



Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

Homelessness and Rough Sleeping Strategy 2024-2029

Forward

Councillor Nicholas Mawer. Portfolio Holder for Housing

I am pleased to introduce the new Cherwell District Council Homelessness and Rough Sleeping Strategy. Cherwell and our partners working within Oxford and Oxfordshire are committed to improving the lives of those who are experiencing homelessness or are threatened with homelessness, to help them stay in their current home or transition to new suitable accommodation.

Housing and preventing homelessness is important to Cherwell District Council and “Housing that meets your needs” is one of the four Council’s Business Plan key objectives.

Partnership working across Oxfordshire is strong, and we are proud of the outcomes that we are able to achieve through working together with other housing authorities and providers assisting us with the challenges we face. There is however, still much to do. We need to continue in our collective endeavours to make best use of the resources and pathways available and continue to provide an evolving range of services that can appropriately meet the changing needs and challenges that we and our clients face.

Intervening early to prevent homelessness has been a principal objective for us and it will continue to be in our new strategy. Intervening early to prevent homelessness consistently yields positive results and enables us to focus our resources in the areas of most acute need.

Ensuring that there is a sufficient supply of affordable and diverse accommodation options is also crucial. Ensuring therefore that there are wide-ranging homelessness pathway options and improved access to accommodation for homeless people, both in the social and private sector, is important.

Homelessness and health are closely linked and homelessness can be a result or a symptom of a wider vulnerability and these circumstances are often outside of the control of the individual. To help prevent homelessness and rough sleeping and support individuals to transition into stable accommodation, we need to understand vulnerability and provide support avenues that help address these wider health and social factors.

We would like to thank our partners who continue to work positively with us to achieve our collective goals, ensuring a safe and suitable place to call home is central to our wellbeing and Cherwell District Council will strive to make this a reality for all.

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1. Introduction

The Homelessness Act 2002 required all Local Authorities to carry out a review of homelessness in their area every 5 years and consequently produce a Homelessness Strategy which must set out our plans for:

- Preventing homelessness in our District.
- Securing sufficient accommodation is and will be available for people in our district who are or may become homeless.
- Securing satisfactory provision of support for people in our district for those who are or may become homeless; or
- who have been homeless and need support to prevent them becoming homeless again.

The Homelessness and Rough Sleeping Strategy sets out our commitment to preventing homelessness and rough sleeping in our District over the next 5 years. We recognise that continuing to build strong partnerships is vital to address the underlying causes of homelessness that affect people in our community and provide them with timely and appropriate solutions.

This strategy aims to address the issues that have a direct impact on homelessness, whether these relate to the wider societal environment or relate to the individual vulnerabilities of the client group. Our strategy recognises the important role that the Council, its partners, and stakeholders have in delivering holistic solutions to reduce homelessness and end rough sleeping.

When people are at risk of homelessness we will work proactively to help find them long term and sustainable housing solutions, taking into account their housing, health, care and support needs.

2. Key Achievements

Since our last strategy was published in 2021, the Council has made some significant strides in improving homelessness services in partnership.

1. A successful review of the Allocations Scheme. The bandings have been amended to ensure that all homeless households are seen as a significant priority.
2. Cherwell have been successful in achieving funding via the Rough Sleeping Assistance Programme to deliver 9 units of supported accommodation at Oxford House in Bicester.
3. In April 2022 the services for single homeless people across the County transitioned to a new service delivered by the Oxfordshire Homeless Alliance. Cherwell are joint commissioners of the service. The ambition is to move towards a housing led approach to end rough sleeping, to move away from large congregate style supported accommodation and find solutions such as 'Housing First' to provide rapid rehousing, settled solutions in the long term to end repeat homelessness.
4. Cherwell District Council Housing Team were successful in achieving grant funding via the Oxfordshire application to the Rough Sleeping Initiative. We secured over £1m of funding over a 3-year period to support delivery by the Alliance for the Single Homeless Service, including: Supported Housing, Emergency Accommodation, Outreach Services, and complex needs support.
5. We established the Single Homeless Team, to work directly with clients, offering a full Housing Options package, reaching out into the community to where clients are most likely to engage.
6. We have used grant funding to assist the survivors of domestic abuse. We have provided a specialist unit of temporary accommodation for vulnerable women, to work alongside and in addition to existing services such as refuge.
7. We have successfully reviewed and recommissioned the Citizens Advice North Oxfordshire (CANO) to deliver a debt and money advice services, with a specialist giving advice and support to those with housing issues.
8. We have established a dedicated Resettlement Team to support people fleeing conflict in countries such as Afghanistan and Ukraine. Now in the UK with settled status we are working with partners to provide help, support and access to housing. This has included the provision of additional accommodation in partnership with the Ministry of Defence to specifically house Afghan families.
9. The Housing Standards Team have continued their proactive work in investigating and intervening to ensure Housing Standards and tenants' rights are maintained.
10. The Council has updated its structure and how it provides homelessness and housing options services. This has recognised the new challenges after the decoupling with Oxfordshire County Council and the vital role housing will continue play in supporting the residents of Cherwell and in delivery of this strategy. New resources have been secured via grant funding to put in place a structure which will meet the challenges ahead.

