



**Service
Integration**

Brisbane Synthesis Series Tenancy Sustainment Workshop Report & Recommendations

Toward a Foundational Tenancy Sustainment Framework

2025



Contents

- 1. **Executive Summary** 3
- 2. **Introduction**..... 5
 - 2.1 Purpose of the report..... 5
 - 2.2 Workshop overview 5
 - 2.3 Report structure..... 5
- 3. **Workshop Content** 6
 - 3.1 Keynote presentation by Dr. Cameron Parsell..... 6
 - 3.2 Showcase presentation by the Salvation Army..... 7
 - 3.3 Panel discussion highlights..... 8
 - 3.4 Attendee engagement & collective priorities..... 10
- 4. **Key Insights & Recommendations**..... 11
- 5. **Toward a Foundational Tenancy Sustainment Framework** 14
 - 5.1 Five key pillars..... 14
 - 5.2 Pillar one: foundational elements..... 16
 - 5.3 Pillar two: advanced elements 23
 - 5.4 Pillar three: enhanced & responsive support 25
 - 5.5 Pillar four: innovative & future-ready enhancements 28
 - 5.6 Pillar five: monitoring, evaluation & continuous improvement..... 31
- 6. **Conclusion**..... 34

1. Executive Summary

Secure and sustainable housing is fundamental to individual and community wellbeing. However, many tenants face systemic and structural challenges that impede tenancy sustainment, including financial insecurity, inconsistent support systems, and policy gaps that fail to address their needs. The Brisbane Synthesis Series workshop brought together sector experts and housing practitioners to explore these challenges and co-develop practical solutions.

Key insights from the workshop

- **Addressing structural barriers and expanding financial supports:** Sustainable funding models, proactive engagement, and evidence-based approaches help prevent tenancy breakdown.
- **Strengthening community resilience and tenant leadership:** Tenant-led initiatives, peer support networks, and community-building efforts enhance engagement and housing stability.
- **Advocating for systemic reform and cross-sector collaboration:** Integrated service delivery, government-backed funding solutions, and policy change are needed to address systemic inequities.
- **Enhancing practical tenancy sustainment strategies:** Early intervention mechanisms, proactive tenancy monitoring, and flexible brokerage funding ensure tenants receive timely, tailored support.
- **Strengthening community cohesion:** Accessible health services, tenant-led community initiatives, and practical solutions promote safer, more inclusive housing environments.

The Five-Pillar Framework for Tenancy Sustainment

Building on insights from the workshop, this report presents a Foundational Tenancy Sustainment Framework which brings key strategies together into a structured and adaptable model. The Five-Pillar Framework is as follows:

1. **Foundational Elements:** Strengthening early intervention, community-based support, and financial empowerment.
2. **Advanced and Responsive Support:** Expanding culturally competent, data-driven, and tenant-led approaches.

3. **Enhanced and Targeted Interventions:** Tailoring support for diverse tenant groups, including families, young people, and people with disabilities.
4. **Innovation and Future-Ready Enhancements:** Leveraging technology, sustainability initiatives, and financial models to improve long-term tenancy sustainment.
5. **Monitoring, Evaluation, and Continuous Improvement:** Embedding data-driven learning and tenant feedback to refine strategies over time.

Next Steps

Many of these approaches are already in place across the sector. This framework is intended to build on and strengthen existing efforts, ensuring tenancy sustainment strategies are coordinated, flexible, and tenant-centered.

Continued collaboration across government, housing providers, and support organisations will be key to:

- Embedding tenant voice into housing and support services
- Expanding financial assistance models that provide greater flexibility
- Strengthening cross-sector coordination to better support tenants
- Investing in long-term, community-led approaches to tenancy sustainment

By reinforcing and expanding what works, this framework provides a practical approach to tenancy sustainment - one that evolves with the needs of tenants, communities, and service providers.

2. Introduction

2.1 PURPOSE OF THE REPORT

This report synthesises insights from the Brisbane Synthesis Series Tenancy Sustainment Workshop, outlining key takeaways and a pathway toward a foundational tenancy sustainment framework. The goal is to provide housing providers, policymakers, and community organisations with evidence-based recommendations and practical strategies for supporting tenants to maintain long-term housing stability.

2.2 WORKSHOP OVERVIEW

The workshop included:

- **Keynote Presentation:** Dr. Cameron Parsell explored the structural and policy challenges impacting tenancy sustainment.
- **Showcase Presentation:** The Salvation Army demonstrated a tenant-led, community-driven approach to housing stability.
- **Panel Discussion:** Sector experts shared insights on financial support, advocacy, peer leadership, and community-building.
- **Attendee Engagement:** Attendees contributed to defining key priorities and practical recommendations.

2.3 REPORT STRUCTURE

This report follows a progressive structure:

1. **Workshop Summary:** Key insights from speakers, panels, and attendees
2. **Key Insights & Recommendations:** A synthesis of actionable strategies
3. **Toward a Foundational Tenancy Sustainment Framework:** A structured model to guide future tenancy sustainment efforts

3. Workshop Content

3.1 KEYNOTE PRESENTATION BY DR. CAMERON PARSELL

Dr. Parsell's keynote underscored the importance of addressing systemic and structural challenges impacting tenancy stability, advocating for a holistic, data-driven, and policy-informed approach to tenant support. His research identifies that housing insecurity is often shaped by systemic barriers, including financial hardship, limited social networks, and gaps in mental health support and highlights how housing instability not only exacerbates individual vulnerabilities but also erodes community cohesion and perpetuates marginalisation.

Key Insights:

- **Addressing Structural Causes of Tenancy Instability**

Dr. Parsell underscored that tenancy sustainment requires addressing root causes such as financial instability, social isolation, and lack of access to mental health services. These structural vulnerabilities are often compounded by systemic inequities, highlighting the need for integrated support systems that go beyond resolving immediate issues like rent arrears.

- **Systemic and Policy Challenges**

Parsell pointed to significant gaps in funding mechanisms, particularly for people ineligible for NDIS, which creates barriers to accessing essential housing-related resources. He advocated for sustainable, government-backed funding models to bridge these gaps, ensuring continuity and effectiveness in tenant services. Additionally, he highlighted the high costs associated with forced exits, calling for a preventive approach to minimise disruptions and associated expenses.

