

Report to: Shared Revenues & Benefits Service - Joint Committee Meeting to be held on 27th June 2017	Electoral Ward Affected: All
Report submitted by: Deputy Director (Customer Services) - Head of Shared Service	
Report title: BUSINESS PLAN 2017 (Shared Revenues & Benefits Service)	

1. SUMMARY

- 1.1 Lancaster City Council and Preston City Council entered a formal shared service arrangement with effect from 1 July 2011 to provide a Revenues and Benefits service across both City Council areas.
- 1.2 In line with the agreement this report introduces a refreshed Business Plan for 2017, covering a 3 year period 2017 – 2020, incorporating the key performance indicators for the service together with ongoing projects and future challenges.
- 1.3 The Business Plan also contains a financial appraisal of the 2016/17 outturn position, and the budget requirement for 2017/18, approved at the previous meeting.

2. DECISION REQUIRED

- 2.1 The Joint Committee is asked to consider and approve the Business Plan for 2017.

3. INFORMATION

- 3.1 Revenues and Benefits have responsibility for a range of customer focused services, including the collection of local taxation and the administration of Housing and Council Tax Benefit.
- 3.2 The vision is to achieve the best results we can by continuing to challenge, develop and integrate the service areas, working with our customers and partners to deliver an accessible, responsive and cost effective Revenues & Benefits service to both Councils.
- 3.2 Appended to this report as **Appendix 1** is the revised Business Plan for the Shared Service, covering a three year period 2017 - 2020. The business planning process is key to setting out the priorities for the coming year and provides direction as to how the service will achieve those priorities.
- 3.3 In developing this Business Plan consideration has been given to:

- Service delivery in relation to customers and value for money principles
 - Future direction of both Councils in relation to the welfare reform agenda
 - The mitigation of identified risks
- 3.4 Total budgets for both Councils have previously been formally approved and the Business Plan sets out the detailed budget position for the shared service for 2017/18, developed in line with these overall budget projections. It also contains a review of the Shared Services financial performance during 2016/17.
- 3.5 To develop future years' budgets, existing arrangements will continue as follows:
- This year's draft be updated for pay and inflationary increases to provide base budget projections for the next three years
 - Previously agreed savings proposals covering a three year period 2015 – 2018 will be built into future budgets, and any opportunities for further savings will be examined and agreed with Section 151 Officers and Portfolio Holders
 - Linked to the outcome of consultation and other development in the Government's planned welfare reforms, any re-allocation of resources or potential growth needs to be agreed in the same way
- 3.6 In terms of cost sharing, given the ongoing changes arising from welfare reform and the long term impact of implementing Universal Credit, it is considered that there is nothing to warrant a change in the current arrangement to share budget costs equally across the two Councils. However, the arrangement will be monitored and reviewed as part of any future budget setting process.
- 3.7 The outcome from the above is fed into each authority's own budget process, ensuring that relevant Members and other Officers are kept up to date with any issues arising, being considered and addressed in a co-ordinated way.
- 3.8 Whilst the Corporate Enquiry Team continues to be located within Revenues in the short term, it is not considered to be part of the shared service, and will report separately to each Audit Committee as part of future governance arrangements.

4. IMPLICATIONS

- 4.1 The shared service has built a strong record of business transformation and achieving efficiency savings. Savings to date have been achieved primarily by reducing staffing costs with reductions achieved by natural wastage and voluntary redundancy.

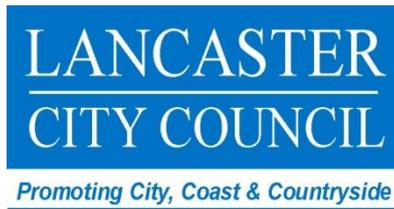
Background Documents:

Background documents open to inspection in accordance with Section 100D of the Local Government Act 1972:

Paper	Date	Contact/Directorate/Ext
Report to Cabinet – Preston Shared Services for Revenues and Benefits	6 April 2011	Caron Parmenter Monitoring Officer 01772 906373
Report to Cabinet – Lancaster Shared Services for Revenues & Benefits	19 April 2011	Nadine Muschamp Head of Financial Services 01524 582138

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**BUSINESS PLAN
2017/18**

**REVENUES & BENEFITS
SHARED SERVICE**

**LANCASTER CITY COUNCIL
&
PRESTON CITY COUNCIL**

(This Plan will be refreshed annually)

June 2017

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VISION STATEMENT:

To achieve the best results we can by continuing to challenge, develop and integrate the service areas, working with our customers and partners to deliver an accessible, responsive and cost effective Revenues & Benefits service to the customers of both Councils.

