



# Tenancy Sustainability Policy

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# Our Vision, Our Values, Our Strategic Objectives

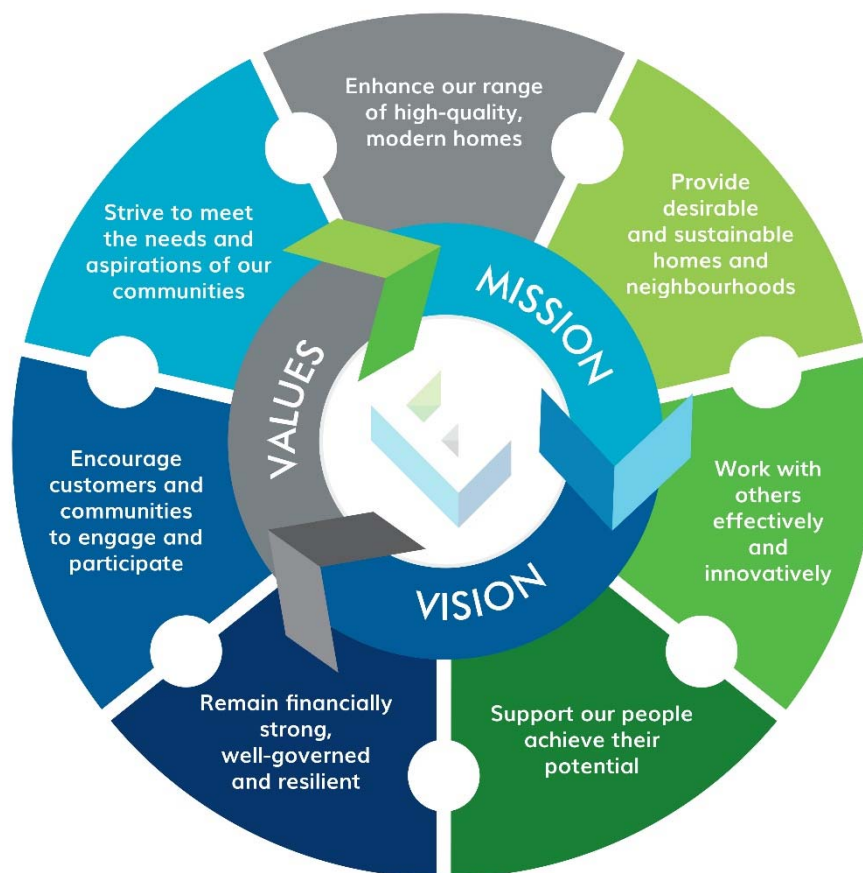
## Our Vision

A vibrant neighbourhood where everyone can prosper.

## Our Values

Caring, Reliable, Fair, Open and Adaptable

## Our Strategic Objectives



## Equality and Diversity Statement

Elderpark Housing are committed to ensuring people or communities do not face discrimination or social exclusion due to any of the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief; sex or sexual orientation.

This document complies with our Equality and Diversity Policy.

We will regularly review this Policy and consider any equalities implications taking the necessary action to address any inequalities (either directly or indirectly) that result from the implementation of this Policy.

## Executive Summary

### Policy Author

The Housing Manager has developed this policy on behalf of the organisation. It applies to those situations that may arise when measures need to be taken to support an individual to sustain their tenancy.

### Purpose of the Policy

The policy aims to ensure that we have appropriate and wide ranging supports in place to maximise the opportunities for an individual to sustain in their tenancy. This will encompass a person centred approach and ensure that we work within the confines of legal provisions, good practice and the contractual terms of the tenancy agreement.

### Aims and Objectives of the Policy

The tenancy sustainability policy aims to ensure that we take measures to ensure that we are:

- Maximising tenancy sustainability to ensure successful lets and prevent homelessness or repeat homelessness
- Working in partnership with other agencies to ensure that the best supports are in place to achieve tenancy sustainability
- Taking a holistic and person centred approach to supporting individuals
- Ensure that any measures that are introduced are compliant with legislation, good practice and the contractual terms contained within the tenancy agreement

### Legislative and Regulatory Compliance

We will seek to meet all of our legal obligations as set out in the following legislation:

- Housing (Scotland) Act 2001
- Homelessness etc. (Scotland) Act, 2003
- Homelessness (Scotland) Regulations 2012
- Equality Act 2010
- General Data Protection Regulations 2018

In addition, we will meet the following outcomes and regulatory standards:

- **Outcome 1: Equalities**

“Every tenant and other customer has their individual need recognised, is treated fairly and with respect, and receives fair access to housing and housing services”.

