

North Norfolk District Council

Homelessness Review

September 2025

Contents

Introduction

- Why are we doing this?
- What do we mean by homelessness?
- What does the review cover?
- How was the review carried out?

About North Norfolk

- Our communities
 - The west of the district
 - The central part of the district
 - The east of the district
- Demographics
- Economics
- Connectivity
- Environment
- Housing

Area one

The levels, and likely future levels, of homelessness in the district

- Volume of approaches
 -
 - Duty to refer
- Reason for approaches
 - Reason for loss of last settled home for households owed a homelessness duty
 - Main reason for loss of Assured Shorthold Tenancy

- Timing and outcome of approaches
 - Outcome at the end of a Prevention Duty
 - Accommodation outcomes for successful Prevention Duty cases
 - Breakdown of prevention activity where accommodation was secured as the outcome of a Prevention Duty case
 - Outcome at the end of a Relief Duty
 - Breakdown of prevention activity where accommodation was secured as the outcome of a Relief Duty case
 - Accommodation outcomes where accommodation was secured as the outcome of a Relief Duty case
 - Main Duty decisions
 - Priority need of households owed a main duty
 - Outcomes for households where a main duty is ended
- Demographics of approaches
 - The composition of households owed a Prevention Duty
 - The composition of households owed a Relief Duty
 - The age of the main applicant owed a Prevention or a Relief Duty
 - Nationality of main applicant owed a Prevention or Relief Duty
 - Ethnicity of main applicant owed a Prevention or Relief Duty
 - Sexual identification of main applicant owed a Prevention or Relief Duty
 - Employment status of main applicant owed a Prevention or Relief Duty
 - Support needs
- Rough sleeping
- Challenges and opportunities
 - Political
 - Economic
 - Social
 - Technological
 - Legal
 - Environmental
- Likely future levels

Area Two

The activities which are carried out towards the prevention and relief of homelessness

- Prevention
 - North Norfolk District Council Community Outreach
 - North Norfolk District Council Help Hub
 - Discretionary Housing Payments (DHP)
 - Norfolk Citizens Advice Debt Counselling service
- Relief
 - Out of hours service
 - Sanctuary Target Hardening
 - Severe Weather Emergency Protocol
- Accommodation
 - First stage accommodation
 - Temporary Accommodation Placements
 - Composition of households placed into temporary accommodation
 - Temporary Accommodation Expenditure
 - Second stage accommodation
 - Supported housing schemes
 - Long term accommodation
 - Affordable housing stock in North Norfolk District Council area
 - Your Choice Your Home – Housing Register
 - Your Choice Your Home Lets
 - Housing Register by bedroom need (snapshot 31 August 2025)
 - Affordable Housing Delivery 2019 – 2025
 - Affordable housing delivery by scheme type
 - Affordable housing delivery by tenure and allocation type
 - Affordable housing (all types) delivery by bedroom size
 - General needs rented delivery by bedroom size
 - Net gain – Affordable housing delivery minus Right to Buy and voluntary landlord sales
 - Assessed Need

- Future delivery and pipeline
- Affordable housing pipeline by tenure and allocation type
- Privately renting in the North Norfolk District Council area
- The Local Housing Allowance rates for the North Norfolk District Council area
- Local monitoring of the private rental market
- Analysis of Housing Benefit claims in payment – July 2025
- LIFT platform
- A shrinking Private Rented Sector
- Recovery
- Cross-pathway services
- Key generalist services
- Systems support
 - Internal Audit
 - Overview Task and Finish - Homelessness
 - Corporate Peer Review
 - Domestic Abuse Housing Accreditation
 - Shelter Systems Thinking
 - Homeless Link Trauma Informed Care
- Strategy delivery and action plan monitoring

Area 3

The resources available for the prevention and relief of homelessness

- The Council
 - Housing Options Team resource - 1 April 2019 – December 2021
 - Housing Options Team resource - December 2021 – May 2026

Next steps and timetable

Glossary

Introduction

Why are we doing this?

Under the Homelessness Act 2002, all housing authorities are required by law to produce a Homelessness and Rough Sleeping Strategy once every five years. Before publishing the strategy, housing authorities have the power to carry out a review of homelessness services in their district. North Norfolk District Council published its last strategy in December 2019. It aims to publish its next strategy document before the end of 2025.

The Council's Corporate Plan 2023-2027 – Putting North Norfolk and its Communities First – A Council placing the environment and our communities at the heart of everything we do, particularly our rural villages, businesses, those affected by the housing crisis and the challenges facing our unique environment. Meeting our Housing Need is one of five priorities sitting alongside Our Greener Future; Developing our communities; Investing in our Local Economy and Infrastructure; and A Strong, Responsible and Accountable Council.

In terms of homelessness: approaches to the Council's Housing Options Team have doubled since the last strategy was published.

Homelessness is a problem that the Council seeks to resolve in partnership, because no agency possesses the skills and resources to resolve homelessness on its own due to its complex and interconnected nature.

What does the review cover?

In line with the requirements of the Homelessness Act 2002 and Homelessness Code of Guidance 2018 (as amended February 2024), the review covers:

Area One

- The levels, and likely future levels, of homelessness in the district

Area Two

- The activities which are carried out towards the prevention and relief of homelessness

Area Three

- The resources available to the Council, the social services authority, other public authorities, voluntary organisations and other persons for such activities

The review seeks to identify useful practice, gaps, challenges and opportunities within the district. However, the review does not make any recommendations as to how to address the issues raised. The review will inform the production of the Council's next Homelessness and Rough Sleeping Strategy 2025-2030.

How was the review carried out?

The review consisted of the following:

- *Data analysis:* The Council analysed data gathered from the services it directly provides including statistical returns for Statutory Homeless Cases and Rough Sleeping

Statutory homelessness data is collected by all Local Authorities in England with responsibilities under the Homelessness Reduction Act 2017 (HRA). This data is often referred to as H-CLIC data which stands for Homelessness Case Level Information Collection. Local Authorities collect detailed, case-level information on all homelessness applications, regardless of the outcome, to monitor and improve services under the HRA.

We use this along with our own data to monitor changes in the of households approaching us as potentially homeless, as well as to identify trends in homelessness and homelessness outcomes over time. We also use it to compare the situation in the North Norfolk with other regions and areas of England. The annual H-CLIC data for 2019/20 through to 2023/24 was used to examine trends in statutory homelessness over the lifetime of the strategy. Data for 204/25 is not yet available through so we have also in places provided high level data for 2024/25. To assess rough sleeping we have examined the MHCLG's data on rough sleeping collected through annual snapshots and monthly data gathered via the data-led framework.

- Data analysis: partners. The Council obtained data gathered by others operating or commissioning services in the district where possible.
- Market trends and publicly available information
- Questionnaires to partners and stakeholders and an online survey for residents.
- Group sessions with officers working within People Services (including Housing Options, Benefits, Early Help and Prevention and Housing Adaptations) and the Housing Strategy Team.
- Insights gained from work undertaken throughout recent years including DAHA (Domestic Abuse Housing Accreditation) Process; Allocations Policy Review and consultation (Your Home, Your Choice partners, applicants and residents), Shelter Systems Thinking including service user feedback and mystery shopping, Homeless Link Trauma Informed Care research programme, the Overview and Scrutiny Task and Finish Group on Homelessness, the Local Government Association Corporate Peer Challenge, the East of England Local Government Association review of Temporary Accommodation and Internal Audit Housing and Homelessness.

What do we mean by homelessness and rough Sleeping?

The legal explanation of homelessness set out in Part 7 of the Housing Act 1996¹⁰ states, in summary, that a person is homeless if they have no accommodation available for his occupation, in the United Kingdom or elsewhere, which they are entitled to occupy.

The Act goes on to say, in summary, that a person is also homeless if they are unable to gain entry to accommodation they are entitled to occupy or if it is unreasonable for them to continue to occupy that accommodation. This could be because the accommodation is unfit to occupy or is unsafe, for example because of the threat of violence or domestic abuse.

A person is threatened with homelessness, according to the Act, if it is likely that they will become homeless within 56 days.

In order for the Council to owe a legal duty, a person also needs to be eligible for homelessness assistance. This depends on immigration and residence status. There are different rules for British and Irish nationals and people from abroad¹¹.

Rough sleeping has a narrower definition. According to the government¹² rough sleepers are defined for the purposes of rough sleeping counts and estimates as:

- people sleeping, about to bed down (sitting on/in or standing next to their bedding) or actually bedded down in the open air (such as on the streets, in tents, doorways, parks, bus shelters or encampments)
- people in buildings or other places not designed for habitation (such as stairwells, barns, sheds, car parks, cars, derelict boats, stations, or 'bashes').

For the purposes of collection of data and publication of statistics, homelessness and rough sleeping are treated separately. Rough sleeping has been the focus of much of the government's efforts and funding in recent years, with a still existing commitment to 'End Rough Sleeping for Good' set out in the national rough sleeping strategy published in 2022¹

About North Norfolk

North Norfolk District Council marked its 50th anniversary in 2024 and will probably have been subsumed into a larger unitary council which will be in its infancy when we are due to update this strategy in 2030.

The Local Government Association Peer review in 2023 found a Council which performs well, cares for and is delivering for its residents. Officers and elected members have a clear understanding of the needs, wants and challenges in the district and are passionate about delivering for their communities.

Our communities

The North Norfolk District Council area is a largely rural, covering 360 square miles and includes 43-mile coastline and one third of the Norfolk Coast National Landscape. These factors lead to it having one of the highest percentages of second and holiday homes in the UK and being attractive to retirees resulting in the oldest age profile in the UK. The district has 120 town and parishes and 31 of these had more than 20% of their dwellings used as holiday homes or second homes in 2023, with 2 parishes (Morston and Salhouse) having 50% or more, 2 parishes (Blakeney and Cley-next-the-Sea) having more than 40% and 1 (Wells-next-the-Sea) having more than 30%.

The main settlements in the district are its seven towns: North Walsham (population 12,634), Cromer (population 7,683), Fakenham (population 7,617), Sheringham (population 7,367), Holt (population 3,810), Stalham (population 3,276) and Wells-next-the-Sea (population 2,165), along with Hoveton (population 1,759) and a further two large villages; Briston/Melton Constable, and Mundesley. These settlements are distributed evenly across the district and accommodate around half of the population whilst the remaining population live in the large number of smaller villages, hamlets and scattered dwellings which are dispersed throughout a large rural area. Overall, the district is one of the most rural in lowland England.

The west of the district - remains very rural and is poorly served by public transport. Much of this area is designated as National Landscape with numerous designated Conservation Areas. House prices are notably higher than other parts of North Norfolk and in the coastal area a higher percentage of the homes are in use as second homes. The main centre is Fakenham a historic market town which acts as a local centre for employment, retail, health and higher education meeting the needs of the town and a large rural hinterland.

Wells-next-the-Sea is an attractive town and important tourist destination and acts as a local service centre. Its remote location and high house prices create problems for local people needing affordable housing including essential key workers. The town and surrounding area are within the Norfolk Coast National Landscape.

The central part of the district - served by Cromer, Holt and Sheringham has a strong tourist and retirement character. These three towns are physically closely related and are considered functionally linked in relation to access to services and employment. Both Sheringham and Cromer benefit from main line railway stations providing services to Norwich and beyond.

Cromer is an attractive Victorian resort town and acts as a local centre for retail, local government and health services hosting the District Council offices and main hospital (Minor Injuries only).

Holt is a small Georgian town with specialist shops, galleries and an independent boarding school.

Sheringham is an attractive resort town and acts as a local centre for retail and leisure services.

The east of the district - forms part of the Norwich travel to work area with pockets of social deprivation. The coastal area suffers from potential blight associated with the risks of coastal erosion and tidal flooding.

North Walsham, a historic market town is the largest settlement in the district with many Listed Buildings. The town provides a wide range of public services, retail facilities, employment opportunities and good levels of accessibility and public transport (train and bus services). The town sits in an attractive landscape but is relatively unconstrained in terms of landscape and ecological designations relative to other parts of the district.

Hoveton and Wroxham sit astride the River Bure and together are the main 'gateway' to the Norfolk Broads. Although Hoveton is a village, rather than a town, its size, particularly taken with Wroxham (in Broadland District), means that it acts as a local retail and service centre.

Stalham is a small market town lying on the northern edge of the Norfolk Broads and has the largest boat hire business on the Broads. The town and surrounding area have high levels of commuting into the Norwich and Great Yarmouth areas, due to the limited employment opportunities available locally.

Demographics

Between 2011 and 2021 censuses the population of North Norfolk grew from 101,499 to 103,000 an increase of 1.5%. By comparison in the same period the population of England and Wales grew by over 6% and the population of the East of England grew by over 8%. However, the number of households in North Norfolk increased from 46,046 to 48,400 an increase of 5% compared to an increase for England and Wales of 3% and the East of England of 6%.

The current population is estimated to be around 105,000 with a predicted population of 112,078 by 2036 (ONS 2016).

In 2021 33% of the North Norfolk population was aged 65 and over, the highest proportion for any district in England and Wales, by comparison the proportion aged 65 and over in England and Wales was 19%. In contrast North Norfolk has lower proportions of younger ages, only 13% of the population is aged under 15 compared to 17% in England and Wales.

The population is predicted to age further so that by the end of 2036 around 40% of the district population will be over 65 with a diminishing proportion of the total population remaining economically active.

Retirement has been a major cause of the net inward migration which has fuelled population growth in the area over the last thirty years or so (although deaths have exceeded births in the area during this period). This attractiveness to retired “incomers” is an economic resource that supports a range of local services, businesses and rural communities, but also raises challenges for housing, health care and provision of services.

Economics

The economy of North Norfolk remains narrowly based with a relatively high dependence upon employment in the agriculture, retail, public services and tourism sectors. The local economy is particularly characterised by the fact that most employees (84%) work in small businesses. Whilst there has been a change in the business base of the manufacturing sector with business closures/rationalisations in the food processing and engineering sectors in recent years, there has been a growth in employment in the manufacture of plastic and timber products and marine engineering/boatbuilding, which continue to perform strongly.

Today, significant numbers of employees in the district are engaged in the provision of education, health and social care, public administration, retail and tourism. In recent years the tourism sector has enjoyed growth through investment in quality accommodation and attractions, and a move to year-round operations capturing short breaks and specialist markets, in addition to the traditional summer holiday.

Whilst most of North Norfolk’s towns have small industrial estates, the main concentration of manufacturing employment is in Fakenham and North Walsham. Cromer, Mundesley, Sheringham and Wells-next-the-Sea are traditional destination resorts, and Hoveton acts as an important centre for Broads-based tourism.

While North Walsham historically had a strong level of self-containment in terms of local businesses and employment opportunities, over the past twenty years, several of the towns largest employers have scaled back their workforce or closed. Increasing numbers of local people travel out of the town for work. This has meant that the town has become increasingly dormitory in its function and this, together with changing consumer trends more generally, has had an impact on the strength and vibrancy of the historic town centre, compounded by a withdrawal of several high street banks and retailers from the town. The town centre has been improved in recent years with over £3m of investment via the Historic England Heritage Action Zone scheme.

A short distance from North Walsham there are two important strategic employment sites – the Bacton Energy Hub and Scottow Enterprise Park (former RAF Coltishall airbase), which have significant growth potential in the future to accommodate new businesses and employment – particularly in new and emerging energy sectors (hydrogen production, carbon capture and local electricity generation).

The Annual Survey of Hours and Earnings (ASHE) – Office for National Statistics reports on employee earnings. The average earnings for those in full time employment in 2022 was £32,113 with a median of £28,759 however this drops to £25,505 and £23,864 respectively when all employees are included. In 2022 the median house price in north Norfolk was £300,000 which is over 10 times the median income resulting in home ownership being unaffordable for many.

Connectivity

North Norfolk's peripheral location is reflected in the fact that it has no trunk roads or motorways. Only the A140 (Cromer to Norwich), the A148 (Cromer to King's Lynn - via Holt and Fakenham but also serving Sheringham) and the A1065 (Fakenham to Mildenhall) are regarded as part of the national 'primary route network'. Other important routes are the A1067 (Fakenham to Norwich), the A149 (Cromer to Great Yarmouth – via North Walsham and Stalham) and the A1151 (linking the A149 at Smallburgh to Norwich via Hoveton).

The only public rail service is the 'Bittern Line', operated by Greater Anglia, linking Sheringham, Cromer, North Walsham and Hoveton with Norwich.

Most of North Norfolk's villages are served only by very limited public bus services. The 'Coasthopper' bus service runs from Hunstanton to Cromer and Mundesley, providing a popular regular service for locals and visitors along the coast. Related to the modest level of public transport services across the area is the finding from the 2011 Census that 84% of households in North Norfolk owned at least one car or van and 37% owned two or more vehicles. The Norwich Northern Distributor Road (NDR) has improved access to and from the east of the district and provides a more direct link to the A11.

The nearby urban area and major economic, social and cultural centre of Norwich (Norwich Urban Area population of 213,166) is situated some 22 miles to the south of Cromer and exerts a significant influence over parts of the district. The towns of Kings Lynn situated 20 miles to the west of Fakenham and Great Yarmouth situated 16 miles to the south-east of Stalham are the other principal neighbouring settlements, but their impact on the district is far more limited.

Environment

The risk of flooding in North Norfolk is not widespread and comes predominantly from a combination of tidal and fluvial sources. Tidal and coastal flooding are the most significant, as the district is bounded to the north and east by the North Sea and many of its watercourses are tidally influenced. Flooding can also occur due to fluvial risks associated with rivers. Collectively several growth settlements are at risk from localised fluvial flooding including parts of Fakenham, Wells-next-the-Sea, Hoveton, Mundesley, Horning, Sea Palling and Potter Heigham. Flood risk is also

due to surface water runoff and groundwater sources, due to rock strata and springs, culverts, and potentially, the overloading of drainage and sewer infrastructure. Heavy rain and areas of low-lying land and poorly maintained culverts can exacerbate flood events.

The North Norfolk coast features soft, erodible cliffs, making it one of the fastest eroding coastlines in Europe. The traditional 'hold the line' approach to sea defences is becoming unaffordable and unsustainable in many areas, leading to a proposed shift towards 'managed realignment'.

Climate change, is predicted to result in sea level rise, increased coastal erosion and result in more increased short-duration, high intensity rainfall which will have the potential to compound flood events and risk, threatening communities and infrastructure.

New developments are subject to nutrient neutrality requirements to manage phosphate and nitrate pollution from agricultural and urban sources to protect biodiversity.

Housing

The district has a challenging housing market. It has an ageing population and attracts many incoming retirees, meaning it has the highest percentage of homes owned outright in the country (increasing from 45.8% to 48.6% between 2011 and 2021) – helping to fuel rising house prices. The district is rural and coastal and a popular holiday destination, resulting in high levels of second homes (Council Tax records April 2025 show 5,980 Second Homes, over 10% of all Council Tax homes). There are also significant numbers of properties used as holiday lets (Business rates data shows 2,335 holiday lets as at April 2025).

These combined housing market forces result in a very limited pool of 'normal' properties available to meet the needs of local households. This is further exacerbated by a relatively low wage economy in North Norfolk, meaning an affordability index of 10.26 (ratio of median house price to median gross annual residence-based earnings) and putting homes beyond the reach of many local households.

The percentage of properties in owner occupation slightly decreased from 70.5% in 2011 to 69.3% in 2021, the number of privately rented properties increased slightly from 16.3% to 17.7% whilst the number of properties which were socially rented remained broadly the same at 13%. In such a challenging market for local homebuyers the Private Rented Sector (PRS) should play an important part in the housing landscape in the district. However, the sector appears to be shrinking rapidly, rather than growing to fill the gap left for those who cannot afford to buy. Unfortunately, good quality data on the size of the PRS is not readily available between the Census but all the information available shows a decline in PRS homes in the district.

Only 0.6% of the districts private sector housing stock achieves an energy performance rating banding of category A or B, 16% category C, 35% category D, 24% category E, 17% category F and 6% category G. In total 76.2% of North Norfolk's private sector properties can be classed in

bandings C-E, in comparison to 93.5% of those across England. The number of private rented dwellings in North Norfolk with an energy performance rating of band of E, F and G is estimated to be 43%, which is significantly above the 24.4% average for England.

National Homelessness Context

Over the lifetime of the previous strategy external factors have presented the Country and the Homelessness sector with significant challenges with impacts felt by all Public Services and the Public. These factors include the Covid Pandemic, global conflict, global supply chain issues, the cost-of-living crisis and consistently stretched Health and Social Care services. These issues combined with an already existing lack of social housing, and increasingly unaffordable open market and private rented sectors have contributed to a significant increase in those suffering housing insecurity today.

Covid

In 2020, during the Covid-19 pandemic, the Government implemented the 'Everyone In' policy. This policy equipped local authorities with the mandate and resources to provide temporary accommodation for all rough sleepers to keep them safe during the pandemic. Around 37,000 rough sleepers in England were housed in temporary accommodation. The policy enabled housing teams to help even the hardest-to-reach and street-attached rough sleepers.

Housing affordability and availability

There is a growing lack of affordable housing in the UK. Recent global factors, such as the cost-of-living crisis, rising energy bills, and inflation rising at unprecedented levels, have made it much more challenging for residents to pay essential housing bills.

Global Conflict

Conflicts in Syria, Afghanistan and Ukraine have also impacted on both National and Local Homelessness services. Refugees from all three conflicts have been awarded special status to reside in Britain and have become the responsibility of Local Authorities to house on their arrival.

Brexit

The impact of Brexit also means that there is a new sub-group of European nationals who no longer have the right to work in the UK. If they are homeless or sleeping rough, they no longer qualify for public funding and their housing options through local authorities are highly limited.

Nutrient Neutrality

In 2022, Natural England - the body which advises the government on environmental matters - said several rivers in the country, including the Wensum and the Broads, were in "an unfavourable condition" and warned that extra wastewater from new housing developments could make things worse. North Norfolk (along with other Norfolk local authorities) were advised plans for new homes could only be approved if appropriate mitigation strategies were in place.

