

**OXFORD  
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HOMES**

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# Action Plan - Housing, Homelessness and Rough Sleeping Strategy 2023 to 2028

**Building a world-class city for everyone**



# Priority 1

**Providing more, affordable homes**



What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
<p><b>Increase the rate of affordable housing development, including Council homes through the affordable housing supply programme</b></p>	<p>Build over 1,600 affordable, high quality and energy efficient homes through OX Place, the Council and housing association partners.</p>	<p>Continue to make good progress towards the target of delivering 1,600 high quality and energy efficient homes.</p>
	<p>Deliver over 850 affordable homes available at a social rent, delivered by OX Place, the Council and housing association partners.</p>	<p>Continue to deliver affordable homes at social rent to meet target of 850 by March 2026.</p>
	<p>Ensure significant investment from the Council's Housing Revenue Account goes into the development of new affordable homes during the strategy period.</p>	<p>Ensure the investment of Housing Revenue Account (HRA) funds are in line with the HRA Business Plan and contributes towards the number of affordable homes that become available in the city.</p>
	<p>Take available steps to secure and deploy public investment where this is available to make further affordable housing development viable in Oxford and Oxfordshire, including Homes England funding and wider infrastructure funds.</p>	<p>Bid for relevant funding when available, including an estimated seven bids where funding has already been announced.</p>
	<p>Offer support and partnership to developers, landowners, social landlords and community-led housing groups to encourage delivery of new affordable homes.</p>	<ul style="list-style-type: none"> <li>■ Enhance our partnerships with housing associations by establishing regular meetings to discuss feasibility of development.</li> <li>■ Proactively engage with landowners about potential developments on sites.</li> <li>■ Continue to review land supply for affordable housing development as part of the Local Plan.</li> </ul>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
<p><b>Increase the rate of affordable housing development, including Council homes through the affordable housing supply programme</b></p>	<p>Explore options and feasibility of developing small and adjoining sites.</p> <hr/> <p>Support and encourage the use of factory-built housing and modular construction.</p> <hr/>	<ul style="list-style-type: none"> <li>■ Initial feasibility assessment carried out for a number of small sites across the city.</li> <li>■ Develop an approach for the development of small and adjoining sites.</li> </ul> <hr/> <ul style="list-style-type: none"> <li>■ Start on-site with a modular contractor for at least one OX Place development.</li> </ul> <hr/>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
<p><b>Increase the rate of affordable housing development, including Council homes through the affordable housing supply programme</b></p>	<p>Work to ensure that new affordable homes delivered meet established and projected housing need.</p>	<ul style="list-style-type: none"> <li>■ Monitor and update housing need in relation to affordable housing in the city, e.g. size, tenure, location, number of units etc.</li> <li>■ Senior Housing Management team to continue with regular reviews of housing needs data and delivery forecasts, to influence affordable housing supply, ensuring demand and the Council's priorities inform the supply of affordable accommodation, including the accommodation delivered by OX Place and our partners.</li> <li>■ Using need for affordable housing to drive development in the city and spend of Housing Revenue Account funds.</li> <li>■ Ensure that steps are taken to meet high demand of certain affordable housing types, such as one-bedroom properties.</li> <li>■ Monitor the effects of First Homes requirements as per national legislation in new developments on the local development of one-bedroom social rented properties. Consider effects and potential mitigations.</li> <li>■ Review outstanding actions from the Older Persons Review, and make progress to complete relevant actions.</li> </ul>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
<p><b>Provide homes for those struggling in the Oxford housing market</b></p>	<p>Deliver shared ownership programme.</p>	<p>Deliver shared ownership properties as part of our commitment to deliver 1,600 affordable homes by the end of March 2026.</p>
	<p>Continue to bring empty homes back into occupancy.</p>	<ul style="list-style-type: none"> <li>■ Continue to work with and support property owners to bring properties back into domestic use.</li> <li>■ Where possible and appropriate, take stronger enforcement action on property owners.</li> <li>■ Continue joint working with Aspire to explore the use of social investments to bring long-term empty properties back into use as part of a pilot project.</li> </ul>
	<p>Review and refresh the Council's Tenancy Strategy.</p>	<p>Review and develop a new Tenancy Strategy to replace our 2018-23 strategy.</p>
	<p>Use Right to Buy receipts and borrowing in the Housing Revenue Account to purchase properties for social rent for people on the housing register.</p>	<p>Monitor Right to Buy sales and develop plans for spending receipts. Once plans have been developed, purchase properties in line with these plans.</p>
	<p>Lobby central government to introduce controls around the short-term let market.</p>	<p>Continue to respond to relevant government consultations and use opportunities to influence in order to openly share the Council's position so that we can help guide policy making.</p>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
<b>Provide homes for those struggling in the Oxford housing market</b>	Take appropriate action where a house has changed into short-term let / holiday accommodation without the correct planning permission.	<ul style="list-style-type: none"><li>■ Continue to investigate alleged breaches of planning permission on short-let use.</li><li>■ Where breaches are identified, take appropriate action to resolve the breach.</li><li>■ Prepare to implement registration scheme for short-term lets, as per the Levelling Up and Regeneration Act; work closely with owners in the city to support them to understand and operate within the new legislation.</li></ul>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
<p><b>Work better with our housing delivery partners and neighbouring councils</b></p>	<p>Work with neighbouring councils to support the delivery of a number of developments in Oxfordshire.</p> <hr/> <p>Support and identify opportunities for community-led housing developments.</p>	<ul style="list-style-type: none"> <li>■ Agreements and arrangements for allocation of social housing in Districts made with Cherwell District Council.</li> <li>■ Establish effective monitoring to ensure that new developments are being allocated to Oxford residents in housing need.</li> </ul> <hr/> <ul style="list-style-type: none"> <li>■ Continue our engagement with community groups and community land trusts.</li> <li>■ Progress community-led housing projects on garage sites identified through work funded by the Housing Advisers Programme.</li> <li>■ Through our work to develop an approach to develop small sites, identify suitable sites for community-led housing.</li> <li>■ Identify and secure suitable funding to progress feasibility stages for community-led housing on identified small sites.</li> </ul>



