



Homelessness & Rough Sleeping Strategy Action Plan 2022-27

Homelessness & Rough Sleeping Strategy Action Plan 2022-27

Within the Homelessness & Rough Sleeping Strategy six key objectives have been identified to meet the needs of our residents who are homeless or at risk of homelessness over the next five years.

These six key objectives are: -

1. The early identification, intervention & prevention of homelessness
2. Reduce Rough Sleeping
3. Increase accommodation options: -
 - Social Rented Housing
 - Private Rented Accommodation
 - Supported and move-on Accommodation
 - In-borough Temporary Accommodation
4. Improve the Health & Wellbeing of homeless people
5. Ensuring sufficient support is available for homeless people
6. Partnership working

Delivery of the Strategy will be supported by this Action Plan, which sets out the individual actions and activities to be undertaken and details how the Council will achieve the aims and objectives of the strategy. The Strategy and Action Plan will be monitored and reviewed on an annual basis through a multi-agency Homelessness Forum.

Those actions with target dates highlighted in green are intended to be delivered within the first year. A number of actions are on-going throughout the lifetime of the strategy and action plan.

Key Objective 1 - The early identification, intervention & prevention of homelessness				
No.	Action: What we will do?	Lead	Target Date	Status
1.1	Review, evaluate and monitor data to predict future trends of Homelessness, identify households at risk of homelessness and to inform new service improvements	Housing Solutions Manager	Quarter 1 Annually	
1.2	Identify the specific triggers, risk factors and causes of homelessness at different points in people's lives. Building on that, we will develop a range of interventions specifically targeted at addressing these	Housing Solutions Manager	Quarter 1 Annually	

1.3	Research customer journeys into homelessness to identify early opportunities to prevent their homelessness and any barriers to doing	Housing Options Manager	2024/5	
1.4	Housing Services to deliver briefings to colleagues, professionals and elected members to provide up to date information about housing and homelessness to ensure that correct information is disseminated to residents	Housing Options Manager & Housing Solutions Manager	Annually	
1.5	Further develop partnership working with the DWP and local jobcentre plus to strengthen referrals and manage the impact of universal credit	Housing Options Manager	On-going	
1.6	Encourage early identification and interventions from public sector partners, community and voluntary sector organisations who are able to effectively inform those at risk of homelessness to seek advice from EEBC	Housing Options Manager	2023/4	
1.7	Review and update housing options information & pathway plans ensuring the customer has access to accurate, useful and comprehensive information about housing options	Housing Options Manager & Housing Solutions Manager	2023/24	
1.8	Review & simplify the tasks for PHPs and accompanying advice literature.	Housing Options Manager & Housing Solutions Manager	2023/24	
1.9	Publicise and promote the Council's prevention services more effectively in an accessible format and encourage residents to contact us early and before a crisis, ensuring customers know how and where to approach and what to expect from the service	Housing Options Manager & Housing Solutions Manager	2024/25	
1.10	Review use of social media and how we communicate our services to the wider general public for example Facebook, twitter, chat pages	Housing Options Manager	2024/25	
1.11	Devise an early identification & intervention protocol with all Registered Providers to address factors such as arrears, anti-social behaviour and tenancy sustainment	Housing Options Manager & Housing Solutions Manager	2024/5	
1.12	Work with Private Sector Landlords and Lettings Agents to develop early signposting protocols for tenants with arrears or other tenancy concerns, to the Housing Options Service, to prevent homelessness	Housing Options Manager & Housing Solutions Manager	2024/5	
1.13	Review the referrals received through Duty to Refer to establish where further work needs to be completed in terms of links and training	Housing Options Manager	Annually	
1.14	Explore a trauma-informed & motivational interviewing approach to the delivery of homelessness services	Housing Options Manager	2023/24	
1.15	Identify training needs and delivery training to meet any skill gaps and updates on new legislation and case law	Housing Options Manager	On-going	
1.16	Ensure flexible use of the Council's Homelessness Prevention fund	Housing Solutions Manager	On-going	

Key Objective 2 - Reduce Rough Sleeping

No.	Action: What we will do?	Lead	Target Date	Status
2.1	Further develop the Ending Rough Sleeping Delivery Plan	Housing Solutions Manager	2023/24	