STATEMENT OF PURPOSE:

The Revenues and Benefits service will:

- Bill and collect Council Tax and Non-Domestic rates;
- Administer Housing Benefit and Council Tax Support;
- Administer welfare reforms and work in partnership with DWP to roll out Universal Credit
- Assist our customers to access financial advice and support.

SERVICE OVERVIEW:

The Business Plan outlines the way that management and staff work together to deliver necessary improvements and efficiencies. The service recognises the requirement to reduce spend and will create efficiencies by removing duplication and creating economies of scale.

The Revenues and Benefits service sits as part of the Customer Services Directorate within Preston City Council, and as part of the Resources Directorate within Lancaster City Council and features:

- Council Tax
- National Non Domestic Rates
- Benefits (Assessment, Interventions & Control)
- Administration

The current establishment for the existing service areas has contracted further and now totals 94.6 full time equivalent (FTE) posts, split as follows.

- 3.8 staff in Senior Management Team
- 44.2 staff in Benefits
- 25.5 staff in Council Tax
- 11.6 staff in Business Rates
- 9.5 staff in Operations and Performance

The following table provides a summary of the indicative staffing levels, shown as full time equivalents (FTEs), including transition levels from the original old to the new structure. This does not include any Customer Service staff as they do not form part of the shared service establishment.

Table 1 Staffing Comparison:

Permanent Staff	Original Structure			Shared Service	
	Preston	Lancaster	Total	Shared Service	Overall Reduction
Senior Managers	3	3	6	3.8	2.2
Managers	5.8	10.8	16.6	7.9	8.7
Team Leaders	6.3	14	20.3	11.85	8.45
Officers (*)	19	13.7	32.7	9.35	23.35
Processors (**)	42.06	52.5	94.56	57.4	37.16
Admin Staff	4.1	3.5	7.6	4.3	3.3
Totals	80.26	97.5	177.76	94.6	83.16

(*) includes System Support, QA Officer, Training Officer, Appeals Officers, Visiting Officers & Secretariat.

(**) includes Benefit Assessors and Council Tax/Business Rate processors.

The organisational structure for the shared service is shown at **Appendix A**.

The service has a reducing benefits caseload which currently stands at 25,857 (14,088 at Preston and 11,769 at Lancaster) and has an increasing number (126,539) of households for Council Tax purposes. There are 10,707 business premises liable for National Non Domestic Rates, which is also an increase on last year.

CUSTOMERS & STAKEHOLDERS:

We continue to develop excellent working relationships with our customers and stakeholders, including:

- All residents of the two districts;
- The business community;
- Benefit customers;
- Landlords/Agents;
- Elected representatives.
- Other Council services;
- Department for Work and Pensions;
- Pensions Service;
- Jobcentre Plus;
- Valuation Office Agency;
- Rent Service;
- Tribunal Service;
- Advice Agencies – CAB & Welfare Rights Service;

- Department for Communities & Local Government;
- Enforcement Agents;
- Solicitors;
- Estate Agents;
- Other local authorities;
- Courts;
- Police;
- Rating Advisers

CONTRIBUTION TO COUNCIL PRIORITIES:

This Business Plan is directly shaped by corporate priorities at both Councils:

- Delivering well run, value for money services, demonstrating good governance, openness and transparency.

We continue to contribute towards corporate priorities in our day to day work; by participating in corporate projects and by achieving our key service objectives. Our performance will help ensure that Council priorities can be achieved. This is by ensuring that sufficient resources are maintained and wherever possible streamlined and standard processes are put into place alongside systems that support new found ways of partnership working.

KEY SERVICE OBJECTIVES:

In preparing the objectives and targets for this plan, the Shared Service management team has reviewed all of the known influences on the service. These include customer needs, staff needs/issues, the overall environment, performance issues and the various changes associated with improving the service provided.

Key Service Objectives for the Shared Service for 2017/20 are:

- To deliver cost effective services that provide value for money;
- To provide customer focussed accessible services, prioritising and publicising e-services and self-serve options for customers; reducing the need for customers to contact their Council in person or by letter/telephone/email.
- To implement service changes in line with welfare reform and manage the impact these changes have on our customers, offering advice and assistance to those affected by the changes.
- To maximise income and minimise hardship under the Council Tax Support Scheme, paying the right amount of support to the right people at the right time;

General Service Objectives:

- To encourage a strong culture of good performance in relation to cost;
- To promote the principles of fairness, equality of opportunity, social inclusion and poverty reduction through service provision;

OTHER MAJOR RESPONSIBILITIES:

Collection and Administration of Council Tax and National Non-Domestic Rates

To provide a customer focussed, cost effective and accessible local taxation service that provides value for money and facilitates:

- the maintenance of accurate and up to date databases used to administer Local Taxation systems;
- the prompt issue of bills to all liable persons, net of entitlements, and to operate a fair and sensitive debt collection policy, acknowledging that there are instances of genuine need at this time of economic recession, but also recognising that customers have a responsibility to pay their debts;
- the operation and development of efficient, cost effective collection and recovery procedures;
- working within new Government guidelines and with outside agencies to help, advise and encourage the business community through the difficult economic climate.

