



# CABINET

11 January 2017

A meeting of the CABINET will be held on Thursday, 19th January, 2017, 6.00 pm  
in Committee Room 1 - Marmion House

---

## A G E N D A

### NON CONFIDENTIAL

- 1 Apologies for Absence**
- 2 Minutes of the Previous Meeting** (Pages 1 - 6)
- 3 Declarations of Interest**  
*To receive any declarations of Members' interests (pecuniary and non-pecuniary) in any matters which are to be considered at this meeting.*  
  
*When Members are declaring a pecuniary or non-pecuniary interest in respect of which they have dispensation, they should specify the nature of such interest. Members should leave the room if they have a pecuniary or non-pecuniary interest in respect of which they do not have a dispensation.*
- 4 Question Time:**  
To answer questions from members of the public pursuant to Executive Procedure Rule No. 13
- 5 Matters Referred to the Cabinet in Accordance with the Overview and Scrutiny Procedure Rules**  
None
- 6 Draft Budget & Medium Term Financial Strategy 2017/18** (To Follow)  
(Report of the Leader of the Council)
- 7 Business Rates Income Forecast 2017/18** (To Follow)  
(Report of the Portfolio Holder for Assets and Finance)

**8 Welfare Reform - Impact on Council Tenants** (Pages 7 - 86)  
(Report of the Portfolio Holder for Housing Services)

Yours faithfully

A handwritten signature in black ink, appearing to be 'A. Cook', written over a circular stamp or mark.

**Chief Executive**

*People who have a disability and who would like to attend the meeting should contact Democratic Services on 01827 709264 or e-mail [committees@tamworth.gov.uk](mailto:committees@tamworth.gov.uk) preferably 24 hours prior to the meeting. We can then endeavour to ensure that any particular requirements you may have are catered for.*

To Councillors: D Cook, R Pritchard, S Claymore, S Doyle, J Goodall and M Thurgood.



## **MINUTES OF A MEETING OF THE CABINET HELD ON 24th NOVEMBER 2016**

**PRESENT:** Councillor D Cook (Chair), Councillors R Pritchard (Vice-Chair), S Claymore, S Doyle and M Thurgood

The following officers were present: Anthony E Goodwin (Chief Executive), John Wheatley (Executive Director Corporate Services), Rob Barnes (Corporate Director Communities, Partnerships and Housing), Andrew Barratt (Corporate Director Growth, Assets and Environment), Stefan Garner (Director of Finance), Michael Buckland (Head of Revenues), Steve Pointon (Head of Strategic Housing Services) and John Day (Corporate Performance Officer)

### **60 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor J Goodall

### **61 MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting held on 3 November 2016 were approved and signed as a correct record.

*(Moved by Councillor R Pritchard and seconded by Councillor M Thurgood)*

### **62 DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

### **63 QUESTION TIME:**

None

### **64 MATTERS REFERRED TO THE CABINET IN ACCORDANCE WITH THE OVERVIEW AND SCRUTINY PROCEDURE RULES**

None

## 65 DRAFT BASE BUDGET FORECASTS 2017/18 TO 2021/22

The Leader of the Council informed Members of the re-priced base budget for 2017/18, base budget forecasts for the period 2017/18 to 2021/22 (the 5 Year Medium Term Planning Period) and the underlying assumptions and for Members to consider the future strategy to address the financial trends.

### **RESOLVED:**

- That Members
- 1 approved the technical adjustments and re-priced base budget figures for 2017/18 and indicative budgets to 2021/22;
  - 2 considered the proposed Policy Changes and Capital Programmes, as detailed within the report;
  - 3 considered the planned changes to Council Tax and Housing Rent for 2017/18, as detailed within the report; and
  - 4 in compliance with the Constitution of the Council and the Joint Scrutiny Budget Workshop considered the budget proposals contained within the report.

*(Moved by Councillor D Cook and seconded by Councillor R Pritchard)*

## 66 QUARTER TWO 2016/17 PERFORMANCE REPORT

The Leader of the Council provided Members with a performance and financial health-check.

### **RESOLVED:**

That Members endorsed the contents of this report

*(Moved by Councillor D Cook and seconded by Councillor R Pritchard)*

## 67 APPOINTMENT OF EXTERNAL AUDITORS 2018/19

The Portfolio Holder for Assets and Finance advised Members of the options process and legislative requirement to appoint External Auditors for the

Accounting Period 2018/19 and to seek Member endorsement of the recommended option for Council approval.

- RESOLVED:** That the Members endorsed that
- 1 Council approve that the Authority opts into the appointing person arrangements made by the Public Sector Audit Appointments (PSAA) for the appointment of External Auditors, and
  - 2 the Executive Director Corporate Services confirms the Members interest in undertaking the opt in appointing process following ratification by Council and has delegated powers in relation to the appointment process.

*(Moved by Councillor R Pritchard and seconded by Councillor S Claymore)*

**68 TREASURY MANAGEMENT STRATEGY STATEMENT AND ANNUAL INVESTMENT STRATEGY MID-YEAR REVIEW REPORT 2016/17**

The Portfolio Holder for Assets and Finance presented to Members the Mid-year Review of the Treasury Management Strategy Statement and Annual Investment Strategy.

- RESOLVED:** That Members accepted the Treasury Management Strategy Statement and Annual Investment Strategy Mid-year Review Report 2016/17.

*(Moved by Councillor R Pritchard and seconded by Councillor D Cook)*

**69 COUNCIL TAX BASE 2017/18**

The Portfolio Holder for Assets and Finance reported the Council Tax Base for the Borough Council for 2017/18.

- RESOLVED:** That Members resolved its calculation of the Council Tax Base for the year 2017/18 to be 21,093 (2016/17 – 20,904)

*(Moved by Councillor R Pritchard and seconded by Councillor D Cook)*

**70 WRITE OFFS 01/04/16 - 30/09/16**

The Portfolio Holder for Assets and Finance requested that Members endorse the amount of debt written off for the period 01 April 2016 to 30 September 2016.

**RESOLVED:** That Members were provided with details of write offs from 01 April 2016 to 30 September 2016.

*(Moved by Councillor R Pritchard and seconded by Councillor D Cook)*

## 71 LOCAL COUNCIL TAX REDUCTION SCHEME 2017/18 ONWARDS

The Portfolio Holder for Assets and Finance advised Members of the results and feedback from the recently undertaken consultation on the proposed Local Council Tax Reduction Scheme from 2017 onwards and for Members to review the consultation feedback when considering potential changes to be applied in the 2017/18 onwards Local Council Tax Reduction Scheme. Members were advised that the Local Council Tax Reduction Scheme for working age customers for 2017/18 should include continued alignment to Applicable Amounts with those of Housing Benefit and for Members to endorse the proposed change, moderately supported by the consultation results, to restrict Council Tax Reduction awards to a maximum of 4 weeks only where the claimant(s) are abroad.

**RESOLVED:** That Members

- 1 considered the results of the public consultation on the current scheme, carried out 15 August to 14 October 2016, and endorsed or otherwise the proposed recommended change detailed below when the scheme is considered by Council on 13<sup>th</sup> December 2016; and
- 2 approved that the base scheme goes forward with the following:-
  - a) That the Local Council Tax Reduction Scheme for working age customers for 2017/18 will continue to be aligned to Applicable Amounts with those of Housing Benefit, and
  - b) That Council Tax Reduction awards will be restricted to a maximum of 4 weeks *only* where the claimant(s) are abroad.

*(Moved by Councillor R Pritchard and seconded by Councillor D Cook)*

**72 AFFORDABLE HOUSING DEVELOPMENT PROGRAMME**

The Portfolio Holder for Assets and Finance updated Members on the progress of affordable housing delivery in Tamworth and for Members to approve continuation of the delivery programme. Also to update Members on the approach to be taken in respect of retained sites, to agree to the procurement of partners and contractors to assist in delivery and the progress of the Council's acquisitions programme including the purchase of properties 'off-plan'

- RESOLVED:**
- 1 That Members agreed to continue the re-development of garage sites as Council Housing;
  - 2 charge affordable rents aligned to the Local Housing Allowance (LHA) for the new Council Housing;
  - 3 the outline approach to be taken in respect of retained sites;
  - 4 the virement of £2 million from the garage re-development programme into the acquisitions programme

*(Moved by Councillor M Thurgood and seconded by Councillor R Pritchard)*

**73 EXCLUSION OF THE PRESS AND PUBLIC**

- RESOLVED:**
- That members of the press and public be now excluded from the meeting during consideration of the following items on the grounds that the business involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

*(Moved by Councillor D Cook and seconded by Councillor R Pritchard)*

**74 COMMERCIAL INVESTMENT STRATEGY - (PROGRESS REPORT)**

The Leader of the Council and Chief Executive report represents a "key decision" as the recommended outcomes will affect two or more Wards and involves the expenditure in excess of £100,000. Also it represents the first quarterly report to Cabinet in accordance with the resolutions arising from the report dated 16<sup>th</sup> June 2016 (Minute No. 012). Finally the support and

formal endorsement of key actions undertaken to date and proposed by officers.

**RESOLVED:** That the Members approved the recommendations as contained in the report

*(Moved by Councillor D Cook and seconded by Councillor R Pritchard)*

## 75 REPAIRS AND INVESTMENT SERVICES

That the Portfolio Holder for Housing Services set out the current contractual position with Mears and Morrison FSL (a subsidiary of Mears) following their decision to exercise the contractual break clause and terminate both contracts with effect from 30th March 2017 and also to set out the procurement arrangements to engage a statutory repairs and investment service from 30th March 2017 to comply with the landlord statutory and regulatory standard 'Home'.

**RESOLVED:** That the Members approved the recommendations as contained in the report

*(Moved by Councillor D Cook and seconded by Councillor R Pritchard)*

---

Leader



## CABINET

THURSDAY, 19<sup>TH</sup> January 2017

### REPORT OF THE PORFOLIO HOLDER FOR HOUSING

WELFARE REFORM – IMPACT ON COUNCIL TENANTS'

#### EXEMPT INFORMATION

N/A

#### PURPOSE

- The scope of this report is to update members on welfare reform, specifically changes contained within the Welfare Reform & Work Act 2016. Details around commencement are still emerging and therefore it is intended to continue to update members as key actions and recommendations on the detail are known.
- Further reports will also be necessary on the wider strategic implications of the above and it is therefore it is intended to report routinely throughout 2017/18.

#### RECOMMENDATIONS

Cabinet are asked to

- **Accept & note key changes impacting on council tenants because of the latest welfare reform and legislative changes**
- **Accept & note findings from the Independent Accreditation around the Landlord Income Collection Service in 2016, report provided shown at Annex one**
- **Approve the action plan attached at Annex two to mitigate impact of welfare changes and support claimants during the changes**
- **Delegate authority to the Director Communities, Partnerships & Housing in consultation with the Portfolio of Housing on updating the Rent & Income Policy to take account of legislative changes in line with the principles contained within the report**

#### EXECUTIVE SUMMARY

In what was the last Autumn statement in November 2016, the sector has commented that this speech represented an apparent '*fiscal reset*' with regard to social reform; no doubt due to the post Brexit climate - seeming to shift the focus from individual taxation and spending changes to one of broad themes and policy direction. Notwithstanding that, the government remains committed to the delivery of its welfare savings already

identified. Confirmed, in the autumn statement however, there are no plans to introduce further or new welfare measures beyond those already announced.

Welfare reform remains unprecedented. Government intentions around implementing universal credit; applying bedroom sanctions; introducing a range of benefit caps and promoting measures for tackling worklessness were introduced as part of the original Welfare Reform Act 2012. Since that time, Tamworth has led a multi-disciplinary welfare reform project team responding to & developing services in this area.

Work has continued and the Council has kept pace with relentless and continued legislative & regulatory update – the most recent changes set out in the Welfare Reform & Work Act 2016, which received royal assent in March 2016.

This report seeks to set out the key challenges, although until specific detail is known the report simply aims to chart the direction of travel in terms of policy principles. The remit of the Welfare Reform & Work Act 2016 extends beyond welfare reform and members will know that reductions in social housing rents (1% for 4 years) were part of the Councils MTFs reported in 2016 – this represented a significant part of the Act and remains in place. Whilst outside the scope of this report provisions around tackling child poverty, supporting troubled families and reporting on apprenticeships are being considered elsewhere.

The Summary table & detail overleaf sets out latest welfare changes to tenants and claimants. The detail is inherently complex and timetables have already been subject to change and government policy amendment. Therefore, the detail is based on what is known at this stage and as there remains some uncertainty around the timetable for change, the actions are indicative and reflect the principles underpinning the Councils strategic priority around growing stronger and living a quality life in Tamworth.

As specific regulations and commencement dates are not fully known it will be necessary to report back to members as key recommendations for service delivery become clear. But in Summary: -

- Further phasing and roll out of Universal Credit is now scheduled for November 2017 (see annex three) and includes new claims &/or change of circumstances judged to be new claims. It should be noted that dates for full migration have been subject to change and are now considered to be beyond 2020. The roll out in November 2017 will extend to families aswell as single claimants.

Currently there are only 29 council tenants currently in receipt of UC & the impact has been minimal; but planning over the next 12 months will be critical if UC is indeed rolled out further in November 2017. Especially if we expect to enjoy current income collection levels beyond that as tenants receive direct payments.

