

Priority 1 : Spread the word									
Ref.	Action	Who	Reported to	Year	When	Resources	Outcome	Status Green - On track Amber - Issues identified Red - Serious issues identified Blue - Completed/abandoned	Commentary and annual update
1	Ensure the Resident Support Service works more effectively with the inhouse Communications Team to use marketing campaigns to promote different aspects of the service.	R. S. Lead Specialist, R. S. Specialists, Communications Specialist	Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Any costs associated with increased marketing activity will need to be built into the Council's budget.	Greater awareness of the help and support available with housing exists across the District.	GREEN	A marketing campaign for shared ownership was implemented. Magazine articles on the Homelessness Strategy and joint working arrangements with Job Centre Plus were published. An article for the Tandridge Magazine Summer Edition has been prepared covering the launch of the Homelessness Forum. During the Pandemic, regular liaison has taken place to publicise temporary service access arrangements and the additional support available, as well as contributing to the COVID-19 Infographic produced by the Council.
2	Ensure partnerships are working effectively to promote the service and explore new ways of working with new partners to promote the service to a wider range of people, for example, by working closely with Health.	Director of People R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within identified staff costs	Synergy and value for money is achieved through partnership working which prevents homelessness and achieves good outcomes for vulnerable people.	GREEN	Joint bid for Surreywide Rough Sleeping / Mental Health funding developed with Public Health England. Arrangements established for Job Centre Plus to host a surgery once a week at TDC Offices. Arising from multi-agency responses to the COVID Pandemic, significantly improved joint working was implemented across County during 2020/21. This has led to development of the Surrey Adults Matter (SAM) Process, the launch of the Multi Agency Group, the Bridging the Gap Project, Joint PSHE / SCC bids for funding through the Changing Futures Programme, as well as a number of other initiatives.
3	Collate various data, including website analytics to determine the efficacy of the information provided regarding housing options.	R. S. Lead Specialist R. S. Specialists, Communications Team	Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Housing Committee Housing Project Board	Changes implemented by 2022. Then ongoing for the life of the strategy	AMBER	Not progressed yet but to be considered as part of Comms Plan for the service, which will be developed with TDC Communications Section during 2021/22
4	Research where people go for help before approaching the Council for assistance to enable improved targeting of promotional material and advice and explore option for mystery shopping to continue to improve service delivery.	Resident Support (R. S.) Lead Specialist Resident Support (R. S.) Specialists Customer Services	Housing Project Board	YR 3	end of Q4 20-21	Identified within current staff resources	New opportunities are identified to communicate information about the help available. Effective referral pathways are developed. People experiencing housing problems can access advice at the earliest opportunity.	GREEN	Analysis of data provided via Duty to Refer referrals has been used to identify the main referral agencies. Housing options assessment form also now captures how client heard about our service and where they first went to for advice.
5	Use Mosaic data to understand demographic and behavioural trends and preferences in service user communication and identify new ways of communicating with customers. This could include a Tandridge Housing app, chat bots or Skype for Business.	Specialist Services Manager R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 4	end of Q4 21-22	The potential development of software may require funding to be built into Council budgets otherwise will be within current identified staff resources	A greater variety of different ways of interacting with customers are explored and implemented, improving the accessibility of the service.	GREEN	On schedule with respect to delivery date. However, TDC has made decision not to renew Mosaic licences so this action cannot be progressed as originally intended. However, the benefits of new working practices and methods of communication adopted during the COVID pandemic will be fully considered and maintained /developed, as appropriate
6	Introduce motivational interviewing for relevant staff.	R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 4	end of Q4 21-22	Within existing resources	A person centred approach is taken with homeless people with complex needs to empower them to effect positive change in their lives and engage with the help available.	GREEN	Not progressed due to Covid but On schedule with respect to delivery date.
7	1) Build closer relationships with LGBTQ+ services operating in the district and work with them through the relaunched Homelessness Forum to explore 2) training for staff on LGBTQ+ issues and awareness; 3) Revisiting wording on diversity data collection questionnaires and exploring ways to encourage greater disclosure in the future; 4) Exploring what visible signs of inclusion the Council could use in the way services are delivered.	Specialist Manager R. S. Lead Specialist R. S. Specialists Head of Communications and Customer Experience	Housing Committee Housing Project Board	YR 4	Changes implemented by end of Q4 21-22. Then ongoing for the life of the strategy	Within identified staff resource and budget	Services provided are welcoming, safe and inclusive. People who identify as LGBTQ+ feel able to declare their identification for diversity monitoring purposes to enable tailored support to be delivered. The Council is compliant with statutory Equality Act duties.	GREEN	On schedule with respect to delivery date.

