

APPENDIX A

Housing Strategy 2019-2023 Action Plan Update (March 2020)

- 1.1 This paper sets out the actions that have been undertaken by the Council since the Housing Strategy 2019-2023 was adopted.
- 1.2 The Housing Strategy 2019-2023 was adopted by members of the Housing Committee on 15 January 2019. The Strategy and accompanying Action Plan sets out how the Council intends to meet the key current and anticipated housing challenges in the district for the next five years.
- 1.3 The Strategy contains the following three strategic housing objectives which will be achieved through the actions set out in the accompanying Action Plan:
 - Strategic Objective 1: Building homes we need;
 - Strategic Objective 2: Improving the quality and use of existing housing stock;
 - Strategic Objective 3: Meeting the housing needs of vulnerable households.
- 1.4 It has been three years since the Housing Strategy 2019-2023 was adopted and this report details the progress made to address and action the key housing challenges facing the district. The following table is taken from Appendix 1 of the Housing Strategy and includes a column on the progress made to date.
- 1.5 The Council will continue to update and review the actions set out in the Housing Strategy Action Plan on an annual basis.

Housing Strategy 2019-2023 - action plan update (March 2022)

Action	Who	When	Resources	Outcome	Targets	Progress
Objective 1: Building the homes we need						
<p>1 Monitor the number of:</p> <ul style="list-style-type: none"> new homes (para 2.12, page 17 and 2.106 page 35) affordable homes; (para 2.106, page 36) size of new homes (number of bedrooms) (para 2.12, page 17) type of new homes (para 2.12, page 17) specialist units; (para 2:30, page 21) through the Authority's Monitoring Report 	<p>Head of Strategy</p> <p>Strategy Specialist</p>	Annually	Identified within current staff resources and included in individual appraisal targets	<p>Performance on delivery of new housing is monitored to establish whether the Council is meeting housing need.</p> <p>Legislative requirements are complied with.</p>	<ul style="list-style-type: none"> Between 30%-40% of the housing should be 3 bedrooms. There should be no more than 30% 4+ bedrooms. <p>Of this mix:</p> <ul style="list-style-type: none"> Under 20% should be apartments 	<p>Updated annually in Authority's Monitoring Report (AMR). Latest AMR 2020/21 is published on the Council's website. The following data particular in this report is taken from the latest AMR2020/21:</p> <ul style="list-style-type: none"> 117 homes completed 9 affordable homes delivered (9 Affordable Rent) 99 out of 117 (85%) of housing completions were 3 bedrooms or less. 17 (15%) housing completions were 3 bedrooms. 18 housing completions were 4+ bedrooms (15%). 74 completions were flats (63%) and 43 were houses (37%). 0 extra care units were completed. <p>It is noted that the targets set out in the housing strategy have not been achieved this year. They will continue to be monitored through the AMR.</p>
<p>2 Take steps to identify in more detail the housing needs of young people aged 16 - 25 (para 2.12, page 17) in the SHMA.</p>	Strategy Specialist	Ongoing for the life of the strategy	Identified within current resources and included in individual	Steps are taken to meet the housing need of this specific group	N/A	<p>Whilst housing in the District is being provided to meet this age group a specific piece of work on this has not progressed yet, pending further outcomes of the Council's Local Plan and approach to housing provision. Should the Local Plan progress to adoption, work on this can</p>

Action	Who	When	Resources	Outcome	Targets	Progress
			appraisal targets.			commence in 2024. If the Local Plan does not progress, housing and planning officers will need to determine the most appropriate approach.
3 Over the next 5-10 years we will seek to improve the Council's sheltered housing in 5 key areas to provide a range of accommodation types; (para 2.30, page 21)	Lead Housing Development Specialist	Ongoing for the life of this strategy (minimum 5 years)	Resources to be identified within the HRA business plan as proposals are brought forward.	To provide sheltered accommodation for older people that meets their needs.	N/A	New 19 Unit sheltered scheme completed in September 2020 at Shallcross, The Court, Warlingham. Currently on site at Bronzeoak House in Caterham where 14 new sheltered flats will be completed in November 2022. Discussions underway re possible Godstone site where Registered Provider is looking to include a sheltered scheme to assist TDC with meeting its objective in this location. Work to identify two further sites will continue.
4 Continue to work with Surrey County Council and other stakeholder partners to establish specialist housing need and assist so far as it is able in its delivery; (para 2.30, page 21)	Strategy Specialist	Ongoing for the life of this Strategy	Identified within current staff resources and included in individual appraisal targets	New supported housing schemes are delivered to meet identified need.	N/A	A report (Older People's Commissioning Strategy 2021-2030) was taken to Cabinet on 30 November 2021 and approved. This set out a new strategy for older people living in Surrey with details of principles, ambitions and outcomes of work programmes, led by SCC Older People's Commissioning Team and in partnership with numerous partners and stakeholders. In addition to this, a separate report was also taken to Cabinet on 30 November 2021 and approved. It was agreed for an inclusion of a programme to support people with mental

