

# The efficiency imperative: driving impact via data driven outreach

Wednesday 26 March 2025

# Housekeeping

- Audio check
- Please ask questions throughout
- Short survey
- Aim to finish by 11.45
- Slides and recording will automatically follow
- Connect with us on X [@policy\\_practice](#) and LinkedIn

# We empower people

## Policy

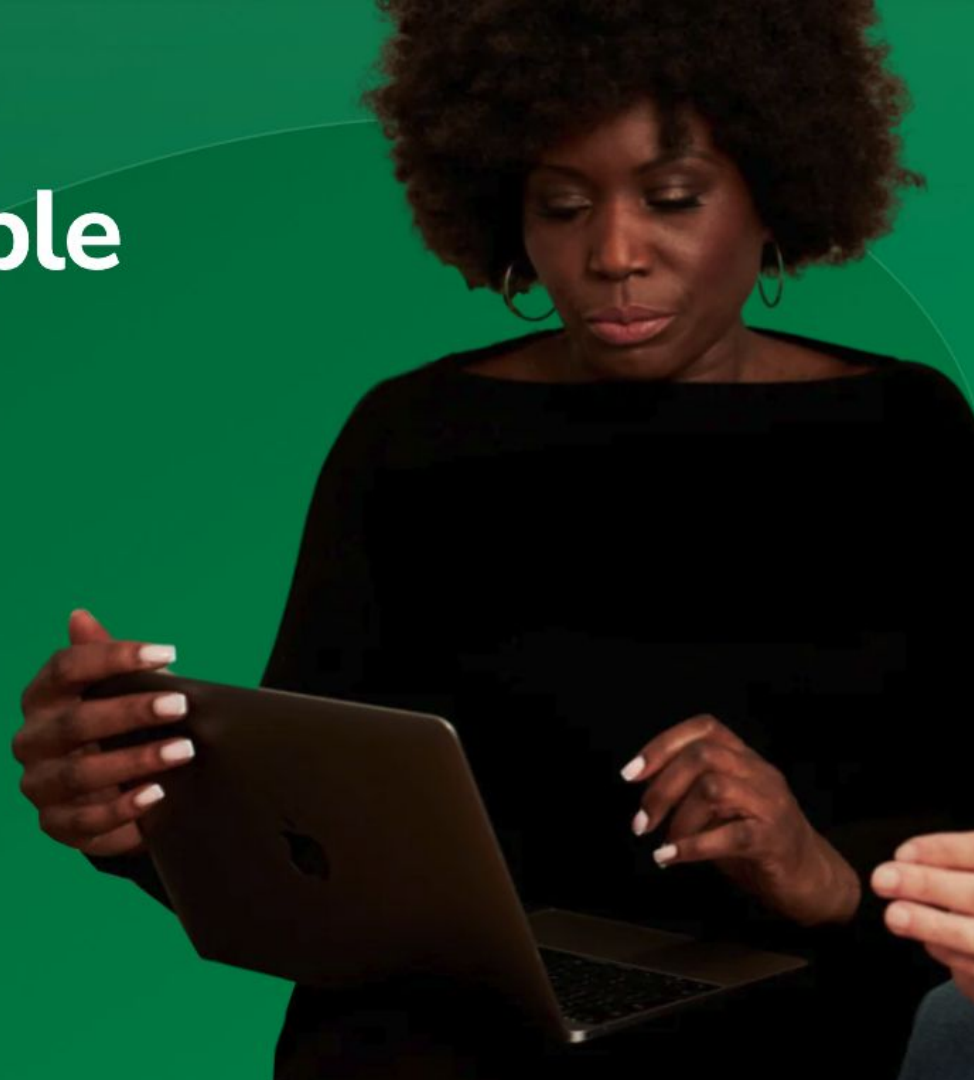
£23 billion of support is unclaimed each year

[Read our analysis](#)