**Priority 2**

**Great homes for all**



What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
<b>Improve the quality of accommodation in the private rented sector</b>	Continue to deliver the property licensing schemes (HMO and selective) across the private rented sector.	<ul style="list-style-type: none"> <li>■ Ensure that the majority of applications for property licences are processed and licences issued.</li> <li>■ Continue the work of investigating unlicensed properties incorporating the selective licensing scheme.</li> <li>■ Progress the enforcement of non-compliance with the selective licensing scheme.</li> </ul>
	Reduce the number of privately rented homes that contain serious home hazards.	<ul style="list-style-type: none"> <li>■ Continue inspections of properties where we have been notified of hazards.</li> <li>■ Continue with our proactive inspection programme of HMO properties and introduce proactive inspections for properties with a selective licence.</li> <li>■ Ensure compliance using education and enforcement of all appropriate legislation in accordance with the Council's Enforcement Policy.</li> </ul>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
<p><b>Continue to deliver investment into our Council homes</b></p>	<p>Develop a programme of rolling annual stock condition surveys.</p>	<p>Continue programme of rolling stock condition surveys that incorporate Building Surveys, Structural/Concrete surveys, Energy &amp; Sustainability (Energy Performance Certificate, EPC) and Building Compliance &amp; Safety (Fire, Water, Asbestos) to ensure all aspects of Property Management is included in investment programmes or major works projects.</p>
	<p>Use stock condition surveys to ensure a consistent and updated asset management strategy is in place and provides a coordinated plan for maintenance, investment, regeneration and carbon reduction work.</p>	<p>Develop and implement Asset Management Strategy, reviewing and refreshing the stock data.</p>
	<p>Invest £51m into Council homes in line with our asset management strategy.</p>	<p>Develop and deliver an investment programme for our existing stock, informed by the stock survey.</p>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
<p><b>Provide quality, timely and responsive services to Council tenants, with high level of tenant satisfaction</b></p>	<p>Establish a transformation programme of our Landlord Services, leading to improved services for our tenants, including ensuring all our tenant and leaseholder related activities are resourced sufficiently to comply with the Social Housing Act.</p>	<ul style="list-style-type: none"> <li>■ Complete a transformation programme of Landlord Services, with a focus on the provision of quality service with high levels of tenant satisfaction and compliance with Social Housing Act and regulatory standards.</li> <li>■ Finalise staffing structure of Landlord Services to reflect findings and recommendations from transformation work, ensuring that teams are sufficiently resourced to meet new obligations under the Social Housing Act.</li> <li>■ Implement new structure, completing any required recruitment to vacant posts.</li> </ul>
	<p>Deliver a new integrated and locality-based way of working to deliver services to our communities.</p>	<p>Continue to build our locality-based approach, including bringing in new Council teams and working better across other statutory bodies.</p>
	<p>Repair services delivered are excellent and informed by:</p> <ul style="list-style-type: none"> <li>- making repairs at our tenant’s convenience;</li> <li>- make the fix first time;</li> <li>- staying fixed.</li> </ul>	<p>Continue to embed and evaluate new ways of working, e.g. the use of new software for tenants to book/re-schedule appointments.</p>
