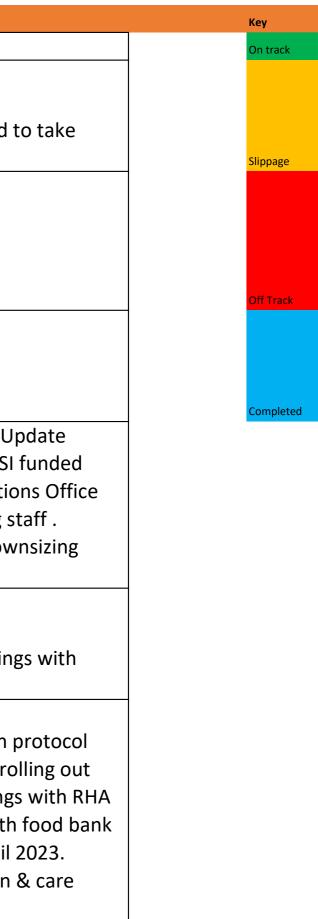
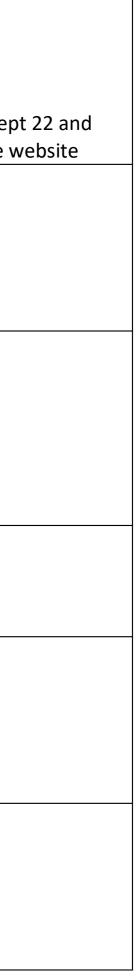
	Objective 1 - The early identification, intervention 8	-	1	X		N
No.	Action: What we will do?	Lead Officer	Target Date	Year	Rag Status	Narrative
1.1	Review, evaluate and monitor data to predict future trends of Homelessness, identify households at risk of homelessness and to inform new service improvements	Housing Solutions Manager	Quarter 1/ Annually		On Track	Evaluation of data planned to place in May 2023
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			Follow on work from 1.1
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		On Track	Articles published in Staff U Mar/Aug 23 on the new RSI Single Person Housing Optic role/Spot light on Housing s Further information on dow planned.
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		On Track	Regular partnership meeting DWP are ongoing
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	Year 1	On Track	Surrey wide Mental Health launch Jan 2023. Training ro March 2023. Team meeting and CAB held. Meeting with (Good Company) held April Surrey wide young person leavers protocol finalised.



		-				
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	Year 1	Completed	Pathway plans updated Sep published on Homechoice v
1.8	Review & simplify the tasks for PHPs and accompanying advice literature.	Housing Options Manager & Housing Solutions Manager	2023/24	Year 1		
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	2024/25			
1.1	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	Year 1	On Track	SCC& EEBC training of trauma—informed approach as part of safeguarding trai
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	On- going	On Track	Training Needs Analysis of H Services team to be underta of MPC. Ongoing training or
1.16	Ensure flexible use of the Council's Homelessness Prevention fund	Housing Solutions Manager	On-going	On- going	On Track	This will be undetaken as pa

ch identified aining .
0
Housing
taken as part
organised.
part of 3.14

Key O	bjective 2 - Reduce Rough Sleeping					
No.	Action: What we will do?	Lead Officer	Target Date	Year	Rag Status	Narrative
2.1	Further develop the Ending Rough Sleeping Delivery Plan	Housing Solutions Manager	2023/24	Year 1	On Track	Updated version du to DLUHC 14 April 2
2.2	Continue to work with eSOS partners to maintain the provision of effective Outreach Services	Housing Options Manager & Housing Solutions Manager	On-going	On-going	Completed	East Surrey contract Reach renewed for Procurement requir start Nov 2023.
2.3	Deliver SWEP provision annually to prevent rough sleeping during severe weather	Housing Options Manage	On-going	On-going	Completed	21 SWEP Placement 2022/23
2.4	Provide eSOS assessment beds	Housing Options Manage	On-going		Completed	4 Assessments beds
2.5	Explore a 'Housing First' model for the most vulnerable homeless applicants	Housing Solutions Manager	2022/23 2023/24	Year 1	Completed	Two RSAP Housing I purchased by Trans Nominations to bot completed and resid in and being suppor DHLUC recently lau Single Homelessnes Programme (SHAP). with Tansform to su
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		2024/25			ETHOS/Streetlink points around the b
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			Pathway plans upda published on Home

due to be submitted l 2023

act with ESOS/Thames or 2023/24.

uired for 2024 due to

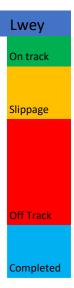
ents made for winter

ds provided 2022/23

g First properties nsform in 2023. oth RSAP property sidents have moved orted. In addition aunch funding for ess Accommodation P). Early discussions submitt a bid.

