



Spelthorne Borough Council



# Housing, Homelessness and Rough Sleeping Strategy 2025-2030

Approved by Committee March 2025.  
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# Foreword



I am pleased to introduce you to Spelthorne Borough Council's new Housing, Homelessness and Rough Sleeping Strategy for 2025-2030. It outlines in detail how we propose to address housing need and prevent and tackle homelessness in Spelthorne using 3 key strategic priorities.

Housing and homelessness are key parts of the Government's domestic agenda, pledging to build 1.5m homes in 5 years and having a cross government taskforce to tackle homelessness. We are committed partners in this effort and are committed to ensuring residents of Spelthorne have somewhere to call home that is both suitable and affordable. It is vital that our residents have access to effective, specialist support at the earliest opportunity to prevent them from becoming homeless.

This strategy offers exciting opportunities for collaborative working across the statutory and voluntary sector, to maximise the delivery of homelessness prevention and support services in Spelthorne. Its primary aims include:

- **Partnership working:** A multi agency approach to tackling homelessness.
- **Identifying opportunities** to address housing need.
- **Proactive homelessness prevention** and an effective service response.

We also plan to continue monitoring our service delivery through Strategic Housing Group, a group made up of Officers and Councillors. We plan to continue delivering a regular multi agency network via our Homelessness Prevention Forum which consists of community partners and other statutory agencies, this will help to highlight areas for continued improvement.

I would like to extend my thanks to our residents, service users, partners and staff members who fed into this ambitious Housing, Homelessness and Rough Sleeping Strategy, which sets the foundations for housing options, homelessness, and rough sleeping prevention services over the next five years.

Councillor Susan Doran, Chair for Community Wellbeing and Housing Committee

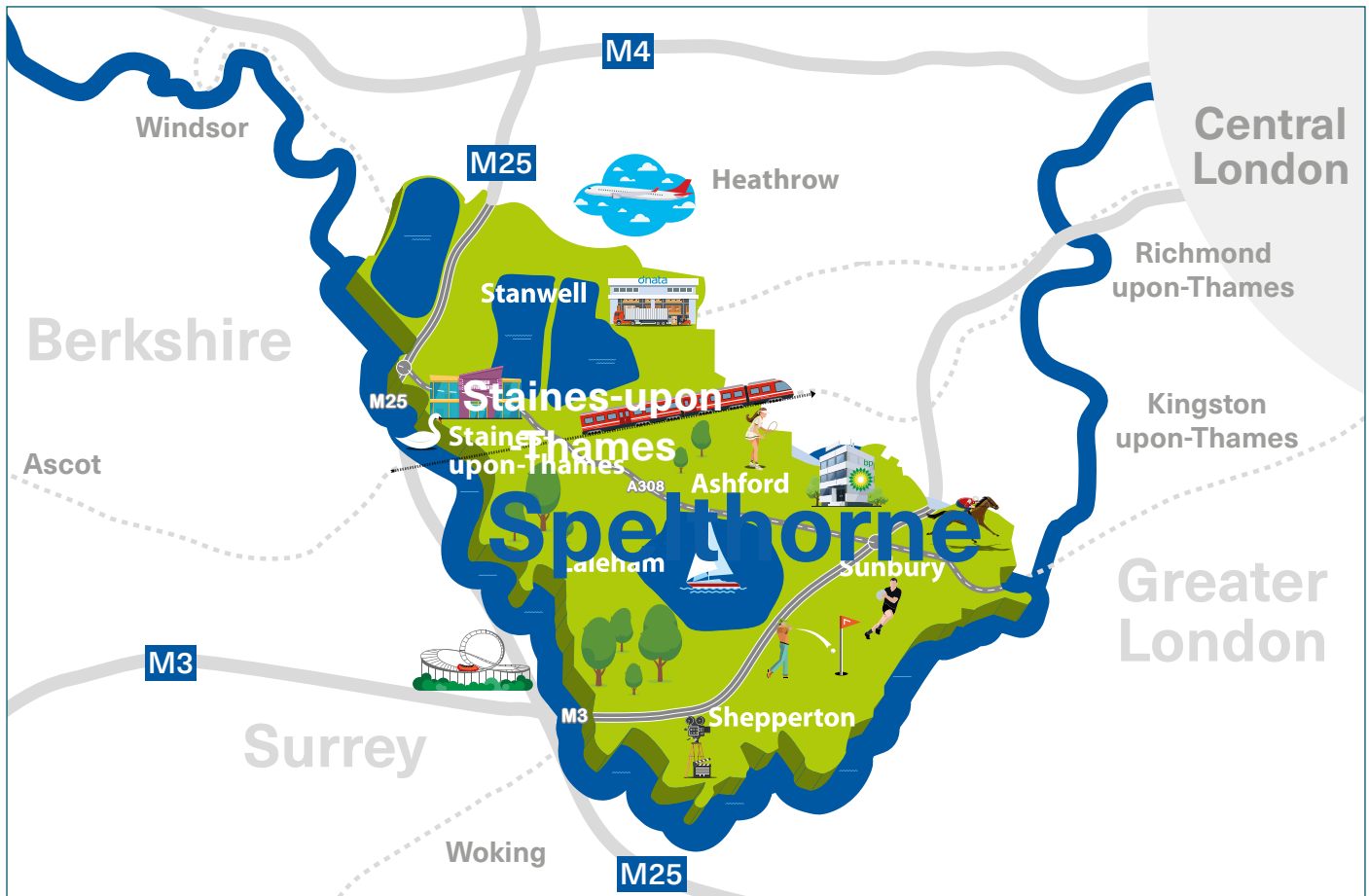




# Introduction and overview of Spelthorne

Spelthorne is located on the south-west edge of London and in the north-west of Surrey, neighbouring the boroughs of Slough, Windsor & Maidenhead, Runnymede, Elmbridge, and the London Boroughs of Richmond upon Thames,

Hounslow and Hillingdon. The north of the borough borders London Heathrow airport. Spelthorne is densely populated and has five main urban areas: Ashford, Shepperton, Staines-upon-Thames, Stanwell and Sunbury.



**12 miles** River  
Thames frontage



**65%** of Spelthorne is  
Green Belt



**30%** of the total area is either  
flood plain or reservoir



**103k** total population



**33%** population percentage of under 30s



**53%** population percentage of 30-69 year olds



**14%** population percentage of over 70s



Spelthorne is ranked as the **most deprived** borough in Surrey



Spelthorne has the **highest number** of lone parent families in Surrey



Spelthorne has the **highest level** of child poverty in Surrey



Spelthorne has the **highest under-18 conception rate** in the county



**33.6%** of households experienced at least one category of deprivation



Life expectancy slightly **above the national average**



Spelthorne has a relatively **low rate of unemployment**



House prices are above the national average, **68%** owned and **18%** private rented **13%** socially rented

As of the 2021 Census, Spelthorne has a population of approximately 103,000 and is the 14th most densely populated of the South East's 64 local authority areas.

Spelthorne has a slightly lower population of under-30s (33%) compared to the rest of the country (36%), and a slightly higher population of 30-69 year olds (53%) compared with the national average of (51%). The number of residents 70+ is 14%, which is broadly in line with the rest of the nation.

According to the indices of deprivation 2019, the most deprived borough in Surrey is Spelthorne. Spelthorne has the highest number of lone parent families and the highest level of child poverty in Surrey; it also has the highest under-18 conception rate in the county. The Indices of Deprivation have not been updated since 2019.

However, the recent 2021 Census highlights that Spelthorne has the highest level of hardship in Surrey; 33.6% of households experienced at least one category of deprivation in either employment, education, health or housing. That said, residents are largely healthy, with life expectancy for both males and females slightly above the national average.

Spelthorne has a relatively low rate of unemployment: 3.3% of those economically active aged 16 to 64, compared to the South East (3.7%). Average wages are £709 per week for full-time employees, slightly above the South East regional average of £685.

