

Key Objective 1 - The early identification, intervention & prevention of homelessness

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 take 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 Update Mar/Aug 23 on the new RSI funded Single Person Housing Options Office role/Spot light on Housing staff . Further information on downsizing 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 meetings with 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 protocol launch Jan 2023. Training rolling out March 2023. Team meetings with RHA and CAB held. Meeting with food bank (Good Company) held April 2023. Surrey wide young person & care leavers protocol finalised.

Key

On track

Slippage

Off Track

Completed

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 Sept 22 and published on Homechoice website
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 Solutions Manager	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 identified as part of safeguarding training .
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 Housing Services team to be undertaken as part of MPC. Ongoing training organised.
1.16	Ensure flexible use of the Council's Homelessness Prevention fund	Housing Solutions Manager	On-going	On-going	On Track	This will be undertaken as part of 3.14

Key Objective 2 - Reduce Rough Sleeping							Lwey
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 due to be submitted to DLUHC 14 April 2023	On track
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 with ESOS/Thames Reach renewed for 2023/24. Procurement required for 2024 due to start Nov 2023.	Slippage
2.3	Deliver SWEP provision annually to prevent rough sleeping during severe weather	Housing Options Manage	On-going	On-going	Completed	21 SWEP Placements made for winter 2022/23	Off Track
2.4	Provide eSOS assessment beds	Housing Options Manage	On-going	On-going	Completed	4 Assessments beds provided 2022/23	Completed
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 First properties purchased by Transform in 2023. Nominations to both RSAP property completed and residents have moved in and being supported. In addition DHLUC recently launch funding for Single Homelessness Accommodation Programme (SHAP). Early discussions with Tansform to submit a bid.	
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			ETHOS/Streetlink poster displayed at points around the borough	
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 updated Sept 22 and published on Homechoice 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	Completed	Assessments beds provided in conjunction with ESOS. £30K assessment bed funding granted by RS!
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	Jun-22		Completed	RSI 2022-25 bid submitted Feb 22 and in June 22 EEBC were awarded £128,370 over 3 years to fund Single Person Housing Options officer post. Recruited Nov 22.
2.1	With our East Surrey Partners apply for Rough Sleeper Initiative (RSI) funding to enhance the ESOS Outreach Service	Housing Solutions Manager	Jun-22		Completed	EEBC submitted a joint RSI bid with MVDC, TDC, RBBC & ESOS and the partnership successfully secured £636,036 of RSI funding. This funding will enhance our existing East Surrey Outreach Service (ESOS) by:- Continue to fund the existing East Surrey Outreach Service Navigator Officer role for a further 3 years; Create 2 new East Surrey Outreach Service Support Officer roles for 3 years; Fund assessment beds for rough sleepers (approx £30k per LA each year); Provide money for personalised budgets for rough sleepers. (This is used for items like mobile phones or to purchase white
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								
No.	Action: What we will do?	Lead Officer	Target Date	Year	Rag Status	Narrative		Key
Social Renting								On track
								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/ Ongoing	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/ Ongoing	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/ Ongoing	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 Rented 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 households 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 undertaken as part of 3.14		
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	On-going		DHLUC recently launch funding for Single Homelessness Accommodation Programme (SHAP). Early discussions with Transform to submit 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. Two properties in South Street completed		

Key Objective 4 - Improve the Health & Wellbeing of homeless people							Key
No.	Action: What we will do?	Lead Officer	Target Date	Year	Rag Status	Narrative	
4.1	Develop a make every contact matter ethos across the service and with partners.	Housing Options Manager	2026/27				On track
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				Slippage
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	On-going			Off Track
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	On-going	On Track	Ongoing work in relation to Surrey Adults Matter (SAM).	Completed
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	On-going	On Track	Ongoing work in relation to Bridge the Gap. SCC looking for funding to expand scheme in future years	

railway plans updated sept 22 2019

Key Objective 5 - Ensuring sufficient support is available for homeless people						Key	
No.	Action: What we will do?	Lead Officer	Target Date	Year	Rag Status	Narrative	
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	On track
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				Slippage
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	Off Track
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	Completed
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 created April 2023 to support homeless households move on from both nightly paid accommodation and temporary accommodation. Post out to advert 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 assisted 8 homeless households into private rented accommodation. 6 additional 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 provides on-going support to those homeless households assisted via Rent Deposit scheme.
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 Scheme now operational. Partnership meeting held in June 23 with North Surrey DA service (NSDA).

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 post has created capacity to enable Housing Services to identify support needs and refer to 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 Matter (SAM) to focus on		2023/4	Year 1	On Track	Ongoing work in relation to Surrey Adults Matter (SAM) & Bridge the Gap. SCC looking for funding to expand 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 furniture project embedded into Housing Options/ RDS/ nominations process to ensure homeless households have a furniture offer (if needed)

Key Objective 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.	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	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/Prison 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/ Ongoing	Year 1	On Track	Pathway plans updated Sept 22 and published on Homechoice website

Key



On track



Slippage



Off Track



Completed

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	2022-23/ Ongoing	Year 1	On Track	Regular partnership meetings with DWP are ongoing
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/ Ongoing	Year 1	On Track	DHLUC recently launch funding for Single Homelessness Accommodation Programme (SHAP). Early discussions with Transform to submit a bid.
6.1	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	2024/25			
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	2022-23/ Ongoing	Year 1	On Track	Working with NSDA (North Surrey Domestic Abuse Service) to establish SCC wide Sanctuary Scheme to replace local Sanctuary Scheme
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	2022-23	On-going	Completed	Joint Housing Protocol for 16 & 17 year olds now Live. Care Leavers Protocol about to be launched
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	On-going	Completed	Surrey wide Mental Health protocol launch Jan 2023. Training rolling out March 2023