
Tenancy Support (Leicester City Council Tenants)

Housing Scrutiny Commission

Date of meeting: 13/01/2026

Lead director/officer: Chris Burgin

Useful information

- Ward(s) affected: All
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- Report version number: V1

1. Summary

This report details the housing support offered and provided by Leicester City Council housing services to its tenants. Housing support is essential for many tenants to enable them to maintain successful tenancies and to prevent tenancy failure and homelessness. When a tenancy is first offered, the Property Lettings Team carry out escorted viewings with a prospective tenant and sign them up in person to the tenancy. The Tenancy Management service offers support to tenants once they move into their new home. The STAR and Help Beyond Housing teams provide support to our very vulnerable tenants with complex needs and the Income Management Team supports tenants to pay their rent and maximise their income.

2. Recommendation(s) to scrutiny:

Housing Scrutiny Commission are invited to:

- Note the contents of this report

3. Detailed report

3.1 Background

- 3.1.1 Leicester City Council manages approximately 19,000 council tenancies. One of our key responsibilities as a social landlord is to support tenants and prevent homelessness. The Housing Ombudsman and now the Housing Regulator have legal powers to ensure we provide good customer service to our tenants and treat them with respect.
- 3.1.2 Some of our tenants will be able to move into their new homes and not need significant support. However, we are finding that more and more people are now being housed with multiple support needs and chaotic lifestyles. The cost-of-living crisis is also impacting on all our tenants.
- 3.1.3 The Homeless Strategy 2023-2028 highlights that around half of singles presenting to homelessness services have support needs, and of those a quarter have mental health support needs and over 20% have complex support needs (2 or more issues). Many of

these people go on to be housed in council tenancies and for some it is their first tenancy.

3.1.4 Not everyone with complex needs requires support, some tenants cope well independently or have family and friends to assist. We target support to those tenants that really need our help and that is why we carry out checks, assessments and have an eligibility criterion for our specialist support services like the STAR (Supporting Tenants and Residents) service.

3.2 Support Provided by the Property Lettings Team

3.2.1 When an applicant is offered a property, they are invited to attend an escorted viewing and sign-up appointment with the Housing Allocation and Lettings Officer. Over the last year **790** escorted viewing and sign-ups took place. During the appointment, the officer will show them around the property, answer any questions they have, show them how to use the heating and provide them with information about the location of the stop tap, gas, electric and water meters. The officer will take meter readings and give them details of how to register with the utility companies.

3.2.2 During the appointment, the officer will:

- Support them to terminate their current tenancy (current Leicester City Council tenants).
- Arrange a first visit appointment with their Housing Officer.
- Support them to apply for the Housing Element of Universal Credit or complete a change of address for Housing Benefit as appropriate.
- Where they are leaving temporary accommodation, the officer will ensure that a Community Support Grant application is progressed as appropriate.
- Set up a direct debit to ensure rent payments are maintained and they don't fall into debt.
- Issue a decorating voucher to contribute towards the cost of decorating materials.
- Assist the applicant to complete their Council Tax application form and ensure relevant discounts are applied for.
- Identify any additional support needs that they may have and refer or signpost as necessary to:
 - STAR
 - Open Hands
 - Baby Basics
 - Local food banks
 - Local community shops
 - Vista
 - Occupational Therapy Team
 - Rent Management Advisor (IMT)
 - Family fund
 - SAAFA
 - British Legion
 - Help for Heroes
 - Vicarage relief fund
 - Charity Link

3.2.3 The officer will ensure that the property is ready to move into and meets the letting standard. However, there may be some additional work to be completed after the tenant has moved in such as garden clearance or external works. The tenant will be advised of what work is required and the officer will make sure that these are progressed with the Void Repairs Team.

3.2.4 The officer will ensure that the new tenant has access to Housing Online and explain how to report any repairs during the course of their tenancy.

