Appendix 2 – Housing, Homelessness and Rough Sleeping Strategy 2023-28 Action Plan

Priority 1 – Providing more affordable homes		
What do we want to achieve?	**What are we going to do to achieve this?**	**Actions in 2023/24 (Y1)**
Increase the rate of affordable housing development, including Council homes through the affordable housing supply programme.	Build over 1,600 affordable, high quality and energy efficient homes through OX Place, the Council and housing association partners	• Continue to make good progress towards the target of 1,600 by delivering high quality, energy efficient homes.
	Deliver over 850 affordable homes available at a social rent, delivered by OX Place, the Council and housing association partners.	• Continue to deliver affordable homes at social rent to meet target of 850 by March 2026
	Ensure significant investment from the Council's Housing Revenues Account goes into the development of new affordable homes during the strategy period.	• 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.
	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.	• Bid for relevant funding when available, including estimated 9 bids where funding has already been announced.
	Offer support and partnership to developers, landowners, social landlords and community-led housing groups to encourage delivery of new affordable homes.	• Enhance our partnerships with housing associations by establishing regular meetings to discuss feasibility of development. • Proactively engage with landowners about potential developments on sites. • Continue to review land supply for affordable housing development as part of the Local Plan
	Explore options and feasibility of developing small and adjoining sites	• Initial feasibility assessment carried out for a number of small sites across the city. • Develop an approach for the development of small and adjoining sites.
	Support and encourage the use of factory-built housing and modular construction	• Start on-site with a modular contractor for at least one OX Place development
	Work to ensure that new affordable homes delivered meet established and projected housing need	• Monitor and update housing need in relation to affordable housing in the city, e.g. size, tenure, location, number of units etc.

		• Establish new internal governance arrangement for determining how housing needs influences 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. • Using need for affordable housing to drive development in the city and spend of Housing Revenue Account funds. • Ensure that steps are taken to meet high demand of certain affordable housing types, such as 1-bedroom properties • Monitor the effects of First Homes requirements as per national legislation in new developments on the local development of 1-bed social rented properties • Consider effects and potential mitigations • Review outstanding actions from the Older Persons Review, and make progress to complete relevant actions.
Provide homes for those struggling in the Oxford housing market	Deliver shared ownership programme	• Deliver shared ownership properties as part of our commitment to deliver 1,600 affordable homes by the end of March 2026.
	Continue to bring empty homes back into occupancy	• Continue to work with and support property owners to bring properties back into domestic use. • Where possible and appropriate, take stronger enforcement action on property owners. • Establish a Council wide approach and system, including feasibility and prioritisation, to bring properties back into use. • Prepare to implement changes to Council Tax charges in relation to empty homes and second homes, as per the Levelling Up and Regeneration Bill (when enacted).
	Review and refresh the Council's Tenancy Strategy	• Review and develop a new Tenancy Strategy to replace our 2018-23 strategy.
	Use Right to Buy receipts and borrowing in the Housing Revenue Account to purchase properties for social rent for people on the Housing Register	• Monitor Right to Buy sales and develop plans for spending receipts. Once plans have been developed purchase properties in line with these plan.
	Lobby central government to introduce controls around the short term let market	• Continue to respond to relevant government consultations and use opportunities to influence in order to openly share

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		the council's position so that we can help guide policy making.
	Take appropriate action where a house has changed into short term let/holiday accommodation without the correct planning permission	• Continue to investigate alleged breaches of planning permission on short let use • Where breaches are identified, take appropriate action to resolve the breach.
Work better with our housing delivery partners and neighbouring Councils	Work with neighbouring councils to support the delivery of a number of developments in Oxfordshire	• Agreements and arrangements for allocation of social housing in Districts made with all Oxfordshire District Councils. • First allocations of social housing in District councils to Oxford City Council housing register applicants.
	Support and identify opportunities for community-led housing developments	• Continue our engagement with community groups and community land trusts • Progress community-led housing projects on garage sites identified through work funded by the Housing Advisers Programme • Through our work to develop an approach to develop small sites, identify suitable sites for community-led housing • Identify and secure suitable funding to progress feasibility stages for community-led housing on identified small sites.
	Work with our partner Peabody with the aim of delivering the regeneration scheme in Blackbird Leys.	• Continue to investigate the feasibility of the Blackbird Leys regeneration scheme. • Complete the planning application process for the scheme.

