

Re –Registration Plan
Housing Strategy, Partnerships & Commissioning
Allocations Scheme – Phase 2
PQP Reference: RR2

Purpose

This re-registration plan has been developed to present to Project Board the proposals as to how this will be delivered. This plan identifies the actions associated with the communication, re-application and re-assessment of housing applications.

Project Board are asked to:

1. Approve this plan
2. Accept the risks, issues and dependencies identified
3. Secure the budget to enable this plan to be implemented effectively
4. Approve and seek commitment from the Housing Transformation Board and/or agency gateway to secure the staff resources required
5. Support identifying suitable office accommodation during re-registration.

Project Information and Approval

Name	Project/Organization Role	Signed	Date
Anne-Marie Powell	Senior Responsible Officer	Approved	08/10/2015
Bernadette Nolan	Project Manager – Business	Approved	08/10/2015
Vicki Pumphrey	Author and Work Stream Manager	Approved	07/10/2015
John Hardy	Quality Assurance	Approved	08/10/2015

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1. Overview

In preparation for the introduction of the new Allocations and Choice Based Lettings Scheme being introduced on 31 March 2016 the current housing register will be discontinued and every housing applicant will be required to re-apply and be re-assessed during February and March 2016.

Re-registration is the most critical part of the implementation of the new allocation scheme. This plan identifies the legal requirements, the transition from the current to the new scheme and the resources required. With the exception of the implementation of the new IT solution, re-registration is the highest cost to this project.

A data audit plan was presented and approved by the Project Board on 30 January 2015. Data cleansing of the current housing register will continue until the re-registration exercise commences.

The average number of voids (BCC and RP) advertised per week is 163. It will therefore be necessary to maintain the current housing register and make allocations until “go live”, the last day being 30 March 2016.

It is proposed that the current housing register will be maintained and new applications accepted until 30 March 2016.

2. Legal Context

Barrister opinion was initially provided on 15 January 2013 in relation to the new Allocation Scheme. This opinion (page 23, paragraph 80) advised that:

- a. “the authority will need to ensure, not only in compliance with s168(3) but also as a matter of basic fairness, that all existing applicants are notified of the need to re-apply;
- b. The authority will need to ensure that they have the necessary practical arrangements in place to handle the considerable volume of responses and applications which is likely to materialise within a short period.
- c. Further, meanwhile, the authority will need to consider how any allocations are to be managed until all applications by existing applicants have been processed. It could, for example, be highly unsatisfactory to be allocating properties on the basis of a new scheme before all existing applicants have had the opportunity to apply and have their application considered.”

Legal advice obtained lastly on 14 September 2015 recommends “to continue to process applications under the operative (current) scheme, but to do so in (if necessary) a summary manner and to place new applications in general in a discrete low priority group.”

The recommendation to continue to operate the current scheme has been accepted.

A temporary creation of a new low priority group and summary assessment of applications has been rejected. This recommendation is likely to cause confusion for customers, stakeholders and staff administering the scheme,

It will not therefore be necessary to publish an interim strategy.

An equality analysis is in the process of being finalised.

3. Purpose

This plan identifies the proposed transitional and re-registration requirements.

All applicants included on the current housing register will be notified in writing of the need to re-apply in February 2016. Those who do not re-apply during the eleven week re-registration period will not be placed on the new housing register and will be unable to bid.

Current applicants who re-apply during the re-registration period will be able to submit a new housing application and will retain their original registration date.

The relevant extract from the scheme in respect of the transitional requirements is below:

“9.5

All applicants registered on the previous housing register will be required to re-apply under the new scheme.

Applicants must re-apply by completing a housing application form. The application form can be completed on-line.

Should applicants require assistance in completing the form or require the form to be made available in other formats this can be requested by telephone or by prior arrangement at a designated office.

All applicants registered on the previous housing register will be notified in writing of the need to re-apply under the new scheme.

