



Our approach to tenancy
sustainment and prevention of
Homelessness

Catherine Wilkie

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2012 Target



All unintentionally homeless households will be entitled to settled accommodation by 2012

As the biggest RSL in Scotland have a lead role in helping to achieve this aim

Housing Associations



- ❖ Housing Associations have a statutory duty to assist the Council in securing temporary and permanent accommodation for homeless households
- ❖ Section 11 being introduced on 1st April 09

Number of Homeless presentations in Glasgow compared with National Data



Year	2002/3	2003/4	2004/5	2005/6	2006/7	2007/8
Glasgow	13,009	12,719	10,683	11,216	10,467	9,904
Scotland	51,956	56,385	57,020	59,970	59,550	56,609

25%

19%

17%

Source: Glasgow Homeless Partnership

Reasons for Homelessness

Top 7 reasons in 2007/08



❖ Asked to leave	22.5%
❖ Dispute within Household/relationship breakdown: non violent	12.7%
❖ Discharge from prison/hospital/care/other institution	7.7%
❖ Dispute within household: violent or abusive	7.3%
❖ Other action by landlord resulting in the termination of the tenancy	6.5%
❖ Fleeing non-domestic violence	4.8%
❖ Termination of tenancy/mortgage to rent arrears/default on payments	4.5%

Source: Glasgow Homeless Partnership

In 2005, GHA & Glasgow City Council jointly commissioned research to investigate high rate of tenancy failure



The study found that:

- ❖ A quarter of lets to homeless and waiting list applicants break down within a year
- ❖ The main group of people ending tenancies is 25-45 year olds
- ❖ The main risk factors that increased the risk of tenancy failure were:
 - Allocated a tenancy in an unwanted area
 - Dissatisfaction with property condition
 - The inability to secure adequate furniture and equipment
 - Suffering anti-social behaviour and harassment
 - Debt problems
 - Lack of support

Source: Heriot-Watt University & Mandy Littlewood (2006)

This research also found



Substantial costs in early termination:

- ❖ In 2006 each termination costs GHA an average of £1,328 in repairs, security and lost rent.
- ❖ Significant costs to GHP and other agencies
- ❖ Social costs to individuals resulting from tenancy breakdown & trauma of Homelessness

Recommendations from research



- ✓ Give tenants more choice in lets
- ✓ Improve the condition of properties at the point of let
- ✓ Improve the assessment and provision of support needs
- ✓ Increase the range of furniture options
- ✓ Improve access to financial advice
- ✓ Improve the management of anti-social behaviour and harassment
- ✓ Improve information sharing between agencies
- ✓ Improve joint working between agencies

Tenancy Sustainment research



What our customers told us:

- ❖ We needed to work more closely with partners to prevent people from 'falling through the gaps'
- ❖ We could provide better advice and information and simple forms of support, such as help with completing forms, provision of basic furniture and early visits.
- ❖ Tenants in arrears need early personal contact and positive advice on how to manage budgets.
- ❖ They stressed the importance of looking at individual needs and access to appropriate support and services.

WE have taken these views on board.

Example: Rent arrears



- ❖ 23,000 tenants were in arrears, system drove fast recourse to legal action for recovery...but very little return!
- ☹️ 8000 Notice of Court Proceeding
- ☹️ 6500 court callings
- ☹️ 1000 decrees for eviction
- ☹️only 500 evicted
- ☹️ ...leaving £1m, of debt
- ☹️ ..only £50,000 recovered
- ❖ Over the past 2 years alone, we have had 20,000 refusals of offers of property made
- ❖ Over 80% “failure demand” from customers contacts

What did we do?



