

**Aim = to improve tenancy sustainability.**

Action	Lead + /Who	By	Progress
<p><b>Review the allocations and letting process</b></p> <ul style="list-style-type: none"> <li>• Review Local Lettings Plans. Consider the structure and what impact they have on tenancy sustainability.</li> <li>• Benchmark with high performing organisations and compare our processes with what they do. Identify improvements to our service.</li> <li>• Review allocations process. Consider how and where properties should be advertised.</li> <li>• Explore who Calico can attract different groups of customers to balance communities by using a more flexible model for lettings.</li> <li>• Review existing pre and early tenancies processes to ensure we are doing everything we can to help customers to sustain their tenancies.</li> <li>• Create an ideal process map which shows the most effective way to manage re-lets and sets out how we can deal with barriers.</li> <li>• Drill down into relets which took over 28 days, to identify what the blockages were.</li> <li>• Review the sign up process.</li> <li>• To be aware of difficult to let properties and to use a variety of tools to market these effectively.</li> <li>• Review property adverts to ensure that we are ‘selling’ the best points of the property, including local information and an appropriate photograph.</li> </ul>	<p>Neighbourhood Manager &amp; Neighbourhood Coordinators</p>	<p>August 2016</p>	
<p><b>To improve understanding of tenancy failure and its causes</b></p> <ul style="list-style-type: none"> <li>• Carry out detailed analysis of lettings, tenancy management and terminations data. To include both ‘positive’ moves and tenancy failures.</li> </ul>	<p>Neighbourhood Manager &amp; Neighbourhood Coordinators</p>	<p>July 2016</p>	<p>Analysis completed on range of terminations to identify which are positive moves and which are tenancy failures.</p>

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<ul style="list-style-type: none"> <li>• Carry out detailed analysis of successful lets from previous years. What did we do to achieve sustainability with these lets?</li> <li>• Complete a back to the floor exercise to map out the customer journey throughout their tenancy through to termination and moving into alternative accommodation.</li> <li>• Evaluate the effectiveness of pre-tenancy and in-tenancy support.</li> </ul>			
<p><b>Introduce a Housing Process Management IT system to manage the voids process.</b></p> <ul style="list-style-type: none"> <li>• Include an early inspection approach where the void category is identified as major or minor.</li> <li>• Ensure that Neighbourhood Officers are attending the pre-inspection with a Voids inspector.</li> <li>• Increase number of viewings taking place in the termination period.</li> <li>• Introduce discussion with customer at pre-termination visit about recharges along with costings.</li> <li>• Recharges to be raised at pre-inspection and will be credited if work is completed by termination date.</li> <li>• Complete all actions on the HPM action plan.</li> </ul>	<p>Neighbourhood Manager &amp; Void Repairs Manager</p>	<p>March 2016</p>	<p>HPM went live in May 2016.</p> <p>Neighbourhood Officers and Voids Inspector are attending pre-termination visits.</p> <p>Recharges discussed at pre-termination visit.</p>
<p><b>Letting and managing properties for external organisations</b></p> <ul style="list-style-type: none"> <li>• Review process for letting and managing properties on behalf of external partner organisations such as Local Authorities</li> <li>• Explore opportunities to provide a housing management service for private landlords.</li> </ul>	<p>Neighbourhood Manager</p>	<p>Dec 2016</p>	
<p><b>Develop appropriate and proactive mechanisms to identify and respond to customers needs.</b></p> <ul style="list-style-type: none"> <li>• Review risk rating procedure.</li> </ul>	<p>Neighbourhood Manager, Income Services Manager,</p>	<p>August 2016</p>	

