

There Must be a Right Way to Administer Housing Benefit

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A Short History

- Up to 1966
- From 1966 through to 1972
- From 1972 through to 1982
- From 1982 through to 1988
- From 1988 through to 1993
- *A hiccup in 1989*
- From 1993 through to the present day

A Situation Report on Administration

- Still no perfect answer
- Shared Services not the panacea
- Partnerships, are they CCT by the back door?
- The DWP are still part of the problem
- Software providers still an issue
- Inspection regimes uncertain
- Fraud and verification uncomfortable bedfellows
- Funding is a lottery and budgets are tight, but
- In this uncertain world performance is comparatively astounding


The Key Elements

- Style of administration
 - Gathering information
 - Customer contact
 - Operational arrangements
 - The variables
 - Managing expectations
 - Managing the entity
 - Going pear shaped
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Style of Administration

- In house
 - Single department
 - Split service
 - Issue driven
- Partnership
- Shared Service
- Outsourced
- The Third Sector

Gathering Information

- Data sharing back on course?
 - The hard copy form
 - The “e” form
 - The telephone
 - Visiting and mobile working
 - The Third Sector
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Customer Contact

- The direct contact centre
 - Telephony
 - Face to face
 - Web based
- The indirect contact centre
 - Telephony
 - Shared face to face
- The pilots – no one learns to fly
- Tell us once
- The LEC

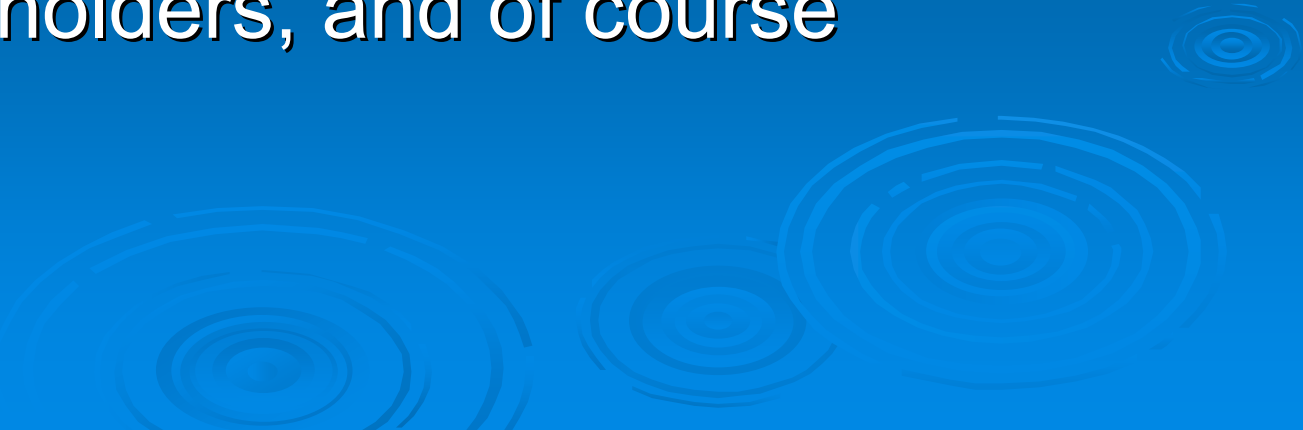
Operational Arrangements

- The Silo approach
- Generic
- Fraud and overpayments
- Direct staff
- Home working
- Agency staff
- Use of off site services


The Variables

- The change of circumstance
 - Mobility of customers
 - The family
 - Resources
 - Needs
 - The household
 - The home
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Managing Expectation

- Customers
 - The DWP
 - The Inspector
 - The elected member
 - The third sector
 - Your stakeholders, and of course
 - Your staff
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Managing the Entity

- Managing people
 - Managing processes
 - Managing performance
 - Managing change
 - Managing the gap - if there is one!
 - Managing risk
 - Being a benefits expert
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Going Pear Shaped

- Crisis management
 - Risk management
 - Third party failure
 - Resource failure
 - Recession
 - Lack of real support
 - Complaint management
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Innovation

- Thinking outside the box
- Different ways of doing familiar things
- Making changes that count
- Working with others
- Challenge current approaches
- Listen to your staff, use their knowledge

Summary

- There is not one answer, there are many
 - Develop management skills and techniques - then use them!!
 - Make use of all facilities and resources
 - You are not alone, learn and share from the experiences of others
 - There must be an answer!
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