Tenancy Star™

The Outcomes Star for housing tenants and their families

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Please contact info@triangleconsulting.co.uk to enquire about buying a licence and training.

Licences are also available for those wishing to translate the document into other languages.

The Outcomes Star™
This Star is part of a family of Outcomes Star tools. For other versions of the Outcomes Star, good practice and further information see www.outcomesstar.org.uk.

Acknowledgements

Contents

1. Introduction

The Outcomes Star is a suite of 30 collaborative, person-centred tools for supporting and measuring change when working with people, including versions for young people, families and people with learning disabilities.

The Tenancy Star is a version of the Outcomes Star developed for tenants living in social housing or private rented accommodation who may need additional support and/or be at risk at losing their tenancy.

All versions of the Outcomes Star have a number of five- or ten-point scales arranged in a star shape. Each point on each scale has detailed descriptors setting out the attitudes and behaviour typical of that point. Underpinning these scales is a model of change (the Journey of Change) describing the steps towards the end goal that both the service and service user are trying to achieve.

In the case of the Tenancy Star, the end goal is self-reliance so that the service user is able to maintain their tenancy without the support of a professional service.

Like all versions of the Outcomes Star, the Tenancy Star is both a keywork tool, supporting effective interventions, and an outcomes tool, giving management data on progress towards the end outcome. Because of this dual role, it brings together measurement and service delivery and can provide a shared language and framework across operations and performance management departments.

The Tenancy Star has the following resources:
- The Tenancy Star Chart, Notes and Action Plan for completion by workers with service users
- The illustrated short scales for use with tenants
- The Tenancy Star Worker Guide, containing guidance for workers and the detailed scales, which can be shared with tenants as needed
- An Implementation Guide for those in a management role
- A web application for online completion at www.staronline.org.uk.

Background and further information about the Outcomes Star suite of tools can be found at **www.outcomesstar.org.uk**.

About this Development Report

This report outlines the theoretical foundations for the Tenancy Star, the process of its development and the research that supports it. The report includes analysis of the psychometric properties of the pilot version of the tool. Further research into the psychometric properties of the final published tool is underway at the time of publication. For the latest information on this please contact **info@triangleconsulting.co.uk.**

2. Theoretical foundations of the Outcomes Star™

A new approach to outcomes measurement

The approach underpinning the Tenancy Star and all versions of the Outcomes Star is an original way of dealing with assessment and outcomes measurement. It draws on the core principles of Participatory Action Research (O'Brien, 2001; Carr & Kemmis, 1986) – empowerment, collaboration and integration – and extends them beyond research into assessment and outcome measurement. Participatory Action Research seeks to empower the subjects of research, collaborate with them and integrate research into practical action to improve people's lives. For a fuller summary please see MacKeith (2011.)

In the same way, the Tenancy Star seeks to empower service users within a collaborative process of assessment and measurement that is integrated with support work rather than a separate activity.

Empowerment

Underpinning the Star is a belief that, in order for change to take place in people's lives, service providers need to harness the motivation, understanding and skills of the person themselves to create change.

Practical changes in life circumstances (such as starting training or adaptations in the home) may be very important, but they are often not in themselves enough to enable people to achieve their goals. A key active ingredient in achieving sustained outcomes is change that takes place within the individual. For this reason, the primary focus in the Tenancy Star is the relationship of the individual to the challenges that they face.

Service users and front-line workers report that the Star provides a much more empowering context for keywork than other approaches because service users are active participants in the process rather than having assessment done to them. Being involved in their own process of change – and the validation of their experiences and perceptions – is often critical in helping them make the changes they seek (Burns, MacKeith and Graham, 2008). In contrast, when the assessment and measurement process requires service users to be passive objects of the expertise of others, it can reinforce the disempowerment and lack of self-worth that may have contributed to their need for help in the first place.

Collaboration

When using the Tenancy Star, the worker and service user assess the service user's needs together. The service user bases their assessment on their knowledge and understanding of themselves, and the worker applies their professional experience of working with others and their observations and reflections on this person's behaviour. The assessment emerges through a dialogue between service user and worker and this may result in a change in the perceptions of both.

The Star makes the model of change explicit and the information that is collected is immediately presented back to the service user as a completed Star. This allows the service user and worker to take an overview together and to reflect on the completed Star as a basis for deciding what actions are needed. The service user takes an active role in defining issues, identifying actions and thinking about consequences for themselves. As a result they are much more likely to be behind the plan that emerges from the completed Star.

This contrasts with extractive approaches to assessment and measurement in which the expert collects "data" from the service user and takes that data away to make an assessment on their own. They may then decide what course of action is most appropriate and try to persuade the service user that this is the best way forward for them.

Integration

Completing the Star is an integral part of working with the service user and is intended to support as well as measure change. For the service user, the process of participating in the assessment, engaging with the model of change and reflecting on the data the Star presents can of itself result in change. It can also have the same impact on the staff and carers working with the person. In addition, the assessment dialogue and the Journey of Change that underpins the Star naturally lead to discussion of next steps and action planning. As a result, the assessment becomes an integral part of the intervention.

This contrasts with traditional approaches in which the collection of data is seen as a separate process to the intervention and may be regarded as intrusive by workers and service users.

The differences between the Star and traditional approaches to measurement are summarised below.

	Tenancy Star	Many traditional approaches
Empowerment	• Service users are seen as active co-producers of change • Their motivation, understanding, beliefs and skills are often key to creating change, while recognising external factors beyond their control • The focus is on the service user's relationship with the issue	• Service users are seen as passive recipients of help, with "experts" having the knowledge to devise solutions • The focus is on the severity of the issue
Collaboration	• The worker and service user collaborate in assessment, with the potential to build a shared perspective on issues and the action needed	• These employ either self-report measures or professional assessment measurement tools that don't build a shared perspective
Integration	• Assessment and measurement are an integral part of keywork	• Assessment and measurement are additional tasks that can be resented by workers as a distraction from "real" work

Similarities to other approaches

The values that inform the Tenancy Star are similar to those of person-centred, strengths-based and co-production approaches:

- The Star places importance on the service user's perspective and priorities, as in a person-centred approach

- The holistic assessment offered by the Star focuses on aspects of life that are going well in addition to areas of difficulty, as in a strengths-based approach

- As in co-production, the service user is seen as an active agent in their own life and a valuable source of expertise and knowledge rather than a passive sufferer of an affliction that the professional, with their expertise and knowledge, will cure.

As a result, implementing the Tenancy Star can provide an effective way of putting these values into practice.

3. The development process for the Tenancy Star

The methodology for developing all versions of the Outcomes Star is based on Action Research (O'Brien, 2001) and the Existential Phenomenological research method (McCall, 1983). Action Research is a collaborative process of identifying issues, trying out solutions and assessing what works. This phenomenological method places a strong emphasis on understanding the subjective experience of the person or people being researched and the meaning of the experience for them.

The development process occurs in collaboration with a working group, consisting of professionals working with service users in the sector of interest. Service users participate in the working group where possible and if it is impractical to involve service users directly in the working group they are consulted separately.