3.2.5 The new tenant is provided with written advice regarding:

- 3.2.5.1 Asbestos in the home
- 3.2.5.2 Fire Safety
- 3.2.5.3 Legionella and water safety
- 3.2.5.4 Roof void (loft) safety sheet
- 3.2.5.5 Conditions of Tenancy

3.3 Support provided by Tenancy Management

3.3.1A sensitive let process is in place for those applicants with additional support needs coming from the single homeless pathway and a direct let is completed. Careful consideration is given to match to an appropriate property, considering area preferences and areas that applicants may not be able to live in because of potential restrictions. The impact on existing tenants is also considered when assessing the suitability of an allocation through the direct let process. For people with additional support needs already identified prior to their tenancy commencing, referrals to appropriate support services are made to assist them to set up their home and settle into a tenancy. It should be noted that most tenants have chosen and bid for properties themselves, through Leicester HomeChoice, the council's choice based letting scheme in line with housing legislation on allocations.

3.3.2 Housing Officers will carry out a first visit on all new tenants usually within the first 6 weeks. At these visits, checks are carried out and if additional support needs are identified our welfare and tenancy support procedures are instigated. This means a welfare support plan will be developed for the tenant and referrals made to appropriate support services.

3.3.3 The housing officer will provide low level advice and assistance and make referrals and signpost as appropriate. Referrals for support are often made to:

- Income Management Team
- Domestic abuse support services
- STAR
- Help Beyond Housing
- Children's Services
- Adult Social Care
- GP or Community Mental Health Team
- Fire Service/Police
- Community Safety/ Housing Anti-Social Behaviour Team

3.3.4 Housing Officers will provide initial support, but their main role is to oversee the case and ensure that the right specialist support services are working with the tenant. This can prove challenging as many tenants may not be ready to engage with services and the capacity of support services to take on cases maybe limited due to resourcing challenges.

3.3.5 At any point during the tenancy, a welfare visit may be conducted if it is identified that the tenant is struggling to cope in their tenancy. The Housing Officer will visit and ensure referrals to appropriate support are made to assist the tenant to stabilise their tenancy and to help improve their health and wellbeing, over the last year **1259** welfare visits were conducted.

3.3.6 The Housing Pop-up Offices have been set up in response to tenants requesting that they would like to speak to their housing officers face to face. Tenants can get information, advice and support at the pop ups, which are open from 11am to 3pm every week on the following days, at the venues listed below:

- Tuesdays at the New Parks Library & the Tudor Centre
- Wednesdays at Pork Pie Library & the BRITE Centre
- Thursdays at the Saint Matthews Centre & Thurnby Lodge Community Centre



One of the pop-up offices is pictured above, over the summer we had over 1,300 tenants attend the offices from March to June 2025. They are proving to be very popular, and we have housing officers and repairs staff in attendance to provide tenants with assistance. We are now looking to widen the service offer and exploring if Adult Social Care staff can attend the pop-ups too.

3.3.7 The housing service has also recently adopted the Vulnerability Policy, attached at **Appendix 1**, which has been disseminated to staff. The definition of vulnerability

has been agreed with council tenants, and it is recognised that people can have a long term or short-term vulnerability. The policy ensures that when staff are made aware that a household has vulnerabilities, this is recorded on the tenancy record so that all housing services working with the tenant will know how to assist the tenant. An example of a short-term vulnerability is if there has been a flood or fire at the property or if someone has been a victim of crime. The policy advises staff to be sensitive towards the tenant's needs in relation to their vulnerability or situation and to make reasonable adjustments to how the service is delivered.

3.3.8 During the winter months we have prepared information and advice for tenants to help them through any severe weather conditions. This includes what to do if pipes have frozen or burst, how to clear a blockage in the condensate pipe and who to call in an emergency. When severe weather has taken place, we will contact our most vulnerable and elderly tenants to check on their welfare and to ensure they are safe and have access to heating.