- **Outcome 4: Quality of housing**

“Tenants’ homes, as a minimum, meet the Scottish Housing Quality Standard (SHQS) when they are allocated; are always clean, tidy and in a good state of repair; and also meet the Energy Efficiency Standard for Social Housing (EESH) by December 2020”.

- **Outcome 5: Repairs and maintenance**

“Tenants’ homes are well maintained, with repairs and improvements carried out when required, and tenants are given reasonable choices about when work is done”.

- **Outcome 13: Value for Money**

“Tenants, owners and other customers receive services that provide continually improving value for the rent and other charges they pay.

The Scottish Housing Regulator is responsible for monitoring, reporting and assessing how well social landlords are achieving the Charter’s outcomes and standards”.

### **Regulatory Standards**

- **Standard 1**

“The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users”.

- **Standard 2**

“The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these objectives”.

- **Standard 5**

“The RSL conducts its affairs with honesty and integrity”.

### **Equalities**

We will ensure there is a consistent approach in promoting equality and diversity across All areas and this policy will be administered in accordance with this policy.

### **Privacy**

This policy will fully comply with General Data Protection Regulations (2018) and once approved will be published on our website to ensure transparency of how we seek to ensure Equality and Diversity across everything we do.

## Related Policies

<b>Policy Title</b>	<b>Location</b>
Equality and Diversity Policy	<a href="V:\Elderpark Policy Suite\Governance Policies\G13 Equality and Diversity Policy.pdf">V:\Elderpark Policy Suite\Governance Policies\G13 Equality and Diversity Policy.pdf</a>
Allocations Policy	<a href="V:\Elderpark Policy Suite\Housing Management Policies\H2 Allocations Policy.pdf">V:\Elderpark Policy Suite\Housing Management Policies\H2 Allocations Policy.pdf</a>
Anti-social Behaviour Policy	<a href="V:\Elderpark Policy Suite\Housing Management Policies\H3 Anti-social Behaviour Policy.pdf">V:\Elderpark Policy Suite\Housing Management Policies\H3 Anti-social Behaviour Policy.pdf</a>
Complaints Handling Policy and Procedure	<a href="V:\Elderpark Policy Suite\Governance Policies\G9 Complaints Handling Policy and Procedure.pdf">V:\Elderpark Policy Suite\Governance Policies\G9 Complaints Handling Policy and Procedure.pdf</a>

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## **1 Introduction**

- 1.1 We are a registered social landlord, established in 1975. We have strived to improve the lives of our residents, create opportunities and build a safe and secure environment. We are a “not for profit” organisation, registered and regulated by the Scottish Housing Regulator and are governed by a voluntary Management Committee up to maximum of 15 people who employ a team of staff to manage service delivery on a day-to-day basis.
- 1.2 The Management Committee is responsible for approving this policy and for overseeing its implementation. The Chief Executive and management team have operational responsibility for policy implementation and for reporting to the Management Committee on areas relevant to tenancy sustainability.
- 1.3 Tenancy sustainment is an integral part of our service delivery. In order for us to maximise the opportunity for tenancy sustainment it is essential that we understand the socio and economic factors at play and take a pro-active approach in assisting tenants to sustain their tenancy.
- 1.4 The financial cost to the Association of homelessness and repeat homelessness either through abandonment, eviction or other reasons is potentially considerable. By adopting a pro-active approach to tenancy sustainment we hope to reduce the costs associated with tenancy turnover and the damaging effects that this has on an individual’s life.

## **2 Purpose of Policy**

- 2.1 The policy aims to ensure that we have appropriate and wide ranging supports in place to maximise the opportunities for an individual to sustain in their tenancy. This will encompass a person centred approach and ensure that we work within the confines of legal provisions, good practice and the contractual terms of the tenancy agreement.
- 2.2 This policy is written in accordance with our Equality and Diversity Policy to ensure that tenants and residents in our community do not face discrimination, victimisation, harassment or social exclusion due to any of the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex or sexual orientation.

