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Importance of Support Plans

1. Under the terms of the “License to Occupy” Agreement, Support Plans set out the support that:
 - Transom Trust needs to give to their Licensees/Residents;
 - the Residents have agreed, & need, to engage with;
 - ultimately aims to enable the Resident to live independently.
2. Placing a Residents in a property is simply the start. The support the Resident receives is what really determines the success of the ministry we are engaged in. As always, prayer needs to be the foundation for any ministry.

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3. Local Authorities look at the evidence provided by the Support Plan & Contact Logs to determine a Resident's continued entitlement to Housing Benefit (the basic amount), plus an additional component relating to supported accommodation (which helps Transom Trust maintain its properties).
4. Support Plans provide structured & valuable content for contacts:
 - made with Residents on a relational basis;
 - & recorded in Contact Logs (see separate guidance on Contact Logs).
5. Support Plans are designed to:
 - be accessible & engaging;
 - focus on meaningful & sustainable outcomes;
 - improve the identification & planning of actions;
 - enable, support & measure change;
 - be empowering (done with, not to).

Pastoral Support volunteer role

6. The responsibilities of the role are to:
 - provide housing-related support to Residents to enable them to maintain their license agreement, & to achieve their goal to live independently;
 - identify Resident's support needs &, agree with them a support plan that ensures their needs are met;
 - encourage & support Residents to live as fully & independently as possible within the local community – providing appropriate: information; emotional, organisational & practical support; & training;
 - help Residents understand the house rules as set out in their license agreement (experience shows that this is an area where most license breaches occur);
 - help Residents budget & manage their money (eg: support to open a bank account, & set up a direct debit to pay their resident service charge to TT (in line with their license agreement));
 - help Residents make the best use of their time now they are housed (& no longer part of a street community) – eg: organised sport or other exercise (Seaview run Bowls, & Football activities);
 - support Residents to secure & undertake voluntary work of an appropriate type;
 - help Residents access other training opportunities & paid work;
 - carry out assessments as & when necessary due to the changing needs & aspirations of the Resident;
 - ensure compliance with TT's policies & procedures;
 - organise & provide appropriate support for residents preparing to move onto greater independence, including support through the move & resettlement into their new home;
 - contribute to the protection of Residents from abuse, & support them when they are distressed;
 - liaise with other housing, health & social care professionals, plus benefits, welfare & advocacy agencies, & other landlords as needed;

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- make personal contact with Residents for 2 hours per week, making timely entries in the Contact Log;
- liaise with other pastoral support volunteers, Operations Manager & Trustees, so that the volunteers feel part of a bigger & supportive team.

Understanding & agreeing the License

7. The first task in drawing up a Support Plan is to ensure the Resident fully understands the requirements of the License Agreement, even if they have gone through & agreed it as part of the New Resident process.
8. Ensure the Resident understands the:
 - the terms and conditions of this license;
 - the roles, duties & responsibility of each party to the license;
 - consequences of non-compliance with the terms of the license (see “What happens if Residents fail to engage with their support” in para 28 to 31 below).

Support Plan Template & Example

9. These two documents are available via Transom Trust’s Google Drive account using this link (left click & Ctrl on your keyboard): [reuploaded it into this folder](#) .
10. Support Plans should be completed using TT’s 2026 Support Plan (based on the Green Pastures model) AND the Support Plan for a current resident (it is useful to use the Support plan for the last new resident).

