

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 Preliminary	
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.	P1-1	Dave Scholes, Affordable Housing Supply	Megan McFarlane, Affordable Housing Supply Programme Officer						
		Deliver over 650 affordable homes available at social rent, delivered by OX Place, the Council and housing association partners.	P1-2	Dave Scholes, Affordable Housing Supply	Megan McFarlane, Affordable Housing Supply Programme Officer						
		Ensure significant investment from the Council's Housing Revenue Account goes into the development of new affordable homes <i>within the stipulated period.</i>	P1-3	Dave Scholes, Affordable Housing Supply	Dave Scholes, Affordable Housing Supply Corporate Lead						
		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 <i>affordable funds.</i>	P1-4	Dave Scholes, Affordable Housing Supply	Megan McFarlane, Affordable Housing Supply Programme Officer						
		Other support and partnership to developers, landowners, social landlords and community-led housing groups to encourage delivery of new affordable homes.	P1-5	Dave Scholes, Affordable Housing Supply	Andy Dorrington, Affordable Housing Development Officer						
			P1-6	Dave Scholes, Affordable Housing Supply	Andy Dorrington, Affordable Housing Development Officer						
			P1-7	Dave Scholes, Affordable Housing Supply							
			P1-8	Dave Scholes, Affordable Housing Supply							
			P1-9	Dave Scholes, Affordable Housing Supply							
			P1-10	Alison Sabler-Helton Home, OX Place	Alison Sabler, Head of Development, OX Place						
			P1-11	Amie Rickatson, Strategy and Service Development Dave Scholes, Affordable Housing Supply Planning Policy	Megan McFarlane, Affordable Housing Supply Programme Officer						
			P1-12	Richard Wood, Housing Needs/ Dave Scholes, Affordable Housing Supply/ Planning Policy	Megan McFarlane, Affordable Housing Supply Programme Officer						
			P1-13	Amie Rickatson, Strategy and Service Development Dave Scholes, Affordable Housing Supply Planning Policy	Megan McFarlane, Affordable Housing Supply Programme Officer						
			P1-14	Amie Rickatson, Strategy and Service Development Dave Scholes, Affordable Housing Supply Planning Policy	Megan McFarlane, Affordable Housing Supply Programme Officer						
		Provide homes for those struggling in the Oxford housing market	Deliver shared ownership programme	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				
Deliver shared ownership properties as part of our commitment to deliver 1,000 affordable homes by the end of March 2026.	P1-17			Dave Scholes, Affordable Housing Supply	Megan McFarlane, Affordable Housing Supply Programme Officer						
Continue to bring empty homes back into occupancy	P1-18			Katherine Corney, Private Sector Safety/HMO Enforcement/ Amie Rickatson, Strategy and Enabling Manager	Mel Match, Empty Residential Property Officer						
Where possible and appropriate, take stronger enforcement action on property owners.	P1-19			Katherine Corney, Private Sector Safety/HMO Enforcement	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 Corney, Private Sector Safety/HMO Enforcement/ Amie Rickatson, Strategy and Enabling Manager	Katherine Corney, 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						
Lobby central government to introduce controls around the short term let market.	P1-23			Katherine Corney, Private Sector Safety/Team/HMO Enforcement	Katherine Corney, 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						
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	Kerem Edmunds, Rapid Rehousing Manager						
Support and identify opportunities for community-led housing developments.	P1-29			Dave Scholes, Affordable Housing Supply	Dave Scholes, Affordable Housing Supply Corporate Lead						
	P1-30			Dave Scholes, Affordable Housing Supply	Dave Scholes, Affordable Housing Supply Corporate Lead						
	P1-31	Dave Scholes, Affordable Housing Supply									
	P1-32	Dave Scholes, Affordable Housing Supply									

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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 - Y1 action progress Green - on track Amber - minor issues or/over 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. Reduce the number of privately rented homes that contain serious home hazards.	Ensure that the majority of applications for property licenses are processed and licenses issued.	P2.1	Gail Siddal, Regulatory Services Manager	Gail Siddal, Regulatory Services Manager						
		Continue the work of investigating unlicensed properties incorporating the selective licensing scheme.	P2.2	Gail Siddal, Regulatory Services Manager	Gail Siddal, Regulatory Services Manager						
		Progress the enforcement of non-compliance with the selective licensing scheme.	P2.3	Gail Siddal, Regulatory Services Manager	Gail Siddal, Regulatory Services Manager						
		Continue inspections of properties where we have been notified of hazards.	P2.4	Gail Siddal, Regulatory Services Manager	Gail Siddal, Regulatory Services Manager						
