

Service Plan 2012-13

March 2012

draft



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1. REVISION HISTORY

Issue	Description	Date	Author(s)
1.0	Draft	Feb 2012	Sharon Jones / Rod Urquhart

2. Foreword

This document presents the Annual Service Plan for the Anglia Revenues Partnership (ARP) for 2012-13. The ARP has continued to progress and has expanded, from April 2011, to include 4 full partners, Breckland, East Cambridgeshire, Forest Heath and St Edmundsbury.

A further expansion to include Waveney and Suffolk Coastal District Councils ICT provision has been agreed, and a phased approach to further partnership to be agreed.

The ARP was the first 'True Partnership' and still continues to be the benchmark of all other Revenues & Benefits Partnerships. This work programme provides a platform to continue to provide excellent services & value for money to the Councils that form the partnership.

.Much of the success of the ARP is due to the team members, other officers and external organisations who deliver the services to each Partner's citizens, whether through assessing a benefit claim or setting up a payment agreement. It should be noted that each ARP team member and the officers and members of the Joint Committee has a direct impact on the ARP's customer base.

In bringing together this Service Plan we have taken ideas, suggestions & legislative changes from team members, other Local Authority Officers & Members and external organisations.

The document begins by providing a progress report for 2011-12 and develops a plan for the forthcoming year. This plan is split into 5 component parts (Benefits, Council Tax, Non Domestic Rates, Overpayments and Support Services).

Questions relating to this document should be directed to:

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3. 2011-12 More Opportunities / More Challenges

The past year has seen continued progress towards meeting the Anglia Revenues Partnership's original aims and targets.

2011-12 has seen the UK Economy grow at a very small rate and unemployment has continued to increase. The economic climate has had a major impact in our service delivery teams as it has for all authorities and arp has, for the first time, experienced redundancies.

During 2011-12 the partnership has experienced a significant increase in the number of new claims for Housing & Council Tax Benefit & also individual changes in circumstances for existing claimants. In addition to this collection of both Council Tax & Business Rates has been affected by the economic downturn.

Performance has been maintained within Non-domestic Rates. Housing Benefits performance has very slightly dipped, whilst the number of claimants has continued to increase. In year collection rates for council tax have not met our stretching targets, however, the actual amount collected has increased for 2011-12 for 3 of the 4 partners,. We have improved collection rates from 2010-11 for the authorities within ARP during that period.. A very challenging but achievable range of new targets, as shown in Appendix A will ensure further improvement during 2012-13. At all times ARP strives to provide an equal service to each authority where at all possible.

The core business of the partnership continues to be subject to legislative review for the next five years, with wholesale changes to the Welfare Benefits Scheme and Localisation of Council Tax Support & Business Rates retention.

The partnership must prove its ability to adapt and survive in an uncertain future so that regardless of how Benefits is delivered and how local taxation is collected the partnership will be ready to adapt. Growth may be a way of adapting to the new service provision by being part of a wider partnership of partnerships, in effect providing regional teams working together over more than one site.. To develop this flexibility for the future the partnership has begun to explore the opportunities by looking at the scope of the core services of Revenues and Benefits service provision, what arp will look like in the future and how the support services to ARP are provided.

The service provided by ARP is completely seamless between the four authorities & a phased approach business case will be created for the extension of ARP to include two partners joining the ARP in 2012-13.

4. Key Achievements 2010- 2011

Some of the Key Achievements for 2011-12 are shown below.

- St Edmundsbury Borough Council joining the partnership
- St Edmundsbury Borough Council conversion onto the Capita, Academy system
- Telephony changed to the Mitel system
- Introduction of Chip PCs
- Good Performance Levels despite increasing Benefits caseload.
- Increased take up of paperless forms
- Service Reviews & improvements
- Meeting the Partners' corporate objectives
- Promoting Benefits take up via events, liaison meetings & targeting to assist all groups including vulnerable, elderly & hard to reach.
- ICT Systems migrated to Thetford in Jan 2012
- Phase 1 of the expanded partnership with Waveney & Suffolk Coastal Council

As can be seen from the list above this will be another impressive year for the Partnership, which continues to grow both in stature and maturity.

5. Objectives

Partnership objectives

The objectives of the partnership to date have been concentrated on the delivery of service excellence to the partners.

The objectives for the forthcoming year occur in several parallel strands, these include:

- Service Delivery
- Service Efficiencies
- Partnership development

Currently the Service delivery structure is in place and will continue to seek improvement for Breckland, East Cambridgeshire, Forest Heath and St Edmundsbury whilst leading on many new initiatives to drive up performance and exceed expectations, within the changing requirements of the Welfare Reforms.