Action	Who	When	Resources	Outcome	Targets	Progress
						health needs in the existing Adult Social Care Accommodation with Care and Support Strategy. The Strategy already has specific programmes for older people and people with learning disabilities and/or autism however, this specifically looks at the inclusion of a Mental Health Programme within the scope of the strategy.
<p>5 Continue to administer the self-build and custom housebuilding register and monitor the headlines to enable suitable sites for self-build schemes to be identified as part of an ongoing review of our assets and offer serviced sites (also to be included in the Area Action Plan for the Garden Community at South Godstone) (para 2.38, page 23)</p>	<p>Case Services Team Leader</p> <p>Strategy Specialist</p> <p>Head of Strategic Asset Management</p> <p>Lead Housing Development Specialist</p>	<p>Completed by October 2021</p> <p>After which, on a three yearly cycle each October.</p>	<p>Identified within current staff resources.</p>	<p>To comply with legislative requirements.</p>	<p>Qualifying individuals on the register by October 2018 are provided with a plot.</p>	<p>Self-build register continues to be updated following requests for people to be put on the register. Currently there are 7 individuals on the register; 5 on Part 1 who meet the national and local eligibility conditions and paid the fee, and 2 on Part 2 who only meet the national eligibility conditions and have paid the fee.</p> <p>For those that meet the criteria and are on Part 1, the Council are required to give suitable development permissions for enough serviced plots of land to meet the demand within three years of the time the application was entered.</p> <p>The headlines of self-build are monitored in the AMR 2020/21 mentioned in Action 1. To date, letters have been sent to applicants on Part 1 and Part 2 of the Register to notify them of available plots in the District.</p> <p>Single plot sites will be identified as part of a wider review to find sites for the Council's house</p>

Action	Who	When	Resources	Outcome	Targets	Progress
						building programme. However, due to the greater priority of addressing acute need on the Council's Housing Register and limited staffing resources little progress has been possible in relation to this work.
6 Continue to channel the Council's Custom Housebuilding Fund allocation towards the support of a Community Housing Enabler and support community housing provision in line with the Council's adopted CHF Policy. (para 2.45, page 23)	Specialist Services Manager Lead Specialist Resident Support Lead Housing Development Specialist	Bi-annually		Opportunities for affordable housing in the district are maximised.	Review to determine whether we continue to bid to government for resources to extend the two-year contract for the current Community Housing Enabler Role or absorb this role internally	The Community Housing Enabler post has been deleted and the role is being performed by the Rural Housing Enabler at Surrey Community Action on a part-time basis. Housing Committee did not approve the funding of the CHE post and therefore the Council does not have access to the assistance of the Rural Housing Enabler in respect of community-led housing. The balance of the Community Housing Fund has therefore been retained by the Council until a further use is identified for it that accords with the Government's intentions. It is possible that it could be used in the future to provide financial assistance to a Community Land Trust or similar group looking to deliver affordable housing locally.
7 Support Registered Providers to reduce rents below LHA levels (and/or including social rented housing) and consider reflecting the additional cost through a reduction in the percentage of affordable units for rent	Specialist Services Manager Lead Specialist Lead Housing Development Specialist	Ongoing	Resources for supporting Registered Provider's need to be identified (traditional enabling role)	Maximise the amount of affordable housing in the District and to provide a proportion of new housing at reduced rents.	N/A	As part of our regular work with Housing Associations to promote affordable housing we do raise the issue of housing being let at a social rent. The development of the Dormansland Station exception site as social rent was thwarted by the onset of Covid-19 and the withdrawal by Raven Housing Trust who had hoped to deliver the site. In Aug/Sep 2021

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required on a site. In addition (and where applicable) seek funds from Homes England to support development. (para 2.75, page 28, para 2.79, page 29)						Stonewater HA delivered 26 units of rented accommodation in Smallfield – all at social rents. The Council tried to provide grant to increase the number of social rented units on the scheme but the subsidy required was too great.
8 Undertake a greater promotion of Shared Ownership and other home ownership products to ensure the buyers are fully aware of these products and their affordability. (para 2.65, page 26)	Specialist Services Manager Lead Housing Development Specialist Head of Corporate Policy, Projects and Performance Performance Specialist	Annually	Within identified staff resources	To ensure that there is an appropriate mix of property type and tenures to meet identified housing need. People applying to the Housing Register who have sufficient income to consider shared home ownership are given appropriate advice.	Low cost home ownership delivered as shared ownership housing – 25%	The strategy developed for marketing / allocation of recent large S/O scheme provided through Clarion Housing has been replicated to promote the shared ownership units completed by Stonewater in Smallfield in 2021. Marketing campaign involving social media as well as conventional advertising. Marketing campaigns to be used to promote specific developments and the shared ownership product as whole, including informing applicants how to apply and where to get further information. The Communications team has previously raised awareness about the Clarion and Stonewater Housing shared ownership schemes in the district and this work continues with upcoming low-cost home ownership schemes in Caterham and Lingfield. Promotion includes: <ul style="list-style-type: none"> Drafting articles in the Tandridge magazine.