	<p>Provide effective and timely response to tenants impacted by anti-social behaviour.</p>	<ul style="list-style-type: none"> <li>■ Ensure complaints in relation to anti-social behaviour are responded to within three working days.</li> <li>■ Support complainants and perpetrators to resolve the anti-social behaviour.</li> </ul>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
<p><b>Provide quality, timely and responsive services to Council tenants, with high level of tenant satisfaction</b></p>	<p>Use a combination of annual tenant and leaseholder surveys, and transactional surveys to gain feedback on our services to inform service development and improvement.</p>	<ul style="list-style-type: none"> <li>■ Continue to improve our digital offer to tenants to deliver improved communications and engagement. Seeking feedback to make changes in how we deliver our services in real time.</li> <li>■ Implement new processes and procedures for recording all complaints on the Council's housing management system.</li> </ul>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25(Year 2)
<b>Improve tenant engagement and tenant involvement to enhance accountability and put tenants' views at the heart of decision-making and service development</b>	Establish refreshed aims and purpose for our tenant engagement and involvement activities.	Implement a new Tenant and Leaseholder Involvement Strategy and accompanying action plan.
	As part of the Tenant and Leaseholder Strategy, establish a scrutiny function that allows tenants to better hold the Council and Oxford Direct Services (ODS) to account and to influence outcomes.	<ul style="list-style-type: none"> <li>■ Establishing defined aims and developing a scrutiny function to enhance accountability and ensure that tenants' views inform service delivery.</li> <li>■ Design and implement a tenant and leaseholder advisory board, to serve as a scrutiny function to hold the Council &amp; Oxford Direct Services to account.</li> </ul>
	Ensure that tenants and leaseholders involved in engagement and involvement activities better reflect the geographic spread and demographic makeup of our Council tenants as a whole.	Development and implementation of a new Tenant and Leaseholder Strategy, incorporating this and in line with the Council's Equality, Diversity and Inclusion Strategy.
	Release and publish results against the new national tenants' consumer standards under the Social Housing Act.	<ul style="list-style-type: none"> <li>■ Respond and develop a process for publishing results, in line with statutory requirements.</li> <li>■ Appoint a senior person within the organisation to be responsible for new consumer standards.</li> </ul>

# **Priority 3**

## **Housing for a net zero carbon future**

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
<b>Improve standards for new Council homes built in the city</b>	New homes built by OX Place are net zero carbon for energy use in the properties (regulated operational energy) by 2030.	OX Place to produce a plan to meet this deadline date.
	Homes built by OX Place have carbon emissions levels for new homes that are 40% below national standards (Building Regulations 2021).	OX Place designing and building homes to meet or exceed the level stated.
	Homes built by OX Place use electricity only and are heated through low carbon means such as air source heat pumps.	OX Place designing and building homes to be electricity heated, usually with air source heat pumps.
	Build as far as possible using a 'fabric-first' approach (as per Zero Carbon Action Plan).	Design / build homes with fabric-first approach.
	Tackling the performance gap (the disparity between energy consumption predicted in design stage of a building and the energy use when in actual operation) and preventing any performance issues with new technologies by using an innovative energy quality assurance service. This provides checking, training and testing throughout the full design and construction phases of development.	Using Energy Quality Assurance service on all / majority of dwellings.