		Continue with our proactive inspection programme of HMO properties and introduce proactive inspections for properties with a selective license.	P2.5	Gail Siddal, Regulatory Services Manager	Gail Siddal, Regulatory Services Manager						
Continue to deliver investments into our Council homes	Develop a programme of rolling annual stock condition surveys. 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.	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/repairs.	P2.6	Gail Siddal, Regulatory Services Manager	Gail Siddal, Regulatory Services Manager						
		Develop and implement Asset Management Strategy, reviewing and refreshing the stock data.	P2.8	Nerys Parry, Head of Housing Services	Malcolm Peck, Property Services Manager						
		Invest £51m into Council homes in line with our asset management strategy.	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. Deliver a new integrated and locally-based way of working to deliver services to our communities. Repair services delivered are excellent and informed by: - making repairs at our tenant's convenience; make the fix first time. Provide effective and timely response to tenants impacted by anti-social behaviour.	Complete transformation programme of landlord services, with a focus on the provision of quality service with high levels of tenant satisfaction and compliance with SRA 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						
		Continue to build our locally based approach, including bringing in new council teams and working better across other statutory bodies.	P2.13								
		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						
		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						
		Continue to improve our digital offer to tenants to deliver improved communications and engagement. Seeking feedback to make changes to how we deliver our services in real time.	P2.17	Bill Graves, Landlord Services Manager	Bill Graves, Landlord Services Manager						
		Implement new processes and procedures for recording all complaints on OI.	P2.18	Bill Graves, Landlord Services Manager	Bill Graves, Landlord Services Manager						
		Implement New Tenant and Leaseholder Involvement Strategy and accompanying action plan.	P2.19	Bill Graves, Landlord Services Manager	Bill Graves, Landlord Services Manager						
Improve tenant engagement and tenant involvement to enhance accountability and put tenants' views at the heart of decision making and service development	Establish refreshed aims and purposes for our tenant engagement and involvement activities. 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 ensure that tenants and leaseholders involved in engagement and involvement activities better reflect the geographic spread and demographic make-up of our Council tenants as a whole. Release and publish results against the new national tenants consumer standards under the Social Housing White Paper.	Establishing defined aims and developing a scrutiny function to enhance accountability and ensure that tenants' views inform service delivery.	P2.20	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.	P2.21	Bill Graves, Landlord Services Manager	Bill Graves, Landlord Services Manager						
		New Tenants and Leaseholder Strategy developed and implemented, incorporating this and in line with the Council's Equality, Diversity and Inclusion Strategy.	P2.22	Bill Graves, Landlord Services Manager	Bill Graves, Landlord Services Manager						
		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						

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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 Completed	
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. Homes built by OX Place have carbon emissions levels for new homes that are 40% below national standards (Building Regulations 2021). Homes built by OX Place use electricity only and heated through low carbon means such as air source heat pumps. Build as far as possible using a 'fabric-first' approach (as per Zero Carbon Action Plan) 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.	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						
		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						
		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						
		Design/build homes with fabric first approach.	P3-4	Alison Salter, Head of Development, OX Place	Debbie Haynes, Carbon Reduction & Sustainability Manager, OX Place						
