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- **The ‘Right Stuff’ for leaders in social housing - an extract from ‘Learning today, leading tomorrow’**: An anthology of views from industry experts on the skills and knowledge housing professionals and their organisations will need to adapt and thrive now and in the future.

- **Developing your local housing offer for health and care**: A new framework to demonstrate how your housing services contribute to the outcomes of health and care partners, setting out evidence and tools to highlight impact and benefits.

- **What you need to know... about welfare reform**: A member exclusive briefing setting out the key changes - what they are and when they come in to effect - and what you as a housing professional can do.

- **Welfare reform: practical approaches - an extract**: A member exclusive guide providing practical advice, checklists and suggestions to help housing organisations to protect their businesses in the wake of welfare reform.

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The ‘Right Stuff’ for leaders in social housing

By Dr. Robert Rosenfeld, Chief Executive, Centre for Organizational Excellence

Summary

The housing industry has been in a period of ‘transition’ for many years. These changes are generating a context where existing strategies, values and behaviours are being called into question. This article explores what these changes will mean for leadership in the housing industry. It will also identify the key criteria for effective housing leaders of the future.

Introduction – learning from astronauts

In Tom Wolfe’s 1969 best-selling book and subsequent Hollywood film, The Right Stuff, the author describes the circumstances and characters surrounding the beginning of the Mercury space programme in the United States. Aside from many insights surrounding that period, one aspect resonates with the situation current leaders in social housing face. After initially assuming that the natural talent pool for astronauts would be the well-established and successful body of military test pilots, NASA recognised that the skills of test pilots (heroic, technically skilled individualists who were excellent pilots) would not fit with the behaviours required of astronauts. The role of astronauts called for analytical problem solving, patience, feeling comfortable when not in control, and most importantly being part of a team both in the capsule as well as on the ground. In essence, Wolfe creates a tension between what the ‘right stuff’ was for a test pilot and a very different set of capabilities for astronauts. There are signs now that the ‘right stuff’ for social housing leadership may also be in a similar transition.

Changing context = changing ‘stuff’

Social housing has been a sector in ‘transition’ for a significant time! Trends that have been building for a while appear to be creating a context where existing strategies, values and behaviours are being called into question. Contextual pressures are diverse but often point to the following four themes:

a) A changing social ideology in housing – away from a welfare oriented approach to one focusing on social and economic returns.

b) Social housing providers are increasingly encouraged to recognise the commercial aspects of providing a (up until now) regulated service and to identify innovative ways of growing the business.
c) Fragmentation and specialisation within the industry will create a diversity of business models (differing sources of revenue, a diversity of cost bases, and a re-evaluation of the investment/capital acquisition criteria).

d) A fundamental shift in how social housing providers use technology to deliver a more personalised service.42

In the same vein, Schofield (2008) highlights the challenges within the public sector:

I. Increasing pace of change.
II. Technological developments.
III. Changing perceptions.
IV. Increasing expectations.
V. Citizen empowerment.
VI. Changing workforce.
VII. Changing environment.

Current and aspiring leaders in social housing can look at the highlights illustrated in the above paragraph and mutter, ‘we have seen it all before’ – and they would be largely correct. However, that is also the problem – the solutions that they may have (inadvertently) put forward have not fundamentally changed their organisations or sustainably resolved the underlying causes of the situation.

**What was the ‘Right Stuff’?**

The practice of leadership in social housing is understandably diverse and no single model or approach can satisfactorily demonstrate the richness that is observed. However, on a generic level, leaders in social housing can sometimes be viewed as calling on their ability to assess the situation, stabilise the condition, and buy time to find a robust solution. In this context, successful leadership is viewed as comprising of: analytical problem solving, clear decision making and the articulation of direction. Sounds about right... *with one problem*...if the solution was so good, why does the problem continue to re-appear?

Ronald Heifetz and colleagues at the JFK School of Government at Harvard University have been examining the application of ‘technical leadership’. This approach can be effective in certain circumstances:

a) When there is a clear problem and solution.
b) The solution can be implemented by the exertion of authority.
c) The solution is easily accepted and leads to a lowering of conflict among stakeholders.
d) The solution restores equilibrium and leads to on-going stakeholder satisfaction.

Within social housing, it would appear that many solutions proposed and implemented by leadership teams were based on the presumptions of ‘technical leadership’ – a solution exists and can restore confidence and drive progress. By adopting leadership actions such as: short-term fixes, tightening of controls and restructuring, we create an appearance of the return of normalcy. This is an illusion that many leaders will recognise and seek some solace within.

However, as Heifetz and his colleagues point out, there are some pretty obvious indicators that technical leadership has been inappropriate. Clues include:

a) The same problem keeps re-surfacing.
b) There is resistance among stakeholders and you don’t really understand why.
c) People behave as if ‘the world is going to end’!
d) (And, perhaps most tellingly) you feel incompetent.

**The ‘Right Stuff’ for social housing leadership**

If you have skipped down to this section looking for prescriptive action points, you should read the previous section! The time constrained drive to find a solution is actually part of the leadership problem we can sometimes see within the sector. Chua et al (2011) refer to the ‘whiplash’ effect created by shorter electoral cycles and a pressure to engage in ‘change for changes sake’.

Heifetz and his colleagues put forward the term ‘adaptive leadership’ to describe the challenges facing individuals who wish to take on the challenge of providing organisational direction. At its highest level of abstraction, adaptive leadership can be distilled into four broad themes of leadership effectiveness:

1. **Confrontation and prototyping** – In his book, *Good To Great*, Jim Collins (2001) refers to leaders that are willing to challenge the status quo by focusing on ‘turning over rocks and looking at all of the squiggly things underneath... even if what you see can scare the hell out of you’(p.72). The challenge is not just to recognise the problem. Given that there are no ‘easy’ answers, leaders need to recognise that
effective solutions do not emerge from the first (often obvious) response. As a consequence, leadership teams need to adopt some practices used by innovation teams to ‘prototype’ alternative designs and actions. Prototyping takes time and effort and requires the acceptance of failure. Leaders need to champion experimentation to both fully understand the challenges as well as identify possible design solutions.

