

additional papers 1



Overview and Scrutiny Committee

Mon 4 Feb
2019
7.00 pm

Committee Room Two
Town Hall
Redditch

REDDITCH BOROUGH COUNCIL

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**If you have any queries on this Agenda please contact
Jess Bayley, Louise Morris and Farzana Mughal**

**Town Hall, Walter Stranz Square, Redditch, B98 8AH
Tel: (01527) 64252 (Ext. 3268) or 01527 881412 or 01527 881407
e.mail: jess.bayley@bromsgroveandredditch.gov.uk /
louise.morris@bromsgroveandredditch.gov.uk
farzana.mughal@bromsgroveandredditch.gov.uk**



Overview and Scrutiny

Monday, 4th February, 2019

7.00 pm

Committee Room 2 Town Hall

COMMITTEE

Agenda

Membership:

Cllrs:	Joe Baker (Chair)	Pattie Hill
	Debbie Chance (Vice-Chair)	Anthony Lovell
	Joanne Beecham	Gemma Monaco
	Michael Chalk	Jennifer Wheeler
	Andrew Fry	

- 4. Community Lottery - Pre Scrutiny (Pages 1 - 24)**
- 5. Housing / Housing Revenue Improvement Plan Progress Report - Pre-Scrutiny (Pages 25 - 60)**

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REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE**5th February 2019**POLICIES FOR REDDITCH COMMUNITY LOTTERY SCHEME**

Relevant Portfolio Holder	Councillor Tom Baker-Price, Portfolio Holder for Corporate Management
Portfolio Holder Consulted	Yes
Relevant Head of Service	Judith Willis, Head of Community Services
Wards Affected	All
Ward Councillor Consulted	N/A
Key Decision	

1. SUMMARY OF PROPOSALS

- 1.1 Members are requested to approve the Business Plan and suite of policies to enable the implementation of the recently approved Redditch Community Lottery Scheme.

2. RECOMMENDATIONS

The Executive Committee is requested to **RESOLVE** that

- 1) **The attached Business Plan and suite of Policies found in Appendix 1 - 6 of this report be approved, and implemented for the Redditch Community Lottery Scheme.**
- 2) **The Head of Community Services in consultation with the relevant Portfolio Holder be granted delegated authority to adapt the policies as and when required to ensure ongoing compliance with the rules and regulations set by the Gambling Commission as per our lottery licence.**

3. KEY ISSUES**Background**

- 3.1 On 5th September 2018, the Executive Committee approved the establishment of a local lottery. As part of its commercialism programme, Redditch Borough Council continues to explore how it can deliver better services and outcomes for residents whilst addressing the continued reductions and pressure on budgets.
- 3.2 The original business case illustrated how developing a Community Lottery for Redditch, could contribute to meeting pressures on discretionary funding to local good causes.
- 3.3 To establish and implement the Redditch Community Lottery, it is necessary to produce an overarching Business Plan and a suite of

**EXECUTIVE
COMMITTEE**5th February 2019

supporting policy documents to ensure the effective running of the lottery, support and safeguarding for lottery players and to meet the requirements of the Gambling Commission to acquire the necessary lottery licence.

- 3.4 A new Business Plan and suite of policy documents have therefore been produced to set out the overarching parameters that the scheme will work within and can be found Appendix 1 - 6.

Financial Implications

- 3.5 As listed in the original Business Case (approved by the Executive Committee on 5th September 2018), the initial set up cost was £10k. The ongoing costs for the licence renewal, marketing and staff costs are estimated at £2,500 per annum and is expected to be largely met through the 10% share of ticket sales set aside for the Council.
- 3.6 Redditch Borough Council currently makes an annual allocation for grant funding for voluntary community sector, not for profit organisations. Applying this successful lottery model has the potential to keep the benefits enjoyed from this system of discretionary funding and could reduce the Council's costs to provide them.

Legal Implications

- 3.7 The Council will be required to apply to the Gambling Commission for an Operator Licence which will govern the operation of the lottery.
- 3.8 Appropriate delegated authority will need to be in place to allow changes to be made to the lottery policies (as and when required) to ensure compliance with the rules and regulations of the Gambling Commission as licence holders for the Redditch Community Lottery.
- 3.9 An external lottery manager, ("ELM") will be appointed through a procurement exercise.
- 3.10 The relationship between the Council and the ELM will be formalised through a contract, the main obligation being on the ELM to deliver the lottery online.

Customer / Equalities Implications

- 3.11 As part of the original Business Case, an Equality Impact Assessment for the Redditch Community Lottery was carried out and submitted as part of the report.

REDDITCH BOROUGH COUNCIL**EXECUTIVE
COMMITTEE**5th February 2019

4. RISK MANAGEMENT

- 4.1 The suite of policies submitted for approval with this report are there to support the Council as licence holders, deliver the Redditch Community Lottery as effectively as possible and in accordance to the rules and regulations set by the Gambling Commission.
- 4.2 The policies will also allow the Council to ensure that there are sufficient safeguarding measures in place for all players of the lottery, particularly the most vulnerable residents with the borough and more widely.
- 4.3 All funds are managed on behalf of the Council by the ELM and the jackpot prize is always an insured sum. There is no rollover and if there is more than one winner they all win the £25k.
- 4.4 For the ongoing costs of the Annual Licence Fee and Annual Lotteries Council Membership (approximately £1,000) to be met through the 10% share of ticket sales set aside for the Council, a total of 10,000 tickets must be sold each year otherwise there will be a small annual cost to the Council.
- 4.5 The operational risk essentially lies in people not choosing to buy tickets. Should the Redditch Community Lottery fail to achieve the volume of tickets sales predicted, the project will not be able to achieve its aim to bring in additional funding to support the wider VCS Grants Programme.
- 4.6 Should the Redditch Community Lottery fail to become established and achieve its aims and objectives, the Council would be able to consider its option not to renew its licence, and close the scheme down. This may be a risk to the reputation of Redditch Borough Council and may result in the Council losing its initial set up costs for the project.

5. APPENDICES

Appendix 1: The Redditch Community Lottery Business Plan.

Appendix 2: Implementation of Procedures Policy.

Appendix 3: Social Responsibility in Gambling Policy.

Appendix 4: Children and Vulnerable Persons Protection Policy.

Appendix 5: Protection from Source of Crime and Disorder Policy.

Appendix 6: Fair and Open Gambling Policy.

6. BACKGROUND PAPERS

- Executive Report and Business Case, 05.09.18, Redditch Local Lottery.

**EXECUTIVE
COMMITTEE**

5th February 2019

AUTHOR OF REPORT

Name: Ann Dallison
E Mail: ann.dallison@bromsgroveandredditch.gov.uk
Tel: 01527 64252 Ext. 2667



www.redditchbc.gov.uk

**Redditch Borough Council
Community Lottery
Business Plan**

Contents

Introduction & Background3

Strategic Context3

Purpose & Rationale of the Redditch Community Lottery4

Customer Insight4

Form of the Redditch Community Lottery4

Method of Delivery5

Player Population & Financial Management & Modelling6

Financial management6

Financial Forecast7

Future developments & marketing7

Problem Gambling8

Delivery Timeline8

Appendix 1: Criteria for joining the Redditch Community Lottery – Good Causes
Lottery.....9

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Introduction & Background

Strategic Context

Redditch Borough Council is located within the County of Worcestershire and borders Warwickshire County to the east and southeast, Bromsgrove District to the west and north, Stratford-upon-Avon District to the east and southeast and Wychavon District to the southwest. The Borough lies 15 miles south of the Birmingham conurbation and consists of the main town of Redditch, the villages of Astwood Bank and Feckenham and several other hamlets. It covers an area of 5,435 hectares (13,430 acres) with a population of 84,214 (2011 Census).

The Redditch Borough Council, Council Plan 2017- 2020, focusses on the following six strategic purposes:

- Keep my place safe & looking good
- Help me run a successful business
- Help me to be financially independent (including education & skills)
- Help me to live my life independently (including health & activity)
- Provide good things for me to see, do & visit
- Help me find somewhere to live in my locality
- Help me run a successful business

In this respect, the development of a local authority lottery aligns with several of our strategic purposes through our ongoing support and commitment to the Voluntary and Community Sector and our wider local communities and has recently been proven in a number of other councils and would be suited to the Redditch area.

This business plan formulates how the lottery will operate including financial forecasts.

Purpose & Rationale of the Redditch Community Lottery

The concept of a Community Lottery has been identified as a proven business model delivered in many other councils to raise funds for local good causes whilst addressing some of the Council's financial challenges.

Redditch Borough Council currently makes an annual allocation of its revenue budgets to allow for grants to be awarded to local good causes and not for profit organisations. This includes an amount to be awarded by way of cash grants, in kind support and discretionary rent relief.