Management and administration of Housing Benefit and Council Tax Support

To provide a customer focussed, cost effective accessible benefits service that provides value for money and contributes to the broader objectives of reducing worklessness, homelessness and poverty by:

- ensure prompt and accurate payment of housing benefit and council tax support;
- reducing the levels and risks of fraud and error and taking appropriate action;
- minimising housing benefit overpayments and maximising the recovery of those that occur, so as not to cause specific hardship to those most in need;
- building effective relationships with local landlords and outside agencies, aimed at assisting with affordable housing and minimising the risk of homelessness;
- maximising subsidy.

KEY PROJECTS

The Revenues and Benefits Service has an established Change Management process to identify, prioritise, resource and manage a range of projects.

Specific projects for 2017/18 include:

- Manage the requirements and continued roll-out of Universal Credit and its impact on customers;
- Roll out E-claim to Lancaster (Live at Preston) – to allow customers, stakeholders and partners to submit electronic claims via the Council's website, generating savings on print and improving processing times;
- Continue to publicise the availability of Capita Self-Serve/Connect through the Council portals – to allow customers, stakeholders and partners to access documentation relating to benefits, council tax and non-domestic rates via the Council's website;
- Consider extending the Inform solution at Lancaster (Automated telephony) to support Customer Services and encourage channel shift.
- Right Benefit Initiative (RBI) will replace FERIS with effect from 1st April 2017 as part of the continued drive to reduce Housing Benefit (HB) fraud and error. The funding is being paid to LA's to focus purely on combating incorrect earnings.

FINANCIAL APPRAISAL

2016/17

The original Shared Service expenditure budget for 2016/17 was £3,614k. The budget was reduced during the year for the removal of ongoing vacant posts (£90k) and increased to reflect grant income received to offset costs incurred on various central government initiatives (£45k). The final Shared Service expenditure budget for 2016/17 was £3,569k.

There is no budget for central overheads i.e. HR and Finance. As already pre-agreed, these are absorbed by the Council that incurs them and are not recharged into the Shared Service.

Both Councils have agreed that direct costs associated with the service should be shared equally between the two authorities (after the adjustment for Fylde income). Where variances arise between budget and outturn, these would also be shared equally.

All external grant income received from both Councils, transferred to the Shared Service, has been allocated as part of the financing of the Shared Service.

The outturn expenditure as at 31st March 2017 is £3,570k which has resulted in an overspend against the latest budget of £1k (but an underspend compared its original budget of £44k). The £1k overspend was mainly due to:

Table 1: 2016/17 Variance Analysis

Variance		
£'000		
(12)	(F)	underspend on employee costs
(5)	(F)	underspend on professional fees
10	(A)	overspend on print and post costs
10	(A)	overspend on ICT
(2)	(F)	other minor underspends
<u>1</u>	(A)	

Notes to Table 1:

(F) - Favourable Variance

(A) - Adverse Variance

In addition to the £90k underspend on vacant posts that was identified mid-year, a further £12k was underspent on employee costs due to the natural turnover of staff.

Print and post costs along with ICT costs are the largest non-staffing expenditure incurred by the shared service. Costs for these during 2016/17 are slightly higher than previous years, but they are under constant review to ensure that they are minimised, with budgets adjusted to reflect future anticipated spend.

A comparison of budget to actual expenditure is set out below in Table 2:

Table 2: Summary Comparison 2016/17 Budget to Actual

	Latest Budget £'000	Actual £'000	Variance £'000	
Service Expenditure				
Management	156	158	2	(A)
Business Rates	383	385	2	(A)
Council Tax	940	935	(5)	(F)
Operations	339	342	3	(A)
Housing Benefits	1,751	1,750	(1)	(F)
Service Expenditure Total	3,569	3,570	1	(A)
Income				
Fylde Borough Council	4	4	0	
Preston City Council	1,827	1,783	(44)	
Lancaster City Council	1,783	1,783	0	
Income Total	3,614	3,570	(44)	
Total	-45	-	45	

Notes to Table 2:

1. Both Preston City Council and Lancaster City Council contributions to the Shared Service were increased to account for the additional funding received from the Department for Work and Pensions. Only Lancaster's budget was reduced to reflect the £90k underspend on vacant posts. Preston's was kept constant as it balances to nil within Preston City Council's accounts as an internal recharge.
2. The final 2016/17 variance to budgeted expenditure is an overspend of £1k. This overspend has been split equally between both Councils.

