

REALISING POTENTIAL APPROACH POLICY

1 The purpose

- 1.1 Twenty11 provides us with the opportunity to make a real difference to people's lives. Not only through the provision of good quality housing for people who need it, but also by helping them make significant and lasting changes to their lives that will improve their health, finances, and well-being.
- 1.2 By charging rents that reflect what tenants can actually afford, discounted rents will be focused on those that actually need it, and this coupled with our market investment homes means that any surplus that we generate can be reinvested to help our tenants to realise their potential. By encouraging a range of suitable partners to work with us, our aim is to create pathways to success that really see people flourish, having made use of all the support and services available to them.
- 1.3 By accessing practical support and resources, Twenty11 tenants will have the opportunity to improve their long-term financial situation by building their resilience, maximising their income, minimising their outgoings, building financial capacity and ultimately realising their potential through employment, volunteering, and community involvement. This is matched with a fair rents system that works in concert with Universal Credit and Housing Benefit, meaning that as people try to improve their prospects and work opportunities, the model flexes to ensure that they are never disadvantaged. Our model will help people move away from dependency on benefits as quickly as possible, as this helps promote real life choices and options.

2 What we want to achieve

- 2.1 We want to build thriving communities where our tenants have ever improved opportunity and choice, where they are moving closer to and eventually into work, also reducing their reliance on benefits. As part of this journey, we also want to recognise and encourage their contribution to the local community through volunteering and community activity which will provide peer support and networking, improve community cohesion, and reduce isolation, amongst other benefits.

3 Our approach

- 3.1 The cornerstone of our approach is about creating an environment where tenants who need help, take advantage of the scheme, and positively access the help that is available. By working together, we will help our tenants to create a vision of how to realise their potential and commit to taking steps to move towards that end goal.
- 3.2 We believe the best way to do this is by taking people on a journey which starts before they join Twenty11 as tenants, through our pre-tenancy portal, by outlining the benefits of being a good tenant, understanding what is required of them and encouraging our tenants to see the benefits for them and their families. By taking part in our 'realising potential' approach and through the use of a Tenancy

Sustainment Licence (where points are awarded for positive and/or negative behaviours which will be considered as part of the tenancy review process), the ultimate goal is to create positive communities. For some tenants, it's a simple process of helping them focus on their career goals - for others, we need to start by helping them to believe in and respect themselves, before being able to take that first step towards training, work, or community activity.

4 What is the realising potential approach?

- 4.1 The realising potential approach is based on the concept of "success coaching" and is all about helping people to identify and achieve their personal goals. Our Realising Potential Specialist (our version of a 'success'), is someone who can help to tease out those ideas and aspirations that tenants have by assisting them to realise for themselves that they already have the answer about what they want to do with their life and help create a plan of action to achieve those goals. At the heart of our realising potential approach is the idea that the tenant has the power to help themselves, with a little assistance sometimes.

5 How it works?

- 5.1 Our approach for Twenty11 is a different new way of working – not just for us, but in the housing sector. We've introduced our Realising Potential programme, this will empower tenants to realise their potential by helping them to make, meet and exceed goals in both their personal and working life. We also encourage them to play an active and positive role by volunteering in our community.
- 5.2 We believe we have created a compelling offer for people considering bidding for a Twenty11 home through Bucks Home Choice and we want customers to choose Twenty11 above other providers. Part of our unique selling point is being able to highlight the help we can offer those people who want to get into work, or to get to the next level in their career or in another aspect of their life, for instance community involvement, alongside our flexible rent model. We want people to join Twenty11 with a positive attitude towards work and the community, and to have an expectation that they won't always be in the position they are in now.
- 5.3 Our Realising Potential Specialist will support our tenants to really understand what they want to achieve, help them see what their potential is, and what they think steps they need to take to realise their potential.
- 5.4 By drawing up a Personal Success Plan, we will work together with tenants to help them achieve it - this can include signposting or making referrals to partner organisations who can provide specific services to meet the needs of our tenants and their Personal Success Plan.
- 5.5 Our Realising Potential Specialist will develop links and explore opportunities to partner with other organisations to help add value to our programme, to provide an

idea of what these partner services may look like, we use an example below which looks at specific employment support:

- Securing work experience places with other employers
- Securing volunteering opportunities within the community
- Helping to get work ready such as preparing or enhancing CV's or applications
- Getting discounted travel or taxis – to travel to training or interviews
- Setting up interview days with employment agencies.

- 5.6 Twenty11 will use a points-based approach called the Tenancy Sustainment Licence, which will incentivise positive behaviour and deter undesirable behaviour through the application of positive or negative points.
- 5.7 For drawing up a Personal Success Plan with our Realising Potential Specialist, a tenant will gain 5 points on their Tenancy Sustainment Licence. For meeting the milestones within their Personal Success Plan, a tenant will gain a further 10 points on their Tenancy Sustainment Licence if they complete within the 6-month timeframe.

6 What is a Personal Success Plan?

- 6.1 This will depend entirely on individual goals and aspirations, where someone is now and where they want to get to.
- 6.2 As a general principle, the Personal Success Plan will contain:
- ✓ An overarching goal, with a shorter 6-month goal that is realistic for the tenant to complete.
 - ✓ SMART objectives (this means they are Specific, Measurable, Achievable, Realistic, Timely)
 - ✓ Clear commitment to take the steps / actions agreed.
 - ✓ 'Understanding of the support Twenty11 and partner organisations can provide'.
 - ✓ Commitment to maintain regular communication with the Realising Potential Specialist and Twenty11
- 6.3 The tenant will review their progress with their Personal Success Plan on a regular basis with the Realising Potential Specialist. The review is to see how the tenant is managing their plan and if they're completing their actions. Realising Potential Specialist.

