

**OXFORD  
NEEDS  
HOMES**

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

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



# **Priority 1**

## **Providing more, affordable homes**



What do we want to achieve?	What are we going to do to achieve this?	Actions in 2025/26 (Year 3)
<b>Increase the rate of affordable housing development, including Council homes through the affordable housing supply programme</b>	Build over 1,600 affordable, high quality and energy efficient homes through OX Place, the Council and housing association partners.	Continue to make good progress towards the target of 1,600 by delivering high quality, energy efficient homes.
	Deliver over 850 affordable homes available at a social rent, delivered by OX Place, the Council and housing association partners.	Continue to deliver affordable homes at social rent to meet target of 850 by March 2029.
	Ensure significant investment from the Council's Housing Revenue Account goes into the development of new affordable homes during the strategy period.	Ensure the investment of Housing Revenue Account (HRA) funds are in line with the HRA Business Plan and contributes towards the number of affordable homes that become available in the city.
	Take available steps to secure and deploy public investment where this is available to make further affordable housing development viable in Oxford and Oxfordshire, including Homes England funding and wider infrastructure funds.	Bid for relevant funding when available to support the delivery of more affordable housing.
	Offer support and partnership to developers, landowners, social landlords and community-led housing groups to encourage delivery of new affordable homes.	<ul style="list-style-type: none"> <li>Enhance our partnerships with housing associations by establishing regular meetings to discuss feasibility of development.</li> <li>Proactively engage with landowners about potential developments on sites.</li> <li>Continue to review land supply for affordable housing development as part of the Local Plan.</li> </ul>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2025/26 (Year 3)
<b>Increase the rate of affordable housing development, including Council homes through the affordable housing supply programme</b>	<p>Explore options and feasibility of developing small and adjoining sites.</p> <hr/> <p>Work to ensure that new affordable homes delivered meet established and projected housing need.</p>	<ul style="list-style-type: none"> <li>Initial feasibility assessment carried out for a number of small sites across the City.</li> <li>Develop an approach for the development of small and adjoining sites.</li> </ul> <hr/> <ul style="list-style-type: none"> <li>To ensure housing demand and the Council's priorities inform decisions on the supply of affordable housing delivered in the City by OX Place, Registered Provider partners and spend of Housing Revenue Account funds through regular reviews and monitoring of housing needs data to influence the size, tenure, location and number of units etc. which are built.</li> <li>Ensure that steps are taken to meet high demand of certain affordable housing types, such as one-bedroom properties.</li> <li>Review outstanding actions from the Older Persons Review, and make progress to complete relevant actions.</li> </ul>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2025/26 (Year 3)
<b>Provide homes for those struggling in the Oxford housing market</b>	Deliver shared ownership programme.	Deliver shared ownership properties as part of our commitment to deliver 1,600 affordable homes by the end of March 2029.
	Continue to bring empty homes back into occupancy.	Continue to encourage landlords to bring empty homes back into use by applying Council Tax premiums for empty properties and second homes in the City.
	Review and refresh the Council's Tenancy Strategy.	Review and develop a new Tenancy Strategy and Tenancy Policy.
	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 following Government reductions to RTB discounts. Once plans have been developed, purchase properties in line with these plans using retained RTB receipts.
	Take appropriate action where a house has changed into short-term let / holiday accommodation without the correct planning permission.	<ul style="list-style-type: none"> <li>Continue to investigate alleged breaches of planning permission on short-let use.</li> <li>Where breaches are identified, take appropriate action to resolve the breach.</li> <li>Prepare to implement registration scheme for short-term lets, as per the Levelling Up and Regeneration Act; work closely with owners in the city to support them to understand and operate within the new legislation.</li> </ul>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2025/26 (Year 3)
<b>Work better with our housing delivery partners and neighbouring Councils</b>	<p>Work with neighbouring Councils to support the delivery of a number of developments in Oxfordshire.</p>	<ul style="list-style-type: none"> <li>■ Agreements and arrangements for allocation of social housing in Districts made with Cherwell District Council.</li> <li>■ Establish effective monitoring to ensure that new developments are being allocated to Oxford residents in housing need.</li> </ul>
	<p>Support and identify opportunities for community-led housing developments.</p>	<ul style="list-style-type: none"> <li>■ Continue our engagement with community groups and community land trusts.</li> <li>■ Progress community-led housing projects on small / garage sites identified through the Small Sites Project.</li> <li>■ Through our work to develop an approach to develop small sites, identify suitable sites for community-led housing.</li> <li>■ Identify and secure suitable funding to progress feasibility stages for community-led housing on identified small sites.</li> </ul>