- The benefit cap reduced from £26,000 to £20,000 on 7th November 2016. Council households affected has doubled from 14 to 28. The overall impact of

this is mitigated by the strong employment position that Tamworth enjoys with council tenants on full housing benefit falling from c63% to below 50%

- Rent (including Service charges) to be capped at Local Housing Allowance(LHA) rates by April 2019. The Government is currently consulting on its future funding proposals for supported housing (to be reported separately) & the outcome to this will be key to assessing the overall impact as LHA rates will not extend to housing benefit cover for enhanced housing management service charges, currently in payment for sheltered housing tenants'. Consultation is available at <https://www.gov.uk/government/consultations/funding-for-supported-housing>
- For singles under 35 years old, LHA rates will be capped at shared room rates, also from April 2019, leaving a potential shortfall in housing benefit of around £20pw

The Council is well placed to respond to the challenges. In 2016 the Councils Landlord Income Service was assessed independently (report shown at annex one) and received national accreditation for its rental and income management service. Specifically, for welfare reform the assessors highlighted: -

1. *The Councils Landlord Service careful, co-ordinated planning and joint working between teams, local advice agencies and DWP have mitigated impact and potential for bad debt and is commendable*
2. *Rent Collection and arrears performance is comparatively strong, particularly in the context of welfare reform and especially following introduction of HB under occupation charge*

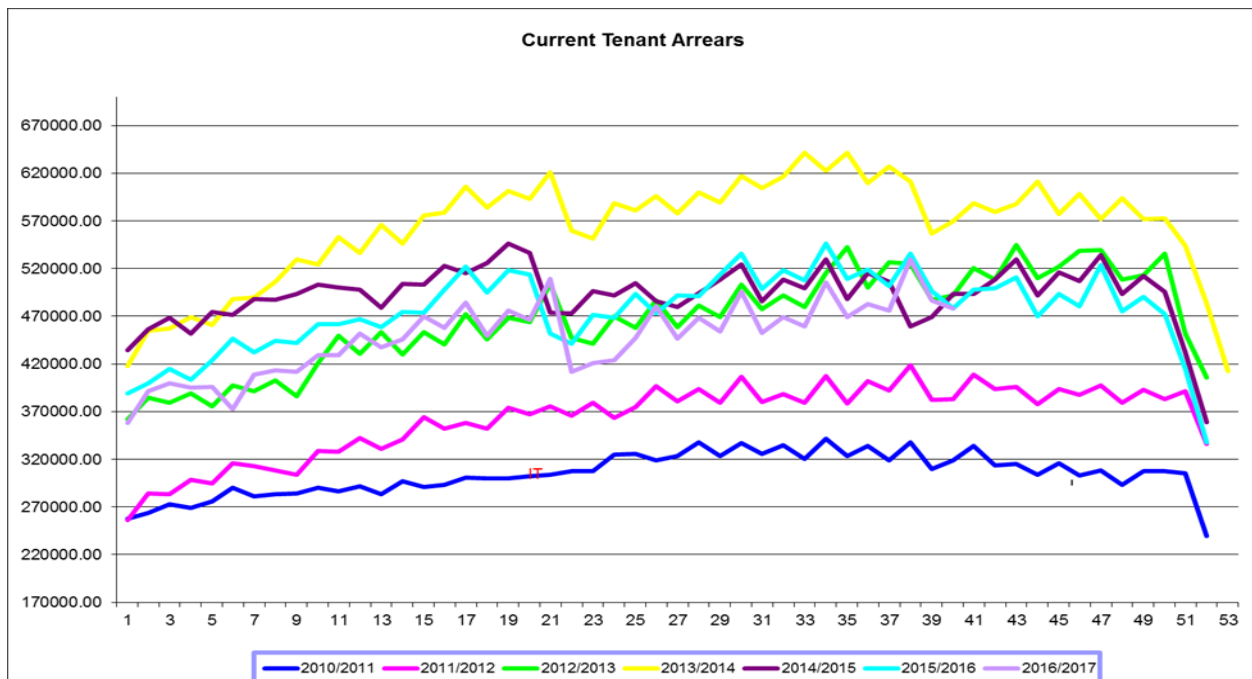


Figure 1: Tamworth Current Arrears Performance up to December 2016

The assessors were particularly complimentary of the cross-service Welfare Reform Working group supporting and overseeing wider action planning to map and manage demand to promote and build customer resilience around income and debt management. They identified the work with partners and communities around up-skilling as best practice and accepted this was moving customers from a position of dependence to one of independence and self-resilience, less likely to be reliant on state aid.

A combination of comprehensive work streams – such as work going on to transform and deliver the quality services project; being able to take the opportunity to reset the housing and well-being strategy along-side re-purposing the HRA business plan will ensure a clear focus on people as well as place. In particular for welfare reform to be able to achieve & ensure the following: -

1. Understand and profile demand so services are customer centric and agile and the re-alignment of highly transactional tasks allows structures to be re-aligned and capacity focused on prevention and early intervention work
2. Business re-engineering is focused and purposeful so that the impact around welfare reform on supported, sheltered and temporary accommodation can be reassessed following government consultation and more detailed proposals
3. The allocation policy drives best use of stock so that housing solutions for those client groups facing the LHA cap are planned at the earliest opportunity
4. The income and rent policy is updated to integrate recommendations made by the external assessors around tenancy sustainment,

## MATTERS FOR CONSIDERATION

**In Summary, the following welfare changes have taken affect across communities: -**

<b>Welfare Reform</b>	<b>National Picture</b>	<b>Impact on Council Tenants'</b>
The benefit cap introduced in 2012 is reduced from £26,000 to £20,000 (£23,000 in Greater London) from 7 <sup>th</sup> November 2016 for existing tenants' and 14 <sup>th</sup> November for new claimants.	The DWPs impact assessment indicates that around 88,000 households will be affected with an average loss of £60perweek.	As at the end of 2016, 28 council tenants were affected by the cap – prior to the cap being reduced there were 14 households affected. Under the new cap 3 tenants have gone from receiving full housing benefit to receiving the notional 50p per week
Local Housing Allowance (LHA) cap from 2019 – Supported Accommodation	The Government is currently consulting on its proposals around financing	The Council is still currently awaiting legal advice in relation to what is

	supported housing – this will be reported to Cabinet separately. Essentially the LHA cap (for rent and service charges) will be imposed impacting on HB levels currently sustaining delivery models for supported and sheltered housing.	included within the cap – but without alternative funding it is likely the LHA cap will not cover all the sheltered housing management charges.
Local housing Cap (LHA) from 2019 – General needs, Singles under 35years old	There remains some uncertainty as the government initially proposed this should be capped at the shared room rate, although there remains lobbying for this to be set at the 1 bedroom room rate (for Tamworth the shared room rate is currently £66.70pw). LHA rates are to be frozen until 2020/2021	Should the shared room rate apply for new tenants from April 2016 (to take affect from April 2019) it is estimated that there will be over 100 affected, with many seeing a shortfall in benefit from around £20pw.
Further phasing & roll out of Universal Credit – a single & direct payment to the claimant including housing benefit replacing range of other benefits	<p>Universal Credit continues to be rolled out with learning and update from pilot and other organisations already further along with UC implementation.</p> <p>The roll out schedule was released late November 2016 and is attached at annex three showing that this will include new claimants for families as well as singles</p>	As at end of 2016, 29 council tenants were on universal credit of which 5 were working and in receipt of a UC top up. Of the 29 claimants, 8 council tenants are on alternative payment arrangements (APA) due to a combination of either historic non-payment &/or assessed vulnerability
Single Claimants aged 18-21year olds will have no automatic entitlement to HB	<p>The Social Security Advisory Committee has published details of the Governments policy to cover housing costs for 18-21year olds (2/12/16)</p> <p>Subject to exemptions, any 18-21yearold who makes a new claim for Universal Credit from 1<sup>st</sup> April 2017 will not have any housing</p>	Tamworth currently has 21 tenants in this client group and further clarification is awaited from DWP on likely exemptions as it is not possible for all 18-21years olds to be either in education, employment or training.

	<p>costs included in their assessment. The fact that this limited to those on universal credit will limit the impact – but will gradually increase as all claimants migrate to Universal credit.</p> <p>This is linked to NEET principles (If not in education, employment &amp;/or training) then there may be restrictions to benefit</p>	
--	---	--

## Benefit Cap

DWP- In addition to the summary information above; for any new cap being applied there should be an automatic notification process from DWP. The DWP have said that they have written to inform all potentially affected claimants but there is anecdotal information to suggest not all letters have been sent. Tamworth, in conjunction with its benefit team, have been in constant touch with the DWP to update information and verify case details. Whilst this could mean some claimants may not be aware that their benefit has been capped, this is mitigated by the Councils robust approach to management and includes: -

- Close liaison with our own benefit teams to ensure benefit cap has been correctly applied and where possible claimants exempted
- Targeted money advise and debt management support
- Detail on the Council's website - <http://www.tamworth.gov.uk/benefits> to
- Face-to-face discussions with officers and tenants to ensure income is maximised and DHP support is considered as soon as possible

Exemptions - There are new exemptions to the cap and DWP are committed to contacting benefit services to let them know which claims are affected as well as informing claimants by letter. For example, all carers entitled to carers allowance or the carer element in Universal credit will be exempt from the benefit cap, regardless of whether they live with the person for whom they are caring.

Discretionary Housing Payments (DHP) - Claimants whose HB has been capped still receive at least the minimum weekly HB payment (50p). They are therefore eligible for a DHP, as are universal credit claimants who award includes the housing element towards rental liability. Tamworth remain committed to supporting claimants where they meet eligibility criteria for DHP.

## **LHA cap – Supported & General Needs Accommodation**

### Supported

On 21<sup>st</sup> November 2016, the government announced the LHA cap will apply to all tenants who receive universal credit. Having initially intended that this would take effect from April 2018, the minister in November – Lord Freud – announced this was being deferred until April 2019.

The Government has announced its plans for Supported Housing and the Council intends to respond to the consultation, ending 13<sup>th</sup> February 2017. The details of which will be reported separately. Whilst the Government is proposing a funding model there remains uncertainty and questions around longer term funding – as it is still not clear who or how this funding will be administered and devolved.

So far, the government have said: -

- From 2019/20 the LHA cap will apply to Universal credit & HB claims from people living in supported accommodation. The model recommended to Cabinet in 2015/16 for its own sheltered housing following County wide cessation of supporting people was self-financing. However, the impact of the wider LHA cap potentially means that the Enhanced Housing management charge will be above the LHA cap and therefore not covered by housing benefit. This will drive further review of that service if current government proposals remain the same.
- Core rent (and service charges) will be funded from Universal credit and HB to the level of the LHA. Although not clear how it is suggested Local Authorities will receive a ring-fenced top up funding for support
- Short term accommodation such as hostels and refuges, may have a different funding mechanism
- The deferred rent reduction (1%) for supported housing will remain under review

### Implications for Landlord & tenants

1. As HB for pension age claimants in supported housing is to be capped at LHA rates it may discourage people from moving out of larger homes, effectively freeing them up for larger families – as they are not subject to the spare bedroom subsidy (aka bedroom tax).
2. The history of supporting people funding does not give the sector confidence in how this will work. In practice HQN and other leading benchmarking groups have suggested these are not statutory services and therefore less of a priority if not administered at source.

### General needs

Initially the LHA cap for general needs tenants, with a tenancy commencement of 1 April 2016, was envisaged for April 2018. However, in a government announcement on 21<sup>st</sup> November 2016, this has been postponed until April 2019/20. The shared

accommodation rate of LHA will apply to most single claimants under 35years without dependent children. So far Tamworth has let properties to over 30 tenants in this client group and expects to let to over 100 by April 2019.

Research by the National Housing Federation based on governments letting data from 2012/13 suggests 18.2% of new housing association and council tenants in a year could be affected by the introduction of LHA for new tenants in general needs housing. Average shortfalls are expected to be around £18-£30 per week.

To mitigate against this, impact the Council are already committed to: -

- Advising all new tenants in this client group at sign up so they can make informed choices about taking properties
- Reviewing its allocation policy
- Exploring best use of its stock as part of its wider housing strategic and HRA business planning to explore different housing solutions such as HMOs.

## RESOURCE IMPLICATIONS

There are no direct financial implications arising from this report, recognising that financial implications will arise as specific proposals are presented.

## LEGAL / RISK IMPLICATIONS

Risk	Mitigation
Insufficient resource & capacity to manage welfare reform changes	Demand led approach around delivering quality services will allow for re-alignment of high volume transactional activity so capacity can be maximised and focused on prevention and wider earlier interventions
Confusion to Customers as welfare reform changes take effect and noting that government dates have changed	Robust communications plan in place with dedicated area on the web site for benefit and welfare reform changes. Assessors for landlord accreditation identified best practice in terms of customer engagement and involvement
Welfare reform proposals are changed by government	Officers are in touch with partners and government agencies so that changes are communicated as quickly as possible to members and customers
Universal Credit results in increased arrears as tenants are paid directly	There is lots of learning from pilot UC schemes and the rental and income management policy will be updated to reflect arrangements for alternative payment arrangements. Additionally, bad debt forecasts are prudent and included in MTFS as it is expected there will be an increase in



	arrears
Increase in homelessness as HB entitlement is restricted for 18-21 year olds and under 35-year olds	There is sector agreement that is likely. To mitigate and in view of plans being deferred until April 2019 – plans and proposals will be built into the housing strategy and HRA Business plan that seeks to consider and re-purpose accommodation, for example consideration of HMOs
LHA cap and future funding for supported housing does not materialise for sheltered and other supported housing	Consultation closes on the 13 <sup>th</sup> February 2017 and the Council will be responding. This is likely to result in significant business re-engineering around provision of supported housing and will be reported separately

## SUSTAINABILITY IMPLICATIONS

Living a quality life and growing Strong are key corporate and strategic priorities for Tamworth to achieve its vision of “**one Tamworth perfectly placed, open for business since 7<sup>th</sup> century**”. The ability to respond to welfare reform and facilitate people into education, employment and training is part of the Councils commitment to financial inclusion. Its operating model around demand management and approach to quality services contributes to achieving this overall aim.

## REPORT AUTHOR

*Tina Mustafa – Head of Landlord Services ext. 467*

## LIST OF BACKGROUND PAPERS

### APPENDICES

1. Annex One – Independent Accreditation Housing Quality Network 2016
2. Annex Two – Action Plan – Income Management
3. Annex Three – Schedule for roll-out Universal credit

This page is intentionally left blank

# HQN Accredited: Income Management – Assessor's report

Tamworth Borough Council

SUMMER 2016

*Strictly private and confidential*

## Contents

Section	Page number
Introduction .....	1
Assessor's recommendation .....	3
Assessment report.....	3
Performance benchmarking summary .....	5
Module one – customers and communities.....	7
Module two – income collection .....	10
Module three – arrears management.....	12
Module four – welfare reform .....	14
Module five – financial wellbeing .....	16
Module six – value for money .....	19
Appendix A – summary of recommendations .....	21

## Introduction

Tamworth Borough Council (TBC) applied to be accredited under HQN's Accredit: Income Management programme.

HQN's accreditation programme assesses service delivery and outcomes against a range of challenging quality standards, covering the following six modules:

1. *Customers and communities*: customer focus, response to local priorities and access to relevant services, including money advice and help with preparing for welfare reform.
2. *Income collection*: collection and accounting of rent, service charges and other housing-related income.
3. *Arrears management*: prevention and recovery of current/former tenant rent arrears and other debt, including incentives for payment and measures to prevent eviction and abandonment due to rent arrears.
4. *Welfare Reform*: including the administration of Housing Benefit and partnerships with HB providers, preparation for welfare reform and management of changes to the benefit system.
5. *Financial wellbeing*: measures to address financial exclusion in the community and to support the financial wellbeing of residents. This includes helping customers to maximise their income through access to money management and welfare benefit advice.
6. *Value for money*: strategies to achieve effectiveness, efficiency and economy of services.