Action	Who	When	Resources	Outcome	Targets	Progress
						<ul style="list-style-type: none"> • Issuing news items to our media contacts, on our website and featured in our e-newsletter. • Posting on all our social media channels including promoting open days when they are held. <p>The Communications team will continue to work with housing associations to promote Shared Ownership.</p>
<p>9 Support Registered Providers in seeking to acquire land for either affordable or mixed residential development provided the sites are:</p> <p>Allocated sites or are sites which accord with the Council's Local Plan and;</p> <p>The element of affordable housing meets as a minimum the levels of affordable housing required in the Local Plan and/ or this Strategy. (para 2.75, page 28)</p>	<p>Specialist Services Manager</p> <p>Lead Housing Development Specialist</p>	Annually	Within identified staff resources	To ensure that there is an appropriate mix of property type and tenures to meet identified housing need.	N/A	Regular meetings and discussion take place with Registered Providers (RP's) and developers with regard to the provision of affordable housing. RPs are given information about sites currently in the planning system and developers are encouraged to make early contact with developing RPs. RPs are always encouraged to look for 'additionality' i.e. can they purchase the whole site or additional AH units over and above the quota

Action	Who	When	Resources	Outcome	Targets	Progress
10 Continue to review our assets to identify potential sites for development in order to maximise the scope of the HRA to deliver affordable housing for rent. (para 2.97, page 32)	Lead Housing Development Specialist	Ongoing for the life of this strategy	Will require additional staffing resources	To make best use of our housing stock in delivering affordable housing for rent through HRA. To maximise income where possible.	N/A	The garage site review has concluded, and a pipeline of garage sites has been identified whilst others can now be repaired and re-let or sold. Construction work is due to commence in Qtr 1 of 22/23 at Rochester Gardens, Windmill Close and Auckland Road and plans are being developed for two further garage sites at Wolfs Wood and Hollow Lane with more to follow when resources allow. Where garage sites or other sites are being considered Ward Councillors and the Parish Council will be informed prior to the site being considered by the Council's Housing Committee with a view to it being taken forward.
11 Consider the sale of small sites where by virtue of their size they are uneconomic to develop with a view to supporting the HRA development programme and the provision of self-build sites. (para 2.97, page 32)	Lead Housing Development Specialist	Ongoing for the life of this strategy	Will require additional staffing resources	To maximise income for the HRA to fund development and provide self-build sites	N/A	Some work is being undertaken to identify single plot sites as part of a wider review to find sites for the Council's house building programme. Recent progress in this area has been made possible by the appointment of a case officer to the assets team and work has re-commenced to identify small garage sites that might be suitable for self-build, meeting both the self-build objective and providing an income for the HRA.
12 Investigate the merits of becoming an Investment partner with Homes England to enable us to	Lead Housing Development Specialist	Ongoing	Within existing resources	To maximise the number of homes produced through the Council	N/A	Some initial work has been done on this but was paused due to a resources issue. Discussions will recommence in 2022/23 to ensure that

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access social housing grant. (para 2.97, page 32)				housing building programme		grant funding is an option for the Council's development programme going forward.
13 Continue to support the preparation of Neighbourhood Plans and support local groups in the delivery of community led housing. (para 2.106, page 36)	Head of Strategy Strategy Specialist	Ongoing	No internal staff resources at present. External contractor currently fulfilling the role (November 2018)	To comply with legislative requirements.	N/A	Progress of Neighbourhood Plans are monitored in Section 4 of the AMR. There is also a page dedicated on the Council's website to Neighbourhood Plans and the stages they are each currently at. To date, Woldingham, Limpsfield and Caterham, Chaldon and Whyteleafe (CCW) Neighbourhood Plans have been made and form part of the Development Plan document for Tandridge District.
14 For the Council owned Housing Company to explore opportunities for both private sector development and the purchase of land for the development of affordable housing through the Housing Company and the Housing Revenue Account (para 2.97, page 32).	Head of Strategic Asset Management Lead Housing Development Specialist	Ongoing for the life of the strategy	Resources identified	To deliver housing of different types and tenures, including affordable housing.	N/A	The purchase of Bronzoak House Caterham is evidence of the Council's intent to purchase land for its housing programmes and consideration will be given to other opportunities as they arise. A report was presented to the Council's Housing Committee at its June 2021 meeting which set out the capacity of the HRA (Housing Revenue Account) and the potential for the delivery of Housing through the Council's Housing Company

