAT) pilot project	2026/27	Government recommended implementation of ERSRAT nationally enabling: • More effective and tailored interventions to meet individual needs. • Improved housing stability and positive housing outcomes. • More people supported to access and sustain suitable accommodation.