



**Tenant Sustainment
Strategy**
2024



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Everyone has a place

1.0 Introduction

Radius provides quality affordable housing in 80 towns and cities throughout Northern Ireland. We provide independent living for over 55s and general needs housing for families and single people.

At Radius we aim to make a positive difference by providing homes, support, and care for people, building neighbourhoods and empowering communities.

As a critical part of this support, we encourage our communities to thrive, and we help support and sustain the tenancies of our tenants.

Our values of great places, customer first, empowering people and assured business are at the heart of tenancy sustainment



2.0 Purpose

This strategy sets out how Radius will help and support our tenants to sustain their tenancies.

Our strategic response aims to ensure:

- We are fully equipped to deal with the challenges which present themselves in sustaining tenancies.
- Our staff are equipped with the right resources and information to support our tenants.
- Continual review of this strategy using up to date customer insight to inform responses as we maximise opportunities to sustain tenancies.
- We seek to utilise the current challenges as an opportunity to build capacity among our tenants with a view to support them towards improved resilience.

The challenges faced by our tenants cannot be resolved through this strategy alone.

The action plan aims to outline our specific response to tenancy sustainment and is underpinned by our core values of great places, customer first, empowering people and assured business.

3.0 Tenancy Sustainment in Radius Housing

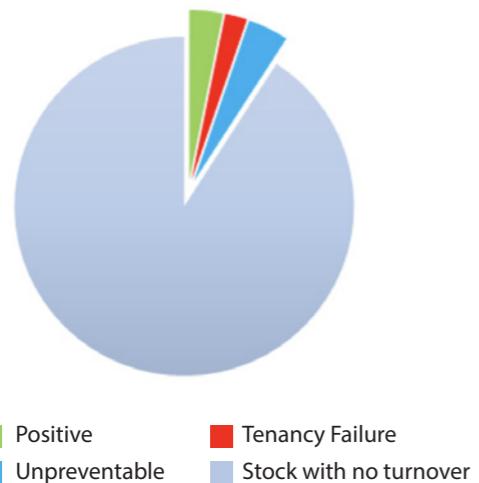
Tenancy sustainment is the generic term for the prevention of tenancy breakdown or a "failed tenancy".

At Radius, we aim to develop successful tenancies that empower tenants to thrive in their homes and community.

We recognise that tenant success is a collaborative effort, and we are committed to playing a pivotal role in this endeavour.

We strive to provide our tenants with the support, guidance and resources they need to maintain their tenancy, build great places and empower our people.

In 2022/23, Radius Communities Department managed 12,209 tenancies with a stock turnover of 9.16%, of which 2.09% of stock turnover was due to tenancy failure.



In 2022/23, tenant turnover has cost us £3,258,697 in termination of tenancy repairs.

This highlights the importance of proactive tenancy support, which benefits both our tenants and Radius financially.

By empowering our tenants with financial tools and resources, we aim to help them maintain their tenancies, minimise rent arrears, and avoid costly evictions.

Termination of Tenancy Reasons

Tenancies can end for a variety of reasons, both positive and negative:

Positive reasons

Tenants may move to a new area for work or education, or to a larger or smaller home to better suit their household needs.

Unpreventable reasons

Tenancies may also end due to the tenant's death, domestic violence, illness or moving into care.

Tenancy failure

Tenancy failure, as defined by Radius, occurs when a tenancy ends within the first 12 months, arrears related eviction, anti-social behaviour, abandonment, affordability issues or other issues that could have been prevented, such as, condition of property.

Reasons Radius Tenancies End

From April 2017 to March 2023 our housing management team handled 6,274 terminations of tenancy.

Of these:

31.03%

moved for **positive** reasons.

44.72%

were **unpreventable**.

24.25%

ended due to **tenancy failure**.

Tenancy Failure in Radius

In the 2022/23 year, 2.09% of stock turnover was due to tenancy failure.