Global Supply Chain Issues and Financial Uncertainty

One of the key tools in relieving homelessness is the provision of new housing. The increased costs involved in global trade since 2020 have been particularly significant for the building industry. The impacts of the increased costs of materials and import delays caused by the pandemic and Britain leaving the European Union have pushed the costs of building new homes to a record high. Inflation has also had an impact as both Registered Providers and Private Developers face an increased cost of borrowing leading to a more risk averse approach to large scale housing projects.

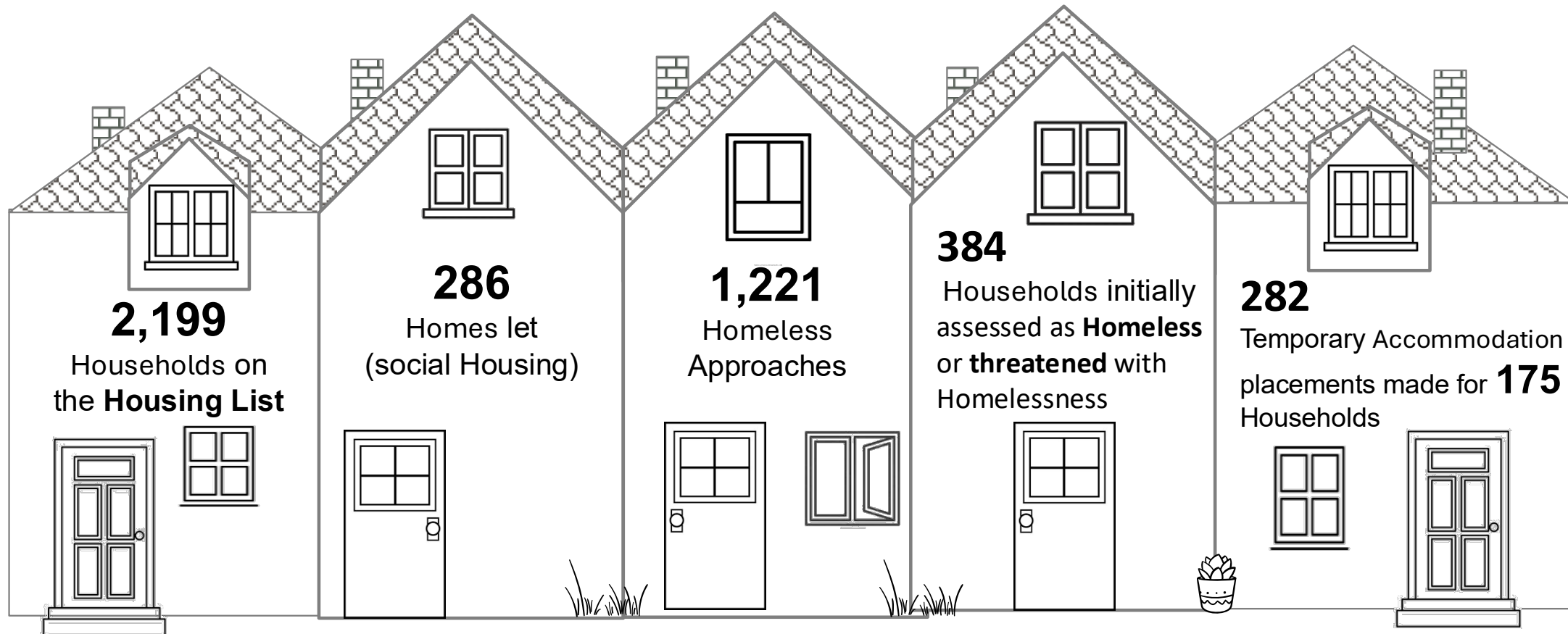
Legislation

The implementation of the Homelessness Reduction Act in 2018 changed the way that homelessness services are delivered by local authorities. There have also been further changes to legislation, such as the Domestic Abuse Act, which placed further duties on local authorities to provide temporary accommodation to all who are homeless because of domestic abuse.

Area 1

The levels, and likely future levels, of homelessness in the district

2024/25 Year in Numbers



The levels, and likely future levels, of homelessness in the district

Volume of approaches

Households initially access the Housing Options Team via a Triage system. The Housing Officer will determine whether there is significant information (Reason to believe a household is homeless or is facing homelessness) on first approach or whether the household just requires general advice and assistance.

Total Approaches

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Triage	1,018	724	759	1,004	1,112	1221
Increase/decrease on previous year		-28%	+5%	+32%	+11%	+10%

Source: NNDC Homeless Case Monitoring.

The number of approaches for assistance has fluctuated over the period with reductions from the 2019/20 level in 2020/21 and 2021/22 which are likely to be due to Government measures introduced during the pandemic, numbers returned to pre-pandemic levels in 2022/23 and have steadily risen since which is likely to be due to lifting of Government measures and the so called 'cost of living' crisis. There has been a 20% increase between 2019/20 and 2024/25 in households approaching the Council.

To date in 2025/26 there have been 622 (as at end of September) approaches which means that the total approaches continue to rise and for 2025/26 is likely to exceed 1300

Where a household is not at risk of homelessness, appropriate advice will be given, and the case will be closed. Where it is determined that a duty is not owed, but the household could potentially be at risk in the future the case will remain open and early intervention support will be provided to try and resolve the housing issue before reaching crisis.

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Advice/Early Intervention	589	437	426	614	712	834
Increase/decrease on previous year		-26%	-3%	+44%	+16%	+17%

Source: NNDC Homeless Case Monitoring.

Early Intervention

Early Intervention

Since 2001 the local authority has started to identify customers from the housing register that could be at risk of presenting to the authority as homeless, this is called Early Intervention. This is being encouraged through existing policies and programmes from government as it has been identified that to work with customers at a much earlier stage could prevent them from triggering a prevention or relief duty. This is a measure that has been difficult to capture as not all outcomes are able to be captured, for example those that withdrew from the process, and this could be that they had received the advice they were looking for and didn't require the support of the local authority. There has been some success, which is good as this is one less applicant presenting to the authority. This type of early identification is difficult and finding preventive solution is more difficult due to the slowly reducing private rented sector and landlords leaving the market.

Early Intervention Outcomes

	2021/22	2022/23	2023/24	2024/25
Secured alternative accommodation for 6+ months	1	26	20	27
Sustained Existing Accom			2	11
Supported accommodation secured			1	4
At risk of Homeless - Prevention Duty Owed		13	27	14
Homeless - Relief Duty Owed		3	5	5
Contact lost	3	54	37	33
Withdrew application / applicant deceased		21	13	15
Refused to cooperate		3	2	2
No longer eligible		2	1	
Issues resolved using info and advice given		22	28	16
Referrals made to other service/agencies		4	3	
Case still open under Early Intervention				2
Total	4	148	139	129

Area for further consideration: There is no requirement to provide further data to Government on the approaches that do not result in a duty (prevention, relief or main duty). Better understanding of homeless approaches (that do not result in prevention or relief duties) to help identify how best to manage these approaches to ensure that upstream prevention opportunities are maximised.

Statutory Homelessness Assessments

If it is determined that household is homeless or is facing homelessness, a full homelessness assessment will be undertaken to identify whether the applicant is owed either a Prevention or Relief duty or is not at risk of homelessness within 56 days

Prevention duty: Local authorities may deliver their prevention duty through any activities aimed at preventing a household threatened with homelessness within 56 days from becoming homeless. This would involve activities to enable an applicant to remain in their current home or find alternative accommodation to prevent them from becoming homeless. The duty lasts for up to 56 days but may be extended if the local authority is continuing with efforts to prevent homelessness.

Relief duty: The relief duty is owed to households that are already homeless on approaching a local authority and so require help to secure settled accommodation. The duty lasts 56 days and can only be extended by a local authority if the household is not owed the main homelessness duty.

Case Acceptance

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Households assessed	429	287	333	390	400	387
Households assessed as owed a duty	413	279	331	389	396	384
Of which						
Households owed a prevention duty	211 (49%)	91 (32%)	153 (46%)	178 (45%)	166 (42%)	146 (38%)
Households owed a relief duty	202 (47%)	188 (65%)	178 (53%)	211 (54%)	230 (58%)	238 (61%)
Not threatened with homelessness within 56 days - no duty owed	16 (4%)	8 (3%)	2 (1%)	1 (1%)	4 (1%)	3 (1%)

Source: Ministry of Housing Communities and Local Government (MHCLG) HLIC Statutory Returns and NNDC case level data.

The number of households assessed as being owed a homeless duty has varied over the strategy period and has reduced from 429 in 2019/20 to 396 in 2023/24. For 20224/25 (384) we have continued to see an overall reduction in the total number of households but have continued to see an increase from 2021 onwards of households being owed the a relief duty indicating that households are leaving it till crisis point (when actually homeless) to contact us.

Duty to refer

From 2018 certain named public bodies have a duty to refer users of their service who they have reason to believe are homeless or threatened with becoming homeless within 56 days, to a local authority of the service user's choice. The aim of the Duty is to ensure that the housing needs of service users are considered when they encounter other public authorities and recognises the role these have in preventing homelessness by making timely referrals. Over the strategy period the Council has received the following because of the Duty to Refer.

	2019/20	2020/21	2021/22	2022/23	2023/24	Total
Adult Secure Estate (prison)	0	0	1	0	0	1
Youth Secure Estate	0	3	0	0	0	3
National Probation Service	9	1	7	10	4	31
Community Rehabilitation Company	0	2	0	0	0	2
Hospital A&E, Urgent Treatment Centres or in-patient care	5	0	0	1	0	6
Mental Health in-patient care	0	4	1	1	0	6
Jobcentre Plus	1	0	0	1	0	2
Adult Social Services	1	1	2	0	0	4
Children's Social Services	0	0	1	3	1	5
Nil Recourse Team	0	0	0	0	0	0
Total	16	11	12	16	5	60

Source: NNDC case level data.

The Council encourages referrals from all agencies through the Early Help Hub managed through the Early Help and Prevention Team which sits alongside Housing Options within the People Services grouping.

Reason for approaches

Reason for loss of last settled home for households owed a homelessness duty

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Family or friends no longer willing/able to accommodate	95 (23%)	73 (26%)	63 (20%)	82 (21%)	102 (26%)	95 (24%)
End of private rented tenancy - assured shorthold	114 (28%)	41 (15%)	104 (31%)	132 (34%)	109 (28%)	101 (26%)
End of private rented tenancy - not assured shorthold	7 (2%)	10 (4%)	10 (3%)	18 (5%)	22 (5%)	12 (3%)
End of social rented tenancy	33 (8%)	10 (4%)	21 (6%)	14 (4%)	11 (3%)	4 (1%)
Eviction (supported housing)	7 (2%)	14 (5%)	12 (4%)	11 (3%)	7 (2%)	6 (1.5%)
Left institution with no accommodation available	7 (2%)	10 (4%)	7 (2%)	10 (3%)	6 (2%)	10 (3%)
Non-violent relationship breakdown with partner	59 (14%)	41 (15%)	51 (15%)	40 (10%)	45 (11%)	53 (14%)
Domestic abuse	32 (8%)	30 (11%)	51 (15%)	57 (15%)	62 (16%)	69 (18%)
Other violence or harassment	4 (1%)	7 (3%)	4 (1%)	5 (1%)	8 (2%)	0 (0%)
Home no longer suitable - disability / ill health	0 (%)	0 (%)	0 (%)	0 (%)	1 (%)	2 (0.5%)
Other reason	55 (13%)	43 (15%)	8 (2%)	20 (5%)	23 (6%)	31 (9%)
Total	413	279	331	389	396	384

Source: Ministry of Housing Communities and Local Government (MHCLG) HLIC Statutory Returns and NNDC case level data.

The main reasons for loss of last settled home for households owed a homelessness duty has been constant over the strategy period with loss of privately rented accommodation being the main reason except for 2020/21 when the Government intervened during the pandemic and placed an interim ban on housing evictions, from March 2020 to 31 May 2021. In 2022/23 domestic abuse overtook non-violent relationship breakdown as the third main reason for homelessness for those owed a homelessness duty. The main causes also mirror the picture across both the East of England and England as a whole.

Main reasons for loss of Assured Shorthold Tenancy

	2019/20	2020/21	2021/22	2022/23	2023/24
Difficulty in budgeting	10 (9%)	2 (5%)	4 (4%)	4 (3%)	2 (2%)
Increase in rent	0	0	0	1 (1%)	0
Reduction in employment income	2 (2%)	2 (5%)	1 (1%)	5 (4%)	4 (4%)
Changes in benefit entitlement	1 (1%)		1 (1%)		2 (2%)
Change in personal circumstances	8 (7%)	1 (2%)	1 (1%)	8 (6%)	7 (6%)
Breach of tenancy (non-rent)	2 (2%)	1 (2%)		1 (1%)	1 (1%)
Landlord wishing to sell or re-let the property	71 (62%)	31 (76%)	86 (84%)	104 (79%)	88 (80%)
Disrepair complaint	2 (2%)	0	0	0	1 (1 %)
Illegal eviction	1 (1%)	0	0	1 (1%)	0
Tenant abandoned property	4 (3%)	1 (2%)	2 (2%)	1 (1%)	0
Other reasons / not known	13 (11%)	3 (7%)	7 (7%)	7 (5%)	5 (4%)
Total	114	41	102	132	109

Source: Ministry of Housing Communities and Local Government (MHCLG) HLIC Statutory Returns.

The main reason for loss of Assured Shorthold Tenancy across the strategy period has been the landlord wishing to sell or re-let the property. This has increased to 80% of cases in 2023/24 from a low of 62% in 2019/20. This demonstrates that there is little scope for prevention activity where this is the main reason for homelessness. The Council has developed a Financial Inclusion service which can support those with difficulty in budgeting and where there is a change in the household's financial situation resulting from an increase in rent, reduction in employment income or change in benefit entitlement.

Timing and outcome of approaches

Outcome at the end of a Prevention Duty

	2019/20	2020/21	2021/22	2022/23	2023/24
Secured accommodation for 6+ months	114 (62%)	53 (51%)	64 (52%)	67 (36%)	58 (36%)
Homeless (including intentionally homeless)	62 (27%)	36 (34%)	42 (34%)	80 (44%)	75 (46%)
Contact lost	12 (5%)	3 (3%)	2 (2%)	5 (3%)	6 (4%)
56 days elapsed and no further action	6 (3%)	5 (5%)	11(9%)	18 (10%)	12 (7%)
Withdrew application/applicant deceased	6 (3%)	7 (7%)	4 (3%)	10 (5%)	10 (6%)
No longer eligible	2 (1%)	1 (1%)	0	4 (2 %)	1 (1%)

Source: Ministry of Housing Communities and Local Government (MHCLG) HLIC Statutory Returns.

The percentage of households securing accommodation for six months plus at the end of a prevention duty has reduced from a high of 62% in 2019/20 to a low of 36% in 2023/24 whilst the number of households who are homeless has increased from a low of 27% to a high of 46%.

Accommodation outcomes for successful Prevention Duty cases

	2019/20	2020/21	2021/22	2022/23	2023/24
Moved to alternative accommodation	95 (67%)	38 (72%)	46 (72%)	37 (55%)	41 (71%)
Stayed in existing accommodation	46 (33%)	15 (28%)	18 (28%)	30 (45%)	17 (29%)

Source: Ministry of Housing Communities and Local Government (MHCLG) HLIC Statutory Returns.

The percentage of households moving to alternative accommodation and staying in existing accommodation has remained consistent except for 2022/23 which was an outlier although there was still a higher percentage moving into alternative accommodation than staying in existing accommodation.

Breakdown of Prevention Activity where accommodation was secured as the outcome

	2019/20	2020/21	2021/22	2022/23	2023/24
Accommodation secured by the Council	29 (21%)	20 (38%)	17 (27%)	17 (25%)	7 (12)%
Helped to secure accommodation found by applicant, with financial payment	19(13%)	3 (6%)	3 (5%)	0%	6 (10%)
Helped to secure accommodation found by applicant, without financial payment	3 (2%)	5 (9%)	12 (22%)	13 (19%)	19 (33%)
Support to prevent eviction/repossession (negotiation/mediation/advocacy)	7 (5%)	12 (22%)	7 (11%)	11 (16%)	2 (3%)
Support to secure return to family or friend (negotiation/mediation)	27 (19%)	2 (4%)	5 (8%)	0%	4 (7%)
Secured Supported Housing	8 (6%)	2 (4%)	1 (2%)	5 (7%)	3 (5%)
Discretionary Housing Payment to reduce shortfall in rent	32 (23%)	6 (11%)	11 (17%)	13 (19%)	2 (3%)
*Other financial payments (e.g. to reduce arrears)	3 (2%)	0 (0%)	2 (3%)	(2) 3%	0%
Advice and information provided	6 (4%)	2 (2%)	3 (5%)	(6) 0%	3 (5%)
**Other	7 (5%)	2 (4%)	1 (2%)	9%	12 (21%)

Source: Ministry of Housing Communities and Local Government (MHCLG) HLIC Statutory Returns.

The information above suggests that there have been changes in the prevention offer or that some prevention activities has proved more successful than others. In 2023/24 there was a significant reduction in the prevention duty ending where the accommodation was secured by the Council, this is possibly due to a reduction in available accommodation options. The percentage of cases where the prevention duty ended where the household was helped to secure accommodation found by the applicant with a financial payment in 2023/24 is similar to that in 2019/20 but was significantly lower in the intervening years whereas the percentage of cases ending where help was given but without a financial payment increased from 2% in 2019/20 to its highest of 33% in 2023/24 reflecting the budgets made available for financial support but which indicates that financial assistance might not be needed in a large number of cases.

The percentage of cases where support to prevent eviction or repossession and support to secure the return to family or friend resulting in the end of a prevention duty significantly reduced between 2019/20 and 2023/24 from 19% to 7%. This could reflect either a reduction in this form of prevention activity or less success in this area of prevention activity. The percentage of cases securing supported accommodation and providing advice and information have remained constant. Other reasons for prevention have increased from 5% in 2019/20 to 21% in 2023/24 and reflect other activities

which have been introduced since the original monitoring framework was first introduced and include debt advice, resolved benefit problems, sanctuary or other security measures to home, housing related support to sustain accommodation or not known.

Outcome at the end of a Relief Duty

	2019/20	2020/21	2021/22	2022/23	2023/24
Secured accommodation for 6+ months	92 (37%)	82 (33%)	57 (29%)	46 (16%)	43 (14%)
Homeless (including intentionally homeless)	122 (49%)	129 (52%)	111 (56%)	192 (67%)	205 (66%)
Contact lost	12 (5%)	8 (3%)	12 (6%)	21 (7%)	19 (6%)
Withdrew application / applicant deceased	16 (6%)	20 (8%)	17 (9%)	20 (7%)	37 (12%)
No longer eligible	<1%	4 (2%)	3 (2%)	1 (<1%)	1 (<1%)
Refused final accommodation offer	0%	0%	0%	1 (<1%)	2 (<1%)
Intentionally homeless from accommodation	<1%	2 (1%)	0%	1 (<1%)	0%
Local connection referral accepted by other LA	2 (1%)	2 (1%)	0%	3 (1%)	0%

Source: Ministry of Housing Communities and Local Government (MHCLG) HLIC Statutory Returns.

The percentage of cases where securing accommodation for six months plus resulting in the end of a relief duty reduced significantly from 37% in 2019/20 to 14% in 2023/24 with the percentage steadily reducing in the intervening years. The percentage of cases where the household was homeless at the end of the relief duty has steadily increased from a low of 49% in 2019/20 to 67% in 2022/23 and then a slight reduction to 66% in 2023/24 which is indicative in a reduction in housing options particularly in the affordable housing sector. All other outcomes have remained consistent other than the percentage withdrawing their application which has risen from 6% in 2019/20 to 12% in 2023/24.

Breakdown of relief activity where accommodation was secured as the outcome

	2019/20	2020/21	2021/22	2022/23	2023/24
Accommodation secured by the Council	24 (26%)	30 (37%)	19 (33%)	14 (30%)	8 (19%)
Helped to secure accommodation found by applicant, with financial payment	17 (18%)	10 (12%)	4 (7%)	6 (13%)	4 (12%)
Helped to secure accommodation found by applicant, without financial payment	12 (13%)	7 (9%)	11 (19%)	12 (26%)	10 (23%)
Secured Supported Housing	20 (22%)	10 (12%)	7 (12%)	9 (20%)	12 (28%)
Advice and information provided	1 (1%)	0%	1 (2%)	0%	0%
Other	18 (20%)	25 (31%)	15 (26%)	5 (11%)	8 (19%)

Source: Ministry of Housing Communities and Local Government (MHCLG) HLIC Statutory Returns

The percentage of cases where the relief duty was ended through the securing of accommodation by the Council has reduced from 26% in 2019/20 to 19% in 2023/24 despite the percentages in the intervening years being higher than the 2019/20 level. The percentage of cases helped to secure accommodation found by the applicant with a financial payment has reduced from 18% in 2019/20 to 12% in 2023/24 whilst the percentage helped to secure accommodation without a financial payment has increased from 13% to 23%. The percentage securing supported housing has increased from 22% in 2019/20 to 28% in 2023/24 although in 2020/21 and 2021/22 the percentage was only 12% which is possibly due to lower turnover in supported housing during the pandemic period.

Other reasons for relief activity where accommodation was secured as the outcome of a Relief Duty case was 11% at its lowest in 2022/23 but was 31% at its highest in 2020/21

Accommodation outcomes where accommodation was secured as the outcome of a Relief Duty case

	2019/20	2020/21	2021/22	2022/23	2023/24
Social housing	50 (54%)	53 (65%)	(31) 54%	27 (59%)	27 (63%)
Private renting	35 (38%)	23 (28%)	(16) 28%	17 (37%)	16 (37%)
Other	7 (8%)	6 (7%)	(10) 18%	2 (4%)	0%

Source: Ministry of Housing Communities and Local Government (MHCLG) HLIC Statutory Returns

The percentage of relief cases ending where accommodation was secured in the social housing sector has increased from 54% in 2019/20 to 63% in 2023/24 whilst accommodation secure in the private rented sector has remained constant with reductions to 28% in 2020/21 and 2021/22.

