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Revenues and Benefits Discussion Group

23 November 2026

Meeting Link

VISIONARY NETWORK

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Meet the panel

(not everyone is available every week)

- Naomi Armstrong, Benefits Cambridge City Council
- Laura Bessell, Benefits Manager, Oxford City Council
- Kirsty Brooksmith, London Borough of Hammersmith & Fulham
- Tom Clark, Liverpool City Council
- Alex Clegg, Resolution Foundation
- Nicki Duckworth, EntitledTo, Marshalling
- Michael Fisher, St Helens Council
- Robert Fox, Swindon Council
- Malcolm Gardner, Visionary Network
- Paul Howarth, Visionary Network
- Gary Layzell, Visionary Network
- Gareth Morgan, Dangos Training & CEO Ferret Information Systems
- Sean O'Sullivan, Visionary Network
- Julie Smethurst, Tameside Council
- Ian Savigar, Reading Council
- Kevin Stewart, Visionary Network
- Rachael Walker, Visionary Network & Better Policy
- Bob Wagstaff, Visionary Network

Any comments made by panellists are their own personal views and do not necessarily reflect the positions of their organisations.



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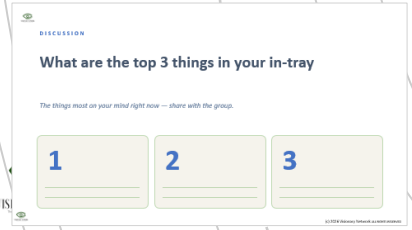
VISIONARY NETWORK
The Independent Local Tax and Welfare Network



Discussion Points

Top Three Things In Your In-tray



BSS

Work





Reorganisation





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Malcolm Gardner, Visionary Network Director

07946800171
mg@malcolmgardner.com
Book a meeting with Malcolm: Book Time with MG

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Join the discussion

Each Monday lunchtime, a panel of professionals leads a discussion on revenue and benefits administration issues. The panel consists of council & housing officers, policy advisors, and analysts.

It is a free service that is well attended. Attendees make good contributions; everyone gets a chance to speak. Attendees includes senior managers, team leaders, suppliers, and support staff

You can join in the discussion during the week (and start some new ones) by joining our WhatsApp group: https://bit.ly/3Qjrkqe

Links to the recordings and the slide packs plus other relevant documents will be posted into both the WhatsApp group and in the Teams Channel and emailed to those who attended and subscribers to the group.

To sign up just email Info@visionarynetwork.co.uk with your name, organisation and email address. We are inclusive because sharing information and good practice is essential. You don't have to attend every session; recordings will be available.

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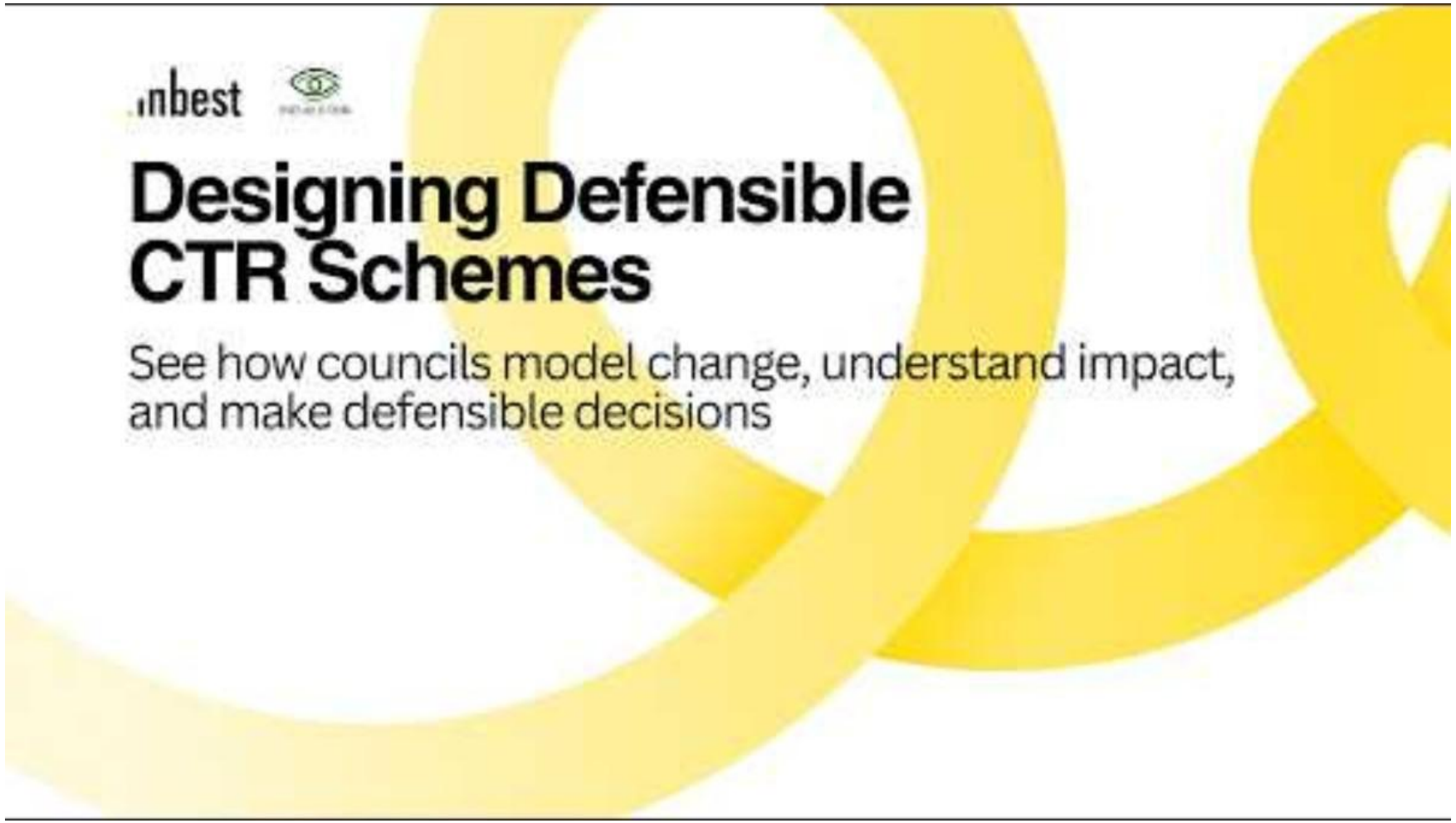

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Main Discussion Points

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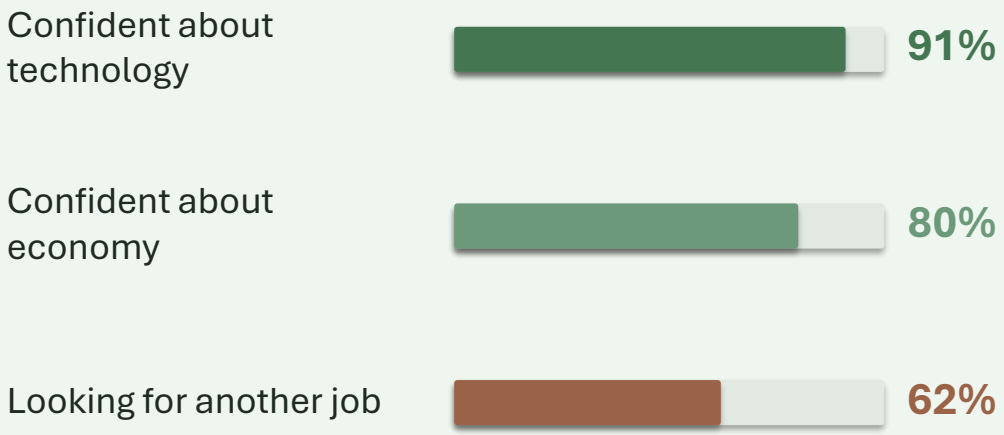
Future of Work



91% confident. 62% looking to leave. What is going on?

CONFIDENCE AND INTENTIONS: REPORTED SHARES



Different respondent bases; job-search figure refers to employees.

QUESTIONS FOR THE PANEL

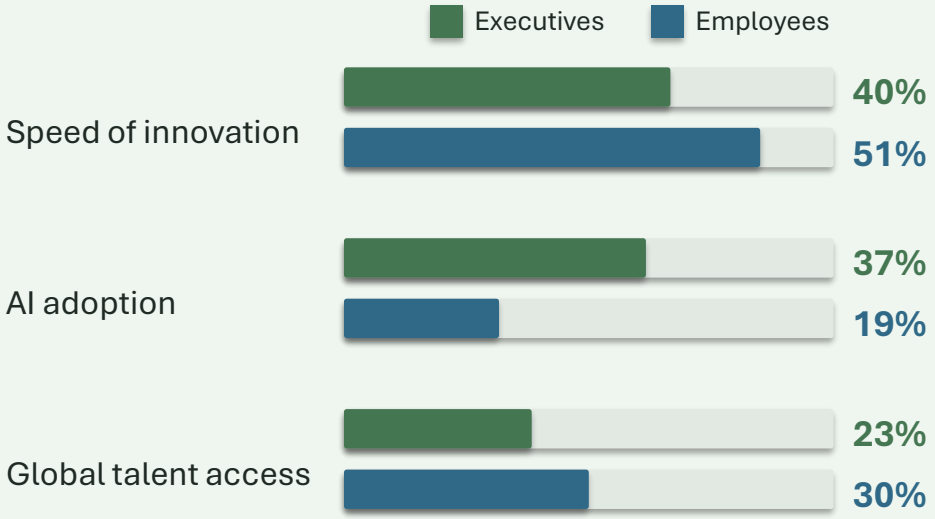
1. Does greater confidence in technology mean staff feel more secure, or more able to move?
2. If six in ten staff were thinking of leaving, what would be the warning signs in your service?
3. How should councils retain experienced staff while still changing the way work is done?