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						There are no current proposals to develop through the Council's Housing Company though this will be reviewed as capacity allows
15 Work to make apprenticeships available in construction in the housing sector. (para 2.108, page 36).	Lead Housing Development Specialist	Annually	Within existing staff resources	Economic benefit to the District and giving young people the opportunity to develop the skills our economy needs.	N/A	The Employer's Requirements have been updated to include an obligation for the main contractor or their sub-contractor to provide 20 weeks of apprenticeships on construction sites in the house building programme. An electrical apprentice from the Tandridge district is due to start at Bronzoak House in the summer of 2022 and further apprenticeships will be secured on new schemes starting on site in Qtr 1 of 22/23

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Objective 2: Making the best use of existing housing						
<p>16 Explore potential to utilise Council staff working in the community to undertake a rolling programme of basic property surveys to report on property condition to obtain an accurate and updated picture of housing conditions in the district. (para 3.6, page 38).</p>	<p>Head of Operational Services</p> <p>Lead Community Surveyor</p>	<p>By end 2022</p>	<p>To be identified from within internal staffing resources</p> <p>If action goes forward budget may need to be identified for software.</p>	<p>A systematic programme of collating accurate information about properties across all tenures (social and privately rented housing, as well as owner occupation) in the district is introduced. It will require data to be accurately recorded on an appropriate database, that can be interrogated so that it can be identified where to target private sector enforcement action, different initiatives and funding.</p> <p>This information will inform future private sector housing strategy development and support the development of a Corporate Plan for the Council.</p> <p>Accurate information about the Council's Housing Stock is held informing the Council's business plan, enabling appropriate investment decisions regarding future investment in improvements/ maintenance for this asset.</p>	<p>N/A</p>	<p>Orchard Promaster and Asset Go were acquired in 2017 – 18 to collate and store stock condition information but are still to be fully implemented due to resource issues in IT. There are also resource issues within the Community Surveying team. Future requirements will be part of the Future Tandridge Programme service reviews.</p> <p>Opportunity for private stock condition review to be via shared service with Mole Valley.</p> <p>Opportunity to work with Action Surrey on energy efficiency.</p>

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17 Explore opportunities to develop/improve the database recording facility and review the data capture processes relating to private sector. (para 3.6, page 38).	Specialist Services Manager Locality Services Manager Environmental Health Partnership Manager	By end 2022	If action goes forward budget may need to be identified for software	An accurate, efficient recording system is in place that complies with GDPR requirements.	N/A	Work is ongoing with Mole Valley DC around data capture and recording for the private sector through the shared Environmental Health service. A new software system for the purposes of managing private housing has been implemented and is hosted by Mole Valley.
18 Review the Council's Home Adaptation and Improvement Policy to ensure continuous improvement, taking into account current legislation, policy and good practice (para 3.11, page 39).	Specialist Services Manager	Published by January 2019.	Existing resources	Residents who do not have access to funds are able to maintain their homes, ensuring they are warm, watertight and safe.	Published by January 2019	Private sector policy approved by Housing Committee in September 2018. The HRA Aids and Adaptions Policy was approved by Housing Committee in November 2020. This action is now complete
19 Explore options for expanding advice given to identify cross over points and to make connections with health and other agencies to keep residents safer, warmer, healthier and more comfortable in their homes. (para 3.13, page 39).	Specialist Services Manager Lead Specialist Resident Support Health and Wellbeing Board	Ongoing	Internal resources already identified	New homes are built with appropriate healthcare infrastructure. The outcome of the Council's sheltered housing review will be implemented to provide a more focussed, targeted service for older people that promotes access to relevant health services and helps	N/A	For service managers to ensure cross team working and consideration to joined up working with health and well-being. Housing now has a representative in attendance on the Health and Wellbeing Board. This has enabled better communication and early resolution for identified housing and health related issues

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	Locality Services Manager			<p>to delay access into more acute services such as residential care. Home visits regarding disrepair will include a wider remit to also consider in a more focussed way the wellbeing of the resident and will be expanded to include information on where to get help and support with health and wellbeing initiatives – for example, signposting to support with fuel poverty assistance, falls prevention classes, dementia navigation services, help to alleviate social isolation as well as considering the structural condition of the property and issues such as fire safety.</p> <p>The Council is able to successfully influence commissioning of new health services by the CCG through our role on the Health and Wellbeing Board to ensure they include housing advice and support which will be targeted at the most vulnerable people in the District.</p> <p>Through the contracted HIA, links are made with local hospitals and a hospital discharge protocol agreed</p>		

