

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 Caterham, which will provide 48 units of affordable housing.
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 were 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 viable, in the absence of a fully operational Housing Company. Due to this and Covid 19 pressures, it wasn't possible to progress this action further. This was also picked up as part of the Future Tandridge Programme service review, which established that significant further work was required to establish the current private sector housing market in the District before further consideration could be given. It appears increasingly unlikely that this is a viable action for delivery during the life of this strategy.
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	The Council's Rent In Advance / Rent Deposit Bond scheme continues to operate effectively & within allocated budget with more than 30 clients being assisted during each year 2018/19 - 2021/22.
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 Children's Services structure and those within the Homelessness Reduction Act . Liaison meetings with the relevant teams in SCC's Children's 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 are being carried out in most cases . However, better recording and monitoring is needed as evidence. This will be progressed in 2022/23.

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. The Domestic Abuse Housing Alliance undertook an audit of the Council's Domestic Abuse policies and procedures which identified a small number of areas for improvement. An Action Plan has been developed to take improvements forward.
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. Since 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. Arrangements for basic awareness training to be delivered to all staff are also being developed.
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	Additional funding for the East Surrey Sanctuary Scheme was identified from Domestic Abuse Act Safe Accommodation Grant with SCC providing funding to cover the capital costs of works for each of 4 Sanctuary Schemes across the County, and TDC, along with the other boroughs and districts using part of their grant allocation to fund a full-time Countywide Housing IDVA (Independent Domestic Violence Advocate) and a part-time Sanctuary Scheme Co-ordinator for each scheme. This has helped ensure the future financial viability of the Sanctuary Schemes and greatly enhanced the depth of work that they can deliver.
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.	AMBER	At elected members request, commencement of this action 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"> <li>• We have received an approximate 50% response rate.</li> <li>• 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.</li> <li>• We have established several links with surrounding authorities and are currently exploring the possibility of joint initiatives, best practice and process.</li> </ul> <b>Next Steps:</b> <ul style="list-style-type: none"> <li>• cross-reference with the initial report &amp; send a further letter to those still empty on the second report and the first letter to those new long term empty property owners</li> <li>• 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.</li> <li>• We aim to develop an Empty Homes Strategy / Mission Document during 2023 as this work is now being included within</li> </ul>
13	Explore the appointment of a Domestic Abuse Champion in Resident Support Services	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 integrated 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.
15	Review the information available regarding Welfare Reform and how it is promoted.	R. S. Lead Specialist R. 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 R. 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.	AMBER	A Memorandum of Understanding has recently agreed with RBBC for them to deliver a fraud investigation service on our behalf. It is hoped that this service will commence in December 2022.
18	Identify ways to work more closely with schools regarding education on housing and homelessness.	R. S. Lead Specialist R. 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.	AMBER	Delayed due to COVID. Now being progressed during 2022/23
19	Raise awareness and develop effective pathways for victims and perpetrators of adolescent to parent violence and abuse.	R. S. Lead Specialist R. 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.	AMBER	Delayed due to COVID. Now being progressed during 2022/23
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.	AMBER	Delayed due to COVID. Now being progressed during 2022/23
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. Being progressed during 2022/23
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. Being progressed during 2022/23
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. Being progressed during 2022/23

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. Being progressed during 2022/23
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. Being progressed during 2022/23
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. Being progressed during 2022/23