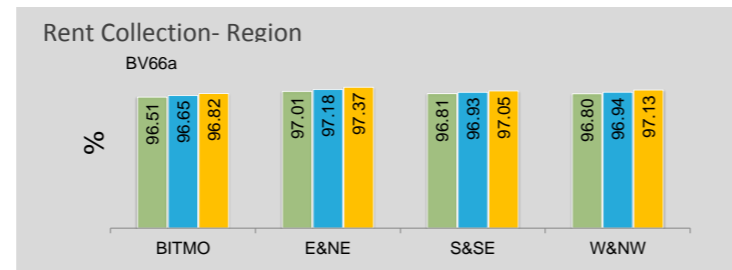
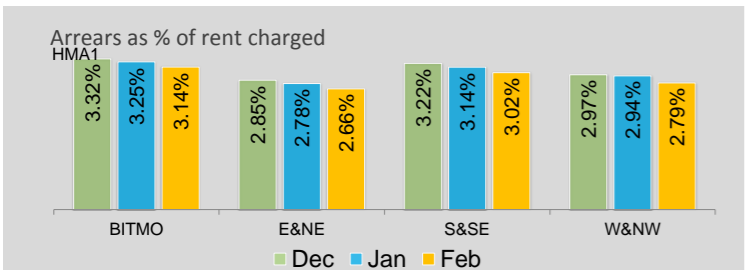
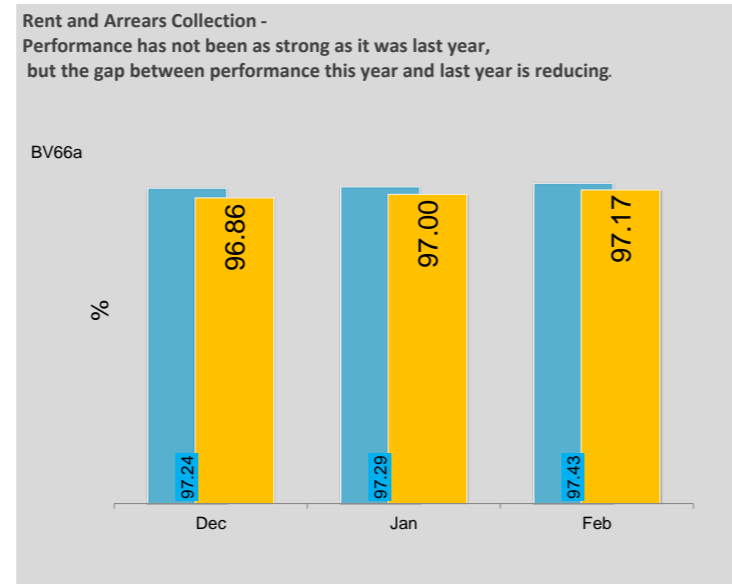
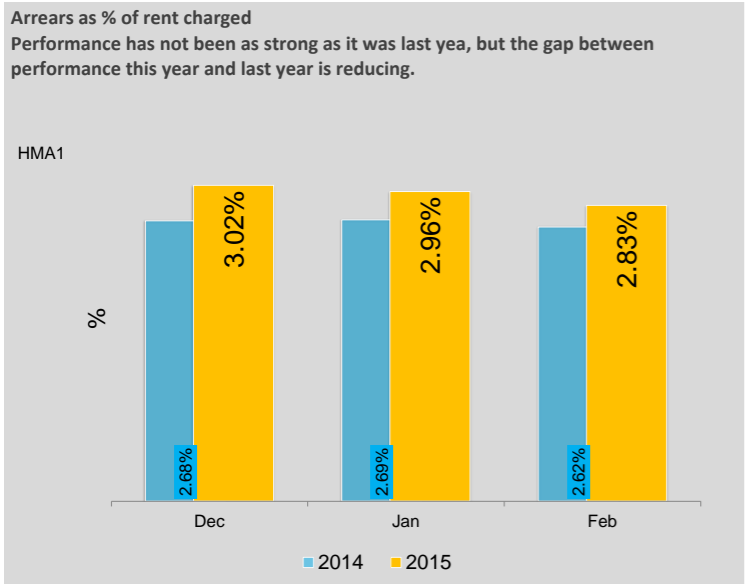


