

RAG Rating for the Housing, Homelessness and Rough Sleeping Strategy 2023-2028

June 2025

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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 owned by	End of Year 2 comments	End of Year 2 RAG rating Green - on track Amber - minor issues and/or delays Red - significant issues and/or delays Blue - completed
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	Economy, Regeneration and Sustainability	The affordable housing supply programme is currently on course to delivery 1,512 homes over the next four years, this is slightly below the ambitious four-year delivery target of 1,600 however it will exceed its target for social rented units.	
	Deliver over 850 affordable homes available at a social rent, delivered by OX Place, the Council and housing association partners.	Continue to deliver affordable homes at social rent to meet target of 850 by March 2026	P1-2	Economy, Regeneration and Sustainability	The affordable supply programme will exceed its target for social rented units, with 1,008 units projected to be delivered, against a target of 850. In 24/25, 109 affordable homes were handed over – 86 social rent, 2 affordable rent and 21 shared-ownership properties.	
	Ensure significant investment from the Council's Housing Revenues Account goes into the development of new affordable homes during the strategy period.	Ensure the investment of Housing Revenue Account (HRA) funds are in line with the HRA Business Plan and contributes towards the number of affordable homes	P1-3	Economy, Regeneration and Sustainability	The new HRA (40 year) business plan was approved by Cabinet in December 2024 and the HRA capital budget 2025/26 and MTFP (medium term financial plan 5 years) was agreed at Council in February 2025. This allows sufficient funding to continue the current programme as proposed, with the potential to amend one scheme in favour of bringing forward some new opportunities into the pipeline over 2025.	

		that become available in the city.				
	Take available steps to secure and deploy public investment where this is available to make further affordable housing development viable in Oxford and Oxfordshire, including Homes England funding and wider infrastructure funds.	Bid for relevant funding when available, including an estimated 7 bids where funding has already been announced.	P1-4	Economy, Regeneration and Sustainability	Alongside on-going schemes, one further scheme accepted onto the Homes England Affordable Housing Programme (AHP) 2021-26. Homes England has confirmed grant funding for Northfield Hostel phase 1 with the AHP 2021-26 programme. This scheme will benefit from £4.29m to deliver 51 affordable homes (27 Social Rented (SR) and 24 Shared Ownership (SO). Contract signing will take place in April with a Start On Site (SOS) anticipated later this same month.	
	Offer support and partnership to developers, landowners, social landlords and community-led housing groups to encourage delivery of new affordable homes.	Enhance our partnerships with housing associations by establishing regular meetings to discuss feasibility of development.	P1-5	Economy, Regeneration and Sustainability	Regular 'strategic partnership' annual/ bi-annual meetings are in place with each of the developing/ large stock holding Registered Providers in Oxford Register for Affordable Housing (ORAH) partnership.	
		Proactively engage with landowners about potential developments on sites.	P1-6	Economy, Regeneration and Sustainability	Through the additional acquisitions from the Retained Right to Buy Receipts programme (April 2024 Cabinet) several development opportunities have been brought forward this year as 100% affordable schemes. Subject to any outstanding approvals, contract and governance this includes Maltfield House (15 homes), Sandy Lane the Bungalow (12 homes), Laburnum Road (TBC 10 homes), Rose Hill (TBC 8 homes) and Westlands Drive (TBC 2 homes) which are intended to deliver within the four-year programme.	
		Continue to review land supply for affordable housing development as part of the Local Plan	P1-7	Economy, Regeneration and Sustainability	Further recent engagement with Planning Policy with regards to possible site allocations/ call for sites for the preparation of the Local Plan.	
	Explore options and feasibility of	Initial feasibility assessment carried	P1-8	Economy, Regeneration	Work on-going, continuing to engage with partners. Five sites are being prepared for development using BLRF	

	developing small and adjoining sites	out for a number of small sites across the city.		and Sustainability	(Brownfield Land Release Fund) funding. Working with OCLT (Oxford Community Land Trust) on developing the Balfour, Harebell and Pegasus garage sites. The pre-application meeting was in February 2025. In procurement for the design of the Leiden and Underhill Circus sites to be developed by OCHL. Further sites identified for additional feasibility studies to assess development potential.	
		Develop an approach for the development of small and adjoining sites.	P1-9	Economy, Regeneration and Sustainability	The desktop study result and mapped sites have been completed and will be shared with Members in April 2025 for easy access and reference. Feasibility studies to commence on a further c.8 sites in Q1 2025/26.	
	Support and encourage the use of factory-built housing and modular construction	Start on-site with a modular contractor for at least one OX Place development	P1-10	OX Place	Modern Methods of Construction for modular housing as an industry is not sufficiently mature or reliable enough to be a viable option for the foreseeable future.	Action removed. To be re-considered at end of year 3 annual review
	Work to ensure that new affordable homes delivered meet established and projected housing need	Monitor and update housing need in relation to affordable housing in the city, e.g. size, tenure, location, number of units etc.	P1-11	Housing Services / Economy, Regeneration and Sustainability	Regular review and updating of housing needs data; communication and joint working across teams. The last housing needs update was provided in March 2025 and submitted to Development Review Group (Housing) in April 2025. This action will be amended for Year 3 action plan to reflect current demands.	
		Senior Housing Management team to continue with regular reviews of housing needs data and delivery forecasts, to influence affordable housing supply, ensuring demand and the Council's priorities inform the supply of affordable accommodation, including the accommodation delivered by OX	P1-12	Housing Services / Economy, Regeneration and Sustainability	Regular review and updating of housing needs data; communication and joint working across teams. The last housing needs update was provided in March 2025 and submitted to Development Review Group (Housing) in April 2025.	Merged with P1-11 in the Year 3 Action Plan

		Place and our partners.				
		Using need for affordable housing to drive development in the city and spend of Housing Revenue Account funds.	P1-13	Housing Services / Economy, Regeneration and Sustainability	As above. Regular review of housing needs data allows affordable housing delivery to reflect current priority need within the wider strategy and policy framework.	Merged with P1-11 in the Year 3 Action Plan
		Ensure that steps are taken to meet high demand of certain affordable housing types, such as 1-bedroom properties	P1-14	Housing Services / Economy, Regeneration and Sustainability	As above. Continued review and flexibility where possible to prioritise highest need. Currently this is reflected in the delivery of one-bedroom units as part of the RRTB and SHAP acquisition programmes.	
		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	Housing Services / Economy, Regeneration and Sustainability	Ongoing monitoring of policy and legislative decisions. Subject to confirmation of planning amendments on one final scheme where it is intended that the First Homes on the site will be converted to a mix of social rent and shared ownership, there are now no First Homes anticipated to deliver in Oxford. Removed from year 3 action plan as no longer required following change in government policy.	
		Review outstanding actions from the Older Persons Review and make progress to complete relevant actions.	P1-16	Housing Services	Guidance on the different types of older persons housing in the city is available on the OCC website. Information on the different schemes available will be kept under review to ensure up to date information is available to housing applicants.	
Provide homes for those struggling in the Oxford housing market	Deliver shared ownership programme	Deliver shared ownership properties as part of our commitment to deliver 1,600 affordable homes	P1-17	Economy, Regeneration and Sustainability	Shared Ownership properties remained popular in Oxford during the year. The Youngs Way scheme offered five shared ownership homes which were each reserved in advance of completion. There is a high level of interest in these schemes with OX Place advertising homes in advance of completion.	

