

Withdrawn

This publication is withdrawn.

This publication is no longer current.

2013 Focus LA Led Pilots Monthly Update 5th Edition



Key Activities for April / May	
<ul style="list-style-type: none"> • Pathfinder Go Live 29 April. 	
Meetings for April / May	
<ul style="list-style-type: none"> • Early Findings workshop 10 April at Birmingham Five ways. • Senior Steering Group meeting 9 May at Catford Lewisham. This will be chaired by Peter Gadson. 	
General Information	
<ul style="list-style-type: none"> • Huddle is live and in use by Local pilots and Stakeholders. It is a Communication Hub that is accessible to our partners outside of the DWP network where we can place information and allows discussion groups in a secure environment. Huddle is technically described as social media but we will be using it for work collaboration, particularly in communicating with local authorities (LAs) (by invitation only). 	
<p>This update is to support both internal and external communications in relation to the LA led pilots. If you have any queries relating to the pilots and/or suggestions for improving this Update, please send them to: LALED.PILOTS@DWP.GSI.GOV.UK</p> <p>Please refer to Appendix A for Aims of the Pilots</p>	
Bath & North East Somerset Council	
	Update
	<p>Bath continues to highlight the changes that could affect people when Universal Credit starts to be implemented to Support Workers and Housing Associations. They attended events held by the largest local Housing Association and explained UC changes directly to tenants. They also visited a family centre and spoke to Family Support Officers who have close dealings with families), to discuss UC, and the changes that this will bring. And have also engaged with Women's Services and identified access to a further 8 self-serve PCs at the Women's' Services office.</p> <p>Bath is starting to arrange Jobcentre / Bath and North East Somerset Work Exchange Experiences where staff from both organisations can spend half a day looking at the work that each other do. It is expected that this will strengthen expertise, such as employability, for Local Authority staff.</p> <p>Communications have started with libraries to explore the impact that digital by default will have on their self-serve PC's when UC launches, and where people can be signposted to, should they need any further help and /or support.</p> <p>Work has recently started with The Universal Credit Programme on the Personal Planner to help understand how this can be linked to local partner organisations.</p>

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	<p>Emerging themes from current evaluation are that although many people can claim, lack of digital access and terminology could deter people. People are concerned about completing an 'official' on-line application form. Also, although external partners are highlighted to customers for various degrees of help/support, this isn't always taken up. Further work is under way to identify the reasons for this.</p>
Birmingham City Council	
	Update
	<p>In Birmingham, 50% of people attending letting suites did not have an email address, as a result this involved more time being spent with tenants helping them to set up this first account before giving access to the log book. In order to address this, the floorwalkers are being given tablets so that they can reduce the time the main letting suite computers are utilised to try and reduce the backlog of tenants waiting to sign up.</p> <p>At the start of the process people were asked whether they wanted to sign-up to the log book, by giving people this option most automatically decide not to. So now the process has changed to make it a requirement by including the log book in the process of obtaining their tenancy and using appropriate language which has resulted in them signing up.</p> <p>Channel Shift to Self Serve - Up to date (91%) of new tenants completed their Housing Benefit / Council Tax Benefit form via Self Serve on line application through digital log book, (6.5%) didn't complete due to process issues which were not being adhered to and so we are sure that this will increase and (2.5%) were unable to complete due to learning difficulties or rules imposed on people who are on probation not being able to have access to the internet.</p> <p>As part of the letting suite process an income maximisation and financial assessment is undertaken. So far 1874 people have been through the letting suite process and over 8.5m worth of benefits have been identified which equates to approximately £12.50 per week for everyone who has gone through the process. The majority of benefit £6.5 m was housing benefit with £1m Council Tax Benefit and £1.5m other benefits.</p>
London Borough of Lewisham	
	Update
	<p>Lewisham has now made initial contact with all 524 families who are the focus of the pilot. 250 have been taken through the triage process. Of those:</p> <ul style="list-style-type: none"> • 109 were triaged either as exempt, no longer affected by the benefit cap or not vulnerable • 125 were booked for Face to face appointments • 16 were temporarily put on hold pending an interpreter being booked. <p>The pilot team have been working with the Cabinet Office 'nudge' team to identify ways to make contact with those families they have been unsuccessful with to date.</p>