Service Delivery Objectives:

- To provide an excellence in service delivery achieving excellent performance for partners and customers.
- To provide an equality of access and service provision to all service users
- To promote the provision of e-bills / e-notifications for Council Tax, NNDR & Benefits
- To promote paper-less claims and e-forms for Benefits and Council Tax

Service Efficiencies Objectives

- To reduce service provision costs without impacting on service delivery.
- To introduce new and innovative working practices.
- To streamline processes and promote ideas for improvement.
- To continue to meet partners' efficiency targets.

Partnership Development

- To consider different provisions of service to realise additional savings and/or resilience for all partners through
 - Additional partners
 - Distance partners
 - Inclusive support services
 - Service vehicle.

In addition to these objectives the ARP commits to working with its partner authorities (and customers) to assist with the achievement of each authorities (or customers) corporate objective.

The current priorities for all partners are shown below.

Breckland Council	
To have pride in Breckland	Priority A
To develop stronger communities	Priority B
To support our local economy	Priority C
To be an Entrepreneurial Council	Priority D

East Cambridgeshire District Council	
To champion accessible public services to protect and enhance a high quality of life for all residents and ensuring effective and efficient use of resources	Priority A
To work with our partners to deliver continuous improvement through effective challenge and learning and achieve the development of an informed, involved and united community	Priority B
As one of the fastest growing districts in the country, we aim to stimulate and properly manage the social, economic and environmental impact of growth to meet the needs and aspirations of the whole community	Priority C

Forest Heath District Council	
Economic Development : A stronger economy which is capable of growing	Priority A
Housing : Working to meet the district's housing need	Priority B
Community Development : Supporting stronger, more active communities	Priority C
Value for Money: Being an efficient and effective Council	Priority D

St Edmundsbury	
Working together for strong, healthy and diverse communities	Priority 1
Working together for prosperous and environmentally – responsible communities	Priority 2
Working together for an efficient council	Priority 3

This document will complement and feed into each authorities Delivery Plans. The partnership provides performance data to each partner through the following routes to allow scrutiny and monitoring of the performance provided.

6. Service Aims

To complement and support the Authorities objectives outlined above. Each individual service function works to a series of aims that enable the partnership to achieve its overall purpose

Benefits

- To administer an accurate and efficient Housing and Council Tax Benefit system, ensuring as far as possible, that those entitled to benefit receive it promptly, and that fraud is minimised.
- To promote the accessibility and take up of Housing Benefit and Council Tax Benefit, providing an equality of service to all, ensuring that those in need receive the assistance that they require and are able to live in decent and affordable housing.

- To consult and consider the needs of the users of the service to provide a relevant, efficient and high quality customer orientated service, embracing the principles of Best Value & Value for money.
- To maximise Government subsidies and minimise budget increases
- To review & implement new legislation and the use of new technology to enhance the service.

Revenue Collection (Council Tax, Non Domestic Rates and Overpayments)

- To maximise the collection of taxation and other revenues due to the Council and to encourage prompt payment to minimise the level of arrears at any given time.
- To treat individuals fairly and equitably having regard to the ability of the individual to pay and to require others who operate on behalf of the Council to also recognise the rights of the individual at all times.
- To ensure that secure controls are in place to safeguard the funds collected.
- To consult and consider the needs of the users of the service to provide a relevant, efficient and high quality customer orientated service, embracing the principles of Best Value.
- To review & implement new legislation and the use of new technology to enhance the service.

Fraud Investigation

- Provide a Fraud service as required by the DWP Single Fraud Investigation Service (SFIS)
- Prevent the fraudulent claiming of Housing Benefit and Council Tax Benefit by providing a clear and informative claim process that both encourages the honest claimant but discourages those who may wish to attempt to make a fraudulent claim.
- Prevent the payment of incorrect benefit by correctly validating all claims and ensuring that rigorous verification procedures are in place, provided by SFIS.
- Detect and stop the payment of any fraudulent claim, by providing a well-planned and proactive fraud detection service that uses a wide range of checks and intelligence gathering to discover any abuse of the benefits system, as provided by SFIS.
- Attempt to recover any financial loss and apply the administrative penalty where appropriate.
- Administer cautions or prosecute any deliberate fraudulent action, within the remit of the approved prosecution policy.

- Seek publicity for actions taken against fraudsters to deter others from considering fraudulent action.

