North Norfolk Homelessness and Rough Sleeping Strategy

Action Plan

Contents

1. Introduction 3
2. Purpose of the Action Plan 3
3. Local Outcomes Framework 4
4. Action Plan 5
5. How partnership working will deliver against the targets 14
6. Reference to specific plans 16
7. Governance, monitoring and annual review 17
8. Risk Management 17
9. Version control 17

1. Introduction

This action plan sets out how North Norfolk District Council and its partners will deliver the Homelessness and Rough Sleeping Strategy 2026–2031. It translates the strategy's five priorities into practical actions, supported by delivery milestones, timescales, responsibilities and measures of success.

The five strategic priorities are:

- **Priority 1:** Prevent homelessness earlier through proactive, targeted support
- **Priority 2:** Reduce the use of nightly paid forms of temporary accommodation
- **Priority 3:** Prevent and reduce rough sleeping through rapid outreach, targeted support and effective move-on
- **Priority 4:** Strengthen support, recovery and tenancy sustainment for people with complex needs
- **Priority 5:** Build a stronger partnership, governance and evidence framework for delivery

The plan links delivery to locally agreed targets aligned with the Government's Local Outcomes Framework, alongside additional measures covering prevention, temporary accommodation, move-on and tenancy sustainment. Together, these will show both whether actions are being delivered and whether they are improving outcomes for residents.

By 2031, success will mean more people receiving help before reaching crisis point, fewer households experiencing homelessness, reduced use of temporary accommodation, lower levels of rough sleeping, and improved long-term housing outcomes for vulnerable residents. The Council will continue to adapt its approach to changing housing, economic and funding pressures while maintaining a strong focus on prevention, partnership working and delivering the best possible outcomes for local people.

2. Purpose of the Action Plan

This document sets out:
• How the Council will deliver its Homelessness Strategy
• How it will improve performance against all Local Outcomes Framework metrics
• The actions, governance, and partnerships required
• How progress will be monitored and reported

This Action Plan complies with all MHCLG requirements, including the need for:
• Targets
• Governance structures
• Partnership delivery arrangements
• Reference to specific plans

3. Local Outcomes Framework

North Norfolk District Council has a key role in preventing homelessness and reducing rough sleeping. In accordance with Government guidance, targets have been set for each of the Homelessness and Rough Sleeping Local Outcomes Framework measures with annual trajectories showing progress towards achievement up to Autumn 2028.

The targets reflect local need and national ambitions. LOF1–LOF5, including LOF1a, are local reference codes linking the measures to the actions; they are not official national codes.

Metric	Local reference and description	Autumn 2025 baseline	Autumn 2026 target (Year 1)	Autumn 2027 target (Year 2)	Autumn 2028 target (Year 3)	Change / direction
Homelessness Prevention	**LOF1:** Percentage of duties owed where homelessness was prevented or relieved	35%	37%	40%	46%	↑ Increase
	LOF1a: Percentage of duties owed where homelessness was prevented or relieved for those experiencing multiple disadvantage	28%	30%	33%	39%	↑ Increase
Temporary Accommodation	**LOF2:** Households with children in temporary accommodation per 1,000 households in population	0.62	0.58	0.48	0.41	↓ Reduce
	LOF3: Number of families in B&B over six weeks	0	0	0	0	→ Maintain zero
Rough Sleeping	**LOF4:** Number of people sleeping rough over the month who are long-term rough sleepers	2	2	1	0	↓ Reduce to zero
	LOF5: Number of people sleeping rough on a single night	3	2	1	0	↓ Reduce to zero

Arrows show the planned direction from the autumn 2025 baseline to the autumn 2028 target, not actual performance: ↑ increase; ↓ reduce; → maintain zero. The 2026–2028 columns show targets, not actual results; the 2025 column provides the baseline. Reports will identify the precise period used for each measure and show validated actual performance separately. Targets beyond autumn 2028 will be agreed through the annual review to cover the remaining strategy period.

4. Action Plan

The tables set out the actions, timescales and organisations involved under each priority. “Delivery” describes what will be put in place; “Effectiveness” shows how we will judge whether it is working; and “Links” identifies the measures it supports. Several actions may contribute to the same headline target. The year definitions below show implementation periods; monitoring will continue while activities remain in operation.