Identifying Needs

11. Support Plans are based on the needs of the Resident (ie a vulnerable person). It is acknowledged that some Residents may have had issues for decades. They may need support, friendship & care over a longer term period to help them develop & change as people, & progress to independent living.
12. Identifying & putting a Resident’s needs on paper may therefore be the most difficult part of completing & using a Support Plan. It may take more than one meeting to devise a comprehensive Support Plan (as no needs are ever too small & the Resident may find the process challenging).
13. A Resident’s needs must be:
 - specific & explained (with reasons);
 - based on the 14 Support areas/items listed in the “License to Occupy” Agreement – **see Annex A** (which also gives examples of the Goals appropriate under each Support area).
14. Identify a Resident’s needs by:
 - taking into account the Resident’s Referral form – ie: the “Summary Of Needs and Support Needed section;

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- “digging-deep” with questions to the Resident about their life experiences - eg: why they think like they do, what support do they need & why? Questions can be asked under each of the support areas;
 - if needed, ask questions based on the following 7 related areas:
 - Self-care & living skills;
 - Motivation & taking responsibility;
 - Managing accommodation;
 - Health – physical & mental/emotional;
 - Social networks & relationships;
 - Use of time;
 - Managing money.
15. Ensure all needs are recorded, even if they need prioritising. Some will need to be addressed at a later date, or over a longer timescale. Less complex needs may be met over a shorter timeframe, meaning that the Resident & Pastoral Support volunteer can then move onto meeting another need, while still keeping an eye on the overall picture.

Completing the Support Plan

16. TT's Operations Manager completes a new resident's first Support Plan, which has to be completed in full (covering all 14 support areas). The Resident's Personal Information, History, Employment history & Summary of Needs are all based on the information already set out in their Referral form (which is designed to make the Support Plan process as easy as possible). The Summary of Key Support Areas are already prescribed/set.
17. The Support Plan (Needs & Goals section) lists:
- the 14 Support areas listed in the “License to Occupy” Agreement;
 - the Needs of the resident under each Support area (based on the “Summary of Needs” in their Referral form);
 - the Goals that a resident agrees – as needing to be achieved to address their needs under each Support area. Goals need to be agreed with the Resident & SMART – ie:
 - Specific;
 - Measurable;
 - Achievable;
 - Relevant;
 - & Timebound (can be achieved by a Support Plan review date).
18. It may be easier if each Goal has its own row. This makes it easier for Pastoral Support volunteers to complete, review & update the Support Plan (eg: by recording Progress & Outcomes for each Goal).

Reviewing Support Plans

19. TT must review & agree an updated Support Plan with each resident every 6 months. TT's Operations Manager drafts the updated Support Plan based on all the Contact Log entries over the last 6 months. Based on experience, it is TT practice to draft an updated Support Plan as a new document, based on the last one (rather than trying to update an existing document).
20. Type updates in bold to help readers identify new content, including Progress & Outcomes. Reviews should be focussed on:
 - what the Resident has achieved – completing or adding to the **Progress & Outcome** column;
 - & what they still need to do – adding or updating any **Needs** or **Goals** as necessary.

Pastoral Support Team role

21. TT's Operations Manager will e-mail &/or provide hard copies of the draft updated Support Plan to the pastoral support volunteer to progress with their resident. The pastoral support volunteer will:
 - first check through the updated Support Plan to identify any changes to the Support Plan before it goes to the resident (as they best know their resident). Any changes only apply to the Needs & Goals table - as the sections before that table are historic/set by the Referral form;
 - meet with their resident to hand over the Support Plan & agree a timescale (eg: 1 or 2 weeks) that enables the resident to carefully read through it & identify changes before meeting to agree the Support Plan;
 - agree the Support Plan with the resident -by both signing & dating the relevant Review boxes on the last page of the Support Plan;
 - once the Support Plan is agreed, pass the hard copy back to TT's Operations Manager, who will:
 - update the Support Plan with changes & scan of the Review boxes;
 - provide e-mail or hard copies of the Support Plan to the pastoral support volunteer & resident;
 - save & upload the Support Plan to TT Google Docs;
 - e-mail it to the relevant local council Housing Benefits Team.
22. When completing the **Progress & Outcome** column, use the following simple format – eg:
JUNE 2026
Progress
Type progress – one or two lines on how the Resident has developed: as a person &/or licensee; his confidence &/or life skills

Outcome
Type outcome – one or two lines on what the Resident has achieved as a result of his progress

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23. For examples of an **Updated Support Plan** – see the Support Plan for a current resident (it is useful to use the Support plan for the last new resident).