Support Services

- To maximise efficiencies, reduce costs and increase income levels to the partnership.
- To maximise Subsidy and minimise loss to the authorities
- To monitor and control all the ARP partnership budgets and associated spending.
- To be responsible for reporting on all areas of performance, both internally and externally.
- To ensure all team members are fully trained and continually developed.
- To ensure all Systems are operational and delivering the ARP's expectations.
- To promote, through Business Process Improvements, new and more efficient working practices.
- To manage projects where required.
- To ensure all documents received are processed in a timely manner.
- To review & implement new legislation and the use of new technology to enhance the service.

7. Direction for 2012-13

What we plan to achieve in 2012-13

The Partnership believes in bringing the 'Best of Breed' ethos to all elements of the service, hence re-alignments in working practices will be undertaken to ensure maximum efficiency & performance levels to all partners.

At this time it is uncertain as to the future of the partnership as the detail around the provision of Universal Credits and local Council Tax is largely unknown. The partnership will strive to be a leading player in shaping the needs of any government proposal and will hopefully grow as a result of reorganisation. Additionally each Partner Authority must either increase income or reduce costs in order to meet the efficiencies demanded by Central Government. Thus the Partnership will have a big part to play in achieving this goal.

It has also become evident with the economic climate that Authorities need to work together and share services to survive; ARP is fortunate in having an excellent Partnership & hope to build on our successes with the proposed introduction of the Welfare Reforms, which include localised Business Rates, Localised Council Tax Support, conversion to Universal Credit and the council's role in this.

Welfare Reform will require ARP to continue to provide the required service to the public. These changes may require an increase in the number of authorities working together to provide a reduction in costs and resources whilst increasing resilience. This may be achieved by increasing the number of affiliated Partners in the coming 12 months, if it appears this would be a good basis for the provision of LA services in respect of the new Welfare Reform legislation, and this route will be pursued should it be agreed by the Joint Committee.

Thus the headline requirements for the coming year are

- 1. Maintenance of current performance levels**
- 2. Introduction of Universal Credits, Local Council Tax, housing legislation changes and NDR and what it means for ARP**
- 3. Procurement savings through Joint working**
- 4. Conversion of Waveney District Council to ARP Capita system from Thetford**
- 5. Conversion of Suffolk Coastal system onto the Virtual Server at Thetford**
- 6. Phase 2 Integration with Waveney & Suffolk Coastal District Councils, subject to approval by the Joint Committee.**
- 7. Service improvements / Reducing Costs through updated common processes and management**
- 8. Non-Cash payment & Discounts uptake campaigns**
- 9. Small Business Rate Relief uptake campaigns**
- 10. Increased Benefits take up**
- 11. Providing or attending customer / Landlord/ letting agent forums**
- 12. Continued Rollout of E-Forms Integration & assisted claims**
- 13. E-Billing / E-Notification take up**
- 14. Review of Support service Costs Promotion of Diversity & Equalities**
- 15. Review of ARP policies.**
- 16. Investigation and Business case, if appropriate, for creation of a delivery vehicle for ARP.**

Service Targets & Key Indicators by Authority

The ARP's targets & key indicators are shown in separate appendix 'Appendix A' (ARP Service Plan Targets 2012-13). The Partnership has aims to align these targets, where possible during the next couple of years so that all partners have the same levels of service.

8. Resourcing the Plan

The Team

The partnership believes that the key to excellent service delivery is a well-trained and highly motivated team. Training of team members will continue to be delivered by our training team in line with the partnership's training policy.

New team members have been provided with a full and thorough induction course that has provided a solid foundation for the successful delivery of excellent services. In addition team members from our new partners will receive the relevant training on our ICT systems.

In 2012-13 training will build upon the training needs identified within each individual's performance appraisal and annual fraud awareness training. During the year team members will be also trained on new Legislative changes being implemented.

In addition to the internal training given to team members, a wide range of professional development is also encouraged, such as:

- CIPFA Revenues consortium
- CIPFA better governance forum
- IRRV training
- Microsoft Office Skills

IT

During 2012-13 the Partnership will be working with the new Virtual Team to deliver ongoing support & service enhancements.

Accommodation

The partnership currently occupies three floors in Breckland House, Thetford. The needs of the partnership may require the development of office accommodation to provide an option for further expansion of office based staff or a reduction as the service provision changes to increased numbers working from home or electronic provision of some elements of the service. This is being monitored as the partnership changes and grows.

9. Diversity

The partnership is committed to following the Diversity Agenda. Each of our policies will be adopted only once they have been screened, with each partner authority. A significant amount of work & training has already been undertaken to ensure our ongoing compliance with this initiative and to ensure any future policies, procedures and actions have been reviewed in line with the guidance.

10. Risks

The partnership has identified the following risks as shown in the summary table below, with the actions we are taking to mitigate these risks. A more detailed analysis is shown in Appendix B (Risks & Mitigation Plans).

