



# resilience impact report

in partnership with change mental health  
and kingdom housing association

April 2025

[www.changemh.org](http://www.changemh.org)

I'm proud to be part of this innovative collaboration between Change Mental Health and Kingdom Housing Association – a pioneering partnership and the first of its kind.

My short time within the project has been intentionally focused on laying strong foundations. I've spent a significant amount of time shadowing various KHA teams and staff members to gain a deep understanding of their operations, values and ways of working. These insights are vital in helping to build meaningful, integrated support for the individuals and communities we serve.

Alongside this hands-on learning, I remain committed to continuous professional development and attending training to further increase my knowledge in relevant areas. This ensures that my practice is both informed and adaptable to the needs of those we support.

As part of my role, I maintain regular employee commitments, including one-to-one's, support and supervision sessions, and consistent check-ins with both CMH and KHA staff. These ongoing connections help foster strong team dynamics and support reflective, responsive practice.

At the heart of everything I do is a personal mission to create inclusive, nurturing, and empowering environments. I believe in the importance of trust, active listening and personalised

support in helping people thrive. My approach is proactive, rights-based and grounded in a belief in people's potential.

With continued investment, I'm confident this initiative can grow stronger, deepen its impact and offer lasting, sustainable benefits to the communities we care about.



**Isla Aitchison**  
Outreach Worker for Resilience  
Change Mental Health

## introduction

**Change Mental Health** has supported people with mental health challenges for over 50 years, offering compassionate, person-centred care. Our partnership with **Kingdom Housing Association** represents a compelling step towards more integrated, holistic support for tenants and communities.

By working closely, we help people access support earlier, stay in their homes, and build long-term wellbeing. This collaboration strengthens our shared goal: to build resilient, inclusive communities where everyone has the opportunity to thrive.

## project overview

### Identifying the need

It is increasingly recognised that mental health difficulties can present significant barriers to achieving and maintaining stable housing, as well as integrating meaningfully within the wider community. Many individuals experiencing poor mental health find it challenging to navigate the demands of independent living, which can result in tenancy breakdown, social isolation and an increased reliance on crisis services.

To address this, Kingdom Housing Association partnered with Change Mental Health to embed a Mental Health Support Worker in their Tenancy Sustainment Service (TSS). This initiative represents a **forward-thinking and preventative approach** to supporting tenants who may be experiencing psychological distress or complex emotional needs.

The service operates across Fife, Perth & Kinross, Clackmannanshire and Falkirk. It helps tenants manage mental health and wellbeing needs, reduce the risk of tenancy loss and feel more connected and supported in daily life.

### Delivering the Response: Change Mental Health Resilience Service

Central to the project is the Resilience Service, delivered by Change Mental Health. This service has been purposefully designed to support individuals who are facing mental health and wellbeing challenges.

Our focus is on early intervention. We work alongside people to build resilience, manage stress and anxiety and support their recovery at a pace that works for them.

Our approach is both strengths-based and trauma-informed, ensuring that every person is met with compassion, dignity and respect. We tailor support to each person, whether they're dealing with depression, trauma or social isolation, always meeting them with dignity and compassion.

**referral pathway, service engagement  
and supported transition**

## Supporting tenants with complex needs

While the Resilience Service is designed to offer early intervention and mental health support, a number of tenants presented with **complex needs beyond the remit of the service**. In these cases, we made sure the right steps were taken to safeguard their wellbeing and connect them with appropriate services where possible.

### Key actions taken included:

- Initial assessments and joint visits with Housing Officers or TSS team to understand each individual's needs and risk factors.
- Referrals and encouragement to contact external mental health and specialist support services when cases require more intensive or clinical intervention.
- Maintaining a strong focus on duty of care, including raising Adult Support and Protection (ASP) concerns where necessary to ensure tenant and public safety.
- Communicating with statutory services to facilitate coordinated care.
- Sharing updates to manage risk and maintain continuity.

Even when tenants didn't formally engage with the service, their wellbeing stayed a priority. The team ensured no one was left unsupported – reflecting our commitment to ethical, joined-up care.

## Referrals Breakdown

Between **November 2024 and March 2025**, the Resilience Service at Change Mental Health received a total of **24 referrals** through our partnership with Kingdom Housing Association. These referrals reflect both the ongoing demand for accessible mental health support and the trust placed in the service to respond to a diverse range of tenant needs.

