



**Harborough District Council,**

**Hinckley and Bosworth Borough Council,**

**North West Leicestershire District Council,**

***Working in Partnership to provide better services...***

Meeting	Joint Committee
Time/Date	4.30 pm on Thursday, 25 JANUARY 2018
Location	Board Room, Council Offices, Whitwick Road, Coalville
Officer to contact	Democratic Services (01530 454512)

All persons present are reminded that the meeting may be recorded and by attending this meeting you are giving your consent to being filmed and your image being used. You are kindly requested to make it known to the Chairman if you intend to film or record this meeting.

The Monitoring Officer would like to remind members that when they are considering whether the following items are exempt information under the relevant paragraph under part 1 of Schedule 12A of the Local Government Act 1972 they must have regard to the public interest test. This means that members must consider, for each item, whether the public interest in maintaining the exemption from disclosure outweighs the public interest in making the item available to the public.

## **AGENDA**

<b>Item</b>		<b>Pages</b>
<b>1. APOLOGIES FOR ABSENCE</b>		
	To receive and note any apologies for absence.	
<b>2. DECLARATIONS OF INTEREST</b>		
	Under the Code of Conduct members are reminded that in declaring disclosable interests you should make clear the nature of that interest.	
<b>3. MINUTES</b>		
	To confirm and sign the minutes of the meeting held on 30 November 2017	<b>3 - 6</b>

<b>Item</b>	<b>Pages</b>
<b>4. PERFORMANCE SUMMARY REPORT TO DECEMBER 2017</b>	
Report of the Head of Partnership	<b>7 - 18</b>
<b>5. UNIVERSAL CREDIT - UPDATE</b>	
Report of the Head of Partnership	<b>19 - 24</b>
<b>6. FINANCIAL PERFORMANCE TO DECEMBER 2017</b>	
Report of the Section 151 Officer	<b>25 - 28</b>
<b>7. 2018/2019 PROPOSED BUDGET</b>	
Report of the Section 151 Officer	<b>29 - 36</b>
<b>8. SERVICE PLAN 2018/2019</b>	
Report of the Head of Partnership	<b>37 - 48</b>
<b>9. FORWARD PLAN</b>	
To note the Joint Committee's Forward Plan	<b>49 - 50</b>
<b>10. DATES OF FUTURE MEETINGS</b>	
4.30pm Thursday, 26 April 2018 at The Atkins Building, Hinckley	
4.30pm Thursday, 28 June 2018 at The Symington Building, Harborough	

Circulation:

Councillor R Allen  
Councillor R D Bayliss  
Councillor R Hadkiss (Deputy Chairman)  
Councillor J Hallam  
Councillor M Hall (Chairman)  
Councillor T J Pendleton

MINUTES of a meeting of THE LEICESTERSHIRE PARTNERSHIP REVENUES AND BENEFITS JOINT COMMITTEE held in the Room 218, The Symington Building, Adam and Eve Street, Market Harborough on THURSDAY, 30 NOVEMBER 2017

Present: Councillor M Hall (Hinckley and Bosworth) (Chairman)

Councillors R D Bayliss (North West Leicestershire), R Hadkiss (Harborough), J Hallam (Harborough) and T J Pendleton (North West Leicestershire)

Officers: Mrs C Hammond, Ms B Jolly (HDC), Mrs J Kenny (HBBC), Mr C Lambert (NWLDC), Mrs S O'Hanlon (Leicestershire Partnership - Revenues & Benefits) and Mr A Wilson (HBBC)

## **25. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor R Allen.

## **26. ELECTION OF DEPUTY CHAIRMAN**

Councillor M Hall advised Members that following a change of Membership from Harborough DC a new Deputy Chairman was to be elected for the remainder of the year.

It was moved by Councillor J Hallam, seconded by Councillor R D Bayliss and

RESOLVED THAT:

Councillor R Hadkiss be elected as Deputy Chairman for the rest of the year.

## **27. DECLARATIONS OF INTEREST**

There were no interests declared.

## **28. MINUTES**

Consideration was given to the minutes of the meeting held on 7 September 2017.

It was moved by Councillor R D Bayliss, seconded by Councillor J Hallam and

RESOLVED THAT:

The minutes of the meeting held on 7 September 2017 be approved and signed as a correct record.

## **29. 100% BUSINESS RATES RETENTION/COUNTY REVIEW OF COUNCIL TAX**

Mr A Wilson updated the Members on the current position. He advised Members that officers were looking to see how to improve forecasting and identifying issues with a view to standardising across the partnership. He stated that the LTA would be discussing the Council Tax review with representatives from LCC the following week along with a wider debate to address growth. He informed Members that he had seen a module that would work for the partnership on the basis of forecasting Business Rates. He highlighted that the 100% retention would depend on the impact of the pilot and that there was a commitment to improve required from LCC as they wanted to see results in the collection rates.

In response to a question from Councillor T J Pendleton, Mr A Wilson advised Members that the software was a module base and that officers had already worked with the company and that it was felt that it would be worth investing in to improve the forecasts.

Mrs S O'Hanlon advised Members that with the software the section 151 officers could forecast more accurately and be one step ahead.

Mr A Wilson advised Members that there was nothing formal in relation to the Business Rates and officers were just waiting for the bids to be announced.

In response to a question from Councillor M Hall, Mr A Wilson advised members that the Leicester and Leicestershire would be around £19m better off. He stated that the money would be split between the authorities and that a more detailed agreement would be required to decide how it would be distributed.

Members expressed that they were not overall optimistic of retention and in turn would destroy incentive.

In response to a question from Councillor M Hall, Mr A Wilson advised Members that the retention pilot would possibly be 2020/21 but he was unsure what it would be, however he did not think that the authorities would be worse off.

### **30. INTERNAL AUDIT SCOPING**

Mr A Wilson presented the report to Members. He reminded Members that the Committee had requested to see the report and that the document before them set out the key risks broken down by process. He advised that the report was as expected and that there was nothing that gave officers cause for concern.

Following a question from Councillor M Hall in relation to Risk based verification, Mrs S O'Hanlon stated that the key controls for Benefits had been tested as part of the subsidy audit for each authority, independently.

It was moved by Councillor R D Bayliss, seconded by Councillor R Hadkiss and

RESOLVED THAT:

The Internal Audit Scoping report be approved.

### **31. FINANCIAL PERFORMANCE TO OCTOBER 2017**

Mr A Wilson presented the report to Members. He advised Members that the figure detailed at paragraph 3.3 was the September one however the table in the appendix was showing the correct figure for October. He stated that there were no concerns and highlighted that the FERIS was underspent by £56,000 due to posts being filled on a part-time basis and salaries was underspent by £38,000 due to vacant posts, but interviews had been scheduled. He informed Members that £29k had been spent from the reserves and that a more detailed description of the reserves and carry forwards would be brought to the next meeting as part of the budget proposals for the next year.

Following a question from Councillor J Hallam, Mr A Wilson confirmed that some of the underspend would be used as the year went on with commitments for the server upgrade. He advised that there was a little more than £50k in reserve but overall there was nothing of concern.

By affirmation of the meeting it was

RESOLVED THAT:

The financial performance of the Partnership be noted.

### **32. PERFORMANCE SUMMARY REPORT OCTOBER 2017**

Mrs S O'Hanlon presented the report to Members. She advised that the performance was generally in a positive position. She highlighted that in relation to New Claim processing both HDC and NWL were below target and HBBC was only .9% over and in relation to Change Events all were meeting target. She informed Members that NWL was due to go live with Universal Credit in February 2018 but it would be a limited number of postcodes and that there would possibly be a change to the payments of Universal Credit as of April 2018. She added that HBBC had given guidance to NWL with a view to reduce issues on day one. She stated that the subsidy thresholds were below target and HBBC had now had their subsidy claim signed off from the previous year. She stated that the collection rates for Council Tax were above target or within tolerance and that NNDR were above target for all three Councils, adding that the Supporting Small Businesses Scheme had been implemented and further work was required on the Discretionary Rate Relief Schemes for both HBBC and NWL

In response to a question from Councillor M Hall, Mrs S O'Hanlon advised that she had not seen any papers yet in relation to the changes to Universal Credit following the budget announcement and an update, if more was known, would be brought to the January meeting.