2. **Sustaining a ‘burning platform’** – The Nobel Prize winning economist, Herbert Simon (1955), coined the term ‘satisficing’ to identify actions that satisfy minimum requirements (‘good enough’). Adaptive leaders actively avoid such outcomes by a dogged determination to find innovative solutions. Often such solutions require radical approaches that incorporate a diversity of inputs and a healthy dose of creative thinking.

3. **Leadership is a team game** – Hierarchy is often the enemy of adaptive leadership. By looking upwards for preferred outcomes or decisions, leadership is over-ruled by organisational expediency. Adaptive leaders foster leadership responsibility at all levels of an organisation. All stakeholders should be mobilised to generate solutions. This takes time and patience – particularly when cultural norms run counter to shared leadership. An important element is the need to enhance the culture of diversity so that a multiplicity of options can be identified, evaluated and implemented. Ulrich and Smallwood (2012) highlight the paradox that the focus on developing individual leaders can sometimes constrain the development of leadership. Effective leaders must actively seek to enhance the bench strength of leadership in the organisation to the point where they become recognised as ‘leader feeders’ for other organisations. Of course, there is regret when talent goes elsewhere, but the benefit is that young talent is also attracted by the prospect of growth and development.

4. **Understanding your ‘inner game’** – The renowned sports coach and writer Timothy Gallwey (2000) identified that to be successful in any endeavour; individuals (including leaders) need to recognise their own human nature – which includes characteristics such as fear, self-doubt, lapses in focus, and limiting concepts or assumptions. The inner game is played to overcome the self-imposed obstacles that prevent an individual or team from accessing their full potential. To maintain oneself as an effective leader, individuals need to look after their own emotional well-being by ensuring that they have outlets to question themselves and reflect on their behaviours. Coaching and mentoring often can be useful in this regard.
Are you an adaptive leader?

Although no simple set of questions can portray how adaptive leadership is effectively undertaken in any organisation, the following set of questions (adapted from Heifetz, Grashow & Linsky, 2009) can be a good start for assessing adaptive leadership in an organisation:

- How frequently does the ‘unspeakable’ get said and discussed? How quickly are crises surfaced and bad news discussed (rather than impose a knee-jerk reaction)?
- How apparent are behaviours that are broadly seen as acting for the benefits of the organisation rather than protecting individual groups or silos?
- When someone is seen to take a risk in service of the organisational mission, and it does not work out, to what extent is this seen as a learning opportunity rather than a failure?
- To what extent are senior managers seen to identify and mentor their successors?
- To what extent do individuals and teams in the organisation reflect and learn from experience?

The ‘Right Stuff’ leads to the right results

The Government of Singapore has instituted the PS21 programme. This initiative is designed to ‘encourage a mind-set that welcomes experimentation and a desire to continually find new and better ways of doing things. PS21 gives every public officer the mandate and platform to contribute their ideas for a successful Public Service’. Although broad in scope, the PS21 initiative is designed to encourage a people-centred mass movement to increase involvement and commitment to new, innovative solutions to persistent social problems. Such approaches call upon principles of co-creation and collaboration across organisational boundaries. In the UK, NESTA is working with local councils and other public sector institutions to nurture collaborative activities (Boyle & Harris, 2010). It is clear from an organisational perspective that such practices can potentially offer many benefits. However, for such initiatives to be sustained requires leadership teams that recognise the advantages and are prepared to adopt different values and behaviours that foster openness, innovation and culture change.

Social housing and the public sector in general, are struggling with the legacy of a culture that reinforced a reluctance to fundamentally alter how organisations saw themselves and their operating environments. In much the same way as the ‘heroic’ test pilots of the 1950s and 60s were seen as representing previous accomplishments,
leaders in social housing must look beyond what has worked in the past and adopt behaviours that suit the new conditions facing the public sector. A dogged determination that solutions can be found by adhering to behaviours and perspectives that we have experienced in the past is likely to lead to under-performance. Instead, we must recognise that new models of leadership must emerge that take into account the fundamental truth that new perspectives and behaviours – drawn from a wide range of sources and experiences will be necessary if we are to deliver on our promises.

**Finding out more**


The ‘Right Stuff’ for Leaders in Social Housing

Key points

• Rapid change in the housing industry is creating a challenge for leaders where existing strategies, values and behaviours are being called into question.

• The solutions put forward in the past may no longer be effective for the future: in fact they are likely to lead to under-performance.

• Adaptive leadership is an approach which enables leaders to thrive in changing and challenging contexts.

• Leaders must be prepared to adopt different values and behaviours that foster openness, innovation and culture change.
Developing your local housing offer for health and care: Targeting outcomes

Housing LIN
Connecting people, ideas and resources
CIH and the Housing Learning and Improvement Network (LIN) have developed a number of publications looking at how to increase and improve effective working between housing, health and care (see CIH’s health and wellbeing pages for more). CIH has also developed support for local housing authorities and housing provider partners to shape housing offers to make to health and care commissioners locally.

The challenge facing health and care bodies is huge, with the drive for £20bn efficiencies in the NHS, and increasing demand on restricted budgets for social care. New ways of working are needed, that shift the focus to better health and wellbeing, preventing or delaying ill health, reducing demand for health/care interventions. To be involved in this, housing professionals need to become experts at engaging with health and care decision makers on their terms and addressing their specific targets and drivers; making it easy for them to identify housing based solutions and know where and to whom to turn. This includes looking at what collectively housing and support providers can offer to health and care in the local area.