Organisations that meet the standards are accredited and receive an award and appropriate recognition in the housing sector. An annual assessment is carried out to ensure that standards are being maintained.

The accreditation process and award is designed to give confidence to residents, officers and other stakeholders that the service is well run and is delivering positive outcomes and value for money.

The process is subject to robust scrutiny by the Accredit Panel. All panel members have a wealth of experience and expertise.

Accredited organisations have access to expert support and a network of organisations working to the same high standards of service delivery and performance.

This assessment took place during February and March 2016, following an income management service review by HQN during July 2015. HQN's assessor is Tony Newman, who also carried out the service review and this is his report.

The report sets out the context, our overall assessment against the quality standards and the assessor's recommendation to the Accredited Panel.

**We would like to thank the officers and residents of TBC, along with the partner organisations who took part in the assessment, for their enthusiastic, honest and positive approach. It is important to note that where accreditation is awarded to an organisation, it is also recognition of the contribution from service delivery partners and residents.**

## Assessor's recommendation

Following the assessment, HQN's assessor considers that service strengths outweigh weaknesses in all six modules and that TBC is awarded accreditation.

This assessor's report will now be submitted to HQN's Accredit Panel. The Panel will meet on **22 March 2016** to scrutinise the assessment process and decide whether to accept the assessor's recommendation.

Following HQN's income management service review, we produced a report for TBC setting out the strengths and opportunities for improvement.

Tony Newman also provided a comprehensive set of recommendations to help TBC to continue to strengthen the service and the offer to customers.

**To avoid repeating these findings and recommendations in this assessor's report, the panel has had sight of the review report. This document is therefore an updated summary rather than the usual more detailed report.**

## Assessment report

### Context

- TBC is a local authority in Tamworth in the West Midlands
- TBC has retained its stock and manages 4,424 properties. 4402 are defined as general needs social housing
- TBC has 12 sheltered Schemes containing 365 properties in total.
- The stock profile is mainly urban
- TBC also manages a small number of leasehold properties (567)
- TBC has a specialist, centralised income team, part of the Tenancy Sustainment Team, based in the head office in central Tamworth
- The team comprises the Tenancy Sustainment Manager, Income Maximisation co-ordinator, two Income Maximisation Officers, four Tenancy Sustainment Officers and five generic assistants, who deal with low-level arrears
- The Tenancy Sustainment Manager (TSM) reports to the Head of Landlord Services and there are close working relationships with the Housing Options and Independent Living Teams
- Former tenant arrears (FTA) are managed within the specialist team.

- TBC is the sole Housing Benefit (HB) provider for TBC's operating area. The relationship between the HB team and housing services appears to be highly effective
- 63% of TBC tenants are in receipt of HB
- TBC's HB Team is part of the Universal Credit (UC) Support Framework and they provide advice on money management and benefit. TBC has signed up to a delivery partnership agreement (DPA) with the Department for Work and Pensions for the expanded implementation of UC
- TBC part funds the local Citizens Advice (CAB) under contract. Relationships are positive and mutually supportive. TBC has strong links with other local and national advice agencies
- There is no credit union presence in Tamworth but TBC does promote credit unions in outlying areas. TBC is working with partners to try to establish a credit union in the town
- TBC is an active member of regional and national forums to share best practice and to identify and implement measures to enhance residents' financial wellbeing. The TSM is an active member of HQN's specialist Rent and Income Excellence Network (RIEN)
- The Orchard IT system is used for arrears case management
- We found everyone that we interviewed at TBC to be motivated, enthusiastic and customer-focused.

The following sections of this report set out our findings against HQN's quality standards.



## Performance benchmarking summary

The table below summarises TBC's performance against key indicators over the past five years:

Indicator	2010/11	2011/12	2012/13	2013/14	2014/15
% of rent collected (inc arrears b/f)	98.67%	97.71%	97.65%	98.5%	98%
% of rent collected (excl arrears b/f)	100.25%	99.1%	99.55%	100.27%	100.1%
Current arrears as % of debit	1.56%	2.08%	2.36%	2.28%	1.96%
FTA collected £	£33,832	£34,628	£39,143	£41,063	£36,239
FTA value £	£262,456	£294,133	£371,254	£435,897	£478,830
FTA as % of debit	1.74%	4.84%	2.15%	2.41%	2.62%
Value of rent written off £	£60,088	£5,490	£50,657	£29,490	£45,243
Evictions for rent arrears (number)	15	8	22	22	28

There is a clear performance focus at TBC. Annual targets are set for rent collection and arrears recovery. The targets are challenging and based on securing top quartile performance when compared with peer housing providers.

In modelling the impact of welfare reform, TBC estimated that there would be a £1m increase in arrears during the five years from the inception of the Welfare Reform Act. To date, this has not materialised and we consider that TBC's careful, co-ordinated planning and joint working between teams, local advice agencies and the DWP have mitigated the impact so far.

TBC's current rent collection/arrears performance is comparatively strong, particularly in the context of welfare reform and especially following the introduction of the HB under occupation charge (the "bedroom tax").

There has been a year-on-year increase in the value of former tenant arrears (FTA) for the past four years and the value of debt written-off has fluctuated somewhat over the past few years. TBC has plans to strengthen this aspect of the service and we have provided some recommendations that will help to increase FTA collection rates.

2014-15 saw an increase in the number of tenants evicted for rent arrears. This is in line with the emerging trend in the sector for last financial year. From our case reviews,

assessment of TBC's policies and conversations with officers, we are confident that legal action is only taken where appropriate, with possession action and eviction a last resort.

We are confident that TBC is identifying and addressing issues affecting performance. A more comprehensive performance management framework is being planned and our assessor has provided TBC with some ideas and guidance.

During our assessment, we found some compelling examples of cases where TBC officers and partner agencies had helped individuals and households to enhance their financial wellbeing and maintain successful tenancies. TBC should promote this work and the successful outcomes more assertively, particularly with a heightened regulatory focus on evidence of value for money.

## Module one – customers and communities

An accredited organisation must be able to evidence outcomes which demonstrate a clear customer focus, responsiveness to local priorities and effective partnerships with other agencies to deliver services including advice and support.

We expect accredited organisations to:

- Use research into local context and customer priorities to develop services (including local offers and preparation for welfare reform)
- Set clear, challenging service standards with customers and monitor compliance
- Involve residents, staff, partners in service design and scrutiny arrangements
- Use customer feedback to continuously improve services
- Ensure that services are accessible to all and that people are treated equally and fairly
- Use personal contact and customer profiling to shape services and to build an understanding of why tenants get into arrears, those most at risk of arrears (especially as a consequence of welfare reform) and debt 'hotspots'
- Make information available in different media, formats and community languages
- Make offers to help explicit in all communication
- Develop partnerships: local authorities, welfare benefit and advice agencies, voluntary agencies (such as Credit Unions), social care, health care providers – at strategic and operational levels
- Promote and publicise services effectively.

### ***Module one: HQN assessment – standard met***

**We consider that TBC is meeting this standard.**

There is a strong customer focus, from strategic level to the operational frontline. Service standards have been developed with customers, who are involved in scrutinising the outcomes.

The rents impact report is used to inform policy development and priorities for service improvement.

There are good opportunities for resident involvement. The residents who we met confirmed that TBC is approachable, professional and listens to the voice of its customers.

Importantly, we met with people who had direct experience of the income management service. They were unanimously positive regarding the service from individual officers and the general ethos and direction of the TST. Their input was invaluable to this assessment.

The Tenant Consultative Group (TCG) provides robust resident scrutiny.

Information to customers is clear and generally well presented.

Residents continue to be consulted on TBC's preparation for welfare reform and residents' feedback informed the Council's welfare reform action plan.

TBC is continuing to develop customer profiling, individually and collectively, so that resources and services can be targeted appropriately. This is an area that TBC recognises could be strengthened.

Customer vulnerability and communication needs are recorded and highlighted on the Orchard system, using User Defined Codes (UDCs) as "flags" to system users. This will help TBC to identify people who require support with welfare benefit, including those most at risk of defaulting on payments and those who may be eligible for an Alternative Payment Arrangement (APA).

The importance of financial inclusion is understood clearly at TBC and a clear, effective financial inclusion strategy has been implemented, with the active participation of residents. More information regarding financial inclusion at TBC is provided later in this report, under module five.

Our assessor noted TBC's use of routine contact with customers as a means of continuing to update and strengthen the approach to welfare reform. More information regarding TBC's approach to welfare reform is provided later in this report under module four.

We found that TBC is also making effective use of consultation between and across teams to identify and implement service improvements.

The relationship between TBC's housing and HB teams is critical and appears to be positive and productive, in terms of developing effective joint solutions for customers. The teams have adopted a joint strategic approach to welfare reform, particularly with regard to information sharing and promotion of key changes.

Relationships between TBC and local health and social care providers appear to be strong. TBC's Independent Living Team (ILT) provides a specialist link between the income management service, vulnerable residents and care services.

Whilst the partnerships with health and social care providers are well established, there are no written protocols regarding joint working on prevention and recovery of rent arrears. We consider that agreeing and documenting such protocols would strengthen the partnerships and provide clarity for officers and customers regarding information sharing, referral pathways and joint working.

Equality and diversity is embedded in TBC's corporate policies and plans but also in the day-to-day operation of the service.

TBC's housing/arrears/debt policies set information diversity standards specific to the income management service, including access and communication considerations.

Officers and customers have access to a range of translation services, including Language Line.

TBC's specialist team is based near Tamworth town centre and is therefore highly accessible for residents. Local surgeries and events are held.

However, there has been no recent assessment of customer access to services and we have recommended that TBC carry out such an assessment, particularly with regard to service availability. At the moment, the service only operates within standard office hours (although there is some unstructured out-of-hours working).

TBC's website is clear and well presented

TBC sends a clear message that the organisation and its partners seeks to help those who may be experiencing difficulty in paying their rent. The residents that we met during the assessment, confirmed that this is the case, that information received from TBC is clear and timely and that the organisation is approachable and accessible.

Three residents were able to cite specific examples of TBC's effective intervention and communication on arrears matters.

Offers of help and requests for contact are made in all written communications sent to customers, including arrears letters. TBC's arrears letters, whilst clear, require review and updating. HQN's assessor has provided some good practice example letters.

We were pleased to note TBC's focus on personal contact through use of the telephone and home visits to maintain communication with customers in arrears and needing support.

We found TBC's communication methods to be generally clear and effective. In our recommendations, we suggest some improvements that we consider will enhance further TBC's promotion of its key messages to customers.

Later in this report, we observe some current weaknesses in TBC's pre-tenancy work. We should note that TBC is aware of these and is already taking steps to strengthen its engagement with prospective tenants and new customers.

## Module two – income collection

An accredited organisation will be able to evidence outcomes which demonstrate efficient collection and accounting of rent, service charges and other housing-related income.

We expect accredited organisations to:

- Set rents and other charges in line with government guidelines, including a strategy for implementing affordable rents
- Ensure that rent-setting and other charging policies balance affordability and protection of vulnerable people with income maximisation and business development
- Explains all charges clearly to customers, including the potential for under-occupancy and the impact of other welfare reforms on housing costs
- Offer a wide choice of payment methods and explain them
- Provide incentives for good payers
- Set up rent accounts and issue swipe cards promptly
- Get payments onto the right accounts quickly – monitor and clear suspense accounts and credits on former tenant accounts.

### *Module two: HQN assessment – standard met*

#### **We consider that TBC is meeting this standard.**

Although local conditions are considered when the Council is setting its rent and other charges, historically this has not been set out in a published policy. During our 2015 review, we suggested that TBC publish a rent and service charge setting policy that makes it clear how charges are set, taking into local conditions and affordability.

This policy has now been complete, is based on UK Government guidelines and seeks clearly to balance revenue maximisation with affordability and tenancy sustainment.

At the time of our review, TBC planned to depool and disaggregate service charges. Very good progress has been made and the service charge policy will be implemented fully in April 2016, providing transparency for residents regarding all component charges.

During HQN's focus group as part of the assessment, residents confirmed that they feel that their rent represents good value for money. Whilst we recognise that this was only a tiny representation of the tenant base, TBC's wider surveys and consultations appear to support the general perception that TBC's rents are good value for money.

Leaseholder service charges are set out clearly in the lease and are charged on a variable service charge basis. Leaseholder consultation is carried out in accordance with current legislation and in line with best practice.

TBC offers an extensive range of methods of payment and customers can pay 24/7. Around 31% of customers pay by DD and plans are in place to increase DD take-up in preparation for the expansion of UC.

TBC operates a number of incentive schemes to encourage regular payment.

Rent accounts are set up promptly for new customers. However, payment cards are not available at the sign-up and payment is not taken routinely at sign-up. We consider this to be a missed opportunity to prevent arrears at an early stage of the tenancy and to promote a payment culture.

Payment files, including HB are posted promptly to individual accounts and a documented procedure is in place to deal with unidentified payments and miss-postings. This includes monitoring of suspense accounts and regular reconciliations.

We were told that former tenant accounts are also checked to ensure that any payments made by transferring tenants are identified and transferred to their current account.

## Module three – arrears management

An accredited organisation will be able to evidence outcomes which demonstrate effective measures to prevent and recover current and former tenant rent arrears and other debt. This includes incentives for payment and measures to prevent eviction and abandonment due to rent arrears.

We expect accredited organisations to:

- Employ a strategic approach with effective policies and procedures that encourage a payment culture and focus on arrears prevention and tenancy sustainment
- Ensure arrears and housing staff work closely
- Take prompt, effective recovery action and use clear communication, including personal contact
- Make effective use of court action, with eviction as a last resort
- Ensure that vulnerable people and those most at risk of arrears, are supported effectively
- Encourage the customer to make contact if they miss a rent payment or have debt problems.

### *Module three: HQN assessment – standard met*

**We consider that TBC is meeting this standard.**

TBC aims for a robust approach to income management, communicated through the rent arrears policy.

The policy is clear and based on good practice in arrears recovery, seeking to balance robust sanctions against non-payers with a focus on arrears prevention through advice and support. TBC plans to use the accreditation to inform the continuing review and update of its policies regarding income management.

TBC's procedures are documented and centre on efficient use of IT to take prompt, effective recovery action. Internal audits are carried out to ensure compliance with procedures and the outcomes from the audits are usually very positive.

Our case reviews revealed opportunities to strengthen the procedures, particularly with regard to arrears prevention. We discuss these in more detail later in this report.