		by the end of March 2026.				
	Continue to bring empty homes back into occupancy	Continue to work with and support property owners to bring properties back into domestic use.	P1-18	Housing Services / Planning and Regulation	Work is on-going to encourage landlords to bring empty homes back into through initiatives such as Council Tax changes and this action has been updated in the year 3 action plan.	
		Where possible and appropriate, take stronger enforcement action on property owners.	P1-19	Housing Services / Planning and Regulation	The Empty Property Officer post is due to be discontinued. This action has not been progressed. Therefore the year 3 action plan has been updated to reflect current initiatives.	Merged with P1-18 in the year 3 action plan
		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	Housing Services / Planning and Regulation	The Empty Property Officer post is due to be discontinued. This action has not been progressed, therefore the year 3 action plan has been updated to reflect current initiatives.	Action removed from Year 3 action plan.
	Review and refresh the Council's Tenancy Strategy	Review and develop a new Tenancy Strategy to replace our 2018-23 strategy.	P1-21	Housing Services	This work is being progressed in 2025/26 with the engagement of an external consultant to support the project.	
	Use Right to Buy receipts and borrowing in the Housing Revenue Account to purchase properties for social rent for people on the Housing Register	Monitor Right to Buy sales and develop plans for spending receipts. Once plans have been developed, purchase properties in line with these plans.	P1-22	Economy, Regeneration and Sustainability	The combined acquisitions programme delivered 29 new homes this year using funds and grant from Retained Right to Buy Receipts, Local Authority Housing Funds 2 and 3 (as well as underspend from LAHF 1 and 2) and Single Homelessness Accommodation Programme (SHAP - Homes England). This is the highest number of acquisitions in one year to date.	
	Lobby central government to	Continue to respond to relevant	P1-23	Planning and Regulation	Various consultations have been responded to during 2024/25 including most recently the Support Housing	

	introduce controls around the short term let market.	government consultations and use opportunities to influence in order to openly share the Council's position so that we can help guide policy making.			Regulation consultation which could bring significant changes to supported housing regulation in the City. This work is on-going as new consultations are launched.	
	Take appropriate action where a house has changed into short term let/holiday accommodation without the correct planning permission	Continue to investigate alleged breaches of planning permission on short let use	P1-24	Planning and Regulation	Officers continue to receive and investigate alleged 'change of use' of properties to short lets. The capacity to do this will increase with the creation of the new planning enforcement officer post.	
		Where breaches are identified, take appropriate action to resolve the breach.	P1-25	Planning and Regulation	Investigations into breaches ongoing; a number of Planning Contravention Notices have been served with a view to taking formal action where required. The team will have extra capacity with the creation of a new planning enforcement officer post within the team; this will allow increased/further action to be taken, including proactive, which has not been possible up to now due to capacity.	
		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	Planning and Regulation	No further update from central government on this scheme. It is still in the proposals stage. It is outside of our control.	
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 (CDC)	P1-27	Economy, Regeneration and Sustainability	Memorandum of Understanding with CDC remains to be signed (delayed due to the capacity in the CDC legal team).	

		Establish effective monitoring to ensure that new developments are being allocated to Oxford residents in housing need.	P1-28	Housing Services	Currently, the only District delivering new homes for Oxford's Unmet need is Vale of the White Horse DC as there are effective arrangements in place between OCC and Vale, with monitoring of new lets for residents with an Oxford connection. Arrangements are on-going as progress is made by the other Districts on delivering additional homes for Oxford's Unmet Need in the future as sites develop.	
	Support and identify opportunities for community-led housing developments.	Continue our engagement with community groups and community land trusts	P1-29	Economy, Regeneration and Sustainability	Engagement with the Oxfordshire Community Land Trust (OCLT) on three former garage sites in Blackbird Leys, and with the OCH (Oxford Co-housing) group re the potential for some Community-Led Housing (CLH) or Custom Build on the Redbridge Paddock site.	
		Progress community-led housing projects on garage sites identified through work funded by the Housing Advisers Programme	P1-30	Economy, Regeneration and Sustainability	Desktop study of all small sites in the city completed. Short listed sites with most development potential established. To start grouping sites to increase development potential. Engagement with all Councillors on the sites due in April 2025.	
		Through our work to develop an approach to develop small sites, identify suitable sites for community-led housing	P1-31	Economy, Regeneration and Sustainability	As above in P1-30	
		Identify and secure suitable funding to progress feasibility stages for community-led housing on identified small sites.	P1-32	Economy, Regeneration and Sustainability	Engagement with the OCLT on three former garage sites in Blackbird Leys. Small sites project being progressed to assess OCC owned small sites and look at viable delivery models for those best able to support housing. The OCLT is in contact with Resonance further to the Government £20m funding announcement on 25 March 2025 for community-led housing (pre-development borrowing).	

Priority 2 - Great homes for all

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Y2)	Action reference (no)	Action owned by	End of Year 2 comments	End of Year 2 RAG rating
						Green - on track Amber - minor issues and/or delays Red - significant issues and/or delays Blue - completed
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	Planning and Regulation	<p>In total, 17,195 properties are covered by our property licensing schemes (when including individual flats under block licences).</p> <p>In total, 12,545 Selective licence applications have been received of which 11,245 have been issued. From 1 September 2024, KPI to process 80% within 12 weeks of application date. Currently at 98% issued within KPI.</p> <p>In total, approx. 3000 HMO licences currently issued (this does not include pending applications). HMO new applications KPI1: to issue 80% within 16 weeks of application, currently at 91%. HMO KPI2 to issue 80% renewal applications within 6 weeks of expiry, currently at 88%.</p> <p>This demonstrates the majority of applications are processed and licences issued.</p>	

		Continue the work of investigating unlicensed properties incorporating the property licensing schemes, including number charged higher application fees	P2-2	Planning and Regulation	In total, 273 reports of unlicensed properties were received (157 Houses of Multiple Occupation (HMO), 116 Selective Licences (SL). 61 applications have been secured (22%), 119 (44%) closed as exempt / not licensable / already licensed and the remaining are under investigation. 1170 Selective Licence applications were charged the higher fee for failing to apply within 12 weeks of becoming tenanted. 36 HMO licences have been charged the higher fee for failing to apply within 12 weeks of becoming an HMO. We issued 2 financial penalties for failing to apply for a licence (1 HMO, 1 SL).	
		Progress the enforcement of non-compliance with the property licensing schemes.	P2-3	Planning and Regulation	This year 18 Improvement Notices, 14 Prohibition Orders, 2 Emergency Remedial Action notices and 32 hazard awareness notices have been served. In addition, 19 other "environmental health" notices have been served. 37 HMO licences were charged the Category D fee for poor management compliance.	
	Reduce the number of privately rented homes that contain serious home hazards.	Continue inspections of properties where we have been notified of concerns with rented homes	P2-4	Planning and Regulation	This year, 133 properties have been inspected following reports of poor conditions / concerns. (This does not include HMOs where a 5-year inspection was recorded.)	

		Continue with our proactive inspection programme of HMO properties and introduce proactive inspections for properties with a selective licence.	P2-5	Planning and Regulation	<p>This year, 129 HMOs were inspected as part of the new licence application process.</p> <p>This year, 128 properties have been inspected or audited as part of our five-year HMO programme.</p> <p>This year, 319 Selective Licensing properties have been inspected (either reactively or proactively).</p> <p>Large scale inspection contract awarded, to begin 7 April 2025.</p> <p>This action can be monitored in 2025/26 for ongoing monitoring of actions to reduce homes with serious home hazards.</p>	
		Ensure compliance using education and enforcement of all appropriate legislation in accordance with the Council's Enforcement Policy.	P2-6	Planning and Regulation	<p>Two landlord forums held in 2024/25 to educate landlords and agents on damp and mould, fire safety, carbon monoxide, HHSRS (Housing Health and Safety Rating System) and energy efficiency.</p> <p>This year, 251 HMO compliance visits were undertaken where works had been included on the licence. Following revisits and checks 75% had complied and 25% had not completed the required works.</p> <p>This year, 120 properties were improved following a reactive inspection.</p>	
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	Property Services	<p>The stock condition survey programme has been completed and will be repeated in 2025/26 to improve further on the data we hold which will facilitate budgetary forecasting, management and the development of capital programmes going forwards.</p>	

	Use stock condition surveys to ensure a consistent and updated asset management strategy is in place and provides a coordinated plan for maintenance, investment, regeneration and carbon reduction work.	Develop and implement Asset Management Strategy, reviewing and refreshing the stock data.	P2-8	Housing Services	The inhouse Data team are continuously updating and refreshing the information received from the stock condition surveys ensuring all information is captured and transferred into the relevant workstreams linked to the Capital Works Programme and this action will be updated in the Year 3 action plan to reflect current objectives and Council policies.	
	Invest £51m into Council homes in line with our asset management strategy.	Develop and deliver an investment programme for our existing stock, informed by the stock survey	P2-9	Property Services	In accordance with the strategic work undertaken by OCC with ODS in this financial year, 2025/26 is a transitional year during which capital works will be delivered according to the programme, but the transitional period will include discussions regarding specifications, costs and budget to inform the five year capital programme which will commence in 2026/27.	
Provide quality, timely and responsive services to council tenants, with high level of tenant satisfaction	Establish a transformation programme of our Landlord Services leading to improved services for our tenants, including ensuring all our	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	Housing Services	Tenant satisfaction survey 2023/24 showed that overall satisfaction in 10 out of 12 measures was in the top quartile compared to other local authorities / ALMOs (Arms-Length Management Organisations).	