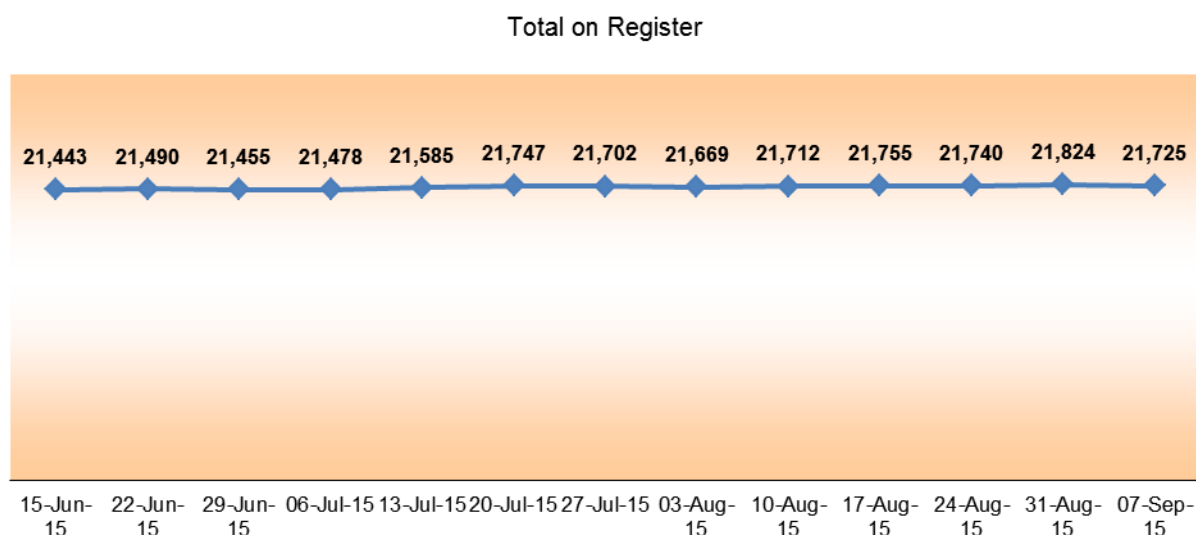
Those applicants who are eligible and who qualify will retain their previous registration date within the band they are awarded under the new scheme. Those who do not reapply by the designated date and subsequently apply will not retain their original date of registration.

Those who do not re-apply will not be placed on the housing register.”

4. Scope

The scope of re-registration relates to all current housing applications registered on Northgate allocations including applicants, transfers and homeless cases.

There are 21,725 housing applicants (at 07 September 2015) comprising of: 13,287 applicants, 6,103 tenants and 2,361 homeless.



There were 657 housing applicants awaiting assessment at 07 September 2015. The service standard for completing assessments is 25 working days.

During 2014/15 a total of 14,742 new applications were assessed and registered, 6,670 were closed and 295 cancelled at the request of applicants.

Performance Indicator	2014/15	Apr	May	Jun	Jul	Aug	2015/16 (YTD)
Applications Registered	14,742	1,461	1132	1245	1571	1309	6,718
Applications Closed	6,670	512	400	519	492	557	2,480
Applications Cancelled	295	7	2	27	41	23	100
Total Applications Assessed	21,707	1980	1534	1791	2104	1889	9,298

An average of 250 new housing applications are received per week

New applicants wishing to apply to join the current and new scheme register will be able to pre-register from February 2016. This will ensure that at the point of “go live” no one is disadvantaged by the transition to the new scheme.

5. Underpinning Assumptions

The re-registration planning is being built upon a number of assumptions.

Communication:

- There will need to be a considerable engagement with partners to inform them of changes and also to utilise the support they can give to existing applicants to re-register (through messages and practical support)
- We need to utilise existing communication routes to provide clear and early messages to those who will need to re-register

- Abritas will not be responsible for managing the distribution of re-registration invites by letter.
- We will stagger the distribution of re-registration invites over a 4 week period. 5000 letters will be issued each week for a period of 4 weeks. Applicants in the highest band under the current scheme will be targeted first with reminder letters issued in week five and six.
- The majority of applicants will be able to complete online applications. In exceptional circumstances there will be the facility for an application to be taken over the phone or by a visiting officer.

