

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

## Appendix 2 - Draft Action Plan

### 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	<ul style="list-style-type: none"> <li>Establish clearer countywide governance, in relation to the prevention of and effective response to 'multiple exclusion' homelessness</li> </ul>	Lead: Oxfordshire County Council (OCC) and Oxford City Council (OCtyC)	New 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	<ul style="list-style-type: none"> <li>Review commissioning and contract management of support services</li> </ul>	Lead: OCC	New accommodation based and floating support services in place
T.3	Prevent people in need of housing and support from being passed between agencies	<ul style="list-style-type: none"> <li>Establish system-wide performance indicators, focusing on performance at the 'joins' between services and overall outcomes of the individual, not just the project</li> </ul>	Lead: Steering Group	New protocols and ways of working. Concept of a virtual county wide housing team
T.4	Ensure services understand and adjust for the impact of past trauma and adverse childhood	<ul style="list-style-type: none"> <li>Deliver services in a psychologically informed way</li> </ul>	Lead: OCC and steering group	Workforce transformation piece included in commissioning. Staff in all

experiences, particularly on those experiencing 'multiple exclusion homelessness'			relevant organisations completing training and implementing
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## Proactively prevent homelessness

	Objective	Action	By Whom	Key outcomes/asures
1.1	Implement effective, evidence-based prevention services	<ul style="list-style-type: none"> <li>Share practice among local authorities as to prevention initiatives, that work well</li> </ul>	Lead: City and districts	Improved prevention and 'pre-prevention' rates
		<ul style="list-style-type: none"> <li>Involve those with direct experience of homelessness in the design of prevention services</li> </ul>	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	<ul style="list-style-type: none"> <li>Consult with people with lived experience as to the type and form of information they need and can access</li> <li>Improve signposting, information and advice</li> </ul>	Lead: Steering Group	Co-production embedded in commissioning and service development
1.3	Deliver consistent tenancy sustainment support across all housing providers and tenures	<ul style="list-style-type: none"> <li>Coordinate the system for tenancy support across providers</li> </ul>	Lead: OCC, City and districts	Recommissioned and in-house floating support services that prioritise and impact on those most at risk
1.4	Proactively identify those who may be at risk of losing accommodation or of being discharged without accommodation	<ul style="list-style-type: none"> <li>Collect and share data effectively across organisations</li> </ul>	Lead: OCC and OCityC	Consider implementation of By Name approach recommended by Crisis. Improve the commissioned

				data collection system (currently Oxthink)
1.5	Ensure housing options services are accessible and responsive to all who need them	<ul style="list-style-type: none"> <li>Provide support to those who need help navigating or accessing homelessness prevention services</li> </ul>	Lead: Steering Group	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	<ul style="list-style-type: none"> <li>Review all verification practices</li> </ul>	Steering Group/OCC commissioners	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	<ul style="list-style-type: none"> <li>Invest in a psychologically informed assessment hub in Oxford City</li> </ul>	OCityC	Mental health, psychological support and drug and alcohol support is built into the model
		<ul style="list-style-type: none"> <li>Explore options, including satellites, surgeries and 2nd tier support, for extending an assessment hub service countywide.</li> </ul>	Steering Group/OCC commissioners	The assessment hub services are available county wide
		<ul style="list-style-type: none"> <li>Co-locate clinical and professional specialists to ensure assessment covers full range of needs</li> </ul>	As above	As above
2.3	Provide access to support and advocacy from peer mentors	<ul style="list-style-type: none"> <li>Embed peer mentors at the assessment hub</li> </ul>	As above	People with Lived Experience are employed in the system

				Number of peer mentors trained No. of peer mentors providing sessions
2.4	Provide a range of safe, dignified provision for people coming directly from the streets	<ul style="list-style-type: none"> <li>Commission appropriate, safe and dignified provision for people coming directly from the streets</li> </ul>	Housing Related Support JMG/OCC commissioners	New contracts in place April 2022
2.5	Provide a range of flexible accommodation, which can be adapted for single people or couples and create safe spaces for women and LGBTQ+ rough sleepers	<ul style="list-style-type: none"> <li>Commission a range of flexible accommodation, adaptable for single people and couples</li> </ul>	As above	As above
2.6	Identify appropriate housing and support solutions by working jointly with individuals in housing need, using a strengths-based approach	<ul style="list-style-type: none"> <li>Embed a strengths-based approach in organisations providing housing and support</li> </ul>	Steering Group	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	<ul style="list-style-type: none"> <li>Better inter-agency working based on learning from Crisis research and SAR</li> <li>Mortality Review process in place</li> </ul>	Steering Group/OSAB	Reduced mortality rates and improved mental and physical wellbeing of people affected by homelessness
2.8	Identify appropriate safety nets for people with NRPF including	<ul style="list-style-type: none"> <li>Support partners and community organisations</li> <li>Map needs</li> </ul>	Steering Group with Oxfordshire Homeless Movement	Reduce number of people with NRPF sleeping rough