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	<p>They have started to generate some useful learning in terms of vulnerabilities identified at the triage assessment and how this translates into structured support focused discussions. Some examples of recent learning are:</p> <p>Lewisham are compiling results of support planning. Of the support plans:</p> <ul style="list-style-type: none"> • 67% provide advice on an identified housing need, 62% refer to an employment support provider, 39% give advice on getting online and 37% make referrals for budgeting and debt advice. <p>Exit surveys demonstrate that the approach is helping to address knowledge and skills gaps around the transition:</p> <ul style="list-style-type: none"> • 83% said they knew nothing about UC and the benefit cap before their appointment. After their appointment, 91% said they think they know all or most of what they need to know about the changes, 80% said they were more likely to work following the results of our better off calculator and 76% said they were personally committed to achieving all of the things in their support plans. <p>One particular learning point has been associated with developing a more intensive complex needs support service for residents who are likely to need a more on-going relationship with the local authority during the transition to Universal Credit. The local authority is considering how it might approach the development of this service alongside pilot activities.</p>
Melton Borough Council	
Update	
	<p>Using customer insight, Melton has been developing an engagement plan to ensure that customers are fully informed regarding the Welfare Reform changes. Customers have been targeted by phone and letter, as well as at February's Town Forum event. The effectiveness of this approach will be tested initially with the implementation of Melton's first on-line service – the Council Tax Support Service, which will be rolled out from 22 April. Response to this service will provide some early feedback on how successful the engagement plan has been in raising customer awareness.</p> <p>The council's Employment and Skills Worker continues to provide support to the most vulnerable individuals, providing low level or intense support depending on the customer's circumstances. Currently the majority of referrals are from council staff and Melton is therefore looking for ways of promoting the service and raise awareness with partners, particularly through the Partnership Delivery Group.</p> <p>Jobcentre Plus and Melton are working jointly to deliver a triage service for Lone Parent New Joiners from two of its Children's Centres in the borough. The new service will be launched on 8 April and will</p>

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	<p>test the benefits of delivering this type of service jointly to customers. A number of early lessons are beginning to emerge from the pilot including:</p> <p>Many of the most vulnerable claimants with complex needs are often difficult to reach and interactions with these claimants tend to be resource intensive as one to one engagement appears more successful.</p> <p>A high percentage of claimants have on line access but this is through devices such as mobile phones and therefore unsuitable for completing an on-line claim.</p> <p>There is a need to provide free/low cost internet access at a variety of locations to meet customer demand. Library sessions are inadequate both in length and availability.</p>
North Dorset District Council	
Update	
	<p>Spectrum, a housing association within the consortium, are more strongly encouraging their tenants and potential tenants to take up financial training courses and access to the courses has also been expanded to those under occupying properties. Review sessions have been held and feedback from tenants evaluated. The courses have been reworked to take account of the feedback. Generally feedback from the sessions has been good. Continuous evaluation will be undertaken by Adult Learning (the provider) who has confirmed that they have funding available to continue provision of these courses.</p> <p>North Dorset are providing mediated support for the completion of on line housing benefit claim forms and have been measuring both ability and length of time this takes. This has resulted in a re-design of the Housing Benefit form to make it easier to complete. IT literate applicants are now averaging 32 minutes to complete the form (previously 43 minutes).</p> <p>They are also investigating the possibility of training volunteers to help complete the Housing Benefit application from other more remote public access points. This is important where IT literacy is low. It is crucial to provide public access points when broadband are not available in some of the remote areas of the District. The volunteers will need to be CRB checked and sign a confidentiality clause.</p>
Oxford City Council	
Update	
	<p>Oxford has spent the vast majority of March dealing with the impact of notifying customers in its area about the under-occupancy size restrictions. There have been a vast number of queries from customers in response to correspondence covering a range of issues. They are now refining the triage process based on experiences to date, as the next step is to start pro-actively contacting customers affected by the under-occupancy size restrictions who have not contacted the Council in response to letters.</p> <p>High interest / requests for personal budgeting support were anticipated, but this has not materialised at this time. It was also</p>