3.4 Support provided by STAR (Supporting Tenants and Residents)

3.4.1 The **STAR service** provides wrap around support; the service is committed to stabilising the tenancy to prevent homelessness by developing a personalised support plan with tenants. The service has an eligibility criterion that referrals must meet for cases to be supported. There are 5 community teams supporting Leicester City Council tenants and the service has been developed e around trauma informed practice. This year was the 25th anniversary of the STAR service and the successes of the service were celebrated with staff coming together over the summer, pictured below. The service receives many compliments and some of these are included in **Appendix 2**.



3.4.2 The service gets referrals from a range of sources, including internal council departments as well and partnership agencies such as the Police, in 2024/25, the service supported:

- **641** of the most vulnerable tenants with multiple disadvantage
- **151** cases presenting with abuse, suicide or self-harm
- **51** hoarding cases

- **322** households that had been homeless within 2 years
- **297** tenants who had poor mental health
- **200** vulnerable adults at risk of self-neglect
- **374** households that required help with furniture and household items
- **£324,553** income maximised for households on average per quarter

3.4.3 The STAR AMAL team has had specialist training, knowledge and specific experience of working with newly arrived refugees and has extensive experience of the practicalities of managing refugee families fleeing conflict and persecution. The team is multi-cultural and multi-lingual, with team members from Morocco, Tunisia, Iraq and Ukraine, speaking many languages including Arabic. In 2015 the team was set up to resettle 45 Syrian families under the Vulnerable Persons Resettlement Scheme (VPRS).

In 2021 the team began to provide support to 230 Locally Employed Staff (LES), evacuated from Afghanistan, who had been supporting the coalition forces in Afghanistan. The team has resettled 20 families, with 4 more expected in 2026. The team now also run the Leicester Home for Ukraine scheme and has supported 167 households with mainly sponsorship arrangements in the city.

Case Study - Jenny's Story (Not their real name)

Jenny was referred to STAR, she had recently lost her husband, had a history of homelessness, hoarding, mental ill health, learning difficulties, self-neglect, suffered from domestic abuse, suffered from epilepsy and was digitally excluded. Jenny struggled to read and write, and did not like to use the phone. In one year, she had had over 60 admissions to A&E due to self-harm and suicide attempts.

6 professional meetings were held, 62 home visits, 21 home visits where Jenny failed to attend. The support worker sent over 400 emails on the tenant's behalf, received over 100 phone calls, from agencies and nearly 300 phone calls from the tenant.

STAR helped with tenancy sustainment, accessing support around grief, income maximisation, managing rent arrears, obtaining furniture, aid and adaptations, accessing health services, setting up payment plans, managing benefit claims, daily living skills and managing home environment, building relationships with other services and emotional support.

STAR helped Jenny clear her rent arrears, organised council tax support, assisted her to make a Universal credit claim, where she was eventually placed in the limited capability for work and work-related activity.

STAR supported Jenny to access the right support for her mental ill health. This included supporting the Community Care Assessment. This resulted in referral for Enablement Support.

Jenny still has challenges around her mental health, but she is reading, has joined the library and is mostly engaging with support services. She has a good relationship with her Housing officer and CPN. Her rent account is clear, and she continues to pay her bills. She occasionally contacts STAR, if she needs assurance.

3.4.4 The **Help Beyond Housing (HBH) team** is a joint project with the Department of Health set up in July 2023. The team are working with tenants with the most complex needs, who have a combination of drug, alcohol and mental health issues. Often coming from a background of entrenched rough sleeping, who are not coping in tenancies. The team is providing intensive targeted floating support to assist people into recovery in partnership with Health and Drug and Alcohol Services in the city. Some of these individuals may have worked with treatment services in the past and some will be referred for the first time. The team have been working with **121 cases** over the last year. Due to the hard work of this team, no tenants are currently rough sleeping. The team have also assisted in providing support to maximise income of tenants with a total of £287,608 during its two-year period. Tenants have also been able to be supported via a personal budget with £54,000 being provided in the year 2024-25.

