

Oxfordshire Countywide Homelessness and Rough Sleeping Strategy Action Plan

Accountability				
Item	Action	Owner	Timescale (Red are Priority Actions)	Progress
	Terms of Reference for HDG, CHSG, Aligned with ALT. Establish reporting mechanisms for HDG.	Chair HDG & CHSG		Completed
1	<p>Improvements to collective risk management process, including:</p> <p>Create a statement of purpose that organisations will avoid passing people between agencies.</p> <p>Establish a single multi-agency risk assessment and management process – Process to include the lines of escalation, and commitments to flexible service.</p> <p>Create a risk management map to understand processes to reduce/monitor risk. (Done)</p>	ALT Workforce Development Workstream (WFD) Leads Helen Denyer and Benn Kiley	2024/2025	Completed

1.1	Establish system-wide performance indicators, focusing performance at the 'joins' between services and overall outcomes of the individual.	All CWSG Leads	2024/25	
1.2	<p>Deliver new countywide data base, based on by names approach, from procurement through to operational delivery.</p> <p>Develop effective multi-agency case management throughout the system (not just the Alliance), with Personal Housing Plans at the prevention stage, and the By Name List approach to case management for those experiencing homelessness.</p> <p>Develop a new countywide Assessment Hub model to coordinate the By Name List approach and provide an accessible and inclusive gateway into services for those who are homeless.</p>	<p>Ossi Mosley, Samia Shibli</p> <p>Actions within Alliance led by ALT's WFD work stream leads (Helen Denyer and Simon Hewett-Avison)</p>	Database commissioned by summer 2024	<p>There was a meeting in November of the development subgroup. A paper to be submitted to the Countywide Homelessness Steering Group (CHSG) in Jan.</p> <p>Summary paper circulated to ALT and JMG. Verbal update to be given in July at CHSG.</p>
1.3	<p>Deliver a strength-based approach to working with individuals, offering holistic support</p> <p>Including:</p> <ul style="list-style-type: none"> •Developing our assessment hub, and ensuring aligned to the objectives of the strategy (i.e. multi agency etc) 	<p>Andy Chequers, Richard Wood, Samia Shibli and Ossi Mosley</p>	Future developments to the assessment hub determined by April 2024	<p>This is very challenging in light of DLUHC's position on shared spaces. More to be said in Jan</p>

	<ul style="list-style-type: none"> •And, ensuring there are feedback loops for those accessing services to evaluate their accessibility, their effectiveness •Build upon existing OOHC team to develop an outreach model which can get services to where they are needed, when they are needed. 			
1.4	Development of later life and end-of-life pathway for people who are homeless	Commissioners, Simon Hewett-Avison	2025	<ul style="list-style-type: none"> • These may need splitting out. I have started to progress the end of life/palliative care discussions with the team based at Sobel House. There is a workshop coming up <u>In-person event at Sobell House Hospice on Monday, 15 July from 12-3</u>
1.5	Requesting partners review strategies & services to ensure they do not exclude those in housing need. Request HDG members identify relevant strategies that need a dedicated section on those with a housing need	Chair of CWSG and Chair of HDG	2025	

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2	<p>Take steps to develop our understanding of “greater choice” and then take steps to implement it, including:</p> <ul style="list-style-type: none"> •Providers and commissioners review current client choice in system, and opportunities for more choice, identifying changes that can be made across system. •Informed by this view on choice: then review commissioning and contract management of support services •Transparency of offer negotiation with person and mapping of what is available. •As part of being flexible, review the use of Excluded Licence Agreements within the Alliance services. This will include trying to avoid a person having no other option than rough sleeping 	Commissioners (Ossi, Samia, health commissioners), Chris Keating and Paul Roberts	2024-25	<p>Part of workstream reviews/service transformation taking place in 2024.</p> <p>Review of eviction processes are being reviewed across the Alliance supported accommodation pathways</p>
2.1	Carry out a review of current buildings held by Alliance, to see if	Lead -Chair of ALT (Helen	April 2024 to feedback to JMG and then HDG, on	Work is currently happening in AMT (led by Toby Blake) to create a shared