		Using Energy Quality Assurance service on all majority of dwellings.	P3-5	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. The energy efficiency works into other planned maintenance programmes to ensure a co-ordinated and less disruptive approach to delivery, improving tenant experience. 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. 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. Work with other landlords, such as Registered Providers and private rented sector landlords to increase energy efficiency, both in existing buildings and new developments. 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. Actively promote available funding and direct those eligible to apply for such funding. 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). Ensure residents in the city can access consistent and quality energy advice in relation to both property improvements and energy usage. 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. 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 practice.	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						
		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						
		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						
		Engagement Strategy in place.	P3-10	Malcolm Peck, Property Services Manager	Juliet Nicholas, Energy & Sustainability Manager						
		Bids for SHDF and other funding sources submitted where they complement planned work streams.	P3-11	Bill Graves, Landlord Service Manager	Bill Graves, Landlord Service Manager						
		Progress work on new Local Plan 2040 including updated policies addressing carbon reduction in new and existing development.	P3-12	Malcolm Peck, Property Services Manager	Juliet Nicholas, Energy & Sustainability Manager						
		Bid for any other government funding made available to support landlords to fund energy efficiency measures.	P3-13	Amanda Ford	Daniel Young/Amanda Ford, Planning						
		Vikki Robins, Sustainable Innovation Manager	P3-14	Vikki Robins, Sustainable Innovation Manager	Emily Green, Environmental Quality						
		Vikki Robins, Sustainable Innovation Manager	P3-15	Vikki Robins, Sustainable Innovation Manager	Emily Green, Environmental Quality						
		Vikki Robins, Sustainable Innovation Manager/Emily Green, Environmental Quality/Katherine Conroy, PSST	P3-16	Vikki Robins, Sustainable Innovation Manager/Emily Green, Environmental Quality/Katherine Conroy, PSST	Emily Green, Environmental Quality						
		Vikki Robins, Sustainable Innovation Programme Manager/Emily Green, Environmental Quality/Katherine Conroy, PSST	P3-17	Vikki Robins, Sustainable Innovation Programme Manager/Emily Green, Environmental Quality/Katherine Conroy, PSST	Katherine Conroy, Team Manager, PRS Safety Team						
		Rose Dickinson, Carbon Reduction Manager/Emily Green, Environmental Quality/Katherine Conroy, PSST	P3-18	Rose Dickinson, Carbon Reduction Manager/Emily Green, Environmental Quality/Katherine Conroy, PSST	Emily Green, Environmental Quality						
		Rose Dickinson, Carbon Reduction Manager/Emily Green, Environmental Quality	P3-19	Rose Dickinson, Carbon Reduction Manager/Emily Green, Environmental Quality	Emily Green, Environmental Quality						
Emily Green, Environmental Quality	P3-20	Rose Dickinson, Carbon Reduction Manager/Emily Green, Environmental Quality	Emily Green, Environmental Quality								
Emily Green, Environmental Quality	P3-21	Rose Dickinson, Carbon Reduction Manager/Emily Green, Environmental Quality	Emily Green, Environmental Quality								
Vikki Robins, Sustainable Innovation Manager	P3-22	Vikki Robins, Sustainable Innovation Manager	Vikki Robins, Sustainable Innovation Manager								

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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 (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 issues Orange - delays Red - significant
Transform Council services to better prevent and relieve homelessness	Complete a transformation of our Housing Needs team (covering homelessness services and the Housing Register) to focus more on prevention and rapid rehousing.	Ensure new teams, new procedures and new ways of working are implemented.	PA-1	Richard Wood, Housing Needs and Strategy Manager	Anie Rickatson, Strategy and Service Development Manager					
	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 success after 6 months.	PA-2	Richard Wood, Housing Needs and Strategy Manager	Anie Rickatson, Strategy and Service Development Manager					
	Embed a corporate approach to the prevention of homelessness within Oxford City Council	Develop and implement training programme for staff across the organisation.	PA-3	Richard Wood, Housing Needs and Strategy Manager	James Pickering, Homelessness Prevention Manager					
	Embed our corporate governance mechanism for homeless prevention.	Review our corporate governance mechanism for homeless prevention.	PA-4	Richard Wood, Housing Needs and Strategy Manager	James Pickering, Homelessness Prevention Manager					
	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.	Further develop our online housing applications, with the implementation of applications to join our transfer housing register as well as homeless applications.	PA-5	Richard Wood, Housing Needs and Strategy Manager	Kieran Edmunds, Rapid Rehousing Manager / James Pickering, Homelessness Prevention Manager					