Action	Who	When	Resources	Outcome	Targets	Progress
				to reduce bed blocking where adaptation are needed to ensure people can experience a safe and timely discharge from hospital.		
20 Develop an Empty Homes Strategy and targeted action plan. (para 3.20, page 40)	<p>Head of Strategy</p> <p>Strategy Specialist</p> <p>Lead Specialist Resident Support</p> <p>Locality Services Manager</p>	Strategy in place by end 2021	Internal resources identified	<p>The estimated target set in the Housing Strategy of 20 homes a year is tested to determine whether it is viable and achievable.</p> <p>Steps are in place to bring empty properties in the District back into use.</p> <p>The possibility of linking empty properties returned to use with other Council initiatives such as preventing homelessness is explored and the viability established.</p>	N/A	Not progressed yet. Whilst the strategy is to be in place by end of 2021, resourcing has meant this has been delayed to 2022.
21 Promote the work and initiatives provided by Action Surrey to benefit residents. (para 3.24, page 41)	<p>Executive Head of Communities Specialist Services Manager</p> <p>All Service Managers</p>	A system of promoting information is in place by end 2022.	Internal resources identified	<p>A target for referrals made to Action Surrey is set each year and a process for referral are made.</p> <p>Performance of Action Surrey is monitored to evaluate the outcomes of referrals to ensure the service they provide offers value for money and is effective.</p>	N/A	The Council continues to work with and promote the activities of Action Surrey for the benefits of residents and to share knowledge in developing a low carbon community.

Action	Who	When	Resources	Outcome	Targets	Progress
				Action Surrey are promoted on the Council's website so people can self-refer for the help they offer, such as switching utility suppliers through "Switch to Save".		
<p>22 Review Housing Enforcement policy to ensure it reflects current legislation, policy and good practice and publish on the Council's website. (para 3.30, page 42)</p>	<p>Specialist Services Manager</p> <p>Lead Specialist Resident Support</p> <p>Environmental Health Partnership Manager</p> <p>Head of Strategy</p>	<p>By end 2021</p>	<p>Internal resources identified</p>	<p>A policy is in place which considers legislative changes and best practice and achieves the right balance between advice, assistance and enforcement to improve housing conditions in the District.</p> <p>The Policy will demonstrate the transparency of enforcement action taken by the Council with respect to private sector housing and caravan sites in the District and will set out legal requirements, policies and principles the officers follow when enforcing legislation.</p> <p>Housing conditions in the district are improved.</p> <p>Where appropriate, enforcement action can contribute towards targets relating to bringing Empty Homes back into use.</p>	<p>N/A</p>	<p>Private Sector Housing Enforcement Policy was approved by Housing Committee in January 2022 – Action complete</p>

Action	Who	When	Resources	Outcome	Targets	Progress
<p>23 Explore the introduction of an accredited property scheme. (para 3.30, page 42).</p>	<p>Environmental Health Partnership Manager</p> <p>Specialist Services Manager</p> <p>Lead Specialist Resident Support</p>	<p>By end 2023</p>	<p>Resources to be identified</p>	<p>Private landlords are seen by the Council as an important business partner with a critical role in helping to meet housing need.</p> <p>More affordable good quality homes are identified for those who are homeless or potentially homelessness.</p> <p>Housing conditions in the private rental sector are improved.</p>	<p>N/A</p>	<p>Cross team working now in place between Housing Needs and Shared Service. Private Sector Liaison Officer in post since 2020 and continues to build strong relationships with private landlords both in and out of district.</p>
<p>24 Explore ways to reach out to private landlord fora and groups to make even stronger connections with them. This could include the Council setting up a lettings agency. (para 3.30, page 42).</p>	<p>Specialist Services Manager</p> <p>Lead Specialist Resident Support</p>	<p>By end 2023</p>	<p>Resources to be identified</p>	<p>Private landlords are seen by the Council as an important business partner with a critical role in helping to meet housing need.</p> <p>More affordable good quality homes are identified for those who are homeless or potentially homelessness.</p>	<p>N/A</p>	<p>This action is to be progressed later in the strategy. Scoping work need to be undertaken and resources identified before the workstream can progress.</p>

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				Housing conditions in the private rental sector are improved.		
25 Promote changes to the mandatory licencing scheme for HMOs and develop an on-line process for HMO licencing. (para 3.44, page 43).	Communications Environmental Health Partnership Manager Lead specialist IT	2019/20	Internal staff resources identified	Landlords whose properties are affected by this change in legislation are made aware of the new requirements. The living conditions of HMO's in the District are made safer. The income necessary to contribute towards the costs of the administration of this new statutory licencing scheme is generated. Customers who require a license for their HMO have an easy to use, accessible system to apply for a license.	N/A	Work continues through the Environmental Health Partnership. A Report to Housing Committee in November 2018 reflects the current legislation on HMOs.
26 Continuation of a Handyerson service. (para 3.47, page 44).	Head of Operational Services	Ongoing	Internal resources identified	Help is available for vulnerable people with small works to enable them to maintain their homes and independence.	N/A	Service continued through 2020/21 and 21/22. Discussion currently ongoing with Surrey County Council due to their desire to