poster displayed at borough

dated Sept 22 and nechoice website



2.8	Develop a No Second Night Out approach to prevent all rough sleeping	Housing Options Manager & Housing Solutions Manager	2023/24	Year 1		Assessments beds p conjunction with ES
		U U			Completed	assessment bed fur
	Apply for Rough Sleeper Initiative (RSI)	Housing Solutions				RSI 2022-25 bid sub
	funding to create a new post of Single	Manager				in June 22 EEBC we
2.9	Person Homeless Support Officer to work		Jun-22			£128,370 over 3 ye
	solely with Rough Sleepers and single					Person Housing Opt
	homeless people at risk of rough sleeping				Completed	Recruited Nov 22.
	With our East Surrey Partners apply for	Housing Solutions				MVDC, TDC, RBBC &
	Rough Sleeper Initiative (RSI) funding to	Manager				partnership success
	enhance the ESOS Outreach Service					£636,036 of RSI fun
						will enhance our ex
						Outreach Service (E
						to fund the existing
						Outreach Service N
2.1			Jun-22			for a further 3 years
						Surrey Outreach Se
						roles for 3 years; Fu
						for rough sleepers (
						each year); Provide
						personalised budge
						sleepers. (This is us
					Completed	mobile phones or to
	Look to implement corporate "sponsorship"					
2.11	of up to 5 people with more complex and	Strategic Housing Manage	2024/25			
	longer-term patterns of rough sleeping at					
	requested by DLUHC					

s provided in ESOS. £30K unding granted by RS!.

ubmitted Feb 22 and vere awarded vears to fund Single options officer post.

JOINT KSI DIA WITN & ESOS and the ssfully secured unding. This funding existing East Surrey (ESOS) by:- Continue ng East Surrey Navigator Officer role ars; Create 2 new East Service Support Officer Fund assessment beds (approx £30k per LA le money for gets for rough used for items like to purchase white

Key Objec	tive 3 - Increase accommodation options: Social Re	nted Housing; Private	e Rented Accommod	dation; Su	pported and n	nove-on Accommodation; In-borough Temporar	у Ассекеу
No.	Action: What we will do?	Lead Officer	Target Date	Year	Rag Status	Narrative	On track
Social Re	nting						Slippage
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			Draft Local Plan out to consultation	Off Track
3.2	Review of planning policies to be addressed through Local Plan to deliver more social/affordable, supported & temporary accommodation.	Planning/ Strategic Housing Group	2023/24/ Ongoin	Year 1	On Track	Strategic Housing Manager contributed to consultation re Affordable housing policy.	Completed
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/ Ongoin	Year 1	On Track	On going discussions with local RP's	
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		On Track	Micropods - Fairview Road. Planning submitted for Sept 2023?	
3.6	Purchase residential street properties to provide social/affordable, supported & temporary accommodation.	Head Of Housing & Community	On-going		On Track	2 RSAP properties purchased with Transform	
3.7	Explore opportunities for joint working with housing providers to create additional social/affordable, supported & temporary accommodation.	Strategic Housing Manager	2023/24/ Ongoin	Year 1		Pathway plans updated Sept 22 and published on Homechoice website	
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	Year 1	On Track	Discussions ongoing with relevant providers.	
3.9	Review nomination agreements.	Housing Solutions Manager / Strategic Housing Manager	2025/26				

3.1	Investigate ways to assist and / or incentivise social housing tenants under occupying larger family homes to downsize.	Housing Solutions Manager / Strategic Housing Manager	2023/24	Year 1	On Track	Joint work with Housing Services, Housing Benefit & RHA has led to 7 households being downsized. Freeing up larger family sized social housing.Meeting held with RHA. RHA have set aside £24k in 23/24 budget for downzising initivies.Meeting planned with TCH Sept 2023.
Private R	ented Accommodation					
3.11	Review and update Rent Deposit Scheme policy, procedures and scheme documents.	Housing Solutions Manager	2023/24	Year 1	Completed	
3.12	Introduce rent in advance as a loan.	Housing Solutions Manager	2022/23	Year 1	On Track	Rent In Advance process and documentation set up. Roll out planned for Autumn 2023.
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	2023/24	Year 1		Bench marking undertaken with 10 other District and Boroughs.
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	Year 1	On Track	New Move-on Officer post providing enhanced support to homeless househoulds to find private rented accommodation
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	On- going		

