WEST OXFORDSHIRE
DISTRICT COUNCIL

Local Outcomes Framework Action Plan Addendum

2026-2028



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Since the adoption of West Oxfordshire District Council's Preventing Homelessness Strategy 2025-2028, the national policy context for homelessness and rough sleeping has evolved significantly. The Government's National Plan to End Homelessness and the Ministry of Housing, Communities and Local Government's (MHCLG) Local Performance and Accountability Toolkit have introduced new expectations for local authorities receiving Homelessness, Rough Sleeping and Domestic Abuse Grant funding. These include the requirement to publish an Action Plan that demonstrates how local services and partners will improve outcomes against the six homelessness and rough sleeping measures within the Local Outcomes Framework (LOF).

West Oxfordshire District Council welcomes this renewed focus on prevention, accountability and partnership working. The principles set out within the Local Outcomes Framework strongly align with our existing Preventing Homelessness Strategy, which places homelessness prevention at the heart of everything we do and recognises that homelessness is best addressed through early intervention, strong partnerships and access to suitable accommodation.

This addendum does not replace the Preventing Homelessness Strategy 2025-2028. Instead, it builds upon our existing priorities and action plan by setting out the additional actions, governance arrangements and performance measures required to deliver the Local Outcomes Framework outcomes and national homelessness ambitions. It provides a clearer link between our strategic objectives and how success will be measured over the period 2026 to 2028.

The Local Outcomes Framework focuses on six core measures:

- Reducing the number of households with children living in temporary accommodation.
- Eliminating the use of Bed and Breakfast accommodation for families beyond the statutory six-week limit.
- Increasing the proportion of homelessness cases where homelessness is successfully prevented or relieved.
- Improving outcomes for households experiencing multiple disadvantage.
- Reducing rough sleeping.
- Preventing long-term rough sleeping.

West Oxfordshire has a strong track record in a number of these areas. The district continues to maintain very low levels of rough sleeping, has avoided the use of Bed and Breakfast accommodation for families beyond six weeks and has invested in local accommodation and support pathways that have helped prevent homelessness for many residents. However, our review also identified opportunities to strengthen prevention outcomes, improve support for households experiencing multiple disadvantage and further enhance partnership arrangements with health, social care, criminal justice and voluntary sector services.

The Toolkit places particular emphasis on earlier intervention, improved data and performance management, stronger governance and a coordinated multi-agency response for people facing the most complex challenges. In response, this addendum introduces new actions focused on prevention, institutional discharge pathways, temporary accommodation management, partnership accountability and improved monitoring of outcomes for households experiencing multiple disadvantage. These changes will help ensure that local services remain effective, evidence-led and responsive to changing needs.

Whilst the Council has a clear leadership role, preventing homelessness is a shared responsibility. Achieving the ambitions set out within this addendum will require the continued commitment of Registered Providers, Oxfordshire County Council, Oxfordshire Alliance, health partners, criminal justice agencies, local businesses, community organisations and people with lived experience of homelessness. Together, we will continue to work towards our shared ambition that homelessness in West Oxfordshire is rare, brief and non-recurring.

This addendum will be reviewed annually to ensure that it continues to reflect local need, national requirements and our collective progress towards the Local Outcomes Framework targets.



Councillor Geoff Saul
Executive Member for
Housing & Community Safety

Local Homelessness Action Plan 2026-2028
Introduction and Context

This two-year action plan sets out how West Oxfordshire District Council (WODC) and its partners will deliver improvements in homelessness prevention, relief and rough sleeping outcomes between 2026 and 2028.

The plan supports delivery of the Council's Preventing Homelessness Strategy 2025 - 2028 and responds directly to the Local Outcomes Framework measures required by MHCLG. It reflects local circumstances, including:

- A relatively low use of temporary accommodation
- Very low levels of rough sleeping
- Significant rurality and access challenges
- A need to improve prevention and relief outcomes
- A need to improve outcomes for households experiencing multiple disadvantages

Priorities for 2026-2028

Drawing on the homelessness review findings and WODC's Local Outcomes Framework targets, six key delivery themes have been identified to support the four strategic priorities within the Preventing Homelessness Strategy.