THE CHALLENGE Innovation succeeds only if people are prepared to stay, learn and challenge it.

G-P | World at Work Report (21 October 2026), six-country survey, n=7,100

Do managers and staff even agree on what creates success?

DRIVERS OF LONG-TERM COMPETITIVE ADVANTAGE



Each population totals 100% across the three choices.

QUESTIONS FOR THE PANEL

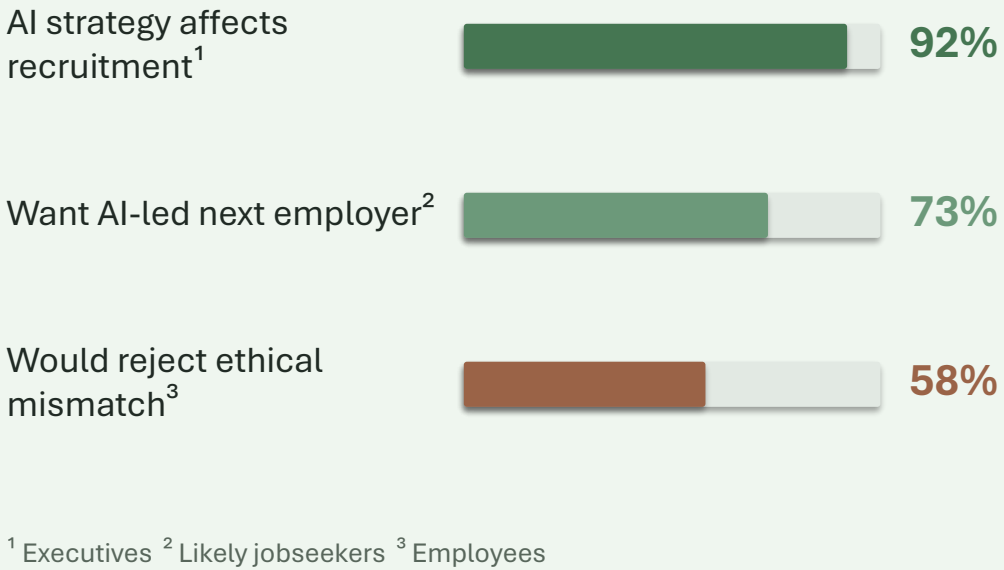
1. Are senior leaders enthusiastic about AI for different reasons than frontline teams?
2. Whose definition of success should shape an R&B transformation programme?
3. Would staff prefer better processes, systems and training over another AI announcement?

THE DIVIDE Executives rate AI adoption 37%; employees rate it 19%, in this survey.

G-P | World at Work Report (21 October 2026), six-country survey, n=7,100

Can an AI strategy attract staff and still lose their trust?

AI STRATEGY AND WORKFORCE DECISIONS



[1] Executives [2] Likely jobseekers [3] Employees

QUESTIONS FOR THE PANEL

1. Would your employees trust AI involved in benefit entitlement, debt recovery or performance monitoring?
2. How would you explain where AI assists a decision and where an officer remains accountable?
3. Could ethical safeguards and staff development be more persuasive than promises of efficiency?

R&B TEST Transparency, human oversight and fairness should be visible, not just policies.

G-P | World at Work Report (21 October 2026), six-country survey, n=7,100

If AI takes the routine work, what becomes more valuable?

MOST VALUED HUMAN SKILLS FOR THE NEXT TWO YEARS



Scale 0–50%. Skills named by respondents, not tested abilities.

QUESTIONS FOR THE PANEL

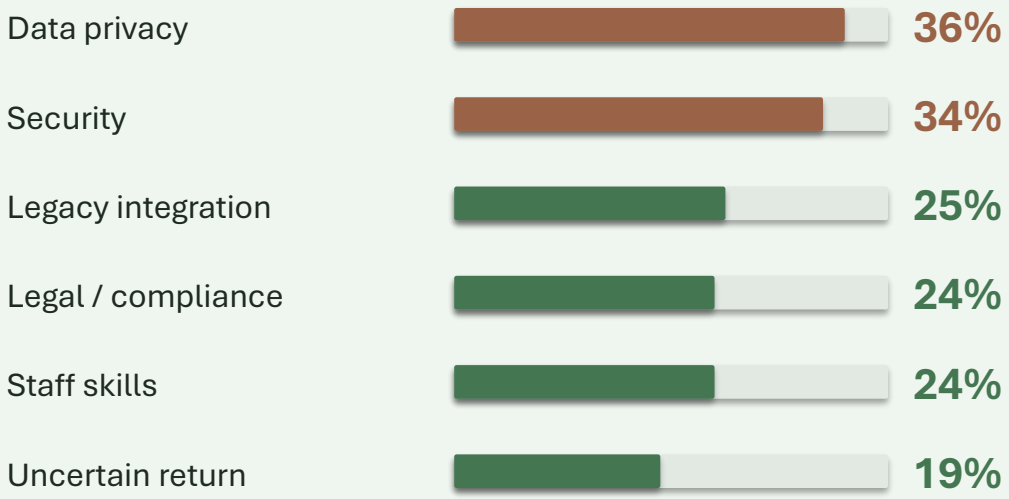
1. In an automated R&B service, which decisions must remain dependent on professional judgement?
2. Are we training officers to question AI outputs or only teaching them to use the software?
3. Could greater automation make empathy, communication and discretion more important?

THE QUESTION Would a redesigned job description value judgement as much as throughput?

G-P | World at Work Report (21 October 2026), six-country survey, n=7,100

Are we ready for AI, or merely confident we can cope?

MOST CITED AI ADOPTION BARRIERS



Scale 0–40%; barriers are not mutually exclusive.

QUESTIONS FOR THE PANEL

1. Which risk is most serious in your service: poor data, privacy, systems, or staff capability?
2. Are councils more at risk of moving too slowly, or buying automation before processes are ready?
3. What evidence would make you confident that AI actually improves accuracy and outcomes?

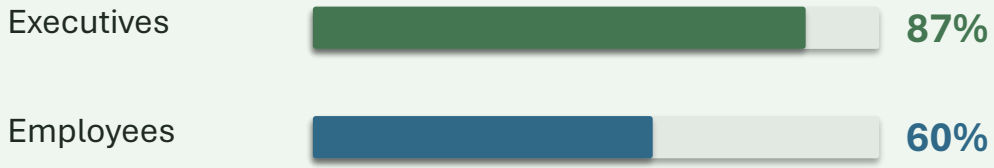
THE CONTRAST 91% feel confident about technology; only 64% say they can keep up.

G-P | World at Work Report (21 October 2026), six-country survey, n=7,100

Does flexible, borderless working create more risk than value?

GLOBAL COLLABORATION AND COMPLIANCE

Cross-border collaboration is essential or important



64% expect more non-traditional talent

85% say cross-border HR is more complex

Bases vary: executives, employees and organisations.

QUESTIONS FOR THE PANEL

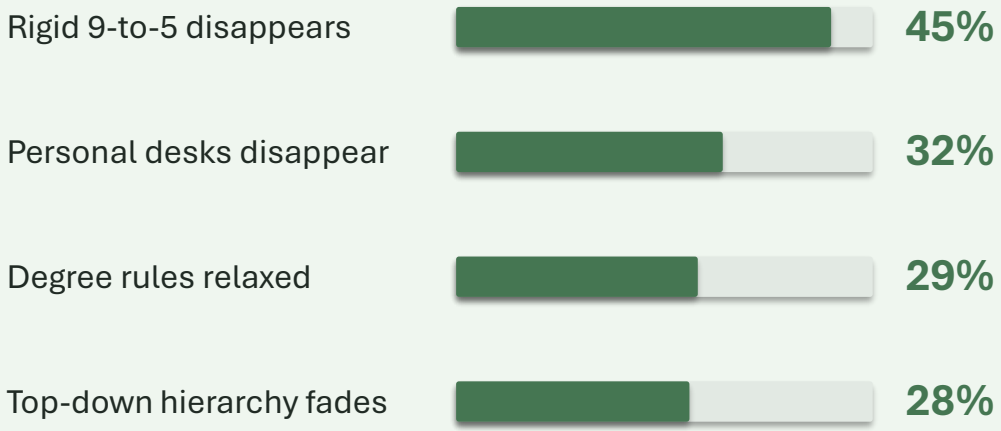
1. Could councils recruit specialist skills remotely without losing local knowledge and accountability?
2. Where should councils draw the line on overseas processing, contractors and access to resident data?
3. What contract controls and audit trails would you insist on before expanding flexible delivery?

THE TRADE-OFF A wider talent pool may solve shortages but creates supervision and assurance demands.

G-P | World at Work Report (21 October 2026), six-country survey, n=7,100

Does the traditional Revenues and Benefits job still exist?

WHAT RESPONDENTS EXPECT OF WORK BY 2036



Scale 0–50%. Predictions, not observed future outcomes.

QUESTIONS FOR THE PANEL

1. Would you redesign council R&B around fixed jobs, flexible skills or mixed human–AI teams?
2. What should never change: accountability, local knowledge, statutory standards or human contact?
3. Each panellist: choose one pilot, one safeguard and one measurable result for the next year.