Resources:

- Outstanding housing application forms (current caseload) will need to be processed utilising current staff resources in line with current service standard of 5 weeks. A 5 week caseload is likely to be un-processed when the current register closes.
- The re-registration process will require additional resources. Current staff from the Case Management Team and Housing Advice staff will continue to assess applications under the current scheme and maintain the current housing register.
- It is anticipated that there will be a high number of review requests due to a predicated 8012 applicants not qualifying to join the new scheme.
- Senior workers (GR4) will be required to approve and quality check applications being awarded a band 1 status under the new scheme.
- A dedicated manager will be required to manage re-registration, review the responses weekly and to mitigate and drive actions to remedy this.
- The availability of temporary office accommodation in one location and to accommodate 24 re-registration staff is essential.

Verification

- The online application form will NOT have the ability to upload and attach proofs of information
- Previous eligibility checks will be accepted for those re-registering
- Checks will only be made to establish priority and which band someone will be in. Where possible this will be desktop exercise utilising BCC wider information held on the data warehouse.
- Where required, home visits will be completed to verify circumstances. We will also draw on information from other departments/organisations such as Landlord Services and registered providers who can verify this. For example, acute overcrowding
- When an applicant has multiple factors which qualifies them within a band a pragmatic decision will be taken to verify that which takes the least time e.g. avoid the need for home visiting where possible
- A target to assess all re-registrations by “go live” will be set
- It is anticipated that there will be spikes in responses from customers, particularly post go live and before the re-registration cut-off date
- New applications will be “touched once” to avoid too many people reviewing the same information
- Abritas guarantees their system has the capacity to respond to the high demand during re-registration.

6. Timescales

It is proposed that the re-registration process is completed during a ten week period.

The availability of the housing register IT solution will be (subject to UAT sign off) eight weeks prior to go live. The opportunity to re-register will remain available for two weeks after go live.

Re-registration staff will be required for a minimum of eleven weeks, incorporating one week of induction and training.

Please see the below milestones, dates and pressure points:

Activity Milestone	Date	Pressure points/Risks
Allocation Scheme Summary briefings to key staff	November 2015	Pre User Acceptance Testing (UAT) Training 4, 5 and 21 November 2015 Phase 1 UAT commences 24 November 2015.
Publicity commences	December 2015	Dependency upon Cabinet approval PRs discharge decision. Go-live dependent upon UAT sign off on 24 March 2016.
User Acceptance Testing (UAT) of Abritas Housing Register	24 November 2015 to 11 January 2016	Christmas Holidays Abritas 2 week holiday closedown – no UAT support. Seasonal increase probable for approaches of housing assistance from January to March. Business as usual (BAU) activities. Policy briefings and staff training.
Re-registration Staff Recruitment and Abritas Training	Training dates: 19, 20, 21 x 2 and 22 January 2016 Re-registration staff starts 25 January 2016 for	Parallel activities include UAT, staff briefings, training and BAU activities; including outstanding

	induction and training.	assessments and maintenance of current scheme. Training to be cascaded by business champions.
Abritas Allocation Housing Register System Availability	26 January 2016	Dependent upon successful user acceptance sign off on 26 January 2016
Data Load and Mass Creation of Re-registration Invite Letters	28 January 2016	Dependent upon above, system availability and UAT sign off on 26 January 2016.
Re-registration invite letters issued	1 February 2016	Dependent upon successful data load. UAT phase 2 01/02/2016 to 04/03/2016. Parallel activities include assessments of new applications onto the current and new scheme, staff briefings, training and BAU activities, including shortlisting.
Abritas Full System Delivery	28 March 2016	Dependent upon successful user acceptance phase 2b from 10 March and sign off on 24 March 2016. Easter holiday 25 – 28 March 2016.
Go Live	31 March 2016	Easter holiday 25 – 28 March 2016.
Re-Registration Cut-Off Date	15 April 2016	
Outcome Report	May 2016	