Priority	Focus
1	Strengthen early prevention and targeted intervention
2	Improve access to accommodation and private rented housing
3	Reduce reliance on temporary accommodation
4	Improve outcomes for households experiencing multiple disadvantage
5	Prevent rough sleeping and improve discharge pathways
6	Strengthen partnership working, performance monitoring and accountability



Local Governance, Monitoring and Reporting

The current Preventing Homelessness Strategy and Action Plan did not have a defined governance structure similar to that recommended in the Toolkit.

As a result of the review, West Oxfordshire will establish governance arrangements to oversee delivery of the action plan and monitor progress against local targets as recommended by the Toolkit.

Governance Structure

Cabinet Member for Housing

- Strategic leadership and accountability.

Housing Management Team

- Oversight of operational delivery.
- Quarterly review of performance against targets.
- Coordination of responses to rough sleeping, anti-social behaviour and community safety concerns.

Senior Leadership Team and Scrutiny

- Annual review of action plan performance and outcomes.
- Performance will be reviewed quarterly and formally reported annually.

Oxfordshire Alliance*

- Multi-agency oversight.
- Quarterly performance review.
- Monitoring of partnership actions.

***Oxfordshire Alliance** is made up of a collaboration between the 5 district authorities, and the County Council, plus representatives from multiple agencies including:

- Oxfordshire County Council
- Registered Providers
- Commissioned accommodation and support services
- Oxfordshire Health and Care NHS Foundation Trust
- NHS Integrated Care Board
- Probation Service
- Domestic Abuse Services
- Substance Misuse Services



Partnership Working

Reducing homelessness in West Oxfordshire requires coordinated action across housing, health, social care, criminal justice agencies and voluntary sector partners.

Partnership arrangements will focus on:

- Earlier identification of households at risk.
- Strengthening Duty to Refer pathways.
- Improved prison release and hospital discharge arrangements.
- Developing pathways for individuals experiencing multiple disadvantages.
- Coordinated tenancy sustainment support.
- Sharing data and intelligence to identify emerging risks and repeat homelessness.

Particular attention will be given to ensuring that nobody leaves a hospital, prison or care setting into homelessness wherever possible.

Temporary Accommodation Suitability

The Council will review its current Temporary Accommodation Suitability guidance to create a new Temporary Accommodation Strategy covering:

- suitability assessments;
- accommodation quality standards;
- safeguarding considerations;
- placement location decisions;
- education and healthcare access;
- family accommodation standards;
- regular accommodation reviews.

Local Outcomes Framework Targets

Metric	Baseline Sept 2025	Year 1 Target 2027	Year 2 Target 2028	Direction
Households with children in temporary accommodation per 1,000 households	0.49	0.47	0.45	*Reduce by 0.04
People sleeping rough on a single night	3	2	0	Reduce to zero
Prevention and relief duties ending successfully	40%	45%	50%	Increase by 10 percentage points
Prevention and relief duties ending successfully for households experiencing multiple disadvantage	23%	30%	35%	Increase by 12 percentage points
Long-term rough sleepers over the month	1	1	0	Reduce to zero
Families in B&B over six weeks	0	0	0	Maintain zero

*The national average of households with children in TA per 1000 is 3.51 so West Oxfordshire is already significantly outperforming on this metric

These targets represent the first stage of a longer improvement trajectory towards the Government's end-of-Parliament targets and will be reviewed annually.

Action Plan Addendum

Priority 1: Preventing Homelessness

Strategic Objective

Put homelessness prevention at the heart of everything we do by intervening earlier, identifying risk sooner and supporting households to remain in accommodation wherever possible.