PANEL CHOICE Do not simply automate yesterday's workflow: what would you redesign first?

G-P | World at Work Report (21 October 2026), six-country survey, n=7,100

Devolution



Fiscal devolution: new powers, or a new way to share the money?

WHAT THE ROADMAP SAYS

2027 Mayoral strategic authorities gain a share of retained business rates.

2028 Mayors begin receiving an assigned share of income tax.

100% The aim for combined local and regional business rates retention by decade-end.

QUESTIONS FOR THE PANEL

1. Is it genuinely fiscal devolution if Westminster still largely sets the taxes?
2. Would replacing grants with tax shares give councils greater freedom, or just more exposure?
3. Who should be accountable when elected mayors benefit from taxes collected by councils?

THE DISTINCTION Sharing tax receipts is not the same as granting new tax-setting powers to councils.

Sources: David Phillips, IFS / Public Finance (30 Oct 2026); HM Treasury Fiscal Devolution Roadmap (28 Oct 2026)

Will growth incentives narrow the divide, or deepen it?

THE DISTRIBUTION CHALLENGE

60% more basic-rate income tax per head in Greater London than in Tees Valley.

AVG. income-tax revenue growth across mayoral areas will uprate redistribution.

REWARD mayors gain when local revenues outperform the average, and lose when they lag.

QUESTIONS FOR THE PANEL

1. Should places with stronger taxbases keep more of the rewards of growth?
2. Can a mayor realistically overcome differences in wages, industries and household income?
3. How much redistribution is needed to protect poorer areas without removing the incentive?

THE TENSION IFS welcomes growth-linked redistribution; relative gains and losses between areas remain.

Sources: David Phillips, IFS / Public Finance (30 Oct 2026); HM Treasury Fiscal Devolution Roadmap (28 Oct 2026)

What would a fair starting line actually look like?

WHAT HAS TO BE SETTLED

£64 per resident in London under current integrated settlements, IFS reports.

£200+ per resident in several northern mayoral areas, with differing responsibilities.

2027 Spending Review is expected to set baselines after reassessing needs.

QUESTIONS FOR THE PANEL

1. Should funding follow the ability to generate tax, the cost of providing services, or both?
2. How would you reflect deprivation, rurality and differing local responsibilities?
3. Who should challenge the baselines when councils and mayors disagree?

KEY CAUTION These per-head figures are not like-for-like measures of service need or generosity.

Sources: David Phillips, IFS / Public Finance (30 Oct 2026); HM Treasury Fiscal Devolution Roadmap (28 Oct 2026)

Can councils take the rewards without taking the financial shocks?

WHAT REMAINS UNCERTAIN

10–15 years of retained growth are envisaged before gradual rolling redistribution.

SAFETY nets and levies are planned to limit sharp losses and excessive divergence.

DESIGN details remain open, including thresholds and the income sources assigned.

QUESTIONS FOR THE PANEL

1. Who carries the cost of a downturn, lost employers or successful business rates appeals?
2. Should safeguards follow inflation or average tax revenue growth?
3. Does excluding savings, property and dividend income distort what mayors are rewarded for?

IFS WARNING Inflation-only uprating of safeguards could gradually make the protection weaker.

Sources: David Phillips, IFS / Public Finance (30 Oct 2026); HM Treasury Fiscal Devolution Roadmap (28 Oct 2026)

What must Revenues and Benefits get out of fiscal devolution?

THREE LOCAL TESTS

THE TAXBASE

Better rating data, timely billing, collection and credible income forecasts.

THE HOUSEHOLD

Can jobs and wage growth improve residents' incomes and reduce hardship?

THE ACCOUNTABILITY

Can billing councils and mayors show where tax receipts and risks sit?

QUESTIONS FOR THE PANEL

1. Would you call a growth strategy successful if arrears and demand for crisis support rose?
2. What evidence would persuade you that more local financial risk is justified?
3. Which three indicators would you put before the mayor and the Section 151 officer?

PANEL CHOICE Each panellist: one opportunity, one risk and one essential safeguard.

Sources: David Phillips, IFS / Public Finance (30 Oct 2026); HM Treasury Fiscal Devolution Roadmap (28 Oct 2026)


LGR Returns

LGR is moving forward. But not everywhere.

The 29 October letter withdraws nine earlier decisions; it does not abandon reorganisation.

9

July decisions withdrawn

4

Further decisions withdrawn in September

2

Areas still awaiting first decisions

15 areas remain in the next review phase. All existing options and proposals remain under consideration.

PANEL CHALLENGE

Is this additional scrutiny, a reset of local plans, or a costly period of uncertainty?

The new clock: 2029 is closer than it looks

Government timetable for areas covered by the review, and an indicative CTR programme.

2026

Review and next decisions

2027

Analyse, model and design CTR

2028

Elections; equality assessment, consultation and decisions

2029

Systems, testing, billing and vesting

Government: May 2027 elections to existing councils; May 2028 elections to new councils; vesting 1 April 2029.

PANEL CHALLENGE

What CTR work should councils begin before they know the final boundaries?

CTR harmonisation: choose a scheme or design one?

The central argument in Visionary Network's article: the task is policy design, not copying.

Understand households

Caseloads, vulnerability, income patterns, entitlement and cliff edges.

Model competing objectives

Cost, collection performance, administrative simplicity and fairness.

Test winners and losers

Distributional outcomes, protected groups and equality impacts.

Consult and implement

Public consultation, democratic decisions, systems and billing.

PANEL CHALLENGE

Should the lowest-cost option ever be the starting point for a new CTR scheme?

Who pays for delay, and who carries the risk?

The letter specifies transition funding, but what are the true costs of running the programme?

£900k

Transition support per new unitary

50% guaranteed now for previously announced new unitaries; balance after final decisions.

£500k

For each of two undecided areas

Cambridgeshire and Peterborough; West Sussex. Additional £150k per new unitary for specified leadership capacity follows final decisions.

PANEL CHALLENGE

Does transition funding reflect the real cost of delayed decisions, duplicated work and staff capacity?

Use the time, or let the timetable decide

A practical panel test: what should an R&B director commission in the first 100 days?

01 Common data

Agree definitions and obtain comparable caseload data.

02 Scenario modelling

Cost options; show winners, losers and collection effects.

03 Policy governance

Define principles, equality work and decision gateways.

04 Delivery plan

Map suppliers, conversion, consultation and 2029 billing.

FINAL ROUND

One decision: what would you start tomorrow, and what would you refuse to leave until 2028?


Young People in Revenues and Benefits

90,000 guaranteed jobs. Why not in Revenues & Benefits?

National expansion begins at the end of November 2026. The question is whether councils will be employers, observers or bystanders.

90,000+

young people by March 2029

6 months

paid employment

25 hours

a week, fully funded up to minimum wage

- 18–24, on Universal Credit and seeking work; eligibility moves from 18 to 12 months out of work in April 2027.
- Job matching and tailored pre-employment / in-work support are integral to the scheme.

OPENING CHALLENGE

1. Would you offer a placement in your own service?
2. If not, what exactly is stopping you?
3. Is it a labour shortage or a failure of imagination?

Source: DWP, 14 Nov 2026 (updated 16 Nov)

The succession problem is already here

Council-wide figures, not R&B-specific. Does your service look older, younger, or similar?

Age profile of council staff



Mean age: 47 | 31% aged 55+ | Only 3% under 25

PANEL: PUT A NUMBER ON IT

1. How many R&B colleagues are likely to retire in five years?

2. How many new starters under 25 joined last year?

3. Do you have a succession plan or merely vacancies?

Source: LGA Workforce Capacity Metrics 2025/26, published Nov 2026

What could a young person actually do?

Start with meaningful, supervised roles, not a six-month exercise in scanning and filing.

REVENUES

Customer contact; billing enquiries; payment support; digital inclusion; quality checks.

BENEFITS / CTR

Claim triage; evidence requests; take-up campaigns; assisted applications; plain-language letters.

DATA / IMPROVEMENT

Process mapping; testing AI outputs; reporting; knowledge articles; service-design research.

NO HIDING BEHIND “COMPLEXITY”

1. Name three tasks you would give them on day one.

2. What would they be competent to do by month three?

3. Who would be accountable for coaching them?

Guardrails: proportionate access, safeguarding, supervision and qualified sign-off on statutory decisions.

Six months is a start. What happens in month seven?

The subsidy funds the entry point. A credible career pathway is the council's responsibility.

01–02

INDUCT & SUPPORT

Workplace readiness; supervised contact; data protection; buddy and manager.

03–04

PRACTISE & DEVELOP

Rotations across CT, NNDR, CTR/HB; quality reviews; vocational learning.

05–06

ASSESS & PROGRESS

Competence evidence; interview preparation; apprenticeship or vacancy route.

THE UNCOMFORTABLE QUESTION

1. Will you create a route to a permanent job?

2. How much mentor time will you fund?

3. What is a successful outcome: six months worked or a sustained career?

Can AI replace the expert who is about to retire?

Expert knowledge exists, much of it is tacit: exceptions, judgement, system workarounds and the reasons past decisions were made.

- AI can retrieve guidance, draft explanations, support training and expose inconsistent procedures.
- AI cannot automatically reconstruct undocumented local practices, legal judgement or historical rationale.
- Create a “knowledge capture sprint”: interviews, process maps, decision trees, worked cases and version-controlled guidance.
- Pair newcomers with experienced officers and let both challenge how the service has always worked.

