

<b>Report to:</b> <b>Shared Revenues &amp; Benefits Service - Joint Committee</b> <b>Meeting to be held on 25<sup>th</sup> July 2019</b>	<b>Electoral Ward Affected:</b>  <b>All</b>
<b>Report submitted by:</b> <b>Deputy Director (Customer Services) - Head of Shared Service</b>	
<b>Report title:</b> <b>BUSINESS PLAN 2019 - 2021</b> <b>(Shared Revenues &amp; Benefits Service)</b>	

## 1. SUMMARY

- 1.1 Lancaster City Council and Preston City Council entered a formal shared service arrangement for 10 years, 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 2019, covering a 2 year period 2019 – 2021, 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 2018/19 outturn position, and the budget requirement for 2019/20, approved at the previous meeting.

## 2. DECISION REQUIRED

- 2.1 The Joint Committee is asked to consider and approve the Business Plan for 2019 - 2021.

## 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 Benefit and Council Tax Support.
- 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.
- 3.3 Appended to this report as **Appendix 1** is the revised Business Plan for the Shared Service, covering a two year period 2019 - 2021. 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.

- 3.4 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
- 3.5 Budgets for both Councils have been formally approved and the Business Plan sets out the detailed budget position for the shared service for 2019/20, developed in line with these overall budget projections. It also contains a review of the Shared Services financial performance during 2018/19.
- 3.6 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
  - Any opportunities for further savings will be examined and agreed with Section 151 Officers and Portfolio Holders and built into future budgets
  - Linked to the outcome of consultation and other developments in the Government's planned welfare reforms, any re-allocation of resources or potential growth will be agreed in the same way
- 3.7 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.
- 3.8 Any agreed adjustments to Shared Service budgets will be fed into each authority's own budget process, ensuring that relevant Members and other officers are kept up to date with any issues arising and that these are considered and addressed in a co-ordinated way.
- 3.9 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 reports separately to each Council's Audit Committee as part of future governance arrangements.

#### **4. IMPLICATIONS**



**Background Documents:**

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

<b>Paper</b>	<b>Date</b>	<b>Contact/Directorate/Ext</b>
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	Dan Bates Head of Financial Services 01524 582138

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**BUSINESS PLAN  
2019 - 2021**

**REVENUES & BENEFITS  
SHARED SERVICE**

**LANCASTER CITY COUNCIL  
&  
PRESTON CITY COUNCIL**

**(This Plan will be refreshed annually)**

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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; 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 & Control)
- Operations & Support

The current establishment for the existing service areas has contracted further and now totals 90.8 full time equivalent (FTE) posts, split as follows.

- 3.8 staff in Senior Management Team
- 36.6 staff in Benefits
- 27.3 staff in Council Tax
- 13.3 staff in Business Rates
- 9.8 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.

### Staffing Comparison:

	Original Structure			Shared Service	
	Preston	Lancaster	Total	Shared Service	Overall Reduction
Permanent Staff					
Senior Managers	3	3	6	3.8	2.2
Managers	5.8	10.8	16.6	7.7	8.9
Team Leaders	6.3	14	20.3	13.2	7.1
Officers (*)	19	13.7	32.7	9.5	23.2
Processors (**)	42.1	52.5	94.6	54.5	40.1
Admin Staff	4.1	3.5	7.6	2.1	5.5
<b>Totals</b>	<b>80.3</b>	<b>97.5</b>	<b>177.8</b>	<b>90.8</b>	<b>87</b>

(\*) 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 24,917(13,332 at Preston and 11,585 at Lancaster) and has an increasing number (128,867) of households for Council Tax purposes. There are 11,150 business premises liable for National Non Domestic Rates, which is a reduction on the previous 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;

- Ministry of Housing, 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 help to ensure that Council priorities can be achieved. This is by ensuring that we maintain sufficient resources, and wherever possible streamlined and standard processes are in place alongside systems, that support new 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 2019/20 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 resource and manage the impact of Universal Credit full service and assist customers throughout the process.
- 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;
- work 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;
- working with the Dept. for Work and Pensions to administer Universal Credit
- 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 2019/20 include:

- Manage the requirements, ongoing changes and continued roll-out of Universal Credit and its impact on customers;
- To explore opportunities for multi-functional processing across the Shared Service area in relation to Council Tax and Benefits
- Continue to publicise the availability of Capita Self-Serve/Connect through the Council portals – to allow customers, stakeholders and partners to access and update documentation relating to benefits, council tax and non-domestic rates via the Council’s website;
- Extend the Inform solution to Lancaster (Automated telephony) to support Customer Services and encourage channel shift.
- The RTI system for Housing Benefit was replaced by the Verification Earnings and Pension alerts service (VEP) to identify changes in income (Pension Credit, Employment Support Allowance, Carers Allowance, Job Seekers Allowance and Income Support). Funding is still being made available to Local Authorities to administer these changes.
- Ensure all staff in Revenues and Benefits have suitable additional detailed vulnerability training to enable them to identify potentially vulnerable customers at an earlier stage
- Work with other Lancashire Authorities via benchmarking groups to formulate and implement a vulnerability policy that incorporates agreed best practice?
- Explore software solutions to interpret and analyse available information streams to reduce fraud and maximise income.

## **FINANCIAL APPRAISAL**

### **2018/19**

The Joint Committee approved a Shared Service expenditure budget for 2018/19 of £3,583k in December 2017. This has been adjusted during the year for:

- One-off underspends on printing, postage and staff costs (-£107k saving)
- Funding has been received from the Department of Work and Pensions for Local Authority Data Sharing. This has increased budgets by £29k (one-off) and incurred matching costs for ICT projects.
- The provision of Revenues and Benefits support to Fylde Borough Council has been discontinued, resulting in a reduction in costs of -£5k, and a corresponding reduction in income.

- Recruitment of four temporary Benefits Officer posts for two years, funded from the draw down of grant income (£54k).

The final 2018/19 expenditure budget was £3,554k

Central overheads are absorbed by the Council that incurs them and are not recharged into the Shared Service.

Both Councils agreed that actual costs associated with the Shared Service, including variances between budget and outturn, would be shared equally.

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

A comparison of budget to actual expenditure is set out below in Table 1:

**Table 1: Outturn Position 2018/19**

	Latest Budget £'000	Actual £'000	Variance £'000	
<b>Service Expenditure</b>				
Management	160	166	6	(A)
Business Rates	522	547	25	(A)
Council Tax	974	949	(25)	(F)
Operations	306	300	(6)	(F)
Housing Benefits	1,592	1,606	14	(A)
<b>Service Expenditure Total</b>	<b>3,554</b>	<b>3,568</b>	<b>14</b>	<b>(A)</b>
<b>Income</b>				
Preston City Council	(1,777)	(1,784)	(7)	(F)
Lancaster City Council	(1,777)	(1,784)	(7)	(F)
<b>Income Total</b>	<b>(3,554)</b>	<b>(3,568)</b>	<b>(14)</b>	<b>(F)</b>
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	

**Notes to Table 1:**

(F) - Favourable Variance

(A) - Adverse Variance

The outturn expenditure as at 31st March 2019 was £3,568k which resulted in an overspend of £14k against the latest budget, and an underspend of £15k compared with the original budget. The £14k overspend was because the anticipated one-off saving of £107k was not fully achieved, mainly due to ICT costs being higher than expected. ICT costs, along with Print and Postage are the largest non-staffing expenditure incurred by the Shared Service. The costs for these oscillate year-to-year depending on the activities the service undertakes at the time. All costs are

under constant review to ensure that they are minimised, with budgets adjusted to reflect future anticipated spend.