Additional LOF-Focused Actions

Action	Milestone	LOF Measure
Introduce quarterly prevention performance reviews using H-CLIC data and case audits	December 2026	Prevention and Relief Success
Embed the Early Warning Framework with Revenues, Benefits, RPs and support services to identify households at risk	March 2027	Prevention and Relief Success
Review use of Prevention Fund, DHP and Household Support funding to maximise prevention outcomes	Annual review	Prevention and Relief Success
Establish prevention outcome targets by customer cohort (young people, domestic abuse, prison leavers, refugees)	September 2027	Prevention and Relief Success

Contribution to LOF Targets and key delivery aims

Supports:

- Early prevention and targeted intervention
- Prevention/Relief from 39% to 50%
- Reduces reliance on temporary accommodation
- Households in Temporary Accommodation reduction
- Sustaining zero B&B placements over six weeks



Priority 2: Establishing Effective Partnerships and Working Arrangements

Strategic Objective

Ensure partners work collectively to identify risk earlier, prevent homelessness and improve outcomes for vulnerable groups.

Additional LOF-Focused Actions

Action	Milestone	LOF Measure
Review and strengthen Duty to Refer arrangements	March 2027	Prevention Success
Establish formal prison release pathway	March 2027	Rough Sleeping
Establish formal hospital discharge pathway	March 2027	Rough Sleeping
Introduce multi-agency case reviews for households experiencing multiple disadvantage	December 2026	Multiple Disadvantage

Contribution to LOF Targets and key delivery aims

Supports:

- Multiple disadvantage outcomes from 23% to 35%
- Prevention success
- Rough sleeping reduction
- Strengthens partnership working, performance monitoring and accountability

Monitoring Multiple Disadvantage Outcomes

WODC will establish a quarterly Multiple Disadvantage Performance Framework to:

- identify households presenting with three or more recognised disadvantage factors;
- monitor prevention and relief outcomes for the cohort;
- review repeat homelessness and accommodation sustainment;
- undertake multi-agency case reviews;
- report progress quarterly.

Metrics monitored will include:

- successful prevention outcomes;
- successful relief outcomes;
- repeat homelessness;
- rough sleeping history;
- tenancy sustainment;
- engagement with support services.

Priority 3: Supporting Rough Sleepers to Address Their Housing and Other Needs

Strategic Objective

Maintain West Oxfordshire's strong performance on rough sleeping while ensuring no-one experiences repeated or long-term rough sleeping.

Additional LOF-Focused Actions

Action	Milestone	LOF Measure
Contribute to and support the Countywide Rough Sleeping Strategy	March 2027	Rough Sleeping
Ensure the continuation of rapid response arrangements for newly identified rough sleepers via the Outreach contract	December 2027	Rough Sleeping
Monitor repeat rough sleeping monthly	Ongoing	Long-Term Rough Sleeping
Review Housing First model and identify opportunities for expansion	September 2027	Multiple Disadvantage
Develop personalised support plans for all rough sleepers identified through outreach	Ongoing	Rough Sleeping

Contribution to LOF Targets and key delivery aims

Supports:

- Single night rough sleeping reduction from 3 to 0
- Reduce to 0 long-term rough sleepers
- Prevent rough sleeping and improve discharge pathways



Priority 4: Increasing Accommodation Options

Strategic Objective

Increase access to suitable permanent and temporary accommodation and reduce reliance on emergency accommodation.

Additional LOF-Focused Actions

Action	Milestone	LOF Measure
Publish Temporary Accommodation Suitability Strategy	December 2026	Temporary Accommodation
Review TA demand and future supply requirements	March 2027	Temporary Accommodation
Expand landlord engagement programme	March 2027	Prevention Success
Strengthen move-on pathways from emergency accommodation	Ongoing	Temporary Accommodation
Maintain elimination of B&B use beyond six weeks for families	Ongoing	B&B

Contribution to LOF Targets and key delivery aims

Supports:

- Temporary accommodation reduction from 0.49 to 0.45 per thousand
- Maintain zero B&B use over 6 weeks for families
- Improve prevention outcomes through greater accommodation access
- Reduce reliance on temporary accommodation



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Introduction

Since the adoption of the Homelessness and Rough Sleeping Strategy, Publica's Housing Solutions Service has continued to work closely with partner organisations across Oxfordshire to prevent homelessness, reduce rough sleeping and improve access to suitable accommodation.