PUSH THE EXPERTS

1. Which single colleague would leave the biggest knowledge gap?

2. What would AI not know if that person left tomorrow?

3. Is preserving existing practice always desirable?

A reorganised council needs people. So do its suppliers.

Youth employment expectations could be included in future procurements, but a specific supplier quota is not part of this Jobs Guarantee announcement.

- LGR risk: duplicate restructures, uncertain job roles and experienced staff leaving before knowledge transfers.
- Supplier options: offer funded placements; run paid apprenticeships; host joint council/supplier rotations; mentor new entrants.
- Procurement route: proportionate, relevant social-value commitments with measurable jobs, skills or retention outcomes.
- Avoid arbitrary mandatory quotas and “placement washing”; address contract relevance, equal treatment and value for money.

SUPPLIER CHALLENGE

1. Should software, outsourcing and consultancy firms all contribute?

2. Would you score bids for sustained jobs rather than just placement numbers?

3. During LGR, who owns the joint workforce plan?

A vote, not another workforce strategy

Imagine every R&B service had to report back in 90 days. What would you commit to?

A Offer at least one funded youth placement, with a named mentor.

B Publish a two-year R&B succession and knowledge-transfer plan.

C Add proportionate jobs-and-skills outcomes to relevant supplier contracts.

D Create a joint LGR talent pool with shared training and pathways.

FINAL ROUND: NAME NAMES

1. Which option gets your vote, and who would lead it?

2. What would you stop doing to make room?

3. Will you return in three months with evidence?

Closing test: are young people the future of R&B, or do we only say that when the recruitment advert fails?

DISCUSSION

What are the top 3 things in your in-tray

The things most on your mind right now — share with the group.

1

2

3

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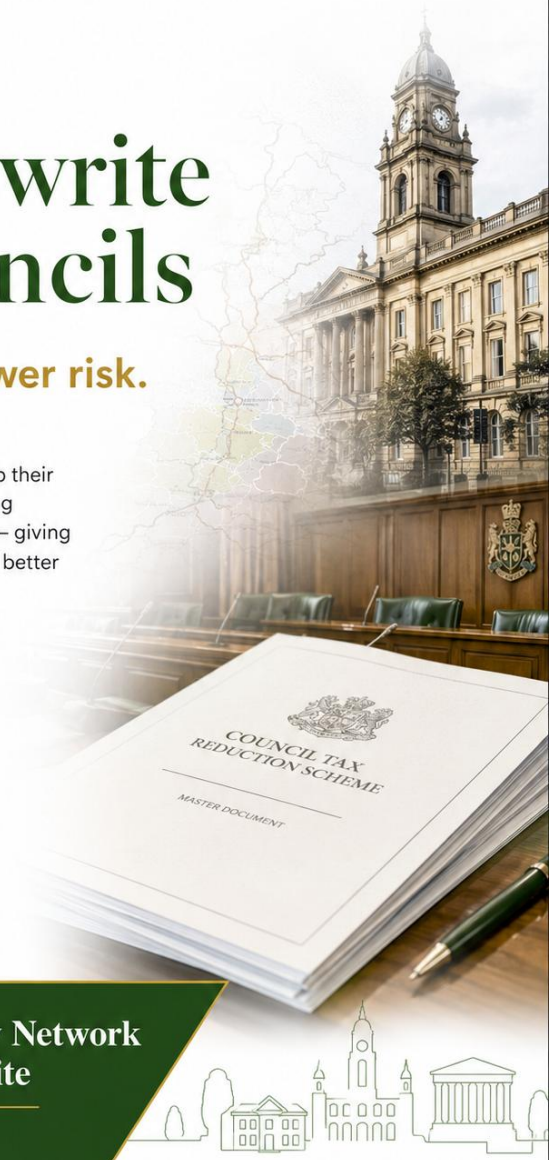
CTR Rewrite for Councils

Clear wording. Lower risk. Practical support.

Visionary Network helps councils keep their Council Tax Reduction scheme wording accurate, lawful, clear and up to date – giving confidence to decision-makers and a better experience for residents.

- Plain English drafting with technical accuracy
- Annual uprating and scheme updates
- A clean master document in your council's own style
- Support for redesign, policy change and LGR
- Trusted experience in Revenues & Benefits



Talk to Visionary Network about CTR Rewrite

visionarynetwork.co.uk

[Bristol City Council Case Study]

VISIONARY NETWORK
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Why councils choose CTR Rewrite

Your Council Tax Reduction scheme underpins fairness, compliance and public trust. CTR Rewrite gives you clear, accurate wording that supports confident decisions today—and a scheme that is easier to manage tomorrow.



What the service helps you do

- Keep scheme wording accurate, lawful and up to date
- Reflect annual uprating and policy changes
- Reduce ambiguity and implementation risk
- Maintain a clean master document in your council's own style
- Support redesign, consultation and future structural change

Why Visionary Network

- Trusted practical experience in Revenues & Benefits
- Plain English drafting with technical accuracy
- Local government understanding, not generic consultancy
- A service designed to support councils over time

For Directors of Finance and Revenues & Benefits Managers, CTR Rewrite offers clearer governance, lower drafting risk and a more resilient scheme document.

Talk to Visionary Network about CTR Rewrite

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Expert partners in local tax and revenues. Working together for better outcomes.

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In the news

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England’s council taxbase: change beneath the headline

- MHCLG published the 2026 council taxbase statistics on 18 November 2026.
- The release covers chargeable dwellings, exemptions, discounts and premiums.
- Empty and second homes are reported separately, alongside band distributions.
- A taxbase measure is not the same as actual cash collected or the collection rate.

SERVICE IMPLICATIONS

Compare changes in chargeable dwellings, exemptions and CTR discounts with billing and collection forecasts.

FINANCIAL IMPLICATIONS

Local income implications need individual authority CTB returns; no universal cash yield is inferred.

SO WHAT? / DISCUSS

Are taxbase growth assumptions masking affordability risks?

CTR rises while council tax cash growth lags bills

- Working-age CTR claimants rose 15,228 in Q2 2026/27 to 2,306,073.
- First-half receipts grew 5.2% year on year, below roughly 6% growth in bills.
- Across 282 councils, caseload growth and receipts growth were effectively unrelated (ρ = 0.08).
- Heavier CTR loads aligned with greater reliance on old-debt receipts (ρ = 0.65).

SERVICE IMPLICATIONS

Separate State Pension age reclassification from genuine need; review CTR design and arrears.

FINANCIAL IMPLICATIONS

Previous-year receipts fell from £851m to £798m between 2024/25 and 2025/26.

SO WHAT? / DISCUSS

Are minimum contributions creating collectible tax, or merely more debt?

CTR CASELOAD

Working-age CTR has turned upwards

Working-age claimants in England, millions



+24,654 since December 2025

+15,228 in Q2 2026/27

READING State Pension age changes may affect the working-age/pensioner split; this is not solely a measure of hardship.

COUNCIL TAX COLLECTION

Council tax cash receipts trail estimated billing growth

England, April–September 2026 versus April–September 2025



An indicative gap of around 0.8 percentage points

CAUTION Billing growth is approximated from Band D and taxbase changes; receipts are not an in-year collection rate.

ARREARS RECOVERY

Previous-years' council tax receipts have fallen

England: cash collected for earlier years, £m

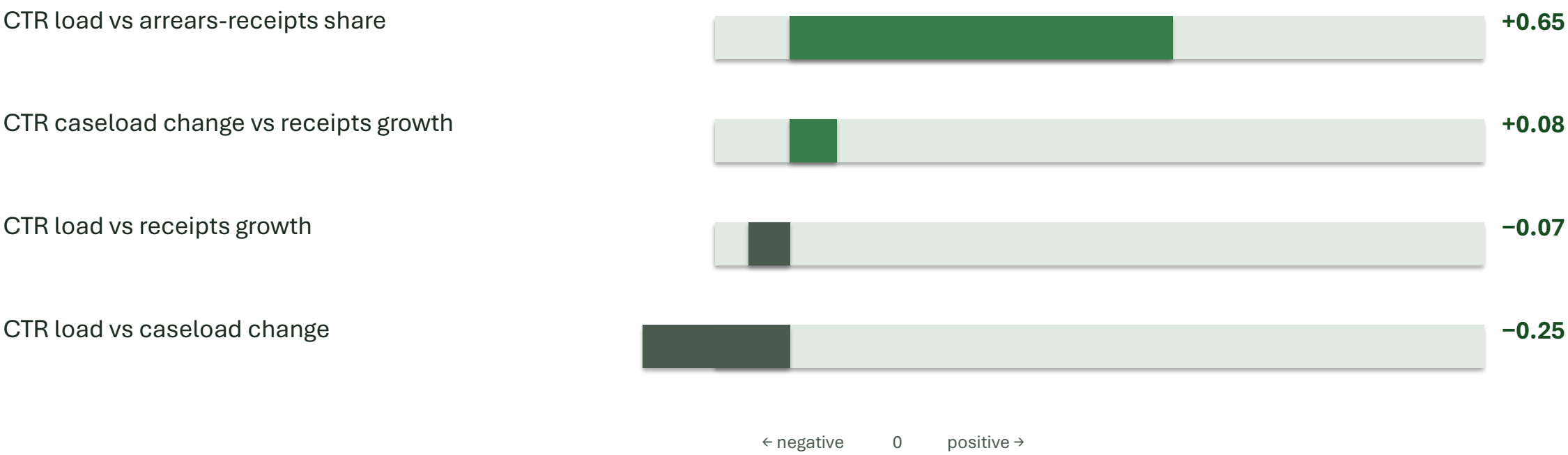


Share of all receipts: 2.1% → 1.8%

DISCUSS Is weaker historic recovery due to less enforcement, different policies or debts becoming harder to collect?

