

Appendix 1

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

Priority 1 - Providing more affordable housing

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Y2)	Action reference (no)	Action Owner	Action Updater (quarterly)	Comments from updater Q1	Comments from updater Q2	Comments from updater Q3	Comments from updater Q4	RAG rating - Y1 action progress Green - on track Amber - minor issues and/or delays Red - significant issues and/or delays Pilot/Start	
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.  Deliver over 850 affordable homes available at social rent, delivered by OX Place, the Council and housing association partners.  Ensure significant investment from the Council's Housing Revenue Account goes into the development of new affordable homes during the strategy period.  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 links.  Offer support and partnership to developers, landlords, social landlords and community-led housing groups to encourage delivery of new affordable homes.  Explore options and feasibility of developing small and adjoining sites.  Support and encourage the use of factory-built housing and modular construction.  Work to ensure that new affordable homes delivered meet established and projected housing need.  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 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.	Continue to make good progress towards the target of 1,600 by delivering high quality, energy efficient homes.	P1-1	Dave Scholes, Affordable Housing Supply	Megan McFarlane, Affordable Housing Supply Programme Officer						
		Continue to deliver affordable homes at social rent to meet target of 850 by March 2026	P1-2	Dave Scholes, Affordable Housing Supply	Megan McFarlane, Affordable Housing Supply Programme Officer						
		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.	P1-3	Dave Scholes, Affordable Housing Supply	Dave Scholes, Affordable Housing Supply Corporate Lead						
		Bid for relevant funding when available, including an estimated 7 bids where funding has already been announced.	P1-4	Dave Scholes, Affordable Housing Supply	Megan McFarlane, Affordable Housing Supply Programme Officer						
		Enhance our partnerships with housing associations by establishing regular meetings to discuss feasibility of development.	P1-5	Dave Scholes, Affordable Housing Supply	Andy Dorrington, Affordable Housing Development Officer						
		Proactively engage with stakeholders about potential developments on sites.	P1-6	Dave Scholes, Affordable Housing Supply	Andy Dorrington, Affordable Housing Development Officer						
		Continue to review land supply for affordable housing development as part of the Local Plan	P1-7	Dave Scholes, Affordable Housing Supply							
		Initial feasibility assessment carried out for a number of small sites across the city.	P1-8	Dave Scholes, Affordable Housing Supply							
		Develop an approach for the development of small and adjoining sites.	P1-9	Dave Scholes, Affordable Housing Supply							
		Start on-site with a modular contractor for at least one OX Place development	P1-10		Alison Salter-Helen Home, OX Place	Alison Salter, Head of Development, OX Place					
		Monitor and update housing need in relation to affordable housing in the city, e.g. size, tenure, location, number of units etc.	P1-11		Amie Rickatson, Strategy and Service Development Dave Scholes, Affordable Housing Supply	Megan McFarlane, Affordable Housing Supply Programme Officer					
		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 delivered by OX Place and our partners.	P1-12		Richard Wood, Housing Needs Dave Scholes, Affordable Housing Supply Planning Policy	Megan McFarlane, Affordable Housing Supply Programme Officer					
		Using need for affordable housing to drive development in the city and spend of Housing Revenue Account funds.	P1-13		Amie Rickatson, Strategy and Service Development Dave Scholes, Affordable Housing Supply	Megan McFarlane, Affordable Housing Supply Programme Officer					