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	<p>expected that Housing / security of tenure would be a barrier to work due to the customers targeted and the challenges they face as the Welfare Reforms take effect. The high volume of Housing related issues has resulted in them attempting to recruit additional resource for the Pilot to deal with these issues effectively.</p> <p>Oxford have provided additional support to 74 customers who have been referred to the pilot, conducted 14 face to face interviews and have made 22 referrals to other agencies on behalf of customers. Early learning has indicated that the most common barriers to work within the customer group are:</p> <ul style="list-style-type: none"> • Debt • Perceived lack of employability • Housing / security of tenure
Rushcliffe Borough Council	
Update	
	<p>Building effective partnerships continues to be an important element in Rushcliffe's approach to delivering an improved customer service from its Contact Centre at West Bridgford. Agreement has been reached with Citizens Advice that they will begin to offer a service from the Centre from 1 April. Engagement is continuing with other partners with the aim of strengthening relationships and refining service delivery plans. Rushcliffe will be holding a Partnership Workshop, hopefully in June, to seek further opportunities for the partners to integrate their services. They will also be visiting the Wigan Life Centre in April to seek lessons learned from partner services delivery model.</p> <p>Jobcentre Plus has developed a Delivery Plan which sets out the steps and timescales for gradually increasing JCP service provision at the Centre. This will enable JCP and Rushcliffe to work together to build and shape the service over coming months to ensure it best meets customer needs. This includes providing training to Council advisors so they can offer customer support when JCP are not on site.</p> <p>The marketing campaign to encourage customers to use online methods wherever possible is well underway. A second marketing campaign aimed at promoting the many services offered by a variety of partners at the Centre will commence after Easter. Rushcliffe are also supporting partners in delivering their own campaigns to advertise their specific service from the Centre.</p> <p>The second pilot evaluation report was submitted this month and early lessons are beginning to emerge. For example:</p> <p>Effective partnerships are key to success but take time to build. Data sharing amongst partners continues to be an issue that has been identified by both Rushcliffe and Jobcentre Plus as an obstacle to partnership working developing at pace.</p> <p>Directing customers to on-line services can be seen as a difficult option for front line advisers, who are used to delivering a high quality</p>

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	<p>face to face service to those visiting the centre. There is a desire amongst staff to continue to deliver the service in this way and a change in culture will be required which takes time to embed.</p> <p>There is still a lack of awareness from those surveyed at the Centre that Universal Credit is coming and that it will bring changes for benefit customers.</p>
West Lindsey District Council	
	Update
	<p>Without the on line HB form, there have been limits to work undertaken by the joint LA/DWP Ops team but it is anticipated that the form will be ready, for internal use only, during March with a view to placing on the council website once internal testing is complete.</p> <p>Those that are coming into the Guildhall are being supported where necessary to complete JSA online and directed to Housing officers on the same site to complete Housing Benefit claims at the same time. The provision of the public access PCs has also provided support for those logging on to Universal Job Match and there have been many customers coming back regularly for this purpose. When questioned the vast majority of customers said that they welcomed the help and support provided at the early stage.</p> <p>The Credit Union are soon to be based in the Guildhall too providing more of a one stop shop. Discussions are underway about verification of documents so that a bank account could be opened whilst the customer is in the Guildhall.</p> <p>Partnerships are being developed and a working group set up. Meetings have been held with training providers and community link champions and a training session is planned for volunteers in early March. This will help to support the later phases in other parts of the District.</p>
Dumfries & Galloway Council	
	Update
	<p>Digital access for those who do not have home use needs to be provided where claimant's first point of contact is likely to be. The proposal was that this could be developed from existing public access points, e.g. Libraries, however it is becoming clear that this may not be the best solution. Public access points need to be located near or in the areas where there will be a first point of contact ie Jobcentre, Housing offices, advice agencies etc.</p> <p>A high proportion of claimants have access to the internet but this tends to be via a mobile device which does not lend itself to form filling, hence a higher demand on public access.</p> <p>The current HB/CTB claim form is currently submitted via an external website, currently claimants do not get any confirmation that they have successfully submitted a form, which has led to some duplicate forms being submitted or follow up contacts to check that it has been received. It would be much more beneficial if the claimant had a claimant account that they could access to review what had been</p>