2017/18

The 2017/18 budget approved by the Joint Committee on the 14th February 2017, together with prior year comparison, is shown below:

Table 3: Approved 2017/18 Budgets

	Original Budget 2016/17 £'000	Budget 2017/18 £'000
Service Expenditure		
Management	156	169
Business Rates	346	430
Council Tax	974	927
Operations	341	347
Housing Benefits	1,797	1,717
Service Expenditure Total	3,614	3,590
Income		
Fylde Borough Council	-4	-4
Preston City Council	-1,805	-1,793
Lancaster City Council	-1,805	-1,793
Income Total	-3,614	-3,590
Total	-	-

Notes to Table 3:

1. The 2017/18 budget is a net reduction of £24k on the original 2016/17 budget.

The difference consists of:

- 1% pay award, staff increments and pension increase;
 - £95k employee cost savings due to removal of vacant posts
2. Grant funding and equivalent expenditure will adjust the 2016/17 budgets during the course of the year.

EQUALITY IMPACT ASSESSMENT

The Shared Service is focussed on the prompt delivery of high quality accessible services to the people of Lancaster and Preston. The service seeks to proactively overcome barriers to participation faced by those not currently accessing its services. ie. translation of documentation and publishing information leaflets in an “Easy Read” format. Staff are committed to working with partners and stakeholders to help make both areas a more equal and fair place to access services. The Benefits Manager and the Business Support Manager now sit on the Internal Equalities Group to ensure that equality issues are considered when making any service changes or decisions and also to ensure that we minimise the impact these changes may have on equality affected groups.

Maximising income and minimising hardship are key objectives of the Service. By addressing these objectives there will be a positive impact on all residents and visitors to the districts from all backgrounds, as increased benefit take-up will help tackle poverty and deprivation, whilst putting money back into local communities.

An Equality Impact Assessment Action Plan is reproduced as **Appendix B**.

PERFORMANCE

Performance management is an important component of the shared service arrangement and is a key measure in terms of:

- Developing a sustainable operation;
- Maintaining a positive and pro-active partnership.

Performance standards are uniform where possible across the shared service organisation. The current deprivation ranking for Preston is (48) and for Lancaster is (117) with the lowest number reflecting higher levels of deprivation. This deprivation ranking has an effect on collection rates and the targets for Council Tax and Business Rates are different for each authority to reflect this disparity.

Senior managers work with peers and stakeholders at both Councils and with external bodies, to measure and maintain performance levels.

Appendix C details general performance data for the service. However, in recognition of the economic situation, the service continues to set realistic targets for 2017/18 based on staffing resources, recent trends and previous year performance.

A financial target is to deliver a balanced budget for 2016/17 and 2017/18 as set out in the financial appraisal within this Business Plan.

Performance Appraisal 2016/17

- **Local Taxation**

The Council Tax teams achieved 94.2% (Preston) and 96.4% (Lancaster) in-year collection for Council Tax. A credible outcome, given the impact of Council Tax Support (Preston) and the continuing downturn in the economy, which has hit taxpayers' ability to pay.

The teams work hard to effectively target the "won't pays" as opposed to the "can't pays". Our data analysis continues to show that the tax-payers affected by the welfare reform changes are the ones who are facing the most difficulty in paying their Council Tax, as expected.

NDR collection rate for 2016/17 achieved 96.1% (Preston) and 99% (Lancaster). Unfortunately, the economic climate continues to have a detrimental effect on the ability of businesses to make payment, but some assistance has been provided for those small businesses facing a substantial rise as a result of the recent revaluation in April 2017. Rate avoidance tactics in relation to empty rate charges in the form of claiming charitable and de-minimus occupation continue to have a significant impact upon collection rates.

The focus is to optimise performance in what continues to be a difficult environment and to effectively manage new government initiatives and encourage businesses in both cities to take advantage of reliefs that may be available.

A full revaluation of all business rate properties is now complete and the new list came into effect on 1st April 2017. The next revaluation is due in 2022.