The main collaborator for the development of the Tenancy Star was Loretto Care, with assistance from Loretto Housing Association and Glasgow Housing Association.

The working group consisted of managers and workers from these organisations, though participants varied between the different stages of development.

The development of the Tenancy Star consisted of five main stages:

Stage 1: Establishing the need for the Tenancy Star

Stage 2: Identifying the model of change and desired outcomes for service users

Stage 3: Data analysis and drafting

Stage 4: Consultation, piloting, and refining

Stage 5: Relating to existing research and frameworks

Stage 1. Establishing the need for the Tenancy Star

Triangle identified that there was a need for a new version of the Outcomes Star through discussion with major housing providers in the UK. It became apparent that the housing sector would benefit from a lighter-touch version of the Homelessness Outcomes Star that would meet the needs of services supporting tenants within a limited time scale. The findings from the initial scoping stage are detailed in Section 4 of this report.

After establishing the need for the Tenancy Star, Triangle approached several organisations to see if they would be interested in collaborating in the development of this tool. Loretto Care responded with interest and agreed to fund the development of the new Star and to contribute their time. An expert panel was formed by Loretto Care to discuss the proposed Star and confirm its need.

Stage 2. Identifying the model of change and desired outcomes for service users

Workshop One (April 2016): A one-day workshop was held to identify intended outcomes and processes of change in support work with tenants who are or may become at risk of arrears or eviction. This workshop included a series of focus groups to provide insight from professionals about their experiences and the criteria used to determine whether positive change is being made.

The key questions asked in Workshop One for all versions of the Outcomes Star are as follows:

- What are the main areas in which services and service users are seeking to create change? *These areas become the points of the Star*

- What is the desired outcome of the change process? *This becomes the end point on the Journey of Change that underpins all the scales*

- What model of change describes the steps that service users take on the journey towards that end point? *This is described in a series of steps – the Journey of Change – showing a clearly discernible, qualitative difference between each step of the journey.*

A range of techniques were used to draw out participants' subjective experience and knowledge including:

- Using the Outcome Triangle tool to identify the overall aim of services, the specific outcomes they are trying to achieve and the activities they carry out to achieve these changes

- Bringing to mind an individual who has undergone a substantial change and identifying the key areas of change for that person

- Following an explicit structured interview guide to elicit the steps, one by one, in each outcome area. The focus with this session is on concreteness, drawing out detailed information about the signs of change.

Stage 3. Data analysis and drafting

Triangle compiled all the material gathered from the focus groups at Workshop One and reviewed it to allow meaning and common strands to emerge. On the basis of this the provisional model of change and outcome areas for the Tenancy Star were developed (see Section 4 below). Once these were finalised they were used as a 'skeleton' for creating the first draft of the Tenancy Star.

Stage 4. Consultation, piloting and refining

Once the first draft was completed there was an iterative process of sharing, listening, refining and sharing again to hone the outcome areas, Journey of Change and descriptions of the steps towards change in each outcome area, until they resonated with the service users, support workers and managers participating in the development process. This stage also involved psychometric testing to assess the measurement properties of the tool. In the development of the Tenancy Star, as for other versions, this process included the following four steps:

1. **Workshop Two (June 2016):** The first draft of the Tenancy Star was presented to the working group to capture views on the Star's face validity. Feedback was again collected from the working group and, in the light of this, improvements were made to the Tenancy Star to create the pilot version.

2. **Training**: The collaborator was trained to pilot the Tenancy Star across their services.

3. **Piloting**: The Tenancy Star was tested by the collaborating organisation with workers and service users in a six-month pilot period. Data gathered during this period was analysed to test its psychometric properties and feedback forms from workers and service users were used to inform the need for further changes. More information about the pilot process and feedback is included in Section 4 of this report.

4. **Workshop Three (January 2017):** Further feedback was gathered on the pilot version of the Tenancy Star through focus group discussion at the third and final workshop. This workshop also provided an opportunity for reviewing the format of the tool, its scope (for example, whether it was unsuitable for any of the service user groups it was piloted with), the guidelines for use and the value of the data generated to the pilot services. This informed the final version of the Tenancy Star.

After Workshop Three further revisions to the Tenancy Star were made followed by editing and design to ensure the tool was clear, accessible, and user-friendly in advance of the first edition being published. The Tenancy Star continued to be piloted to gather data to test the psychometric properties of the tool. The findings of the piloting, consultation and psychometric analysis are reported in Section 4 of this report.

Stage 5. Relating to existing research

A literature review was conducted to validate the Tenancy Star areas as evidence-based key factors in sustaining a tenancy. This review supported the inclusion and comprehensiveness of the Star areas, and did not identify any that were missing. The main findings of this review are included in Section 4 of this report.

Triangle published the final version of the Tenancy Star, including guidance for its use, in June 2017.

4. Findings from the development process

Why is there a need for an Outcomes Star in this sector?

The Outcomes Star for Homelessness™ is widely used in both the homelessness and housing sector in the UK to support service users to access a range of services, maintain tenancies and move towards independent living. However, in-depth discussions with major housing providers revealed that while the Homelessness Outcomes Star is useful in supporting vulnerable service users with multiple and high support needs, it does not meet the needs of service users with more general needs in both private and social housing.

In recent years housing has come under increased pressure in the UK, leading to only those who are highly vulnerable being housed by local authorities. This has resulted in a substantial increase in the number of tenants with additional support needs (Heintjes 2006), requiring social housing associations and similar bodies to give greater attention to the sensitive management of people and situations to support people to sustain their tenancies (Atkinson, Habibis, Easthope & Goss, 2007). In the UK it has been suggested that 20% of housing management time is taken up by 5% of tenants (Scottish Executive 1999), and individuals with support needs who lose their tenancy are at high risk of homelessness (Atkinson et al, 2007).

In addition, housing associations in the UK are coming under increasing pressure from a decrease in Supporting People funding along with the introduction of Universal Credit and the under-occupancy penalty (popularly known as the bedroom tax). In the past, Supporting People funding might have been used to provide support for this group of tenants but, as in many cases this is now no longer an option, it now falls to housing providers and others to do so. The introduction of Universal Credit has also meant that Housing Benefit is no longer going straight to Housing Associations, which is causing tenants who struggle to budget their money to fall into arrears.

Discussions with major housing providers highlighted that the Homelessness Outcomes Star was not the correct outcomes measurement tool to support and measure change when working with tenants in private and social housing to sustain their tenancies. It was suggested that the Homelessness Outcomes Star covered more areas than the housing

associations would provide support in, was more detailed than needed, took too long to complete in the limited time available to provide support and was not focused on supporting a service user to sustain a tenancy.

The panel formed by Loretto Care confirmed that a shorter, lighter-touch outcomes tool was needed as their Tenancy Support Service provides a short intervention with tenants. It was also agreed that the new Star should also be used as an assessment tool by housing officers. It had to work with a wide variety of service users and be designed so that service users could take it with them through the support services on offer. In addition the panel confirmed that this kind of tool would meet the needs of the housing association sector more broadly.