### Of the 24 referrals:

- **8** individuals are currently on the waiting list, showing strong and sustained demand for the service
- **4** individuals did not engage, despite multiple attempts to reach out and offer support
- **2** cases have been closed.

Several tenants are now actively receiving one-to-one support. So far, the service has delivered **58 hours of dedicated support**, tailored to each person's situation. Sessions focus on emotional regulation, wellbeing planning, social reconnection and sustaining tenancies.

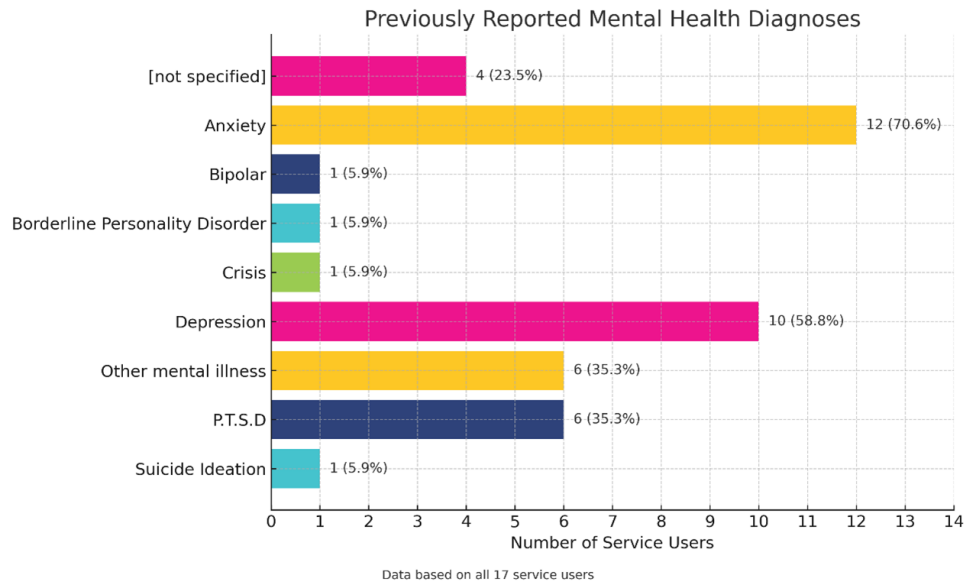
This steady flow of referrals highlights both the adaptability and the value of the service. The consistent demand also makes a strong case for continued investment and future expansion.



## Mental health conditions

The following diagnostic overview represents the range of mental health conditions experienced by individuals supported through the **Change Mental Health Resilience Service**. This data reflects a broad spectrum of needs and highlights the importance of flexible, tailored support.

### Out of the service users (17) recorded:



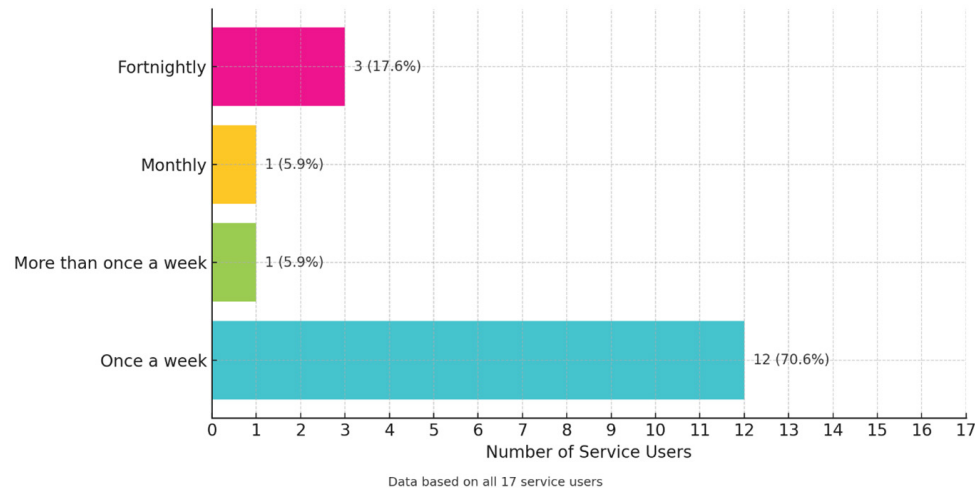
This diagnostic spread underlines the diversity and complexity of the mental health challenges faced by service users. It also reinforces the need for a **person-centred, trauma-informed** approach that can adapt to varying levels of severity and support needs.