	tenant and leaseholder related activities are resourced sufficiently to comply with the Social Housing Act.	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	Housing Services	As above in P2-10.	
		Implement new structure, completing any required recruitment to vacant posts.	P2-12	Housing Services	As above in P2-10.	Merged with P2-11 in Year 3 action plan
	Deliver a new integrated and locality-based way of working to deliver services to our communities.	Continue to build our locality-based approach, including bringing in new council teams and working better across other statutory bodies.	P2-13	Communities and Citizens' Services	<p>Continue to deliver cross council meetings to coordinate work happening in Localities, to best meet the needs of our residents.</p> <p>Currently revising priorities for working in most deprived areas to best meet the needs of our residents and tenants with a particular focus on reducing inequalities in areas of most need.</p> <p>Now host Customer Service officer in community-based settings to be more accessible to local people.</p>	

	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/re-schedule appointments.	P2-14	Housing Services	The tenant portal is live and tenants are using it to book repairs and other interactions with the council to enhance the digital offer to tenants.	
	Provide effective and timely response to tenants impacted by anti-social behaviour.	Ensure complaints in relation to anti-social behaviour are responded to within 5 working days.	P2-15	Community Safety	Between 1 October 2024 and 31 March 2025 in 86% of cases the initial contact with the complaint was within 5 working days. Over the last 6 months the case managers have improved the timeliness of making contact with complainants following a report of ASB. There is still room for improvement and it is being monitored.	
		Support complainants and perpetrators to resolve the anti-social behaviour.	P2-16	Community Safety	Between 1 October 2024 and 31 March 2025 the Anti-Social Behaviour Investigation Team (ASBIT) logged 178 new cases. There were 94 cases of neighbour nuisance, 41 noise, 15 streetwise. There were 45 safeguarding concerns raised. 178 cases were closed. The volume of work varies across the year, however cases are becoming more complex. This is demonstrated on the amount of safeguarding concerns we have. The vast majority of cases are regarding Oxford City Council tenants.	
	Use a combination of annual tenant and leaseholder surveys, and transactional surveys to gain feedback on our services to inform service	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	Housing Services	To support the promotion of the roadshows a variety of communication methods including GOV.delivery as well as Mailchimp for segmented promotion. Over 5,500 tenants are now receiving the monthly digital edition of Tenants in Touch.	

	development and improvement.	Implement new processes and procedures for recording all complaints on QL.	P2-18	Housing Services	Completed.	
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 Tenant and Leaseholder Involvement Strategy and accompanying action plan.	P2-19	Housing Services	The Tenant Involvement roadshows reached out to 26 locations in the city. A new interim tenant engagement lead has been recruited to create the new strategy which will start with further consultations with tenants, leaseholders and shared owners. The aim is to have the strategy in place by end July 2025. This action has been amended in the year 3 action plan to respond to current objectives and Council policies.	
	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.	P2-20	Housing Services	The new Tenant Involvement Lead has been tasked with enhancing the scrutiny function which is in progress. An initial roadshow in February 2025 reached 400 residents with significant work in train for the coming year. Further there will be a need to recruit tenants, leaseholders and shared owners to these groups undertake a skills gap analysis on those members and provide relevant training.	Merged with P2-19 in Year 3 action plan
		Design and implement a tenant & leaseholder advisory board, to serve as a scrutiny function to hold OCC & ODS to account.	P2-21	Housing Services	As above.	Merged with P2-19 in Year 3 action plan
	Ensure that tenants and leaseholders involved in engagement and involvement activities better reflect the geographic	New Tenants and Leaseholder Strategy developed and implemented, incorporating this and in line with the Council's Equality, Diversity and Inclusion Strategy.	P2-22	Housing Services	In addition to comments for P2-19 above, an initial roadshow in February 2025 reached 400 residents with significant work in train for the coming year, there is a wider and more reflective demographic spread than in the existing tenant ambassador cohort.	Merged with P2-19 in Year 3 action plan

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	spread and demographic makeup of our Council tenants as a whole.					
	Release and publish results against the new national tenant consumer standards under the Social Housing White Paper.	Respond and develop process for publishing results, in line with statutory requirements.	P2-23	Housing Services	Completed.	
		Appoint senior person within the organisation to be responsible for new consumer standards	P2-24	Housing Services	A new role has been created within the landlord services structure to lead on compliance monitoring working with Senior Management.	

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 owned by	End of Year 2 comments	End of Year 2 RAG rating Green - on track Amber - minor issues and/or delays Red - significant issues and/or delays Blue - 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.	OX Place to produce a plan to meet this deadline date.	P3-1	OX Place	Work to ongoing to exceed current building regulations and explore how to meet OCCs net zero carbon ambitions as outlined in the Local Plan, however this action is pending due to limited resource in the team.	Amber
	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	OX Place	Work is ongoing to exceed current building regulations and explore how to meet OCC's net zero carbon ambitions as outlined in the Local Plan.	Green

	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	OX Place	All new homes in the pipeline and going through the planning stage are being designed to be constructed not to use gas. Focus on fabric first and adopting low carbon technologies including Solar PVs, ASHP, MVHRs to accord with the emerging Local Plan provisions.	
	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	OX Place	As above.	
	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.	P3-5	OX Place	Energy QAs appointed on all schemes in contract presently working closely with the development team and wider construction project team.	

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	Property Services	200 of 281 properties have been completed with the remaining properties to be delivered by September 2025. Surveys and designs are to be rolled out across the remaining sub-EPC C properties in preparation for delivery in 2026 onwards.	
	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	Property Services	Work continues on incorporating energy efficiency measures into the planned maintenance programme and properties that fall outside of this are being considered separately. Heat pump trials are currently at feasibility stage with installation to follow.	
	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	As part of the Social Housing Decarbonisation Fund (SHDF) wave 2.1 delivery, work with tenants to develop an approach and lessons learned.	P3-9	Property Services	This is currently underway and lessons from different approaches being incorporated as delivery continues. There have been major resident engagement issues during the Social Housing Decarbonisation Fund (SHDF) project and it is clear wider engagement/ education is needed with residents to get them interested in retrofit works. Case studies will be built from SHDF project satisfied tenants.	

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	energy efficiency improvements.	A full handover and demonstration will be carried out with tenants on completion of works.	P3-10	Property Services	This is being fine-tuned following the first handovers of SHDF.	
		Engagement Strategy in place.	P3-11	Housing Services	The SHDF programme should conclude the work in homes by September 2025. Efforts are being made to encourage reticent tenants to provide access for the works.	
	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 complement planned work steams.	P3-12	Property Services	Officers continue to investigate funding streams where they align to planned work streams which are currently under development. Funding will need to complement the planned programme so a co-ordinated approach can be delivered with the capital works programme.	
Work with other landlords, such as Registered Provides 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 build 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	Planning and Regulation	Local Plan 2040 has been withdrawn and a new timetable agreed for the Local Plan 2042 which will result in some delay to adopting new policies, though moving fast to get back to examination. The team are currently preparing for a consultation in June, which will set out preferred approaches for policies including on net zero carbon buildings. Additional consultation on full draft plan expected end of 2025 and submission for examination planned for Spring 2026.	

	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	Economy, Regeneration and Sustainability	The Home Upgrade Grant (HUG) 2 ended on 31 March 2025 with over £250k awarded in grants to make homes more energy efficient. Oxford City Council has joined a consortium with Oxfordshire County Council which has been awarded £3.75 million for 3 years under the Warm Homes: Local Grant. The award announcement was made in March 2025. The scheme will start in April 2025. Active promotion of Warm Homes: Local Grant will begin once the County have confirmed delivery partner and communication and engagement plan for the scheme, and this is likely to be in summer 2025.	
		Actively promote available funding and direct those eligible to apply for such funding.	P3-15	Economy, Regeneration and Sustainability	Active promotion of Warm Homes: Local Grant will begin once County have confirmed delivery partner and comms and engagement plan for the scheme. Likely to be in summer 2025. Continue to promote ECO4 (Energy Company Obligation Phase 4, which requires large energy suppliers to fund energy efficiency improvements in low-income and vulnerable households), GBIS (Great British Insulation Scheme) and BUS (Boiler Upgrade Scheme) through engagement comms and projects.	
	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	Economy, Regeneration and Sustainability	We have been participating in research projects undertaken by E3G, a government think tank, on changes to MEES (minimum energy efficiency standards) and PRS (private rental sector) licensing. E3G make direct recommendations to government on policy.	