		Ensure that steps are taken to meet high demand of certain affordable housing types, such as 1-bedroom properties.	P1-14		Amie Rickatson, Strategy and Service Development Dave Scholes, Affordable Housing Supply	Megan McFarlane, Affordable Housing Supply Programme Officer					
		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.	P1-15		Amie Rickatson, Strategy and Service Development Dave Scholes, Affordable Housing Supply	Megan McFarlane, Affordable Housing Supply Programme Officer					
		Review outstanding actions from the Older Persons Review, and make progress to complete relevant actions.	P1-16		Amie Rickatson, Strategy and Service Development	Amie Rickatson, Strategy and Service Development					
		Provide homes for those struggling in the Oxford Private Rented Sector	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.	P1-17	Dave Scholes, Affordable Housing Supply	Megan McFarlane, Affordable Housing Supply Programme Officer				
Continue to work with and support property owners to bring properties back into domestic use occupancy	P1-18			Katherine Conroy, Private Sector Safety/HMO Enforcement/Amie	Mel Match, Empty Residential Property Officer						
Where possible and appropriate, take stronger enforcement action on property owners.	P1-19			Katherine Conroy, Private Sector Safety/HMO Enforcement/Amie	Mel Match, Empty Residential Property Officer						
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.	P1-20			Katherine Conroy, Private Sector Safety/HMO Enforcement/Amie Rickatson, Strategy and Enabling Manager	Katherine Conroy, Private Sector Safety/HMO Enforcement/Amie Rickatson, Strategy and Enabling Manager						
Review and refresh the Council's Tenancy Strategy	P1-21			Amie Rickatson, Strategy and Service Development	Amie Rickatson, Strategy and Service Development						
Use Right to Buy receipts and borrowing in the Housing Revenue Account to purchase properties for social rent for people on the Housing Register	P1-22			Dave Scholes, Affordable Housing Supply	Andy Dorrington, Affordable Housing Development Officer						
Labour critical government to introduce controls around the short term let market.	P1-23			Katherine Conroy, Private Sector Safety Team/HMO Enforcement	Katherine Conroy, Private Sector Safety Team/HMO Enforcement						
Take appropriate action where a house has changed into short term let/holiday accommodation without the correct planning permission	P1-24			Rebecca Jeffries, Residential Regulation Team	Rebecca Jeffries, Residential Regulation Team						
Where breaches are identified, take appropriate action to resolve the breach.	P1-25			Rebecca Jeffries, Residential Regulation Team	Rebecca Jeffries, Residential Regulation Team						
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.	P1-26			Rebecca Jeffries, Residential Regulation Team	Rebecca Jeffries, Residential Regulation Team						
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 Cherwell District Council	P1-27	Dave Scholes, Affordable Housing Supply	Dave Scholes, Affordable Housing Supply Corporate Lead						
		Establish effective monitoring to ensure that new developments are being allocated to Oxford residents in housing need.	P1-28	Richard Wood, Housing Strategy & Needs Manager	Kieran Edmunds, Rapid Rehousing Manager						
		Continue our engagement with community groups and community land trusts	P1-29	Dave Scholes, Affordable Housing Supply	Dave Scholes, Affordable Housing Supply Corporate Lead						
		Progress community-led housing projects on garage sites identified through work funded by the Housing Advice Programme	P1-30	Dave Scholes, Affordable Housing Supply	Dave Scholes, Affordable Housing Supply Corporate Lead						
Support and identify opportunities for community-led housing developments.	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.	P1-31	Dave Scholes, Affordable Housing Supply	Dave Scholes, Affordable Housing Supply Corporate Lead						
		Identify and secure suitable funding to progress feasibility stages for community-led housing on identified small sites.	P1-32	Dave Scholes, Affordable Housing Supply	Dave Scholes, Affordable Housing Supply Corporate Lead						