Councillor M Hall expressed concerns in relation to the potential to over use bailiffs and asked if it would be worth investigating multiple collection agencies.

Mrs S O'Hanlon advised that with any high level debts the partnership must do everything possible to try to recover the debt which included looking at attachment of earnings, benefits etc.

Mrs J Kenny advised that work had done by HBBC on multi agencies and would be happy to share this with the partners.

By affirmation of the meeting it was

RESOLVED THAT:

The Performance Summary Report October 2017 be noted.

### **33. FORWARD PLAN**

Mrs S O'Hanlon presented the forward plan to Members.

It was discussed that the Internal Audit report would not be ready for the January meeting and that it should be moved to the April meeting.

By affirmation of the meeting it was

RESOLVED THAT:

The Forward Plan be noted, and updated and amended as detailed above

### **34. DATES OF FUTURE MEETINGS**

Members noted the date and venue of future meetings.

The meeting commenced at 4.30 pm

The Chairman closed the meeting at 5.08 pm



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# Revenue and Benefit Service

## Performance Summary Report

### December 2017

## Caseload Analysis

Caseload Data																
Position at:	01/04/2011	01/04/2012	In Year Movement	01/04/2013	In Year Movement	01/04/2014	In Year Movement	01/04/2015	In Year Movement	01/04/2016	In Year Movement	01/04/2017	In Year Movement	2017/18		Overall Movement
														Latest Data	In Year Movement	%
<b>Council Tax Dwellings</b>																
HBBC	46,172	46,505	333	46,788	283	47,405	617	48,135	730	48,810	675	49,488	678	49,806	318	3,634 7.3%
HDC	35,923	35,965	42	36,494	529	37,048	554	37,312	264	37,899	587	38,505	606	38,938	433	3,015 7.7%
NWLDC	40,026	40,271	245	40,833	562	41,292	459	41,761	469	42,405	644	43,204	799	43,923	719	3,897 8.9%
Totals	122,121	122,741		124,115		125,745		127,208		129,114		131,197	Current Total:	132,667	Movement	10,546
<b>NDR Rated Assessments</b>																
HBBC	2,876	2,867	-9	2,932	65	2,968	36	2,985	17	3,067	99	3,082	15	3,141	59	265 8.4%
HDC	2,616	2,730	114	2,762	32	2,835	73	2,894	59	2,909	74	2,949	40	3,026	77	410 13.5%
NWLDC	3,182	3,170	-12	3,175	5	3,210	35	3,223	13	3,249	39	3,287	38	3,432	145	250 7.3%
Totals	8,674	8,767		8,869		9,013		9,102		9,225		9,318	Current Total:	9,599	Movement	925
<b>HB/CTLS Live Caseload</b>																
HBBC	7,100	7,579	479	7,555	-24	7,161	-394	6,832	-329	6,459	-702	6,280	-282	5,886	-394	-1,214 -20.6%
										Current Caseload Analysis	Joint HB/CTS HB only CTS only		3,179 506 2,201			
HDC	4,189	4,246	57	4,345	99	4,274	-71	4,086	-188	3,689	-585	3,599	-169	3,437	-162	-752 -21.9%
										Current Caseload Analysis	Joint HB/CTS HB only CTS only		1,905 344 1,188			
NWLDC	7,187	7,287	100	7,213	-74	6,770	-443	6,550	-220	6,145	-625	5,955	-329	5,649	-306	-1,538 -27.2%
										Current Caseload Analysis	Joint HB/CTS HB only CTS only		3,558 356 1,735			
Totals	18,476	19,112		19,113		18,205		17,468		16,293		15,834	Current Total:	14,972	Movement	-3,504

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**Dashboard Performance Summaries for each Council follows below:**

HBBC													2017/18	Year-End 2017/18 Target	2016/17 Same month cumulative comparison
BENEFITS	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Cumulative		
In month: Right Time (days)	10.5	9.4	12.6	12.0	12.0	12.2	11.1	9.6	9.8				11.0	11	
Position for 2016/17	8.5	9.5	12.2	12.4	10.5	9.7	10.5	9.8	11.1	10.8	2.8	9.9			10.4
In month: New Claims (Days)	20.2	21.4	23.3	21.7	19.5	18.4	15.5	16.4	11.2				18.8	19	
Position for 2016/17	15.9	24.2	22.1	23.0	19.2	16.9	16.1	16.6	16.3	14.5	16.3	17.8			18.8
In month: Change Events (Days)	9.6	8.5	11.2	11.0	10.9	11.3	10.5	8.7	9.6				10.1	9	
Position for 2016/17	7.1	7.4	10.7	10.5	8.6	8.2	9.4	8.6	10.3	10.1	2.3	8.7			8.9
Right Time profiled in month target 16/17	14.1	14.8	14.7	11.0	10.9	10.2	10.8	9.3	10.4	9.8	3.4	10.9			
New Claims profiled in month target 16/17	19.0	24.0	22.0	22.9	18.4	16.8	16.7	14.4	15.0	16.2	17.5	18.9			
Change Events profiled in month target 16/17	13.5	13.7	13.2	9.8	9.8	9.1	10.0	8.2	9.0	8.6	2.5	9.4			
COUNCIL TAX	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar			
In Year (%)	10.9%	20.3%	29.5%	38.7%	47.9%	57.2%	66.6%	75.8%	84.9%				84.9%	98.0%	
This years profiled target	11.0%	20.0%	29.3%	38.4%	47.9%	57.1%	66.3%	75.9%	85.1%	94.2%	96.4%	98.0%			
Position for 2016/17	11.0%	20.3%	29.4%	38.6%	48.0%	57.5%	66.5%	75.9%	85.1%	94.3%	96.5%	98.1%			
In Year Arrears Reduction (£)	£2.7m	£2.6m	£2.5m	£2.4m	£2.4m	£2.3m	£2.1m	£2.1m	£2.0m				£2.0m	INFO	
Position for: 2015/16	£2.7m	£2.5m	£2.5m	£2.3m	£2.2m	£2.1m	£2.2m	£2.1m	£2.0m	£1.9m	£1.8m	£1.8m			
NON DOMESTIC RATES	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar			
In Year (%)	11.0%	20.6%	29.9%	39.3%	48.3%	57.3%	66.5%	75.9%	85.3%				85.3%	98.3%	
This years profiled target	11.2%	20.0%	28.1%	37.1%	46.0%	55.0%	63.8%	73.0%	82.7%	92.0%	96.5%	98.3%			
Position for 2016/17	10.1%	19.0%	28.1%	37.1%	46.0%	55.7%	64.9%	74.1%	83.5%	92.9%	96.9%	98.9%			
Arrears Reduction (£m)	£0.56m	£0.37m	£0.34m	£0.43m	£0.31m	£0.30m	£0.26m	£0.25m	£0.23m				£0.23m	INFO	
Position for: 2016/17	£1.4m	£0.7m	£0.6m	£0.5m	£0.5m	£0.5m	£0.5m	£0.4m	£0.4m	£0.3m	£0.2m	£0.2m			
HB DEBT RECOVERY	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar			
HB Overpayments outstanding at year end (Academy)	£1.5m	£1.5m	£1.6m	£1.6m	£1.6m	£1.6m	£1.5m	£1.6m	£1.6m				£1.6m	INFO	
Position for 2016/17	£1.4m	£1.4m	£1.4m	£1.4m	£1.4m	£1.4m	£1.5m	£1.5m	£1.5m	£1.5m	£1.5m	£1.5m			
HB Overpayments Recovered	4%	7%	10%	14%	18%	21%	23%	26%	28%				28%	36%	
2017/18 profiled target	5%	8%	11%	13%	16%	19%	21%	22%	26%	27%	30%	36%			
Position for 2016/17	4%	7%	10%	12%	15%	18%	20%	21%	25%	26%	29%	31%			
FRAUD	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar			
CTLS Sanctions gained	0	1	2	0	1	0	0	0	0				4	6	
This years profiled target	0	0	0	1	1	1	1	1	0	1	0	0			
Position for 2016/17	2	1	0	1	1	3	1	2	0	0	0	2			