8	Contribute towards the development of the Council's Digital Strategy	Head of Communications & Customer Experience Specialist Services Manager R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 5	By the end of the life of the strategy	Within existing staff resources	Homeless people are able to access the help and support they need on line where appropriate for them to do so.	GREEN	On schedule with respect to delivery date.
9	Review the housing advice and information area on the website and explore the use of explainer clips.	Head of Communications & Customer Experience R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 5	By the end of the life of the strategy	Mainly within identified staff costs with the potential for some software costs that need to be build into the Council's budget.	Homeless people are able to access the help and support they need on line where appropriate for them to do so.	GREEN	On schedule with respect to delivery date.
10	Develop the housing advice and information literature that is available by using behavioural insights to achieve service improvements, efficiencies and improved outcomes for homeless people.	Head of Communications & Customer Experience R. S. Lead Specialist R. S. Specialists Case Services Team Leaders Case officers	Housing Project Board	YR 5	By the end of the life of the strategy	Within identified staff costs	People with housing problems are given effective information about housing and the help that is available.	GREEN	On schedule with respect to delivery date.

Priority 2 : What works									
Ref.	Action	Who	Reported to	Year	When	Resources	Outcome	Status Green - On track Amber - Issues identified Red - Serious issues identified Blue - Completed/abandoned	Commentary and annual update
1	Support the objectives in the Housing Strategy that facilitate the delivery of more affordable housing.	Director of People Specialist Services Manager R. S. Lead Specialist Housing Development Lead Specialist R. S. Specialists	Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within identified staff resources	Opportunities to deliver affordable housing to rent and to buy are maximised.	GREEN	Regular liaison with the Council's Development Team has continued, which has helped to bring new TDC & Registered Provider (RP) schemes forward. New TDC schemes are planned in Hurst Green & Blindley Heath to provide additional family housing. There is currently an active programme of RP development, including a site in Smallfield, which will provide 26 units of family housing. Transform Housing have recently completed the purchase of a move-on property for former rough sleepers. A new bid to MHCLG is currently in development through the Rough Sleeper Accommodation Programme (RSAP) to provide further move-on properties.
2	Evaluate options for creating a Council lettings Agency, investing in private sector leasing or other vehicle to make private rental properties available to homeless households. This includes exploring working with the Council's Housing Company to do this	R. S. Lead Specialist Lead Housing Development Specialist R. S. Specialists Case Services Team Leaders Case Officers	Housing Committee Housing Project Board	YR 3 - YR 5	Ongoing for the life of the strategy	Within existing budgets but future growth may be needed to be built into Council budget to meet increased demand	Access to the private rented sector is increased, particularly for households claiming benefits. Opportunities to prevent homelessness are maximised. Standards of rented housing in the District are kept high.	GREEN	Initial discussions have been held with The Council's Asset Management Team regarding possible use of purchased properties and the role of Gryllus, the Council's Housing Company. However, the action requires substantial resourcing and is unlikely to be able to be viable, in the absence of a fully operational Housing Company. Due to this and Covid 19 pressures, it has not been possible to progress this action further yet.
3	Provide a rent in advance and rent deposit scheme for people who are homeless or threatened with homelessness.	R. S. Lead Specialist Lead Housing Development Specialist R. S. Specialists Case Services Team Leaders Case Officers	Housing Committee Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing budgets but future growth may be needed to be built into Council budget to meet increased demand	Access to the private rented sector is increased, particularly for households claiming benefits. Opportunities to prevent homelessness are maximised. Standards of rented housing in the District are kept high.	GREEN	
4	Provide Home Improvement Loans of up to £5,000 to alleviate serious disrepair.	R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing budgets	Homelessness due to serious disrepair in owner occupied properties is prevented.	GREEN	The Council still continues to offer Home Improvement Loans under the discretionary policy in the Home Adaptation and Improvement Policy. There is one complex case being considered for a loan at present, which involves coordinated work with Surrey County Council and Action Surrey to address significant disrepair. If the loan goes forward, examples of the outcomes of this case will be successful safeguarding, improved health and wellbeing and enabling a disabled person to remain in their home indefinitely, reducing pressure on acute services.