2.2	Continue to work with eSOS partners to maintain the provision of effective Outreach Services	Housing Options Manager & Housing Solutions Manager	On-going	
2.3	Deliver SWEP provision annually to prevent rough sleeping during severe weather	Housing Options Manager	On-going	Achieved
2.4	Provide eSOS assessment beds	Housing Options Manager	On-going	Achieved
2.5	Explore a 'Housing First' model for the most vulnerable homeless applicants	Housing Solutions Manager	2022/23 2023/24	
2.6	Conduct a promotional campaign to the residents of EEBC to provide information and awareness on rough sleeping and promote good practice amongst the general public to prevent people becoming entrenched into street life	Housing Options Manager & Housing Solutions Manager	2024/25	
2.7	Review accommodation and health support needs of single people with complex needs or challenging behaviours who experience recurring homelessness	Housing Options Manager & Housing Solutions Manager	2024/25	
2.8	Develop a No Second Night Out approach to prevent all rough sleeping	Housing Options Manager & Housing Solutions Manager	2023/24	
2.9	Apply for Rough Sleeper Initiative (RSI) funding to create a new post of Single Person Homeless Support Officer to work solely with Rough Sleepers and single homeless people at risk of rough sleeping	Housing Solutions Manager	Feb 2022	Achieved
2.10	With our East Surrey Partners apply for Rough Sleeper Initiative (RSI) funding to enhance the ESOS Outreach Service	Housing Solutions Manager	Feb 2022	Achieved
2.11	Look to implement corporate "sponsorship" of up to 5 people with more complex and longer-term patterns of rough sleeping at requested by DLUHC	Strategic Housing Manager	2024/25	

Key Objective 3 - Increase accommodation options: Social Rented Housing; Private Rented Accommodation; Supported and move-on Accommodation; In-borough Temporary Accommodation

	Acton: What we will do?	Lead	Target Date	Status
Social Rented Housing				
3.1	Address the housing needs of the borough, including affordable housing needs, through the development of our Local Plan	Planning/ Strategic Housing Group	On-going	
3.2	Review of planning policies to be addressed through Local Plan to deliver more social/affordable, supported & temporary accommodation	Planning/ Strategic Housing Group	2022/23 2023/24 On-going	
3.4	Work with Homes England to identify opportunities for the use of the Affordable Homes Programme 2021 to 2026 to fund Council developments of new affordable housing	Strategic Housing Manager	2023/24 On-going	
3.5	Identify opportunities for the development of social/ affordable/temporary accommodation on Council owned sites. List of sites being prepared	Planning/ Strategic Housing Group	On-going	

3.6	Purchase residential street properties to provide social/affordable, supported & temporary accommodation	Head Of Housing & Community	On-going	
3.7	Explore opportunities for joint working with housing providers to create additional social/affordable, supported & temporary accommodation	Strategic Housing Manager	2023/24 On-going	
3.8	Develop a programme for the dispersal of s106 affordable housing funding to provide additional, social/affordable, supported and temporary accommodation	Strategic Housing Manager	2023/24	
3.9	Review nomination agreements	Housing Solutions Manager / Strategic Housing Manager	2025/26	
3.10	Investigate ways to assist and / or incentivise social housing tenants under occupying larger family homes to downsize	Housing Solutions Manager / Strategic Housing Manager	2022/23 2023/24	
Private Rented Accommodation				
3.11	Review and update Rent Deposit Scheme policy, procedures and scheme documents	Housing Solutions Manager	2022/23 2023/24	
3.12	Introduce rent in advance as a loan	Housing Solutions Manager	2022/23	
3.13	Set up e-learning pre-tenancy training and life skills to those threatened with homelessness or in temporary accommodation	Housing Solutions Manager	2025/26	
3.14	Review the current private rented sector (PRS) offer and explore/trial landlord incentives with a view to increasing local PRS opportunities	Housing Solutions Manager/ Strategic Housing Manager	2022/23 2023/24	
3.15	Provide enhanced information and support to customers on how to search for PRS properties to enable them to undertake future searches independently	Housing Solutions Manager	2023/24	
3.16	Arrange and co-ordinate an annual Private Sector Landlords forum	Homelessness working group	2024/25 then annually	
3.17	Work across the housing market to maximise opportunities to increase the range of accommodation options for those who are homeless or threatened with homelessness	Housing Solutions Manager	On-going	
3.18	Support and advise private sector landlords to understand the implications of Universal Credit and develop appropriate strategies to encourage landlords to accept customers in receipt of welfare benefits	Housing Solutions Manager	2024/25	
3.19	Encourage landlords to increase the length of tenancies to provide stability and security to tenants	Housing Solutions Manager	2025/26	
3.20	Encourage landlords to offer more affordable rents - closer to LHA rates	Housing Solutions Manager	On-going	
3.21	Facilitate the use of empty properties	Head of Housing and Community	On-going	
3.22	Investigate the feasibility of rent guarantee/ insurance schemes for tenants and landlords	Housing Solutions Manager	2023/24	
Supported and move-on Accommodation				
3.21	Review our current provision of supported accommodation and explore the need for specialist supported accommodation for clients that have multiple and complex needs	Housing Solutions Manager/ Strategic Housing Manager	2024/25	
3.22	Look to increase supported accommodation in partnership with other boroughs/districts, public bodies and Housing Associations	Strategic Housing Manager	On-going	