Abbreviations: NNDC — North Norfolk District Council; LOF — Local Outcomes Framework; TA — temporary accommodation; B&B — bed and breakfast; VCSE — voluntary, community and social enterprise; DAHA — Domestic Abuse Housing Alliance; NHS — National Health Service; KPI — key performance indicator.

Action plan year definitions					
Action plan year	**Financial year**	**Action plan year**	**Financial year**	**Action plan year**	**Financial year**
Year 1	2026/27	Year 3	2028/29	Year 5	2030/31
Year 2	2027/28	Year 4	2029/30		

Priority 1: Prevent homelessness earlier through proactive, targeted support **Intended outcome:** More households receive help before losing their home and achieve safe, sustained housing outcomes. **Headline links:** LOF1, LOF1a and LOF2.				
Ref	**Action**	**Delivery test / effectiveness measures / outcome links**	**Timescale / frequency**	**Lead / partners**
1.1	Households at risk of homelessness are identified earlier. Review the current triage and early help pathway, with referrals made to the right support at the first point of contact.	**Delivery:** Pathway agreed, referral guidance issued and baseline established. **Effectiveness:** Proportion approaching before homelessness; triage time; appropriate referrals and prevention outcomes. **Links:** LOF1; supports LOF2.	Years 1–2	NNDC Housing Options / Help Hub / Community Outreach
1.2	Private renters at risk of losing their home receive earlier, coordinated support through financial inclusion, debt advice, landlord	**Delivery:** Prevention offer documented and landlord/tenant advice promoted. **Effectiveness:** Prevention success for supported	Years 1–5	NNDC / Benefits / Norfolk Citizens Advice / landlords

	engagement and tenancy sustainment interventions.	private renters; existing tenancies sustained versus alternative homes secured; six month sustainment. **Links:** LOF1; supports LOF2.		
1.3	Reduce homelessness caused by family or relationship breakdown through an agreed mediation and prevention protocol with clear referral routes.	**Delivery:** Protocol agreed and referral routes communicated. **Effectiveness:** Suitable support offered/taken up; prevention outcomes for family/friend exclusion; sustained safe accommodation. **Links:** LOF1; supports LOF2.	Years 1–5	NNDC / Children's Services / VCSE partners
1.4	People affected by domestic abuse can access safe, timely and trauma-informed housing responses, including sanctuary options, safe accommodation pathways, and consistent DAHA-informed practice.	**Delivery:** Pathways reviewed annually, guidance refreshed and DAHA informed practice audited. **Effectiveness:** Timely risk led responses, safe housing outcomes and appropriate specialist referral offers; lived experience feedback. Safety and choice take precedence; remaining at home is not the sole success test. **Links:** LOF1; supports LOF1a and LOF2.	Years 1–5	NNDC / domestic abuse partners / Norfolk County Council
1.5	Joint working with public bodies is strengthened so people at risk of homelessness are identified earlier and receive coordinated support before crisis point.	**Delivery:** Duty to Refer learning reviewed, referral expectations clarified and priority partner pathways agreed, with ongoing review. **Effectiveness:** Referrals before homelessness; referral to contact time; completed handovers; unresolved barriers. **Links:** Supports LOF1, LOF1a.	Year 1 and ongoing	NNDC / NHS / Children's Services / Adult Social Care / Probation Services

1.6	Develop a coordinated housing and financial inclusion support offer, including income maximisation, debt advice, financial capability support and access to flexible crisis prevention funding.	**Delivery:** Offer mapped and referral route agreed; funding use and prevention outcomes reviewed annually. **Effectiveness:** Support uptake; verified income/debt outcomes; prevention success and sustainment for the supported cohort; costs alongside outcomes. **Links:** LOF1 and LOF1a; supports LOF2.	Years 1–5	NNDC Housing Options / Benefits / financial inclusion partners
1.7	Map community-based prevention opportunities and agree practical referral routes with churches, food banks, voluntary groups and other community organisations and venues.	**Delivery:** Community prevention map and referral route completed/shared; review built into outreach reporting. **Effectiveness:** Active referral sources; referrals before homelessness; completed handovers; geographic/access gaps and feedback. **Links:** Supports LOF1.	Year 1	NNDC Housing Options / Health and Communities Team / faith and voluntary groups