All BIDS have been renewed and the new Morecambe BID is now in place.

- **Benefits**

The Benefit Service gave a steady performance in 2016/17, improving on processing times for changes in circumstances (8 days) whilst new claims were processed in 24 days.

The Control teams have worked tirelessly in a difficult environment to recover benefit overpayments from the poorer members of society. For both local authorities more money has been collected than in the previous financial year.

The Revenues & Benefits Service achieved a good level of performance in most operational areas during 2016/17 but 2017/18 promises to be another challenging year as welfare reforms continue to "bite" and Universal Credit continues its roll out at both authorities.

RISK ANALYSIS

Risk management aims to keep the shared service programmes exposure to risk at an acceptable level.

A full risk analysis has been undertaken on all work areas and a risk log has been developed, with full details reproduced in **Appendix D**.

The table below identifies any key critical impact risks in this approach and suggests appropriate mitigating action to reduce these risks.

No.	Risk	Mitigation
1.	ICT & Systems	<ul style="list-style-type: none">• Maintenance contracts in place with demanding service levels.• Dedicated Account Managers in respect of critical IT systems/providers.• Business continuity plans developed and tested.• Capita Remote Support contract in place for Academy systems.• Regular updates and de-briefs between project leaders, the project manager and Service Heads.

FUTURE DEVELOPMENT

• Universal Credit

Lancaster City Council is now full digital service from 27th July 2016. Full service means that UC is open to all new claims from all claimant types, including anyone who is on existing benefits or Tax Credits and has had a change in circumstances that would naturally trigger a new claim to Universal Credit, meaning the entire household would migrate to the full service.

There have been no changes at Preston since last year.

A Data Sharing Agreement is in place between the Councils and DWP for 2017/18.

Welfare Benefits and Debt Advice continue to provide personal budgeting support for Preston customers. This service is provided by the Contact Centre in Lancaster, but take up at both sites is still very slow.

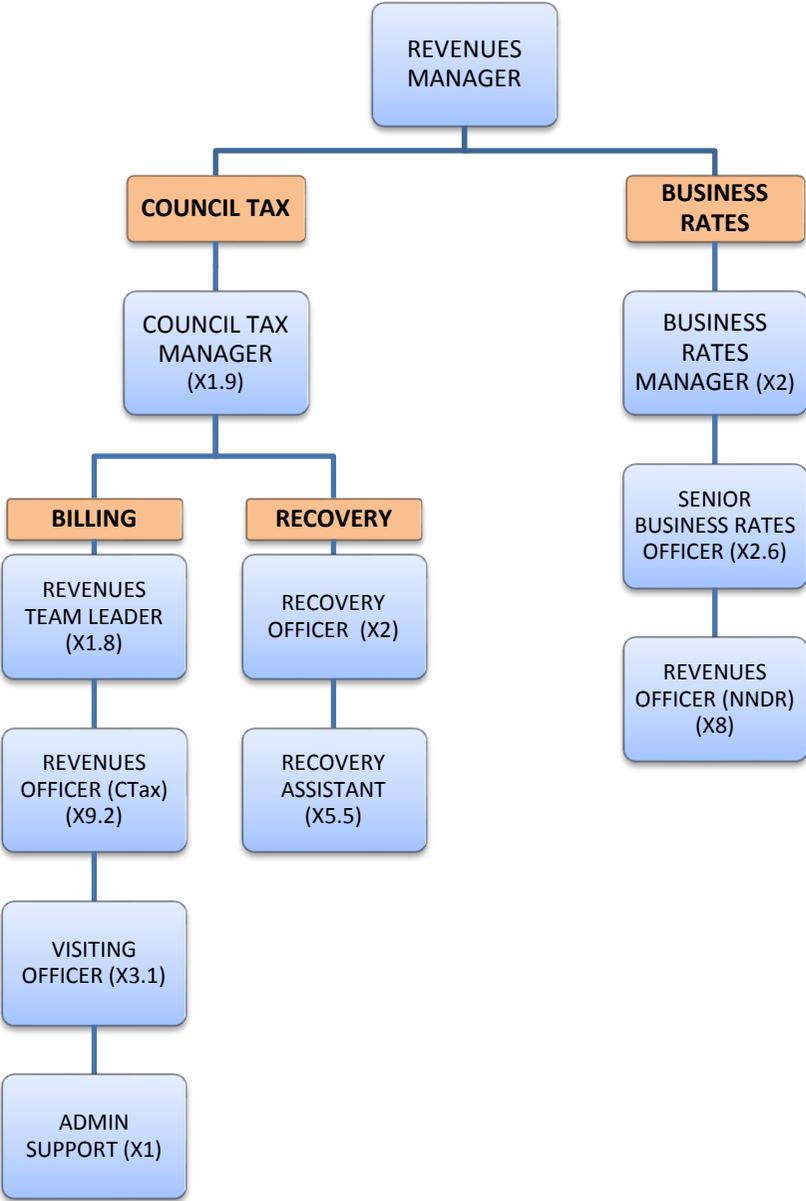
The official figure for the number of UC claims in Preston has been confirmed as 2784, but the current number of actual claims affected by Universal Credit is 684, an increase from June 2016 when it stood at 611.