3.23	Work with local social landlords to investigate developing a trial of a Housing First style approach	Housing Solutions Manager	2022/23 2023/24	
3.24	Work with Transform Housing & Support to deliver 4 units of supported move- on accommodation for Rough Sleepers, funded through Rough Sleeper Accommodation Program (RSAP) and the Homes England Move-On Fund	Housing Solutions Manager	2022/23 2023/24	
In-borough Temporary Accommodation				
3.25	Review the supply of temporary accommodation and identify future local temporary accommodation needs and how these can be best met	Housing Solutions Manager / Strategic Housing Manager	2022/23 2023/24	
3.26	Review and update temporary accommodation procurement plan	Housing Solutions Manager / Strategic Housing Manager	2023/24	
3.27	Review and update the temporary accommodation placement policy	Housing Solutions Manager / Strategic Housing Manager	2023/24	
3.28	Increase the number of private sector leasing scheme properties	Housing Solutions Manager	2022/23 2023/24	
3.29	Work with Sanctuary Housing to develop up to 14 units of in-borough temporary accommodation at Defoe Court.	Housing Solutions Manager	2022/23	Achieved

Key Objective 4 - Improve the Health & Wellbeing of homeless people

No.	Action: What we will do?	Lead	Target Date	Status
4.1	Develop a make every contact matter ethos across the service and with partners	Housing Options Manager	2026/27	
4.2	Work with applicants to build on their own skills and strengths to develop their resilience and self-sufficiency.	Housing Solutions Manager	2025/26	
4.3	Work closely with the SCC Public Health and Health Services to improve the health and wellbeing of vulnerable homeless people, especially those with multiple & complex needs through the work of the Surrey Homeless Multi-Agency Group (MAG).	Housing Solutions Manager	On-going	
4.4	Work in partnership with Surrey Adults Matter (SAM) to focus on delivering better coordinated services to improve the lives of adults facing Severe Multiple Disadvantage	Housing Options Manager	On-going	
4.5	Work with SCC Public Health/SAM to pilot the "Bridge the Gap" trauma informed Outreach Support Service for homeless people	Housing Options Manager	On-going	

Key Objective 5 - Ensuring sufficient support is available for homeless people

No.	Action: What we will do?	Lead	Target Date	Status
5.1	Ensure there is a clear documented housing pathway for groups who need specialist support, including each of the specified groups.	Housing Solutions Manager	2022/23	Achieved