Priority 2: Reduce the use of nightly paid forms of temporary accommodation **Intended outcome:** Reduced reliance on nightly paid accommodation, safe and suitable placements, and faster move-on to settled homes. **Headline links:** LOF2 and LOF3, supported by LOF1.				
Ref	**Action**	**Delivery test / effectiveness measures / outcome links**	**Timescale / frequency**	**Lead / partners**
2.1	Continue to access funding / partnership opportunities to invest in alternative temporary accommodation to reduce reliance on nightly paid placements.	**Delivery:** Supply and value for money review completed; annual unit, funding and delivery milestones tied to the approved programme. **Effectiveness:** Units available; reduction to nightly paid expenditure; net cost per occupied night; suitability and unmet demand. **Links:** LOF3.	Years 1–5	NNDC / Finance / Property Services / Strategic Housing
2.2	Develop a temporary accommodation policy and supporting procedures to support	**Delivery:** Policy and supporting procedures developed, suitability checklist in use and move-on expectations confirmed.	Year 1	NNDC / Finance / Property Services / Strategic Housing

	consistent decisions, suitability checks, cost control and move-on planning.	**Effectiveness:** Audited placement/suitability compliance; current move-on plans; time in TA; identified gaps and corrective actions completed. Quarterly audit. **Links:** Supports LOF3 and LOF2 through move-on.		
2.3	Review social housing allocation arrangements when new national guidance is available and identify changes that could prevent temporary accommodation use or support faster move-on.	**Delivery:** Review following national guidance, options appraisal and agreed changes progressed; dated milestones set once the trigger is known. **Effectiveness:** Waiting times, lettings and housing outcomes for affected cohorts; TA entries/exits; equality and wider housing need impacts. Expected benefits specified with each approved change. **Links:** Supports LOF2 and LOF3.	Year 1, subject to national guidance	NNDC / registered providers / Your Choice Your Home partners
2.4	Agree and implement allocation and move-on improvements that reduce the length of stay in temporary accommodation, with a focus on families and larger households.	**Delivery:** Move-on process agreed and priority cohorts identified. **Effectiveness:** Median completed TA stay, duration of current placements, settled move-ons and long-stay barriers, particularly for families/larger households; accommodation sustainment. **Links:** LOF2; supports LOF3.	Years 1–3	NNDC / registered providers / Your Choice Your Home partners
2.5	Work with registered providers, developers and housing partners to maximise delivery of general needs rented homes and reduce the loss of existing affordable homes where possible.	**Delivery:** Pipeline monitored, risks escalated and retention/replacement opportunities reviewed annually against approved programme milestones and supply targets. **Effectiveness:** Rented completions, losses and net supply by tenure/size; lettings to households facing homelessness or leaving TA; stalled schemes and mitigation. **Links:** Supports LOF1, LOF2 and LOF3.	Years 1–5	NNDC / registered providers / developers

2.6	Complete an annual review of temporary accommodation demand, procurement, quality and cost, and use the findings to improve suitability, safety and value for money.	**Delivery:** Annual review completed and recommendations agreed/reported through governance. **Effectiveness:** Recommendations have an owner, deadline and intended benefit; completion against agreed dates; recurring safety/suitability issues; evidenced cost/quality improvements. **Links:** Enables LOF2 and LOF3.	Annual	NNDC
2.7	Carry out regular monitoring of the use of nightly paid temporary accommodation to ensure it remains safe, suitable and compliant with statutory requirements.	**Delivery:** Monthly monitoring of nightly paid placements, suitability and compliance; concerns recorded and resolved. **Effectiveness:** Nightly paid household nights, with a reduction target to be agreed through the annual delivery review; family B&B stays against LOF3, including stays approaching six weeks and corrective action. **Links:** LOF3.	Monthly	NNDC

Priority 3: Prevent and reduce rough sleeping through rapid outreach, targeted support and effective move-on **Intended outcome:** People receive a rapid response, spend less time sleeping rough and secure sustainable accommodation. **Headline links:** LOF4 and LOF5, with LOF1a where applicable.				
Ref	**Action**	**Delivery test / effectiveness measures / outcome links**	**Timescale / frequency**	**Lead / partners**
3.1	Maintain a rapid outreach response so people sleeping rough, or at immediate risk of rough sleeping, are identified quickly and offered tailored housing and support options.	**Delivery:** Outreach maintained, with risk-based contact/assessment standards covering urgent and out-of-hours arrangements. **Effectiveness:** Report to contact and assessment times against agreed standards; engagement; appropriate offers and housing outcomes; time sleeping rough after	Years 1–5	NNDC Housing Options / outreach partners