The official figure for the number of UC claims in Lancaster has been confirmed as 7,399, but the current number of claims affected by Universal Credit is 1,577, an increase from 340 in June 2016.

THREE YEAR HORIZON

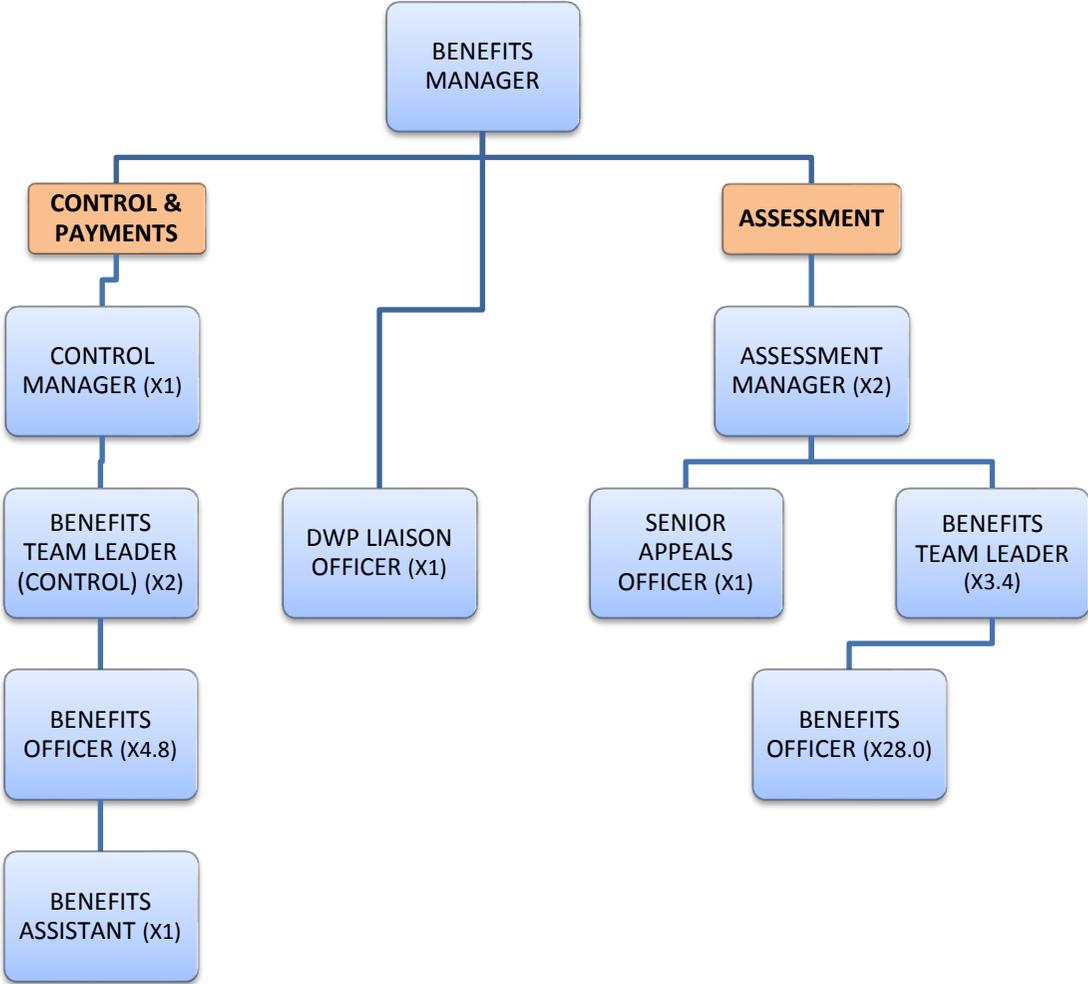
- To maintain a good standard of Benefits processing with ever reducing resources. However, ongoing welfare reforms and the difficulties with introduction of Universal Credit will continue to challenge the way in which the Benefits service is delivered.
- Progress and embrace new technology by developing and introducing e-solutions, mobile working, performance management, quality assurance and e-capture technology, in order to contribute to the section's efficiency targets.
- To ensure that staffing structures and resources are fit for purpose in our ever changing environment, shifting resources to areas of greatest need to achieve optimum results.
- The high rise in consumer debt, coupled with the Council Tax Support scheme for Preston and technical changes imposed at both sites, impacts on the ability to reach stretching in-year collection targets for Council Tax and Housing Benefit overpayments.

