

## Appendix 1: Oxfordshire Countywide Homelessness and Rough Sleeping Strategy (High Level)

Section	Item	Objective	Deliverable
1. Governance	1.1	Reaffirm and strengthen the countywide governance structure to ensure clear accountability, effective decision-making, and enhanced coordination across all organisations, supporting the achievement of the Countywide Homelessness and Rough Sleeping Strategy.	1. Refreshing governance of Countywide Homelessness Steering Group to support the implementation of the strategy, including updating the action plan.
			2. Establish an online reporting mechanism for Countywide Homelessness and Rough Sleeping Strategy.
	1.2	Enhance the effectiveness and efficiency of the collective risk management process within Alliance to proactively identify, assess, and mitigate potential risks, fostering a culture of shared responsibility.	1. Create or update the Access Panel Service Level Agreement to clearly articulate the approach to individuals deemed 'too high risk' for current services.
			2. Establish a multidisciplinary team (MDT) process to manage and support high-risk individuals identified through the Access Panel.
			3. Develop a collective learning and reflective practice framework around identifying, approaching, and sharing risks — including how we respond to 'near misses' (possibly rephrase that). This would also include a proactive approach to risk, focusing on de-escalation and prevention of behaviours that might lead to eviction.
	1.3	Strengthen awareness and foster commitment among all partners to recognise and actively fulfil their critical role in preventing homelessness and ending rough sleeping.	1. Develop and implement work streams for the Housing Summit, focusing on strengthening the role of health and social care partners.
			2. Explore creation of joint countywide model to access more private rented sector (PRS) accommodation to support rehousing.
			3. Improving links between Housing, Health and Social care pathways.
			4. Implement routine Multi-Disciplinary Team (MDT) meetings.
			5. Sharing the joint challenges of accommodating vulnerable singles.
			6. Sharing best practice across housing teams.
			7. Relaunch the Prevention of Homelessness Directors Group by actively engaging health and social care partners to enhance collaboration and establish shared accountability in addressing homelessness. To review feedback and learning from across the system and implement accordingly.

<b>2. Commissioning</b>	<b>2.1</b>	Develop and implement system-wide performance indicators that measure the effectiveness of service integration, with a focus on transition points between services and the overall outcomes for individuals.	1. Deliver an Alliance performance monitoring framework for quarterly reporting.
			2. Collaborating with the Centre for Homelessness Impact (CHI) to design and implement outcome measures for the Alliance and commissioners, fostering shared accountability for the impact on individuals experiencing homelessness.
	<b>2.2</b>	Enhance client choice/options within the homelessness support system by reviewing current options, identifying opportunities for greater choice, and implementing system-wide changes.	1: As an Alliance decide what approach we can take regarding choice/options and enhance transparency in service offerings and ensure choice is considered as part of accommodation transformation 25-26 and ongoing.
			2: Conduct a review of the use of Excluded Licence Agreements within Alliance services to ensure that they are not being used in a way that limits client options or places individuals in a position where rough sleeping is their only alternative.
	<b>2.3</b>	Collaborate with providers and the support sector to develop strategies and plans that enhance support for individuals with No Recourse to Public Funds (NRPF), ensuring improved access to services and tailored solutions.	1. Develop and implement at least a temporary accommodation offer for NRPF individuals.
			2. Establish and implement accessible service offers for NRPF individuals, where feasible, to ensure they receive the necessary support and resources
	<b>2.4</b>	Joint commissioning aimed at addressing the unmet needs of individuals, with a focus on improving outcomes for those with ongoing health or social care requirements, including individuals with dual diagnoses.	Consider commissioning new forms of supported accommodation for needs not met by current accommodation in social care or homelessness.
	<b>2.5</b>	Ensure strategic alignment of all health and housing money	Review joint housing and health commissioned services in 25/26, to ensure effective and efficient services, in order to inform base Better Care Fund funding from 26/27 and other health funding.

<b>3. Prevention</b>	<b>3.1</b>	Conduct research and analysis to identify best practices and compare approaches to prevention across Oxfordshire, ensuring continuous improvement and alignment with regional priorities.	1: Benchmarking exercise to be carried out on all housing authorities, collecting information on prevention offer across the City and Districts, which will allow comparison and inform recommendations/decisions on a common and minimum offer across the county, that can be then agreed and shared as a framework.
			2: Following the benchmarking process, explore potential changes to statutory homelessness support for single individuals to enhance the service they receive.
			3. Develop a report comparing prevention duty practices across districts, identifying areas for improvement and highlighting successful practices to inform enhanced service delivery.
	<b>3.2</b>	Ensure individuals can easily and proactively access services, preventing homelessness and the need for rough sleeping.	1: Review the access panel to ensure it effectively meets the increasing demand for services and improves accessibility.
			2: Establish a Prioritisation and Prevention Group to look at how to continuously review their approach to prevention, ensuring services are accessible and targeted to those most in need.
	<b>3.3</b>	Improve understanding of the factors leading to rough sleeping and assess individuals' previous engagement with services to inform targeted interventions and prevent homelessness.	Conduct scoping research to identify the pathways individuals have taken through statutory and commissioned services prior to experiencing rough sleeping, to inform prevention strategies.
	<b>3.4</b>	Ensure better alignment of commissioned homelessness prevention services across Oxfordshire by fostering collaboration between housing commissioners and the Better Care	Review between housing commissioners and Better Care Fund as to how services can better meet the needs of individuals.