The strongest relationship is structural, not short-term

Spearman rank correlation across 282 councils



CAUTION Association is not causation: deprivation, CTR scheme rules and collection practice may all contribute.

National Jobs Guarantee to reach 90,000 young people

- Government announced nationwide expansion of a six-month, fully funded Jobs Guarantee.
- It is aimed at eligible 18–24-year-old Universal Credit claimants furthest from work.
- The expanded offer covers England, Scotland and Wales after trials in six areas.
- From April 2027 eligibility for earlier support is planned after 12 rather than 18 months.

SERVICE IMPLICATIONS

Connect employment support with CTR, housing stability, debt advice and local referrals.

FINANCIAL IMPLICATIONS

National ambition is 90,000 opportunities; no authority-level financial benefit quantified.

SO WHAT? / DISCUSS

Will a six-month job produce sustained employment after the subsidy ends?

What works in local retraining?

- Institute for Employment Studies research was commissioned by DWP and published on 17 November.
- It examines programme design, participant differences and local delivery.
- Effectiveness depends on personal circumstances, employer demand and practical access to learning.
- Implementation should be evaluated against sustainable outcomes, not attendance alone.

SERVICE IMPLICATIONS

Coordinate benefits, transport, childcare and housing barriers with place-based training partners.

FINANCIAL IMPLICATIONS

Any return on local skills investment must be evaluated rather than assumed.

SO WHAT? / DISCUSS

Who owns the join between welfare support and local labour market programmes?

The Milburn Review: ambition and difficult trade-offs

- The review aims to reduce the 16–24 NEET rate from about 13% to 5% within ten years.
- IFS says the review's own modelling points to about 7% by 2036, not the headline target.
- Proposals shift some young people away from existing health-related cash benefits.
- IFS estimates package costs up to £5.8bn a year, partly offset by £3.6bn benefit reductions.

SERVICE IMPLICATIONS

Plan for local support guarantees, case management, disability and housing needs.

FINANCIAL IMPLICATIONS

Fiscal neutrality depends on uncertain delivery and employment effects after 2036.

SO WHAT? / DISCUSS

Is this genuine reform, or does it exchange income protection for unproven support?

Removing the two-child UC limit: early evidence

- The Universal Credit two-child limit was removed in April 2026.
- Families may now receive a child element for all otherwise eligible children.
- DWP modelling estimates 300,000 fewer children in relative low income after housing costs in 2026/27.
- The modelled reduction rises to 450,000 children by 2029/30; these are forecasts, not observed outcomes.

SERVICE IMPLICATIONS

Review CTR interfaces, benefit take-up, income changes and communications for larger families.

FINANCIAL IMPLICATIONS

Poverty reductions are modelled national impacts, not verified local authority cash savings.

SO WHAT? / DISCUSS

How will councils know whether increased UC is improving household resilience?

Nearly half of UC recipients still in low income

- DWP introduced quarterly Universal Credit Low Income statistics, currently in development.
- In May 2026, 49.4% of people in UC families in England were in relative low income after housing costs.
- The equivalent figures were 44.7% in Wales and 37.3% in Scotland.
- In London the proportion was 57.0%, compared with 43.3% in the South West.

SERVICE IMPLICATIONS

Target benefit take-up, housing-cost advice and CTR promotion where low-income exposure is highest.

FINANCIAL IMPLICATIONS

No direct council expenditure or collection effect is measured by the release.

SO WHAT? / DISCUSS

Is receiving Universal Credit still an inadequate safeguard against poverty?

Universal Credit reaches 8.4 million people

- 8.4 million people were on UC in August 2026; 7.2 million households were registered.
- 1.7 million of the people had entered through managed migration from legacy benefits.
- 4.3 million were in the “no work requirements” conditionality regime.
- The average payment among recipient households was £1,090 in August 2026.

SERVICE IMPLICATIONS

Plan CTR data interfaces, vulnerability identification and HB residual caseload support.

FINANCIAL IMPLICATIONS

Average payment is not disposable income; it may include housing and other elements.

SO WHAT? / DISCUSS

How far can local councils rely on UC as the foundation for joined-up welfare support?

SANCTIONS

UC sanctions: 5.3% of eligible conditionality caseload

- DWP recorded a UC sanction rate of 5.3% in August 2026.
- This was unchanged from May and 0.3 percentage points lower than a year earlier.
- The rate covers people in regimes where sanctions can apply, not all UC recipients.
- Comparisons across benefits are discouraged because coverage and methods differ.

SERVICE IMPLICATIONS

Equip council staff to identify urgent needs, prevent homelessness and signpost hardship help.

FINANCIAL IMPLICATIONS

No quantified local fiscal effect; sanctions can change household cash flow and debt exposure.

SO WHAT? / DISCUSS

Is conditionality helping people into work or shifting costs onto local welfare?

Two pay claims raise the 2027 workforce question

- Local government unions have submitted a new claim seeking a two-year pay deal.
- Chief executives have separately called for a matching pay award in 2027.
- The two claims affect different employee groups and are not agreed settlements.
- Specific proposed rates could not be independently verified from the linked articles.

SERVICE IMPLICATIONS

Budget for uncertainty; assess recruitment, retention and specialist R&B capacity.

FINANCIAL IMPLICATIONS

Any future pay award increases establishment costs; no adopted amount used here.

SO WHAT? / DISCUSS

What would make specialist revenues and benefits roles attractive?

More children are placed far from home

- The linked report identifies a 42% rise over a decade in children placed far from home.
- Placement distances can disrupt education, family links and access to local support.
- The number is a reported trend, not a direct measure of R&B expenditure.
- Exact coverage and measurement were not independently checked against underlying data.

SERVICE IMPLICATIONS

Ensure benefit, council tax and housing support transitions work for young people leaving care.

FINANCIAL IMPLICATIONS

Placement pressures may affect budgets; direct local revenue effects are not evidenced.

SO WHAT? / DISCUSS

How can services avoid compounding disadvantage at the point of transition?

Welsh councils warn draft funding will not meet pressures

- Welsh local government leaders say proposed budget growth does not cover service pressures.
- Draft allocations are not the same as final authority settlements.
- Inflation, demand and workforce costs all affect the real value of additional funding.
- The story does not establish a specific R&B settlement amount.

SERVICE IMPLICATIONS

Test council tax collection and discretionary welfare assumptions under funding pressure.

FINANCIAL IMPLICATIONS

Do not treat a nominal funding increase as a real-terms service gain.

SO WHAT? / DISCUSS

What would councils stop doing before restricting essential access?

Lambeth’s housing-company write-off exposes governance risk

- Lambeth declared a financial emergency linked to Homes for Lambeth.
- The council expects to write off at least £68m of debt owed by the company.
- The company received £123m, while construction delivery fell short of ambitions.
- The council reports a £143m budget gap over the next three years.

SERVICE IMPLICATIONS

Strengthen counterparty scrutiny, collections risk, audit trails and service protection planning.

FINANCIAL IMPLICATIONS

£68m is the expected housing-company write-off, not council tax arrears.

SO WHAT? / DISCUSS

What should happen when public investment vehicles fail their delivery tests?

Parliament demands better evidence for statutory instruments

- A committee of MPs and peers has identified deficiencies in legislative explanatory material.
- It calls for stronger evidence when departments draft statutory instruments.
- Explanatory quality affects scrutiny of delivery and unintended consequences.
- Specific operational consequences depend on each instrument's enacted wording.

SERVICE IMPLICATIONS

Maintain an SI register: legal basis, commencement, process owner, training and system change.

FINANCIAL IMPLICATIONS

No quantified cost is established in the report.

SO WHAT? / DISCUSS

Do we sometimes implement secondary legislation without testing the operational case?

Scotland consults on two high-value property bands

- The Scottish Government is consulting on proposed council tax Bands I and J.
- Band I would cover properties valued £1m–£2m; Band J those above £2m.
- Target commencement is 1 April 2028, using estimated April 2026 property values.
- Fewer than 1% of Scottish properties are expected to be affected.

SERVICE IMPLICATIONS

Prepare valuation, billing, appeals, communication and collection processes if enacted.

FINANCIAL IMPLICATIONS

Revenues would be retained locally; rates and actual yields are not yet decided.

SO WHAT? / DISCUSS

Is property revaluation the missing link in fair local taxation?

Could Milburn become a blueprint for over-25s?

- Milburn proposed a new youth allowance alongside employment and training guarantees.
- The review argues design features could eventually extend to older claimants.
- Government consideration is not an enacted extension of eligibility rules.
- A future White Paper was expected in early 2027 according to the supplied article.

SERVICE IMPLICATIONS

Monitor potential CTR and UC interactions and ensure vulnerable residents are not caught by gaps.

FINANCIAL IMPLICATIONS

Benefits reform effects are scenarios until legislation and caseload modelling exist.

SO WHAT? / DISCUSS

Would extending youth-style conditionality to older disabled people be politically viable?

Police mergers could reshape council tax precepts

- Options under consideration include reducing 43 police forces to nine or around 20.
- Illustrative analysis suggests Band D precept changes from -£53 to +£70 in some areas.
- The Home Office disputed the estimates and said no final decisions had been made.
- Precept equalisation would affect different areas unevenly.

SERVICE IMPLICATIONS

Model billing and customer impacts only after a settled police funding and governance proposal.

FINANCIAL IMPLICATIONS

Illustrative precept changes are speculative, not approved charges.