The top 5 reasons for tenancy failure were:

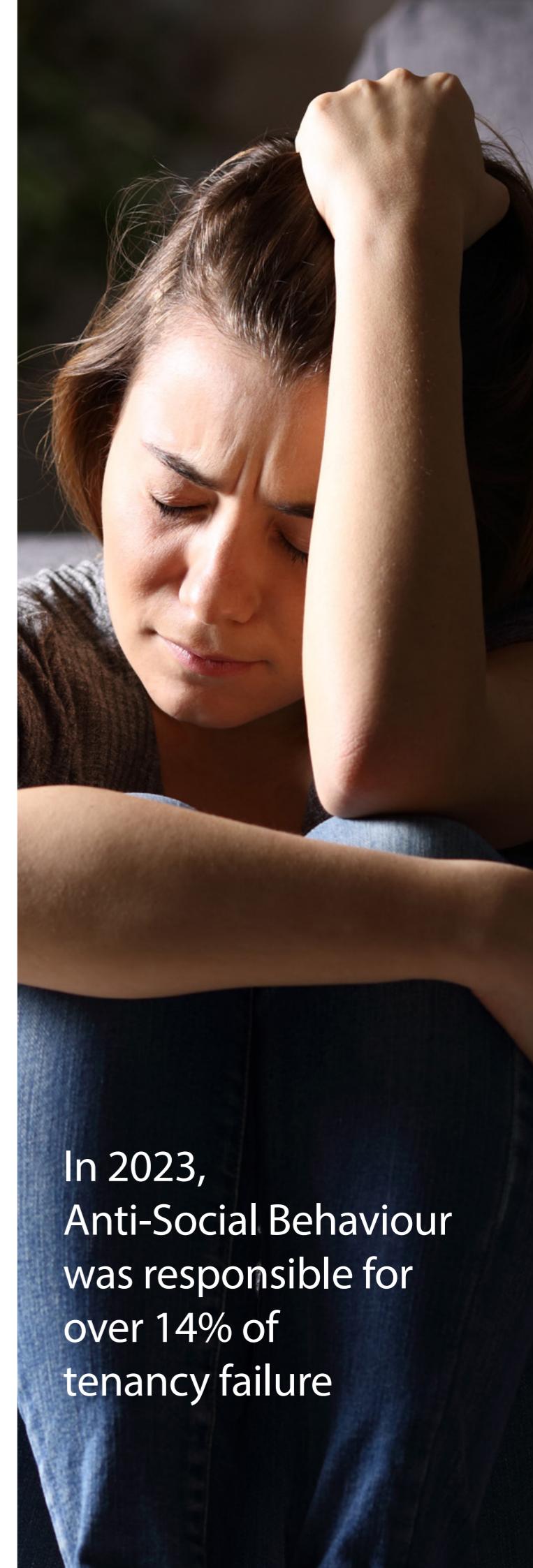
- Dislikes current location (28.63%)
- Anti-Social Behaviour (14.12%)
- Abandonment (11.76%)
- Intimidation (6.27%)
- Did not occupy (4.71%)