The aim of this paper is to provide a tool to help that process. It provides a chart to help to clarify and articulate how housing and related support services can deliver the specific outcomes required of health and care partners through the national frameworks. It does this by:

• Identifying the relevant outcomes in the national frameworks (across health, public health and social care)
• Identifying housing services and related support solutions that provide housing based solutions/contribute to health and wellbeing outcomes
• Signposting to existing national evidence that gives background evidence, and modelling the key elements that the offer should contain
• Linking to tools that can help to: demonstrate demand, quality of services, efficiencies and outcomes (economic and social impacts)

Your local housing offer will most usefully pick up the outcomes and domains which address the more specific local priorities as set out in local CCG commissioning priorities, the Health and Wellbeing Board’s joint health and wellbeing strategies and other appropriate local strategies covering care and support.
## National outcomes across public health, health and adult social care – housing and support solutions template

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<th>Housing support contribution</th>
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<th>Cost and benefit analysis</th>
<th>Outcomes measures and Social Return On Investment</th>
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<tbody>
<tr>
<td>Domain 2: health improvement</td>
<td>Domain 2: enhancing quality of life for people with long term conditions</td>
<td>Proportion of people using services who have control over their life</td>
<td>Decent housing and Lifetime homes standard (LHS)</td>
<td>Adaptations</td>
<td>DCLG Research into the financial benefits of the supporting people programme (2009)</td>
<td>Demonstrate the local costs and benefits.</td>
<td></td>
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<tr>
<td>Self-reported wellbeing</td>
<td>Health related quality of life for people with long term conditions</td>
<td>Proportion of people using social care who receive self directed support and those receiving direct payments (to be revised 2014/15)</td>
<td>Energy efficiency</td>
<td>Housing support</td>
<td>Audit Commission Supporting People review report (2009)</td>
<td>Housing partners to establish costs of services that comprise the housing offer</td>
<td></td>
</tr>
<tr>
<td>Domain 4: health care, public health and preventing premature mortality</td>
<td>Health related quality of life for carers</td>
<td>Carer reported quality of life</td>
<td>Accessible neighbourhoods and good facilities</td>
<td>Sheltered/ extra care housing</td>
<td>APPG Housing and care for older people, Living well at home inquiry report (2011)</td>
<td>Use tools to evaluate what this can bring in terms of efficiencies and/ or savings to partners in return for investment.</td>
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<tr>
<td>Health related quality of life for older people (TBD)</td>
<td>Proportion of people who use services and their carers, who reported that they had as much social contact as they would like</td>
<td>Proportion of people who use services and their carers, who reported that they had as much social contact as they would like</td>
<td>Sheltered/ extra care housing</td>
<td></td>
<td>CIEH, Housing Health and Safety Rating System and cost appraisal toolkit</td>
<td>Housing partners to identify the deliverable outcomes from services under the housing offer, against the outcomes and targets of investing partners</td>
<td></td>
</tr>
</tbody>
</table>

**Domain 1:** enhancing quality of life for people with care and support needs

**Domain 2:** enhancing quality of life for people with long term conditions

**Domain 3:** enhancing quality of life for people with health related quality of life

**Domain 4:** enhancing quality of life for people with health related quality of life for carers

- **Housing contribution:**
  - Decent housing and Lifetime homes standard (LHS)
  - Energy efficiency
  - Accessible neighbourhoods and good facilities
  - Sheltered/ extra care housing

- **Housing support contribution:**
  - Adaptations
  - Housing support
  - Sheltered/ extra care housing

**Evidence sources:**
- DCLG Research into the financial benefits of the supporting people programme (2009)
- Audit Commission Supporting People review report (2009)
- APPG Housing and care for older people, Living well at home inquiry report (2011)
- CIEH, Housing Health and Safety Rating System and cost appraisal toolkit
- CBI, The right care in the right place (2012)
- Integrated Care Network, Commissioning housing support for health and wellbeing (2008)
- Housing LIN, Health, wellbeing and the older people’s agenda

**Cost and benefit analysis:**
- Demonstrate the local costs and benefits.
- Housing partners to establish costs of services that comprise the housing offer.
- Use tools to evaluate what this can bring in terms of efficiencies and/ or savings to partners in return for investment.
- Housing partners to identify the deliverable outcomes from services under the housing offer, against the outcomes and targets of investing partners.