Identifying the model of change and desired outcomes for service users

Detailed analysis of the data collected during the initial consultation and Workshop One led to the conclusion that the Journey of Change used in a number of other versions of the Outcomes Star (including the Outcomes Star for Homelessness, the Mental Health Recovery Star and the Drug and Alcohol Star) was appropriate for the Tenancy Star.

The Journey of Change and outcome areas that emerged from the analysis are shown below:

The pilot Tenancy Star **Journey of Change**	5 Self-reliance 4 Finding what works 3 Believing and trying 2 Accepting help 1 Stuck
The pilot Tenancy Star **Outcome Areas**	1 Housing and tenancy 2 Money and rent 3 Looking after your home 4 Health and well-being 5 Positive use of time 6 Community and citizenship

Pilot findings

The pilot version of the Tenancy Star was tested in the following contexts:

Glasgow Housing Association (GHA)

GHA is a Registered Social Landlord and part of the Wheatley Group. It works closely with Loretto Care, referring tenants who are struggling with their tenancy to Loretto Care Tenancy Support Service (TSS). GHA has 653 properties and piloted the Star with their tenants.

Loretto Housing Association (LHA)

LHA is a Registered Social Landlord and part of the Wheatley Group. Loretto Housing provide many homes to individuals supported by Loretto Care and other care providers. LHA has 1233 properties and piloted the Star with their tenants.

Loretto Care Tenancy Support Service (TSS)

This is a service commissioned by Registered Social Landlords of the Wheatley Group to deliver housing support to tenants who may be struggling with their tenancy. The service provides practical support in developing life skills, emotional well-being support, signposting to other agencies and support to access other more suitable accommodation if needed. This service provides 6-8 weeks of support to individuals. During the pilot, TSS supported service users with Tenancy Stars that had been initially completed by Glasgow Housing Association colleagues.

South Lanarkshire Young Persons Intensive Outreach Housing Support Service (SLYPIOHSS)

This service is registered to offer a housing support service and a care at home service to people in their own home or the wider community. This service is available to adults aged 16 and over with a learning disability, mental health problems and/or drug and alcohol problem who may be at risk of homelessness.

During the initial pilot period (September 2016 – January 2017), Stars were completed with 37 service users, of whom 23 completed a second Star.

To get feedback on the Tenancy Star, a short questionnaire was provided to all workers and service users who participated in the pilot and further feedback was gathered at Workshop Three (see Appendix 1).

Feedback questionnaires

Feedback questionnaires were received from 40 service users and 23 workers. These forms included questions with dichotomous (yes/no) and Likert-scale response options, as well as allowing open-ended feedback about what was particularly good or needed improvement.

Service user feedback:

- 95% of service users suggested the Tenancy Star provided a good summary of their life and needs at the moment, with 77% of these indicating that it was a very good summary

- 76% of service users enjoyed completing the Tenancy Star with their worker

- 71% of service users disagreed that the Tenancy Star took too long to complete

- 69% of service users agreed that the scales helped them describe how life was for them

- 65% of service users thought the scales helped them decide what they needed in the way of support and only 6% of service users disagreed with this

- 66% of service users suggested that they found it encouraging to see the progress they made between two Star readings.

Worker feedback:

- 92% of workers felt that the Tenancy Star described the service users "very well" and 8% felt it described the service users "fairly well". No workers suggested the Tenancy Star did not describe the intended service user group well

- All workers who provided feedback on the Star suggested that the Tenancy Star helped them to get an overall picture of the tenant's situation and needs

- No workers provided feedback that the Tenancy Star took too long to complete. 83% of workers disagreed that it took too long to complete and 17% were unsure

- All workers who provided feedback agreed that the scale descriptions helped them to understand where to focus next with the tenant they work with

- 74% of workers suggested that it was encouraging to see the progress that tenants had made between Star readings. Some workers did not answer this question and 26% of workers were unsure. This suggests that some workers did not complete follow-up Stars with service users.

Workshop Three feedback:

Attendees at Workshop Three were asked for their initial response to the pilot Tenancy Star and all attendees were generally positive about the Star. Comments from the workshop attendees included that they had found the pilot Tenancy Star inspiring, really visual, short and so not intimidating for service users, easy to use and very well received by tenants.

The workshop participants were asked some specific questions about the Tenancy Star and the answers are summarised below.

Who does the Tenancy Star work well with and less well with?
The working group commented that the Tenancy Star had worked well with tenants of all ages in the pilot but in particular younger tenants had appreciated that it was shorter and quicker to complete than other versions of the Outcomes Star. Further, the visual nature of

the tool and visual representation of change was described as inspiring for both the worker and service user.

In what contexts does the Tenancy Star work well and less well?
The working group suggested that the Tenancy Star worked well when a service user's journey was not linear and it can assist to expand an initial assessment or may highlight that the initial assessment was not accurate.
It was thought that the Star works well when working with service users along the pathway out of homelessness and it helps with sharing values across housing and care.

There was a difference noted between the service users in the pilot who were receiving a support service and those who were in contact with the housing officer, with those accessing housing advice showing more negativity towards the Star.

The working group thought this might be because those who are receiving a support service have entered that service looking for support but service users in contact with the housing officer may not be seeking out support and may perceive support as 'social work' and therefore decline it.

Which areas of the Star do you think need some changes or more refining?
The working group commented that they thought all areas of the pilot Star were important to include in the Star and that there was no duplication between areas. Some changes were suggested regarding language and small alterations to the detail within the scales. For a more detailed summary of the feedback from Workshop Three, see Appendix 2.

Analysis of the pilot data

During the Tenancy Star pilot 60 Star readings were completed with service users, of which 37 (62%) were reviewed to give a second Star reading at a later date. This data was analysed in order to provide an initial assessment of the psychometric properties of the pilot Tenancy Star. Caution is needed when interpreting these initial results as there was a relatively short time period between Stars. A larger sample and longer time period will be used when formally evaluating the psychometric properties of the final version of the Tenancy Star.

Distribution
Analysis of the data showed that across the Star areas there were service users with readings at all stages of the Journey of Change. This indicates that that all stages are meaningful in capturing a service user's current situation (see Appendix 4).

Across all Star areas the data revealed that less than 10% of service users were at **stuck** on their first Star reading. This may be partly explained by the fact that the Star was piloted with service users who had in many cases been receiving a service for some time.

Responsiveness
A Wilcoxon signed-ranks test was used to test the responsiveness of the Tenancy Star. The results showed the Tenancy Star to be responsive to change with medium effect sizes and statistically significant change seen across all areas of the Star (see Appendix 5).

Internal consistency
The Tenancy Star was found to be just below the threshold for good internal consistency (Cronbach's α = 0.68) with a Cronbach's α of 0.7 taken as indicating good internal consistency. Further analysis on a larger data set is needed to confirm the internal consistency of the final version of the Tenancy Star.

Item redundancy
There was no evidence of item redundancy (correlations above 0.7 indicating repetition) in the pilot Tenancy Star, suggesting that each area of the Star is related to a separate and specific aspect of tenancy sustainment. There were low correlations between some areas (correlations below 0.3) indicating that a service user's support need in one area isn't necessarily related to having a need in another area of the Star. This result could be due to the service users in the pilot being a diverse group with a range of support needs and it will be interesting to see whether the same result is found when the final version of this Star is used more widely. See Appendix 6 for inter-item correlations.