## Engagement

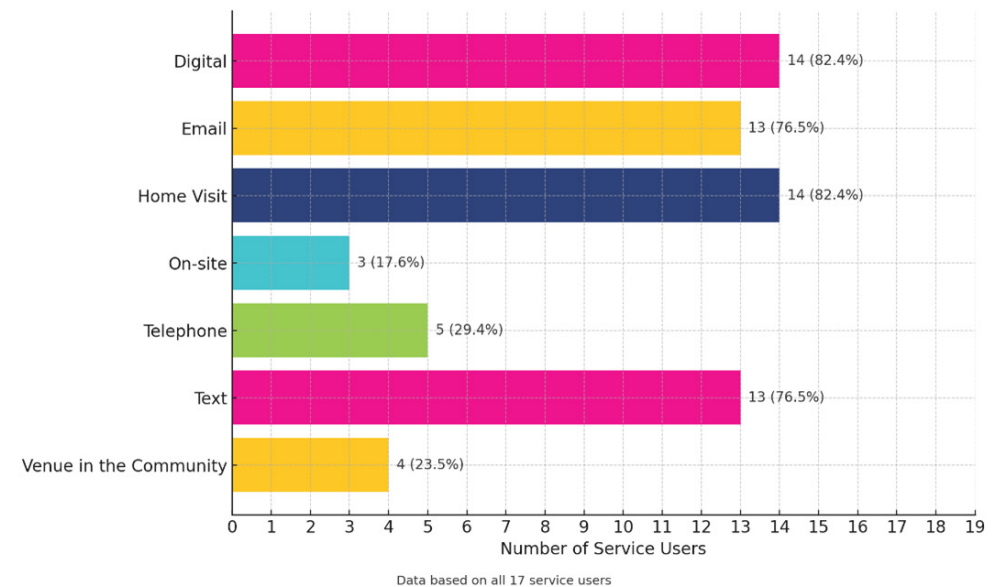
Upon receiving a referral, Change Mental Health undertakes a process to assess the tenant's suitability for the service, considering their current circumstances, support needs, and alignment with the service's early intervention focus.

If deemed appropriate, the tenant is then referred into the Resilience Service, and an initial engagement meeting is held to agree on a contact frequency that best suits their needs, lifestyle and personal preferences.



While this pathway has proven effective in establishing tailored support relationships, we have observed that, in comparison to our Tayside service, **there is a higher rate of appointment cancellations and non-attendance** among KHA referrals. This can impact continuity of care and overall service effectiveness.

As such, we continue to communicate the **importance of consistent engagement**, emphasising that active participation is essential to realising the full benefits of the service. We remain committed to maintaining a supportive and responsive approach, while also setting clear expectations that help tenants make meaningful progress in their mental health and wellbeing journeys.





## Support transition

As support from Change Mental Health comes to an end, we work with each tenant to create a clear, personalised exit plan. This helps ensure a smooth handover and continued access to the right services. The goal is to promote long-term tenancy sustainment, independence and wellbeing beyond the period of direct support.

If ongoing needs are identified, we signpost or refer tenants to relevant support with their full consent and involvement in every decision. Plans are shared with tenants and where appropriate, other professionals involved in their care.

This approach avoids sudden endings and helps tenants stay connected to support that fits their goals. It reflects our commitment to person-led practice, long-term wellbeing and sustainable independence.