127

Housing, Homelessness and Rough Sleeping Strategy

Priority 2 - Great homes for all

What do we want to achieve?	What are we going to achieve this?	Actions in 2024/25 (Y2)	Action reference (no)	Action Owner	Action Updater (quarterly)	Comments from updater Q1	Comments from updater Q2	Comments from updater Q3	Comments from updater Q4	KPI Rating - 1-1 action progress Green - on track Amber - minor issues and/or delays Red - significant issues and/or delays	
Improve the quality of accommodation in the private rented sector	Continue to deliver the property licensing schemes (HMO & selective) across the private rented sector.	Ensure that the majority of applications for property licenses are processed and licenses issued.	P2-1	Gail Siddall, Regulatory Services Manager	Gail Siddall, Regulatory Services Manager						
		Continue the work of investigating unlicensed properties incorporating the selective licensing scheme.	P2-2	Gail Siddall, Regulatory Services Manager	Gail Siddall, Regulatory Services Manager						
		Progress the enforcement of non-compliance with the selective licensing scheme.	P2-3	Gail Siddall, Regulatory Services Manager	Gail Siddall, Regulatory Services Manager						
		Reduce the number of privately rented homes that contain serious home hazards.	Continue inspections of properties where we have been notified of hazards.	P2-4	Gail Siddall, Regulatory Services Manager	Gail Siddall, Regulatory Services Manager					
		Continue our proactive inspection programme of HMO properties and introduce proactive inspections for properties with a selective licence.	P2-5	Gail Siddall, Regulatory Services Manager	Gail Siddall, Regulatory Services Manager						
		Ensure compliance using education and enforcement of all appropriate legislation in accordance with the Council's Enforcement Policy.	P2-6	Gail Siddall, Regulatory Services Manager	Gail Siddall, Regulatory Services Manager						
Continue to deliver investments into our Council homes	Develop a programme of rolling annual stock condition surveys.	Continue programme of rolling stock condition surveys that incorporate Building Surveys, Structural/Concrete surveys, Energy & Sustainability (Energy Performance Certificate, EPC) and Building Compliance & Safety (Fire, Water, Asbestos) to ensure all aspects of Property Management is included in investment programmes or major works projects.	P2-7	Malcolm Peck, Property Services Manager	HRA Surveying Manager						
		Use stock condition surveys to ensure a consistent and updated asset management strategy is in place and provides a coordinated investment plan into Council homes in line with our asset management strategy.	P2-8	Nerys Parry, Head of Housing Services	Malcolm Peck, Property Services Manager						
		Develop and deliver an investment programme for our existing stock, informed by the stock survey	P2-9	Malcolm Peck, Property Services Manager	HRA Surveying Manager						
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 Act.	Complete transformation programme of landlord services, with a focus on the provision of quality service with high levels of tenant satisfaction and compliance with SHA and regulatory standards.	P2-10	Bill Graves, Landlord Services Manager	Bill Graves, Landlord Services Manager						
		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.	P2-11	Bill Graves, Landlord Services Manager	Bill Graves, Landlord Services Manager						
		Implement new structure, completing any required recruitment to vacant posts.	P2-12	Bill Graves, Landlord Services Manager	Bill Graves, Landlord Services Manager						
	Deliver a new integrated and locally-based way of working to deliver services to our tenants	Continue to build our locally based approach, including bringing in new council teams and working better across other statutory bodies.	P2-13								
		Repair services delivered are excellent and informed by: - making repairs at our tenant's convenience; make the fix first time; - staying fixed	Continue to embed and evaluate new ways of working, e.g. the use of new software for tenants to book-in-schedule appointments.	P2-14	Bill Graves, Landlord Services Manager	Bill Graves, Landlord Services Manager					
	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.	P2-15	Liz Jones, Anti-social Behaviour Manager	Liz Jones, Anti-social Behaviour Manager						
		Support complainants and perpetrators to resolve the anti-social behaviour.	P2-16	Liz Jones, Anti-social Behaviour Manager	Liz Jones, Anti-social Behaviour Manager						
	Use a combination of annual tenant and leaseholder surveys, and transactional surveys to gain feedback on our services to inform service development and improvement.	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.	P2-17	Bill Graves, Landlord Services Manager	Bill Graves, Landlord Services Manager						
			P2-18	Bill Graves, Landlord Services Manager	Bill Graves, Landlord Services Manager						
	Improve tenant engagement and tenant involvement to enhance accountability and put tenant's views at the heart of decision making and service development	Establish refreshed aims and purpose for our tenant engagement and involvement activities.	Implement new processes and procedures for recording all complaints on Q1.	P2-19	Bill Graves, Landlord Services Manager	Bill Graves, Landlord Services Manager					
			Implement new Tenants and Leaseholder Involvement Strategy and accompanying action plan.	P2-20	Bill Graves, Landlord Services Manager	Bill Graves, Landlord Services Manager					
		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.	Establishing defined aims and developing a scrutiny function to enhance accountability and ensure that tenants' views inform service delivery.	P2-21	Bill Graves, Landlord Services Manager	Bill Graves, Landlord Services Manager					
Design and implement a tenant & leaseholder advisory board, to serve as a scrutiny function to hold OCC & ODS to account.		P2-22	Bill Graves, Landlord Services Manager	Bill Graves, Landlord Services Manager							
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.		New Tenants and Leaseholder Strategy developed and implemented, incorporating this and in line with the Council's Equality, Diversity and Inclusion Strategy.	P2-23	Bill Graves, Landlord Services Manager	Bill Graves, Landlord Services Manager						
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.	P2-23	Bill Graves, Landlord Services Manager	Bill Graves, Landlord Services Manager							
	Appoint senior person within the organisation to be responsible for new consumer standards	P2-24	Bill Graves, Landlord Services Manager	Bill Graves, Landlord Services Manager							