## 2019/20

The 2019/20 budget approved by the Joint Committee on the 10<sup>th</sup> December 2018, together with prior year comparison, is shown below:

**Table 3: Approved 2019/20 Budgets**

	Original Budget 2018/19 £'000	Budget 2019/20 £'000
<b>Service Expenditure</b>		
Management	172	162
Business Rates	472	521
Council Tax	945	1,051
Operations	357	312
Housing Benefits	1,636	1,582
<b>Service Expenditure Total</b>	<b>3,582</b>	<b>3,628</b>
<b>Income</b>		
Preston City Council	(1,791)	(1,814)
Lancaster City Council	(1,791)	(1,814)
<b>Income Total</b>	<b>(3,582)</b>	<b>(3,628)</b>
<b>Total</b>	<b>-</b>	<b>-</b>

### Notes to Table 3:

1. The 2019/20 budget is a net increase of £46k on the original 2018/19 budget. The difference consists of:
2.
  - 2% pay award (including Job Evaluation impact)), staff increments, and pension and employee insurance increases - £62k (A) ongoing
  - Reduction in printing costs - £16k (F) ongoing
3. Grant funding and equivalent expenditure will adjust the 2019/20 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 at **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 (72) and for Lancaster is (125) out of 326 districts and unitary authorities, 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 2019/20 based on staffing resources, recent trends and previous year performance.

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

## Performance Appraisal

- **Local Taxation**

The Council Tax teams achieved 93.9% (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. The teams are trialling new schemes to try to identify those taxpayers facing the greatest difficulties and proactively reaching out to them to assist. The results are still being analysed.

NDR collection rate for 2018/19 achieved 95.6% (Preston) and 98.4% (Lancaster). Unfortunately, the economic climate continues to have a detrimental effect on the ability of businesses to make payment, but assistance has been provided for those small businesses facing a rise as a result of the April 2017 revaluation. Rate avoidance tactics in relation to empty rate charges in the form of claiming charitable and de-minimis occupation continue to have a significant impact upon collection rates and recent court decisions will have a significant impact in this area.

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.

All BIDS have been renewed and are operating well.

- **Benefits**

The Benefit Service gave a steady performance in 18/19, processing changes in circumstances in 10 days whilst new claims were processed in 32.6 days. Unfortunately the decision to backdate Council Tax Support cases to the start date for Universal Credit has had a negative impact upon this performance indicator. However, in a positive step, more claimants are now receiving the benefit to which they are entitled.

The Control team has 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 this year than in the previous financial year.

The Revenues & Benefits Shared Service achieved a good level of performance in most operational areas during 2018/19 but 2019/20 promises to be another

challenging year as welfare reforms continue to “bite” and Universal Credit continues its roll out at both authorities.

The Government’s commitment to introducing a “breathing space” for all debt types, if progressed within the 2019/20 financial year will inevitably impact upon in-year collection.

## 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"> <li>• Maintenance contracts in place with demanding service levels.</li> <li>• Dedicated Account Managers in respect of critical IT systems/providers.</li> <li>• Business continuity plans developed and tested.</li> <li>• Capita Remote Support contract in place for Academy systems.</li> <li>• Regular updates and de-briefs between project leaders, the project manager and Service Heads.</li> </ul>

## FUTURE DEVELOPMENT

### • Universal Credit

Both Lancaster and Preston City Councils are now at full digital service, meaning that Universal Credit 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.

A Data Sharing Agreement is in place between the Councils and DWP for 2019/20.

Following Government rule changes the local authorities no longer deliver personal budgeting support on behalf of the DWP as the service is now provided by the Citizens Advice Bureau. However, both Councils continue to offer help and advice to those most in need within the area.