What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
<b>Invest to decarbonise our Council homes</b>	<p>Ensure a consistent and updated asset management strategy is in place and provides a coordinated plan for maintenance, investment, regeneration and carbon reduction work for Council properties.</p>	<p>Continue to invest in energy efficiency and decarbonisation measures for Council homes. Completion of Social Housing Decarbonation 2.1 project in 2024/25.</p>
	<p>Tie energy efficiency works into other planned maintenance programmes to ensure a coordinated and less disruptive approach to delivery, improving tenant experience.</p>	<p>Develop and implement a plan for how we will deliver works to properties, including programmes for alternative heating installation across the stock.</p>
	<p>Work with tenants to agree and implement a programme of energy efficiency measures that will see tenants' energy use reduce, with the aim of reducing the number of tenants refusing energy efficiency improvements.</p>	<ul style="list-style-type: none"> <li>■ As part of the Social Housing Decarbonisation Fund (SHDF) wave 2.1 bid, work with tenants to develop an approach and lessons learned.</li> <li>■ A full handover and demonstration will be carried out with tenants on completion of works.</li> <li>■ Engagement Strategy in place.</li> </ul>
	<p>Continue to bid for central government funding to fund our work to increase energy efficiency for our housing stock.</p>	<p>Bids for SHDF and other sources submitted where they complement planned workstreams.</p>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
<p><b>Work with other landlords, such as Registered Providers and private rented sector landlords to increase energy efficiency, both in existing buildings and new developments</b></p>	<p>Continue to set high standards for energy efficiency / carbon reduction for new built homes through local plan policies including the new Local Plan 2040.</p>	<p>Progress work on new Local Plan 2040 including updated policies addressing carbon reduction in new and existing developments.</p>
	<p>Work with partners to apply for funding and signpost home owners, and tenants and landlords in the private rented sector to funding for energy efficiency and decarbonisation measures to increase efficiency standards for properties.</p>	<ul style="list-style-type: none"> <li>▪ Bid for any other government funding made available to support landlords to fund energy efficiency measures.</li> <li>▪ Actively promote available funding and direct those eligible to apply for such funding.</li> </ul>
	<p>Bring improvements to energy efficiency to the private rented sector by other means.</p>	<ul style="list-style-type: none"> <li>▪ Lobby government for further funding to raise energy efficiency standards.</li> <li>▪ Continue to encourage landlords to be accredited landlords under the Council's Landlord Accreditation Scheme, which includes promoting and encouraging landlords to let properties with good EPC ratings.</li> <li>▪ Work with landlords to meet Minimum Energy Efficiency Standards (MEES).</li> </ul>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
<p><b>Work with other landlords, such as Registered Providers and private rented sector landlords to increase energy efficiency, both in existing buildings and new developments</b></p>	<p>Ensure residents in the city can access consistent and quality energy advice in relation to both property improvements and energy usage.</p> <hr/> <p>Work in partnership with the Zero Carbon Oxford Partnership to trial innovative approaches to different retrofit measures, scale delivery, and share good practice.</p>	<ul style="list-style-type: none"> <li>■ Continue to fund the Better Housing, Better Health service.</li> <li>■ Have an Energy Advice Officer in place with a remit to support owner occupiers and those renting in the private rented sector, to coordinate and support delivery of energy efficiency projects, support compliance on EPC, and support community engagement and outreach work.</li> <li>■ Continue our outreach work via events and partnerships to promote advice and funding opportunities.</li> </ul> <hr/> <p>Continue feasibility work in Oxford to scale retrofit approaches across different building and tenure types.</p>