Conclusions from the pilot

The feedback from the pilot shows that service users and staff were very positive about the Tenancy Star. The majority of services users enjoyed using the Tenancy Star, found it easy to complete and many had positive comments about it being shorter than other versions of the Star. Workers who piloted the Star were similarly positive about the Star with a few suggestions for improvement.

The changes made to the Tenancy Star in response to the pilot and the feedback gathered were:

- Throughout the Star the term "support" was changed to "help" or "assistance" in order to distance the language from that used in social care

- The word "eviction" was changed to "losing your home"

- The "Housing" scale was amended to include having key furniture earlier in the journey

- In the "Looking After Your Home" scale, the phrase "clean and tidy" was changed to "well-maintained" or "hygienic" and edited to include capacity issues (i.e. having the support you need to maintain your home)

- The title of the "Community and Citizenship" scale was changed to "Community and Contribution" and this scale was amended to include taking an active part in tenant groups or being part of a tenant's association.

5. Literature review findings

The literature review highlighted a range of research supporting the validity of the Journey of Change and the six areas included in the final version of the Tenancy Star. A summary of this evidence is presented here.

The Journey of Change

The Tenancy Star Journey of Change consists of five stages a service user may progress through. These stages are **stuck**, **accepting help**, **believing and trying**, **finding what works** and **self-reliance** (for a full description of these stages please see Appendix 3).

This model of change has been used in a number of other versions of the Outcomes Star for people with complex needs, including the Outcomes Star for Homelessness, the Drug and Alcohol Star and the Mental Health Recovery Star, which have been found to be effective in supporting change (Peterson, Ellis, Lovenz & Armbrecht, 2014; Harris and Andrews, 2013; Dickens, Weleminsky, Onifade, & Sugarman, 2012).

Although developed independently, the Journey of Change shares some similarities with Prochaska and DiClemente's Stages of Change approach (1983). This approach has previously been recommended, adopted and validated within a variety of fields such as addiction (Prochaska & DiClemente, 1992), health behaviour change (Johnson, Prochaska & Prochaska, 2001), criminal justice (Day, Bryan, Davey & Casey, 2006) and dual diagnosis (DiClemente, Nidecker & Bellack, 2008). It is important to note that within both social and private housing, tenants often present with a variety of these support needs (Atkinson et al, 2007).

Although the Journey of Change has some similarities with the Stages of Change approach, there are important differences as well. For example, the model of change in the Tenancy Star places a much greater focus on the service user's engagement with services. For service users to progress along the Journey of Change they must acknowledge any support needs and engage with services to address these needs.

Further, the Tenancy Star also focuses on the relationship between a worker and a service user as they work towards **self-reliance**. Research has shown that this working alliance, including the agreement between service user and worker on goals and tasks, is of central importance for young people in a housing setting to achieve self-reliance and independence (Altena et al, 2017). In addition, it has been shown in a sample of tenants with mental health issues that the perception of assistance as helpful is associated with personal recovery (Moran, Westman, Weissburg & Melamed, 2017). Similarly, Chinman, Rosenheck & Lam (2000) found that a service user's relationship with their worker was positively associated with both moving away from homelessness and general life satisfaction.

Another core component of the Tenancy Star's Journey of Change not seen in Prochaska and DiClemente's Stages of Change approach (1983), is the focus on the service user learning new skills, attitudes, and habits. This is consistent with research by Atkinson et al

(2007), which found that in order to sustain a tenancy people need skills and confidence, and without the necessary skills, tenancy failure is more likely. In addition, Seal's (2005) research into sustainable tenancies found that tenants need to make change in at least their cognitions, their emotions, or their practical skills to improve the likelihood that they will sustain their tenancies.

The outcome areas

Housing and tenancy
A safe and suitable home, basic equipment, keeping to the tenancy agreement

Each year an untold number of people are forced to leave their homes involuntarily for a variety of reasons including violations of the tenancy agreement, denying the landlord reasonable access, damaging the property or using it for illegal purposes (Hartman & Robinson, 2003). Research indicates that "nuisance and annoyance" cases such as neighbour disputes often result from structural issues including lack of service provision for tenants with support needs, unsuitable housing, poor responses to racist abuse and ineffective communication, which could have been resolved through more appropriate management of these issues (Martin, Mott & Landles, 2002).

Good practice guidelines have also emphasised that keeping a tenancy and managing a household involve competencies such as meeting obligations to neighbours, budgeting and household maintenance, and tenants whose "background or circumstances mean they lack these skills are vulnerable to tenancy failure" (Atkinson et al, 2007; p.2). Addressing additional support needs of tenants and reducing eviction rates are important in reducing homelessness. This also reduces the need for crisis accommodation and health, mental health, drug and alcohol, and family services as well as the long-term costs of inter-generational disadvantage (Pinkney and Ewing 2006). Supporting tenants to feel pride in maintaining a safe and suitable home has broader implications than simply providing a roof over their head – it creates stronger, more stable neighbourhoods (Atkinson et al, 2007).

Money and rent
Paying rent, benefits, budgeting, sorting out debts and arrears, savings

Homelessness is often triggered by eviction for failure to pay rent (Bowpitt & Harding, 2009). In a study of older homeless people, the majority had been evicted from previous accommodation following a long period of failure to meet their financial obligations (Crane & Warnes, 2010). The process of resettlement can also be challenging with regards to managing finances, and debts tend to accumulate substantially over time – especially among those in private accommodation (Crane, Warnes, Barnes & Coward, 2014). A common cause of home loss is the tenants' inability to pay for heating and other utilities, and

"fuel poverty" is estimated to affect at least 10% of all households in the UK (Department of Energy and Climate Change, 2015).

Assisting with budgeting is high on support workers' list of priorities and researchers have suggested that effective tenancy support should include guidance about how to manage limited budgets (Bowpitt & Harding, 2009). Some housing associations even provide affordable credit schemes to reduce uptake of door-step lenders and other high-interest loans, which are more commonly used by those in social housing (Hartfree, Friedman, Ronicle, Collard & Smith, 2016). Such schemes are associated with improved tenant satisfaction and ability to meet essential needs and keep on top of rent payments (Hartfree et al, 2016).

Looking after your home
Keeping your home and common areas in good condition, adequate heating and airing, repairs

Tenants who are unable to keep their home in good condition are barred from accessing private accommodation in some areas, and have been shown to be at greater risk of insecure housing situations (McDermott and Gleeson, 2009; Snowdon, 2011). Indeed, interventions that support individuals to maintain their homes have been described as delivering a "crucial homelessness prevention activity" (Cripps & Roberson, 2012). Beyond the risk of eviction, failing to dispose of rubbish and hoarding other possessions increases the risk of fire or falls, insanitary and dilapidated conditions, poor personal hygiene and nutrition, neighbour disputes and isolation (Kim, Steketee & Frost, 2001).

Research also indicates that tenants may feel unable to keep their homes in a good state of repair because they need more support in reporting when things go wrong with their home. For example, in one qualitative study, residents of a deprived estate reported avoiding contacting housing services about repairs as they were treated badly by staff and repairs went undone (Canvin, Jones, Marttila, Burström & Whitehead, 2007).