REVENUES SERVICE



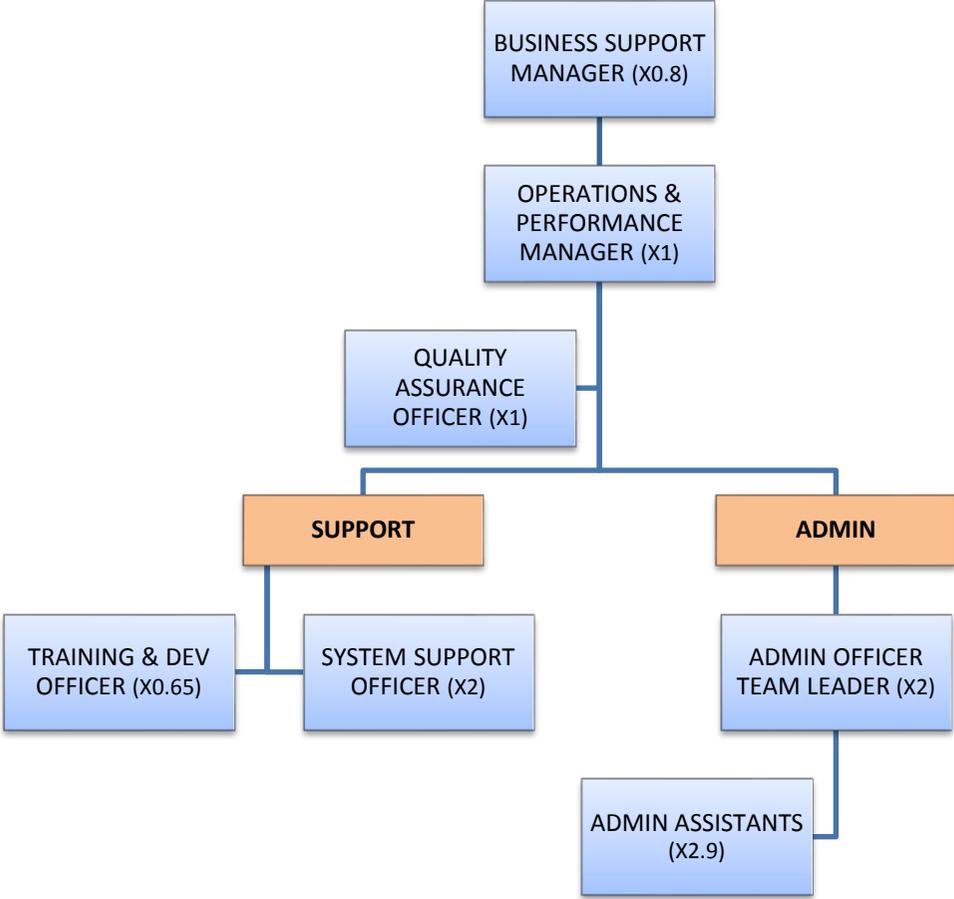
NOTE: (i) The structures do not reflect actual line management responsibility.
(ii) Total Staff = 38.1 FTE's

BENEFITS SERVICE



NOTE: (i) The structures do not reflect actual line management responsibility.
(ii) Total Staff = 45.2 FTE's

OPERATIONS SUPPORT SERVICE



NOTE: (i) The structures do not reflect actual line management responsibility.
(ii) Total Staff = 10.3 FTE's

Action Plan

Description of Concern	Adverse issues identified	Action Required	Targets / Measure	Date Due	Responsible Officer	Monitoring
Lack of knowledge in the community.	Under-claiming of benefits.	Ensure communications are suitable ie: easy read, large font etc. To devise an easy read document for the exceptional hardship fund.	Produce & publicise information in a format that will reach members of the community that need it most.	Ongoing	Business Support Manager	
	Debt recovery processes.	Face to face and telephone advice as well as information published on-line.		Ongoing	Revenues Manager	
	Hardship	Corporate Events Use Social Networking sites.		As & when Ongoing	Benefits Manager	