Priority 2, Rents and Benefits, Feb 2015/16

Performance: How well are we collecting rent

Arrears as % if rent charged 2.83% **rent and arrears collection 97.17%**

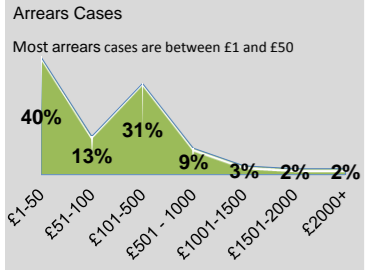
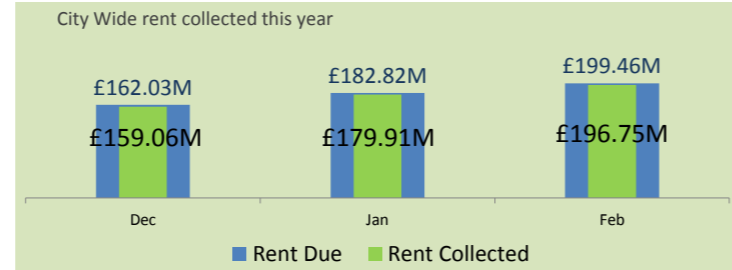
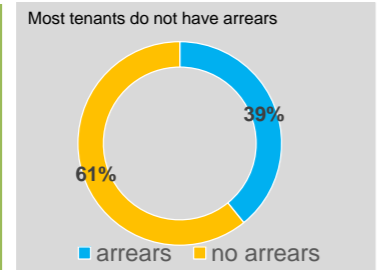


City Wide rent arrears
arrears levels are in improving

£6,240,702

Arrears level by region

BITMO	£236,569
E&NE	£1,782,199
S&SE	£1,955,160
W&NW	£2,266,775



Quick Arrears Profile

The profile of amounts owed (left) has changed from Q3, which showed more arrears cases owing £101 - £500, now more people owe less than £50.

uncollected rent this year

£2,704,380

Better than previous two months

Jan	£2,911,042
Dec	£2,964,463

*included in the £6.2 million shown on the left

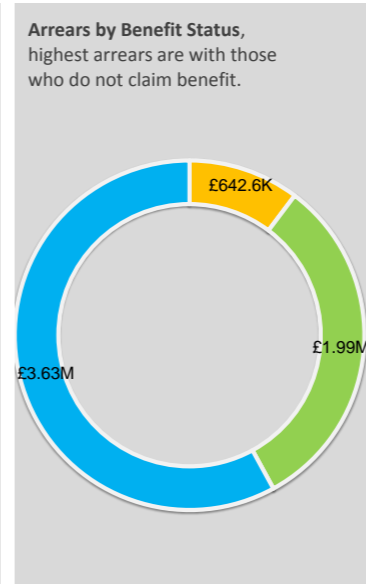
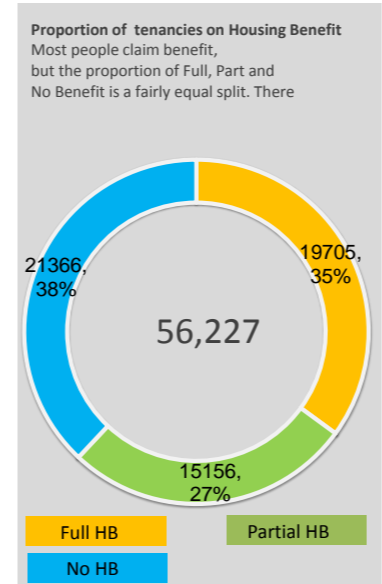
uncollected rent this year

East, South, West and BITMO are worsening.

Region	Rent Due (£M)	Shortfall (£K)	Trend
BITMO	£6.85M	£98.6K	↑
E&NE	£60.56M	£884.7K	↑
S&SE	£58.6M	£631.9K	↑
W&NW	£73.45M	£1.09M	↑

Insight: What welfare do people receive?

62% of tenants receive full or part housing benefit



65%

People in part time or full time work, as inferred from benefit status.

Tenancies in arrears, proportion by housing benefit. Tenancies who do not claim benefit are more likely to have arrears.