- **Data-Driven Frameworks for Long-Term Impact**

Emphasising the importance of evidence-based practices, Parsell recommended leveraging data to monitor tenant progress and refine support strategies. A data-driven approach ensures efficient resource allocation. It also allows service providers to adapt interventions to tenants' evolving needs, reducing the risk of future tenancy losses.

- **Advocacy for Policy Change**

Parsell stressed the necessity of sustained government advocacy to create systemic change. By prioritising investment in tenant support and prevention strategies, policymakers can address long-term socioeconomic factors that drive housing instability. Advocacy for inclusive funding models and proactive interventions will be critical for fostering resilience and equity in housing systems.

Dr. Parsell's insights call for a shift in focus, from reactive responses to proactive, systemic solutions that prioritise prevention, sustainability, and community well-being. His research serves as a compelling call to action for policymakers, service providers, and advocates to work collaboratively toward building a more equitable and stable housing landscape.

3.2 SHOWCASE PRESENTATION BY THE SALVATION ARMY

Milly Nixon and Jocelyn Harrison presented a community-driven model developed by The Salvation Army, which utilised community development practice to focus on fostering strong, resilient communities by extending support beyond immediate housing needs.

Their approach includes tenants as key actors in planning and decision-making based on their shared goals and concerns. This inherently builds social connections, encourages leadership and allows space for those living together to cultivate a sense of shared purpose and responsibility.

Core Elements:

- **Foundational Community Development**

The Salvation Army's model is based on placed-based participatory community development practice, involving listening and understanding what is important to people living in place together. By engaging tenants through canvassing, workers can bring together those with shared goals or concerns. Supporting tenants to co-design what this action looks like helps strengthen social connection, builds relationships with neighbours, and cultivates a sense of shared responsibility within the community. Community building events that result from this process therefore create opportunities for tenants to forge meaningful relationships and develop trust in their environment.

- **Sharing Power Through Co-Design of Initiatives**

A cornerstone of the Salvation Army's approach is sharing decision-making power so tenants can explore and action how they would like to engage with each other in place.

This involves facilitating discussions around what are shared aspirations or concerns between tenants, exploring what resources exist to achieve these and supporting individuals to unpack what their own contribution may be. By encouraging tenants to take ownership of their community's development, rather than a service imposing what this looks like, the model nurtures leadership, self-reliance, and a deep sense of pride.

- **Facilitator Role in Tenant Leadership**

Rather than imposing solutions, the Salvation Army acts as a facilitator, guiding tenants to identify and pursue their own initiatives. This emphasis on autonomy helps tenants build confidence, take initiative, and lead community efforts, reinforcing their sense of agency and supporting sustainability beyond the service landscape.

- **Building Relationships and Trust**

Trust and open communication are foundational to this model. By engaging tenants in informal discussions about their goals and experiences, the Salvation Army creates a safe space for tenants to feel valued and supported. This approach not only reduces isolation but also strengthens community cohesion, fostering an inclusive and supportive environment.

Nixon and Harrison's presentation underscored the transformative potential of community-led support strategies. By prioritising shifting power to support tenant leadership, trust-building, and collaborative development, the Salvation Army's approach offers a scalable model for fostering resilient communities connecting in place, together.

3.3 PANEL DISCUSSION HIGHLIGHTS

The expert panel explored practical strategies for tenancy sustainment, emphasising the critical roles of advocacy, flexible financial support, and integrated community services in promoting stability and preventing homelessness.

Key takeaways:

- **Advocacy as Essential Support**

Advocacy ensures tenants have a strong voice in decisions affecting their housing. Panellists emphasised the role of case managers and support workers in partnering with tenants to navigate complex systems, access resources, and strengthen self-advocacy

skills. Rather than speaking on behalf of tenants, case managers collaborate with tenants to build their confidence and ensure they can assert their rights and choices.

- **Flexible Brokerage Funding**

The panel underscored the importance of flexible funding solutions, such as brokerage funds, to address unexpected financial challenges that could destabilise tenancies. These funds can be used creatively, covering urgent needs like rent arrears, utility payments, or minor property repairs. For example, Home Assist and QCC funding were cited as versatile resources to bridge gaps during crises, ensuring tenants receive timely support to maintain stability.

- **Addressing Neighbourhood Fatigue**

Supporting tenants in navigating challenges that may impact community relationships requires a dual approach: providing accessible on-site services and fostering proactive engagement with the broader community. Panellists suggested integrating mental health and addiction services to address challenging behaviours and reduce disruptions. Additionally, fostering regular dialogue with neighbours can build understanding, empathy, and a more harmonious community environment. Simple tools (like doorstops to prevent property damage) were also mentioned as low-cost and practical interventions to address common challenges.

- **Peer Support and Lived Experience**

Lived experience was recognised as a powerful tool for fostering connection and understanding. Peer-led support groups – facilitated by individuals with lived experience – create spaces for shared learning and community support, provide tenants with relatable guidance, reduce feelings of isolation, and cultivate mutual empathy. These groups also contribute to a supportive community culture, empowering tenants through shared experiences.

The panel's discussion highlighted the need for a multifaceted approach to tenancy sustainment - one which combines effective advocacy, innovative financial solutions, integrated support services, and community-building efforts. By addressing challenges holistically and prioritising collaboration, these strategies offer a pathway to more stable and resilient tenancies.

3.4 ATTENDEE ENGAGEMENT & COLLECTIVE PRIORITIES

The interactive sessions captured key themes from attendee discussions, reinforcing the need for:

- Tenant-led decision-making in housing policies
- More responsive, non-restrictive financial assistance models
- Greater collaboration between service providers, housing agencies, and tenants

“Dr. Parsell’s insights call for a shift in focus, from reactive responses to proactive, systemic solutions that prioritise prevention, sustainability, and community well-being.”

Keynote presentation

“By prioritising shifting power to support tenant leadership, trust-building, and collaborative development, the Salvation Army’s approach offers a scalable model for fostering resilient communities connecting in place, together.”

Showcase presentation

“The panel’s discussion highlighted the need for a multifaceted approach to tenancy sustainment... By addressing challenges holistically and prioritising collaboration, these strategies offer a pathway to more stable and resilient tenancies.”