5	Work with Social Services to identify young people who are edge of care, in care and leaving care who are at risk of homelessness.	R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing staff resources	Homelessness for young, vulnerable people is prevented and they are housed in suitable supported housing, until ready to be rehoused through the housing register.	GREEN	The Surreywide Young Persons / Care Leaver Protocol has been updated to reflect changes in Childrens Services structure and those within the Homelessness Reduction Act. Liaison meetings with the relevant teams in SCC's Childrens Services are now being held every two months to identify needs and plan to meet future housing requirements of every young person who is looked after or leaving care
6	Undertake home visits where a young person is being excluded from the parents/main carers home or from the home of friend or other relative.	R. S. Specialists	Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within identified existing staff resources	Opportunities to mediate and negotiate a return home are maximised. Homelessness is prevented for young vulnerable people. The rehousing of young people is managed in a safe, planned way.	AMBER	Home visits were being carried out in most cases prior to Covid-19 pandemic. However, better recording and monitoring is needed as evidence. This will be progressed in 2021/22 once it is possible to re-commence home visits.
7	Work closely with the Council's Policy, Projects and Performance Team on matters regarding domestic abuse.	R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	within existing resources	Knowledge and expertise regarding Domestic Abuse is shared and the Council follows good practice when delivering services to victims of Domestic Abuse.	GREEN	Resident Support Officers continue to attend quarterly meetings of East Surrey Domestic Abuse Working Group. We are participating in work across the County, being led by SCC, on work around the new Domestic Abuse Act, in partnership with the Domestic Abuse Housing Alliance.

8	Participate in the local MARAC meetings.	R. S. Specialists	Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing resources	The safety of vulnerable people at risk of Domestic Abuse is prioritised.	GREEN	MARAC meetings are regularly attended by a dedicated Resident Support Specialist, who also now sits on a Practitioner's Group. During 2021 MARAC meetings have been held virtually and more frequently (every 2 weeks).
9	Ensure staff receive training on Domestic Abuse matters.	Specialist Services Manager	Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing resources	Knowledge and expertise regarding Domestic Abuse is shared and the Council follows good practice when delivering services to victims of Domestic Abuse. The safety of vulnerable people at risk of Domestic Abuse is prioritised.	GREEN	All Housing Needs / Options staff have received SCC DA Awareness Training or will do so within the first 12 months in post. Unfortunately, during the pandemic it hasn't been possible to deliver this training but it is hoped that it will resume in 2021/22.
10	Offer a Sanctuary Scheme.	R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing resources	The safety of vulnerable people at risk of Domestic Abuse is prioritised.	GREEN	The Sanctuary Scheme continues to operate & TDC has contributed grant funding for 2021/22. It's hoped that additional funding may be identified via Domestic Abuse Act Impact Funding.
11	Monitor the implementation of the Homelessness Reduction Act 2017 and any impacts.	Specialist Services Manager R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing resources	Effective horizon scanning takes place with impacts and challenges identified at the earliest opportunity and mitigation measures put in place.	GREEN	The impact of the HRA on service delivery is continuously and proactively monitored through a variety of methods, including: Weekly meetings with key staff; KPI production / analysis; Analysis of quarterly statutory returns; Quarterly Countywide Housing Needs meetings; Scheduled meetings with reps
12	Contribute towards the development of the Council's Empty Homes Strategy to enable initiatives that provide a return on the Council's investment to improve properties and which benefit homeless households.	Director of People Head of Strategy R. S. Lead Specialist Housing Development Lead Specialist Strategy Specialists R. S. Specialists	Housing Committee Housing Project Board	YR 3	end of Q4 20-21	Within existing budgets	The estimated target set in the Housing Strategy of 20 homes a year is tested to determine whether it is viable and achievable. Steps are in place to bring empty properties in the District back into use. The possibility of linking empty properties returned to use with other Council initiatives such as preventing homelessness is explored and the viability established.	GREEN	At elected members request, commencement of this action was item was moved to earlier in the Action Plan. Work on this action commenced during 2020 and a briefing paper was provided to elected members in June 2021. A further report will be provided to Housing Committee in January 2022. Owners of all long term empty properties, have been written to and asked to provide information on whether the property is currently being marketed, in the process of renovation for own use or to sell, whether it is used as a second home or whether they would consider renting the property through the Council. Outcomes of which are below: <ul style="list-style-type: none"> We have received an approximate 50% response rate. So far only 1 owner is potentially interested in renting through the Council. This property is currently undergoing extensive renovation. Officers will remain in contact. We have established several links with surrounding authorities and are currently exploring the possibility of joint initiatives, best practice and process. Next Steps: <ul style="list-style-type: none"> cross-reference with the initial report & send a further letter to those still empty on the second report and the first letter to those new long term empty property owners Identify funding streams to provide financial incentives and support for owners of empty properties to renovate and repair, to a standard for letting via the Council. We aim to develop an Empty Homes Strategy / Mission Document by March 2022.