		Fund, to create integrated, seamless support that addresses the complex needs of individuals at risk of homelessness.	
<b>4. Accommodation</b>	<b>4.1</b>	All local housing authorities are effectively supporting single homeless people through the relief duty and service offer.	1: Local authorities to review practice
			2: City Council to do a one year pilot of two officers: one single prevention officer and one single relief officer.
	<b>4.2</b>	Undertake work to better understand best practices and compare approaches to responding to single homelessness and timely move on across Oxfordshire.  Each local authority is demonstrating best practice to ensure access and availability to different forms of accommodation for single homeless individuals and that authorities are not putting barriers in place for move on.	Benchmarking exercise to be carried out on all housing authorities, collecting information on responding to single homelessness and timely move on across the City and Districts. This will allow comparison and inform recommendations/decisions on a common and minimum offer across the county, that can be then agreed and shared as a framework.
	<b>4.3</b>	Ensure effective move on from Alliance accommodation to settled housing	1: All local authorities ensure allocation policies are supporting rapid move on from supported accommodation.
			2: Develop new ways of working to enable more PRS move on from Alliance
			3: Transformation of Alliance to enable more housing-led support
			4: Alliance providers reviewing approach to long stayers and upskilling staff to have conversations regarding entering suitable move on, including PRS.
	<b>4.4</b>	Undertake cross system approach to increase the supply of a range of affordable housing options	1: Hold housing summit on supply
			2: Priority action for PHDG to progress it
			3: Work with housing and support providers to roll out and develop a consistent and high fidelity model of Housing First across the county; Continued deliver of Housing

			First across RPs, learning through doing.
			4: Review over 55 accommodations to see if it can be redesignated as general needs
	4.5	Ensure that Alliance accommodation is designed and delivered to align with a housing-led system, meeting the diverse needs of individuals and supporting sustainable pathways out of homelessness.	Conduct a comprehensive review of the current buildings held by the Alliance to assess their suitability for a housing-led system and identify opportunities for improvement.
	4.6	Drive the development of supported housing aligned with Housing Led principles, advancing the Alliance's accommodation transformation, and champion similar strategic shifts among other supported housing commissioners. Implement the findings from the review of the Alliance supported accommodation offer to ensure that the housing options provided effectively meet the diverse needs of the population.	1: Agree and implement changes to alliance accommodation offer in 25-26
			2: Develop a medium term pipeline of further accommodation changes over the next 3 years.
			3: Agree between JMG and ALT a definition and scope of a housing-led approach.
			4: Housing Led joint definition being worked up by Toby Blake (see item 2.3.3)
			5: Mapping exercise to engage 60% of currently accommodated clients, and use to determine how much housing led accommodation is required and identify housing providers.
			6: Complete supported accommodation review and implement to support transformation.
	4.7	Promote employment opportunities for clients within supported	1. Lobby government on changes to housing benefit rules and supported accommodation.

		accommodation by ensuring a focus on employability and maintaining affordable rent levels to enable services users to engage in work.	2. Progress the implementation of new accommodation offers in order to decrease the amount of supported accommodation provided by the Alliance and increase alternative accommodation.
<b>5. Person Centred Approach</b>	<b>5.1</b>	Promote trauma-informed and psychologically informed practices across both statutory and voluntary sectors, with a specific focus on commissioned homelessness services, to enhance service delivery and provide holistic, empathetic support for individuals impacted by past trauma, fostering recovery and long-term stability.	1: Creation of spaces for psychologically informed assessments.
			2: Provide access to support and advocacy from peer mentors
			3: Review and transform existing services to work in a trauma informed way.
	<b>5.2</b>	Address the service needs of individuals with complex needs, particularly those with a dual diagnosis, by ensuring integrated, comprehensive, and adaptable service delivery models that are	1: Embedding an integrated approach to meeting their care and support needs (mental health, physical health, etc) factoring in diversity and acknowledging the complexity of intersectionality.

		inclusive and responsive to the diverse needs and individuality of all service users.	2: Ensuring that the accommodation we provide meets the individual's needs
			3: To develop the case and secure funding and service model for a dual diagnosis/complex needs service (see objective 2.4)
	5.3	Establish a multi-agency partnership across Oxfordshire, integrating local authorities, commissioned services, health, and social care, to enhance coordination and support for single homelessness. Implement a 'by-name' approach to ensure person-centred, data-driven service delivery that effectively identifies and addresses individual needs, promoting long-term stability and well-being for those experiencing homelessness.	1: Deliver a new countywide database from procurement through to operational delivery that can facilitate a 'by name approach'
			2: Trialling in City a 'by names' approach through implementing Built for Zero in collaboration with Crisis, this will help inform the implementation of a by names approach countywide
			3. Develop effective multi-agency case management, including housing, social care, health and mental health, throughout the system through clear multi-agency structures.
	5.4	Develop and agree on a new discharge protocol/charter for both health and probation services to ensure coordinated and seamless transitions for individuals	1. Organise an in-person workshop to review and refine the discharge protocol/charter for health, identifying good practices and opportunities for improvement.
			2. Organise an in-person workshop to review and refine the discharge protocol/charter for probation, identifying good practices and opportunities for improvement."
	5.5	Amplify the voices of individuals with lived experience to shape decision-making processes and enhance the design and delivery of homelessness services.	1. Complete the LEAF Festival of Feedback to gather insights from individuals
			2. Implement the recommendations gathered from the LEAF Festival of Feedback
	5.6	Implement a strength-based approach to service delivery, focusing on empowering individuals by recognising and building on their inherent strengths and abilities. Provide holistic, person-centred support that fosters resilience, promotes self-sufficiency, and enhances long-term outcomes for	3. Establish a co-production network to ensure the onward engagement of service users in Alliance services.
			1: Ensure there are feedback loops for those accessing services to evaluate their accessibility and their effectiveness.
			2: Development and implementation of the trusted assessment form for Alliance services.

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