Panel discussion

4. Key Insights & Recommendations

This section synthesises the key themes and actionable strategies that emerged from the Brisbane Synthesis Series Tenancy Sustainment Workshop. Drawing on insights from Dr. Cameron Parsell's keynote, The Salvation Army's community-driven model, the panel discussion, and the interactive convergence exercise, the following points highlight practical interventions to enhance tenancy sustainment and prevent homelessness.

1. Addressing Structural Vulnerabilities

- **Tackling Root Causes**

Financial hardship, limited social connections, and gaps in mental health services can create housing challenges. Addressing these requires integrated support systems that focus on long-term prevention, not just immediate relief (e.g., resolving rent arrears).

- **Sustainable Funding Models**

The gaps in funding, particularly for non-NDIS clients, leave many tenants unsupported. Dr. Parsell advocated for government-backed, sustainable funding solutions to close these gaps, emphasising the high costs associated with forced exits and advocating for preventive measures to reduce disruptions.

- **Evidence-Based Practices**

Leveraging data-driven frameworks to monitor tenant progress, allocate resources efficiently and tailor interventions are vital to fostering long-term stability.

2. Building Resilient Communities

- **Foundational Community Development**

Engaging tenants through canvassing and informal discussions to understand their shared goals and aspirations, alongside the co-design of related community action builds trust, strengthens relationships and creates a shared sense of responsibility within communities.

- **Sharing Power Through Co-Design of Initiatives**

Sharing power to enable community-led projects cultivates leadership, mutual accountability and pride among tenants.

- **Facilitator Role**

Acting as a facilitator rather than imposing solutions allows tenants to take ownership of community development and fosters their autonomy and confidence.

- **Trust and Relationship Building**

Informal, consistent engagement with tenants reduces isolation and builds inclusive and cohesive communities.

3. Advocacy and Policy Reform

- **Government Advocacy**

Sustained advocacy for inclusive funding models and proactive interventions is essential for addressing structural inequities in the housing system.

- **Policy Change**

Dr. Parsell's call for systemic reforms emphasised the need to prioritise tenant support within broader socioeconomic frameworks to foster resilience and equity.

4. Practical Strategies for Tenancy Sustainment

- i. **Early Intervention and Ongoing Monitoring:** Regular assessments and contact with tenants allow tenancy managers to identify and address emerging issues, such as financial stress or health challenges, before they escalate.
- ii. **Proactive Notifications and Follow-ups:** Systems that flag missed payments or other distress indicators enable early intervention, stabilising tenancies before challenges worsen.
- iii. **Flexible Brokerage Funding:** Access to creative funding solutions (e.g., Home Assist, QCC funding) allows tenancy managers to address urgent needs, such as rent arrears, utility bills, or repairs, preventing financial crises from destabilising tenancies.
- iv. **Advocacy as Essential Support:** Case managers partner with tenants to navigate complex systems, exercise their rights, and engage with landlords, providing additional support where needed to strengthen tenant-led advocacy efforts.

5. Addressing Neighbourhood Fatigue

- **On-Site Support Services**

Mental health and addiction services help tenants address underlying behaviours that impact community harmony.

- **Community Engagement**

Fostering understanding and empathy through regular dialogue with neighbours promotes cohesion. Practical interventions, such as simple tools like doorstops to prevent property damage, offer cost-effective solutions to common challenges.

6. Harnessing Lived Experience

- **Peer Support Groups**

Facilitated by individuals with lived experience, these groups provide tenants with relatable guidance, foster mutual empathy, and contribute to a supportive community culture.

Key insights are: addressing structural vulnerabilities, early intervention, tenant empowerment, financial flexibility, and multi-agency collaboration into a holistic, person-centred approach.

Key insights

5. Toward a Foundational Tenancy Sustainment Framework

The Tenancy Sustainment Framework provides a multi-layered, tenant-centered approach to maintaining stable housing. Built upon the key insights and recommendations outlined above, this structured model integrates early intervention, tenant empowerment and leadership, financial flexibility, and systemic multi-agency collaboration into an adaptable approach for tenancy sustainment.

Designed as a guiding structure, the framework can be tailored by housing providers, policymakers, and support organisations to suit different contexts. It prioritises proactive, collaborative, holistic and person-centered strategies to foster long-term housing stability.

5.1 FIVE KEY PILLARS

The Foundational Tenancy Sustainment Framework is built on five interconnected pillars that collectively support long-term housing stability and tenant empowerment. These pillars reflect foundational, responsive, and future-focused strategies to prevent tenancy breakdown and promote sustainable solutions.

1. Foundational Elements: Establishing the core conditions for tenancy sustainment through proactive, community-based, and financial support mechanisms. This includes early intervention, a community-centred support model, financial empowerment, integrated cross-sector collaboration, and access to health and wellness services.