	<p>they meet needs of a Housing-led system.</p> <p>Work with Psychologists to ensure commissioned services / accommodation aligns with principals of PIE and is driven by what the people who might actually use it are telling us. Identify gaps in services. and create specifications which define the group of people for each scheme and the type of support they need</p> <p>Pull in other research, such as OHMs report</p>	<p>Denyer) and Ossi Mosley, Chris Keating and Paul Roberts (both as ALT Housing Supply Leads) Peter Moore, supported by all ALT members and LAs</p>	<p>draft plans and recommendations</p>	<p>definition of Housing Led, expected to be at decision point in late November. Mapping exercise to follow this.</p> <p>However, worth noting that it is unlikely that shared housing which comprises much of the current accommodation provision would fall under the definition of Housing Led.</p> <p>We have recently (6th Nov) met with a researcher at Oxford University (psychology) recently with potential to do some research work.</p> <p>Model, specification and costings for alternative accommodation service for people with complex needs who require a different offer to existing services has been developed alongside the City Council (often referred to as 'Garden House 2'). There have been discussions about additional need for women's only provision. Also noting reduction over last 2 years in prevention services has created a deficit in support reducing availability to pick up referrals from 80%+ to 53%.</p>
2.2	<p>Ensure a focus on employment where relevant and within services that rents are as affordable as</p>	<p>Commissioners, ALT and Housing</p>		

	possible for people to be able to work	Authorities (<i>Lead to be determined later, as not action for this year</i>)		
2.3	Work across providers and support sector to develop thinking and plans in order to better support NRPF people	Commissioners, ALT and Housing Authorities (<i>Lead to be determined later, as not action for this year</i>)	2025	

Proactively Prevent Homelessness				
Item	Action	Owner	Timescale (Red are Priority Actions)	Progress
3	Benchmarking exercise to be carried out of 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	Richard Wood lead (Oxford City), Phil Ealey, Caroline Clissold, Richard Smith.	Delivery of benchmarking report in June 2024	

	across the county, that can be then agreed and shared as a framework.	Support from Peter Moore		
3.1	Work with health partners to mainstream homeless.	Healthy Place Shaping Team, alongside NHS colleagues/ primary care/ MH (Peter Moore, Kate Holborn, Andy Chequers	2024-25	
3.2	Conduct research into people newly arrived on the streets to find out to what extent they had previously presented for assistance elsewhere in the homelessness system, and why this had not prevented them from homeless.	MEAL Workstream Leads (Helen Denyer and Ossi Mosley), with/ Crisis (Kate Cocker), and St Mungo's and Connections involved	2024-25	Outreach services are part of the service reviews that are underway as part of the alliance transformation and workstream review. Part of this review is a greater understanding of collective data in the key areas to help inform service provision.
3.3	Identify and analyse patterns as to why cases are closed without any outcome through the statutory duty system.	Cherwell (Sharon Burden), with support from other Districts	Complete	It was clear that all districts seem to be working in the same way i.e. extending Prevention duties for court orders for those cases over 56 days. All districts are closing Prevention cases at 56 days where there is no further action from landlords to progress the eviction process

				<p>or family members are still accommodating. There are few instances where cases are closed without any outcome and if they are this is usually due to lost contact or not being eligible for homeless services.</p> <p>S&V figures are much higher than the other districts. It would appear that we all report using the same mechanisms and S&V advised that the reason their figures may be higher is that they are very successful in discharging prevention duties though social lets.</p> <p>The group consensus was that we are all seeing a shrinking PRS and increase in approaches from singles, but all seem to be working in the same way which is encouraging.</p> <p>I have asked if all districts can share some information regarding TA so we can compare figures across Oxfordshire.</p> <p>It was agreed that we would continue to meet up on a quarterly/half yearly basis to continue to share ideas, pressures, good working practices and see what everyone else is doing.</p>
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3.4	To develop case and secure funding and service model for a dual diagnosis/ complex needs service.	Samia Shibli/ Health (Andy to confirm with County colleagues) and Catherine Sage (Mental health)	Develop business case by summer 24	
3.5	ALT define what strengths based looks like, and ensure progress to meet	ALTs WFD workstream leads, Helen Denyer and Benn Kiley, and Peter Moore from OOHC	2025	
3.6	Consult with people with lived experience as to the type and form of information they need and can access, in order to inform future advice.	MEAL workstream leads (Helen Denyer and Ossi Mosley		Lived experience event has taken place. Some recommendations within the below document LEAF Festival of feedback
3.7	Agree new discharge protocol / charter for both health and probation	Peter Moore (health) Lou Everett, Greg Yard (probation)	2025	
3.8	Review access pathways into Alliance services to ensure people do not have to sleep rough to be	Helen Denyer, and Chris Keating and	Summer 24	