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

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 (Y2)	Action reference (no)	Action Owner	Action Updater (quarterly)	Comments from updater Q1	Comments from updater Q2	Comments from updater Q3	Comments from updater Q4	RAG rating - Y1 action progress Green - on track Amber - minor issues and/or delays Red - significant issues and/or delays Punctuated
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	P3-1	Alison Salter, Head of Development, OX Place	Debbie Haynes, Carbon Reduction & Sustainability Manager, OX Place					
	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.	P3-2	Alison Salter, Head of Development, OX Place	Debbie Haynes, Carbon Reduction & Sustainability Manager, OX Place					
	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 to be electricity heated, usually with air source heat pumps.	P3-3	Alison Salter, Head of Development, OX Place	Debbie Haynes, Carbon Reduction & Sustainability Manager, OX Place					
	Build as far as possible using a 'fabric-first' approach (as per Zero Carbon Action Plan)	Design/build homes with fabric first approach.	P3-4	Alison Salter, Head of Development, OX Place	Debbie Haynes, Carbon Reduction & Sustainability Manager, OX Place					
	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.	P3-6	Alison Salter, Head of Development, OX Place	Debbie Haynes, Carbon Reduction & Sustainability Manager, OX Place					
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.	Continue to invest in energy efficiency and decarbonisation measures for council homes. Completion of Social Housing Decarbonation 2.1 project in 24/25.	P3-7	Malcolm Peck, Property Services Manager	Juliet Nicholas, Energy & Sustainability Manager					
	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, including programmes for alternative heating installation across the stock.	P3-8	Malcolm Peck, Property Services Manager	Juliet Nicholas, Energy & Sustainability Manager					
	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 relying on energy efficiency improvements.	As part of the Social Housing Decarbonation Fund (SHDF) wave 2.1 delivery, work with tenants to develop an approach and lessons learned.	P3-9	Malcolm Peck, Property Services Manager	Juliet Nicholas, Energy & Sustainability Manager					
		A full handover and demonstration will be carried out with tenants on completion of works.	P3-10	Malcolm Peck, Property Services Manager	Juliet Nicholas, Energy & Sustainability Manager					
		Engagement Strategy in place.	P3-11	Bill Graves, Landlord Service Manager	Bill Graves, Landlord Service Manager					
	Continue to bid for central government funding to fund our work to increase energy efficiency for our housing stock.	Bids for SHDF and other funding sources submitted where they compliment planned work streams.	P3-12	Malcolm Peck, Property Services Manager	Juliet Nicholas, Energy & Sustainability Manager					
Work with other landlords, such as 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.	P3-13	Amanda Ford	Daniel Young/Amanda Ford, Planning					
	Work with partners to apply for funding and signpost homes owners, and tenants and landlords in the private rented sector to funding for energy efficiency and decarbonisation measures to increase efficiency standards for properties.	Bid for any other government funding made available to support landlords to fund energy efficiency measures.	P3-14	Vikki Robins, Sustainable Innovation Manager	Emily Green, Environmental Quality					
		Actively promote available funding and direct those eligible to apply for such funding.	P3-15	Vikki Robins, Sustainable Innovation Manager	Emily Green, Environmental Quality					
	Bring improvements to energy efficiency to the private rented sector by other means.	Lobby government for further funding to raise energy efficiency standards.	P3-16	Vikki Robins, Sustainable Innovation Manager/Emily Green, Environmental Quality/Katherine Coney, PSST	Emily Green, Environmental Quality					
		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.	P3-17	Vikki Robins, Sustainable Innovation Programme Manager/Emily Green, Environmental Quality/Katherine Coney, PSST	Katherine Coney, Team Manager, PRS Safety Team					
		Work with landlords to meet Minimum Energy Efficiency Standards (MEES).	P3-18	Rose Dickinson, Carbon Reduction Manager/Emily Green, Environmental Quality/Katherine Coney, PSST	Emily Green, Environmental Quality					
	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.	P3-19	Rose Dickinson, Carbon Reduction Manager/Emily Green, Environmental Quality	Emily Green, Environmental Quality					
		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.	P3-20	Rose Dickinson, Carbon Reduction Manager/Emily Green, Environmental Quality	Emily Green, Environmental Quality					
		Continue our outreach work via events and partnerships to promote advice and funding opportunities.	P3-21	Rose Dickinson, Carbon Reduction Manager/Emily Green, Environmental Quality	Emily Green, Environmental Quality					
	Work in partnership with the Zero Carbon Oxford Partnership to trial innovative approaches to different retrofit measures, scale delivery, share good practice.	Continue feasibility work in Oxford to scale retrofit approaches across different building and tenure types.	P3-22	Vikki Robins, Sustainable Innovation Manager	Vikki Robins, Sustainable Innovation Manager					