## Practice

Smart products help our clients efficiently close this unclaimed support gap

[View our Better Off platform](#)



- **Local government efficiencies:** Rachael Walker, Policy Consultant
- **Building financial resilience in London:** Nicholas MacAndrews, Greater London Authority
- **Benefit take up campaigns in Darlington:** Seth Pearson and Sarah Small, Darlington Borough Council
- **The role of the Better Off Platform:** Sam Fathers, Policy in Practice
- **Discussion and Q&A** (mix of pre-submitted and live)

# Today's speakers



**Janet Harkin**  
Chief Marketing  
Officer  
Policy in Practice



**Rachael Walker**  
Policy Consultant  
Policy in Practice



**Nick MacAndrews**  
Principal Policy  
Officer  
Greater London  
Authority



**Seth Pearson**  
Partnership  
Director  
Darlington Council



**Sarah Small**  
Darlington  
Partnerships  
Programme Officer  
Darlington Council



**Sam Fathers**  
Head of  
Commercial  
Development  
(South and Wales)  
Policy in Practice



# Rachael Walker

Policy Consultant  
Policy in Practice

[policyinpractice.co.uk](http://policyinpractice.co.uk)



# Local government efficiencies

- 30% of children live in poverty
- 21% of all people live in poverty
- Shame, stigma, and complexity stop people from applying for support

- 45% average spending cuts since 2010
- Disproportionate cuts in areas like the North East
- Spring statement today!

**The most inefficient thing we can do is nothing**



GREATER  
**LONDON**  
AUTHORITY

# Nick MacAndrews

Principal Policy Officer, Financial Hardship,  
Greater London Authority

[policyinpractice.co.uk](http://policyinpractice.co.uk)





# Building financial resilience in London

- Why the GLA began benefits take up projects in collaboration with Policy in Practice
  - 1 in 8 London pensioners in persistent poverty
  - Pension Credit is one of the most underclaimed benefits and over £245 million was estimated to be unclaimed in London
  - One third of eligible pensioners missing out on a top up to their monthly income and help with other costs
- Our reasons for supporting the development of Campaign Manager
- How this approach can help local authorities run campaigns and support residents

# Overview of campaigns and results

- **Phase 1: 2023**
  - 17 boroughs, Pension Credit take up, **£9.79 million in annual results**
- **Phase 2: 2024**
  - 23 boroughs, Pension Credit take up plus 3 pilots (Free School Meals, Attendance Allowance, Housing Support), **£11.15 million in annual results**
- **Phase 3: 2025**
  - 26 boroughs, 4 campaigns (Pension Credit, Free School Meals, Attendance Allowance, Housing Support), with results expected at varying intervals based on campaign timelines

# Phase 3: latest preliminary results

## Pension Credit preliminary results

- Over 2,400 Pension Credit claims
- Over £11.7 million in annual Pension Credit claims
- £130 million in lifetime
  
- At least £480,000 in Winter Fuel Payment

# Phase 3: latest preliminary results

## **Attendance Allowance**

- The pilot campaign delivered £1.1 million in additional Attendance Allowance claims across 5 boroughs
- Extension across London in 2025:
  - Over 19,000 letters have been sent to potentially eligible households