		Continue to encourage landlords to be accredited under the City Council's Landlord Accreditation Scheme, which includes promoting and encouraging landlords to let properties with good EPC ratings.	P3-17	Economy, Regeneration and Sustainability	The team continue to work with landlords to gain accreditation under the Landlord Accreditation Scheme and promote energy efficiency. At year end 2024/25, a total of 573 landlords are accredited with our delivery partner, an increase of 160 landlords compared with 2023/24.	
		Work with landlords to meet Minimum Energy Efficiency Standards (MEES).	P3-18	Economy, Regeneration and Sustainability	Landlord, tenant and agent engagement plan has identified, and specific priorities have been started including: Letter sent to 56 estate agents in Oxford in February on collaboration and opportunities to support our landlord engagement work. Targeted marketing for landlords on A House Like Mine project (sent to landlord mailing list 3000+ recipients).	
	Ensure residents in the city can access consistent and quality energy advice in relation to both property	Continue to fund the Better Housing, Better Health (BHBH) service.	P3-19	Economy, Regeneration and Sustainability	BHBH annual report not yet received. Due end of April 25. BHBH service continues to provide good value for money. BHBH are a finalist in two categories at the LGC awards - service for improving health, housing and the climate.	

	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.	P3-20	Economy, Regeneration and Sustainability	Energy Advice for private rentals and owner occupiers is given by Better Housing Better Health. Specific Energy Advice Officers are not funded and therefore not in place. Energy Advice Officers for our own council housing also no longer in post but are using BHBH Signposting to resources is on our website and via attendance at events. Work focus has been on creating engagement materials for communities.	Action to be removed and merged with P3-19 in Year 3 action plan
		Continue our outreach work via events and partnerships to promote advice and funding opportunities.	P3-21	Economy, Regeneration and Sustainability	Two members of staff shadowed a home visit in partnership with Better Housing Better Health in February 2025 furthering the partnership work. The team attended a workshop led by Oxfordshire County Council for the development of the Oxfordshire Retrofit Strategy and the team continue to foster on-going partnership work.	
	Work in partnership with the Zero Carbon Oxford Partnership to trial innovative approaches to different retrofit measures, scale delivery, share good practise.	Continue feasibility work in Oxford to scale retrofit approaches across different building and tenure types.	P3-22	Economy, Regeneration and Sustainability	A House Like Mine project successfully launched on 6/5/25. The launch included press release, ongoing social media campaign, in person promotion, printed flyers and posters. Web pages are hosted by Cosy Homes Oxfordshire. The website hits since our launch campaign on 6 March are "A House Like Mine": Your Journey page +2501 hits and "A House Like Mine" case studies page +1088.	

					Clean Heat Streets project in Rose Hill and Iffley now completed and a success with 129 sign-ups out of 600 homes, 95 free surveys completed, 31 Air Source Heat Pump installations. Two new grant funding bids are currently being developed in order to carry on the great work these two projects have started.	
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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 owned by	End of Year 2 comments	End of Year 2 RAG rating
						Green - on track Amber - minor issues and/or delays Red - significant issues and/or delays Blue - completed

Transform Council services to better prevent and relieve homelessness	Complete a transformation of our Housing Needs team (covering homelessness service and the Housing Register) to focus more on prevention and rapid rehousing.	Ensure new teams, new procedures and new ways of working are implemented.	P4-1	Housing Services	Teams are now established and there is an on-going focus on service development which is in place and has become business as usual.	
	Ensure a continuous culture of change and service improvement is embedded into Housing Needs.	Continue to embed transformation work across Housing Needs, roll out new team structures and ensure continued culture change within Housing Needs. Review progress after 6 months.	P4-2	Housing Services	As part of the transformation work, teams are now established, and service development continues as business as usual.	
	Embed a corporate approach to the prevention of homelessness within Oxford City Council	Develop and implement training programme for staff across the organisation.	P4-3	Housing Services	We have established strong relationships with key teams within the Council. This has led to quality partnership working and a regular flow of information between teams. Further training and partnership development will be needed upon the implementation of the Renters' Rights Act.	
		Review our corporate governance mechanism for homeless prevention.	P4-4	Housing Services	The review of governance continues with a revised structure in place that guides both the statutory and commissioned services. This aligns with the revised Housing Delivery Group (HDG) and JMG structures that are now well established. Overall, we have a much stronger and consistent approach to governance both internally and with key stakeholders.	

	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.	P4-5	Housing Services	The single gateway is now well established and clear agreed routes into the service are working well. Our triage service is providing clear and consistent advice, and we continue to work to improve the service through training and ICT improvements, this action will be expanded in the year 3 action plan to focus on digital improvements.	
		Complete procurement and prepare for implementation of new Housing Needs Housing System.		Housing Services	On track to go to Cabinet in 2025/26-subject to internal agreement.	Merged with P4-5 in the year 3 action plan
		Establish workflows and processes, including referrals to Housing Needs and statutory homelessness services.	P4-6	Housing Services	We now have clear and consistent ways into our housing needs service which ensures a consistent customer journey and effective process of identifying priority cases. These have been communicated to partners and the process is working well. As services internally and externally evolve we will keep procedures under review to ensure they meet the demands of the service.	
		Increase our face-to-face and visiting offer to those who are experiencing homelessness or threatened with homelessness	P4-7	Housing Services	We have an established face-to-face offer at the library and have expanded our visiting offer to customers at risk of homelessness. We continue to grow the offer and keep the library under review as we are aware it is not an ideal space. This review includes the installation of a private booth during 2025.	

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	Make better use of the council's data to inform the prevention and relief of homelessness	Regular review of Homeless Case Level Information Collection (H-CLIC) data and other internal key data with teams.	P4-8	Housing Services	Officers routinely use data to target service improvement and continued work on improving data quality.	
		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.	P4-9	Housing Services	Officers now have a data dashboard in place which draws data from the Council's housing data base to track trends and progress of service delivery, the information is also reported into the Countywide Steering Group.	
Focus on tackling homelessness from the Private Rented Sector	Establish a dedicated provision to provide upstream homelessness prevention for the private rented sector, which will work with both tenants and landlords, providing mediation and working in close partnership with statutory and support services	Ensure new teams, new procedures and new ways of working are implemented.	P4-10	Housing Services	All officers are now able to offer prevention duties and work is flowing to the correct team. Procedures and training plans for new starters are now in place along with quality control mechanisms and management oversight.	
		Complete review of our private rented sector support function, to ensure that households are effectively supported to remain in their accommodation.		Housing Services	Work continues to develop the support needs for customers as the demographic grows. a new model has been designed and we are in the process of developing the action plan ready for roll out with further work required in 2025/26.	

	Complete a review of the Council's private rented sector access schemes, developing and implementing changes needed to ensure that the schemes remain effective and attractive to landlords.	Complete a review of the Council's private rented sector schemes.	P4-11	Housing Services	<p>A review of PRS schemes has been undertaken with the OCC website updated to reflect the Council's private rented access schemes and how landlords can engage with the Council, a new lettings matrix was completed in 2024/25 to reflect up to date market conditions and ensure the Council remains competitive when trying to attract or retain new landlords.</p> <p>As of the end of the year 2024/25, the Council's private rented sector schemes have achieved 133 new tenancies, with 24% being self-find lets following an updated initiative to the incentives and letting matrix. This is a significant improvement from last year's 11% self-find lets. Despite a continually challenging market, the total number of new PRS tenancies has increased overall since 2023/24.</p> <p>Due to the need to expand PRS procurement a new action has been developed for the year 3 action plan to reflect this.</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 for households.	P4-12	Housing Services	<p>Complete - changes have been introduced to the PRS schemes and the offer of help available.</p> <p>The PRS Team has successfully achieved the objective for 2024/25. Acquiring 30 new lets as part of the Rental Guarantee scheme expansion for single households. This achievement will be carried over into the 2025/26 period, with a target of completing an additional 30 new instructions by the end of 2025/26.</p>	

		Invest-to-save pilot, offering an enhanced property management service to landlords.		Housing Services	The invest-to-save pilot, which offered an enhanced property management service to landlords, received generally positive feedback. However, many landlords opted to use their own contractors, resulting in insufficient interest to continue the pilot into 2025/26. Despite this, the pilot led to positive outcomes, particularly in maintaining landlords and sustaining tenancies on our PRS access schemes. In 2024/25, 86 PRS tenancies ended, representing a 10% decrease from 2023/24 and a 14% decrease from 2022/23, which is encouraging given the current challenges with landlords exiting the market.	
	Continue to express our support for the abolition of section 21 notices, and when and if the Government Bill is implemented, we will ensure that the Council supports the new rules, landlord obligations and tenants' rights.	When introduced, we will put together an information campaign and work closely with landlords and agents in the city to support them to understand and operate within the new legislation.	P4-13	Housing Services	The team is actively preparing for the introduction of new legislation by developing a comprehensive information campaign. This campaign will involve close collaboration with landlords and agents in the city to ensure they understand and can effectively operate within the new regulations. The goal is to provide clear guidance and support, helping landlords and agents navigate the changes smoothly. An example was Oxford City Council's Accreditation Scheme provider, ATLAS, which held their virtual annual conference and training day on 27 March 2025.	

