Wider Projects

1 - PwC Recommendations

	Action	Deadline	Status Update	September 2025 Update	Dec-25	January 26 Update	RAG	Outcome
1.1	**Consolidate TA systems or integrate through interfaces**. Consider: - consolidate case management (currently in Jigsaw) into NEC - Implement a single form for data entry relating to TA placements into Jigsaw and NEC - Automated linking of Jigsaw ID's to NEC placements - Automated matching of supplier invoices with NEC rent accounts	Mar-26	Part complete	n/a	12.12 DDaT liaising with another Local Authority who have implemented robotic automation. Solution is technically tricky and expensive.	26.01 - RMI confirm no inbound API is available unless commercially viable - it is not viable. Robotic Automation being investigated but expensive and no demonstrable track record of success. Action now impacted by overall review of NEC and soft market test as contract runs out.	(red)	Improved system alignment across these areas would reduce manual data entry, minimise reconciliation breaks, limit the risk of error, and enhance confidence in reported financial and placement data
1.2	**Investigate NEC-Agresso variances** - Investigate and, where required, remediate the discrepancies identified between supplier invoices and NEC placements in the Phase 2 and Phase 3 results within NEC or with suppliers, prioritising placements active in the Q1 FY25/26 Period.	Mar-26	Part complete	n/a	12.12 Manual reconciliation is ongoing by TA Team	26.01 - Reconciliation of PWC gaps is complete. On-going manual data reconciliation required.	Complete	NEC and Agresso data sets align and invoice variation is cleared
1.3	**Enforce standardised supplier invoicing** - All suppliers should be required to submit invoices using the Council-issued schedule template, which must include TA system references (e.g. Jigsaw ID), property references, and the rental period.	~~01/12/2025~~ 01/03/2026	Part complete	n/a	12.12 TA Team to liaise with Finance team to agree what should be included	26.01 - Ongoing work with the finance team.	(red)	A standardised approach hat will support more efficient collation and validation of supplier invoices.
1.4	**Centralised supplier contract governance** - establish a live contract register covering all TA suppliers and lease agreements, with automated workflows for approving and recording price changes.	Mar-26	Part complete	n/a	12.12 The TA team has created a bespoke list. But no central 'corporate system' is available.	26.01 - No corporate system available. Still reliant on manual shared folders.	(red)	A central register of providers, leases but also links to Agresso via HFI and NEC Compliance / property data for certification docs.
1.5	**Establish an end to end TA process map with clear accountability** - develop and document a single end to end process map including details of the business process for provision of TA, how data is captured at each stage of the process, where manual or automated hand-offs of data occurs, how accounting entries and reporting outputs are generated and why is responsible at each stage.	Mar-26	Part complete	n/a	12.12 Ongoing work between TA and Transformation teams	26.01 -	(amber)	A clear and auditable as is and to be process.
1.6	**Increased automated exception reporting between systems** - Build on the existing reporting of exceptions between Jigsaw and NEC to cover other TA systems. For example, introduce reporting on NEC placements with no rent due debits set up, or NEC placements with no linked housing benefit claims in Academy.	~~01/12/2026~~ 01/03/2026	Part complete	n/a	12.12 Phase 2 of Dashboard being developed. But unlikely to be available until March 2026 earliest	26.01 - Phase 2 dashboard specification has been drafted. With the business to review and check.	(amber)	