Applying the already successful lottery model has the potential to keep the benefits enjoyed from this system of discretionary funding and will reduce the council's costs to provide them. With continued reductions and budget pressures, a Community Lottery for Redditch Borough Council will contribute to meeting pressures on discretionary funding to local good causes. For example: by providing this opportunity to local good causes it will enable them to bring in additional funding and at the same time, the additional funds raised by the lottery itself will be used by the council to support the wider Grants Programme and its support for the voluntary and community sector.

A Redditch Borough Community Lottery could help move the organisation from providers to facilitators.

Any group or organisations matching the agreed criteria including existing Council funding beneficiaries and local groups will be able to apply to be part of the Redditch Community

Lottery. The proposed eligibility criteria for good causes to join the lottery are set out in Appendix 1.

Customer Insight

In developing the Redditch Community Lottery we have explored the delivery of other schemes including the 'Vale Lottery' run by Aylesbury Vale District Council. Their experience has demonstrated considerable support with over 180 good causes signed up to the scheme including schemes which are operated by the local authority itself.

In turn this has informed the USP (unique selling point) for the lottery as being:

- **Delivering the proceeds locally** – Redditch Community Lottery would deliver benefits only to local causes, unlike any other providers (the National Lottery).
- **Delivering winners locally** – whilst anyone could play, it is likely that players will be locally based and hence it will be easier to maximise PR value from winners' stories and encourage more participation.
- **Facilitating a wider benefit** – the lottery will support the ambitions and the targeted actions for Redditch in circumstances where the Council is not able to do so.
- **Helping to improve residents' perceptions** – that Redditch Borough Council holds an enabling role in support of good causes.

This business plan recognises that players will fall into one of two camps - those who are attracted by the possible prizes and those who are more altruistically motivated. This lottery proposal focuses on the latter of these groups, but has elements that still should appeal to the more prize focused player.

Form of the Redditch Community Lottery

In supporting the outcomes of the lottery, the focus is on providing a lottery scheme that delivers a high level of funds to the good causes as they are key to ensuring ongoing ticket sales in the long term. An External Lottery Management (ELM) operator will be appointed through a procurement exercise. The intention is that the ELM's platform will deliver the following benefits:

- Reduced overhead costs by utilising a well-established lottery platform thereby maximising benefits to the good causes
- Is simple and easy to understand for the player
- Is simple and easy to adopt for the good causes
- Promotes repeated but controlled repurchasing - hence providing a steady funding stream for good causes
- Emphasises the good cause element of the lottery overall.

The form of the Redditch Community Lottery therefore is:

- £1 ticket per week with a weekly draw
- Only playable online
- Funded only via Direct Debit, rolling monthly card payment, or block ticket purchase with single payment for 3, 6 or 12 months
- 6 number self selected ticket

- Delivered via an ELM.

The prize structure and odds for the draws are set out in the table below:

Prize Structure		
	Winning Odds	£ Prize
6 numbers	1,000,000:1	£25,000
5 numbers	55,556:1	£2,000
4 numbers	5,556:1	£250
3 numbers	556:1	£25
2 numbers	56:1	3 free tickets

Distribution of proceeds from each ticket sold is shown below:

Proceeds Apportionment		
	% Allocation	£ Allocation per ticket
Good Causes	50	£0.50
Prizes	20	£0.20
The Council	10	£0.10
ELM	17	£0.17
VAT	3	£0.03
Totals	100	£1.00

Method of Delivery

Whilst Redditch Borough Council is a licensing authority in its own right this does not include the licensing for lotteries, and it does not have experience of running lotteries directly. As such this scheme will be delivered through the use of an External Lottery Manager (ELM).

The relationship between the Redditch Borough Council and the ELM is summarised as:

Redditch Borough Council:

- responsible for all license related, overall structure, form and control of the Redditch Community Lottery (note the Gambling Commission are the licensing authority for lotteries)
- including explicit agreement to any good cause membership, judged against the Corporate Plan ambitions & targeted actions, as well as the good causes' plans to publicise the lottery
- delivered via two personally licensed members of staff at Head of Service level.

External Lottery Manager (ELM)

- responsible for all development and day to day running of the Redditch Community Lottery on behalf of Redditch Borough Council. This includes player

management, financial management (including player funds & prizes and good cause funds), website management and ticket sales.

The External Lottery Manager (ELM) will be licensed by the gambling commission as an external lottery manager running numerous society lotteries in the UK.

In summary Redditch Borough Council set the strategic approach, and exercises control of the license and the ELM fulfils the day to day delivery of this.

The relationship between Redditch Borough Council and the ELM will be formalised by a contract for the delivery of these services. The one off payment for the ELM platform to be bespoke to Redditch Community Lottery is £3k, and all costs then going forward are recovered via the players.

Player Population & Financial Management & Modelling

There are 68,185 possible players in the district/borough (i.e. over 16 and resident).

Technically the player population is much wider than this as there is no restriction on player location; however for simplicity this population is assumed to represent the vast majority of players.

Whilst it is difficult to assess the actual take up rates of players for the lottery, this will in part reflect the desire to play, the types and spread of the good causes involved, and the marketing and support given to promote the lottery. The table below sets out a breakdown of possible player levels and the resulting financial split that these would produce:

Year	Ticket Price £	% of RBC Player Pop.	Number of Players	Tickets bought per week	Number of weeks	Gross Return	RBC share (10%)	Good Causes (50%)	Prizes (20%)	ELM (17%)	VAT (3%)
1	1	1.00%	682	1	52	35456	3546	17728	7091	6028	1064
2	1	1.50%	1023	1	52	53184	5318	26592	10637	9041	1596
3	1	2.00%	1364	1	52	70912	7091	35456	14182	12055	2127
4	1	2.50%	1705	1	52	88641	8864	44320	17728	15069	2659
5	1	3.00%	2046	1	52	106369	10637	53184	21274	18083	3191

Financial management

The External Lottery Manager (ELM) will deliver all financial management elements of the Redditch Community Lottery.

All funds are held by the ELM in a separate client deposit account.

Payments are collected monthly for direct debit and rolling card payments, or upfront in the case of block purchase of tickets (3, 6 or 12 months) only. All funds will be in a financially cleared form prior to any prize draw.

Prize winners are notified by the ELM via email immediately after a draw if they have won. If prizes are not claimed, weekly reminders are sent to players.

The jackpot prize of £25,000 is an insured prize (arranged as part of the ELM contract). This avoids the need to accumulate this level of funding in advance. For initial draws prior to the prize pot being built, insurance will also be in place to ensure that any prize payment can be made.

Good Cause funds are held in a separate client deposit account. The good cause donations are distributed to the causes on a monthly basis direct to their bank accounts.

Any disputes will be managed through the Independent Betting Adjudication Service (IBAS). Membership of the Lotteries Council will automatically give access to this service.

Financial Forecast

The table below illustrates the following 5 year forecast illustrates the allocation of income and expenditure for the Lottery. All costs and income are contained with the project:

	Year 1	Year 2	Year 3	Year 4	Year 5
INCOME					
Potential ticket sales	35,456	53,184	70,912	88,641	106,369
INCOME TOTAL	35,456	53,184	70,912	88,641	106,369
EXPENDITURE					
* Annual Licence Fee (approx. £650)					
* Annual Lotteries Council Membership (Approx. £350)					
External Lottery Manager	6,028	9,041	12,055	15,069	18,083
Prize Fund	7,091	10,637	14,182	17,728	21,274
Good Causes (50%)	17,728	26,592	35,456	44,320	53,184
Council (10%) (* will cover Licence Fee and Lotteries Membership. Remaining funds will contribute to wider VCS grants programme.	3,546	5,318	7,091	8,864	10,637
VAT	1,064	1,596	2,127	2,659	3,191
EXPENDITURE TOTAL	35,457	53,184	70,911	88,640	106,369
INCOME LESS EXPENDITURE	-1	0	1	1	0

Future developments & marketing

The lottery has been developed to be flexible in form in order to offer 'bolt on' activities to the main lottery to raise player and good cause interest.

An example of this may be the run up period to the first draw, when players signing up to the lottery may be also entered into an additional prize draw to win an item prize such e.g. an iPad. This is to assist with the overall launch and marketing of the lottery.

Other marketing activity may include:

- Periodic email sign off attachments to all council emails.
- Advertising on the side of council vehicles.
- Social Media channels and potential social media advertising.
- General promotion of prize winners and good cause benefactors.

In all of the above, the regulations around age related marketing and advertising will be adhered to.

Problem Gambling

As part of the Councils approach to the lottery, it is of course aware of the issues around problem gambling. As set out in the policies submitted to the Gambling Commission, Redditch Borough Council takes this issue seriously, and will be making a donation to support organisations. We do not believe that the form of the Redditch Community Lottery is particularly attractive to those with a gambling addiction as:

- It is being marketed with the promotion of good causes as its focus.
- It is delivered remotely, non-cash based, and takes effort to subscribe to.
- There is no instant gratification element.
- We provide the ability for players to self-exclude, and have the ability to place blocks or caps on players.