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

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 (Y1)	Action reference (no)	Action Owner	Action Updater (quarterly)	Comments from updater Q1	Comments from updater Q2	Comments from updater Q3	Comments from updater Q4	RAS rating - Y1 action progress Green - on track Yellow - at risk Red - significant issues			
Transform Council services to better prevent and reduce homelessness	<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>Embed a continuous culture of change and service improvement embedded into Housing Needs.</p> <p>Embed a corporate approach to the prevention of homelessness within Oxford City Council.</p> <p>Review our corporate governance mechanisms for homelessness prevention.</p> <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> <p>Complete procurement and prepare for implementation of new Housing Needs Housing System.</p> <p>Establish work flows and processes, including referrals to Housing Needs and statutory homelessness services.</p> <p>Increase our face-to-face and holding offer to those who are experiencing homelessness or threatened with homelessness.</p> <p>Make better use of the council's data to inform the prevention and relief of homelessness.</p>	<p>Review new teams, new procedures and new ways of working are implemented.</p>	PA-1	Richard Wood, Housing Needs and Strategy Manager	Aime Rickaborn, Strategy and Service Development Manager								
		<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 6 months.</p>	PA-2	Richard Wood, Housing Needs and Strategy Manager	Aime Rickaborn, Strategy and Service Development Manager								
		<p>Develop and implement training programme for staff across the organisation.</p>	PA-3	Richard Wood, Housing Needs and Strategy Manager	James Pickering, Homelessness Prevention Manager								
		<p>Review our corporate governance mechanisms for homelessness prevention.</p>	PA-4	Richard Wood, Housing Needs and Strategy Manager	James Pickering, Homelessness Prevention Manager								
		<p>Further develop our online housing applications, with the implementation of applications to join our transfer housing register as well as homeless applications.</p>	PA-5	Richard Wood, Housing Needs and Strategy Manager	Neeraj Kumar, Rapid Rehousing Manager / James Pickering, Homelessness Prevention Manager								
		<p>Increase our face-to-face and holding offer to those who are experiencing homelessness or threatened with homelessness.</p>	PA-6	Richard Wood, Housing Needs and Strategy Manager	Richard Wood, Housing Needs and Strategy Manager								
		<p>Regular review of Homeless Case Level Information Collection (HCLIC) data and other internal key data with teams.</p>	PA-7	Richard Wood, Housing Needs and Strategy Manager	James Pickering, Homelessness Prevention Manager								
		<p>Using data and information, including reasons for rough sleeping, to better understand and identify homeless families or threatened with homelessness and use this to focus and improve our service delivery.</p>	PA-8	Aime Rickaborn, Strategy and Service Development Manager	Aime Rickaborn, Strategy and Service Development Manager								
		<p>Search insight to see what, offering an enhanced property management service to private landlords and get together an information campaign to work closely with landlords and agents in the city to support them to understand and operate within the new legislation.</p>	PA-9	Richard Wood, Housing Needs and Strategy Manager	Richard Wood, Housing Needs and Strategy Manager								
		Focus on tackling homelessness from the Private Rented Sector	<p>Establish a dedicated provision to provide upstream homelessness prevention for the private rented sector, which will work with both landlords and tenants, providing mediation and working in close partnership with statutory and support services.</p> <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> <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> <p>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 to households.</p> <p>Search insight to see what, offering an enhanced property management service to private landlords and get together an information campaign to work closely with landlords and agents in the city to support them to understand and operate within the new legislation.</p>	<p>Review new teams, new procedures and new ways of working are implemented.</p>	PA-10	James Pickering, Homelessness Prevention Manager	James Pickering, Homelessness Prevention Manager						
<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>	PA-11			Kieran Edmunds, Rapid Rehousing Manager	James Pickering, Homelessness Prevention Manager								
<p>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 to households.</p>	PA-12			Kieran Edmunds, Rapid Rehousing Manager	Kieran Edmunds, Rapid Rehousing Manager								
<p>Search insight to see what, offering an enhanced property management service to private landlords and get together an information campaign to work closely with landlords and agents in the city to support them to understand and operate within the new legislation.</p>	PA-13			Richard Wood, Housing Needs and Strategy Manager	Kieran Edmunds, Rapid Rehousing Manager								
Work in partnership to prevent homelessness	<p>Prevent homelessness for those being discharged from hospitals by progressing our joint work with health services.</p> <p>Work with health and social care colleagues to seek and secure long term funding.</p> <p>Engage Out of Hospital teams in Statutory services, ensuring people get access to statutory homelessness assistance, as well as other support needed.</p> <p>Prevent homelessness for those being released from prison and probation services.</p> <p>Work in partnership with supported accommodation providers and housing associations to establish working protocols.</p> <p>Support and deliver refuge schemes, review current schemes and be ready to implement changes with any future government schemes.</p> <p>Continue to support Courtyards Homes for Ukraine service, with a focus on developing new-on options for individuals seeking the scheme.</p> <p>Deliver our corporate commitment, to resolve B tenures per year for the next five years, to support the government's refugee resettlement schemes.</p> <p>Work with partner organisations to create better customer journeys between Council services and non-statutory services.</p> <p>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.</p> <p>Improve support to survivors of domestic abuse and deliver good housing outcomes by fully conforming to the requirements of the new Domestic Abuse Act.</p> <p>Continue to deliver the Sanctuary Scheme.</p> <p>Review health, housing and care inequalities for people with multiple and complex needs through Housing a Making Every Adult Matter (MEAM) coordinator who will facilitate and gather on evidence base, and embed recommendations into local learning and reflective practice across services.</p> <p>Engage in shared training and reflective practice across services.</p> <p>Smart use of data to provide more targeted services.</p>			<p>Continue to work with and support health services in Oxford to ensure persons to be discharged from hospital settings and into accommodation without delay.</p>	PA-14	Peter Moore, Out of Hospital Programme Manager/Richard Wood, Housing Needs and Strategy Manager	Peter Moore, Out of Hospital Programme Manager/James Pickering, Homelessness Prevention Manager						