No HB	56.85%
Partial HB	32.93%
Full HB	10.22%

Universal Credit
First new claimants in

Feb '16

At first, only new claimants who receive Jobseeker Allowance will receive the new Benefit, estimated to be **between 50 and 80 each month.**

Benefit Cap on large families.
Estimated tenancies affected

650*

Changes to be introduced April '16. Benefit Cap on under 35s due 2018.

*research carried out by Welfare and Benefits

Current Under Occupation cases

Region	arrears	cases	in arrears
CITY	£813740	5129	52%
BITMO	£15605	136	53%
E&NE	£233331	1706	51%
S&SE	£266819	1446	52%
W&NW	£297985	1841	53%

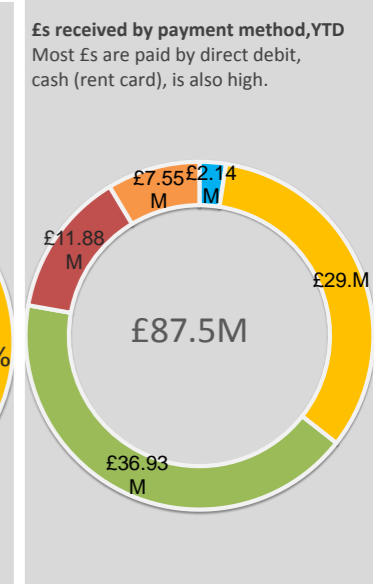
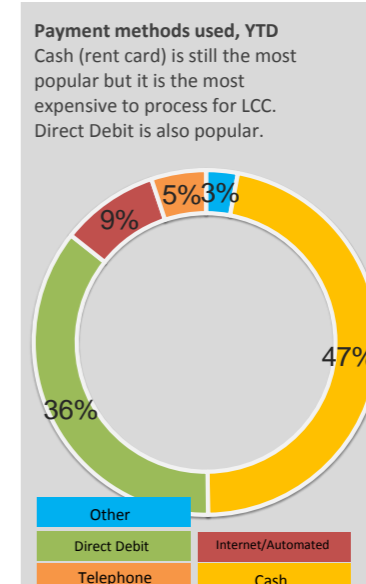
cases with no arrears at policy introduction, who now owe arrears.

1326

Arrears - **£264,093**

Insight: How do people pay?

Cash is the most used payment method



Service Commentary

Rent Collection and Arrears performance has improved significantly during January and February to 97.17% (+ 0.31%). Whilst performance remains lower than the same point last year, the gap between current performance and the same point last year has reduced from 1% at the end of Q2 to 0.26% at the end of February. However, the gap to year end target is 0.83% and it is unlikely that the 98% target will be achieved.

Performance is being actively managed to maximise collection as follows:

- Robust performance management of individual staff and team performance - individual performance information is available on a weekly basis and managers are using this to support / challenge officers to improve performance through 121s and team meetings.
- Income Recovery Action Plans have been implemented for all areas - these focus on training, support and robust management.
- This is being supported by Chief Officer and Heads of Service
- Housing Manager Arrears Procedure workshops were held in June / July 2015, to overview procedure, protocols and performance management.
- An arrears refresher training pack has been developed to support Housing Managers and Team Leaders in training new staff.
- A programme of arrears management training has been delivered to all Housing Officers and Team Leaders by an external trainer, focusing on quality conversations, negotiation and recording quality data in a debt collection / performance environment.
- A Quarter 4 Year End arrears campaign is well underway, with a service focus on increasing rent collection. Including targeting resources at a local level, and also city wide texting/email campaigns to encourage clear accounts for year end.
- Following recent recruitment, a further 42 housing officers commenced work late 2015/early 2016. This includes officers who will work as part of the Enhanced Income Team to support tenants in minimising the impact of welfare reform. All officers have now started in post and will support performance improvements towards the year end.
- Universal Credit preparations are well underway and Leeds went live on 1 February 2016 for single recently unemployed tenants. The number of tenants on UC is changing on a daily basis; in respect of a number of these, we have applied for managed payments (direct to Landlord) due to existing rent arrears.
- Paperless Direct Debits have been launched 29th February 2016, enabling tenants to set up Direct Debits over the telephone.