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Priority 2 – Great homes for all		
What do we want to achieve?	**What are we going to do to achieve this?**	**Actions in 2023/24 (Y1)**
Improve the quality of accommodation in the Private Rented Sector	Continue to deliver the selective licensing schemes (HMO & selective) across the private rented sector.	• Ensure the majority of applications for selective licences are processed and issues. • Continue the work of investigating unlicensed properties incorporating the selective licensing scheme. • Progress the enforcement of non-compliance with the selective licensing scheme.
	Reduce the number of privately rented homes that contain serious home hazards	• Continue inspections of properties where we have been notified of hazards.

		• Continue with our proactive inspection programme of HMO properties and introduce proactive inspections for properties with a selective licence. • Ensure compliance using education and enforcement of all appropriate legislation in accordance with the Council's Enforcement Policy.
Continue to deliver investment into our council homes	Develop a programme of rolling annual stock condition surveys	• Start rolling stock condition surveys that incorporate Building Surveys, Structural/Concrete surveys, Energy & Sustainability (Energy Performance Certificate, EPC) Building compliance & Safety (Fire, Water, Asbestos) to ensure all aspects of Property Management is included in investment programmes or major works projects.
	Use stock condition survey to ensure a consistent and updated asset management strategy is in place and provides coordinated plan for maintenance, investment, regeneration and carbon reduction work.	• Developed programmes of works for external, internal, communal and block refurbishments for onsite delivery from 2024/25.
	Invest £51m into council homes in line with our asset management strategy	• Deliver investment programmes year on year from 2024 onwards to ensure decency across all homes.
Provide quality, timely and responsive services to council tenants, with high level of tenants satisfaction	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 White Paper	• Ensure team of officers to oversee and coordinate transformation work are in place • Review of structures and processes completed and informing next steps of transformation work • Transformation of landlord services developed and implemented
	Deliver a new integrated and locality-based way of working to deliver services to our communities	• Continue to build our locality based approached, including bringing in new council teams and working better across other statutory bodies.
	Repair services delivered are excellent and informed by: - making repairs at our tenant's convenience; - make the fix first time; - staying fixed	• Make sure transactional surveys are in place and used, and feedback used to improve service where necessary • Continue to embed and evaluate new ways of working, e.g. the use of new software for tenants to book/re-schedule appointments
	Provide effective and timely response to tenants impacted by anti-social behaviour	• Ensure complaints in relation to anti-social behaviour are responded to within 3 working days. • Support complainants and perpetrators to resolve the anti-social behaviour

	Use a combination of annual tenants and leaseholder surveys and transactional surveys to gain feedback on our services to inform service development and improvement	• Develop facilities that allow us to get feedback digitally as soon as residents have received a service, so that we can use this to make changes in how we deliver our services in real time.
Improve tenant engagement and tenants involvement to enhance accountability and put tenant's view at the heart of decision making and service development	Establish refreshed aims and purpose for our tenant engagement and involvement activities	• New Tenants and Leaseholder Strategy developed and implemented
	As part of the Tenant and Leaseholder Strategy, establish a scrutiny function that allows tenants to better hold the Council and Oxford Direct Services to account and to influence outcomes	• New Tenants and Leaseholder Strategy developed and implemented
	Ensure that tenants and leaseholders involved in engagement and involvement actives better reflect the geographic spread and demographic makeup of our Council tenant's as a whole	• New Tenants and Leaseholder Strategy developed and implemented, 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 White Paper	• Respond and develop process for publishing results, in line with statutory requirements. • Appoint senior person within the organisation to be responsible for new consumer standards.