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HDC													2017/18	Year -End 2017/18 target	2016/17 Same month cumulative comparison
BENEFTS	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Cumulative		
In month: Right Time (days)	10.8	9.0	10.8	14.0	11.8	12.4	10.5	8.7	10.2				10.9	11	
Position for 2016/17	9.1	9.3	12.2	10.4	10.9	11.8	11.3	9.8	12.7	9.5	3.0	8.8			10.8
In month: New Claims (Days)	20.6	18.9	20.3	19.1	16.2	15.5	17.9	15.6	15.9				17.9	19	
Position for 2016/17	15.5	20.1	22.0	18.1	18.9	20.2	15.3	14.5	22.2	14.7	17.9	18.7			18.4
In month: Change Events (Days)	9.3	7.9	9.4	13.3	11.1	11.9	9.7	7.4	9.0				9.9	9	
Position for 2016/17	7.8	7.9	10.5	9.3	9.2	10.3	10.7	9.0	11.1	8.6	2.5	7.8			9.4
Right Time profiled in month target 17/18	9.8	11.1	11.9	10.1	10.2	10.8	12.0	10.8	9.6	9.5	3.0	8.0			
New Claims profiled in month target 17/18	20.6	22.6	20.9	18.0	16.7	18.9	19.3	19.3	19.1	19.2	19.1	19.0			
Change Events profiled in month target 17/18	8.3	9.5	10.2	8.8	8.9	9.4	10.8	8.9	8.5	8.2	3.0	9.0			
COUNCIL TAX	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar			
In Year (%)	11.2%	20.5%	29.9%	39.0%	48.2%	57.6%	67.1%	76.3%	85.3%				85.3%	98.6%	
This years profiled target	11.3%	20.8%	29.9%	39.0%	48.3%	57.7%	67.2%	76.6%	85.7%	94.7%	96.8%	98.6%			
Position for 2016/17	11.3%	20.4%	29.9%	39.1%	48.4%	57.9%	67.2%	76.6%	85.7%	94.7%	96.8%	98.5%			
Arrears Reduction (£m)	£2.1m	£2.0m	£1.9m	£1.9m	£1.8m	£1.7m	£1.7m	£1.6m	£1.6m				£1.6m	INFO	
Position for: 2016/17	£2.2m	£2.2m	£2.1m	£2.0m	£1.9m	£1.9m	£1.9m	£1.8m	£1.7m	£1.6m	£1.5m	£1.5m			
NON DOMESTIC RATES	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar			
In Year (%)	9.7%	20.5%	28.7%	37.8%	46.8%	55.3%	65.7%	75.0%	84.2%				84.2%	99.2%	
2017/18 Target	10.6%	19.6%	28.7%	37.6%	46.5%	55.1%	64.0%	74.1%	82.6%	92.8%	96.9%	99.2%			
Position for 2016/17	10.4%	19.9%	28.7%	37.6%	46.7%	55.1%	64.0%	74.0%	82.6%	92.8%	96.9%	99.6%			
Arrears Reduction (£m)	£0.27m	£0.33m	£0.23m	£0.21m	£0.22m	£0.17m	£0.14m	£0.14m	£0.14m				£0.14m	INFO	
Position for: 2016/17	£0.4m	£0.3m	£0.3m	£0.3m	£0.2m	£0.2m	£0.3m	£0.2m	£0.2m	£0.1m	£0.1m	£0.1m			
HB DEBT RECOVERY	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar			
HB Overpayments outstanding at year end (Academy)	£1.0m	£1.0m	£1.0m	£1.0m	£1.0m	£1.0m	£1.0m	£1.0m	£1.0m				£1.0m	INFO	
Position for 2015/16 (£m)	£0.7m	£0.7m	£0.7m	£0.7m	£0.7m	£0.8m	£0.8m	£0.8m	£0.8m	£0.8m	£0.8m	£0.9m			
HB Overpayments Recovered	3%	6%	9%	12%	16%	18%	21%	24%	26%				26%	31%	
2016/17 profiled target	3%	5%	8%	10%	13%	16%	18%	21%	24%	24%	27%	31%			
Position for 2015/16	3%	5%	8%	10%	13%	15%	16%	19%	22%	24%	26%	29%			
FRAUD	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar			
CTLS Sanctions gained	0	0	0	0	1	1	0	0	1				3	6	
This years profiled target	0	0	0	1	1	1	1	1	0	1	0	0			
Position for 2016/17	1	0	0	4	0	4	1	1	1	1	2	2			

NWLDC													2017/18	Year End 2017/18 target	2016/17 Same month cumulative comparison
BENEFITS	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Cumulative		
In month: Right Time (days)	11.0	9.8	11.0	11.2	10.8	10.9	12.5	9.6	11.0				10.9	11	
Position for 2016/17	10.4	9.3	12.3	11.7	10.8	11.1	10.8	10.4	11.7	11.6	3.4	8.9			10.9
In month: New Claims (Days)	18.9	21.4	16.9	16.4	17.3	15.9	17.3	14.1	19.8				17.6	19	
Position for 2016/17	16.1	19.8	19.1	21.7	22.9	19.2	16.3	14.1	16.4	18.1	15.3	18.5			18.4
In month: Change Events (Days)	9.5	8.3	10.3	10.3	9.8	10.2	11.7	9.0	9.3				9.8	9	
Position for 2016/17	9.5	8.1	11.2	9.7	9.1	9.5	9.8	9.8	10.7	10.2	2.8	7.7			9.6
Right Time profiled in month target 16/17	14.9	15.5	15.1	11.5	10.6	9.9	11.1	8.6	10.1	10.2	3.0	8.3			
New Claims profiled in month target 16/17	21.0	23.0	25.1	20.4	20.3	14.6	16.2	13.7	15.9	16.5	15.4	18.5			
Change Events profiled in month target 16/17	13.6	14.3	13.3	10.3	9.1	9.2	10.0	7.7	8.6	8.9	2.4	6.6			
COUNCIL TAX	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar			
In Year (%)	10.2%	19.5%	28.6%	37.7%	46.9%	55.9%	65.4%	74.6%	83.7%				83.7%	97.6%	
This years profiled target	10.4%	19.5%	28.8%	37.9%	47.2%	56.5%	65.5%	74.8%	84.1%	93.1%	95.7%	97.6%			
Position for 2016/17	10.2%	19.6%	28.9%	38.0%	47.3%	56.5%	65.5%	74.8%	84.1%	93.1%	95.7%	97.8%			
Arrears Reduction (£m)	£3.2m	£3.0m	£2.9m	£2.8m	£2.8m	£2.7m	£2.6m	£2.5m	£2.4m				£2.4m	INFO	
Position for: 2016/17	£3.2m	£3.1m	£2.9m	£2.8m	£2.7m	£2.6m	£2.6m	£2.5m	£2.4m	£2.4m	£2.2m	£2.1m			
NON DOMESTIC RATES	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar			
In Year (%)	10.0%	20.3%	29.0%	38.7%	48.5%	57.2%	66.2%	75.5%	84.4%				84.4%	99.0%	
This years profiled target	11.0%	19.0%	30.9%	39.2%	47.3%	56.4%	65.6%	74.2%	82.4%	90.7%	96.0%	99.0%			
Position for 2016/17	9.8%	20.1%	30.9%	39.2%	48.4%	57.1%	67.1%	76.0%	84.8%	91.6%	95.2%	99.3%			
Arrears Reduction (£m)	£0.68m	£0.52m	£0.53m	£0.40m	£0.40m	£0.44m	£0.57m	£0.55m	£0.36m				£0.36m	INFO	
Position for: 2016/17	£0.9m	£0.8m	£0.7m	£0.6m	£0.5m	£0.5m	£0.4m	£0.4m	£0.4m	£0.3m	£0.2m	£0.2m			
HB DEBT RECOVERY	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar			
HB Overpayments outstanding at year end (Academy)	£1.5m	£1.5m	£1.5m	£1.5m	£1.5m	£1.4m	£1.5m	£1.5m	£1.5m				£1.5m	INFO	
Position for 2016/17	£1.3m	£1.3m	£1.3m	£1.3m	£1.3m	£1.4m	£1.3m	£1.4m	£1.4m	£1.4m	£1.4m	£1.5m			
	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar			
HB Overpayments Recovered	4%	9%	13%	17%	20%	25%	28%	30%	33%				33%	34%	
2017/18 profiled target	4%	8%	11%	16%	19%	20%	23%	24%	26%	29%	31%	34%			
Position for 2016/17	5%	8%	12%	15%	18%	20%	23%	25%	27%	29%	31%	33%			
FRAUD	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar			
CTLS Sanctions gained	0	0	0	0	1	1	0	0	0				2	6	
This years profiled target	0	0	0	1	1	1	1	1	0	1	0	0			
Position for 2016/17	2	3	3	1	1	0	1	0	0	0	0	4			