	EEA Nationals having problems with Worker Status			
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### Focus on the person, not the problem

	Objective	Action	By Whom	Key outcomes/measures
3.1	Adopt a Housing Led approach to the provision of housing and support	<ul style="list-style-type: none"> <li>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.</li> </ul>	JMG/OCC commissioners	New contracts in place
		<ul style="list-style-type: none"> <li>Review current provision of supported housing against a set of key principles and criteria to agree clear function of each project</li> </ul>	As above	As above
		<ul style="list-style-type: none"> <li>Undertake a clear assessment of why an individual requires the additional support delivered in a specific setting and actively 'chooses' to receive that service offered</li> </ul>	As above	As above
3.2	Improve the multi-agency case management of people who have been sleeping rough long term	<ul style="list-style-type: none"> <li>Implement the 'By Name' approach</li> </ul>	Steering Group	Needs investigating further
3.3	Improve wider wellbeing and quality of life of those in housing need	<ul style="list-style-type: none"> <li>Improve links to education; creative activities; physical activities; health and wellbeing services</li> <li>Work with partners to ensure all relevant strategies and services cover those in housing need</li> </ul>	Steering Group	Reduced repeat homelessness and tenancy breakdown

## Timely move on

	Objective	Action	By Whom	Key outcomes/measures
4.1	Ensure those accommodated in supported housing have clearly identified routes to move on accommodation	<ul style="list-style-type: none"> <li>All accommodated in supported housing to have a Personalised Housing Plan drawn up in conjunction with relevant local authority Housing Options Team</li> </ul>	Lead: Relevant Housing Options team/ accommodation provider and individual	Reduce time in temporary housing, improve flow in the system
		<ul style="list-style-type: none"> <li>PHP to include active and regularly reviewed Housing register application</li> </ul>	Lead: City and Districts	Improved access to social housing
		<ul style="list-style-type: none"> <li>Ensure clarity between the individual and accommodation provider as to the purpose of their stay and intended route forward</li> </ul>	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	<ul style="list-style-type: none"> <li>Work with RPs to deliver adequate affordable housing for single people and couples</li> </ul>	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	<ul style="list-style-type: none"> <li>Regularly monitor cases of single homeless people excluded from the housing register</li> </ul>	Lead: LA HOT	Improved access to social housing
		<ul style="list-style-type: none"> <li>Monitor and report on the incidence of single homeless nominations being refused by social housing landlords</li> </ul>	Lead: LA HOT	As above
		<ul style="list-style-type: none"> <li>Use the above information to revise all allocation policies</li> </ul>	Lead: LAs	As above

		<ul style="list-style-type: none"> <li>Review all Nomination Arrangements with Registered Partners</li> </ul>	Lead: LAs/ RPs	Measures: Targets as part of Annual lettings plans for number of allocations made to those with additional support needs
		<ul style="list-style-type: none"> <li>Review and share learning between local housing authorities on differences in rate of allocations going to more vulnerable single housing applicants</li> </ul>	LAs/ RPs	Improved access to social housing
		<ul style="list-style-type: none"> <li>Establish an additional preference group on housing registers, covering those with a history of rough sleeping or at greater risk of sleeping rough</li> </ul>	LAs	Improved access to social housing
5.2	Work with RPs to ensure applicants with support needs are 'tenancy supported', not 'tenancy ready'	<ul style="list-style-type: none"> <li>Understand the difference in approach</li> </ul>	Steering Group	Staff training New policies
5.3	Develop a common allocations system	<ul style="list-style-type: none"> <li>Prepare business case in first instance</li> </ul>	City and Districts	Balancing supply and demand county wide
5.4	Promote access to and sustainment of good quality tenancies in the PRS	<ul style="list-style-type: none"> <li>Compare offers to landlords and recommend changes to incentives</li> </ul>	City and Districts/Landlord forums	Better access to PRS
5.5	Increase the supply and range of housing options for single households	<ul style="list-style-type: none"> <li>Increase the number of Housing First tenancies from base of 30</li> </ul>	LAs	Increased prevention and relief rates. Reduced reliance on supported housing

List of abbreviations

HOT – Housing Options Team

Steering Group is the County Wide Homelessness Steering Group made up of lead public sector partners, Crisis and the Chief Executive of a housing association.

LAs – local authorities

RPs – registered providers of housing

JMG – the Joint Management Group of organisations that fund homelessness services through a pooled budget

OSAB – Oxfordshire Safeguarding Adults Board