				<p>Engage Out of Hospital teams in Statutory services, ensuring people get access to statutory homelessness assistance, as well as other support needed.</p>	PA-15	Peter Moore, Out of Hospital Programme Manager/Richard Wood, Housing Needs and Strategy Manager	Peter Moore, Out of Hospital Programme Manager/James Pickering, Homelessness Prevention Manager						
				<p>Engage Out of Hospital teams in Statutory services, ensuring people get access to statutory homelessness assistance, as well as other support needed.</p>	PA-16	Peter Moore, Out of Hospital Programme Manager/James Pickering, Homelessness Prevention Manager	Peter Moore, Out of Hospital Programme Manager/James Pickering, Homelessness Prevention Manager						
				<p>Ensure pre-emption protocols are updated and implemented.</p>	PA-17	Richard Wood, Housing Needs and Strategy Manager	James Pickering, Homelessness Prevention Manager						
				<p>Review leadership on the Council of Sanctuary Accreditation, ensuring we meet all criteria and retail the accreditation.</p>	PA-18	Richard Wood, Housing Needs and Strategy Manager	Stephen Cohen, Refugee and Resettlement Manager						
				<p>Deliver our corporate commitment, to resolve B tenures per year for the next five years, to support the government's refugee resettlement schemes.</p>	PA-19	Richard Wood, Housing Needs and Strategy Manager	Stephen Cohen, Refugee and Resettlement Manager						
		<p>Complete mapping of key partnerships and processes to ensure that homelessness prevention work is focused and effective.</p>	PA-20	Richard Wood, Housing Needs and Strategy Manager	James Pickering, Homelessness Prevention Manager								
		<p>Continue to work in close partnership with the County Council and support providers to ensure young people, including care leavers, have access to supported accommodation services after needed and that there are good and sustainable move on options when leaving supported accommodation.</p>	PA-21	Richard Wood, Housing Needs and Strategy Manager	James Pickering, Homelessness Prevention Manager								
		<p>Work towards the Domestic Abuse Housing Alliance Accreditation.</p>	PA-22	Richard Wood, Housing Needs and Strategy Manager	Liz Jones, ASD Manager								
		Adopt a rapid rehousing response to homelessness	<p>Continue to deliver the Sanctuary Scheme.</p> <p>Continue good progress made to implement MEAM approach across services.</p> <p>Contribute to a countywide workforce development programme, develop an offer of training and reflective practice.</p> <p>Work with King's College London to analyse project evaluation and data, and design services based on evidence.</p> <p>Continue to embed a transformation across temporary accommodation, to increase move on and bring down the length of stay in TA.</p> <p>Review our settings plan to ensure its responsive to demands and challenges across the services, in order to bring down length of stay in TA.</p> <p>Continue to ensure all households accommodated in temporary accommodation have a support and move on plan.</p> <p>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 HMOs.</p> <p>Review of Allocation policies to ensure there are no barriers for people moving on from temporary and supported accommodation to access social housing.</p> <p>Complete review of the current Allocations Scheme, using data and best practice on the allocation of social housing.</p> <p>Use the review and analysis to inform our provision of temporary accommodation in the future, including type and amount of units required.</p> <p>Continue to explore options for reusing TA stock through decommissioning of over 55 accommodation and capital investment schemes.</p> <p>Continue to review need and use of temporary accommodation, ensuring that we have enough of the right type of TA and reduce the use of nighty charge accommodation.</p> <p>Complete review of our Allocations Schemes 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>Continue to deliver Housing First units across Oxford.</p> <p>Work with housing associations and other partners to ensure there is a sufficient availability of suitable housing.</p>	<p>Support proper request.</p>	PA-23	Richard Wood, Housing Needs and Strategy Manager	Liz Jones, ASD Manager						
<p>Continue good progress made to implement MEAM approach across services.</p>	PA-24			Peter Moore, Out of Hospital Programme Manager	Peter Moore, Out of Hospital Programme Manager								
<p>Contribute to a countywide workforce development programme, develop an offer of training and reflective practice.</p>	PA-25			Peter Moore, Out of Hospital Programme Manager	Peter Moore, Out of Hospital Programme Manager								
<p>Work with King's College London to analyse project evaluation and data, and design services based on evidence.</p>	PA-26			Peter Moore, Out of Hospital Programme Manager	Peter Moore, Out of Hospital Programme Manager								
<p>Continue to embed a transformation across temporary accommodation, to increase move on and bring down the length of stay in TA.</p>	PA-27			Richard Wood, Housing Needs and Strategy Manager	Kieran Edmunds, Rapid Rehousing Manager								
<p>Review our settings plan to ensure its responsive to demands and challenges across the services, in order to bring down length of stay in TA.</p>	PA-28			Richard Wood, Housing Needs and Strategy Manager	Kieran Edmunds, Rapid Rehousing Manager								
<p>Continue to ensure all households accommodated in temporary accommodation have a support and move on plan.</p>	PA-29			Richard Wood, Housing Needs and Strategy Manager	Kieran Edmunds, Rapid Rehousing Manager								
<p>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 HMOs.</p>	PA-30			Richard Wood, Housing Needs and Strategy Manager	Kieran Edmunds, Rapid Rehousing Manager								
<p>Review of Allocation policies to ensure there are no barriers for people moving on from temporary and supported accommodation to access social housing.</p>	PA-31			Richard Wood, Housing Needs and Strategy Manager	Kieran Edmunds, Rapid Rehousing Manager								
<p>Use the review and analysis to inform our provision of temporary accommodation in the future, including type and amount of units required.</p>	PA-32			Richard Wood, Housing Needs and Strategy Manager	Kieran Edmunds, Rapid Rehousing Manager								