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Work in partnership to prevent homelessness	Prevent homelessness for those being discharged from hospitals by progressing our joint work with health services.	Continue to work with and support health services in Oxford to enable persons to be discharged from hospital setting and into accommodation without delay.	P4-14	Housing Services	<p>Our latest funding award does not cover the entire model and we have had to reduce our Step-Down capacity back to 27 beds.</p> <p>New discharge protocol largely in place and has streamlined the practice of discharging patients safely.</p> <p>Officers have plans to align the Out of Hospital team to Statutory services, ensuring people get access to statutory homelessness assistance, as well as other support needed. This action is amended in the year 3 action plan to respond to this challenge.</p>	
		Work with health and social care colleagues to seek and secure long term funding.	P4-15	Housing Services	Funding secured from BCF for most of the model in 2025/26. We will be contributing to a wider evaluation of services this year with a view to moving to baseline (BAU) funding from 2026/27.	
		Aligning Out of Hospital team to Statutory services, ensuring people get access to statutory homelessness assistance, as well as other support needed.		Housing Services	These three roles are in place and well-established. We have improved our links with Oxford City Council teams (early prevention and PRS) to ensure that our services are aligned and that we are working towards the same strategy / objectives.	Merged with P4-14 in Year 3 action plan

	Prevent homelessness for those being released from prison and probation services	Enhance partnership working with prison and probation services, including the provision of new temporary accommodation arrangements and access to accommodation in the private rented sector.	P4-16	Housing Services	Work continues in this area following a change to the Thames Valley MAPPA arrangements. We continue to work on the early intervention through effective use of Duty to Refer.	
	Work in partnership with supported accommodation providers and housing associations to establish working pre-eviction protocols.	Ensure pre-eviction protocols are updated and implemented.	P4-17	Housing Services	Pre-eviction protocols are now in place for all providers and recurring meetings in place to manage those at risk of homelessness.	
	Support and deliver refugee schemes, review current schemes and be ready to implement changes with any future government schemes*	Provide leadership on the Council of Sanctuary Accreditation, ensuring we meet all criteria and retail the accreditation.	P4-18	Housing Services	Following formal assessment from City of Sanctuary UK and local peer groups in November 2024 Oxford City Council were awarded the Council of Sanctuary Award which lasts for 3 years. As part of the award the Council of Sanctuary Framework and Action Plan has been developed and was approved at cabinet in January 2025. Officers are developing KPIs to sit behind the Action Plan and will complete a yearly annual report to cabinet on progress and this will form a new action for 2025/26 year 3 action plan. Officers are adding a specific action for this strategy in 25/26 related to	

					supporting residents who are residing in and moving on from Home Office accommodation.	
		Continue to support Countywide Homes for Ukraine service, with a focus on developing move-on options for individuals existing the scheme.		Housing Services	The Homes for Ukraine team continues to support Ukrainians living within Cherwell DC, West Oxfordshire DC and Oxford City. The team continues to see positive outcomes. There is currently only one case in interim temporary accommodation who is homeless within Oxford City and Officers continue to work with internal colleagues and external Districts to increase the supply of private sector accommodation.	
		Deliver our corporate commitment, to resettle 8 families per year for the next five years, to support the government's refugee resettlement schemes.	P4-19	Housing Services	Officers have been successful in meeting the target of eight families resettled in 2024. Progress in 2025 has been positive with five properties identified and three families already moved. Officers have been working with colleagues in the affordable supply and private rented sector team to increase the supply of properties and are in the process of the deliver phase of Local Authority Housing Fund Round 3, which will see an additional five properties delivered, three for resettlement and two for temporary accommodation.	

	Work with partner organisations to create better customer journeys between Council services and non-statutory services	Complete mapping of key partnerships and processes to ensure that homelessness prevention work is focussed and effective	P4-20	Housing Services	A new prioritisation group has been established to bring the statutory and commissioned services closer together. The homelessness prevention manager jointly chairs this and data sets are in place to ensure resources are deployed effectively.	
	Work with the County Council and providers to help those leaving the Young Persons Supported Accommodation Service to secure appropriate accommodation and make necessary changes to policy and processes to support care leavers	Continue to work in close partnership with the County Council and support providers to ensure young persons, including care leavers, have access to supported accommodation services when needed and that there are good and sustainable move on options when leaving supported accommodation.	P4-21	Housing Services	The YPSA (Young People's Supported Accommodation) commissioning arrangements are under review. Work continues to establish what the new arrangements will be from September 2025.	
	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 (DAHA) Accreditation.	P4-22	Housing Services / Community Safety	It was anticipated that OCC would achieve DAHA accreditation by 31 March 2025. This date has now been extended as it was decided to ensure a more robust response to domestic abuse was in place. We are currently piloting a change in procedure with the Housing Options Triage Team which ensures that there is early identification of cases, full risk assessment and accurate recording, which means the victim/survivor does not have to repeat their domestic abuse history with each department. The pilot is ongoing but early indications are that	

					there is an increase in domestic abuse cases. If the new process in Options improves the response to victims/survivors, then we want to adapt it for other housing teams. We will be liaising with the new DAHA Coach on a realistic timeframe to achieve the accreditation.	
		Continue to deliver the Sanctuary Scheme.	P4-24	Housing Services / Community Safety	The Sanctuary Scheme supported 101 victims/survivors of domestic abuse between 1 April 2024 and 31 March 2025. The referrals come from a number of partner agencies as well as from internal departments. We have had 2 self-referrals. 65% of clients are Oxford City Council tenants. Apart from one male, the rest were female.	
	Reduce health, housing and care inequalities for people with multiple and complex needs through: • Hosting a Making Every Adult Matter (MEAM) coordinator who will facilitate and gather an evidence base, and embed recommendations and learning • Engage in shared training and reflective practise across services • Smart use of data to provide more targeted services	Continue good progress made to implement MEAM approach across services	P4-25	Housing Services	MEAM report and recommendations going to PHDG (People and Housing Delivery Group) and OSAB (Oxfordshire Safeguarding Adults Board). Executive summary due to be sent out week commencing 28 May 2025, early reception has been positive. MEAM Coordinator continues to run workshops and present learning - influence of MEAM approach being seen in changed practice. There is a further action within the year 3 action plan to expand on this and collaborate with external colleagues to improve the needs of vulnerable residents in temporary accommodation.	
		Contribute to a countywide workforce development programme; develop an offer of training and reflective spaces.	P4-26	Housing Services	We continue to deliver reflective practice and team development exercises into OHH (Oxford Health NHS Foundation Trust) and other services - most recently safeguarding training.	