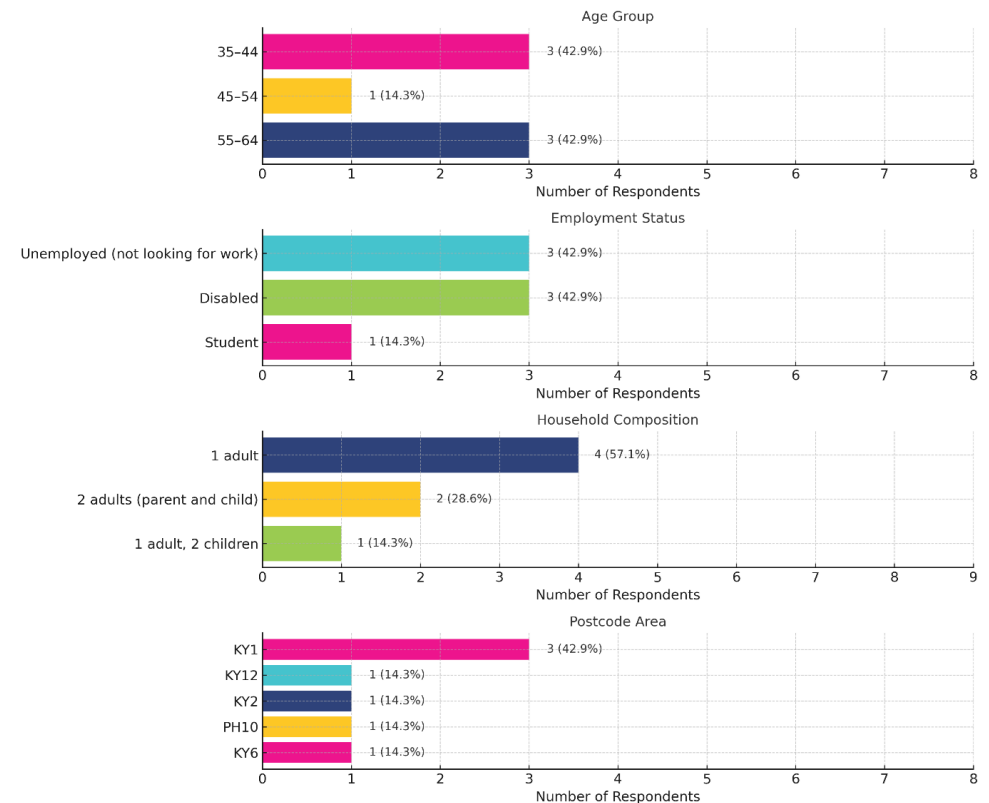


## service user information

### Demographics

The following demographic profiling information is a sample of **seven registered service users** residing across various locations in Fife and Perth and Kinross. The information illustrates a range of life stages and support needs, with a significant proportion of the group facing barriers to employment, including disability and caregiving responsibilities.

By understanding the varied backgrounds and experiences of these individuals, the partnership is better positioned to tailor services that address complex social, economic and health-related challenges, ultimately contributing to more stable tenancies, improved wellbeing and stronger community connections.





## summary of outcomes

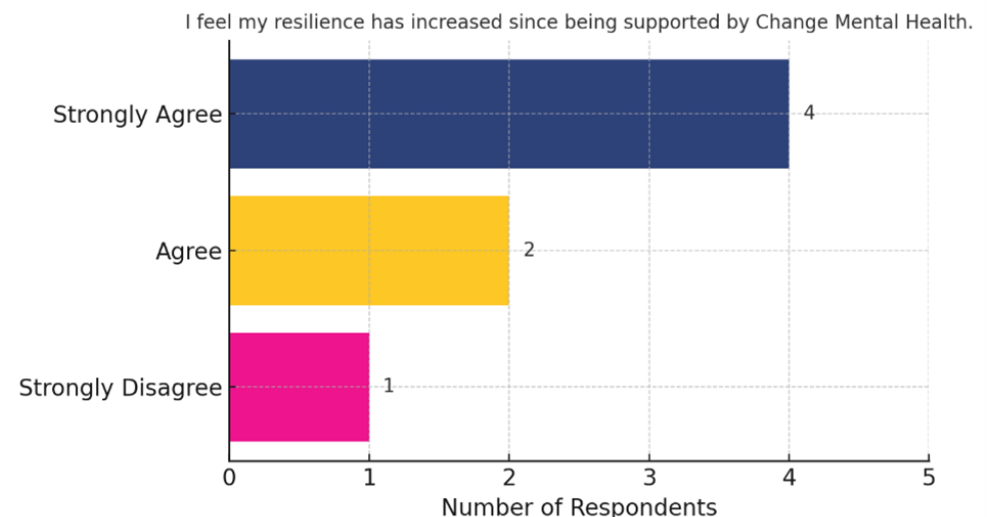
\*Testing pool for 7 service users

Early findings from a testing pool of seven service users show that the Resilience Service is making a **meaningful difference in tenants' lives**. The data highlights notable improvements across multiple areas of wellbeing, **reinforcing the importance of early intervention**, accessible mental health support and a compassionate, person-centred approach.

### Increase in Resilience

The Resilience Service has supported tenants to build emotional strength, self-awareness and coping strategies. Through trauma-informed, person-centred support, individuals have been empowered to better manage stress and anxiety, develop confidence and take steps toward independence. Many have re-established meaningful routines and taken proactive steps in their personal recovery.