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	<p>submitted and any progress on their claim.</p> <p>Gaining a more in depth view of the current debt situation of our clients, that possibly don't disclose at initial contact, will allow us to review how and when we address financial issues. As noted we have already been working with partners to look at IT skills for employability. These conversations have also shown the need for Partners to be assessing what provision they provide in the changing climate we have.</p>
North Lanarkshire Council	
	Update
	<p>North Lanarkshire conducted 769 home visits carried out by Tenancy Sustainment officers to residents likely to be affected by under occupancy charge. 109 appointments were cancelled and there were 343 cases where access was not obtained. These will be followed up.</p> <p>Findings show, 64% of tenants not confident about making up shortfall in rent. Reluctance of council tenants to take part in group sessions on financial education due to perceived stigma. These tenants will be contacted and offered 1-2-1 interviews.</p> <p>The uptake for council tenants' group financial education sessions has been so low that this approach has been cancelled. In contrast, RSL tenants happy to attend and 6 events were delivered to 52 residents. In completion of the 769 visits, there were 42 [5.5%] referrals to debt advice services, 57 [7.4%] tenants reported not having a bank account, 119 [15.5%] stated that they would set up standing order for the difference and 128 [16.6%] tenants are on waiting list for smaller accommodation.</p> <p>The next step is to expand the survey and follow up with 1-2-1 interviews where required.</p>
West Dunbartonshire Council	
	Update
	<p>The feedback from a small sample of telephone interviews show there is a requirement to raise awareness of Working for You (W4U) combined service provision. Although all three Services individually are well established in the area, the branding is not well known.</p> <p>The authority are already engaged in initial discussions with Jobcentre Plus regarding improved partnership working, however, this is at early stages and requires escalation. With regard to the lack of knowledge around the Working for You branding, this is the subject of ongoing discussion within Working for You Services.</p> <p>The main type of support provided by Advice Service is benefit maximisation and debt crisis management. Budgeting support services are currently under development to be included with Work Clubs in the first instance to evaluate the effectiveness.</p> <p>This will include the Advice Service monopoly-style board game Payday Challenge. The concept of the game is to get around the board from one payday to the next, whilst managing within a prescribed budget. The aim of the game is to create fun and</p>

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	<p>memorable ways to increase awareness and understanding of the challenges of day to day spending/budgeting. Payday Challenge sessions with the Council's new intake of Modern Apprentices were very successful, and these are now established as part of the induction period. The learning from future sessions will incorporate UC and evaluation results reported</p> <p>A cross-departmental working group has been established between Advice Service/Housing/Corporate Debt to review current working practice and how to improve and enhance our partnership working around tenancy sustainment and arrears.</p>
Caerphilly County Borough Council	
Update	
	<p>Digital Friday sessions continue to be well attended, a fifth library has been added and there are plans to deliver sessions in partnership with a housing association. In response to the success of the Digital Friday sessions, proposals are being developed to deliver IT support to other areas of the borough where there are high levels of digital exclusion. The planning of the new sessions will be aided by an interactive digital inclusion and public access PC map. The intention is to run the sessions with a focus on "money saving online resources / tools" as the reason to learn new digital skills.</p> <p>The on-line housing benefit and change of circumstance forms continue to be used with numbers continuing to rise. A marketing flier has been finalised which will further raise awareness of the on-line provision in conjunction with available IT support and public access PCs.</p> <p>Over 50 front line staff have attended Welfare Reform financial implication training which highlights the potential financial impacts of the welfare reforms on residents. The training by CAB will enable the staff to signpost customers to the correct debt advice and support. Housing tenants identified as being in financial difficulty continue to be referred to CAB for support in budgeting, savings and debt advice.</p> <p>The fast track referral process with the Jobcentre Plus continues to be further refined. The clients referred will have their journey tracked to provide detailed case studies.</p> <p>Seven Welfare Reform Information events in the form of community fun and activity days have been delivered across the borough. The events have been well attended and indicate that the awareness of the reforms amongst the public is generally very low. The events coincided with the launch of a Welfare Reform Calendar, which provides a wide variety of information and advice on the reforms and the local support available.</p>
Newport City Council	
Update	
	<p>Newport has installed their 3rd self service kiosk and the additional kiosk planned for Jobcentre Plus is imminent. Update to their webpages has also allowed for predictive text searching, correcting</p>