13	Explore the appointment of a Domestic Abuse Champion in Resident Support Ser	R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 3	end of Q4 20-21	Within existing resources	Knowledge and expertise regarding Domestic Abuse is shared and the Council follows good practice when delivering services to victims of Domestic Abuse. The safety of vulnerable people at risk of Domestic Abuse is prioritised.	GREEN	A Resident Support Specialist has been given this role and will represent our Housing Service on DA matters, including other related actions within this Action Plan

14	Provide an in-house money advice service and evaluate opportunities for joint commissioning of money advice to promote wellbeing by offering services that alleviate debt and associated stresses.	Specialist Services Manager R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 3	end of Q4 20-21	Internal resources to be identified Commissioning partner to be identified	Individual household incomes are maximised, preventing homelessness. Individual wellbeing is promoted by reducing stress and anxiety as a result of debt. Households experiencing financial stress receive the information and support they need in an effective way and at the earliest opportunity. Synergy and value for money are achieved through joint working.	Amber	As part of the Customer First transformation, in-house Money Advice Officers were intergrated into the Business and Income Team. While the activity and expertise remain within the business, job titles do not. Activity previously completed by the Money Advice Officers is now dispersed throughout the team to ensure a more internal joined up approach with other areas of the Council. Signposting to partner agencies and a close working relationship with Citizens Advice and the Department for Work and Pensions have been developed to ensure financial support for customers. Policies and Process are currently under review and will be reported to Housing Committee for decision in due course.
15	Review the information available regarding Welfare Reform and how it is promoted.	R. S. Lead Specialist S. Specialists	Housing Project Board	YR 3	end of Q4 20-21	within existing resources	Households experiencing financial stress receive the information and support they need in an effective way and at the earliest opportunity.	GREEN	In conjunction with Benefits colleagues, the Council's website has been developed to include appropriate information and advice in this regard, including signposting and links to the relevant agencies and Government websites.
16	Undertake research to identify levels of "in work poverty" in the District.	R. S. Lead Specialist S. Specialists	Housing Committee Housing Project Board	YR 3	end of Q4 20-21	Within existing resources	Appropriate schemes can be developed to meet the need of households in work but experiencing financial stress and who cannot afford day to day living expenses such as food, heating and housing.	GREEN	Analysis of homelessness application data indicates that at the time of homelessness, around 30% of applicants are not in receipt of any benefits to supplement their earned income. The number of applicants not in receipt of any benefits to meet their housing costs is significantly higher, although in many cases this will be because, at the time of homelessness, the household doesn't have any qualifying housing costs. Officers will continue to provide advice regarding benefit eligibility to all households and refer households for support, where appropriate.
17	Review the Council's approach to identifying fraud and allegations for fraud in Council property.	Specialist Services Manager R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 4	end of Q4 21-22	Mainly within internal staff resources but some specialist fraud investigation expertise will also be required and will need to be built into the Council's budgets.	The Council's Housing Stock is effectively utilised, maximising the availability of social housing to rent.	GREEN	On schedule with respect to delivery date.
18	Identify ways to work more closely with schools regarding education on housing and homelessness.	R. S. Lead Specialist S. Specialists	Housing Project Board	YR 4	end of Q4 21-22	Within identified existing staff resources	Young people receive information and advice about housing, so they can plan their futures appropriately and avoid homelessness.	GREEN	On schedule with respect to delivery date.
19	Raise awareness and develop effective pathways for victims and perpetrators of adolescent to parent violence and abuse.	R. S. Lead Specialist S. Specialists	Housing Project Board	YR 4	end of Q4 21-22	within existing resources	The extent of APVA is explored and understood in the Tandridge District and a protocol is put in place as required.	GREEN	On schedule with respect to delivery date.
20	Identify opportunities to provide money advice training to both private and social housing tenants.	Specialist Services Manager R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 4	end of Q4 21-22	Funding any new scheme would need to be built into Council budgets	Appropriate schemes can be developed to meet the need of households in work but experiencing financial stress and who cannot afford day to day living expenses such as food, heating and housing.	GREEN	On schedule with respect to delivery date.