One service user marked 'strongly disagree' due to the early stage of support – an honest reflection that shows how trust and progress take time.



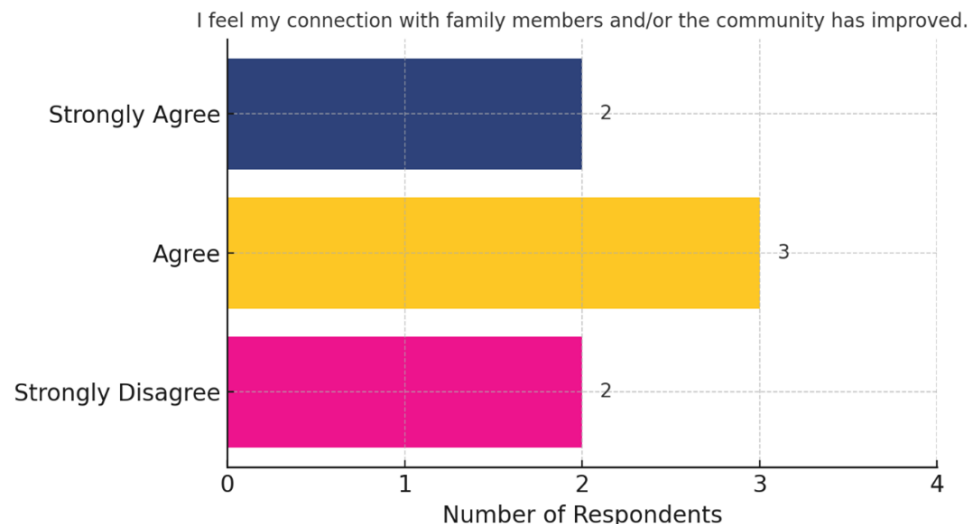
- Kingdom Housing Association staff feedback score: 100% of staff agreed the service added value to the support available to tenants.
- Staff quote: *"Change Mental Health has absolutely added value to our tenant. It helps people open up and build resilience they didn't realise they had."*

**"Isla has been an amazing help to a lot of our most vulnerable tenants and everyone I have referred has really appreciated her help and feel by continuing with this service so many more tenants could be helped."** – Jean, Tenancy Support Service

## Improvement in Connection to Family and/or Community

Tenants have reported greater connection with family and their wider community as a result of the support they received. The service's holistic approach helps individuals re-engage with social networks, rebuild relationships and participate in local activities, leading to reduced isolation and stronger support systems.

One service user said: *"I'm more confident in conversation and more present around others. I've started thinking ahead again."*

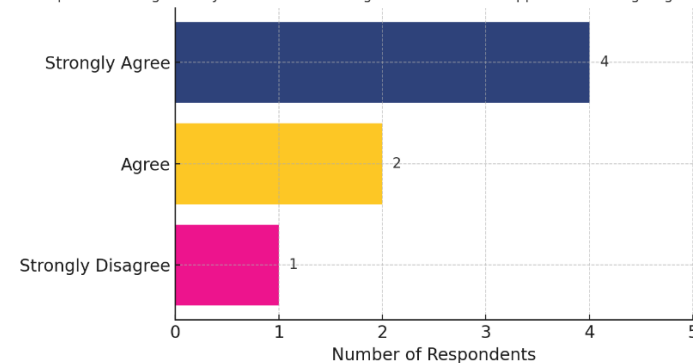


Noting that there are two people who 'strongly disagree', one said: *"This was never a goal of mine to connect to family. I am estranged from them and do not wish this to change. I have a wide support network with friends and the local community prior to engaging with this service."*

## Positive Changes in Health and Wellbeing (Physical and/or Mental)

With the right support in place, tenants have started to address both mental and physical health challenges. The Resilience Service has worked closely with NHS services, addiction support and other partners to ensure comprehensive care.

I have noticed positive changes in my health and wellbeing as a result of the support and strategies gained from Change Mental Health.