11. Monitoring

Executive & Public monitoring

A regular report on progress will be provided to the partnership's Joint committee, whose members will report to the appropriate Cabinet or Committee meetings as required by each individual council.

12. Relationship between ARP & ARP Trading

During 2006 the two original partner Authorities created a Trading arm to compliment the Partnership. This enabled the trading company to pursue work outside the remit of the Partnership. This in turn may provide the Shareholders with a dividend payment from its income.

13. Comments

If you have any comments about the contents of this service plan please either contact,

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Please state whether you are a member of the Revenues staff, a Breckland, East Cambridgeshire , Forest Heath or St Edmundsbury Councillor or employee.

Thank you for any comments that you make, we welcome any help to continue to improve the service provided by the Anglia Revenues Partnership.

**RISK REGISTER FOR SERVICE PLAN (ARP)
STRATEGIC VIEW**

Date created: 00/00/00
Appendix 1

Risk Reference	Risk Description	Risk Consequences	Inherent			Cost / Benefit (Are further controls cost effective ?)	Proximity	Counter-measure(s)	Mitigation Plan	Current			Cost / Benefit (Are further controls cost effective ?)
			Impact	Likelihood	Rating					Impact	Likelihood	Rating	
1	<p>Collapse of shared service, lack of commitment to shared approach.</p> <p>Members and officers retain loyalty of their own organisation</p>	<ul style="list-style-type: none"> Reduced savings Bad publicity Loss of place in market Loss of reputation Loss of resilience Lack of representation in the marketplace 	4	3	12		ongoing	treat	<p>Robust agreement and understanding</p> <p>Provide JC with relevant risk</p> <p>Regular meetings with OIB</p>	4	2	8	No cost
2	<p>Delay in decision making process</p>	<ul style="list-style-type: none"> delay in savings delay in benefits reduces efficiency increases risk of failure may lead to divergence of plans Less resilience for govt changes 	2	4	8		ongoing	treat	<p>Agreed Service Plan</p> <p>Through OIB and JC</p>	2	3	6	No cost
3	<p>Failure to get arp agreement signed</p> <p>Financial/reputation</p>	<ul style="list-style-type: none"> loss of savings, no resilience loss of reputation 	5	4	20		Currently ongoing	treat	<p>Ensure that relevant directors are aware of situation, and that solicitors have been correctly briefed.</p> <p>Keep relevant members informed of progress</p>	5	3	15	No cost

4	Failure to agree governance reputation	<ul style="list-style-type: none"> loss of savings, no resilience loss of reputation 	3	3	9		Whenever agreement is re-drafted	tolerate	Ensure that all parties are aware of issues as they arise provided by reports to Operational Improvement Board and Joint Committee.	3	3	9	No cost
5	Reputation failure to get new software installed in time	<ul style="list-style-type: none"> less resilience in time for govt. changes Lack of potential growth Impact onto Govt changes 	1	4	5		Currently ongoing	tolerate	<ul style="list-style-type: none"> Ensure staff available in Arp / Civica / Capita / IT team Project plan for new software 	1	3	4	No cost
6	Failure to agree a formula for budget savings	<ul style="list-style-type: none"> could lead to no agreement savings not known for budgeting purposes failure of partnership 	3	4	12		Currently ongoing	tolerate	<ul style="list-style-type: none"> Section 151 officers to provide agreed way forward to JC Members kept informed 	3	3	9	No cost
9	Changed legislation may invalidate assumptions - Lack of resource	<ul style="list-style-type: none"> Govt. Change programme not viable Councils role not known New process not known Staff requirements not known IT requirements unidentifiable 	3	4	12		April 2013 and continuing	tolerate	<ul style="list-style-type: none"> Review requirements as legislation and guidance becomes available Report to JC and OIB re plans once legislation understood Nothing can be done with regard to ICT system provision 	3	4	12	No cost

12	Loss of key staff	<ul style="list-style-type: none"> ▪ Reduction in change management ▪ Effect on sub projects (IT, QA, Performance) 	3	4	12	Ongoing	tolerate	<p>Ensure that there is succession capability at management level.</p> <p>Regular Management meetings and minutes</p> <p>Management of team to minimise concerns over requirement of key staff</p>	3	3	9	No cost
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Appendix 2