The demand for homelessness services continues to be influenced by a range of factors including affordability pressures within the private rented sector, the ongoing cost of living challenges, limited availability of affordable housing and increasing levels of household complexity. In response, the Council has maintained a strong focus on early intervention, partnership working and the development of sustainable housing solutions.

This update provides an overview of progress against the Action Plan and highlights the work undertaken by Housing Solutions, Registered Providers, Oxfordshire partners, and commissioned services to deliver the objectives set out within the Strategy.

It also identifies areas where further development is planned to ensure the Council continues to respond effectively to emerging housing and homelessness challenges.

Key Achievements:

Since the publication of the Strategy, significant progress has been made across several priority areas, including:

Prevention and Early Intervention

- Continued delivery of homelessness prevention activity through early intervention and targeted support.
- Strengthened use of prevention tools, funding and tenancy sustainment measures to help households remain in settled accommodation.
- Enhanced monitoring and analysis of homelessness trends to inform service development and resource planning.

Partnership Working

- Continued active participation in the Homelessness Partnership Operational Group (HPOG) and wider Oxfordshire homelessness partnerships.
- Strengthened engagement with Registered Providers to support tenancy sustainment, prevent evictions and improve access to accommodation.
- Ongoing development of joint working arrangements with statutory, voluntary and community sector partners.

Supporting Residents with Complex Needs

- Continued development of the Complex Needs approach, supporting residents experiencing multiple disadvantages.
- Closer partnership working with health, support and outreach services to improve outcomes for vulnerable households.
- Ongoing implementation of Housing First and other tailored accommodation pathways.

Rough Sleeping

- Continued focus on preventing rough sleeping through proactive intervention and outreach activity.
- Effective partnership working with commissioned services to identify, engage and support people at risk of sleeping rough.
- Maintenance of consistently low levels of rough sleeping within the district compared with many comparable authorities.

Accommodation and Housing Pathways

- Embedding the Temporary Accommodation Service Standard to improve customer experience and quality assurance.
- Improved move-on planning and partnership working to support access to settled accommodation.
- Continued work with Registered Providers and private sector landlords to maximise accommodation opportunities for residents in housing need.

Service Improvement

- Strengthened use of customer feedback, complaints and learning to inform service improvement.
- Ongoing workforce development and service review activity to ensure resources remain aligned to service demand.
- Continued commitment to developing services that are customer-focused, prevention-led and responsive to local housing pressures

Emerging Priorities for 2026/27

- Development of a Temporary Accommodation Policy.
- Embedding revised Care Leaver arrangements.
- Further strengthening partnerships with Registered Providers.
- Responding to private rented sector reform.
- Increasing move-on accommodation options.
- Ongoing review of homelessness prevention approaches.
- Implementation and monitoring of the new Local Outcome's Framework targets, specifically around supported households who have multiple disadvantages (Addendum 2026- 2028)

West Oxfordshire District Council remains committed to preventing homelessness wherever possible through early intervention, effective partnership working and the provision of suitable housing solutions. The actions outlined in this update will continue to support delivery of the Preventing Homelessness Strategy and ensure services remain responsive to emerging local needs and national policy changes.