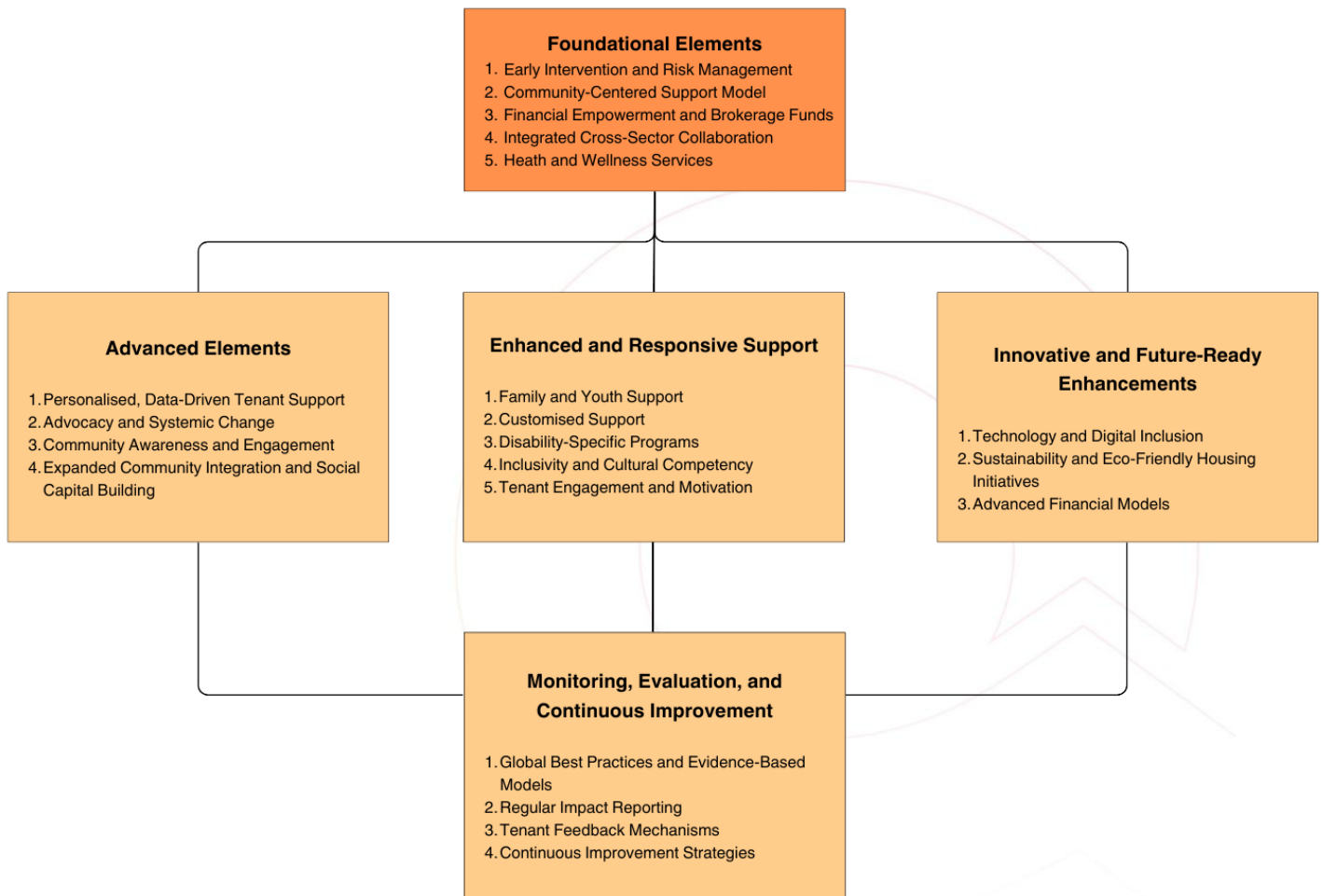
2. Advanced and Responsive Support: Enhancing tenant engagement through personalised, data-driven, and culturally competent services that address diverse needs. This involves advocacy, systemic change, community awareness, and expanded social capital building.

3. Enhanced and Targeted Support: Providing tailored interventions that focus on specific tenant groups and evolving challenges in tenancy sustainment. Key considerations include family and youth support, disability-specific programs, inclusivity, and strategies to strengthen tenant engagement and motivation.

4. Innovation and Future-Ready Enhancements: Adapting to emerging challenges through technology, sustainability, and advanced financial models. This pillar focuses on digital inclusion, eco-friendly housing initiatives, and innovative financial approaches to improve tenancy stability.

5. Monitoring, Evaluation, and Continuous Improvement: Ensuring that tenancy sustainment strategies remain effective through data-driven insights and ongoing refinement. This includes global best practices, regular impact reporting, tenant feedback mechanisms, and continuous improvement strategies.

The Foundational Tenancy Sustainment Framework is visually represented in the image below, illustrating how these five pillars interconnect to create a holistic, tenant-centred approach to housing stability. Each pillar contributes to a structured yet adaptable model that can be tailored to different housing contexts and community needs. In the following sections, we explore each pillar in greater detail.



5.2 PILLAR ONE: FOUNDATIONAL ELEMENTS

1. Early Intervention and Risk Management

- **Structured Risk Assessments**
 - **Responsive Support Framework:** Establish a process that recognises tenants' unique circumstances and prioritises timely, tailored support to meet their evolving needs. For example, tenants facing financial pressures can be supported with flexible brokerage options to sustain their housing stability, while others facing non-immediate challenges might require gradual, supportive interventions.
 - **Mental Health Screening and Early Support:** Include regular mental health screening as part of tenant assessments to identify those who might benefit from early interventions. Provide counselling services or refer tenants to local mental health professionals.
 - **Trauma-Informed Tenant Onboarding:** Implement trauma-informed practices during tenant onboarding, ensuring that staff recognise potential triggers and avoid retraumatising individuals who may have faced past housing instability or abuse.
 - **Proactive Mental Health Services:** Embed mental health support within housing programs by training staff to recognise early signs of distress, ensuring access to a range of therapeutic options (including peer support, culturally responsive practices, and trauma-informed care) and providing regular well-being check-ins.
 - **Dynamic Risk Monitoring:** Implement a system for real-time monitoring of risk factors (e.g., employment status changes, health crises) to identify fluctuations in tenant stability. This could include monthly check-ins or automated alerts for key indicators like missed payments.
- **Proactive and Responsive Support**
 - **Resource Allocation Based on Demand:** Utilise predictive data analytics to identify high-demand periods (e.g., winter utility costs) and allocate resources accordingly. This demand-based allocation would optimise support and reduce resource strain.

- **Adaptive Support Levels:** Introduce a flexible support system where the level of support can increase or decrease based on changes in the tenant’s circumstances. For instance, a tenant who recently lost their job might receive increased financial counselling and brokerage support, while a stable tenant receives standard check-ins.
- **Personalised Crisis Plans:** Develop tailored emergency strategies for tenants, particularly those at higher risk, such as those with complex mental health, addiction issues, disabilities, or chronic illnesses. These plans might include emergency contacts, evacuation procedures, and contingency financial assistance.
- **Continuous Reassessment of Needs:** Implement a system for periodic reassessment of tenant needs so that support plans can evolve as circumstances change. This dynamic approach allows support to scale with tenant challenges, avoiding under- and over-provision of resources.
- **Transition Planning and Support**
 - **Preparing Tenants for Independence:** Implement a structured exit strategy for tenants ready to transition to independent living, ensuring tenants have the resources, skills, and support systems in place to sustain their tenancy beyond assisted housing.
 - **Post-Tenancy Follow-Up Programs:** Establish follow-up support mechanisms for a defined period (e.g., 3–6 months) after tenants exit the program to mitigate the likelihood of re-entry into the system. These measures could include periodic check-ins, access to emergency brokerage funds, and participation in peer support groups.
 - **Linking with Long-Term Housing Options:** Forge partnerships with affordable housing providers and landlords willing to lease to program graduates. This collaboration will offer tenants access to stable, affordable housing options, fostering long-term housing security post-transition.