Ref	Corporate objective	Action	Interdependencies/ impact	Lead officer	Intended outcomes	Target dates	progress	Status R,A,G
1	Breck = Priority C ECDC = Priority A FHDC = Priorities B,C St Eds = Priority 3	Maintain performance - Regular monitoring	a) ICT – systems availability, ensure ICT team aware of impact and need b) Legislation-changes, to ensure access to information outputs (DWP/IRRV/Cipfa) c) Resources – impact on reputation – included in Risk register.	Rod Urquhart / Chris Woodhouse Sharon Jones/ Hayley Urquhart/ Lesley Walker Sharon Jones/ Rod Urquhart	Maintain performance levels	ongoing	Reported monthly to members of JC and OIB Reported each ¼ to JC	Perfor. report
2	Breck = Priority C ECDC = Priority A FHDC = Priority D St Eds = Priority 3	Introduce welfare reforms - Regular reporting to OIB and JC Communication/ engagement	a) Stakeholders b) ICT providers c) Central govt, DWP, CLG,	Hayley Urquhart/ Lesley Walker Rod Urquhart/ Sharon Jones Sharon Jones/ Hayley	Successful transition to UC, LCTS, LNDR	Start April 2013 (LCTS)	Reported each ¼ to JC and to each OIB	Target agreed when regs. provided

Appendix 2

			professional bodies d) Finance officers impact = Welfare reforms not undertaken as required	Urquhart/ Lesley Walker Sharon Jones/ Rod Urquhart				
Ref	Corporate objective	Action	Interdependencies/ impact	Lead officer	Intended outcomes	Target dates	progress	Status R,A,G
3	Breck = Priority C ECDC = Priority A FHDC = Priority D St Eds = Priority 3	Procurement group set up with 9 authorities and further 3 interested. first procurement summer 2012	a)Other LAs in group b) Procurement officer c) legal teams impact – no savings	Sharon Jones Rod Urquhart Sharon Jones/ Rod Urquhart	Reduced costs for postage and printing notification letters	Spec. agreed Contact providers June 2012 1/10/2012	Report to OIB	
4	Breck = Priority D ECDC = Priority B FHDC = Priority D St Eds = Priority 3	Waveney system converted to Capita	ICT teams ARP/WDC/SCDC Impact, reduced resilience/savings	Rod Urquhart/ Paul Corney/ Lon Jeal	Waveney live on Capita Academy system	30/11/2012	Report to OIB and JC	
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Appendix 2

	Breck = Priority C ECDC = Priority A FHDC = Priority D St Eds = Priority 3	Suffolk Coastal system onto virtual server at Thetford.	ICT teams ARP/WDC/SCDC Impact reduced resilience/savings	Rod Urquhart/ Paul Corney/ Lon Jeal	SCDC live on virtual server	30/09/2012	Report to OIB and JC	
Ref	Corporate objective	Action	Interdependencies/ impact	Lead officer	Intended outcomes	Target dates	progress	Status R,A,G
6	Breck = Priority C ECDC = Priority A FHDC = Priority D St Eds = Priority 3	Phases 2 and 3 of expansion to be agreed	Agreement from members, OIB Impact = no expansion/resilience to Welfare reforms/savings	Sharon Jones	ARP with 6 full partners and agreed governance	Phases 2 and 3 agreed by JC 14/6/2012 Completed expansion 31/03/2013	Report to JC each ¼ between June 2012 and March 2013	
7	Breck = Priority C ECDC = Priority A FHDC = Priority D St Eds = Priority 3	Review of processes, procedures and resources.	Legislation requirements Phase 2 and 3 of expansion project to be agreed	Sharon Jones/ Paul Corney Sharon Jones/ Paul Corney	Service efficiency – reduced costs and resilience	Agreement of phase 2 and 3 to JC 14/06/2012 Legislation	Reports to JC on Expansion Welfare	

Appendix 2

			Impact= no maximisation of efficiencies			due May 2012 and Autumn 2012	reform	
Ref	Corporate objective	Action	Interdependencies/ impact	Lead officer	Intended outcomes	Target dates	progress	Status R,A,G
8	Breck = Priority C ECDC = Priority A FHDC = Priority D St Eds = Priority 3	Campaigns to increase non-cash payment of Council Tax and Discounts	Fraud team – to ensure minimisation of incorrectly claimed discounts Impact = Discounts incorrect granted	Lesley Walker	a) Reduced number of cash payments b) increased number of discounts provided	01/10/2012	Perform. report to every JC and OIB	
9	Breck = Priority C ECDC = Priority A FHDC = Priority C St Eds = Priority 2	Visiting officers out to small businesses to ensure they satisfy the condition	Impact= Small Businesses only have reduced rates as a result of multiplier change – no extra savings applied	Lesley Walker	a) SBRR to all those eligible	First phase complete by 30/06/2012 completed by 31/03/2013	Perform. report to every JC and IOB	
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Appendix 2