Priority 1: Preventing homelessness

What do we want to achieve?	What are we going to do?	Action	Progress update, September 2026
Put homelessness prevention at the heart of everything we do.	Monitor and act on the impact of the Homelessness Reduction Act on the Council's Housing Solutions Team and wider housing services.	Monitor the impact of the Homelessness Reduction Act on housing services and customer outcomes.	Quarterly service reviews have monitored Homelessness Reduction Act casework. Findings have informed changes to case allocation, prevention activity and support pathways delivered by the Housing Solutions Team.
	Monitor and act on the impact of the Homelessness Reduction Act on the Council's Housing Solutions Team and wider housing services.	Review H-CLIC data quarterly and undertake case reviews of housing casework.	Quarterly H-CLIC reviews have identified key trends in presentations, including increasing pressures arising from private rented sector affordability and family exclusion. Findings have informed service planning and staff training priorities.
	Monitor and act on the impact of the Homelessness Reduction Act on the Council's Housing Solutions Team and wider housing services.	Collect feedback from partner agencies and other internal services.	Feedback has been gathered from Oxfordshire services, Registered Providers, and commissioned support providers. Key themes, including earlier intervention and improved referral pathways, are being incorporated into service development.
	Develop further preventive action based on evidence of what has previously been successful.	Integrate local and national homelessness prevention data to improve services.	Local homelessness data has been combined with Oxfordshire-wide rough sleeping, temporary accommodation and support service data to target prevention resources more effectively and inform joint commissioning decisions.
	Develop further preventive action based on evidence of what has previously been successful.	Compare the service with its nearest demographic neighbours and implement identified good practice.	Benchmarking data is used to measure progress in prevention and reducing temporary accommodation. Official single-night rough sleeping counts have remained low. This measure should be distinguished from operational outreach figures, which may cover a different period or methodology.

What do we want to achieve?	What are we going to do?	Action	Progress update, September 2026
Put homelessness prevention at the heart of everything we do.	Develop further preventive action based on evidence of what has previously been successful.	Seek feedback from customers about their experiences.	Customer feedback has informed improvements to the HomeseekerPlus policy, accessibility of advice and consistency of decision-making. Complaints and compliments are monitored, and a dedicated role oversees complaints, reviews and service learning.
	Develop further preventive action based on evidence of what has previously been successful.	Analyse successful prevention outcomes achieved by the Complex Needs Team and embed learning across the service.	A review of Complex Needs Team interventions identified successful approaches based on intensive engagement, partnership working and tenancy sustainment. Learning has been incorporated into procedures and staff development.
	Understand and address the economic effects of the cost-of-living crisis that may lead to homelessness.	Monitor the effect of the cost-of-living crisis, welfare reform and affordability pressures on evictions and rent arrears.	The Housing Solutions Team continues to monitor presentations linked to rent arrears, affordability pressures and welfare changes. Prevention funding and targeted interventions have been used to sustain tenancies where possible.
	Understand and address the economic effects of the cost-of-living crisis that may lead to homelessness.	Work with internal partners to ensure financial support meets customers' needs, including the Prevention Fund, Discretionary Housing Payments, client support, and charitable assistance.	Housing Solutions, Revenues and Benefits, Customer Services and community partners continue to work jointly to maximise household income and access to discretionary financial support.
	Understand and address the economic effects of the cost-of-living crisis that may lead to homelessness.	Strengthen relationships with local private rented sector landlords.	Landlord engagement has increased through direct contact, tenancy sustainment discussions and promotion of prevention incentives. A new Tenancy Relations Officer post has been created within Environmental and Regulatory Services.
	Understand and address the economic effects of the cost-of-living crisis that may lead to homelessness.	Develop partnerships with Registered Providers and local voluntary sector financial advice services.	Regular engagement continues with Bromford, Two Rivers, Cottsway and other Registered Providers to identify households at risk and support earlier intervention. Links with the Complex Needs Prevention Team have also been strengthened.