**Outcomes measures and Social Return On Investment:**
- Personalisation of services - housing partner to identify the input of service users into the evaluation of outcomes and effectiveness of services.
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<td>Domain 1: improving the wider determinants of health</td>
<td>Domain 2: enhancing quality of life for people with long term conditions</td>
<td>Location - well connected to facilities with transport links/safe pavements/lighting</td>
<td>Well planned and designed housing in safe neighbourhoods</td>
<td>Adapted housing (enhancing security measures)</td>
<td>HCA, Housing our ageing population panel for innovation (2009) and Plan for implementation (HAPPI2) (2012)</td>
<td>Tools include: CIH, Value for money tool (more available at CIH website)</td>
<td>Tools include: At scheme basis CIH’s Service Quality Tool enables providers to demonstrate the quality of their schemes in relation to social care and health. It addresses the personalisation agenda by bringing service user evaluation into the evaluation process, and provides rigorous external validation</td>
</tr>
<tr>
<td>Older people’s perception of community safety (TBD)</td>
<td>Enhancing quality of life for people with dementia (a measure of the effectiveness of post-diagnosis care in sustaining independene and improving quality of life)</td>
<td>Housing and neighbourhoods planned and designed to prevent/reduce opportunities for crime</td>
<td>Housing support</td>
<td>Housing support</td>
<td>Housing LIN, Public health and housing: we can get it right (2011)</td>
<td>Cap Gemini cost benefit tool has been applied to local areas, e.g. Yorkshire and Humber, NE. (Prevention and Personalisation: the case for housing related support)</td>
<td></td>
</tr>
<tr>
<td>Domain 4: safeguarding adults whose circumstances make them vulnerable and protecting from avoidable harm</td>
<td>Proportion of people who use services who feel safe</td>
<td>Security entrances, on site staff and emergency alarm support</td>
<td>Sheltered/ extra care housing</td>
<td>Location of housing and facilities</td>
<td>APPG Housing and care for older people, Living well at home inquiry report (2011)</td>
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<tr>
<td>Proportion of people who use services who say those services make them feel safe and secure</td>
<td>Proportion of people who use services who feel safe</td>
<td>Low level support and regular visits enhancing feelings of security and support</td>
<td>Housing networks and protocols contribution to safeguarding</td>
<td>Sheltered and extra care housing with communal facilities and activities – addressing social isolation</td>
<td>Housing 21, Extra care housing and people with dementia (2009)</td>
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<tr>
<td>Domain 5: treating and caring for people in a safe environment and protecting them from avoidable harm</td>
<td>Domain 4: safeguarding adults whose circumstances make them vulnerable and protecting from avoidable harm</td>
<td>Housing and neighbourhoods planned and designed to prevent/reduce opportunities for crime</td>
<td>Location of housing and facilities</td>
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<td>NHF Providing and alternative pathway (2013)</td>
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<td>Housing networks and protocols contribution to safeguarding</td>
<td>Sheltered and extra care housing with communal facilities and activities – addressing social isolation</td>
<td>Housing LIN, What role for extra care housing in a socially isolated landscape? (2013)</td>
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<td>Domain 2: enhancing quality of life for people with long term conditions</td>
<td>Domain 1: enhancing quality of life for people with care and support needs</td>
<td>• Decent secure housing</td>
<td>• Supported housing</td>
<td>DCLG <a href="https://www.dclg.gov.uk/en-housing/rent-and-rents/rents/financial-benefits-of-supporting-people-programme/">Research into the financial benefits of the supporting people programme</a></td>
<td>Tools include: <a href="https://www.cih.org">CIH Value for money tool</a></td>
<td>At a broader basis the Health and Housing Impact assessment evaluates health outcomes resulting from housing activity For more on the impact assessment see CIH’s <a href="https://www.cih.org">housing offer</a></td>
</tr>
<tr>
<td>Employment for those with a long term health condition</td>
<td>Employment of people with long term conditions</td>
<td>Proportion of adults with learning disabilities in paid employment</td>
<td>Housing provides the foundation from which people can engage with life opportunities, including education, employment and training</td>
<td>• Floating support</td>
<td>Audit Commission Supporting People review report (2009)</td>
<td>PSSRU/Housing LIN, <a href="https://www.cih.org">Improving housing with care choices for older people</a></td>
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<td></td>
<td>Employment of people with mental illness</td>
<td>Proportion of adults in contact with secondary mental health services in paid employment</td>
<td>Having a secure address helps people access employment</td>
<td>• Worklessness services</td>
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<td></td>
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<td></td>
<td>• Providing support through supported housing or floating support services, enables people to re-gain life skills. Many support providers help customers to explore employment opportunities, including looking at re-entering employment</td>
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<td>Domain 4: health care, public health and preventing premature mortality</td>
<td>Domain 3: helping people to recover from episodes of ill health/ injury</td>
<td>Domain 2: delaying and reducing the need for care and support</td>
<td>• Decent, accessible homes (LHS) • Well planned, secure and accessible neighbourhood</td>
<td>• Adaptations including rapid response services • Floating support/ sheltered/ extra care housing</td>
<td>TCPA Reuniting health with planning: healthier homes, healthier communities (2012)</td>
<td>Determine local costs and benefits using tools as listed above</td>
<td>Determine local outcomes, quality and SROI measures using tools as listed above</td>
</tr>
<tr>
<td>Emergency readmission within 30 days of discharge from hospital</td>
<td>Emergency readmission within 30 days of discharge from hospital</td>
<td>Proportion of older people (65+) still at home 91 days after discharge into rehab/ reablement services</td>
<td>Housing that is safe and accessible, in well planned and accessible neighbourhoods contributes to people being able to re-gain life skills and confidence, reduces risks of further accidents and falls</td>
<td>Rapid response services/ adaptations deliver accessible housing that can help people to be discharged in a timely way, remain safe at home, reduce need for ongoing and costly care interventions, and reduce risk of further accidents</td>
<td>TCPA, Spatial planning for health: a guide to embedding Joint Strategic Needs Assessments in spatial planning (2010)</td>
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<tr>
<td>Hip fractures in over 65s</td>
<td>Hip fractures in over 65s</td>
<td>Effectiveness of reablement services (TBD)</td>
<td>Design of housing or renewal provides opportunities to tailor to support people with dementia</td>
<td>Sheltered/ extra care housing can provide additional help through on site staff/ emergency alarm response. These can also provide a housing based rehabilitation service for people discharged from hospital but unable to return home immediately</td>
<td>Housing 21, Extra care housing and people with dementia (2009)</td>
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<tr>
<td>Dementia and its impacts (TBD)</td>
<td>Dementia and its impacts (TBD)</td>
<td>Delayed transfer of care from hospital, and those attributable to adult social care</td>
<td>Design of specialist housing can support people with dementia to remain safe, retain independent living skills, reduce or delay need for more intensive care intervention</td>
<td>Design of specialist housing can support people with dementia to remain safe, retain independent living skills, reduce or delay need for more intensive care intervention</td>
<td>DCLG, National evaluation of the handyperson programme (2012)</td>
<td></td>
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<tr>
<td>Proportion of patients recovering to their previous levels of mobility/ walking ability at 30 and 120 days</td>
<td>Proportion of patients recovering to their previous levels of mobility/ walking ability at 30 and 120 days</td>
<td>Dementia – a measure of the effectiveness of post-diagnosis care in sustaining independence and improving quality of life</td>
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<td>NHF, Dementia: finding housing solutions (2013)</td>
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Evidence sources:
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- Housing 21, Extra care housing and people with dementia (2009)
- DCLG, National evaluation of the handyperson programme (2012)
- NHF, Dementia: finding housing solutions (2013)
- Housing LIN facing the future with dementia: designing buildings that will be adaptable (2013)
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<td>Domain 4: health care, public health and preventing premature mortality</td>
<td>Domain 1: preventing people from dying prematurely</td>
<td></td>
<td>• Energy efficiency • Lifetime Homes standard housing development</td>
<td>• Adaptations • Telecare</td>
<td>BMA, Housing and health: building for the future (2003)</td>
<td>Determine local costs and benefits using tools as listed above</td>
<td>Determine local outcomes, quality and SROI measures using tools as listed above</td>
</tr>
<tr>
<td>Mortality from preventable causes</td>
<td>Potential years life lost from causes amendable to health care</td>
<td></td>
<td>Energy efficiency addresses temperature and its impact on cardiovascular disease and respiratory problems. Warm homes and accessible homes both reduce likelihood of falls and accidents, and decrease reliance on care.</td>
<td>Adaptations to housing enable people to continue tasks of daily living for longer, reduce reliance on care, and reduce risks of falls and accidents. Telecare coupled with robust support services can support older and disabled people to live safely at home, with peace of mind as they can access assistance when needed and in emergencies. The development of telehealth provides additional support to monitor health and long term conditions.</td>
<td>Frances Heywood and Lynn Turner for ODI/DWP, Better outcomes, lower costs (2007)</td>
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<td>Mortality from respiratory diseases</td>
<td>Under 75 mortality rate respiratory disease</td>
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<td>HCA, Housing our ageing population panel for innovation (2009)</td>
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<td>APPG Housing and care for older people, Living well at home inquiry report (2011)</td>
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<td>BRE for CIEH The health costs of cold housing (2011)</td>
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<td>NHF On the pulse (2012)</td>
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<td>Lifetime Homes Living All project (2009)</td>
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Developing your local housing offer for health and care: targeting outcomes