	Complete procurement and prepare for implementation of new Housing Needs Housing System	Richard Wood, Housing Needs and Strategy Manager	PA-6	Richard Wood, Housing Needs and Strategy Manager	Richard Wood, Housing Needs and Strategy Manager					
	Enhance work flows and processes, including referrals to Housing Needs and statutory homelessness services.	Richard Wood, Housing Needs and Strategy Manager	PA-7	Richard Wood, Housing Needs and Strategy Manager	James Pickering, Homelessness Prevention Manager					
	Increase our face-to-face and visiting offer to those who are experiencing homelessness or threatened with homelessness	Richard Wood, Housing Needs and Strategy Manager	PA-8	Anie Rickatson, Strategy and Service Development Manager	Anie Rickatson, Strategy and Service Development Manager					
	Main 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.	PA-9	Anie Rickatson, Strategy and Service Development Manager	Anie Rickatson, Strategy and Service Development Manager					
	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.	Ensure new teams, new procedures and new ways of working are implemented.	PA-10	James Pickering, Homelessness Prevention Manager	James Pickering, Homelessness Prevention Manager					
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 landlords and tenants, providing mediation and working in close partnership with statutory and support services	Complete review of our private rented sector support function, to ensure that households are effectively supported to remain in their accommodation.	PA-11	Kieran Edmunds, Rapid Rehousing Manager	Kieran Edmunds, Rapid Rehousing Manager					
	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.	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	PA-12	Kieran Edmunds, Rapid Rehousing Manager	Kieran Edmunds, Rapid Rehousing Manager					
	Landlord Health and Safety, offering an enhanced property management service to landlords	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.	PA-13	Richard Wood, Housing Needs and Strategy Manager	Kieran Edmunds, Rapid Rehousing Manager					
	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.	Continue to work with and support health services in Oxford to enable persons to be discharged from hospital setting and into accommodation without delay.	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					
	Work in partnership to prevent homelessness	Work with health and social care colleagues to seek and secure long term funding.	PA-15	Peter Moore, Out of Hospital Programme Manager/ Richard Wood, Housing Needs and Strategy Manager	Peter Moore, Out of Hospital Programme Manager					
	Supporting Out of Hospital team to Statutory services, ensuring people get access to statutory homelessness assistance, as well as other support needed.	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. <i>Need to rewrite - ensure of plans for this year</i>	PA-16	Richard Wood, Housing Needs and Strategy Manager	James Pickering, Homelessness Prevention Manager					
	Prevent homelessness for those being released from prison and probation services	Ensure pre-eviction protocols are updated and implemented.	PA-17	Richard Wood, Housing Needs and Strategy Manager	James Pickering, Homelessness Prevention Manager					
	Work in partnership with supported accommodation providers and housing associations to establish working pre-eviction protocols.	Provide leadership on the Council of Sanctuary Accreditation, ensuring we meet all criteria and retail the accreditation.	PA-18	Richard Wood, Housing Needs and Strategy Manager	Stephen Cohen, Refugee and Resettlement Manager					
	Support and deliver refugee schemes, review current schemes and be ready to implement changes with any future government schemes	Continue to support Countywide Homes for Ukraine service, with a focus on developing more on options for individuals entering the scheme.	PA-19	Richard Wood, Housing Needs and Strategy Manager	Stephen Cohen, Refugee and Resettlement Manager					
	Deliver our corporate commitment, to house 5 families per year for the next five years, to support the government's refugee resettlement schemes.	Complete mapping of key partnerships and processes to ensure that homelessness prevention work is housed and effective.	PA-20	Richard Wood, Housing Needs and Strategy Manager	James Pickering, Homelessness Prevention Manager					
Work with partner organisations to create better customer journeys between Council services and non-statutory services	Work with the County Council and providers to help those leaving the Young Persons Support 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.	PA-21	Richard Wood, Housing Needs and Strategy Manager	James Pickering, Homelessness Prevention Manager					
	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.	PA-22	Richard Wood, Housing Needs and Strategy Manager/ Liz Jones, ASB Manager	Liz Jones, ASB Manager					
	Continue to deliver the Sanctuary Scheme.	Richard Wood, Housing Needs and Strategy Manager/ Liz Jones, ASB Manager	PA-24	Richard Wood, Housing Needs and Strategy Manager/ Liz Jones, ASB Manager	Liz Jones, ASB Manager					