Other forms of accommodation outcomes, include tied accommodation and reconnection with family.

Main Duty decisions

Where homelessness cannot be prevented or relieved, we will go on to make a main duty decision. This will include determining if the applicant has a priority need for accommodation, such as dependent children, pregnancy or an issue that makes them vulnerable within the meaning of the Act, such as mental or physical health issues, fleeing abuse or leaving care. We also need to determine whether they have become homeless intentionally where they have either done something or not done something that had resulted in their homelessness.

	2019/20	2020/21	2021/22	2022/23	2023/24
Homeless in priority need and unintentionally homeless	73 (60%)	78 (61%)	79 (72%)	145 (75%)	145 (70%)
Homeless in priority need and intentionally homeless	11 (9%)	6 (4%)	2 (2%)	4 (2%)	4 (2%)
Homeless and no priority need	36 (30%)	41 (32%)	29 (26%)	43 (22%)	56 (27%)
Not homeless	1 (<1%)	5 (4%)	0%	2 (1%)	2 (1%)

Source: Ministry of Housing Communities and Local Government (MHCLG) HLIC Statutory Returns

The proportion of decisions in each main duty decision category has broadly remained consistent with spikes of intentional homelessness decisions in 2019/20 and not homeless decisions in 2020/21. The proportion of those accepted as having a main duty to accommodate has ranged from a low of 60% in 2019/20 to a high of 75% in 2022/23 and non-priority need decisions have ranged from a low of 22% in 2022/23 to a high of 30% in 2019/20.

Those who are assessed as not being in priority need, or intentionally homeless will not be owed an ongoing duty by the Council.

Priority need of households owed a main duty

	2019/20	2020/21	2021/22	2022/23	2023/24
Household includes dependent children	36 (49%)	38 (49%)	21 (27%)	51 (35%)	53 (37%)
Household includes a pregnant woman	1 (1%)	3 (4%)	3 (4%)	1 (<1%)	4 (3%)
Vulnerable with children	9 (11%)	4 (5%)	15 (19%)	12 (8%)	12 (8%)
Young applicant	1 (1%)	3 (4%)	2 (3%)	2 (1%)	0%
Old age	1 (1%)	1 (1%)	3 (4%)	3 (2%)	3 (2%)
Mental health problems	15 (21%)	13 (17%)	10 (13%)	27 (19%)	25 (17%)
Physical disability / ill health	7 (10%)	6 (8%)	9 (11%)	26 (18%)	25 (17%)
Domestic abuse	3 (4%)	6 (8%)	11 (14%)	14 (10%)	17 (12%)
Homeless because of emergency	0%	0%	0%	5 (3%)	3 (2%)
Other	1 (1%)	4 (5%)	4 (6%)	4 (3%)	3 (2%)

Source: Ministry of Housing Communities and Local Government (MHCLG) HLIC Statutory Returns

The percentage of households with a priority need due to children in the household has reduced from a high of 62% in 2019/20 to a low of 44% in 2022/23 and 48% in 2023/24. For households without children the main reason for priority need is mental health problems, physical disability/ill health and domestic abuse. The percentage of households in priority need as a result of mental health problems and physical disability/ill health were the same in 2023/24 at 17%, with the percentage of households in priority need as a result of mental health problems reducing from a high of 21% in 2019/20 and the percentage of households in priority need as a result of physical disability/ill health increasing from a low of 8% in 2020/21. The percentage of households in priority need because of domestic abuse has increased from a low of 4% in 2019/20 to 12% in 2023/24 with a high of 14% in 2021/22. The percentage of households in priority need due to age alone either young or old remains low as does the number of households including a pregnant woman and those homeless in an emergency.

Outcomes for households where a main duty is ended

	2019/20	2020/21	2021/22	2022/23	2023/24
Housing Act 1996 Pt6 social housing accepted	43 (80%)	76 (87%)	44 (80%)	101 (78%)	127 (84%)
Housing Act 1996 Pt6 social housing refused	1 (2%)	1 (1%)	1 (2%)	1 (<1%)	3 (2%)
Private rented sector offer - accepted	2 (4%)	2 (2%)	1 (2%)	4 (3%)	5 (3%)
Voluntarily left TA	0%	0%	5 (9%)	6 (5%)	2 (1%)
Refused suitable TA, withdrew or lost contact	7 (13%)	5 (6%)	1 (2%)	11 (9%)	7 (5%)
Became intentionally homeless from TA	1 (2%)	3 (3%)	3 (5%)	7 (5%)	6 (4%)
Ceased to be eligible	0%	0%	0%	0%	1 (<1%)

Source: Ministry of Housing Communities and Local Government (MHCLG) HLIC Statutory Returns

In most cases the main duty to homeless households is ended through the acceptance of an offer of social housing. Over the strategy period the percentage of households where the acceptance of social housing has ended a main duty has fluctuated from its lowest of 78% in 2022/23 to its highest of 87% in 2020/21. The percentage of cases where the main duty was ended through acceptance of accommodation in the private rented sector was only 4% at its highest in 2019/20. The percentages refusing an offer of social housing which resulted in the main duty being discharged and those ceasing to be eligible are low. Although low the percentage becoming intentionally homeless from temporary accommodation has risen from 2% in 2019/20 to 5% in 2022/23 and reducing slightly to 4% in 2023/24. The percentages of households voluntarily leaving temporary accommodation has fluctuated from 0% in 2019/20 to 9% in 2022/23 reducing to 1% in 2023/24 whilst the percentage refusing suitable temporary accommodation, withdrawing their application or for whom the Council has lost contact has reduced from a high in 2019/20 of 13% to 5% in 2023/24 with fluctuations in between.

Demographics of approaches

The composition of households owed a Prevention Duty

	2019/20	2020/21	2021/22	2022/23	2023/24
Single – Male	51 (24%)	25 (27%)	45 (29%)	45 (25%)	36 (22%)
Single – Female	43 (20%)	21 (23%)	24 (16%)	40 (22%)	33 (20%)
Single – Other	0	1 (1%)	0	0	0
Couple/Other	35 (17%)	11 (12%)	21 (14%)	21 (12%)	24 (14%)
Households with Dependent Children	82 (39%)	33 (36%)	63 (41%)	72 (40%)	72 (43%)
Total	211	91	153	178	166

Source: Ministry of Housing Communities and Local Government (MHCLG) HLIC Statutory Returns

Most households owed a prevention duty are single people and the percentages have remained constant over the strategy period at around 45%. Most single households owed a prevention duty are male although the percentages have fluctuated between 22% in 2023/24 and 29% in 2021/22 whilst the percentage of females has fluctuated from 16% in 2021/22 and 22% in 2022/23. The percentage of couple and other households has fluctuated from 17% in 2019/20 to 12% in 2020/21 and 2022/23. The percentage of households with dependent children has increased from 39% in 2019/20 to 43% in 2023/24.

The composition of households owed a Relief Duty

	2019/20	2020/21	2021/22	2022/23	2023/24
Single – Male	114 (56%)	100 (53%)	75 (42%)	107 (51%)	111 (48%)
Single – Female	27 (13%)	44 (23%)	52 (29%)	42 (20%)	50 (22%)
Single – Other	2 (1%)	0	2 (1%)	1	0
Couple/Other	6 (3%)	9 (5%)	9 (5%)	12 (6%)	14 (6%)
Households with Dependent Children	53 (26%)	35 (19%)	40 (22%)	49 (23%)	55 (24%)
Total	202	188	178	211	230

Source: Ministry of Housing Communities and Local Government (MHCLG) HLIC Statutory Returns

Whilst most households owed a relief duty are still single people and the numbers are generally constant over the strategy period the percentage is significantly higher and there was an increase from an average of 71 to 76% in 2020/21. The percentage of male households has fluctuated from a low in 2021/22 of 42% to a high of 56% in 2019/20 whilst the percentage of female households has fluctuated from a low of 13% in 2019/20 to a high

of 29% in 2021/22. The percentage of couple and other households has increased from 3% in 2019/20 to 6% in 2023/24. The percentage of households with dependent children has fluctuated from a low of 19% in 2020/21 to a high of 26% in 2019/20.

The age of the main applicant owed a Prevention or a Relief Duty

	2019/20	2020/21	2021/22	2022/23	2023/24
16 – 17 years	0	1	0	0	0
18 – 24 years	84 (20%)	61 (22%)	56 (17%)	65 (17 %)	57 (14%)
25 – 34 years	116 (28%)	73 (26%)	91 (27%)	99 (25%)	126 (31%)
35 – 44 years	67 (16%)	39 (14%)	52 (16%)	78 (20%)	79 (20%)
45 - 54 years	75 (18%)	46 (16%)	54 (16%)	58 (15%)	54 (14%)
55 – 64 years	38 (10%)	32 (11%)	38 (11%)	38 (10%)	47 (12%)
65 – 74 years	26 (6%)	24 (9%)	27 (8%)	33 (8%)	20 (5%)
75+ years	7 (2%)	3 (1%)	13 (4%)	18 (5%)	13 (3%)
Total	413	279	331	389	396

Source: Ministry of Housing Communities and Local Government (MHCLG) HLIC Statutory Returns

There is not significant variation in the age of the main applicant owed a prevention or a relief duty over the strategy period. There has only been one household owed a prevention or a relief duty aged 16-17 years which suggests that Children's Services is meeting its statutory responsibilities to children. The percentage of cases where the main applicant is 18-24 has reduced from a high of 22% in 2020/21 to 14% in 2023/24. The highest percentage is where the main applicant is 25-34 years at 31% in 2023/24 which is to be expected as this is the main age group where young people are becoming independent and forming households and where income levels and savings levels are lower meaning that exposure to the risk of homelessness is greater. The percentage of households where the main applicant is 35-44 years has increased to 20% in 2023/24 whilst where the main applicant is 45-54 years has reduced to 14%. The percentage of households where the main applicant is 55-64 years has increased to 12% in 2023/24 whilst those aged 65-74 years has reduced to 5% and those 75 plus has reduced to 3%.

Nationality of main applicant owed a Prevention or Relief Duty

	2019/20	2020/21	2021/22	2022/23	2023/24
UK	408 (99%)	271 (97%)	322 (97%)	368 (95%)	374 (94%)

Source: Ministry of Housing Communities and Local Government (MHCLG) HLIC Statutory Returns

The percentage of main applicant owed a prevention or relief duty who are UK nationals is decreasing slowly from a very high level.

Ethnicity of main applicant owed a Prevention or Relief Duty

	2019/20	2020/21	2021/22	2022/23	2023/24
White	406 (98%)	271 (97%)	325 (98%)	373 (96%)	385 (97%)
Black/African/Caribbean/Black British	4	0	0	3	1
Asian/Asian British	1	0	0	3	1
Mixed/Multiple Ethnic Groups	0	4	3	5	4
Other ethnic groups	1	0	0	2	1
Not known	1	4	3	3	4

Source: Ministry of Housing Communities and Local Government (MHCLG) HLIC Statutory Returns

The percentage of main applicant owed a prevention or relief duty who are White is decreasing slowly from a very high level.

Sexual identification of main applicant owed a Prevention or Relief Duty

	2019/20	2020/21	2021/22	2022/23	2023/24
Heterosexual	n/a	249 (89%)	309 (93%)	357 (92%)	375 (95%)
Homosexual (lesbian/gay)	n/a	3 (1%)	7 (2%)	6 (2%)	11 (3%)
Bisexual	n/a	0	0	0	0
Other	n/a	11 (4%)	5 (2%)	8 (2%)	2 (<1%)
Prefer not to say	n/a	16 (6%)	9 (3%)	18	16
Not known	n/a	0	1	0	2

Source: Ministry of Housing Communities and Local Government (MHCLG) HLIC Statutory Returns

Employment status of main applicant owed a Prevention or Relief Duty

	2019/20	2020/21	2021/22	2022/23	2023/24
Registered unemployed	42 (10%)	61 (22%)	51 (15%)	85 (22%)	99 (25%)
Not working due to long term illness or disability	102 (25%)	81 (29%)	73 (22%)	55 (14%)	74 (19%)
Full time work	60 (15%)	27 (10%)	42 (13%)	59 (15%)	60 (15%)
Part time work	59 (14%)	25 (9%)	54 (16%)	35 (9%)	37 (9%)
Not seeking work/at home	75 (18%)	34 (12%)	37 (11%)	42 (11%)	33 (8%)
Not registered unemployed but seeking work	33 (8%)	16 (6%)	13 (4%)	8 (2%)	15 (4%)
Retired	20 (5%)	22 (8%)	31 (9%)	39 (10%)	22 (6%)
Student/training	2 (<1%)	0	0	2 (<1%)	2 (<1%)
Registered employed off work	n/a	n/a	n/a	n/a	26 (7%)
Working irregular hours	n/a	n/a	n/a	n/a	22 (6%)
Other	13 (3%)	6 (2%)	27 (8%)	56 (14%)	5 (1%)
Not known	7 (2%)	7 (3%)	3 (1%)	8 (2%)	1 (<1%)

Source: Ministry of Housing Communities and Local Government (MHCLG) HLIC Statutory Returns

In 2023/24 grouping together all of the in-work categories 145 (37%) of main applicants were in work (possibly higher if some of the other and not known were working).

In the earlier years of the strategy period most of the main applicants owed a prevention or relief duty were not working due to long term illness or disability with 25% in 2019/20, 29% in 2020/21 and 22% in 2021/22. Registered unemployed became the employment status of most main applicants in 2022/23 at 22% and 2023/24 at 25%. Up to 15% of main applicants have been in full time work in 2019/20 and 2022/23 and 2023/24 whilst up to 16% have been in part-time work in 2021/22. In 2019/20 18% of main applicants were not seeking work or at home.

Support needs

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Households with any support need	45%	50%	44%	47%	42%	42%
History of mental health problems	124 (30%)	92 (33%)	85 (26%)	96 (25%)	94 (24%)	65 (18%)
Physical ill health or disability	65 (16%)	49 (18%)	56 (17%)	65 (17%)	60 (15%)	51 (14%)
Learning disability	30 (7%)	16 (6%)	21 (6%)	21 (5%)	18 (5%)	16 (4%)
Old age	4	5	8	17	7	7 (2%)
Young person aged 16-17	3	1	0	2	0	5 (1%)
Young person aged 18-25 requiring support	13	17	11	20	7	0
Young parent requiring support	4	4	3	4	2	2 (1%)
Care leaver aged 18-20	4	6	2	5	1	1 (1%)
Care leaver aged 21 - 24	2	2	1	1	0	1 (1%)
At risk of/has experienced domestic abuse	29 (7%)	23 (8%)	43 (13%)	45 (12%)	47 (12%)	50 (14%)
At risk of/experienced non-domestic abuse	10	15	16	18	20	0
At risk/experienced sexual abuse/exploitation	1	9	10	10	14	7 (2%)
Victim of modern slavery	n/a	n/a	n/a	n/a	1	1 (1%)
Former asylum seeker	0	0	0	0	1	0
Served in HM Forces	3	1	1	3	2	2 (1%)
Alcohol dependency	20 (5%)	13 (5%)	14 (4%)	14 (4%)	20 (5%)	14 (4%)
Drug dependency	13 (3%)	15 (5%)	11 (4%)	17 (4 %)	14 (4%)	10 (3%)
Offending history	35 (8%)	35 (13%)	23 (7 %)	30 (8%)	21 (5%)	20 (5%)
History of repeat homelessness	35 (8%)	26 (9%)	29 (9%)	34 (9%)	25 (6%)	12 (3%)
History of rough sleeping	25 (6%)	24 (9%)	14 (4%)	26 (7%)	21 (5%)	6 (2%)
Access to education, employment or training	5	6	7	2	5	4 (1%)
Difficulties budgeting	n/a	n/a	n/a	n/a	17	19 (5%)

Source: Ministry of Housing Communities and Local Government (MHCLG) HLIC Statutory Returns and NNDC case level data.

Note: not all support needs are included in the table and households may have more than one support need meaning totals will not sum to 100%

The percentage of households with at least one support need has fluctuated from 42% in 2023/24 to 50% in 2020/21. The support need featuring the most throughout the strategy period is mental health problems although the percentage of applicants with mental health needs had reduced significantly from 33% in 2020/21 to 18% in 2024/25. Physical ill health or disability is the second highest support need which has reduced from a

high of 18% in 2020/21 to 14% in 2024/25. Alcohol dependency and drug dependency have been constant at between 4 and 5% and 3 and 5% respectively. Offending history has reduced from a high of 13% in 2020/21 to 5% whilst history of rough sleeping has reduced from a high of 9% in 2020 to 2%. Risk of domestic abuse has increased from 7% in 2019/20 to 14%.

In 2024/25 there were a total of 397 support needs across 165 households, 62 households had one support need, 46 households had two support needs, and 57 households had three or more support needs.

Area for further consideration: Consider developing expertise/specialisms in service delivery to reflect the three main reasons for homelessness (accessing the private rented sector, family mediation and relationship breakdown/domestic abuse) in order to maximise prevention opportunities.

Area for further consideration: Consider developing services for the three main demographic groups who are owed homelessness duties – families with children, single people with complex health needs (physical and mental) and single people with no support needs (relief).

Rough sleeping

The Government has developed an annual Rough Sleeping Snapshot and Data-Led Framework to provide insights into rough sleeping trends and guide policy and resource allocation. The Rough Sleeping Snapshot is a point-in-time estimate taken each autumn, using street counts or evidence-based estimates to provide a standardized view of rough sleeping for a specific night, allowing for national comparisons.

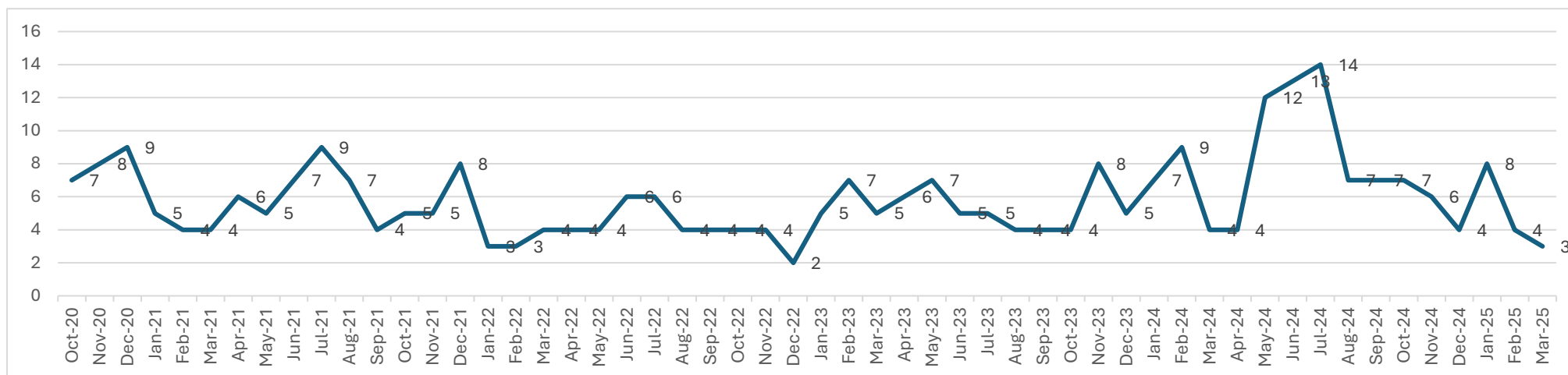
Rough Sleeping Annual Snapshot

2020	2021	2022	2023	2024
7	3	3	1	4

The Rough Sleeping Annual Snapshot in North Norfolk recorded a high of seven rough sleepers in 2020 and a low of one in 2023.

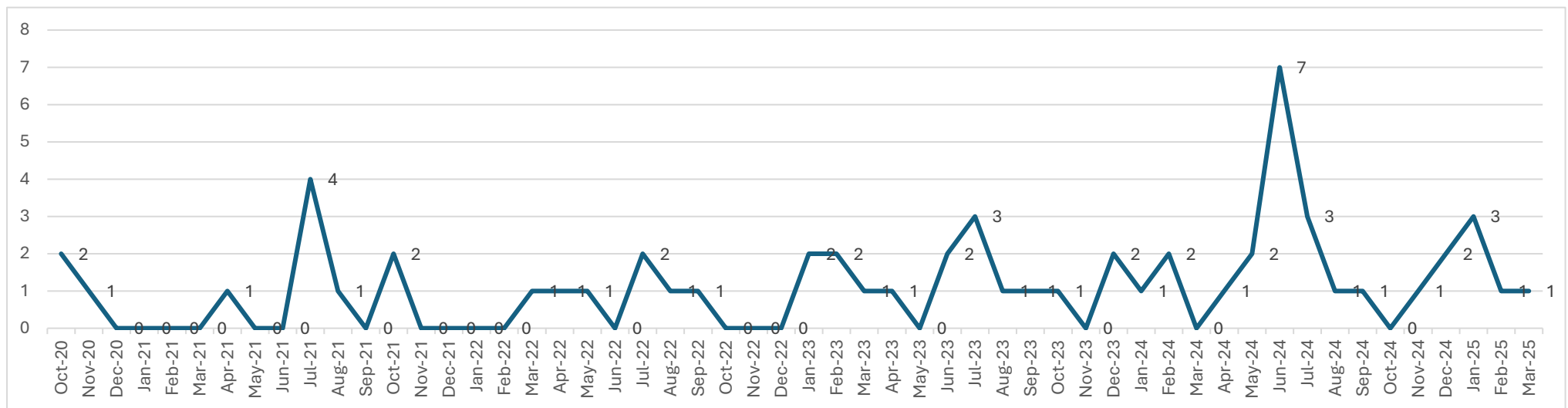
Data-Led Framework: Rough Sleepers throughout the Month

The data-led framework captures the number of people sleeping rough over the course each month.



The number of rough sleepers captured under the data-led framework shows clear peaks mainly in the summer months which could be linked to inward migration of rough sleepers with much of the district being a tourist destination or temperatures making rough sleeping more ‘attractive’ than months where the weather is more inclement. There are also some peaks in the winter months which could coincide with severe winter and the instigation of the Severe Weather Emergency Protocol (SWEP). The average number of rough sleepers ranged from 4.5 per month in 2022/23 and 7.3 per month in 2024/25.