## National outcomes across public health, health and adult social care – housing and support solutions template

<table>
<thead>
<tr>
<th>Public health outcomes framework 2013-16</th>
<th>Health outcomes framework 2013-14</th>
<th>Adult social care outcomes issued 2013-14</th>
<th>Housing contribution</th>
<th>Housing support contribution</th>
<th>Evidence sources</th>
<th>Cost and benefit analysis</th>
<th>Outcomes measures and SROI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domain 1: improving the wider determinants of health</td>
<td>Domain 1: enhancing quality of life for people with care and support needs</td>
<td>Proportion of people with learning disabilities living in their own home/with their family</td>
<td>• Decent secure housing</td>
<td>• Supported housing</td>
<td>DCLG [Research into the financial benefits of the supporting people programme (2009)]</td>
<td>Determine local costs and benefits using tools as listed above</td>
<td>Determine local outcomes, quality and SROI measures using tools as listed above</td>
</tr>
<tr>
<td>People with mental illness or disability in settled accommodation</td>
<td>Proportion of people with learning disabilities living in their own home/with their family</td>
<td></td>
<td>Decent and secure housing provides a platform from which people can gain lifeskills and explore education, employment training and volunteering to engage with society</td>
<td>Floating support</td>
<td>Audit Commission Supporting People review report (2009)</td>
<td></td>
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<tr>
<td></td>
<td>Proportion of adults in contact with secondary mental health services living independently (with or without support)</td>
<td>Provision of support and care in a housing setting can reduce/prevent need for more institutional health or care interventions</td>
<td>Supported housing followed by / or floating support can enable people to re/gain skills for independent living to maintain their own tenancy and home life</td>
<td>Support schemes can enable people to access private rented sector housing or home ownership and maintain independent living with greater choice</td>
<td>York Uni Centre for Housing Policy, [Demonstrating the effectiveness of housing support services for people with mental health problems: A review (2011)]</td>
<td></td>
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<td></td>
<td>Integrated Care Network, [Commissioning housing support for health and wellbeing (2008)]</td>
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<td>Mental Health Network briefing (2012)</td>
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<th>Outcomes measures and SROI</th>
</tr>
</thead>
</table>
| Domain 1: improving the wider determinants of health | Domain 3: helping people to recover from ill health/ injury | Preventing lower respiratory tract infections in children from becoming serious (reducing emergency admissions) | • Strategic planning for housing/neighbourhoods  
• Statutory homelessness function of LAs  
• Energy efficiency  
• Housing standards | • Housing support  
Housing support to homeless households aims to prevent repeat episodes of homelessness | TCPA Reuniting health with planning: healthier homes, healthier communities (2012)  
CIEH, the health impacts of poor housing (2011)  
District Council’s Network, District action on public health (2013) | Determine local costs and benefits using tools as listed above | Determine local outcomes, quality and SROI measures using tools as listed above |
| Percentage of population affected by noise | | | | | | |
| Statutory homelessness | | | | | | |
| Utilisation of green space for exercise/ health | | | | | | |
| Fuel poverty | | | | | | |
| Domain 3: health protection | | | | | | |
| Air pollution | | | | | | |
### National outcomes across public health, health and adult social care – housing and support solutions template