21	Develop efficient workflows, knowledge articles and training to enable the Customer First model for delivering services to be successful.	Specialist Services Manager R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 4	end of Q4 21-22	Within existing resources	Efficiencies in ways of working are achieved. Synergy arising from the Customer First model can be effectively realised. Excellent customer services are provided for residents.	GREEN	Customer First has led to improved co-ordination of key services in homelessness prevention - housing needs, tenancy management, Benefits. More effective case management of initial enquiries has been implemented through Salesforce. Knowledge Articles have been introduced to enable Customer Services Officers to better manage initial enquiries

22	Review the peer assessment and explore the merit in achieving a level of accreditation under the Gold Standard.	R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 4	end of Q4 21-22	Within existing resources	The Gold Standard ensures that the services provided to residents are of the highest quality. Achieving recognition highlights the Council as an excellent provider of services to homelessness people.	ABANDONED	Following implementation of the Homelessness Reduction Act in April 2018, the MHCLG designed Gold Standard Programme has now been discontinued in England.
23	Consult with private landlords about the barriers they perceive about working with the Council and accepting a tenant on benefits.	R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 5	By the end of the life of the strategy	Within identified staff resources	Access to the private rented sector is increased, particularly for households claiming benefits. Opportunities to prevent homelessness are maximised.	GREEN	On schedule with respect to delivery date.
24	Reach out to private landlords' fora to see if it is possible to create opportunities for partnership working.	R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 5	By the end of the life of the strategy	Within identified staff resources	Access to the private rented sector is increased, particularly for households claiming benefits. Opportunities to prevent homelessness are maximised.	GREEN	On schedule with respect to delivery date.
25	Evaluate additional incentives to encourage private landlords to rent their properties to homeless people which link with private sector regulatory activity.	R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 5	By the end of the life of the strategy	Primarily within existing budgets but may need to be built into the Council budget.	Access to the private rented sector is increased, particularly for households claiming benefits. Opportunities to prevent homelessness are maximised.	GREEN	On schedule with respect to delivery date.
26	Identify the support households may need when taking on the responsibility of a tenancy and exploring the viability of developing a scheme to deliver this.	Specialist Services Manager R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 5	By the end of the life of the strategy	Funding a new project may require grant funding or to be built into Council budgets	Access to the private rented sector is increased, particularly for households claiming benefits. Opportunities to prevent homelessness are maximised. The risk of early tenancy failure is mitigated.	GREEN	On schedule with respect to delivery date.
27	Evaluate the undertaking of a pilot scheme to convert properties above shops into HMO accommodation, targeting multiple outcomes regarding the condition of the private sector housing stock, bringing an empty property back into use and preventing homelessness.	Director of People R. S. Lead Specialist Head of Strategic Asset Management Lead Housing Development Specialist Housing Development Specialist	Housing Committee Housing Project Board	YR 5	By the end of the life of the strategy	Some existing identified staff resource but funding the construction work for this pilot project will need to be built into the Housing Company budget	A pilot scheme is undertaken to enable the effectiveness of the model to prevent homelessness, improve conditions in the private rented sector and provide a return on the Council's investment.	GREEN	On schedule with respect to delivery date.
28	Review and explore upgrading the software in place for managing homelessness activity and seek to integrate it with the Council's organisation wide CRM system.	Director of People Director of Resources Support Services Manager IT Lead Specialist Specialist Services Manager R. S. Lead Specialist	Housing Committee Housing Project Board	YR 5	By the end of the life of the strategy	Within existing resources but there may be a need to identify funding in future.	Efficiencies in ways of working are achieved. Synergy arising from the Customer First model can be effectively realised. Excellent customer services are provided for residents.	GREEN	On schedule with respect to delivery date.

Priority 3 : More effective together									
Ref.	Action	Who	Reported to	Year	When	Resources	Outcome	Status Green - On track Amber - Issues identified Red - Serious issues identified Blue - Completed/abandoned	Commentary and annual update
1	Promote the awareness of the duty to refer and the ALERT referral software and evaluate effectiveness.	R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing resources	The Council and partner agencies comply with their statutory duties. Any issues with organisations making referrals can be identified early and resolved. Households who are homeless or threatened with homelessness get the help they need at the earliest opportunity.	GREEN	Training on duty to refer for statutory & other partner agencies was held in East Surrey. Advisory email circulated to these agencies in advance of duty commencing. 'DutytoRefer@' email address set up to receive referrals. Referrals channelled via ALERT software wherever possible. Receipt of referrals has become more regular over time. During 2020/21, there was an increase of 33% in the number of referrals received from partner agencies.