7. Projections and Resource Requirements

Predications at 7 July 2015 are that there will be 13,339 re-registration applications accepted in bands 1 to 4:

Housing Register	Band 1	Band 2	Band 3	Band 4	Disqualified	No Housing Need	Total
General Needs	887	2283	3927	109	1824	4249	13279
Transfer	555	1731	1414	60	253	1917	5930
Homeless	107	2266					2373
Total	1549	6280	5341	169	2077	6166	21582

Assumptions have been made as to the length of time each application will take to be assessed. These calculations exclude eligibility and dis-qualification checks. Eligibility will already have been checked and qualification will be dependent upon applicants' self-disclosure. One band assessment will be required for each re-registration.

Applying the above projection, estimates indicate that a minimum of six FTEs will be required to focus upon the assessment of all re-registration applications. This excludes staff leave, sickness and other potential absences and pre-registration by new applicants. In view of this, nine FTEs are recommended.

The re-registration team will include a mixture of current experienced staff and temporary staff. Temporary staff will be required to back fill current staff roles.

Fewer or more staff would result in longer or quicker re-registrations. This staffing resource excludes responding to customer enquiries and assisting customers with re-applying, this is detailed separately below.

Number of people	Time in minutes	Time in Days	Time in Weeks
6	23872.2	54.5	10.9
7	20461.9	46.7	9.3
8	17904.1	40.9	8.2
9	15914.8	36.3	7.3
10	14323.3	32.7	6.5

The below table forecasts the award by bands following completion of re-registration:

Award	Total
Band 1	1549
Band 1 – 6.5.1.1 Clearance	67
Band 1 – 6.5.1.2 Acute Overcrowding	613
Band 1 – 6.5.1.3 Under-Occupancy	378

Band 1 – 6.5.1.3 Under-Occupancy	1
Band 1 – 6.5.2.1 Emergency Medical or Disability	248
Band 1 – 6.5.2.1 Emergency Medical or Disability	138
Band 1 – 6.5.2.4 Foster Carers	12
Band 1 – 6.5.3 Exceptional Need to Move	78
Band 1 – 6.5.3 Exceptional Need to Move	4
Band 1 – 6.5.4 Her Majesty's Armed Forces	10
Band 2	6280
Band 2 - 6.6.1 Unsatisfactory Accommodation	11
Band 2 – 6.6.1.2 Overcrowding	1687
Band 2 – 6.6.1.3 Under-Occupancy	1037
Band 2 – 6.6.2 Medical and/or Welfare	573
Band 2 – 6.6.2.1 Medical or Disability	315
Band 2 – 6.6.2.1 Medical or Disability	459
Band 2 – 6.6.2.2 Ready to move on from CASS	8
Band 2 – 6.6.2.2 Ready to move on from CASS	1
Band 2 - 6.6.2.3 Move on from care	15
Band 2 - 6.6.2.4 Child in Need	2
Band 2 – 6.6.2.5 Threats of Abuse, Violence or Harassment	46
Band 2 – 6.6.2.5 Threats of Abuse, Violence or Harassment	23
Band 2 – 6.6.3 Hardship	119
Band 2 – 6.6.4 Homelessness	1984
Band 3	5341
Band 3 – 6.6.4 Homeless	970
Band 3 – 6.6.5 Overcrowding	4371
Band 4	169
Band 4 – 6.7.1 Retirement or extra care housing	169
Disqualified	2077
Disqualified	2077
No Housing Need	6166
No housing Need	6166
Grand Total	21582

Telephone Line

Additional resources for telephone enquiries and applications will be required due to the limited public access points available and the predicted increase in demand for housing advice by disqualified applicants.

A separate and temporary telephone line from the Customer Contact Centre is proposed during the re-registration process.

Feedback from the H&PTs Contact and Corporate Centre indicates that a high percentage (up to 50%) of customers will telephone following receipt of a letter. Careful consideration will obviously need to be applied to the communication and publicity content.