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		Work with King's College London (KCL) to analyse project evaluation and data; and design services based on evidence.	P4-27	Housing Services	KCL evaluation complete and available publicly. We will be contributing to a wider evaluation of services this year with a view to moving to baseline (BAU) funding from 2026/27.	
Adopt a rapid rehousing response to homelessness	Bring together within the Council structure, move-on from temporary and supported accommodation with placements into social and private rented accommodation to ensure a coordinated approach to rehousing homeless households.	Continue to embed transformation across temporary accommodation, to increase move on and bring down the length of stay in TA.	P4-28	Housing Services	<p>The Housing Needs Team has made significant progress in increasing move-on rates and reducing the length of stay in temporary accommodation (TA). This year, they have successfully moved on 158 households via the Homeless Register and 131 via new PRS tenancies, totalling 289 homeless households moving on. The service KPI for residents staying in TA for 12 months is at 15%, This has been achieved at year end 2024/25 which is a strong achievement. Additionally, the weekly placement rate has continued to increase to 9.88</p> <p>This success has been achieved through regular case monitoring and established forums for good collaborative cross-team working for tracking move-on progress, such as the monthly cross-service meeting chaired by the Team Leader for the TA Move-on Team. The action is updated in Year 3 updated in year building on transformation work completed.</p>	

		Review our lettings plan to ensure its responsive to demands and challenges across the service, in order to bring down families in TA	P4-29	Housing Services	The lettings plan was reviewed to ensure it is responsive to the demands and challenges across the service, with the goal of reducing the number of families in temporary accommodation (TA). An increase to 40% for the Homeless Register was agreed through delegated authority. To date, the team has completed 414 lets, with 38.16% going to the Homeless List. There are currently 79 offers outstanding, with 29 of these going to the Homeless List. The team is confident that the 40% lets target will be met as prescribed in the annual lettings plan. This has been a key mitigation strategy to keep TA numbers down, particularly ensuring that key service KPIs, such as the length of stay in TA not exceeding 12 months, are maintained.	
		Continue to ensure all households accommodated in temporary accommodation have a support and move on plan.		Housing Services	Due to the increased level of demand, we continue to work on this to ensure those who most need the support and those ready for move-on receive the support they need. We are in the process of recruiting additional resources to help manage the demand.	
		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.	P4-30	Housing Services	A review has been completed. As of the end of the year, the Council's private rented sector schemes have achieved 133 new tenancies. The vast majority of these tenancies have been secured for residents experiencing support needs. The PRS sustainment team have implemented a new guidance and referral criteria for supporting residents in PRS schemes making the option more viable for residents in need.	

	Make changes to current policy and process to support more rapid move-on from temporary and supported accommodation and provide support in the new permanent accommodation when possible.	Review of Allocation policies to ensure there are no barriers for people moving on from temporary and supported accommodation to access social housing.	P4-31	Housing Services	An internal review of the Allocations Scheme has been completed. The recommendations will be internally and externally consulted on and feedback considered before the final recommendations are submitted to the Cabinet for approval in 25/26. The changes will then be implemented and communicated to all parties when the new Allocations Scheme is put in place. This action is amended in the Year 3 action plan to reflect current challenges.	
		Complete review of the current Allocations Scheme, using data and best practice on the allocation of social housing.	P4-32	Housing Services	Completed – see above.	
	Review our use of temporary accommodation stock to make sure it is of good quality, and that the stock we have is the right amount and matches the need of households; and consider adopting a new temporary accommodation standard.	Use the review and analysis to inform our provision of temporary accommodation in the future, including type and amount of units required.	P4-33	Housing Services	The Housing Register currently has 3,688 applicants, with 48.51% of them needing one bedroom accommodations. The PRS schemes waiting list includes 260 applicants, with 43.31% requiring one bedroom accommodations. Temporary accommodation (TA) numbers are 279, with 52.7% being single households. This data is regularly monitored through up-to-date Microsoft packages and Power BI platforms. Current data indicates a continuing demand for single households needing settled accommodation. This review and analysis will inform our future provision of temporary accommodation, ensuring we meet the demand for the type and number of units required. By understanding these needs, we can and will better plan and allocate resources to	

					provide suitable housing solutions for those in need.	
		Continue to explore options for maximising TA stock through decommissioning of over 55 accommodation and capital investment schemes.	P4-34	Housing Services	Progressing with the aim to have additional stock ready for use as TA by Summer 2026. A project group has formed (led by landlord services management), with the first step of recruiting two Decant Officers now complete. Residents have had initial consultation with decant officers now supporting residents with moving. Exploring a number of capital schemes.	

		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 nightly charge accommodation.		Housing Services	<p>The Authority has successfully secured 32 leased units of accommodation from the open market, exceeding the initial target of 30, to lease and offer as temporary accommodation (TA). This initiative aims to combat the expensive nightly paid costs. The Council has increased its total TA properties to 171, a significant increase from previous years, on track to add approx 200 units over 18m. This includes, in addition to the leasing units, the council is transferring more general needs stock to meet growing demands. Additionally, the Council has entered into agreements with supported housing providers, granting exclusive nominations to units that would otherwise not be available. This initiative will help ease the demands on nightly paid accommodation rapidly moving resident on, especially for those with support needs. Other mitigations, such as establishing a new framework for procuring emergency housing, are in the final stages, with suppliers being assessed and added to the forward plan prior to formal appointment. This will ensure better quality emergency housing is used while also delivering savings and increased cost avoidance from the purchases the authority is required to make. As the placement rate continues to increase, his action will need to remain under review and monitoring into next year's objectives, which may require the authority to increase its presence in the leasing market whilst exploring other ways to increase its TA supply.</p>	To be merged with P4-33 in Year 3 action plan.
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	Complete review of our Allocations Schemes and update our Allocations Policy	Complete review of the current Allocations Scheme, using data and best practice on the allocation of social housing.	P4-36	Housing Services	An internal review of the Allocations Scheme has been completed. The recommendations will be consulted on and feedback considered before the final recommendations are submitted to the Cabinet for approval in 2025/26. The changes will then be implemented and communicated to all parties when the new Allocations Scheme is put in place.	
	Work in partnership with other commissioning bodies and registered providers to ensure there is sufficient suitable accommodation options available to meet the need for people moving on from supported accommodation	Continue to deliver Housing First units across Oxford.	P4-37	Housing Services	Housing First has successfully delivered 17 lettings this year, a significant achievement made possible through collaborative working with key stakeholders. This includes close coordination with Landlord Services, Community Safety teams, and external partners such as Beam, St Mungo's, and other statutory healthcare and police services. Last year, seven lets were completed, representing a 128.57% increase in total lets from the previous year's objective. The commitment to Housing First continues into next year's objectives.	
		Work with housing associations and other partners to ensure there is a sufficient availability of suitable housing.	P4-38	Housing Services	This year, the ORAH (Oxford Register for Affordable Housing) partnership provided 90% nomination for housing associations in the city, resulting in 204 properties being let, which accounts for 35.60% of total lets. We are planning to do more work in 2025/26 on ensuring good access for homeless households to HA properties, and working to set up new forums to support the ORAH partnership.	

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 owned by	End of Year 2 comments	End of Year 2 RAG rating
						Green - on track Amber - minor issues and/or delays Red - significant issues and/or delays Blue - completed
Implement the Countywide Oxfordshire Homelessness and Rough Sleeping Strategy	Work with and support the Oxfordshire Homelessness Alliance and commissioning partners to ensure that service provision and access to accommodation is transformed in line with the Countywide strategy, including moving to a housing-led and more person-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.	P5-1	Housing Services	A review of key work areas within the Alliance took place during summer 2024, setting out recommendation for work to progress to drive the transformation of services delivered through the Alliance. A transformation/action plan has now been established based on the recommendations. The plan sets out the key work areas for 2025/26 and 2026/27 and this action will be amended for year 3 to reflect current objective.	
		Begin negotiation work for Oxfordshire Homelessness Alliance 25-26 budget and contract.	P5-2	Housing Services	A review of key work areas within the Alliance took place during summer 2024, setting out recommendation for work to progress to drive the transformation of services delivered through the Alliance. This work has been used to inform the budget setting for the Alliance for 2025/26. There will be changes to the budget and allocation of funding to work areas within the Alliance in-year, as service change in line with the transformation plan and this	

					action point will be amended for year 3 to reflect current changes.	
	Aligned to the Countywide Strategy, together with partners, review commissioning and contract management of supported services ensuring choice and variety is maximised, both in terms of accommodation and support provision.	For all services commissioned by Oxford City Council outside of Alliance arrangements, services will be regularly reviewed to ensure they are aligned and deliver a housing-led approach.	P5-3	Housing Services	Regular monitoring of all commissioned services and projects take place, including quarterly meetings and in person visits to services. We are working on developing a framework for monitoring and quality control and moving to a more thematic approach. This process is subject to continuous review. Due to pressures, this has not progressed as expected in 2024/25 but is one of the main areas of focus for the team in 2025/26.	
		For all service commissioned under the Alliance, work with partners to set up and support contract management.	P5-4	Housing Services	Quarterly monitoring, including monitoring meetings are taking place with all services commissioned under the Alliance. This process is done in partnership between the County as lead commissioner and the city, with District also included and involved. A quarterly summary of all monitoring information is produced and shared with the Alliance leadership team and commissioners. This includes headline data from local authorities in relation to rough sleeping and single homelessness. Alliance leaders have recently started working with the Centre for Homelessness Impact to develop high level measures and KPIs, to further the work of the Alliance working to achieve and meet common goals.	