# Priority 4

**Preventing homelessness and  
adopting a rapid rehousing response**



What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
<p><b>Transform Council services to better prevent and relieve homelessness</b></p>	<p>Complete a transformation of our Housing Needs team (covering homelessness service and the Housing Register) to focus more on prevention and rapid rehousing.</p>	<p>Ensure new teams, new procedures and new ways of working are implemented.</p>
	<p>Ensure a continuous culture of change and service improvement is embedded into Housing Needs.</p>	<p>Continue to embed transformation work across Housing Needs, roll out new team structures and ensure continued culture change within Housing Needs. Review progress after six months.</p>
	<p>Embed a corporate approach to the prevention of homelessness within Oxford City Council.</p>	<ul style="list-style-type: none"> <li>■ Develop and implement a training programme for staff across the organisation.</li> <li>■ Review our corporate governance mechanism for homeless prevention.</li> </ul>
<p>Create a 'One Gateway' to our homelessness services to ensure people seeking our assistance find it easier to navigate the Council's services and get the assistance they need.</p>		<ul style="list-style-type: none"> <li>■ Further develop our online housing applications, with the implementation of applications to join our transfer housing register as well as homeless applications.</li> <li>■ Complete procurement and prepare for implementation of a new Housing Needs Housing System.</li> <li>■ Establish workflows and processes, including referrals to Housing Needs and statutory homelessness services.</li> <li>■ Increase our face-to-face and visiting offer to those who are experiencing homelessness or threatened with homelessness.</li> </ul>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
<p><b>Transform Council services to better prevent and relieve homelessness</b></p>	<p>Make better use of the Council’s data to inform the prevention and relief of homelessness.</p>	<ul style="list-style-type: none"> <li>▪ Regular reviews of Homeless Case Level Information Collection (H-CLIC) data and other internal key data with teams.</li> <li>▪ Using data and information, including reasons for rough sleeping, to better understand why households become homeless or threatened with homelessness and use this to focus and improve our service delivery.</li> </ul>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
<p><b>Focus on tackling homelessness from the Private Rented Sector</b></p>	<p>Establish a dedicated provision to provide upstream homelessness prevention for the private rented sector, which will work with both tenants and landlords, providing mediation and working in close partnership with statutory and support services.</p> <hr/> <p>Complete a review of the Council's private rented sector access schemes, developing and implementing changes needed to ensure that the schemes remain effective and attractive to landlords.</p>	<ul style="list-style-type: none"> <li>■ Ensure new teams, new procedures and new ways of working are implemented.</li> <li>■ Complete review of our private rented sector support function, to ensure that households are effectively supported to remain in their accommodation.</li> </ul> <hr/> <ul style="list-style-type: none"> <li>■ Complete a review of the Council's private rented sector schemes.</li> <li>■ Recommendations are presented and considered for renewal of schemes to ensure schemes are attractive to landlords and offer good quality, and offer stable and affordable accommodation for households.</li> <li>■ Launch invest-to-save pilot, offering an enhanced property management service to landlords</li> </ul>
	<p>Continue to express our support for the abolition of section 21 notices, and when and if the Government Bill is implemented, we will ensure that the Council supports the new rules, landlord obligations and tenants' rights.</p>	<p>When introduced, we will put together an information campaign and work closely with landlords and agents in the city to support them to understand and operate within the new legislation.</p>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
	Prevent homelessness for those being discharged from hospitals by progressing our joint work with health services.	<ul style="list-style-type: none"> <li>■ Continue to work with and support health services in Oxford to enable persons to be discharged from a hospital setting into accommodation without delay.</li> <li>■ Work with health and social care colleagues to seek and secure long term funding.</li> <li>■ Aligning Out-of-Hospital team to Statutory Services, ensuring people get access to statutory homelessness assistance, as well as other support needed.</li> </ul>
<p><b>Work in partnership to prevent homelessness</b></p>	Prevent homelessness for those being released from prison.	Enhance partnership working with prison and probation services, including the provision of new temporary accommodation arrangements and access to accommodation in the private rented sector.
	Work in partnership with supported accommodation providers and housing associations to establish working pre-eviction protocols.	Ensure pre-eviction protocols are updated and implemented.
	Support and deliver refugee schemes, review current schemes and be ready to implement changes with any future government schemes.	<ul style="list-style-type: none"> <li>■ Provide leadership on the Council of Sanctuary Accreditation, ensuring we meet all criteria and retail the accreditation.</li> <li>■ Continue to support Countywide Homes for Ukraine service, with a focus on developing move-on options for individuals exiting the scheme.</li> <li>■ Deliver our corporate commitment to resettle eight families per year for the next five years, to support the government's refugee resettlement schemes.</li> </ul>