Tenancy Failure & Property Type

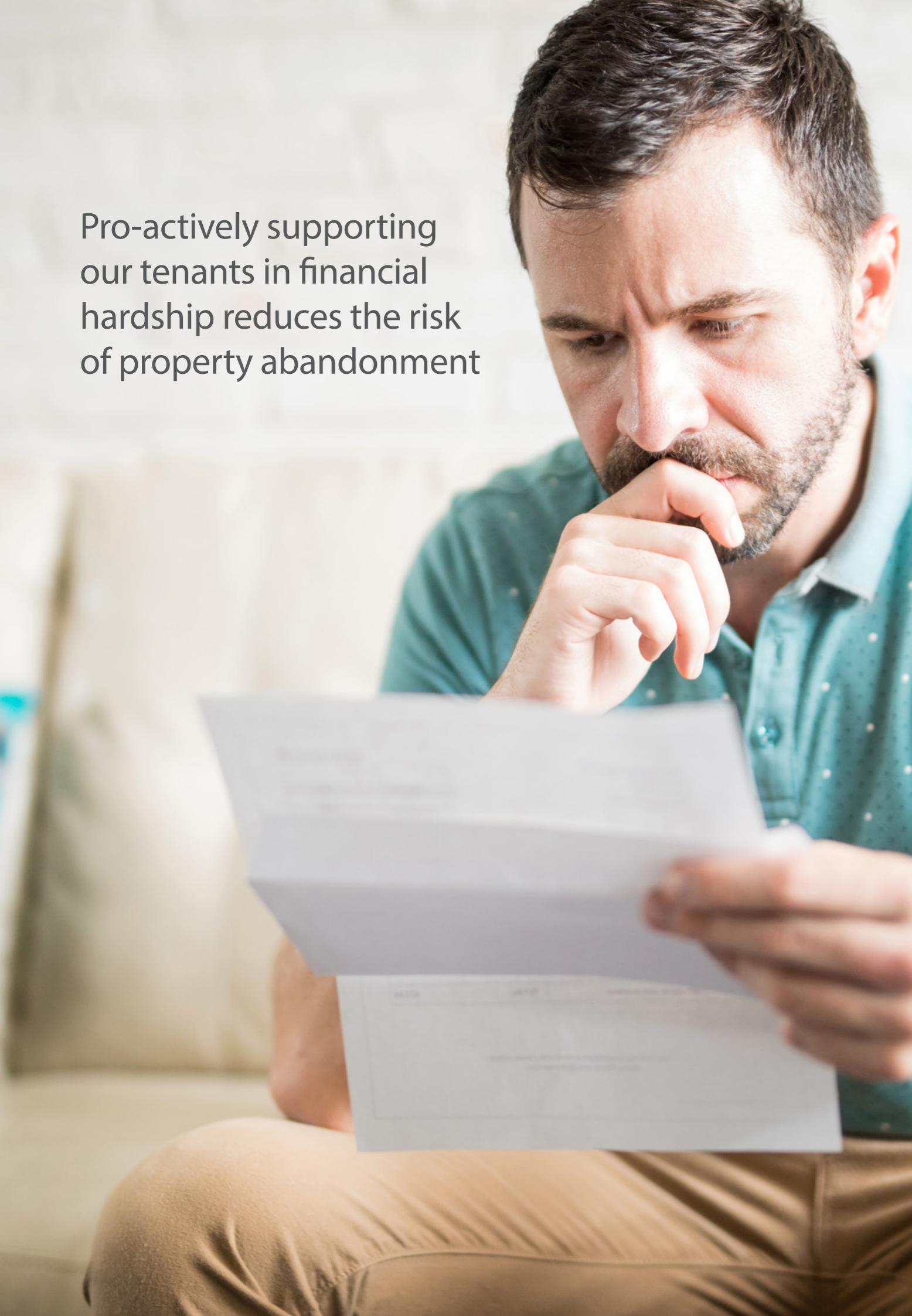
Between April 17 to September 23, tenants in our general needs accommodation experience a significantly higher tenancy failure rate (31%) compared to those in our over 55s accommodation.

However, the majority of general needs tenancies ended for positive reasons (43.31%), while over 55's tenancies ended mainly due to unpreventable reasons (67.71%).

	GN	SH & CAT1
Tenancy Failure	31%	7.07%
Positive	43.31%	25.23%
Unpreventable	25.69%	67.71%



In 2023,
Anti-Social Behaviour
was responsible for
over 14% of
tenancy failure



Pro-actively supporting our tenants in financial hardship reduces the risk of property abandonment

4.0 Abandonment & Arrears

Our data from April to December 2023, shows a staggering 88.89% of abandoned tenancies were in the general needs category, highlighting the high risk of abandonment in this tenancy type.

We also found a strong correlation between arrears and abandonment with over 63% of abandoned tenancies involving those in arrears as broken down below:

Arrear Amount	GN	SH	TOTAL
Over £4k	1	0	1
Over £3k	5	0	5
Over 2K	4	0	4
Over £1k	3	0	3
£501 - £1k	2	0	2
£1 - £500	0	2	2
Total	15	2	17

These key findings point to further monitoring requirements so that we can be proactive in supporting our tenants in financial hardship and ultimately reduce the risk of property abandonment.

Twenty-seven tenancies from April 23 – December 23 ended due to abandonment. 62.96% of these tenancies were in arrears.

5.0 Sustaining Tenancies Through Social Prescribing Pilot

Our Sustaining Tenancies through Social Prescribing pilot project was established in 2022, it was found during the pilot that:

Referrals

Financial support referrals were most frequent followed by referrals for aids or adaptations to maintain independence in their home.

Easier to engage early

Staff found tenants were more likely to engage and accept support before moving in. Engagement became more difficult once keys were handed over.

Building trust matters

Staff who did not have existing relationships with tenants and their communities faced greater challenges to engage, identify support needs and/or make referrals.