SO WHAT? / DISCUSS

Should policing reorganisation be allowed to create a postcode tax shock?

Durham consults on post-16 transport reductions

- Durham approved consultation on changes to post-16 SEND travel assistance.
- Options start with public transport or personal travel budgets before council transport.
- An assessment warns of disproportionate negative impacts on disabled young people.
- The council estimates £1.3m savings; consultation is planned January–March 2027.

SERVICE IMPLICATIONS

Consider implications for access to work placements, skills and independent living.

FINANCIAL IMPLICATIONS

£1.3m is a proposed authority saving, not a realised result.

SO WHAT? / DISCUSS

When does a budget saving become a barrier to employment?

Is the real welfare trap housing costs, not benefits?

- A supplied commentary compares high combined benefits with relatively low wages.
- Its £3,300 monthly example includes UC housing support, PIP, Child Benefit and CTR.
- It argues rising rents can defeat work incentives even when employment increases.
- The example is not an average benefit award and should not be presented as one.

SERVICE IMPLICATIONS

Use better-off calculations spanning earnings, rent, UC, CTR and childcare.

FINANCIAL IMPLICATIONS

Illustrative household comparisons do not demonstrate overall fiscal effects.

SO WHAT? / DISCUSS

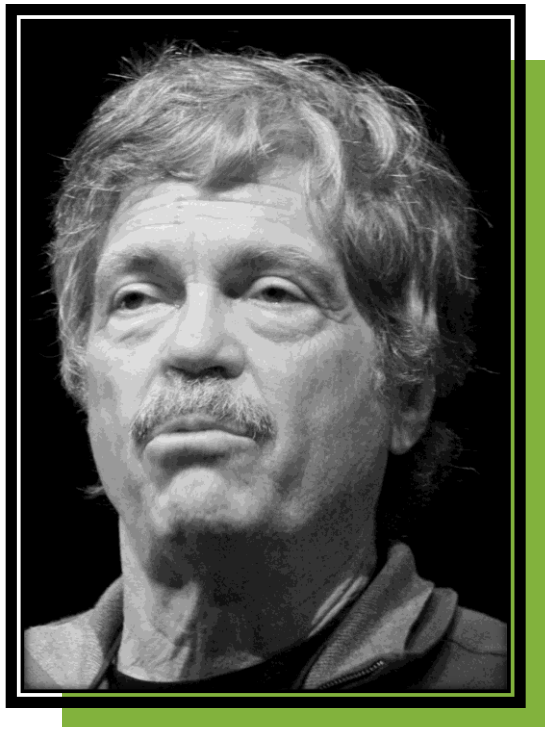
If a job does not pay for housing, what exactly is welfare reform trying to fix?

QUOTE OF THE WEEK

“

In the old days, you would chastise people for reinventing the wheel. Now we beg, 'Oh, please, please reinvent the wheel.’

Alan Kay



Alan Kay is an American computer scientist best known for pioneering object-oriented programming and helping to develop the graphical user interface used in modern personal computers. A visionary in computing and education, he conceived the Dynabook, an early concept for a portable personal computer that anticipated many features of today's laptops and tablets.

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VISIONARY NETWORK
The Independent Local Tax and Welfare Network

In partnership with .inbest

Crisis Resilience Fund (CRF) for Councils

Target support. Strengthen resilience. Better outcomes.

Visionary Network helps councils design, review and deliver Crisis Resilience Fund services that are fair, practical and focused on residents facing financial hardship.

Local government expertise. Practical delivery. Stronger support where it matters most.



- Review local need and policy priorities
- Design eligibility, awards and governance
- Improve targeting, take-up and resident outcomes
- Support delivery, assurance and performance reporting
- Trusted experience in Revenues & Benefits

Trusted expertise. Practical support. Better outcomes.

Talk to Visionary Network about CRF

visionarynetwork.co.uk

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Why councils choose CRF support



Crisis Resilience Fund support helps councils respond to financial hardship with clearer policy, stronger targeting and practical delivery support. Visionary Network helps councils create a fund that is fair, workable and focused on residents who need help most.

Our approach combines local government understanding, practical service design and strong governance so councils can deliver support with confidence.

What the service helps you do

- Define the purpose and priorities of your CRF
- Set clear eligibility, awards and decision rules
- Target support to residents facing hardship
- Strengthen governance, assurance and reporting
- Build a practical model for delivery and review

Why Visionary Network

- Trusted practical experience in Revenues & Benefits
- Local government understanding, not generic consultancy
- Resident-focused design, policy and delivery support
- A service designed to help councils support vulnerable households with confidence

For Directors of Finance and Revenues & Benefits Managers, **CRF support** offers clearer governance, better targeting and stronger resident outcomes.

Talk to Visionary Network about CRF

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Supporting better local outcomes through practical insight and partnership.

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LG Finance, LGR & Devolution Watch

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County councils demand credible reorganisation

- The County Councils Network says government has a final opportunity to get LGR right.
- Councils remain concerned about transition design and future financial sustainability.
- Boundary decisions and delivery timetables need to be distinguished from speculation.
- The linked article was not directly accessible for further detail.

SERVICE IMPLICATIONS

Protect CT billing, CTR scheme harmonisation, business rates and benefit administration milestones.

FINANCIAL IMPLICATIONS

No quantified savings or transition costs are evidenced in the accessible link.

SO WHAT? / DISCUSS

Would you prefer a delayed but safe cutover or an on-time transition with compromises?

Windsor and Maidenhead considers legal challenge

- Windsor and Maidenhead has sought legal advice over Fair Funding Review 2.0.
- The council says the revised settlement will cost it £30m.
- The funding framework took effect in April 2026.
- The £30m figure is the council's claim; there has been no court finding.

SERVICE IMPLICATIONS

Test service budget assumptions against final funding, risk and consultation requirements.

FINANCIAL IMPLICATIONS

£30m is a contested council-wide funding impact, not a proven R&B loss.

SO WHAT? / DISCUSS

When should a funding disagreement become litigation?

Four councils given extra year over governance change

- Four authorities have been offered additional time to move to leader-and-cabinet arrangements.
- The extension is conditional on reorganisation in their areas not proceeding.
- It indicates that governance changes are being coordinated with wider LGR decisions.
- An extension is not confirmation of any individual reorganisation outcome.

SERVICE IMPLICATIONS

Check decision-making authorities for CTR, council tax and transitional arrangements.

FINANCIAL IMPLICATIONS

No quantified local operational saving is specified.

SO WHAT? / DISCUSS

Could governance uncertainty slow decisions that must be made for April 2027?

DEVOLUTION RISK

Watchdog demands stronger risk management with devolution

- A watchdog warns that transfers of powers should be matched by improved risk management.
- New responsibilities bring intergovernmental dependencies and accountability questions.
- Risk ownership, data quality and assurance should be clear before handover.
- Devolved responsibilities do not automatically mean greater administrative capacity.

SERVICE IMPLICATIONS

Design control frameworks for taxation, benefit delivery and inter-authority information sharing.

FINANCIAL IMPLICATIONS

Financial exposures depend on devolved functions; no local estimate is provided.

SO WHAT? / DISCUSS

Who carries the risk when central policy meets local delivery?



AI Watch

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Senedd restricts smart glasses pending review

- The Senedd presiding officer temporarily banned smart-glasses use pending review.
- An earlier position had permitted use as a teleprompter subject to conditions.
- The case highlights uncertainty around connected devices in formal proceedings.
- Rules need to address recording, privacy, confidentiality and accessibility together.

SERVICE IMPLICATIONS

Include wearable AI and personal devices in data-protection and meeting protocols.

FINANCIAL IMPLICATIONS

No material direct R&B cost is established.

SO WHAT? / DISCUSS

Are existing council AI rules already out of date?

DWP tests AI targeting for Universal Credit reviews

- DWP says it is conducting a limited live test to assist Targeted Case Review selection.
- The department says staff, not AI, make decisions on reviews and benefit entitlement.
- Researchers question fairness: an earlier study found incorrect payments in 21% of reviews.
- DWP states its TCR programme has already prevented £1.7bn of incorrect UC payments.

SERVICE IMPLICATIONS

Adopt bias testing, auditability, human review and clear communication before AI-led prioritisation.

FINANCIAL IMPLICATIONS

Claimed fraud savings are national DWP figures; no local council yield demonstrated.

SO WHAT? / DISCUSS

How can a resident challenge an opaque selection process?

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In partnership with .inbest.ai

Why councils choose LGR & CTR support



Local Government Reorganisation creates pressure to review and harmonise Council Tax Reduction schemes. Visionary Network helps councils make confident choices with stronger evidence, clear options and practical delivery support.

We use **inbest.ai's CTR Data Analytics Tool** to provide robust modelling and insight you can rely on.

What the service helps you do

- Compare legacy CTR schemes across merging councils
- Test support levels, savings and distributional effects
- Assess equality, affordability and financial impacts
- Build a stronger case for consultation and approval
- Prepare for implementation, governance and future structural change

Why Visionary Network

- Trusted practical experience in Revenues & Benefits
- Local government understanding, not generic consultancy
- inbest.ai's CTR Data Analytics Tool supports strong modelling and evidence
- A service designed to help councils move from legacy schemes to a single workable future model

For Directors of Finance and Revenues & Benefits Managers, **LGR & CTR support** offers clearer policy choices, stronger evidence and a more resilient scheme.

Talk to Visionary Network about LGR & CTR

visionarynetwork.co.uk

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Expert partners in local tax and revenues.