Case Study - Joe's Story (Not their real name)

Joe was at risk of eviction, has cognitive impairment and is a heavy cannabis smoker, both issues leading to lack of engagement with services. Joe under occupying a property and not being able to pay the bedroom tax and in council tax arrears. Joe was digitally excluded and has physical disabilities.

26 home visits (14 of which were failed attempts but helped to secure engagement)

16 agency visits (mainly to support with accessing GP and support around benefits) were carried out.

Support worker managed to get Jo to engage, fill in a housing application, met with Joe weekly to bid for suitable properties. Appealed against benefit sanctions and applied for a Housing Support Grant to clear his arrears. Enabled Joe to access health services and GP, advocated on Joes behalf to get him the health services he needed.

Joe has now moved to more affordable ground floor accommodation that meets his physical health needs.

3.4.5 Zip Trainer Accommodation Project

January 2025 saw the team open the Zip Trainer Accommodation Project officially, the residents in the 11 trainer flats are now interacting with each other in a positive way. The trainer accommodation provides tenants with training on life skills to help them manage a tenancy before they are allocated a council property. A few of the residents have now moved onto independent tenancies after receiving the training and are now successfully managing on their own homes. Support will continue with these tenants on an intensive basis for 3 months to ensure that tenancy sustainment skills learnt are built on and supported, and all tenants will be monitored for a further 2 years to assist Tenancy Management with support if identified.

3.5 Support provided by Income Management Team

- 3.5.1 Within the Income Management Team there is a specialist group of **8 Rent Management Advisors** (RMA) responsible for supporting our most vulnerable tenants, or those with complex needs with claiming and maintaining Universal Credit claims. They have been helping tenants set up e-mail accounts, supporting people to make and manage their UC claims, supporting tenants with backdated payments and reconsideration of welfare benefits and encouraging people to consider digital learning courses. Additionally, they are regularly conducting research and sharing information within the team so we can respond to tenants needs and provide the most appropriate advice.
- 3.5.2 The RMAs received a total of **1,111 referrals** which is **9% higher** than at the same point in the previous year and **77%** from the total number of referrals had an identified vulnerability disclosed by the tenant.
- 3.5.3 The cases are separated into two types of support 'Short-Term' usually up to two months and 'Long-Term' up to six months. From the **883** cases that have been closed so far, a total of **81%** of the tenants required **short-term support** in making benefit claims or basic budgeting advice and the remaining **19%** required **longer-term support** to help manage their claims and also, to apply for any additional elements within their claim for example, Limited Capability for Work Related Activity. This is worth an extra **£423.27 per month** to tenants, however it can take several months for this to be awarded as tenant would usually be required to complete a Work Capability Assessment (WCA) to qualify for this payment.
- 3.5.4 The referrals were marked within a priority banding high, medium, and low. **High** defines tenants at immediate risk of homelessness i.e., pending evictions which amounted to **28%** from the **1,075 referrals received**. **Medium** priority referrals where tenants who were at risk of court possession proceedings equated to **59%** of the referrals. **Low** priority referrals where tenants had low level arrears with no legal action being considered were **13%**.
- 3.5.5 The team pursue legal action only as a last resort when all opportunities to sustain tenancies have been exhausted. From the 883 closed cases, **8%** of cases were pursued with **legal actions** due to non-engagement or persistent non-payment despite RMA intervention. This demonstrates that **92%** of households were supported with **tenancy sustainment** and any threat of possession proceeding as removed. On current and active cases, it demonstrates there is further scope to provide tenancy sustainment and support. For ongoing eviction cases RMAs provide frequent support and maintain efforts to engage with tenants until such time the eviction is cancelled or goes ahead.
- 3.5.6 RMA's supported tenants to claim welfare benefits, discretionary housing payments (DHP), backdated payments, reconsiderations, and underpayments. In the last 12 months a total value of **£398,000** was achieved by supporting **883 households**. This amount includes any potential entitlements for the next 12 months for disability related benefits which are awarded for a minimum of 12 months before reviewed.
- 3.5.7 Due to RMA involvement and contributions in rent arrears cases the total value of **reduction in rent arrears** through RMA intervention equated to **£372,000**. This figure has been drawn out by taking the value of rent arrears at case opening stage and

subtracting this from the value at the time of closing the case, resulting in the difference RMA intervention made to the rent arrears.