3. Our Vision

Working in partnerships to prevent homelessness and create new pathways that focus on customer needs to ensure a decent and affordable home for all.

The four strategic priorities for our Homelessness and Rough Sleeping Strategy 2024-29 are:

Priority 1

Identify the causes of homelessness, facilitating early interventions to ensure a pathway to housing and reducing rough sleeping.

Priority 2

Ensure that our service is accessible to all; engaging and assisting households who have difficulty receiving our services.

Priority 3

Deliver long term housing solutions and help sustain tenancies for the most vulnerable, creating resilience.

Priority 4

Improve access to quality and affordable accommodation across all sectors for homeless households.

4. Background, Local Context & Challenges

Since the publication of the Homelessness and Rough Sleeping Strategy 2021-26 Strategy there has been significant changes across which have impacted on Housing.

4a National Challenges

The challenges posed to the sector as a result of the COVID 19 pandemic were significant. The 'Everyone In' initiative did play a role in refocussing the sector and how we can work more effectively with single people who are not normally owed statutory accommodation duties.

The Renters (Reform) Bill, currently progressing through Parliament, will change the legislation relating to renting homes in the private sector and is already influencing the private rented sector even in advance of it becoming law. The aim is to protect the rights of tenants and ensure private rented properties offer the suitable and stable homes that tenants need. Some changes within the Bill, such as the abolition of Section 21 'no fault' evictions, will lead to a practice change in the private rented sector in the coming years.

Affordability of housing is an issue both nationally and locally. Economic factors in 2022-23 have created financial pressures on households, with higher interest rates and inflation causing a squeeze on incomes and benefits. The pressure throughout the system creates pressure at all levels, but it is acutely felt by those on lower incomes. Obtaining a private rented sector tenancy for instance is as difficult now as it ever has been for someone on a lower income because of competition and rising rents as landlords look to cover costs.

There have been several government strategies launched over recent years regarding homelessness and rough sleeping. The most recent strategy, "Ending Rough Sleeping for Good",

confirmed new funding arrangements through an expanded £500m Rough Sleeping Initiative and a new £200m Single Homelessness Accommodation Programme (SHAP) to deliver up to 2400 homes and wrap around support by March 2025.

Resettlement schemes, such as for those fleeing Afghanistan and Ukraine, that have been established over recent years are starting to have an impact on housing options and homelessness services and may have a greater impact through the duration of this strategy. The move on from these support schemes into more settled accommodation is an emerging challenge in the local and national context.

The government has provided additional funding to assist with the potential pressures on services that are linked to resettlement and has launched the Local Authority Housing Fund (LAHF) The purpose of this fund is to boost supply of affordable rented housing in local authority areas by providing capital grant contributions linked to property purchase or supply.

Legislation has been passed regarding additional duties to those who have experienced Domestic Abuse within the Domestic Abuse Act 2021. This has seen duties automatically extended to any victim who must be deemed in priority need. Since COVID 19, there has been a national increase in domestic abuse prevalence and this impacts on housing options services.

4b Local Challenges

In 2022, Cherwell District Council ended the shared service relationship with Oxfordshire County Council. Retaining strong partnerships with statutory bodies and wider support providers remains a key objective for Cherwell.

Single homeless services in Oxfordshire have been commissioned in a joint exercise with the District Councils, City Council and County Council. The Oxfordshire Homeless Alliance began providing this service on the Council's behalf in April 2022. This represents a change in commissioning and monitoring of services and decision to establish was influenced by a report conducted by Crisis and Imogen Blood Associates into homelessness services on Oxford. The rationale is that closer partnership working and central coordination across the system should lead to better and fairer outcomes for clients. The service monitoring, mechanisms of engagement and measurement of outcomes are still to be properly established across the system.

