**Appendix 2**

# Oxfordshire's Homelessness and Rough Sleeping Strategy 2021- 26

## Action Plan 6/5/21 for continuous development

## Transform the way we respond

| | Objective | Action | By Whom | Key outcomes/measures |
|---|---|---|---|---|
| T.1 | Hold relevant organisations and system leaders to account for delivering strategic objectives and service improvement | • Establish clearer countywide governance, in relation to the prevention of and effective response to 'multiple exclusion' homelessness | Lead: Countywide Homelessness Steering Group (CHSG) working with relevant lead officers. | Strong governance arrangements in place. Effective decision-making and lines of accountability identified. |
| T.2 | Ensure greater choice and flexibility in provision of accommodation and support and greater collaboration to deliver better outcomes | • Review commissioning and contract management of support services | Lead: OCC (Oxfordshire County Council) and OCtyC (Oxford City Council) reporting to Joint Management Group (JMG) as part of CHSG. | New accommodation based and floating support services in place |
| T.3 | Prevent people in need of housing and support from being passed between agencies | • Establish system-wide performance indicators, focusing on performance at the 'joins' between services and overall outcomes of the individual, not just the project | Lead: CHSG | New protocols and ways of working. Concept of a virtual county wide housing team |

| | Objective | Action | By Whom | Key outcomes/measures |
|---|---|---|---|---|
| T.4 | Ensure services understand and adjust for the impact of past trauma and adverse childhood experiences, particularly on those experiencing 'multiple exclusion homelessness'. This means workforce transformation across the statutory and voluntary sectors. | • Deliver services in a psychologically informed way linking with specialist services to minimise harm including suicide prevention. | Lead: OCC and CHSG | Workforce transformation piece included in commissioning. Staff in all relevant organisations completing training and implementing |
| T.5 | Ensure that our services are culturally competent and able to respond to the diversity and individuality of the people we work with, including the importance of informal networks to people's lives. | • Deliver services with a strong focus on Equality, Diversity and Inclusion | Lead: OCC and CHSG | Positive experiences reported. EDI framework with reach across workforce transformation and monitoring. |

## Proactively prevent homelessness

| | Objective | Action | By Whom | Key outcomes/measures |
|---|---|---|---|---|
| 1.1 | Implement effective, evidence-based prevention services with strong links to specialist services e.g. mental health, drug and alcohol misuse. | • Share practice among local authorities as to prevention initiatives, that work well | Lead: District Councils and OCtyC | Improved prevention and 'pre-prevention' and relief rates |
| | | • Involve those with direct experience of homelessness in the design of prevention services | Lead: Steering group | Co-production embedded in commissioning and service development |
| 1.2 | Improve access to timely, accurate information and advice on all elements of homelessness prevention | • Consult with people with lived experience as to the type and form of information they need and can access<br>• Improve signposting, information and advice | Lead: District Councils and OCtyC | Co-production embedded in commissioning and service development |

| | | | | |
|---|---|---|---|---|
| 1.3 | Go beyond the homelessness legislation to intervene early and prevent homelessness whether there is a statutory duty or not | • Engagement before the 56 days | Lead: District Councils and OCtyC | Upstream prevention achieved using PHPs and the recommissioned floating support. |
| 1.4 | Deliver consistent tenancy sustainment support across all housing providers and tenures including in the Private Rented Sector (PRS), and supported housing including pre-eviction protocols where appropriate | • Coordinate the system for tenancy support across providers<br>• Consistent implementation of pre-eviction protocols | Lead: OCC, Districts and OCtyC | Recommissioned and in-house floating support services that prioritise and impact on those most at risk with an absolute minimum of evictions which are managed to minimise impact and with active safeguarding. |
| 1.5 | Proactively identify those who may be at risk of losing accommodation or of being discharged without accommodation | • Collect and share data effectively across organisations<br>• Engagement with hospitals and prisons | Lead: OCC and OCtyC | Implementation of By Name approach recommended by Crisis. Improve the commissioned data collection system (currently Oxthink) and other data led initiatives lined to welfare reform work. |
| 1.6 | Ensure housing options services are accessible and responsive to all who need them, including a strong PRS offer such as deposits and rent in advance. | • Provide support to those who need help navigating or accessing homelessness prevention services | Lead: CHSG | Consider how to resource initiatives previously funded by Trailblazer. Make best use of community navigators and embedded housing workers |