Delivery Timeline

The Redditch Community Lottery is focused on delivery from July 2019. The table below illustrates each phase necessary to develop and implement the lottery and estimated timeframe:

February 2019	Phase 1	RBC - Project final approval
February – May 2019	Phase 2	Legal Requirements including Gambling Commission License Application; setting terms and conditions for 'Good Causes'; Terms and Conditions / Game Rules / Data policy etc for Lottery Players; Lotteries Council Application Design of product including full build of lottery platform/framework/website; social media; accounting system including direct debit accounts and payment processing accounts etc (ELM).
May 2019	Phase 3	Marketing
May – June 2019	Phase 4	'Good Causes' on board including launch event
June – July 2019	Phase 5	'Players' on board
July 2019	Phase 6	GO LIVE

All of the above is subject to Gambling Commission licensing process and a successful licensing application.

Appendix 1 - Criteria for joining the Redditch Community Lottery – Good Causes Lottery:

We want to enable appropriate organisations to join the Redditch Community Lottery as good causes. As you will be joining under our overall gambling license (Gambling Act 2005) we have to ensure that member organisations meet certain criteria. There is no application fee.

Your organisation must:

- Be a non-statutory organisation operating in the not-for-profit sector and have a formal constitution or set of rules in place.
- Have a bank account requiring at least 2 unrelated signatories.
- Provide community activities or services within Redditch, which support the ambitions and targeted actions of the Council Plan and its strategic purposes.
- Operate with no undue restrictions on membership.
- Have a detailed plan as to how the lottery will be promoted.

And be either:

- A constituted group with a volunteer management committee, with a minimum of three unrelated members, that meets on a regular basis (at least 3 times per year).
- A registered charity, with a board of trustees.

Or :

- A registered Community Interest Company, providing copies of your Community Interest Statement, and a copy of your latest annual community interest report.


We will not permit applications to join the Lottery from:

- Groups promoting or lobbying for particular religious or political beliefs or campaigns.
- Organisations that do not do work within the boundaries of Redditch.
- Individuals.
- Organisations which aim to distribute a profit.
- Organisations with no established management committee/board of trustees (unless a CIC).

- We will also not permit applications from groups which are incomplete.
- The Council reserves the right to reject any application for any reason.
- The Council reserves the right to cease to license any organisation with a minimum of 7 days notice for any reason.
- If fraudulent or illegal activity is suspected cessation will be immediate.

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Implementation of Procedures Policy

Policy Name	Implementation of Procedures Policy	
Policy Purpose	The Process for Implementing Redditch Borough Council policies and procedures.	
Policy Created By	Ann Dallison	
Policy Created date	December 2018	
Policy Validated and Checked By	Helen Broughton	
Policy Validated and Checked Date		
Policy Renewal Date	December 2019	

1. Policy Detail

Redditch Borough Council takes its legal responsibilities very seriously and requires that officers and staff are aware of their legal obligations in running a successful and legally compliant Lottery.

2. New Starters

All new starters involved with the lottery will be given training as part of the induction process. The level and depth is dependent on role but covers:

- The Gambling Act 2005
- Licence Conditions and Code of Practice (LCCP)
- Committees of Advertising Practice (CAP) and the Code of Broadcast Advertising (BCAP)
- Data Protection
- Plus the process for highlighting any evidence of non compliance

3. Existing Staff

All officers connected to the lottery are aware of their legal responsibilities and compliance is a regular agenda item at review meetings.

Annual refresher courses for staff will be run to maintain knowledge and compliance.

Ad hoc on the job training forms part of the development of staff and focus areas for developments are identified during the annual appraisal process and regular review process.

4. Umbrella Good Causes

As part of our lottery scheme we will be enabling good causes to join under the Redditch Borough Lottery itself.

All organisations will be provided with a fact sheet summarising their responsibilities covering the same items as set out in 2 above.

Annual training events will be run for the good causes addressing the same issues as set out in item 3 above.

5. Training

Records will be kept as part of the personnel record of individuals and a register of key training delivered and renewal dates kept.

Training will be delivered in conjunction with our External Lottery Manager ELM.

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Social Responsibility in Gambling Policy

Policy Name	Social Responsibility in Gambling Policy	
Policy Purpose	Ensuring the promotion of social responsibility in gambling.	
Policy Created By	Ann Dallison	
Policy Created date	December 2018	
Policy Validated and Checked By	Helen Broughton	
Policy Validated and Checked Date		
Policy Renewal Date	December 2018	

Policy Detail

1. Redditch Borough Council is aware of their social responsibility to protect individuals from excessive and addictive gambling.
2. Limits are in place to ensure individuals cannot buy excessive numbers of tickets.
 - This therefore restricts the capability for individuals to gamble beyond their means or gamble what they cannot afford.
 - These limits will be monitored to see how many players reach them and may be reduced correspondingly if required.
 - These limits are clearly highlighted at the point of purchase online.
3. Accounts require validation and set up.
 - In the instances of direct debit the Direct Debit Guarantee ensures a time lag between ticket purchase and the first draw.
 - As draws take place once per week, ticket purchases are therefore not capable of being purchased for immediate play and
 - For internal process reasons even credit & debit card payments cannot facilitate instant play into a draw for that week and a minimum of one days lag will be effective.
 - The combination of these factors does ensure it limits the capability to facilitate instant gambling and therefore significantly reduces the risk of gambling whilst under the influence of drink or other substances.
4. It is not possible to borrow money or be entered for lottery draws unless cleared funds have been accepted. No exceptions will be made to this position.
5. The system data provides facilities to track major changes in the lottery participation. Any significant outliers in the numbers of tickets will be investigated as part of ongoing assessments on the correct levels for ticket participation.
6. A process for self-exclusion from lottery participation exists to allow anyone to self-exclude themselves from all Redditch Borough Council propositions (existing or future).
7. Links to the support websites (www.gamcare.org.uk & www.Gambleaware.co.uk) plus the National Gambling Helpline are made available on the website to direct anyone to help and support should they need help from gambling additions. Redditch Borough Council will be a contributing member to their research and support through membership of the lotteries council.

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Children and Vulnerable Persons Protection Policy

Policy Name	Children and Vulnerable Persons Protection Policy	  www.redditchbc.gov.uk
Policy Purpose	Ensuring that children and other vulnerable persons will be protected from being harmed or exploited by gambling.	
Policy Created By	Ann Dallison	
Policy Created date	December 2018	
Policy Validated and Checked By	Helen Broughton	
Policy Validated and Checked Date		
Policy Renewal Date	December 2019	

Policy Detail

1. Redditch Borough Council understands its requirements as part of the Licence Conditions and Code of Practice (LCCP) and takes its responsibilities to the protection of Children and Vulnerable persons very seriously. In our wider involvement as a key agency in all aspects of child protection we are well aware of our responsibilities.
2. Redditch Borough Council understands that there is a legal requirement to prevent the sale of lottery tickets to under 16's.

To ensure compliance with this requirement our External Lottery Manager (ELM) will spot check new players of the lottery subjecting them to Age Verification checks via an industry recognised third party agency to ensure they are of a legal age to play. Age verification service providers can deliver positive results to ensure players are over 18 and therefore our ELM will only accept these positive checks as a validation of age.


As a final check before any jackpot prizes are issued, secondary age validation is also sought (passport, driving licence etc.)

3. To ensure players are aware of the age limitations:
 - clear statements will be displayed on the various websites relating to the required age to play, the age requirement is also highlighted in the terms and conditions that the player signs up to at registration
4. Should it transpire that the age verification checks proved inaccurate and someone underage had gambled, then the user account would be suspended and monies returned.
5. Marketing falls into two areas:-
 - Firstly in encouraging good cause participation (where there is a low risk of exposure to children and vulnerable people);
 - Secondly in the development of materials that support participation of the individual lotteries.

In this area generic marketing materials are used which can be tailored to deliver a marketing package to each individual good causes to help them market their lotteries

- To ensure compliance with the Advertising Codes of Practice advertising materials will regularly be submitted to the Committee of Advertising Practice (CAP) for approval
6. As recruitment is undertaken to fill vacancies, if exposed to the direct selling of tickets then:
- Applicants will need to be of a legal age to do so and educated on the legal requirement to not sell tickets to children under the age of 16.
 - Training is also undertaken for staff and our umbrella good causes – see our Implementation of Procedures Policy.
7. Player Accounts require validation and set up:
- In the instances of direct debit the Direct Debit Guarantee ensures a time lag between ticket purchase and the first draw.
 - As draws take place once per week, ticket purchases are therefore not capable of being purchased for immediate play and for internal process reasons even credit & debit card payments cannot facilitate instant play into a draw for that week and a minimum of one days lag will be effective.
 - The combination of these factors does ensure it limits the capability to facilitate instant gambling and therefore significantly reduces the risk of gambling whilst under the influence of drink or other substances.