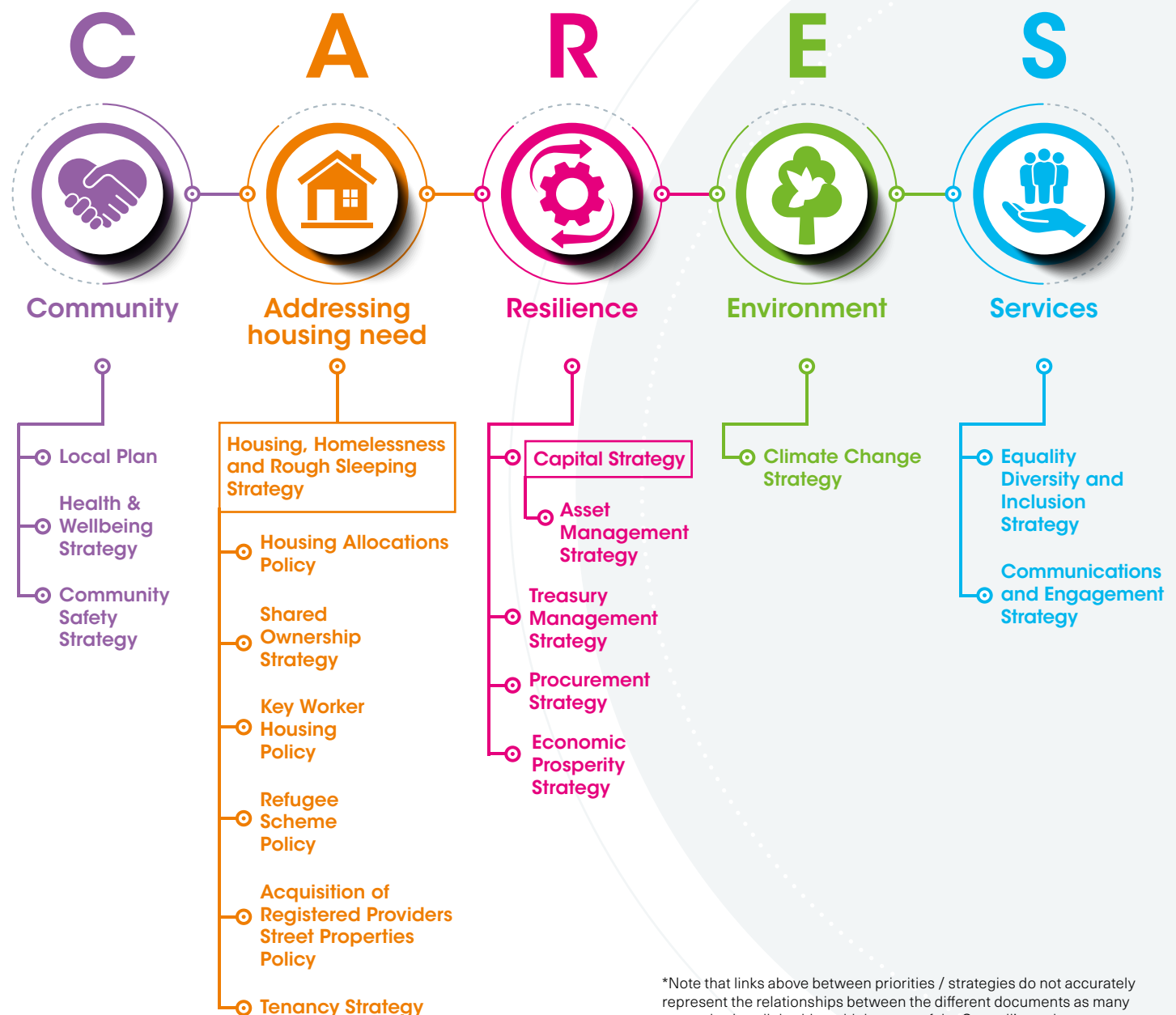
Whilst house prices remain well above the national average, most residents are owner-occupiers (68%), followed by private rent tenants (18%) and social rent tenants (13%).

# How the Housing, Homelessness and Rough Sleeping Strategy links in with the Council's wider work

Addressing housing need is one of the Council's five corporate priorities within its Corporate Plan 2024-2028. Our Housing, Homelessness and Rough Sleeping Strategy is the foundation for our approach to meeting our corporate aim:

**"To support the delivery of high-quality housing and solutions to allow residents to live independently which meets the need of all sections of the community at every stage of life, addressing the challenges around availability, affordability and homelessness."**

## CORPORATE PLAN PRIORITIES



\*Note that links above between priorities / strategies do not accurately represent the relationships between the different documents as many strategies interlink with multiple areas of the Council's work.

# How the Housing, Homelessness and Rough Sleeping Strategy was developed

The Housing Options Strategy and Policy team at the Council carried out a Homelessness Review which looked extensively at data from the period 2019 to 2024, specifically:



**The levels, and likely future levels, of homelessness within Spelthorne.**

## How Spelthorne works to:



Prevent homelessness and rough sleeping



Secure appropriate accommodation for those who are or may become homeless



Provide support for those who are homeless or who may become at risk of homelessness, including those who experience repeat homelessness



**The resources available to Officers for providing homelessness and rough sleeping prevention services**

A summary of the findings from the Homelessness Review were presented to stakeholders at a joint event between Spelthorne Healthy Community Partners and Spelthorne Homelessness Prevention Forum. The event saw over 80 attendees from various statutory and voluntary organisations. The second half of the joint forum was held as a workshop, to provide an opportunity for other agencies to offer feedback on our services, and suggestions on how we can work together in the future to address housing need and homelessness.

A Working Group of key Officers and Councillors representing the Community Wellbeing and Housing Committee was formed. The Working Group considered the initial homelessness review findings, stakeholder feedback and the results of a client feedback survey. Using available data, the Working Group recommended three strategic priorities and an associated Action Plan to the Community Wellbeing and Housing Committee for a decision.

Following Committee, the draft Strategy and Action plan were made available for public consultation. This ran for 6 weeks through December 2024 to January 2025. The public consultation was held online and hard copies were made available at the Council offices.

The Working Group considered the public consultation responses before finalising changes to the Strategy and Action Plan. These documents draw together proposals from across the Council as well as from partner agencies and other statutory bodies. Final recommendations were made to the Community Wellbeing and Housing Committee.

Most of the creation and consultation of the draft strategy was undertaken prior to the Government's devolution and reorganisation proposals. The Strategy and Action Plan has been produced on a business as usual basis. The Council recognises that during the five year period, responsibility for taking forward the Strategy would pass across to the successor unitary Council. The Council will look to engage with the Shadow Authority to seek to ensure that the Strategy is taken on by the new body.



# How the Housing, Homelessness and Rough Sleeping Strategy was developed *(cont.)*

**Our Housing, Homelessness & Rough Sleeping Strategy has also been cross referenced against:**

- ✓ Local Government Association's 'Making Homelessness Strategies Happen' guidance
- ✓ Crisis' 'Local Housing Authority Checklist: Homelessness and Rough Sleeping Strategies'
- ✓ "Bleak Houses: Tackling the crisis of family homelessness in England" report from the Children's Commissioner, August 2019
- ✓ Royal British Legion's "Supporting the Armed Forces Community with Housing in England: a Best Practice Guide"
- ✓ Homeless Link's No Homeless Veterans Toolkit 2022
- ✓ Surrey Joint Housing Protocol for Care Leavers 2023

We have used these resources to ensure that we have covered key areas of homelessness prevention and relief in our new strategy and considered any new and innovative ways of working.

In formulating this strategy, we have considered our obligations under the Housing Act 1996 (as amended), Homelessness Reduction Act 2017, case law, best practice and the Homelessness Code of Guidance for Local Authorities (updated 10 June 2024).





# Our current housing, homelessness and rough sleeping challenges

We need a long-term plan for housing, as decent homes that people can afford provide a firm foundation for families living in Spelthorne. Many people face huge challenges accessing and maintaining an affordable, decent home that meets their needs. For example, many people are being forced to pay a massive portion of their income on rent due to increased housing costs.