A Countywide Homelessness Strategy, led by Oxfordshire County Council, was agreed in 2022 and this review reflects the shared priorities of Oxfordshire Council's and District partners. It is intended to link the various strategies and work streams across the County system that are involved in homeless service provision.

The priorities identified in the Countywide strategy are:

- Transform the way we respond
- Proactively prevent homelessness
- Rapid response to rough sleeping
- Focus on the person not the problem
- Timely move-on
- The right home in the right place

As part of producing the new Cherwell Homelessness and Rough Sleeping Strategy, the Council has aligned these priorities with its own where possible and appropriate.

As is the case across the Country, the private rented sector is challenging in Cherwell for anyone on a low income or in receipt of benefits. The housing costs in Oxford City have pushed up prices in neighbouring districts generally. In Cherwell this has a significant impact on the housing market particularly in areas closer to Oxford, such as Kidlington and Bicester. Competition is also high across the County for properties in the private rented sector. The assistance households can

receive via housing benefits or the Housing element of Universal Credit, is fixed at the Local Housing Allowance (LHA). Cherwell has two different LHA rates, Oxford and Cherwell Valley. The Cherwell Valley rate, which includes Banbury and Bicester, is lower than the Oxford City rate, which areas such as Kidlington are within. Bicester is an area of higher prices in comparison to Banbury and is more aligned to the Oxford rental market. But this is not reflected in the LHA rate determination.

Given the reduced opportunity and increased challenge in finding suitable forms of accommodation, more people are looking to secure Social Housing. Over the last 4 years the number of active applications on the Housing Register has almost doubled to around 2000 households. The number of properties which become available to let through the housing register have reduced in recent years, in line with a reduction of new build social housing being delivered. Therefore, there is pressure on the housing register to be able to deliver social housing in a timely manner for those in need. Many facing homelessness are single people, and this is a particularly acute pressure on the housing register in Cherwell. Nearly 50% of the waiting list are people who require 1 bedroom accommodation.

There are competing needs for 1 bedroom accommodation, along with those approaching us for assistance as homeless. These include from care leavers, from supported accommodation pathways and move-on, from urgent hospital discharge cases and from people wishing to downsize to reduce housing costs. As a rapid response to homelessness and rough sleeping therefore is difficult to achieve through the Housing Register and an offer of social housing for all client groups, but especially those that require 1 bedroom accommodation.

Cherwell have been committed to the delivery of new build affordable homes within the social housing stock. The number of affordable homes in the district has been increased from 8525 in 2019 to 9160 units in 2023. But the supply of available properties each year does not keep up with demand. As a result, waiting times, to achieve a nomination via our Housing Register can be lengthy, even for those assessed with urgent and significant housing need.

The number of people that are rough sleeping in Cherwell has risen over recent years, which is a similar trend to what is shown nationally. From a low of 6 in the annual rough sleeper estimate in 2021, this rose to 17 reported in the estimate in 2022. The Single Homeless Team work proactively with the Outreach Service and other partners to find housing solutions for many clients that are rough sleeping. This has resulted in few people rough sleeping without an offer for extended periods. Cherwell has also managed to limit the number of people who require temporary accommodation to a consistent number despite these pressures. We have an average of 35 placements at any one time over the last 2 years.

DLUHC have challenged all local authorities to have a plan to end rough sleeping. The County Council and Districts worked in partnership on a plan in 2022 and have updated this in May 2023.

Challenges identified in the plan are:

- the lack of affordable accommodation to prevent people from becoming homeless or provide move-on from current pathways.
- Shortage of 1 bed homeless in the county
- Increased complexity for people in and out of services needing support to manage accommodation.
- Lack of care home provision for people with substance misuse and challenging behaviour
- Insufficient or inappropriate accommodation to get people rapidly off the streets.

Specifically in Cherwell, we have identified with DLUHC a group of 5 targeted individuals who have been known to services for some time and regularly fall into repeat homelessness. We keep track of their situations and learn lessons from any interventions which can break this cycle of rough sleeping. The Council has received specific funding to work with these individuals as target priority group.