3.5.8 RMAs measured “Soft Outcomes” to help identify tenants confidence levels *after* their support had ended. It also helped to determine if the tenant felt empowered to be able to manage their claims for benefits without support in the future. An initial assessment gives scores between 1 and 5 based on tenant confidence. When the case is closed the assessment is then carried out again and re-scored to establish any improvement. If the score is higher than when the support initially started, it demonstrates an improvement in tenants’ confidence. Based on the 883 closed cases, **70%** of tenants confirmed they had a **marked improvement** in their level of confidence. The remaining **30%** were tenants who felt their confidence levels **did not improve** or did not engage with the service.

4. Financial, legal, equalities, climate emergency and other implications

4.1 Financial Implications

There are no direct financial implications arising from this report, as it provides an overview of the tenancy support already delivered within the existing HRA budget. The teams referenced - Property Lettings, Tenancy Management, STAR, Help Beyond Housing and Income Management - are all funded from current budgets, and the report does not outline any new spending commitments. Any future proposals for service expansion, additional staffing or any other changes would need separate consideration and approval

Signed: Jade Draper, Principal Accountant

Dated: 26/11/2025

4.2 Legal Implications

Tenancy support is a vital service for tenants who are unable to or find it difficult to manage their tenancy, whether due to health concerns or due to matters outside their control.

Where effective and considered assistance is available, a tenant is more likely to engage and understand the Council’s expectation of them as a tenant, in line with the Terms and Conditions of Tenancy. They would be less likely to breach the T&C’s or if they are in such position, would be more likely to be able to recover from that position where support is available.

Litigation (specifically proceedings such as for possession) should be reserved as an action of last resort, after all other available avenues have been exhausted. The litigation pre action protocols require an engaged approach with the tenant to explore the circumstances around the breach of tenancy and steps which can be taken to remedy the situation without the tenant losing their home. The Court will be keen to discover the assistance offered to the tenant by its landlord. The question is one of reasonableness, to balance hardship and fair result.

Signed: Shazmina Ghumra
Principal Lawyer – Civil Litigation

Dated: 1/12/2025

4.3 Equalities Implications

Our Public Sector Equality Duty (PSED) requires us to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between those who share a protected characteristic as defined by the Equality Act 2010 (sex, sexual orientation, gender reassignment, disability, race, religion or belief, marriage and civil partnership, pregnancy and maternity, age) and those who do not. The Council also has an obligation to treat people in accordance with their Convention rights under The Human Rights Act, 1998.

In keeping with our PSED, we are required to pay due regard to any negative impacts on people with protected characteristics arising from our decisions (and this would include decisions on how we deliver our services) and put in place mitigating actions to reduce or remove those negative impacts. It is recommended that Equality Impact Assessments (EIAs) are undertaken as appropriate.

The report provides an overview of the housing support offered and provided by Leicester City Council housing services to its tenants. The council aims to help sustain tenancies, prevent unnecessary evictions and support tenants who may be vulnerable or facing difficulties. By ensuring that housing and tenancy support services officered by the council are delivered fairly and accessibly to all, regardless of protected characteristics. Housing services offer support and assistance as required and the housing pop up offices have been successful providing tenants the opportunity to liaise face to face with officers.

Signed: Sukhi Biring, Equalities Officer

Dated: 26/11 /2025

4.4 Climate Emergency Implications

Housing-related energy consumption is responsible for 33% of carbon emissions in Leicester. Following the council's climate emergency declaration and ambition to achieve net zero carbon emissions addressing these emissions is key, particularly within the council's own housing stock, where it has the greatest level of influence and responsibility.