Invites for re-registration and enquiries from new applicants could trigger in excess of 12,000 telephone enquiries. The maximum calls one officer can handle in one working day is 60. The duration of calls will range from 2 minutes for general enquiries to approximately 45 minutes for pre-booked telephone applications. A minimum of eight FTE officers be allocated to telephone duties during re-registration. This excludes staff leave, sickness and other potential absence. In view of this, ten FTEs are recommended.

Please see below based upon re-registration invites being sent to 21527 applicants:

Number of staff FTE	Maximum calls per day	Maximum calls per week	Days	Weeks
8	480	2400	44.8	9.0
10	600	6000	35.9	7.8

A pro-active service enabling telephone applications will be provided to applicants requiring access to services as part of our Public Sector Equality Duty. For example, 80 applicants with a visual impairment are currently included on the current housing register.

The cost for the temporary provision of one telephone number and up to 8 lines is available upon submission of an IBR to Service Birmingham, via Tony Elliot, Strategic Technical Lead Officer. A CISCO platform enabling recording or monitoring of calls is likely to increase the cost. The CISCO handsets will be provided free of charge from the Directorate for People Asset Management Team.

Customer Re-Registration Assistants

There is unlikely to be a reduction of the 4 Housing Advice Centres (HACs) prior to re-registration. It is proposed that IT access will be provided in the reception area at all HACs; where practical. 8 Customer Re-registration Assistants (2 at each HAC) are required to support and assist customers in applying on-line and scanning proof documents.

Minimising this facility to only one of two HACs is not recommended due to the current customer demand upon these offices and current judicial review challenge.

Eight desktop computers during the re-registration period will be required to provide access to apply on-line for customers. A scoping exercise will need to be completed to identify any costs associated with network connection. Five of the eight desktop computers can be provided by the Directorate for People Asset Management Team.

Visits

Provision will be required to visit a small number of applicants who will require assistance to re-apply on-line. Two additional visiting officers with mobile technology are proposed in addition to the current compliment of 3 staff.

Reviews

It is estimated that 2077 applicants will be disqualified due to unacceptable behaviour and 6166 with no housing need.

Reference visits to Sheffield and Sutton established a high volume of reviews were received following an introduction of their new allocations schemes. Worst case scenario is that in excess of 8000 reviews will be submitted and these will need to be determined within the statutory 8 week timescale from the date of receipt.

In view of the above, it is recommended that 5 officers, in addition to the current complement of 2.5 officers support the Review Team in response to the re-registration exercise.

In addition, the flexibility to retain temporary telephone enquiries and assessment staff is recommended for a period of 8 weeks following the go live to complete the housing register reviews.

In view of the above the following staff resources are required:

Function	Resource	Dates	Duration
Re-Registration Manager	1 GR5	1 January – 29 April 2016	18 weeks
Telephone Enquiries	2 x GR4s 6 x Gr2s	25 January – 15 April 2016	12 weeks
Visiting Officers	2 x GR3s	1 February – 15 April 2016	11 weeks
Customer Re-Registration Assistants	8 x GR2s	25 January – 15 April 2016	12 weeks
Application Assessment	2 x GR4s 5 x GR3s 2 x GR2s	25 January – 15 April 2016	11 weeks
Reviews	1 x GR4 4 x GR3s	15 February – 27 May 2016	15 weeks
Total	33		

Verbal commitment has been obtained from the following teams to support the re-registration process:

- Clearance Team, all applicants designated as clearance will be contacted and supported to re-register. Band approval will be completed by the application assessment team.
- BCC tenants, tenants required to re-register will be incorporated into the visiting programme with under occupiers and acute overcrowded cases prioritised.

8. Resource Cost Options

Staff

Applying the above resource plan and appointing 33 FTE staff, the total estimated cost would be **£238,627.79**

Agency

Applying the above resource plan and appointing agency staff for 35 hours per week, the total cost would be **£160,761.65**

The following two tables provide the detail as to how this cost has been calculated.