## Rapid response to rough sleeping

| | Objective | Action | By Whom | Key outcomes/measures |
|---|---|---|---|---|
| 2.1 | Ensure that people experiencing multiple exclusion homelessness are not required to sleep rough in order to be offered help | • Review all verification practices | CHSG/OCC and OCtyC | No one is required to sleep rough in order to be prioritised for help |
| 2.2 | Ensure rapid access for all those sleeping rough or at immediate risk of rough sleeping to a psychologically informed assessment of their specific needs | • Invest in a psychologically informed assessment hub in Oxford City | CHSG/OCityC/OCC commissioners | Mental health, psychological support and drug and alcohol support is built into the model |
| | | • Explore options, including outreach, surgeries and digital methods for extending an assessment hub service countywide. | CHSG/OCC commissioners | The assessment hub services are available county wide |
| | | • Co-locate clinical and professional specialists to ensure assessment covers full range of needs | As above | As above |
| 2.3 | Provide access to support and advocacy from peer mentors | • Embed peer mentors e.g. at the assessment hub | As above | People with Lived Experience are employed in the system\n\nNumber of peer mentors trained\nNo. of peer mentors providing sessions |
| 2.4 | Provide a range of safe, dignified provision for people coming directly from the streets | • Commission appropriate, safe and dignified provision for people coming directly from the streets | CHSG | New contracts in place April 2022 |
| 2.5 | Provide a range of flexible accommodation, which can be adapted for single people or | • Commission a range of flexible accommodation, adaptable for single people and couples | As above | As above |

| | Objective | Action | By Whom | Key outcomes/measures |
|---|---|---|---|---|
| | couples and create safe spaces for women and LGBTQ+ rough sleepers | | | |
| 2.6 | Identify appropriate housing and support solutions by working jointly with individuals in housing need, using a strengths-based approach | • Embed a strengths-based approach in organisations providing housing and support | CHSG | No. of staff trained in strengths-based approach |
| 2.7 | Ensure that people experiencing multiple exclusion homelessness benefit from an integrated approach to their care and support, mental health, physical health, substance misuse and accommodation needs | • Better inter-agency working based on learning from Crisis research and SAR <br><br> • Mortality Review process in place <br><br> • Development of wrap around care, led by substance misuse services, with MHCLG funding | CHSG/OSAB | Reduced mortality rates and improved mental and physical wellbeing of people affected by homelessness |
| 2.8 | Identify appropriate safety nets for people with No Recourse to Public Funds (NRPF) including EEA Nationals having problems with Worker Status | • Support partners and community organisations <br> • Map needs | CHSG with Oxfordshire Homeless Movement | Reduce number of people with NRPF sleeping rough |

## Focus on the person, not the problem

| | Objective | Action | By Whom | Key outcomes/measures |
|---|---|---|---|---|
| 3.1 | Adopt a 'Housing-led' approach to providing the level and type of support agreed with those at risk of rough sleeping or experiencing multi-exclusion homelessness | • Review commissioning and contract management arrangements for the provision of support, ensuring choice and variety is maximised, including support not linked to a housing offer. | CHSG/ OCityC/OCC commissioners | New contracts in place |
| | | • Ensure the development of supported housing in line with Housing Led principles | As above | As above |

| | | | | |
|---|---|---|---|---|
| | | • Undertake a clear assessment with every individual who requires support and arrange delivery in a flexible way minimising the need for moves | As above | As above |
| 3.2 | Improve the multi-agency case management of people who have been sleeping rough long term | • Implement the 'By Name' approach which will cover all people engaged with the Alliance and will be integrated with data systems. | CHSG | BNL tracks and prioritises, ensures no one is lost and delivers system data to drive ongoing change. |
| 3.3 | Improve wider wellbeing and quality of life of those in housing need, including those experiencing multiple-exclusion homelessness.  This will include timely intervention from specialist services e.g. mental health, substance and alcohol misuse and implementing the learning from the Mortality Review Panel which investigates the deaths of all homeless people in Oxfordshire. | • Improve links to education; creative activities; physical activities; health and wellbeing services<br><br>• Work with partners to ensure all relevant strategies and services cover those in housing need | CHSG | Reduced repeat homelessness and tenancy breakdown |
| 3.4 | Ensure rents are such that people are able to work, and are supported to maintain / return to work. | • Ensure a focus on employment where relevant.<br>• Ensure that rents are as affordable as possible for people to be able to work. | CHSG/ OCityC/OCC commissioners | Baseline data on employment year 1 then agreed plan to maintain or improve. |