		identification. Monthly rough sleeping review. **Links:** LOF5; supports LOF4.		
3.2	Use targeted, case-led support for people experiencing repeat or long-term rough sleeping, including multi-agency planning where needs are complex.	**Delivery:** Case-led approach, named coordination, current plans and monthly multi-agency case reviews operating. **Effectiveness:** Long-term and repeat rough sleeping; housing outcomes; unresolved barriers; returns to rough sleeping. Report counts alongside percentages. **Links:** LOF4 and LOF5; supports LOF1a for qualifying duty cases.	Years 1–5	NNDC / health / substance misuse / mental health / probation partners
3.3	Strengthen move-on options from emergency, rough sleeping and supported accommodation pathways to reduce repeat rough sleeping.	**Delivery:** Move-on barriers reviewed and pathway options mapped. **Effectiveness:** Waiting time after move-on readiness; planned/unplanned exits; settled outcomes and sustainment; returns to rough sleeping. **Links:** LOF4 and LOF5; supports LOF2 where families leave TA for settled homes.	Years 1–5	NNDC / supported housing providers / registered providers

Priority 4: Strengthen support, recovery and tenancy sustainment for people with complex needs

Intended outcome: People with complex needs receive coordinated support and sustain appropriate housing, with fewer repeat experiences of homelessness.
Headline links: LOF1, LOF1a, LOF4 and LOF5.

Ref	Action	Delivery test / effectiveness measures / outcome links	Timescale / frequency	Lead / partners
4.1	Embed trauma-informed and person-centred practice across homelessness prevention, rough sleeping, domestic abuse and tenancy sustainment pathways.	**Delivery:** Practice expectations agreed and guidance/learning reviewed. **Effectiveness:** Practice audit against agreed standards; resident	Years 1–5	NNDC / specialist support partners

		involvement and adjustments; feedback/complaints themes; improvements evidenced. Learning completion alone is not an outcome. **Links:** Enables LOF1, LOF1a, LOF4 and LOF5.		
4.2	Improve coordinated support for people with mental or physical health needs, substance misuse issues, an offending history or experiences of domestic abuse, and for those experiencing repeat homelessness or multiple disadvantage.	**Delivery:** Pathway mapped, referrals clarified and multi-agency discussions operating for higher-risk cases. **Effectiveness:** Joint-plan coverage; referral acceptance and waiting times; support gaps; housing outcomes; failed placements and repeat homelessness. **Links:** LOF1a and LOF1; supports LOF4 and LOF5 where applicable.	Years 1–5	NNDC / NHS / Adult Social Care / domestic abuse / substance misuse / probation partners
4.3	Strengthen tenancy sustainment support after move-on to reduce repeat homelessness and failed placements.	**Delivery:** Sustainment offer reviewed and post-move-on route agreed. **Effectiveness:** Support uptake; accommodation sustained at six and 12 months; repeat homelessness within 12 months; returns to rough sleeping. **Links:** Supports LOF1, LOF1a, LOF2, LOF4 and LOF5.	Years 1–5	NNDC / registered providers / support providers

Priority 5: Build a stronger partnership, governance and evidence framework for delivery **Intended outcome:** Partners are accountable for delivery, evidence informs decisions and corrective action follows where progress falls short. **Headline links:** Enables assurance across all LOF measures.				
Ref	**Action**	**Delivery test / effectiveness measures / outcome links**	**Timescale / frequency**	**Lead / partners**
5.1	Establish multi-agency governance arrangements and agree partner delivery actions for the strategy and action plan.	**Delivery:** Terms of reference, named partner leads and delivery register agreed. **Effectiveness:** Accountabilities, delivery commitments and data ownership confirmed; reporting complete; recovery actions and escalations resolved. **Links:** Enables all LOF and local measures.	Year 1 and ongoing	NNDC / strategic partners
5.2	Use audit, peer review, lived experience, service user feedback and performance data to identify improvement actions and strengthen consistency of outcomes.	**Delivery:** Annual assurance/involvement schedule, improvement log and learning reflected in the annual refresh. **Effectiveness:** Improvement actions completed against agreed dates; recurring findings; evidence of improved practice/outcomes; feedback to contributors. Each improvement has an owner and benefit test. **Links:** Enables all LOF measures.	Years 1–5	NNDC / partners / lived experience contributors
5.3	Review Duty to Refer data and prepare for the new Duty to Collaborate so partner agencies identify and	**Delivery:** Data review, partner briefing and statutory-agency	Year 2	NNDC / statutory agencies required to refer