What do we want to achieve?	What are we going to do?	Action	Progress update, September 2026
	Develop a greater understanding of the triggers driving homelessness presentations.	Identify triggers linked to family and relationship breakdown and develop appropriate interventions.	Family exclusion and relationship breakdown remain significant drivers of homelessness approaches. Earlier intervention and mediation options are being explored to prevent households from losing accommodation.
Put homelessness prevention at the heart of everything we do.	Develop a greater understanding of the triggers driving homelessness presentations.	Ensure staff are trained in negotiation and mediation techniques.	Officers have received conflict resolution and negotiation training to support tenancy sustainment and reduce homelessness arising from relationship breakdown.
	Develop a greater understanding of the triggers driving homelessness presentations.	Monitor housing pressures arising from refugee resettlement and wider migration.	The team continues to monitor the effect of refugee resettlement programs and wider migration pressures, including Oxfordshire resettlement schemes, to ensure that housing advice and accommodation pathways remain effective.
	Develop a greater understanding of the triggers driving homelessness presentations.	Analyse homelessness information and adapt future services and interventions in response to learning.	Analysis of homelessness approaches has informed service priorities, partnership discussions and commissioning. Recruitment and role design are being reviewed to support an adaptive and responsive service, with resources deployed where they are most needed.
	Identify and respond to the housing needs of vulnerable groups.	Care leavers.	Joint working with Oxfordshire County Council's Leaving Care Service supports planned transitions and reduces homelessness risk. A Care Leavers Protocol has been implemented, and an updated protocol for 16 and 17-year-olds is being developed.
	Identify and respond to the housing needs of vulnerable groups.	Young people.	Housing Solutions works with young people's services, schools, colleges, and family support services to identify risks early. Local and countywide pathways support timely intervention and sustainable housing outcomes.
	Identify and respond to the housing needs of vulnerable groups.	Adults experiencing multiple disadvantages, including mental ill health, substance misuse or learning disabilities.	The Complex Needs Team provides intensive support through coordinated work with health, substance misuse, and support providers.

What do we want to achieve?	What are we going to do?	Action	Progress update, September 2026
Put homelessness prevention at the heart of everything we do.	Identify and respond to the housing needs of vulnerable groups.	Survivors of domestic abuse.	Partnership arrangements support rapid access to advice, accommodation options, and safeguarding support. Specialist Domestic Abuse Champions provide regular training to Housing Solutions officers.
	Identify and respond to the housing needs of vulnerable groups.	Prison leavers.	Regular liaison takes place with Probation, Multi-Agency Public Protection Arrangements partners, the Police and resettlement services, supported by Duty to Refer arrangements and early-release planning.
	Identify and respond to the housing needs of vulnerable groups.	Veterans.	The HomeseekerPlus policy has been updated, and Armed Forces Champions and Military Torchbearers are embedded within the Housing Solutions Team.
	Identify and respond to the housing needs of vulnerable groups.	Refugees.	Housing support continues through accommodation planning, tenancy sustainment and integration support delivered with district and county partners.
	Review how customers contact and interact with the service.	Provide multiple accessible contact routes, including telephone, email, face-to-face, and online services.	Housing Solutions offers face-to-face appointments, drop-ins, email, telephone and online services. Contact methods are monitored through customer feedback.
	Review how customers contact and interact with the service.	Offer a range of options tailored to customers' needs.	Customers are offered a service tailored to their circumstances and identified needs.
	Review how customers contact and interact with the service.	Work with partners on digital inclusion, outreach, and accessible internet contact points.	Residents can access support through council offices, libraries, community venues, and partner organisations. Officers assist customers who cannot use online services independently.
	Improve awareness of housing and homelessness services.	Promote the HomeseekerPlus application process and provide support to use it.	Social media, consultation activity and Council communications have promoted HomeseekerPlus and raised awareness of housing options.
	Improve awareness of housing and homelessness services.	Use regular communications to raise awareness of homelessness prevention and available support.	Targeted communications have been issued during periods of hot and cold, and severe weather.