In 2022, Oxfordshire County Council launched the Overarching Domestic Abuse Strategy 2022-2025, as well as a new Domestic Abuse Safe Accommodation Strategy 2021-2024. The Safe Accommodation Strategy was linked to the Domestic Abuse Act 2021 Part 4, which introduced a statutory duty on all local authorities to provide safe accommodation support services. In conjunction with this, Tier 2 authorities like Cherwell received grant funding from Oxfordshire County Council to improve services locally and help with the pressures that may come with the new duties.

5. Delivering the Strategy

Consultation

(consultation details and outcomes will appear here)

Working in Partnership

Whilst the provision of services to homeless households is a statutory duty of the Council, the delivery of the service benefits from the support of many partners. These partners are both statutory agencies such as Health and Social Care as well as Registered Providers of Social Housing and voluntary sector organisations. We will continue to work closely with these partners to realise the vision and ambitions of the Homelessness and Rough Sleeping Strategy. Partnership working across the statutory and non-statutory sectors is important for maximising resources effectively and ensuring better outcomes for clients. The Action Plan within this Strategy expands upon how these partnerships will be utilised and how they will help deliver the Strategy.

Monitoring and Review

The Strategy has been developed in consultation with partners and stakeholders who will continue to be involved in the delivery of the Strategy and Action Plan. The progress against these targets and outcomes set out in the Action Plan will be reviewed annually by the Cherwell District Council Overview and Scrutiny Committee.

6. Action Plan

Cherwell Homelessness and Rough Sleeping Action Plan 2024 – 29

1. Identify the causes of homelessness, facilitating early interventions to ensure pathways to housing to reduce rough sleeping

| | Aim | Objectives | Actions | Owner | Success Measure or Outcome | Implementation Timescale |
|---|---|--|--|---|---|--------------------------|
| 1 | Improve partnership working between Districts across the County to ensure quality housing advice services are provided to clients | <p>Work in partnership across the public and third sector to ensure access to services and support, if housing issues are identified, is clear and used effectively.</p> <p>Ensure advice and information is available early and ahead of statutory duties to focus 'upstream' to prevent homelessness</p> | <p>Evaluate and review the Duty to Refer protocol across the County</p> <p>Provide training for partners and service providers to create wider knowledge within teams of housing issues and challenges.</p> <p>Provide a space and promote co-location for staff from partner agencies to work in the Housing Team office.</p> | <p>Countywide Steering Group</p> <p>Housing Options Team Leader</p> <p>Head of Housing</p> | Improvement in housing knowledge and advice across agencies that leads to more holistic and planned responses to housing clients requiring support and leads to less crisis interventions that could lead to rough sleeping | Year 2 |
| 2 | Achieving transition to a Housing led rapid rehousing service, supporting the Countywide Homelessness Strategy | <p>Establish clearer countywide governance, in relation to the prevention of and effective response to 'multiple exclusion' homelessness.</p> <p>Terms of reference will be clear on accountability and responsibility and other partnership groups will hold them accountable.</p> | <p>Fully engage with partnerships to deliver and monitor Alliance Service</p> <p>Support and lead where relevant on the delivery of the Countywide Homelessness Strategy</p> <p>Provide support for the monitoring of services, and ensure this reflects the funding commitment from</p> | <p>Head of Housing</p> <p>Housing Options Team Leader</p> <p>Single Homeless Co-ordinator</p> | <p>Services are being delivered consistently across the county and meeting the needs of clients.</p> <p>More Cherwell clients are able to access pathways out for homelessness and rough sleeping, reducing its prevalence.</p> | Year 2-.3 |

