



Tenancy Sustainment
Strategy
2025 - 2028



Summary

Our customers are at the heart of everything we do. As a social landlord to over 3,500 households across every type of tenure, and at every stage in people's lives we have a profound understanding of the link between prevention of homelessness and providing cross-tenure care, support and advice to sustain tenancies for our customers.

For both tenancy breakdown and homelessness, prevention is better than the cure, because not only it is more cost effective to us as the Landlord to prevent an eviction it is ultimately most often the best decision for the tenant and their family. Making someone homeless has not only a significant impact on the individual, it also impacts the local community and puts additional pressure on our stakeholders and partners.

This strategy is driven by the aim to put our customer at the centre of our services and to take a holistic approach to delivering support and advice at the right time for them, whenever that may be in their housing journey.

The overall vision is for the Tenancy Sustainment Officers to work in collaboration with the Housing Officers to provide a holistic service. This will involve bringing in any specialist services they need to support customers to provide an excellent, responsive service that generates trust and confidence with our customers. It is not just Housing Officers that will provide early identification of potential problems. This is a whole Team Orwell responsibility, and we want to work together with the aim of keeping customers in their homes and managing their tenancy responsibilities.



Our Values



This strategy will be implemented in line with our PACE organisational values.

People-focused: We believe that high quality relationships are key to effective service delivery. We will work with our colleagues across the organisation to ensure they have the time to develop trusting relationships with our customers. We will establish a relationship with our customers of collaboration and engagement, so we understand everything that is happening in that customer's life. This will enable us to empathise and respond accordingly. Having honest conversations will be paramount to success.

Ambitious: With our commitment to continuously improve our service we can use the knowledge, skills and experience of our colleagues combined with data to make informed decisions. For many, it will involve a digital shift towards tapping into digital services. For some, it will involve support where needed and signposting to essential services. This will offer flexibility for those who need it within our digital offer, targeted support to reduce rent arrears, anti-social behaviour, and tenancy failures.

Collaborative: This means knowing our customers and communities, knowing the agencies that operate locally and nationally means that we can signpost to appropriate agencies as early as possible.

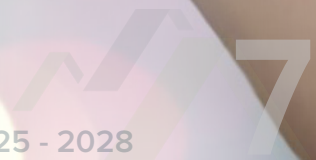
Effective: With our commitment to continuously improve our service we can use the knowledge, skills and experience of our colleagues combined with data to make informed decisions. Our Customer and Community Insight work will enable us to build partnerships and networks and to benefit from understanding where areas of support need exist so that we can direct resources.



What do we want to achieve?

- ▲ Support our customers to have control over their future - we aim to support them to be independent and have the greatest chance to be healthy, happy, and safe.
- ▲ To prevent homelessness.
- ▲ To support individuals & communities at times of need.
- ▲ To give customers the skills they need to be self sufficient.
- ▲ To provide early intervention to prevent tenancy failure.
- ▲ To support our customers with former tenant arrears where this is preventing customers from moving on.
- ▲ To work alongside partner agencies to develop our customers skills to be able to live independently and to sustain their tenancy.
- ▲ To build a resourceful, experienced, effective, dynamic Tenancy Sustainment Team.
- ▲ To promote our Tenancy Sustainment Team to front-line staff throughout Orwell, to ensure they are aware of services Team can offer and access.
- ▲ Training to ensure front line staff can identify and refer customers they feel could benefit from assistance from the Tenancy Sustainment Team.
- ▲ To ensure adequate support and training is in place for staff, who are working with customers who are facing challenging times.

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- A hand holding a smartphone against a background of bokeh lights.
- ▲ To continuously review resources to ensure the Tenancy Sustainment Team have capacity to fully meet the need of our customers, to ensure maximum effectiveness.
 - ▲ To raise awareness across the business of our customers diverse needs to improve empathy and understanding towards customers from all colleagues.
 - ▲ To evidence the improvement over time in our customers quality of life as a result of our Tenancy Sustainment Team.
 - ▲ To promote a friendly and understanding Tenancy Sustainment service to customers with the aim of building or rebuilding their trust in Orwell.
 - ▲ To be aware of the methods we use to engage with customers and which ways produce the best results.
 - ▲ To continually monitor customer satisfaction to ensure we learn from feedback received.
 - ▲ To always look to grow the service offered to customers.
 - ▲ To give ongoing advice and support on future accommodation if their home is not meeting their needs.
 - ▲ To provide support on life skills which will enhance the quality of their lives.
 - ▲ To consider new approaches and to be adaptive in order to achieve objectives.
 - ▲ To be bold and innovative by considering new partnerships and initiatives.



How will we achieve our objectives?

Orwell's Strategic Plan includes 4 key objectives which align to our PACE values. Effective customer insight and engagement underpins our success in meeting our strategic objective of: **Providing exceptional customer service - putting customers at the heart of what we do to ensure our decisions are driven by customers' needs and aspirations.**

and...

Making a positive social impact in our diverse communities- through better understanding of needs and developing services that create social value.

This Tenancy Sustainment Strategy will support delivery of these objectives in the following ways:

1 90% of customers who are supported by our Tenancy Sustainment Team achieve positive outcomes.

- This will deliver:** A measurable means of assessing the outcomes associated with the intervention of the Tenancy Sustainment Service.
- Why do we need it:** Insight around outcomes enable data led approaches to future offers to ensure that our services are appropriately resourced to have the impact we aim to achieve.
- How will we deliver?:** We will support and develop Tenancy Sustainment insight using internal and external data sources. We will develop a system for evidencing the qualitative and quantitative impact that tenancy sustainment interventions have had for individuals and communities.

2 Support our customers to have control over their future - we aim to support them to be independent and have the greatest chance to be healthy, happy, and safe.

This will deliver: Develop an early intervention and homelessness prevention offer through our Tenancy Sustainment Team for customers who need it, minimising tenancy failure rates.

Why do we need it: Having a secure and stable home and environment is an essential foundation to a person's life chances and has a positive impact on ability to secure employment, children's educational outcomes and on overall health and wellbeing. We are committed to creating and sustaining homes and communities in which all generations thrive and who never experience diminished potential directly, or indirectly because of their housing situation.

How will we deliver?: We will take a restorative approach, communicating in a clear, consistent and respectful way that avoids stigmatising people. We will work with our customer around their responsibilities. However, we will ensure that where customers need additional support to meet our shared goals, we will take a strength-based approach to get there. The aim is that all colleagues in contact with customers will develop strong and restorative relationships with those most at risk, calling upon the services of others from within and external to Orwell and when is needed.

3 To work alongside partner agencies to develop our customers skills to be able to live independently and to sustain their tenancy.

- This will deliver:** A collaborative approach to tenancy sustainment working alongside partnership agencies.
- Why do we need it:** We recognise that we will not always be the experts or the best people to provide the training and expertise that may be required to support tenants in sustaining their tenancies and that additional training such as basic housekeeping skills, budgeting, counselling, job seeking etc.
- How will we deliver?:** We will proactively seek out partnerships with other agencies who can provide services to our tenants that we are unable to. We will work closely alongside other partner agencies and make referrals to them as most appropriate. We will ensure our staff have the most up to date knowledge on what support and services are available for our customers. We will deliver our own in house tenancy support workshop teaching customers a range of skills about how to manage their tenancy effectively.

How will we measure our success?

Our targets and aspirations are:

- ▲ Tenancy Sustainment at 90%
- ▲ Level of Customer's Satisfied with the Tenancy Support they received at 95%
- ▲ 25 Customers to have attended an in-house tenancy training per year
- ▲ Zero Evictions



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Version Jan 2025