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 2023/24 (Y1)**
Improve standards for new council homes built in the city	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 heated through low carbon means such as air source heat pumps	• OX Place designing and building homes with air source heat pumps

	Build as far as possible using a 'fabric-first' approach (as per Zero Carbon Action Plan)	• Define 'fabric first'; 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
	Deliver new homes using a new procurement framework aimed at off-site manufacture (OSM) of new homes	• Continue to utilise the OSM Framework
Invest to decarbonise our council homes	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	• Develop a plan for delivering Energy Performance Certificate (EPC) C and Net Zero Carbon across the Council's existing housing stock
	Tie energy efficiency works into other planned maintenance programmes to ensure a co-ordinated and less disruptive approach to delivery, improving tenant experience.	• Develop and implement plan for how we will deliver works to properties
	Work with tenants to agree and implement a programme of energy efficiency measures that will see tenants' energy use reduced, with the aim of reducing the number of tenants refusing energy efficiency improvements	• As part of the Social Housing Decarbonisation Fund (SHDF) wave 2.1 bid, work with tenants to develop an approach. • A full handover and demonstration will be carried out with tenants on completion of works. • Engagement Strategy in place.
	Continue to bid for central government funding to fund our work to increase energy efficiency for our housing stock	• Bids for SHDF and other sources submitted, and will continue to bid for other opportunities
Work with other landlords, such as property developed, Registered Providers and Private Rented Sector landlords to increase energy efficiency, both in existing buildings and new developments	Continue to set high standards for energy efficiency/carbon reduction for new built homes through local plan policies including the new Local Plan 2040	• Progress work on new Local Plan 2040 including updated policies addressing carbon reduction in new and existing development.
	Work with partners to apply for funding and signpost home owners, tenants and landlords	• Bid for any other government funding made available to support landlords to fund energy efficiency measures.

	in the private rented sector to funding for energy efficiency and decarbonisation measures to increase efficiency standards for properties	• Actively promote available funding and direct those eligible to apply for such funding
	Bring improvements to energy efficiency to the private rented sector by other means.	• Lobby government for further funding to raise energy efficiency standards • Continue to encourage landlords to be accredited landlords under the City Council's Landlord Accreditation Scheme, which includes promoting and encouraging landlords to let properties with good EPC ratings. • Work with landlords to meet Minimum Energy Efficiency Standards (MEES)
219	Ensure residents in the city can access consistent and quality energy advice in relation to both property improvements and energy usage	• Continue to fund the Better Housing, Better Health service • Have an Energy Advice Office in place with a remit to support owner occupiers and those renting in the PRS, to coordinate and support delivery of energy efficiency projects, support compliance on EPC, and support community engagement and outreach work • Continue our outreach work via events and partnerships to promote advice and funding opportunities
	Work in partnership with the Zero Carbon Oxford Partnership to trial innovative approaches to different retrofit measures, scale delivery, share good practise	• Continue feasibility work in Oxford to scale retrofit approaches across different building and tenure types

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 2023/24 (Y1)**
Transform council services to better prevent and relieve homelessness	Complete a transformation of our Housing Needs team (covering homelessness service and the housing register) to focus more on prevention and rapid rehousing	• Ensure new teams, new procedures and new ways of working implemented.
	Ensure a continuous culture of change and service improvement is embedded into Housing Needs	• Continue to embed transformation work across Housing Needs, roll out new team structures and ensure continued culture change within Housing Needs. Review progress after 6 months.

	Embed a Corporate approach to the prevention of homelessness in Oxford City Council	• Develop and implement training programme for staff across the organisation • Review our corporate governance mechanism for homeless prevention.
	Create a 'One Gateway' to Council Homelessness services to ensure people seeking our assistance find it easier to navigate Council services and get the assistance they need.	• Develop and implement online housing applications (including homeless applications and applications to join the Council's Housing Register). • Establish work flows and processes, including referrals to Housing Needs and statutory homelessness services. • Review our current face-to-face offer of housing and homelessness services to ensure that we have an offer in place there is conducive with the aims of this strategy.
	Make better use of the council's data to inform the prevention and relief of homelessness	• Regular review of Homeless Case Level Information Collection (H-CLIC) data and other internal key data with teams. • 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.
Focus on tackling homelessness from the Private Rented Sector	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	• Ensure new teams, new procedures and new ways of working implemented.
	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	• Complete a review of the Council's private rented sector schemes. • Recommendations 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, particularly in the context of rising rents and frozen local housing allowance.
	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.	• 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