Protection from Source of Crime and Disorder Policy

Policy Name	Protection From Source of Crime & Disorder Policy	
Policy Purpose	Ensuring that Redditch Borough Council will be protected from being a source of crime or disorder, being associated with crime or disorder or being used to support crime.	
Policy Created By	Ann Dallison	
Policy Created date	December 2018	
Policy Validated and Checked By	Helen Broughton	
Policy Validated and Checked Date		
Policy Renewal Date	December 2019	

Policy Detail

- This Policy is beholden to the Proceeds of Crime Act 2002 (see <http://www.legislation.gov.uk/ukpga/2002/29/contents>) & The Anti Money Laundering (AML) Regulations
 - Proceeds of Crime Act 2002 : - *“An Act to establish the Assets Recovery Agency and make provision about the appointment of its Director and his functions (including Revenue functions), to provide for confiscation orders in relation to persons who benefit from criminal conduct and for restraint orders to prohibit dealing with property, to allow the recovery of property which is or represents property obtained through unlawful conduct or which is intended to be used in unlawful conduct, to make provision about money laundering, to make provision about investigations relating to benefit from criminal conduct or to property which is or represents property obtained through unlawful conduct or to money laundering, to make provision to give effect to overseas requests and orders made where property is found or believed to be obtained through criminal conduct, and for connected purposes.”*
 - The AML Regulations require relevant businesses to:
 - put in place procedures to verify the identity of customers on entering into a business relationship or transaction and to carry out ongoing monitoring during the business relationship*
 - keep records obtained in establishing customers’ identities and of business relationships for five years*
 - train employees in the relevant procedures and law*
 - appoint a nominated officer whose role includes reporting to SOCA, or its successor, suspicions of money laundering activity*
 - put in place and maintain policies and procedures to cover the requirements listed above*
- Redditch Borough Council is a professional organisation and takes seriously its responsibilities to ensure all players of their society lottery are operating within the law. As a local authority we are a

statutory partner in the local Community Safety Partnership and also have specific crime prevention duties under s17. Crime & Disorder Act 1998 (as amended), working with all local and national enforcement agencies.

3. Redditch Borough Council employ the services of our ELM, a Remote External Lottery Management company and take transactions through either Direct Debit, credit card & debit card. No cash payments can be used for payment, mitigating the chance for the passing of counterfeit money.
4. A number of safeguards are in place to validate players' identities as part of the account verification process. Additionally safeguards are in place to ensure that ticket purchases are not excessive, therefore mitigating the risk of money laundering. If players tried to purchase excessive tickets then the system controls built into the software algorithms will advise the player that they have exceeded the number of tickets possible and stop the transaction.
5. The software resides on secure servers. These reside behind encrypted firewalls and offer bank level security protocols in the transfer of electronic data. Additionally they are situated in a secure data centre managed by Disclosure and Baring checked staff.
6. All transactions for the software will have full audit trails of every transaction made including timestamps. These audit trails will ensure that should any suspicious activity be identified a full investigation by our ELM staff or law enforcement bodies can be undertaken.
7. In an effort to minimise the risk of fraudulent behaviour and demonstrate impartiality throughout, the main Lottery draw each week takes the results from an independently drawn lottery (currently identified as the Australian Super 66). This ensures no fraudulent activity can be taken in the generation of the winning set of numbers for the draw. To ensure compliance at an entry level into the system, these numbers will need to be entered separately by two of the directors of the business each week. The smaller local level prizes are generated based on a random ticket selection from existing purchased tickets by an algorithm within the software.
8. Whilst by its definition a lottery is a random game of chance and therefore offers little opportunity for collusion or cheating, any suspicion of malpractice will result in the immediate blocking of the users account.
9. Redditch Borough Council operates a strict corporate anti-bribery policy and code of conduct in line with the Bribery Act 2010. Any evidence of illegal behaviour by staff will initiate a full investigation, during which time the member of staff will be suspended from duties to ensure the full protection of the players, staff and reputation of the business.
10. All companies who provide fundamental services in the provision of the service (e.g. Direct Debit Bureaus, Age Verification service providers, Prize fund insurance etc.) undergo rigorous validation in terms of their suitability, credibility and reputation. This includes full financial health checks and references where required.

Fair and Open Gambling Policy

Policy Name	Fair and Open Gambling Policy	
Policy Purpose	Ensuring that gambling will be conducted in a fair and open way.	
Policy Created By	Ann Dallison	
Policy Created date	December 2018	
Policy Validated and Checked By	Helen Broughton	
Policy Validated and Checked Date		
Policy Renewal Date	December 2018	

Policy Detail

1. Redditch Borough Council is committed to complying with the Gambling Act 2005, The Gambling Commissions Licence Conditions and Code of Practice (LCCP), the Lotteries Council Code of Conduct and the Committees of Advertising Practice (CAP) and the Code of Broadcast Advertising (BCAP).
2. Redditch Borough Council utilises the services of an External Lottery Management company (an "ELM"), ensuring that ensuring that the lottery is delivered on a financially sound basis as:
 - The financial structure of the lottery ensures that revenues are received prior to the running of any draw.
 - Each draw is self-funded in terms of the liabilities that then arise (prizes, good cause donations etc.).
 - No players' tickets will be included in the draw unless cleared funds have been secured.
 - The prize fund and good cause donations are calculated on a % basis of the revenue pot therefore ensuring sufficient funds will always be in place.
 - Jackpot prizes are funded through an underwritten insurance policy provided by a reputable underwriter established in the UK, again paid for as a % of each entry
3. All terms and conditions are available for participants on the various websites of the Redditch lottery, including the main www.redditchlottery.co.uk website.
 - As part of the sign up process for new participants new participants are asked to agree acceptance of the terms and conditions at the time of signing up. New accounts cannot be created unless the terms and conditions are accepted.
 - Participants will be advised of changes to the terms and conditions via pop ups on the website. In exceptional circumstances, all participants can be emailed a link to advise them of the new terms and conditions.
4. Our terms and conditions detail the complaints procedure should participants need to raise any issues or concern, both internally at Redditch Borough Council and externally though the use of an independent arbiter should resolution not be found.

5. No loyalty or reward schemes are being offered.
6. Section 257 of the Gambling act 2005 highlights that “A person acts as an external lottery manager for the purposes of this Act if he makes arrangements for a lottery on behalf of a society or authority of which he is not:
 - (a) A member,
 - (b) An officer, or
 - (c) An employee under a contract of employment.

As such our ELM ask its board and staff to declare any conflict of interest in any potential target clients, in addition to the specific requirement to comply with the law as stated above for existing clients.

7. Our ELM holds responsibility for ensuring that all technical solutions remain within scope of the law. These include:
 - Testing procedures for existing, upgraded and new software propositions.
 - Ensuring that all servers are located in the UK.
 - Software protocols and administrator access is limited to core personnel
 - All Contractors and Third Party suppliers are advised of our standards before they are allowed to deliver technical support. Access is limited to the scope of their work and monitored and logged accordingly.

REDDITCH BOROUGH COUNCIL**EXECUTIVE**5TH FEBRUARY 2019**HOUSING/HOUSING REVENUE ACCOUNT STRATEGIC IMPROVEMENT PLAN – PROGRESS REPORT**

Relevant Portfolio Holder(s)	Cllr Craig Warhurst Cllr Tom Baker-Price; and Cllr Gareth Prosser
Portfolio Holder Consulted	Yes
Relevant Head of Service	Deputy Chief Executive
Wards Affected	All Wards
Non-Key Decision - Yes	

1. SUMMARY OF PROPOSALS

This report provides a progress report detailing actions taken to deliver on the Housing Strategic Improvement/ Action Plan endorsed by Executive Committee in September 2018.

2. RECOMMENDATIONS

The Executive Committee are asked to **RESOLVE:-**

- 2.1 Executive consider the content of the report and endorse the progress reports for each of the items detailed.**

3. KEY ISSUES**Financial Implications**

- 3.1 There are no new financial implications as a result of this report, however, within Section 2 of the improvement plan updates on the Housing Revenue Account viability plan, and medium term financial budgets and plan are provided.

Legal Implications

- 3.2 The Council has a number of statutory duties to fulfil as a social landlord. Officers are also required to comply with corporate policies including financial regulations and contract procedure rules.

3.3 Background information

- 3.3.1 On 11th September 2018 Members of the Executive Committee agreed a number of key decisions including endorsement of a Strategic Improvement/ Action Plan.

