

# A framework for sustaining tenancies: discussing the critical elements

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A Synthesis Series Event

3 November 2011





Under 1 Roof

# Synthesis?

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- ❑ Thesis: a proposition
- ❑ Antithesis: a negation of this proposition
- ❑ Synthesis: resolves the conflict and proposes something new

Kant, Hegel

# Binary propositions

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- ❑ Either / or
- ❑ Privacy / Coordination
- ❑ Self determination / Assertive practice
- ❑ *Generally overly simplistic*
- ❑ *Can be a response to complexity and uncertainty*
- ❑ *May be underpinned by ideology*
- ❑ *May also be a response to personal challenge and the fear of something new*

# Overall elements

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- A sustaining tenancies approach that integrates:
  - Supportive tenancy and asset management
  - The provision of wrap-around, intensive support for those people who need it and for as long as it is needed
  - Community development
  - Tenant advocacy

# Legal framework

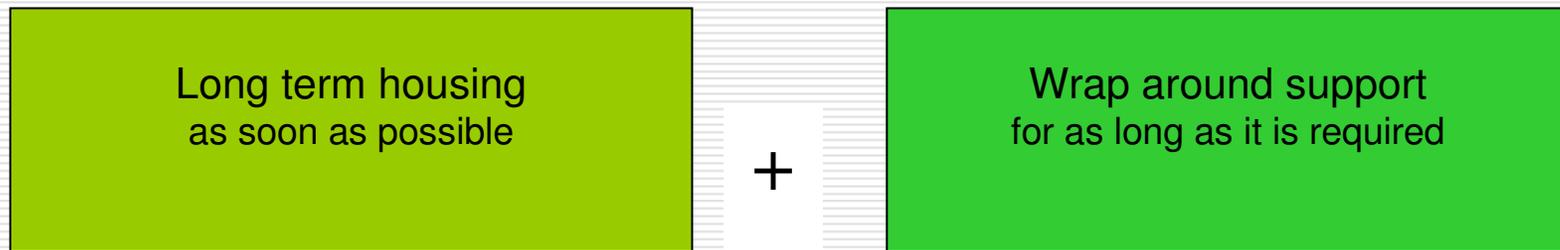
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- Supportive legal framework

# Housing First

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## Housing First



- Not having to achieve other outcomes first like overcoming addiction.

# Good practice responses

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# Outreach

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- ❑ **Assertive outreach is a more recent street based method that takes a persistent approach to rough sleepers.**
- ❑ **Assertive outreach staff expect to see their clients frequently and maintain contact.**
- ❑ **This is designed not to be time limited, and with a no drop-out policy.**
- ❑ **Assertive outreach is an important part of sustaining tenancies too:**
  - **See clients frequently once housed**
  - **Maintain contact**
  - **Outreach focus rather than centre based**
  - **Active follow-up if people don't attend**
  - **Detailed support planning with client to identify risk factors and agreed actions**
  - **Identified risk factors, agreements, protocols between key players (tenant, housing provider, support provider)**

# Example

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- South Moree case study
- The Intensive Tenancy Management Plan had four components:
  - tenancy management,
  - asset management
  - community development
  - social support.

Daphne Habibis, Rowland  
Atkinson, Terry  
Dunbar, Dan Goss, Hazel  
Easthope and Paul  
Maginn, 2007

# Example

- ❑ South Moree case study
- ❑ Tenants most at risk of losing their homes were supported by:
  - “regular visits
  - a rent arrears reduction plan
  - property care improvements and repairs
  - securing support from other agencies
  - community development included simple work such as improving fences and a garden competition as well as working with the Council to improve facilities and promoting resident participation.”