Access to a range of good quality affordable housing options is fundamental to the health and wellbeing of residents. If our homes are poorly maintained, with problems like damp and mould,

it's putting residents' physical health at risk. The Government needs to properly resource the enforcement of housing standards in the private rented sector to provide residents with the decent homes they need for good health.

Whilst homelessness is linked to one of our main corporate priorities (addressing housing need), a number of factors influence our ability to deliver our housing and homelessness advice service. Many of these are as a result, both directly and indirectly, of national government policy and legislation.

Spelthorne's overall level of homelessness and use of emergency accommodation is fuelled by:



Affordability of the private rented sector for local residents.



Demand on the limited supply of social housing.



The limited number of active affordable housing providers actively developing in the borough, and lack of affordable housing supply through private developments.

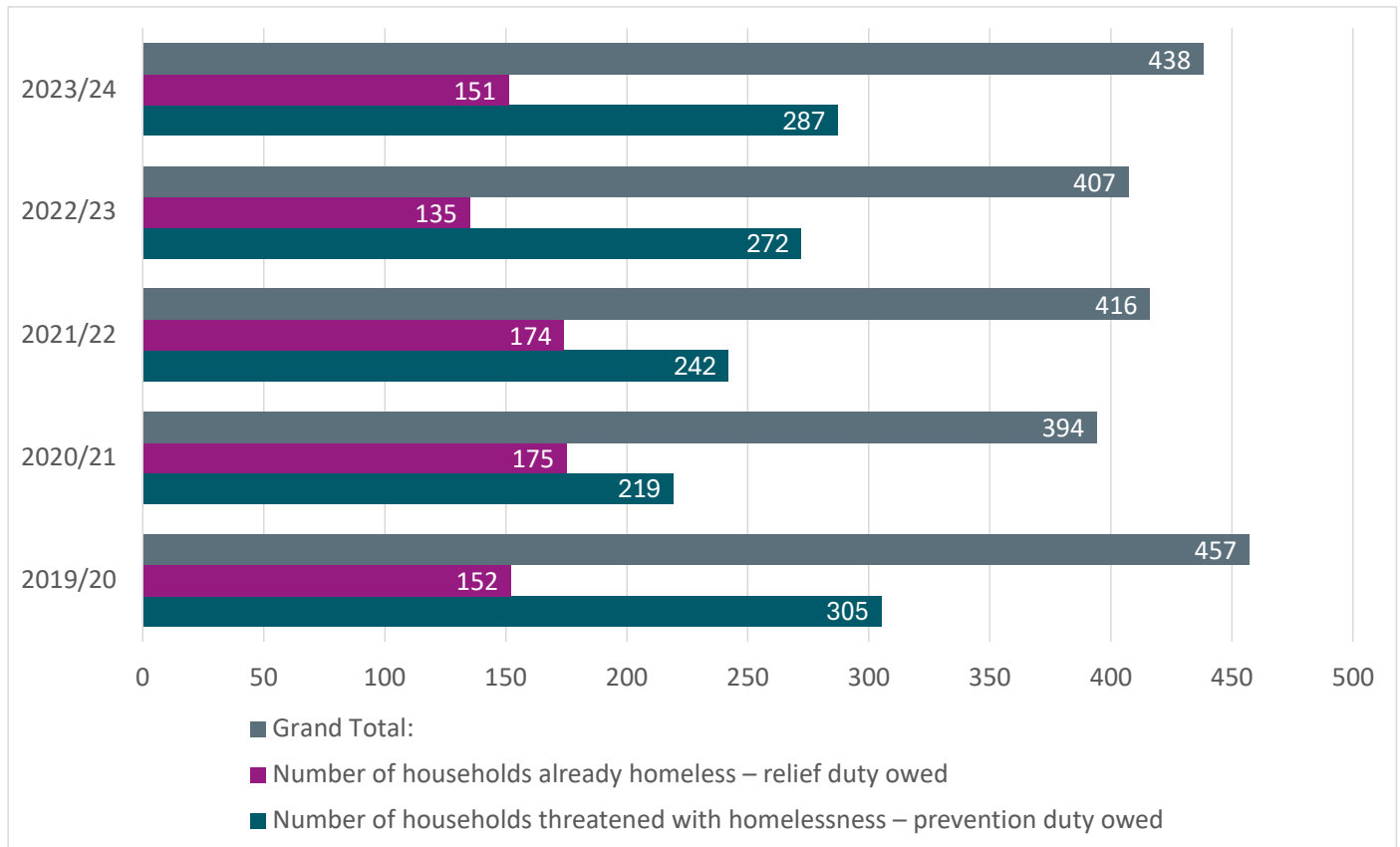


Impact of welfare reform policies.

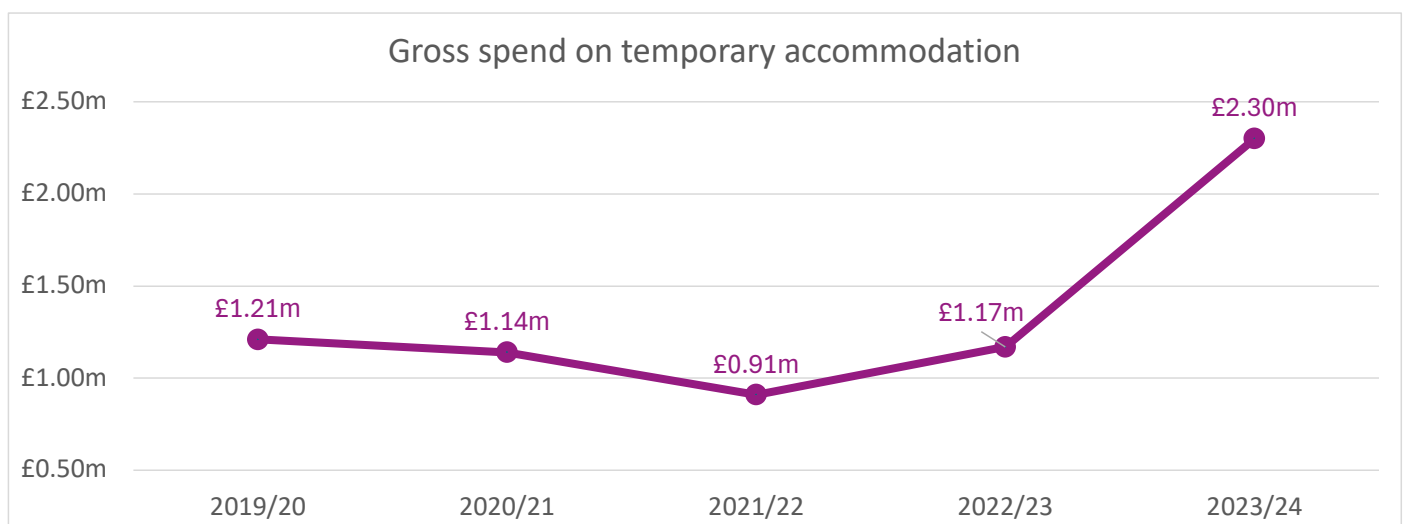


# Our current housing, homelessness and rough sleeping challenges (cont.)

In common with other areas across the country, homelessness has been a growing issue. Since 2019, the number of homeless households in Spelthorne has fluctuated slightly but has steadily started to increase back to pre-pandemic levels.



Over the same period, the average number of households in emergency and temporary accommodation has seen a correspondingly significant increase, meaning that the authority's gross spend on emergency accommodation is now regularly over £1million per year and rising.