## **3 Aims and Objectives**

- 3.1 This policy is a key document and its aims and objectives are to:
  - Maximise tenancy sustainability to ensure successful lets and prevent homelessness or repeat homelessness

- Working in partnership with other agencies to ensure that the best supports are in place to achieve tenancy sustainability
- Taking a holistic and person-centred approach to supporting individuals.
- Ensure that any measures that are introduced are compliant with legislation, good practice and the contractual terms contained within the tenancy agreement.
- This policy reflects our commitment to achieving our vision of a vibrant neighbourhood where everyone can prosper,
- The successful implementation of the policy demonstrates our values of:
  - Caring: a caring, kind, and compassionate nature
  - Adaptable: We are adaptable and responsive to change to meet the needs of our customers and organization

#### 4. Legal and Regulatory Framework and Good Practice

4.1 We will seek to meet all of our legal obligations as set out in the following legislation:

- Housing (Scotland) Act 2001
- Homelessness etc. (Scotland) Act, 2003
- Homelessness (Scotland) Regulations 2012
- Equality Act 2010
- General Data Protection Regulations 2018
- Scottish Government, Ending Homelessness Together Oct 2020

This policy will support the principles of the Scottish Government Prevention of homelessness duties consultation, which ended in April 2022. This consultation includes proposals to formalise the responsibilities of social landlords to prevent homelessness into legal duties so that social landlords act within their powers to identify and mitigate the risk of homelessness as early as possible. This includes risks resulting from rent arrears, neighbour and relationship concerns, domestic abuse and risk to tenancy due to impending court action.

4.2 In addition, we will meet the following outcomes and regulatory standards:

- **Outcome 1: Equalities**  
 “Every tenants and other customer has their individual need recognised, is treated fairly and with respect, and receives fair access to housing and housing services”.
- **Outcome 4: Quality of housing**



“Tenants’ homes, as a minimum, meet the Scottish Housing Quality Standard (SHQS) when they are allocated; are always clean, tidy and in a good state of repair; and also meet the Energy Efficiency Standard for Social Housing (EESH) by December 2020”.

- **Outcome 5: Repairs and maintenance**

“Tenants’ homes are well maintained, with repairs and improvements carried out when required, and tenants are given reasonable choices about when work is done”.

- **Outcome 13: Value for Money**

“Tenants, owners and other customers receive services that provide continually improving value for the rent and other charges they pay.

The Scottish Housing Regulator is responsible for monitoring, reporting and assessing how well social landlords are achieving the Charter’s outcomes and standards”.

## Regulatory Standards

### 5. Housing Options

5.1 Since 2016 we have taken a housing options approach to support both housing applicants and those individual’s that are at risk of losing their home. This approach offers the following:

- A comprehensive approach to looking at all accommodation options taking account of the individual’s needs and requirements
- Signposting them to other providers or agencies that can assist with specialist housing or support
- Offering an appointment with our Financial Inclusion officer to look at welfare benefits and income prior to any tenancy
- Carrying out pre-tenancy interviews to discuss the responsibilities that come with a tenancy and to identify any support needs and tenancy sustainment measures that need to be put in place
- A comprehensive sign up procedure to ensure that rent is discussed and any needs are identified

## 6. Tenancy Sustainment Measures

6.1 We operate several tenancy sustainment measures to assist people in setting up home or to help them sustain their tenancy, currently this consists of:

- Flooring and blinds packages
- Starter Packs and welcome cleaning packs
- Decoration Allowances
- Stage 3 adaptations
- Furniture packages (£400 limit) for in-work poor
- Advice and assistance on utilities from our fuel advisor
- Advice and assistance on welfare benefits from our Financial Inclusion Officer
- New tenant survey and follow up visit where required to provide additional support
- Elderly helpline service to assist disabled and vulnerable individual's with certain tasks within the home
- A sustainability budget to help with house cleans and other one off occurrences which are affecting tenancy sustainment
- Cookery lessons through Mooegty Foods
- A weekly soup kitchen
- Referral and partnership working with other support agencies

## 7. Ending Homeless Together and Partnership Working

7.1 Elderpark Housing Association supports the vision of the Scottish Government and local authorities in their strategy, Ending Homelessness Together. This vision is that when everyone has a home that meets their needs, homelessness is ended. The principles of this strategy include, a person-centered approach, homelessness prevention, joint planning and resources to tackle homelessness, and rapid response to when homelessness happens by offering settled accommodation. This strategy is being rolled out through a number of action plans and Elderpark will support the consortium of Glasgow Alliance to End Homelessness in meeting these actions by partnership working. Prevention of homelessness remains at the heart of their updated

action plan. It see shifting the balance of services and response towards prevention is more important than ever given the current public health crisis and the rapidly developing economic crisis. The Association welcomes the opportunity to work with Glasgow Alliance to decentralised decision making so that we can design new preventative services.