2. Community-Centred Support Model

- **Embedded Community Support**
 - **Hub model:** Establish regional support hubs that offer a full range of tenancy support services in high-demand areas. These hubs could serve multiple

properties or neighbourhoods, allowing for a scalable, shared-resource model that maintains accessibility.

- **On-Site Mediation Resources:** Provide mediation services to support tenants in navigating housing-related concerns. For example, conflict resolution workshops could be held periodically to address common challenges.
- **On-Demand Crisis Support:** Ensure tenants have access to on-demand crisis support, such as crisis hotlines and mobile response teams to address emergencies promptly. For example, a 24/7 hotline could connect tenants to immediate assistance in a mental health crisis.
- **Tenant-Led Initiatives and Leadership**
 - **Tenant Committees:** Form tenant-led committees that influence critical decisions, such as building maintenance priorities, community event planning, or policy changes. Empowering tenants in governance builds trust and engagement and can help tenants feel more invested and motivated to sustain their tenancies.
 - **Conflict Resolution Committees:** Create tenant-led conflict resolution committees that facilitate peer mediation and resolve disputes among neighbours. These committees would help maintain harmony within the community and empower tenants to manage interpersonal challenges.
 - **Tenant-Led Solutions:** Encourage tenants to co-design programs and lead initiatives, ensuring the framework evolves to meet their needs and priorities.
 - **Tenant Advocacy Training Programs:** Equip tenants with advocacy skills, enabling them to engage in local housing policy discussions, share their experiences, and influence policy changes that support tenancy sustainment.
 - **Rotating Tenant Leadership Roles:** Introduce a rotation system for tenant leadership roles in community initiatives. This allows different tenants to gain leadership experience and reduces the risk of burnout among key tenant leaders.
 - **Tenant Leadership Development Programs:** Provide structured training for tenants who want to take on leadership roles, focusing on advocacy skills, public speaking, and community organising. Leadership development can empower

tenants to represent their peers in community meetings, advocate for policy changes, and initiate community projects.

- **Tenant Storytelling Workshops:** Host workshops where tenants can share their stories, empowering them to advocate publicly for themselves and educate others on housing challenges.
- **Self-Advocacy and Rights Education:** Provide tenants with knowledge and resources on housing rights, conflict resolution techniques, and negotiation skills. Equipping tenants with advocacy tools strengthens their confidence and ensures they can make informed decisions with landlords and support services.
- **Recognition and Awards Program:** Establish a recognition program to celebrate tenant achievements, such as maintaining stable housing, contributing to community projects, or completing a training program. Public recognition builds community pride, motivates participation, and fosters a sense of belonging.
- **Tenant-Led Events and Celebrations:** Encourage tenants to organise and lead their own events, like talent shows or sports games. This can empower tenants, boost morale, and improve tenant relationships.
- **Peer Networks and Engagement:** Create peer-led support groups for mentorship and resilience-building.
- **Peer Leadership Programs:** Develop peer-led leadership opportunities where tenants with positive outcomes can mentor and guide others facing challenges. This approach leverages the strength of shared lived experiences to cultivate a supportive and empowering community.
- **Formal Lived Experience Advisory Boards:** Establish advisory boards comprising individuals with lived experience of housing instability to provide valuable input on program design, evaluation, and ongoing improvement.
- **Tenant-Led Advocacy and Empowerment:** Promote tenant-led advocacy initiatives, such as peer-led tenant rights workshops, to empower tenants to understand their rights and responsibilities, engage in self-advocacy, and influence local housing policies.

- **Peer Network Groups by Shared Experience:** Create network groups for tenants with similar experiences (e.g., single parents, elderly, veterans) to offer support, share resources, and foster connections.
- **Alumni Program for Former Tenants:** Develop an alumni network for tenants who have successfully transitioned, providing ongoing networking, resources, and volunteer opportunities to support current tenants.

3. Financial Empowerment and Brokerage Funds

- **Financial Literacy and Skill-Building:**

- **Workshops on Financial Empowerment:** Offer regular workshops on financial empowerment topics, such as managing income volatility, building credit, and accessing affordable credit options. Financially informed tenants are better equipped to sustain tenancies over the long term.
- **Comprehensive Financial Independence Program:** Develop a program with a multi-tiered structure that covers essential financial skills (budgeting, debt management), as well as advanced topics like credit building, investment, and savings for property ownership. A step-by-step pathway for financial growth could empower tenants to achieve financial stability and even consider homeownership in the long-term.
- **Digital Empowerment and Internet Literacy:** Include advanced digital skills training, from basic internet use to advanced digital tools and cybersecurity. Ensure that tenants have the skills needed to navigate modern services, access job resources, and protect their personal information online.

- **Long-Term Financial Stability**

- **Flexible Brokerage Funds:** Tenant-directed financial support for rent, utilities, and emergency expenses.
- **Access to Alternative Lending Options:** Partner with ethical financial institutions to offer low-interest loans or credit-building products for tenants. This approach offers tenants safe alternatives to predatory lending, which can exacerbate financial stress.

- **Future Ready Skills Training**

- **Future-Ready Skills Training:** Provide training on future-oriented skills, such as digital literacy, financial management, and adaptability, to help tenants remain resilient in a rapidly changing world. Skills like these can improve job stability, personal growth, and overall quality of life.
- **Small Business and Entrepreneurship Support:** For tenants interested in self-employment, provide guidance on starting small businesses, including business planning, financial management, and securing funding. Supporting entrepreneurship could be particularly beneficial for tenants who face barriers to traditional employment.
- **Long-Term Career Development Programs:** Partner with local vocational schools, businesses, and nonprofits to offer career development opportunities that go beyond immediate job placement, such as apprenticeships, certifications, and career counselling.
- **Employment Mentorship Programs:** Connect tenants with local professionals for mentorship, helping them develop long-term career pathways. This could reduce economic vulnerability and improve tenants' capacity to maintain stable housing.