Health and well-being
Physical, mental and emotional health, doctors and treatment, healthy lifestyle, addictions

Housing and health are strongly linked, with those living in dilapidated housing reporting poorer overall health status (Howell, Harris, and Popkin, 2005), and those living in more deprived areas tend to be less physically active, particularly when the area is perceived as unsafe (Bennett et al, 2007). Financial strain associated with paying for housing is also associated with inadequate access to healthy food and to poorer health (Lipman 2005), and conversely poorer health can lead to more financial difficulty.

The higher incidence of financial difficulty among people with physical and mental health problems and addictions (Bowpitt & Harding, 2009; Van Laere, De Wit & Klazinga, 2009), may contribute to increased risk of tenancy breakdown among people with these issues

(Slade, Scott, Truman & Leese, 1999; Van Laere et al, 2009). Other contributory factors include loss of independence (for example because of injury), failure to maintain the property and becoming a nuisance neighbour (Drugscope, 2014; Giles, 2016).

In recent years, the health and well-being of residents has become part of the housing agenda (Thom, Herring, Bayley & Hafford-Letchfield, 2016). In the UK, there have been government initiatives to reduce eviction rates by providing specialist mental health and addiction support (Lomax and Netto, 2007). For example, tenancy sustainment officers and alcohol services work with tenants to reduce the risk of eviction related to substance and alcohol use (Thom et al, 2016).

Positive use of time
Work, training, volunteering, education, meaningful activities

Work has been described as having 'obvious value in promoting housing stability and improving the quality of tenants' lives' (Hannigan & Wagner, 2003; p.43), and best practice guidance for supportive housing highlights the need to provide guidance with regards to education and employment, especially for younger adults, and to other forms of meaningful activity for older adults (Evans & Vallelly, 2007; Ogden, 2013).

Finding something meaningful to do has been shown as a key support need for previously homeless people given access to self-contained housing and for benefit recipients (Busch-Geertsema, 2014; Rugg & Pleace, 2013). Indeed, eligibility requirements for receiving benefits have led to an increasing focus on the vocational and employment needs of tenants with additional support needs (Hannigan & Wagner, 2003). Tenancy support teams often assist residents to engage in meaningful activity, which can reduce eviction rates as well as isolation and boredom and help to establish links within the community (Bowpitt & Harding, 2009).

Community and contribution
Feeling connected, friends, social life, belonging, being a good citizen

Giving people an interest in the neighbourhoods in which they are housed is important in sustaining tenancies and tackling social isolation (Bowpitt & Harding, 2009).

Supportive housing programmes often aim to facilitate integration of tenants into the community (Hannigan & Wagner, 2003) and the sense of community between residents and workers in these programmes can be crucial in sustaining tenancies within independent accommodation (Bowpitt & Jepson, 2007; Gurstein & Small, 2005). Feeling connected and having good friends and neighbours can also be important in avoiding a return to homelessness. As Lemos (2000) points out, if the only place people get love and friendship is on the streets, then that is where they will go back to.

The right to housing has become increasingly conditional on being a law-abiding "well-integrated member of the local community" and complying with "a number of social rules",

including fulfilling obligations to landlords, neighbours and the wider community (Fée, 2016). Tenants who engage in anti-social behaviour are at risk of eviction, and policy makers and practitioners have highlighted the need for specialist anti-social behaviour rehabilitation services to support change and retention of tenancies (Nixon, Parr & Sanderson, 2006).

Conclusions from the literature review

Tenants in social and private rented housing can face significant disadvantage and stressors including poverty, inadequate housing and lack of safety in their neighbourhoods. In addition (and in some cases as a consequence) they may be more likely to experience poor mental or physical health, addiction or employment issues. They may also lack key skills essential to the maintenance of a tenancy, especially in challenging circumstances.

The evidence indicates that whilst tenancy support in the six areas identified in the Star does not remove all these challenges, it can help tenants manage them sufficiently to avoid losing their tenancy and slipping into homelessness or worse housing. This research complements the growing evidence base (discussed above) confirming that the Star is a helpful keywork tool that is responsive to change and able to measure outcomes effectively (for example Arvidson & Kara, 2013; Dickens, Weleminsky, Onifade & Sugarman, 2012; Griffiths, Heinkel, & Dock, 2015; Larsen & Griffiths, 2013; Simmons, 2015).

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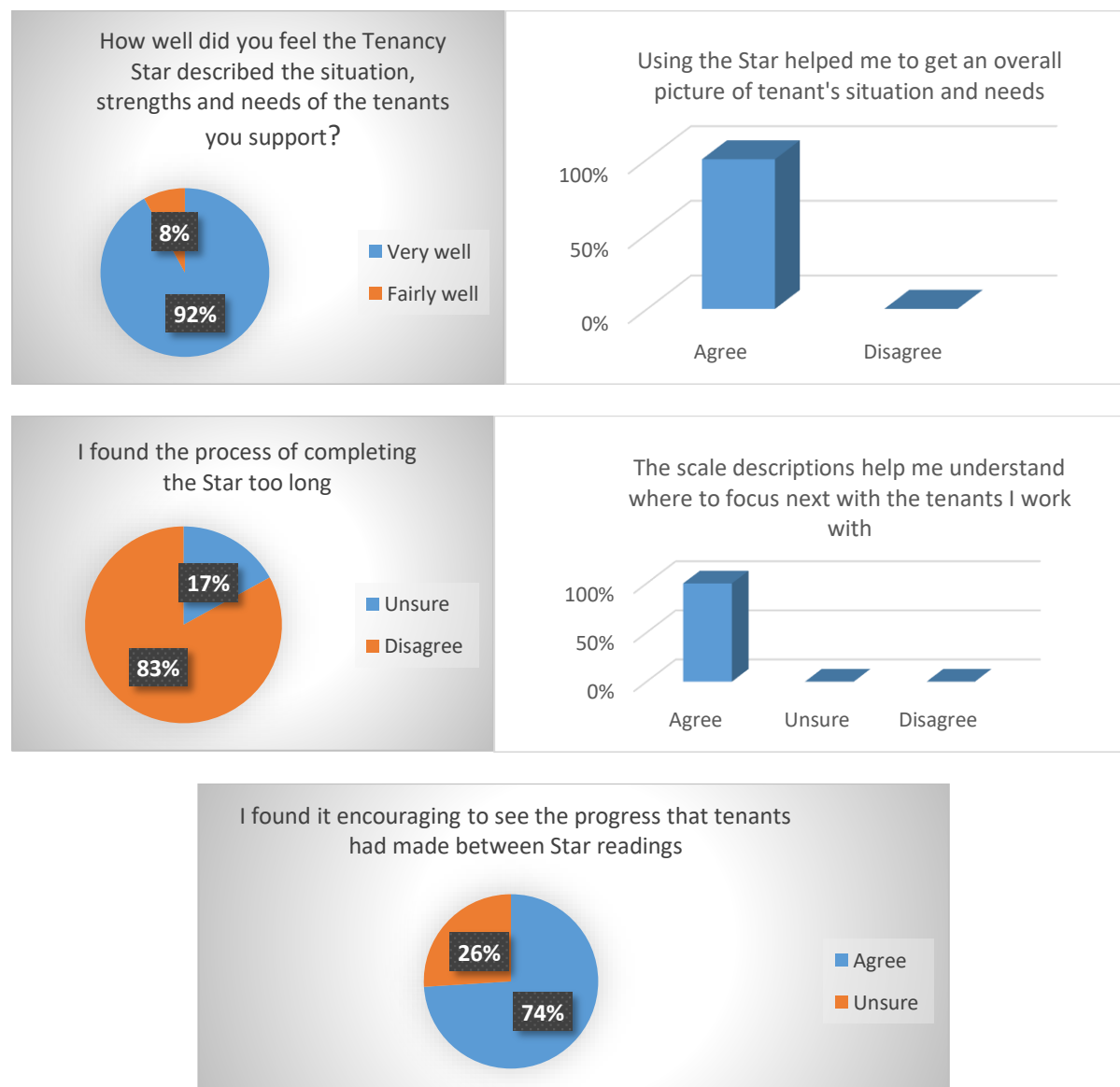
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6. Appendix