	Breck = Priority C ECDC = Priority A FHDC = Priority C St Eds = Priority 2	More new recipients of Housing Benefits		Hayley Urquhart	Housing Benefits claimed, in readiness for UC	Take up campaign through stakeholders / landlords/ advisors	Perform. report to every JC and OIB	
Ref	Corporate objective	Action	Interdependencies/ impact	Lead officer	Intended outcomes	Target dates	progress	Status R,A,G
11	Breck = Priority B,C ECDC = Priority A,B FHDC = Priority B,C St Eds = Priority 2	Liaison meetings with Customers, stakeholders, Landlords and Letting agents or will work with housing enablers to do so, where preferred	LA Housing Departments requirements NB very few landlords or letting agents receive benefits or know which tenants have HB Impact = poor communication and understanding	Hayley Urquhart	Communication with stakeholders	¼ ly Meeting with RPs and 1/4ly meet with stakeholders Meet with customers, private landlords and letting agents with housing Departs.	Minutes taken and available Managed by housing Dept.	
12	Breck = Priority C ECDC = Priority A FHDC = Priority D	New way of working to aid people to e-	Agreement to internal pilot on auto claiming	Sharon Jones Hayley Urquhart	Higher % of claims made through	Pilot to JC as report 8 th March 2012	To be reported to OIB and to	

Appendix 2

	St Eds = Priority 3	claim. Will help with govt target to prepare for UC.	Impact on move to auto claims in future		internet claim form		JC June 2012	
Ref	Corporate objective	Action	Interdependencies/ impact	Lead officer	Intended outcomes	Target dates	progress	Status R,A,G
13	Breck = Priority C ECDC = Priority A FHDC = Priority D St Eds = Priority 3	E-billing/E-notification for C Tax Take up campaign	Auto forms available from ICT supplier Impact on move to further automation in future	Lesley Walker	Increased numbers of customers using E billing and E notification	Campaign to begin 1/10/2012 ready for LCT and LCTS	To be reported to OIB and JC	
14	Breck = Priority D ECDC = Priority B FHDC = Priority D St Eds = Priority 3	Review of support costs to be undertaken by 151 offices and head of ARP – with reference to impact on ARP and LAs	Review of delivery vehicle -working with support service providers and 151 officers Impact = no change to arp and to LA partners	Sharon Jones + 151 officers	Agreement and understanding of support for ARP	Ongoing but with a view to delivery vehicle being agreed.	To OIB and at each meeting – To JC for ratification of any agreed changes.	
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Appendix 2

	Breck = Priority A,B ECDC = Priority B FHDC = Priority C St Eds = Priority 1	Promotion of Diversity & Equalities through agreed policy and processes	To fit with LAs diversity & Equality requirements Impact = no promotion of diversity and equality initiatives	Sharon Jones/ Sue Archer	Agreed process and policy on promotion of Diversity & Equality	Policy to JC by date agreed on 8 th March 2012. Processes to be in place and agreed by OIB following policy having gone to JC	To be reported to JC and OIB	
Ref	Corporate objective	Action	Interdependencies/ impact	Lead officer	Intended outcomes	Target dates	progress	Status R,A,G
16	Breck = Priority A ECDC = Priority A FHDC = Priority D St Eds = Priority 3	Review of policies and when they will be provided to JC or whether OIB is preferred vehicle	Agreement at JC on 8 th March as to which policies will be brought to JC and when. Impact = policies not brought up to date	Sharon Jones	Not all Policies through JC at the same time	To be agreed 8/03/12 implement wef 14/06/2012	Time table for approval to JC 8/3/2012	
17	Breck = Priority D ECDC = Priority B FHDC = Priority D	Investigate and business case for arp	Members of OIB and cost of legal advice around	Sharon Jones	To be agreed before	objectives to be agreed by OIB July		

Appendix 2

	St Eds = Priority 3	delivery vehicle.	<p>partnership/company /mutual and effectiveness of this.</p> <p>Future of legal requirements re welfare reforms</p> <p>Agreement of intended outcome</p> <p>Impact = not enough knowledge of options to allow correct proposal to be made to JC.</p>		delivery vehicle investigated.	2013 Legal advice to be sought as a result of this		
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ARP Annual Targets & Indicators by Authority 2012/13