**Priority 2**

**Great homes for all**



What do we want to achieve?	What are we going to do to achieve this?	Actions in 2025/26 (Year 3)
<b>Improve the quality of accommodation in the private rented sector</b>	<p>Continue to deliver the property licensing schemes (HMO and selective) across the private rented sector.</p>	<ul style="list-style-type: none"> <li>■ Ensure that the majority of applications for property licences are processed and licences issued.</li> <li>■ Continue the work of investigating unlicensed properties incorporating the selective licensing scheme, including the number charged higher application fees.</li> <li>■ Progress the enforcement of non-compliance with the selective licensing scheme.</li> </ul>
	<p>Reduce the number of privately rented homes that contain serious home hazards.</p>	<ul style="list-style-type: none"> <li>■ Continue inspections of properties where we have been notified of concerns.</li> <li>■ Continue with our proactive inspection programme of HMO properties and introduce proactive inspections for properties with a selective licence.</li> <li>■ Ensure compliance using education and enforcement of all appropriate legislation in accordance with the Council's Enforcement Policy.</li> </ul>



What do we want to achieve?	What are we going to do to achieve this?	Actions in 2025/26 (Year 3)
<b>Continue to deliver investment into our Council homes</b>	Commence delivery of the new HRA 5 Year Investment Programme to reflect asset needs, tenant priorities and HRA Asset Management Strategy 2025-2028.	<ul style="list-style-type: none"><li>■ Continue a programme of rolling stock condition surveys that incorporate Building Surveys, Structural / Concrete surveys, Energy &amp; Sustainability (Energy Performance Certificate, EPC) and Building Compliance &amp; Safety (Fire, Water, Asbestos) to ensure all aspects of Property Management is included in investment programmes or major works projects.</li><li>■ Use stock condition data to ensure a coordinated plan for maintenance, investment, regeneration and carbon reduction work.</li><li>■ Implementing the priority actions in the HRA Asset Management Strategy 2025-2028 to ensure the long-term maintenance of Council homes – with effective governance / decision-making processes in place.</li><li>■ Invest into Capital Programmes and Projects valued at up to £177M over the next 5 years.</li></ul>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2025/26 (Year 3)
<b>Provide quality, timely and responsive services to Council tenants, with high level of tenant satisfaction</b>	<p>Complete a transformation programme of our Landlord Services leading to improved services for our tenants, including ensuring all our tenant- and leaseholder-related activities are resourced sufficiently to comply with the Social Housing Act.</p>	<ul style="list-style-type: none"> <li>■ Complete 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.</li> <li>■ Finalise and implement the new staffing structure of landlord services to reflect findings and recommendations from transformation work, ensuring that teams are sufficiently resourced to meet new obligations under the Social Housing Act.</li> </ul>
	<p>Deliver a new integrated and locality-based way of working to deliver services to our communities.</p>	<p>Continue to build our locality-based approach, including bringing in new Council teams and working better across other statutory bodies, supported by the transformation of Landlord Services.</p>
	<p>Repair services delivered are excellent and informed by:</p> <ul style="list-style-type: none"> <li>- making repairs at our tenant's convenience;</li> <li>- make the fix first time;</li> <li>- staying fixed.</li> </ul>	<p>Continue to embed and evaluate new ways of working – including completion of an end-to-end void and repairs review.</p>
	<p>Provide effective and timely response to tenants impacted by anti-social behaviour.</p>	<ul style="list-style-type: none"> <li>■ Ensure complaints in relation to anti-social behaviour are responded to within 5 working days.</li> <li>■ Support complainants and perpetrators to resolve the anti-social behaviour.</li> </ul>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2025/26 (Year 3)
<b>Provide quality, timely and responsive services to Council tenants, with high level of tenant satisfaction</b>	<p>Use a combination of annual tenant and leaseholder surveys, and transactional surveys to gain feedback on our services to inform service development and improvement.</p>	<p>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.</p>
<b>Launch and deliver the reset of Tenant engagement work, ensuring the Tenant voice is heard – specifically developing a new Tenant Involvement strategy to include formal governance structures that ensures tenants are able to engage and their views are taken into account</b>	<p>Establishment of a new tenant involvement structure and involvement activities that better meets SHR, consumer standards and peer review recommendations.</p>	<ul style="list-style-type: none"> <li>■ Re-set of Tenant involvement activities ensuring full compliance with the Transparency, Influence and Accountability Consumer Standard.</li> <li>■ Establishment of a new Tenant / OCC Involvement structure, working with Tenants to co-produce this (new).</li> <li>■ Development of a Tenant and Leaseholder Involvement Strategy (new).</li> <li>■ Development and roll out of training and development for Tenant groups (new).</li> </ul>

