



## Tenancy Management

# Tenancy Sustainment Policy

<b>Regulation and Legislation</b>	Regulator of Social Housing Tenancy Standard
<b>Supporting documents</b>	Letting of Homes Policy; Tenancy Policy; Tenancy Sustainment Job Coach and Impact Coach Procedure; Triage and Case Monitors Procedure; Thriving Communities Strategy; Asset Management Strategy
<b>Scope</b>	This Policy outlines Orbit's approach to creating sustainable tenancies, from a customer's initial application and throughout their tenancy. It applies to all customers living in Orbit properties and draws together the full range of support available through our 'Better Days' brand and in-house and commissioned services.
Reference to "Orbit" means Orbit Group which consists of Orbit Group Limited, Orbit Housing Association Limited, Orbit Homes (2020) Limited, Orbit Treasury Limited and Orbit Capital Plc.	

## 1. Introduction

- 1.1 Orbit is committed to helping customers sustain their tenancies and providing them with access to services and support to help them improve their opportunities and navigate the challenges that may throw them off course.
- 1.2 This Policy outlines Orbit's approach to creating and maintaining sustainable tenancies. It explains how Orbit will work with customers to support them and pulls together the range of support available.
- 1.3 Orbit recognises that some customers may need additional support in maintaining and sustaining their tenancy. The Tenancy Sustainment team provides support that is best suited to customer needs, so they can have a long and successful tenancy and feel able to call their Orbit property their home.
- 1.4 The support offered is split into two categories:
  - **Housed with Support** – for new customers who may not be able to sustain their tenancies and may require additional support, due to various reasons including age, disability and previous behaviours.
  - **Housed with No Support Identified** – for customers who are either new to Orbit who have not been identified as requiring additional support, or existing customers who have had a change in their circumstances and need some support navigating the change positively.
- 1.5 All customers are able to access signposting support from Tenancy Sustainment. For those who would benefit from additional support, we also provide short term coaching programmes.

## **2. Policy Statement**

- 2.1 Orbit provides customers with a range of tenancy support services. All support referrals are processed and triaged via a central access point, ensuring that customers are signposted to the most appropriate advice and guidance as quickly as possible from first contact. This includes internal services, externally commissioned programmes and signposting to local specialist agencies.
- 2.2 To make sure we are targeting our services at customers most in need, we proactively work with customers who are going through certain life events, such as, but not limited to:
- Pregnancy and adoption
  - Going through a change in their relationship status
  - Being impacted by changes to benefits when a child becomes non-dependent
  - Having a significant change in health (short or long term)
  - Going through a change or loss of job or redundancy
  - Retiring
  - Suffering from a bereavement
  - Care leavers entering their first tenancy

### **2.3 Tenancy sustainment assessment (triage)**

When a colleague, customer or stakeholder identifies that a customer may need additional help to manage or sustain their tenancy (either from initial lettings stage, tenancy review or through the life of a tenancy) they are able to refer or signpost the customer to our triage service. The triage service reviews all customer referrals, assesses the customer need by directly contacting customers, and ensures they are offered the appropriate information, advice and support services. They will connect Orbit customers to a variety of services, both internal and external, as well as providing direct, short-term support.

There is also a self-help option for customers to access bespoke information advice and guidance via the Customer Hub and through myAccount.

### **2.4 Tenancy sustainment coaching**

Tenancy Sustainment Job Coaches will work with new and existing customers to assist in sustaining their tenancies and/or to support with finding and sustaining employment.

Customers will be contacted within two working days of a referral, to advise of the services and advice that can be offered.

The Tenancy Sustainment Job Coaches will complete an action plan and sign a coaching contract with the customer. The coaching contract confirms the customers' intention to engage with the coaching process, the timescales, frequency of contact, preferred contact method and desired outcomes.

The Tenancy Sustainment Job Coach will then work with the customer on the delivery of their tailored action plan for a twelve-month period. This comprises six months coaching and then a further six months of sustainability support and monitoring.

### **2.5 Impact coaching**

Existing customers who need more intensive support or who would benefit from being connected with other community-based agencies as part of long term management plans, will be supported by Impact Coaches.

The coaching modules offered are detailed in the Tenancy Sustainment Job Coach and Impact Coach Procedure.

Coaching support for existing customers is delivered for up to 12 months after referral. Coordination of ongoing long-term support to assist customers is put in place prior to the end of the case.