People Sleeping Rough in the District for the first time.



The data-led framework also captures the number of rough sleepers who are new to the district. In most months the numbers are negligible increasing from an average of 0.5 per month in 2020/21 to 1.9 per month in 2024/25. There are noticeable spikes of four in July 2021 and seven in July 2024.

We are aware of two rough sleepers who are deemed to be ‘entrenched’ and who have refused offers of support and assistance including offers of accommodation to break the cycle of rough sleeping. The Council’s Pathways, Prevention and Sustainment Officers funded from the government ‘Rough Sleeper Initiative’ grant funding make regular enquiries to check on the welfare of these individuals.

Area for further consideration Consider how rough sleeping resources can be used to develop services covering prevention, relief and recovery for single people with complex health needs (physical and mental) and single people with no support needs (relief) – to help prevent rough sleeping. This will be dependent on future government grant funding resources for homelessness and rough sleeping and whether ring fencing is applied to how these funds can be used.

Challenges and Opportunities

Political	Challenges	Opportunities
	Local pressure to maintain investment in homelessness services if grant funding is no longer ringfenced.	Following a change in government – potential for incorporation of funding into Local Government settlements or three to five-year funding programmes giving greater certainty and continuity for service delivery/commissioning and considering giving staff on fixed term contracts more security aiding retention.
	Competing priorities for local investment in housing – e.g. temporary accommodation and social housing that will support the discharge of main duty to those who are homeless against social housing for older people, exceptions housing for local people and low- cost home-ownership options	Following a change in Government a new national strategy for homelessness and rough sleeping
	Local Housing allowance Rates raised in April 2024 but again subject to a freeze eroding any positive impact over time	Government investment in social housing supported by increases in housing delivery targets and locally supported by the emerging Local Plan which will guide development decisions to 2036. New Government Social and Affordable Housing Programme - £39bn over 10 years with higher grant rates and focus on social rented homes.
	Welfare Reform will have a negative impact on vulnerable households who are at a greater risk of homelessness	Increased Council Tax for owners of second homes in addition to empty homes. The aim of the policy is to bring homes back into permanent residential use. If enough homes are brought back into use it has the potential to reduce house prices previously inflated due to lower demand. Otherwise, some of the increased income can be used to mitigate the impact of second homes in the housing market through investment in temporary accommodation and social housing.

	Local Government Reorganisation – resulting in the creation of one, two or three unitary councils in Norfolk bringing uncertainty both in the pre and post creation phases with the potential to destabilise services supporting homelessness and homelessness prevention and those accepted as homeless being expected to look to a wider geographical area for both temporary and permanent housing and the breakdown of social support networks.	Devolution – the creation of a Norfolk and Suffolk Mayoral Combined Authority with responsibility for economic prosperity
	Future of the Homes for Ukraine scheme and removal of support for those coming to North Norfolk under the scheme particularly those remaining in hosted arrangements. This could result in an increase in the number of homelessness presentations along with additional competition for accommodation in the private rented sector.	Local Government Reorganisation – resulting in the creation of one, two or three unitary councils in Norfolk potentially opening more opportunities for those who are homeless/threatened with homelessness including a potential for any efficiencies to be re-invested in services for our most vulnerable residents. In all three of the proposed models North Norfolk District Council would be subsumed into a larger unitary council with access to local authority Housing Revenue Account stock holding (traditional council housing) or Local Authority owned Housing Companies which potentially increases access to opportunities and providers to develop new affordable housing in the current North Norfolk District Council area. In addition, partnership working particularly with VCSE organisations within other district areas could be extended providing additional opportunities for the residents of North Norfolk.
	National asylum seeker dispersal and refugee resettlement policies and programmes may increase competition for accommodation in the sectors which are used for discharge of duty for homeless households and preventing and relieving homelessness.	Government investment in wider prevention supporting our more vulnerable residents
		Destigmatising homelessness through education and empowerment of customers to challenge policy decisions.

Economic	Challenges	Opportunities
	Pressure on Government funding	Lower mortgage rates potentially making housing more affordable
	Cost of living and accumulated debt resulting in more households being vulnerable to the threat of homelessness and not being able to find their own solution. In addition, existing social housing tenants are less likely to be socially and economically mobile resulting in lower turnover of social housing stock and fewer opportunities for threatened with homelessness/becoming homeless.	Freebridge Housing a locally based housing association has acquired the social housing stock formerly owned by Clarion Housing. Although the stock numbers are low Clarion Housing did not have development aspirations in the North Norfolk District Council area whilst Freebridge does.
	Recession – typically results in those who are more vulnerable to homelessness becoming homeless	
	Social housing providers disposing of stock in poorer condition resulting in a net reduction of stock as there is a delay in reinvesting in new development.	
	Social housing providers lacking capital funds to invest in the development of new social housing and ability to purchase properties for social housing delivered through section 106 agreements. Inability to attract social housing providers with capital to the area due to the costs of building and this not being fully reflected in grant rates/ relative attractiveness of developing elsewhere.	
	Development of a Council owned housing company not being viable potentially leaving the Council with an inability to deliver affordable housing in the absence of willing partners.	
	Destabilising of the supported housing schemes in the district due to the withdrawal of some revenue funding from Norfolk County Council and costs not being eligible for Housing Benefit	

	(September 2025) and further potential for additional or the remaining funding to be removed in future exercises to balance budgets or review of priorities.	
	Competing demands for accommodation increases the opportunities for private landlords and potentially puts at-risk long-term renting arrangements making more households vulnerable to homelessness.	

Social	Challenges	Opportunities
	Staff recruitment and retention	Co-production of services with those with lived experience
	Increasing proportions of adults with mental health needs – increasing demand on services	Practice of trauma informed care and the importance of recovery
	Increasing reliance on state and charitable support including food banks	

Technical	Challenges	Opportunities
	Slow to embrace technological advances to enhance service provision	Improved data collection, analysis and sharing and ability to risk stratify to target service provision
	Over reliance on technology and remote provision in service delivery	

Legal	Challenges	Opportunities
	Renters Rights Bill – whilst the Bill aims to give greater rights to renters it may contribute towards landlords exiting the market or targeting different customers	Renters Rights Bill – the bill offers an opportunity to work collaboratively and proactively with PRS landlords for the mutual benefit of landlords and tenants although this may not support work focused on homelessness prevention, relief and management.
	Continued impact Right to Buy.	The Supported Housing Act – aims through regulation and licencing to improve the sector and tackle expensive and poor-quality provision. This provides an opportunity to improve standards for those in supported housing. Short term supported housing can assist in the prevention and relief of homelessness for those to whom a main duty is not owed. It is hoped that this might in return result in a review of the funding and commissioning arrangements for the sector to address some of the shortcomings.
	The Supported Housing Act – aims through regulation and licencing to improve the sector and tackle expensive and poor-quality provision. It is possible that some supported housing providers might exit the sector in the face of increased regulation or might be declined a licence which will mean that their residents will not get their housing costs covered through Housing Benefit resulting in scheme closure and residents being made homeless as a result.	

Environmental	Challenges		Opportunities	
	Climate Change – the local risk of flooding and other extreme weather events increases the risk of homelessness directly (homelessness in an emergency) and indirectly through increasing development costs and reducing suitable sites – this is particularly an issue in north Norfolk due to coastal erosion and tidal surges in addition to inland flooding. It is predicted that over 1,000 homes will be lost to erosion in North Norfolk over the next 100 years.		Coastwise - part of the Environment Agency’s Coastal Transition Accelerator Programme is an innovative programme working with communities to explore practical actions for replacing property at immediate risk of coastal erosion. The Coastwise Team will work with Housing and Planning to explore how planning policies can be used to replace dwellings at risk as part of larger developments including affordable housing.	
	Planning restrictions – much of the district is covered by National Landscapes designation limits development but which also makes the area more desirable driving up demand for housing.			
	Nutrient Neutrality has significantly impacted on development and affordable housing as a result which can be seen in the affordable housing figures. New development is an essential part of the equation in managing homelessness to mitigate sales and disposals in the affordable housing stock and supplement lettings from turnover in the affordable housing stock. Mitigation for nutrient neutrality has meant that some development can go ahead but it still delays the development process and adds significant cost which affects viability and often results in fewer units of affordable housing being delivered especially on s106 market developments.			
	Biodiversity net gain and other environmental requirements add cost to the provision of affordable housing and as a result numbers delivered tend to be reduced.			

Likely future levels of Homelessness

Whilst we collect a vast amount of data on homelessness, much of this relates solely to people who are known to services because they have made an application to us for assistance. As a result, much of the information on the numbers of households that are homeless, is likely to be an underestimation of the true scale of the issue as it does not capture the 'hidden homeless' and is indicative of the amount of help available to people rather than a measure of demand for future services.

Homelessness in Great Britain is forecast to continue to increase over the coming decade. Research has identified some immediate pressures, such as the cost-of-living crisis and general housing shortages, which are likely to lead to further increases in homelessness and destitution across the country. Those risks, although projected at a national level, will also have an impact locally, as vulnerable people within North Norfolk continue to face the barriers presented by having low household incomes and the difficulties of accessing affordable and secure accommodation in the district

Given the evidence presented throughout this review and considering the identified challenges and opportunities it is expected that the number of households approaching the Council will continue to increase and is predicted to exceed 1130 in 2025/26. Due to the limited opportunity to prevent homelessness across the three main reasons for homelessness it is expected that the number of households being assessed as having a main housing duty will continue to exceed the opportunity to discharge these main duties and this will result in more households requiring temporary accommodation and requiring this accommodation for longer. The costs to the Council of providing temporary accommodation will continue to rise as competition for temporary accommodation increases and as competition for properties at the lower end of the market increases.

The Council has a very ambitious development pipeline, but this is skewed towards medium- and longer-term delivery and is only likely to keep pace with increases in homelessness and provide opportunities to house those in the greatest levels of need which in turn 'incentivises' households to apply as homeless. The opportunity for social mobility is limited due to competition and affordability at the lower end of the housing market, resulting in low turnover in the affordable housing stock and the affordable housing stock is being depleted due to voluntary landlord disposals with little opportunity to use receipts to replenish this stock.

Area Two

The activities which are carried out towards the prevention and relief of homelessness

The activities which are carried out towards the prevention and relief of homelessness

We have tried to capture details of all the services we are aware of operating in some capacity in the wider 'homelessness' system. Some services operate across all stages (prevention, relief and recovery) and to avoid duplication we have included the services where they are considered to best fit.

Prevention

Service	Detail
North Norfolk District Council Housing Options Service Home Housing Options Service	The Council helps prevent homelessness as part of its statutory housing options service. Applicants are supported to complete a personal Housing Plan, setting out what they can do and what we will do to help them from becoming homeless. Where households don't yet meet the 56 day trigger, applicants will be supported by our early intervention officers who provided tailored advice and information. For Domestic Abuse Survivors, we operate a sanctuary scheme (target hardening) which allows security measures to the home if the survivor wishes to remain in the property and it is safe.
North Norfolk District Council Community Outreach Home Community Outreach	Officers in the Council's Community Outreach Team support residents who are threatened with homelessness or who are at risk of homelessness including taking referrals from the Housing Options Team. This arrangement has been in place since 1 April 2025 and is funded from the Council's Homelessness Prevention Grant. These officers are funded to 31 May 2026.
North Norfolk Help Hub Home Help Hub	The Help Hub is aimed at professionals looking to address their customers' needs "before their difficulties become unmanageable". "The Help Hub is for low level emerging needs that can be met through early intervention" such as advice, guidance and practical support. The Help Hub has been in place over the previous Homelessness Strategy period but was refocused in 2024 and a Community Hub established to provide peer support to community-based groups.
North Norfolk Early Help and Prevention Financial Inclusion and Social Prescribing Home Financial inclusion	The Early Help and Prevention Team delivers Financial Inclusion and Social Prescribing including a Link Worker Service on behalf of one of the local Primary Care Networks. These were previously delivered separately (Financial Inclusion was part of the Benefits Service) but were brought together in April 2025. The Social Prescribing service has been operating since pre-2019, and the Financial Inclusion Service was set up in 2022/23. The resource for both services has fluctuated over this time but has generally increased and the service has developed including now having a greater focus on homelessness prevention. In 2022/23 the Financial Inclusion Service was funded with Homelessness Prevention Grant but has since been funded from mainstream funding.

Service	Detail
Homes for Ukraine Community Support	The Council has provided a homelessness prevention and sustainment service to households fleeing the Ukraine war, matching applicants with host families. The Council receives funding from Norfolk County Council to offset costs in delivering the Homes for Ukraine programme. The Homes for Ukraine funding is also used to offset some additional costs to reflect the support provided by the Housing Options Team in the delivery of the programme.
North Norfolk District Council Benefits (Discretionary Housing Payments) Home Discretionary Housing Payments	The Benefits Team and Housing Options Team jointly assess claims for Discretionary Housing Payments. Where the criteria are not met consideration is given for other forms of financial assistance including Discretionary Hardship Grant funding and Household Support Fund. The DWP allocation for Discretionary Housing Payment reduces year on year and the budget is utilised in full. The allocation for 2025/26 is £103,037.
Norfolk Citizens Advice Debt Counselling Service operating from North Norfolk District Council offices	The Council commissioned the Norfolk CA to deliver a debt counselling service for two days per week from October 2023 for two years. The service was funded initially using income received by the Benefits Team and the Council's Information, Advice and Guidance (Commissioning) Budget and is now fully funded from this budget. The Information Advice and Guidance (Commissioning) Budget was significantly reduced in 2023/24 as part of the Council wide reductions required to deliver a balanced budget and as a result the grant previously given to the Norfolk CA to deliver its generic advice offer was withdrawn.

North Norfolk District Council Community Outreach

The Council has employed a Team of Community Connectors since 2022 initially delivering generic community development and engagement activity to support in the rebuild of community resilience following the pandemic. In 2023/24 and 2024/25 the Team has delivered health and wellbeing work programmes including supporting residents in the prevention of frailty and high intensity users of services. In 2025/26 the role of the Team changed and four of the now Community Outreach Officers has been directed to community-based homelessness outreach and prevention.

The initial weeks (April and May 2025) were spent in training and familiarisation with the new service delivery remit and connecting with community groups and stakeholders to raise awareness of the change in role. In June the officers started to take on referrals from the Housing Options Team, community groups and self- referrals. Work has commenced on developing systems to capture the work of the four officers and initial analysis shows that the Team received 41 referrals in July and 49 in August. The cases being taken on by the Team are varied and multifaceted and earlier indications are that this additional capacity could make a significant contribution to homelessness prevention, relief and recovery. The Community Outreach Officers have the time, the skills and the community contacts to be able to engage with households in a way that the Housing Options Officers could not.

Area for further consideration: Evaluate the effectiveness of community outreach in the prevention, relief and recovery of homelessness. Prevention outcomes can be difficult to evaluate and so consideration needs to be given to the feedback from service users and stakeholders and case studies.

North Norfolk Help Hub

The Help Hub is seen as key to the further integration of services for our more vulnerable residents. The Financial Inclusion Service and Social Prescribing Service have come together to reduce duplication and improve service delivery through common processes for triage and prioritisation. Many of the issues of those approaching the Housing Options Team can be resolved through the Help Hub without the need for the involvement of the Housing Options Team which would free up capacity in the Housing Options Team to focus on relief of homelessness and assessment of statutory duties which currently have less focus due to the level of customer demand.

The Help Hub is better placed to consider how the needs of our more vulnerable residents can be supported through a range of universal, specialist and targeted support.

Area for further consideration: Consider how to most effectively deal with housing related approaches and maximise opportunities for prevention whilst ensuring the Housing Options Team can focus on relief and management of homelessness. This would allow for triage of cases and referral to appropriate services including Financial Inclusion, Social Prescribing or Community Outreach.

Discretionary Housing Payments (DHP)

Discretionary Housing Payments provide financial support to help with rent or housing costs and are available to those on Housing Benefit or in receipt of the housing element of Universal Credit. They can be used for a rent shortfall, rent deposits and rent in advance. The DWP allocates each Council an amount of money to administer, and this amount reduces each year. The payments provide a cushion for the impact of changes in the wider welfare system.

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
DHP spend	£143,990.85	£149,684.89	£135,559.48	£108,842.00	£102,600.00	£103,801.66
Number of awards	248	227	197	185	169	169

As at July 2025, 100 applications had been received for DHP and of these 60 were for tenants in the PRS. 38 of the applications were approved of which 29 were for tenants in the PRS including four lump sum payments. Of these 25 awards were made to working age claimants and four to pension age claimants, 16 were single person households, 11 family households and two were couple households. Ten of the payments were awarded based on the impact of LHA reforms, 16 for other (non-welfare reforms) and two a combination of reforms and one for room restrictions.

The DHP claims refused were due to the following; eleven there was no shortfall of rent, three were not applications for rent costs, five had no Housing Benefit or Universal Credit in payment and so were outside the scope of the scheme, three had insufficient information, two had excess income, two were deemed to be able to afford the rent, one was not found to be living at the property for which the claim was made and four for other reasons.

Norfolk Citizens Advice Debt Counselling service

In the five months up to the end of August 2025 the service had 68 referrals with 48 (71%) actively engaging whilst 13 did not attend their appointment, three re-arrange and four cancelled. The main debt issues are energy debt, personal loans and Council Tax (over 48% of those referred to the service had Council Tax arrears).

Output summary

Clients referred	48
Average number of debts	4.25
Average debt per person	£11,585
Total debt identified in period	£463,396
Total debt written off, reduced or restructured	£156,858
New benefits identified	£12,446
Issues identified	282
Activities undertaken	728

58% of those referred were female and 42% male and 42% of those referred had a long-term health condition with 5% being disabled.

Client profile by age

20 -24	25-29	30 -34	35 -39	40 -44	45 – 49	50 – 54	55 – 59	60 - 64	65 - 69	70 – 74	75 - 79
7%	10%	12%	12%	8%	8%	10%	15%	12%	3%	2%	2%

The service was funded initially to 1 October 2025 with funding since being extended to 31 March 2026. The service can support those referred with Debt Relief Orders which is something that Council officers cannot do as we are not registered with the Financial Services Authority.

Relief

Service	Detail
North Norfolk District Council Housing Options Service	As well as preventing homelessness, the Council supports households who have an immediate housing need, providing emergency accommodation for eligible households and signposting/referring to partners where there is no duty owed. Housing officers predominantly deliver the relief elements of the homelessness legislation.
Out of Hours service Home Homeless tonight?	The Council commissions an external provider to triage homeless households outside office hours. The provider liaises with a nominated duty officer from the Housing Options Team, who decides whether to accommodate the household, in line with legislation.
North Norfolk District Council Sanctuary Scheme Home Sanctuary Scheme	A Sanctuary Scheme is a survivor centred initiative which aims to make it possible for victims of domestic abuse to remain in their own homes, where it is safe for them to do so, where it is their choice, and where the perpetrator does not live in the accommodation. This is done by providing additional security – ‘installing a sanctuary’ – to the victims’ property or perimeter. Norfolk County Council has provided funding to the Council to fund a 0.5 full time equivalent post to undertake the Sanctuary assessments since December 2022, this funding is available to 31 March 2026.
North Norfolk District Council Accommodation and Support Team	The Accommodation and Support Team provides an assertive outreach service to verify and support people sleeping rough. The service responds to referrals from Streetlink and partner agencies to ensure that people sleeping rough are supported into accommodation as quickly and safely as possible. Two Pathways, Prevention and Sustainment Officers are funded from the Rough Sleeper Prevention and Recovery Grant.
District Direct Norfolk and Norwich University Hospitals NHS Foundation Trust » Getting home with District Direct	District Direct provides a service to people leaving hospital who are either homeless or who require an adaptation to their properties. The local hospital makes homelessness referrals to the Council via the Duty to Refer scheme. South Norfolk and Broadland Council deliver this service for the central Place and receive funding from the Integrated Care Board through the Better Care Fund.
Severe Weather Emergency Protocol (SWEP)	SWEP is a provision of shelter for people particularly when the temperature feels like zero although can also be activated in times of prolonged heat. The provision is activated under harm reduction approach to prevent serious harm to those that would otherwise have nowhere else to go.
Accommodation for Ex-Offenders (AfEO)	The Accommodation for Ex-Offenders scheme (AfEO) launched in July 2021 supports ex-offenders to access the private rental sector (PRS) and sustain this accommodation for a 12-month period. The scheme has been operating in North Norfolk since 2022.
Partnership arrangement with HMP Norwich	Prison leavers without stable accommodation are almost 50 per cent more likely to reoffend. The Housing Options Team has been working closely with the HM Prison and Probation service including undertaking

Service	Detail
	pre-prison release housing assessments within 56 days of release to assess and offer appropriate help to those being released.
Norfolk County Council, Children's Services Housing Support	A revised offer covering Help, Care and Protection through a newly formed team delivering Housing Support from September 2025. A patch-based model aligned with the three Children's Services Teams including the one covering the North Norfolk District Council area – North, East and Broadland. Supporting families with children, pregnant women and their partners, young people aged 16-17, 18–25-year-old care leavers and unaccompanied asylum seekers and asylum seekers/refugees aged 18-25. A team of six practitioners across the three Teams offering a mix of planned intensive interventions to improve housing safety and security for named individuals and cases where they act as advisors to case-holding professionals.

It is not possible to end homelessness entirely, there will always be homelessness that occurs with little or no notice in particular homelessness where a relationship breakdown results in someone having to leave accommodation to which they have no legal right to remain or where it is not safe or feasible for them to remain. Two of the main reasons for homelessness approaches to the Council are being asked to leave by family or friends and relationship breakdown. Relationship breakdown is split into non-violent relationship breakdown and domestic abuse, and these have featured in the three main reasons for homelessness with domestic abuse numbers now higher than non-violent relationship breakdown.