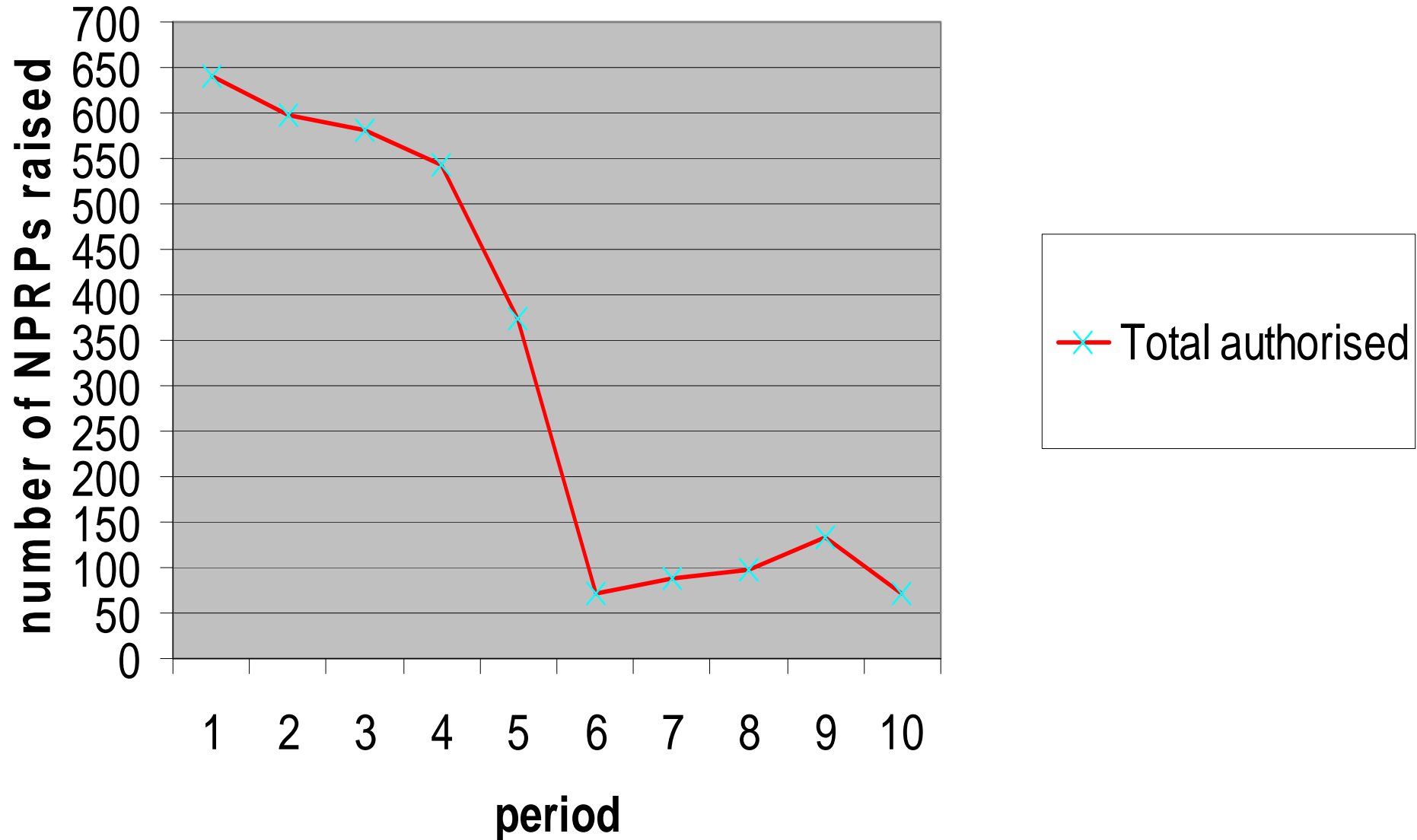
- ✓ Joint redesign project with GCC Revenue and Benefits
 - Housing benefit training to front line – October 2008
 - 3 Pathfinder LHOs on housing benefit verification
 - Information sharing protocol with GCC R & B being finalised
- ✓ Joint redesign project with Glasgow Homeless Partnership
 - New GHA central homeless team & joint processes –December 08
 - New GHA and GCC Homeless Strategies
 - Target referrals to meet customer needs and aspirations
- ✓ First mass rent campaign – October & November 08
- ✓ Former tenant evaluation completed August 08 & new Debt Recovery Team in place
- ✓ Telephone payment capability 7 days, 8am – 8pm, moving to 24/7
- ✓ New void letting standard finalised
- ✓ Homechoice pathfinder in West LHOs being developed

What have we been doing?



- ✓ Tenancy sustainment Strategy
- ✓ End to end process review across the whole rent and letting system
- ✓ Joint process reviews with GCC Revenue and Benefits and also the Glasgow Homeless Partnership
- ✓ Aim to meet a target of 40% lets to Homeless Households
- ✓ Full system redesign to ***drive out waste*** and ***design in ONLY what the customer needs***
- ✓ New Court Criteria delivered August 2008
- ✓ New Rent Payment Policy and Strategy – October 08
- ✓ New debt escalation process – December 2008 training, Go live

No. of NPRPs authorised periods 1-10



Development of Homelessness strategy & Joint review of Homeless process with GHP?



