REVENUES & BENEFIT SERVICE PLAN
2018 – 2021

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CONTENTS

1. INTRODUCTION

The service successfully migrated to its new server platform in June 2017 and although there are still some IT issues the stability of the systems have greatly improved. New processes have been introduced that puts our experts at the front of the customer journey and processes claims/changes with the customer.

This year has seen another change in Head of Service who will continue to build on the improvements already achieved in the performance of both revenues and benefit's service delivery and the customer's experience.

Service area priorities

For each element of the Service areas for development and service improvement have been identified and are below.

Revenues (Council Tax, NNDR and Sundry Debtors)

- Maximising revenues collection for council tax and NNDR
- Further focus on arrears collection
- Continue to increase Direct Debit take up
- Campaign to increase usage of self-service for council tax and NNDR

Benefits

- Continue to implement processes that improve the customer journey and reduce processing times
- Focus on quality
- Improved training plans to develop staff and reduce errors.

Challenges

In order to deliver our aims and objectives for 2018/19 we have identified the following challenges:

- IT upgrades and hardware road map modernisation agenda
- Government legislative changes especially in the area of Business Rates
- Universal Credit full service
- Economic environment and caseload profile changes
- Effective management of staff and staff performance

The progress of this service plan will be monitored in the following ways:

- Through regular discussion at departmental management team (DMT) and Section Heads meetings
- Logged in the version control section of this document
- Performance indicator monitoring by the Council's Management Board on a quarterly basis
- By Committee reports twice a year (at the end of quarters two and four)

Service Plans will be formally updated on an annual basis, taking into account internal and external influences arising from monitoring arrangements throughout the year.

SECTION 2: INPUTS

Budgets		

	2018/19 Latest £	2019/20 Latest £	2020/21 Latest £
Net Cost of Service (Direct cost / Income Only)	**1,371,140**	**1,393,230**	**1,411,630**

Further financial analysis can be found by using this link

SECTION 3:   OUTPUTS AND OUTCOMES

3.1   Performance management

Contribution to the Councils' Strategic Aims and Objectives

Strategic Plan Priority theme	Strategic Plan objective (inc. ref)	Measure (including the reference)	Target
Safety and Wellbeing	Process benefit claims quickly and accurately will help communities remain safe and well	New claim processing time Change of circumstances processing time	
Clean and Green	High collection rates for Council Tax and Business Rates will enable money to be reinvested in the region promoting a clean and green environment	Council Tax collection rates NNDR collection rates	
Economic Prosperity	Ensure businesses and council tax payers are properly advised what discounts they are entitled to. Reducing their liability for NNDR and Council Tax increases their spending power which is of benefit to the wider local economy. Ensuring people do not get discounts they are not entitled to reduce the burden on other rate and tax payers.	Council Tax collection rates NNDR collection rates	
Customer Service	Processing benefit claims on time and accurately ensures claimants can budget accordingly. This reduces complaints and overpayments by processing change of circumstances.	New claim processing time Change of circumstances processing time	

3.2 **Performance indicators**

Performance indicators are used to aid the decision making process as well as assess the efficiency and effectiveness of service delivery. The data that we use must be accurate, reliable and timely. To meet these requirements we have adopted the Audit Commission's Standards for Better Data Quality. Further details of the Council's commitment to data quality can be found in the Strategic Plan.

Ref	Description	2016/17 Actual	2017/18 Target (Current year)	2018/19 Target (Next year)	2019/20 Target	2020/21 Target
Housing Benefit	Av time to process housing benefits claims (from date of claim)	15.75	18 days	15 days	12 days	12 days
Housing Benefit	Av time to process change of circumstances	8	14 days	7 days	5 days	5 days
Housing Benefit	Accuracy of Financial assessments of HB cases in payment	90%	90%	90%	90%	90%
Council Tax	Collection rates of council tax (against profiled target)	98.5%	98%	98%	98%	98%
Council Tax	Time taken to **register new liabilities** as are result of notifications from VOA	**100%**	90% within 10 days	90% within 10 days	90% within 10 days	90% within 10 days
Business Rate (NNDR)	Collection rates of NNDR (against profiled target)	**99.1%**	99%	99%	99%	99%
Business Rates (NNDR)	Time taken to process **any changes** affecting NNDR liability including rate reliefs	**100%**	90% within 10 days	90% within 10 days	90% within 10 days	90% within 10 days
Business Rates (NNDR)	Time taken to **register new liabilities** as are result of notifications from VOA	**100%**	90% within 10 days	90% within 10 days	90% within 10 days	90% within 10 days
Business Rates (NNDR)	Time taken to set up a Direct Debit	100%	100% within 2 days	100% within 2 days	100% within 2 days	100% within 2 days
HB Overpayments	% of HB overpayments recovered **in year**	**95.64%**	>92.5%	>89%	>89%	>89%
HB Overpayments	% of **all** HB overpayments recovered as a **% of total outstanding** overpayments	**36.47%**	>20%	>20%	>20%	>20%
HB Overpayments	% of overpayments classified as "LA error	**0.23%**	<0.54%	<0.54%	<0.54%	<0.54%
Overpayments and sundry debtors	% of **invoices raised** within 10 days of a debt being received	**100%**	100%	100%	100%	100%