Source: In-house monitoring



# Our current housing, homelessness and rough sleeping challenges (cont.)

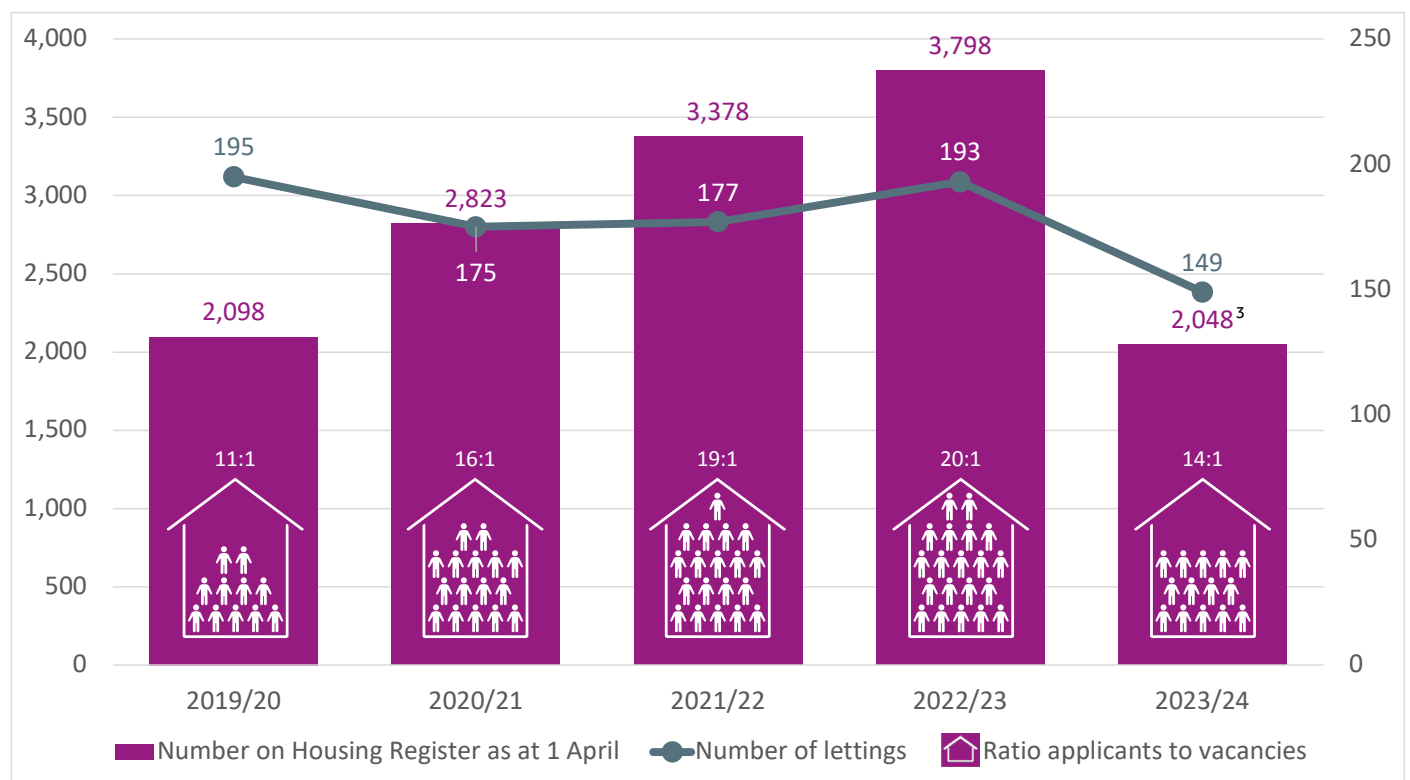
There has been a lack of affordable housing delivery over the past five years, with only 65 affordable rented homes<sup>1</sup> being delivered.

Year	Affordable dwelling completions (Gross)	Affordable dwellings lost (Gross)	Affordable dwellings completed (Net)	Rented (Gross)	Shared Ownership (Gross)
2019-20	0	0	0	0	0%
2020-21	177	0	177	22	155
2021-22	104	0	104	0	104
2022-23	0	0	0	0	0
2023-24	43	0	43	43	0
<b>Total</b>	<b>324</b>	<b>0</b>	<b>324</b>	<b>65</b>	<b>259</b>

Source: In-house monitoring

This performance pales in comparison to the need. The Council's Strategic Housing Market Assessment (SHMA) Update Report, prepared for the purposes of revising the Council's Local Plan, suggests an overall need of 459 additional homes per year to 2035 – the vast majority being affordable or social rented instead of affordable home ownership<sup>2</sup>.

The availability of existing social housing stock is severely limited. In 2022/23, there were 20 applicants for every social housing vacancy, on average, almost double the levels from three years prior.



1 Affordable rents are 80% of market rent

2 Spelthorne Borough Council SHMA Update May 2019

3 In 2023/24, a new Housing Allocations Policy was introduced which resulted in a full re-registration process. This figure represents the number of applicants who had successfully re-registered by 1 April 2024

# Our current housing, homelessness and rough sleeping challenges (cont.)

An additional pressure is that Spelthorne has a lack of diversity amongst Registered Providers. Over 90% of the social housing stock is with one provider, A2Dominion<sup>4</sup>, which results in us being overly-reliant on that provider's policies and activities. There is also a disproportionately high presence of large

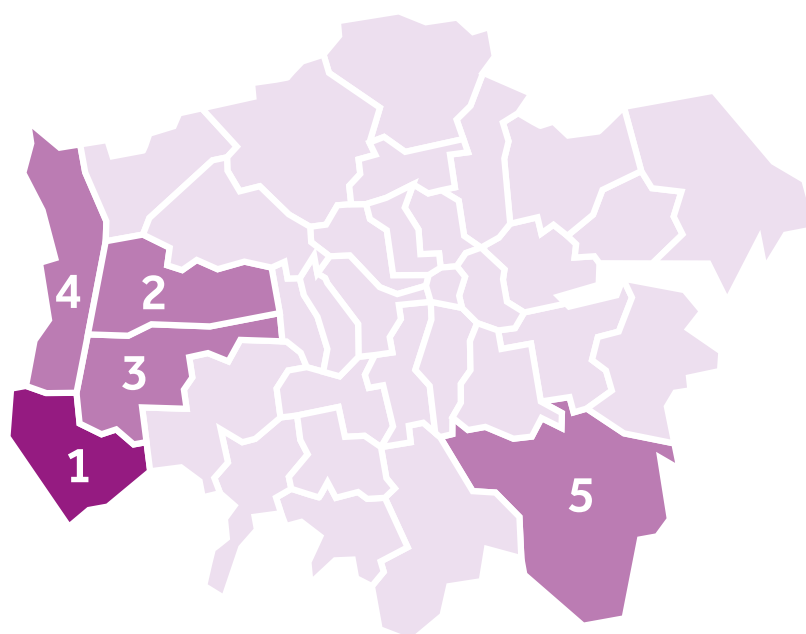
Registered Provider Name	Size of organisation	General needs, self contained social stock	% of overall stock in area
A2Dominion	Large	4,456	89.8%
Metropolitan Thames Valley Housing	Large	248	5%
PA Housing	Large	129	2.6%
L&Q	Large	92	1.9%
Peabody	Large	34	0.7%
Ability	Small	1	<0.1%
Notting Hill Genesis	Large	1	<0.1%
Mount Green	Large	1	<0.1%
<b>Total</b>		<b>4,962</b>	

It's important to note that A2Dominion's stock in Spelthorne accounts for roughly 25% of its low cost rented accommodation stock across its entire portfolio, with more than twice as many properties in Spelthorne as the next highest stock holding area in the London Borough of Ealing<sup>5</sup>.

The Council's Corporate Plan 2024-28 sets out how the Council plans to engage with Registered Providers in a more proactive way on joint ventures in Spelthorne.

<sup>4</sup> Regulator for Social Housing Statistical Data Release 2024. Retrieved from: [Registered provider social housing stock and rents in England 2023 to 2024 - GOV.UK](#)

<sup>5</sup> Regulator for Social Housing Statistical Data Release 2024. Retrieved from: [Registered provider social housing stock and rents in England 2023 to 2024 - GOV.UK](#)



	Local Authority	No. of low rented homes
<b>1</b>	Spelthorne	4,754
<b>2</b>	Ealing	2,349
<b>3</b>	Hounslow	1,558
<b>4</b>	Hillingdon	1,409
<b>5</b>	Bromley	1,086



# Our strategic priorities for the next five years

Our strategic housing, homelessness and rough sleeping priorities over the next five years will focus on 3 key areas:





## Partnership working: A multi-agency approach to tackling homelessness



### Intro

The challenge of homelessness is undoubtedly complex. We can only advance our efforts by working across all sectors (housing, health, social care, voluntary and other statutory services) to prevent and relieve homelessness.