We found that relationships between the different teams at TBC appear to be very strong.

Vulnerable customers are supported by the income maximisation officers and/or members of the Independent Living Team, together with local agencies such as CAB.



Housing-related support is provided by the TBC Independent Living Team and partners such as Bromford Support. We found that these teams work closely with the income management team.

The Orchard and Customer relationship Management (CRM) IT systems are used to manage arrears. Together, these systems enable access to the key information regarding the household and individual customer accounts.

Overall, our case reviews found more strengths than weaknesses in terms of arrears management. Cases were generally well managed with prompt action and a focus on personal contact.

TBC encourages customers to make contact if they are having difficulty paying their rent and arrears letters and other key documents signpost customers to sources of help and advice.

TBC's arrears letters are clear but could be improved to ensure greater visual impact and greater specificity as to the action to be taken.

We found good notes and use of flags to indicate vulnerability and particular communication needs.

We found clear evidence that legal action is used appropriately and that eviction is a last resort and seen as failure. Legal action and eviction follow a strict authorisation protocol and TBC is generally successful in securing the desired outcome, enjoying a good relationship with the local courts.

Our case reviews did show some inconsistencies and weaknesses, most of which had already been identified by TBC and which are being addressed.

We suggest that TBC needs to introduce a range of quality checks and exception reports to identify issues affecting performance, including payment behaviours and arrears prevention.

Most importantly, arrears prevention is under-developed. TBC recognises the scope to strengthen pre-tenancy work to ensure that tenancies get off to a good start.

As part of our 2015 review, we have also provided some positive practice guidance on FTA management.

## Module four – welfare reform

An accredited organisation will be well prepared for welfare reform, particularly with regard to benefit caps, including under-occupancy charges and the migration to Universal Credit.

An accredited organisation will be able to evidence outcomes which demonstrate effective administration of Housing Benefit and strong partnerships with HB providers.

We expect accredited organisations to:

- Implement effective service level agreements and joint working protocols with benefit providers
- Help customers proactively to claim benefit and to challenge overpayment and backdate decisions where appropriate
- Promote benefit awareness, take-up and explain the importance of advising benefit agencies and the housing provider of any changes in circumstances
- Actively help customers to understand the welfare reform programme, including timescales and to manage the potential impact on themselves and their households
- Be generally well prepared for the full implementation of welfare reform, with an understanding of the risks and opportunities, a strategy for managing the changes and clear action plans.

### *Module four: HQN assessment – standard met*

**We consider that TBC is meeting this standard.**

TBC has prepared well for welfare reform. Having examined how welfare reforms would impact on customers and the organisation, a welfare reform strategy and action plan was drawn up, overseen by the Welfare Reform Working Group. The Group involves residents, who are consulted on the strategy and maintain a scrutiny role regarding TBC's approach.

TBC's welfare reform action plan included a communication plan to ensure that customers and stakeholders were kept informed regarding the changes and TBC's response.

We have found that an effective communication plan is key to the successful management of changes arising from welfare reform. TBC's plans seem to have proven effective and we found the residents we spoke with to be well informed regarding welfare reform and TBC's response.

Welfare reform articles are published in the seasonal resident magazine.

Local media have been used to spread key messages and raise general awareness of welfare reform.

TBC's website has some practical and useful advice regarding welfare reform.

In addition to generic information to the wider community, TBC has also used its customer profiling to target specific information and guidance to people affected by particular aspects of the reforms, such as under-occupying households. We found clear evidence of the effectiveness of this approach, including cases where people have been helped to access discretionary housing payments (DHP) to sustain their tenancies.

TBC's Tenancy Sustainment and HB Teams continue to build upon the joint working for welfare reform to date and regular liaison meetings are a feature of the partnership. This relationship is highly valuable, with each team seeing the other as a proactive and supportive partner in delivering the shared service to residents.

Income Maximisation Officers and other TBC officers routinely check that referred customers are claiming all of the benefits to which they are entitled, from Housing Benefit to all disability-related benefits. Benefit calculators such as 'Entitled To' are used to ensure accurate advice regarding benefit entitlement.

Members of the TST routinely assist with HB backdates and with overpayments. All overpayments are reviewed and challenged where necessary. The HB Manager confirmed that the TST does this appropriately.

In addition to the partnership with the Council, TBC's relationships with local agencies such as CAB has allowed co-operative working to deliver debt advice and to tackle collectively the implementation of benefit caps and other changes.

We endorse TBC's plans to expand the welfare reform focus to the pre tenancy stage, as this is an area with opportunity for improvement, particularly with the expansion of UC across a wider cohort of residents.

## Module five – financial wellbeing

An accredited organisation will be able to evidence outcomes which demonstrate effective measures to address financial exclusion and enhance financial wellbeing in the community, including helping customers to maximise their income through money management and welfare benefit advice.

We expect accredited organisations to:

- Implement measures to raise awareness and address financial exclusion – provide money management, benefit advice, help to access ethical financial services
- Help customers to access advice and support, including direct referrals of serious or multiple debt problems to independent advice agencies
- Establish and maintain effective partnerships with other agencies to support the financial wellbeing of customers and communities.

### *Module five: HQN assessment – standard met*

#### **We consider that TBC is meeting this standard.**

We are pleased to see TBC's focus on financial inclusion. This is explicit in the corporate plan and expressed through the organisation's financial inclusion strategy, which is now being updated into the economic wellbeing strategy

TBC's approach to financial inclusion is clearly based on local priorities and context. Once again, the strategy has been well researched and we found a high level of individual and collective knowledge and understanding of financial inclusion issues amongst the officers who we met with during our assessment.

TBC's financial inclusion work includes a focus on addressing digital exclusion. A digital inclusion plan is being drawn up which will focus on access and training.

The economic wellbeing strategy along with the new digital inclusion strategy should help TBC to continuously identify risks and opportunities associated with these areas of exclusion. This is especially important with the planned welfare reforms, particularly the proposed 'digital by default' access to benefits such as Universal Credit.

TBC's plans are also informed by wider research into local needs and priorities, including the Council and local health providers' Health Inequalities Plan.

TBC also provides comparatively low cost household insurance scheme, providing cover for people who might otherwise have difficulties securing insurance protection.

TBC's funding for Tamworth's local Citizens Advice Bureau includes referral protocols and access expert training for TBC officers.

Referral to the CAB can be made by any TBC officer or partner organisation. Customers can also self-refer.

Support partnerships also include the following:

- Christians Against Poverty for money advice
- Bromford Support (housing related support)
- Crisis
- Changes (a specialist mental health charity)
- Homestart (support for young families)
- Brighter Futures
- Cornerstone
- Pathways
- TAMCAN.

Referrals can also be made to members of the Tamworth Voluntary Partnership (TVP), which meets each week to consider cases for support. Agencies involved include the Fire & Rescue Service, T3 (young persons alcohol service), Youth Offending Team, Probation Service, Adult and Children's Social Care, Domestic Abuse services, Community Mental Health and CAMHS (Children and Adolescent mental health services) to discuss cases and agree a joint approach and action plan.

During our assessment, we held a focus group with some of TBC's partner organisations, all of whom confirmed the positive relationship with TBC.

The people who we interviewed were knowledgeable and customer focused. All gave compelling examples of cases with positive interventions. We also found examples of positive outcomes during our case reviews.

Innovative initiatives are emerging from TBC's research and consultation with residents. Examples include the, 'Cook and Eat' programme to promote healthy eating and a befriending project has been launched to help those who feel socially isolated or excluded.

The Employment Action Group has been set up to explore opportunities to support people into work and training. Local hubs have been set up, with work clubs and access to money advice.

The HEAT (Home Energy Advice Tamworth) scheme is a partnership between TBC, Marches Energy Agency and "Beat the Cold." HEAT advisers provide advice on heating the home, energy price checks and grant funding for repairs, replacement equipment etc.

By talking to residents, officers and partner organisations, we found clear evidence of TBC's focus on supporting the financial wellbeing of its customers and communities. We wonder whether there are opportunities to promote services more effectively and to publicise the positive outcomes of the services provided.

We are disappointed to learn that the funding for the Bromford Support service is ending and recommend that TBC works with partners to ensure that sufficient services are available and accessible for vulnerable people requiring housing related support.

## Module six – value for money

An accredited organisation will be able to evidence outcomes which demonstrate compliance with the Homes and Communities Agency's Regulatory Standard, that is to say, a strategic focus on achieving effectiveness, efficiency and economy of services.

We expect accredited organisations to:

- Ensure that income management links with other strategies such as homelessness prevention, anti-social behaviour, social and financial inclusion
- Understand costs and benefits and deliver overall value for money to customers
- Monitor and manage performance effectively, with strong comparative performance and a clear understanding of what works and what doesn't
- Invest in, develop and use resources efficiently, especially information technology and staff
- Plan effectively for continuous improvement.

### *Module six: HQN assessment – standard met*

**We consider that TBC is meeting this standard.**

Value for money (VfM) considerations feature prominently in TBC's corporate plans and underpinning strategies, policies and improvement plans.

The TST's plans, including the income management action plan, link to the overarching corporate plans.

Improvement planning is informed by forums for discussing performance and ideas for strengthening the service. These forums include residents and partner organisations.

TBC has used VfM as the basis for reviewing staffing levels and resources allocated for income management and financial inclusion. This has resulted in an increased investment in the service, particularly in response to welfare reform.

However, there has been no recent analysis of service demand. Carrying out such an exercise will help TBC to identify and eliminate any wasteful activity and duplication of effort, enabling resources and officer time to be used more efficiently.

TBC has identified that moving customers to DD can help the organisation to achieve material efficiency gains, whilst protecting cashflow and reducing the risk of rent arrears as Universal Credit is rolled out. TBC has had some success in migrating customers to lower cost payment methods and continues to promote DD as the preferred payment method.

Regular team meetings and one-to-ones are used to establish training requirements and to agree personal development plans.

The officers interviewed during HQN's assessment confirmed that there are good training and development opportunities and that they feel valued and respected.

We consider that TBC is meeting this standard but feel that there is scope to report more extensively on the positive outcomes from the financial inclusion work, especially money advice and welfare reform support. We suggest that TBC may be a little too modest regarding the value of the financial gains to the business from investing in these services.

Reporting these outcomes regularly to customers and to the wider community may also help to promote the services.

We suggest that there are also opportunities to improve efficiency at TBC through greater use of mobile working.

Further development of the "My Staffs" smartphone app, together with modernisation of the TBC website, to incorporate more customer self-serve functionality, should further enhance TBC's efficiency.

Overall, the income management service at TBC is strong, with a clear sense of momentum and direction.

TBC is aware of most of the issues that we have identified in our 2015 service review and in this assessment and already has plans in place to address them.



## Appendix A – Recommendations

Our recommendations are detailed in the appendix to our service review report, dated 8 July 2015.

We shall avoid repeating those recommendations in this report but list below, the overarching themes.

If accreditation is awarded, as part of our annual assessment, we shall monitor TBC's progress against these headings. We acknowledge that TBC is already making good progress against most of our recommendations.

- Update the strategic framework
- Promote a strong service identity
- Strengthen the performance management framework
- Manage demand to ensure that resources are targeted efficiently
- Agree and implement strategic partnerships (particularly health and social care)
- Implement operational improvements: arrears prevention and case management.

Our assessor is happy to discuss any of these and will continue to act as a reference partner to support TBC's development of the service.

HQN provides high-quality advice, tailored support and training to housing associations, councils, ALMOs and other housing providers.

Find out more about our network memberships and our services by visiting [www.hqnetwork.co.uk](http://www.hqnetwork.co.uk)

**For further information, please contact:**

Customer Services: [support@hqnetwork.co.uk](mailto:support@hqnetwork.co.uk)

Events: [events@hqnetwork.co.uk](mailto:events@hqnetwork.co.uk)

Networks: [networks@hqnetwork.co.uk](mailto:networks@hqnetwork.co.uk)

Support work: Anna Pattison - [anna.pattison@hqnetwork.co.uk](mailto:anna.pattison@hqnetwork.co.uk)

Training and Development Services: [training@hqnetwork.co.uk](mailto:training@hqnetwork.co.uk)

Rockingham House | St Maurice's Road  
York | YO31 7JA

Telephone | 0845 4747 004  
Fax | 0845 4747 006

Internet | [www.hqnetwork.co.uk](http://www.hqnetwork.co.uk)  
Email | [hqn@hqnetwork.co.uk](mailto:hqn@hqnetwork.co.uk)

HQN Limited | Registered in England | Reg No. 3087930



## Transition Rollout Schedule – April 2017 to September 2018

---

In May 2016 the full Universal Credit service for all claimant types began to rollout nationally (beyond London) and in July 2016 it was announced that this rollout will complete by September 2018.

The following schedule sets out the latest planning assumptions for sites that will transition to the full Universal Credit service (including those already announced – see Annex A). The list is in alphabetical order by local authority mapped to Jobcentre sites.

After the rollout process has completed, DWP will then begin moving all remaining existing benefit claimants to the full Universal Credit service.