130

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

Priority 5 - Ending rough sleeping

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Y2)	Action reference (no)	Action Owner	Action Updater (quarterly)	Comments from updater Q1	Comments from updater Q2	Comments from updater Q3	Comments from updater Q4	RAG rating - Y1 action progress Green - on track Yellow - minor delays Amber - significant issues Red - major delays Redder - critical issues Completed	
Implement the Countywide Debris-free 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 in line with the Countywide strategy, including moving to a housing-led and more person-centred approach.	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.	PS-1	Osai Mosley, Rough Sleeping and Single Homelessness Manager	Osai Mosley, Rough Sleeping and Single Homelessness Manager						
		Begin negotiation work for Oxfordshire Homelessness Alliance 25-28 budget and contract.	PS-2	Osai Mosley, Rough Sleeping and Single Homelessness Manager	Osai Mosley, Rough Sleeping and Single Homelessness Manager						
		Align to the Countywide Strategy, together with partners, review commissioning and contract management of supported services ensuring choice and variety is maintained, both in terms of accommodation and support provision.	PS-3	Osai Mosley, Rough Sleeping and Single Homelessness Manager	Osai Mosley, Rough Sleeping and Single Homelessness Manager						
		Put 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.	PS-4	Osai Mosley, Rough Sleeping and Single Homelessness Manager	Osai Mosley, Rough Sleeping and Single Homelessness Manager						
		Put all services commissioned under the Alliance, work with partners to set up and support contract management.	PS-5	Osai Mosley, Rough Sleeping and Single Homelessness Manager	Osai Mosley, Rough Sleeping and Single Homelessness Manager						
		Work with Oxfordshire District Councils and registered providers to ensure that the commissioning provide 1-bed-room properties for those moving on from supported accommodation in met across the County.	PS-6	Richard Wood, Housing Strategy and Needs Manager	Osai Mosley, Rough Sleeping and Single Homelessness Manager						
		Continue to work across the Countywide objectives to facilitate the undersupply of one bedroom accommodation across Oxfordshire. Develop a package of measures at Councils and ICB can agree to increase the supply for accommodation for single people.	PS-7	Osai Mosley, Rough Sleeping and Single Homelessness Manager	Osai Mosley, Rough Sleeping and Single Homelessness Manager						
		Continue to engage with DLUPIC to agree a new financial settlement from April 25 onwards.	PS-8	Osai Mosley, Rough Sleeping and Single Homelessness Manager	Osai Mosley, Rough Sleeping and Single Homelessness Manager						
		Where other funding becomes available, bids submitted to these as well.	PS-7	Osai Mosley, Rough Sleeping and Single Homelessness Manager	Osai Mosley, Rough Sleeping and Single Homelessness Manager						
		Work with commissioning 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 less risk on the Council-owned sector, should support.	PS-8	Richard Wood, Housing Strategy and Needs Manager	Richard Wood, Housing Strategy and Needs Manager						
Provide the right service at the right time.	Continue to deliver services based on the principle of Shortlets Sale to Stay in the city, to ensure that people do not have to sleep rough before they are offered assistance.	Facilitate access to appropriate health and care services for those who are in need	PS-9	Osai Mosley, Rough Sleeping and Single Homelessness Manager	Osai Mosley, Rough Sleeping and Single Homelessness Manager						
		Conduct regular reviews/contract monitoring of services commissioned as part of the Oxfordshire Homelessness Alliance to ensure that all persons using services are assessed and offered access to relevant services as needed, such as health, mental health, substance misuse and care services.	PS-10	Osai Mosley, Rough Sleeping and Single Homelessness Manager	Osai Mosley, Rough Sleeping and Single Homelessness Manager						
		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.	PS-11	Richard Wood, Housing Strategy and Needs Manager	James Poching, Homelessness Prevention Manager and Osai Mosley, Rough Sleeping and Single Homelessness Manager						
		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 reduce homelessness.	PS-12	Richard Wood, Housing Strategy and Needs Manager	James Poching, Homelessness Prevention Manager						
		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 reduce exclusion.	PS-13	Karen Edmunds, Rapid Rehousing Manager	Karen Edmunds, Rapid Rehousing Manager						
		Review the Allocation Policy completed.	PS-14	Karen Edmunds, Rapid Rehousing Manager	Karen Edmunds, Rapid Rehousing Manager						
		Case reviews completed and informing recommendations for any amendments to the Allocation Policy as part of the	PS-15	James Poching, Homelessness Prevention Manager	James Poching, Homelessness Prevention Manager						
		Continue engagement with partners through Countywide Housing Supply group.	PS-16	Richard Wood, Housing Strategy and Needs Manager	Richard Wood, Housing Strategy and Needs Manager						
		Complete a review of the Council's private rented sector schemes.	PS-17	Karen Edmunds, Rapid Rehousing Manager	Karen Edmunds, Rapid Rehousing Manager						
		Recommendations presented and considered for renewal of schemes to ensure Council offered schemes meet the needs of single persons and couples.	PS-18	Karen Edmunds, Rapid Rehousing Manager	Karen Edmunds, Rapid Rehousing Manager						
Ensure sufficient provision of supported accommodation to meet a range of needs.	Commission new services as per successful funding bids.	Conduct and complete mapping of all existing supported accommodation provision in the city.	PS-20	Osai Mosley, Rough Sleeping and Single Homelessness Manager	Osai Mosley, Rough Sleeping and Single Homelessness Manager						
		Continuously update mapping and use this information to form part of decisions made when commissioning new provision.	PS-21	Osai Mosley, Rough Sleeping and Single Homelessness Manager	Osai Mosley, Rough Sleeping and Single Homelessness Manager						
		Ensure there is a provision of night support and advice that people can access in order to assist with regulating immigration status for affected individuals.	PS-22	Osai Mosley, Rough Sleeping and Single Homelessness Manager	Osai Mosley, Rough Sleeping and Single Homelessness Manager						
		Support to return to a home country where this is appropriate and wanted.	PS-23	Osai Mosley, Rough Sleeping and Single Homelessness Manager	Osai Mosley, Rough Sleeping and Single Homelessness Manager						
		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 in measures, including support not linked to a housing offer.	PS-24	Osai Mosley, Rough Sleeping and Single Homelessness Manager	Osai Mosley, Rough Sleeping and Single Homelessness Manager						
		Continue our work to bring a further 11 properties into use for Housing First, and support our existing Housing First plans to sustain that accommodation.	PS-25	Osai Mosley, Rough Sleeping and Single Homelessness Manager	Osai Mosley, Rough Sleeping and Single Homelessness Manager						
		Work with DLUPIC to explore future funding opportunities and bid where appropriate to further increase our Housing First offer.	PS-26	Osai Mosley, Rough Sleeping and Single Homelessness Manager	Osai Mosley, Rough Sleeping and Single Homelessness Manager						
		Work with the Alliance to support the further development and delivery of their transformation plans	PS-27	Osai Mosley, Rough Sleeping and Single Homelessness Manager	Osai Mosley, Rough Sleeping and Single Homelessness Manager						