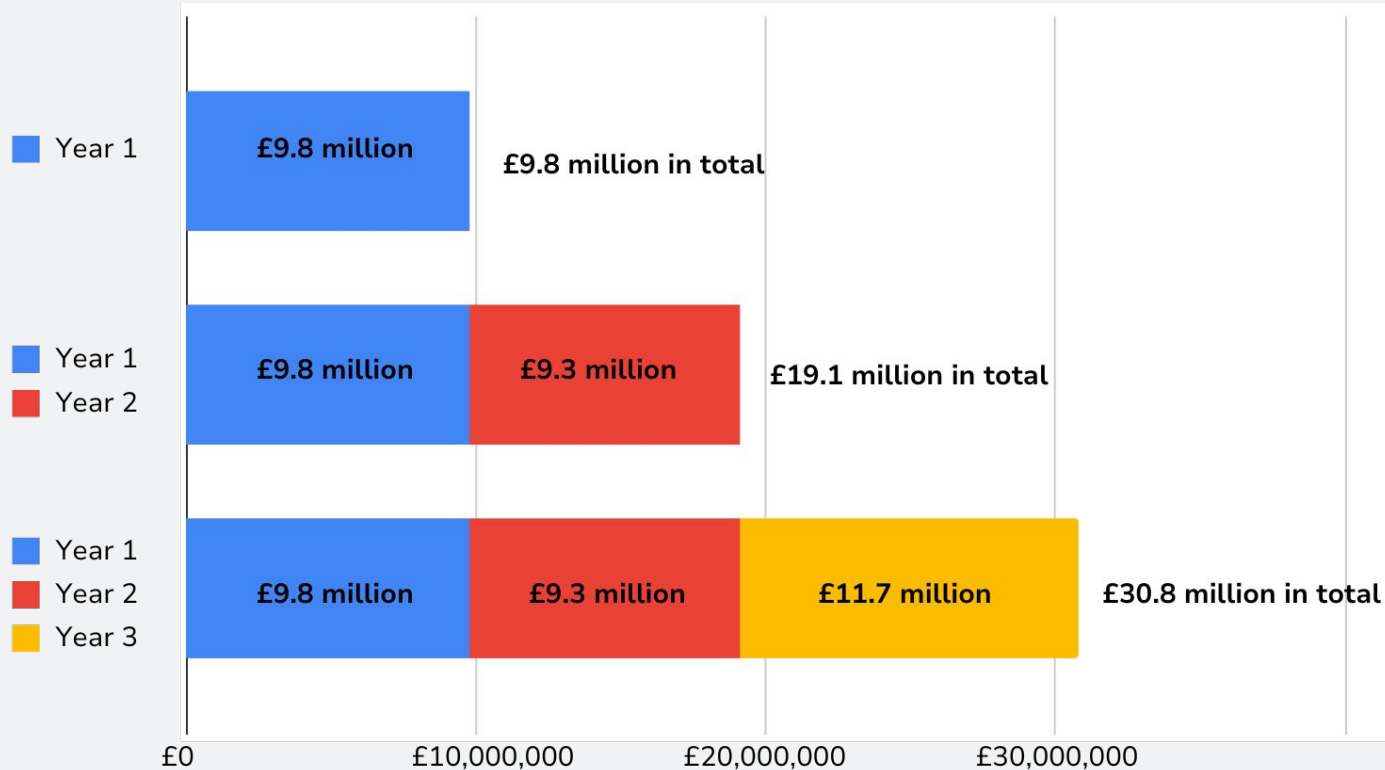
## **Healthy Start**

- The pilot campaign delivered over £100,000 in Healthy Start claims across three boroughs
- Extension across London in 2025:
  - 12,000 letters and 12,000 texts sent to eligible households

## **Free School Meals**

- The pilot campaign delivered over £700,000 in pupil premium for one borough
- Extension across London in 2025:
  - Over 3,000 households identified as eligible and not claiming
  - Potentially worth an additional £3.3 million in Pupil Premium

**Policy in Practice's Pension Credit take up campaign for the GLA has delivered £60 million of cumulative impact since it began in 2023**



# Seth Pearson

Partnership Director  
Darlington Borough Council

# Sarah Small

Darlington Partnerships Programme Officer  
Darlington Borough Council



# Campaigns in Darlington

Seth Pearson – Director,  
Darlington Partnerships  
Sarah Small – Programme Officer,  
Darlington Partnerships