4. Integrated Cross-Sector Collaboration

- **Collaborative Partnerships**

- **Legal Aid Partnerships:** Partner with legal aid organisations to provide tenants with access to legal services for eviction prevention, tenancy rights issues, and support with rental agreements. They can also provide education on tenant rights and support for housing-related issues, such as lease disputes, rent arrears, and eviction prevention.
- **Debt Resolution and Credit Counselling Services:** Integrate financial counselling and debt resolution services, helping tenants manage debts, improve credit, and budget effectively. This could include partnerships with credit unions or nonprofits specialising in financial stability.
- **Permanent Housing Pathways:** Develop pathways for tenants transitioning from temporary or subsidised housing to permanent, stable housing. This could involve

partnerships with landlords who prioritise low-income tenants or collaboration with affordable housing programs.

- **Data Sharing and Secure Communication**

- **Centralised Tenant Database for Cross-Agency Collaboration:** Establish a centralised and secure database shared by all agencies involved in tenancy sustainment. This would enable seamless, coordinated care while respecting tenant privacy.
- **Secure Communication Channels:** Establish secure channels for tenant communication to ensure that sensitive discussions (e.g., mental health support, financial assistance) are protected.
- **Tenant-Centered Consent Management:** Design a transparent consent management process that explains to tenants how their data will be used, stored, and shared. Ensure tenants understand and can easily manage their consent preferences.
- **Secure Data Encryption and Access Protocols:** Implement top-tier data encryption and access protocols to protect tenant information, especially if shared across agencies. Regular audits would ensure compliance and bolster tenant trust.

5. Health and Wellness Services

- **Health Programs**

- **On-Site Physical Activity Opportunities:** Create accessible on-site facilities or classes (e.g., yoga, walking groups) to encourage physical activity. This can enhance tenant health, reduce stress, and promote social interaction within the community.
- **Preventive Health Screenings and Education:** Partner with local healthcare providers to offer preventive screenings (e.g., blood pressure, diabetes), health education, and vaccination clinics on-site. Preventing health issues supports tenants' ability to maintain stable housing.

- **Integrated Health Services:** Partner with local healthcare providers to offer mental health counselling and support for chronic conditions. These services could be provided on-site or via mobile clinics for accessibility.
- **Support for Vulnerable Groups:** Tailor health initiatives for high-risk groups, such as trauma survivors or tenants with long-term illnesses, ensuring that programs address specific needs effectively.
- **Subsidised Health and Fitness Memberships:** Provide subsidised memberships to local gyms or community centres to encourage physical activity. Physical health is strongly correlated with mental well-being, which in turn supports housing stability.
- **Wellness Programs**
 - **Mindfulness and Stress Reduction Programs for Tenants:** Offer mindfulness, yoga, or stress-reduction workshops to tenants. This can enhance resilience and improve overall tenant well-being, which is crucial for sustaining tenancies.
 - **Resilience-Building Workshops:** Offer resilience-focused workshops for tenants that cover adaptive coping strategies, problem-solving skills, and emotional self-regulation. Resilience is a critical factor in helping tenants navigate life's challenges without risking housing stability.
 - **Personal Resilience Toolkits:** Provide each tenant with a physical or digital toolkit containing practical resources for resilience-building, such as emergency contacts, coping strategies, local support services, and self-care tips.

5.3 PILLAR TWO: ADVANCED ELEMENTS

1. Personalised, Data-Driven Tenant Support

- **AI-Driven Personalised Recommendations**
 - **Data Analytics for Insights:** Utilise technology to collect anonymised data on tenant needs and the effectiveness of services. For instance, tracking trends in service utilisation or payment patterns can help identify emerging issues and tailor interventions to specific tenant demographics.

- **Comprehensive Risk Profiles:** Create a detailed risk assessment model that includes not only financial risks but also health, social, and behavioural factors to provide a more complete picture of tenant vulnerabilities. This could help prioritise high-risk cases and allocate resources more effectively.
- **Tenant Progress Tracking:** Track achievements and adjust strategies based on milestones.
- **Comprehensive Monitoring:** Use dashboards to track tenant outcomes, program engagement, and service delivery metrics. Regular reporting can identify gaps and opportunities for improvement.

2. Advocacy and Systemic Change

- **Advocating for Policy Development and Systemic Change**

- **Collective Advocacy for Affordable Housing Policy:** Work with tenants and other stakeholders to advocate for affordable housing policies, tenant protections, and rental assistance programs. Establishing a collective voice can drive systemic changes that benefit all tenants.
- **Ongoing Policy Advocacy for Tenant Protections:** Actively participate in policy advocacy at the local and national levels to push for stronger tenant protections, affordable housing initiatives, and increased funding for tenancy sustainment programs.
- **Partnerships with Policy Research Organisations:** Collaborate with policy research organisations to study the impact of tenancy support programs on housing stability and advocate for evidence-based policy reforms at the government level.

3. Community Awareness and Engagement

- **Community Awareness:** Partner with local media and organisations to raise awareness about tenancy sustainment and its societal benefits, reducing stigma and fostering community support.

- **Tenant-Led Awareness Campaigns:** Encourage tenant-led awareness campaigns within the housing community about resources available, tenant rights, or community safety to empower tenants and increase collective knowledge.
- **Public Awareness on Tenancy Issues:** Partner with local media or community organisations to raise awareness of the importance of tenancy sustainment and the broader impact of eviction prevention to foster community support and reduce stigma.
- **Community Volunteer Programs:** Engage community members as volunteers to support low-resource tenants, from helping with small repairs to offering companionship. Volunteers could reduce staff workload and enhance community ties, making the framework more scalable.

4. Expanded Community Integration and Social Capital Building

- **Skill-Building Community Events:** Hold community workshops on various skills, from digital literacy to cooking, gardening, and repair work. Skill-sharing can boost confidence, build connections, and foster a sense of community pride.
- **Mentorship Programs with Local Community Leaders:** Connect tenants with mentors from the broader community (e.g., local business owners, educators) to help them build networks, gain confidence, and access job opportunities.
- **Local Business Partnerships for Employment Opportunities:** Establish partnerships with nearby businesses to create job and training opportunities for tenants. Employment stability contributes significantly to housing stability and personal growth.
- **Community Exchange Programs:** Organise skill-sharing or time-banking systems where tenants can exchange services (e.g., a tenant offers childcare in exchange for home repair assistance). This fosters a sense of interdependence and builds social capital.

5.4 PILLAR THREE: ENHANCED & RESPONSIVE SUPPORT

1. Family and Youth Support

- **Family Stability Programs**
 - **Intergenerational Housing Models:** Design intergenerational housing setups where older tenants and families with young children live in close proximity and

support each other. This model grows community, reduces isolation for older tenants, and provides support networks for young families.