Out of hours service

The numbers of calls received to the Council's out of hours number demonstrate the potential level of homelessness which is likely to occur and is less likely to be prevented. Homelessness resulting from being asked to leave by family or friends is usually a symptom of wider issues including a lack of affordable housing options. Proactively working with those at risk of homelessness can in some cases prevent or delay homelessness and, in some cases, mediation can reconcile relationships enabling return and relief of homelessness.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
2019/20	6	10	2	1	3	2	1	4	5	3	5	5	47
2020/21	11	4	4	4	4	4	2	3	9	3	4	3	55
2021/22	6	10	2	4	4	8	6	7	10	4	8	6	75
2022/23	6	9	4	5	12	5	3	7	10	6	14	3	84
2023/24	6	9	4	4	7	6	8	12	17	8	6	11	98
2024/25	12	13	5	12	2	1	6	8	2	5	3	6	75
	47	55	21	30	32	26	26	41	53	29	40	34	434

North Norfolk District Council Sanctuary Scheme

A Sanctuary Scheme is a survivor centred initiative which aims to make it possible for victims of domestic abuse to remain in their own homes, where it is safe for them to do so, where it is their choice, and where the perpetrator does not live in the accommodation. This is done by providing additional security – ‘installing a sanctuary’ – to the victims’ property or perimeter. Norfolk County Council has provided funding to the Council to fund a 0.5 full time equivalent post to undertake the Sanctuary assessments since December 2022, this funding is available to 31 March 2026.

	2023/24	2024/25
NIDAS	3	8
Self-referral	2	3
NNDC	6	1
Other		1
Total referrals	11	13
Resulting in measures installed	8	4

We are starting to see an increase of referrals and year to date (April to September) we have received 20 referrals of which 15 have resulted in security measures installed.

Severe Weather Emergency Protocol

Extreme cold can cause serious health problems and death for those who are exposed overnight or for long periods of time. Historically, SWEP used to be triggered only when temperatures were forecast at 0°C or below for three days. Best practice now takes a broader approach: considering forecasts near zero, rain, snow, wind chill, “feels like” temperature, and icy conditions. There are benefits to opening provision for temperatures that are above freezing as this can be just as harmful, and for maintaining this provision over longer periods.

SWEP also recognises that during extreme heat, people experiencing homelessness are at a heightened risk of developing heat-related illnesses due their inability to keep cool (owing to a lack of shelter) and reduced access to showers and drinking water. Needs are likely to be more urgent during daylight hours, so a different approach to SWEP may be needed.

Over the past five years SWEP has been activated during the winter months over 22 occasions, providing opportunities to engage with rough sleepers who may be more likely to accept support.

Once an individual has been accommodated under SWEP, we will seek to engage utilising a personalised approach to find solutions to the barriers faced and identify move on options or refer onto services more appropriate to the support needed.

Accommodation

First stage accommodation

Service	Detail
Temporary accommodation owned and managed by North Norfolk District Council	The Council owns and manages 23 units of self-contained temporary accommodation with the purchase of a further unit due to complete shortly and funding for the purchase of 2 further units having been agreed. The homes are street properties purchased from the market and range from 1 - 4 beds. The homes are kept in good condition and are located across the district, with most located in the main towns where facilities and transport links are available
Temporary accommodation leased and managed by North Norfolk District Council	The Council leases a 4-bedroom property from Flagship Housing Group for use as temporary accommodation on a three-year lease to October 2025. The lease is currently being renewed for a further three-year period. The rent charged to occupants placed covers the lease costs of the property.
Temporary accommodation owned and managed by Flagship Housing Group	Flagship Housing Group owns a scheme of five bedsit units in Stalham to which the Council nominates homeless households as temporary accommodation.
Nightly Paid Privately Managed Temporary Accommodation	Where there is no other option available and where it is necessary to accommodate a homeless individual/household, the Council pays for nightly-paid accommodation. Where possible (and safe), the Council aims to provide accommodation that is local, with self-contained cooking/washing facilities.

Temporary Accommodation Placements

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Nightly paid shared facilities	69	193	101	181	164	157
Nightly paid Self-contained	88	66	68	71	103	88
Registered provider stock	12	19	11	24	16	9
Council owned TA	4	13	15	22	23	28
Other privately rented	4				2	0
Other Council	2					
Total	179	291	201	298	308	282

Some of these placements especially nightly paid shared facilities are likely to be very short term and, in some cases, only for one night. Families with children will be placed in accommodation which is self-contained wherever possible but if they are placed into nightly paid accommodation with shared facilities they will be moved into self-contained accommodation within six weeks in line with statutory requirements. Where suitable, the Council aims to use accommodation within North Norfolk to reduce disruption to households and their community links to the district, however there is a very limited supply of self-contained temporary accommodation in the area and as a result we have to make placements outside of the district.

Most households will have more than one accommodation placement, and some households might be placed more than once over the course of a year especially if they leave a temporary accommodation placement and reapply as homelessness later.

Composition of households placed into temporary accommodation

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Single person	62 (53%)	118 (70%)	81(59%)	103 (54%)	95 (51%)	101 (58%)
couple	10 (8%)	5 (3%)	7 (5%)	11 (6%)	7 (4%)	10 (6%)
Non cohabiting couple				2 (1%)	2 (1%)	
Family with dependent children	46 (39%)	43 (26%)	46 (34%)	69 (37%)	80 (43%)	60 (34%)
Family with non-dependent children		2 (1%)	3 (2%)	4 (2%)	4 (2%)	4 (2%)
total	118	168	137	189	188	175

The number of households placed into temporary accommodation in 2024/25 was 48% higher than the number placed in 2019/20. The number of households placed into temporary accommodation in 2024/25 is 8% lower than the number placed in 2022/23 which is the highest number placed over the strategy period.

As the number of households with dependent children being placed in temporary accommodation has increased so has the number of children. Larger families face significant waits due to the lack of larger family accommodation.

The following table shows a snapshot of children living in temporary accommodation at the end of each financial year.

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Dependent children in TA	77	78	82	118	151	

Source: NNDC Case Management Information - Children in temporary accommodation

The Council has invested in the purchase of properties for use as temporary accommodation and as at the end of 2024/25 had 28 properties in use. Households accepted as main duty homeless will stay in temporary accommodation until the Council can discharge this duty with an offer of suitable alternative housing, for some this may take weeks, months and even years where there is a short supply of the type of accommodation required, especially larger properties with four or more bedrooms.

In addition to the human cost of placing households and especially children in Temporary accommodation there is also a financial cost to the Council. The Council is only able to recover a small proportion, £98.08 per week of the Housing Benefit paid out on nightly paid accommodation whereas the actual cost varies from £329 for a single room and £762 for a family accommodation with a degree of self-containment, leaving the Council to pick up the shortfall of £231-664 pr household per week. The Council's expenditure on temporary accommodation is detailed below.

Temporary Accommodation Expenditure

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Nightly paid costs	£396,000	£597,000	£538,000	£1,110,000	£1,310,000	£1,018,024
In house TA costs	£7,900	£26,662	£133,071	£271,502	£154,660	£151,918
Client contributions	-£33,390	-£55,534	-£82,177	-£127,189	-£179,503	-£216,504
Housing Benefit (All TA Expenditure)	-£383,000	-£672,000	-£548,000	-£993,000	-£1,195,000	-£1,141,000
Shortfall on reimbursed subsidy from DWP (All TA)	£227,000	£443,000	£369,000	£714,000	£861,000	£776,000
Net Cost	£214,510	£339,128	£409,894	£975,313	£951,157	£588,438

Council owned Temporary accommodation

The Council has been investing in the purchase of self-contained temporary accommodation since March 2017 and currently has 24 properties in use as temporary accommodation.

Purchase	Location	Size and type	Date purchased	Source of funding
	Pre strategy purchases			
1	Holt	2BB	March 2017	
2	Sculthorpe	2BH	June 2018	
3	Sculthorpe	3BH	June 2018	
	2019/20			
4	North Walsham	2BB	March 2020	
	2020/21			
5	Hempton	1BH	April 2020	
6	North Walsham	2BF	June 2020	
7	North Walsham	2BH	August 2020	
	2021/22			
8	Ludham	2BB	June 2021	DFG BCF – social care priority – TA for disabled household
9	Holt	4BH	November 2021	Community Housing Fund and Homelessness reserve
10	Hoveton	3BH	December 2021	Community Housing Fund and Homelessness reserve
11	North Walsham	3BB	December 2021	DFG BCF – social care priority – TA for disabled household
	2022/23			
12	Sheringham	2BH	September 2022	
	2023/24			
13	Mundesley	2BF	June 2023	
14	Cromer	4BH	July 2023	Local Authority Housing Fund (LAHF)
15	North Walsham	3BH	December 2023	Homelessness Prevention Grant (HPG) and LAHF
16	North Walsham	4BH	December 2023	HPG and LAHF
17	North Walsham	3BH	March 2024	HPG and LAHF
18	Stalham	3BH	March 2024	HPG and LAHF
	2024/25			
19	North Walsham	3BH	August 2024	LAHF

20	North Walsham	3BH	October 2024	LAHF
	2025/26			
21	Cromer	2BH	April 2025	LAHF
22	Holt	2BH	April 2025	LAHF
23	Fakenham	4BH	July 2025	LAHF
24	North Walsham	1BH	August 2025	LAHF

The Council is currently seeking three further properties for purchase in 2025/26 which will bring the total number of properties to 27

The spread of the properties purchased has been determined largely by affordability which has resulted in 14 (58%) of the purchases being in the East of the district, whilst six (25%) are in the Central part of the district and four (17%) are in the West of the district.

Ten of the properties have two bedrooms (42%), whilst 8 (33%) have three bedrooms, four (16%) have four bedrooms and two (8%) have one bedroom.

The Council has spent £4,383,087 on the purchase of the first 20 properties. A further £119,188 has been spent on bringing the properties up to the lettable standard. £2,308,729 of funding has been received towards the cost of purchasing these properties resulting in a net cost to the Council of £2,100,945. The estimated current value of these properties is £4,769,750.

Analysis of the performance and value for money of the Council's portfolio of homes used for temporary and other homelessness accommodation have been undertaken in 2024 and 2025. In summary the analysis shows that, if all costs (including internal recharges) are included our housing portfolio does not break even. However, if some internal recharges are not attributed to our own accommodation (for staff who would need to manage homeless households regardless of whether they were accommodated in our, or other types of, accommodation) our accommodation portfolio does make a return. Compared to nightly paid accommodation, our own portfolio delivers significant savings as well as a considerable improvement to the lives of those accommodated. The performance our portfolio has improved greatly, and in 2024/25 alone saved us in excess of £400k compared to use of nightly paid inferior accommodation.

In 2024 the East of England Local Government Association (EELGA) was engaged to undertake an independent analysis of the performance and value for money of our temporary accommodation portfolio. The report concluded that, particularly when compared to nightly paid alternatives, "The Councils owned accommodation is currently providing excellent value for money". Some improvements to the management of our portfolio were identified in EELGA's report as a result of which a Temporary Accommodation Steering group was set up with officers from Finance, Property Services, Estates, Strategic Housing and Housing Options which has helped to improve processes for the management of the portfolio.

Area for further consideration: Continue to invest in the provision of self-contained temporary accommodation to reduce the use of nightly paid accommodation. In the absence of other funding opportunities consider an invest to save business case directly linked to using the funding currently used for nightly paid accommodation. Undertake further analysis to understand what level of nightly paid accommodation use cannot be avoided (including those presenting as homeless in an emergency and accommodation of those where a direct placement into self-contained temporary accommodation might not be appropriate).

Area for further consideration: Consider an annual capital bid for the purchase of additional temporary accommodation units until the number of affordable housing lets is sufficient to adequately manage the demand from homelessness with an acceptable level of use of nightly paid accommodation.

Second stage accommodation

Service	Detail
Homelessness Sanctuary Supported Living	Sanctuary a national housing provider with a supported housing scheme in Cromer with 25 units of accommodation available on a direct access basis for single homeless people needing support (non-complex) for up to two years. The funding provided by Norfolk County Council has been reduced from 1 September 2025. Revised rents, service charges and intensive housing management claims have been submitted to the Council's Benefits Service and agreed. Sanctuary has advised that there is a shortfall in funding and as a result they will be looking to reduce the level of support provided to residents.
The Benjamin Foundation Housing with 24/7 Support	The Benjamin Foundation provides support to young people at risk on a direct access basis for up to two years with nine units in North Walsham (Winston Court) and eleven units in Fakenham (Steven Newing House) The funding provided by Norfolk County Council has been reduced from 1 September 2025. Revised rents, service charges and intensive housing management claims have been submitted to the Council's Benefits Service and agreed.
EMPANDA	Empanda provides support to young people at risk for up to two years with 26 units across Cromer, Sheringham and Stalham The funding provided by Norfolk County Council has been reduced from 1 September 2025. Revised rents, service charges and intensive housing management claims have been submitted to the Council's Benefits Service and agreed.
NSAP/RSAP accommodation owned and managed by North Norfolk District Council	The Council received grant funding under the Next Steps Accommodation Programme and Rough Sleeper Accommodation programme to purchase five properties. The properties are offered to those who are rough sleeping/at risk of rough sleeping on a Housing First principle and are given a two-year licence.
Society of St Vincent de Paul	One property for a household requiring intensive support. Offering crisis and transitional accommodation to homeless people. They also support families leaving temporary accommodation by providing household necessities including carpets, white goods and furniture.
Leeway Domestic Abuse Helpline and Support Services	Leeway operates nine safe houses (refuges) across Norfolk for female victim-survivors of domestic abuse. Leeway is part of a national networks of refuge provision accessed by the National Domestic Abuse Helpline.

Supported housing schemes

	Empanda	Benjamin Foundation Winston Court	Benjamin Foundation Steven Newing House	Sanctuary
Number of units	26	9	11	25
Utilisation	89-98%	95-100%	81-98%	87-93%
Throughput	104-112%	100-111%	82-118%	100-112%
Left during the year	17	4	9	11
Of which accommodated >2 years	4 (24%)		3 (33%)	3 (27%)
Of which accommodated 1-2 years	3 (18%)	2(50%)	3 (33%)	
Of which accommodated <1 year	10 (59%)	2 (50%)	3 (33%)	8 (73%)
Of which went on to stay with friends	1 (6%)	1(25%)		
Of which went on to stay with family	7 (41%)	1 (25%)	1 (11%)	
Of which moved into Supported Housing	6 (35%)		4 (44%)	
Of which moved into privately renting	3 (18%)		3 (33%)	2 (18%)
Registered Provider – general needs				4 (36%)
Custody				1 (9%)
Not known		1 (25%)	1 (11%)	3 (27%)
Of which were evicted	5 (30%)	1 (25%)	1 (11%)	1 (27%)
Of which abandoned	1 (6%)	2 (50%)		
Residents in the scheme as at 31/03/2025	22	8	8	22
Of which accommodated > 2years	6 (27%)	2 (25%)	2 (25%)	7 (32%)
Of which accommodated 1-2 years	9 (41%)	2 (25%)	4 (50%)	6 (27%)
Of which accommodated <1 year	7 (32%)	4 (50%)	2 (25%)	9 (41%)

NB

Empanda - further breakdown of the 17 leaving across the three schemes

Cromer - 4 of which 2 were evictions (50%) – 1 went on to stay with friends, 1 to stay with family, 2 to supported housing

Sheringham - 3 of which 1 was an eviction (33%) and 1 was an abandonment (33%) – 2 went on to stay with family and 1 to privately rent

Stalham - 10 of which 1 was an eviction (10%) – 4 went on to stay with family, 4 to supported housing and 2 to privately rent

Supported housing is an important resource in the prevention and relief of homelessness. Most of the schemes in the district detailed are funded through rents and service charges and intensive housing management which are covered by Housing Benefit. Most schemes also receive funding from Norfolk County Council for the support provided and this is a legacy from the Supporting People programme. The removal of the ring fencing of funding provided under Supporting People has left supported housing schemes vulnerable to cuts to County Council budgets and the funding provided by Norfolk County Council for those schemes funded was reduced from 1 September 2025. Revised rents, service charges and intensive housing management claims were submitted to the Council's Benefits Service and agreed. The services remain vulnerable to future possible reductions in the County Council budgets although it is understood that there are no current proposals to reduce funding for 2026/27.

There is a good supply and geographical spread of supported housing for young people in the district – 46 units delivered by two providers over five locations. The Council was proactive in developing this provision. It is considered that this provision has reduced the incidence of homelessness for young people up to the age of 25 and has provided relief for those who have become homeless. Children's Services refer directly into these schemes, and this can be seen from the low numbers approaching the Council in the younger age groups. This provision is essential due to the lack of Houses and Multiple Occupation and shared house opportunities in the private rented sector.

Sanctuary Housing manage a 26-unit scheme of supported housing for single people with low level needs in Cromer over two properties. The scheme is identified as providing direct access, but the vetting process means that this is not how the scheme operates. This scheme has had two previous providers reflecting the difficulties in managing this type of scheme and the funding margins. There are some concerns over the viability of the scheme as it currently stands.

The information provided above suggested that there is potential to increase the effectiveness of supported housing. Utilisation levels could be improved with only one of the providers achieving utilisation of 95-100%. All the schemes provide support for up to two years, yet a high proportion of the residents remain after the two-year period and are leaving after the two-year period. Only a small percentage of the moves out of the schemes are into accommodation providing greater security and a high proportion of the moves are not planned or are evictions or abandonments.

The number of approaches to the Council by single homeless households both assessed as having a prevention duty and a relief duty suggests that this level of provision is inadequate. There is a need for more provision as well as a greater geographical coverage of provision and a broader range of provision catering for direct access and households who have medium and high needs in addition to greater provision for those with lower needs.

Increasing the provision of supported housing has several difficulties including site identification and the availability of capital and revenue funding.

In February 2025 the government consulted on its proposals for implementing measures in the Supported Housing (Regulatory Oversight) Act 2023. It is proposing to introduce a locally led licensing regime for supported housing (at the scheme level) across England, along with new National Supported Housing Standards for the support provided and changes to Housing Benefit Regulations to ensure that supported housing is good quality

and delivers value for money. We are waiting for the government's response to the consultation. It is hoped that the new regime will give Council's greater control over supported housing schemes in the district to drive up quality and standards.

Area for further consideration: In advance of the implementation of the Supported Housing (Regulatory Oversight) Act 2023 work with supported housing providers to maximise outcomes delivered through the supported housing schemes in the district including increasing utilisation, restricting occupation to two years and reducing evictions and abandonments.

Area for further consideration: Continue to seek opportunities to increase the supply of supported housing for single people to give greater geographical coverage and a broader range of provision catering for direct access and households who have medium and high needs in addition to greater provision for those with lower needs.

Next Steps Accommodation Programme (NSAP)

The Next Steps Accommodation Programme (NSAP) was a Government initiative launched in 2020 to provide longer-term housing solutions for people who had been moved into emergency accommodation during the COVID-19 pandemic, particularly those with a history of rough sleeping to prevent a return to rough sleeping. The programme offered capital and revenue funding to local authorities to deliver move-on units and the necessary support services to help these individuals secure stable housing. The Council secured £140,000 of funding towards the purchase of four, one-bedroom properties, two of which are in North Walsham, one in Fakenham and one in Melton Constable. The total cost of the four properties was £448,553. £44,752 was made available from the DFG BCF allocation (purchasing a property for social care purposes) with the Council directly funding £263,801. The estimated value of the properties is currently £530,000.

The NSAP properties are used to accommodate rough sleepers or those at risk of rough sleeping on a Housing First basis on a licence agreement for a period of up to two years. Two hours of support per week is provided by the Council's Pathway, Prevention and Sustainment Officers to prepare those housed for independent living and to assist in securing accommodation when they are ready to move on or at the end of the two-year period.

Rough Sleeping Accommodation Programme (RSAP)

The Rough Sleeping Accommodation Programme (RSAP) was a Government initiative, active during 2021-2024, that provided longer-term accommodation and support services to help rough sleepers transition to independent living and prevent a return to sleeping on the streets. The programme funded the acquisition and refurbishment of properties to serve as move-on accommodation with tenancies of up to two years providing a pathway to settled housing. The Council secured £35,000 funding towards the cost of converting a Council owned building to a one-bedroom property in Sheringham. The refurbishment costs were £86,002 with a net cost to the Council of £50,643. The estimated value of the property is currently £115,000.

Long term accommodation

Service	Detail
Social/affordable housing Your Choice Your Home - Home	Homeless applicants (and those in second-stage accommodation) can apply for social and affordable housing through the Your Choice Your Home scheme. Applicants are banded in accordance with their level of housing need and in line with the Council's allocation policy.
Affordable Housing - Homes for Wells	Homes for Wells has 30 homes which they let using their own allocations policy and prioritise working households in Wells and adjoining parishes
Blakeney Neighbourhood Housing Society BNHS	Blakeney NHS has 39 homes which they let using their own allocations policy and prioritise those born or living in Blakeney and adjoining parishes
Holt and Neighbourhood Housing Society Holt and Neighbourhood Housing Society Ltd - History	Holt NHS has 45 homes which they let using their own allocations policy and prioritise those with a connection to Holt
Home - Sheringham Stable Door	Stable Door has nine homes which they let using their own allocations policy or accept nominations from the Council, they prioritise those with a connection to Sheringham
Private Rented Sector	Homeless applicants (and those in second-stage accommodation) can receive assistance to access the private rented sector. The Council can provide financial assistance towards rent deposits and rent guarantees.
Benjamin Foundation Housing Transition Team - Rent Deposit and Tenancy Transition Scheme	The Rent Deposit Scheme helps young people age 18-25 who have previously faced homelessness and are now ready to live independently to gain access to the private rented or social housing sector. The Tenancy Transition Service provides young people with the practical, one-to-one support they need to source, secure and sustain a tenancy. The two schemes work hand in hand and are delivered by two part time Tenancy Transition Officers funded by EveryYouth Home EY

Affordable housing stock in North Norfolk District Council area

	1 bedroom	2 bedroom	3 bedroom	4 bedroom +	Total
General Need Affordable Rent	703	2289	1896	97	4985 (77%)
General Need Shared Ownership	12	179	93	2	286 (4%)
Local Letting Affordable Rent	53	220	72	11	356 (6%)
Local Letting Shared Ownership	0	36	22	0	58 (1%)
Housing for Older People (age restricted 55+)	373	119	2	0	494 (8%)
Sheltered Housing Affordable Rent	95	3	0	0	98 (2%)
Sheltered Housing Shared Ownership	0	2	0	0	2
Extra Care Affordable Rent	97	3	0	0	100 (2%)
Extra Care Shared Ownership	0	36	0	0	36 (1%)
Total	1333	2887	2085	110	6415

As discussed later general need affordable rent are the properties that are most likely to be used to discharge main housing duties for those accepted as homeless and these account for 77% of the affordable housing stock in the district. Although there is an aging population in the district, older people are under-represented in those who are becoming homeless and so the properties which have age designations are less likely to be used in the discharge of main housing duties, 728 (11%) of the affordable housing stock is age designated.