Staff:

The resource costs are calculated at mid-spinal point by grade (at April 2015) with on costs of 8.79% national insurance and 24.5% superannuation.

Grade	SCP	PA £	Monthly £	Monthly Inc. on costs £
GR5	42	36,571	3047.58	4127.75
GR4	33	28,746	2395.50	3244.55
GR3	24	21530	1794.17	2230.09
GR2	15	16572	1381.00	1870.48

Agency:

Grade	Hourly Rate £	Per week £
GR5	18.64	652.40
GR4	14.37	502.95
GR3	10.70	374.50
GR2	10.08	352.80

(* based upon rates @ 1 April 2015)

Grade	Quantity	Total Staff Cost	Total Agency Cost	Function
GR5	1	18,574.88	11,743.20	Re-Registration Manager
GR4	5	19,467.30	12,070.80	2 x telephone team
		19,467.30	11,064.90	2 x application assessment
		12,167.07	7,544.25	1 x reviews
GR3	11	12,265.50	8,239.00	2 visiting officers
		33,451.35	20,597.50	5 x application assessment
		33,451.35	22,470	4 x reviews
GR2	16	11,222.88	7,761.60	2 x application assessment
		44,891.52	33,868.80	8 Customer Re-registration Assistants
		33,668.64	25,401.60	6 x telephones
Total	33	£238,627.79	£160,761.65	33

Existing Resources

A current Grade 5 Service Manager will be responsible for managing the re-registration assessment and telephone team with their substantive post back filled.

The above includes existing resources required to undertake business as usual activities, including new and outstanding assessments, change of circumstances; retaining the current housing register and shortlisting. The current operational staff will also be required to undertake additional activities of training and user acceptance testing. Some experienced staff will be required to form part of the re-registration team with their substantive post backfilled during re-registration.

Despite the appointment of agency workers being cheaper, it is understood that a team of agency staff were deployed during the last re-registration project and consequently data quality issues were identified.

Project Board are asked to source the 33 additional staff by temporary placements or secondments from non-critical and non-statutory posts within the Directorate, for example, PSS officers for the Customer Re-registration Assistants. A TMO Officer from Bromford could also be negotiated as well as officers from Landlord Services.

It is recognised that the demand during re-registration for assessments, visits and telephone inquiries will vary and for flexibility between the functions are agreed to meet demand.

Applying the above, utilising existing resources, staff and agency the overall estimated staffing cost would be **£206,847.41**

Function	Grade	Existing Resources	Staff	Agency	Resource Cost £
1 Re-Registration Manager	GR5	1	1 Backfill	0	18,574.88
2 x telephone team	GR4	0	0	2	12,070.80
2 x application assessment		2	2 Backfill	0	19,467.30
1 x reviews		1	1 Backfill	0	12,167.07
2 visiting officers	GR3	2.5	1 Backfill	1	10,252.50
5 x application assessment		1	3	2 (1 Backfill)	28,309.81
4 x reviews		1	3	1 Backfill	30,706.01
2 x application assessment	GR2	1		2 (1 backfill)	7,761.60
8 Customer					

Re-registration Assistants		0	4	4	39,380.16
6 x telephones		0	2	4	28,157.28
33	Total	9.5	17	16	206,847.41

Pre Re-Registration Verification

There is an alternative option of visiting and verifying some applicants' circumstances prior to re-registration commencing. For example:

Acute Overcrowding

A different test is being applied under the current and new scheme. For BCC tenants the visiting programme may be able to incorporate these checks. Registered providers could be asked to verify the circumstance of their tenants.

Under Occupied and Significantly Adapted Social Housing

For BCC tenants the visiting programme may be able to incorporate these checks. Registered providers could be asked to verify the circumstance of their tenants

Move On, Child in Need, Foster Carers

These cases are currently actively case managed by the Pathways/Case Management Team.