Collaborative working is critical to this strategy so that we can improve services and introduce interventions to deliver better outcomes for people who are most in need. With a number of local organisations having different priorities and funding constraints, it's important that integrated approaches have shared objectives and clear accountability measures.

Partnership working is fundamental for providing specialist services and delivering focused projects to tackle homelessness and rough sleeping in Spelthorne. A large amount of progress has already been achieved, such as a multi-partnership agreement for managing hospital discharge patients who don't have a suitable home to return to via a Step Down project, supporting clients with multiple and complex needs at 2 homeless support schemes – White House and Harper House, partnership work with Rentstart who are based in our Council offices and are able to take referrals to support single homeless people directly on site.

### How we will achieve this

- Engage with social care teams (adults and children's services and mental health support teams) to improve communication and referrals to achieve better outcomes for clients with health and welfare support needs.
- Work with the North Surrey Domestic Abuse Service to ensure support is offered to victims at risk of, or who are fleeing, domestic abuse. We will continue to utilise the 'Sanctuary Scheme' where suitable to create safe havens in existing homes of domestic abuse survivors.
- We will liaise with offender management services (probation, prisons and youth offending services) to identify people leaving custody who may be at risk of homelessness in order to provide targeted support at the earliest opportunity.
- Continue to lead on our local hospital discharge protocol via our 'Step-Down Scheme' to prevent homelessness and minimise discharge delays. This scheme is commissioned by the North West Surrey Alliance and is delivered by Spelthorne Borough Council, Elmbridge Borough Council, Runnymede Borough Council, A2Dominion, The Whitely Homes Trust, and Housing 21.
- Work with the Home Office and Surrey County Council to prevent and relieve refugee and asylum seeker homelessness.
- Liaise with the DWP on improving access to employment opportunities for our clients and make best use of the Staines Employment and Skills Hub.
- Develop further links with armed forces charities to ensure serving members and Veterans are offered suitable assistance to access and sustain settled accommodation.
- Work with registered providers (including A2Dominion) to address the quality of temporary accommodation, maximise local lettings and tackle under occupation of social housing.
- Continue to work effectively with Spelthorne Rentstart who support single homeless people with accessing the private rented sector.





# Identifying opportunities to address housing need



## Intro

Homes are fundamental to our residents' health and wellbeing. When homes are of decent quality, the comfort and security they provide helps to support residents' mental and physical health. That's why it's essential for residents in Spelthorne to be able to access and afford a decent home.

Right now, we're facing a national housing crisis due to runaway housing costs. One of the symptoms of this crisis is people being forced to pay unaffordable rents for poor quality homes that put their health at risk.

Decent, affordable homes are the foundations for people's lives. We will identify opportunities to address housing need locally and maximise our efforts in promoting affordable housing delivery that focuses on both affordability and quality.

## How we will achieve this

- Improve the quality and safety of housing stock. Work proactively with landlords and private housing providers of emergency accommodation to tackle poor conditions and anti-social behaviour.
- Work in partnership to deliver new homes for local need. Drive opportunities through a Development and Delivery Strategy for the Borough to bring publicly owned sites forward for affordable homes.
- Maximise the provision of affordable homes through the planning process through viability and s106 agreements.
- Work in partnership with key Registered Providers to bring forward regeneration opportunities which will secure housing for local needs.
- Proceed to Examination and adopt the Local Plan to guide how developments benefit the Spelthorne community over the next 15 years.
- Ensure our offer to private sector landlords is competitive, robust, affordable and suitable. We will encourage new landlords to work with us and ensure that we have a sustainable pipeline of properties to use.





# Proactive homelessness prevention and an effective service response



## Intro

Everybody deserves a decent, safe and secure place to call home. Too many households still face the damaging consequences of becoming homeless. We must ensure we deliver change for some of our most vulnerable residents and ensure they get the help and support that they need.

We are committed to reducing all forms of homelessness through proactive homelessness prevention efforts. In instances where homelessness is unavoidable, we will deliver an effective service that assists residents with finding suitable alternative accommodation.

## How we will achieve this

- Monitor demand for emergency accommodation. Ensure that there are sufficient resources identified and processes in place for assisting clients with move-on to suitable alternative accommodation.
- Identify opportunities for effective homelessness prevention ensuring that we are maximising the use of the Homelessness Prevention Grant.
- Review team capacity to respond to the increased number of approaches from refugees and asylum seekers, and potential impact of the Renters Rights Bill and Awaab's Law.
- Sustain our rough sleeper outreach service to offer bespoke support and advice at the earliest opportunity.
- Implement opportunities to collect customer feedback to monitor customer satisfaction and improve service delivery. Subsequently, provide opportunities for staff training and growth development.
- Improve housing software and systems to improve the efficiency of service delivery and improve the customer journey.
- Help residents stay in their own homes independently with the right tools and technology.
- Continue to have safeguarding at the centre of all Housing processes.



# Delivery and monitoring of the Strategy



## Operational monitoring

The delivery of this strategy is a 'living' document which will adapt and develop over time. Officer leads will be responsible for implementing and monitoring progress. The Housing Options Strategy team will regularly monitor and publish an annual update on the progress made to achieve the strategic priorities.



## Strategic monitoring

The strategic responsibility for monitoring the implementation of this strategy, in particular the resources available to deliver the strategy, is delegated to the Council's Strategic Housing Group (SHG).

SHG exists to ensure that Spelthorne Borough Council has a focussed strategic approach on housing matters, and to ensure that Spelthorne's housing needs are identified and met.

SHG meets monthly and will commit to reviewing the strategy delivery at least every annum, making recommendations and decisions as necessary to ensure the delivery of the strategy.

# Action Plan



## Partnership working: A multi-agency approach to tackling homelessness

No.	Action	Aims/Outcomes	Lead Officer(s)	Partner Agencies	Timescale	Status / Comments
1.1	Improve joint working with Social Care specialist teams.	<ul style="list-style-type: none"> <li>• Raise awareness about homelessness duties.</li> <li>• Understand the housing and health roles and responsibilities.</li> <li>• Ensure effective communication to deliver meaningful decisions.</li> <li>• Have a regular presence at joint team meetings with Adult and Children's Social services, and the Mental Health team.</li> <li>• Make contributions to the emerging Surrey Mental Health protocol. Implement recommendations and training.</li> <li>• Review demand for mental health support in the community and implement actions that may arise.</li> </ul>	<p>Group Head Community Wellbeing</p> <p>Housing Options Manager</p>	<p>Adult and Children's Social Services.</p> <p>Community Mental Health Team.</p> <p>Surrey County Council.</p>	Summer 2025 and ongoing	





## Partnership working: A multi-agency approach to tackling homelessness

No.	Action	Aims/Outcomes	Lead Officer(s)	Partner Agencies	Timescale	Status / Comments
1.2	Review good practice from Surrey's joint strategic needs assessments.	<ul style="list-style-type: none"><li>Review and look to implement recommendations from the joint strategic needs assessment co-produced with people who have lived experience with multiple and complex needs.</li><li>Retrieve feedback from the Bridge the Gap findings to learn good practice.</li></ul>	Strategic Housing Lead	Surrey Public Health	December 2025	
1.3	Retain local specialist support services.	<ul style="list-style-type: none"><li>Continue to provide targeted support to residents in need.</li><li>Focus on tenancy sustainment to prevent homelessness.</li><li>Provide financial support during ongoing Cost-Of-Living Crisis. Where possible, expand capacity to help meet demand.</li></ul>	Strategic Housing Lead	Citizens Advice Runnymede and Spelthorne, Look Ahead, Spelthorne Rentstart and Surrey Crisis Fund.	Summer 2026	
1.4	Identify opportunities for employment support.	<ul style="list-style-type: none"><li>Increase access to employment opportunities by exploring joint working opportunities with DWP.</li><li>Utilise benefits from Employment and Skills hub in Spelthorne (DWP, Mind and Surrey Work Well Programme operate on site).</li><li>Explore "added value" when procuring goods and services to create employment opportunities for homeless residents.</li></ul>	Housing Options Manager, Strategic Housing Lead, Economic Development Manager, and Head of Procurement	DWP, Mind and Surrey County Council	April 2026	