- ❖ Demonstrates commitment
- ❖ Demonstrates our Partnership working
- ❖ Joins up our existing strategies
- ❖ Details our action
- ❖ Focus on our resources and key priorities
- ❖ New process designed out waste

5 Strategic objectives of our strategy



1. Prevent households from experiencing homelessness.
2. Work with the GHP to give quality service provision, addressing wider causes and impact on households.
3. Ensure equal access to services and housing, irrespective of race, gender, disability, age or sexual orientation.
4. Ensure that appropriate accommodation and support is timely and sustained and is based on need.
5. Promote independence, life chances and opportunities, living independently and preventative measures for homelessness.

What we are working on?



- ❖ Meeting target of 40% of allocations to homeless people in 2008/09 & 2009/10 (variety of house types in all areas)
- ❖ Raising the bar on tenancy sustainment activities
- ❖ Forging stronger relationships with CHCPs
- ❖ Embedding the prevention of homelessness in all our processes
- ❖ Implementing new joint performance measures.

How we will do it?



- ❖ Improve the information and practice we share with the Glasgow Homeless Partnership to achieve better outcomes.
- ❖ Monitor & Review the implementation of all Service Level Agreements, protocols, and SOBP to ensure compliance.
- ❖ Follow our new Household Handover process
- ❖ Explore the opportunities for furniture provision to improve household handover – working with GHP & DWP

How we will do it?



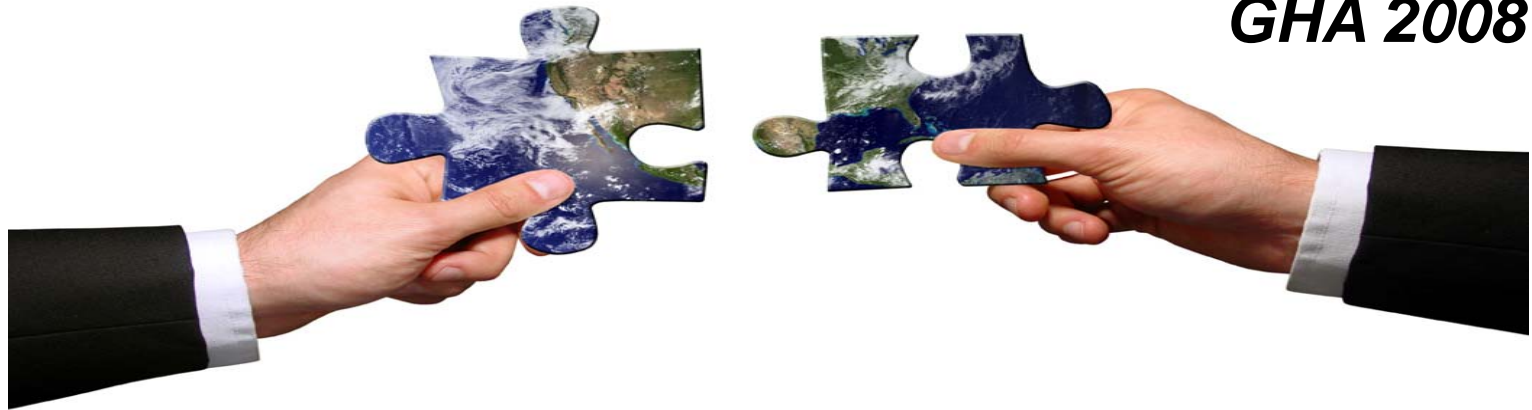
- ❖ Train our staff to Homepoint standards and CIH PP certification along with targeted training on child protection and domestic abuse
- ❖ Develop the use of SMART technology for domestic abuse and for customers with particular support needs.
- ❖ Support tenants with employment initiatives including apprenticeships and education, especially young people leaving care.
- ❖ In partnership increase support and interventions to customers experiencing crisis.
- ❖ Deal effectively with legacy cases by March 09

Are you ready to play your part?



“Ensuring that homelessness is an event in someone’s life and not a way of life”

GHA 2008



Better homes, better lives

Discussion



How can a tenancy sustainment strategy aid prevention work in your organisation?