

Revenues and Benefits Service Plan 2013/14

Type	Ref	Action	Inter-dependencies / impacts	Lead officer	Intended outcomes	measures	target dates	progress	Status (R-A-G)
Lead	1	Complete ARP single IT solution ES - single log on	West Suffolk IT resource required	Strategic Manager (Support) and Strategic Team	Offers quicker access and speed of transactions providing efficiencies		30/06/2019	Final elements being ironed out - some concern over Wyse terminals at East Suffolk needing updating	
		EDMS - redesign use of Civica workflow - implement dripfeed for NNDR			To ensure even distribution of workload for all partners and to reduce manual intervention necessary to allocate work	All Documents held on Civica and new documents being scanned to Civica ditributed using dripfeed where possible	30/06/2019	Benefits and Council Tax live with dripfeed and NDR processes starting to go live - still on target for end June 19	
Lead	2	Monitor income, expenditure and Subsidy in the light of NNDR retention scheme, LCTRS, UC and conversion issues	Finance need to understand performance against financial targets	Strategic managers and Head of ARP	To keep officers and members informed of performance against projections to ensure that financial planning can be accurate and to ensure Subsidy is not qualified and is maximised	Early notification for S151 officers where there is significant variation from target from budgets	Ongoing to inform end of year position 31/03/2018 and 2019	2018/19 positions reported on balance scorecard every quarter to JC and to finance officers by exception on an ongoing basis.	
		Prepare for business rates retention changes announced - Councils to retain increased percentage of Business Rates and full business rates review		Strategic Manager (Revenues)	To advise and recommend potential for maximising income for the 7 partners residents - pros and cons and opportunities	Information to be provided to officers and members concerning the impact of changes to the NNDR system.	ongoing as information provided - changes by 31/3/2020	Working with Finance officers and County Councils to understand impact	
Lead	3	East and West Suffolk MergersMerge of Capita systems and changes to other IT systems such as Civica	Work with WS IT team and both Councils project teams to deliver	Strategic Manager (Support)	To bring systems and processes together so that all future data is merged and all policies and contractual arrangements are updated	All processes procedures and policies merged	22/04/2019	Systems live - resial tidy up taking place	Completed
		Policies agreements and contracts to be amended	Work with WS IT team and both Councils project teams to deliver	Directors for East and West Suffolk and Head of ARP	To bring systems and processes together so that all future data is merged and all policies and contractual arrangements are updated	All processes procedures and policies merged	30/09/2019	WS legal team looking at ARP agreement - other policies highlighted and being progressed.	
		Ensure that all statutory requirements can be met during transition and after merger complete	Work with WS IT team and both Councils project teams to deliver	ARP	To bring systems and processes together so that all future data is merged and all policies and contractual arrangements are updated	All processes procedures and policies merged	01/04/2019	Year end processes ensured new year bills were accurate and on time	Completed

Revenues and Benefits: Projects

Project	Responsible Officer	Description	Location	Project Type	Project Manager	Timescales	Benefits	Next Milestone	RAG Profile
Training Plan	Support Manager/ Training Officers	To create a Training Programme that encompasses ARP's vision of Generic working		Service delivery	Support Manager	31/01/19	With the Training Officers, produce a Training programme that embraces ARP's vision of generic working.	Completed	
Office Accommodation Review	Support Manager	To maximise current office space by purchasing ergonomic furniture	Breckland House	Logistics	Support Manager	Level 4 before end February 2019	The 13 staff in enforcement and future expansion of that team means that we otherwise need additional accommodation which would cost more	Office moves first 2 weeks of May - moves managed without the need for significant purchase of furniture	
Billing and Benefit letter production	Strategic Manager (support)	The production and dispatch of year end bills and benefit letters		Service delivery	Strategic Manager (support)	Mid March 2019	Annual project to get bills for new Council tax year and benefit letters to customers with in prescribed time to collect instalments	Completed	