- **Parenting and Family Support Workshops:** Provide family-centred workshops focused on parenting, communication, and conflict resolution to help families thrive in stable housing environments.
- **Child Enrichment Programs:** Introduce programs for children and adolescents, including extracurricular activities, mentorship programs, and life skills workshops to support their development and engagement.
- **Family Stability Counselling:** Offer access to family therapy or family counselling services to address conflicts and strengthen family units, which in turn supports long-term tenancy stability.
- **Youth Mentorship Initiatives:** Offer access to mentorship for young adults to promote resilience and career pathways.

2. Customised Support

- **Domestic Violence Support:** Provide specialised services for survivors, including safe housing options, confidential counselling, and connections to legal assistance with a trauma-informed lens.
- **Custom Programs for Veterans and First Responders:** Create dedicated pathways for tenants who are veterans or former first responders, addressing their unique needs, such as PTSD support, reintegration challenges, and physical rehabilitation services.
- **Support Programs for Recently Incarcerated Individuals:** Develop specialised programs to help recently incarcerated tenants reintegrate into society, with a focus on securing stable employment, mental health support, and preventing recidivism.

3. Disability-Specific Programs

- **Accessibility Improvements**
 - **Accessible Housing and Services:** Ensure housing modifications meet the needs of tenants with physical or cognitive disabilities. Examples include

accessible housing modifications, creating sensory-friendly spaces, and offering materials in formats such as large print, Braille, or audio.

- **Diverse Community Spaces:** Design shared areas to be welcoming for everyone, with spaces that cater to specific needs such as quiet zones for sensory-sensitive individuals and accessible pathways for those with mobility challenges.

4. Inclusivity and Cultural Competency

- **Language Support:** Provide professional translation services for key documents and interpreters for tenant meetings. This ensures inclusivity for tenants from non-English-speaking backgrounds and supports effective communication.
- **Culturally Adapted Case Management:** Equip staff with skills to provide culturally responsive support, including understanding specific cultural norms, religious practices, and communication preferences that may impact tenant interactions and engagement.
- **Diversity and Inclusion Strategies:** Provide training in diversity and inclusion principles, emphasising the importance of recognising and respecting cultural differences. This could be particularly important for staff working with Indigenous communities, recent immigrants, and culturally diverse neighbourhoods.

5. Tenant Engagement and Motivation

- **Motivational Interviewing Techniques:** Train tenancy support staff in motivational interviewing techniques to better engage tenants in their support plans, encourage positive behaviour change, and help tenants set and achieve housing stability goals.
- **Incentive-Based Engagement Programs:** Develop incentive programs that reward tenant engagement in stability-promoting activities, such as attending financial literacy workshops or participating in community initiatives. Incentives could range from vouchers to stipends for active participation.
- **Regular Goal-Setting and Progress Tracking:** Encourage tenants to set personal and housing-related goals and track their progress over time.

5.5 PILLAR FOUR: INNOVATIVE & FUTURE-READY ENHANCEMENTS

1. Technology and Digital Inclusion

- **Tenant Self-Service Portal**
 - **Digital Engagement Platforms:** Develop a mobile app that allows tenants to manage and review their support services, request assistance, access resources, and communicate with support staff directly. This streamlines service access, improving tenant engagement and self-efficacy.
- **Digital Literacy Programs**
 - **Digital Literacy Programs:** Offer digital literacy training, especially for tenants unfamiliar with technology. Topics could include accessing online support, managing personal information safely, and using financial management tools.
 - **Virtual Learning Opportunities:** Expand access to online workshops covering essential skills like budgeting, digital literacy, and tenant rights. These platforms can cater to tenants with limited availability due to work or caregiving responsibilities, ensuring no one is left behind
- **Digital Access Support:** Provide low-cost or subsidised internet access, tablets, or computers for tenants, particularly for those who need online access to job search platforms, educational resources, or telehealth services.
- **Digital Literacy Programs:** Offer digital literacy training, especially for tenants unfamiliar with technology. Topics could include accessing online support resources, managing personal information safely, and using financial management tools.
- **Public Dashboard and Transparent Metrics:** A real-time view of the program's impact for accountability.

2. Sustainability and Eco-Friendly Housing Initiatives

- **Green Housing Initiatives**
 - **Eco-Friendly Practices:** Invest in energy-efficient upgrades, such as solar panels, LED lighting, and improved insulation. These measures reduce both costs and environmental impact.

- **Green Housing Standards and Retrofitting:** Encourage eco-friendly practices by partnering with local government and environmental organisations to retrofit housing units with energy-efficient appliances, solar panels, or insulation upgrades. Sustainable housing can lower tenant utility costs, promote health, and contribute to environmental goals.
- **Community Sustainability Projects:**
 - **Community Gardens:** Establish shared green spaces where tenants can grow food, socialise, and engage in outdoor activities, fostering both environmental and social benefits.
 - **Green Community Projects:** Encourage community projects focused on environmental sustainability, such as community gardens, recycling programs, or energy-saving initiatives. These can reduce tenant costs (e.g., lower utility bills) and build community pride.
 - **Waste Reduction Initiatives:** Organise community-led waste reduction efforts, including recycling programs, composting, and swap shops for gently used household items. This can decrease waste, lower costs, and strengthen community bonds.
- **Environmental Education for Tenants:**
 - **Sustainability Education:** Offer workshops on topics like recycling, energy conservation, and sustainable living. For instance, tenants could learn how to lower utility bills through simple adjustments.
 - **Partnerships with Environmental Organisations:** Establish partnerships with local environmental groups to provide tenants with resources, tools, and incentives for sustainable practices within their homes and communities.

3. Advanced Financial Models

- **Pooling Community Resources:** Create a community fund that tenants can contribute to for tenant-led initiatives. A pooled fund encourages community ownership and can be used for common needs, such as community improvements, tenant events, shared spaces, or emergency support.