| | Aim | Objectives | Actions | Owner | Success Measure or Outcome | Implementation Timescale |
|---|--|---|---|--|--|--------------------------|
| | | <p>Services for Cherwell clients are delivered via the Alliance in proportion to the needs and contributions into the Service. Including Off Street Accommodation</p> <p>Proactively engage with the monitoring and joint commissioning of services to meet the needs of Cherwell</p> | <p>Cherwell, ensure grant funding is spent in-line with criteria.</p> <p>Work with partners within the Homeless Alliance to ensure Off Street Accommodation in Cherwell is delivered in-line with grant funding.</p> <p>Understand local needs and resources to inform commissioning and delivery of services</p> | | | |
| 3 | <p>Improve early intervention to prevent evictions from Supported Accommodation, Social and Private Sector Housing</p> | <p>Engage with landlords to establish pre- eviction protocols and provide support to tenants to prevent eviction.</p> <p>Prevent eviction to the streets for complex clients who must leave supported accommodation due to their actions or risks.</p> <p>Expand and improve existing partnerships to address issues that directly or indirectly affect homelessness and could improve prevention</p> | <p>Promote Pre- eviction Protocols, support, and advice for landlords to ensure that tenants have good practical information on rights and responsibilities.</p> <p>Ensure that tenancy support services are focused on helping clients remain in accommodation and prevent eviction.</p> <p>Consider how emergency provision could be put in place for those needing to exit supported accommodation at short notice, providing off street accommodation pending further assessment</p> <p>Investigate ways a countywide service could</p> | <p>Head of Housing</p> <p>Tenancy Relations Officer</p> <p>Housing Management Team Leader</p> <p>Housing Options Team Leader</p> | <p>Registered Providers and Private Landlords contact ahead of taking action to evict tenants, reducing homelessness presentations through notices served.</p> <p>Wider partnerships are being utilised to increase prevention opportunities and goals</p> | <p>Year 2</p> |

| | Aim | Objectives | Actions | Owner | Success Measure or Outcome | Implementation Timescale |
|--|-----|------------|--|-------|----------------------------|--------------------------|
| | | | <p>operate to work more closely with the private sector, pooling resources and establishing a consistent offer.</p> <p>Work with the Economic Development Team to improve and advice and information regarding housing and homelessness at employment fairs and other events</p> <p>Strengthen links between the existing partnership of the money advice service provided by the Citizens Advice Bureau with the Housing Options Team to target those threatened with homelessness.</p> | | | |

2. Ensure that our service is accessible to all and engage and assist households who have difficulty receiving our services.

| | Aim | Objectives | Actions | Owner | Success Measure or Outcome | Implementation Timescale |
|---|--|--|---|---|---|--------------------------|
| 1 | Communication and messaging delivers consistent information regarding housing options and challenges, to manage client and partner expectations. | Ensure partners are providing clear and consistent advice on housing options to clients within their services. | <p>Provide training and information on housing issues for internal and external partners.</p> <p>Ensure that information is clear and consistent and up to date</p> | <p>Housing Options Team Leader</p> <p>Strategic Housing Team Leader</p> | Clients that require support and housing advice are accessing it at an earlier stage, reducing crisis presentations, temporary accommodation access or rough sleeping | Year 1 |

| | Aim | Objectives | Actions | Owner | Success Measure or Outcome | Implementation Timescale |
|---|---|---|---|--|--|--------------------------|
| | | <p>Ensure website, leaflets, standard letters, and other communication up to date and relevant.</p> | <p>Establish a communication plan to use all available opportunities so that information on housing issues and challenges is far reaching.</p> <p>Promote co-location or increased work shadowing with partner agencies to help build relationships and understand of each other's roles and responsibilities.</p> | | | |
| 2 | <p>Clients requiring additional support to access services are identified and appropriate adjustments made to meet the needs of all clients</p> | <p>Deliver services with a strong focus on Equality, Diversity, and Inclusion</p> <p>Improve access to services for groups who may be disadvantaged or have difficulty engaging</p> | <p>Review the support needs of clients for whom English is not their first language. Ensure that suitable and accessible translation services are available.</p> <p>Consider officers having specialisms within the Housing Team to work with specific groups, undertake relevant training and share knowledge with colleagues</p> <p>Review the effectiveness of telephone translation is sufficient when explaining complicated legal matters such as homeless discharges.</p> <p>Consider the needs of those with multiple disadvantages and ensure services are</p> | <p>Housing Options Team Leader</p> <p>Single Homeless Co-ordinator</p> | <p>The vulnerability of clients is acknowledged and the contributory effect that this could have on accessing support and housing advice.</p> <p>That vulnerable clients are not unduly affected in our reported figures with regard to achieving effective outcomes in preventing and relieving rough sleeping.</p> | Year 1 |