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The Independent Local Tax and Welfare Network

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Local Government Reorganisation & CTR

Harmonise with confidence. Stronger evidence. Better outcomes.

Visionary Network helps councils navigate Local Government Reorganisation and harmonise Council Tax Reduction schemes using trusted sector expertise, robust analysis and **inbest.ai's CTR Data Analytics Tool.**

From legacy schemes to a clear future model.



- **Review existing CTR schemes and pressures**
- **Model realistic harmonisation options**
- **Understand claimant, equality and collection fund impacts**
- **Support consultation, member decisions and implementation**
- **Trusted experience in Revenues & Benefits**

Trusted expertise. Practical harmonisation. Lower risk.

Talk to Visionary Network about LGR & CTR

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Ben Moreton

CEO
Co-Founder



Mark Thomas

Operations
Co-Founder



Chris Sharratt

Talent Partner



Leanne Carey

Contracts Manager

Trustpilot

"Best decision I've made in years was to join BSS. Ben has been fantastic at every stage during the past 10 months, and is already putting me forward for more senior roles where I had struggled to do so in permanent roles for the
past few years.

Very personal approach from day one, reassuring and highly knowledgeable! Would highly recommend for anyone wanting to progress their career or just looking for a change!"
#TeamBSS - Sam Goddard

NNDR Systems Specialist

3-6 Months | £33 per hour (umbrella) | Remote

As a Business Analyst you will explore, analyse, validate, and specify required amendments to software features and functions, used by key customers in local government in the billing and collection of non-domestic rates.

You will be engaging with customers and internal teams to develop and understand challenges and requirements, working with government and legislative bodies to ensure compliance within the product. Working as a member of a domain focused team of Product Managers and Business Analysts, you will enjoy support from a knowledgeable and skilled team, as a member of a larger community based both onshore and offshore.

To be effective, this role needs to bridge regulatory interpretation and system implementation, ensuring legislative change is translated into clear software requirements for MRI Revenues & Benefits.

What we're looking for:
We're looking for candidates who have these main skills/knowledge:

- Exceptionally good knowledge on the legislation that determines how software needs to work for Non Domestic Rates.
- At least 2 years' experience on the MRI Revenues & Benefits application specifically on the Non Domestic Rates software.
- Ideally you will have experience in SQL, but this is not essential.

To find out more or to apply
>> Click here to view the full advert <<

Revenues Officer (MRI/Academy)

3 Months | £25 per hour (umbrella) | Remote

Purpose of the job

Administer Council Tax, ensuring accurate and prompt billing of accounts

Key job outcomes/accountabilities

- Obtain and assess information to determine local taxation liability in accordance with legislation. This includes determination and allowance of discounts, reliefs, and exemptions
- Accurately update and maintain the revenues databases to ensure prompt and accurate billing of accounts
- Respond appropriately to enquiries received from citizens, businesses and agents and action amendments to accounts
- Agree repayment plans and determine appropriate recovery action that takes account of the person's circumstances whilst maximising collection
- Contribute to the review of working practices, procedures, and documents by making suggestions for improvement in service delivery and performance
- Take part in the training or coaching of other colleagues either on a one-to-one basis or in a formal training environment e.g. to assist with the induction of new staff

What we're looking for:

We're looking for candidates who have these main skills/knowledge:

- A thorough knowledge of local taxation law or experience which demonstrates the ability to absorb and understand complex legislation
- Be a skilled MRI (Capita/Academy) and NEC DM user
- Ability to contribute ideas for service development

To find out more or to apply

>> Click here to view the full advert <<

Senior Revenues Officer (NEC)

2 Months | £30 per hour (umbrella) | Remote

We are seeking a Specialist Council Tax Billing Officer to join our client's team to support them through a busy period.

Responsibilities:

- Dealing with all complex Billing duties to include moves, discounts, exemptions, reliefs.
- Taking escalation calls from customers in relation to complex billing queries.

What we're looking for:
We're looking for candidates who have these main skills/knowledge:

- At least 5 years Council Tax Billing experience.
- at least 3 years NEC(Northgate) experience.

To find out more or to apply
>> Click here to view the full advert <<

Are you ready to take the next step in your career?

As an experienced Revenues or Benefits professional, the new year is the perfect time to explore exciting interim/contract opportunities in the public sector. Whether you're looking for a fresh challenge, greater flexibility, or a role where you can make a real impact – we're here to help.

✨ Start your journey today – register now!

Want to learn more about increasing your earning potential and fast track your career progression? Reach out and we'll be more than happy to help

Contact us here

Payroll Solutions

At BSS, we are dedicated to simplifying your contractor journey by providing you with efficient, tailored payroll solutions.

Our partnership with Umbrella.co.uk solidifies our commitment to ensuring you maximise your take-home pay, get paid on time and keep things stress free.

Umbrella.co.uk is one of the UK's leading umbrella companies.

Managed by qualified accountants and being FCSA accredited, it assures you of its high standards.

Trustpilot

"BSS has provided us with excellent support since 2022. The range of expertise they have on their books is second to none, and they are without doubt my first choice when looking for staff.

What I particularly like is how well they support everyone, and they really look after their people, which is unlike any other agency I have worked with in 30 years.

Congratulations to Ben and the team !"
#TeamBSS Client - Simon Rosser



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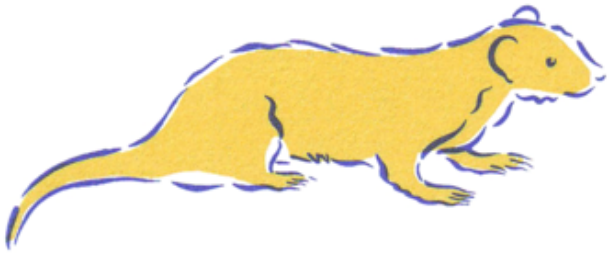
WINNER
BEST TECHNOLOGY PROVIDER

Ferret Information Systems Ltd



Ferret Information Systems was established in 1987 and is the largest company in Europe in the field of law dealing with welfare benefits and similar areas of determinative, compliance, and regulatory law.

♦ ♦ ♦ ♦ ♦

our training services:

Ferret is well placed to provide training services and its team of specialists have wide experience of benefits and housing grant legislation. We also provide consultancy to organisations, companies and government on the impact of legislative and policy changes.

♦ ♦ ♦ ♦ ♦

our products:

Ferret produces a wide variety of systems, designed to provide support tools for advice workers, and also to provide information and advice directly to the public. Ferret specialises in a holistic assessment of financial circumstances relating to welfare benefits and tax credits entitlement, coupled with software development methodology which offers a high level of flexibility and rapid updating to reflect rule changes.

♦ ♦ ♦ ♦ ♦

our platforms:

Systems supported include network, desktop, laptop, mobile devices, Internet and Intranet systems, and a public access system in multi-lingual, multi-media form for touch screen kiosks and public access PC's.

♦ ♦ ♦ ♦ ♦

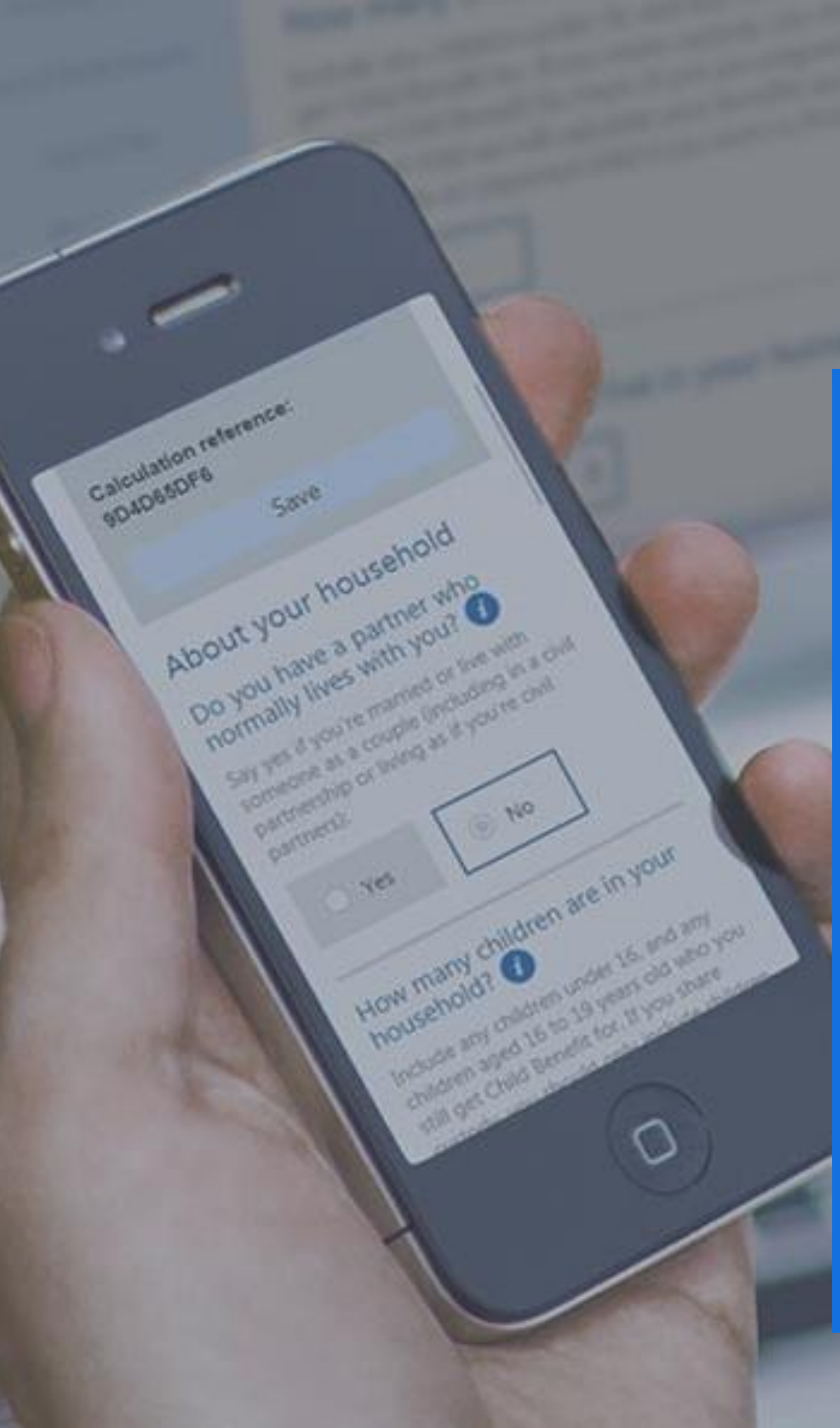
our customers:

Users of Ferret systems include government departments, local authorities, housing associations, CABx, HIA's and other advice agencies, universities, social welfare organisations, libraries, solicitors and financial advisers.

https://www.ferret.co.uk/

entitledto

independent | accurate | reliable



Our mission is to help everyone to access the benefits they're entitled to.