What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
	Work with partner organisations to create better customer journeys between Council services and non-statutory services.	Complete mapping of key partnerships and processes to ensure that homelessness prevention work is focused and effective.
	Work with the County Council and providers to help those leaving the Young Persons Supported Accommodation Service to secure appropriate accommodation and make necessary changes to policy and processes to support care leavers.	Continue to work in close partnership with the County Council and support providers to ensure young persons, including care leavers, have access to supported accommodation services when needed and that there are good and sustainable move-on options when leaving supported accommodation.
<b>Work in partnership to prevent homelessness</b>	Improve support to survivors of domestic abuse and deliver good housing outcomes by fully conforming to the requirements of the new Domestic Abuse Act.	<ul style="list-style-type: none"> <li>■ Work towards the Domestic Abuse Housing Alliance Accreditation.</li> <li>■ Continue to deliver the Sanctuary Scheme.</li> </ul>
	<p>Reduce health, housing and care inequalities for people with multiple and complex needs through:</p> <ul style="list-style-type: none"> <li>- Hosting a Making Every Adult Matter (MEAM) coordinator who will facilitate and gather an evidence base, and embed recommendations and learning.</li> <li>- Engaging in shared training and reflective practice across services.</li> <li>- Smart use of data to provide more targeted services.</li> </ul>	<ul style="list-style-type: none"> <li>■ Continue good progress made to implement MEAM approach across services.</li> <li>■ Contribute to a Countywide workforce development programme; develop an offer of training and reflective spaces.</li> <li>■ Work with King’s College London to analyse project evaluation and data; and design services based on evidence.</li> </ul>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
<p><b>Adopt a rapid rehousing response to homelessness</b></p>	<p>Bring together, within the Council structure, move-on from temporary and supported accommodation with placements into social and private rented accommodation, to ensure a coordinated approach to rehousing homeless households.</p>	<ul style="list-style-type: none"> <li>■ Continue to embed transformation across temporary accommodation, to increase move-on and bring down the length of stay in temporary accommodation.</li> <li>■ Review our lettings plan to ensure it is responsive to demands and challenges across the service, in order to bring down families in temporary accommodation.</li> <li>■ Continue to ensure all households accommodated in temporary accommodation have a support and move-on plan.</li> <li>■ Review of the Council's private rented sector schemes completed to ensure there are no barriers for people moving on from temporary and supported accommodation to access these schemes.</li> </ul>
	<p>Make changes to current policy and process to support more rapid move-on from temporary and supported accommodation, and provide support into new permanent accommodation when possible.</p>	<ul style="list-style-type: none"> <li>■ Review of Allocation policies to ensure there are no barriers for people moving on from temporary and supported accommodation to access social housing.</li> <li>■ Complete review of the current Allocations Scheme, using data and best practice on the allocation of social housing.</li> </ul>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
<p><b>Adopt a rapid rehousing response to homelessness</b></p>	<p>Review our use of temporary accommodation stock to make sure it is of good quality, and that the stock we have is the right amount and matches the need of households; and consider adopting a new temporary accommodation standard.</p>	<ul style="list-style-type: none"> <li>■ Use the review and analysis to inform our provision of temporary accommodation in the future, including type and number of units required.</li> <li>■ Continue to explore options for maximising temporary accommodation stock through decommissioning of over-55s accommodation and capital investment schemes.</li> <li>■ Continue to review need and use of temporary accommodation, ensuring that we have enough of the right type of temporary accommodation and reduce the use of nightly-charge accommodation.</li> </ul>
	<p>Complete review of our Allocations Scheme and update our Allocations Policy.</p>	<p>Complete review of the current Allocations Scheme, using data and best practice on the allocation of social housing.</p>
	<p>Work in partnership with other commissioning bodies and registered providers to ensure there are sufficient suitable accommodation options available to meet the need for people moving on from supported accommodation.</p>	<ul style="list-style-type: none"> <li>■ Continue to deliver Housing First units across Oxford.</li> <li>■ Work with housing associations and other partners to ensure there is sufficient availability of suitable housing.</li> </ul>