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</tr>
</thead>
<tbody>
<tr>
<td>Domain 2: health improvement</td>
<td></td>
<td></td>
<td></td>
<td>• Housing support</td>
<td>CIH, <em>Role of housing in drugs recovery</em>, (2012)</td>
<td>Determine local costs and benefits using tools as listed above</td>
<td>Determine local outcomes, quality and SROI measures using tools as listed above</td>
</tr>
<tr>
<td>People are helped to live healthy lifestyles, make healthy life choices, reduce health inequalities</td>
<td></td>
<td></td>
<td></td>
<td>• Specialist housing</td>
<td>CIH, <em>How to support tenants in drugs recovery</em> (2013)</td>
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<td>Under 18 conceptions</td>
<td></td>
<td></td>
<td></td>
<td>Housing support services can enable people to address lifestyle choices that can be negative.</td>
<td>DCLG <em>Research into the financial benefits of the supporting people programme</em> (2009)</td>
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<tr>
<td>Successful completion of drug treatment</td>
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<td>Specialist housing solutions include those that support teenage parents, encouraging engagement with education, employment and training</td>
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<td>Support housing solution that actively help people to address substance misuse</td>
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<tr>
<td>Domain 4: ensuring that people have a positive experience of care</td>
<td>Strategic planning for housing</td>
<td></td>
<td>Housing support</td>
<td></td>
<td>TCPA <em>Reuniting health with planning: healthier homes, healthier communities</em> (2012)</td>
<td>Determine local costs and benefits using tools as listed above</td>
<td></td>
</tr>
<tr>
<td>Access to primary care services</td>
<td>Effective local planning reflecting local needs and demographic composition to support well connected neighbourhoods (easy and safe access to facilities including primary care)</td>
<td></td>
<td>Housing support services/ supported housing that can enable people to die in place of their choosing (often at home)</td>
<td></td>
<td>TCPA, <em>Spatial planning for health: a guide to embedding Joint Strategic Needs Assessments in spatial planning</em> (2010)</td>
<td></td>
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<tr>
<td>Improving experience of end of life care</td>
<td>Decent housing choices that enable people to remain in their local community and support networks at end of life</td>
<td></td>
<td>Housing support solutions can prevent or reduce need for more costly or institutional care interventions, and provide setting for safe and quick recovery from injury/ illness</td>
<td></td>
<td>Home Group, <em>A good death project / evaluation of project’s use of digital technologies</em></td>
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<tr>
<td>Improving people’s experience of integrated care</td>
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Useful resources

- CIH health and wellbeing policy pages include:
  - Briefing papers and responses to government publications
  - Practical guides and papers across a range of health and social care areas and customer groups.

- CIH Director of health and wellbeing, Domini Gunn, has developed a number of tools to measure and evidence the benefits of housing services, including costs and savings, quality and social impacts.

- The Housing LIN ‘healthwatch’ pages provides a wide range of resources to support the development of housing services to meet the health and care needs of older people. It hosts the Hospital2Home pack, a resource developed by professionals across housing, health and care to support everyone involved in making hospital discharge more effective, embedding the importance of homes in the process.

- Forthcoming, Learning today, leading tomorrow - CIH’s resource looking at the skills required to adapt to the changing environment for housing, and impacts for housing professionals. It includes a chapter on responding to the health and care agenda by Jeremy Porteus, Director of the Housing LIN, and the role of housing professionals in safeguarding by Imogen Parry.

- CIH, Housing LIN, the Association of Directors of Adult Social Services and other industry partners are working with NHS England on a housing and health partnership agreement due later in 2013.
WHAT YOU NEED TO KNOW ABOUT WELFARE REFORM

What is ‘welfare reform’?
You may have noticed a lot of media coverage about this issue lately. Quite simply, it’s the biggest change to the UK’s welfare benefit system for 60 years as the government aims to:

- control spending on welfare - work and pensions is the largest government budget and housing benefit (HB) makes up £18 billion of this
- make sure that no one is better off on benefits than in work
- simplify a complex system of benefits for people of working age.

The reforms include some changes which will affect working age social housing tenants particularly - and supporting them to adapt to the changes will impact on social landlords and on you as a housing worker.

So what are the plans?
Welfare reform is a complex area but some of the key changes are summarised below.

<table>
<thead>
<tr>
<th>Change</th>
<th>Key features</th>
<th>When?</th>
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</thead>
<tbody>
<tr>
<td>Social sector size criteria (also known as ‘under-occupation charge’, ‘bedroom tax’ and ‘ending the spare room subsidy’)</td>
<td>- affects working age, social rented tenants on HB who have one or more spare bedrooms&lt;br&gt;- people aged 61 or over on/ before 5 October 2012 aren’t affected&lt;br&gt;- two children of different sexes aged under 10 are expected to share a room and same sex children share until they are 16&lt;br&gt;- HB is reduced by 14% of the eligible rent if a tenant has one bedroom more than the rules say they need and 25% for two or more extra bedrooms&lt;br&gt;- there are no easy solutions but tenants’ options may include:&lt;br&gt;  o making up the shortfall from their wages or benefit income&lt;br&gt;  o moving to a smaller home – by transfer or mutual exchange&lt;br&gt;  o finding a job, more hours or better paid work&lt;br&gt;  o taking in a lodger to increase their income</td>
<td>April 2013</td>
</tr>
<tr>
<td>Overall benefit cap</td>
<td>- affects working age households&lt;br&gt;- total benefits, including HB, are limited to:&lt;br&gt;  o £500 per week for a couple or lone parent&lt;br&gt;  o £350 per week for single people&lt;br&gt;- ‘excess’ benefit is deducted initially from the claimant’s HB until they move to universal credit (see below)&lt;br&gt;- impacts heavily on those with large families and/or high rents</td>
<td>April 2013 in London boroughs of Bromley, Croydon, Enfield and Haringey and rest of the country by September 2013</td>
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<tr>
<td>Local council tax allowance</td>
<td>the national council tax scheme is replaced by local schemes with councils expected to reduce the budget by 10% while protecting ‘vulnerable’ groups such as older or disabled people</td>
<td>April 2013</td>
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<tr>
<td></td>
<td>schemes vary but in many areas working age people are expected to pay between 8.5% and 20% towards their council tax</td>
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<tr>
<td>Personal independence payments (PIP)</td>
<td>replaces disability living allowance</td>
<td>New claims in some areas from April 2013, all other new claims from June 2013. Existing DLA claimants will move to PIP when claims are renewed</td>
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<td>levels of award reduced from three to two</td>
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<tr>
<td></td>
<td>eligibility criteria are much harder to satisfy</td>
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<tr>
<td>Universal credit (UC)</td>
<td>combines HB, income support, job seekers’ allowance, employment support allowance and tax credits into a single benefit for people who work or are out of work</td>
<td>From October 2013 for new claims and changes to existing claims – rolling out until October 2017</td>
</tr>
<tr>
<td></td>
<td>aims to make it easier to move from benefits into work</td>
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<td></td>
<td>pays support for housing costs directly to the tenant and not to their landlord</td>
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<td>will be paid monthly and in arrears</td>
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<td></td>
<td>80% of claimants are expected to make or manage claims online</td>
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**What can you do?**