7.2 Currently we work alongside many other agencies to assist individuals and families to maintain their tenancies and achieve a better quality of life. For example we work alongside:

- Glasgow's Helping Hero's to assist veterans sustain their tenancy
- NSPCC to help children and families sustain their tenancy and achieve a better quality of life
- Leaving Care Services to provide priority housing for young care leavers through a protocol
- Aberlour to assist young people access education and jobs
- Working Rite to assist young people with entering employment
- Community Links Practitioners in G.P surgeries to support vulnerable individuals'
- FHOSS support services
- No.1 Befriending agency to support vulnerable and isolated individuals'
- Social Work
- Pathfinder to Housing, Health and Benefits Partnership for individual's in prison
- Glasgow City Council homeless team
- Police Scotland
- Occupational Therapist Department in the provision of adaptations

7.3 This partnership model will be supported by the development of a Community Regeneration strategy and the desire to formalise partnerships with a standard memorandum of understanding (MUO). The MUO will note the outputs and outcomes we aim to achieve, how these will be monitored, and also detail our process for effective communication.

## **8. ASB - Legal and non-legal means to promote tenancy sustainability**

8.1 Where there is ongoing anti-social behaviour we will always seek non-legal means to resolution before resorting to legal means to avoid tenancy failure. The non-legal measures that we will consider are:

- Mediation
- Acceptable Behaviour Contracts
- Non-acceptable behaviour contracts
- Referrals to other agencies such as FHOSS
- Working alongside Police Scotland, addiction services, Social Work and mental health services

8.2 Where all attempts at resolution have been unsuccessful we will apply the following legal remedies:

- Convert the tenancy to a short SST
- Serve notice under grounds 2, 3, 7 and/or 8 for recovery of possession
- Streamlined eviction

## **9. Measuring Tenancy Sustainment**

9.1 Under the Scottish Social Housing Charter we have an obligation to report annually to the Scottish Housing Regulator on the following tenancy sustainment indicators:

- The number of tenancies sustained in the previous reporting year by source of let
- The turnover of lettable stock in the last year
- Number of applicants on the waiting list for medical adaptations, the number carried out and the average waiting time
- Number of Notice of Proceedings issued and court actions initiated
- Number and reason of evictions in the last year
- Number of properties abandoned in the last year

9.2 We also monitor tenancy sustainment in-house by reporting on the following at sub-committee meetings:

- Void turnover
- Lettings by size and type
- The number of tenancy sustainment measures put in place and satisfaction with these
- The number of evictions
- Partnership reviews of MUO.
- Assess the outcome of our allocation policy in terms of rehousing vulnerable people and changes in likely demand for services

9.3 We recognise that good governance also promotes qualitative outcomes that cannot be reduced to KPI. We will demonstrate this by highlighting case studies and details of successful partnerships.

## **10. Implementation of the policy**

10.1 This policy will be implemented in line with our tenancy sustainment procedures. Staff will be fully conversant and trained to carry out all aspects of the policy and procedures in a fair and equal manner.

10.2 We will monitor and review partnership agreements on a regular basis, this will ensure that the procedures which support this document are relevant and the outcomes appropriate to our needs

## **11. Monitoring of the policy**

11.1 In order to comply with our values and service commitments we will monitor aspects of tenancy sustainment, such as the number of failed tenancies and any learning outcomes identified. In addition, we monitor complaints and revise our service delivery where appropriate, including reviewing partnership agreements.

## **12. Complaints**

12.1 Any complaints will be dealt with in line with the Model Complaints Handling Procedure. We monitor the effectiveness and efficiency of current practice by recording the following:

- The number of complaints received

- The types of complaints received
- The outcome of complaints
- Satisfaction levels through CX Feedback

### **13. Review**

- 13.1 This policy will be reviewed every 3 years or as good practice and legislative changes dictate.

