



Developing a Tenancy Sustainment Strategy

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Outline

- **Why tenancy sustainment strategy developed**
- **Process of developing the strategy**
- **Services developed**
- **Achievements to date**
- **Advice to others**

Why strategy developed

- **GHA established 2003, following stock transfer from Glasgow City Council**
- **High rents - insufficient investment**
- **Unmodernised stock – poor condition**
- **Falling demand for social rented housing**



Key tenancy sustainment problems



High turnover – particularly in ‘non-core’ stock

A quarter of lets to homeless and waiting ended within a year - half ended in two years

Glasgow - high repeat homelessness rates

High cost of early termination

- £1,300 per void for repairs, security and rent loss
- Staff resources – GHA and GCC
- Cost to individuals

Joint approach



- Research jointly commissioned by GHA and Glasgow Homelessness Partnership
- Heriot-Watt University –reporting to small joint steering group
- Methods – data analysis, interviews with staff and former tenants
- Research report produced Mar 2006

Findings

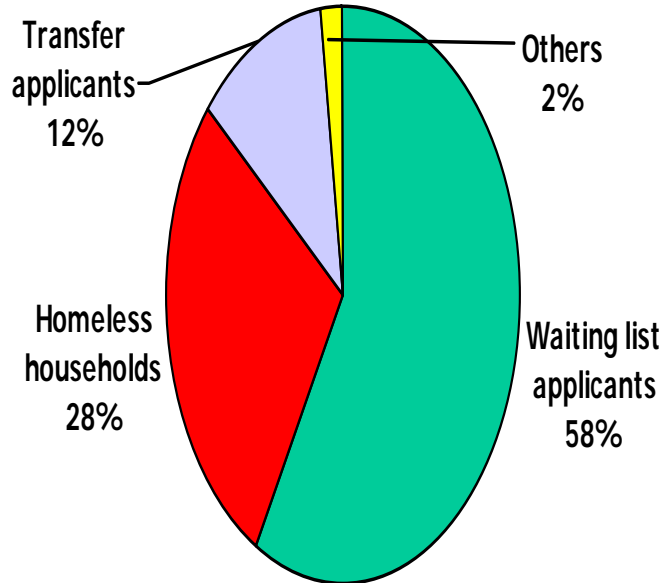
Who is most at risk of early termination?

- **Under 25's have high risk – but relatively few are housed**
- **Most common early terminations are from:**
- **Tenants aged over 25**
- **Tenants with Community Care needs**
- **Single households**



Findings

Breakdown of Tenancies Terminated Early
(approx 1,600 p.a.)



- Homeless and waiting list applicants have similar rates of early termination (25%)
- But GHA houses more waiting list applicants
- So majority of people terminating tenancies within a year are waiting list applicants

Findings



- Risk Factors
- **Unfurnished Lets**
- **Anti-Social Behaviour**
- **Social isolation and debt problems**
- **Lack of choice**

Customer Views – Lack of support



- *I had a (housing officer)... but every time I tried to phone her she was always out the office or in a meeting and never, ever phoned back. (Shona and Jim, 20s, homeless)..*
- *There was a woman from the Hamish Allan Centre, you had to phone her if you've got any problems now ... but ... You could never get hold of this woman ... she was never there. (Alan, 20s, homeless)*

Customer Views – what would help

- *a furnished flat would have a lot better... I would have settled in a lot quicker, probably (*
- *I think it was quite a good idea if there was somebody there to help you. Cover like all your paperwork ..that would get you on your feet a bit.*
- *Maybe a visit to see how things are going would be good. Just something a bit more 'substantial' .*



Developing the strategy



- Series of joint events-2006
- Input and discussion by senior staff, managers, front-line staff, tenants
- Final Tenancy Sustainment Strategy & Action Plan - 2007

Strategy – Key Objectives

- **Improve the allocations & offers process**
- **Identify & respond to tenants needs**
- **Develop & support tenancy sustainment initiatives**
- **Enhanced information sharing & joined working**
- **Monitor & evaluate**



Actions



- **Developing GHA homechoice**
- **Pilot Letting Standard**
- **More flexible furnished lets**
- **Resource Directory for staff**
- **New Neighbour Relations Manual**
- **Assessing support needs of new tenants and improving referrals**
- **Promoting better information sharing and joint working**
- **Joint training events**

Wider Action

- Environmental improvements
- Youth projects
- Tenancy support projects
- Welfare Benefits Advice
- Scotcash
- Energywise