Sundry debtors	Value of total outstanding invoices >2 months <12 months old compared to total raised in a rolling 12 month period	**3.12%** including *£26,743.37 secured by Charging Order*	<3% of total outstanding debt under 12 months old	<3% of total outstanding debt under 12 months old	<3% of total outstanding debt under 12 months old	<3% of total outstanding debt under 12 months old
Sundry debtors	Value of total outstanding invoices over 12 months	**0.19%**	<10% of total outstanding debt	<10% of total outstanding debt	<10% of total outstanding debt	<10% of total outstanding debt

The Head of Revenues & Benefit is responsible for the source data, data entry and checking the data. The purpose of collating this data is to ensure that our services improve.

4   Projects

Project details		Project timescales		
Project title	**Proposed outcome**	**2017/18**	**2018/19**	**2019/20**
Upgrade Information at Work	Enabling the best use of system			

5	Risk Management

RISK REGISTER

Service Plan: Revenues and Benefits Plan 2017-2020							
Risk Ref	Risk	Impact	Impact Classification	Likelihood Classification	Reason for Assessment		
	Brief Description – Title of Risk	*See Impact Table*	*See Impact Table*	*See Likelihood Table*	*Use this box to describe how the score has been derived*		
1	Insufficient staff	Service Disruption	III			Requires Treatment	Yes
		Financial Loss	III	E		Last Review Date	19/7/14
		Reputation	IV			Next Milestone Date	1/4/15
		Legal Implications	IV			Next Review Date	31/03/17
		People	-			Date Closed	dd/mm/yy
2	Total failure of ICT systems	Service Disruption	V			Requires Treatment	Yes/No
		Financial Loss	IV	C		Last Review Date	dd/mm/yy
		Reputation	IV			Next Milestone Date	dd/mm/yy
		Legal Implications	III			Next Review Date	dd/mm/yy
		People	-			Date Closed	dd/mm/yy
3	Loss of accommodation	Service Disruption	III			Requires Treatment	Yes/No
		Financial Loss	-	E		Last Review Date	dd/mm/yy
		Reputation	-			Next Milestone Date	dd/mm/yy
		Legal Implications	-			Next Review Date	dd/mm/yy
		People	III			Date Closed	dd/mm/yy
4	Fraudulent activity	Service Disruption	III			Requires Treatment	Yes/No
		Financial Loss	III	E		Last Review Date	dd/mm/yy
		Reputation	IV			Next Milestone Date	dd/mm/yy
		Legal Implications	IV			Next Review Date	dd/mm/yy
		People	-			Date Closed	dd/mm/yy

Risk Ref	Risk	Impact	Impact Classification	Likelihood Classification	Reason for Assessment		
	Brief Description – Title of Risk	*See Impact Table*	*See Impact Table*	*See Likelihood Table*	*Use this box to describe how the score has been derived*		
5	Failure of Academy or Anite DIP System	Service Disruption	V			Requires Treatment	Yes/No
		Financial Loss	V	B		Last Review Date	dd/mm/yy
		Reputation	V			Next Milestone Date	dd/mm/yy
		Legal Implications	IV			Next Review Date	dd/mm/yy
		People	III			Date Closed	dd/mm/yy

Likelihood						
	A					
	B					
	C					
	D					
	E					
	F					
		I	II	III	IV	V
				Impact		

Impact	Likelihood
V = Catastrophic	A = ≥98%
IV = Critical	B = 75% - 97%
III = Significant	C = 50% - 74%
II = Marginal	D = 25% - 49%
I = Negligible	E = 3% - 24%
	F = ≤2%

Version Control

Version No.	Date	Reason for Update / Significant Changes	Made By
1.0	12 October 2017	Draft	JG