Ongoing Support

24. **Annex B** lists other types of ongoing support that Pastoral Support volunteers can give to Residents. A variety of these & other examples add up to the Resident being appreciated & valued. This means the Resident is far more likely to settle in well, develop & see fruit in their lives.

Financial support

25. Pastoral Support volunteers are not expected to give financial support to Residents. However, exceptional situations may arise when Transom Trust needs to provide Residents with a small amount of cash help to supplement their support (eg: to cover specific items such as phone top up charges to ensure contact; lunch on the day of a move; small cash in hand if resident has no money awaiting benefit pay day etc).

However:

- this must be done with the agreement of TT's Finance Manager (who may have recourse to grant funding that covers a resident's emergency expenses);
- & it must be made clear to the Resident that cash help will not be ongoing & that Foodbank items (food, toiletries & cleaning items) can be arranged to meet urgent needs. TT do not want residents to be dependent on them for money.

Additional help for Pastoral Support team

26. Green Pastures provide a range of additional guidance for Pastoral Support teams covering specific issues & situations relating to supporting Residents. The following guidance can be accessed via Transom Trust's Google Drive account using this link (left click & Ctrl on your keyboard): [reuploaded it into this folder](#) .

- **What to do When** – covering specified issues relating to benefits, the property & the Residents themselves;
- **Street Sheet** (for Street Pastors) - which lists the Agencies to which the Residents could be referred for help;
- **Supporting Your Residents Training** – with tips on:
 - preparing for visits to Residents;
 - dealing with pastoral issues;
 - sharing Jesus & inviting Residents to events (also see paras 26 & 27 below);
 - & identifying the life skill training they may need;
- **Budgeting Training for Residents** – to help them draw up & follow a practical personal budget;
- **Finding Employment** - advice & tips on helping the Resident get back into paid work, or volunteering.

Interacting with other Support Agencies

27. Support areas listed in the License/Support Plan refer to interactions with other Support Agencies. Pastoral Support volunteers may be involved in:
- ensuring Residents continue links with Support Agencies they are already receiving support from;
 - identifying & sign-posting Residents to new Support Agencies;
 - ensuring Residents attend appointments on time & take up the additional opportunities those Support Agencies provide;
 - accompanying Residents to appointments & sessions;
 - building relations with other Support workers, which help fulfil the Pastoral Support volunteer role, & progress the aims of TT;
 - identifying how TT & the Support Agency can work together to benefit the Resident, without the Pastoral Support volunteer duplicating effort;
 - getting relevant feedback from the Support Agencies to update the Resident's: Support Plan & Contact Logs (with progress, outcomes & times).

Helping Residents find paid employment

28. The first thing to consider is whether the Resident is ready to go back to work. It may be that before a Resident can actively seek work, some other issues need dealing With – eg: anger management, personal hygiene, time-keeping etc. Before devising any action plan, work out the Resident's readiness for employment journey.
29. If the Resident is ready for work, the Green Pastures guidance on **Finding Employment** provides advice & tips on helping the Resident get back into paid work, or volunteering. The **DWP Contact list** provides a useful list of job search sites. Both sources of information are available via this link (left click & Ctrl on your keyboard): [reuploaded it into this folder](#) .
30. Job Centres may be the main way Residents get back into work, but Pastoral Support volunteers may be involved with:
- CV writing, interview practice or providing character/personal references;
 - sign-posting the Resident to other support agencies – eg: ESTAR & the Re-Work Employability Programme ran by Holy Trinity Hastings;
 - using local networks to help the Resident find work, & acting as their advocate with initial introductions or phone calls etc.