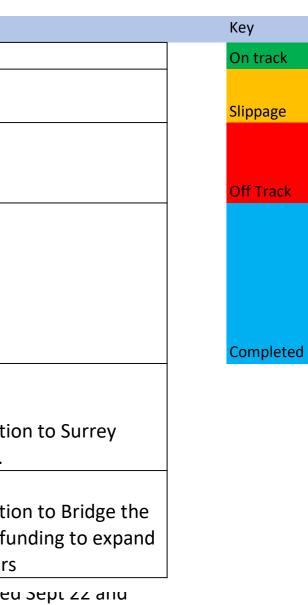
3.18	Support and advise private sector landlords to understand the implications of Universal Credit and develop appropriate strategies to encourage landlords to accept customers in receipt of welfare benefits .	Housing Solutions Manager	2024/25			
3.19	Encourage landlords to increase the length of tenancies to provide stability and security to tenants.	Housing Solutions Manager	2025/26			
3.2	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	Year 1		This will be undetaken as part of 3.
Supporte	d 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	On- going		DHLUC recently launch funding for Single Homelessness Accommodat Programme (SHAP). Early discussio with Tansform to submitt a bid.
3.23	Work with local social landlords to investigate developing a trial of a Housing First style approach.	Housing Solutions Manager	2023/24	Year 1	Completed	Two RSAP Housing First properties purchased by Transform in 2023.
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	2023/24	Year 1	Completed	Two RSAP Housing First properties purchased by Transform in 2023. T properties in South Street complet

ken as part of 3.14	
nch funding for ss Accommodation . Early discussions ubmitt a bid.	
First properties form in 2023.	
First properties form in 2023. Two Street completed	

In-boro	ugh 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	2023/24	Year 1	On Track	Discussions underway with THC regarding the future use of temporary accommodation units at Upper Hight Street and West Hill Court	
3.26	Review and update temporary accommodation procurement plan.	Housing Solutions Manager / Strategic Housing Manager	2023/24	Year 1			
3.27	Review and update the temporary accommodation placement policy.	Housing Solutions Manager / Strategic Housing Manager	2023/24	Year 1			
3.28	Increase the number of private sector leasing scheme properties.	Housing Solutions Manager	2023/24	Year 1	On Track	New Temporary Accommodation Appentice post being to increase capacicity to take on new PSL properties. 1 new PSL taken on in Nov 2022, another in April 2023 and 4 bedroom house due Aug/Sept 2023.	
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		Completed		

Key O	bjective 4 - Improve the Health & Wellbeing of hom	neless people				
No.	Action: What we will do?	Lead Officer	Target Date	Year	Rag Status	Narrative
4.1	Develop a make every contact matter ethos	Housing Options	2026/27			
4.1	across the service and with partners.	Manager	2020/27			
	Work with applicants to build on their own	Housing Solutions				
4.2	skills and strengths to develop their	Housing Solutions	2025/26			
	resilience and self-sufficiency.	Manager				
	Work closely with the SCC Public Health and					
	Health Services to improve the health and		On-going			
4.3	wellbeing of vulnerable homeless people,	Housing Solutions		On-		
4.5	especially those with multiple & complex	Manager		going		
	needs through the work of the Surrey					
	Homeless Multi-Agency Group (MAG).					
	Work in partnership with Surrey Adults					
A A	Matter (SAM) to focus on delivering better	Housing Options	On going	On-		
4.4	coordinated services to improve the lives of	Manager	On-going	going		Ongoing work in relation
	adults facing Severe Multiple Disadvantage.				On Track	Adults Matter (SAM).
	Work with SCC Public Health/SAM to pilot					
4.5	the "Bridge the Gap" trauma informed	Housing Options		On-		Ongoing work in relation
4.3	Outreach Support Service for homeless	Manager	On-going	going		Gap. SCC looking for fu
	people.				On Track	scheme in future years

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Key O	bjective 5 - Ensuring sufficient support is available	e for homeless people	e				Кеу
No.	Action: What we will do?	Lead Officer	Target Date	Year	Rag Status	Narrative	On track
5.1	Ensure there is a clear documented housing pathway for groups who need specialist support, including each of the specified	Housing Solutions Manager	2022/23	Year 1	Completed	Pathway plans updated Sept 22 and published on Homechoice website	Slippage
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				Off Track
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	On- going	Completed	East Surrey contract with ESOS/Thames Reach renewed for 2023/24. Procurement required for 2024 onwards	Completed
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	On- going	On Track	ETHOS contract renewd for 2023. March 2023 started working with Successful Mum to help parents into work	
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	On- going	On Track	The new Move-On officer post is supporting homeless households in temporary accommodation and ensuring that households have a move on plan.	
5.7	Work with SCC to review our current provision of Housing Related Support provision.	Housing Solutions Manager	Annually			Pathway plans updated Sept 22 and published on Homechoice website	