There are a small number of five, six, seven and eight bed properties in the general needs stock. These properties very rarely become available, and it would not be sensible for a household to have hope that they could be allocated a property larger than four bedrooms. The maximum size of property included in any affordable housing mix for a new development would be four bedrooms, if a property larger than this were to be included it could be seen that we are seeking to meet the needs of an individual family however due to the lead in time for development the needs of households might change or other households in greater need might surface. It is not considered cost effective and viable to develop properties larger than four bedrooms. This might mean that the Council cannot discharge a main housing duty for a larger household meaning that such households will remain temporary accommodation for long periods of time which is acceptable providing that the accommodation is suitable (the bar for suitability of temporary accommodation is lower than for a permanent offer of housing).

Your Choice Your Home – Housing Register	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Housing Register - no of households	530	561	471	557	507	485
Housing Options Register – no of households	1881	1949	1755	1562	1564	1386
Transfer Register - no of households	443	396	334	375	384	328
Total	2854	2906	2560	2494	2454	2199

The numbers on the Housing Register are not necessarily a true reflection of housing need and will be influenced by several factors including how the register is administered including the requirement to re-register, the policy in place and any restrictions on eligibility and the policies in place in other councils particularly neighbouring councils. The numbers have reduced by 23% between 2019/20 and 2024/25 with higher reductions in the numbers on the Housing Options and Transfer Registers than the Housing Register which has reduced by only 8%. The numbers on the registers however are far above the capacity to house with only 286 lettings in 2024/25 this compares to 369 households being assessed as being owed a homelessness duty. A significant number of households assessed as owed a homelessness duty are likely to be included in the 485 households on the Housing Register. The Housing Register includes those in the highest level of need and so there are at least a further 116 households in a high level of housing need.

Your Choice Your Home Lets

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Housing Register lets	n/a	220 (84%)	261 (87%)	267 (92%)	232 (90%)	247 (86%)
Housing Options Register lets	n/a	32 (12%)	24 (8%)	13 (4%)	16 (6%)	15 (5%)
Transfer Register lets	n/a	10 (4%)	14 (5%)	11 (4%)	11 (4%)	24 (8%)
Total	283	262	299	291	259	286

The following table details the number of homes let that went to households that were either homeless or at risk of homelessness

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Threatened with Homelessness	0	8	29	34	15	51
Accepted Homeless	12	74	52	99	133	109
Total	12 (4%)	82 (31%)	81 (27%)	133 (46%)	148 (57%)	160 (56%)

New households are joining the Your Choice Your Home scheme every day and even though over 80% of the lettings are made to those on the Housing Register with an average of 245 properties being let per year this has little impact on the numbers on the list at any one time.

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
1 bed lets	111 (39%)	119 (45%)	147 (49%)	134 (46%)	126 (49%)	114 (40%)
2 bed lets	133 (47%)	108 (41%)	121 (40%)	130 (45%)	111 (43%)	131 (46%)
3 bed lets	37 (13%)	33 (13%)	25 (8%)	27 (9%)	21 (8%)	40 (14%)
4 bed lets	2 (<1%)	2 (<1%)	6 (2%)	0	1 (<1%)	1 (<1%)
Total	283	262	299	291	259	286

Lettings result from turnover in the existing affordable housing stock, transfers of tenants from one property to another with the resulting property becoming available to let and additions to the affordable housing stock mainly through new development. The size and type of property available for letting will vary from time to time but overall, the proportion of lets by size has remained constant.

Housing Register by bedroom need (snapshot 31 August 2025)

	Housing Register	Housing Options Register	Transfer Register	Total
1 bedroom	210	874	160	1244
2 bedroom	103	319	89	511
3 bedroom	70	81	41	192
4 bedroom	90	104	42	236
5 bedroom plus	15	15	7	37
Total	488	1393	339	220

As a result of increasing levels of homelessness and use of temporary accommodation, the Council by agreement with the partners to the Your Choice Your Home scheme piloted measures to directly allocate properties to those accepted as main duty homeless. This approach was formalised in a new Allocations Scheme agreed by the Council in December 2024 following consultation with partners, applicants, residents and other stakeholders. The Allocations Scheme is being implemented in stages due to the need for system reconfiguration and is expected to be fully implemented from April 2026 when we will start to see the full effect of the changes made.

Affordable Housing Delivery 2019 – 2025

Affordable housing delivery by scheme type

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	total
Section 106 market delivery	42	11	48	5	15	3	124 (28%)
Exception scheme	28	26	0	0	0	29	83 (19%)
Other direct delivery	9	71	112	8	20	17	237 (53%)
Total	79 (18%)	108 (24%)	160 (36%)	13 (3%)	35 (8%)	49 (11%)	444

Affordable housing delivery has been variable over the six-year period with a low of 13 in 2022/23 and a high of 160 in 2021/22 and an average of 74. The low point coincided with restrictions on development due to the requirement for Nutrient Neutrality affecting development in much of the district. Mitigation measures against nutrient neutrality have enabled some development to progress and delivery over 2022/23 to 2024/25 has started to recover albeit still lower than the 79 delivered in 2019/20.

Affordable housing delivery by tenure and allocation type

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	total
General need - rent	31 (39%)	40 (37%)	34 (21%)	13 (100%)	30 (86%)	3 (6%)	151 (34%)
General need – shared ownership	20 (25%)	42 (39%)	71 (44%)	0	5 (14%)	3 (6%)	141 (32%)
Local Letting - rent	18 (23%)	16 (15%)	0	0	0	39 (18%)	73 (16%)
Local Letting - shared ownership	10 (13%)	10 (9%)	0	0	0	4 (8%)	24 (5%)
Housing with Care - rent	0	0	30 (19%)	0	0	0	30 (7%)
Housing with Care - shared ownership	0	0	25 (16%)	0	0	0	25 (6%)
	79 (18%)	108 (24%)	160 (36%)	13 (3%)	35 (8%)	49 (11%)	444

Over the six-year period 34% of the delivery has been for general need rent with general need shared ownership only just lower at 32%. Those accepted as having a main duty under the homelessness legislation are most likely to be housed in general need housing for rent, they are unlikely to be able to purchase a share in a home under the shared ownership schemes, are less likely to have a strong local connection to be successful in being allocated a property under local lettings criteria and are unlikely to qualify for specialist housing with care provision. New affordable housing delivery is important to supplement general needs housing becoming available in the existing affordable housing stock to balance the Council's rehousing duty and reduce the need for temporary housing for those accepted as having a main duty under the homelessness legislation.

A steady supply of new affordable housing allows for the rehousing of those who are homeless/at risk of homelessness and who are not owed a main homelessness duty and for those who have a housing need and find it difficult to meet their own housing needs in the wider housing market.

The Your Choice Your Home scheme allows for the participating housing providers to allocate up to 20% of their vacancies to tenants wishing to transfer. The Council liaises with the housing providers to determine which properties can be used for this quota ensuring a fair allocation across all the housing types and sizes and uses and ensuring that the Council has a fair proportion of the properties that are most useful in enabling it to discharge its main housing duties to those accepted as homeless. In practice only Victory Homes has made use of this quota.

The transfer of a tenant does not reduce the overall opportunity to allocate to properties unless the landlord then voluntarily disposes of the property once vacated. Tenant transfers particularly if there is a chain of moves will delay the ability to house a household from the Housing Register. Tenant transfers however can be useful to make best use of stock and increase the availability of more useable stock types for high need groups e.g. the allocation of Housing with Care to tenants could result in a general needs rented property becoming available to discharge a duty to a homeless household.

Affordable housing (all types) delivery by bedroom size

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
1 bedroom	31 (39%)	31 (29%)	50 (31%)	4 (31%)	16 (46%)	3 (6%)	135 (30%)
2 bedrooms	29 (37%)	48 (44%)	96 (60%)	5 (38%)	10 (29%)	29 (59%)	217 (49%)
3 bedrooms	18 (23%)	27 (25%)	10 (6%)	4 (31%)	8 (23%)	15 (31%)	82 (18%)
4 bedrooms	1 (1%)	2 (2%)	4 (3%)	0	1 (3%)	2 (4%)	10 (2%)
Total	79 (18%)	108 (24%)	160 (36%)	13 (3%)	35 (8%)	49 (11%)	444

The affordable housing delivered over the six-year period 2019/2025 has been predominantly two-bedroom properties at 49%, followed by one-bedroom properties at 30%, three-bedroom properties at 18% and four-bedroom properties at 2%. These figures do vary and in 2023/24 46% of the affordable housing delivery was one-bedroom properties however in 2024/25 only 6% of properties were one-bedroom. The mix for affordable housing development is informed by demand for housing on the housing register but the mix can vary for several reasons. The 55 housing with care properties delivered in 2021/22 will have been predominantly one-bedroom properties. The size of properties becoming available will impact on the Council's ability to discharge its main housing duties accepted under the homelessness legislation and move on those placed in temporary accommodation.

General needs rented delivery by bedroom size

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
1 bedroom	19 (61%)	21 (53%)	19 (56%)	4 (31%)	16 (53%)	0	79 (52%)
2 bedrooms	10 (32%)	16 (40%)	9 (26%)	5 (38%)	7 (23%)	0	47 (31%)
3 bedrooms	1 (3%)	1(3%)	3 (9%)	4 (31%)	6 (20%)	3 (100%)	18 (12%)
4 bedrooms	1 (3%)	2 (5%)	3 (9%)	0	1 (3%)	0	7 (5%)
total	31	40	34	13	30	3	151

Net gain – Affordable housing delivery minus Right to Buy and voluntary landlord sales

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
New affordable homes	+79	+108	+160	+13	+35	+49	+444
Right to Buy sales	-6	-22	-16	-7	-5	-7	-63
Voluntary landlord sales	-45	-24	-44	-18	-29	-30	-190
Net change affordable homes	+28	+62	+100	-12	+1	+12	+191

Tenants in affordable housing can purchase their properties through the Right to Buy and Right to Acquire. The number of properties lost to the affordable housing sector through Right to Buy fluctuates from year to year in line with general economic trends with 63 Right to Buy sales over the six-year period, an average of 11 properties per year and a high of 22 in 2020/21. Properties are also lost to the sector through voluntary landlord disposals. Victory Homes part of Flagship Housing Group has had an active disposal programme over the six-year period with 190 sales, an average of 32 properties per year and a high of 45 in 2019/20. The joint impact of Right to Buy and voluntary landlord sales has meant that a gain of 444 new affordable homes has been reduced to a net gain of 191 over the six-year period with a net loss of 12 in 2022/23.

Flagship Housing Group merged with Bromford Homes in February 2025 and fewer decisions regarding the management of the Victory Homes properties are being made at a local level and any influence the Council has is being eroded overtime. There is concern that the Registered Provider has a more ambitious disposal programme for the stock in the North Norfolk District Council area. To the end of August 2025 14 properties have been disposed of with a further 13 having sales agreed and a further two on the market for sale. This means that the number of voluntary landlord sales in 2025/26 is likely to be higher than 2024/25 and that the net gain for 2025/26 will be less than forty properties.

Assessed Need

The housing requirement in the emerging Local Plan is for a minimum of 8,900 new homes over the plan period 2024-2040. As part of this total a minimum of **2,000** affordable dwellings should be provided (125 p.a.).

Future delivery and pipeline

Affordable housing developments that are expected to be built over the next 6 years.

Stage	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Total
Delivered	39						39
Expected delivery	40	59	105	12			216
Expected planning application			8			270	278
Full planning permission granted				21	53		74
Likely to come forward			41	52	50		143
Outline planning consent granted		54			53	160	267
Part delivered		39					39
Planning application being considered			51	30			81
Total	79	152	205	115	156	430	1137

The pipeline of affordable housing delivery over the current year and subsequent five years has the potential to deliver 1137 additional homes which is an average of 190 homes per annum which is above the minimum requirement of 125 new affordable homes per annum. Assuming that all of these homes are delivered and no additional homes are added to the pipeline and the Right to Buy sales and voluntary landlord sales continue at the same rate as the past six years there will be a net gain of 884 homes or an average of 147 homes per year.

Affordable housing pipeline by tenure and allocation type

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Total
General need - rent	4 (5%)	81 (53%)	33 (16%)	28 (24%)	120 (77%)	344 (80%)	610 (54%)
General need – shared ownership	2 (3%)	59 (39%)	20 (10%)	12 (10%)	36 (23%)	86 (20%)	215 (19%)
Local Letting - rent	67 (85%)	12 (8%)	77 (38%)	59 (51%)			215 (19%)
Local Letting - shared ownership	6 (8%)		14 (7%)	16 (14%)			36 (3%)
Housing with Care - rent			61 (30%)				61(5%)
Housing with Care - shared ownership							0
Total	79 (7%)	152 (13%)	205 (18%)	115 (10%)	156 (14%)	430 (39%)	1,137

The proportion of general needs rented housing varies significantly over the six years from a low of 5% in the current year to 80% in 2030/31.

The Housing Strategy Development and Action Planning process has explored how the Council can further support those involved in the delivery of affordable housing to remove barriers and streamline processes to encourage more opportunities to come forward and ultimately deliver more affordable housing.

Privately renting in the North Norfolk District Council area

Local Housing Allowance (LHA) determines the maximum financial support available for renters in the private rented sector. The rates were last increased to the 30th percentile of local market rates in April 2024. The Department for Work and Pensions (DWP) uses LHA rates to calculate the maximum housing support for claimants of either the housing element of Universal Credit or Housing Benefit. LHA rates are set within Broad Rental Market Areas (BRMA). There are three Broad Market Rental areas covering the North Norfolk District Council area and the rates for the five property types are set out below. These rates were not increased in 2025/26 despite the Secretary of State committing to reviewing the level of LHA rates annually.

The Local Housing Allowance rates for the North Norfolk District Council area

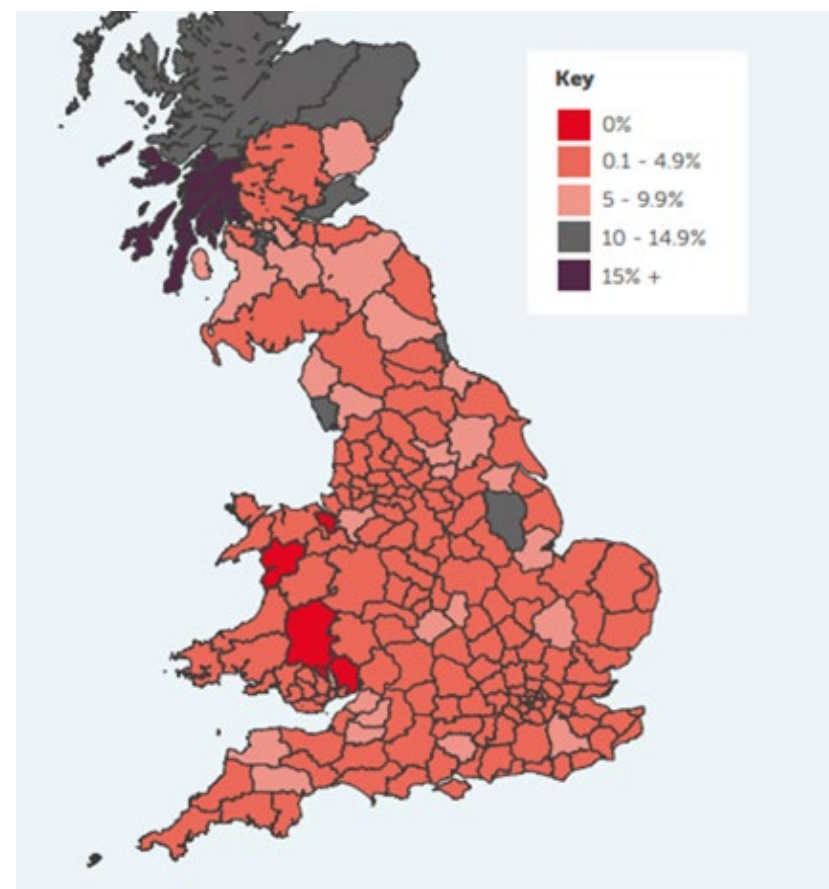
	Central Norfolk and Norwich		King's Lynn		Lowestoft and Great Yarmouth	
Shared accommodation rate	£90.56	£393.50	£92.02	£399.85	£86.61	£376.34
One bedroom rate	£135.78	£590.00	£126.17	£548.24	£101.51	£441.09
Two-bedroom rate	£159.95	£695.02	£149.59	£650.00	£132.33	£575.01
Three-bedroom rate	£184.11	£800.00	£178.36	£775.02	£144.99	£630.02
Four-bedroom rate	£264.66	£1,150.01	£241.64	£1,049.98	£189.86	£824.99

Crisis partnered with Zoopla to review the private rented listings across Great Britain to assess the proportion of properties affordable to households that receive LHA, and shortfalls between the cost of rents and LHA rates. LHA should cover the cost of the bottom 30% of rents in an area, but despite an uprating of LHA in April 2024, private rent listings in the following 6 months (April – October 2024) were well outside affordable levels for households receiving LHA. These findings were published in the Crisis report ‘Now I have my flat, my health is much more stable’ How affordable private rents can help tackle health inequalities and homelessness [crisis-he-policy-report-now-i-have-my-flat-my-health-is-much-more-stable-april-2025.pdf](#).

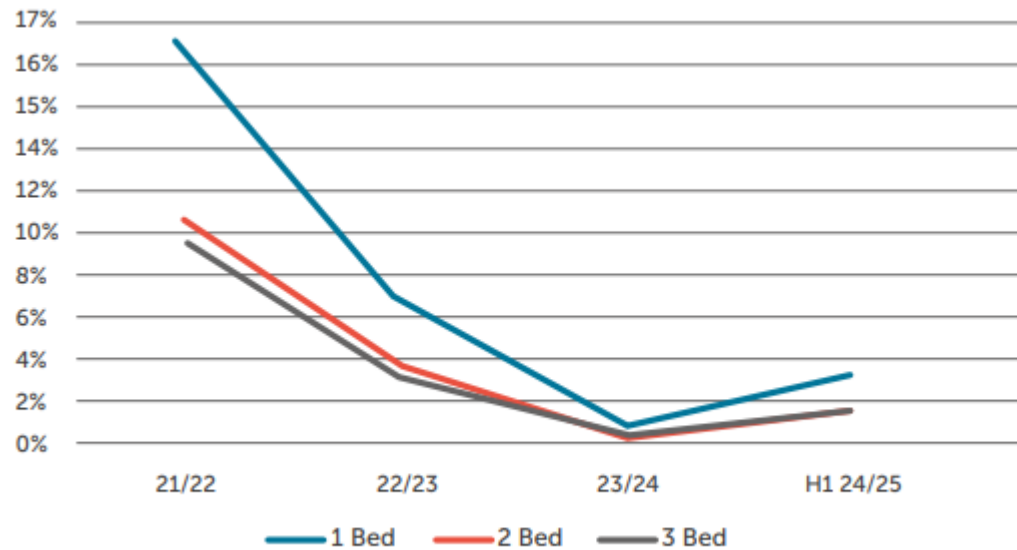
Key findings:

- Below 2.7% of listings across Great Britain were affordable based on LHA rates.
- In England 2.5% of listings were affordable
- The average monthly shortfall between LHA and the bottom 30% of rents across England was £350 for 1-bed, £335 for 2-beds and £508 for 3-beds

The findings are illustrated in the heat map opposite.



The graph below illustrates how the proportion of properties within the LHA has reduced in recent years as rents have increased whilst the Local Housing Allowance level have been frozen and the uptick demonstrates the impact the uprating of the LHA in April 2024 has had.



The chart below shows the percentage of properties in the three BRMA that are below the LHA level.

Broad Rental Market Area	%below LHA (1 - 3 bed)
Central Norfolk and Norwich	1.5%
King's Lynn	4.5%
Lowestoft and Great Yarmouth	0.4%

Local monitoring of the private rental market

A snapshot of private rented homes advertised for let is analysed each month. In 2024 there was an average of 77 homes advertised per month in the district. Analysis shows that only ten properties were within LHA rates and that the larger the property the greater the difference between the rent and the LHA rate. In the first six months of 2025 there has been a larger number of properties advertised. Only two of the properties were below LHA rates and the gap between the rent and LHA rates has widened for three and four bed plus properties.

2024 (Jan – Dec)	1-bed	2-bed	3-bed	4+-bed
Sample size per month	10	29	24	14
LHA	£588	£693	£798	£1,147
Average rent	£722	£974	£1,276	£2,088
Difference	£134	£280	£478	£941
% above LHA	23%	40%	60%	82%
Number within LHA	6	2	0	2

2025 (Jan – Jun)	1-bed	2-bed	3-bed	4+-bed
Sample size per month	11	33	24	19
LHA	£588	£693	£798	£1,147
Average rent	£722	£909	£1,328	£2,186
Difference	£134	£216	£530	£1,039
% above LHA	23%	31%	66%	91%
Number within LHA	2	0	0	0

NB some properties might be included more than once if the period they are advertised for spans more than one month.

Analysis of Housing Benefit claims in payment – July 2025

Migration of working age Housing Benefit claimants to Universal Credit is almost complete in the district and we do not have access to data which shows Universal Credit claims for Housing Costs at a district level. Analysis of Housing Benefit claims in payment shows that there were 579 claims of which 52 are working age and 527 pension age. Of these 308 were in receipt of a passported benefit and 9 were in work. 232 were in receipt of a Disability Benefit and 26 had a Carer in the household. There were 468 unique landlords, and most landlords only have one property.