- **Micro-Loan Programs for Tenants:** Establish micro-loan programs specifically for tenants to cover unexpected expenses without high interest rates. This could provide tenants with a safe alternative to payday loans.
- **Energy Cost Support:** Offer financial assistance or subsidies for energy costs, particularly during extreme weather conditions.
- **Sliding Scale Brokerage Funds:** Develop a sliding scale model for brokerage fund disbursement based on tenant income and specific needs. This approach maximises funds for those with the greatest need while making support available for a broader range of tenants.
- **Emergency Savings Matching Programs:** Encourage tenants to save by offering a matching incentive for emergency savings contributions. For example, matching tenant contributions up to a certain amount would encourage savings and provide a financial cushion for unexpected expenses.
- **Social Impact Investment and Funding:** Develop social impact investment initiatives where community stakeholders, including local businesses, can contribute to a fund that supports tenant programs, such as job training or emergency resources.
- **Outcomes-Based Funding Model:** Consider an outcomes-based funding structure where future program funding is contingent on meeting key outcomes, such as reduced eviction rates or increased tenant self-sufficiency. This approach incentivises performance and ensures that resources are allocated effectively.
- **Flexible Funding and Resource Allocation:** Maintain a reserve of flexible funds for emergencies or unexpected tenant needs, allowing support staff to respond immediately to urgent cases without delays.
- **Diverse Use Cases:** Flexible allocation of brokerage funds, including childcare expenses, transport for job interviews, or technology for remote work, can directly impact tenants' stability.
- **Fund Tracking and Accountability Mechanisms:** Track and evaluate the effectiveness of brokerage fund allocation, including tenant feedback, follow-up assessments, and reporting.

5.6 PILLAR FIVE: MONITORING, EVALUATION & CONTINUOUS IMPROVEMENT

1. Global Best Practices and Evidence-Based Models

- **Incorporate Global Best Practices:** Include evidence-based approaches from successful tenancy support models worldwide, such as the Housing First model from Finland or integrated social housing systems in Denmark. Highlighting these can provide inspiration and offer proven strategies for addressing complex tenancy challenges.
- **Evidence-Based Training for Staff:** Regularly update staff training based on the latest research and best practices from global tenancy support studies. Topics could include tenant-centred case management, advanced mental health support, and effective community engagement techniques.
- **Peer Learning Exchanges:** Organise learning exchanges with similar programs globally to share insights, successes, and challenges. Cross-country learning can bring innovative ideas and refined practices to the local framework.
- **Benchmarking Against Industry Standards:** Regularly benchmark tenancy sustainment outcomes against national or regional standards to identify areas for improvement and establish high performance targets.

2. Regular Impact Reporting:

- **Regular Reporting on Framework Success Metrics:** Publish regular reports on tenancy sustainment metrics, such as eviction rates, tenant satisfaction, and program costs, to demonstrate transparency and effectiveness.

3. Tenant Feedback Mechanisms

- **Community Meetings:** Hold regular town halls to provide a platform for open dialogue. These sessions can help address immediate concerns while fostering a collaborative atmosphere.
- **Crowdsourced Feedback and Improvement Mechanisms:** Utilise crowdsourcing for feedback, inviting tenants to suggest improvements or vote on initiatives they would like

to see implemented. This fosters a sense of ownership and ensures that program evolution aligns with tenant needs.

- **Tenant-Led Accountability Mechanisms:** Establish tenant review committees or boards that regularly assess the effectiveness of support programs and provide accountability feedback.

4. Continuous Improvement Strategies

- **Regular Piloting of New Initiatives:** Implement pilot programs for innovative support services, such as virtual tenant check-ins or community-based health care, to test their effectiveness before a full-scale rollout. This promotes continuous improvement and responsiveness to evolving tenant needs.
- **Continuous Learning and Improvement through Research Partnerships:** Collaborate with research institutions to study the effectiveness of tenancy support practices and refine strategies. These partnerships can support evidence-based practices, especially in areas like mental health integration and trauma-informed care.
- **Innovation Labs for Tenant Solutions:** Establish a program-specific innovation lab where tenants, staff, and community stakeholders brainstorm, test, and refine new ideas for tenant support. This could include developing new digital tools or creating tailored programs for high-need groups.
- **Regular Framework Revisions:** Establish a process for biannual or annual reviews of the framework to adapt to emerging challenges (e.g., economic shifts, new tenant needs). This could involve a task force that evaluates trends in housing needs, tenant demographics, and funding landscapes.
- **Scenario Planning for Future Risks:** Engage in scenario planning for potential future risks, such as changes in housing markets, economic downturns, or evolving tenant demographics. Having contingency plans for various scenarios can keep the framework agile and prepared.
- **Continuous Policy Alignment:** Regularly align the framework with evolving housing policies, social services, and regulatory changes to ensure compliance and leverage new funding opportunities or support systems.

- **Annual Goal Review and Program Realignment:** Every year, review tenant feedback and program outcomes to align framework goals with changing needs and tenant aspirations. This realignment could include adjusting program content, introducing new resources, or scaling back underutilised initiatives.

“The Foundational Tenancy Sustainment Framework is built on five interconnected pillars that collectively support long-term housing stability and tenant empowerment.

They are:

- 1) Foundational Elements*
- 2) Advanced and responsive support*
- 3) Enhanced and targeted support*
- 4) Innovation and future-ready enhancements*
- 5) Monitoring, evaluation and continuous improvement*

Each pillar contributes to a structured yet adaptable model that can be tailored to different housing contexts and community needs.”

Foundational Tenancy Sustainment Framework

6. Conclusion

The Brisbane Synthesis Series Tenancy Sustainment Workshop underscored the pressing need to address systemic barriers to housing stability through innovative, community-driven, and policy-aligned strategies. The insights from Dr. Parsell's keynote, the Salvation Army's tenant empowerment model, the expert panel discussion, and the output of the interactive convergence exercise collectively inform a foundational tenancy sustainment framework designed to tackle tenancy sustainment challenges holistically.

By integrating early intervention, flexible financial assistance, community empowerment, and cross-sector collaboration, the framework offers a robust and adaptable approach for government agencies, housing providers, and support organisations. Implementing these strategies can support tenants in achieving housing stability while fostering resilience, empowerment, and long-term security.

To ensure success, sustained advocacy and continuous evaluation will be critical. Policymakers and stakeholders must work collaboratively to address funding gaps, enhance service coordination, and amplify tenant voices. By implementing these strategies, the housing sector can create equitable and stable housing systems that centre tenant well-being, inclusivity, and long-term stability. This document serves as a blueprint for action, offering practical solutions and innovative approaches to safeguard tenancies and strengthen communities.