## DWP Housing Benefit Subsidy impact – ‘Local Authority Error/ Time Delay’

HBBC	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
Lower Threshold	£6,554	£13,027	£19,420	£25,040	£33,030	£39,263	£44,938	£50,176	£55,997			
Upper Threshold	£7,486	£14,655	£21,848	£28,170	£37,159	£44,171	£50,555	£56,448	£62,996			
<b>Actual</b>	<b>£6,882</b>	<b>£8,139</b>	<b>£9,461</b>	<b>£19,017</b>	<b>£27,412</b>	<b>£33,515</b>	<b>£42,979</b>	<b>£45,201</b>	<b>£47,032</b>			
Lower Tolerance	<del>£328</del>	£4,887	£9,959	£6,023	£5,619	£5,748	£1,958	£4,975	£8,965	£0	£0	£0
Upper Tolerance	£604	£6,516	£12,387	£9,153	£9,747	£10,656	£7,575	£11,247	£15,964	£0	£0	£0
HDC	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
Lower Threshold	£3,888	£7,708	£12,220	£15,783	£21,501	£25,231	£29,026	£32,556	£36,087			
Upper Threshold	£4,374	£8,671	£13,748	£17,756	£24,188	£28,385	£32,654	£36,625	£40,597			
<b>Actual</b>	<b>£916</b>	<b>£2,580</b>	<b>£3,879</b>	<b>£6,411</b>	<b>£7,164</b>	<b>£11,810</b>	<b>£16,174</b>	<b>£15,521</b>	<b>£17,611</b>			
Lower Tolerance	£2,971	£5,128	£8,341	£9,372	£14,337	£13,421	£12,852	£17,034	£18,476	£0	£0	£0
Upper Tolerance	£3,457	£6,091	£9,869	£11,344	£17,025	£16,575	£16,480	£21,104	£22,986	£0	£0	£0
NWLDC	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
Lower Threshold	£6,906	£13,236	£20,315	£26,630	£36,152	£43,144	£49,204	£55,309	£60,885			
Upper threshold	£7,770	£14,891	£22,854	£29,959	£40,671	£48,537	£55,354	£62,222	£68,496			
<b>Actual</b>	<b>£2,905</b>	<b>£5,593</b>	<b>£9,664</b>	<b>£11,880</b>	<b>£14,594</b>	<b>£33,463</b>	<b>£43,393</b>	<b>£38,456</b>	<b>£41,108</b>			
Lower Tolerance	£4,002	£7,643	£10,651	£14,749	£21,558	£9,681	£5,811	£16,853	£19,777	£0	£0	£0
Upper Tolerance	£4,865	£9,298	£13,190	£18,078	£26,077	£15,074	£11,961	£23,767	£27,388	£0	£0	£0

## Sickness

Sickness for November is given below:

(Data cannot be provided in time to meet report deadline and therefore reported 1 month in arrears)

<b>HBBC</b>	<b>Annual Target 8 days</b>		
	<b>Month</b>		
	<b>November</b>		<b>Cumulative</b>
<b>Long Term</b>	0 Days		27.00 Days
<b>Short Term</b>	19 Days		164.5 Days
<b>Days lost</b>	19 Days		191.5 Days
<b>FTE Average</b>	0.55 Days		5.59 Days
<b>Profiled Target Average</b>	0.67 Days		5.33 Days
<b>HDC</b>	<b>Annual Target 9 days</b>		
	<b>Month</b>		
	<b>November</b>		<b>Cumulative</b>
<b>Long Term</b>	Data currently not available		
<b>Short Term</b>			
<b>Days lost</b>			
<b>FTE Average</b>			
<b>Profiled Target Average</b>	0.75 Days		6.75 Days
<b>NWLDC</b>	<b>Annual Target 8.5 days</b>		
	<b>Month</b>		
	<b>November</b>		<b>Cumulative</b>
<b>Long Term</b>	22 Days		184.73 Days
<b>Short Term</b>	21.5 Days		88.31Days
<b>Days lost</b>	43.5 Days		273.0 Days
<b>FTE Average</b>	1.94 Days		12.19 Days
<b>Profiled Target Average</b>	0.71 Days		6.39 Days

## Benefits Operational Team

(Housing Benefit, Council Tax Support and Fraud)

### Processing

All three authorities are meeting target for new claims processing, with HDC and NWL 1 day below target as detailed in the tables above. This is very positive and it is forecast this will continue until the end of the financial year.

In terms of processing times for change events, we are still above target for all 3 LA's, however all 3 authorities recorded their lowest number of in month days to process change events for the month of December in the past 3 years.

By continuing to move in this positive direction, and by achieving our in month change events target of 9 days for January and March 18, we anticipate with the inclusion of February's processing times which historically average 2.5 days across all 3 authorities due to the large number of 1 day statistics produced by the annual billing process, the target will be achieved by the end of quarter 4.

### Universal Credit

From 1<sup>st</sup> January 2018, the Live Service of Universal Credit will cease. This means those making new claims in areas nationally that are yet to go to Full Service Universal Credit will have to claim normal legacy benefits including Housing Benefits, Tax credits etc.

North West Leicestershire District Council will be moving to Full Service Universal Credit from 7<sup>th</sup> February 2018

In January there will be two changes to advance payments. First, the period over which an advance is recovered will increase from six to twelve months, making it easier for claimants to manage their finances. That will apply regardless of the level of advance claimed. Secondly, there will be an increase in the amount of support a claimant can receive from up to 50% of their estimated entitlement to up to 100%.

From February 2018 the DWP will remove the seven-day waiting period, reducing the length of time claimants might wait to receive their first full payment from six to five weeks. From April, for new claimants already receiving support towards their housing costs, the DWP will provide an additional payment of two weeks of their housing benefit to support them as they transition to universal credit. The 'run on' of HB will be paid by the LA in the normal way.

**Subsidy thresholds**

All 3 LA's are below the lower threshold, so currently full subsidy will be paid on the level of overpayments.

**Subsidy claims**

Subject to DWP confirmation we are expecting no major changes to be made to the 3 LA claims.

## Revenues Operational Team

(Council Tax, Non Domestic Rates and Housing Benefit Overpayments)

### **Council Tax**

The collection rates for council tax are down against the profiled targets. This is likely to be due to the timing of incoming payments due to two bank holidays. Robust recovery action will be taken in early January to bring the collection performance back on track.

The Council Tax Officer who joined the team on 1.11.17 is making excellent progress. There are currently two full time establishment roles vacant.

There has been a high level of sickness within the team this year as detailed in the sickness figures attached, this has all been managed and intervention taken where appropriate in turn this has reduced the capacity within the team. The admin funding from the council tax precepting bodies has been used with a view to maintaining performance. This funding is being withdrawn at the end of the financial year. The Head of Partnership will discuss separately the possibility of contingency funding for future years.

### **NNDR**

The collection rates for NNDR are currently above the profiled targets for all three councils.