EXECUTIVE**5TH FEBRUARY 2019**

- 3.3.2 This is the first of regular updates providing detail of progress in the delivery of change and improvement within Housing and other services over the next two years.
- 3.3.3 Attached at Appendix 1 is the Improvement Plan with Officers updates detailed.
- 3.3.4 Executive are asked to specifically note the following supplementary detail or revisions from that originally anticipated/proposed in the plan.

Section 1 – Corporate

- 1.6 Review of Housing & Community Services Management Team.
- 1.7 Review of Housing Capital, Property & Compliance Teams
- 3.3.5 For both areas, revised management/service structures have been developed and costed. Each review will be undertaken in accordance with the Council's Service Review policy and procedures and subject to formal consultation with the Trade Unions and staff.
- 3.3.6 Implementation plans and timelines will form part of the proposals shared at the point of consultation and an update provided in the next progress report to Executive.

Section 3- Staffing/Service Reviews

- 3.3.7 Whilst work has commenced in the majority of areas in accordance with the original timescales advised, there is a delay in the Gas Services Business Case (3.3) which will consider options for the future delivery. A revised timescale of April 2019 is proposed for the completion of the Business Case with a report to be presented thereafter to Executive Committee.

Section 4 – Voids

- 3.3.8 Major improvements have been achieved with voids having reduced from a position of empty properties awaiting repair exceeding 120 to a figure of 60 in September 2018 with properties awaiting repair currently standing at 51.
- 3.3.9 The progress report details the reduced income loss as a result of the many actions implemented however extremely dependent on a new housing management system to be in place to achieve supported integration of all processes.

REDDITCH BOROUGH COUNCIL**EXECUTIVE****5TH FEBRUARY 2019**Section 5 – Compliance/Capital Works

- 3.3.10 Delivery of a comprehensive stock condition survey is critical in providing the basis for future resources and programme(s) of capital works to our stock.
- 3.3.11 There have been some delays from that originally envisaged and a reduced capital budget has been built into the Housing Revenue Account budget for 2019/2020.
- 3.3.12 The timescales within the improvement plan will be updated and advised to Executive in the next progress report in June 2019.

Section 8 – Governance/Performance Measures

- 3.3.13 As highlighted within the report a new set of strategic and operational measures have been reviewed and established in consultation with the Portfolio Holder and Corporate Management Team.
- 3.3.14 These measures will be available and reported on within the Council's dashboard by February 2019 with the full schedule attached for Members information at Appendix 2.

Overview

- 3.3.15 There are no areas contained within the Improvement Plan which are not being developed, managed and reported on.
- 3.3.16 Executive will consider a report at this meeting, Corporate Performance Report "Help me find somewhere to live in my locality". This report contains additional locality narrative measures and data providing Members with a greater level of detail particularly in relation to:-
- Housing Strategic Intervention Overview
 - Housing Improvement Plan detail:-
 - Involving Tenants
 - Capital Programme including Fire Safety; Asbestos; Electricity and Stock Condition updates.
- 3.3.17 The Strategic Improvement Plan remains ambitious, and by necessity timescales and plans are being worked up in greater levels of detail during implementation phases. Such detail, including amendments, are being advised to the Portfolio Holder regularly and will form part of the progress reports to Executive.

EXECUTIVE5TH FEBRUARY 2019**3.4 Human Resource and Staffing Implications**

The proposed management and staffing reviews will be undertaken in accordance with agreed Human Resource Service Review and Change Management policies in full consultation with the Trade Unions and staff impacted by any proposals.

3.5 Customer / Equalities and Diversity Implications

There are a wide range of people and groups of people affected by the report, specifically tenants and future tenants, leaseholders, residents of the borough and those seeking support and advice in all housing matters.

4. RISK MANAGEMENT

The current risk logs, service based and corporate, are reviewed on a regular basis with a full formal review to be undertaken in advance of the new financial year 2019/20. The following specific risks remain as high:-

- Inability to deliver improvements/planned programme for tenants and properties.
- Reduced services to tenants (and those seeking housing advice) added.
- Financial risks – Housing Revenue Account and General Fund.
- Failure to deliver on compliance and health and safety is escalated from an overall medium risk to a high risk due to some of the presenting issues identified in high risk blocks. This is being fully managed in accordance with health and safety legislation and our statutory inspection policy with detail provided in the reports .

5. APPENDICES

Appendix 1: Strategic Improvement/Action Plan – February 2019

Appendix 2: Strategic & Operational Measures – Housing Services

6. BACKGROUND PAPERS

- Housing/Housing Revenue Account – Overview & Improvement Plan – 11th September 2018
- Housing Revenue Account Budget and Rent Setting 2019/20 – 8th January 2019
- Corporate Performance Report – February 2019 – “Help me find somewhere to live in my locality”

EXECUTIVE

5TH FEBRUARY 2019

7. AUTHOR OF REPORT

Name: Sue Hanley
E Mail: s.hanley@bromsgroveandredditch.gov.uk
Tel: Extension 3601

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STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

1. CORPORATE

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
1.1	Capital Procurement & Contracts	Jayne Pickering/ Claire Felton	October 2018	Comprehensive assurance/ audit report to Audit, Governance & Standards Committee	Comprehensive update to Audit, Governance & Standards Committee in October 2018. Members appraised of all actions undertaken to address identified weaknesses. Members requested a 6 monthly update on the implementation of actions contained within the reports.
1.2	Delivery to Strategic Purpose	Sue Hanley Deb Poole	Throughout recovery plan June 2019	Delivery of actions to plan:- <ul style="list-style-type: none"> • Member briefings • Staff briefings • Team briefings • Review of Corporate Plan Priorities March 2019 	Report to Executive Committee 5 th February 2019 Chief Executive attended/ briefed Member Group meetings. Multiple staff/team briefings held Sept to February 2019. Review day with Leadership/Portfolio Holders held 19 th Oct 2018. Review of Corporate Plan in preparation.

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
1.2 contd				<ul style="list-style-type: none"> Leadership/ Management Development Programme 	Leadership/Management Development plan to be developed for Corporate Management Team consideration 1 st May 2019.
1.3	Cultural change	Sue Hanley/ CMT	August 2018 ↓ August 2021	Team/individual purpose plans <ul style="list-style-type: none"> Manager/team identification of improvement plan(s) Whole programme of change via Staff Survey Programme Board 	Revised Action Plan to Staff Survey Programme Board 4 th December 2018. Scheduled for Corporate Management Team consideration on 6 th February 2019.
1.4	Senior Leadership Team - appraisals	Kevin Dicks Annual CX appraisal to be undertaken by Leader/ Deputy Leader	March 2019	<ul style="list-style-type: none"> Ensure all appraisals/ supervision is undertaken throughout organisation top to bottom 	To be arranged Appraisals for Director and HOS responsible for Housing Services to be undertaken by end of March 2019.
	Directors/HoS/All Managers – Appraisals	Kevin Dicks/ Sue Hanley/ HoS	March 2019		
	Performance Management Arrangements	Sue Hanley Judith Willis Guy Revans	March 2019	<ul style="list-style-type: none"> Performance Management arrangements for all housing services teams 	Team meetings and 1 to 1 meetings with staff are now in place. These are normally monthly but with minimum of 3 per year with operational staff, one of which is a PDR.

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/
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STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

					PROGRESS REPORT
1.5	Leadership & Management Arrangements	Kevin Dicks	April 2019 Sept 2018	<ul style="list-style-type: none"> • Senior Management Team Review • Formalise arrangements for lead HoS arrangements post consultation 	<p>Preparatory work being undertaken</p> <p>Review took place in October 2018 and Director and HOS arrangements are now in place</p>
1.6	Review of Housing & Community Services Management Team	Judith Willis	January 2019	<ul style="list-style-type: none"> • Service Review Proposals • Consultation Staff/TUs • Implement Management Team 	<p>A service structure has been developed and is being costed by the Financial Services team. Job descriptions have been written and will be job evaluated in January.</p> <p>Intention to consult with the Trade Unions and staff by the end of January.</p>
1.7	Review of Housing Capital/Property/Compliance Team(s)	Guy Revans	December 2018	<ul style="list-style-type: none"> • Service Review Proposals • Consultation Staff/TUs • Implement Management Team 	<p>A service structure has been developed and is being costed by the Financial Services team. Job descriptions have been written and will be job evaluated in January.</p> <p>Intention to consult with the Trade Unions and staff late Jan/ early Feb</p>

2. FINANCE

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
2.1	HRA Viability Plan	Jayne Pickering/ Chris Forrester	Completed	<p>Short to medium term budget created incorporating feedback from CMT. Removal of budgets no longer required.</p> <p>Set a balanced budget for 2019/20.</p>	<p>75% undertaken as capital review is pending</p> <p>Affordable rents have started to be used for new properties added to stock. New build programme is now progressing as Baily Garner appointed as Construction Consultants.</p> <p>Balanced budget has been set for 2019/20. As stock condition survey has experienced delays, work on capital programme not fully assessed. Longer term viability of capital programme to be fully assessed during 2019 to enable capital spend certainty.</p>

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
2.2	30 Year Business Plan	Sue Hanley/ Jayne Pickering/ Chris Forrester	Dependent on receipt of information from stock condition survey. Spreadsheets in place ready to be populated	Awaiting detailed information from stock condition survey	Initial assessments/ viability of business plan reported to Executive September 2018.
2.3	Medium Term Financial Plan	Sue Hanley/ Jayne Pickering/ Chris Forrester	March 2019	As per viability plan	Housing Revenue Account Budget and Rent Setting for 2019/20 recommended to Council via Executive Committee January 2019. Forecast budgets for 2020/21 and 2021/22 detailed. Service delivery design and cost management work ongoing.