	Work with Oxfordshire District Councils and registered providers to ensure that the commitment to provide 1-bedroom properties for those moving on from supported accommodation is met across the County.	Continue to work across the Countywide structures to tackle the undersupply of one bedroom accommodation across Oxfordshire. Develop a package of measures all Councils and ICB can agree to increase the supply for accommodation for single people.	P5-5	Housing Services	Two Housing Summits focusing on increasing the supply of accommodation for singles took place in autumn/ winter 2024. Summit recommendations and actions on boosting supply are being considered by senior leaders. Work is on-going in this area to boost the supply of one bedroom accommodation.	
Maximise funding and raising profile	Continue to work closely with relevant government departments such as DLUHC to ensure that we have access to future funding opportunities and have good working relationships so that we can lobby for change if necessary.	Continue to engage with MHCLG to agree a new financial settlement from April 2025 onwards.	P5-6	Housing Services	On-going monthly or bi-monthly meetings with MHCLG, and these will continue. MHCLG funding awards for 2025/26 now settled. Funding from April 2026 is uncertain and subject to the spending review and government overall agenda, as well as changes to the Homelessness Prevention Grant. A new action has been created in the year 3 action plan related to the new supported housing regulatory arrangements which following the recent government consultation.	
		Where other funding becomes available, bids submitted to these as well.	P5-7	Housing Services	No further funding has been released and Officers are now reviewing opportunities as business as usual.	

	Work with commissioners of supported accommodation operating in the city to ensure that as much as possible is provided through registered providers, who are subject to more regulation and impose less costs on the Council through reduced housing benefit subsidy.	Continue to work across Council departments and organisations providing supported housing in the city to support this aim.	P5-8	Housing Services	Oxford City Council aims to lower subsidy loss for supported housing by moving away from low needs supported housing to housing-led accommodation. To enable this, the city worked with Alliance providers in 2024/25 to formulate an implementation plan for 2025/26. Talks to effect a plan with County and NHS are ongoing, and we are working to agree clear commissioning commitments with them.	
Provide the right service at the right time	Continue to deliver services based on the principles of Somewhere Safe to Stay in the city, to ensure that people do not have to sleep rough before they are offered assistance.	Review arrangements and services to ensure that the right level of provision is available in accommodation across the Alliance.	P5-9	Housing Services	A review of the supported accommodation offer in the City and County was carried out during summer 2024 and this work will inform the budget setting and transformation plan for services under the Alliance going forward. The review included mapping key information and details of supported accommodation for single homeless persons and those who are rough sleeping, and also included the accommodation provided under the Oxfordshire Mental Health Partnership. The information gathered included: number of units, types of housing, type of support, location across the County, funding body etc. This has informed the actions under the transformation plan for the Alliance and includes a move away from generic supported accommodation, provision of more specialist/high support accommodation, provision of more SStS (Somewhere Safe to Stay) provision, and enabling and establishing a housing-led approach to be delivered through the	

					Alliance, the latter partly enabled by additional funding released by the City Council.	
	Facilitate access to appropriate health and care services for those who are in need	Conduct regular reviews/contract monitoring of services commissioned as part of the Oxfordshire Homelessness Alliance to ensure that all persons using services are assisted and offered access to relevant services as needed, such as health, mental health, substance misuse and care services.	P5-10	Housing Services	Quarterly monitoring, including monitoring meetings takes place with all services commissioned under the Alliance. This process is done in partnership between County Council, City Council and lead representative for the District Council. Some changes to information provided by the Alliance are due to be made in 2025/26, focusing on interventions. The monitoring process highlights where individuals struggle to receive the service and assistance they need, which can then be used to demonstrate any gaps in services. We are continually receiving feedback that the support provided by substance misuse service, Turning Point, is very good, with established and well working partnerships in place across all services.	

160		Ensure that statutory and non-statutory services in Oxford develop a joint approach to support those experiencing rough sleeping, so people get access to statutory homelessness assistance, as well as other support as needed such as Care Act assessments and mental health support.	All persons experiencing rough sleeping are offered an assessment under the Homelessness Reduction Act.	P5-11	Housing Services	We now have a clear and consistent approach to ensure that anyone living in the Adult Homeless Pathway receives a statutory housing assessment. Due to the ever-changing nature of the customer base, we will continue to expand this work during 2025/26 as business as usual.	
			As part of an assessment, persons are also offered and linked in with other statutory services as relevant, as part of the Council's wider partnership work to prevent and relieve homelessness.	P5-12	Housing Services	This process is now embedded into the service offer for customers. We will continue this work through 2025/26 as we continue to bring statutory and commissioned services together.	
	Improve access to accommodation and provide a range of accommodation options for single persons and couples	Regularly monitor the number of single homeless people offered social housing as well as the number of single persons who have been excluded from the Housing Register, to ensure good access and inform service development.	Monitoring systems established and information used routinely to inform necessary changes to operational practices and policy direction.	P5-13	Housing Services	It is clear from data analysis that single applicants make up the highest emerging homelessness and housing need and this action is now part of the Housing Service data analysis function to inform targeted service delivery and increasing the supply for single people.	

	Carry out a review of the Council's Allocations Policy, including the exclusion criteria based on learnings from case reviews	Review of the Allocations Policy completed.	P5-14	Housing Services	An internal review of the Allocations Scheme has been completed – see the comment and action under Priority 4 for more details on next steps.	
		Case reviews completed and informing recommendations for any amendments to the Allocations Policy as part of its review.	P5-15	Housing Services	As above – case reviews are regularly completed to inform any future service development/improvements.	
	Work with our District Council partners and Registered Providers to pursue options and solutions for 'hard to let' properties across the County with the view to increasing available stock for single people.	Continue engagement with partners through Countywide Housing Supply group.	P5-16	Housing Services	The issue of 'hard to let' properties was taken forward in the Housing Summits. This is no longer a major issue as due to demand increases most properties are let and hard to let units in the districts can be opened up for homeless cases due to on-going partnership work	

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	Enhance our private rented sector offer to singles and couples, with no or low support needs, who are looking to move on from supported accommodation or rough sleeping.	Complete a review of the Council's private rented sector schemes.	P5-17	Housing Services	A review has been completed and monitoring takes place on an on-going basis to ensure their continued effectiveness meeting current and emerging challenges/opportunities. See Priority area 4 for further details.	
		Recommendations presented and considered for renewal of schemes to ensure Council offered schemes meet the needs of single persons and couples.	P5-18	Housing Services	Following a PRS review and the Spend-to-Save initiative, further incentives have been agreed upon for self-find opportunities. Additionally, the expansion of the Rental Guarantee Scheme has been implemented to improve access to PRS tenancies for single households. This year, the team has successfully completed 74 lets to single households.	
Ensure sufficient provision of supported accommodation to meet a range of needs	Together with our County and District partners and working towards the goals of the Countywide strategy, commission a range of flexible accommodation for singles and couples.	Commission new services as per successful funding bids	P5-19	Housing Services	No further funding has materialised in 2024/25. However, work is being done with Alliance partners to ensure that the supported accommodation provision in the City and County better meet needs (see P5-9).	