Breckland Council		Actual	Target	Target				
NI	Description	2010/11	2011/12	Annual 2012-13	Qtr1	Qtr2	Qtr3	Qtr4
181	Days taken to process Housing Benefit / Council Tax Benefit new claims & changes	5.58	5	7	12	10	9	7
LPI	Description	2010/11	2011/12	Annual 2012-13	Qtr1	Qtr2	Qtr3	Qtr4
BEN1	Benefit Take up (The current Benefit Caseload)	11307	11525	11900	11825	11850	11875	11900
BEN2	Accuracy in Processing	100.00%	99.60%	99.70%	99.70%	99.70%	99.70%	99.70%
CTAX1	Collection of Council Tax	98.14%	98.60%	98.40%	29.75%	56.75%	84.50%	98.40%
CTAX2	% of Payers paying by Electronic Methods	N/a	80.00%	85.00%	80.00%	82.50%	85.00%	85.00%
CTAX3	% Collected of Original Council Tax debt							
NDR1	Collection of Business Rates	99.24%	99.20%	99.20%	28.60%	61.50%	88.00%	99.20%
NDR2	% of Eligible Businesses claiming Small Business Rate Relief	99.13%	99.00%	99.00%	90.00%	93.00%	96.00%	99.00%
OPAY1	Collection of Overpayments (Excluding Fraud)	63.80%	67.00%	67.00%	55.00%	60.00%	65.00%	67.00%
OPAY2	LA Error Overpayments as a % of Overpayments Raised	0.21%	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%
OPAY3	In Year Value of Fraud Overpayments raised	N/a	N/a	N/A				
KI	Key Indicator Description	%	%	Arrears @ 31 Mar	Current Position		Reduction	
CTK1	% reduction in Previous Year's Council Tax Arrears							
CTK2	% reduction in all Years Council Tax Arrears							
NDK1	% reduction in Previous Year's Business Rates Arrears							
NDK2	% reduction in all Years Business Rates Arrears							
KI	Changes to the collection fund	Properties @ 31 Mar		Current Position	Band D @ 31 Mar		Current Position	
CTK4	Changes in Council Tax Properties / Band D Taxbase equivalents							

Key notes

CTAX1 - Collection Rates are 0.2% better than 2010/11 but are likely to fall short of the 98.6% target for 2011/12. Given the economic climate 98.40% is a realistic target

Forest Heath		Actual	Target	Target				
BVPI	Description	2010/11	2011/12	Annual 2012-13	Qtr1	Qtr2	Qtr3	Qtr4
181	Days taken to process Housing Benefit / Council Tax Benefit new claims & changes	5.91	5	7	12	10	9	7
LPI	Description	2010/11	2011/12	Annual 2012-13	Qtr1	Qtr2	Qtr3	Qtr4
BEN1	Benefit Take up (The current Benefit Caseload)	4540	4584	5000	4925	4950	4975	5000
BEN2	Accuracy in Processing	100.00%	99.60%	99.70%	99.70%	99.70%	99.70%	99.70%
CTAX1	Collection of Council Tax	96.94%	98.40%	98.00%	29.75%	56.75%	84.00%	98.00%
CTAX2	% of Payers paying by Electronic Methods	N/a	80.00%	85.00%	80.00%	82.50%	85.00%	85.00%
NDR1	Collection of Business Rates	98.29%	98.50%	98.40%	28.60%	58.50%	86.70%	98.40%
NDR2	% of Eligible Businesses claiming Small Business Rate Relief	99.18%	99.00%	99.00%	90.00%	93.00%	96.00%	99.00%
OPAY1	Collection of Overpayments (Excluding Fraud)	63.80%	67.00%	67.00%	55.00%	60.00%	65.00%	67.00%
OPAY2	LA Error Overpayments as a % of Overpayments Raised	0.25%	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%
OPAY3	In Year Value of Fraud Overpayments raised			N/A				
KI	Key Indicator Description	%	%	Arrears @ 31 Mar	Current Position		Reduction	
CTK1	% reduction in Previous Year's Council Tax Arrears							
CTK2	% reduction in all Years Council Tax Arrears							
NDK1	% reduction in Previous Year's Business Rates Arrears							
NDK2	% reduction in all Years Business Rates Arrears							
KI	Changes to the collection fund	Properties @ 31 Mar		Current Position	Band D @ 31 Mar		Current Position	
CTK4	Changes in Council Tax Properties / Band D Taxbase equivalents							

Key notes

CTAX1 - Collection Rates are 0.5% better than 2010/11 but are likely to fall short of the 98.4% target for 2011/12. Given the economic climate 98.00% is a realistic target

NDR1 - Collection Rates are 0.1% lower than 2010/11 and are likely to fall short of the 98.5% target for 2011/12. Given the economic climate 98.40% is a realistic target