Work in partnership to prevent homelessness	Prevent homelessness for those being discharged from hospitals by progressing our joint work with health	• Continue to work with and support health services in Oxford to enable persons to be discharged from hospital setting and into accommodation without delay. • Work with health and social care colleagues to seek and secure long term funding.
	Prevent homelessness for those being released from prison and probation services	• 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 updated and implemented
	Support and deliver refugee schemes, review current schemes and be ready to implement changes with any future government schemes	• Review of all schemes delivered and supported in the city completed. • Draw up recommendations for future work to support refugees.
	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 focussed and effective
	Work with County Council and providers to help those leaving the Young Persons Supported Accommodation Service 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.
	Improve support to survivors of domestic abuse and deliver good housing outcomes by fully conforming to the requirements of the new Domestic Abuse Act	• Work towards the Domestic Abuse Housing Alliance Accreditation • Through Domestic Abuse Housing Link Workers, identify good practise, gaps in service provision and improvements to processes to ensure good housing outcomes for survivors of domestic abuse • Continue to deliver the Sanctuary Scheme
	Reduce health, housing and care inequalities for people with multiple and complex needs through: - Hosting a Making Every Adult Matter (MEAM) coordinator who will facilitate	• Recruit a MEAM coordinator; support integration of the MEAM approach across services Contribute to a countywide workforce development programme; develop an offer of training and reflective spaces

	and gather an evidence base, and embed recommendations and learning - Engage in shared training and reflective practise across services - Smart us of data to provide more targeted services	• Work with Kings College London to analyse project evaluation and data; and design services based on evidence
Adopt a rapid rehousing response to homelessness	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.	• New teams, new procedures and new ways of working implemented. • Rollout a new approach to support planning and move-on for households in our temporary accommodation. • All households accommodated in temporary accommodation have a support and move on plan.
	Make changes to current policy and process to support more rapid move-on from temporary and supported accommodation, and provide support in the new permanent accommodation when possible	• 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 • Review of Allocation policies to ensure there are no barriers for people moving on from temporary and supported accommodation to access social housing
	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.	• Continue to review need and use of temporary accommodation, and in particular any impacts of the housing needs transformation work and the effects of the cost of living crisis. • Use the review and analysis to inform our provision of temporary accommodation in the future, including type and amount of units required.
	Complete review of our allocation schemes and update our allocations policy	• Complete review of the current Allocations Scheme, using data and best practise on the allocation of social housing • Use the review to start inform options and direction for changes to our scheme and policies in the future.
	Work in partnership with other commissioning bodies and registered providers to ensure there is sufficient suitable accommodation options available to meet the need for people moving on from supported accommodation	• Continue to deliver Housing First units across Oxford. • Work with housing associations and other partners to ensure there is a sufficient availability of suitable housing

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Priority 5 – Ending rough sleeping