## Timely move on

| | Objective | Action | By Whom | Key outcomes/measures |
|---|---|---|---|---|
| 4.1 | Ensure those accommodated in temporary housing have clearly identified routes to move on accommodation | • A clear lead identified for casework in each District / City **for everyone** and truly multi agency work.  This will be integrated with the Personal Housing Plan (PHP) where there is a Prevention or Relief duty.  PHPs may well be extended beyond the length of the duty. | Lead: City and Districts / Alliance support worker and individual | Reduce time in temporary housing, improve flow in the system |
| | | • PHP or other casework plan to include active and regularly reviewed Housing register application | City and Districts | Improved access to social housing |
| | | • Ensure clarity between the individual and accommodation provider as to the purpose of their stay and intended route forward | Lead: Supported housing providers | Reduce time in temporary housing, improve flow in the system |
| 4.2 | Improve access to social housing for single households experiencing or at risk of homelessness | • Work with RPs to deliver adequate affordable housing for single people and couples | Lead: LA Strategic Housing Teams | Improved access to social housing |

## The right home in the right place

| | Objective | Action | By Who | Key outcomes/measures |
|---|---|---|---|---|
| 5.1 | Minimise barriers to allocating social housing to single homeless households in greatest housing need | • Regularly monitor cases of single homeless people excluded from the housing register.  Encourage review of the exclusion critieria. | Lead: Local Authority Housing Team (LAHT) | Improved access to social housing |
| | | • Understand and work with the | CHSG | As above |

| | | concerns of RPs. Ensure the development of strong working relationships and agreements between the Alliance of support providers and the social landlords<br>• Monitor and report on the incidence of single homeless nominations which social housing landlords have not accepted to maximise learning and develop new solutions.<br>• Allocations across LA areas by appropriate means, albeit enabling people to stay local often best.<br>• Allocations integrated with BNL across the County.<br>• Clearing house for Hard to Let Properties. | LAs and RPs<br><br>CHSG<br>LAs and RPs | |
|---|---|---|---|---|
| | | • Use the above monitoring information to revise all allocation policies | LAs | As above |
| | | • Review all Nomination Arrangements with Registered Partners | LAs/ RPs | Measures:<br>Targets as part of Annual lettings plans for<br>number of allocations made to those with additional support needs |
| | | • Review and share learning between local housing authorities on differences in rate of allocations going to more vulnerable single housing applicants | LAs/ RPs | Improved access to social housing |
| | | • Establish an additional preference | LAs | Improved access to social |

| | | | | |
|---|---|---|---|---|
| | | group on housing registers, covering those with a history of rough sleeping or at greater risk of sleeping rough | | housing |
| 5.2 | Work with RPs to ensure applicants with support needs are 'tenancy supported', not 'tenancy ready' | • Ensure understanding of the difference in approach<br>• Ensure strong preparation work for taking up a tenancy with support.<br>• Ensure excellent and persistent delivery of support, which can be long term when needed, thereby minimising the impact and costs to social landlords. | CHSG | Staff training<br>New policies |
| 5.3 | Promote access to and sustainment of good quality tenancies in the PRS | • Compare offers to landlords and recommend changes to incentives | City and Districts/Landlord forums | Better access to PRS |
| 5.4 | Increase the supply and range of housing options for single households | • Increase the number of Housing First tenancies from base of 30 to 50 per year across Oxfordshire with flexibility in proportions by area.<br><br>• Explore options for creation of suitable housing within planned developments and by consulting on new build options.<br>• Explore options for some smaller shared housing to include some low or no support beds thereby becoming housing led | LAs and RPs | Delivery of Housing First (HF) target. Annual review of HF target against needs. Reduced reliance on shared supported housing<br>Creation of new self contained and/or ensuite with shared kitchen provision with appropriate support on site.<br>Possible expansion of shared housing capacity. |

List of abbreviations

CHSG - Steering Group is the Countywide Homelessness Steering Group (CHSG) made up of lead public sector partners, Crisis and the Chief Executive of a housing association.

JMG – the Joint Management Group of organisations that fund homelessness services through a pooled budget which will become a subsection of the CHSG

OCtyC – Oxford City Council

OCC – Oxfordshire County Council

LAs – Local Authorities

LAHT – Local Authority Housing Team, maybe called differently in different authorities e.g. Housing Options Team, Housing Needs Team

RPs – registered providers of housing

OSAB – Oxfordshire Safeguarding Adults Board