## Tenancy Sustainment Action Plan



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<ul style="list-style-type: none"> <li>• Review new tenancy visit process.</li> <li>• Introduce 8 month visit for Starter Tenancies.</li> <li>• Establish effective procedures to identify support needs of applicants on CBL list and existing customers to ensure that appropriate tenancy support is offered when needed.</li> <li>• Monitor rent accounts for new customers and use non-payment as a trigger for assessing tenancy support and advice needs.</li> <li>• Support and encourage the use of local furniture recycling schemes.</li> <li>• Up-skill staff to be able to identify and respond to customers needs.</li> <li>• Improve joint working between teams to establish better information sharing, particularly for vulnerable customers or customers who have rent arrears and are at risk of eviction.</li> <li>• To provide input into new developments in terms of tenancy and community sustainability.</li> <li>• Ensure that Neighbourhood Officers are using visits to properties to look for areas of concerns. For example, identifying from an upstairs window that a neighbouring property has an untidy garden which cannot be seen from the street.</li> <li>• At pre-termination visits, Neighbourhood Officer to ask customer how they have found Calico services tries to stop the termination and to ask if they or any member of their family has ever witnessed ASB in the neighbourhood. This data to be recorded and evaluated.</li> </ul>	<p>Neighbourhood Coordinators &amp; Void Repairs Manager</p>		<p>8 month visits have started.</p> <p>Monthly meeting between Neighbourhood Officers and Income Management Officers are taking place and non-payment of rent accounts are used as a trigger to assess if any support may be required.</p> <p>Furniture Matters have opened their first store in Burnley which is being recommended to customers.</p> <p>Furniture Matters opening in Calico Reception</p> <p>Input given into proposed new developments in terms of demand and sustainability taking into account wider community and Calico stock in area.</p> <p>Customers asked about anti-social behaviour at pre-termination visits.</p>
<p><b>Monitor, evaluate and continuously improve tenancy sustainment rates.</b></p> <ul style="list-style-type: none"> <li>• Ongoing monitoring tenancy terminations within the first 12 months.</li> <li>• Review tenancy termination reasons</li> <li>• Complete all actions on ASB Action Plan</li> </ul>	<p>Neighbourhood Manager &amp; Neighbourhood Coordinators</p>	<p>Sept 2016</p>	

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<ul style="list-style-type: none"> <li>Understand tenancy termination triggers for customers who live in Older Peoples properties. Introduce measures to prevent tenancy failure.</li> </ul>			
<p><b>To improve financial and economic stability amongst our customers</b></p> <ul style="list-style-type: none"> <li>Implement the Financial Inclusion action plan.</li> <li>Introduce rent payments in advance.</li> <li>Up-skill staff through training on any changes under welfare reform legislation.</li> <li>Continually review the role of Money Wise team and maximise number of customers accessing the service</li> <li>Identify and access external funding available to Money Wise service</li> <li>Review Financial Inclusion Strategy and incorporate into Tenancy Sustainment strategy.</li> <li>Obtain the FCA licensee to enable us to offer debt advice to customer</li> <li>To communicate Welfare Reforms changes to customers in a timely and effective way</li> <li>To introduce flexible payment dates</li> <li>Introduce effective IT system to assist in income collection</li> </ul>	<p>Income Services Manager &amp; Income Coordinators</p>	<p>Mar 2016</p>	<p>Rent payments in advance are being taken consistently for new customers.</p>
<p><b>Use mutual exchange as an alterative to tenancy termination.</b></p> <ul style="list-style-type: none"> <li>Reception to ensure that all customers who register for a move are made aware of Swap and Move.</li> <li>Ensure mutual exchange is advertised at any events in neighbourhoods and that community groups have an understanding of what this entails.</li> </ul>	<p>Neighbourhood Coordinators</p>	<p>Sept 2016</p>	<p>Training planned with Reception team on encouraging mutual exchange.</p>
<p><b>To contribute to the Development plans</b></p> <ul style="list-style-type: none"> <li>Ensure design and plans meet customer demand</li> </ul>	<p>Neighbourhood &amp; Income Services Manager</p>	<p>Ongoing</p>	<p>Reviewed design and plans for proposed new developments to ensure that they meet demand</p>

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<ul style="list-style-type: none"> <li>• Provide detailed information to the development team to assist them in their decision making</li> </ul>			
<p><b>To consider Value for Money when delivering this strategy</b></p> <ul style="list-style-type: none"> <li>• Carry out VFM assessments across the service</li> <li>• To benchmark services to ensure we are delivering VFM service</li> <li>• Contribute to the VFM self assessment</li> </ul>	Head of Neighbourhood Services/All managers	Ongoing	
<p><b>Write a Tenancy Sustainment Strategy</b></p>	Neighbourhood Manager & Income Services Manager	Oct 2016	Timeline produced for creation of tenancy sustainment strategy. This will involve customer feedback and input from Board members.
<p><b>Deliver a Calico Extra session on tenancy sustainability</b></p>	Neighbourhood Manager & Income Services Manager	Dec 2016	