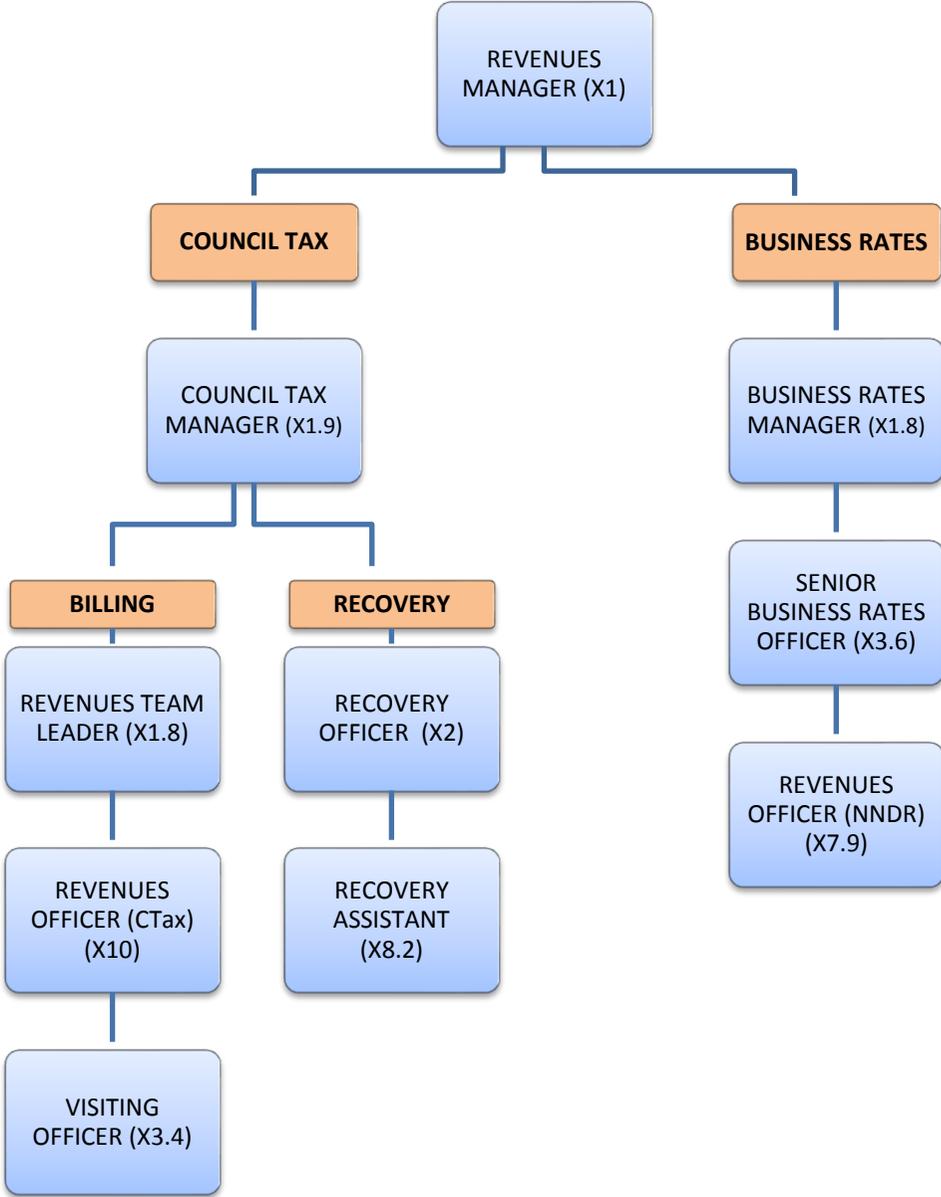
The official figure for the number of UC claims in Preston has been confirmed as 6,685, but the current number of actual claims affected by Universal Credit is 2,298.

The official figure for the number of UC claims in Lancaster has been confirmed as 7,859, but the current number of actual claims affected by Universal Credit is 3,805.