- find out what your organisation is doing to prepare for welfare reform – and what your part is in this
- try to stay up-to-date on what’s happening and when – bear in mind that the plans may change and dates may slip
- make sure you know how to direct customers for help and support if they need it – for example, money and benefits advice
- look out for signs people are struggling to pay – are they promising to pay ‘next week’ or paying by credit card? Is their heating not on when you visit or are they only heating one room?
- make sure you know when people need to pay rent and how they can do so
- be familiar with key policies e.g. rent arrears, mutual exchanges, taking in lodgers
- remember to log all contact and advice given to customers in as much detail as you can – this could be important evidence in possession proceedings
- feed back to managers what you are seeing and hearing on the ground as this will help to inform your organisation’s approach and any solutions they develop.

**For more information**

For more detailed information about the changes, and how housing organisations are responding to them, visit [www.cih.org/welfarereform](http://www.cih.org/welfarereform).
Welfare reform: practical approaches
Introduction

The Welfare Reform Act 2012 introduced major changes to the social welfare system. Some changes affect only social housing tenants, while others affect tenants regardless of who their landlord is. What is clear is that the Act will have a massive impact on tenants who claim benefits, their landlords, local housing markets and a range of agencies including strategic housing authorities and those providing money and benefits advice.

This guide provides practical advice, checklists and suggestions to help housing organisations to both prepare for the changes ahead and to protect their businesses. It also provides useful information to enable housing organisations to support tenants who will be impacted by the forthcoming changes.

The guide is intended to be very practical – more contextual information can be found in the appendices:

- Appendix 1 provides a summary of the different elements of welfare reform
- Appendix 2 sets out the wider implications for the housing landscape.

Gearing up for change

As a result of welfare reform and the introduction of universal credit, there will be a fundamental change for housing organisations. It will impact on and affect organisational culture; operating and business models; and the relationship with tenants. Organisations need to be clear about the messages they send out to their staff, customers and partners.

As well as a continuing commitment from organisations to deliver products and services developed with customer involvement, the emphasis on a commitment from customers to meet their responsibilities will be stronger.

Both with the potential shortfall in benefit payments and the housing cost element ultimately being paid directly to the claimant under universal credit, housing organisations will have to revise and devise new ways to ensure that tenants pay their rent in full and on time even if they do face competing demands for their limited incomes from creditors, council tax, utilities and so on.

To ensure this is done, new emphasis on customer communication, disciplined rent recovery processes and support to help tenants to budget will be key. Housing organisations may or may not need to re-organise their internal structures yet, but a degree of change in the organisational culture and remodelling of operations is likely to occur so that organisations are well placed to respond to the changes. To ensure a smooth transition think about:

- being accessible and building a relationship with customers
- having regular contact with customers, increasing the use of social media and mobile phone technology
- gathering information on customers’ financial position and total indebtedness
• providing a clear message about the consequences of not paying rent or not fulfilling tenancy agreement obligations

• assessing the likelihood of getting the money back and prioritising cases accordingly.

Learning from others – the Bromford Deal

The Bromford Group’s ‘Deal’ focuses on building a relationship with its customers. The Deal sets out in a clear and simple way the rights and responsibilities of each party. The landlord promises to provide great services and great places to live in and, in return, customers promise to keep to all their tenancy responsibilities.

Bromford has produced guides, a short film and infographics explaining the Deal for customers who rent, those in supported housing and for home owners. Key elements of tenancy agreements are highlighted such as paying rent, looking after the home and garden, taking part in regular reviews, having home contents insurance, contacting the landlord when asked and contributing to the community through volunteering, work or being in training. In return, the landlord will provide high quality housing and services available online, by phone or in person.

Visit: www.bromfordgroup.co.uk/bromford-and-you/the-bromford-deal/

Developing a strategic approach

Many organisations are already developing plans for and strategies to prepare and manage the changes being introduced by various elements of the welfare reform. Key activities in developing a strategic approach include:

• mapping all the things that you need to consider, change and implement

• developing these into an overall action plan

• breaking this down into manageable sections/work streams, for example, communication with tenants, staff communication and training, and improving financial capability

• identifying clear actions/tasks under each section/work stream

• allocating each action/task to a named person

• setting clear milestones

• having a clear process for reporting progress

• reviewing regularly and revising as appropriate

• assessing additional costs resulting from re-modelling operations

• assessing how the changes from welfare reform will impact on other ‘day-to-day’ and business activities.
Learning from others – developing a welfare reform project plan

Notting Hill Housing has developed a comprehensive action plan which covers high level actions against the following work strands:

- understanding customers’ circumstances (what the data tells them)
- income recovery and mitigating increased arrears
- customer communications campaign to raise awareness of changes
- staff communications campaign to equip them to advise customers
- supporting under-occupiers to move
- influencing stakeholders and the policy framework (including DWP, boroughs and courts)
- update policies and procedures
- update systems and processes to ensure support teams such as finance are prepared for changes such as transactional increases.

Contact: Hannah Manyewu HManyewu@nhhg.org.uk

Midland Heart has completed a project plan for the organisation breaking down the various aspects of welfare reform and looking at how this affects customers and the business, assigning tasks to individual departments and planning how to dampen the effect of the changes and promote them to customers.

It has set up a project team that monitors the action plan and makes adjustments where necessary according to the likely impact on customers. The team consists of departments from across the organisation including lettings and allocations, income, communications, research and housing management.

The tasks assigned include reviewing policies and procedures, staff training, resourcing, data and information sharing, best use of stock, allocation of homes and communication to both staff and customers.

A communication plan is now being implemented to inform and prepare customers for the changes. The ‘time to act’ campaign includes targeted mailings, website pages, a YouTube film, social media updates, posters, leaflets, texts, door to door visits and road show events.