2	Participate in the local Health and Wellbeing board to promote better health outcomes for those who are homeless or threatened with homelessness.	Director of People R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing resources	Opportunities for joint commissioning of services are identified that both prevent homelessness and meet better care outcomes.	AMBER	Arrangements are in place for a discussion, at the October 2021 Board Meeting, on amending the Terms of Reference to include a representative from Resident Support / Housing Needs on the Board
3	Prevent homelessness by helping to maximise household income through ensuring access to employment support.	R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing resources	The impact of welfare reform is mitigated as far as possible. Financial stress on households is alleviated and their wellbeing promoted. Extra support is available to help households who face additional barriers to securing work.	GREEN	A new SLA was agreed in December 2019. ETHOS fully funded and operational during 2020/21 and 2021/22. Despite the difficulties of working closely with clients during the pandemic (leading to a 33% drop in the number of clients seen), the number of clients starting employment or training, actually increased slightly.
4	Avoid the use of bed and breakfast housing as much as possible and use only in cases of emergency.	R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing resources	PI's set by Housing Committee are met. The negative impacts of B&B on vulnerable adults and children are minimised and eliminated as quickly as possible. The Council is compliant with its statutory duty. Implementing the homelessness prevention measures set out in this strategy will contribute towards keeping use of Bed and Breakfast low	GREEN	Usage of B&B remains low compared to the historic position and that elsewhere in Surrey / UK. During 2020/21 there was an increased use due to 'Everyone In' and associated Government programmes. B&B was only used for these households (accommodated on discretion) & a handful of other single households in order to keep occupancy in our hostel as low as reasonably possible. Costs of using B&B were met, in full, through various MHCLG & SCC grants.
5	Operate a hostel for homeless households to minimise the use of B&B.	R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing resources	Occupancy at the hostel is maximised effectively. The wellbeing of residents is promoted. Rents are collected efficiently through the operation of money advice, floating support and effective rent account management. Households are effectively moved on into alternative accommodation.	GREEN	The Whyteleaf hostel continues to operate effectively. However, occupancy has been relatively low during 2020/21 & 2021/22- as a result of reduced demand during the COVID pandemic, due in part to the impact of the temporary ban on evictions, as well as a deliberate policy in respect of COVID transmission risk.
6	Work alongside Parashoot floating support to ensure that those living in temporary accommodation or who are threatened with homelessness get the advice and support they need to prevent eviction and continue living in their home.	R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing resources	Vulnerable households receive the support they need to maintain their tenancy. Rent arrears are managed and reduced. Vulnerable households are supported to access health services and are connected with the support of other agencies as necessary, for example, support with issues of domestic abuse. Households are assisted with moving on into alternative housing and settled into their new homes. Support is provided to avoid social isolation, improving the wellbeing of households. Safeguarding issues are identified and acted upon.	GREEN	Parashoot service funded by SCC for 2019/20 with TDC providing supplementary funding. Continued funding agreed for 2021/22. During 2020/21, 85 TDC clients, across a range of housing tenures, were supported by the service.

7	Work alongside health visitors at the Council's hostel to ensure the wellbeing of families with children and to help them build capacity and capability to be independent of services in future.	R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 1 - YR 5	Ongoing for the life of the Strategy	Within existing resources	Households who have experienced homelessness are enabled to access health services, removing inequality. Early identification of health issues prevents crises and reduces the number of visits to A&E. Information on healthy lifestyles is promoted. Safeguarding issues are identified and acted upon.	AMBER	The Resident Support Senior Housing Needs Specialist continues to work closely with the Health Visitor Service. However there is no longer a dedicated Homelessness Health Visitor Service visiting the hostel. This award winning service played an important role supporting our vulnerable families at the point of homelessness. They are still involved in supporting these households (as part of the general needs in the district) and are involved in information sharing, liaison with us and other partner agencies, but is no longer a weekly presence at the hostel providing the same level of hands-on support that was so valuable.
8	To develop further the close working relationship with Family Resilience and Family Support Services.	R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing budgets	Safeguarding issues are effectively reported and responded to.	GREEN	New SCC Multi Agency Safeguarding Hub arrangements in place. TDC Safeguarding Lead appointed. Family Support Service administer and co-ordinate all Children's Safeguarding referrals on behalf of TDC. Evidence of regular & widespread use of safeguarding referral process by TDC officers. Adult Safeguarding training delivered to frontline officers.