## **TWO YEAR HORIZON**

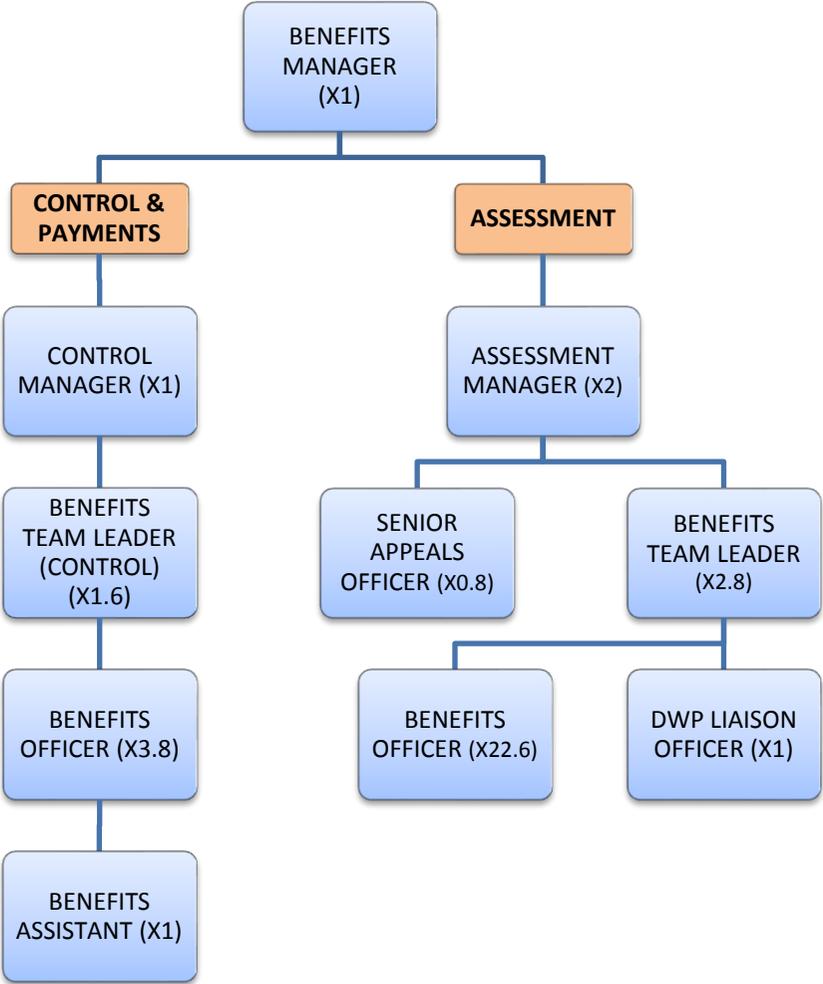
- To maintain a good standard of Benefits processing with ever reducing resources. However, ongoing welfare reforms and the difficulties with introduction of Universal Credit will continue to challenge the way in which the Benefits service is delivered.
- Progress and embrace new technology by developing and introducing e-solutions, mobile working, performance management, quality assurance and e-capture technology, in order to contribute to service 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



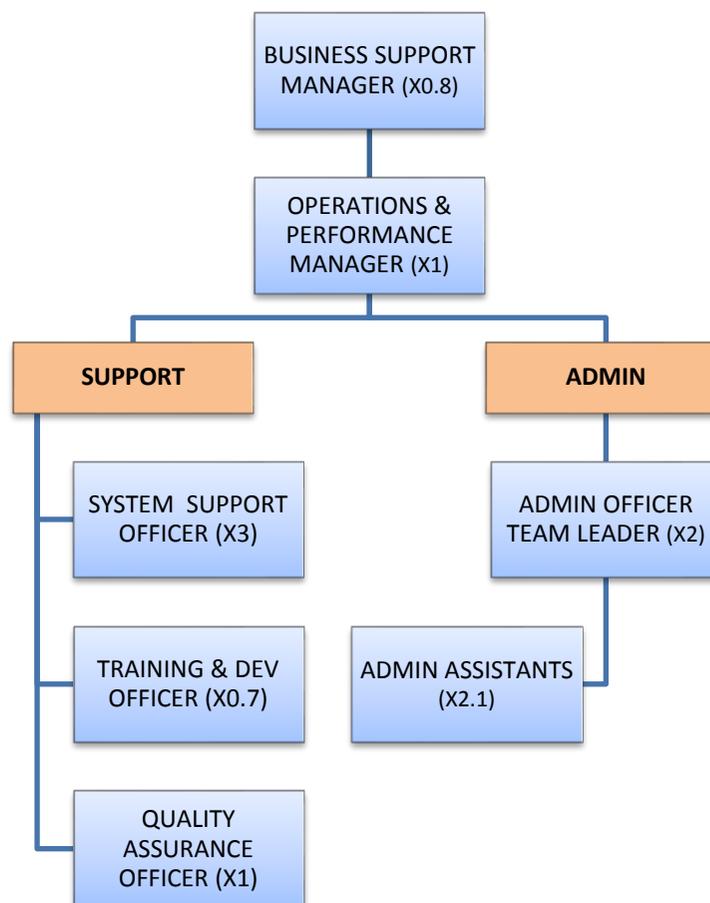
**NOTE:** (i) The structure roughly represents actual line management responsibility.  
(ii) Total Staff = 41.6 FTE's