Most claimants occupy smaller properties. Data is incomplete in system reporting, so not all claims show a 'number of bedrooms entitled to', of the 506 claims that do, 305 would appear to have more bedrooms than they need, whilst 9 appear to have less bedrooms than required and 192 have the right number of rooms for their need.

Number of bedrooms	Number of cases
1 bedroom	226
2 bedrooms	241
3 bedrooms	77
4 bedrooms	3
5 bedrooms	1

The rents on the properties vary significantly. 424 claimants are impacted by the Local Housing Allowance cap including 104 claimants have a restriction on their benefit since the removal of the spare room subsidy.

Number of bedrooms	Lowest rent	Highest rent	Average rent
1 bedroom	117 p/m	1450 p/m	561.43 p/m
2 bedrooms	314.06 p/m	1300 p/m	661.03 p/m
3 bedrooms	313.84 p/m	1800 p/m	684.84 p/m
4 bedrooms	550 p/m	1600 p/m	1133.33 p/m
5 bedrooms	700 p/m	700 p/m	700 p/m

There are 13 claims in payment for shared accommodation, and all are over the age of 66 with monthly rents ranging from £300 to £550 per month.

LIFT platform

The Council has invested in The LIFT platform, intelligent data analytics software that helps local authorities to maximise resident's income and reduce their costs. It combines the Policy in Practice benefits policy engine with administrative datasets to target welfare support services. We can use the platform to analyse, identify, engage and track financially vulnerable households. In July 2025 analysis showed.

Households in a cash shortfall	255
PRS tenants in a cash shortfall	100
PRS tenants in a cash shortfall with Council Tax arrears	28
PRS tenants in a cash shortfall impacted by LHA cap	66
PRS tenants in a cash shortfall impacted by the benefit cap	24

A shrinking Private Rented Sector (PRS)

Good quality data on the size of the PRS is not readily available but all the information available shows a decline in PRS homes in the district.

The regional body for PRS landlords, the Eastern Landlords Association report a decline in members for the first time since they were established. The Association says that many typical landlords, with individual homes or a small portfolio of homes, are exiting the sector completely citing the growing challenges (financial and legislative) as the reason for leaving.

The Council is supporting growing numbers of homeless households and "End of private rented tenancy" has remained the main reason for applicants approaching us at risk of being homeless. In 2024/25 the Council saw 1,125 approaches for homelessness, of which 398 were assessed as threatened with homelessness and owed a duty of prevention or relief, the main cause of homelessness given was end of PRS with 132 cases, and further monitoring of these cases showed 60 were directly due to landlords selling the property.

The PRS in North Norfolk is diverse. There are several country estates in the district each having a portfolio of rented housing and there are also property companies with portfolios of private rented homes (though no single company owns more than 100 homes). However, most landlords operate on a small scale with a few or just one rental property. In some parts of the country institutional investors are developing new housing for private rent but this is yet to happen in the district. The nature of the PRS here makes the district more susceptible to some of the recent changes to the PRS.

Since 2010, there have been several policy changes affecting private landlords and potentially reducing the viability of letting homes. These include tax changes for Buy-to-Let landlords, changes to the Stamp Duty Land Tax, and tightening lending criteria on Buy-to-Let mortgages. Additionally recent significant rises in mortgage interest rates have had a major impact. The introduction of the Renters Rights Bill is considered a threat by many

landlords (key measures include removing the ‘no-fault’ right of landlords to end a tenancy, requiring rented homes to meet ‘decent homes’ standards, limiting rent inflation to one annual increase, requiring all rented homes to meet stricter Energy Performance Certificate (EPC) requirements).

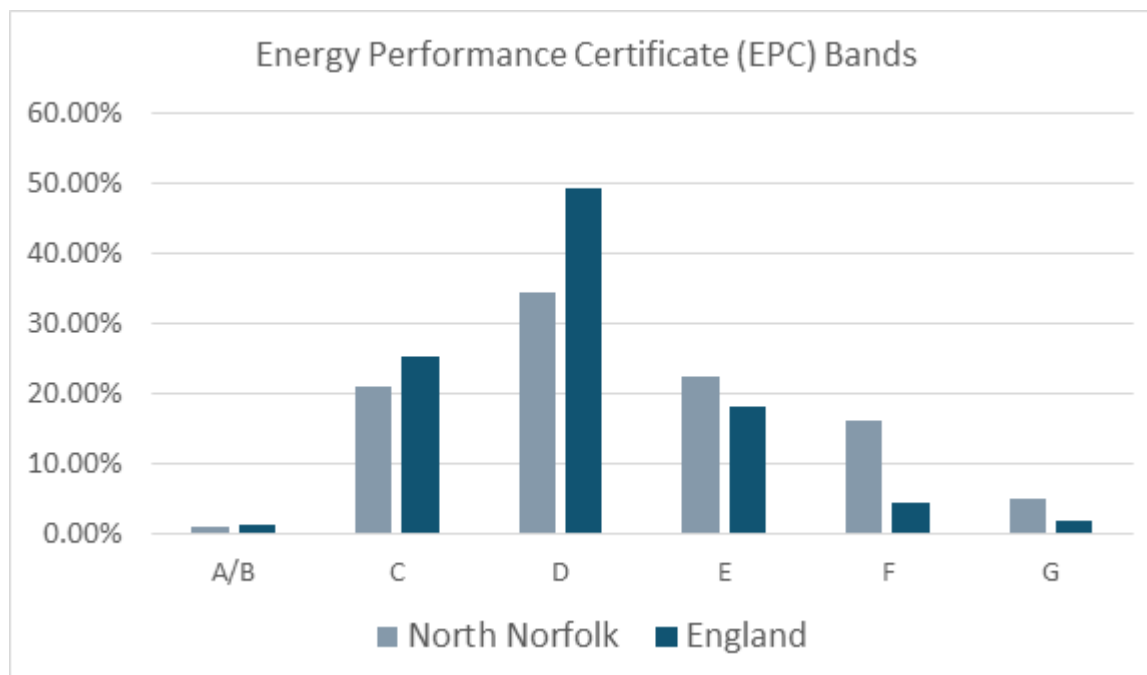
The Council commissioned a Housing Stock Condition Survey in 2020 which identified 2,510 homes in the PRS with an EPC of F or G. Minimum energy efficiency standards (MEES) have been required since 2018. These standards require properties to be at EPC E or above in order to be let unless a valid exemption applies. Valid MEES exemptions must be registered on the PRS Exemptions Register including.

- High-cost exemption
- Seven-year payback exemption
- All improvements made exemption
- Wall insulation exemption
- Consent exemption
- Devaluation exemption
- New landlord exemption
- Listed Building exemption

Each of the exemptions have specific criteria and evidence requirements and most last five years except the New Landlord exemption which lasts for six months.

The Government planned to raise these minimum standards further with a target of D by 2025 and C by 2030 although the implementation timetable for these higher standards was paused and is currently under review.

We do not have data on the number of privately rented properties in the district in each of the EPC bands to understand the impact of any further changes to MEES. The Housing Stock Condition report did however provide data showing that North Norfolk has a higher proportion of properties in bands E, F and G than the rest of England and a lower proportion in bands A, B, C and D.



The shrinking PRS market means that the homes available are in increasing demand, which in turn is leading to increasing rents and decreasing affordability for local households as seen from the local monitoring detailed above. This picture is not uncommon across the country – and has been highlighted in a number of studies (for example [Is the private rented sector shrinking? | Joseph Rowntree Foundation](#) and [Total Property's private rented sector survey 2024 - Total Property's private rented sector survey 2024](#)). However, we believe that the problem is aggravated in North Norfolk due to the unique housing market here and the potential exit route many landlords may have - in switching long term rented homes to holiday lets or selling to buyers as second homes.

The Council implemented measures recently introduced to help mitigate the impact of Second homes and from April 2025 has doubled Council Tax on Second Homes. Our records show that this has yet to have an impact on the total number of Second Homes which has once again increased. The council is watching with interest the development of government plans to manage holiday lets, including mandatory registration and the introduction of planning powers.

The Council has written to the Housing Minister highlighting the issues within the local PRS and welcoming changes aiming to improve conditions and security in the sector but outlines its concern around the potential unintended consequences including landlords leaving the sector. The Council would be keen to see measures to encourage PRS landlords to stay in the sector and help stem the decline or even to grow the sector.

Recovery

Service	Detail
CGL - Change, Grow, Live Norfolk Alcohol and Drug Behaviour Change Service	CGL provides support to help people with problematic drug or alcohol use break free from harmful patterns of behaviour and feel healthier and happier. Services include medical treatment, 1:1 and group support, as well as harm-reduction services such as needle exchanges and advice.
Norfolk Integrated Housing and Community Support Service - Together for Mental Wellbeing	The Norfolk Integrated Housing and Community Support Service (NIHCSS) provides tailored tenancy sustainment support to people engaged in structured treatment with CGL.

Cross Pathway Services

Service	Detail
Shelter services in Norwich - Shelter England	Shelter provides a local advice and advocacy service to people who are homeless or at risk of homelessness, as well as providing emergency county court assistance to people facing possession claims.
Home - NIDAS	NIDAS stands for Norfolk Integrated Domestic Abuse Service and is a domestic abuse support service for those assessed to be at high or medium risk of harm. They also provide dedicated support for Children and Young People, recovery programmes, coordinated multi-agency support, court support, a Domestic Abuse Champion network, and training for professionals across Norfolk. The service is commissioned by the Office of the Police and Crime Commissioner.

Key generalist services

Service	Detail
Norfolk Citizens Advice	Norfolk Citizens Advice offers free, confidential and impartial advice to anyone in the county. There are offices in Fakenham, Holt and North Walsham and outreach at Cromer and Stalham Foodbanks (funded by the Trussell Trust). The Information Advice and Guidance (Commissioning) Budget was significantly reduced in 2023/24 as part of the Council wide reductions required to deliver a balanced budget and as a result the grant previously given to the Norfolk CA to deliver its generic advice offer was withdrawn.
Salvation Army Homepage	The Salvation Army is a worldwide Christian Church that offers services that are diverse and responsive to the realities of life in the communities they serve. The Salvation Army has a presence in Fakenham, Holt, North Walsham and Sheringham. They can provide access to showers, laundry, clothing, hot meals and food parcels.
Age UK Norfolk Age UK Norfolk Our Services	Age UK Norfolk supports older people in Norfolk to enjoy the opportunities and meet the challenges of later life
North Norfolk Foodbank	The North Norfolk Foodbank is run in partnership with local churches, schools and community groups. There are seven distribution centres in the North Norfolk District Council area at Cromer, Holt, North Walsham, Sheringham, Stalham and Wells-next-the Sea.
Merchants Place, Cromer	A non-profit making company generating money from room hire and business service provision which is invested back into the centre to provide services for the community. Hosting drop-in sessions for Norfolk Community Law Service and a community fridge and larder.

Community and voluntary groups play a crucial role in supporting individuals experiencing homelessness by providing essential resources, social support, warm space/food and a pathway to re-integration into the community. These services often act as a first point of contact, offering advice, practical help, and a sense of belonging, which can be vital in preventing further hardship and promoting well-being.

Continus Improvement and Communication

Service	Detail
Internal Audit	The Housing Options Service was audited in 2023/24 with the final report produced in April 2024 with the overall assessment being reasonable.
Overview and Scrutiny Task and Finish – Homelessness (Public Pack)Agenda Document for Overview & Scrutiny Committee, 20/09/2024 09:30	The Overview Task and Finish Group looking at Homelessness reported its findings in September 2024. The group met eleven times to gather evidence from a number of internal and external witnesses to help the group formulate their recommendations. The report including 24 recommendations. Officers updated the group on the progress against the recommendations in February 2025 (https://modgov.north-norfolk.gov.uk/documents/g2173/Public%20reports%20pack%2012th-Feb-2025%2009.30%20Overview%20Scrutiny%20Committee) and attended the groups meeting in July ((Public Pack)Agenda Document for Overview & Scrutiny Committee, 16/07/2025 09:30) to provide an update on the Homelessness Review and Strategy development process. This review will be presented to the groups meeting in October prior to the development of the strategy and action plan and the group considering the strategy and action plan in November.
Corporate Peer Review LGA Corporate Peer Challenge Final Report	The Council was assessed by a Local Government Association Corporate Peer Challenge Team in September 2024. As part of the review housing was
East of England LGA Temporary Accommodation Report	The East of England local Government Association carried out an independent review of the current management and arrangements in place for council owned Temporary Accommodation
Domestic Abuse Housing Accreditation Home Council awarded accreditation for domestic abuse support	North Norfolk District Council were awarded an accredited status by Standing Together, a domestic abuse support charity in October 2024.
Shelter Systems Thinking	A Systems Change in Homelessness Services programme from April to October 2024. The programme was delivered by Shelter and funded by the Ministry of Housing Communities and Local Government.
Trauma Informed Care (TIC) National Learning and Research Programme	The Council applied to take part in this programme in July 2024 which looks at build a national evidence base for TIC implementation and share learning across organisations, particularly in the homelessness sector.

PositiviTea Home PositiviTea	PositiviTea events provide an opportunity for people to find out about the support provided by local community groups and statutory organisations in a relaxed, non-judgemental place.
Poppyland Radio Community Connectors Poppyland Radio	Community Radio features a show presented by NNDC Health and Communities Team Leader and provides a platform for people to find out about voluntary and statutory support across North Norfolk. This allows us to reach people who may not have engaged with us.
North Norfolk District Council Communications	Positive promotion of the services delivered to vulnerable residents through Outlook, Facebook, U Tube e.g. Outsiders Exhibition

Continuous Improvement and Communication

There are several processes and systems that provide independent and objective feedback on the work of the Council more generally as well as specifically commenting on the work undertaken by the Council in the discharge of its homelessness duties. The Council is open to the opportunity to learn and improve and encourages challenge. Some of these systems and processes are embedded in local government including internal audit and Overview and Scrutiny whilst others are good practice and expected including peer challenge whilst others are voluntary including the DAHA Accreditation, Shelter Systems Thinking and Homeless Link Trauma Informed Care research programme.

The opportunity to promote the work of the Council in supporting its more vulnerable residents is paramount to building trust and encouraging residents to see the Council as a place to go when they need help. Preventing homelessness is more effective when households seek help at the earliest possible opportunity and PositiviTea and Poppyland Radio are means of connecting with residents and communities. Positive promotion and meaningful and targeted communication has been supported by the Council's Communications Team.

Internal audit

The Housing Options Service was audited in 2023/24 with the final report produced in April 2024 with the overall assessment being reasonable.

The audit identified the following findings:

- Personal housing plans were not consistently updated to show actions being taken to alleviate homelessness
- Instances were identified where formal letters to end homelessness duty had not been sent to the customer
- there was a backlog of arrears from former temporary accommodation tenants, due to historical resourcing issues but a new process has been implemented to ensure that new debts are actioned promptly alongside clearing the backlog. This new system was put in place at the end of the audit fieldwork, so it was not fully tested. The backlog dating back to 2020 was taken into account in the overall assurance opinion
- effective governance structures, such as strategies, policies and standard processes were in place to ensure effective delivery of the eservice

Good practice was identified including:

- trialling of two pilot schemes for amending social housing allocation, in response to increased pressures on homelessness services and temporary accommodation
- the team has Officers who support people placed in temporary accommodation and help them to develop skills needed for managing a long-term tenancy

Corporate Peer Challenge

The Council was assessed by a Local Government Association Corporate Peer Challenge Team in September 2024. The following are extracts from the Peer Report.

The dedication of NNDC's housing team to overcome the challenges of providing additional homes in North Norfolk was also clear to peers. They showed determination in delivering affordable homes, exception sites and temporary accommodation working particularly well with Broadland Housing Association. Facing the challenges of having one of the highest percentages of second and holiday homes in the UK, with a local housing market also driven by strong demand for people retiring to the area, the team have done well to maximise delivery. The difficulties associated with nutrient neutrality have had a significant impact on this, but a pipeline of projects is ready to be delivered with registered providers, assisted by the new enabling officer, when issues have been overcome.

Peers saw examples of collaborative working within and across services. This was especially evident in People Services, which had transformed the way it worked over the past two years. Breaking down barriers between teams, looking for joint solutions to complex problems, sharing resources across teams and spending time as a directorate to get to know each other. Officers in other services talked of "silos" and insular working practices - they were also very envious of the "away day". The organisation has much to learn from this model and if collective ownership and delivery of the council's priorities is to be front and centre, other services will need to adapt and change accordingly.

Domestic Abuse Housing Accreditation

Domestic Abuse Housing Alliance accreditation is the UK benchmark for how housing providers should respond to domestic abuse.

The Council works with DAHA to implement best practice as a housing provider/service, to ensure we are delivering a safe and effective response to domestic abuse.

The Senior Domestic Abuse Housing Alliance Regional Lead said "The Domestic Abuse Housing Alliance (DAHA) are delighted to announce that North Norfolk District Council are the first local authority who do not hold housing stock in the East to achieve DAHA accreditation making them a beacon of good practice nationally in responding to survivors of domestic abuse who approach the Housing Options Team for support and advice.

Above all, it was clear that staff were compassionate, determined, and unwavering in their support and professional curiosity which enabled them to detect domestic abuse even where this was not the presenting issue for the survivor and therefore enable a holistic approach to be taken.”

North Norfolk District Council’s application and accreditation to DAHA was funded by Norfolk County Council.

The Council meets with the Standing Together DAHA Lead on a quarterly basis to review different parts of the accreditation. Since achieving accreditation, the Lead has observed an operational meeting of monthly case reviews and is due to observe the DA Champions meeting in September.

Shelter Systems Thinking

The Housing Options Team voluntarily participated in the Systems Change in Homelessness Services programme from April to October 2024. The programme was delivered by Shelter and funded by the Ministry of Housing Communities and Local Government although the Team decided to pay for some additional services as part of the programme. The aim of the programme was to support organisations to understand the systems that they operate within, identify the root causes of issues and build stronger relationships with stakeholders to find solutions together. The programme included:

- desktop research of data and procedures
- observation of staff
- consultation with staff, customers, internal and external partners
- mystery shopping and file assessment (funded by the Council)
- systems thinking workshops with attendance from a range of stakeholders

A summary report drew upon the insights gathered and provided recommendations for improvement against five key themes:

- Consistency in service delivery
- Workflow integration
- Partnership working
- Culture – person centred approach, behaviours and attitudes
- Prevention and proactive work

The conclusion was that the Housing Options service is built on strong foundations and demonstrates robust working relationships and a commitment to person centred practices, key to supporting customers. To further enhance service delivery, the authority can focus on inclusivity and empowering staff to work proactively.

There were many positive examples of work across observations. Mystery shopping and the file assessment. Overall, Team members are empathetic and understanding the importance of tailored and prompt advice. By ensuring consistency across the Team the authority will be able to deliver even higher quality services that meet the needs of their customers.

Effective communication, both internally within the team and externally with partners, is crucial to improving partnership working. Addressing communications delays and building upon the already collaborative culture will have a direct impact on customer experience and outcomes.

Addressing these areas of improvement will allow the Council to ensure the efficacy and consistency of its efforts to combat homelessness. By building on current good practices and addressing the identified gaps, the Council can further enhance its support for individuals experiencing homelessness and foster long-term positive change.

[Trauma Informed Care \(TIC\) National Learning and Research Programme](#)

In the summer of 2024, Homeless Link invited organisations to express an interest in taking part in a national learning, research and development programme for organisations who wish to begin, or further develop their implementation of, trauma informed approaches to contribute to the evidence base for homelessness services, commissioners and policy makers. The Housing Options Team expressed its interest in July 2024. Participating organisations are contributing to the delivery cost of the programme and the generation of the evidence and production of resources for the whole sector. In return organisations are supported to develop their practice, learn from others and understand the impact that implementing TIC has for them.

The programme commenced in April 2025 and will run for approximately 18 months.

The first stage of the programme was to co-produce an impact measurement tool and undertake a baseline survey from which to measure progress. The Council has recently received its baseline survey results.

The baseline survey included an organisational self-assessment, a service user survey, service user monitoring data, staff survey and staff monitoring data.

[Self-assessment survey](#)

In the self-assessment survey, the Housing Options Team shared its perception of its current position on a number of areas (marking itself out of 5). The areas in which they felt they were already making strong progress included consulting those with lived experience on the development of services (5) and extent to which an ethos of empowering people who access services to make decisions about their futures is embedded within the organisation (5). For most other areas the Team assessed themselves as scoring either a 2 or a 3.

Service User Survey

71 usable survey responses were submitted (those completing at least some of the survey questions) – however, most questions were completed by 65-67 people. The demographic breakdown for those answering these questions was:

Age: 3% were 18-24, 20% were 25-34, 18% were 35-44, 17% were 45-54, 20% were 55-64, and 20% were 65+. 2% preferred not to answer.

Gender: 48% were male and 51% were female. 1% preferred not to answer. All answering respondents identified with their gender assigned at birth.

Ethnicity: 89% were white/white British, 2% were Asian/Asian British and 3% from another ethnic group. 6% preferred not to answer.

There were a variety of views on the Team's delivery according to the principles of trauma informed care which were tested in the survey. Findings for key measures include the following percentages of service users who 'strongly agreed' or 'agreed' with statements related to trauma informed care.

- **Safety** - 72% feel safe attending or interacting with the service
- **Trust** - 62% trust the staff who work here
- **Welcoming environment** - 59% feel the environment is welcoming and comfortable
- **Views are valued** - 54% feel that their views are valued
- **Choice** - 46% feel able to make choices about the support they receive

Staff survey

12 (75% response rate) usable survey responses were submitted (those completing at least some of the survey questions) – note for the majority of questions 11 people submitted an answer.

Findings for key measures include the following percentages of staff members who 'strongly agreed' or 'agreed' with statements related to core components of trauma informed care.