7 Who is the Realising Potential Programme for?

- 7.1 This programme is for tenants of Twenty11 whose rent is discounted to below the market rent level:

- a) For example, tenants may be in low paid work and/or in receipt of in-work benefits or not currently working but are available for work and are in receipt of benefits linked to their employment status.
- b) Initially, we would work with tenants who want to take part - we will work with people who are in the best possible position to engage with us. It's open to almost everyone living in a Twenty11 home who is over 18 years of age: our tenants, their partners, and dependants, but not those staying on a temporary basis e.g., visiting or those paying market rent.

8 How does the programme work?

- 8.1 We share information about the Realising Potential Approach with customers when they first register to become one of our tenants. We also explain the approach and gauge their interest during the sign-up process.
- 8.2 Realising Potential Specialist visit all new tenants 6 weeks after they have moved in to see how they have settled in. During this visit they will discuss the offer in more detail, and encourage the tenant, others in their household to take part. If the tenant wishes to further explore this, a further videocall may be scheduled in, or a PSP might be set up following the 6 weeks visit.
- 8.3 The Realising Potential Specialist will help the tenant draw up a Personal Success Plan which sets out their goals and aspirations, as well as the steps/ actions they will take to get there. It will also set out what help and support Twenty11 and partner organisations will provide to help the tenant realise their potential.
- 8.4 The tenant and the Realising Potential Specialist will agree how regularly they will need to contact each other or meet, based on what is in each Personal Success Plan. The PSP will be set up for a maximum of 6 months.
- 8.5 Where the tenant does not follow through on their Personal Success Plan, the Realising Potential Specialist can stop working with them and only start working with the tenant again once they have taken steps to move forward with the Personal Success Plan. There will be an option for the Realising Potential Specialist to work with the tenant and modify the agreement, if appropriate.

9 What does success look like?

- 9.1 We would like to see a waiting list for Twenty11 homes with a positive reputation of Twenty11 tenancies throughout Wycombe and into surrounding areas.
- 9.2 Partner organisations would recognise Twenty11 as an organisation that takes a positive lead in the community, which is committed to helping its tenants improve their financial circumstances and life opportunities. They would also see that our approach leads to a reduction in reliance on benefits, facilitating tenants' journey in/into employment and providing opportunities for enhancing tenant involvement in

their community. An organisation whose realising potential approach should be replicated. We would be able to tap into local funding to support the programme, greatly improving the prospects of helping our tenants and offering far more than Twenty11 could invest on its own.

- 9.3 Government agencies, local businesses and other not for profit organisations would support us in our mission to create thriving communities and want to work with us in delivering wider social benefits, reducing the strain on them and others and leading to inclusive growth within Wycombe and surrounding areas. This would mean that we can deliver across a range of clear links in society that are often all provided separately with no joined-up outcomes.


10 How is success measured?

- 10.1 We collate and monitor performance data on Personal Success Plan take up and completions, those who have secured employment or better employment up to 12 months after the closure of a PSP, tenancy sustainment license points and tenancy sustainability to inform the measure of our success. Through case studies and tenant feedback, we can see how tenants living in Twenty11 homes have improved their individual and family circumstances. As the numbers of tenants using this approach increase, we should start to see changes in communities, with increased community activity, tenants advocating our approach in the wider community and providing peer support, a reduction in anti-social behaviour and dependency on benefits, an improvement in our tenants working lives, financial situation, and a reduction in involuntary/early ending of tenancies, amongst other benefits.
- 10.2 These measures help us to monitor if the Realising Potential Programme is delivering tangible results for our tenants.

11 How is it funded?

- 11.1 By offering the appropriate discount to each household and balancing this with our market investment homes, we will be able to create a surplus which will be used to fund our realising potential approach.
- 11.2 We will also work with partner organisations who may provide funding, or leverage resources at a reduced cost/free on the basis that we will be assisting them deliver their aims and objectives.
- 11.3 Twenty11 also have an Aspiration Pot funding which can be used when a tenant has an active Personal Success Plan. If tenants want to access this funding, they should speak to one of the Realising Potential Specialists.

12 The Future

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- 12.1 Our commitment to the Realising Potential Programme is set out in the Twenty11 3-year Business Strategy and we've already launched the Realising Potential approach of Personal Success Plan to the wider Red Kite business.
 - 12.2 Our future could include further investment in our technology so that we can develop and deliver our 'virtual Realising Potential Specialist' support using online technology.
 - 12.3 We envisage this enabling our tenants to be able to sign up via our web portal, where they can access a whole range of realising potential tools, including help with drawing up a Personal Success Plan and updating their progress. Whilst support from the Realising Potential Specialist will still be available for those who need it, we will have tenants who will prefer to develop their Personal Success Plan themselves using the wide range of resources we will have available online, anytime they need it.
 - 12.4 As the approach grows, we would then look to introduce more tools and resources for tenants to 'self-coach'. The programme will not be reliant on the Realising Potential Specialist being the only way of taking part. It will be possible to access the programme at any time if there is a need for it and the tenant is willing to engage.

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