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	Resident Support Specialist		Better Care Fund			reduce funding for this service and focus on hospital discharge work. Options report to be presented to Housing Committee later in 2022.
27 To explore and develop a process to improve and record data captured about the Council's own housing stock. (para 3.55, page 45).	Lead Community Surveyor Head of Operational Services	2023	Resources to be identified	Systems are in place to routinely carry out tenancy audits to maximise the capability of existing software to ensure up to date accurate information is held on Council systems regarding occupancy, when property improvements such as bathroom, kitchens and windows were completed and also tenant improvements.	N/A	Work is underway as part of the Orchard upgrade. Orchard Promaster and Asset Go were acquired in 2017 – 18 to collate and store stock condition information but are still to be fully implemented due to resource issues in IT. There are also resource issues within the Community Surveying team. Future requirements will be part of the Future Tandridge Programme service reviews. Working group has been established to ensure cross Council working
28 Explore the support that can be given to mobile home sites that have poor conditions. (Para 3.37, page 42).	Environmental Health Partnership Manager Specialist Services Manager	2023	Resources to be identified	Regular checks are made to ensure that site owners are complying with licence conditions. The advice and support that the Council can give residents living on mobile homes sites (covering benefits, housing advice and	N/A	Environmental Health are currently undertaking this work. A Report on Mobile Homes Sites - Fit and Proper Person Assessment was approved by Housing Committee in June 2021. This complies with the requirement that all commercial sites be managed by a Fit and Proper Person to

Action	Who	When	Resources	Outcome	Targets	Progress
				adaptions) is promoted and residents signposted accordingly.		improve the standards of mobile home site management.

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Objective 3: Meeting the housing needs of vulnerable households						
29 Review, update, adopt a new homelessness strategy and deliver the accompanying action plan. (para 4.5, page 48).	Executive Head of Communities Head of Strategy Lead Specialist Resident Support	Implementation date July 2019 Performance reported quarterly	Internal staff resources identified	Council fulfils all statutory duties towards homelessness people. Homelessness prevention services are effective at point of contact. The homelessness and housing advice service is managed proactively in a way which enhances the reputation of the Council, with early anticipation of trends, problems and consumer demands with steps taken to mitigate identified risks.	To be agreed with Housing Committee as part of the Homelessness Strategy development.	Homelessness Prevention and Rough Sleeping Strategy 2019-2023 approved by Housing Committee and published in June 2019 Action Plan being progressed and reported to Committee annually.
30 Continue to explore opportunities to influence the development of national policy and funding to ensure local pressures are taken into account (para 4.5, page 48).	Leader of the Council Chair of Housing Committee Extended Management Team	Ongoing for the life of the strategy	Internal staff resources identified	Consultations are responded to which set out the position of Tandridge Council and evidences good practice in our area. Media tracking takes place for the service, positive media coverage is obtained, and media campaigns conducted. Ongoing membership and participation in strategic boards is in place and there is collaborative working.	N/A	To be led by Extended Management Team as and when is relevant, discussing with members the position to be taken.

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				Ongoing membership of organisations such as LGiU.		
<p>31 The Council will work with partners to secure funding for the support element for new supported housing schemes to meet identified need (para 4.5, page 48).</p>	<p>Lead Housing Development Specialist</p> <p>Lead Specialist Resident Support</p>	Ongoing for the life of the strategy	Supported Housing Schemes are delivered to meet the needs of vulnerable people.	N/A	N/A	<p>No new supported housing schemes have been proposed apart from the initiative by Transform Housing Association to purchase a property to meet the needs of the vulnerable homeless. In this instance, at the request of Transform, the Council approved in principle meeting the cost of support for a period of time in the event that Homes England support funding stopped in March 2021.</p> <p>During 2021/22, the Council was part of a successful partnership bid with Transform, public Health and other East Surrey Councils, to the Government's Rough Sleeper Accommodation programme. This will enable the provision of a unit of accommodation to be purchased in the District to provide accommodation on a Housing First Model. As well as a capital grant, revenue funding was secured, through the bid, to meet the support costs for the first 3 years.</p>