The council's management of its housing should include identifying opportunities to reducing emissions from properties, such as increased insulation, use of low energy lighting and appliances, the installation of low carbon heating and renewable systems and provision of home energy advice for tenants. These measures could also improve housing conditions and reduce energy bills for tenants. Various schemes have been and continue to be delivered within the council's housing service to deliver such improvements to various properties.

Signed: Phil Ball, Sustainability Officer, Ext 372246

Dated: 24th November 2025

4.5 Other Implications

Signed:

Dated:

5. Summary of appendices:

Appendix 1 – Vulnerable Person Policy

Appendix 2 - STAR Compliments

Appendix 1

Leicester City Council Housing Division



Vulnerable Person Policy

Version control

Version	Date	Changes	Owner
1.0	March 2024	Created	
2.0	July 2025	Amendment made TSP comments added	Programme Manager
2.1	July 2025	Corrections made	

1. Purpose of Policy

This policy statement sets Leicester City Council's Housing Division's commitment to assisting vulnerable people to ensure they can access services and promotes inclusion and equality.

We aim to ensure that all customers have the opportunity to have good quality services delivered to them and acknowledge that some people may face barriers which may prevent access.

The policy statement does not mean that each and every tenant has a right to be treated as a vulnerable person. We will assess the risk to the person posed by any vulnerability and use this assessment to tailor services as appropriate and consider each case on its own merits.

Throughout this policy we refer to our customers, by which we mean our tenants and members of their household along with our prospective tenants. This policy also applies to our Homecome customers and our Leaseholders (where appropriate).

2. Definition of Vulnerability

The Housing Division of Leicester City Council (LCC) will consider someone to be vulnerable where:

They are an individual or part of a household who are experiencing difficulties with everyday living.

or

customers who have a particular characteristic and/or experience an exceptional life event and are currently unable to act independently and/or are unable to cope with managing their tenancy without additional support.

This does not mean that everyone who meets the definition is vulnerable, we will assess each case on its merits. We do not define entire demographic groups as vulnerable by default.

In addition, we recognise that vulnerability may not always be permanent. Someone may be deemed to be vulnerable for a relatively short period of time. Vulnerability may need bespoke interventions.

Examples of short-term vulnerability can include life events which are outside a customer's direct control such as:

- Major upheaval caused by an unforeseen event such as fire, flood or structural damage to their home.
- Loss of income or sudden change to finance
- Relationship breakdown
- Being the victim of a crime

- Being the victim of antisocial behaviour
- Bereavement

Examples of long-term vulnerability may include:

- A disability or long-term condition,
- Elderly,
- Households with children,
- Self-neglect, hoarding or related other behaviour.

There are other examples where a customer may be vulnerable such as:

- Period of illness or sickness which is not life threatening
- Is a survivor or victim of Domestic Abuse
- Care leaver
- Substance misuse
- Difficulties reading / writing
- Providing intensive care to another person.
- English not spoken as first language
- Digitally excluded.

We recognise that it is the interaction of a number of factors which will determine how vulnerable a person is at any point in time and how much additional assistance (if any) they may require to access services.

We understand that sometimes people lack the capacity to make decision for themselves (under the Mental Health Capacity Act) and that this can be short term or long term. Where a person lacks capacity, we will work with advocates, carers, legal representatives or statutory services to achieve the best outcome for them.

3. Our Approach

The overarching principle of our policy is to offer appropriate support, advice and guidance to vulnerable people to enable them to receive the best possible services. Each case will be dealt with as an individual matter reflecting that people need assistance at different stages of their lives and in different circumstances. There is no “typical case” and dealing with vulnerability cannot be mapped out as linear process.