Daphne Habibis, Rowland  
Atkinson, Terry  
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Easthope and Paul  
Maginn, 2007

# Tenancy sustainment and social capital

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- ❑ A successful tenancy contributes to a stable neighbourhood and increases the social capital of the area.
- ❑ Social capital refers to the strength of social connections within a neighbourhood or group of people.
- ❑ It includes such things as the willingness of people to help one another, their sense of belonging to an area and their satisfaction with it.
- ❑ High levels of tenancy turnover means a transient population with people moving on before relationships can be formed. It creates a neighbourhood with weak social ties and a sense of alienation from the environment.
- ❑ Assisting tenants to establish a stable home and to feel a sense of identity and pride in the area has broader implications than merely providing a roof over their head.

**Daphne Habibis, Rowland Atkinson, Terry Dunbar, Dan Goss, Hazel Easthope and Paul Maginn, 2007**

# Community as home.....

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- **“The First Home:** the self. The characteristics of this home are physical, mental, emotional, social and spiritual in nature. This home needs to be nurtured, rested, nourished and emotionally supported.”

Kraybill in Reynolds, 2007

# Community as home.....

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- **“The second home:** might cover any of the descriptions provided under the primary, secondary and tertiary definitions of homelessness. It is the place where we live, and it refers not only to the physical structure but to the living environment within which it is located. This home is where we sleep, where we begin and end every day, where we store our belongings, it may be where we socialise and interact with others”.

Kraybill in Reynolds, 2007

# Community as home.....

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- **“The third home:** is the larger community within which our first and second homes are located. It provides context to the lives that are lived within it and how that is realised at an individual level. Here the connectivity between individuals, multiple communities, the residential, business and visitors all meet in the same place. The quality of that home is defined by the relationships of all groups within it.”

Kraybill in Reynolds, 2007

# Rough Sleepers' Initiative: London

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- ❑ The RSU funded a new structure of Tenancy Sustainment Teams (TSTs) They were funded on an area basis and they provided support for as long as it was needed.
- ❑ In addition to generalist support workers, teams also included specialists in mental health, substance abuse, youth work and employment workers.
- ❑ TSTs in London appear to have achieved very impressive success rates in helping clients to sustain tenancies, with at least 95 per cent of clients having a positive outcome after a year.

Randall and Brown 2002

# Support needs in RSI

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## **Clients' support needs**

- Rent arrears 16
- Mental health 14
- Alcohol use 8
- Drugs use 7
- Physical health 5
- Total \* (Base) (30)

Randall and Brown, 2002

# Tenancies at Risk RSI

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## Tenancies at risk

- Stable, not at risk **12**
- Uncertain, possibly at risk **6**
- Definitely at risk **6**
- Surrendered/abandoned/evicted **6**
- Action to evict **12** (many resolved before eviction)
- Total \* (Base) (30)

Randall and Brown, 2002

# Principles and key themes

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- ❑ Support planning critical
- ❑ Detailed support plans including protocols, triggers and roles for all partners including the client
- ❑ Assessment of needs to identify risk (continuously) including roles that both support providers, housing provider and other key partners can play to trigger referral
- ❑ Understanding critical changes: mental health, addiction, seasonal, milestones, nostalgic/symbolic, transitions
- ❑ Agreements involving client and any other trust person (mental health, GP, friend, relative etc)
- ❑ Prevention and early intervention
- ❑ Timely response
- ❑ Intensive support if required
- ❑ No arbitrary time periods
- ❑ Setting goals and targets between support agencies and housing manager (prevention of exits to homelessness, early response, protocols detailing what will happen when protocol is invoked)

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**Support is individualized, flexible  
and well-integrated across  
government and community  
QCOSS, 2008**

# Questions

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- ❑ What are the essential features of support and case management that contribute to sustaining a tenancy?
- ❑ What are the essential features of tenancy and asset management that contribute to sustaining a tenancy?
- ❑ What wider community development strategies contribute to sustaining a tenancy?
- ❑ What other strategies and practices will contribute to sustaining tenancies?
- ❑ What do we need to build workforce capacity in this area? Specifically what training do we have/need in this area?