Appendix 1: Worker and service user feedback following the Tenancy Star pilot

Worker feedback

Triangle received 23 completed feedback forms from workers.

Charts showing worker feedback:

- "How well did you feel the Tenancy Star described the situation, strengths and needs of the tenants you support?" — Very well 92%, Fairly well 8%
- "Using the Star helped me to get an overall picture of tenant's situation and needs" — Agree ~100%, Disagree ~0%
- "I found the process of completing the Star too long" — Unsure 17%, Disagree 83%
- "The scale descriptions help me understand where to focus next with the tenants I work with" — Agree ~100%, Unsure ~0%, Disagree ~0%
- "I found it encouraging to see the progress that tenants had made between Star readings" — Agree 74%, Unsure 26%

Below is a summary of the open-ended feedback responses relating to what workers appreciate most about the Tenancy Star (shown in order of frequency):

- **Easy to use and understand for both workers and service users**

- **Didn't take long to complete**

- **Allows focus on service user needs**

- **Helps show progress made**
  - Workers reported that in some cases this gave a pleasant surprise to service users who had not realised the positive changes that they had made.

- **Other**
  - The Tenancy Star helped them create a good relationship with service users from the offset and allowed them to gain more information about service users by opening up conversations
  - The Star helps engage service users and would help provide more information in referrals.
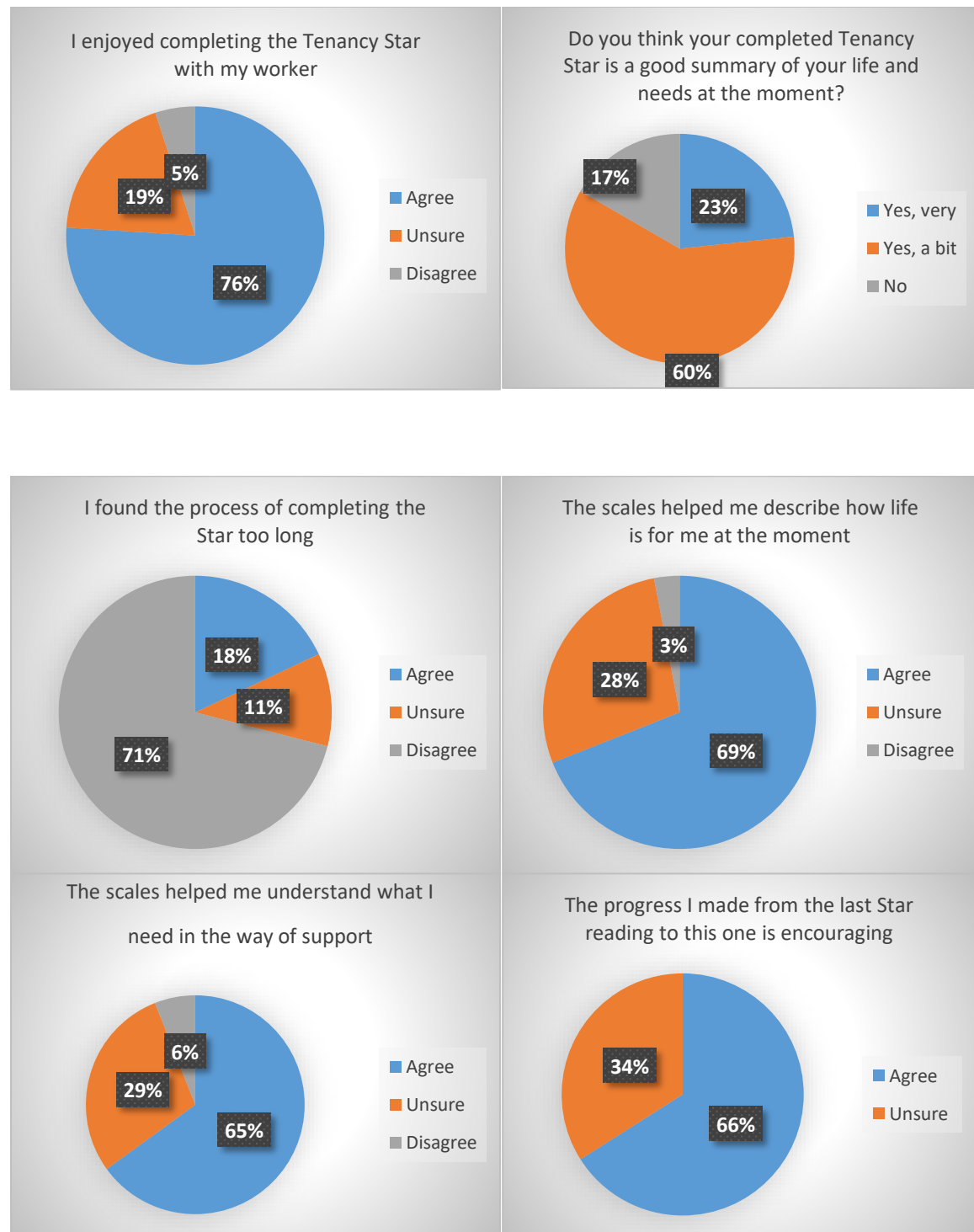
Workers were also asked if there were any improvements they would like to suggest but there were none given. All the comments to the open-ended questions were very positive.

A selection of positive quotes from worker feedback forms:

- *"I felt that having a reading system of up to 5 is really good as it does not show such a big gap between the stages, as opposed to a 1-10 scale where people may feel embarrassed at identifying themselves at a low reading or maybe identify themselves higher due to being self-conscious…. this would lead to them not receiving the correct support to help them with their individual needs"*

- *"It enables me to create a good relationship with my tenant from the offset"*

- *"By using the Tenancy Star I was able to gain more in-depth knowledge of my customer's circumstances and needs"*

- *"It was good to show the young person how much positive progress he had made since his last reading as he did not think he had made any progress"*

- *"It was easy to understand and I found it took the appropriate length of time to do the readings with a young person whose life is chaotic"*

Service user feedback

Triangle received 40 completed feedback forms from service users.