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
2.4	Housing Growth Plan	Sue Hanley/ Judith Willis/ Chris Forrester Matthew Bough/ Derek Allen	September 2018 October 2018	<ul style="list-style-type: none"> • Building up a working model – visiting Stafford and Rural homes to get accurate build costs and see how a build programme can be developed. • Report to Executive – October 2018 – land/site disposals (HRA land/sites). 	<p>60% of work completed on developing the model. Additional data required.</p> <p>Report submitted to Executive Committee in October 2018. Endorsed by Council with agreement to declare 10 Council-owned sites surplus. Architects engaged and focusing on Loxley Close and Edgeworth Close as early priority sites.</p> <p>We have formally engaged national construction consultants, Baily Garner, to take on all matters up to and including securing planning permission to build on the agreed sites.</p>

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
2.4 contd					To date a further 3 buy back properties have been purchased and another 12 are currently being considered/ evaluated.
2.5	Income Growth	Guy Revans/ Judith Willis	Ongoing March 2019 March 2019 Dec 2018 March 2019	<ul style="list-style-type: none"> • Future considerations/ opportunities • Review & update recharges • Review & update service charges • Consider affordable rents and seek member view • Review & update fees and charges 	<p>(i) Approval given at Executive for properties delivered through the Council Housing Growth Programme be let at Affordable Rent, where permitted. This has been implemented at Marston Close development in respect of 3 properties. The buy back properties currently being purchased will also be let at affordable rents.</p> <p>(ii) A report will be presented to Executive Committee in June 2019 to consider a recharges policy and recommend proposed charges.</p>

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
2.5 contd					<p>(iii) The Tenants and Repairs & Maintenance handbooks are currently being reviewed and are at draft stage. Work has also been undertaken on reviewing the current recharges for tenants' repairs.</p> <p>(iv) Fees and charges have been reviewed for 2019/20. Further work to be undertaken during 2019 to greater understand cost and recovery. Fully revised fees and charges will be submitted/ proposed for 2020/21.</p>

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
2.6	Review of Revenue Spending by all service areas	Guy Revans/ Judith Willis	Feb 2019 (for budget planning) April 2019 to Nov 2019 for 2020/21.	<ul style="list-style-type: none"> • Staffing • Contracts • Materials • Support and administration 	<p>Ongoing financial work/ modelling being undertaken. Anticipated spend for 2018/19 has been reduced by over £400k during the financial year.</p> <p>A budget has been set for 2019/20 that only requires the use of £400k from reserves and a balanced budget anticipated for 2020/21. Future forecast budgets considered by Executive Committee 8th January 2019.</p>

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

3. STAFFING/SERVICE REVIEWS

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
3.1	Review of Housing Options & Advisory Team	Judith Willis/ Paul Calland	January 2019	<ul style="list-style-type: none"> • Service Review Proposals • Consultation Staff/TUs • Implement Management Team 	<p>A service structure has been developed and is being costed by the Financial Services team. Intention to consult with the Trade Unions and staff in late January with team advised.</p> <p>Interim team in place to review nomination arrangements and prepare the housing register pending the new policy.</p> <p>Recruitment to Team Leader and 5/6 Housing Options posts underway during January/February 2019.</p>

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
3.2	Housing Older Peoples Accommodations Review including St. David’s House Category A Schemes	Judith Willis	March 2019	<ul style="list-style-type: none"> • Review funding allocation from WCC, currently being negotiated • Review Older Persons Strategy • Gather demand data • Understand the flow • Identify waste • Identify legal requirements • Links to allocation policy review 	<p>A decision on the future funding is still awaited from WCC. In the meantime the 2019/20 budget has been prepared on the basis of the minimum funding allocation.</p> <p>A draft service structure has been developed and is being costed by the Financial Services team.</p> <p>Intention to consult with the Trade Unions and staff during February 2019.</p>
3.3	Gas Services Business Case	Guy Revans	<p>January 2019</p> <p>Revised date proposed of April 2019 for completion of the Business Case.</p>	<ul style="list-style-type: none"> • Understand the work flows • Identify waste & efficiencies • Identify legal requirements • Prepare business case • Review & draft staffing structures • Consult with Staff/TUs • Implement new structure 	<p>The specification has been written and will go out to external consultants in January. This has been delayed due to staff sickness/ absence.</p>

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
3.4	Review of Housing Management Services	Judith Willis	March 2019 ↓ Dec 2019	<ul style="list-style-type: none"> • Understand the work flows • Identify waste & efficiencies • Identify legal requirements • Tenant involvement • Prepare business case • Review & draft staffing structures • Consult with Staff/TUs • Implement new structure 	This action will be progressed once action 1.6 has been implemented.
3.5	Review of Performance Management Team	Judith Willis	March 2019 ↓ Dec 2019	<ul style="list-style-type: none"> • Understand the work flows • Identify waste • Identify legal requirements • Tenant involvement • Review & draft staffing structures • Prepare business case • Consult with Staff/TUs • Implement new structure 	This action will be progressed once action 1.6 has been implemented.
3.6	Review of All Repairs & Maintenance Teams	Guy Revans/ Ian Roberts	Sept 2019	<ul style="list-style-type: none"> • Understand the work flows • Identify waste • Identify legal requirements • Tenant involvement • Review & draft staffing structures • Prepare business case • Consult with Staff/TUs • Implement new structure 	This will start once the revised management structure is in place.

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

4. VOIDS

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
4.1	Review process end to end	Paul Calland	30 th Oct 2018	<ul style="list-style-type: none"> • Understand the work flows • Identify waste & efficiencies • Identify legal requirements • Links to allocations & policy review 	<p>Review of processes completed. Workshop held involving locality teams, strategy, maintenance and performance staff. It is evident that a considerable number of “work arounds” for all the teams will remain until the new integrated housing management system is in place. A number of trials are currently operating:- test out letting homes before the void date; to test out a condition statement of the home for new tenants; manual notification from locality to maintenance of voids pending the following Monday; “Energy Angels” to test out supplier changes to ensure meters remain active.</p>

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
4.2	Redesign voids process	Paul Calland	30 th November 2018	<ul style="list-style-type: none"> • Tenant involvement • Clarify roles and responsibilities 	Initial voids review completed. Further testing of tenant views post letting of properties to be undertaken January-March 2019. Revised procedures in development, 50% complete; draft ready for consultation by end February 2019.
4.3	Agree voids standard	Paul Calland	30 th November 2018	End to end	See above
4.4	Agree measures	Judith Willis Guy Revans Paul Calland	31 st December 2018	<ul style="list-style-type: none"> • Discuss at DMT & with Portfolio Holder(s) • Consider good practice elsewhere • Draft & trial measures • Refine & implement 	New measures relating to Voids have been agreed and are part of the wider housing measures as detailed in section 8.4. The emphasis has been in speeding up the existing process & reducing the backlog of void dwellings.