Risks

Ref.	Risk Title	Risk Description	Consequences	Opportunities	Risk Owner	Risk Manager	Current Controls	Mitigating Actions	Date added	Date Updated	Curr. Score	Tgt Score	Trend
	Business continuity	Loss of key staff due to welfare reform and potential reduction in required resource	Inability to meet statutory requirements and to deliver services according to performance targets	With the expanded partnership we can ensure that skills are more widely held	Head of ARP and Strategic managers	Head of ARP	Staff are encouraged to take IRRV exams and NVQs and internal structures allow for career progression - reasons for staff leaving are being monitored to identify whether this becomes a reason for staff leaving	Transformation programme has identified opportunities for training and staff development - monitoring of reasons for staff leaving shows that it is not currently due to concerns over	01/04/14	31/05/2019	C4	C4	Reached target score
	Business continuity	Loss of premises, loss of power/telecoms and/or loss of systems - a new emphasis must be placed on loss of systems in relation to cyber attack	Difficulty in finding some members of staff access to systems or, loss of systems	Shared services mean that we operate from 4 centres and work can be carried out from 6 sites	Strategic Manager (Support)	Strategic Manager (Support)	Systems mirrored at 2 sites enabling work to continue. A large number of staff are home enabled and more could be on a short term basis. Workers can be asked to travel to alternative sites. West Suffolk IT update systems with new patches and protection regularly and systems are PSN compliant	Access to mirrored servers in FHEC regularly tested. Business Continuity plan agreed with partners - fail testing to be arranged. West Suffolk IT are working on specific mitigation of cyber attack and this will be reported in future risk reports	01/04/14	31/05/2019	E2	E2	Reached target score
	Transformation Programme and budget efficiencies	Income/efficiencies equal to the reduction in Administration Grant are not achieved	If income is not secured to meet shortfall then reductions in budget will be required through savings which will impact on service provision	Income may exceed projected budget	Strategic Management Team and OIB (Revenues)	Strategic Management Team and OIB (Revenues)	Target for efficiencies of over £1,000,000 achieved for 2018/19	Actions in transformation programme has seen savings and income generation achieved savings - progress is monitored by OIB	11/11/2016	31/05/2019	D3	D3	Efficiency target reached for 2018/19 - Digital transformation required in 18/19 to achieve 19/20 and beyond
	Income from retained Business rates and Council Tax	Income from NDR and Council Tax do not meet budgeted amount	The income available to the Councils is insufficient to meet needs	Income may exceed projected budget	Strategic Manager (Revenues)	Strategic Manager (Revenues)	Monitoring will continue for 2019/20. Revaluation 2017, appeals adds risk for life of 2017 list	The NNDRT and Taxbase calculations include provision for bad debt and appeals on target to meet spending requirements this risk increased with Re-val in 2017	01/04/14	31/05/2019	C1	D2	Appeals from Doctors surgeries are leading to significant refunds that mean that income is below target for some councils
	Localised Council Tax Reduction Scheme	Upon LCTRS review the reduction in help received by LCTRS claimants is reduced to the point where they can not afford to pay or, unemployment levels rise to a level that make the scheme unaffordable	Customers are asked to pay more than they can afford and arrears accrue	Increased income from Council Tax could be achieved	Strategic Manager (Benefits)	Strategic Manager (Benefits)	Current scheme has set payment levels at or below Attachment of Benefit levels for all but one Council which gives realistic opportunity to recover	If revised scheme reduces awards of LCTRS then funding from County Councils should be sought to fund additional recovery officers	01/04/14	31/05/2019	D3	D3	Reached target score
	A partner or partners leave the partnership	A reduction in partners could occur for a number of reasons in the future such as Local Govt reorganisation	Possible loss of key staff and TUPE implications - loss of resilience - also leading to increased cost of service and reduction in VEM	Develop trading opportunities to carry out some functions for other Councils	Head of ARP	Head of ARP	Partnering agreement includes notice period for cessation of partnership. ARPT being developed as trading vehicle	Opportunities for trading to be considered and business cases developed	01/04/14	31/05/2019	E3	E3	Reached target score

Risks

	Billing and Benefit letter production	External printer does not issue daily or annual bills and letters within legal timescale	Bills may have first instalment date later than 01/04/2018 which could result in loss or delay in collection of Council Tax and Business Rates	The contract will continue to offer significant savings to the Councils	Strategic manager (support)	Strategic manager (support)	2015/16 to 2019/20 annual billing process successful and daily bills and letters designed and active with current printers	The process was carried out successfully last year and testing will ensure that all documents are sent with correct information and on time	01/04/14	31/05/2019	E2	E2	Reached target score
	Housing benefit subsidy shortfall	Overpayments that are a local authority's fault can be claimed back as income if the value is less than 0.48% of the overall HB expenditure. Extrapolation by External Audit teams can also take Councils over this threshold	If LA error is not kept below this level it can have a significant financial impact on councils	To ensure that processes and procedures are correct and are followed and to ensure that backlogs do not effect LA error and that error is kept to a minimum so that Audit do not have cause to extrapolate subsidy overpayments	Strategic Manager (Benefits)	Strategic Manager (Benefits)	Rigorous procedures and high level of professional training. We have a Quality Assurance team that test accuracy levels and looks for and at areas of weakness. All councils were kept below LA error levels for audited claims from 2013/14 to 2017/18 due to robust challenge of Audit findings and extensive work to identify drill down to avoid extrapolation having an adverse effect	To continue to use overtime and agency where vacancies mean that there is a risk to subsidy. To continue to apply QA to areas identified in audits and random testing to identify other areas of risk / error	11/12/14	31/05/2019	D3	D3	Reached target score
	Universal Credit implementation	Uncertainty over future funding from DWP and CLG from 2016/17. Affect upon customers currently receiving HB and resultant impact on customer teams	From April 16 UC will be rolled out to new claimants but later a managed migration of HB caseload will occur the impact on customers and social Landlords will be enormous if the migration falters	To continue to work with the DWP and Stakeholders to jointly offer customers assistance in making the transition	Strategic Manager (Benefits)	Strategic Manager (Benefits)	We have entered in to an agreement with DWP to jointly help customers to make the transition and agreed a Universal Support Partnership with them.	Assess the impact of claims moving to the DWP - modelling can take place to understand how ARP will be impacted as the timetable for all councils is issued.	11/12/14	31/05/2019	D3	D3	Reached target score