The pilot project successfully supported new tenants but faced challenges in engaging with established ones, highlighting the need for stronger connections and improved engagement strategies in our communities.

6.0 Radius & Tenancy Sustainment: It's the Right thing to do!

We believe that every tenant deserves the right resources and support to maintain their tenancy with us.

At Radius we are committed to keeping our tenants at the heart of all we do. This strategy is to be delivered based on the below themes in line with our "Golden Thread":

The Right Place (Great Places)

The Right Mix: Creating a Community Where Everyone Can Thrive (Customer First)

The Right Services at the Right Time
(Empowering People)

The Right Resources (Assured Business)

Objectives

Through our tenancy sustainment strategy, we aim to achieve the following objectives:

Sustain tenancies

We recognise that tenancy failure can have devastating consequences for tenants, and we are committed to implementing proactive measures to support our tenants to sustain their tenancy.

Support tenants

We understand that life can throw unexpected challenges and we are committed to providing timely and tailored support to our tenants during difficult times.

Tackle poverty in our communities

We recognise the impact of poverty on tenancy sustainment and are committed to addressing issues such as fuel poverty and child poverty.

Identify risks & vulnerabilities

We believe in a proactive early intervention to address potential challenges before they escalate into tenancy breakdown.

Take a collaborative approach

We recognise that working together with tenants, supporting agencies and stakeholders is essential to achieving our tenancy sustainment goals.

Investing in our Team

Our dedicated staff are the heart of our service delivery and tenant support. Their expertise and commitment are essential to achieving our tenancy sustainment goals.

7.0 Implementation & Monitoring

The Action Plan will be implemented from April 2024 and will be reviewed on an ongoing basis to account for new and emerging pressures as well as data driven insights.

It is proposed that an update will be provided quarterly to the Customer Experience Committee for monitoring and review.

8.0 Associated Strategies

Financial Well-Being Strategy

Digital Inclusion Strategy

Tenant Engagement Strategy

Community Investment Strategy

Older Peoples Strategy

ESG Strategy

9.0 Action Plans

Right Place (Great Places)

Every tenant deserves a safe thriving home.

At Radius we are not just bricks and mortar we are creating great places where our tenants can flourish. Studies show that quality housing directly affects the health, independence, well-being and success of its occupants. That is why we are dedicated to providing quality homes and services that empower our tenants to reach their full potential.

Objective	Our Commitment	Who	When
1, 2, 4	Develop a viewing procedure to ensure consistency of information to applicants.	Policy Team	Q2 24/25
5, 4	Openly learn from our tenants' experiences to ensure every new home is a stepping stone to a fulfilling life by monitoring tenant satisfaction surveys, early tenancy visits and moving on assessment outcomes.	Policy Team	Q1 24/25
2, 3, 5	Consult monthly with our Development Team to ensure new schemes are built in the areas of greatest need and suitably designed.	Development/ Assets/ Communities	Monthly Meeting
1, 2, 5, 6	Ensure clear responsibilities are defined within our Tenant Handbook and fully reviewed by end of 2024/25.	Assets/ Comms	Q4 24/25
2, 3, 5	Invest in our properties to ensure they are well maintained and reporting annually on the cost and impact of the improvements.	Assets	Annually
1, 2, 4, 5	Support tenants through the adaptations process which aims to maintain their independence at home and report annually on our spend and impact of improvements.	Assets/ Comms	Annually

The Right Mix: Creating a Community Where Everyone Can Thrive (Customer First)

Providing a tenancy alone does not guarantee success.

At Radius we recognise we cannot do this in isolation and strive to unlock the full potential of tenancies through collaboration. We aim to work closely with our tenants and broader community networks to provide personalised support, build social connections and foster a sense of belonging. This collaborative approach strengthens the roots of our communities, ensuring everyone can reach their full potential.