When dealing with vulnerable customers we will use the following as a guide:

- We want to empower customers, and allow them to make their own choices,
- Assisting customers to access services,
- Tailoring our approach by making reasonable adjustments to processes where appropriate to accommodate a customer’s individual needs,
- Considering a customer’s vulnerability when making decisions about services,
- Minimising disruption and distress,
- Ensuring all sections of the diverse customer base can access services,
- Taking a multi-agency approach.

- Take into account the specific individual needs of the person and their household.

We recognise that on some occasions we will not be able to meet all of the need of a person. In these cases, we will work with them and advocates to achieve the best solution.

Offering support relies on co-operation. If the vulnerable person does not engage with our processes, there may be times where we cannot make any changes to our services. In these cases, we will proceed sympathetically but there may be instances where we have no choice but to take enforcement action.

When dealing with cases where a customer is in breach of the Conditions of Tenancy, their behaviour is causing a nuisance to others, is a threat to the safety of staff or other customers or is acting in such a manner we believe that a tenant is not capable of managing or sustaining a tenancy, having a vulnerability will not prevent us from taking appropriate action. In these cases, we will consider the matter and balance the needs of other residents with the needs of the individual.

4. Training and staff support

We will regularly provide clear guidance and training for staff on identifying the signs of vulnerability and safeguarding.

We will ensure that staff are aware on how to make appropriate referrals, and empower staff to make decision to assist vulnerable people

5. Service Delivery

It is the responsibility of relevant staff in the housing division to act in accordance with this Policy Statement by taking ownership of service delivery and recognising vulnerability.

A customer does not need to explicitly express that they or a member of their household is vulnerable in a particular situation. Staff will make an assessment of a person's vulnerability and consider what additional support is needed to deliver a service. This will vary from service area to service area, but may include:

- allowing additional time to complete tasks,
- arranging joint visits with other staff members / advocates to provide support and assurance,
- offering additional services, such as moving furniture to access areas to carry out repairs or arranging daytime welfare facilities allowing a person to be away from the property while a repair is carried out,
- allowing longer for customers to answer their door when we call for an appointment,
- arranging a joint visit of servicing engineers with carers or another person,
- visits in person where we would normally provide a phone service,
- explain a letter over the phone in addition to sending it.

This list is not exhaustive, and consideration must be given to both the service being delivered and the individual needs of the customer.

We expect that staff consider a person's individual needs when delivering services and where vulnerability is identified, ensure this is recorded appropriately in case notes to back up decision making.

We will use feedback from residents who have a vulnerability when shaping services and revising the policy

6. Advocates and Support

We will allow customers to be supported by a representative or advocate in interactions about the services. To enable this, we will ensure that we have permission from the customer to disclose information and will record this appropriately.

7. Multi agency approach.

Housing Division staff will make appropriate safeguarding referrals and attend any necessary multi-agency meetings both statutory and informal to deliver services to vulnerable customers.

8. Equality and Diversity

LCC will apply this policy to any vulnerable customer regardless of protected characteristics.

Where necessary we will store information about a person's vulnerability on our ICT systems and use this information when delivering services.

9. Data Protection

We will work in line with our data protection policies when handling personal data about vulnerability.

Appendix 2

STAR Compliments

My STAR worker was my lifeline, we have been through so much, we could not have managed without her, we were so down with everything, but she was there for us.

I moved into my first tenancy after being homeless for a long time. My STAR worker was very patient with me and helped me get a bank account. I couldn't remember things and she visited me at home, now I feel better she has encouraged me to do ESOL and go out alone. Thank you

My STAR worker did absolutely everything for me and went the extra mile for me. I was able to be myself and she was my voice.

When STAR got involved, I had no furniture-I left my husband due to DV. My STAR worker listened to me. She made my house a home. I am in a better place with my own home and daughter. Thank you for all your support.

My STAR worker is amazing, on top of things, reliable, productive, show empathy and a good listener, she is a ✨

My star workers biggest attribute was he listened to me and understood my good days and my bad days