5.2	Review the internal and external support services provided and explore opportunities to provide a more targeted and efficient service, particularly to those with complex needs to intervene early to prevent recurring homelessness.	Housing Solutions Manager	2024/25	
5.3	Continue to fund and work with our East Surrey partners and Thames Reach to provide a specialist outreach support services for rough sleepers.	Housing Solutions Manager	On-going	
5.4	Continue to support those households to access employment, education and training through continuing to fund ETHOS and through working with the Employment Hub.	Housing Solutions Manager	On-going	
5.5	Ensure that homeless households have the skills required to maintain a tenancy.	Housing Solutions Manager	2025/26	
5.6	Continue to work with tenancy sustainment and floating support services to ensure that those households placed in temporary accommodation are receiving appropriate support and assistance.	Housing Options Manager	On-going	
5.7	Work with SCC to review our current provision of Housing Related Support provision.	Housing Solutions Manager	Annually	
5.8	Proactively work with households in temporary accommodation to identify and secure suitable alternative accommodation and ensure that each household has a move on plan. Investigate options of having a dedicated Housing Officer to support homelessness households once in temporary accommodation.	Housing Options Manager & Housing Solutions Manager	2022/23 2023/24	
5.9	For some homeless households there are issues that prevent move on from temporary accommodation. There are a variety of reasons for this which include; the benefit cap, history of rent arrears, anti-social behaviour, offending, complex health issues and other risk issues that make both social and private landlords reluctant to accept them as tenants. We will identify these issues and put in place measures to try to address them.	Housing Options Manager & Housing Solutions Manager	2024/5	
5.10	Continue to support homeless household to find and secure private rented accommodation through the Council's Rent Deposit Scheme.	Housing Solutions Manager	On-going	
5.11	Offer tenancy support and sustainment to households who are assisted to access private rented accommodation via the Council's Rent Deposit Scheme.	Housing Solutions Manager	On-going	
5.12	Continue to support individuals and families that experience domestic abuse.	Housing Options Manager	On-going	
5.13	Continue to fund the Sanctuary Scheme to help victims of domestic abuse safely to remain in their homes.	Housing Solutions Manager	On-going	
5.14	Identify support needs at an early stage and refer to appropriate services (drug/alcohol, mental health, young persons, domestic abuse, ex-offenders, money advice, employment support, floating support, foodbank, CAB).	Housing Options Manager	2023/4	
5.15	Promote resilience and support to those who are or used to be homeless, to improve their resilience and reduce the risk of them from becoming homeless again.	Housing Options Manager & Housing Solutions Manager	2025/6	
5.16	Work with Children's Services and the Family Support team to identify families who need some additional help beyond accommodation needs and ensure arrangements are in place to refer households with children to Early Help/Family Support as early as possible.	Housing Options Manager & Housing Solutions Manager	2024/5	
5.17	Work with partners to identify tenants at risk of "cuckooing" and ensure rapid interventions are in place to support them.	Housing Options Manager	On-going	
5.18	Work in partnership with Surrey Adults Matter (SAM) to focus on delivering better coordinated services to improve the lives of adults facing Severe Multiple Disadvantage	Housing Options Manager	2022/23 2023/24	
5.19	Make referrals to furniture projects to ensure that homeless households have a furniture offer when moving into new accommodation	Housing Options Manager	On-going	Achieved

Key Objective 6 - Partnership working

No.	Action: What we will do?	Lead	Target Date	Status
6.1	Increase partnership working and make “homelessness Everybody’s Business”, raise awareness of the impact homelessness can have on households and ensure that all agencies know how to appropriately refer households into the Housing Options Service.	Housing Options Manager & Housing Solutions Manager	2024/25	
6.2	Host an annual Homelessness forum with partner agencies.	Strategic Housing Manager	2023/24 then annually	
6.3	Host an annual Registered Provider Forum with a focus upon support for tenants at risk of homelessness.	Strategic Housing Manager	2023/24 then annually	
6.4	Host an annual Private Landlord’s Forum to increase the availability of private rented accommodation in the borough and to encourage good practice.	Homelessness working group	2024/25 then annually	
6.5	Work in partnership to ensure appropriate multi-agency joint working and referral arrangements are in place for Housing Options Service and to explore how preventative services can be developed and improved.	Housing Options Manager	On-going	
6.6	Promote more joined up working with, health, prison and probation services to prevent homelessness on discharge or release from an institution	Housing Options Manager	2022/3 On-going	
6.7	Work closely with the SCC Public Health and Health Services to improve the health and wellbeing of vulnerable homeless people	Housing Options Manager	2022/3 On-going	
6.8	Further develop partnership working with the DWP and local Jobcentre plus to ensure the Housing Options Service has access to information and receive regular updates, including training on UC and other benefits.	Housing Options Manager	2022/3 On-going	Achieved
6.9	Maximise funding opportunities through partnership working to identify and bid for new initiatives, building upon recent successes (e.g. MEAM, Housing First, RSI, Next Steps and RSAP).	Strategic Housing Manager	2023/24 On-going	
6.10	Work with partners to identify how those with lived experience of homelessness can be included in the design and delivery of services.	Housing Options Manager	2024/5	
6.11	Campaign and raise awareness of issues of homelessness that are linked to affordability and to LHA rates and Benefit Cap.	Strategic Housing Manager	2024/25	
6.12	Work with our Surrey partners in implementing the Domestic Abuse Act	Housing Options Manager	2022/3 On-going	
6.13	Work with our Surrey partners and Children Services in reviewing and implementing the Joint Housing Protocol for 16 & 17 year olds & the Care Leavers Protocol	Housing Options Manager	2022/3	Achieved
6.14	Work closely with our Surrey partners and Health Services to review and implement the Mental Health Protocol and the Hospital Discharge Protocol	Housing Options Manager	2022/3	Achieved