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
4.4 contd					<p>The void loss for 2017/8 was £378k. The loss for 2018/9 by quarter is as follows & shows an improving trend; Quarter 1 £130k; Quarter 2 £90k; Quarter 3 £69k. Void measures when a new IT is in place will include average turnaround time of lettable homes; average void time for long term voids costs per void; Average void times will be broken down into repair & allocation times.</p>
4.5	Restructure service delivery and workforce	Judith Willis Guy Revans	31 st March 2019	<ul style="list-style-type: none"> • Review & draft staffing structures • Prepare business case • Consult with staff/TUs • Implement new structure 	<p>This will start once the revised management structure is in place and will be reviewed again once the new IT system is implemented.</p>

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
4.6	Look at how we prevent damage to properties that leads to large scale refurbishment projects	Paul Calland Jas Sidhu Ian Roberts Jayne Baylis	31 st December 2018	<ul style="list-style-type: none"> Develop a risk based inspection programme Review enforcement procedures & how this is communicated to tenants 	<p>Proposal in the draft procedure for all new tenants to receive a visit within 4/6 weeks. Risk based assessments of the need for future visits over the next 12 months.</p> <p>A key to controlling damage is to have a documented & agree record of the condition of the home at letting. This is being trialled January-March.</p>
4.7	Look at recharges and enforcement policy and procedures – draft policy.	Paul Calland	March 2019		<p>See above.</p> <p>Review of charges to be levied for 2019 undertaken.</p> <p>Policy document in preparation.</p>

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

5. COMPLIANCE/CAPITAL WORKS

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
5.1	Undertake Stock Condition Survey and analyse results	Jas Sidhu/ Guy Revans	March 2019	Commission Stock Condition Survey and appropriate software to gather and analyse data. Draft indicative results December 2018 and full analysis by March 2019	Stock Condition Survey agreed and software acquired and populated with required information. Recruitment of team from external firm during January/ February 2019.
5.2	Agree resource framework for capital works	Jas Sidhu/ Guy Revans/ Finance	December 2018	Set indicative capital budget for 2019/20	A reduced capital budget forms part of the HRA budget for 2019/20.
5.3	Develop and agree 5 year programme of works	Jas Sidhu/ Guy Revans	Summer 2019	Consult with members and tenants on priorities and programme timetable	Ongoing but subject to stock condition survey.
5.4	Review and agree procurement framework for major works programme	Jas Sidhu/ Guy Revans	Summer 2019	Programme to be drawn up with prioritised works/programme	Ongoing but subject to stock condition survey.

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
5.5	Develop Asset Management Strategy	Jas Sidhu/ Guy Revans	Summer 2019	Prepare draft strategy	Research work into good local authority & housing association asset management strategies has been started and a project group to deliver the strategy will be established by the end of January.
5.6	Embed SCS into new housing management IT systems, if appropriate	Jas Sidhu/ IT Project team	2019/20	Build into the Housing Project Board Work Plan	Asset Management has been included in the specification for the new Housing Management System.

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

6. POLICY/PROCEDURES

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
6.1	Review of Allocations Policy	Judith Willis/ Amanda Glennie	October/ November 2018 ↓ April 2019	<ul style="list-style-type: none"> • Report to Executive/ Council • Undertake required consultations • Finalise policy • Implement with required IT system • Train staff on new policy • Ongoing review and update 	<p>Permission to consult on draft housing allocations policy agreed at Executive on 23rd November 2018. Consultation ended on 13th December 2018. Presentations delivered to all Locality offices, Community Safety team and Housing Options team. Consultation promoted through press releases, social media and poster campaign. Community Panel focus group undertaken 6th December 2018. Final policy agreed at Executive on 8th January 2019 with consideration at full Council on 28th January 2019.</p>

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
6.2	Review of Tenancy Agreement and Handbook	Judith Willis Jayne Baylis	March 2019	<ul style="list-style-type: none"> • Gain feedback on current agreement • Consult with tenants • Draft new Agreement & handbook • Seek approval via Executive Committee • Make available on-line 	The Tenancy Agreement and handbook have been reviewed and are at draft stage for consultation with tenants and other service areas. A report will be presented to Executive Committee in March 2019 to approve the updated documents.
6.3	Review Tenant Engagement Arrangements with tenant involvement in all service reform/policy review	Sue Hanley Guy Revans Judith Willis	Sept 2018 ↓ 2020	<ul style="list-style-type: none"> • Tenant consultation on all review of policy/procedures • Programme of reviews to be agreed • Wider place/locality based engagement to be considered 	Consultation has taken place & will continue on new policies & key decisions, e.g. the Allocations Policy & the new Housing Management System. A survey of tenants who had experienced the voids process was undertaken during the summer. The results are currently being analysed.

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
6.3 contd					Tenant engagement & consultation will form part of the service reviews identified in Section 3.

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

7. REPAIRS & MAINTENANCE

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
7.1	Review of R&M service and processes end to end (including repairs & maintenance, voids, aids & adaptations)	Ian Roberts	March 2019	<ul style="list-style-type: none"> • Understand the work flows • Identify waste & efficiencies • Identify legal requirements • Links to voids and aids and adaptations 	Will form part of the review of R&M service commencing in March 2019. Timeline to be advised in next monitoring report/update.
7.2	Redesign R&M processes	Ian Roberts	31 st March 2019	<ul style="list-style-type: none"> • Tenant involvement • Clarify roles and responsibilities • Risk based inspection regime • Agree what work to be undertaken in-house and that commissioned externally 	Forms part of the review of R&M service commencing in March 2019.
7.3	Agree Schedule of Rates service and quality standards, including performance and productivity arrangements (workforce & external provision)	Ian Roberts	31 st March 2019	<ul style="list-style-type: none"> • Team and individual performance plans 	Forms part of the review of R&M service commencing in March 2019.
7.4	Agree measures	Guy Revans Ian Roberts	31 st March 2019	Consider revised measures	Contained within the new housing measures that will be on the dashboard in the new year.
7.5	Consider Recharges, Enforcement policy and procedures	Ian Roberts	31 st March 2019	<ul style="list-style-type: none"> • Draft policy and procedures • Tenant/Member involvement 	See comments in section 4.7

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

8. GOVERNANCE/PERFORMANCE/MEASURES

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
8.1	Provide progress reports to Executive Committee on delivery of Recovery/ Action Plan	Sue Hanley/ Judith Willis/ Guy Revans/	Quarterly commencing February 2019 Revised to June 2019 August 2019* January 2020* <u>*Note:</u> To be revised	Progress and Exception Report	This is the first progress/ update report to Executive. Report timetable revised due to committee cycle.
8.2	Review the performance measures for landlord services (in the context of government expectations/ housing sector scorecard)	Jayne Baylis/ Ian Roberts/ Emma Cartwright/ Paul Calland	Sept 2018 ↓ Dec 2018	Report to CMT/ Housing Portfolio/ Members	Previous performance measures have been reviewed. In consultation with CMT and the Portfolio Holder a new set of strategic and operational measures have been established.
8.3	Review the performance of non-landlord services (in the context of government expectations/ housing sector scorecard)	Brenda Holden/ Derek Allen/ Judith Willis/ Paul Calland	Sept 2018 ↓ Dec 2018	Report to CMT/Housing Portfolio Members	Previous performance measures have been reviewed. In consultation with CMT and the Portfolio Holder a new set of strategic and operational measures have been established.

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
8.4	Agree revised set of standards/ measures for housing services	Judith Willis/ Guy Revans/ Paul Calland	December 2018	To coincide with budget framework and revised structure for Housing Services and consult with Members	The new set of housing measures have been agreed and will be contained and reported within the Council's dashboard during January 2019. Finance will produce annual measure re repair, service, & management costs per dwelling in line with the Sector Scorecard adopted by Registered Social Landlords for comparable measures between the sectors pending proposals from the Local Government Association and Government (outlined in Green Paper). See Appendix 2.

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
8.5	Review the scrutiny arrangements for landlord services	Sue Hanley/ Judith Willis/ Guy Revans	March 2019	Consultation with Members and tenants	Member Scrutiny undertaken via Audit, Governance & Standards Committee; Overview & Scrutiny Committee; and Executive Committee. Consultation outcomes reported as integral part of policy review(s).

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

9. HOUSING MANAGEMENT IT SYSTEM

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
9.1	Recruitment of Project Team	Sue Hanley/ Judith Willis/ Guy Revans	Dec 2018	Subject to endorsement by Executive/ Council (Sept 2018)	Agreed structure and jobs currently being job evaluated. Appointments will be made in late January/ early February 2019.
9.2	Detailed specification	Sue Hanley/ Judith Willis/ Guy Revans	February 2019	Links to other systems	Specification currently being finalised for completion by end January 2019.
9.3	Procurement	Sue Hanley/ Judith Willis/ Guy Revans	March 2019		On target. Full project plan in place with robust Board Structure established.
9.4	Selection of supplier	Sue Hanley/ Judith Willis/ Guy Revans	May 2019		Update within next progress report.
9.5	Implementation	Sue Hanley/ Judith Willis/ Guy Revans	April 2020		Update within next progress report.