## Partnership working: A multi-agency approach to tackling homelessness

No.	Action	Aims/Outcomes	Lead Officer(s)	Partner Agencies	Timescale	Status / Comments
1.5	Ongoing proactive fraud prevention work.	<ul style="list-style-type: none"> <li>Investigate and where applicable prosecute those found to be unlawfully obtaining social housing which has deprived another in genuine need.</li> <li>Run a regular campaign to raise public awareness on how to report housing and benefit fraud.</li> <li>Ensure all staff undertake counter fraud training so that they are equipped with the necessary skills for recognise fraudulent activities.</li> <li>Improve software to monitor outcomes, record referrals data and run reports.</li> </ul>	Housing Options Manager, Strategic Housing Lead, and Assistant Strategic Housing Lead	Reigate and Banstead Council	Ongoing	
1.6	Engage with local drug, alcohol and gambling support groups and charities.	<ul style="list-style-type: none"> <li>Explore on-site joint working opportunities within homelessness support schemes.</li> <li>Sign-post clients who need additional support.</li> <li>Create a list of local groups with support date sessions that can be distributed to Housing Colleagues and Councillors.</li> <li>Maximise opportunities that arise from the Surrey Drug and Alcohol Strategy.</li> </ul>	Housing Options Manager and Principle Licensing Officer	Local community groups, charities, and I-Access.	April 2026	



## Partnership working: A multi-agency approach to tackling homelessness

No.	Action	Aims/Outcomes	Lead Officer(s)	Partner Agencies	Timescale	Status / Comments
1.7	Use the Sanctuary Scheme and tri-borough Officer to support survivors of domestic abuse.	<ul style="list-style-type: none"><li>• Access specialist support for vulnerable residents.</li><li>• Create safe havens for survivors where it's appropriate for them to remain in their existing accommodation.</li></ul>	Housing Options Manager	North Surrey Domestic Abuse Service and Surrey Police	Ongoing	
1.8	Work with probation and offending services to prevent prison leavers and ex-offenders from becoming homeless.	<ul style="list-style-type: none"><li>• Ensure there is a planned pathway before prison release to ensure effective targeted support.</li><li>• Prevent homelessness and rough sleeping prior to release.</li></ul>	Housing Options Manager	Probation	Ongoing	
1.9	Explore the benefit of Integrated Neighbourhoods emerging from the North West Surrey Health Alliance.	<ul style="list-style-type: none"><li>• Ensure information is shared and that there are holistic contributions.</li></ul>	Independent Living Manager	North West Surrey Health Alliance	April 2026	





## Partnership working: A multi-agency approach to tackling homelessness

No.	Action	Aims/Outcomes	Lead Officer(s)	Partner Agencies	Timescale	Status / Comments
1.10	Continue leading on a hospital discharge scheme providing access to step-down accommodation.	<ul style="list-style-type: none"><li>• Provide wrap-around support for up to 6 weeks at one of the step-down units whilst suitable accommodation or a care package is sought for patients who are ready to leave hospital but require some additional support.</li><li>• Prevent hospital admission for some residents who can access the scheme for step-up support instead.</li><li>• Explore the opportunity for scheme expansion (subject to demand and funding).</li></ul>	Strategic Housing Lead and Independent Living Manager	North West Surrey Health Alliance, A2Dominion, Elmbridge Borough Council, Runnymede Borough Council, The Whiteley Homes Trust, and Housing 21.	Ongoing	
1.11	Develop further links with Armed Forces charities.	<ul style="list-style-type: none"><li>• Ensure serving members and Veterans are offered appropriate support to access and sustain settled accommodation.</li><li>• Ensure staff undertake Armed Forces awareness training.</li><li>• Implement the recommendations that emerge from the Surrey Armed Forces Joint Strategic Needs Assessment.</li></ul>	Housing Options Manager and Armed Forces Champion	Armed Forces Covenant and charities	April 2026 and Ongoing	



## Partnership working: A multi-agency approach to tackling homelessness

No.	Action	Aims/Outcomes	Lead Officer(s)	Partner Agencies	Timescale	Status / Comments
1.12	Continue accessing shared training events with other Surrey authorities and where appropriate, open these up to our partners.	<ul style="list-style-type: none"><li>• Ensure that there are opportunities for staff learning and development.</li><li>• Partner training will strengthen the joint services we offer and show a commitment to our partners</li></ul>	Housing Options Manager		Ongoing	
1.13	Sustain the Spelthorne Homelessness Prevention Forum.	<ul style="list-style-type: none"><li>• Maintain opportunities for networking and for good practice and updates to be shared between stakeholders.</li></ul>	Assistant Strategic Housing Lead	All statutory and voluntary organisations	Ongoing	
1.14	Explore cost efficient ways of meeting our duty to assist homeless clients with safely storing their possessions.	<ul style="list-style-type: none"><li>• Work with Knowle Green Estates to see which sites may be suitable for garage storage.</li></ul>	Strategic Housing Lead and Principle Residential Property Manager	Knowle Green Estates	Winter 2026	



## Partnership working: A multi-agency approach to tackling homelessness

No.	Action	Aims/Outcomes	Lead Officer(s)	Partner Agencies	Timescale	Status / Comments
1.15	Raise awareness of youth homelessness.	<ul style="list-style-type: none"><li>• Increase awareness of housing options and homelessness advice amongst our younger residents.</li><li>• Continue to participate in the Surrey Care leavers protocol and 16-17yr old protocol to prevent homelessness and maximise accessibility to support services.</li></ul>	Housing Options Manager	Children's Services  Care Leavers Service	Ongoing	





## Identifying opportunities to address housing need

No.	Action	Aims/Outcomes	Lead Officer(s)	Partner Agencies	Timescale	Status / Comments
2.1	Regular marketing of local private sector access schemes.	<ul style="list-style-type: none"><li>• Run a biennial landlord forum to engage and build rapport with landlords.</li><li>• Review scheme capabilities and advertise the Council's Spelthorne Rent Assure Scheme.</li><li>• Promote the services offered by Spelthorne RentStart.</li><li>• Link residents with spare rooms to RentStart for advice on how to let.</li></ul>	Housing Options Manager, and Assistant Strategic Housing Lead	Spelthorne RentStart	April 2026 and Ongoing	
2.2	Address quality of emergency and temporary accommodation.	<ul style="list-style-type: none"><li>• Improve temporary accommodation offer by ensuring properties are in good condition, safe to occupy, and adequately maintained.</li><li>• Where supported by demand, actively work with Government to identify opportunities for funding and further delivery.</li></ul>	Strategic Housing Lead and Senior Environmental Health Manager	A2Dominion, Knowle Green Estates, private landlords, and MHCLG.	April 2028 and Ongoing	
2.3	Work with registered providers to maximise local lettings.	<ul style="list-style-type: none"><li>• Explore the opportunity of nominating to hard-to-let properties located outside of the borough.</li><li>• Monitor performance through an Annual Lettings Review to measure the number and type of lets made.</li><li>• Review the demand for Sheltered, Extra Care and retirement schemes.</li></ul>	Housing Options Manager and Assistant Strategic Housing Lead	A2Dominion, Metropolitan Thames Valley Housing, PA Housing, London & Quadrant, and Peabody	April 2027 and Ongoing	



## Identifying opportunities to address housing need

No.	Action	Aims/Outcomes	Lead Officer(s)	Partner Agencies	Timescale	Status / Comments
2.4	Progress and deliver Development and Delivery Strategy to maximise the delivery of affordable housing schemes.	<ul style="list-style-type: none"><li>Joint ventures with developers and registered providers to deliver affordable homes and adapted accommodation where possible.</li><li>Progress development delivery on all Council owned land by considering partnership and disposal routes.</li></ul>	Group Head Assets	Registered Providers and Developers	As per the Development and Delivery Strategy.	
2.5	Where there is no Registered Provider interest in s106 sites.  Consider using Council owned land and a portion of commuted sums as part of a joint venture with a Registered Provider.	<ul style="list-style-type: none"><li>Deliver much needed affordable rented homes in Spelthorne.</li><li>Help to progress sites identified in the Development and Design Strategy.</li></ul>	Group Head Assets  Planning Development Manager	Registered Providers and Developers	Commuted sums negotiations immediately and joint venture 2025/26.	