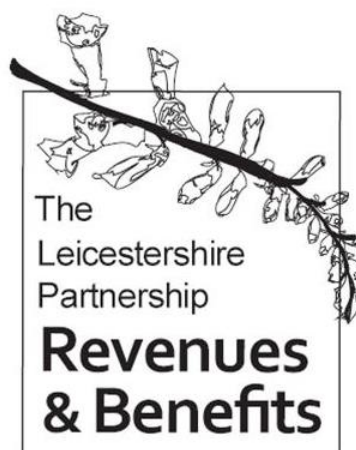
In December pooling estimates were completed focusing on potential growth in rateable value. These figures, along with additional information obtained in January will be used on the NNDR1 return, which is due by the end of January 2018. We will engage with Section 151 officers and the respective accountants as early as possible in the New Year. The NNDR1 is completed jointly and will be used to estimate each Council's 2018/19 rating income.



## Channel Shift Analysis

HDC					NWL					HBBC				
Service Subscriptions	October	November	December			October	November	December			October	November	December	
Application	Total No of Subscriptions			Increase since previous month	Application	Total No of Subscriptions			Increase since previous month	Application	Total No of Subscriptions			Increase since previous month
Council Tax Online	857	945	1058	113	Council Tax Online	612	702	777	75	Council Tax Online	2149	2206	2300	94
Housing Benefit Online	87	92	103	11	Housing Benefit Online	86	101	112	11	Housing Benefit Online	105	111	125	14
Landlord Online	38	38	38	0	Landlord Online	31	33	33	0	Landlord Online	70	70	70	0
Business Rates Online	32	35	38	3	Business Rates Online	16	16	17	1	Business Rates Online	39	40	43	3
<b>Ebiling &amp; Enotifications</b>														
Application	Total No of Subscriptions				Application	Total No of Subscriptions				Application	Total No of Subscriptions			
Council Tax Online	206	231	264	33	Council Tax Online	173	225	265	40	Council Tax Online	271	283	303	20
Business Rates Online	12	13	18	5	Business Rates Online	7	7	7	0	Business Rates Online	10	11	12	1
Landlord Online	19	19	20	1	Landlord Online	11	13	13	0	Landlord Online	8	10	10	0
Housing Benefit Online	23	25	30	5	Housing Benefit Online	24	29	34	5	Housing Benefit Online	23	25	32	7

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# Leicestershire Partnership Revenues & Benefits

## Universal Credit – Update

## **1. PURPOSE OF THE REPORT**

- 1.1 To provide an update on the roll out of Universal Credit.

## **2. RECOMMENDATION**

- 2.1 That the content of the report is noted.

## **3. BACKGROUND**

- 3.1 Universal Credit was introduced on 29 April 2013 in selected areas of the North West and is intended to support people who are on a low income or out of work and will replace the following benefits:

- Jobseekers Allowance income based
- Employment and Support Allowance income related
- Income Support
- Working tax credit
- Child tax credit
- Housing benefit

It is now available in all Jobcentre Plus areas to single claimants, and is being expanded across the country to include all claimant types via the full service.

- 3.2 The main features of Universal Credit are:

- Universal Credit is available to people who are in work and on a low income, as well as to those who are out-of-work.
- The majority of claimants will apply online and manage their claim through an online account.
- Universal Credit will be responsive – as people on low incomes move in and out of work, they will get on-going support.
- Most claimants on low incomes will still be paid Universal Credit when they first start a new job or increase their part-time hours.
- Claimants will receive a single monthly household payment, paid into a bank account in the same way as a monthly salary, support with housing costs will usually go direct to the claimant as part of their monthly payment. Payment will be made in arrears.
- If an advance payment is not requested it can take up to six weeks from making a claim to receiving a payment. This is because UC has been designed to include ‘7 waiting days’ and an assessment period. This means that if a claim is made on December 1 entitlement cannot start until 8 December, thereafter between the 8 December to 8 January the DWP will assess entitlement and make the payment during the sixth week (backdated to 8 December) .

- 3.3 Full Service

Both Harborough and Hinckley & Bosworth Borough have migrated to full service; North West Leicestershire will be migrating on the 7 February 2018. What this means for NWLDC new claimants is that they will have to claim UC (which if appropriate will include an element for housing costs) rather than Job Seekers Allowance or Employment Support Allowance.

Those on existing legacy benefits including Housing Benefit will remain on those benefits until there is a change of circumstances and then they will migrate onto UC, such a change can include a change in their employment

status (e.g. working more than 16 hours) or a change in their family circumstance (e.g. change of address).

#### 4.0 Latest Statistics

The latest statistics on the numbers of claims for universal credit as at 11th of May 2017 were published by the DWP on 16th June.

- The figures show that the number of claimants in receipt of universal credit is 530,000 and the overall total number of claims made for universal credit since 2013 now stands at 1.2 million.
- Of the people on Universal Credit as of 11 May 2017, 38 per cent 200,000 were in employment.
- more than 50,000 people are 'working - with requirements' (defined as 'in work but could earn more or not working but has a partner with low earnings');
- 312,847 are 'searching for work' (defined as 'not working or with very low earnings. Claimant is required to take action to secure work - or more / better paid work'); and
- 101,614 are 'working with no requirements' (defined as 'individual or household earnings over the level at which conditionality applies')
- By the end of July 2017 UC full service had been introduced into 101 job centres (one sixth of the network) and between October and December 2017 a further 134 job centres will have migrated to full service.

#### 5.0 Concerns

Over the last few months there has been considerable press interest in the roll out of Universal Credit in particular the length of time taken to process an award and the impact on families whilst they are waiting for their payment.

A debate took place in the House of Commons on 18th October 2017 regarding a suggested pause in the roll out of Universal Credit, it has subsequently been confirmed however that the roll out would proceed as planned.

A recent announcement by Theresa May has confirmed that the premium rate helpline would become a free phone line from November. It was also stated that all DWP phone lines would be free by next year.

Concerns raised by various 'interest groups' and responses from the DWP are re-produced below for information.

##### 5.1 The Citizens Advice Bureau

In July the CAB published a report 'Delivering on Universal Credit', which calls on the government to pause the roll out of universal credit until the significant problems they have identified are resolved.

The report says that, although the overall objectives are correct, the current flaws with the system undermine these objectives. As a result of these flaws, it claims universal credit is already failing many people, leaving them without the means to make ends meet and forcing them into debt. If the problems are not resolved, Citizens Advice says, they will escalate, putting 7 million households at serious financial risk.

Based on data from a representative survey of people seeking advice in universal credit full service areas as of May 2017, Citizens Advice highlights that -

- more than a third of new claimants are waiting in excess of 6 weeks to receive their first payment, and 11 per cent are waiting more than 10 weeks
- 30 per cent of people have made 10 or more calls to the helpline to sort out their claim at a cost of up to 55p per minute, and often have to wait over 30 minutes to get through
- 40 per cent reported they were not aware they could get an advance payment to help with the initial waiting period for their first payment
- 3 in 5 (57%) claimants are having to borrow money while waiting for their first payment, and
- claimants of universal credit are nearly one and a half times as likely to seek advice on debt issues compared to those on other benefits.

In addition, the report sets out the concerns identified by Citizens' Advice with the identity verification process using the GOV.UK Verify system. The research identified that some claimants experienced serious difficulties in being able to verify their identity online to register for Universal Credit, creating complications such as delays in payment or potential underpayment.

As a result, Citizens Advice says that pushing ahead with roll out while the system remains beset with problems will put thousands more families at financial risk and is calling on the government to pause the roll out of universal credit and "devote the time and resources needed to tackle the key problems which mean the system is not working".

The DWP has however, rejected this call for a delay, arguing that Citizens Advice had themselves noted that their report was based on evidence from a "self-selecting" group of people that did not represent the more than half a million people currently claiming Universal Credit

The DWP said "Universal Credit is designed to mirror the way many people in work are paid, and we have budgeting advice and benefit advances available for anyone who needs extra help. The vast majority of claimants have told us they are satisfied with UC. We are rolling out Universal Credit in a gradual, safe and secure way, and in the rare cases where issues arise, we work closely with local authorities and landlords to support people when they need it."