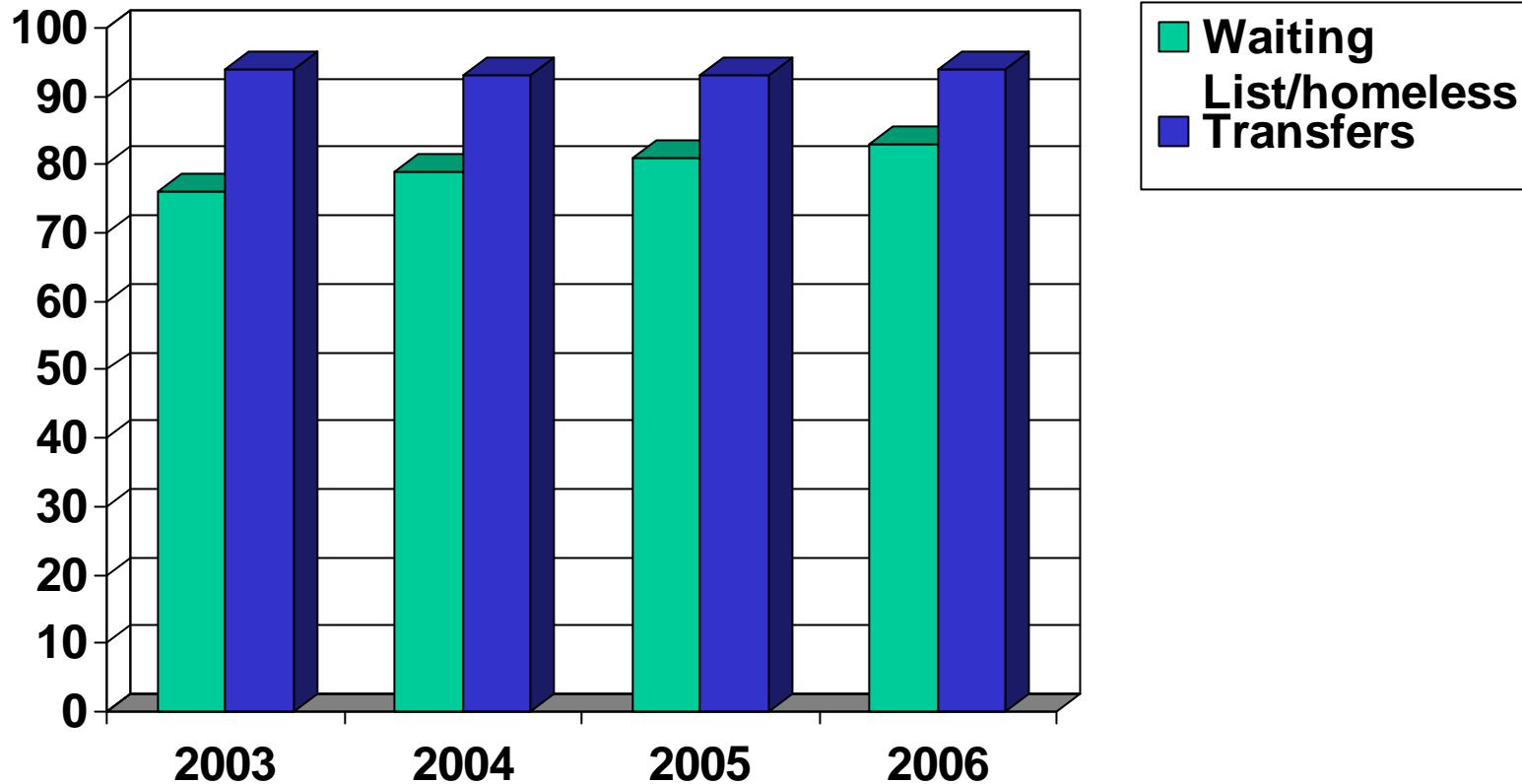


Working in partnership

- Community Health and Care Partnerships
- Homelessness Partnership
- Social Work
- Addiction Services
- Leaving Care Services
- Voluntary agencies
- Other RSLs



Tenancy sustainment rates improving



Advice to others



- Tenancy sustainment rates – symptom of underlying problems
- Avoid leaping to conclusions – establish real causes by talking to customers (exit interviews)
- Work on solutions that address the problems (poor condition, anti-social behaviour, lack of support)
- Partnership approach essential
- Shared understanding of problems
- No quick fix – problems are complex - solutions multi-faceted
- Monitor and evaluate progress



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