| | Aim | Objectives | Actions | Owner | Success Measure or Outcome | Implementation Timescale |
|---|---|---|---|--|---|--------------------------|
| | | | available where clients are best placed to engage. | | | |
| 3 | Clients within the various resettlement schemes can access housing options services in Cherwell | <p>Reduce risks of these vulnerable groups being threatened with homelessness or rough sleeping in Cherwell</p> <p>Ensure that there are pathways available to all types of housing, removing barriers that could be associated</p> <p>Provide support to enable integration into communities, reducing isolation and exacerbating housing insecurity</p> | <p>Ensure effective internal partnership working between allocations, housing options and resettlement teams to ensure holistic support to clients</p> <p>Ensure the provision of a resettlement focus and liaison single point of contact within the Housing Options Team, to ensure that the pathway is understood and vulnerabilities or difficulties accessing services are established and mitigated</p> <p>Consider additional support schemes that could assist people achieve permanent housing who have been resettled</p> <p>Ensure effective working across the County and support and move on</p> <p>Analyse data returns regularly and put into place appropriate measure to ensure that resettlement clients are not being disadvantaged when</p> | <p>Housing Options Team Leader</p> <p>Head of Resettlement</p> | That the client group is not unduly disadvantaged and is able to access the pathway in a way that is fair and meets their needs | Year 1 |

| | Aim | Objectives | Actions | Owner | Success Measure or Outcome | Implementation Timescale |
|--|-----|------------|------------------------------------|-------|----------------------------|--------------------------|
| | | | receiving housing options services | | | |

3. Deliver long term housing solutions and help sustain tenancies for the most vulnerable. Creating resilience

| | Aim | Objectives | Actions | Owner | Success Measure or Outcome | Implementation Timescale |
|---|---|--|---|---|---|--------------------------|
| 1 | Minimise barriers to allocating social housing to single homeless households in greatest housing need | <p>Ensure that social housing is available to meet the needs of those with the greatest need.</p> <p>Work proactively with providers of Social Housing to deliver housing to meet identified local needs.</p> <p>Ensure that any 'hard to let' properties across Oxfordshire are used to meet local needs working with Registered providers to secure suitable nominations from within the county.</p> | <p>Regular review of Allocations Scheme. Collecting data and identifying groups who may be excluded or needs which are not being met.</p> <p>Hold regular review meetings with Register Providers to understand the policies they may have in place regarding exclusions and align this with nominations agreements. Keeping exclusions to a minimum.</p> | Strategic Housing Team Leader | A robust Allocations Scheme is managed and maintained, that is flexible to clients needs and emerging demands | Year 1 |
| 2 | Domestic Abuse survivors are supported adequately and are provided with a range of options when they | Ensure coordinated support for survivors of domestic abuse within Cherwell, ensuring they can access support when they require it | <p>Draft a new Domestic Abuse Strategy for Cherwell District Council</p> <p>To seek Domestic Abuse Housing Alliance</p> | <p>Housing Options Team Leader</p> <p>Head of Housing</p> | Domestic Abuse survivors receive a quality and supportive service from the Council, shown and | Year 2 |

| | Aim | Objectives | Actions | Owner | Success Measure or Outcome | Implementation Timescale |
|---|---|--|--|--|--|--------------------------|
| | approach the Council for support | <p>Ensure that safe accommodation is provided to survivors of domestic abuse that approach the Council for support</p> <p>Ensure that domestic abuse and the support available through the Council or through partner agencies is better promoted within Cherwell, so people know what support is available and how they may be able to access it.</p> | <p>Accreditation for the Council, to work towards wider service improvements</p> <p>Consider outreach work in refuges to improve the housing outcomes for those leaving refuge and moving into permanent accommodation</p> | | demonstrated by accreditation status | |
| 3 | Improve tenancy support and sustainment of tenancies, preventing homelessness or repeat homelessness. | <p>Supporting clients in an agile way that is tailored to their individual needs.</p> <p>Enable clients to stay in their homes or sustain their current accommodation, preventing them from becoming homeless</p> <p>Assist clients to sustain their new homes and tenancies, leading to a reduction in repeat homelessness.</p> | <p>Roll out of tenancy sustainment workshops to help vulnerable people maintain their accommodation or to access further support</p> <p>Consider introduction of a risk assessment at the start of new tenancies that are housed through the general needs pathway to identify sustainment risks and make appropriate onward referrals</p> <p>Improve links with Registered Providers and their housing teams to improve</p> | <p>Housing Options Team Leader</p> <p>Housing Management Team Leader</p> | Improving tenancy sustainment within Cherwell, leading to less homelessness presentations and pressure on the service. | Year 2 |