**DARLINGTON**  
Borough Council

# Initial Campaign

- Winter 2022/2023
- Financial & Practical support for those most impacted by the Cost of Living Crisis
- Funded by the Household Support Fund & supported by the VCS Sector
- LIFT helped to identify 1500 households most affected
- DBC devised a letter & contacted the residents identified





# Support Offer

- **Over 65s – Supported by AGE UK**
  - Home energy checks, meals at home, activities, befriending, wellbeing checks, respite care
- **Families/Individuals – Darlington Connect**
- **Disabled Residents - Darlington Association on Disability**
  - Money towards cost of gas and electric, food costs, financial support – utilities, liaising with landlords - rent arrears, free energy saving household items - electric heaters, air fryers, window seals, draft excluders, heated blankets, fleece blankets, hoodies
- **Citizens Advice** supported all agencies with the offer of confidential appointments in relation to financial and benefit advice



# Outcomes

- Many residents engaged – received both financial & practical advice
- VCS sector made face to face contact with residents who had never received support before – wider offer
- Residents accessed debt management, increased benefit uptake, the right households were supported
- Built stronger relationships between DBC & VCS Sector
- Large admin work for DBC – capacity issue for future campaigns



# Further Campaigns – Pension Credit (July 2024)

- Working with Policy in Practice to
  - Identify
  - Contact
  - Monitor
- LIFT – identified residents eligible but not claiming Pension Credit
- Letters – How to claim, additional benefits, Attendance Allowance Information
- Contacted 361 residents - in two months there were 33 new claimants, which equates to an annual total of £102,024.78 awarded



# Most recent campaigns HSF Round 6 24/25

- Using LIFT to identify households & Policy in Practice completing the letter templates & mail outs on behalf of DBC
- Households living in food & fuel poverty – 800 Households
  - Working in partnership with VCS residents were offered supermarket vouchers & advice/support as required
- Residents eligible but not claiming pension credit & residents missing out on pension credit by up to & including £1000 – 550 residents
  - Support as above, with additional support assisting residents in making pension credit claims & where applicable attendance allowance claims



# Advantages for DBC

- LIFT – identifies Households dependent on each campaign
- PIP provide letter template
- PIP undertake mail out process
  - Databases shared as required to comply with GDPR
- PIP provide monitoring as required
- Planning future campaigns for the next round of HSF



# Poll

What is the biggest challenge for your team when running outreach campaigns?

1. Identifying the right priorities
2. Limited staff capacity
3. Lack of time
4. Budget constraints
5. Something else - Add it in the questions tab (right panel)



# Sam Fathers

Head of Business Development - Public Sector (South  
and Wales)


Policy in Practice

[policyinpractice.co.uk](http://policyinpractice.co.uk)



# Better Off Platform: better together

- Policy in Practice's Better Off Platform combines all our tools together (LIFT, Calculator, CTR modelling, MAST)
- Identify, engage, track and award all through one platform
- One integrated platform across departments and campaigns - making things easier for officers and residents



The screenshot displays the Better Off Platform interface with a green background. At the top, there are four navigation tabs: "Better Off Calculator", "Low Income Family Tracker", "Multi Agency Safeguarding Tracker", and "Policy Analysis". Below the tabs, a woman's face is partially visible, holding a clipboard with a document. The document features the Policy in Practice logo and the text: "Missing out 2024: £23 billion of support is unclaimed each year". Below the document, there are three tool panels:

- Better Off Calculator**: A panel with a calendar icon and a list of checked items: "Means tested benefits", "Contribution benefits", "Non contribution benefits", "Passported benefits", and "Bill support". A green button at the bottom says "Calculate your benefits".
- LIFT**: A panel with a house icon and a list of checked items: "Pension Credit", "Free School Meals", "Attendance Allowance", "Healthy Start", "Child Benefit", and "Housing Benefit". A green button at the bottom says "Target support".
- MAST**: A panel with a magnifying glass icon and a list of checked items: "Data linking", "Alerts", "Lateral checks", and "Trend reports". A green button at the bottom says "Identify households".