I enjoyed completing the Tenancy Star with my worker

- Agree: 76%
- Unsure: 19%
- Disagree: 5%

Do you think your completed Tenancy Star is a good summary of your life and needs at the moment?

- Yes, very: 23%
- Yes, a bit: 60%
- No: 17%

I found the process of completing the Star too long

- Agree: 18%
- Unsure: 11%
- Disagree: 71%

The scales helped me describe how life is for me at the moment

- Agree: 69%
- Unsure: 28%
- Disagree: 3%

The scales helped me understand what I need in the way of support

- Agree: 65%
- Unsure: 29%
- Disagree: 6%

The progress I made from the last Star reading to this one is encouraging

- Agree: 66%
- Unsure: 34%

Below is a summary of open-ended feedback responses from service users (shown in order of frequency):

- **Identifies where I need help**
    - Service users reported that it allowed them to identify areas in their life where they needed support and what they needed to do to improve aspects of their life whilst giving them structure and a sense of control

- **Easy to use**
    - Service users commented that the Tenancy Star was short and quick to complete, particularly in comparison to other Stars they have used
    - It was seen as easy to understand and to complete with their worker

- **Allows me to see progress**
    - Some were pleasantly surprised at how much progress they had made but had been unaware of before revisiting the Star.

Service users were also asked whether there were any improvements they would like to suggest that could be made to the Tenancy Star. The comments are summarised below:

- *"It could be a little shorter"*

- "*There could be more details in each point/definition"*

- *"The community questions are not relevant and the date column is not needed"*

- "*It is too childish and completing it made me feel like I was at school"*

- "*I don't like it and don't need it to tell me what is right and wrong in my life"*

- *"I don't like filling forms in"*

Below is a selection of positive open-ended feedback from service users:

- "*It shows what I need help with"*

- *"I think it has made me feel that there are areas of achievement and progress in my well-being"*

- "*It was a good way of looking and recognising what your needs and skills are. Also what you need more support with"*

- *"It gives me a chance to see where I'm at and control how I make a change"*

- *"It was easy to fill out and also rather accurate"*

- *"It is not boring to fill the Tenancy Star in"*

Appendix 2: Feedback on the Tenancy Star gathered in Workshop Three

The pilot participants at Workshop Three were asked to give their overall impression of the Tenancy Star. Their comments are listed below:

- *"Fantastic, young people have taken on ownership"*

- *"Absolutely brilliant"*

- *"Inspiring for young people"*

- *"Service users like seeing progress"*

- *"Really visual"*

- "Service users like the 6 areas, the scale from 1-5 is easier for them, and they're not so intimidated'

- *"It focused right in on the community engagement work we do – we've not had that before"*

- *"You can see the difference and measure it"*

- *"Very well received from tenants and easy to use"*

- *"It shows that I as a housing officer am interested in the tenant – not just whether the rent is paid and the house is OK, but in them as a person. That has really helped the relationship"*

- *"Everyone is really enthusiastic. It works well with all ages and takes about 20 minutes, which is a good timeframe. Seeing transformation fires up both worker and customer "*

- *"We've seen great progress when using the Tenancy Star but it also works well when progress is not linear. In some cases, it has helped reveal something that wasn't right at initial assessment, which has worked well for then addressing it"*

- *"It's very easy to use. As a visual learner myself I find it simple"*

- *"The Star prompts new housing officers to talk about every aspect of someone's life and go right into the nitty-gritty…. Housing officers do have different hats and the Star allows for some quick wins and then some more difficult conversations"*

- *"Seeing that visual transformation is really inspiring for people"*

- *"This gives you the flexibility to think about how to work with people who don't want to engage"*

- *"Tenants don't see the Star as a judgemental thing – they just see it as theirs, and that you're helping them"*

The pilot participants attending Workshop Three were asked to discuss the following questions in groups:

- Who does the Tenancy Star work well with?
- Who does the Tenancy Start work less with?
- In which contexts does completing the Tenancy Star work well?
- In which contexts does completing the Tenancy Star not work well in?

The responses are summarised below.

- The Tenancy Star works well with all ages. It is easy to use, visual and easy to explore
- Young people like the Tenancy Star as it is short and they like the visual element of the Star
- The Tenancy Star fires up both worker and service user and it it's great to see progress made
- The Tenancy Star worked well with the pathway out of homelessness
- The key is getting a true reading at the beginning – the earlier the better for first reading? It can reduce risk of failure if things put in earlier
- The key to the Tenancy Star working well is having staff members who are highly skilled at their jobs and have had good training
- Doing a review Star within a 6-week period is too short to show progress. It works better in housing situations where there is a longer period in which to do reviews
- The Tenancy Star can be used with a new service to open up difficult conversations and works well as an assessment tool for signposting
- The use of the work 'support' in the pilot Star can cause difficulty. As people associate "support" with "social work" using this word can put up barriers in the keywork relationship
- It worked well when used with an unaccompanied asylum-seeking young person. The visual aids meant an interpreter wasn't needed and helped the young person gain an awareness about their tenancy
- The Tenancy Star helps arrears conversations as there is always a reason for arrears building up and using the Star can aid the worker to find out what the reason is
- The service user gets ownership of Star which is empowering for them

Appendix 3: The Tenancy Star Journey of Change, in detail

Change doesn't happen in one go – it's a journey, and it can help to understand the steps along the way. All the Tenancy Star scales are underpinned by a model of change that has five stages.

1 Stuck

At the beginning of the journey you may be at risk of losing your tenancy, in a lot of debt or there are concerns about your safety or well-being, but you don't engage with help if it's offered, so things are stuck. This may be for many reasons – perhaps you don't feel able to think about your tenancy because of other problems, don't want to tell anyone what's going on, don't trust the workers, don't believe it's your responsibility, or don't understand the risks. You may not let housing or support workers into your home.

2 Accepting help

At this stage there are risks to your tenancy or other problems but you know something needs to be done and you are accepting help. You mostly allow housing or support workers into your home and go along with at least some of the things they suggest. However, you don't yet take the initiative to sort things out – perhaps you don't believe anything can help, you have other worries or you don't see it as your responsibility to deal with the problem.