## **Priority 3**

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

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2025/26 (Year 3)
<b>Improve standards for new Council homes built in the City</b>	New homes built by OX Place are net zero carbon for energy use in the properties (regulated operational energy) by 2030.	OX Place to produce a plan to meet this deadline date.
	Homes built by OX Place have carbon emissions levels for new homes that are 40% below national standards (Building Regulations 2021).	OX Place designing and building homes to meet or exceed the level stated.
	Homes built by OX Place use electricity only and are heated through low carbon means such as air source heat pumps.	OX Place designing and building homes to be electricity heated, usually with air source heat pumps.
	Build as far as possible using a 'fabric-first' approach (as per Zero Carbon Action Plan).	Design / build homes with fabric-first approach.
	Tackling the performance gap (the disparity between energy consumption predicted in design stage of a building and the energy use when in actual operation) and preventing any performance issues with new technologies by using an innovative energy quality assurance service. This provides checking, training and testing throughout the full design and construction phases of development.	Using Energy Quality Assurance service on all / majority of dwellings.

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2025/26 (Year 3)
<b>Invest to decarbonise our Council homes</b>	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 2024/25 Social Housing Decarbonisation Fund (SHDF) 2.1 project.
	Tie energy efficiency works into other planned maintenance programmes to ensure a coordinated and less disruptive approach to delivery, improving tenant experience.	Develop and implement a plan for how we will deliver works to properties, including programmes for alternative heating installation across the stock.
	Work with tenants to agree and implement a programme of energy efficiency measures that will see tenants' energy use reduce, with the aim of reducing the number of Tenants refusing energy efficiency improvements.	<ul style="list-style-type: none"> <li>▪ For on-going works, a full handover and demonstration will be carried out with tenants on completion of works.</li> <li>▪ Engagement Strategy in place.</li> </ul>
	Continue to bid for central government funding to fund our work to increase energy efficiency for our housing stock.	Bids for SHDF and other sources submitted where they complement planned workstreams.

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2025/26 (Year 3)
<b>Work with other landlords, such as Registered Providers and private rented sector landlords to increase energy efficiency, both in existing buildings and new developments</b>	<p>Continue to set high standards for energy efficiency / carbon reduction for new built homes through local plan policies including the new Local Plan 2042.</p>	<p>Progress work on new Local Plan 2042 including updated policies addressing carbon reduction in new and existing developments.</p>
	<p>Work with partners to apply for funding and signpost home owners, and tenants and landlords in the private rented sector to funding for energy efficiency and decarbonisation measures to increase efficiency standards for properties.</p>	<ul style="list-style-type: none"> <li>▪ Bid for any other government funding made available to support landlords to fund energy efficiency measures.</li> <li>▪ Actively promote available funding and direct those eligible to apply for such funding.</li> </ul>
	<p>Bring improvements to energy efficiency to the private rented sector by other means.</p>	<ul style="list-style-type: none"> <li>▪ Lobby government for further funding to raise energy efficiency standards.</li> <li>▪ Continue to encourage landlords to be accredited landlords under the Council's Landlord Accreditation Scheme, which includes promoting and encouraging landlords to let properties with good EPC ratings.</li> <li>▪ Work with landlords to meet Minimum Energy Efficiency Standards (MEES).</li> </ul>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2025/26 (Year 3)
<b>Work with other landlords, such as Registered Providers and private rented sector landlords to increase energy efficiency, both in existing buildings and new developments</b>	<p>Ensure residents in the City can access consistent and quality energy advice in relation to both property improvements and energy usage.</p> <hr/> <p>Work in partnership with the Zero Carbon Oxford Partnership to trial innovative approaches to different retrofit measures, scale delivery, and share good practice.</p>	<ul style="list-style-type: none"> <li>■ Continue to fund the Better Housing, Better Health service to provide energy advice – supported by the work of the Energy Efficiency Officer.</li> <li>■ Coordinate and support delivery of energy efficiency projects, support compliance on EPC, and support community engagement and outreach work.</li> <li>■ Continue our outreach work via events and partnerships to promote advice and funding opportunities.</li> </ul> <hr/> <p>Continue feasibility work in Oxford to scale retrofit approaches across different building and tenure types.</p>