**"She helped them deal with their mental health but also flagged physical health issues they'd been ignoring."**

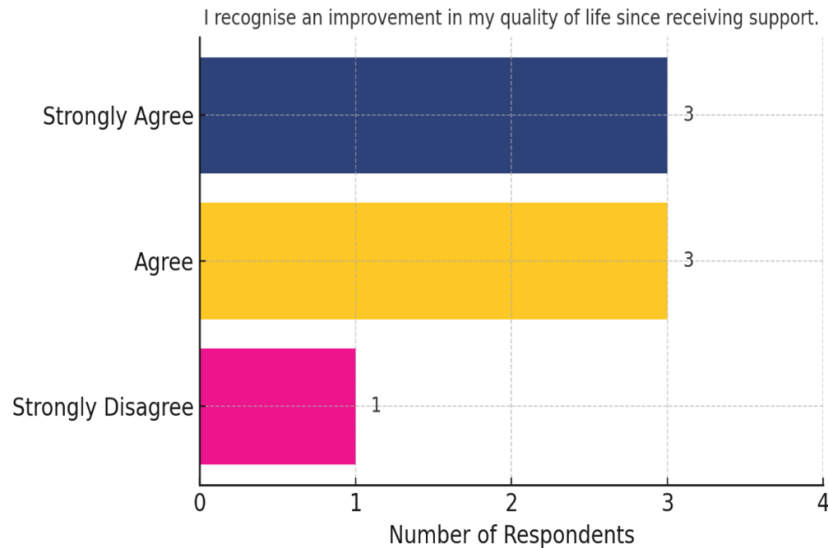
Ashley  
MMR Neighbourhood Officer

**"Many of our tenants suffer from mental health issues and having the extra resource provided by Isla has been a great benefit."**

Angela  
Neighbourhood Officer

## Improvement in Quality of Life

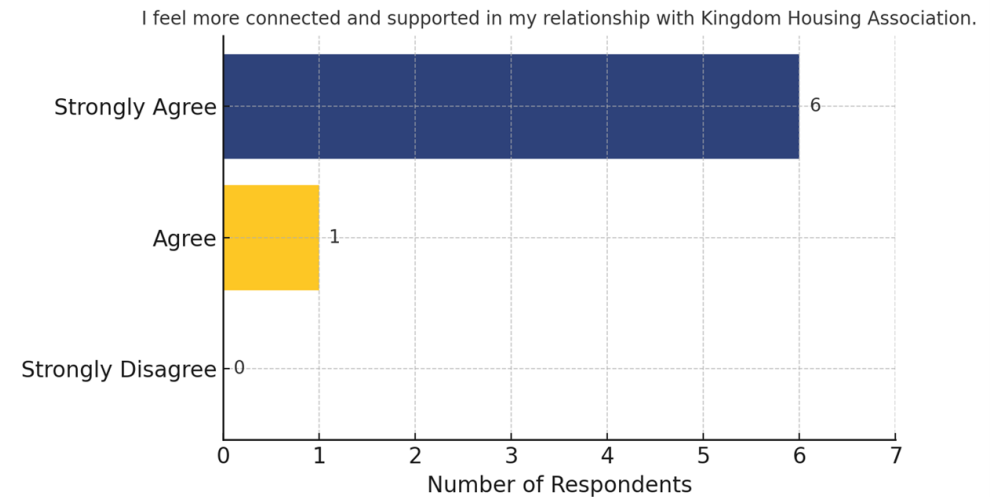
Tenants have reported improvements in daily functioning, emotional wellbeing and overall life satisfaction. By addressing trauma, mental distress and practical challenges in housing and daily living, the service has supported individuals in regaining stability and purpose.



- Quote: *"It's a positive change. More than positive. I want to live again."*
- Kingdom Housing Association staff feedback: *"It builds trust, improves communication and helps us understand people better."* - Ashley, MMR Neighbourhood Officer

## Improved Connection with Kingdom Housing Association

The presence of the Resilience Service has strengthened relationships between tenants and KHA staff. Having a trusted, non-clinical professional embedded in the housing team has helped break down barriers, enabling more open conversations and earlier support. Staff have also benefited from access to mental health expertise.



- Kingdom Housing Association staff score: 100% agreed on the need for mental health support for tenants.



## case study



After surviving a violent attack while returning home from a concert, Maggie's life changed dramatically. The incident triggered trauma responses linked to earlier life experiences and led her to withdraw from daily activities, relationships and the things she loved – particularly music and social connection. She was also managing a long-term dependency on prescribed painkillers originally prescribed more than 20 years earlier.