- **Safety** - 100% feel safe at work
- **Trust** - 92% feel they can trust management
- **Support** – 92% feel well supported by management
- **Views are valued** - 67% feel that their views are valued
- **Transparency** - 50% feel that decisions are made in a transparent way

Other findings from the staff survey included the following. 9% felt that reflection opportunities were provided to them. 91% of respondents stated that they had attended training on trauma informed care – of these, 10% felt their practices had changed a lot, and 70% said they had changed a bit.

Regarding trauma informed care, 91% of staff agreed or strongly agreed that they understood what it is, and 73% agreed or strongly agreed that they feel confident in applying its principles.

Staff monitoring data

The Team provided data on staff retention and sickness rates for a range of time periods for the year April 2024 – March 2025.

Staff retention rate for the period April 2024 – March 2025: 100%

NB – This is an unusually high level for a local authority

Staff sickness rate for the period April 2024 – March 2025: 1.6%

Implementation of the Homelessness & Rough Sleeping Strategy action plan 2019-2024

The 2019-2024 Homelessness and Rough Sleeping Strategy was completed before the Covid Pandemic which had such a profound and unforeseen effect on housing and homelessness issues. The main priorities set out in that strategy are still relevant, and in most cases the issues more acute.

The Strategy identifies 5 key priorities which focussed on concentrating our efforts and resources on delivering services which focused on early intervention and the prevention of homelessness, backed up by high quality joined up support to get people back on their feet when things do go wrong.

A review of progress against the actions shows that of the 42 actions 38% were completed. However, 31% of actions were identified as business as usual. A further nine (21%) are identified as being in progress.

	Completed	BAU	In progress	Delayed	Not started	Total
 Early Intervention and Prevention	2	5	4			11
 Increase Access to Good Quality Accommodation in the Private Rented Sector	2	1	2	1	2	8
 Working with local partners to provide solutions which prevent homelessness	7	1				8
 Reduce the incidence of Rough Sleeping in the District	4	2	2		1	9
 Reduce the use of temporary accommodation for households accepted as homeless	1	4	1			6

Area for further consideration: Develop a SMART and manageable action plan, limit the number of actions in each year and review the action plan annually as part of the service planning and budget setting cycle and review in line of Government grant allocations.

All actions in the Action Plan are related to activity undertaken by the Council due to the lack of involvement and ownership from other partners.

Area for further consideration: Over the next strategy period develop more formal arrangements with partners and include specific actions for partners to deliver in the annual action plan.

Area 3

Resources available to deliver homelessness service

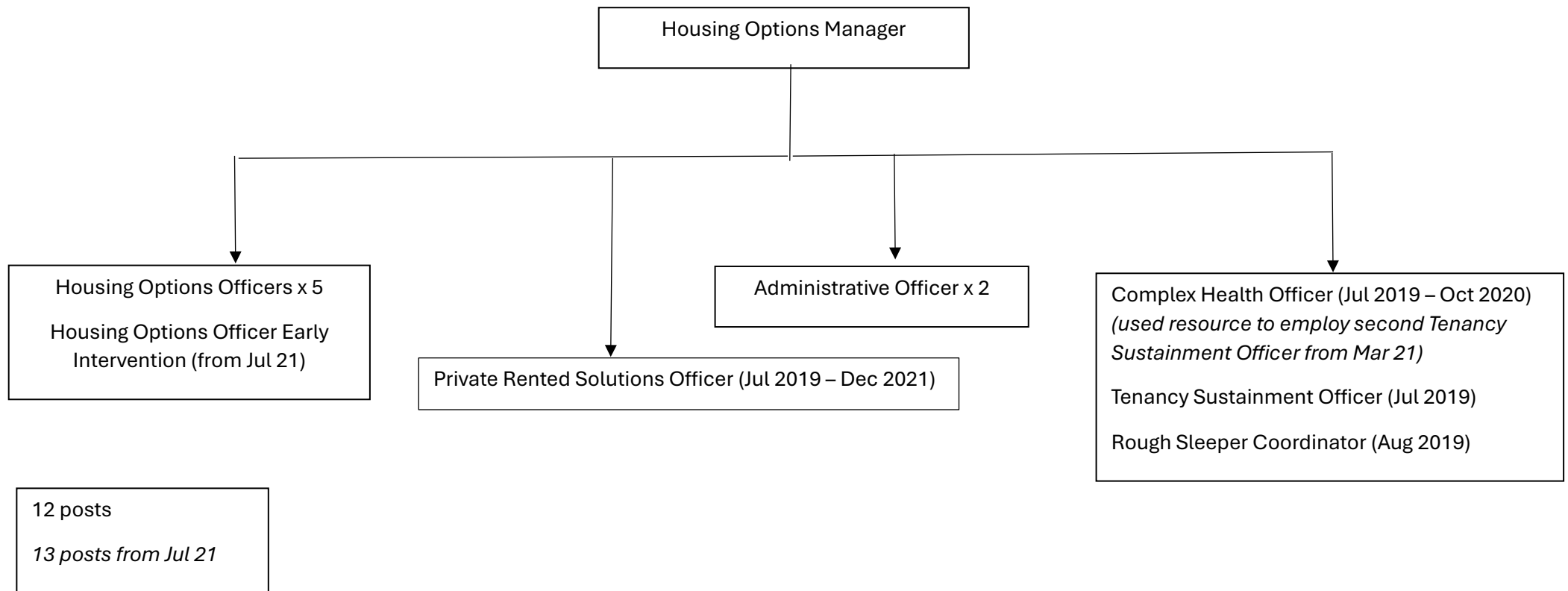
Resources available to deliver homelessness service

In addition to the resource provided by the Council in the fulfilment of its statutory duties relating to homelessness the Council receives various grants from Government to reflect the additional burdens flowing from the Homelessness Reduction Act 2017 and other legislative and regulatory burdens. Most staff delivering homelessness prevention and relief are funded via these grants and as a result are on fixed term contracts. These grants are generally allocated on a single year basis although there have been some longer-term allocations. The short-term nature of the funding doesn't allow for long term planning and commissioning or development of a system with a longer-term strategic view. The Government is currently developing a national homelessness strategy and will be reviewing the funding for homelessness and rough sleeping services alongside this and as part of the autumn budget. It is possible that some of the funding will be incorporated into the Council's wider funding settlement.

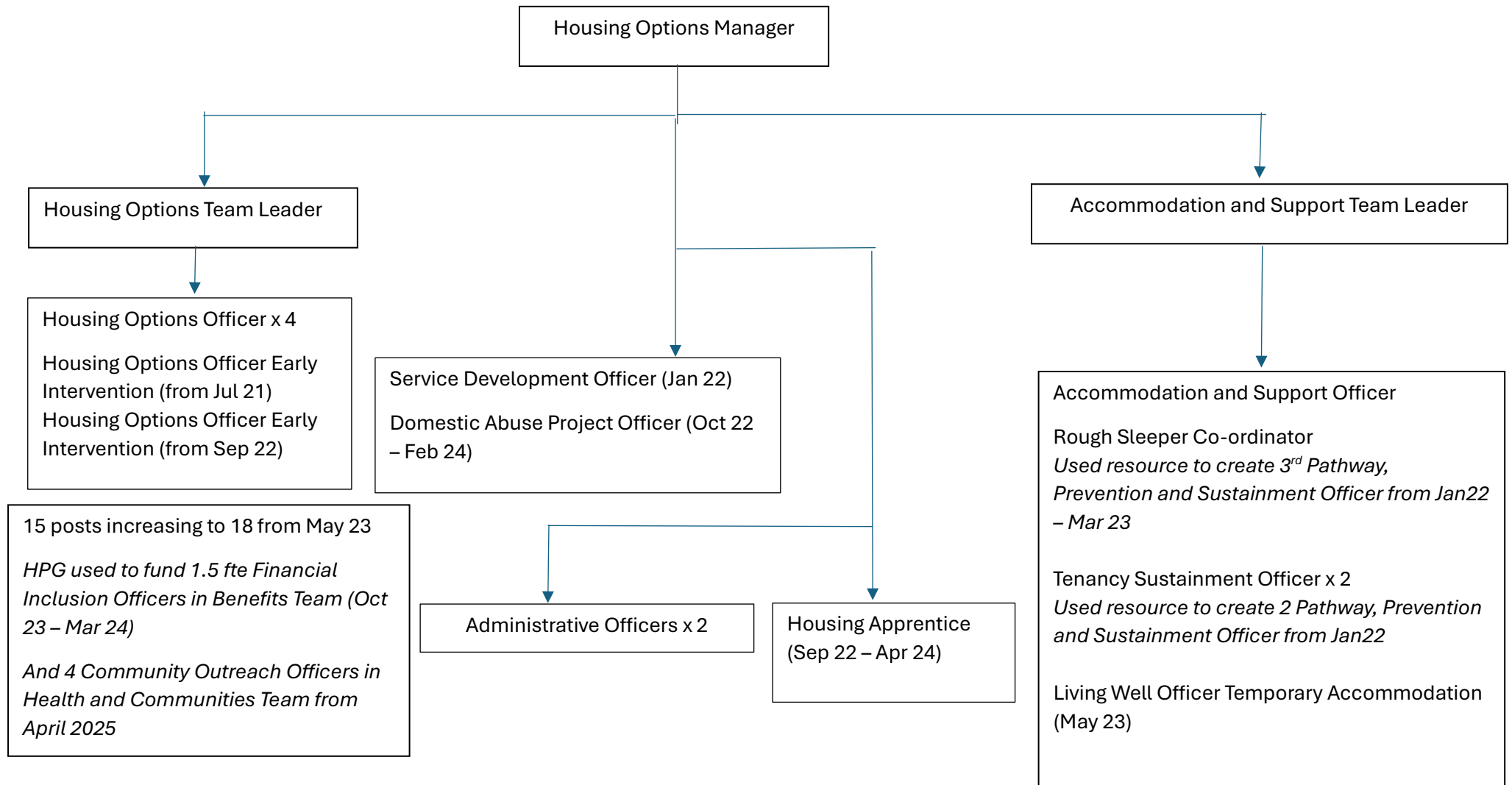
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	£	£	£	£	£	£	£
Flexible Homeless Support Grant	35,362.00						
Homelessness Prevention Grant		54,752.00	75,221.00	367,039.00	320,476.00	492,865.00	630,938.00
Homelessness Reduction Act	52,783.00						
Rough Sleeper Initiative	76,536.00	75,996.00	156,341.00	171,232.00	166,164.00	144,766.00	144,767.00
Rough Sleeping and Homeless Community	5,824.44	55,824.44					
AFEO							8,165.00
Rapid Rehousing Pathway	46,000.00						
Rough Sleeper Winter Pressures			11,400.00	2,274.28	2,320.00	28,745.71	
Tenant Satisfaction measures New Burdens						2,400.00	
Protect & vaccinate			9,048.31				
Local Control Outbreak		40,000.00					
DCLG Rough Sleeping						13,948.00	
DA Support Grant			2,138.00	32,164.00	33,912.00	34,552.00	35,018.00
DA Burdens				1,000.00	1,500.00		
NCC Sanctuary Target Hardening				6,435.32	19,305.94	21,776.00	21,776.00
Contribution from Homes for Ukraine				29,516.44	66,691.00	21,648.71	TBC
People Services reserve				27,861.38			TBC
Total	366,505.44	426,572.44	584,148.31	637,522.42	610,368.94	760,701.42	840,664.00

Housing Options Team resource - 1 April 2019 – December 2021

Team moved from Customer Services to People Services in February 2021



Housing Options Team resource - December 2021 – May 2026



The Housing Options team has somewhat expanded and shifted over the last five years. However 14 of the posts in the Housing Options Team and Community Outreach Team working on Homelessness prevention and management are in fixed term posts which run to 31 May 2026. Most of these posts have been renewed on several occasions and most of the officers enjoy the statutory rights enjoyed by permanent staff. The turnover of staff is relatively low, but the uncertainty of funding and fixed term contracts has been the reason for those that have left leaving. Local Government Reorganisation brings a further element of uncertainty which might give further reason for staff to consider leaving for permanent job roles elsewhere.

Area for further consideration: Consider how the risk of losing staff on fixed term contracts essential to delivering the Council's statutory duties and maintaining service delivery can be mitigated especially considering Local Government Re-organisation. If funding for homelessness prevention and temporary accommodation costs is included in the Council's settlement, consider whether the staff delivering these functions should be made permanent.

Next steps and timetable



- **Overview and Scrutiny - Homelessness Review (15 October)**
- **Cabinet – Homeless and Rough Sleeping Strategy and Actions Plan (3 November)**
- **Overview and Scrutiny - Housing Strategy and Actions Plan (12 November)**
- **Full Council (17 December)**

Glossary

Affordable Housing: Refers to housing which can be for either rent or sale, for those whose needs are not met by the market. It includes different tenures, including social rent, affordable rent and shared ownership, among others. It can be a new-build property or a private sector property that has been purchased for use as an affordable home.
Biodiversity refers to the variety of all life on Earth, encompassing all species of plants, animals, fungi, and microorganisms, as well as their genetic variations and the ecosystems (such as forests and oceans) they form
Coastal erosion refers to the natural process of the sea wearing away the land and removing soil, sand, or rock from coastlines which can destroy homes, businesses, and infrastructure such as roads and bridges, leading to significant financial losses and homelessness.
Community Outreach - reaching out to connect with and serve a local population by providing information, support, or services, often by meeting people where they are and providing advice and support.
Conservation Area is a legally defined place with special architectural or historic interest, which is desirable to preserve or enhance
Continuous Improvement ending homelessness requires many people to work together, system wide evaluation allows us to take an independent review of the way things are working and helps to identify opportunities to improve the way the service works to ensure it is delivering the best possible outcomes for those who need to make use of service.
Corporate Peer Challenge is a voluntary, sector-led improvement program for English councils, offered by the Local Government Association (LGA). It is a highly valued tool that provides strategic support, credible challenge, and assurance to local authorities, helping them drive continuous improvement.
Corporate Plan is our strategic document that outlines NNDCs long-term goals, objectives, and priorities, guiding resource allocation and decision-making to achieve future direction
Devolution means that decision making moves closer to the citizen and is more democratic way of working.
Disabled Facilities Grant: The statutory Disabled Facilities Grant regime provides the framework that enables the council to administer grants for aids and adaptations to help residents remain independent in their own home for longer.

Discretionary Housing Payments: Is money paid by Councils to residents if they are struggling to pay their full rent, or if they do not have enough money to afford a deposit or rent in advance on a property.
Domestic Abuse Housing Accreditation (DAHA) is the UK benchmark for how housing providers and local authorities should respond to domestic abuse in the UK
Ecological designations are official classifications for areas of significant value to nature, offering special protection for their unique wildlife, habitats, geology, or landforms.
Energy Performance Certificate (EPC): An Energy Performance Certificate (EPC) gives a property an energy efficiency rating ranging from A (most efficient) to G (least efficient) and is valid for 10 years.
First stage accommodation refers to the initial, temporary housing provided to homeless individuals during an emergency, allowing them to stay in a safe place while a homelessness application is processed for longer-term solutions
General needs housing refers to standard, independent living accommodations without specific support services or adaptations for specialised groups
Growth settlements refers to settlements that are increasing in population, area, or economic activity, driven by factors like natural increase (births outpacing deaths), migration, and the availability of resources and jobs
Help Hub the North Norfolk Help Hub is a partnership of organisations that work together to offer practical support, advice, and guidance.
Hidden Homelessness refers to a situation where someone is considered homeless but does not fit the "stereotypical" image of rough sleeping, making them invisible to official statistics and support services
Hinterland refers to an area behind a coast, river, or large urban centre
Historic England Heritage Action Zone is a government-funded program to use England's historic environment as a catalyst for economic growth and improved quality of life.
Homelessness Reduction Act The Homelessness Reduction Act 2017 places duties on housing authorities to intervene earlier to prevent homelessness and to take reasonable steps to relieve homelessness for all eligible applicants – not just those that have priority need

Homes for Ukraine allowed individuals and families in the UK to offer a spare room or a separate home to Ukrainian nationals and their immediate family members fleeing the war. It is a visa sponsorship program where guests are hosted by a UK-based sponsor for a minimum of six months
Housing Benefit is means-tested benefit in the United Kingdom that helps people on a low income pay their rent. For most people, it has been replaced by Universal Credit.
Housing First is a recognised approach to addressing chronic homelessness that provides unconditional, permanent housing to people with complex needs, including mental health issues and addiction, as a first step to recovery
Housing Register or social housing list, is a list of people who qualify for and are waiting to be allocated a housing association property
Housing Revenue Account (HRA): The Housing Revenue Account (HRA) is intended to record expenditure and income on running a council's own housing stock and closely related services or facilities, which are provided primarily for the benefit of the council's own tenants.
Internal Audit is an analysis of services intended to identify opportunities to add value and improve operations
Inward migration refers to people moving into a specific area, such as a region, or country, to live temporarily or permanently
Key generalist services - Services that are available for the wider population, but which are of particular benefit to homeless (or potentially homeless) households.
Local Government Association (LGA) is the national membership body for local authorities in England and Wales
Local Government Re-organisation – the government is currently in the process of a major programme of local government reorganisation (LGR) in England, which involves replacing two-tier councils with new unitary authorities. North Norfolk District Council has joined five other Norfolk district councils under the banner "Future Norfolk" to submit a proposal for three new unitary authorities for the county.
Local Housing Allowance is a system used to calculate the maximum amount of Housing Benefit or Universal Credit that private renters in the UK can receive to help pay for their accommodation
Longer Term housing refers to settled accommodation, such as a housing association home, or private rented property, which is provided by a local council for those who qualify as homeless or threatened with homelessness.

Low Income Family Tracker (lift) is an analytics platform for local authorities to help you link your data, maximise your residents' income and opportunities to identify households before they hit crisis
Main homelessness Duty is owed by a local authority to someone who is homeless, eligible, has a priority need and is not intentionally homeless.
Managed realignment is the process of deliberately creating a "setback" line of coastal defence to allow low-lying land to flood in a controlled way, creating new intertidal habitats like salt marshes and mudflats
Mayoral Combined Authority is a local government body in England formed by multiple councils that work together to share powers and responsibilities, typically in areas like transport and economic development
Modern Slavery is the severe exploitation of individuals through force, coercion, deception, or abuse of power for personal or commercial gain. It is a global human rights violation affecting millions of people, including in the UK
Mystery Shopping involves individuals, posing as someone seeking help to assess the quality, accessibility, and user experience of the service
National Landscape is a nationally important, protected area in the UK, formerly known as an Area of Outstanding Natural Beauty (AONB)
National Primary Route Network is a network of strategic routes in Great Britain, comprising motorways and A-roads designated as "primary routes" to connect primary destinations
Next Steps Accommodation Programme: Is a Government Funding Programme that seeks to safeguard people who have been taken safely from the streets and assist with a planned transition into more sustainable interim accommodation options until longer-term accommodation options have been put into place. The NSAP funding stream includes both capital and revenue funding to help with property costs and support for people entering into new tenancies.
Nutrient Neutrality is a planning policy that requires new housing developments to prevent an increase in nutrient pollution (mainly nitrogen and phosphorus) to protected habitat sites.
Overview and Scrutiny allows for members to review and challenge council decisions, services, and performance, and to represent residents' interests.
Prevention Duty refers to the legal responsibility of local authorities to help prevent homelessness

Priority Need refers to specific categories of people who must be given more help by local councils if they are homeless or threatened with homelessness.
Private Rented Sector (PRS): The Private Rented Sector (PRS) is a classification of housing in the UK. Private Rented accommodation is generally property owned by a landlord and leased to a tenant. The landlord could be an individual, a property company or an institutional investor.
Registered Providers: Are defined as independent societies, bodies of trustees or companies in England established for the purpose of providing low-cost social housing for people in housing need on a non-profit-making basis.
Relief Duty is a 56-day legal obligation placed on local authorities (councils) to help eligible homeless people secure suitable accommodation.
Second home is a property that is substantially furnished, not occupied as a person's main residence, and typically used periodically by its owner, such as for holidays or weekends.
Second stage accommodation is a type of temporary housing provided for a certain period of time to households that are transitioning from a more temporary environment to more settled, independent living.
Settled accommodation refers to secure, long-term housing that provides a stable home, unlike temporary accommodation. It can relate to someone's last address or accommodation outcomes following a period of homelessness.
Severe Weather Emergency Protocol <i>is the response used by local authorities to provide emergency accommodation for people sleeping rough during severe weather.</i>
Social deprivation is defined as the experience of being part of disadvantaged social groups that face processes of social exclusion, resulting in poor health outcomes, disease, and disability, often linked to factors such as income, area, employment, and education.
Stakeholder is a company/organisation, individual or group with an interest or concern in the service being delivered, cohort of service users. performance, or success
Streetlink: Is a web based UK-wide homelessness service that connects people sleeping rough with vital local support services and charities by allowing members of the public to notify support services where someone is sleeping rough.

System Thinking is an approach to understanding how things are connected and how they interact within a whole, rather than looking at individual parts in isolation
Supported Housing - Accommodation for vulnerable young people and adults with complex needs who are at risk of homelessness
Temporary accommodation - provides short-term housing to people who are homeless or at risk of homelessness until a longer term housing can be found,
Tidal flooding also known as coastal or high-tide flooding, is the temporary inundation of low-lying coastal areas from unusually high tides, with or without strong winds
Trauma Informed Care - is an organisational, system-wide approach that recognises the widespread impact of trauma and seeks to prevent re-traumatization by integrating knowledge about trauma into policies, practices, and procedures.
Travel to work area - is a statistical geographical area where most residents work and most workers reside, representing a self-contained labour market.
Triage Is the initial assessment process where local councils or housing charities quickly evaluate a person's housing situation to determine their eligibility for help, prioritize their needs, and connect them to the appropriate housing advice, support, or accommodation services.
Trunk roads - a major, nationally significant highway that connects major cities, towns, and ports
Unitary government – is where a single, central government holds ultimate and supreme authority over all its administrative divisions and local units
Your Choice Your Home - is the Choice-Based Lettings (CBL) scheme for affordable housing in North Norfolk, It is run in partnership with North Norfolk District Council and local housing associations.