Additionally over the last few months the DWP have been undertaking a number of activities to address concerns raised by social rented sector landlords. Firstly they have been developing and testing a Universal Credit Landlord Portal which allows social sector landlords to input information and receive it directly, helping the DWP to further improve rent verification rates and identify those claimants who need direct payments.

Coupled with the rollout of the portal the DWP intend to offer every social sector landlord the opportunity to become a 'Trusted Partner'. By drawing on landlords' knowledge of their tenants the DWP can identify those who need to have their rent paid directly to their landlord, which should minimise the risk of arrears building up.

## 5.2 The Governments Office for Budget Responsibility (OBR)

The OBR in its first 'Fiscal risks report' has identified that the resilience of the system and its ability to cope with greater volumes and complexity are yet to be fully tested and that the government should consider the 'financial risks' surrounding implementation of universal credit. Its major concern was that the roll out timetable has repeatedly been pushed and the latest rolls out plans are due to finish around five years later than originally announced.

## 6.0 The National Audit Office (NAO)

The NAO is commencing a third study examining whether the DWP is on course to deliver universal credit in accordance with its plans - to make the full service available to new claimants in all jobcentres by September 2018 and to transfer existing claimants to universal credit by March 2022.

The final report - which is scheduled to be published in Spring 2018 - will assess whether there are early signs that universal credit is delivering its objectives, and what impact it is having both on claimants and on local stakeholders.

## 7.0 Impacts of the roll out on the benefits team.

### 7.1 Universal Credit Data Share (UCDS)

We are already seeing an increase in the number of requests for information from the DWP as part of the Universal Credit data share (UCDS) arrangements. The first files were received on the 24 May 2017 and between then and the end of October we had received 5545 cases which are dealt with at the rate of 48 per day. In terms of resourcing we currently allocate two FTE's from the partnership each day and anticipate that this will increase when NWLDC migrate early next year.

The work required includes.

- The cancelling of HB as soon as we are aware a claim for UC has been made.
- Identify cases where UC has been claimed and invite an application for council tax support (CTS).
- Identify cases where UC has been awarded but CTS is not in payment – if they would qualify for CTS, invite a claim.
- Identify customer's who have claimed or have been awarded UC for an address where they are not registered.
- Compare the information held in the file received compared to other evidence we may already have available and liaise with the Work Coach Team at DWP if discrepancies are found.
- Ensure data contained within individual files is loaded correctly onto the Academy system, This is particularly important where there are earnings and unearned income changes to UC that may have an impact on CTS entitlement.

## 7.2 Conflicting Information

It is true to say that there are elements of UC that can be extremely confusing for the customer and unfortunately there have been occasions where the information provided by the UC service centres conflicts with the advice given by the LA. This is particularly true when it comes to HB entitlement, however the LA's position is perfectly clear in that if the claimant resides within one of the designated postcode areas and is not in an excepted group the LA cannot award HB and furthermore has previously supplied the DWP with a commitment that it will not do so.

## 7.3 On the Horizon

In December new guidance will be issued to DWP staff to ensure that claimants in the private rented sector who have their housing benefit paid directly to landlords are offered that option when they join universal credit.

In January there will be two changes to advance payments. First, the period over which an advance is recovered will increase from six to 12 months, making it easier for claimants to manage their finances. That will apply regardless of the level of advance claimed. Secondly, there will be an increase in the amount of support a claimant can receive from up to 50% of their estimated entitlement to up to 100%, interest free.

From February 2018 the DWP will remove the seven-day waiting period, reducing the length of time claimants might wait to receive their first full payment. From April, for new claimants already receiving support towards their housing costs, the DWP will provide an additional payment of two weeks of their housing benefit to support them as they transition to universal credit.

Date of report: December 6 2017





# Leicestershire Partnership Revenues & Benefits

## Financial Performance to December 2017

## 1. PURPOSE OF THE REPORT

- 1.1 To inform the Management Board of the financial performance of the Partnership for the period April - December 2017.

## 2. RECOMMENDATION

- a) That the financial performance of the Partnership be noted.

## 3. INFORMATION

### Budget Position

- 3.1. The financial position of the Partnership has been outlined in **Appendix 1** to this report. The key headlines have been detailed below for information.
- 3.2. The Joint Committee approved a budget for the Partnership for 2017/2018 that indicated that £3,459,650 would be spent on the Partnership, matched by income from the partners and use of reserves. This has since been agreed that reserves of £105,250 will be used to reduce the level of contributions needed in year from partners.
- 3.3. As at December 2017, the Partnership had underspent against the profiled budget by £144,502. In addition there were £268,881 of timing differences associated with expenditure to the end of December 2017, which will be billed to partners following the quarter end reconciliation, leaving a net underspend of £70,725.

	Budget to Dec 2017	Actual to Dec 2017	Variance to Date	Timing Differences	Variance after Timing Differences
INCOME	(£2,631,546)	(£2,001,745)	£629,800	(£636,718)	(£6,918)
EXPENDITURE	£2,577,892	£2,146,247	(£431,645)	£367,838	(£63,807)
Net Expenditure Over / (Under) Spend	(£53,654)	£144,502	£198,156	(£268,881)	(£70,725)

- 3.4 The key variances to the end of December 2017 bring to the attention of the Management Board are:
- FERIS is underspent by £56,000, mainly due to posts being filled on a part-time basis, rather than fulltime due to the nature of the work.
  - Salaries is underspent by £39,000 due to vacant posts for much of the year..
- 3.5 There is a direct link between partner contributions and expenditure incurred and therefore partner contributions have been adjusted by £49,000 to reflect the actual expenditure to date.
- 3.6 As at 31 December 2017, the Partnership is forecasting saving of £45,000 for salary savings at the year-end, excluding any FERIS underspends. This will be reviewed as the year progresses.

## Appendix 1: Leicestershire Revenues & Benefits Partnership Monitoring Report to 31st December 2017

Expenditure / Income Type	2017/18 Latest Budget to Date	Actual to Date	Timing Differences	Variance after Timing Differences		2017/18 Total Estimate (Original)	2017/18 Total Estimate (Revised)
	£	£	£	£		£	£
Employees	1,913,449	1,506,316	362,821	44,312		2,551,100	2,558,100
Premises Related Expenditure	64,861	63,668	0	1,193		81,050	81,050
Transport Related Expenditure	21,007	13,072	3,843	4,092		28,000	28,000
Supplies & Services	555,174	540,382	1,174	13,619		768,300	776,800
Central & Administrative Exp	23,401	22,810	0	591		31,200	31,200
Revenue Income	-2,591,488	-1,905,736	-636,718	-49,034		-3,459,650	-3,354,400
Approved Cfws	0	0	0	0		0	-72,118
Transfer from Reserves	-78,938	-78,938	0	0		0	-105,250
				0			
Other Expenditure - FERIS	38,880	26,089		12,791		0	56,618
Other Income - FERIS	0	-43,161		43,161		0	0
Sum:	-53,654	144,502	-268,881	70,725		0	0

### Timing Differences

	HDC	NWLDC	HBBC	Total
Salaries - Quarter 3 - 2017/18	HDC	153,880	208,941	362,821
Mileage & Disturbance Costs - Quarter 3 - 2017/18	HDC	1,642	2,200	3,843
Supplies & Services - Quarter 3 - 2017/18	HDC	468	705	1,174
Contributions - Quarter 3 - 2017/18	HDC	-176,316	-213,452	-636,718
		<b>-20,325</b>	<b>-1,605</b>	<b>-246,951</b>
				<b>-268,881</b>