9	Work closely with supported housing providers to refer people as appropriate and to liaise closely to minimise problems with supported housing tenancies when they arise.	R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing budgets and identified staff resource	Vulnerable households receive the support they need to maintain their tenancy. Rent arrears are managed and reduced. Homelessness is prevented. Individuals are rehoused through the housing register when they are ready for independent living.	GREEN	Regular liaison meetings with the main provider of supported housing in the District commenced in January 2020 and continued during 2020/21. We are working with this provider and colleagues from the other East Surrey Councils to develop a new bid to MHCLG through the Rough Sleeper Accommodation Programme (RSAP), which, if successful, will provide further move-on properties.
10	To prevent homelessness by ensuring the provision of floating housing related support in the district.	R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing budgets	Vulnerable households receive the support they need to maintain their tenancy, preventing homelessness. Rent arrears are managed and reduced. Vulnerable households are supported to access health services and are connected with the support of other agencies as necessary, for example, support with issues of domestic abuse. Support is provided to avoid social isolation, improving the wellbeing of households. Safeguarding issues are identified and acted upon.	GREEN	Parashoot service funded by SCC for 2019/20 with TDC providing supplementary funding. Continued funding agreed for 2020/21 & 2021/22
11	Work alongside Citizens Advice and revise the Service Level Agreement to include reporting on Housing outcomes.	R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing budgets	Value of money is obtained on the Council's grant to Citizens Advice. Households who are homeless or threatened with homelessness can obtain specialist advice.	AMBER	Progress has been made in developing relationships and working arrangements with the bureaux in the District. CABX were scheduled to deliver a presentation at the next Homelessness Forum Meeting. However this was postponed due to the Pandemic. Discussion around revision of the SLA is due to commence shortly.
12	Work in partnership to administer DHP to ensure opportunities to prevent homelessness are maximised.	R. S. Specialists Case Officers	Housing Committee Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing staff resource and budgets	Emergency financial assistance is provided to qualifying households, easing financial stress and preventing homelessness. The Council's DHP budget is spent in full each year.	GREEN	Housing Benefit staff and Housing Options staff are all now located within Resident Support Service. This has led to improved liaison around DHP awards and more regular joint decision making. The DHP Policy was updated in 2019/20 to reflect new working practices. Awards totalling £141,710 and £191,430 were made during 2019/20 and 2020/21, respectively. DHP funding from the Government has decreased by 40% for 2021/22, which is likely to prove challenging.

13	To work with Probation and Prison resettlement services which serve the district to ensure that ex-offenders can secure appropriate housing and can access the advice and support they need.	R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing staff resource and budgets	Ex-offenders are able to access the advice regarding housing that they need, reducing risks of re-offending.	GREEN	Prisons & Probation Services are among the agencies making the most regular and effective use of the duty to refer process. Comprehensive Risk Assessments are requested and supplied which enable more effective advice to be provided and appropriate accommodation options to be identified. We have worked with colleagues across Surrey & Sussex Probation Service to submit a bid for grant funding from the Government's Accommodation for Offenders Programme, which, if successful, will improve access for these clients to the private rented sector.
14	Monitor the progression of Brexit and identify any implications relating to homelessness for this	Director of People R. S. Lead Specialist	Housing Committee Housing Project Board	YR 1 - YR 5	Ongoing for the life of the strategy	Within existing staff resource	The Council complies with statutory responsibilities.	GREEN	Eligibility provisions for EEA citizens are well-established and understood. However, other potential impacts may be less obvious, although, thus far, none have been identified. Any potential implications will continue to be monitored. We did not receive any requests for homelessness assistance from any EU nationals during 2020/2021.
15	Relaunch the Homelessness Forum.	R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 1	end of Q4 19-20	within existing resources	Organisations are brought together to help the Council increase further its understanding of homelessness issues in the District. The opportunity to network and share best practice with partner agencies will exist. The group can shape and influence the delivery of services for homeless people.	GREEN	The inaugural Homelessness Forum met in February 2020 and was well attended. Terms of Reference were discussed, along with a presentation on the strategy. The workplan began to be developed. Unfortunately due to Covid-19, it was not possible for the Forum to meet. However, arrangements have been made for the Forum to re-commence imminently.