**Priority 5**

**Ending rough sleeping**



What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
<b>Implement the Countywide Oxfordshire Homelessness and Rough Sleeping Strategy</b>	<p>Work with and support the Oxfordshire Homelessness Alliance and commissioning partners to ensure that service provision and access to accommodation is transformed in line with the Countywide strategy, including moving to a housing-led and more person-centred approach.</p>	<ul style="list-style-type: none"> <li>■ Agree a clear plan to deliver the transformation and work with the Alliance leadership team to support the further development and delivery of this transformation plan.</li> <li>■ Begin negotiation work for Oxfordshire Homelessness Alliance 2025-26 budget and contract.</li> </ul>
	<p>Aligned to the Countywide strategy, together with partners, review commissioning and contract management of supported services ensuring choice and variety is maximised, both in terms of accommodation and support provision.</p>	<ul style="list-style-type: none"> <li>■ For all services commissioned by Oxford City Council outside of Alliance arrangements, services will be regularly reviewed to ensure they are aligned and deliver a housing-led approach.</li> <li>■ For all services commissioned under the Alliance, work with partners to set up and support contract management.</li> </ul>
	<p>Work with Oxfordshire District Councils and registered providers to ensure that the commitment to provide one-bedroom properties for those moving on from supported accommodation is met across the County.</p>	<p>Continue to work across the Countywide structures to tackle the undersupply of one-bedroom accommodation across Oxfordshire. Develop a package of measures all Councils and ICB can agree to, to increase the supply for accommodation for single people.</p>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
<p><b>Maximise funding and raising profile</b></p>	<p>Continue to work closely with relevant government departments such as DLUHC to ensure that we have access to future funding opportunities, and have good working relationships so that we can lobby for change if necessary.</p> <hr/> <p>Work with commissioners of supported accommodation operating in the city to ensure that as much as possible is provided through registered providers, who are subject to more regulation and impose less costs on the Council through reduced housing benefit subsidy.</p>	<ul style="list-style-type: none"> <li>■ Continue to engage with DLUHC to agree a new financial settlement from April 2025 onwards.</li> <li>■ Where other funding becomes available, bids submitted to these as well.</li> </ul> <hr/> <p>Continue to work across Council departments and organisations providing supported housing in the city to support this aim.</p>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
<p><b>Provide the right service at the right time</b></p>	<p>Continue to deliver services based on the principles of Somewhere Safe to Stay in the city, to ensure that people do not have to sleep rough before they are offered assistance.</p>	<p>Review arrangements and services to ensure that the right level of provision is available across the Alliance.</p>
	<p>Facilitate access to appropriate health and care services for those who are in need.</p>	<p>Conduct regular reviews / contract monitoring of services commissioned as part of the Oxfordshire Homelessness Alliance to ensure that all persons using services are assisted and offered access to relevant services as needed, such as health, mental health, substance misuse and care services.</p>
	<p>Ensure that statutory and non-statutory services in Oxford develop a joint approach to support those experiencing rough sleeping, so people get access to statutory homelessness assistance, as well as other support as needed such as Care Act assessments and mental health support.</p>	<ul style="list-style-type: none"> <li>▪ All persons experiencing rough sleeping are offered an assessment under the Homelessness Reduction Act.</li> <li>▪ As part of an assessment, persons are also offered and linked in with other statutory services as relevant, as part of the Council's wider partnership work to prevent and relieve homelessness.</li> </ul>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
<p><b>Improve access to accommodation and provide a range of accommodation options for single persons and couples</b></p>	<p>Regularly monitor the number of single homeless people offered social housing, as well as the number of single persons who have been excluded from the Housing Register, to ensure good access and inform service development.</p>	<p>Monitoring systems established and information used routinely to inform necessary changes to operational practices and policy direction.</p>
	<p>Carry out a review of the Council's Allocations Policy, including the exclusion criteria based on learnings from case reviews.</p>	<ul style="list-style-type: none"> <li>■ Review of the Allocations Policy completed.</li> <li>■ Case reviews completed and informing recommendations for any amendments to the Allocations Policy as part of its review.</li> </ul>
	<p>Work with our District Council partners and registered providers to pursue options and solutions for 'hard-to-let' properties across the County with the view to increasing available stock for single persons.</p>	<p>Continue engagement with partners through Countywide Housing Supply group.</p>
	<p>Enhance our private rented sector offer to singles and couples, with no or low support needs, who are looking to move on from supported accommodation or rough sleeping.</p>	<ul style="list-style-type: none"> <li>■ Complete a review of the Council's private rented sector schemes.</li> <li>■ Recommendations presented and considered for renewal of schemes to ensure Council offered schemes meet the needs of single persons and couples.</li> </ul>