Impact on benefit

31. When a Resident starts earning, their income will affect any benefit they are receiving. There are tools available (eg the "Better off calculation"), which CAB & the Job Centre use to determine the impact of earnings on benefit entitlement. Pastoral Support volunteers should not do this calculation for our Residents – instead, they should be signposted to CAB or the Job Centre.
32. A Resident may become self-employed & submit earnings to the Job Centre to adjust their benefit. As this process is always done in arrears, the Resident will need to be mindful that – if they stopped earning – they may be left with a period with only reduced benefit to live on.

Sharing Jesus with Residents

33. TT is a Christian Charity, & its Pastoral Support volunteers all have a Christian faith. Pastoral support volunteers are free to share their faith with Residents in a variety of ways within the context of “friendship evangelism”, & taking into account the Residents are vulnerable people. Transom Trust have a Safeguarding Vulnerable Adults policy in place – available via this link (left click & Ctrl on your keyboard): [Safeguarding-of-vulnerable-adults-policy](#)
34. As landlords, TT need to ensure that we do not abuse our relationships with our Residents, as they may feel obliged to show an interest in the Christian faith. All we can do is explain our role, & provide opportunities for Residents to engage with conversations about faith or life within a local church. Ultimately, however, the choice to so engage is for the Residents to decide for themselves.
35. Often Residents will have had some contact with Christian organisations in the area that support the homeless, & this often opens the door for questions & conversations. Green Pastures provide a range of guidance for Pastoral Support teams on sharing their faith with Residents. The following guidance can be accessed via TT’s Google Drive account using this link (left click & Ctrl on your keyboard): [reuploaded it into this folder](#) :
- **Christian witness to Residents;**
 - **Inviting non-Christian Residents to events** – incorporating Residents into church ministries & activities;
 - **Interested in Faith & Follow-up** – ways that the local church can care for & support Residents;
 - **Discipleship courses, Bibles & resources** – tips on how to approach these courses & resources;
 - **Christian Rehabs** – an overview of two of the UK’s most substantial Christian abstinence based rehabilitation centres for tackling alcohol & drug addiction.

Helping Residents get free from substance abuse & other addictions

36. To be considered for Transom Trust accommodation, referrals MUST NOT have an active substance (drug and/or alcohol) dependency (even if they are engaging in a recovery programme).
37. Pastoral Support volunteers are not expected to deal with the complexities associated with helping Residents get free from substance abuse & other addictions. If any substance misuse issues arise during a Resident’s license, Pastoral Support volunteers should seek advice from **TT’s Operations Manager (who, in turn will seek the direction from the TT Trustees)**. Advice on drugs, controlled substances, how to spot the signs, the law, or finding local recovery programmes etc is available from the following organisations:

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- Hastings STAR - <https://www.changegrowlive.org/star-drug-alcohol-service-east-sussex/hastings>
- Talk to Frank - <https://www.talktofrank.com/>

38. If a Resident is seriously ill due to taking drugs - call 999. If it is not an emergency but they need medical attention outside of normal hours - call NHS Direct on 111 who will advise accordingly.

What happens if Resident fails to engage with their support?

39. If a Resident fails to agree having a Support Plan in place, they will not progress through the New Resident process.

40. Once a Support Plan has been agreed, & following a review period if a Resident starts to not engage with their Support Plan Pastoral Support volunteers can feel discouraged &/or frustrated. TT's Operations Manager is available to talk through any issues. However, TT need to follow a process to ensure we have done everything we can do to support the Resident even if they fail to engage. This starts with arranging a specific meeting with the Resident to:

- firmly remind the Resident that engaging with their Support Plan is part & parcel of living in supported accommodation, & a requirement of their license;
- find out how they feel about their Support Plan & whether they could be better or differently supported (& how)? Advice can be sought from TT's Operations Manager on any issues that arise;
- ensure the Support Plan is relevant & up-to-date;
- set a review date by which the Resident has to show their engagement with recordable progress & outcomes.