## Identifying opportunities to address housing need

No.	Action	Aims/Outcomes	Lead Officer(s)	Partner Agencies	Timescale	Status / Comments
2.6	Explore opportunities with Surrey County Council to secure affordable housing on publicly owned assets via the One Public Estate programme.	<ul style="list-style-type: none"><li>Identify opportunities via the Strategic Surrey Estates Network (SSEN). For example, adjoining land holdings or other Surrey County Council owned properties within Spelthorne.</li><li>Maximise assets to achieve collaborative outcomes.</li><li>Identify opportunities for affordable housing delivery from the 'Housing, Homes and Accommodation Strategy for Surrey'.</li></ul>	Group Head Assets	Surrey County Council	2025-2027	
2.7	Explore the revised Tenancy Strategy to make more homes affordable and encourage landlords to do the same. Explore opportunities for further delivery via Government funding opportunities.	<ul style="list-style-type: none"><li>Make best use of social housing stock to ensure that affordable homes are used effectively.</li><li>Meet local housing needs and prevent homelessness.</li><li>To enable a range of tenure options to balance the local market.</li></ul>	Strategic Housing Lead	Registered Providers and MHCLG	2028	





## Identifying opportunities to address housing need

No.	Action	Aims/Outcomes	Lead Officer(s)	Partner Agencies	Timescale	Status / Comments
2.8	Work in partnership with key registered social providers (including A2Dominion) to bring forward regeneration opportunities which will also secure housing for local needs.	<ul style="list-style-type: none"><li>• Ensure that decanting of existing residents is carefully managed so that this does not create more of an issue with scarce supply of housing generally.</li><li>• Ensure that schemes incorporate sufficient long term general needs affordable rented housing and not private sales.</li></ul>	Group Head Community Wellbeing	A2Dominion and other Registered Providers operating locally.	2025-2027	
2.9	Small scale pilot to invest in properties that Knowle Green Estates can manage and let via Spelthorne Rent Assure scheme.	<ul style="list-style-type: none"><li>• Generate emergency accommodation savings as the Council subsidises the difference between Local Housing Allowance and market rent which is more cost effective than nightly paid emergency accommodation.</li></ul>	Deputy Chief Executive, Group Head Assets, and Strategic Housing Lead	Knowle Green Estates	Delivery 2025/26 (subject to necessary approvals and funding)	



## Identifying opportunities to address housing need

No.	Action	Aims/Outcomes	Lead Officer(s)	Partner Agencies	Timescale	Status / Comments
2.10	Consider establishing Registered Provider status for Knowle Green Estates.	<ul style="list-style-type: none"> <li>Seek to unlock Homes England funding which can be used as part of a joint venture to deliver affordable homes.</li> <li>Make contributions to Knowle Green Estates' Business Strategy development.</li> </ul>	Deputy Chief Executive	Knowle Green Estates	Dependent on financial viability (to be considered by Task Group set up which will be reporting to 24/03/25 Corporate Policy and Resources Committee)	
2.11	Review service provision to ensure the effective implementation of the Local Plan and emerging planning reform policies.	<ul style="list-style-type: none"> <li>Effectively implement the Government's changes to the National Planning Policy Framework.</li> <li>Proceed to Examination and adopt the Local Plan so that there is a clear overall vision and framework for future development in Spelthorne over the next 15 years.</li> <li>Have an Affordable Housing Supplementary</li> </ul>	Group Head Place, Protection and Prosperity		As and when timescales are revealed	
2.12	Work with A2Dominion to tackle under occupation of social housing.	<ul style="list-style-type: none"> <li>Free up larger sized social housing for families by liaising with A2D on their initiatives.</li> <li>Monitor impact of new Housing Allocations policy to measure impact of higher priority for under-occupiers.</li> </ul>	Housing Options Manager and Assistant Strategic Housing Lead	A2Dominion	April 2026	



## Identifying opportunities to address housing need

No.	Action	Aims/Outcomes	Lead Officer(s)	Partner Agencies	Timescale	Status / Comments
2.13	Review the Council's position on bringing empty homes back into use.	<ul style="list-style-type: none"><li>• Identify the current number of empty homes in Spelthorne.</li><li>• Measure the impact of the increase in council tax premium on empty homes.</li><li>• Learn good practice from the recently formed Surrey Empty Homes Study Group.</li><li>• Understand if there are any opportunities for bringing empty homes back into use without it being resource intensive.</li></ul>	Assistant Strategic Housing Lead	Surrey Empty Homes Study Group	April 2027	





## Proactive homelessness prevention and an effective service response

No.	Action	Aims/Outcomes	Lead Officer(s)	Partner Agencies	Timescale	Status / Comments
3.1	Review team capacity to respond to the increased approaches from refugees and asylum seekers.	<ul style="list-style-type: none"><li>• Offer bespoke support.</li><li>• Collaborate with Surrey County Council on an emerging Immigration Strategy.</li><li>• Explore joint working with the Home Office Housing Options Liaison Officer's.</li><li>• Actively seek Government funding to support refugee and asylum seeker resettlement.</li></ul>	Housing Options Manager and Strategic Housing Lead	Family Support Service, Home Office and MHCLG.	December 2025	
3.2	Sustain our rough sleeper outreach service.	<ul style="list-style-type: none"><li>• Have effective reporting measures in place with a rapid response rate to ensure advice and support is offered as soon as possible.</li><li>• A designated outreach service will allow for more detailed assessments.</li><li>• Run a regular awareness campaign on how residents can report sightings of rough sleepers via Streetlink.</li><li>• Use food banks to publicise services and encourage referrals.</li><li>• Ensure sufficient SWEP provision.</li></ul>	Strategic Housing Lead, Housing Options Manager, and Assistant Strategic Housing Lead	Ministry of Housing, Communities and Local Government. Street Link Food and Welfare Network	Spring / Summer 2025	



## Proactive homelessness prevention and an effective service response

No.	Action	Aims/Outcomes	Lead Officer(s)	Partner Agencies	Timescale	Status / Comments
3.3	Provide opportunities for Housing Options team development and growth.	<ul style="list-style-type: none"><li>• Identify and enable staff training and learning opportunities.</li><li>• Implement opportunities to collect customer feedback to improve service delivery.</li><li>• Deliver an empathetic Housing Options service to residents in a time of crisis and provide a consistent service offer.</li><li>• Implement effective outcome-based performance management.</li></ul>	Housing Options Manager		April 2026 and Ongoing	
3.4	Improve efficiency of housing software and systems.	<ul style="list-style-type: none"><li>• Provide value for money.</li><li>• Improve the customer journey.</li><li>• Look to work more smartly and consider investing in staff technical skills training to ensure systems are used efficiently.</li><li>• Have a dedicated system to manage and monitor the rent assure scheme.</li><li>• Implement a housekeeping proposal for the Council's Housing Register to help monitor demand more closely.</li></ul>	Strategic Housing Lead		April 2028	