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32 Continue to monitor implementation of the Homelessness Reduction Act and any impacts (para 4.14, page 49).	Housing Committee Executive Head of Communities Lead Specialist Resident Support	Ongoing for the life of the strategy	Internal staff resources identified	The homelessness and housing advice service is managed proactively in a way which enhances the reputation of the Council, with early anticipation of trends, problems and consumer demands with steps taken to mitigate identified risks.	N/A	The impact of the Homelessness Reduction Act on service delivery is continuously and proactively monitored through a variety of methods, including: <ul style="list-style-type: none"> • Weekly meetings with key staff; • KPI production / analysis; • Analysis of quarterly statutory returns; • Quarterly Countywide Housing Needs meetings; • Scheduled meetings with reps from MHCLG
33 Continue working with Social Services to identify young people who are considered to be edge of care, in care and leaving care who are at risk of homelessness (para 4.24, page 50).	Lead Specialist Resident Support Resident Support Specialist	Ongoing for the life of the strategy	Internal staff resources identified	Vulnerable young people with housing difficulties are identified at the earliest stage and their potential homelessness prevented.	N/A	The Surrey Joint Protocol for Homeless Young People remains effective and has recently been re-drafted to reflect organisational / legislative changes. Quarterly meetings between Housing Needs specialists and SCC's Children who are Looked After and Leaving Care Teams have been taking place.
34 Work in partnership with other activity across the Council to	Specialist Services Manager	Ongoing for the life of the strategy	Internal staff resources identified	Housing conditions in the private sector are improved meaning that the poorest households in the	N/A	Rent in Advance / Rent deposit bond scheme continues to operate effectively & within allocated budget.

Action	Who	When	Resources	Outcome	Targets	Progress
<p>make links with private landlords to enable the provision of information and support to enable more residents to access good quality privately rented housing (para 4.24, page 50).</p>	<p>Lead Specialist Resident Support</p> <p>Locality Services Manager</p>			<p>district do not live in the worst housing.</p> <p>More landlords are willing to accept a deposit and rent in advance payment from the Council's PSAS scheme.</p> <p>More landlords are willing to accept a tenant on housing benefits.</p> <p>Homelessness is prevented for vulnerable households and they can access good quality accommodation.</p>		<p>Private Sector Access Officer in post since 2020 and continues to build strong relationships with private landlords both in and out of District</p> <p>Initial discussions held re possible use of purchased properties, TDC also looking at acquiring additional properties through RTB buy-backs</p> <p>Links to other specific actions within Housing Strategy and Homelessness Prevention Strategy.</p>
<p>35 Continue to offer support through: - working in partnership to administer Discretionary Housing Payments; - continuing to offer money advice; - continuing to offer employment support; - continuing to offer deposit bond and rent in advance payments to qualifying households (para 4.24, page 50).</p>	<p>Specialist Services Manager</p> <p>Lead Specialist Resident Support</p> <p>Resident Support Specialist</p>	<p>Ongoing for the life of the strategy</p>	<p>Internal staff resources</p>	<p>Process is in place to identify individual households most in need and incidents of homelessness are prevented.</p>	<p>DHP budget is fully spent each year.</p> <p>Money lent to customers under the scheme is repaid so that it can be recycled to help more households.</p>	<p>Housing Benefit staff and Housing Options staff are all now located within Resident Support Service. Robust liaison around all DHP awards.</p> <p>2020/2021 DHP budget spent in full. Full expenditure is expected again for 2021/22. The Council received an additional Homelessness Prevention Grant of £64,000 this year to help vulnerable households with rent arrears to reduce the risk of them being evicted and becoming homeless. This funding is being</p>

Action	Who	When	Resources	Outcome	Targets	Progress
					The barriers that exist which prevent private landlords from working with the scheme are understood enabling the scheme to be developed to attract more landlords to work with the Council.	<p>utilised by Housing Benefit Staff alongside their DHP administration.</p> <p>Formal money advice service no longer provided by TDC. Referrals made to CAB money advice and basic money advice provided within Housing Options interviews.</p> <p>ETHOS fully funded for 2020/21. New SLA agreed and signed in March 2020 and renewed in 2021.</p> <p>In-house deposit / RIA scheme remains operational and fully funded. Next Step scheme funded for 2021/22</p>
36 Work with the Home Improvement Agency to promote and provide disabled adaptations to qualifying households and to explore links with the local hospital and health organisations to make links to catch referrals as early as possible (para 4.39, page 54).	<p>Specialist Services Manager</p> <p>Lead Specialist</p> <p>Resident Support Specialist</p>	Ongoing for the life of the current contract.	<p>Internal staff resources</p> <p>Home Improvement Agency</p>	<p>Disabled children, young people and adults can live in their own homes as independently as possible, for as long as possible.</p> <p>The Council plays a key role in reducing admissions into hospital, providing a safe and more effective discharge from hospital, in reducing demand for social care and in delaying or reducing demand for residential care.</p>	N/A	<p>Grant bid refused by Health for additional funding towards Handyman service to support DFG and hospital discharge. Surrey CC have prioritised other areas of work although a new SLA for this service was proposed. A draft is yet to be circulated by Surrey.</p> <p>This work stream will form part of the service reviews and will be reported to Housing Committee later in 2022.</p>