	Reduce health, housing and care inequalities for people with multiple and complex needs through: - Housing in Making Every Adult Matter (MEAM) coordinate who will facilitate and gather an evidence base, and embed recommendations and learning - Engage in shared training and reflective practice across services - Start of data to provide more targeted services	Continue good progress made to implement MEAM approach across services	PA-25	Peter Moore, Out of Hospital Programme Manager	Peter Moore, Out of Hospital Programme Manager					
	Work with King's College London to analyse project evaluation and data, and design services based on evidence.	Contribute to a countywide workforce development programme, develop an offer of training and reflective spaces.	PA-26	Peter Moore, Out of Hospital Programme Manager	Peter Moore, Out of Hospital Programme Manager					
	Bring together within the Council structures, move-on from temporary and supported accommodation with placements into social and private rented accommodation to ensure a coordinated approach to rehousing homeless households.	Continue to embed transformation across temporary accommodation, to increase move on and bring down the length of stay in TA.	PA-27	Richard Wood, Housing Needs and Strategy Manager	Kieran Edmunds, Rapid Rehousing Manager					
	Review our lettings plan to ensure it responsive to demands and challenges across the service, in order to bring down the length of stay in TA.	Continue to ensure all households accommodated in temporary accommodation have a support and move on plan.	PA-29	Richard Wood, Housing Needs and Strategy Manager	Kieran Edmunds, Rapid Rehousing Manager					
	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.	PA-31	Richard Wood, Housing Needs and Strategy Manager	Kieran Edmunds, Rapid Rehousing Manager					
	Complete review of the current Allocations Scheme, using data and best practice on the allocation of social housing.	Use the review and analysis to inform our provision of temporary accommodation in the city, including types and amount of TA required.	PA-33	Richard Wood, Housing Needs and Strategy Manager	Kieran Edmunds, Rapid Rehousing Manager					
	Continue to explore options for maximising TA stock through decommissioning of own SS accommodation and capital investment schemes.	Continue to ensure all households accommodated in temporary accommodation have a support and move on plan.	PA-34	Richard Wood, Housing Needs and Strategy Manager	Kieran Edmunds, Rapid Rehousing Manager					
Complete review of our Allocations Schemes and update our Allocations Policy	Review of Allocation policies to ensure there are no barriers for people moving on from temporary and supported accommodation to access social housing.	Review of Allocation policies to ensure there are no barriers for people moving on from temporary and supported accommodation to access social housing.	PA-35	Richard Wood, Housing Needs and Strategy Manager	Kieran Edmunds, Rapid Rehousing Manager					
	Complete review of the current Allocations Scheme, using data and best practice on the allocation of social housing.	Use the review and analysis to inform our provision of temporary accommodation in the city, including types and amount of TA required.	PA-36	Richard Wood, Housing Needs and Strategy Manager	Kieran Edmunds, Rapid Rehousing Manager					
	Continue to explore options for maximising TA stock through decommissioning of own SS accommodation and capital investment schemes.	Continue to ensure all households accommodated in temporary accommodation have a support and move on plan.	PA-37	Richard Wood, Housing Needs and Strategy Manager	Kieran Edmunds, Rapid Rehousing Manager					
	Review of Allocation policies to ensure there are no barriers for people moving on from temporary and supported accommodation to access social housing.	Use the review and analysis to inform our provision of temporary accommodation in the city, including types and amount of TA required.	PA-38	Richard Wood, Housing Needs and Strategy Manager	Kieran Edmunds, Rapid Rehousing Manager					

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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 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 delays Red - significant issues Redder - delays Completed	
Implement the Countywide Debris-free Homelessness and Rough Sleeping Strategy	Work with and support the Odborough 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 Odborough 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 Odborough City Council outside of Alliance arrangements, services will be regularly reviewed to ensure they are aligned and deliver a housing-led approach.	PS-3	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-4	Osai Mosley, Rough Sleeping and Single Homelessness Manager	Osai Mosley, Rough Sleeping and Single Homelessness Manager						