## Proactive homelessness prevention and an effective service response

No.	Action	Aims/Outcomes	Lead Officer(s)	Partner Agencies	Timescale	Status / Comments
3.5	Bring the management of the homelessness support schemes in-house.	<ul style="list-style-type: none"> <li>Deliver a high quality service at White House and Harper House.</li> <li>Work with residents to provide a support plan and achieve move-on to settled accommodation.</li> </ul>	Strategic Housing Lead, Housing Options Manager, and Group Head Assets		Summer 2025	
3.6	Review service provision to ensure the effective implementation of the Renters Rights Bill and Awaab's Law.	<ul style="list-style-type: none"> <li>Prepare for the impact of a potential ban on no fault evictions and whether some landlords choose to leave the market.</li> <li>Awaab's Law may be expanded to the private sector requiring landlords to investigate and fix reported health hazards within specified timeframes.</li> </ul>	Housing Options Manager Senior Environmental Health Manager		2027-2028	
3.7	Review the effectiveness of the use of the 'duty to refer' referral mechanism.	<ul style="list-style-type: none"> <li>Increase awareness of the 'duty to refer' by attending partner meetings and events.</li> <li>Encourage a 'commitment to refer' from local Registered Providers to allow us more time to prevent homelessness.</li> <li>Explore software options to monitor referrals.</li> </ul>	Housing Options Manager	Statutory Organisations and Registered Providers	Ongoing	



## Proactive homelessness prevention and an effective service response

No.	Action	Aims/Outcomes	Lead Officer(s)	Partner Agencies	Timescale	Status / Comments
3.8	Actively respond and engage with public consultations.	<ul style="list-style-type: none"><li>• Support lobbying the underlying causes of homelessness as part of our homelessness prevention efforts.</li><li>• Maximise funding opportunities.</li></ul>	Assistant Strategic Housing Lead		Ongoing	
3.9	Raise awareness of Disabled Facilities Grants (DFG) and local handyman schemes.	<ul style="list-style-type: none"><li>• Help residents to live independently in their own homes.</li><li>• Seek an uplift on the DFG award based on performance and increased local resident need.</li></ul>	Independent Living Manager		April 2027	
3.10	Deliver the SPAN personal alarm service and look at other technology tools.	<ul style="list-style-type: none"><li>• Continue partnership working with Mole Valley to deliver SPAN.</li><li>• Develop joint opportunities for health technology including Virtual Ward monitoring.</li><li>• Seek opportunities to secure homes for residents within any new Supported Independent Living accommodation.</li></ul>	Independent Living Manager		April 2027	





## Proactive homelessness prevention and an effective service response

No.	Action	Aims/Outcomes	Lead Officer(s)	Partner Agencies	Timescale	Status / Comments
3.11	Sustain social prescribing programme.	<ul style="list-style-type: none"><li>Promote societal and community opportunities for residents with disabilities by removing barriers.</li><li>Explore opportunities for joint working with health and social care, focusing on prevention, recovery and independent living.</li></ul>	Independent Living Manager		Ongoing	
3.12	Safeguarding	<ul style="list-style-type: none"><li>Implement recommendations from serious case reviews.</li><li>Review lessons learned from recent Coroner cases.</li><li>Ongoing staff training.</li></ul>	Housing Options Manager		Ongoing	
3.13	Support residents in emergency and temporary accommodation with move-on.	<ul style="list-style-type: none"><li>Help residents to look for alternative sustainable accommodation.</li><li>Review cot provision for families.</li><li>Explore opportunities for working with landlords to enable housing residents with pets.</li></ul>	Housing Options Manager		Ongoing	
3.14	Continue to review the demand for emergency accommodation.	<ul style="list-style-type: none"><li>Ensure suitable sufficient resources to manage demand in an ever-changing environment.</li></ul>	Housing Options Manager		Ongoing	



## Proactive homelessness prevention and an effective service response

No.	Action	Aims/Outcomes	Lead Officer(s)	Partner Agencies	Timescale	Status / Comments
3.15	Review the use of properties acquired under the Rough Sleeper Accommodation Programme.	<ul style="list-style-type: none"><li>Explore the potential for a Housing First type scheme or equivalent support model.</li></ul>	Strategic Housing Lead		April 2028	
3.16	Closely monitor Housing Options commissioned contracts and services.	<ul style="list-style-type: none"><li>Ensure high performance and value for money.</li><li>Provide an annual performance report to monitor progress and outcomes.</li><li>Implement service improvement changes where necessary.</li></ul>	Strategic Housing Lead		Ongoing	
3.17	Review how the Housing Options service can be more inclusive.	<ul style="list-style-type: none"><li>Review forms to ensure that they are up to date with equality and diversity standards.</li><li>Organise relevant training for staff on inclusion to improve accessibility of the service.</li></ul>	Strategic Housing Lead		Ongoing	

# Glossary

**A Affordable Rent** (also called intermediate rent) – rent is set at 20% below local market rents.

**B Bed and Breakfast (B&B)** – Accommodation which the Council sources for homeless households to live in whilst longer term solutions are found. The Council usually pays for these placements on a nightly basis, and it cannot reclaim all of the cost of the placement from either the homeless household or the Government. As a result, it costs the Council a significant amount of money per year to pay for these placements.

**D Disabled Facilities Grant (DFG)** – Monetary grants for property adaptations to meet the needs of a person with a disability which prevents them from otherwise living comfortably day-to-day.

**Discretionary Housing Payment (DHP)** – A payment that may be made at the discretion of the Council to help assist a resident with their housing costs.

**Duty to Refer** – Was introduced by the Homelessness Reduction Act 2017. Certain organisations are imposed to refer persons who are threatened with homelessness or who may already be homeless to local authorities. (Note: 'Commitment to Refer' has been adopted by other bodies that are not imposed to refer persons at threat of homelessness but do so voluntarily).

**E Extra Care** – Specialist housing that offers care and support services on-site, generally for those aged 55+. Care levels are usually higher than sheltered accommodation.

**H Homelessness** – a household has no home in the UK or abroad that is available and reasonable to occupy, therefore rendering them homeless or at threat of homelessness.

**Homelessness Reduction Act 2017** – Legislation introduced to amend the legal duties placed on local authorities with an emphasis on earlier targeted homelessness prevention.

**Housing First** – Is a housing and support approach that offers settled accommodation to homeless persons with complex needs and a history of repeat homelessness in which they then subsequently address other support needs.

**K Keyworker Accommodation** – Accommodation let to essential service public sector employees, usually at a discount of 10-20% off market rates.

**Knowle Green Estates** – A company wholly owned by Spelthorne Borough Council, set up to manage residential accommodation within the borough.

**L Local Housing Allowance (LHA)** – These rates are used to calculate a tenant's entitlement for Housing Benefit or Universal Credit housing element. These levels are set by the Government and should be based upon the 30th percentile rents in the local area.

**P Pathway Plans** – A detailed support plan developed for persons deemed vulnerable.

**R Registered Provider (RP)** – Provider of social housing. For example, A2Dominion is a Registered Provider and owns the majority of social housing stock in Spelthorne.

**Rough Sleeping** – People sleeping, about to bed down or actually bedded down in the open air. Rough sleepers may also be people in buildings or other places not designated for habitation (such as stairwells, barns, sheds, car parks, vehicles, derelict boats, stations, or makeshift shelters often comprised of cardboard boxes).

**S Sanctuary Scheme** – Where suitable, the scheme aims to create a 'secure sanctuary' for victims of domestic abuse by enabling property adaptations to existing accommodation.

**Sheltered** – Accommodation which usually comprises of self-contained units with some shared communal spaces. Schemes are generally designed for those aged 55+.

**Social Housing** – rent is set at 50-65% of market rents. Modern schemes link to the income of local people (with rents set at a % of total income).

**Spelthorne Rent Assure Scheme** – A two year rent guarantee scheme for private sector landlords.

**Supported Housing** – Accommodation that offers additional support. This type of accommodation is not usually age restricted, but specific schemes may be designed for residents with specific needs (i.e. alcohol, mental health).

**SWEP (Severe Weather Emergency Protocol)** – Aims to prevent rough sleeping during extreme cold or hot weather.

**T Temporary Accommodation** – Accommodation offered to homeless households who are subject to some form of duty under homelessness legislation. In Spelthorne, this is likely to be a 6 month tenancy of one of A2Dominion's properties.

**U Universal Credit** – Assists with living costs and replaces six benefits by merging them into one monthly payment. Universal Credit replaces Child and Working Tax Credits, Housing Benefit, Income Support, Jobseekers Allowance, and Employment Support Allowance.