### Explanations

	Variance at 30/11/17 (Over) / Under Spend £	Forecast variance (Over) / Under Spend £	Explanation £5k+
Salaries	39,000	45,000	Underspend is due to a number of vacant posts, some of which have been vacant since the start of the year but interviews are currently taking place.
Training	5,000		Variance > £5k
Premises Related Expenditure	1,000		Variance > £5k
Car Allowances	4,000		Variance > £5k
Flexible working costs	5,000		Variance > £5k
Postages	1,000		Variance > £5k
Computer Software Maintenance & Upgrade	5,000		Variance > £5k
Computer Consumables	2,000		Variance > £5k
Printing & Stationery	2,000		Variance > £5k
Liability Expenses	-5,000		Additional Court costs incurred off set against additional each of the partners will receive within the General Fund
Minor Variances	4,000		Variance > £5k
Central & Administrative Exp	1,000		Variance > £5k
Contributions	-49,000		There is a direct link between partner contributions and expenditure incurred and therefore partner contributions have been adjusted to reflect the actual expenditure to date.
Net Other Expenditure & Income - FERIS	56,000		Fraud and Error Reduction Incentive Scheme (FERIS) this is a ring fenced grant. £43K grant has been recieved so far during 2017/18. A budget of £57k has been bfwd from 2016/17
	<b>71,000</b>	<b>45,000</b>	

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# Leicestershire Partnership Revenues & Benefits

## 2018/2019 Proposed Budget

## **1. PURPOSE OF THE REPORT**

- 1.1 To inform the Joint Committee of the draft budget for 2018/19..

## **2. RECOMMENDATION**

- 2.1 That the 2018/19 budget proposals for the Partnership is approved by the Joint Committee.

## **3. BACKGROUND**

- 3.1 The timetables for budget setting for the Partnership are outlined in the Schedule 3 of the Partnership agreement as follows:

1.2 ...on or before 30 November before the start of each Municipal Year the Operational Board shall prepare a draft budget for the following Municipal Year for the consideration of the Joint Committee and Councils.

1.6 The Councils shall approve the draft budget on or before 31 December in each Municipal Year

- 3.2 Note section 1.6 of the constitution was formally extended to 31st January in 2013/14. The budget for 2018/2019 will therefore be formally approved at the Joint Committee meeting in January 2018.

### Budget overview

- 3.3 In preparing this draft budget for 2018/2019 the following factors and assumptions have been taken into account:
- Actual spend for 2017/2018 has been used as an indicator where relevant;
  - A provision has been made on salaries of a 2% pay award based on the current establishment provided by each Partner;
  - In terms of general inflation no provision has been made other than for contractual increases at 3.9% RPI. This assumption has been applied to the budgets for utility & cleaning costs, computer software, telephone & postages/virtual mail room and contributes to £19,980 increase in budget (gross). There are also a number of small savings that amount to £5,170;
  - Salary costs also include additional costs associated to pension contributions, annual pay increments due during 2018/19.
- 3.4 The draft 2018/19 budget shows an increase of £134,190 for the Partnership (net of other body contributions), and is detailed below (Table 1).

3.5 The main cause of the increase in 2018/19 is due to increases in pay and employer costs in relation to increased NI and pension contributions.

<b>TABLE 1 Expenditure / Income Type</b>	<b>2017/2018 Budget (Original)</b>	<b>2017/2018 Budget (Revised)</b>	<b>2018/19 Draft Budget (2% Vacancy Factor)</b>	<b>Increase/ Decrease on 2017/18 Revised</b>	<b>Increase/ Decrease on 2017/18 Original</b>
	£	£	£	£	£
<b>Employees</b>	2,551,100	2,614,718	2,672,160	57,442	121,060
<b>Premises Related Expenditure</b>	81,050	81,050	83,510	2,460	2,460
<b>Transport Related Expenditure</b>	28,000	28,000	24,000	-4,000	-4,000
<b>Supplies &amp; Services</b>	768,300	776,800	784,140	7,340	15,840
<b>Central &amp; Administrative Exp</b>	31,200	31,200	31,200	0	0
<b>Total Expenditure</b>	<b>3,459,650</b>	<b>3,531,768</b>	<b>3,595,010</b>	<b>63,242</b>	<b>135,360</b>
<b>Partner Contributions</b>	-3,429,650	-3,324,400	-3,563,840	-239,440	-134,190
<b>Contributions from Other Bodies</b>	-30,000	-30,000	-31,170	-1,170	-1,170
<b>Contributions from Reserves</b>	0	-105,250	0	105,250	0
<b>Contributions from Reserves - C/fwds</b>	0	-72,118	0	72,118	0
<b>Total Funding</b>	<b>-3,459,650</b>	<b>-3,531,768</b>	<b>-3,595,010</b>	<b>-63,242</b>	<b>-135,360</b>
<b>Net (Income)/Expenditu re</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

3.6 After allowing for a 2% vacancy factor, the budget for the Partnership will increase expenditure by £135,360, requiring an increased funding from partners of £134,190, with the remaining £1,170 being recovered from Oadby & Wigston . For the 2018/19 year all the contributions will fall on the general fund expenditure of the partners.

### **Partner Contributions**

3.7 Partner contributions have been calculated on the basis of the budget and split in accordance with the Partnership Agreement: The only exception to this split is:

- Search and liability expenses which are charged to each partner based on activity. Partners will be billed quarterly for actual costs incurred and will receive any recovered income directly into their own General Fund

3.8 Based on this methodology, the estimated contributions for each partner are detailed below for a budget with a vacancy factors at 2%.

TABLE 2	Total	Contributions from Other Bodies	HBBC	HDC	NWLDC
<b>Allocation method %</b>			37.69%	28.72%	33.59%
	£	£	£	£	£
<b>Total Partnership Contributions excluding Searches and Liability Orders</b>	3,516,240		1,325,270	1,009,860	1,181,110
<b>Searches</b>	8,700		2,070	1,660	4,970
<b>Liability Order Expenses</b>	38,900		13,240	12,730	12,930
<b>Total contribution</b>	<b>3,563,840</b>		<b>1,340,580</b>	<b>1,024,250</b>	<b>1,199,010</b>
<b>Contributions from Other Bodies</b>	31,170	31,170	0	0	0
<b>Total contribution 2018/19</b>	<b>3,595,010</b>	<b>31,170</b>	<b>1,340,580</b>	<b>1,024,250</b>	<b>1,199,010</b>
<b>2017/18 Revised Contribution</b>	- 3,429,650		- 1,288,520	-984,310	- 1,156,820
<b>Contributions from Other Bodies</b>	-30,000	-30,000	0	0	0
<b>Contribution from Reserves</b>	-105,250		-39,670	-30,230	-35,350
<b>Difference – Increase/(Decrease)</b>	<b>30,110</b>	<b>1,170</b>	<b>12,390</b>	<b>9,710</b>	<b>6,840</b>
<b>Actual Increase</b>	134,190	0	52,060	39,940	42,190

3.8.1 The table below gives the overall contribution for the partnership, after adjustments for budget changes, since 2011/12. As can be seen the level of increase is relatively modest since 2011/12 at £118,110, and is still below the pre-restructure costs of 2014/15. The largest contributing factor to the increase in 2018/19 is due to the costs of the national pay award.