Exceptional need to move

These applications will have been determined at Senior Officer Review Panel. The main reasons for management points or a direct let being agreed are related to lodgers in occupation, Pathways cases including witness protection, fostering and adoption, delayed discharge, safeguarding cases and Clearance.

The additional staff resources, as identified above would need to be deployed sooner due to the lack of capacity for the Homeless and Pre-Tenancy Service. The services re-design effective since August 2013 is currently operating based upon the new scheme already being effective.

There is a risk that undertaking verification checks to the predicted band 1 and 2 applicants will be an inefficient use of staff time. These applicants may be re-housed prior or during the re-registration exercise. In addition, the Abritas software will not be available to record the outcome of these visits until 28 January 2016, at the earliest.

Accommodation Costs

The re-registration manager, telephone team, application assessment and additional review officers will need to be accommodated in one office location; ideally Lancaster Circus. The total number of staff will be 24. A desk per annum within a CAB building is £2,000. The total cost is estimated to be £13,715.

Printing Costs

It was originally planned for the Northgate letters that would have been generated between January and March 2016 to be cancelled. The cost of the re-registration letters would then partially offset by this expenditure.

During January to March 2015 the bulk printing charge for 23172 items totalled £6855.11. As the current scheme will continue to operate during re-registration, no savings have been identified.

Initial calculations indicate that the printing of 35,000 re-registration and reminder letters plus 21582 assessment outcome letters will cost 0.26 per letter, to print and post by Shared Services at Dollman Street. A total cost of £14, 711.32.

PO Box Address

A new PO Box address will need to be arranged to provide applicants with a postal address to send copies of proofs to support their applications. The cost to set up an address is £252 and Royal Mail requires 10 days' notice.

IT Equipment

The following equipment will be required to support re-registration:

Description	Unit Cost £	Total £
24 Computers (for officers)	308.16	7395.85
8 Computers (2 x 4 HACs) for customer access	308.16 (5 free)	924.48
2 laptops	437.75	875.50
2 x dongles (for 2 visiting officers)	36.65 (+ ongoing costs)	73.30
2 mobile phones – Microsoft lumias 535 (for 2 visiting officers)	77.14 (+ ongoing costs)	154.28
8 Cisco Telephones	0.00	0.00

2 x mobile scanners (for visiting officers)	100	200.00
Total		£9573.41

*on-going costs will be met by the H&PTs

9. Total Re-registration Costs

The total cost for re-registration is estimated as **£250,667.20**

Resource	Cost £
Re-registration Team	206,847.41
Accommodation	13,715.
IT Equipment	9573.41
Printing	14,711.32
PO Box Address	252.00
Review Staff Resource Contingency	13,000
Total	258,099.14

10. Risks

The table below lists the risks identified to date and mitigation:

Risk	Mitigation
<p>There is a risk that user acceptance testing will not be completed or signed off and the Abritas online application is not ready for re-registration.</p> <p>Re-registration will be delayed and the current scheme will need to continue to operate.</p> <p>Failure to meet corporate priority and reputational damage.</p>	<ul style="list-style-type: none"> ➤ Clear management of IT System implementation ➤ Do not close down Home Connections until confident that the new system works. ➤ Review communication strategy and messages
<p>There is a risk that with the essential procedural and system training required for staff there are insufficient staff resources available to meet the operational and re-registration needs.</p>	<ul style="list-style-type: none"> ➤ Progress quickly with development of Training Plan ➤ Prioritise staff training on those who will have re-registration responsibilities. ➤ Additional staff resources be provided