April 2017	
Local Authority	Jobcentre area
Flintshire County Council	Flint JCP Mold JCP Shotton JCP
Oldham Metropolitan Council	Oldham JCP
South Somerset District Council	Yeovil JCP

May 2017	
Local Authority	Jobcentre area
Bedford Borough Council	Bedford JCP
Dover District Council	Dover JCP
Burnley Borough Council	Burnley JCP
Erewash Borough Council	Ilkeston JCP Long Eaton JCP
Wiltshire Council	Chippenham JCP

June 2017	
Local Authority	Jobcentre area
Calderdale Metropolitan Borough Council	Brighouse JCP Halifax JCP Todmorden JCP
Clackmannanshire Council	Alloa JCP

## Universal Credit Transition Rollout Schedule

North Somerset Council	Weston-Super-Mare JCP
Stirling Council	Stirling JCP
Wiltshire Council	Salisbury JCP

July 2017	
Local Authority	Jobcentre area
Barnsley Metropolitan Borough Council	Barnsley JCP Goldthorpe JCP Wombwell JCP
Cheshire East	Crewe JCP
Cheshire West and Chester Council	Chester JCP
City of York Council	York Monkgate JCP
Dudley Metropolitan Borough Council	Dudley JCP Halesowen JCP Stourbridge JCP
Eastleigh Borough Council	Eastleigh JCP
Harlow Council	Harlow JCP
Highland Council	Dingwall JCP Fort William JCP Invergordon JCP Portree JCP Wick JCP
North Somerset Council	Clevedon JCP
Rother District Council	Bexhill JCP
Royal Borough of Kensington and Chelsea	North Kensington JCP
Solihull Metropolitan Borough Council	Chelmsley Wood JCP Solihull JCP
Southend-on-Sea Borough Council	Southend JCP
Thanet District Council	Margate JCP Ramsgate JCP
Torfaen County Borough Council	Cwmbran JCP Pontypool JCP
Trafford Council	Altrincham JCP Stretford JCP
Wiltshire Council	Devizes JCP Trowbridge JCP
<b>August 2017</b>	<b>Firebreak</b>
<b>September 2017</b>	

## Universal Credit Transition Rollout Schedule

October 2017	
Local Authority	Jobcentre area
Babergh District Council	Sudbury JCP
Braintree District Council	Braintree JCP* (*Also serves Uttlesford District Council) Witham JCP
Brighton & Hove City Council	Hove JCP
Doncaster Metropolitan Borough Council	Doncaster JCP Mexborough JCP Thorne JCP
Durham County Council	Peterlee JCP Seaham JCP
East Ayrshire Council	Cumnock JCP Kilmarnock JCP
East Dorset District Council	Poole JCP* (*Also serves Poole Borough Council and Purbeck District Council)
Eastbourne Borough Council	Eastbourne JCP* (*Also serves Wealden District Council)
Gateshead Council	Gateshead JCP
London Borough of Barnet	Barnet JCP Edgware JCP Finchley JCP Hendon JCP
London Borough of Ealing	Acton JCP Southall JCP
Manchester City Council	Alexandra Park JCP Chorlton JCP Didsbury JCP Longsight JCP Rusholme JCP
Neath Port Talbot County Borough Council	Neath JCP Port Talbot JCP
North Dorset District Council	Blandford JCP* (*Also serves Purbeck District Council)
North Lincolnshire Council	Barton JCP Scunthorpe JCP
Nuneaton & Bedworth Borough Council	Bedworth JCP Nuneaton JCP
Plymouth City Council	Plymouth JCP* (*Also serves West Devon Borough Council)
Oxford City Council	Oxford JCP

## Universal Credit Transition Rollout Schedule

Poole Borough Council	Poole JCP* (*Also serves Purbeck District Council and East Dorset District Council)
Purbeck District Council	Poole JCP (*Also serves Poole Borough Council and East Dorset District Council)
Redditch Borough Council	Redditch JCP
Rutland County Council	Stamford JCP* (*Also serves South Kesteven District Council)
Sefton Borough Council	Bootle JCP Crosby JCP Southport JCP
South Kesteven District Council	Grantham JCP Stamford JCP* (*Also serves Rutland County Council)
South Lanarkshire Council	Cambuslang JCP East Kilbride JCP Hamilton JCP Lanark JCP Rutherglen JCP
South Oxfordshire District Council	Didcot JCP
St Edmundsbury Borough Council	Bury St Edmunds JCP Haverhill JCP
Stroud District Council	Stroud JCP
Thurrock Council	Grays JCP
Uttlesford District Council	Braintree JCP* (*Also serves Braintree District Council)
Vale of White Horse District Council	Abingdon JCP
Waveney District Council	Beccles JCP
Wealden District Council	Eastbourne JCP* (*Also serves Eastbourne Borough Council)s
West Devon Borough Council	Plymouth JCP* (*Also serves Plymouth City Council)
Wrexham County Borough Council	Wrexham JCP

### November 2017

Local Authority	Jobcentre area
Angus Council	Arbroath JCP Forfar JCP Montrose JCP
Basildon Council	Basildon JCP

## Universal Credit Transition Rollout Schedule

Birmingham City Council	Birmingham Broad St JCP Birmingham City JCP Birmingham South West JCP Sutton Coldfield JCP Washwood Heath JCP Yardley JCP
Brentwood Borough Council	Brentwood JCP
Brighton and Hove City Council	Brighton JCP
Broxbourne Borough Council	Waltham Cross JCP
Cherwell District Council	Banbury JCP
Chesterfield Borough Council	Chesterfield JCP
Christchurch Borough Council	Bournemouth JCP* (*Also serves Bournemouth Borough Council)
Cotswold District Council	Cirencester JCP
Dundee City Council	Dundee JCP
East Dorset District Council	Winton JCP* (*Also serves Bournemouth Borough Council)
Forest of Dean District Council	Cinderford JCP Coleford JCP
Gateshead Council	Blaydon JCP
Kirklees Council	Batley JCP Dewsbury JCP Huddersfield JCP Spen Valley JCP
Lichfield District Council	Lichfield JCP
London Borough of Enfield	Edmonton JCP Enfield JCP Palmers Green JCP
London Borough of Waltham Forest	Leytonstone JCP Walthamstow JCP
Newport City Council	Newport JCP
North Ayrshire Council	Irvine JCP Kilbirnie JCP Saltcoats JCP
Manchester City Council	Newton Heath JCP Manchester Town Hall outreach JCP Openshaw JCP
Peterborough City Council	Peterborough JCP
Plymouth City Council	Devonport JCP
St Albans District Council	St Albans JCP
Tamworth Borough Council	Tamworth JCP
West Oxfordshire District Council	Witney JCP

## Universal Credit Transition Rollout Schedule

Wirral Council	Birkenhead JCP Bromborough JCP Hoylake JCP Upton JCP Wallasey JCP
----------------	---

December 2017	
Local Authority	Jobcentre area
Bassetlaw District Council	Retford JCP Worksop JCP
Birmingham City Council	Erdington JCP Handsworth JCP Kings Heath JCP Perry Barr JCP Selly Oak JCP Sparkhill JCP
Cheltenham Borough Council	Cheltenham JCP
Cheshire West & Chester Council	Ellesmere Port JCP Neston JCP Northwich JCP Winsford JCP
Cornwall Council	Bude JCP Launceston JCP Liskeard JCP
Durham County Council	Bishop Auckland JCP Consett JCP Crook JCP Stanley JCP
Fife Council	Cowdenbeath JCP Cupar JCP Dunfermline JCP Glenrothes JCP Kirkcaldy JCP Leven JCP St Andrews JCP
London Borough of Barking & Dagenham	Barking JCP Dagenham JCP
London Borough of Ealing	Ealing JCP
London Borough of Lambeth	Brixton JCP Stockwell JCP
London Borough of Merton	Mitcham JCP
North East Lincolnshire Council	Grimsby JCP Immingham JCP



## Universal Credit Transition Rollout Schedule

Reading Borough Council	Reading JCP* (*Also serves South Oxfordshire District Council, West Berkshire Council and Wokingham Borough Council)
South Oxfordshire District Council	Reading JCP* (*Also serves Reading Borough Council West Berkshire Council and Wokingham Borough Council)
Swale Borough Council	Sheerness JCP Sittingbourne JCP
Swansea City Council	Gorseinon JCP Morrison JCP Swansea JCP
Tewkesbury Borough Council	Tewkesbury JCP
Three Rivers District Council	Watford JCP* (*Also serves Watford Borough Council)
Watford Borough Council	Watford JCP* (*Also serves Three Rivers District Council)
Welwyn Hatfield Borough Council	Hatfield JCP
West Berkshire Council	Newbury JCP Reading JCP* (*Also serves Reading Borough Council, South Oxfordshire District Council and Wokingham Borough Council)
West Dorset District Council	Bridport JCP
West Lancashire Borough Council	Ormskirk JCP Skelmersdale JCP
Weymouth and Portland Borough Council	Weymouth JCP
Wokingham Borough Council	Reading JCP* (*Also serves Reading Borough Council, South Oxfordshire District Council and West Berkshire Council)
Wolverhampton City Council	Bilston JCP Wolverhampton Chapel Court JCP Wolverhampton Molineaux House JCP

<b>January 2018</b>	<b>Firebreak</b>
---------------------	------------------

<b>February 2018</b>	
<b>Local Authority</b>	<b>Jobcentre area</b>
Basingstoke and Deane Borough Council	Basingstoke JCP
Blackburn With Darwen Borough Council	Blackburn JCP

## Universal Credit Transition Rollout Schedule

	Darwen JCP
Boston Borough Council	Boston JCP
Bracknell Forest Council	Bracknell JCP* (*Also serves Wokingham Borough Council)
Bridgend County Borough Council	Bridgend JCP Maesteg JCP Porthcawl JCP Pyle JCP
City of Westminster	Marylebone JCP Westminster JCP
Conwy County Council	Colwyn Bay JCP Llandudno JCP
Cornwall Council	Bodmin JCP Newquay JCP St Austell JCP Truro JCP
Denbighshire County Council	Rhyl JCP
Dumfries & Galloway Council	Annan JCP Dumfries JCP Stranraer JCP
East Northamptonshire Council	Rushden JCP
Gloucester City Council	Gloucester JCP
Gravesham Borough Council	Gravesend JCP* (*Also serves Sevenoaks District Council)
Hyndburn Borough Council	Accrington JCP
Knowsley Metropolitan Borough Council	Huyton JCP Kirkby JCP
London Borough of Lambeth	Clapham Common JCP Streatham JCP
London Borough of Redbridge	Redbridge JCP
Medway Council	Chatham JCP
Mid Suffolk District Council	Stowmarket JCP
Newark and Sherwood District Council	Newark JCP
North Tyneside Council	Killingworth JCP North Shields JCP Wallsend JCP Whitley Bay JCP
North West Leicestershire District Council	Coalville JCP
Rochdale	Heywood JCP Middleton JCP Rochdale JCP
Royal Borough of Windsor and Maidenhead	Maidenhead JCP
Scarborough Borough Council	Scarborough JCP

## Universal Credit Transition Rollout Schedule

	Whitby JCP
Selby District Council	Selby JCP
Sevenoaks District Council	Gravesend JCP* (*Also serves Gravesham Borough Council)
Shepway District Council	Folkestone JCP
Shropshire Council	Bridgnorth JCP Market Drayton JCP Oswestry JCP Shrewsbury JCP Whitchurch JCP
Slough Borough Council	Slough JCP * (*Also serves South Bucks District Council)
South Ayrshire Council	Ayr JCP Girvan JCP
South Bucks District Council	Slough JCP * (*Also serves Slough Borough Council)
South Norfolk Council	Diss JCP
South Tyneside Council	Jarrow JCP South Shields JCP
The City of Cardiff Council	Cardiff Alex House JCP Cardiff Charles Street JCP
West Lothian Council	Broxburn JCP Bathgate JCP Livingston JCP
Wokingham Borough Council	Bracknell JCP* (*Also serves Bracknell Forest Council)

March 2018	
Local Authority	Jobcentre area
Aberdeenshire Council	Banff JCP Fraserburgh JCP Peterhead JCP
Amber Valley Borough Council	Alfreton JCP Belper JCP Heanor JCP
Ashford Borough Council	Ashford JCP
Blaby District Council	Leicester Charles St JCP* Leicester New Walk JCP* Leicester Wellington St JCP* (*Also serves Leicester City Council and Oadby & Wigston Borough Council)

## Universal Credit Transition Rollout Schedule

Bradford Metropolitan District Council	Bradford Eastbrook Court JCP Bradford Westfield House JCP Keighley JCP Shipley JCP
Breckland Council	Dereham JCP Thetford JCP
Bristol City Council	Bedminster JCP Bishopsworth JCP Bristol Central JCP
Carmarthenshire County Council	Ammanford JCP Carmarthen JCP Llanelli JCP
Cheshire East Council	Congleton JCP Macclesfield JCP Wilmslow JCP
City of Lincoln Council	Lincoln JCP
Cornwall Council	Helston JCP Penryn JCP Penzance JCP* (*Also serves Council of the Isles of Scilly) Redruth JCP
Council of the Isles of Scilly	Penzance JCP* (* Also serves Cornwall Council)
Crawley Borough Council	Crawley JCP
Darlington Borough Council	Darlington JCP
Durham County Council	Chester le Street JCP Durham JCP Newton Aycliffe JCP Spennymoor JCP
East Lindsey District Council	Skegness JCP
Falkirk Council	Falkirk JCP Grangemouth JCP
Herefordshire Council	Hereford JCP Leominster JCP Ross on Wye JCP
Horsham District Council	Horsham JCP* (*Also serves Mid Sussex District Council)
Isle of Anglesey County Council	Amlwch JCP Holyhead JCP Llangefni JCP
Leicester City Council	Leicester Charles St JCP* Leicester New Walk JCP*

## Universal Credit Transition Rollout Schedule

	Leicester Wellington St JCP* (*Also serves Blaby District Council and Oadby & Wigston Borough Council)
London Borough of Havering	Hornchurch JCP Romford JCP
London Borough of Islington	Barnsbury JCP Finsbury Park JCP Highgate JCP
London Borough of Richmond upon Thames	Twickenham JCP
London Borough of Wandsworth	Wandsworth JCP
Merthyr Tydfil County Borough Council	Merthyr Tydfil JCP
Mid Sussex District Council	Haywards Heath JCP Horsham JCP* (*Also serves Horsham District Council)
Monmouthshire County Council	Abergavenny JCP Caldicott JCP Chepstow JCP
Oadby & Wigston Borough Council	Leicester Charles St JCP* Leicester New Walk JCP* Leicester Wellington St JCP* (*Also serves Blaby District Council and Leicester City Council)
Preston City Council	Preston JCP
Royal Borough of Kingston upon Thames	Kingston JCP
Scottish Borders Council	Eyemouth JCP Galashiels JCP Hawick JCP
South Ribble Borough Council	Leyland JCP
Stockport Metropolitan Borough Council	Stockport JCP
Stoke-on-Trent City Council	Hanley JCP Longton JCP

### April 2018

Local Authority	Jobcentre area
Adur District Council	Worthing JCP* (*Also serves Worthing Borough Council)
Arun District Council	Bognor JCP Littlehampton JCP
Barrow In Furness Borough Council	Barrow JCP
Blaenau Gwent County Borough Council	Abertillery JCP Ebbw Vale JCP Tredegar JCP