What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
<p><b>Ensure sufficient provision of supported accommodation to meet a range of needs</b></p>	<p>Together with our County and District partners and working towards the goals of the Countywide strategy, commission a range of flexible accommodation for single persons and couples.</p>	<p>Commission new services as per successful funding bids.</p>
	<p>Work with commissioning partners and providers to commission supported accommodation that is distributed and dispersed appropriately throughout the city, to ensure that persons living in supported accommodation feel supported and safe where they live.</p>	<ul style="list-style-type: none"> <li>■ Conduct and complete mapping of all existing supported accommodation provision in the city.</li> <li>■ Continuously update mapping and use this information to form part of decisions made when commissioning new provision.</li> </ul>
	<p>Support people experiencing rough sleeping in Oxford who do not have recourse to public funds to find appropriate solutions.</p>	<ul style="list-style-type: none"> <li>■ Ensure there is a provision of legal support and advice that people can access in order to assist with regularising immigration status for affected individuals.</li> <li>■ Support a return to a home country where this is appropriate and wanted.</li> </ul>
	<p>Work with services we commission to move to a strength-based approach to delivering housing support services where a person's individual needs are at the centre of the service provision.</p>	<p>Implement and monitor the commissioning and contract management arrangements of services commissioned solely by Oxford City Council and as part of the Oxfordshire Alliance, ensuring choice and variety is maximised, including support not linked to a housing offer.</p>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
<p><b>Introduce a housing-led approach to offers of accommodation</b></p>	<p>Increase our offer of Housing First accommodation and provide the support individuals may need in order to sustain the accommodation.</p> <hr/> <p>Work with the Alliance to continue to transform our approach to the provision of accommodation to single homeless persons, including reviewing our current accommodation offers as we move to a housing-led model and helping facilitate changes agreed as part of the Countywide transformation.</p>	<ul style="list-style-type: none"> <li>■ Continue our work to bring a further 17 properties into use for Housing First, and support our existing Housing First clients to sustain their accommodation.</li> <li>■ Work with DLUHC to explore future funding opportunities and bid where appropriate to further increase our Housing First offer.</li> </ul> <hr/> <p>Work with the Alliance to support the further development and delivery of their transformation plans.</p>

# Equality, Diversity and Inclusion



What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
<p><b>Deliver the Council's housing related commitments in the Equality, Diversity and Inclusion Strategy</b></p>	<p>Ensure that we understand and respond to issues that disproportionately impact specific groups in our community and lead to homelessness.</p>	<ul style="list-style-type: none"> <li>■ Improve homelessness data collection and data quality, including on protected characteristics.</li> <li>■ Analyse data regularly to determine if and when any groups are disproportionately affected by homelessness; use this to inform service development.</li> </ul>
	<p>Work with communities to address any issues that disproportionately affect specific groups in order to better prevent homelessness.</p>	<p>Seek feedback from service users from different backgrounds to develop response.</p>
	<p>Review and improve how we engage with our tenants and leaseholders and ensure that inclusion is at the heart of this.</p>	<p>Ensure a new Tenant and Leaseholder Strategy in place.</p>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
<b>Data and information</b>	<p>Seek to improve our data collection so that we can better understand how our homelessness services work for the community, with the aim to ensure that services are accessible to all. Ensuring we improve the data we have on protected characteristics where we currently have a limited picture, such as for LGBTQIA+ people.</p>	<ul style="list-style-type: none"> <li>▪ Implement changes to our housing management systems to ensure accurate data collection and reporting.</li> <li>▪ Provide training and upskilling to staff to ensure data on protected characteristics is collected and recorded.</li> <li>▪ Analyse data regularly to determine if and when any groups are disproportionately affected by homelessness.</li> </ul>
	<p>Routinely report and use data to understand shifts in the profiles of people that we support in relation to homelessness, such as a recent decrease in the proportion of women presenting, in order to make sure that any changes are not due to inaccessibility.</p>	<ul style="list-style-type: none"> <li>▪ Improve data collection and data quality.</li> <li>▪ Analyse data regularly to determine if and when any groups are disproportionately affected by homelessness.</li> </ul>
	<p>Take further steps to better understand our tenants, including better capture and analysis of data so that we can ensure that services are delivered well to all.</p>	<ul style="list-style-type: none"> <li>▪ Recruit Customer Experience Team to engage with tenants directly in their homes, capturing protected characteristics, reasonable adjustments, and preferences to inform individual service delivery requirements.</li> <li>▪ Introduction of mobile working forms solution to capture and record information directly into housing system.</li> </ul>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
<b>Partnership work</b>	Continue to consider the needs of the travelling community, and seek to work in partnership with our neighbouring authorities to commission a new study of need for the period up to 2040.	Work with colleagues in the County Council to contribute data and information.
What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
<b>Accessibility and information</b>	Ensure information and communication is accessible, through using a range of mediums and accessible language.	Complete a review of information and advice given to customers by Housing Services.
What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Year 2)
<b>Staff and staff training</b>	Provide training for all of our staff to ensure they are skilled and confident in delivering services; and work with Human Resources partners to have a workforce that as a whole reflects Oxford's diverse population.	<ul style="list-style-type: none"> <li>▪ Carry out training needs analysis.</li> <li>▪ Deliver training to staff specific to their role.</li> </ul>

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