	refer people at risk of homelessness at the earliest opportunity.	improvement arrangements completed, informed by confirmed legal requirements and commencement dates. **Effectiveness:** Referral timing, completeness and partner participation; referrals before homelessness; readiness gaps and improvement delivery. **Links:** Supports LOF1 and LOF1a.		
5.4	Develop and implement clear referral guidance and processes between housing, health, education and social care partners to support earlier identification of people at risk of homelessness.	**Delivery:** Guidance published and partner briefings completed. **Effectiveness:** Referral completeness; clarification delays; completed handovers; quality reviews and partner/resident feedback. Incomplete information must not delay urgent help. **Links:** Supports LOF1 and LOF1a.	Year 2	NNDC / housing, health, education and social care partners
5.5	Produce an annual delivery report for Members, partners and residents showing progress, barriers, learning and refreshed priorities for the year ahead.	**Delivery:** Annual report considered through governance and published for Members, partners and residents. **Effectiveness:** Complete report meeting the requirements in "Governance, monitoring and annual review"; decisions and refreshed commitments carried into delivery. **Links:** Enables accountability for all LOF and local measures.	Annual	NNDC / strategic partners

5. How partnership working will deliver against the targets

The Council recognises that homelessness and rough sleeping cannot be prevented by housing services alone. Delivery of the targets within this Action Plan will require coordinated action across housing providers, health, social care, the voluntary sector and wider public services.

Each partner will be required to contribute towards specific Local Outcomes Framework metrics by helping to identify risk earlier, prevent homelessness, improve access to accommodation, reduce rough sleeping and support sustainable move-on from homelessness.

Partner name / group	Proposed contribution	Intended outcome	Linked LOF metric
North Norfolk District Council internal teams	Coordinate prevention, housing advice, financial support, accommodation planning, outreach and partner delivery. Monitor progress and report results. Actions 1.1–5.5.	Earlier help, improved prevention and relief, suitable accommodation, fewer prolonged family B&B stays and sustainable exits from rough sleeping.	LOF1, LOF1a, LOF2, LOF3, LOF4 and LOF5; coordination and assurance across all measures.
Norfolk Citizens Advice and financial inclusion partners	Provide debt advice, income maximisation and financial capability support through agreed referral routes. Actions 1.2 and 1.6.	Financial barriers addressed, more households retaining or securing homes, and fewer families needing TA.	LOF1 and LOF1a; supports LOF2.
Private landlords	Engage with early tenancy-risk advice and prevention support, including tenancy sustainment interventions. Action 1.2.	Fewer avoidable tenancy losses and more sustained private rented housing outcomes.	LOF1; supports LOF2.
Norfolk County Council / Children's Services	Contribute to agreed family-breakdown prevention, referral and safe housing pathways, including responses to domestic abuse. Actions 1.3–1.5 and 5.4.	Earlier identification of family housing risks, coordinated support and safe housing outcomes.	LOF1; supports LOF1a and LOF2.
Adult Social Care	Help identify housing risks and coordinate referrals and support for people with complex needs. Actions 1.5, 4.2 and 5.4.	Support gaps addressed, more stable housing and fewer failed placements or repeat experiences of homelessness.	LOF1 and LOF1a; supports LOF4 and LOF5.
NHS / health and mental health partners	Identify housing risks early and contribute to referrals, joint case planning and	Earlier help and more sustainable housing outcomes for people with health-	LOF1 and LOF1a; supports LOF4 and LOF5.

