Case studies of how we have used One View

This infrastructure has enabled some key outputs over that time including:

a. ***Forming the basis of our Covid-19 response.*** One View enabled the council to identify very rapidly which of our residents were likely to need to shield and therefore need support. We could combine data from adult's social care, health care and council tax (to identify people living alone) to establish who our most vulnerable residents were. As a result, officers were able to contact residents to see if they needed support and then work with BD CAN to deliver support weeks in advance of receiving data from the NHS. This enabled vulnerable residents to shield and ultimately saved lives.

b. ***Creating a Single View of Debt to improve support and collections.*** We have created a Single View of Debt for our population. That means we can see when residents owe multiple parts of the council money and act accordingly. This is used hundreds of times per month by over 60 officers from across our support and collections service which has saved £2.5m in avoided temporary accommodation costs alone. Moving forwards, we are aiming to build the Single View of Debt into all our collections processes in order offer residents tailored collections approaches. For example, we will be able to identify vulnerability early, support where necessary, and enforce debts properly where residents are not vulnerable and not willing to engage.

c. ***Supporting residents with debt problems.*** In the financial year 2021/22 over 2,000 residents were supported by the Homes and Money Hub steering them away from crisis and enforcement. This support increased benefits entitlements to those residents by £1.8m. We want to ensure this support is available to all residents, not just those who walk through the door and so we have started a programme of proactive outreach. Ham Hub officers use One View data to contact vulnerable residents that are likely to require debt advice. A small pilot of this approach has shown enormous potential. Normally each officer brings in £88k of additional income for residents each year. The two that worked on the pilot for 4 months achieved over triple that at £275k each for the year. Importantly this translated into increased revenues to the Council of £75k and reduced the numbers of residents facing enforcement action. We have seen that this also impacts on wider issues recorded in case notes for example the people we spoke to had improved mental health compared to the ones that we didn't. This is re-enforced in the testimonials of the residents we worked with:

   > *"Client explained that this has lifted a weight off of her shoulders. She said that the support she has had since being contacted has really helped as she was suffering with bad depression and was afraid to open any letters but has now opened them and has been trying to deal with them."*

   > *"Mr X has just come out of hospital after having his 5th heart attack and currently recovering from Covid. They said that they were appreciative of the contact as they would not have known or would have approached LBBD as they were to worried to."*

   We are now building this approach into business as usual for the HaMHub to ensure we are reaching hard to reach groups and supporting them, while increasing revenue to the Council.

d. ***Supporting Families Programme.*** Supporting Families is a large-scale payment-by-results programme from the Department for Levelling Up, Housing and Communities (DLUHC) which generates significant payments for LBBD. The last 12 months of work with One View has enabled LBBD to move from a position of manually matching multiple excel data sets and then individual dip sampling of cases to identify families for the programme, to an automated model that drastically increases scope and quality of data. As well as helping to transform support for vulnerable families, One View will allow us to reach the highest Data Maturity Model rankings that the DLUHC measure us against. Without this software being in place we would jeopardise the £1.5m of funding we currently receive from DLUHC and our earned autonomy status.

e. ***Reducing Temporary accommodation.*** From a peak of just under 2,000 in 2017/18, households in TA have decreased significantly. As at end of January 2021 there were 1,478 households in TA. The TA Move On tool (in One View), enabled the team to group households in TA into "clusters" which can then be targeted for additional support and / or move on into more permanent housing settings. Examples of clusters are as follows:

Hand back Cases
These are households who are in TA but the property has been requested to be returned to the Owner. Using the tool we have been able to have more in depth discussions with the landlord / owner to convert the temporary accommodation property into a more permanent solution.

Estate Renewal Cases
Grouping these cases together allows us to work alongside colleagues in Landlord Services, so that blocks which form part of the renewal programme can be decanted efficiently.

Households In Employment
These cases are the easiest to move on, as their options for re-housing are greatly improved by employment. Having the tool enables the team to filter by "annual income", which prompts a conversation, with the outcome being to signpost a number of residents to the Affordable Housing Schemes. Additionally, access to PRS becomes more readily available, as landlords are far more receptive to households in employment.

Benefit Cap Cases
This is one of the hardest groups of households to work with, as it becomes clear from an early stage that access to suitable and affordable housing is limited. These are cases, which can then be referred to colleagues in Work & Skills, HAMHub, etc, for additional support, in an attempt to limit the impact of the Benefit Cap, while providing an opportunity to upskill the customer.