131

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

### Equality, Diversity and inclusion

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2023/24 (Y1)	Action reference (no)	Action Owner	Action Updater (quarterly)
Deliver the Council's housing related commitments in the Equality, Diversity and Inclusion Strategy	Ensure that we understand and respond to issues that disproportionately 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.	EDI-1 EDI-2	Amie Rickatson, Strategy and Service Development Amie Rickatson, Strategy and Service Development	Amie Rickatson, Strategy and Service Development Amie Rickatson, Strategy and Service Development
	Work with communities to address any issues that disproportionately affects specific groups in order to better prevent homelessness.	Seek feedback from service users from different backgrounds to develop response.	EDI-4	Amie Rickatson, Strategy and Service Development	Amie Rickatson, Strategy and Service Development
Data and information	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	EDI-5	Bill Graves, Landlord Services Manager	Bill Graves, Landlord Services Manager
	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.	Implement changes to our housing management systems to ensure accurate data collection and reporting. Provide training and upskilling to staff to ensure data on protected characteristics is collected and recorded.	EDI-6 EDI-7	Amie Rickatson, Strategy and Service Development Amie Rickatson, Strategy and Service Development	Amie Rickatson, Strategy and Service Development Amie Rickatson, Strategy and Service Development
Partnership work	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.	Analyse data regularly to determine if and when any groups are disproportionately affected by homelessness Improve data collection and data quality.	EDI-8 EDI-9	Amie Rickatson, Strategy and Service Development Amie Rickatson, Strategy and Service Development	Amie Rickatson, Strategy and Service Development Amie Rickatson, Strategy and Service Development
	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.	Analyse data regularly and develop actions to inform how we deliver our homelessness services. 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.	EDI-10 EDI-11	Amie Rickatson, Strategy and Service Development Bill Graves, Landlord Services Manager	Amie Rickatson, Strategy and Service Development Bill Graves, Landlord Services Manager
	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.	EDI-12	Amie Rickatson, Strategy and Service Development	Amie Rickatson, Strategy and Service Development
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 customers by Housing Services.	EDI-13	Amie Rickatson, Strategy and Service Development	Amie Rickatson, Strategy and Service Development
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.	EDI-14	Amie Rickatson, Strategy and Service Development	Amie Rickatson, Strategy and Service Development