Description of Concern	Adverse issues identified	Action Required	Targets / Measure	Date Due	Responsible Officer	Monitoring
	Reduction in benefits and impact on peoples finances and lifestyles	Work with Strategic Housing, Council Housing and other housing providers together with other agencies such as Lancashire Wellbeing, Welfare Rights, CAB		Ongoing	Supported by Community Engagement	
Equality data	Gaps in knowledge	Continuing dialogue with Community Groups at each authority Monthly equality monitoring of the customers who apply for discretionary hardship and exceptional hardship payments.	Attend relevant meetings and forums	Ongoing		

Description of Concern	Adverse issues identified	Action Required	Targets / Measure	Date Due	Responsible Officer	Monitoring
Potential Homelessness	As above	Work with Strategic Housing to ensure no greater risk of homelessness. Liaison Meetings Publicity on the new scheme.	To minimise the detrimental affects the scheme will have on people	Ongoing Ongoing	Benefits Manager Benefits Manager	Welfare Reform Group DHP Panel
Ex Armed Forces Personnel are at increased risk of homelessness	As above	Work with Community Engagement to ensure and raise awareness of the scheme through relevant forums.	As above	As above	Benefits supported by the Community Engagement Team	Benefits supported by the Community Engagement Team
Child Poverty	As above	Work with VCFS and other partners including Children's Centre's and schools to promote CTAX Support scheme	As above	As above	Benefits supported by the Community Engagement Teams	Benefits supported by the Community Engagement Teams

Description of Concern	Adverse issues identified	Action Required	Targets / Measure	Date Due	Responsible Officer	Monitoring
Disabled people are not aware of or use the CTAX Support scheme / do not apply to hardship fund if needed	As above	As above	As above	As above	Benefits supported by the Community Engagement Teams	Benefits supported by the Community Engagement Teams
Capacity for some groups to be incentivised to Work ie including:- Ex offenders Carers Disabled people	Some communities are disproportionately reflected in unemployment figures due to responsibilities / employment history etc	Work with partners including DWP, Homeless Action, Carers Centre, Probation, BME Forum, PUKAR to tailor work clubs / promote CTAX Support scheme / Hardship fund	As above	As above	Benefits supported by the Community Engagement Teams	Benefits supported by the Community Engagement Teams

Performance & Targets

Performance Definition	Year 2016/17 Target		Year 2016/17 Performance		Year 2017/18 Target	
	Preston	Lancaster	Preston	Lancaster	Preston	Lancaster
Revenues						
% of Council Tax collected within year demanded	94%	96.8%	94.2%	96.4%	94.2%	96.4%
% of NNDR collected in year demanded	96.6%	98.8%	96.1%	99%	96.2%	98.8%
Benefits	Shared Service		Shared Service		Shared Service	
Average turnaround time for new claims (measured in days)	23		24		23	
Average turnaround time for changes in circumstances	10		8.1		10	
% recovered of Housing Benefit overpayments raised during the year	65%	70%	65.67%	78.69%	65%	70%
% recovered of Housing Benefit overpayments raised in previous years.	26%	35%	26.89%	29.34%	26%	30%

REVENUES & BENEFITS SHARED SERVICE RISK LOG

	Risk Description	Likelihood	Impact	Mitigation
1.	ICT & Systems	Low	Critical	<ul style="list-style-type: none"> • Maintenance contracts in place with demanding service levels. • Dedicated Account Managers for high profile systems. • Business continuity plans developed and tested. • PRINCE2 accredited ICT project managers. • Regular updates and de-briefs between project leaders, the project manager and heads of service. • Capita Remote Support for Academy Systems. • Disaster Recovery testing carried out.
2.	Reduction in quality of service and/or performance - Shared Service fails to deliver the desired outcomes	Low	Significant	<ul style="list-style-type: none"> • Continuously review staffing structure to ensure it remains fit for purpose. • Contingency plans in place to enable input of additional resources from either site to minimise risk during early stages. • Set realistic performance targets. • Overview by Joint Committee and S151 Officers.
3.	Welfare Reform	High	Significant	<ul style="list-style-type: none"> • Universal Credit (i.e. transferring responsibility for paying housing costs from the LA to DWP) when forecasting staffing numbers required to perform the residual tasks associated with UC. • Shortfall in income through the introduction of Localised Council Tax Support Scheme and not being able to collect from customers who have previously not paid Council Tax. Pressure on Revenues teams to maintain collection rates. • Lack of information on changes to the benefits systems from DWP and DCLG poses a risk for Council's that they will not forecast income/ expenditure/resources accurately (in addition to grants being cut).