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	2023/24	Year 1	On Track	New Move-On post creat to support homeless ho on from both nightly pa accommodation and ter accommodation. Post of April 2023.
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			
5.1	Continue to support homeless household to find and secure private rented accommodation through the Council's Rent Deposit Scheme.	Housing Solutions Manager	On-going	On- going	On Track	Rent Deposit Officer has homeless households in rented accommodation. properties lined up.
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	On- going	On Track	Rent Deposit Officer pro support to those homelo assisted via Rent Deposi
5.12	Continue to support individuals and families that experience domestic abuse.	Housing Options Manager	On-going	On- going	On Track	
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	On- going	On Track	Surrey Wide Sanctuary S operational. Partnership in June 23 with North Su (NSDA).

eated April 2023 ouseholds move oaid emporary out to advert

as assisted 8 into private on. 6 additional

rovides on-going eless households osit scheme.

y Scheme now Aip meeting held Surrey DA service

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	Year 1	On Track	Single Person Officer po capacity to enable Hous identify support needs a appropriate services
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 Matte	er (SAM) to focus o	2023/4	Year 1	On Track	Ongoing work in relation Adults Matter (SAM) & E SCC looking for funding scheme in future years
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	On- going	Completed	Referrals to funiture pro into Housing Options/ F nominations process to homeless households ha offer (if needed)



Key O	bjective 6 - Partnership working					
No.	Action: What we will do?	Lead Officer	Target Date	Year	Rag Status	Narrative
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	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	Year 1		
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	Year 1	On Track	Meetings arranged with individual local RP's - RHA (TCH), Mount Green, Orbit, PA.
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.	Homelessnes s 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	On- going	On Track	
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	2022-23/ Ongoing	Year 1	On Track	Surrey wide Mental Health protocol launched Jan 2023. Training rolling out March 2023. New Care Leavers protocol about to be launched. On going partnership work with Probation/Prision service
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	2022-23/ Ongoin	Year 1	On Track	Pathway plans updated Sept 22 and published on Homechoice website

On track
Slippage
Off Track
Completed

Кеу

	Further develop partnership working with					
6.8	the DWP and local Jobcentre plus to ensure	Housing				
	the Housing Options Service has access to	Options				
	information and receive regular updates,	Manager				Regular partnership n
	including training on UC and other benefits.		2022-23/ Ongoing	Year 1	On Track	are ongoing
	Maximise funding opportunities through					
	partnership working to identify and bid for	Strategic				DHLUC recently launc
6.9	new initiatives, building upon recent	Housing				Single Homelessness
	successes (e.g. MEAM, Housing First, RSI,	Manager				Programme (SHAP). E
	Next Steps and RSAP).		2023-24/ Ongoin	Year 1	On Track	with Tansform to sub
	Work with partners to identify how those	Housing				
6.1	with lived experience of homelessness can	Housing	2024/25			
0.1	be included in the design and delivery of	Options Manager	2024/25			
	services.	Manager				
	Campaign and raise awareness of issues of	Strategic				
6.11	homelessness that are linked to affordability	Housing	2024/25			
	and to LHA rates and Benefit Cap.	Manager				
	Work with our Surroy partners in	Housing				Working with NSDA (N
6.12	Work with our Surrey partners in	Options				Domestic Abuse Servi
	implementing the Domestic Abuse Act	Manager				SCC wide Sanctuary So
			2022-23/ Ongoing	Year 1	On Track	local Sanctuary Schem
	Work with our Surrey partners and Children	Housing				
6 1 2	Services in reviewing and implementing the	Housing		On-		Joint Housing Protoco
6.13	Joint Housing Protocol for 16 & 17 year olds	Options Manager		going		olds now Live. Care L
	& the Care Leavers Protocol	Manager	2022-23		Completed	about to be launched
	Work closely with our Surrey partners and	Housing				
C 1 A	Health Services to review and implement	Housing Options	2022/2	On-		Surrey wide Mental H
6.14	the Mental Health Protocol and the Hospital		2022/3	going		launch Jan 2023. Trair
	Discharge Protocol	Manager			Completed	March 2023
·	-					

meetings with DWP

nch funding for s Accommodation Early discussions bmitt a bid.

(North Surrey vice) to establish Scheme to replace eme

col for 16 & 17 year Leavers Protocol d

Health protocol aining rolling out