# BENEFITS SERVICE



**NOTE:** (i) The structure roughly represents actual line management responsibility.  
(ii) Total Staff = 37.6 FTE's

# OPERATIONS SUPPORT SERVICE



- NOTE:** (i) The structures fall under the Benefits Manager for line management responsibilities.  
(ii) Total Staff = 10.6 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	
	Reduction in benefits and	Work with Strategic		Ongoing		

Description of Concern	Adverse issues identified	Action Required	Targets / Measure	Date Due	Responsible Officer	Monitoring
	impact on peoples finances and lifestyles	Housing, Council Housing and other housing providers together with other agencies such as Lancashire Wellbeing, Welfare Rights, CAB			Benefits Manager supported by other services	
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		

<b>Description of Concern</b>	<b>Adverse issues identified</b>	<b>Action Required</b>	<b>Targets / Measure</b>	<b>Date Due</b>	<b>Responsible Officer</b>	<b>Monitoring</b>
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 Panels
Ex Armed Forces Personnel are at increased risk of homelessness	As above	Work with Community Engagement & Homelessness Team 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

<b>Description of Concern</b>	<b>Adverse issues identified</b>	<b>Action Required</b>	<b>Targets / Measure</b>	<b>Date Due</b>	<b>Responsible Officer</b>	<b>Monitoring</b>
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, 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 2018/19 Target		Year 2018/19 Performance		Year 2019/20 Target	
	Preston	Lancaster	Preston	Lancaster	Preston	Lancaster
<b>Revenues</b>						
% of Council Tax collected in year	93.9%	96.1%	93.6%	96.4%	93.6%	96.4%
% of NNDR collected in year	95.5%	98.7%	95.6%	98.4%	95.6%	98.4%
<b>Housing Benefits</b>	<b>Shared Service</b>		<b>Shared Service</b>		<b>Shared Service</b>	
Average turnaround time for new claims (measured in days)	23		32.6		23	
Average turnaround time for changes in circumstances	10		10		10	
% recovered of Housing Benefit overpayments raised during the year	65%	80%	109.5%	114.4%	85%	90%
% recovered of Housing Benefit overpayments raised in previous years.	26%	30%	27.9%	27.6%	26%	30%

**REVENUES & BENEFITS SHARED SERVICE RISK LOG**

	<b>Risk Description</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation</b>
1.	ICT & Systems	Low	Critical	<ul style="list-style-type: none"> <li>• Maintenance contracts in place with demanding service levels.</li> <li>• Dedicated Account Managers for high profile systems.</li> <li>• Business continuity plans developed and tested.</li> <li>• PRINCE2 accredited ICT project managers.</li> <li>• Regular updates and de-briefs between project leaders, the project manager and heads of service.</li> <li>• Capita Remote Support for Academy Systems.</li> <li>• Disaster Recovery testing carried out.</li> </ul>
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"> <li>• Continuously review staffing structure to ensure it remains fit for purpose.</li> <li>• Contingency plans in place to enable input of additional resources from either site to minimise risk during early stages.</li> <li>• Set realistic performance targets.</li> <li>• Overview by Joint Committee and S151 Officers.</li> </ul>
3.	Welfare Reform	High	Significant	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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).</li> </ul>