## 2.6 Employment and skills training

To help with personal development, positive change and access to wider opportunities we also provide customers with a range of free training courses in work skills, wellbeing and building confidence and self-esteem.

## 3. Data retention

Assessment, coaching and training information will remain in place for the lifetime of the tenancy and then disposed of in accordance with Orbit's data retention schedule and legal obligations.

## 4. Roles and Responsibilities

Role	Responsibility
<b>Head of Tenancy Management</b>	To have overall management of the tenancy sustainment process and ensure all functions are working seamlessly together.
<b>Tenancy Sustainment Operations Lead</b>	To oversee the coaching and triage models and ensure that signposting is carried out in line with process and is equitable. To work with the performance, research and policy team to learn and evaluate the outcomes of the coaching and triage procedures. Drive continuous improvement and change with all Tenancy Management operating models.
<b>Tenancy Sustainment Team Manager</b>	To manage the Triage Team and Audit 5% of all cases sign posted to ensure compliance. To oversee the allocation of workloads to the Tenancy Coaches, to observe and audit quarterly and to manage performance alongside KPI's.
<b>Tenancy Sustainment Job Coach</b>	To deliver coaching to new and existing customers as per an agreed Success Plan and ensure the assessment and recording processes are kept up to date. If Employment support is required complete employment assessment.
<b>Triage Officer</b>	To be the central hub for receiving and signposting referrals to the right support within the tenancy sustainment model. To support customers with light touch advice.
<b>Tenancy Intervention Officer</b>	To reduce evictions and tenancy failure within Stratford District through taking a pro-active, direct role in identifying and intervening in tenancies with the potential to fail.

<b>Impact Coache</b>	To act as a single point of contact to coordinate internal and external teams/agencies to support the most complex customers to ensure right support is in place and promote better tenancy sustainability.
<b>Trainers</b>	To deliver group training to Orbit customers, digitally and Face to face at Thriving Community hub locations.
<b>Case Monitors</b>	To support the Tenancy Sustainment team with administrative tasks as well as contacting identified customers to ensure adequate support is in place.

## 5. Performance Controls and Business Risk

- 5.1 Compliance with this policy will be monitored by the Head of Tenancy Management. A rigorous approach to audit and evaluation will be taken to ensure that we effectively audit, performance manage and learn from the impact of the model.
- 5.2 There are a suite of reports and performance indicators in place to ensure this policy and associated procedures are followed and are a success. These include:
- Monitoring of failed tenancies and customers leaving Orbit in the first 12 months and 18 months of their tenancy.
  - Monitoring rent accounts of engaged customers, seeking an improvement in rent balance 6 months post support
  - Helping customers to be financially better off in work each month
  - Monitoring sustainment once moved into paid employment at 13 and 26 weeks
  - Monitoring of customer satisfaction at case closure survey stage
- 5.3 Orbit will carry out a fundamental review of this policy every three years subject to legal, regulatory changes or in accordance with the agreed Policy Review programme.

## 6. Essential information

- 6.1 All Orbit policies and procedures are developed in line with our approach to the following, data protection statement, equality diversity and inclusion (EDI) approach, complaints policy and our regulatory and legal obligations to ensure we deliver services in a lawful manner and treat people equally and fairly. Orbit's privacy policy can be accessed on our website [www.orbitcustomerhub.org.uk/publications/policies/](http://www.orbitcustomerhub.org.uk/publications/policies/)

<b>EA</b>	Equality Analysis was completed on 21.10.24 and is available to view.
<b>DPIA</b>	A DPIA was completed against the supporting procedures and is available to view.
<b>Consultation</b>	<b>Internal:</b>
	<b>External:</b> Customer focus group was consulted on 15 May 2024
<b>Applies to</b>	Business wide

Document control

Status

Approved

Date Issued

Nov 2024

Version

v1.0

Uncontrolled if Printed

Title	Tenancy Sustainment Policy			ID 544
Doc Type	Policy	Review Cycle	3 Yearly	
Circulation	All Departments	Classification	Public	

Doc Level 3

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Date

Approved by	Customer and Property Leadership Team	Nov 2024
Next review		Nov 2027

Extension date	Extension reason	Approved by

Revision History

Version Number	Date	Comments / Reason for revision
v1.0	Nov 2024	Published