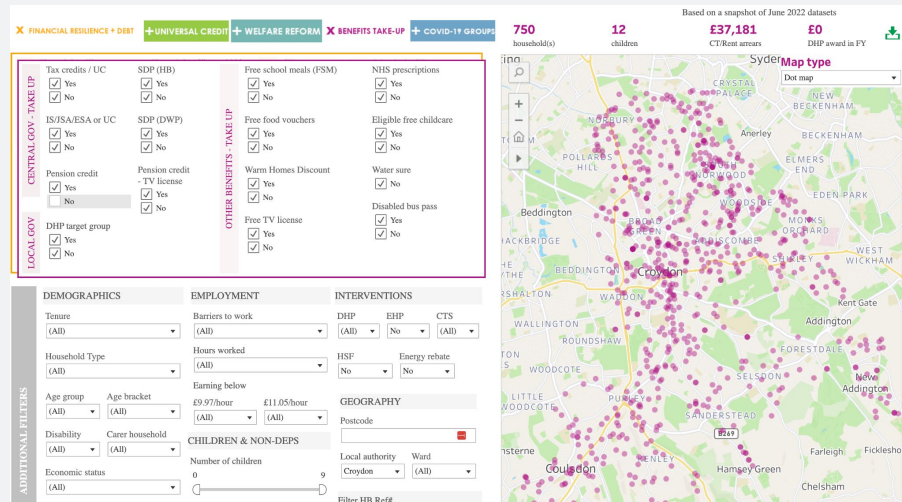
# LIFT: The Low Income Family Tracker

- LIFT platform s being used by 1 in 3 local authorities including districts and boroughs, unitaries and county councils
- Proactively identifying households eligible for but missing out on benefits, or at risk of crisis
- Easy to use and navigate
- Fully compliant with the DWP MOU and HMRC data sharing requirements



# Campaign manager: combining tools

- Campaign Manager works through LIFT and can also allow for wider integration with the Better Off Calculator and Apply Once
- Identify households in LIFT that are eligible for different benefits or support
- Integrate with Better Off Calculator and Apply Once to target DHPs as well as Social Tariffs
- Pre-populate the Better Off Calculator with data from LIFT to save resident's time



The screenshot displays the Campaign Manager interface, which is used for identifying eligible households. It features a top navigation bar with tabs for different categories: FINANCIAL RESILIENCE + DEBT, UNIVERSAL CREDIT, WELFARE REFORM, BENEFITS TAKE-UP, and COVID-19 GROUPS. The main area is divided into several sections:

- ELIGIBILITY FILTERS:** A grid of checkboxes for various benefits and services, categorized into Central Gov Take-Up, Local Gov, and Other Benefits Take-Up.
 

Category	Benefit/Service	Yes	No
CENTRAL GOV - TAKE-UP	Tax credits / UC	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	SDP (HB)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	IS/SA/ESA or UC	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	SDP (DWP)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
LOCAL GOV	Pension credit	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Pension credit - TV license	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
OTHER BENEFITS - TAKE-UP	DHP target group	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Free TV license	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
CENTRAL GOV - TAKE-UP	Free school meals (FSM)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	NHS prescriptions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Free food vouchers	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Eligible free childcare	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
LOCAL GOV	Warm Homes Discount	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Water rate	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
OTHER BENEFITS - TAKE-UP	Disabled bus pass	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Free TV license	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
- DEMOGRAPHICS:** Fields for Tenure, Household Type, Age group, and Disability.
- EMPLOYMENT:** Fields for Barriers to work, Hours worked, and Earnings below.
- INTERVENTIONS:** Fields for DHP, EHP, CTS, HSP, and Energy rebate.
- ADDITIONAL FILTERS:** Fields for Age bracket, Carer household, and Economic status.
- CHILDREN & NON-DEPS:** Field for Number of children.
- GEOGRAPHY:** Fields for Postcode, Local authority, and Ward.