3 Believing and trying

At this stage you are believing and trying – you feel motivated, perhaps because you realise that change is possible. You take the initiative and start trying to sort things out so you can manage better. This behaviour is new and often things don't go well so you may need plenty of help to keep on trying.
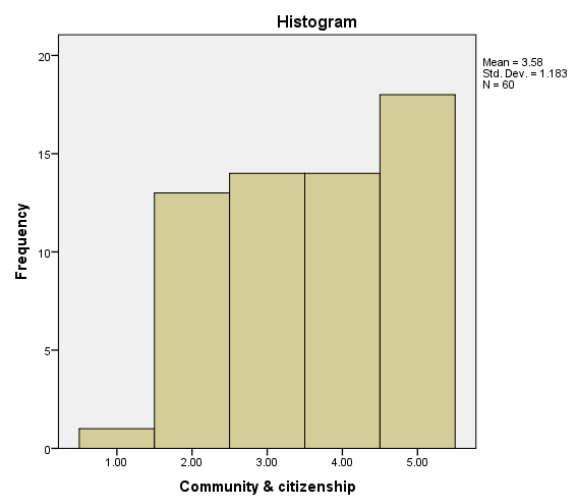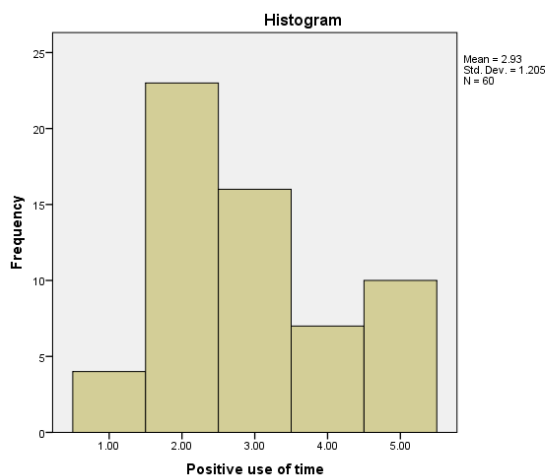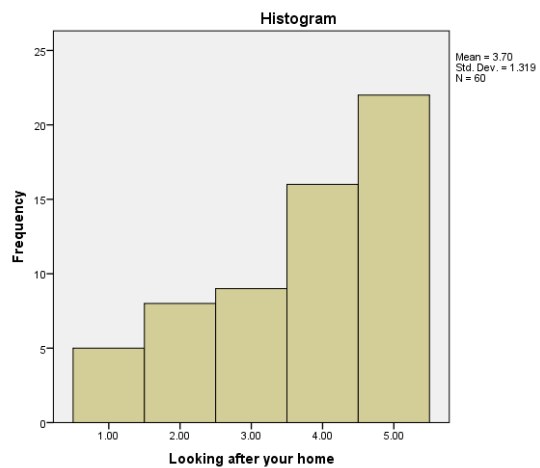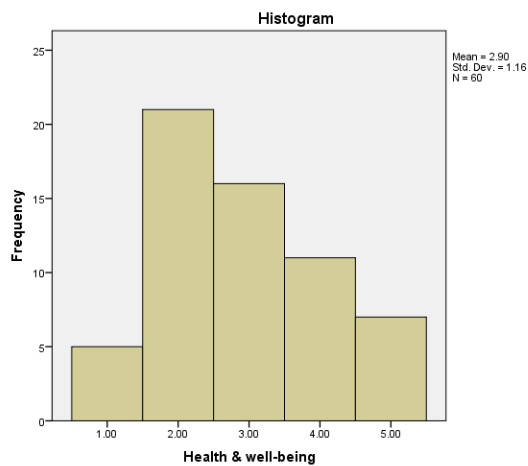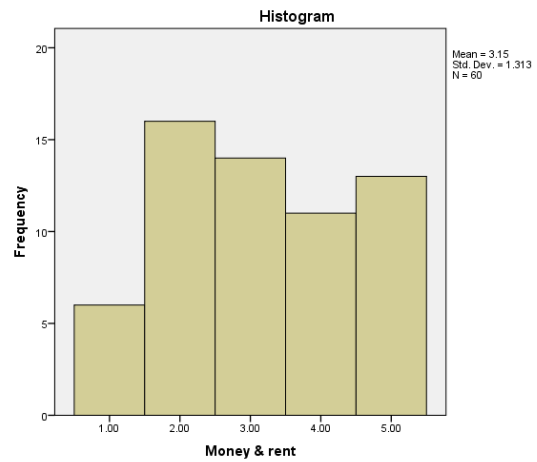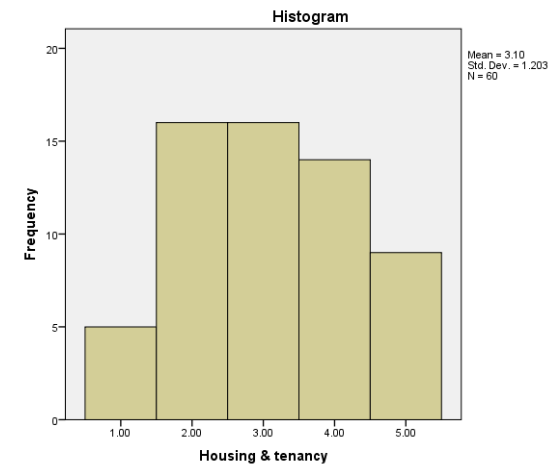
4 Finding what works

The next stage is finding what works to maintain a tenancy, improve your situation and to look after yourself. You may be learning from experience and/or becoming more confident in your ability to deal with issues such as debt, mental health or substance misuse as they arise. However, there are still a few problems and/or you need help to stay on track.

5 Self-reliance

The final stage is self-reliance. You are able to maintain a tenancy and look after yourself well enough in your home and neighbourhood. You will still have contact with your housing provider but you can cope with setbacks on your own and manage that aspect of your life without additional help from support workers or other professionals.

Appendix 4: Graphs showing the distribution of initial Star reading across the Journey of Change stages

Histogram — Housing & tenancy
Mean = 3.10
Std. Dev. = 1.203
N = 60

Histogram — Money & rent
Mean = 3.15
Std. Dev. = 1.313
N = 60

Histogram — Health & well-being
Mean = 2.90
Std. Dev. = 1.16
N = 60

Histogram — Looking after your home
Mean = 3.70
Std. Dev. = 1.319
N = 60

Histogram — Positive use of time
Mean = 2.93
Std. Dev. = 1.205
N = 60

Histogram — Community & citizenship
Mean = 3.58
Std. Dev. = 1.183
N = 60

Appendix 5: Table showing the results of a Wilcoxon signed-ranks test used to test the responsiveness of the Tenancy Star

Star area	First Star Median	Final Star Median	Wilcoxon statistic Z	Effect size R *
Housing & tenancy	3	4	4.20**	0.49
Money & rent	3	4	4.00**	0.46
Looking after your home	4	5	3.76**	0.44
Health & well-being	3	4	3.78**	0.44
Positive use of time	3	4	3.95**	0.46
Community & citizenship	4	5	2.63*	0.31

**p<.001 *p<.01

* Cohen provided rules of thumb for interpreting these effect sizes, suggesting that an r of .1 represents a "small" effect size, .3 represents a "medium" effect size and a .5 represents a "large" effect size

Appendix 6: Table showing the pilot Tenancy Star inter-item correlations

Inter-Item Correlation Matrix

	Housing & tenancy	Money & rent	Looking after your home	Health & well-being	Positive use of time	Community & citizenship
Housing & tenancy	1.000	.205	.735	-.029	.203	.280
Money & rent	.205	1.000	.115	.210	.081	.041
Looking after your home	.735	.115	1.000	.179	.328	.299
Health & well-being	-.029	.210	.179	1.000	.504	.191
Positive use of time	.203	.081	.328	.504	1.000	.586
Community & citizenship	.280	.041	.299	.191	.586	1.000

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