East Cambs		Actual	Target	Target				
BVPI	Description	2010/11	2011/12	Annual 2012-13	Qtr1	Qtr2	Qtr3	Qtr4
181	Days taken to process Housing Benefit / Council Tax Benefit new claims & changes	5.25	5	7	12	10	9	7

ARP Annual Targets & Indicators by Authority 2012/13

LPI	Description	2010/11	2011/12	Annual 2012-13	Qtr1	Qtr2	Qtr3	Qtr4
BEN1	Benefit Take up (The current Benefit Caseload)	5378	5538	5700	5625	5650	5675	5700
BEN2	Accuracy in Processing	100.00%	99.60%	99.70%	99.70%	99.70%	99.70%	99.70%
CTAX1	Collection of Council Tax	98.80%	98.60%	98.80%	31.00%	59.40%	87.75%	98.80%
CTAX2	% of Payers paying by Electronic Methods	N/a	80.00%	85.00%	80.00%	82.50%	85.00%	85.00%
NDR1	Collection of Business Rates	99.25%	99.25%	99.00%	30.60%	59.30%	87.40%	99.00%
NDR2	% of Eligible Businesses claiming Small Business Rate Relief	99.18%	99.00%	99.00%	90.00%	93.00%	95.00%	99.00%
OPAY1	Total Recovered HB Overpayments as a % of Overpayments identified during the year	63.80%	67.00%	65.00%	55.00%	60.00%	65.00%	65.00%
OPAY2	LA Error Overpayments as a % of Overpayments Raised	0.21%	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%
OPAY3	In Year Value of Fraud Overpayments raised			N/A				
KI	Key Indicator Description	%	%	Arrears @ 31 Mar	Current Position		Reduction	
CTK1	% reduction in Previous Year's Council Tax Arrears							
CTK2	% reduction in all Years Council Tax Arrears							
NDK1	% reduction in Previous Year's Business Rates Arrears							
NDK2	% reduction in all Years Business Rates Arrears							
KI	Changes to the collection fund	Properties @ 31 Mar		Current Position	Band D @ 31 Mar		Current Position	
CTK4	Changes in Council Tax Properties / Band D Taxbase equivalents							

Key notes

CTAX1 - Collection Rates are the same as 2010/11 and are on track to meet the 98.8% target for 2011/12. Given the economic climate 98.80% is a realistic target for 2012/13

St Edmundsbury		Actual	Target	Target				
BVPI	Description	2010/11	2011/12	Annual 2012-13	Qtr1	Qtr2	Qtr3	Qtr4
181	Days taken to process Housing Benefit / Council Tax Benefit new claims & changes	12.53	9	9	12	10	9	9
LPI	Description	2010/11	2011/12	Annual 2012-13	Qtr1	Qtr2	Qtr3	Qtr4
BEN1	Benefit Take up (The current Benefit Caseload)	N/a	8000	8300	8225	8250	8275	8300
BEN2	Accuracy in Processing	100.00%	99.60%	99.70%	99.70%	99.70%	99.70%	99.70%
CTAX1	Collection of Council Tax	98.53%	98.50%	98.50%	30.40%	58.70%	87.30%	98.50%
CTAX2	% of Payers paying by Electronic Methods	N/a	80.00%	85.00%	80.00%	82.50%	85.00%	85.00%
NDR1	Collection of Business Rates	98.14%	98.40%	98.50%	29.40%	59.50%	87.20%	98.50%
NDR2	% of Eligible Businesses claiming Small Business Rate Relief	N/a	99.00%	99.00%	90.00%	93.00%	95.00%	99.00%
OPAY1	Total Recovered HB Overpayments as a % of Overpayments identified during the year	63.80%	67.00%	65.00%	55.00%	60.00%	65.00%	65.00%
OPAY2	LA Error Overpayments as a % of Overpayments Raised	N/a	N/a	0.45%	0.45%	0.45%	0.45%	0.45%
OPAY3	In Year Value of Fraud Overpayments raised			N/A				
KI	Key Indicator Description	%	%	Arrears @ 31 Mar	Current Position		Reduction	
CTK1	% reduction in Previous Year's Council Tax Arrears							
CTK2	% reduction in all Years Council Tax Arrears							
NDK1	% reduction in Previous Year's Business Rates Arrears							
NDK2	% reduction in all Years Business Rates Arrears							
KI	Changes to the collection fund	Properties @ 31 Mar		Current Position	Band D @ 31 Mar		Current Position	
CTK4	Changes in Council Tax Properties / Band D Taxbase equivalents							

Key notes

CTAX1 - Collection Rates are the same as 2010/11 and are on track to meet the 98.5% target for 2011/12. Given the economic climate 98.50% is a realistic target for 2012/13