## Equality Impact Assessment

<b>Name of Policy to be assessed</b>	Tenancy Sustainability	<b>New policy or revision of existing?</b>	Revision of existing policy
<b>Person(s) responsible for assessment</b>		Elaine Somerville	
<b>Briefly describe the aims, objectives and purpose of the policy.</b>	<p>The aims and objectives of the policy are:</p> <ul style="list-style-type: none"> <li>• Maximising tenancy sustainability to ensure successful lets and prevent homelessness or repeat homelessness</li> <li>• Working in partnership with other agencies to ensure that the best supports are in place to achieve tenancy sustainability</li> <li>• Taking a holistic and person centred approach to supporting individuals</li> <li>• Ensure that any measures that are introduced are compliant with legislation, good practice and the contractual terms contained within the tenancy agreement</li> </ul>		
<b>Who is intended to benefit from the policy? (e.g. applicants, tenants, staff, contractors)</b>	Tenants and staff		
<b>What outcomes are wanted from this policy? (e.g. the measurable changes or benefits to members/ tenants / staff)</b>	<ul style="list-style-type: none"> <li>• Preventing homelessness and repeat homelessness</li> <li>• Increasing tenancy sustainment</li> <li>• Ensuring that appropriate supports are put in place for vulnerable individuals</li> <li>• Staff have a measures to deal with vulnerable individuals with tenancy sustainment issues</li> </ul>		
<b>Which groups could be affected by the policy? (note all that apply)</b>			
<b>Age</b>		<b>Disability</b>	
<b>Gender reassignment</b>		<b>Marriage and Civil Partnership</b>	
<b>Pregnancy and Maternity</b>		<b>Race</b>	
<b>Religion or Belief</b>		<b>Sex</b>	
<b>Sexual Orientation</b>			
<b>If the policy is not relevant to any of the equality groups listed above, state why and end the process here.</b>			
All tenants are affected by this policy.			

<b>Have those affected by the policy / decision been involved?</b>		
Case studies have been carried out with individuals that have received tenancy support and any service improvement considerations been noted as well as satisfaction levels.		
<b>Describe the likely positive or negative impact(s) that the policy could have on the groups identified above.</b>	<b>Positive Impact(s)</b>	<b>Negative Impact(s)</b>
	Individuals have a better quality of living and risks of homelessness/repeat homelessness are minimised.	
<b>What actions are required to address the impacts arising from this assessment? (This might include: additional data, putting monitoring in place, making adjustments, taking specific action to mitigate any potentially negative impacts)</b>	Figures on tenancy sustainment are monitored and reported to the Regulator annually. Quarterly meetings are also held with the Health and Social Care Partnership to highlight any issues.	

Signed:	<i>Elaine Somerville</i>
Dated:	5/8/22



## GDPR Impact Assessment

<b>Name of Policy to be assessed</b>	Tenancy Sustainability	<b>New policy or revision of existing?</b>	Revision of existing policy
<b>Person(s) responsible for assessment</b>		Elaine Somerville	
<b>Briefly describe the aims, objectives and purpose of the policy.</b>	<p>The aims and objectives of the policy are:</p> <ul style="list-style-type: none"> <li>• Maximising tenancy sustainability to ensure successful lets and prevent homelessness or repeat homelessness</li> <li>• Working in partnership with other agencies to ensure that the best supports are in place to achieve tenancy sustainability</li> <li>• Taking a holistic and person centred approach to supporting individuals</li> <li>• Ensure that any measures that are introduced are compliant with legislation, good practice and the contractual terms contained within the tenancy agreement</li> </ul>		
<b>Which type of data will be used by implementation of this policy? (e.g. personal, sensitive or special category)</b>	Personal data of tenants will be used.		
<b>What outcomes are wanted from this policy? (e.g. necessary to meet legal obligations)</b>	That we make a contribution to preventing homelessness and repeat homelessness by ensuring that individuals remain in their tenancy. To ensure that appropriate supports are put in place for vulnerable individuals.		
<b>Which groups could be affected by the policy? (note all that apply)</b>			
<b>Tenants</b>	X	<b>Committee</b>	
<b>Employees</b>		<b>Contractors</b>	
<b>If the policy is not relevant to any of the data groups listed above, state why and end the process here.</b>			
<b>Have those affected by the policy / decision been involved?</b>			
Case studies have been carried out with individuals that have received tenancy support and any service improvement considerations been noted as well as satisfaction levels.			
<b>Describe the likely positive or negative impact(s) that the policy could have on the groups identified above.</b>	<b>Positive Impact(s)</b>		<b>Negative Impact(s)</b>
	Individuals have a better quality of living and risks of homelessness/repeat		

	homelessness are minimised.	
<b>What actions are required to address the impacts arising from this assessment? (This might include: additional data, putting monitoring in place, making adjustments, taking specific action to mitigate any potentially negative impacts)</b>	Figures on tenancy sustainment are monitored and reported to the Regulator annually. Quarterly meetings are also held with the Health and Social Care Partnership to highlight any issues.	

Signed:	<i>Elaine Somerville</i>
Dated:	5/8/22