		Continue to work across the Countywide objectives to tackle the under-occupancy of one bedroom accommodation across Odborough. Develop a package of measures at Councils and ICB can agree to increase the supply for accommodation for single people.	PS-5	Richard Wood, Housing Strategy and Needs Manager	Osai Mosley, Rough Sleeping and Single Homelessness Manager						
		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.	PS-6	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 commissioners of supported accommodation operating in the city to ensure that as much as possible is provided through regulated providers, who are subject to more regulation and robust checks on the quality of services provided, than self-helped.	PS-8	Richard Wood, Housing Strategy and Needs Manager	Richard Wood, Housing Strategy and Needs Manager						
		Continue to deliver services based on the principle of Shortlets Safe To Stay in the city, to ensure that people do not have to sleep rough before they are offered assistance.	PS-9	Osai Mosley, Rough Sleeping and Single Homelessness Manager	Osai Mosley, Rough Sleeping and Single Homelessness Manager						
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 Odborough 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.	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-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 Odborough deliver 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. Review and update the Council's Allocation Policy, including the exclusion criteria based on findings from case reviews.	PS-13	Karen Edmunds, Rapid Rehousing Manager	Karen Edmunds, Rapid Rehousing Manager						
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.	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	Karen Edmunds, Rapid Rehousing Manager	Karen Edmunds, Rapid Rehousing 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						
		Commission new services as per successful funding bids	PS-19	Osai Mosley, Rough Sleeping and Single Homelessness Manager	Osai Mosley, Rough Sleeping and Single Homelessness Manager						
		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						
Increase our offer of Housing First accommodation and provide for support individuals may need in order to sustain the accommodation.	Implement and monitor the commissioning and contract management arrangements of services commissioned solely by Odborough City Council and as part of the Odborough Alliance, ensuring choice and variety in measures, including support not linked to a housing offer.	Continue our work to bring a further 11 properties into use for Housing First, and support our existing Housing First plans to sustain the accommodation.	PS-24	Osai Mosley, Rough Sleeping and Single Homelessness Manager	Osai Mosley, Rough Sleeping and Single Homelessness Manager						
		Work with DLUHC to explore future funding opportunities and bid where appropriate to further increase our Housing First offer.	PS-25	Osai Mosley, Rough Sleeping and Single Homelessness Manager	Osai Mosley, Rough Sleeping and Single Homelessness Manager						
		Work with the Alliance to continue to transform our approach to the provision of accommodation for 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	PS-27	Osai Mosley, Rough Sleeping and Single Homelessness Manager	Osai Mosley, Rough Sleeping and Single Homelessness Manager						

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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.	EDI-1	Amie Rickatson, Strategy and Service Development	Amie Rickatson, Strategy and Service Development
		Analyse data regularly to determine if and when any groups are disproportionately affected by homelessness, use this to inform service development.	EDI-2	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
		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
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 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.	EDI-6	Amie Rickatson, Strategy and Service Development	Amie Rickatson, Strategy and Service Development
		Provide training and upskilling to staff to ensure data on protected characteristics is collected and recorded.	EDI-7	Amie Rickatson, Strategy and Service Development	Amie Rickatson, Strategy and Service Development
		Analyse data regularly to determine if and when any groups are disproportionately affected by homelessness	EDI-8	Amie Rickatson, Strategy and Service Development	Amie Rickatson, Strategy and Service Development
		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.	EDI-9	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.	EDI-10	Amie Rickatson, Strategy and Service Development	Amie Rickatson, Strategy and Service Development
		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-11	Bill Graves, Landlord Services Manager	Bill Graves, Landlord Services Manager
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 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