## Universal Credit Transition Rollout Schedule

Canterbury City Council	Canterbury JCP Herne Bay JCP Whitstable JCP
Charnwood Borough Council	Loughborough JCP
Chichester District Council	Chichester JCP
Chorley Borough Council	Chorley JCP
Colchester Borough Council	Colchester JCP
Coventry City Council	Coventry Cofa Court JCP Coventry Tile Hill JCP
Derby City Council	Derby Forester House JCP Derby Normanton Road JCP
East Devon District Council	Honiton JCP
East Riding of Yorkshire Council	Bridlington JCP Beverley JCP Hessle JCP Goole JCP
Gwynedd Council	Bangor JCP Caernarfon JCP Dolgellau JCP Machynlleth JCP* (* Also serves Powys County Council) Porthmadog JCP Pwllheli JCP
Ipswich Borough Council	Ipswich JCP Ipswich "My go Hub"
London Borough of Harrow	Harrow JCP
London Borough of Lewisham	Forest Hill JCP Lewisham JCP
Mid Devon District Council	Tiverton JCP
North Devon District Council	Barnstaple JCP
North East Derbyshire District Council	Clay Cross JCP Staveley JCP
North Lanarkshire Council	Airdrie JCP Bellshill JCP Cumbernauld JCP Motherwell JCP
Perth and Kinross Council	Blairgowrie JCP Perth JCP
Rotherham Metropolitan Borough Council	Dinnington JCP Maltby JCP Rotherham JCP
South Holland District Council	Spalding JCP
St. Helens Metropolitan Borough Council	Newton-le-Willows JCP St Helens JCP

## Universal Credit Transition Rollout Schedule

Stockton Borough Council	Billingham JCP Stockton JCP Thornaby JCP
Tending District Council	Harwich JCP
Test Valley Borough Council	Andover JCP
The Moray Council	Buckie JCP Elgin JCP Forres JCP
Torrige District Council	Bideford JCP
Walsall Metropolitan Borough Council	Brownhills JCP Walsall Bayard House JCP Walsall Bridle Court JCP Willenhall JCP
Wigan Council	Atherton JCP Ashton in Makerfield JCP Leigh JCP Wigan JCP
Winchester City Council	Winchester JCP
Worthing Borough Council	Worthing JCP* (*Also serves Adur District Council)

May 2018	
Local Authority	Jobcentre area
Argyll and Bute Council	Campbeltown JCP Dunoon JCP Helensburgh JCP Oban JCP Rothesay JCP
Bristol City Council	Easton JCP Horfield JCP* Shirehampton JCP (*Also serves South Gloucester District Council)
Bromsgrove District Council	Bromsgrove JCP
Bury Council	Bury JCP Prestwich JCP
Caerphilly County Borough Council	Bargoed JCP Blackwood JCP Caerphilly JCP

## Universal Credit Transition Rollout Schedule

Cambridge City Council	Ely JCP* (*Also serves East Cambridgeshire District Council)
Carlisle City Council	Carlisle JCP
Castle Point Borough Council	Canvey JCP
Ceredigion County Council	Aberystwyth JCP Cardigan JCP
Dartford Borough Council	Dartford JCP* (*Also serves Sevenoaks District Council)
Derbyshire Dales District Council	Matlock JCP
East Cambridgeshire District Council	Ely JCP* (*Also serves Cambridge City Council)
East Lindsey District Council	Louth JCP
Eden District Council	Penrith JCP
Eilean Siar Council	Stornoway JCP
Fenland District Council	Wisbech JCP
High Peak Borough Council	Glossop JCP* (*Also serves Staffordshire Moorlands District Council)
London Borough of Bromley	Bromley JCP
London Borough of Newham	Canning Town JCP East Ham JCP Plaistow JCP Stratford JC
Malvern Hills District Council	Malvern JCP
Manchester City Council	Cheetham Hill JCP Wythenshawe JCP
Mansfield District Council	Mansfield JCP
Middlesbrough Council	Middlesbrough East JCP Middlesbrough JCP
New Forest District Council	Hythe JCP
Isle of Wight Council	Newport (IOW) JCP
North Warwickshire Borough Council	Atherstone JCP
Orkney Islands Council	Kirkwall JCP
Pembrokeshire County Council	Haverfordwest JCP Milford Haven JCP Pembroke Dock JCP
Renfrewshire Council	Johnstone JCP Paisley JCP Renfrew JCP
Rochford District Council	Rayleigh JCP
Sevenoaks District Council	Dartford JCP* (*Also serves Dartford Borough Council)



## Universal Credit Transition Rollout Schedule

Shetland Islands Council	Lerwick JCP
South Bucks District Council	High Wycombe JCP* (*Also serves Wycombe District Council)
South Gloucestershire District Council	Horfield JCP* (*Also serves Bristol City Council)
South Hams District Council	Totnes JCP
Staffordshire Moorlands District Council	Buxton JCP Glossop JCP* (*Also serves High Peak Borough Council)
Sunderland City Council	Houghton le Spring JCP Southwick JCP Sunderland JCP Washington JCP
Tendring District Council	Clacton JCP
Teignbridge District Council	Newton Abbot JCP
Torbay Council	Brixham JCP Torquay JCP
West Lindsey District Council	Gainsborough JCP
Wycombe District Council	High Wycombe JCP* (*Also serves South Bucks District Council)

### June 2018

Local Authority	Jobcentre area
Aberdeen City Council	Aberdeen JCP
Aylesbury Vale District Council	Aylesbury JCP
Broadland District Council	Norwich JCP* (*Also serves Norwich City Council)
Cambridge City Council	Cambridge JCP* (*Also serves South Cambridgeshire District Council)
Chiltern District Council	Chesham JCP
City of Edinburgh Council	Edinburgh City JCP High Riggs JCP Leith JCP Wester Hailes JCP
East Herts District Council	Hertford JCP
East Renfrewshire Council	Barrhead JCP
Exeter City Council	Exeter JCP* (*Also serves West Devon Borough Council)
Havant Borough Council	Cosham JCP*

## Universal Credit Transition Rollout Schedule

	(*Also serves Portsmouth City Council) Portsmouth JCP* (*Also serves Portsmouth City Council)
Huntingdonshire District Council	Huntingdon JCP
Kettering Borough Council	Kettering JCP
Knowlsey Metropolitan Borough Council	Belle Vale JCP* Garston JCP* (* Also serves Liverpool City Council)
Leeds City Council	Guisley JCP Leeds Eastgate JCP Leeds Southern House JCP Leeds Park Place JCP Morley JCP Pudsey JCP Seacroft JCP
Lewes District Council	Lewes JCP Newhaven JCP
Liverpool City Council	Belle Vale JCP* Garston JCP* (* Also serves Knowlsey Metropolitan Borough Council)
London Borough of Hackney	Dalston JCP Hackney JCP Hoxton JCP
New Forest District Council	Lymington Ringwood
North Hertfordshire District Council	Letchworth JCP
North Norfolk District Council	Cromer JCP
Norwich City Council	Norwich JCP* (*Also serves Broadland District Council)
Nottingham City Council	Bulwell JCP Nottingham Loxley House JCP Nottingham Central JCP* (*Also serves Rushcliffe Borough Council)
Portsmouth City Council	Cosham JCP* (*Also serves Havant Borough Council) Portsmouth JCP* (*Also serves Havant Borough Council)
Powys County Council	Brecon JCP Llandrindod Wells JCP Newtown JCP Machynlleth JCP * (* Also serves Gwynedd Council)

## Universal Credit Transition Rollout Schedule

	Welshpool JCP Ystradgynlais JCP
Royal Borough of Greenwich	Eltham JCP Woolwich JCP
Rushcliffe Borough Council	Nottingham Central JCP* (*Also serves Nottingham City Council)
Salford City Council	Eccles JCP Irlam JCP Salford JCP Worsley JCP
Stevenage Borough Council	Stevenage JCP
South Cambridgeshire District Council	Cambridge JCP* (*Also serves Cambridge City Council)
South Lakeland District Council	Kendal JCP
Suffolk Coastal District Council	Felixstowe JCP Leiston JCP Woodbridge JCP
Vale of Glamorgan Council	Barry JCP Penarth JCP
Warwick District Council	Leamington Spa JCP
West Devon Borough Council	Exeter JCP* (*Also serves Exeter City Council)
West Dunbartonshire Council	Alexandria JCP Clydebank JCP Dumbarton JCP
Worcester City Council	Worcester JCP

July 2018	
Local Authority	Jobcentre area
Bolton Council	Bolton Great Moor St JCP Bolton Blackhorse St JCP Farnworth JCP
Borough Council of King's Lynn & West Norfolk	Kings Lynn JCP
Bristol City Council	Kingswood JCP* (*Also serves South Gloucestershire District Council)
Broxtowe Borough Council	Beeston JCP
Central Bedfordshire Council	Dunstable JCP
East Hampshire District Council	Alton JCP Bordon JCP
Epsom and Ewell Borough Council	Epsom JCP
Gedling Borough Council	Arnold JCP

## Universal Credit Transition Rollout Schedule

Guildford Borough Council	Guildford JCP* (*Also serves Waverley Borough Council)
Hart District Council	Farnborough JCP* (*Also serves Rushmoor Borough Council)
Isle of Wight Council	Ryde JCP
Liverpool City Council	Edge Hill JCP Toxteth JCP Wavertree JCP Williamson Square JCP
London Borough of Bexley	Bexleyheath JCP
London Borough of Haringey	Tottenham JCP Wood Green JCP
London Borough of Hillingdon	Hayes JCP Uxbridge JCP* (*Also serves South Bucks District Council)
Luton Borough Council	Luton JCP
Mole Valley District Council	Redhill JCP* (*Also serves Reigate and Banstead Council and Tandridge District Council)
North Kesteven District Council	Sleaford JCP
Northampton Borough Council	Northampton JCP* (*Also serves South Northamptonshire Council)
Northumberland County Council	Ashington JCP Berwick JCP Cramlington JCP Morpeth JCP
Reigate and Banstead Council	Redhill JCP* (*Also serves Mole Valley District Council and Tandridge District Council)
Rhondda Cynon Taf County Borough Council	Aberdare JCP Llantrisant JCP Mountain Ash JCP Pontypridd JCP Porth JCP Tonypany JCP Treorchy JCP
Rushmoor Borough Council	Aldershot JCP
Sandwell Council	Oldbury JCP Smethwick JCP Tipton JCP

## Universal Credit Transition Rollout Schedule

	West Bromwich JCP
Sheffield City Council	Chapelton JCP Sheffield Bailey JCP Sheffield Cavendish Court JCP
South Bucks District Council	Uxbridge JCP* (Also serves London Borough of Hillingdon)
South Gloucestershire District Council	Kingswood JCP* Yate JCP (*Also serves Bristol City Council)
Tandridge District Council	Redhill JCP* (*Also serves Reigate and Banstead Council and Mole Valley District Council)
Telford & Wrekin Council	Madeley JCP Telford JCP Wellington JCP
Waverley Borough Council	Guildford JCP* (*Also serves Guildford Borough Council)
Woking Borough Council	Woking JCP
Wychavon District Council	Evesham JCP
Wyre Forest District Council	Kidderminster JCP

August 2018	
Local Authority	Jobcentre area
Ashfield District Council	Sutton-in-Ashfield JCP
Bolsover District Council	Bolsover JCP Shirebrook JCP
Borough Council of Wellingborough	Wellingborough JCP
Cannock Chase District Council	Cannock JCP* (*Also serves South Staffordshire Council)
Central Bedfordshire Council	Biggleswade JCP Leighton Buzzard JCP
East Hampshire District Council	Petersfield JCP
East Staffordshire Borough Council	Burton JCP
Elmbridge Borough Council	Staines JCP* (*Also serves Runnymede Borough Council and Spelthorne Borough Council) Weybridge JCP**

## Universal Credit Transition Rollout Schedule

	(**Also serves Epsom & Ewell Borough Council, Runnymede Borough Council and Spelthorne Borough Council)
Epsom & Ewell Borough Council	Weybridge JCP* (*Also serves Elmbridge Borough Council, Runnymede Borough Council and Spelthorne Borough Council)
Fareham Borough Council	Fareham JCP
Gosport Borough Council	Gosport JCP
Havant Borough Council	Havant JCP
London Borough of Brent	Harlesden JCP Willesden JCP
Maidstone Borough Council	Maidstone JCP
Pendle Borough Council	Colne JCP Nelson JCP
Redcar and Cleveland Council	Eston JCP Guisborough JCP Loftus JCP Redcar JCP
Ribble Valley Borough Council	Clitheroe JCP
Rossendale Borough Council	Rawtenstall JCP
Runnymede Borough Council	Staines JCP* (*Also serves Elmbridge Borough Council and Spelthorne Borough Council) Weybridge JCP** (**Also serves Elmbridge Borough Council, Epsom & Ewell Borough Council, and Spelthorne Borough Council)
Spelthorne Borough Council	Staines JCP* (*Also serves Elmbridge Borough Council and Runnymede Borough Council) Weybridge JCP** (**Also serves Elmbridge Borough Council, Epsom & Ewell Borough Council and Runnymede Borough Council)
Stafford Borough Council	Stafford JCP
South Derbyshire District Council	Swadlincote JCP
South Staffordshire Council	Cannock JCP* (*Also serves Cannock Chase District Council)

## Universal Credit Transition Rollout Schedule

Surrey Heath Borough Council	Camberley JCP
Tameside Metropolitan Borough Council	Ashton-under-Lyne JCP Hyde JCP Stalybridge JCP
Tonbridge and Malling Borough Council	Tonbridge JCP* (*Also serves Sevenoaks District Council)
Wakefield Council	Castleford JCP Hemsworth JCP Pontefract JCP Wakefield JCP

September 2018	
Local Authority	Jobcentre area
Blackpool Council	Blackpool North JCP Blackpool South JCP
Chelmsford City Council	Chelmsford JCP* (*Also serves Maldon District Council)
Dacorum Borough Council	Hemel Hempstead JCP
Epping Forest District Council	Loughton JCP
Forest Heath District Council	Mildenhall JCP Newmarket JCP
Fylde Borough Council	St Annes JCP
Glasgow City Council	Anniesland JCP Bridgeton JCP Castlemilk JCP Drumchapel JCP Easterhouse JCP Govan JCP Laurieston JCP Langside JCP Maryhill JCP Newlands JCP Parkhead JCP Partick JCP Shettleston JCP Springburn JCP
Hertsmere Borough Council	Borehamwood JCP
Hull City Council	Hull Britannia House JCP Hull Market Place JCP
Liverpool City Council	Everton JCP West Derby JCP Norris Green JCP

## Universal Credit Transition Rollout Schedule

London Borough of Brent	Kilburn JCP Wembley JCP
London Borough of Camden	Kentish Town JCP
Maldon District Council	Chelmsford JCP* (*Also serves Chelmsford City Council)
Milton Keynes Council	Milton Keynes JCP
Newcastle-under-Lyme Borough Council	Kidsgrove JCP Newcastle Under Lyme JCP
North Norfolk District Council	Fakenham JCP North Walsham JCP
Northumberland County Council	Alnwick JCP Bedlington JCP Blyth JCP Hexham JCP
Sefton Council	Aintree JCP
Sheffield City Council	Sheffield Eastern Ave JCP Sheffield Hillsborough JCP Sheffield Woodhouse JCP
Tunbridge Wells Borough Council	Tunbridge Wells JCP* (*Also serves Sevenoaks District Council)
Wyre Borough Council	Fleetwood JCP

Please note that some Jobcentre areas appear more than once within the list. This is due to the fact that some local authorities do not have a Jobcentre within their boundary and the catchment area falls within the Jobcentre area of a neighbouring local authority.