Objective	Our Commitment	Who	When
1, 2, 3, 4, 5, 6	Increase visibility in our communities in line with our Tenant Engagement Strategy, engage in local community/interagency meetings and implement our internal stakeholder plans reporting annually on outcomes.	SHoH/AHMs	Annually
1, 2, 4	Review our approach to pre tenancy to ensure the right support and information is in place.	Policy Team	Q2 24/25
1, 2, 4, 5	Develop an Older Persons Strategy to ensure that tenancy sustainment is encompassed in its development.	SHoH (MM)	Q2 24/25
1, 2, 5	Listen to the next generation by partnering with our Youth Panel to understand their needs and inform future policies.	TE Team	24/25
1, 2, 4, 5	Report annually on the impact of specialised and confidential mediation services offered to our tenants to resolve neighbour and community disputes.	AHMs	Annually
1, 2, 4, 5, 6	Recruit a Senior Housing Officer dedicated to ASB to promote sustainable communities and reduce tenancy failure.	SHoH	Q4 23/24
1, 2, 4, 5, 6	In partnership with an experienced organisation, pilot a Complex Case Officer to determine whether a more intensive housing management and support service can enable these clients to successfully sustain tenancies and integrate better within their communities.	SHoH	24/25
1, 4, 6	Use GIS mapping software to target resources in areas of higher need.	SHoH	Annually

Right Services at the Right Time (Empowering People)

We are committed to empowering our tenants with the knowledge and tools they need to thrive.

Through open, two-way communication we will work together to tailor support based on individual household needs. This includes identifying potential challenges early on, equipping tenants with problem solving skills, and building confidence to seek help when they need it. Ultimately, we strive to create a supporting environment where every tenant feels empowered to maintain their tenancy and build a fulfilling life.

Objective	Our Commitment	Who	When
1, 2, 4, 5	Develop person centred support processes for new tenants, including those with prior homelessness, ensuring they have the essentials to thrive in their new home.	Policy Team	TBC
2, 3, 4	Pilot additional support for new Universal Credit applicants with more intensive support from application to first payment.	Income Team	TBC
1, 5, 6	Commence pilot for annual household assessments to 50% of tenancies to proactively address challenges, meet our residency check targets, identify our "silent customers", build thriving tenancies and report on outcomes.	Communities	24/25
2, 3, 4	Promote a positive rent payment culture and in-house welfare advice service through our Financial Well-being Strategy.	Income Team/All	Ongoing
1, 2, 5, 6	Transform every interaction into an opportunity for support. We will develop resources to educate our staff and stakeholders on the support available from Radius and provide a clear and easy pathway to refer tenants for support.	Policy Team	24/25
1, 2, 3, 4, 5	Focus our resources on the people who need most support, working closely with expert partners to deliver services that we know our communities need.	Community Investment	24/25
1, 2, 3, 4, 5	Support tenants by organising education and training initiatives that will help to secure accreditations, develop vital skills, raise aspirations, and seek part-time / full-time employment opportunities. Increase access to affordable and healthy food.	Community Investment	24/25
1, 2, 3, 4, 5	Provide opportunities for social interaction for those who are lonely or at risk of isolation.	Community Investment	24/25
1, 2, 3, 4, 5	Make our neighbourhoods greener and cleaner places in which to live and to assist our residents to live more sustainable lifestyles.	Community Investment	24/25
2, 4	Utilise the Connect24 service to proactively reach out to those at risk to provide timely assistance and maintain tenant independence including promoting the service for those in our general accommodation.	Communities Connect 24	Ongoing
1, 2, 4, 5	Raise awareness on the services provided by our Care & Support Team.	Communities C&S	24/25

Right Monitoring for Success (Assured Business)

Our commitment to continuous improvement means we will consistently measure progress against the key priorities of this strategy.

To ensure effective delivery of this strategy we will put in place effective methods to measure success against the key priorities set out in our action plan and will review/report on these annually. The Customer Experience Committee will monitor the progress of this strategy quarterly.

Objective	Our Commitment	Who	When
1, 4, 6	Define and monitor KPIs (inc. annual stock turnover) in relation to our tenancy sustainment goals.	SHoH/AHMs	Annually
1, 6	Report on tenancy sustainment outcomes annually to inform the action plan.	Policy Team	Q2 24/25
1, 2, 3, 4	Annually identify areas of greatest need for funding within their Internal Stakeholder Plans to promote tenancy sustainment.	SHoH (MM)	Q2 24/25
1, 4, 6	Provide quarterly reports to the Customer Experience Committee.	TE Team	24/25
1, 4, 6	Explore the use of a social value measurement tool to demonstrate the social and financial benefits of this strategy.	AHMs	Annually
1, 4, 6	Explore if Advice Pro is a suitable option to record referrals for Communities staff.	SHoH	Q4 23/24





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