## **Priority 4**

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



What do we want to achieve?	What are we going to do to achieve this?	Actions in 2025/26 (Year 3)
<b>Transform Council services to better prevent and relieve homelessness</b>	Embed a corporate approach to the prevention of homelessness within Oxford City Council.	<ul style="list-style-type: none"> <li>Develop and implement a training programme for staff across the organisation.</li> <li>Review our corporate governance mechanism for homeless prevention.</li> </ul>
	Continue to improve and develop how households access homeless prevention services.	<ul style="list-style-type: none"> <li>Complete procurement and prepare for implementation of new Housing Needs Housing System which should improve self-service and on-line access.</li> <li>Review our face-to-face services seeking to enhance and increase our face-to-face offer.</li> </ul>
	Make better use of the council's data to inform the prevention and relief of homelessness.	<ul style="list-style-type: none"> <li>Regular review of Homeless Case Level Information Collection (H-CLIC) data and other internal key data with teams.</li> <li>Using data and information, including reasons for rough sleeping, to better understand why households become homeless or threatened with homelessness and use this to focus and improve our service delivery.</li> </ul>
	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.	Complete review of our private rented sector support function, to ensure that households are effectively supported to remain in their accommodation.

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2025/26 (Year 3)
<b>Focus on tackling the sources of homelessness</b>	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.	Continue to expand our PRS procurement, including trialling new procurement approaches, and seeking to further expand our schemes, with a strong emphasis on single adults.
	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 the Renters' Rights Act is 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 and help prevent homelessness.