| | Aim | Objectives | Actions | Owner | Success Measure or Outcome | Implementation Timescale |
|---|--|---|--|---|---|--------------------------|
| | | | communication and interventions around clients that they may be considering taking legal actions against, to ensure support can be provided before homelessness occurs | | | |
| 4 | Improve access to supported accommodation pathways for clients that meet the needs of the pathway. | <p>Ensure that the most vulnerable clients are able to access the most appropriate supported accommodation pathway, so they can receive the support they need</p> <p>Evaluate the supported accommodation pathways that are available and ensure that they have the flexibility to respond to changing demands and needs of clients.</p> <p>Improving move on opportunities to enabled throughput within the supported accommodation pathway.</p> | <p>Improve access to the supported accommodation process to ensure that the most appropriate clients are placed in the available placements</p> <p>Improve move on options and speed of move on to enable more movement and availability in the pathway</p> <p>Ensure improved exit plans to ensure enduring long term housing options</p> | <p>Housing Options Team Leader</p> <p>Single Homelessness Coordinator</p> | That more clients have access to the pathway and the most appropriate housing when they need it, reducing rough sleeping. | Year 2-3 |

4. Improve access to quality and affordable accommodation across all sectors for homeless households.

| | Aim | Objectives | Actions | Owner | Success Measure or Outcome | Implementation Timescale |
|---|---|--|--|---|--|--------------------------|
| 1 | Improve access to Private Sector accommodation to meet the needs of those homeless or at risk | <p>Work with the private sector to deliver more options to prevent and relieve homelessness.</p> <p>Consider if working collaboratively with other districts across Oxfordshire could encourage more private landlords to work with the Local Authority.</p> | <p>Review current incentives and offers to private landlords and consider how effective these are in creating tenancies.</p> <p>Undertake a review of offers to Private Landlords across the county, looking at resources and value for money.</p> <p>Understand the views of Private Landlords and what they would need to work with the Local Authority.</p> <p>Ensure that information on the support available to secure private rented, in Cherwell or further afield is widely known and easy to access.</p> | <p>Housing Options Team Leader</p> <p>Housing Management Team Leader</p> <p>Tenancy Relations Officer</p> | More households have homeless prevented or relieved by and offer in the private sector in our reported figures | Year 1 |
| 2 | Deliver more units of accommodation for Housing First | <p>Provide suitable homes to meet the needs of clients requiring Housing First Accommodation.</p> <p>Create more capacity in the social housing stock to deliver Housing First</p> | <p>Engage Registered Providers to reduce age restrictions and create more properties for general needs applicants and encourage Registered Providers to support the delivery of units for Housing First.</p> <p>Ensure that developers and planners understand the type and location of property</p> | <p>Strategic Housing Team Leader</p> <p>Head of Housing</p> | An increase in the delivery of Housing First units, which has shown to be an effective way in bridging the gap between rough sleeping or repeat homelessness and sustaining tenancies effectively. | Year 3 |

| | Aim | Objectives | Actions | Owner | Success Measure or Outcome | Implementation Timescale |
|---|---------------------------------------|--|--|-------------------------------|---|--------------------------|
| | | | <p>needed so that delivery meets demand.</p> <p>Delivery is monitored via the Housing Strategy Team and discussed at Registered Providers review meetings.</p> | | | |
| 3 | Deliver quality and affordable homes. | <p>Engage with the planning team to influence development to meet identified needs.</p> <p>Promote the delivery of Social Rented accommodation.</p> <p>Support the delivery of homes meeting the highest standards with regards energy efficiency.</p> | <p>Establish protocols for input on development sites and planning applications to consider the needs of those in housing need in the district.</p> <p>Promote the objectives of the Tenancy Strategy, Allocations Scheme and Nominations agreement with Registered Providers in achieving more rented homes, particularly at social rent.</p> | Strategic Housing Team Leader | More property at Social Rent is delivered in Cherwell | Year 3 |

Glossary

CANO – Citizens Advice North Oxfordshire

CDC – Cherwell District Council

CHSG – Countywide Housing Steering Group

CIH – Chartered Institute of Housing

DLUHC – Department of Levelling Up, Housing and Communities

HCLIC – Homelessness Case Level Information Collection

HDG – Homelessness Directors Group

LEAF – Lived Experience Advisory Forum

LGBTQ – Lesbian, Gay, Bisexual, Transgender, Queer or Questioning

LHA – Local Housing Allowance

MARM – Mult-agency Risk Management

MEAM – Making Every Adult Matter

RP – Registered Provider of Social Housing

ToR – Terms of Reference

UKRS – UK Resettlement Scheme