41. If the Resident feels that they no longer require the support that is being provided, it may be time to help them move on to independent living. It is important for the Resident to know that as it does not mean they have to cut contact with their Pastoral Support volunteer. However, the support offered will decrease & can be offered on a more reactive basis.

42. If the Resident fails to attend the meeting in para 40 above ... or... by the set review date, the Resident has continued to fail to engage with their Support Plan.... discuss the matter with TT's Operations Manager who will refer the matter to the Trustees to decide whether to apply Transom's Non-engagement policy & procedure. This can involve issuing two warnings followed by the ending of a license.

**The 14 Support Items listed in the “License to Occupy” Agreement
(with examples of relevant Goals)**

- 1 **General Counselling and Support**
 - Explaining the License and supported living journey
 - Physical, Emotional, Mental Health – registering with a GP and Dentist
 - Managing my own food and maintaining a healthy diet
 - Social Interaction and community living - to grow in confidence meeting new people and building good relationships with my flatmates and neighbours
- 2 **Managing Money** - Budgeting and debt counselling
 - To pay rent every month, keep out of debt, and have enough money to cover priority needs
- 3 **Life Skills** - Shopping and Errands
- 4 **Life Skills** - Relationships and Neighbour Disputes
 - To be a good neighbour, and learn how to manage issues with other residents or neighbours
- 5 **Life Skills** - Helping the residents use their domestic equipment & appliances, & support with minor repairs
 - To use appliances/devices appropriately and safely
- 6 **Life Skills** - Encouraging meaningful activity, and engagement with welfare agencies
 - To be able to contact agencies and professionals when needed, and also attend appointments;
 - To plan time so that resident has positive and enjoyable activities to participate in.
- 7 **Life Skills** - Helping residents with benefit claims and other occupancy related calls, letters and e-mails etc
- 8 **Life Skills** - Arranging adaptations to help residents with their disabilities
- 9 **Managing a Licence Agreement** - Property Care
 - Taking responsibility for matters such as bin collections, keeping communal areas/garden/yard tidy
- 10 **Managing a Licence Agreement** - Health and Safety in the Property
 - Understanding fire safety procedures, how to prevent fires, and what to do in an emergency (including water or electrical issues)

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- 11 **Managing a Licence Agreement** - Security of the property due to the residents' support needs
 - Understand responsible use of keys; what to do if resident loses them; and security and access procedures for the accommodation
- 12 **Managing a Licence Agreement** - Helping resident clean rooms and windows
 - Making the bedroom a good place to be; using cleaning equipment; and changing bedding weekly
- 13 **Managing a Licence Agreement** - Controlling access to the resident's home]
 - To be in control of who comes into the house, and keep to the house/Licence to keep everyone safe
- 14 **Move On Support** - Resident ready to live more independently, but needs help to achieve this.

Other types of ongoing support that Pastoral Support volunteers can give to Residents

1. A friendly chat & a listening ear over a cup of tea & sharing a meal together
2. Practical help with phone calls & correspondence to Housing Benefit etc
3. Praying regularly for the Resident, & offering to pray with the Resident
4. Accompanying Resident to appointments
5. Transport Resident to appointments or an event they just can't otherwise get to
6. Inviting residents to church
7. Helping the Resident with budgeting through a short Christians in Poverty course
8. Helping the Resident keep the house tidy by setting up a cleaning rota
9. Assisting Resident into voluntary work
10. Assisting Resident into employment
11. Invitation to an Alpha course or something similar
12. Fortnightly cleaning at the house by volunteers
13. Delivering or taking away furniture
14. Having a Resident over for a meal at your house
15. House outings – eg: to a cinema or bowling trip or a day out to a park or local attraction.
16. Introducing Resident to other people in the community
17. Acting as a peacemaker for domestic disputes
18. An understanding of where the Resident is today & how far they have developed since they started in the property