	offered help, including the review of the access panel	Phil Ealey, Tany (MEAM), supported by all LAs		
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Timely Move-On				
Item	Action	Owner	Timescale (Red are Priority Actions)	Progress
4	Local housing authorities have Personal Housing Plans in place and work actively with people to find accommodation solutions, and support continue following end of Relief Duty.	Richard Wood lead, Phil Ealey, Caroline Clissold, Richard Smith	April 2022 onwards	Completed. Regular reviews should be undertaken as part of regular engagement between Districts and City.
4.1	Benchmarking exercise to be carried out of all housing authorities (See prevention priority), collecting information on practice on move on planning and PHP use 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 (also see above under Priority 3).	Richard Wood lead, Phil Ealey, Caroline Clissold, Richard Smith	Delivery of benchmarking report in June 2024	To undertake a bench marking exercise to build comparisons with a 6-month timescale. A virtual team meeting is due in Dec.

4.2	Review of current practise in relation to identified routes to move on from supported accommodation and into more stable accommodation	Paul Roberts, Chris Keating, Ossi Mosley and Samia Shibli, plus Mental Health pathway (Catherine Sage); other provides of interim/supported accommodation	Sep-24	Supported accommodation is one of the areas for workstream review and service transformation currently underway.
4.3	Develop a Countywide report on how to increase the supply of a range of affordable housing options for single homeless households across the county, with a range of recommendations. This will include how to support RPs to deliver more affordable and social housing that suitable for our clients; ensure developers include percentages of single households in developments; monitor that all Local Authorities are setting Local Plans compliant with the Countywide strategy, that council use all their housing enabling tools to support the supply of suitable affordable housing, and recommend shorter term steps to	Housing Supply group, with Richard Wood leading (working group established, including Richard S, Phil E, SOHA rep)	Initial report delivered to HDG in March/April 2024, to go on to Council Chief Executives.	Supply subgroup is meeting, with a working group being formed to drive through developments. Supply event was held in spring 2024 Further engagement planned with senior staff across the system to provide a collective approach to supply of housing that is required for those customers that are within this pathway. Further engagement events and subsequent action planning to take place in 2024.

	bring on more affordable one bedroom accommodation now.			
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The Right Home in the Right Place				
Item	Action	Owner	Timescale (Red are Priority Actions)	Progress
5	Benchmarking exercise to be carried out of all housing authorities (as in above priorities), collecting information on processes and procedures across the City and Districts, which will allow comparison and inform future recommended changes to bring in more alignment and common approach. Benchmarking and recommendation to be mindful of local need, local supply and local priorities will mean differences in allocation policies will need to continue	Richard Wood lead, Phil Ealey, Caroline Clissold, Richard Smith & RP representation	Delivery of benchmarking report in June 2024	Informed by supply work as above
5.1	Close engagement between RPs/ ALT and local housing authorities to build common understand and culture of a “tenancy supported” approach	CW Housing Supply sub-group (lead to be assigned after initial	2025	Part of prevention workstreams and alliance transformation groups

	<p>Including agreed definition of “tenancy supported”, setting provider expectations</p> <p>Ongoing monitoring of compliance with definition</p> <p>Learning from Housing First and MH Housing First on level of support required and what worked/ didn't work.</p>	actions completed)		
5.2	Benchmarking exercise (as above) to consider offer of PRS access schemes across the County and ALT to ensure that services and staff are promoting and supporting PRS access.	Richard Wood, Phil Ealey, Caroline Clissold, Richard Smith, Paul Roberts and Chris Keating.	Delivery of benchmarking report in June 2024	
5.3	Review the designation of 1-bed properties for older people; consider within or alongside this the feasibility of creating a scheme of long-term but ‘own front door’ supported housing for those whose needs are currently not well-met by either homelessness or adult social care services.	Housing Supply sub-group of the CWSG to consider designation, Ossi Mosley and City leading on SHAP bid for new accommodation	2023/24 for SHAP bid 2024-2025 for designation, following groups paper	Part of supply workstream as outlined above

5.4	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.	ALT Housing Supply Lead Paul Roberts and Chris Keating, alongside HF support providers Simon Hewett-Avison, Benn Kiley, Helen Denyer, with support from LAs and RPs	6 monthly reviews of numbers delivered (need to benchmark numbers in Sep 23)	Work underway. Best placed providers for each district confirmed. Support capacity in each district confirmed. RP liaison regarding their commitment to pledging properties to be picked up by Richard Wood as part of Countywide group.
5.5	Continue to bid for and access central government funding to acquire more Housing First units.	LA leads, and members of the Housing Supply sub-group of the CWSG	6 month reports to CWSG on progress and opportunities	
5.6	Bring together and explore ways to scale up and/or replicate the wide range of options and activities to promote housing supply within the community, faith and voluntary sectors.	Andy Chequers, Richard Smith, Richard Wood, OHM	2024/25	Supply work underway as above