Contact: Gary Hardy Gary.Hardy@midlandheart.org.uk

Gathering the data

For any organisation, knowing its customer base is critical to mitigate potentially adverse impacts on the business and to develop effective strategies to support tenants and residents. As a starting point, identify what data is available to assess the impacts on customers and what the gaps are. Useful information should show:
• how many tenants are under-occupying and by how many bedrooms
• tenants’ circumstances – household size, number and age of children
• how many under-occupying tenants have disabilities
• up to date stock information (so that those under-occupying wishing to move can be provided with an alternative)
• up to date knowledge of how many tenants will be affected by the benefit cap.

Data can be used for:
• identifying larger than average families out of work as they are most likely to be affected
• identifying tenants that are likely to need budgeting support when housing benefit is paid directly to them
• gathering information about tenants’ financial circumstances and ability to budget, to shape your strategy in response to housing benefit being paid directly to claimants.

Once data on tenants and stock is gathered, it is important to analyse it and model the impact on income collection and other areas of the business. The exercise of collecting data is not a one-off but will need to be reviewed regularly.

Learning from others – census data gathering

Cross Keys Homes began its census project in early 2011, having recognised that, if it didn’t know who its customers were, it would be hard to match services, meet customer aspirations or plan for future customers’ needs.

Key issues such as rising unemployment, social exclusion and welfare reform were the main drivers for needing to gather specific data about customers in a way which would allow it to use that information to target services.

The questions were carefully chosen to enable Cross Keys Homes to analyse customers’ social and financial circumstances so that it could plan accordingly.

It has also helped to reshape the role of front line staff who now feel more able to work proactively to offer tangible and targeted support to their tenants rather than reacting to problems as they arise.

To date, 97 per cent of customers have been visited, using remote laptop technology to capture the right information which includes: employment status; benefit dependency; economic status; mobile phone provision; bank account availability; literacy barriers; under-occupation issues; and skills gaps.

Using the data

Cross Keys Homes now knows:
• that 725 of its customers will be affected by the size criteria. This allowed it to discuss in detail the options available to either consider downsizing or make provision to plan for the reduction in housing benefit
• who has a bank account and who requires assistance finding the right type of account to allow
them to pay their rent
• how many customers have internet access as managing benefit and employment claims online will
be a major issue
• about mobile phone provision, vital for future ways of contacting customers and for them to make
payments via an app – this method of communication is the fastest growing change Cross Keys
Homes has seen
• how many customers would benefit from job search support or training, and Cross Keys Homes
has introduced a laptop loan scheme to assist these customers.

It is important that local authorities share the information they have about housing benefit claimants with
all housing providers to allow them to target and support affected tenants before they get into arrears.
Recent regulations allow data sharing for claimants who are or may be affected by under-occupation
and/or the benefit cap. Although these powers are ‘permissive’ and don’t oblige parties to commit to
sharing data, it will be in the best interest of housing benefit teams, landlords and tenants to do so. It is
therefore important to make contact and build good relationships with housing benefit teams. Working
with individual local authorities and entering into reciprocal data sharing arrangements are the best way
to ensure this happens.

CIH data sharing note

CIH has produced a note on sharing information to prepare for welfare reform.
Visit: www.cih.org/publication-free/display/vpathDCR/templatedata/cih/publication-free/
data/Sharing_information_to_prepare_for_welfare_reform

Understanding the impact

Once the information has been gathered, it is fundamentally important to use this data to model and
understand what the impacts are – for landlords, tenants and residents, and local areas – from the size
criteria, the benefit cap, direct payment to tenants and also from all the changes together.
• are certain geographical areas going to be significantly affected (the North East and the North West
have the highest rates of under-occupation but also low demand for some types of social housing)?
Households and landlords in London will be more affected by the benefit cap
• are certain groups of tenants going to be particularly affected (couples with disabilities, families with
children with disabilities, single parents, large families)?
• what are the emerging pressures – by area/customer profile?
• consider assessing the equality and diversity impacts of welfare reform on local communities. This will
help identify the individuals and communities which will be more severely affected than others,
enabling you to target support more effectively
• some people/households will be affected by more than one of the changes planned and so will be harder hit – try to map and identify who they are so that those that need help and advice can be prioritised

• quantify the potential impact on your income stream so you can target your actions and resources effectively

• make pragmatic and practical decisions on how to effectively use resources – will employing x additional income recovery officers marry with the additional rent which will be recovered?

Learning from others – using data to target support

Notting Hill Housing carried out an income survey for all general needs customers to get an idea of who might be affected by the changes and also to project what that pattern might look like across all of their customers to start planning the impact. Since then they have also used data already held on customers to produce easy data for housing teams to use, which shows them based on household information (like gender and date of birth) and property data (like bedroom sizes) which customers are likely to be affected by the bedroom cap and the total benefit cap. They’ve been able to cross-reference this data with the data local authorities are providing to get an accurate list of which customers are most likely to be affected and prioritise visiting them first.

Contact: Hannah Manyewu HManyewu@nhh.org.uk

CIH welfare reform impact tool

CIH’s welfare reform impact tool helps landlords estimate the total loss to their tenants of the main welfare reform measures (non-dependant deductions, social sector size criteria, benefits cap and direct payment) and so take a judgment about the effect on their rent collection.

The latest version includes a tool for individual tenants to work out if they are affected and by how much. The tool can be used by the landlord on their website and also sent to tenants as a smartphone application. The information from each individual assessment is returned to the landlord who can then use the data to refine their estimates of the numbers affected.

Visit: www.cih.org/welfarereformimpacttool

Reviewing current approaches to income collection

With housing costs paid directly to tenants and working age tenants who are under-occupying their homes subject to housing benefit reductions, there is increased potential for rent arrears, failed tenancies and business risk. Planning and preparation now can help to minimise this.

• make it as easy as possible for tenants to pay their rent – try to offer a comprehensive range of payment options and publicise them as widely as possible
Thank you for being proud to be professional

Join today
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