	during re-registration
<p>There is a risk that new applicants who do not qualify under the new scheme will present as homeless.</p> <p>Equally applicants may not qualify for a PRS property due to the SLA criteria.</p> <p>BCC will be unable to discharge its statutory homeless duty, applicants will remain in TA limiting availability and increasing use of B&B.</p>	<ul style="list-style-type: none"> ➤ Secure approval to discharge homeless duty into the PRS in November 2015 and identify alternative methods for discharging homeless duty.
<p>There is a risk that staff will have annual leave to take by the end of March and their availability is more limited. Easter falls the last week in March 2016.</p>	<ul style="list-style-type: none"> ➤ Agree protocol that 5 days leave can be carried over (consider if this can be increased) ➤ Review with staff now their current annual leave and encourage them to take earlier in the year
<p>There is a risk that Business Leads have too much work on and the demands of business as usual will limit their focus on project development causing delay.</p>	<ul style="list-style-type: none"> ➤ Further leads from the Business to be identified who can assist with particular aspects of the programme ➤ Business Change support provided to aid with project planning and review ➤ Senior Management to consider conflicting pressures on staff and manage as needed
<p>There is a risk that too many home visits are required to verify acute overcrowding and these cannot be met in timescales and so customers are left unable to bid</p>	<ul style="list-style-type: none"> ➤ When family qualifies for Band 1 under Overcrowding consideration given as to any other priorities they meet which can be quicker assessed ➤ Liaison with Landlord Services and Registered providers to confirm this or see if recent home visits have taken place ➤ Programme of targeted home visits begin prior to re-registration
<p>There is a risk that those customers re-registering could submit a joint application and the co-tenant may not have been on the list previously so will not</p>	<ul style="list-style-type: none"> ➤ Joint applicants will be required to pass the automated on-line eligibility criteria ➤ Landlord Services will continue to check

have been checked for eligibility. The impact of this is that tenancies may be granted to those ineligible	application information and circumstances at letting
There is a risk that excessive phone calls are generated. The impact of this will be to further hamper the work of the call centre and create customer frustration	<ul style="list-style-type: none"> ➤ Ongoing work to support the capacity of the call centre ➤ Design forms and letter to discourage non urgent phone calls to 303 7140 ➤ Dedicated re-registration telephone team to be established
There is a risk that some people may experience difficulties applying on line.	<ul style="list-style-type: none"> ➤ Development of an Equality Analysis and further mitigation strategy to be developed ➤ Ensure digital inclusion for all those who do not have online access or experience.
There is a risk that people are too late to re-register	<ul style="list-style-type: none"> ➤ Need to make clear timescales and that late applications will not be accepted. ➤ People will be able to register late however they will lose their original date
There is a risk that by delaying re-registering of those on higher bands there will be under utilisation of staff in the first few weeks and then excessive volumes meaning the 5 week turn around cannot be met	<ul style="list-style-type: none"> ➤ Monitoring group to closely oversee the weekly delivery, use of resources and progress
We cannot guarantee that delayed/late re-registered applications (particularly current band 4s) will be processed in time and can then bid from go live.	<ul style="list-style-type: none"> ➤ This will be clearly communicated in all correspondence.
There is a risk of legal challenge if people find themselves prevented from bidding on the new system as they are awaiting approval.	<ul style="list-style-type: none"> ➤ Re-registration manager to closely oversee and monitor weekly delivery, use of resources and progress
A Northgate update is scheduled with testing scheduled to commence in October 2015. This places additional pressure on the project team and any slippage of timescales will coincide with re-registration, Abris testing and staff training.	<ul style="list-style-type: none"> ➤ Super users identified for training and testing ➤ Review Northgate and Abris interface specifications.

11. Dependencies

The following dependencies to the success of this project have been identified:

Dependency	Mitigation
Communication Work Stream	<ul style="list-style-type: none"> ➤ Communication Plan ➤ Internal Policy Briefings ➤ Stakeholder Policy Briefings ➤ Allocations Scheme Policy and Summary Publication ➤ Publication Campaign
Business Design Work Stream	<ul style="list-style-type: none"> ➤ Procedure Portfolio ➤ Training Programme
Housing Advice	<ul style="list-style-type: none"> ➤ Provision of housing advice and information to disqualified applicants ➤ Uncertainty relating to housing advice provision and access points
Private Rented Sector Discharge	<ul style="list-style-type: none"> ➤ Lack of availability of affordable properties ➤ IT system to support and monitor ➤ Cabinet approval in November 2015.

Vicki Pumphrey

6 October 2015