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2025/26 (Year 3)
<b>Work in partnership to prevent homelessness</b>	<p>Prevent homelessness for those being discharged from hospitals by progressing our joint work with health services.</p>	<ul style="list-style-type: none"> <li>■ Aligning Out-of-Hospital team to Statutory Services, ensuring people get access to statutory homelessness assistance, as well as other support needed.</li> <li>■ Work with health and social care colleagues to seek and secure long-term funding.</li> </ul>
	<p>Prevent homelessness for those being released from prison and probation services.</p>	<p>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.</p>
	<p>Support and deliver refugee schemes, review current schemes and be ready to implement changes with any future government schemes.</p>	<ul style="list-style-type: none"> <li>■ Delivery of Council of Sanctuary Framework and Action Plan 2025-2028.</li> <li>■ Continue to support Countywide Homes for Ukraine service, with a focus on developing move-on options for individuals exiting the scheme.</li> <li>■ Deliver our corporate commitment to resettle eight families per year for the next five years, to support the government's refugee resettlement schemes.</li> <li>■ Continue to respond to Home Office evictions from the contingency hotels and dispersed units for singles and families across Oxford and work with partners to offer support whilst households are residing in Oxford.</li> </ul>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2025/26 (Year 3)
<b>Work in partnership to prevent homelessness</b>	<p>Work with partner organisations to create better customer journeys between Council services and non-statutory services.</p>	<p>Continue to support and develop the new Countywide Homelessness Prevention Prioritisation Forum, of statutory and non-statutory services, to aid the co-ordination and prioritisation of prevention services across Oxfordshire.</p>
	<p>Work with the County Council and providers to help those leaving the Young Persons Supported Accommodation Service to secure appropriate accommodation and make necessary changes to policy and processes to support care leavers.</p>	<p>Continue to work in close partnership with the County Council and support providers to ensure young persons, including care leavers, have access to suitable supported accommodation services within the provision of Young Persons Supported Accommodation and that this continues in the future, and that there are good and sustainable move-on options when leaving supported accommodation.</p>
	<p>Improve support to survivors of domestic abuse and deliver good housing outcomes by fully conforming to the requirements of the new Domestic Abuse Act.</p>	<ul style="list-style-type: none"> <li>■ Work towards the Domestic Abuse Housing Alliance Accreditation.</li> <li>■ Continue to deliver the Sanctuary Scheme.</li> </ul>
	<p>Reduce health, housing and care inequalities for people with multiple and complex needs through:</p> <ul style="list-style-type: none"> <li>- Hosting a Making Every Adult Matter (MEAM) co-ordinator who will facilitate and gather an evidence base, and embed recommendations and learning.</li> <li>- Engaging in shared training and reflective practice across services.</li> <li>- Smart use of data to provide more targeted services.</li> </ul>	<ul style="list-style-type: none"> <li>■ Implement the findings of the Make Every Adult Matter report across Oxfordshire approach across services.</li> <li>■ Collaborate with the County Council and health providers, reviewing the social care and health needs of people in Temporary Accommodation and their access to support.</li> <li>■ Contribute to a Countywide workforce development programme; develop an offer of training and reflective spaces.</li> </ul>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2025/26 (Year 3)
<b>Adopt a rapid rehousing response to homelessness</b>	<p>Bring together, within the Council structure, move-on from temporary and supported accommodation with placements into social and private rented accommodation, to ensure a coordinated approach to rehousing homeless households.</p>	<ul style="list-style-type: none"> <li>■ Building on successful transformation, continue to ensure good levels of Temporary Accommodation move-on to both social and private accommodation, and continued service improvement.</li> <li>■ Continue to ensure all households accommodated in temporary accommodation have a support and move-on plan.</li> <li>■ Review move-on processes from Supported Housing and Temporary Accommodation.</li> </ul>
	<p>Review our use of temporary accommodation stock to make sure it is of good quality, and that the stock we have is the right amount and matches the need of households; and consider adopting a new temporary accommodation standard.</p>	<ul style="list-style-type: none"> <li>■ Continue to expand the Council's Temporary Stock in response to growing demand, in order to decrease the use of expensive and less suitable hotel and B&amp;B accommodation; through PRS leasing, partnerships with HAs and charities, direct purchase and reuse of current low demand stock.</li> <li>■ Continue to explore options for maximising TA stock through decommissioning of over-55s accommodation and capital investment schemes.</li> </ul>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2025/26 (Year 3)
<b>Adopt a rapid rehousing response to homelessness</b>	<p>Complete review of our Allocations Scheme and update our Allocations Policy.</p>	<p>To develop a new Allocations Scheme following a consultation on the options identified to further help with re-housing households in housing need.</p>
	<p>Work in partnership with other commissioning bodies and registered providers to ensure there are sufficient suitable accommodation options available to meet the need for people moving on from supported accommodation.</p>	<ul style="list-style-type: none"> <li>■ Continue to deliver Housing First units across Oxford.</li> <li>■ Work with Housing Associations and other partners to ensure there is sufficient availability of suitable one-bedroom housing – including any opportunities to acquire additional units through Retained Right to Buy Receipts, the Single Homeless Accommodation Programme and Local Authority Housing Fund, or similar, to help support delivery.</li> </ul>

