

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 2021/22, there was an increase of 30% 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.	GREEN	The Terms of Reference of the Board have been amended so that a representative from the Housing Department is now included on the Board. An appropriate officer now attends & participates in each Board Meeting.
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 was fully funded and operational during 2020/21, 2021/22 and 2022/23. 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 both 2020/21 and 2021/22 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 DLUHC & 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. Occupancy was 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. However, occupancy levels have now returned to pre-Covid levels.
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 through 2022/23.

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. Safeguarding training delivered to frontline officers and new Safeguarding Policy adopted.
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 have continued since. A joint bid with this provider, SCC and the other East Surrey housing authorities to DLUHC through the Rough Sleeper Accommodation Programme (RSAP) was successful. This bid will enable the delivery of a number of Housing First style supported housing units across East Surrey, with one property being in Tandridge.
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.	GREEN	Progress has been made in developing relationships and working arrangements with the bureaux in the District. Oxted CAB delivered a very informative presentation at the latest Homelessness Forum Meeting. 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 worked with colleagues across Surrey & Sussex Probation Service to submit a bid for grant funding from the Government's Accommodation for Offenders Programme, which, was successful and has helped 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. During 2020/21 - 2022/23, less than 2% of homelessness applications were from EU Nationals.
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. The Forum re-commenced in September 2021.
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.
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 successful 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 and 2022/23.
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	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.
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.	AMBER	Delivery delayed due to Covid. However, work is still currently being developed through workstream in line 22 above with an expectation that a protocol will be in place by April 2023. A recent joint bid for funding with RBBC for a Welfare & Hospital Discharge Support Co-ordinator through East Surrey Place (Surrey Heartlands Integrated Care System) has been successful and recruitment to the post has commenced.