## Universal Credit Transition Rollout Schedule

### **Annex A – Previously announced transitions schedules May 2016 – March 2017**

We have previously announced the sites that have or will transition to the full Universal Credit Service up to March 2017; these are summarised below but can also be accessed on GOV.UK here –

<https://www.gov.uk/government/publications/universal-credit-transition-to-full-service>

#### **May – July 2016**

<b>May 2016</b>	
<b>Local Authority</b>	<b>Jobcentre area</b>
Bath and North East Somerset Council	Bath JCP
Newcastle City Council	Newcastle Cathedral Square JCP
Rugby Borough Council	Rugby JCP
Sedgemoor District Council	Bridgwater JCP
Waveney District Council	Lowestoft JCP

<b>June 2016</b>	
<b>Local Authority</b>	<b>Jobcentre area</b>
Harrogate Borough Council	Harrogate JCP
Highland Council	Inverness JCP
London Borough of Hammersmith & Fulham	Hammersmith JCP
Richmondshire District Council	Richmond JCP
Ryedale District Council	Ryedale JCP

<b>July 2016</b>	
<b>Local Authority</b>	<b>Jobcentre area</b>
Halton Borough Council	Runcorn JCP Widnes JCP
Lancaster City Council	Lancaster JCP Morecambe JCP
Mendip District Council	Frome JCP Wells JCP

<b>August 2016</b>	<b>Firebreak</b>
<b>September 2016</b>	

## Universal Credit Transition Rollout Schedule

### October – December 2016

October 2016	
Local Authority	Jobcentre area
Craven District Council	Skipton JCP
Hambleton District Council	Northallerton JCP
London Borough of Lambeth	Kennington Park JCP
London Borough of Southwark	Peckham JCP (50%)
Taunton Deane Borough Council	Taunton JCP
West Somerset Council	Minehead JCP

November 2016	
Local Authority	Jobcentre area
Allerdale Borough Council	Workington JCP
Copeland Borough Council	Whitehaven JCP
Daventry District Council	Daventry JCP
East Dunbartonshire Council	Kirkintilloch JCP
Harborough District Council	Market Harborough JCP
Inverclyde Council	Port Glasgow JCP Greenock JCP
London Borough of Hammersmith & Fulham	Shepherds Bush JCP
London Borough of Southwark	Peckham JCP (50%)
Melton Borough Council	Melton Mowbray JCP
Swindon Borough Council	Swindon JCP (50%)

December 2016	
Local Authority	Jobcentre area
Hartlepool Borough Council	Hartlepool JCP
Hastings Borough Council	Hastings JCP
London Borough of Hammersmith & Fulham	Fulham JCP Shepherds Bush JCP
Stratford District Council	Stratford-upon-Avon JCP
Swindon Borough Council	Swindon JCP (50%)

## Universal Credit Transition Rollout Schedule

### January to March 2017

<b>January 2017</b>	<b>Firebreak</b>
---------------------	------------------

<b>February 2017</b>	
<b>Local Authority</b>	<b>Jobcentre area</b>
Corby Borough Council	Corby JCP
London Borough of Tower Hamlets	Poplar JCP
Newcastle City Council	Newcastle East JCP
Southampton City Council	Southampton JCP
Warrington Borough Council	Warrington JCP

<b>March 2017</b>	
<b>Local Authority</b>	<b>Jobcentre area</b>
Hinckley & Bosworth Borough Council	Hinckley JCP
London Borough of Tower Hamlets / City of London	City Tower JCP
Midlothian Council	Dalkeith JCP
	Penicuik JCP
Newcastle City Council	Newcastle West JCP

This page is intentionally left blank

## Rent Service Improvement Plan

Ref	Proposal and rationale	Specific action	Measurable outcome or benefit	Key milestones and dates	Resourced by	Start date	End date
1.1	<b>Update the strategic framework</b>	Ensure that the outcomes from this review, together with TBC's other planned improvements are captured in a service improvement plan	Service improvement plan Continuous improvement pathway	<ol style="list-style-type: none"> <li>1. <b>Produce service improvement plan</b></li> <li>2. <b>Arrange 6 weekly update meetings</b></li> </ol>	<b>Sue Philp Steph Norton and David Turner</b>	<b>Sept 16</b>	<b>2019</b>

Ref	Proposal and rationale	Specific action	Measurable outcome or benefit	Key milestones and dates	Resourced by	Start date	End date
1.2	<b>Update the strategic framework</b>	Publish a rent and service charge setting policy	<p>Policy document, communicating local contextual and value for money considerations</p> <p>Clarity and transparency for residents regarding the rationale for setting rents and other charges</p>	<ol style="list-style-type: none"> <li><b>1. First draft created and Awaiting Legal advice</b></li> <li><b>2. Seek cabinet approval</b></li> <li><b>3. Staff training</b></li> <li><b>4. Put on the web</b></li> </ol>	<b>Sue Philp</b>	<b>Nov 15</b>	<p><b>Sept 18</b></p> <p><b>Oct 18</b></p> <p><b>Dec 18</b></p>
1.3	<b>Update the strategic framework</b>	Complete the project to depool and disaggregate service charges from rent.	<p>Clarity and transparency for residents regarding service charges</p> <p>Clarity for TBC on component charges and whether the actual costs of services are being recovered</p>	<ol style="list-style-type: none"> <li><b>1. Establish a Service Charge working group</b></li> <li><b>2. Allocate Work streams</b></li> <li><b>3. Arrange consultation</b></li> </ol>	<p><b>David Turner</b></p> <p><b>Sue Philp/Jackie Lea</b></p> <p><b>Leanne Allwood</b></p>		<p><b>April 16</b></p> <p><b>April 16</b></p> <p><b>April 16</b></p>

Ref	Proposal and rationale	Specific action	Measurable outcome or benefit	Key milestones and dates	Resourced by	Start date	End date
1.4	<b>Update the strategic framework</b>	<p>Update the financial inclusion strategy. Build this with input from customers regarding priorities and service standards and include top level action plans that link to the more detailed service improvement plan</p> <p>NB The financial inclusion strategy could be incorporated into the proposed economic wellbeing strategy</p>	<p>Financial inclusion strategy, with summary, top-level action plan</p> <p>Service improvement plan</p> <p>Continuous improvement pathway</p> <p>Top quartile performance against KPIs</p>	<ol style="list-style-type: none"> <li>1. <b>Update the Financial Inclusion Strategy</b></li> <li>2. <b>Produce a smart action plan</b></li> <li>3. <b>Gather information</b></li> <li>4. <b>Meet with a tenant focus group</b></li> <li>5. <b>Produce a equality impact assessment</b></li> <li>6. <b>Produce a home cost booklet</b></li> <li>7. <b>Make available on the web and in hard copy</b></li> <li>8. <b>Arrange to display on Plasma screen in reception</b></li> </ol>	<b>David Turner/ Steph Norton</b>	<b>Dec 15</b>	<p><b>Oct 18</b></p> <p><b>Oct 18</b></p> <p><b>June 18</b></p> <p><b>July 18</b></p> <p><b>Oct 18</b></p> <p><b>Feb 16</b></p> <p><b>Feb 16</b></p> <p><b>Mar 17</b></p>

Ref	Proposal and rationale	Specific action	Measurable outcome or benefit	Key milestones and dates	Resourced by	Start date	End date
1.5	<b>Update the strategic framework</b>	Carry out another rent impact assessment. The previous exercise and resulting report was very useful and informed service development	Updated rent impact assessment report  Learning points incorporated into the service plans	<ol style="list-style-type: none"> <li>1. <b>Update the rent impact assessment</b></li> <li>2. <b>Consider the findings and incorporate in service improvement plan</b></li> </ol>	<b>Julie Clempson</b>	<b>Dec 15</b>	<b>May 17</b>
1.6	<b>Update the strategic framework</b>	Consult with customers to define a set of SMART service standards for income management	Clear service standards published and monitored for compliance	<ol style="list-style-type: none"> <li>1. <b>Arrange staff focus group</b></li> <li>2. <b>Review with Tenant Involvement Group</b></li> <li>3. <b>Update</b></li> <li>4. <b>Forward to individual teams</b></li> <li>5. <b>Put on the web</b></li> </ol>	<b>Leanne Allwood</b>	<b>March 15</b>	<b>Jun 15</b>  <b>Jun 15</b>  <b>Jun 15</b>  <b>Jun 15</b>



Ref	Proposal and rationale	Specific action	Measurable outcome or benefit	Key milestones and dates	Resourced by	Start date	End date
1.7	<b>Update the strategic framework</b>	Implement a policy and procedure for effective management of repair recharges, including payment in advance, effective recovery action and use of the small claims court where appropriate	<p>Documented policy and procedure</p> <p>Increased collection and reduced repair recharge debt</p> <p>Establishment of a payment culture amongst customers</p> <p>Increased cost recovery</p>	<ol style="list-style-type: none"> <li>1. <b>Rearrange the meeting to discuss the management of recharges</b></li> <li>2. <b>Update the recharge policy involve a tenant focus group</b></li> <li>3. <b>Take to TCG</b></li> <li>4. <b>Seek cabinet Approval</b></li> </ol>	<p><b>Tina Mustafa</b></p> <p><b>Sue Philp</b></p> <p><b>John Murden</b></p>	<p><b>2018/19</b></p> <p><b>2018/19</b></p> <p><b>2018/19</b></p> <p><b>2018/19</b></p>	

Ref	Proposal and rationale	Specific action	Measurable outcome or benefit	Key milestones and dates	Resourced by	Start date	End date
2.1	<b>Promote a strong service identity</b>	Refresh the branding of the income management service at TBC to communicate and 'sell' the importance of income management. Establish a culture of payment and responsibility, sending the clear message, 'rent first'	Documents such as arrears letters, leaflets, website with greater impact	<b>1. Review rent letters</b>	<b>David Turner</b>	<b>Jul 16</b>	<b>Apr 17</b>
		Strengthen the arrears letters so that they have more visual impact and clarity regarding the consequences of non-payment	Awareness of the brand – advantages of maximising income for customers and the organisation and the consequences of arrears to all parties	<b>2. Renew leaflet</b>	<b>Julie Clempson</b>	<b>Apr 17</b>	<b>Jun 17</b>
		Update the TBC website, so that income management topics, facilities and resources are presented more clearly		<b>3. Update website</b>	<b>Leanne lee/Steph Norton</b>	<b>Feb 17</b>	<b>Apr 17</b>
2.2	<b>Promote a strong service identity</b>	Use rebranding as the basis for further arrears campaigns and to promote and publicise all aspects of the service			<b>Julie Clempson</b>	<b>Aug 17</b>	<b>Jan 18</b>

Ref	Proposal and rationale	Specific action	Measurable outcome or benefit	Key milestones and dates	Resourced by	Start date	End date
2.3	<b>Promote a strong service identity</b>	Promote the positive impact that some aspects of the service such as advice with welfare benefit and budgeting, are having on individuals, households and the wider community	<p>Publication of the positive outcomes from TBC's interventions</p> <p>Increased take-up of services</p> <p>Positive impact on individual and collective wellbeing</p> <p>Evidence of value for money</p>	1. <b>Ensure quarterly monitoring reports are received and reviewed.</b>	<p>Sue Philp</p> <p>David Turner</p> <p>Steph Norton</p>	Apr 17	Mar 18
3.1	<b>Strengthen the performance management framework</b>	Baseline the current position using a broader range of measures and indicators. Use these to set SMART targets that cascade down to individual officer level.	<p>Documented performance management framework</p> <p>'As is' statement that can be used to present the current performance level and stretching targets</p> <p>Top quartile performance against KPIs</p>	1. <b>Reviewed KPI's in line with HQN's recommendation</b>	<p>Julie Clempson</p> <p>Steph Norton</p>	Apr 16	Apr 16
3.2	<b>Strengthen the performance management framework</b>	Consider applying for HQN accreditation for income management	<p>Accreditation award and positive promotion of the service</p> <p>Evidence of a robust challenge to service quality</p>		Sue Philp		Obtained Feb 2016

Ref	Proposal and rationale	Specific action	Measurable outcome or benefit	Key milestones and dates	Resourced by	Start date	End date
4.1	<b>Manage demand to ensure that resources are targeted efficiently</b>	<p>Conduct a demand analysis of the service, so that waste can be eliminated and resources allocated appropriately</p> <p>Alongside this exercise, analyse the number of missed or dropped telephone calls and implement remedial action</p>	<p>Identification and elimination of waste</p> <p>Leaner operations and more efficient use of officer time</p> <p>Outcomes against performance indicators, including qualitative measures</p>	<ol style="list-style-type: none"> <li><b>Delivering Quality Services in Tamworth project</b></li> <li><b>Review the changes in 3 months</b></li> </ol>	<b>Tina Mustafa, Rob Barnes</b>	<b>Jul 16</b>	<b>Jun 17</b>
4.2	<b>Manage demand to ensure that resources are targeted efficiently</b>	Evaluate customer access to the service, including out-of-hours facilities, access to advice and the potential for more surgeries, etc	<p>Flexibility for customers and officers in service design and delivery</p> <p>Improved access to the service for customers</p> <p>Increased opportunities for engagement with customers</p> <p>Outcomes against performance indicators</p>	<ol style="list-style-type: none"> <li><b>Introduce Orchard system portal.</b></li> <li><b>Agile working</b></li> <li><b>Surgeries at sheltered schemes</b></li> </ol>	<p><b>Jackie Lea/Jane Wells</b></p> <p><b>Sue Philp</b></p> <p><b>Sue Philp Lee birch</b></p>	<p><b>Jan 16</b></p> <p><b>Apr 16</b></p> <p><b>Apr 17</b></p>	<p><b>Dec 17</b></p> <p><b>Jun 16</b></p> <p><b>Jun 17</b></p>
4.3	<b>Manage demand to ensure that resources are targeted efficiently</b>	Carry out regular customer satisfaction surveys for the income management service. Use the surveys to inform service design and development	<p>Increased opportunities for engagement with customers</p> <p>A clearer understanding of customer perception and preferences</p> <p>Evidence of value for money</p>	<ol style="list-style-type: none"> <li><b>Rent Satisfaction Survey</b></li> </ol>	<b>Leanne Lea Sue Philp</b>	<b>Apr 17</b>	<b>Jun 17</b>