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	<p>spelling errors and signposting customers to WebPages that they may be interested in.</p> <p>They have been implementing call backs to some customers to remind them that they can pay their Council Tax via a new automated phone line rather than having to queue on a call. Newport has put the 'Save Time, Go Online' logo on to all of their Council Tax bills and placed a full advert on the front cover of the Council Tax handbook.</p> <p>This will have been delivered to 66,000 (every) households in Newport. Finally they have made available online their Disabled bus pass form, car parking permits and free school transport. From 1 April, 'forced channel shift' will be implemented – it will no longer be possible for customers to renew library books or book leisure classes over the telephone. This will force customers to use online services and allow the Council to make significant savings.</p>
Pathfinder	
Oldham Metropolitan Borough Council	
	Update
	<p>Initial meetings with the groups Oldham are engaging with are now taking place. Feedback from the meetings so far has indicated they have been successful and a number of second meetings have also been arranged to help inform the work of the pilot, advice on how best to engage and with who is being gathered from partners, charity organisations, community members etc.</p> <p>All pilot staff are in place and trained. Materials to be used during the Pilot are either developed or in development e.g. feedback and evaluation tools, presentations, factsheets, demo on- line claim form for LCTR/ HB. In addition, we have briefed all Exchequer, Contact Centre and Access Oldham staff on the pilot and the wider UC agenda. Feedback from our briefings has been mostly positive.</p>
Wigan Metropolitan Borough Council	
	Update
	<p>To date in Wigan, staff working on LA pilot has attended UC on-line demo sessions and Data Sharing workshop. Processes are now underway to implement a back office workflow process for new claims and changes, interlinking with DWP information. Front / back office links are being reviewed as is the overpayment process.</p> <p>The Get On Line bus has been to 5 venues so far, seeing 480 customers in total where staff have provided practical support and help to raise awareness of the Get Online and Get money advice campaigns. A further 5 sessions are booked up to the end of April.</p> <p>Local and National media coverage has been supported, including BBC Breakfast, Northwest tonight and Radio Manchester and a 2 page spread in the local Borough Life magazine. We are moving towards a shared approach with Families First and DWP to Universal job match and Get Online advice using the bus.</p> <p>Promotional materials have been distributed to partners and stakeholders. Data gathering is successfully underway including course attendance numbers, volumes of HB and CTB claims and</p>

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	<p>numbers of JSA claims made in the Life Centre along with numbers of Ebenefit claims made.</p> <p>We have run 4 Universal Credit Stakeholder briefing sessions, with another 2 planned over the next couple of weeks, as well as 3 Welfare Reform Stakeholder briefing sessions with another 3 planned over the next couple of weeks. A Members' Briefing session, a Landlord Forum and Landlord briefing sessions have also been held. Work is underway to determine which partner/stakeholder venues and facilities would best serve the claimant in assisting with digital inclusion, making applications and job matching. Partner involvement in PBS is also being considered with a view to meeting with those partners who are best placed to help the claimant.</p>
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Appendix A

Aims of the Local Authority Pilots

Bath & North East Somerset Council	The Bath and North East Somerset pilot is city focussed and aims to reduce complexity and provide mediated support. It will provide face to face contact, identifying those customers most in need. This activity will complement the Customer Access Programme which is about delivering standard operating models using the web as the key delivery mechanism.
Birmingham City Council	This pilot will deliver channel shift by increasing self service and reducing digital exclusion. The pilot will identify, through triage, the level of intervention required to help customers sustain and manage their finances and improve digital literacy and financial capability. It will also introduce an online Digital Logbook which will be a personal account for individuals containing references to support services.
London Borough of Lewisham	The pilot will develop a model that assesses vulnerability and provides a face to face mechanism for providing intensive support where needed. It comprises 3 stages, design, delivery and evaluation and will develop a holistic approach bringing together advice on employment, housing, financial and digital inclusion. The aim is to complete assessment of individuals in the first three months of the delivery phase. This pilot will begin to impact on claimants during January and it is anticipated that over 1000 will be affected.
Melton Borough Council	This pilot has two key aims. The first looks at improving access to, and take up of online services for working age claimants. This includes understanding and documenting the barriers faced by those who feel unable to self-serve or those who need to be supported to do so. A combination of customer insight, local authority and partner data will enable the pilot to capture customer journeys and behaviours in order to target and tailor plans to meet the needs of customers in specific groups. The second deals with the council's most vulnerable customers in the community.