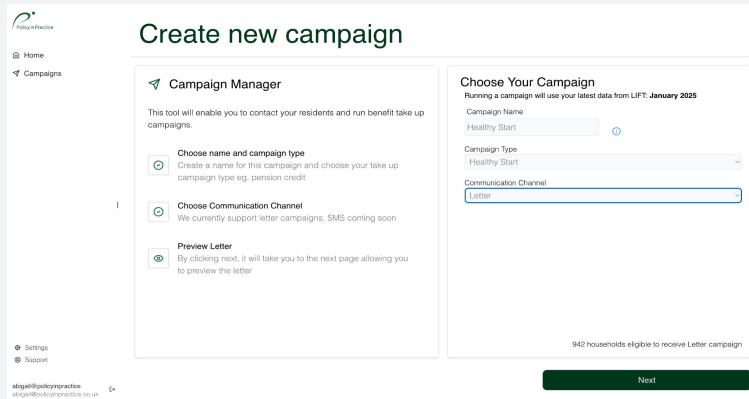
On the right side, there is a map showing the distribution of households. The map is titled "Map type" and shows a snapshot of June 2022 datasets. Key statistics displayed are:

- 750 households
- 12 children
- £37,181 CT/Rent arrears
- £0 DHP owed in FY

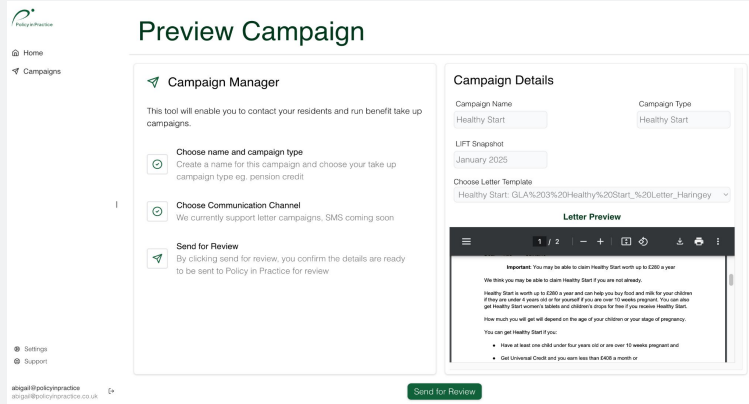
The map shows a dense cluster of purple dots representing households in the Croydon area, with labels for various neighborhoods like Beddington, Addington, and Sanderstead.

# Campaign manager: save resource

- Campaign Manager allows you to send letters and text messages to identified households with just a few clicks
- Saving time and resource so your teams can do more with less
- Save templates so you can reuse again and again
- Easily reach out to 'new' cases each month
- No more running case numbers through systems



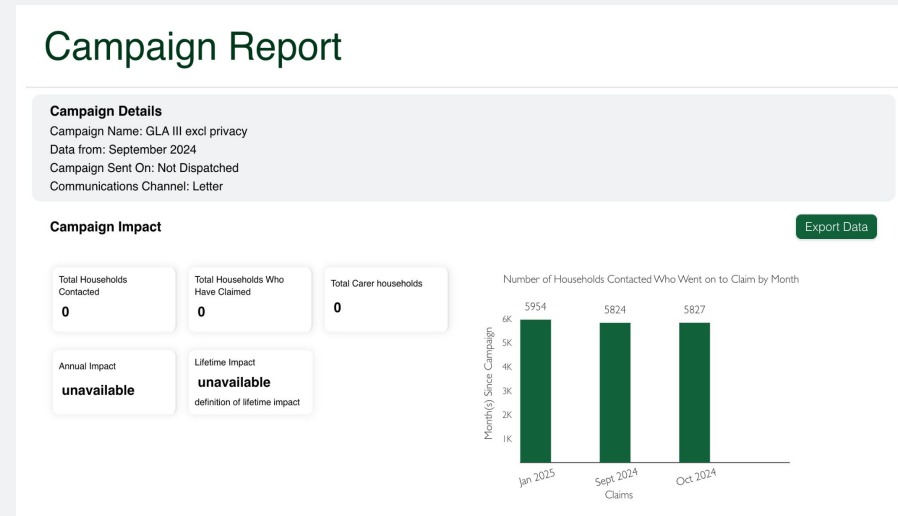
The screenshot shows the 'Create new campaign' interface. On the left is a navigation menu with 'Home' and 'Campaigns' (selected). The main content area is titled 'Create new campaign' and contains three steps: 'Choose name and campaign type', 'Choose Communication Channel', and 'Preview Letter'. The 'Choose name and campaign type' step is active, showing a form with 'Healthy Start' entered for the campaign name and 'Healthy Start' selected for the campaign type. The 'Choose Communication Channel' step shows 'Letter' selected. The 'Preview Letter' step is disabled. At the bottom right, it says '942 households eligible to receive Letter campaign' and a 'Next' button.