Priority 2: Effective partnerships and support

What do we want to achieve?	What are we going to do?	Action	Progress update, September 2026
Establish effective partnerships and support for people threatened with homelessness, improving resilience, and reducing risk.	Create a collaborative framework with housing, social care, health, employment and voluntary sector partners.	Monitor and review trends in homelessness approaches.	Analysis of homelessness approaches and prevention outcomes continues to inform partnership priorities and commissioning across Oxfordshire.
	Create a collaborative framework with housing, social care, health, employment and voluntary sector partners.	Build existing partnerships and allocate resources for training and coordination.	Partnership arrangements continue to be strengthened through operational meetings, joint commissioning, case discussions, and shared problem-solving.
	Create a collaborative framework with housing, social care, health, employment and voluntary sector partners.	Work with Registered Providers to identify households at risk of eviction.	The Complex Needs Prevention Team has strengthened links with Registered Providers. Attendance by Registered Providers at key partnership groups continues to improve.
	Ensure countywide commissioned services meet local needs.	Work with commissioning partners to review outreach services.	A new outreach provider has been commissioned. Early outcomes are positive, with operational outreach data indicating low numbers of people sleeping rough. Reporting will distinguish operational figures from the official single-night count.
	Ensure countywide commissioned services meet local needs.	Monitor outreach referrals, response times, and emerging trends.	The typical response to a report of someone sleeping rough is within one to three days, depending on location, visibility and the person's willingness to engage.
	Ensure countywide commissioned services meet local needs.	Develop clear referral pathways between housing, health, employment, and other agencies.	Early intervention remains a key focus. Officers seek to identify risk before a person resorts to sleeping rough and provide preventive support where possible.
	Ensure countywide commissioned services meet local needs.	Review Oxfordshire Alliance prevention services with commissioning partners.	A full review was completed in 2025/26. Prevention activity now focuses on single adult homelessness, aligning with the adult remit of the Alliance and existing local arrangements for families.

What do we want to achieve?	What are we going to do?	Action	Progress update, September 2026
Establish effective partnerships and support for people threatened with homelessness, improving resilience, and reducing risk.	Improve Duty to Refer arrangements with relevant public bodies.	Review the effectiveness of the current Duty to Refer process.	Duty to Refer processes are monitored through Locata and partner referrals. Volumes and outcomes are reviewed to identify opportunities for earlier intervention.
	Improve Duty to Refer arrangements with relevant public bodies.	Promote Duty to Refer in work with statutory agencies.	Engagement continues with hospitals, probation, prisons, social care, and other statutory agencies to reinforce responsibilities and encourage earlier referrals.
	Ensure the workforce has the skills required to assist all customer groups.	Identify workforce skills gaps and provide targeted training for staff who work with people at risk of homelessness.	Ongoing internal and external training includes safeguarding, domestic abuse, trauma-informed practice and specialist housing resources such as Shelter and the National Homelessness Advice Service.
	Ensure the workforce has the skills required to assist all customer groups.	Provide continuing trauma-informed practice training for complex casework.	Trauma-informed practice training has strengthened staff confidence and improved responses for customers experiencing multiple disadvantages.
	Ensure the workforce has the skills required to assist all customer groups.	Maintain regular domestic abuse and safeguarding training.	Regular training supports early identification of risk and appropriate referrals.
	Ensure the workforce has the skills required to assist all customer groups.	Embed reflective and retrospective learning in practice.	Learning is shared through team meetings, case discussions, complaints, and statutory reviews.
	Challenge and resolve barriers to effective service delivery.	Identify bureaucratic, financial, and communication barriers and implement practical solutions.	Service reviews, case discussions, and workforce planning have identified opportunities to improve resilience, resource allocation, and customer outcomes. Recruitment and role redesign are being used to respond to changing demand.