# Priority 5

## Ending rough sleeping





What do we want to achieve?	What are we going to do to achieve this?	Actions in 2025/26 (Year 3)
<b>Implement the Countywide Oxfordshire Homelessness and Rough Sleeping Strategy</b>	<p>Work with and support the Oxfordshire Homelessness Alliance and commissioning partners to ensure that service provision and access to accommodation is transformed in line with the Countywide strategy, including moving to a housing-led and more person-centred approach.</p>	<ul style="list-style-type: none"> <li>■ Deliver the recently developed Alliance transformation plan.</li> <li>■ Deliver plans to gradually decommission supported accommodation units that are not meeting current need, in order to invest in a new "housing-led" support offer in the Alliance, that will support people to move out and sustain a long-term home.</li> </ul>
	<p>Aligned to the Countywide Strategy, together with partners, review commissioning and contract management of supported services ensuring choice and variety is maximised, both in terms of accommodation and support provision.</p>	<ul style="list-style-type: none"> <li>■ For all services commissioned by Oxford City Council outside of Alliance arrangements, services will be regularly reviewed to ensure they are aligned and deliver a housing-led approach.</li> <li>■ For all services commissioned under the Alliance, work with partners to set up and support contract management.</li> </ul>
	<p>Work with Oxfordshire District Councils and registered providers to ensure that the commitment to provide one-bedroom properties for those moving on from supported accommodation is met across the County.</p>	<p>Continue to work across the Countywide structures to tackle the undersupply of one-bedroom accommodation across Oxfordshire. Develop a package of measures all Councils and ICB can agree to, to increase the supply for accommodation for single people.</p>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2025/26 (Year 3)
<p><b>Maximise funding and raising profile</b></p>	<p>Continue to work closely with relevant government departments such as MHCLG to ensure that we have access to future funding opportunities, and have good working relationships so that we can lobby for change if necessary.</p> <hr/> <p>Work with commissioners of supported accommodation operating in the city to ensure that as much as possible is provided through registered providers, who are subject to more regulation and impose less costs on the Council through reduced housing benefit subsidy.</p>	<ul style="list-style-type: none"> <li>Continue to engage with MHCLG to agree a new longer-term financial settlement from April 2026 onwards.</li> <li>Following the government's consultation on the supported accommodation regulatory oversight act, make full use of the new powers, once confirmed by government, to ensure well-regulated supported accommodation in the City that meets local need.</li> </ul> <hr/> <p>Work with commissioners in the County Council and NHS to influence their commissioning of supported accommodation, including the YPSA and mental health pathway.</p>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2025/26 (Year 3)
<b>Provide the right service at the right time</b>	<p>Continue to deliver services based on the principles of Somewhere Safe to Stay in the City, to ensure that people do not have to sleep rough before they are offered assistance.</p>	<p>Review arrangements and services to ensure that the right level of provision is available across the Alliance, considering opportunities to grow the offer.</p>
	<p>Facilitate access to appropriate health and care services for those who are in need.</p>	<p>Conduct regular reviews / contract monitoring of services commissioned as part of the Oxfordshire Homelessness Alliance to ensure that all persons using services are assisted and offered access to relevant services as needed, such as health, mental health, substance misuse and care services.</p>
<b>Improve access to accommodation and provide a range of accommodation options for single persons and couples</b>	<p>Enhance our private rented sector offer to singles and couples, with no or low support needs, who are looking to move on from supported accommodation or rough sleeping.</p>	<p>Following a successful expansion of our PRS schemes to single adults, continue this work to maximise private lets for singles.</p>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2025/26 (Year 3)
<b>Ensure sufficient provision of supported accommodation to meet a range of needs</b>	<p>Together with our County and District partners and working towards the goals of the Countywide strategy, commission a range of flexible accommodation for single persons and couples.</p>	<p>Review the current access panel arrangements, ensuring they are keeping up with changing homelessness patterns in the city, in order to ensure that homeless people get the right accommodation offer that meets their needs.</p>
	<p>Work with commissioning partners and providers to commission supported accommodation that is distributed and dispersed appropriately throughout the city, to ensure that persons living in supported accommodation feel supported and safe where they live.</p>	<p>Continuously update mapping and use this information to form part of decisions made when commissioning new provision.</p>
	<p>Support people experiencing rough sleeping in Oxford who do not have recourse to public funds to find appropriate solutions.</p>	<p>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.</p>
	<p>Work with services we commission to move to a strength-based approach to delivering housing support services where a person's individual needs are at the centre of the service provision.</p>	<p>Implement and monitor the commissioning and contract management arrangements of services commissioned solely by Oxford City Council and as part of the Oxfordshire Alliance, ensuring choice and variety is maximised, including support not linked to a housing offer.</p>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2025/26 (Year 3)
<b>Introduce a housing-led approach to offers of accommodation</b>	<p>Increase our offer of Housing First accommodation and provide the support individuals may need in order to sustain the accommodation.</p>	<ul style="list-style-type: none"> <li>■ Continue our work to bring a further 17 properties into use for Housing First, and support our existing Housing First clients to sustain their accommodation.</li> <li>■ Work with MHCLG to explore future funding opportunities and bid where appropriate to further increase our Housing First offer.</li> </ul>
	<p>Work with the Alliance to continue to transform our approach to the provision of accommodation to single homeless persons, including reviewing our current accommodation offers as we move to a housing-led model and helping facilitate changes agreed as part of the Countywide transformation.</p>	<p>Work with the Alliance to support the further development and delivery of their transformation plans.</p>