16	Explore and actively work towards the possible co-location of some JobCentre Plus activities with Council Services.	Director of People R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 1	end of Q4 19-20	Within existing resources	JobCentre Plus services will be available for the first time for residents in the District. Residents in the District have easier access to JobCentre Plus services, making it easier to comply with the requirements of their claimant's contracts.	GREEN	During 2019/20, arrangements were put in place for JobCentre Plus officer to be based once a week at TDC Offices. Regrettably, this service proved non-viable due to lack of demand (even before the Pandemic) and was discontinued after 6 months. Regular partnership meetings and a Universal credit Forum are taking place and attended by TDC officers. We are currently considering how this service can be provided virtually in future.
17	To define the Council's future role in delivering services that are currently offered by Children's Centres.	Head of Strategic Asset Management	Housing Committee Housing Project Board	YR 1	end of Q4 19-20	Housing Committee Housing Project Board	Children centres provide essential services that promote and protect the wellbeing of young children and families. The Council is committed to finding ways to continue the provision of this support and help as early identification of issues helps to prevent crises and has a direct impact on preventing homelessness.	GREEN	After detailed analysis and careful consideration with SCC, it has been decided not to transition the targeted Family Centre Service to TDC. This decision was reached after detailed understanding of what this service involves, and the skills and expertise required to manage this to a safe standard. TDC will continue to provide support to SCC as they seek alternative solutions for the Family Centre Service in the District and find a suitable provider to continue this provision to those families that need it most. TDC are however working to provide universal health care and family services at a number of venues across the District. It is anticipated that these universal services will include many of the existing services currently supported by the children's centres which do not fall into the new provision model for the family centre as defined by Surrey County Council. Where this is not possible, due to lack of availability or resource, TDC would aim to provide other universal services relevant to the community. The universal provision will consider the need for baby, child and youth services in the District as well as the need to combat social isolation in all ages.
18	Review the effectiveness of services provided to people who sleep rough to ensure continuous improvement and compliance with legislation, policy and best practice.	R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 2	end of Q4 19-20	Within existing budgets	Effective face to face support is delivered to people who are rough sleeping to enable them to: • Access medical support; • Access housing; • End social isolation; • Reduce anti-social behaviour • Rebuild lives.	GREEN	Following a tender process, a new contractor was appointed to run the service in May 2019. The new provider is Thames Reach, a charity that specialises in providing homelessness outreach services across Surrey. The appointment of Thames Reach has enabled the partner councils to successfully bid for additional Government funding, allowing the service to be developed further and significantly widening its scope. It is evident that the service is now hugely effective in delivering a vital service to anyone sleeping rough in East Surrey or at risk of doing so.

19	Along with the other East Surrey authorities, explore opportunities for creating one of more navigator posts within eSOS to enhance work with complex needs clients.	R. S. Lead Specialist R. S. Specialists	Housing Committee Housing Project Board	YR 1	end of Q4 19-20	Within existing budgets or through grant funding application	Effective face to face support is delivered to people who are rough sleeping to enable them to: • Access medical support; • Access housing; • End social isolation; • Reduce anti-social behaviour • Rebuild lives.	GREEN	Funding for the Navigator post was secured from MHCLG following a succesful bid by the East Surrey authorities . The post commenced within the eSOS team in quarter 3 of 2019/20. Further funding has been received to enable the post to continue during 2020/21 & 2021/22.
20	To explore with relevant partners, the creation of a formal joint assessment process for individuals with complex needs and to explore jointly creating a protocol for such working.	R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 4	end of Q4 21-22	Within existing budgets	Housing is included in the multi-agency response to when a crisis occurs in individuals with complex needs. Individuals with complex needs are housed appropriately, aiding their recovery and minimising risk.	GREEN	On schedule with respect to delivery date. Arising from multi-agency responses to the COVID Pandemic, significantly improved joint working was implemented across County during 2020/21. This has led to development of the Surrey Adults Matter (SAM) Process, the launch of the Multi Agency Group, The Bridging the Gap Project, Joint PSHE / SCC bids for funding through the Changing Futures Programme, as well a number of other initiatives.
21	Investigate whether a hospital discharge protocol can be developed to support the discharge of individuals who have no home or who are effectively homeless as their current home is unsuitable.	R. S. Lead Specialist R. S. Specialists	Housing Project Board	YR 4	end of Q4 21-22	Within existing budgets	Housing is included in the multi-agency response to when a crisis occurs in individuals with complex needs. Individuals with complex needs are housed appropriately, aiding their recovery and minimising risk. The Council assists the NHS as much as possible to alleviate bedblocking.	GREEN	On schedule with respect to delivery date. 2021 - Currently being developed through workstream in line 22 above.