Priority 3: Supporting people who sleep rough

What do we want to achieve?	What are we going to do?	Action	Progress update, September 2026
Support people who sleep rough to address their housing and other needs.	Align resources with partners to prevent homelessness and rough sleeping before it occurs.	Focus on early interventions to prevent rough sleeping.	Officers work to identify risk before a person resorts to sleeping rough and provide preventive support wherever possible.
	Align resources with partners to prevent homelessness and rough sleeping before it occurs.	Work with countywide partners to evaluate the outreach service and understand causes, patterns and locations.	The Council works closely with the countywide outreach provider to identify, engage and support people sleeping rough and those at risk.
	Align resources with partners to prevent homelessness and rough sleeping before it occurs.	Investigate flexible and innovative outreach approaches.	Discussions with commissioned providers cover targeted engagement, stronger partnership working and tailored support for people with complex needs.
	Work with communities and local businesses as "eyes and ears" so that nobody sleeping rough goes without an offer of support.	Promote StreetLink through Council and community communications.	StreetLink reporting continues to be promoted, helping ensure concerns are responded to promptly.
	Work with communities and local businesses as "eyes and ears" so that nobody sleeping rough goes without an offer of support.	Provide regular information and training sessions for parish councils and elected members.	Member engagement sessions are planned for 2026/27.
	Ensure housing pathways meet the needs of people with complex needs and emerging customer groups.	Develop clear referral pathways between housing, health, employment, and other agencies.	Early intervention and coordinated referrals remain central to preventing rough sleeping.
	Develop appropriate supported housing solutions with partner organisations.	Review the effectiveness of Housing First for people with the highest level of need.	Housing First remains an important approach to ending long-term rough sleeping. The review will consider local outcomes, capacity, and opportunities for development.
	Develop appropriate supported housing solutions with partner organisations.	Encourage wider Registered Provider participation in Housing First and similar models.	Engagement sessions have taken place with Registered Providers. Bespoke accommodation and support solutions continue to be developed for residents experiencing multiple disadvantages.

Priority 4: Increasing accommodation options

What do we want to achieve?	What are we going to do?	Action	Progress update, September 2026
Increase suitable accommodation options.	Align Council housing priorities.	Link the strategy to Local Plan targets for affordable housing supply.	Housing priorities continue to inform Local Plan discussions and affordable housing delivery. Work with Registered Providers and developers is focused particularly on one-bedroom accommodation, which remains the greatest identified need.
	Align countywide priorities.	Work with county partners to increase move-on accommodation for supported housing pathways.	Officers continue to work with Oxfordshire partners to increase access to move-on accommodation and reduce barriers to settled housing.
	Use Council-owned temporary accommodation efficiently and support rapid move-on.	Embed the Temporary Accommodation Service Standard.	The service standard is embedded across the service. A Temporary Accommodation Policy, incorporating suitability standards, will be developed during 2026/27.
	Use Council-owned temporary accommodation efficiently and support rapid move-on.	Support households in temporary accommodation to address barriers to settled housing.	The Temporary Accommodation Team continues to provide tailored support, with a focus on rapid move-on to sustainable longer-term accommodation.
	Use Council-owned temporary accommodation efficiently and support rapid move-on.	Review policy and processes to enable faster move-on from temporary and supported accommodation.	The review has identified opportunities to reduce length of stay and increase access to settled housing.
	Expand the range of good-quality local temporary accommodation.	Following Executive approval, acquire and refurbish properties to expand the Council's portfolio by up to 30 bedspaces.	Executive approval has been obtained. The program is expected to deliver up to 30 additional bedspaces, increasing local provision and reducing reliance on unsuitable or expensive emergency accommodation.
	Expand the range of good-quality local temporary accommodation.	Work with Registered Providers to reduce Bed and Breakfast and nightly paid accommodation and improve move-on options.	Continued engagement has identified temporary and move-on opportunities and reduced reliance on more costly emergency accommodation.
	Increase the supply of affordable private rented accommodation.	Work with Empty Homes colleagues to encourage owners to return long-term empty properties to use.	Joint work continues to identify opportunities to return long-term empty properties to occupation and increase local housing supply.

What do we want to achieve?	What are we going to do?	Action	Progress update, September 2026
Increase suitable accommodation options.	Increase the supply of affordable private rented accommodation.	Use Homelessness Prevention Grant funding to secure private rented offers and discharge homelessness duties appropriately.	Grant funding has been used to secure and sustain private rented accommodation and prevent homelessness.
	Work with Registered Providers to make the best use of existing social housing.	Encourage under-occupying tenants to downsize to suitable non-family homes.	Work continues to promote downsizing. The revised HomeseekerPlus policy enables local authorities to prioritise downsizing where this releases scarce family accommodation, while protecting the effective use of emergency priority.