Strategic Measures

Strategic Dashboard								
Purpose	Function	Measures Description	Contact	Data Source	Update Schedule	Type	Frequency	Last Updated
	Arrears	#LA rent accounts in arrears (all arrears)	Jayne Baylis	Saffron	By 10 th of each month	Capability Chart	Monthly	04/18/- no comments
	Arrears	Total amount of rent arrears	Jayne Baylis	Saffron	By 10 th of each month	Capability Chart	Monthly	04/18/- no comments
	Arrears	% of rent collected	Jayne Baylis	Saffron	By 10 th of each month	Capability Chart	Monthly	New
	Arrears	# LA rent accounts in Technical arrears	Jayne Baylis	Saffron	By 10 th of each month	Capability Chart	Monthly	New
	Arrears	Balance rent accounts in Technical arrears	Jayne Baylis	Saffron	By 10 th of each month	Capability Chart	Monthly	New
	Voids	Average key to key turnaround time	Emma Cartwright/ Ian Roberts/ Jayne Baylis	Saffron	By 10 th of each month	Capability Chart	Monthly	04/18
	Voids	Total number of voids at anytime	Ian Roberts	Saffron	By 10 th of each month	Capability Chart	Monthly	New
	Voids	Income lost through voids (Rent loss & Council Tax)	Emma Cartwright/ Ian Roberts/ Jayne Baylis	Saffron	By 10 th of each month	Capability Chart	Monthly	New
	Voids	Average cost of void property	Ian Roberts	Saffron	By 10 th of each month	Capability Chart	Monthly	New
	Homelessness	# HRA approaches	Brenda Holden	Jigsaw/PRAH	By 10 th of each month	Capability Chart	Monthly	New
	Homelessness	# Accepted duty	Brenda Holden	Jigsaw/PRAH	By 10 th of each month	Capability Chart	Monthly	New
	Homelessness	# Relieved duty	Brenda Holden	Jigsaw/PRAH	By 10 th of each month	Capability Chart	Monthly	New
	Homelessness	# Homelessness preventions	Brenda Holden	Jigsaw/PRAH	By 10 th of each month	Capability Chart	Monthly	New
	Gas Service	# Properties overdue at time of service	Tom Higgins		By 10 th of each month	Capability Chart	Monthly	New
	Right to Buy	# Of properties sold each month – split into by house, flat, area of bedrooms	Emma Cartwright	Saffron	By 10 th of each month	Capability Chart	Monthly	New

Operational Measures

Operational Dashboard								
Opp	Homelessness	# Households joining the household register	Brenda Holden	Jigsaw/PRAH	By 10 th of each month	Capability Chart	Monthly	
Opp	Homelessness	# Households placed in bed & breakfast	Brenda Holden	Jigsaw/PRAH	By 10 th of each month	Capability Chart	Monthly	
Opp	Homelessness	# Out of hours bed & breakfast placements	Brenda Holden	Jigsaw/PRAH	By 10 th of each month	Capability Chart	Monthly	
Opp	Homelessness	# Out of hours emergency calls (Homeless)	Brenda Holden	Jigsaw/PRAH	By 10 th of each month	Capability Chart	Monthly	
Opp	Waiting List	# register applications joining the housing register	Brenda Holden	Jigsaw/PRAH	By 10 th of each month	Capability Chart	Monthly	
Opp	Waiting List	# transfer applications joining the housing register	Brenda Holden	Jigsaw/PRAH	By 10 th of each month	Capability Chart	Monthly	
Opp	Homelessness	Length of time in temporary accommodation	Brenda Holden	Jigsaw/PRAH	By 10 th of each month	Capability Chart	Monthly	
Opp	Voids	Recall of voids within 6 weeks	Ian Roberts	Saffron	By 10 th of each month	Capability Chart	Monthly	
Opp	Voids	Average time for keys from maintenance to let (days)	Jayne Baylis	Saffron	By 10 th of each month	Capability Chart	Monthly	
Opp	Voids	Average time from keys raised to void team to FFL (days)	Ian Roberts	Saffron	By 10 th of each month	Capability Chart	Monthly	New
Opp	Tenancy (Rent arrears)	# Evictions (number)	Jayne Baylis	Saffron	By 10 th of each month	Capability Chart	Monthly	
Opp	Equipment and Adapts	# People requesting home adaptations	Jayne Baylis	Saffron	By 10 th of each month	Capability Chart	Monthly	
Opp	R&M	Average time taken to complete building and fencing repairs (days)	Ian Roberts	Saffron	By 10 th of each month	Capability Chart	Monthly	
Opp	R&M	Average time taken to complete carpentry repairs (days)	Ian Roberts	Saffron	By 10 th of each month	Capability Chart	Monthly	
Opp	R&M	Average time taken to complete mould and plastering repairs (days)	Ian Roberts	Saffron	By 10 th of each month	Capability Chart	Monthly	
Opp	R&M	Average time taken to complete plumbing repairs (days)	Ian Roberts	Saffron	By 10 th of each month	Capability Chart	Monthly	
Opp	R&M	Average time taken to complete response repairs (days)	Ian Roberts	Saffron	By 10 th of each month	Capability Chart	Monthly	

Appendix 2

Opp	R&M	Average time taken to complete UPVC repairs (days)	Ian Roberts	Saffron	By 10 th of each month	Capability Chart	Monthly	
Opp	Gas Service	# Scheduled services by attempted access	Tom Higgins		By 10 th of each month	Capability Chart	Monthly	
Opp	Gas Service	Total # serviced (week)	Tom Higgins		By 10 th of each month	Capability Chart	Monthly	
Opp	Gas Service	Total number serviced	Tom Higgins		By 10 th of each month	Capability Chart	Monthly	
Opp	Gas Service	Total scheduled appointments	Tom Higgins		By 10 th of each month	Capability Chart	Monthly	
Opp	Gas Service	# properties to court to gain access	Tom Higgins		By 10 th of each month	Capability Chart	Monthly	
Opp	Gas Service	# service repairs	Tom Higgins		By 10 th of each month	Capability Chart	Monthly	
Opp	Gas Service	# gas installations	Tom Higgins		By 10 th of each month	Capability Chart	Monthly	
Opp	Statutory Inspections / Compliance	Electrical	Jas Sidhu		By 10 th of each month	Capability Chart	Monthly	New
Opp	Statutory Inspections / Compliance	Fire Risk Assessments	Jas Sidhu		By 10 th of each month	Capability Chart	Monthly	New
Opp	Statutory Inspections / Compliance	Asbestos	Jas Sidhu		By 10 th of each month	Capability Chart	Monthly	New
Opp	Statutory Inspections / Compliance	Legionella	Jas Sidhu		By 10 th of each month	Capability Chart	Monthly	New
Opp	Statutory Inspections / Compliance	Gas	Jas Sidhu		By 10 th of each month	Capability Chart	Monthly	New
Opp	Right to Buy	End to end time for property to be sold (can split into areas reflecting statutory timescales and handover to legal to purchase)	Emma Cartwright	Saffron	By 10 th of each month	Capability Chart	Monthly	New
Opp	Right to Buy	# of Right to Buys in progress (can be split into house, flat, area, # of bedrooms)	Emma Cartwright	Saffron	By 10 th of each month	Capability Chart	Monthly	New
Opp	Right to Buy	# of Right to Buys – denied, withdrawn and why at what point	Emma Cartwright	Saffron	By 10 th of each month	Capability Chart	Monthly	New

Appendix 2

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Opp	Arrears	Total amount of LA arrears by Locality	Jayne Baylis	Saffron	By 10 th of each month	Capability	Monthly	New
Opp	Arrears	# LA Accounts in arrears by Locality	Jayne Baylis	Saffron	By 10 th of each month	Capability	Monthly	New
Opp	Arrears	# LA Universal credit households in arrears	Jayne Baylis	Saffron	By 10 th of each month	Capability	Monthly	New
Opp	Arrears	# LA universal credit households in arrears by locality	Jayne Baylis	Saffron	By 10 th of each month	Capability	Monthly	New
Opp	Arrears	Balance of LA Universal Credit households in arrears	Jayne Baylis	Saffron	By 10 th each month	Capability	Monthly	New
Opp	Arrears	Balance of LA universal credit households in arrears by locality	Jayne Baylis	Saffron	By 10 th of each month	Capability	Monthly	New
Opp	Arrears	# Universal Credit households in arrears 0-6 weeks rent	Jayne Baylis	Saffron	By 10 th of each month	Capability	Monthly	New
Opp	Arrears	# Universal credit household in arrears 0-6 weeks by locality	Jayne Baylis	Saffron	By 10 th of each month	Capability	Monthly	New
Opp	Arrears	# Universal credit households in arrears >6 weeks rent	Jayne Baylis	Saffron	By 10 th of each month	Capability	Monthly	New
Opp	Arrears	# Universal credit households in arrears >6 weeks rent by locality	Jayne Baylis	Saffron	By 10 th of each month	Capability	Monthly	New
Opp	Arrears	Balance Universal credit households in arrears 0-6 weeks rent	Jayne Baylis	Saffron	By 10 th of each month	Capability	Monthly	New
Opp	Arrears	Balance Universal credit households in arrears 0-6 weeks rent by locality	Jayne Baylis	Saffron	By 10 th of each month	Capability	Monthly	New
Opp	Arrears	Balance Universal credit household in arrears > 6 weeks rent	Jayne Baylis	Saffron	By 10 th of each month	Capability	Monthly	New
Opp	Arrears	Balance Universal credit households in arrears > 6 weeks rent by locality	Jayne Baylis	Saffron	By 10 th of each month	Capability	Monthly	New