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2023/24 (Y1)
Implement the Countywide Oxfordshire Homelessness and Rough Sleeping Strategy	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 cantered approach	• Work with the Alliance to support the further development and delivery of their transformation plans
	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.	• 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. • For all service commissioned under the Alliance, work with partners to set up and support contract management.
	Work with Oxfordshire District Councils and registered providers to ensure that the commitment to provide 1-bed-room properties for those moving on from supported accommodation is met across the County	• Oxford City Council to provide the committed 11 units of Housing First as per the countywide Housing First charter.
Maximise funding and raising profile	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.	• Make bid to Single Homeless Accommodation Programme. • Where other funding becomes available, bids submitted to these as well.
	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.	• Continue to work across Council departments and organisations providing supported housing in the city to support this aim.
Provide the right service at the right time	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.	• Review arrangements and services to ensure that the right level of provision is available.
	Facilitate access to appropriate health and care services for those who are in need	• 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.
	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.	• All persons experiencing rough sleeping are offered an assessment under the Homelessness Reduction Act. • 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.
Improve access to accommodation and provide a range of accommodation options for single persons and couples	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.	• Monitoring systems established and information used routinely to inform necessary changes to operational practises and policy direction.
	Carry out a review of the Council's Allocations Policy, including the exclusion criteria based on learnings from case reviews	• Review of the Allocations Policy completed. • Case reviews completed and informing recommendations for any amendments to the Allocations Policy as part of its review
	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 people.	• Continue engagement with partners through Countywide Housing Supply group
	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.	• Complete a review of the Council's private rented sector schemes. • Recommendations presented and considered for renewal of schemes to ensure Council offered schemes meet the needs of single persons and couples.
Ensure sufficient provision of supported accommodation to meet a range of needs	Together with our County and District partners and working towards the goals of the Countywide strategy, commission a range of flexible accommodation for singles and couples.	• Commission new services as per successful funding bids
	Work with commissioning partners and providers to commission supported	• Conduct and complete mapping of all existing supported accommodation provision in the city

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	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.	• Continuously update mapping and use this information to form part of decisions made when commissioning new provision
	Support people experiencing rough sleeping in Oxford who do not have recourse to public funds to find appropriate solutions.	• 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. • Support a return to a home country where this is appropriate and wanted.
	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.	• Implement and monitor the commissioning and contract management arrangements of the provision of support, ensuring choice and variety is maximised, including support not linked to a housing offer. • Continue to carry out effective contract monitoring for services commissioned directly and solely by the City Council in order to ensure that services are delivered according to this principle. • Build in effective reviews/contract monitoring for services commissioned as part of the Oxfordshire Homelessness Alliance in order to ensure that services are delivered according to this principle
Introduce a housing-led approach to offer of accommodation	Increase our offer of Housing First accommodation and provide the support individuals may need in order to sustain the accommodation.	• Continue our work to bring more properties into use for Housing First, and bid for funding opportunities
	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	• Work with the Alliance to support the further development and delivery of their transformation plans

Equality, Diversity and Inclusion

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2023/24 (Y1)
Deliver the Council's housing related commitments in the Equality, Diversity and Inclusion Strategy	Ensuring that we understand and respond to issues that disproportionally impact specific groups in our community and lead to homelessness.	• Improve homelessness data collection and data quality, including on protected characteristics. • Analyse data regularly to determine if and when any groups are disproportionately affected by homelessness, use this to inform service development. • Seek feedback from service users from different backgrounds to develop response.
	Work with communities to address any issues that disproportionally affects specific groups in order to better prevent homelessness	• Seek feedback from service users from different backgrounds to develop response.
	Review and improve how we engage with our tenants and leaseholders and ensure that inclusion is at the heart of this	• Ensure new Tenant and Leaseholder Strategy in place
Data and information	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 our data we have on protected characteristics where we currently have a limited picture, such as for LGBTQIA+ people.	• Improve data collection and data quality. • Analyse data regularly to determine if and when any groups are disproportionately affected by homelessness. • Seek feedback from services users to develop response.

	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 is not due to inaccessibility.	• Improve data collection and data quality. • Analyse data regularly and develop actions to inform how we deliver our homelessness services.
	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.	• Recruit Customer Experience Team to engage with tenants directly in their homes, capturing protected characteristics, reasonable adjustments, preferences to inform individual service delivery requirements. • Introduction of mobile working forms solution to capture and record information directly into housing system.
Partnership work	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 County Council to contribute with data and information
Accessibility and information	Ensure information and communication is accessible, through using a range of mediums and accessible language	• Complete review of information and advice given to customer by Housing Services.
Staff and staff training	Provide training for all of our staff to ensure they are all 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	• Carry out training needs analysis • Deliver training to staff specific to their role

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