2 - Policies and Strategies

	Action	Deadline	Status Update	September 2025 Update	Dec-25	January 26 Update	RAG	Outcome
2.1	Accommodation Acquisition Policy		Status – Identified as new requirement or in need of renewal. NE - there is an HRA acquisition policy in place that can be used now	Status – Identified as new requirement or in need of renewal. NE - there is an HRA acquisition policy in place that can be used now		Need to check if this covers HRA AND TA properties	(amber)	
2.2	Homelessness & Rough Sleeping Strategy	Jun-26	Part complete	Status – Identified as new requirement or in need of renewal.	05.12 - CT have been commissioned 15th / 16th Dec kick-off meetings with managers and leadership team.	Aiming for June 2026. Scoping and consultation still to be done. CT are analysing data and consulting with various stakeholders	(green)	
2.3	Housing Allocations Policy	Jun-26	Part complete	Status – Identified as new requirement or in need of renewal.		Written by March 2026 - will go to June 2026 Cabinet for adoption.	(green)	
2.4	TA Allocations Policy	tbc	Not started	Status – Identified as new requirement or in need of renewal.		Not started - JW to prioritise	(purple)	
2.5	Storage Policy	tbc	Not started	Status – Identified as new requirement or in need of renewal.		Not started - JW to prioritise	(purple)	
2.6	Void management policy (Temporary Accommodation)	tbc	Not started	Status – Identified as new requirement or in need of renewal.		Seeking to merge with perm HRA void policy	(purple)	
2.7	TA Repairs & Maintenance Policy	tbc	Not started	Status – Identified as new requirement or in need of renewal.		Not started - JW to prioritise	(purple)	
2.8	TA Eviction Policy	tbc	Not started	Status – Identified as new requirement or in need of renewal.		Not started - JW to prioritise	(purple)	
2.9	Recharge Policy	tbc	Part complete	Status – Identified as new requirement or in need of renewal.		AC to share Tony T docs	(amber)	
2.1	TA ASB policy	tbc	Not started	Status – Identified as new requirement or in need of renewal.		Not started - JW to prioritise	(purple)	
2.11	TA Health and Safety Compliance Policy	tbc	Not started	Status – Identified as new requirement or in need of renewal.		Not started - JW to prioritise	(purple)	
2.12	TA Decants Policy	tbc	Not started	Status – Identified as new requirement or in need of renewal.		Not started - JW to prioritise	(purple)	
2.13	Placement and Resettlement Policy for PRS and TA incl. discharge of duty	Q1 2026/27	Part complete	Status – Complete. Up to date and formally approved		JW to review existing policy	(green)	
2.14	Housing Strategy	Mar-26	Part complete	Status – Identified as new requirement or in need of renewal.		Workshop with Inner Circle w/c 26.01 to agree all HD & TA policy / strategy in appendix	(amber)	
2.15	Domestic Abuse Strategy		Part complete	Status – Under scoping phase, requiring further action to confirm priority and target approval and delivery date.		Fola attends the DA Board. All TA and HRA Housing also feed into the strategy group	(green)	
2.16	Early intervention and Prevention Policy	Jun-26	Part complete	Status - no policy		Looking to complete policy by June 2026	(amber)	
2.17	Private sector incentive policy	Jun-26	Part complete	Status - no policy		Un-official policy in place. FA looking to get ratified by Cabinet Q2 2026/27	(amber)	

3 - Joint Working & Multi-Agency Work

	Action	Deadline	Status Update	September 2025 Update	Dec-25	January 26 Update	RAG	Outcome
3.1	Attend 11 joint working groups	Ongoing	Part-complete	n/a	12.12 All joint working groups attend in last period	26.12 - Both Housing Demand and TA Heads of Service continue to meet with internal and external partners and stakeholders See tab on overview and scrutiny	Complete	

4 - Renters Rights Act

	Action	Deadline	Status Update				RAG	Outcome
4.1	MHCLG Funding	Mar-26	Part complete	n/a	05.12 - 24 Section 21 came through in one week - directly linked to RR Act and new Tax on landlords introduced in Autumn 2025 budget. Seeking MHCLG for 1x additional officer. Or will use the EI £195k funding - use triage / options officers to deal with s21		🟩	
4.2	Landlords forum		Part complete		05.12 - ties into JW project line		🟧	

5 - Subsidy Loss, Income Recovery and Bad Debt Provision

	Action	Deadline	Status Update				RAG	Outcome
	Current TA Arrears	Mar-26	Part complete	Current arrears down to £8.6m BUT FTA at £5.3m. Housing Direcor working with Finance to review operational arrangements.	12.12 - £7.8m - slight increase from start of Dec. New resource being recruited - requires business case.			The income recovery team is able to provide the TA team with accurate forecast of arrears recovery and that arrears a reduced to <£0.5m
	Former TA Arrears	Mar-26	Part complete	Current arrears down to £8.6m BUT FTA at £5.3m. Housing Direcor working with Finance to review operational arrangements.	12.12 - Over £7m - Procurement of analytics specialist to enable better targeting.	26.01 - Approaching £8m. External company commissioned to deliver support. Finance and Benefits to discuss bad debt provision.		🟥	The income recovery team is able to provide the TA team with accurate forecast of FTA recovery and that arrears a reduced to <£0.5m
	Bad debt provision	Mar-26	Part complete	August 2025 - approx. £4m of the FTA - approx. £1m of the current arrears - need to budget for approx. £5m bad debt 26.09 - MHS confirms there is BD provision and would like a mid year update not wait until end of year reconciliation.	12.12 - Currently static at £1m - Carlo and MarkHak revising.	26.01 -		🟥	Clarity on bad debt provision based on live data. Bad debt provision within SBC corporate budget
	Subsidy loss	Dec-26	Part complete	August 2025 - overall subsidy loss on TA at 66% - NEC unable to 'calculate' loss on a case by case basis. Remains at 66% in P5. Andy J acknowledges that 66% is broadly inline with previous years but increasing because rents have increased while 2011 LHA remains the same.	12.12 - No change - remains £22m.	26.01 - Figure has reduced slightly to £21.7m reflecting the cheaper rates obtained by the team. Subsidy loss as a % of HB spend is down from 66% to 63%.		🟧	Clarity on how subsidy loss is calculated and a tracker to show how this decreases / increases. The implementation of an NEC solution that records subsidy loss against provider charge on a property by property basis.