The screenshot shows the 'Preview Campaign' interface. The navigation menu is the same. The main content area is titled 'Preview Campaign' and contains three steps: 'Choose name and campaign type', 'Choose Communication Channel', and 'Send for Review'. The 'Send for Review' step is active, showing a form with 'Healthy Start' for the campaign name, 'Healthy Start' for the campaign type, 'January 2025' for the LIFT Snapshot, and 'Healthy Start: GLA%203%20Healthy%20Start\_%20Letter\_Haringey' for the Choose Letter Template. Below the form is a 'Letter Preview' section showing a sample letter with the following text: 'Important: You may be able to claim Healthy Start worth up to £20 a year. We think you may be able to claim Healthy Start if you are not already. Healthy Start is worth up to £20 a year and can help you buy food and milk for your children if they are under 16 years old. It's provided if you are over 16 weeks pregnant. You can also get Healthy Start women's babies and children's meals for free if you receive Healthy Start. How much you will get will depend on the age of your children or your stage of pregnancy. You can get Healthy Start if you: • Have at least one child under four years old or one over 16 weeks pregnant and • Get Universal Credit and you earn less than £400 a month or'. At the bottom right, there is a 'Send for Review' button.

# Campaign manager: track results

- Enhanced reporting through the Campaign Manager helps you track the impacts of every campaign
- Do more of what works and less of what doesn't
- Easily demonstrate return on investment
- Easily send follow up communications to those who have not responded



# Campaign manager: make every contact count

- Include personalised BOC links on campaigns to maximise the take up opportunities of every contact.
- Most households are missing out on multiple awards
- Helps maximise outcomes for residents, minimise officer resource and provide better outcomes



**Benefits coverage**

- ✓ Means tested benefits
- ✓ Contribution benefits
- ✓ Non contribution benefits
- ✓ Passported benefits
- ✓ Bill support
- ✓ Discretionary Support

**API integration** | **Apply Once** | **Self serve**

To explore more book a  
call via this QR code



# Discussion

# Next steps



**Take our very short survey when the webinar ends to:**

- Give us feedback and ask further questions of our speakers
- Book a chat with the team

The Better Off platform is available through GCloud 14. Contact us for more information.

**Register for our next webinars:**

- Wed 30 April: Protecting vulnerable consumers in the finance sector
- Wed 21 May: Harnessing data for regional impact: empowering local leaders to drive change



# Thank you to our speakers

**Rachael Walker**, Policy Consultant, Policy in Practice

**Nick MacAndrews**, Principal Policy Officer, Greater London Authority

**Seth Pearson**, Partnership Director, Darlington Council

**Sarah Small**, Darlington Partnerships, Programme Officer Darlington Council

**Sam Fathers**, Head of Commercial Development (South and Wales), Policy in Practice

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