Action	Who	When	Resources	Outcome	Targets	Progress
				<p>The DFG budget is fully allocated each financial year.</p> <p>The quality of work undertaken by contractors is excellent.</p> <p>Customer satisfaction with the service is high or very high. The service is promoted effectively.</p>		
<p>37 Work with the new provider for the equipment and adaptations service to ensure the continuous improvement of the service, taking into account best practice, policy and legislation (para 4.39, page 54).</p>	<p>Executive Head of Communities</p> <p>Lead Specialist Resident Support</p> <p>Resident Support Specialist</p>	<p>Ongoing for the life of the contract</p>	<p>Internal resources identified</p> <p>Home Improvement Agency</p>	<p>Vulnerable people are able to remain living at home for as long as they want to.</p> <p>The DFG budget is fully allocated each financial year.</p> <p>The quality of work undertaken by contractors is excellent.</p> <p>Customer satisfaction with the service is high or very high.</p>	<p>N/A</p>	<p>Working with new provider and partners to deliver the service. Spend is currently on track with future commitments for work.</p>
<p>38 Work with Surrey County Council to identify the potential opportunities for: - extra care housing (para 4.47, page 56);</p>	<p>Executive Head of Communities</p> <p>Lead Housing Development Specialist</p>	<p>Ongoing</p>	<p>Internal staff resources</p>	<p>Affordable Extra Care housing is provided in the District.</p>	<p>N/A</p>	<p>SCC have published their proposals for extra care (see notes to Action 4 above). During 2020/21 the Council endeavoured to develop an ongoing relationship with SCC to both establish</p>

Action	Who	When	Resources	Outcome	Targets	Progress
<p>- mental health supported housing (para 4.51, page 56);</p> <p>- substance misuse supported housing (para 4.51, page 56).</p>						<p>the need for extra care for older people and other supported accommodation within the district and their proposals for meeting that need. An initial meeting was held with the property team at Surrey County Council, but no further work has been done due to lack of resources and difficulty engaging with SCC</p>
<p>39 Progress the review of Council owned sheltered housing. (Para 4.47, page 56).</p>	<p>Executive Head of Communities</p> <p>Lead Housing Development Specialist</p> <p>Lead Specialist Resident Support</p>	<p>2028 (beyond the life of this strategy)</p>	<p>Capital funding identified</p> <p>Internal staffing resources identified.</p>	<p>The Council's 10 year improvement plan for the refurbishment and re-designation of sheltered housing is progressed over the life of this strategy in five key locations:</p> <ul style="list-style-type: none"> • Warlingham; • Caterham Hill/Valley; • Oxted/Hurst Green; • Godstone/Bletchingley and; • Lingfield/Dormansland <p>Affordable sheltered housing of the highest quality is provided which meets the targeted needs of older people to enable them to live independently for as long as they want to reduce hospital admissions</p>	<p>N/A</p>	<p>We are approaching the final stage of the sheltered housing review with the final schemes being re-designated General Needs or Older Persons designated from April 2022.</p> <p>See action 3 above in relation to improvements to the Council's Sheltered Housing Stock.</p>

Action	Who	When	Resources	Outcome	Targets	Progress
				and to reduce or delay access to residential care.		
40 Continue to offer a telecare service and explore the use of new technologies to promote independence at home (4.75, page 59).	Specialist Services Manager	Ongoing for the life of the strategy.		Vulnerable residents are protected and supported in their own homes and are able to remain living independently for as long as possible.	N/A	This service was outsourced in 2021 to Mole Valley Life following agreement by Housing Committee in November 2020.
41 To work with the Tandridge Health & Wellbeing Board to ensure an integrated approach to support resident's health and wellbeing (4.81, page 59).	Community Safety & Partnerships Specialist	Ongoing for the life of the strategy		Maximum benefit is obtained from partnership working to achieve the Council's aims for shared client groups.	N/A	Partnership working is continuing through the Health and Wellbeing Board. There is good communication and early resolution for identified housing and health related issues
42 Explore the development and availability of pet friendly policies in Council Housing (para 4.81, page 59).	Lead Specialist Resident Support	By 2023		The wellbeing of vulnerable tenants who would benefit from owning a pet is promoted.	N/A	Pet Policy and conditions of tenancy to be reviewed 2022/23 Current Policy and tenancy conditions in line with good practice and national approach
43 Promote the housing register for those with learning disabilities and to explore developing an easy to read	Lead Specialist Resident Support Specialists	2023		People with some types of visual impairments, learning disabilities, dexterity or literacy difficulties (such as dyslexia) are able to access information on housing and can	N/A	To be progressed later in the strategy once internal resource and capacity have been identified

Action	Who	When	Resources	Outcome	Targets	Progress
application process. (para 4.56, page 57).	Communications			apply for housing in a format that is more accessible to them.		