Ref	Proposal and rationale	Specific action	Measurable outcome or benefit	Key milestones and dates	Resourced by	Start date	End date
4.4	<b>Manage demand to ensure that resources are targeted efficiently</b>	Explore the potential for introducing modern apprenticeships within the income team.	Provides young people with training and employment opportunities  Provides the team with administrative support  Helps with succession planning	<b>1. Check feasibility/financial resources</b>	<b>Tina Mustafa Sue Philp</b>	<b>Sept 17</b>	<b>Apr 18</b>
4.5	<b>Manage demand to ensure that resources are targeted efficiently</b>	Reintroduce a specialist officer to manage FTA.	Efficient management of FTA against performance indicators  Reputation of TBC  Value for money and return on investment	<b>1. Review resources after DQS</b>	<b>Tina Mustafa Sue Philp</b>	<b>Jan 18</b>	<b>Apr 19</b>
4.6	<b>Manage demand to ensure that resources are targeted efficiently</b>	Explore the potential for supplementing the team with volunteers for activities in preparation for welfare reform.	Support for residents to access training and experience.  Supplementary support for the team on specific projects.  Opportunities to share messages through peers rather than from TBC.	<b>1. Identify Champions 2. Organise training 3. Joint articles on rent statements</b>	<b>Steph Norton David Turner Diane Hughes</b>	<b>Apr 18</b>	<b>Dec 18</b>

Ref	Proposal and rationale	Specific action	Measurable outcome or benefit	Key milestones and dates	Resourced by	Start date	End date
4.7	<b>Manage demand to ensure that resources are targeted efficiently</b>	<p>Consider establishing the following roles within the tenancy sustainment/income teams:</p> <p>Specialist welfare benefit advice</p> <p>Health and wellbeing</p> <p>Fuel poverty/energy management</p> <p>Digital inclusion</p> <p>Employability (helping people to access employment and training opportunities)</p>	<p>A wider ranging service, responsive to local needs</p> <p>Practical measures to address specific issues affecting tenancy sustainment, eg, loss of job</p> <p>Enhanced preparation for further welfare reform</p> <p>Positive impact on individual and collective wellbeing</p> <p>Prevention of tenancy failure and therefore reduced cost</p> <p>Positive impact on customers' ability to maintain rent payments</p>	<p>1. <b>Delivering Quality Services in Tamworth</b></p>	<p>Tina Mustafa</p> <p>Rob Barnes</p> <p>Landlord services managers</p>	Apr 16	Dec 18
4.8	<b>Manage demand to ensure that resources are targeted efficiently</b>	<p>Refresher training for officers in using the Orchard system. In particular, focus on note keeping and the use of data fields rather than text notes where necessary</p>	<p>Improved case management and more efficient working</p>	<p>1. <b>Monthly Orchard meetings</b></p> <p>2. <b>Arrange training as identified</b></p>	<p>Jackie Lea/ Jane Wells</p>	Apr 16	Apr 17

Ref	Proposal and rationale	Specific action	Measurable outcome or benefit	Key milestones and dates	Resourced by	Start date	End date
5.1	<b>Agree and implement strategic partnerships</b>	<p>Agree and document partnerships with health and social care providers</p> <p>As part of this exercise, explore the potential for earlier referrals to social services.</p>	<p>Documented agreements which define referral pathways, information sharing and joint working arrangements</p> <p>Improved outcomes for customers, especially vulnerable people</p>	<ol style="list-style-type: none"> <li><b>SLA Agreements with partners</b></li> <li><b>Monitor outcomes</b></li> </ol>	Tina Mustafa Sue Philp	Apr 18	Apr 19
5.2	<b>Agree and implement strategic partnerships</b>	<p>Work with partners to establish a local Credit Union or similar community banking service</p>	<p>A credit union or similar in Tamworth</p> <p>Improved access to ethical financial services for residents</p> <p>Positive impact on financial capacity, including maintaining rent payments</p>	<ol style="list-style-type: none"> <li><b>Consult with partners of feasibility of a local credit union or similar banking service</b></li> </ol>	Tina Mustafa Sue Philp	Apr 19	Apr 20
5.3	<b>Agree and implement strategic partnerships</b>	<p>Implement measures to monitor the effectiveness of partnerships</p>	<p>Regular liaison meetings</p> <p>Clear SLAs</p> <p>A partnership evaluation methodology</p>	<ol style="list-style-type: none"> <li><b>SLA Agreements with partners</b></li> </ol>	Tina Mustafa Sue Philp	Apr 18	Mar 19

Ref	Proposal and rationale	Specific action	Measurable outcome or benefit	Key milestones and dates	Resourced by	Start date	End date
6a.1	<b>Implement operational improvements – arrears prevention</b>	<p>Measures to prevent arrears require attention, particularly with regard to pre-tenancy and sign-up activities. A payment culture must be established</p> <p>Rebalance the current letting process, so that risk of arrears is reduced and new tenancies have a greater chance of success</p>	<p>Amendments to the current voids and lettings procedure to ensure that risk is identified and managed</p> <p>Early notification of any risk and support issues to the income team so that they can target early intervention, including pre tenancy visits</p> <p>Promotion of a payment culture</p> <p>Outcomes against performance measures, including Fewer new tenants in arrears and a reduction in the average value of arrears in the early stages of the tenancy</p>	<ol style="list-style-type: none"> <li><b>1. Review pre-tenancy procedures</b></li> <li><b>2. Establish early payment structure</b></li> <li><b>3. Implement procedures to increase successful tenancies</b></li> </ol>	<p>Lee birch</p> <p>Jo Mallaband</p>	Jan 18	Dec 18
6a.2	<b>Implement operational improvements – arrears prevention</b>	<p>Before signing a tenancy agreement, carry out a full risk assessment of new tenants, including credit checks, examining affordability, determination of benefit entitlement, help with claiming benefit, access to advice (including budgeting and money management), help to address existing debt, etc</p>	<p>Pre tenancy risk assessment procedure</p>	<ol style="list-style-type: none"> <li><b>1. Introduce tenancy checks prior to allocating.</b></li> <li><b>2. Work with tenants on affordability.</b></li> </ol>	<p>Lee Birch</p> <p>Jo Mallaband</p>	Jan 18	Dec 18



Ref	Proposal and rationale	Specific action	Measurable outcome or benefit	Key milestones and dates	Resourced by	Start date	End date
6a.3	<b>Implement operational improvements – arrears prevention</b>	Collect key information regarding the tenant and input on orchard system so that income officers can access it to help with case management. This includes method of payment, contact details, communication requirements and support needs	Enables targeted activity by income officers, earlier intervention and more efficient, intelligence-led case management  Enables greater flexibility on case management – any officer can take over a case with clear notes  Outcomes against performance measures, including Fewer new tenants in arrears and a reduction in the average value of arrears in the early stages of the tenancy	<b>1. Review information taken at sign up.</b>	<b>Lee Birch Jo Mallaband</b>	<b>Apr 17</b>	<b>Mar 18</b>
6a.4	<b>Implement operational improvements – arrears prevention</b>	Ensure that the rent account and payment card is ready for the start of the tenancy  Payment should be taken at sign-up and/or an HB claim completed	Reminder to all that this is TBC policy  Promotion of a payment culture  Reduction in arrears levels for new tenants	<b>1. Prepare to take payments at sign up 2. Seek approval from cabinet</b>	<b>Steph Norton, Julie Clempson, Jo Mallaband, Claire Keeling</b>	<b>Oct 16</b>	<b>Apr 18</b>

Ref	Proposal and rationale	Specific action	Measurable outcome or benefit	Key milestones and dates	Resourced by	Start date	End date
6a.5	<b>Implement operational improvements – arrears prevention</b>	Consider involving the income team in pre-tenancy work. This may include contacting people prior to an offer to determine affordability and benefit issues and attending sign-ups	Enables targeted activity by income officers, earlier intervention and more efficient, intelligence-led case management  Promotion of a payment culture  Reduction in arrears levels for new tenants	<b>1. Review pre-tenancy procedures.</b>	<b>Julie Clempson</b>	<b>Dec 17</b>	<b>Mar 19</b>
6a.6	<b>Implement operational improvements – arrears prevention</b>	Increase the flexibility of DD payment options to any day and any frequency  Consider incentives for encouraging customers to move to monthly payment in advance  Consider moving to paperless DD	Improved customer service  Promotion of a payment culture  Reduced transaction costs  Increased collection rates and a reduction in arrears	<b>1. Implement Paperless dd's</b>	<b>Jackie Lea Jane Wells  Julie Clempson/Sue Philp</b>		<b>Jan 16</b>

Ref	Proposal and rationale	Specific action	Measurable outcome or benefit	Key milestones and dates	Resourced by	Start date	End date
6a.7	<b>Implement operational improvements – arrears prevention</b>	Review all DD payers' accounts and where customers are paying in arrears; make arrangements to move their payments in line with the tenancy agreement. At the moment, DD payments in arrears are inflating the overall arrears levels	Enables more efficient arrears case management as officers can concentrate on those who are not paying  Improved customer service  Promotion of a payment culture  Reduced risk of higher-level arrears if a DD fails  Increased collection rates and a reduction in arrears	<b>1. Review DD payers</b>	<b>Julie Clempson Steph Norton David Turner All TSO's</b>	<b>Apr 16</b>	<b>ongoing</b>
6a.8	<b>Implement operational improvements – arrears prevention</b>	Monitor new tenancies carefully for the first few weeks. Any missed payments should be chased promptly, using personal contact rather than letters  Ensure that rent payment issues are addressed during the settling in visits  Consider assigning an officer to focus specifically on new tenancies	Enables targeted activity by income officers, earlier intervention and more efficient, intelligence-led case management  Improved customer service  Promotion of a payment culture  Reduction in arrears levels for new tenants	<b>1. Review targets 2. Look at resources after DQS for new tenancy monitoring</b>	<b>Tina Mustafa Sue Philp</b>	<b>Dec 17</b>	<b>Dec 18</b>

Ref	Proposal and rationale	Specific action	Measurable outcome or benefit	Key milestones and dates	Resourced by	Start date	End date
6a.9	<b>Implement operational improvements – arrears prevention</b>	Ensure that rent accounts are checked and action taken whenever a customer calls TBC with an enquiry, especially repairs	<p>Opportunities taken to engage with customers, take payments and address any issues</p> <p>Reduced escalation of cases in arrears</p> <p>Earl identification of any issues</p> <p>Promotion of a payment culture</p>	<b>1. Delivering Quality Services in Tamworth</b>	<p>Tina Mustafa</p> <p>Rob Barnes</p> <p>Landlord services managers</p>	July 16	Dec 17
6b.1	<b>Implement operational improvements – arrears case management</b>	<p>Aim to move to a more proactive approach to arrears management - Maximise use of the telephone, text messages and out of hours visits to target and respond to missed payments rather than arrears levels.</p>	<p>Clearer, quicker, more effective contact with customers</p> <p>Promotion of a payment culture</p> <p>Outcomes against performance indicators</p>	<b>1. Continually assess methods of contact for efficiency and value for money and to increase rent collection.</b>	Sue Philp	Apr 16	Apr 17

Ref	Proposal and rationale	Specific action	Measurable outcome or benefit	Key milestones and dates	Resourced by	Start date	End date
6b.2	<b>Implement operational improvements – arrears case management</b>	Review all existing instalment arrangements to ensure that they are being maximised – could some customers now afford to pay more?	Promotion of a payment culture  Outcomes against performance indicators	<ol style="list-style-type: none"> <li>1. <b>Bi monthly monitoring</b></li> <li>2. <b>Identify if some customers could be paying more</b></li> <li>3. <b>Advise TSO's to contact those who can pay more</b></li> <li>4. <b>Confirm new agreements with tenants</b></li> </ol>	<b>Julie Clempson</b> <b>Steph Norton</b>	<b>Apr 14</b>	<b>Ongoing</b>

Ref	Proposal and rationale	Specific action	Measurable outcome or benefit	Key milestones and dates	Resourced by	Start date	End date
6b.3	<b>Implement operational improvements – arrears case management</b>	Implement a more disciplined approach to agreeing instalment arrangements	<p>All new arrangements based on income and expenditure, balancing recovery of the arrears as quickly as possible, with affordability</p> <p>Written agreements to support arrangements and plans to formally review any arrangement every three to six months. Any missed payment is chased immediately and failed arrangements move to the next stage of recovery</p> <p>Promotion of a payment culture</p> <p>Outcomes against performance indicators</p>	<b>1. Staff training</b>	<b>Julie Clempson Steph Norton</b>	<b>Apr 17</b>	<b>ongoing</b>
6b.4	<b>Implement operational improvements – arrears case management</b>	Consider a review of the current FTA debt portfolio and write-off policy to ensure that unrecoverable debt is identified and written-off in a prompt and timely	<p>Write-off any residual, unrecoverable debt</p> <p>Update the write-off policy and procedure to ensure that in future, any unrecoverable debt is written off in a prompt and timely fashion</p>	<ol style="list-style-type: none"> <li><b>1. Ensure write off's are pursued monthly</b></li> <li><b>2. Update write off policy</b></li> <li><b>3. Take to TCG</b></li> <li><b>4. Seek cabinet approval</b></li> </ol>	<b>Julie Clempson  Sue Philp</b>	<b>Apr 17</b>  <b>Apr 17</b>  <b>Jul 18</b> <b>Oct 18</b>	<b>Ongoing</b>  <b>Apr 18</b>  <b>Oct 18</b> <b>Nov 18</b>

Ref	Proposal and rationale	Specific action	Measurable outcome or benefit	Key milestones and dates	Resourced by	Start date	End date
6b.5	<b>Implement operational improvements – arrears case management</b>	Implement measures to prevent FTA. When a termination notice is received, use pre-termination visits to address arrears issues	Promotion of a payment culture  Outcomes against performance indicators, including reduced FTA	1. <b>Ensure a visit is made to all tenants who give notice ensuring they know their rent account must be clear and gaining a forwarding address</b>	<b>Housing Options Officers</b>  <b>Tenancy sustainment officers</b>	<b>Apr 17</b>	<b>Ongoing</b>
				2. <b>Former tenants' arrears letters to be sent as soon as the tenancy ends.</b>	<b>Tenancy Sustainment Assistants</b>	<b>Apr 16</b>	<b>Ongoing</b>

This page is intentionally left blank