**“That attack brought back old memories – things I thought I'd locked away. I started getting smells and sounds from my past and sat in silence with the telly on mute. I stopped brushing my hair for days, checked the doors and gas over and over. But the worst part was, I stopped doing what I loved. Music, gigs – it all disappeared.”**

Although Maggie was receiving support from Kingdom Housing Association's Tenant Support Service, it became clear that she needed more tailored emotional support. She was referred to Isla Aitchison and the Resilience service, delivered by Change Mental Health in partnership with Kingdom Housing Association.

Over time, Isla and Maggie built a strong, trusting relationship. Through this, they were able to tackle practical challenges, such as compulsive anxiety behaviours – like checking her gas cooker – and emotional barriers caused by trauma. Working closely with Kingdom Housing Association, Isla helped Maggie switch to an electric cooker, which alleviated a major source of daily stress.

A key focus of their work was Maggie's prescribed painkillers reduction. Isla connected her to an addiction nurse, counselling, dentist and a peer support group. Maggie also began to work on

improving sleep, reducing exposure to distressing content and reintroducing music into her life – all of which supported her mental wellbeing.

**“I've never talked to anyone the way I've talked to Isla. She brought kindness and care into my home. It's a positive change. More than positive. I want to live again.”**

With Isla's support, Maggie rebuilt relationships. Most significantly with her children, after more than a year of no contact. She now feels more confident in conversation, more present around others and now thinking ahead.

**“I've got the means to live my life, but first I need to get through this. I want to feel good again. I just hope I don't mess it up. But I know I won't with everything I'm learning about myself with Isla.”**

Isla added: **“Maggie's doing the hard work. I'm just helping her notice it. The goal is to get her to the point where she doesn't need me, because she believes in herself.”**

The partnership between Kingdom Housing Association and Change Mental Health has enabled a truly person-centred approach. The Resilience service provided Maggie with consistent, relationship-based support, emotional guidance, practical problem-solving and links to wider services that helped her begin to heal.

## staff feedback and reflections

### Overview

An integral aspect of evaluating the impact of the Resilience Service was gathering structured and open-ended feedback from staff within Kingdom Housing Association. Housing, TSS and Customer Contact staff were asked a series of questions to gauge the perceived value, effectiveness and integration of Change Mental Health's Resilience Service within their housing support model.

Across all responses, there was **unanimous agreement** that the service has had a **positive impact** – not only on tenant outcomes but also on staff confidence, capacity and overall service delivery. The feedback provided a valuable lens through which to assess the broader systemic influence of embedding a mental health professional within a housing context.

### Quantitative Staff Responses

Staff were asked to respond to four key Yes/No questions. The responses, shown below, provide a clear endorsement of the Resilience Service across all domains:

Evaluation Question	Yes	No
Do you feel there is a need for a dedicated mental health service within KHA?	8	0
Have you made any referrals to Change Mental Health's Resilience Service?	5	3
Has Change Mental Health added value to the support available to your tenants?	8	0
Is this a service you would like to see continued?	8	0

These responses clearly indicate **universal recognition of the need for dedicated mental health support** within KHA and strong support for the continuation of the service. While a minority of staff had not made direct referrals, they still recognise the service's value through indirect consultation, advice and informal support.



## Thematic Analysis of Qualitative Feedback

In addition to the structured responses, staff provided rich narrative feedback about their experiences with the Resilience Service. The following key themes emerged:

### 1. Trusted mental health expertise on-site

Many staff emphasised the importance of having Isla embedded within KHA, offering timely and trauma-informed support tailored to the complexities of housing-related mental health needs.

*"Having an 'in-house' Mental Health Resilience Service makes a huge difference to our customers... it's amazing to be able to have this as part of Kingdom's offering."*

*"Isla has been a fantastic addition to the team – we work really well together and I feel this service is greatly benefiting our tenants."*

### 2. Support Without Referral

Even staff who had not directly referred tenants to the service reported positive outcomes through informal advice and collaboration:

*"Although I have not referred any tenants to the service, I have received valuable assistance and information... which has supported me on dealing with difficult situations."*

*"The advice received has been invaluable in certain cases and I believe (this is) an essential support to tenants."*

### 3. Contribution to Tenancy Sustainment and ASB Management

Staff viewed the service as instrumental in addressing tenancy sustainment and anti-social behaviour (ASB) issues:

*"The service Isla and Change Mental Health provide has become integral to the options I offer tenants whilst dealing with tenancy sustainment and anti-social behaviour. It would be a huge loss to Kingdom and our tenants if this service was to end."*

### 4. Staff Development and Organisational Learning

Isla's approach was also noted as contributing to staff development through shared learning sessions and mental health awareness:

*"Her engaging and informative approach, particularly when discussing topics like neuroplasticity and the Tree of Life, resonated with both myself and colleagues."*

*"I believe a working relationship between KHA and Change Mental Health could yield significant benefits for both our external customers and internal staff."*

This staff feedback clearly illustrates a deeply embedded appreciation and reliance on the Resilience Service. From direct casework and informal support to professional development and service integration, the contribution of Change Mental Health has become an **essential part of KHA's tenancy support infrastructure**. The repeated calls for continuation and expansion of the service reinforce the case for **sustained funding and deeper collaboration**, particularly in the face of increasing tenant needs and growing complexity in the housing and mental health landscape.



## case study



In Kingdom Housing Association's mid-market homes, tenants are often working full-time, juggling responsibilities and doing their best to stay afloat. Many have never had any contact with support services and tend to keep their heads down and carry on until something gives. Often, rent arrears or antisocial behaviour complaints are the first and only visible signs that someone might be struggling.

Ashley McKnight, a Neighbourhood Officer in the Mid-Market Rent team, says the Resilience service, delivered by Change Mental Health, has changed what they can offer when that moment comes.

**"Most of the people we deal with have never had support. They've just cracked on with it. But behind the scenes, especially after COVID, it's anxiety, depression, things building up. And they don't know there's a place they can turn to."**

Before Resilience, staff could offer tenancy advice but there wasn't much they could do to support a tenant's mental health unless things had reached crisis point. Now, they can make a referral that leads to a conversation, not just close another complaint or rent arrears case.

What makes it work is the softer approach. Isla, the Resilience practitioner who works for Change Mental Health, isn't part of Kingdom. That creates a safer space for tenants to speak openly, both about their personal struggles and their experience of housing.

**"There was one tenant who hadn't left the house in ages. They wouldn't have reached out to a GP, but Isla went in, sat down and within minutes they were talking about things we would never hear. She helped them deal with their mental health but also flagged physical health issues they'd been ignoring."**

Even if a tenant isn't suitable for the service long term, Isla still offers advice, signposting or follows up later. It's the way referrals are handled that makes an impact. That kind of contact might be the only time the tenant gets a proper conversation about what's going on.

The impact doesn't stop with tenants. Ashley says the service has also strengthened relationships between staff and tenants.

**"It benefits the association too. It builds trust, improves communication and helps us understand people better. If tenants feel like we're actually helping, they're more likely to speak to us, which makes everything easier - from arrears to engagement."**



## project overview

### The Collaboration

The Resilience Service, delivered through a close partnership between Change Mental Health and Kingdom Housing Association, offers a new way of supporting tenants – by embedding mental health support directly into housing services.

This approach recognises how closely housing and mental health are linked. Many tenants face emotional trauma, social disconnection or untreated mental health issues alongside housing stress. Without support, these challenges can lead to tenancy breakdown or crisis.

The service offers early, relationship-based support that feels safe and accessible. Housing staff can spot concerns earlier, and tenants don't need to reach crisis point before getting help. The model has also reached groups often excluded from traditional mental health pathways, such as working tenants or those in mid-market homes.

Support is flexible, non-clinical and trauma-informed. By working alongside other professionals – housing officers, GPs, community groups and more – we create joined-up plans that meet both practical and emotional needs. As the service grows, its impact extends beyond crisis prevention. It helps people rebuild confidence, reconnect with others and rediscover what gives them purpose and stability.

This partnership challenges old divides between housing and mental health. It shows what's possible when support meets people where they are. It is a **model for early intervention, systems integration and person-centred care** – laying the groundwork for a more inclusive and resilient future for individuals and communities alike.

### Strategic Vision and Conclusion

The partnership between Change Mental Health and Kingdom Housing Association represents a forward-thinking model for integrated support. By bringing together mental health and housing, we're helping tenants feel more secure, supported and connected.

Having a dedicated Mental Health Support Worker embedded in the Tenancy Sustainment team allows for earlier intervention and tailored support – especially for tenants with complex or hidden needs. The service builds emotional resilience, prevents crisis, and helps sustain tenancies over the long term. It also strengthens the wider system of care. By linking people to both local and national services, we ensure support is holistic and responsive to real life challenges.

The results show tenants are making progress, staff feel better equipped, and demand continues to grow. This partnership shows how housing and mental health services can work together to create lasting, meaningful change.