# **Equality, Diversity and Inclusion**



What do we want to achieve?	What are we going to do to achieve this?	Actions in 2025/26 (Year 3)
<b>Deliver the Council's housing-related commitments in the Equality, Diversity and Inclusion Strategy</b>	<p>Ensure that we understand and respond to issues that disproportionately impact specific groups in our community and lead to homelessness.</p>	<ul style="list-style-type: none"> <li>■ Improve homelessness data collection and data quality, including on protected characteristics.</li> <li>■ From the analysis completed in 2024/25 for households approaching OCC as homeless, establish and agree targeted actions, aligning with existing Council strategies, policies and work streams.</li> </ul>
	<p>Work with communities to address any issues that disproportionately affect specific groups in order to better prevent homelessness.</p>	<p>Seek feedback from service users from different backgrounds to develop response.</p>
	<p>Review and improve how we engage with our tenants and leaseholders and ensure that inclusion is at the heart of this.</p>	<p>Ensure a new Tenant and Leaseholder Strategy in place.</p>

What do we want to achieve?	What are we going to do to achieve this?	Actions in 2025/26 (Year 3)
<b>Data and information</b>	<p>Seek to improve our data collection so that we can better understand how our homelessness services work for the community, with the aim to ensure that services are accessible to all. Ensuring we improve the data we have on protected characteristics where we currently have a limited picture, such as for LGBTQIA+ people.</p>	<ul style="list-style-type: none"> <li>▪ Implement changes to our housing management systems to ensure accurate data collection and reporting.</li> <li>▪ Provide training and upskilling to staff to ensure data on protected characteristics is collected and recorded.</li> <li>▪ Analyse data regularly to determine if and when any groups are disproportionately affected by homelessness.</li> </ul>
	<p>Routinely report and use data to understand shifts in the profiles of people that we support in relation to homelessness, such as a recent decrease in the proportion of women presenting, in order to make sure that any changes are not due to inaccessibility.</p>	<ul style="list-style-type: none"> <li>▪ Improve data collection and data quality.</li> <li>▪ Analyse data regularly and develop actions to inform how we deliver our homelessness services.</li> </ul>
	<p>Take further steps to better understand our tenants, including better capture and analysis of data so that we can ensure that services are delivered well to all.</p>	<p>Continue to actively engage with tenants directly in their homes, capturing protected characteristics, reasonable adjustments, and preferences to inform individual service delivery requirements.</p>



What do we want to achieve?	What are we going to do to achieve this?	Actions in 2025/26 (Year 3)
<b>Partnership work</b>	Continue to consider the needs of the travelling community, and seek to work in partnership with our neighbouring authorities to commission a new study of need for the period up to 2040.	Work with colleagues in the County Council to contribute data and information.
<b>Accessibility and information</b>	Ensure information and communication is accessible, through using a range of mediums and accessible language.	Complete a review of information and advice given to customers by Housing Services.
<b>Staff and staff training</b>	Provide training for all of our staff to ensure they are skilled and confident in delivering services; and work with Human Resources partners to have a workforce that as a whole reflects Oxford's diverse population.	<ul style="list-style-type: none"> <li>▪ Carry out training needs analysis.</li> <li>▪ Deliver training to staff specific to their role.</li> </ul>