	Work with commissioning partners and providers to commission supported accommodation that is distributed and dispersed appropriately throughout the city, to ensure that persons living in supported accommodation feel supported and safe where they live.	Conduct and complete mapping of all existing supported accommodation provision in the city.	P5-20	Housing Services	See P5-9. In addition to the work that has been done in relation to the transformation of the supported accommodation offer through the Alliance, which has and will also inform the City's own commissioning intentions, we are now also visually mapping supported accommodation provision in the City, to enable us to use this to work with partners to ensure that the location and distribution of this is dispersed appropriately throughout the city.	
		Continuously update mapping and use this information to form part of decisions made when commissioning new provision.	P5-21	Housing Services	See P5-9. In addition to the work that has been done in relation to the transformation of the supported accommodation offer through the Alliance, which has and will also inform the city's own commissioning intentions, we are now also visually mapping supported accommodation provision in the City, to enable us to use this to work with partners to ensure that the location and distribution of this is dispersed appropriately throughout the city.	
	Support people experiencing rough sleeping in Oxford who do not have recourse to public funds to find appropriate solutions.	Ensure there is a provision of legal support and advice that people can access in order to assist with regularising immigration status for affected individuals.	P5-22	Housing Services	RSI (Rough Sleeping Initiative) funding has been used by outreach services, both in Districts and the City, to enable persons to get access legal assistance in relation to their immigration status, with funds also provided to local NRPF (No Recourse to Public Funds) projects. The funding has also been used to more broadly assist in engaging with individuals rough sleeping where there are language or cultural barriers to engaging with the support that is available.	
		Support a return to a home country where this is appropriate and wanted.	P5-23	Housing Services	Outreach services support individuals who are rough sleeping to return to a home country where this is appropriate and their choice. This work is on-going through the Council's outreach team as business as usual.	

	Work with services we commission to move to a strength-based approach to delivery of housing support services where a person's individual needs are at the centre of the service provision.	Implement and monitor the commissioning and contract management arrangements of services commissioned solely by Oxford City Council and as part of the Oxfordshire Alliance, ensuring choice and variety is maximised, including support not linked to a housing offer.	P5-24	Housing Services	Monitoring of all contracts for services and projects commissioned and funded by the City Council is in place. The commissioning team is setting up processes whereby information from contract management is collated in order for trends and developments across all services can be looked at and thus inform future commissioning needs.	
Introduce a housing-led approach to offer of accommodation	Increase our offer of Housing First accommodation and provide the support individuals may need in order to sustain the accommodation.	Continue our work to bring a further 17 properties into use for Housing First and support our existing Housing First clients to sustain their accommodation.	P5-25	Housing Services	Good progress has been made against our commitment to provide Housing First accommodation. Through a combination of acquisitions and releasing existing units from our and A2 Dominion's stock we have secured 17 lettings in 24/25 bringing a total of 47 units. By the end of March 2026 we expect to have 58 people in accommodation. No individuals have been evicted from their Housing First accommodation.	

		Work with MHCLG to explore future funding opportunities and bid where appropriate to further increase our Housing First offer.	P5-26	Housing Services	No further funding opportunities have emerged in 2024/25 but the Council will keep this under review for year 3 action plan.	
	Work with the Alliance to continue to transform our approach to the provision of accommodation to single homeless persons, including reviewing our current accommodation offers as we move to a housing-led model and helping facilitate changes agreed as part of the Countywide transformation.	Work with the Alliance to support the further development and delivery of their transformation plans	P5-27	Housing Services	See P5-9 comment.	

Equality, Diversity and Inclusion

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2024/25 (Y2)	Action reference (no)	Action owned by	End of Year 2 comments	End of Year 2 RAG rating
						Green - on track Amber - minor issues and/or delays Red - significant issues and/or delays Blue - completed
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	Housing Services	<p>Good progress has been made on improving data collection methods and tools so far. On-going work is required to improve the quality of our data e.g. further reducing the incidences of missing data in our homeless dataset.</p> <p>There is evidence that data collection is improving. An analysis of H-CLIC data over the last three full financial years found that the proportion of homeless applicants who did not wish to provide information on sexuality had decreased.</p>	
		Analyse data regularly to determine if and when any groups are disproportionately affected by homelessness, use this to inform service development.	EDI-2	Housing Services	An analysis of the characteristics of households approaching OCC as homeless in 2024/25 has been completed. This focused-on trends in comparison with 2022/23 and 2023/24 data. Characteristics of OCC tenants and General Register applicants were also reviewed as part of the analysis. The insights are being used to inform service development planning in 2025/26.	

	<p>Work with communities to address any issues that disproportionately affects specific groups in order to better prevent homelessness.</p>	<p>Seek feedback from service users from different backgrounds to develop response.</p>	EDI-4	Housing Services	<p>OCC continues work on using feedback from services users to inform service development - including homeless prevention.</p> <p>Feedback from internal staff and external agencies notes that an in-person presence e.g. at community drop-ins, is well-used by citizens. An analysis of our face-to-face offer is currently underway, with a view to expanding this offer in 2025/26. An expanded face-to-face offer is likely to benefit service users from all backgrounds through improved communication.</p> <p>Guidelines around translation and interpretation services the Council uses have been communicated to colleagues and service improvements such as improving OCC website translation icon and tool have been put in place.</p>	
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	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	Housing Services	<p>The Tenant Involvement roadshows reached out to 26 locations in the city. A new interim tenant engagement lead has been recruited to create the new strategy which will start with further consultations with tenants, leaseholders and shared owners. The aim is to have the strategy in place by end July 2025.</p> <p>An initial roadshow in February 2025 reached 400 residents with significant work in train for the coming year. Further there will be a need to recruit tenants, leaseholders and shared owners to these groups undertake a skills gap analysis on those members and provide relevant training. Further there will be a need to recruit tenants, leaseholders and shared owners to these groups, undertake a skills gap analysis on those members and provide relevant training.</p>	
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,	Implement changes to our housing management systems to ensure accurate data collection and reporting.	EDI-6	Housing Services	<p>We have updated our internal data systems to ensure that relevant data can be entered.</p> <p>The procurement of a new Housing Needs system will improve data collection. The procurement process is currently underway with tenders from interested suppliers received.</p>	
		Provide training and upskilling to staff to ensure data on protected characteristics is collected and recorded.	EDI-7	Housing Services	<p>All staff members using systems receive training, and when any updates to systems are done, refresher training is done. The service has a dedicated training officer. Work to ensure data input is audited will inform further training needs.</p> <p>There is evidence that data collection is improving. An analysis of H-CLIC data over the last three full financial</p>	

	such as for LGBTQIA+ people.				years found that the proportion of homeless applicants who did not wish to provide information on sexuality had decreased.	
		Analyse data regularly to determine if and when any groups are disproportionately affected by homelessness.	EDI-8	Housing Services	The analysis of homeless households approaching OCC found that certain groups are over-represented in the data or are more affected by specific circumstances which lead to a higher risk of homelessness and services seeking to provide support to meet their housing needs, actions have been drafted for year 3 action plan to respond to this 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 are not due to inaccessibility.	Improve data collection and data quality.	EDI-9	Housing Services	All staff members using systems receive training, and when any updates to systems are done, refresher training is done. The service has a dedicated training officer. Work to ensure data input is audited will inform further training needs. The procurement of a new Housing Needs system will improve data collection. The procurement process is currently underway with tenders from interested suppliers received.	
		Analyse data regularly and develop actions to inform how we deliver our homelessness services.	EDI-10	Housing Services	The findings of the data review will be fed into service development actions that will support specific citizen groups in Year 3 of the Housing, Homelessness and Rough Sleeping Strategy.	

	Take further steps to better understand our tenants, including better capture and analysis of data so that we can ensure that services are delivered well to all.	Recruit Customer Experience Team to engage with tenants directly in their homes, capturing protected characteristics, reasonable adjustments, preferences to inform individual service delivery requirements. Introduction of mobile working forms solution to capture and record information directly into housing system.	EDI-11	Housing Services	The data capture is ongoing with a target completion date of July 2025. Mobile devices have now been provided to officers and mobile working form solution to support is in development. This action has been updated for the year 3 action plan.	
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	Housing Services	OCC supported the County with an initial request for data to support a Gypsy Traveller Accommodation Assessment commissioned by the County and published in December 2024. OCC will continue to work with colleagues in planning and the County around this area taking into consideration the report conclusions.	
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	Housing Services	Staff use a variety of methods to communicate with customers depending on their individual needs. The information available to customers is kept under review and further work is due to be completed during 2025/26 to check the Housing website content	

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					is accessible and on the face-to-face offer available to customers.	
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	Housing Services	Specialist EDI training for all Housing Services staff and managers has been completed in previous years. Feedback received from external Housing Services Training was positive, showing an overall increase in knowledge and confidence after completing the training. Training needs analysis will be part of Business as Usual for Housing Services each year going forward as part of Service Planning. Regular training is required to keep current and new staff knowledge up to date in this important area.	

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