Since 2000 we have used our in-depth knowledge of the UK's social security system to build a range of authoritative and accurate calculators to help you and your clients understand their legitimate benefits entitlement.

Our tools are designed to be quick, simple and easy to use, so your staff and clients feel empowered to deal with the benefits system with confidence.

In response to evolving business needs and ongoing local and national policy changes, we will continue to work with and for our clients to develop new features and functionality.

Our goal is to assist your teams in adapting to legislative changes and welfare reform so you can help more people find out what benefits they are entitled to, thereby improving their circumstances and those of their families.



inbest Ascendant Solutions data management

Apply4.Online®

Barnet Council has become the first local authority to launch the Ascendant apply4.online application form, designed to support residents with the rise in cost of living.

The InBest benefits calculator has been integrated into Ascendant's apply4.online support application, to make it easier for people who are experiencing financial difficulties to find out what support is available to them.

It includes information on benefits such as Universal Credit, Pensions Credit, Attendance Allowance and Personal Independence Payment, as well as local financial support initiatives including council tax support and the residents support fund.

Barnet Council Leader, Cllr Barry Rawlings said: "The cost-of-living crisis is affecting us all, and we want to ensure Barnet residents know what financial support is available to them and how they can access these services.

"It is very positive to see Barnet is the first local authority to launch this free tool, and we hope to see many other local councils doing the same to help their residents."

To find out what financial support is available to help with the cost-of-living visit Barnet Council Benefits Calculator

Previous Sessions

20 Jul 26	When one council's solution becomes another's cost
27 Jul 26	End of Year Review
17 Aug 26	Mid-break update: a busy summer for Revenues and Benefits
31 Aug 26	Mid-break update: Revenues and Benefits face widening financial and operational pressures
7 Sep 26	From Supplier Failure to Hidden NEETs and Box Shifting: The Monday Group Returns
14 Sep 26	LGR, the triple lock and what happens next
21 Sep 26	AI, Council Tax and the the limits of a quick fix
5 Oct 26	Welfare reform and the limits of public service cuts
19 Oct 26	Bedford, Smart Cuts and the Price of Getting Local Government Wrong
26 Oct 26	Council Tax: Are We Measuring Success or Simply Managing the Decline?
2 Nov 26	A budget that buys time but for whom
9 Nov 26	When benefits go unclaimed and rents go uncovered
16 Nov 26	A ten-pence rise, a £786 bill and the question of what makes work possible – Visionary Network

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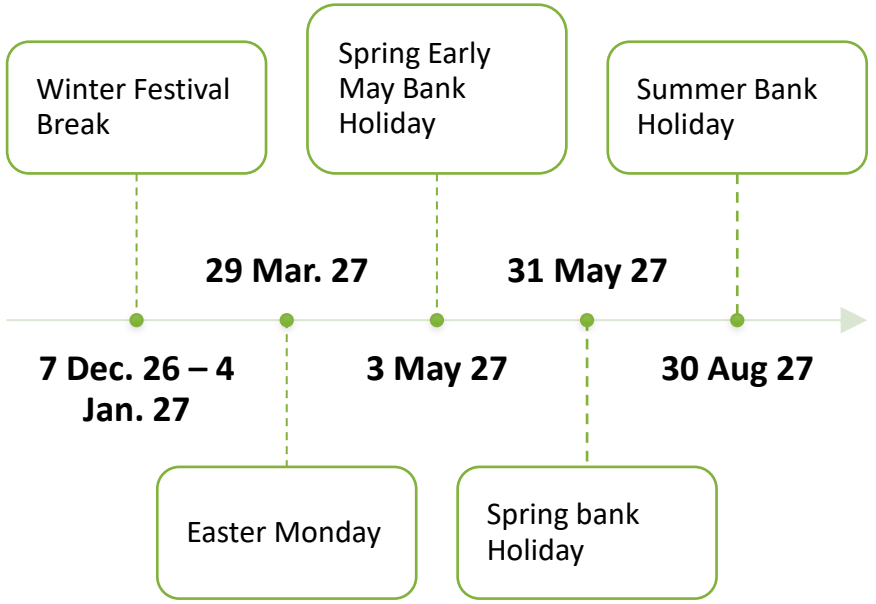
Dates where there will be no sessions



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Blogs

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Blogs

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The Independent Local Tax and Welfare Network

- The Milburn review and council revenues and benefits – Visionary Network
- The Milburn review is right to be radical. Will the Government follow through? – Visionary Network
- Ten pence more income. A £785.98 council tax bill. – Visionary Network
- LGR has been given more time. But has Council Tax Reduction?
- Budget 2026: what it means for councils, households and housing
- Britain's Benefits Streets: How the Numbers Are Being Used to Tell the Wrong Story
- The Welfare Card Returns: What Does the Evidence Actually Say?
- Reflections on Ascendant by the Sea: Why Community Still Matters – Visionary Network
- Reform's £50 Billion Welfare Plan: A Costing Is Not a Social Contract
- Housing Benefit closes at last, but Universal Credit has not simplified housing support – Visionary Network
- A Tale of Two Reorganisations
- The danger is not change. The danger is not knowing what you do not know
- When good intentions meet council tax reality, residents may pay the price
- How Councils Can Use Administrative Data to Support the Delivery of the CRF
- The Case for Plain English Council Tax Reduction Schemes by Paul Howarth

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Other Blogs

ENTITLEDTO
Universal Credit fails the take-up test

ENTITLEDTO
Local Authorities left with their hands tied by lifting of the 2-child limit

IFS
Unfreezing the personal allowance

BENEFITS IN THE FUTURE
'Tis the season to be jolly… misleading, in the Daily Mail

BENEFITS IN THE FUTURE
Lies, Damned Lies and the Telegraph

ENTITLEDTO
Child Benefit take-up hits a new low: the downside to 'wealth testing' benefits

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IFS: How unequal is Britain?

Better Policy: Id Council Tax A Rip-Off?

JRF: Poverty Statistics Are Changing

IFS: Is the minimum wage costing jobs?

Private eye: Farage's Flagship Council (And Other Stories From Rotten Boroughs)

IFS: Are Pensioners really better off?

More or Less: Can You Really Get £71,000 in Benefits?

IFS: Is the UK economy turning a corner?

Podcasts

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About Visionary Network

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The Independent Local Tax and Welfare Network

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Visionary Network

VISIONARY NETWORK

The Independent Local Tax and Welfare Network

Visionary Network is a not-for-profit organisation, whose objective is to encourage thought leadership and good practice in the field of public service.

We are independent and will draw on views, ideas and practices from any practitioner and/or organisation committed to public service.

We encourage debate, and the fair exchange of ideas, viewpoints and philosophies.

Any products we do produce will be for the betterment of society, public sector led and if costed will reflect our not-for-profit values.

Our focus is on improving the knowledge, health, environment and lives of our citizens through better administration and access to services.

A nonprofit organisation is a type of organisation that is formed for a specific social or charitable purpose rather than for profit. Its primary goal is to serve the needs of a particular community, cause, or interest, and any profits or revenue generated are reinvested back into the organisation to further its mission, rather than being distributed as profits to owners or shareholders.

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Visionary Network Partnership



A dynamic consortium of private sector companies is uniting to transform public service delivery across the nation. By harnessing cutting-edge technologies and innovative methodologies, this partnership is dedicated to enhancing the efficiency and effectiveness of public sector performance. Their focus is on optimising the use of resources and budgets, ensuring that every pound of public funds is directed towards improving citizens' lives. This group is at the forefront of digital transformation, leveraging data analytics and advanced technological solutions to streamline operations and reduce waste, ultimately supporting a more responsive and agile public sector.

Working closely with public sector organisations and collaborating amongst themselves, the partnership fosters a culture of innovation and disruption. By pooling their diverse expertise, the companies involved can tackle longstanding challenges with fresh, inventive approaches that deliver measurable improvements in service delivery. Their cooperative efforts not only drive substantial cost savings but also set a new benchmark for how the public sector can benefit from private sector ingenuity. In doing so, they reaffirm their commitment to ensuring that public funds are utilised to create a tangible, positive impact on the community.

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Story Links

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