	coordinated support. Actions 1.5, 3.2, 4.2 and 5.4.	related support needs, including people sleeping rough.	
Domestic abuse partners	Help develop safe accommodation and sanctuary pathways, specialist referrals and trauma-informed joint working. Actions 1.4, 4.1 and 4.2.	Timely, safe housing choices and coordinated support. Safety and the person's wishes take precedence over reducing accommodation use.	LOF1; supports LOF1a and LOF2 where appropriate.
Substance misuse and probation partners	Contribute to early identification, referrals and multi-agency plans for people with complex needs or repeat/long-term rough sleeping. Actions 1.5, 3.2 and 4.2.	Better coordinated support, fewer failed placements and fewer returns to homelessness or rough sleeping.	LOF1 and LOF1a; supports LOF4 and LOF5.
Registered providers / Your Choice Your Home partners	Work on allocation and move-on improvements, rented housing supply and post-move-on sustainment. Actions 2.3–2.5, 3.3 and 4.3.	Improved access to settled homes, shorter TA stays and sustained tenancies following move-on.	Supports LOF1, LOF1a, LOF2, LOF3, LOF4 and LOF5 through relevant pathways.
Developers and housing partners	Work with Strategic Housing and registered providers to maximise general needs rented supply and retention or replacement opportunities. Action 2.5.	More suitable rented homes available to help prevent homelessness and enable move-on.	Supports LOF1, LOF2 and LOF3.
Outreach, supported housing and specialist support providers	Provide outreach, joint case planning, move-on pathways and tenancy support, alongside person-centred practice. Actions 3.1–3.3 and 4.1–4.3.	Faster engagement, sustainable exits from rough sleeping and fewer repeat experiences of homelessness.	LOF4 and LOF5; supports LOF1 and LOF1a, and LOF2 where families move from TA to settled homes.
VCSE partners, faith groups, food banks and community organisations	Help identify housing risk, provide community access routes and make effective referrals to prevention services. Actions 1.3 and 1.7.	More people reached before crisis and connected to appropriate housing and support services.	Supports LOF1 and LOF2.

Education partners	Agree and use clear referral guidance with housing, health and social care partners to identify housing risks earlier. Action 5.4.	Earlier identification and more effective handovers to homelessness prevention services.	Supports LOF1 and LOF1a.
Lived experience contributors and service users	Inform audits, feedback and improvement work, alongside partners. Action 5.2.	Services shaped by people's experience and improvements tested against what makes a difference to residents.	Enables improvement across all LOF measures; no direct outcome attribution.

6. Reference to specific plans

This action plan will link to the following Council plans and policies so that homelessness prevention is reflected in wider decisions about housing, services and resources:

- **Corporate Plan 2023–2027 and annual action plans:** Support the priorities of Meeting Our Housing Need and Developing Our Communities through earlier prevention, suitable accommodation and coordinated support.
- **Housing Strategy and its delivery programme:** Connect homelessness prevention and move-on needs with work to increase affordable rented housing, improve existing homes and support vulnerable residents. References will be updated when a replacement Housing Strategy is adopted.
- **North Norfolk Local Plan 2024–2040 and its review:** Ensure evidence about homelessness and housing need informs planning for affordable housing and the size and type of homes required.
- **Housing Allocation Scheme:** Align access to social housing with prevention and move-on objectives, while considering the needs of all households on the housing register.
- **Medium Term Financial Strategy, annual budget and Capital Programme:** Link delivery to available funding, investment in accommodation and the management of temporary accommodation costs. Additional spending will remain subject to the Council's approval processes.
- **Relevant annual service plans:** Translate the actions into specific milestones, responsibilities and measures across Housing Options, Strategic Housing, Health and Communities, Benefits, Finance and Property Services.

These links will be reviewed annually to reflect updated plans, resources and Council arrangements.

7. Governance, monitoring and annual review

Progress will be assessed using homelessness data submitted through the Homelessness Case Level Information Collection (HCLIC), temporary accommodation and rough sleeping records, and local performance information.

An internal record will define each measure and identify its data owner. Reports will distinguish estimates, checked figures and published national statistics, and explain missing or delayed information. Unknown outcomes, including loss of contact, will not be counted as successful housing outcomes.

The Council and its partners will agree responsibilities, completion dates and resources for each action. An internal service plan will capture these commitments and any dependencies.

Quarterly reports will compare delivery and results with agreed targets, explaining shortfalls and the action needed, with a responsible lead and deadline. Teams will review progress more frequently where necessary. An annual public report will cover all actions, results, barriers and learning. The review will update milestones and targets through to 2030/31, including maintaining zero where achieved. It will reflect local need, resources, partner capacity and policy changes, and incorporate the strategy's existing KPIs without duplicating measures.

8. Risk Management

Risk management will be embedded throughout delivery of the strategy. Priority will be given to increasing housing supply, managing demand through early intervention and ensuring financial resilience. Effective partnership working, supported by clear governance and accountability, will be fundamental to successfully mitigating these risks.

9. Version control

Version	Date	Summary of changes	Updated by	Approval status / approved by
1	23 November 2026	Inclusion of agreed Local Outcome Framework Targets	Housing Options	Assistant Director People Services and Portfolio Holder for Housing