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	<p>The pilot aims to identify who these people are and how best to support them towards becoming more financially independent and ready for work. This will be achieved by working closely with a small group, on an in-depth personal basis, to try to meet their specific individual needs. Partnership working is key to helping Melton achieve their aims, and they will integrate partner services wherever possible.</p>
North Dorset District Council	<p>Their proposal is to work in specified rural areas to provide services from CAB, Spectrum (the local housing provider), Jobcentre Plus, and Credit Union, to deliver money advice, budgeting and employability support in a rural environment and to learn lessons about the most effective approaches to deliver positive outcomes for remote customers. This will deliver lessons around engagement with online access in remote areas. The key focus of the proposals is a deprived ward in Blandford and a remote village.</p>
Oxford City Council	<p>The aim of the pilot is to identify customers who may be adversely impacted by the benefit reforms and is primarily intended to assist claimants into work.</p>
Rushcliffe Borough Council	<p>Rushcliffe aim to deliver an improved service to working age claimants by offering an integrated service through multi-skilled front line advisers at their Community Services Centre in West Bridgford and a number of outreach locations throughout the borough. Local authority staffs are already experts in council, housing and police matters and will work with partners, including Jobcentre Plus, to gain the skills and knowledge required to provide job broking services and advice, to support claimants in accessing online services. They will also offer advice on financial management. Partnership working will enable more enquiries to be resolved at the first point of contact and provision of self service terminals with mediated support where necessary, will move claimants towards independence.</p>
West Lindsey District Council	<p>The pilot is aimed at ensuring benefits are: easily accessible; provided in an efficient way and allows the for the discovery or prevention of fraud. The pilot</p>

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	<p>will also ensure links with other service providers by providing a seamless process through the joint working of services provided by WLDC, Jobcentre Plus, Lincolnshire County Council, third sector partners and CAB.</p>
Dumfries & Galloway Council	<p>The authority recognises that there is presently very little in terms of services for Housing Benefit and Council tax online. A survey conducted by the authority 18 months ago concluded that only 2% of users wanted on-line access to services.</p> <p>The LA will look to change tenant behaviour and develop evaluation to monitor the impact. Broadband access is around 42% for the area, RSL's, CAB and other partners such as Women's Aid will encourage access. They recognise they are at an early stage for setting up digital by default but will pursue a system of self service. This is a channel shift rather than more resource.</p>
North Lanarkshire Council	<p>The intention is to target around 6,000-7,000 council tenants who will be affected by the new "under occupancy" rules and to look at those that have the worst financial impact.</p> <p>There is a clear recognition that the people being targeted have the highest levels of poverty and poor levels of tenancy sustainment. Many live in workless households where there is generational worklessness. The advice they intend to offer will be based on individual needs, not just welfare changes, and will include information and advice around returning to work.</p> <p>The intention is to set up a new system which will compare council rents to information on under occupancy and use data such as birthdays (e.g., someone about to reach 18) to enable early intervention to be initiated especially with the vulnerable. Housing and social work will provide a conduit to direct customers to a range of services based on their individual needs (including employment and advice services).</p> <p>Historically Housing Benefit services have sat alone but this pilot will provide links to other services.</p>
West Dunbartonshire Council	<p>The key focus of the pilot is to evaluate the delivery of a new service called</p>

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	<p>Working 4U. The proposal is to fund additional evaluation, specifically to focus on the 'customer experience'. This evaluation will look at how customers are benefiting from the pilot in terms of the cultural change and getting them ready for the introduction of Universal Credit.</p>
<p>Caerphilly County Borough Council</p>	<p>The overall aim of the pilot is to reduce the need for mediated support for claimants. This will be achieved by increasing their awareness of the move to Universal Credit and its capacity for self-service via greater access to digital services and access to work. The pilot will also explore the viability and efficacy of enhancing support available to help citizens make claims within their communities (e.g. in local libraries) and from agencies other than the Council, such as Registered Social Landlords.</p>
<p>Newport City Council</p>	<p>The key focus is to greatly increase the number of customers accessing services via non-mediated channels, and will support their activity with an aggressive marketing/publicity campaign. Newport recently introduced an Information Station where they have co-located their face to face services, including partner organisations e.g. Jobcentre Plus, CAB, and RSL's. These partners are keen to be involved in the pilot and extend their service to further support work service activities and financial inclusion. Newport will mobilise Customer Service Officers into their Information Stations to encourage customers away from face to face support and onto self-serve machines.</p>
<p>Pathfinder Area</p>	
<p>Oldham Metropolitan Borough Council</p>	<p>The pilot aims to reduce the demand for face-to-face support by encouraging the use of on line services. It will also improve community resilience and self-help by equipping a broad range of community leaders at a local level with a tailored training programme who would offer peer-to-peer support initially focusing on specific BME groups within the borough.</p>
<p>Wigan Metropolitan Borough Council</p>	<p>The pilot aims to increase on line services and build confidence in self service when using them. It also aims to give individuals the ability to achieve financial independence through</p>

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	increased earnings and the ability to earn and manage their money well, providing claimants with the skills and knowledge to achieve budgetary competence.
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