Delivery of Service – Rapid Response

Item	Action	Owner	Timescale (Red are Priority Actions)	Progress
6	<p>Establish and further develop a psychologically informed assessment in Oxford City, consideration if Districts needs similar services.</p> <p>Respond to changing support from DLUHC on current assessment centre and SSTS at Floyds Row.</p> <p>Explore options, including outreach, surgeries and digital methods for extending an assessment hub service countywide.</p> <p>Co-locate clinical and professional specialists to ensure assessment covers full range of needs.</p>	Ossi Mosley and Helen Denyer	Response to DLUHC funding position by April 2024	This is in progress, a proposal has been developed which covers top two actions in this section, though requires sign off from various parties including DLUHC to enable model to be in place from April 2024. Progress is being made towards sign off which will be in place by Jan 2024 latest.
6.1	Provide access to support and advocacy from peer mentors	ALTs WFD workstream leads Helen Denyer and Benn Kiley	2024/25	
6.2	Development of a clear referral and escalation framework for organisations in the Homelessness Alliance, and other willing partners, who are working with adults with complex care and support needs.	HDG, CHSG, OSAB (Leads to be determined)	2024/25	

	This framework should include a clear route for seeking professional support advice in complex cases.			
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Focus on the Person not the Problem				
Item	Action	Owner	Timescale (Red are Priority Actions)	Progress
7	<p>Take steps to ensure services understand and adjust for the past impact of trauma, across statutory and voluntary sectors.</p> <p>Including</p> <ul style="list-style-type: none"> Organisations to audit their practices (assessment, appointment, eviction, etc) against the Government definition of working in a trauma-informed approach. This should include the training of staff in trauma-informed working (length of course, etc) Create a skills matrix that each commissioned provider be required to train staff to this level and participate in 	All organisations reporting to CHSG. Led by Chair of ALT, LA reps and Crisis (Kate)	2024/25	

	<p>communities of practice to share and further develop good practice.</p> <ul style="list-style-type: none"> • Ensure understanding of a trauma informed approach is present in leaders of the system, through training of members of HDG and CWSG • Embed (targeted) joint working, shadowing, shared inductions etc...with trauma-informed, strengths-based, PIE experts • Embed shared reflective practice across all services • Survey people on whether they feel services are working with them in a way that's sympathetic to anything that's happened in their past and what would make them feel safe and was and has it been met – KINGS COLLEGE ASSESSMENT. Make routine in future 			
7.1	Ensure services delivered are able to respond to the diversity and individuality of the people they work with.	Erin Booth, Public Health & new complex cases	Summer 24 for new database	

	<p>Including:</p> <ul style="list-style-type: none"> • Deliver services with a strong focus on Equality, Diversity and Inclusion Embedding an integrated approach to meeting their care and support needs (mental health, physical health, etc) regardless of diversity and acknowledging the complexity of intersectionality. • Deliver new database that will capture EDI information. • Ensure that data then informs clear actions to target at risk groups, in order to improve their service, experience and outcomes. • Map current service provision for adults who self-neglect and/or have complex needs. 	<p>commissioning post holder</p> <p>ALTs Monitoring, Evaluation, Assessment and Learning (MEAL) workstream</p>		
7.2	<p>Ensure the development of supported housing in line with Housing Led principles. Continued progress of the Alliances transformation of their accommodation. (Linked to priority</p>	<p>Lead - Chair of ALT (Helen Denyer) and Ossi Mosley, Chris Keating and Paul Roberts</p>	<p>April 2024 to feedback to JMG and then HDG, on draft plans and recommendations</p>	<p>Housing led joint definition being worked up. Client property need mapping exercise under way with aim to engage at least 60% of currently accommodated clients. Mapping exercise should determine how much housing led accommodation is</p>

	<p>action in 2nd section – report to be produced).</p> <p>Encourage other supported housing commissioners to oversee similar transformations.</p>			<p>required and we will then need to define the housing providers – RP, private, Alliance for instance.</p> <p>Supported housing is a theme within the workstream reviews and alliance transformation.</p>
7.3	<p>Undertake a study of the people who have benefitted from a time in supported housing, to see if there is a clear pattern that supports the notion of the circumstances under which congregate supported housing may be appropriate, and then collect information about people currently using supported housing, using an agreed framework adapted from the first part of the research</p>	<p>Chris Keating and Paul Roberts</p>	<p>2024/25</p>	