	HBBC	HDC	NWLDC	Total	Comment
2011/12	1,320,640	964,680	1,090,410	3,375,730	
2012/13	1,338,560	977,850	1,108,050	3,424,460	
2013/14	1,395,900	1,005,150	1,139,240	3,540,290	
2014/15	1,415,880	1,014,350	1,159,010	3,589,240	
2015/16	1,241,570	948,790	1,115,890	3,306,250	Restructure
2016/17	1,260,838	960,672	1,129,340	3,350,850	Fraud Staff changes
2017/18	1,288,520	984,310	1,156,820	3,429,650	
2018/19	1,340,580	1,024,250	1,199,010	3,563,840	Proposed



3.8.2 The increase in contributions is mainly due to staff cost increases, see table 3 below.

<b>Table 3: Cost pressures</b>		<b>£</b>
Pay Award		<b>41,097</b>
Increase in NI Contribution		<b>7,046</b>
Pension Contribution		<b>62,202</b>
Increments, Spinal point increase year on year		<b>18,223</b>
other salary variances		<b>-7,548</b>
Total		<b>121,020</b>
Vacancy factor savings		
Other Budget Variances		<b>13,170</b>
Total increase		<b>134,190</b>

## Appendix 1 – Breakdown of budgets

Detail Code Name	2017/18 Budget (OR)	2017/18 Budget (LA)	2018/19 Budget 2% vacancy Factor	Movement
Salaries - Full Time	2,531,440	2,531,440	2,652,460	121,020
Shared Service Employees- Salaries - FERIS	0	56,618	0	-56,618
Criminal Records Bureau Checks	750	750	750	0
Training Incl Conferences & Seminars	18,000	25,000	18,000	-7,000
Professional Subscriptions	910	910	950	40
Electricity	2,580	2,580	4,550	1,970
Gas	2,060	2,060	1,850	-210
Rent	53,450	53,450	53,450	0
Services Charges	12,450	12,450	13,090	640
NNDR	7,180	7,180	7,190	10
Water Metered	920	920	880	-40
Caretaking & Cleaning	2,410	2,410	2,500	90
Mileage	28,000	28,000	24,000	-4,000
Computer Software Maintenance & Upgrade	413,270	413,270	421,900	8,630
Computer Consumables	5,000	5,000	5,000	0
Flexible Working	45,110	52,110	45,110	-7,000
Clothes & Uniforms	600	600	600	0
Printing & Stationery	16,940	16,940	16,940	0
Library (Other)	1,200	1,200	1,200	0
Consultancy Fees	2,000	2,000	2,000	0
Legal Fees	5,000	5,000	5,000	0
Audit Fees	8,000	8,000	6,360	-1,640
Liability Order Expenses	38,900	38,900	38,900	0
Postages	13,250	13,250	13,770	520
Virtual Mail Room	187,970	187,970	195,300	7,330
Modem & Fax Machines	300	300	0	-300
Telephone	6,070	6,070	6,310	240
Mobile Telephone	1,740	1,740	1,500	-240
Remote Access	5,000	6,500	5,000	-1,500
Subsistence	500	500	500	0
Travel Arrangements	0	0	1,000	1,000
Subscriptions	7,250	7,250	7,250	0
Company Searches	8,700	8,700	8,700	0
Room Hire & Expenses	500	500	500	0
Other - Miscellaneous	1,000	1,000	1,300	300
S151 Officer - Shared Services	12,000	12,000	12,000	0

Accountancy Support - Shared Services	6,000	6,000	6,000	0
Democratic Services - Shared Services	1,200	1,200	1,200	0
Monitoring Officer - Shared Services	12,000	12,000	12,000	0
<b>Total Costs</b>	<b>3,459,650</b>	<b>3,531,768</b>	<b>3,595,010</b>	<b>63,242</b>
Miscellaneous Income	-30,000	-30,000	-31,170	-1,170
Contributions from Outside Bodies	-	-	-	-
	3,429,650	3,324,400	3,563,840	-239,440
Contribution from Reserves	0	-105,250	0	105,250
Use of Reserves for CFwds	0	-15,302	0	15,302
FERIS	0	-56,816	0	56,816

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## **SERVICE PLAN 2018/19**

# **The Leicestershire Partnership Revenues and Benefits**

## **CONTENTS**

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## 1 Councils' Aims and Priorities:



Priority 1  
Priority 2  
Priority 3

### **Harborough District Council**

The Place: an enterprising, vibrant place

The People: a healthy, inclusive and engaged community

Your Council: innovative, proactive and efficient



Hinckley & Bosworth  
Borough Council

*A Borough to be proud of*

Priority 1  
Priority 2  
Priority 3

### **Hinckley & Bosworth Borough Council**

People - Helping people to stay healthy, active and protected from harm.

Places - Creating clean and attractive places to live and work.

Prosperity - Encouraging growth, attracting businesses improving skills and supporting regeneration.



Priority 1  
Priority 2  
Priority 3  
Priority 4  
Priority 5

### **North West Leicestershire District Council**

Building confidence in Coalville

Value for money

Business and jobs

Homes and Communities

Green footprints

<b>OVERALL PURPOSE AND OBJECTIVES OF THE SERVICE</b>	<p>To provide a high quality and secure Revenues and Benefits service to our residents and businesses at an economical cost and in accordance with the principles of continuous improvement and customer requirements.</p>
<b>Objectives</b>	<ol style="list-style-type: none"> <li>1) To assess and pay Housing Benefit and Council Tax Support accurately and promptly.</li> <li>2) As part of our DWP liaison role to ensure all referrals are made in accordance with the requirements of the DWP.</li> <li>3) To issue accurate and prompt Council Tax and NNDR bills to maximise collection rates, and to deal appropriately with non payers to minimise arrears.</li> <li>4) To provide residents with a choice of how to engage with the service via access channels of their choice e.g. online, e-mail, letter, fax, telephone, face to face or home visit (where appropriate).</li> <li>5) To widely publicise the availability of all discounts, exemptions, reliefs and housing benefit, and to provide informed advice on all Revenues and Benefits matters.</li> <li>6) To ensure that the service observes all statutory requirements including those governing the administration of Revenues and Benefits, Freedom of Information, Data Protection, Human Rights and Health and Safety.</li> <li>7) To adhere to our commitment to promote equality and diversity among our residents and staff.</li> <li>8) To provide and develop innovative facilities for all customers.</li> <li>9) To communicate and consult regularly with our customers and stakeholders, developing our services to meet their changing needs.</li> <li>10) To provide accurate and timely services for our external and internal customers.</li> <li>11) To maximise collection rates whilst having due regard to the difficulties faced by some customers in making their payments.</li> <li>12) Develop our services through well trained, empowered and committed staff who are proud to work for the Leicestershire Revenue and Benefits Service.</li> </ol>



	13) To treat all our customers consistently and fairly.  14) To provide Value for Money services by delivering both financial and processing efficiencies.
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Scope of services provided by the partnership	
Council Tax Billing and Enforcement	Housing Benefit administration
NNDR Billing and Enforcement (including BIDs)	Council Tax Reduction Scheme Administration (Council Tax Support)
The investigation of Council Tax Support Fraud	Housing Benefit Overpayment enforcement
Provision of customer support and guidance	Welfare advice and support
DWP Liaison in respect of Housing Benefit Fraud	Supporting the delivery of Universal Credit

41

### 3. **National Agenda Items**

There are currently matters that need to be addressed during 2018 to meet key central government's legislative and operational changes that will be introduced.

The items are:

1. Universal Credit roll out programme
2. Welfare Reform

#### 4. **KEY PROJECTS**

In addition to the 'business as usual' projects we are currently working on a number of new projects during 2018/19

What does this mean	Key deliverables (Action)	Responsible Officer	Task/Milestones for 2018/19			
			Q1	Q2	Q3	Q4
Re-tender for mailing services as existing arrangements come to and end in March 2019	Contract awarded to supply mailing services from March 2019	LB	Commence tender/framework June	Contract Awarded	Set up routines and automation inclusive of testing	
Upgrade to Citrix to include Windows 10 and Office 16	Testing new upgrade to include required training for staff	LB & HBBC ICT	To be confirmed by HBBC ICT			
One logon to access Capita systems for partnership staff	Install Capita Shared Service Desktop	LB	To be confirmed			
Liasion with DWP	Universal Credit	SC	Monitor impact	Monitor impact	Monitor impact	Monitor impact
Supporting Vulnerable Households	Continue support of households who are facing difficulty and unable to meet their Council Tax/Rent liability feel supported	SC	Monitor impact	Monitor impact	Monitor impact	Monitor impact
Making services available on the web for customers to self serve (Digital Inclusion)	Complete Capita Advantage Digital Modules	LB			All modules completed	

## 5. CUSTOMERS

### Service Standards

- The Leicestershire Partnership aims to demonstrate its commitment to equality, diversity and fairness by:
  - Providing services which are accessible to all and which meet customer needs. We do this by providing information in different languages, in large type or on tape or using British sign language where appropriate. We also offer visits to discuss any aspect of the service with customers and their advisors.
  - Promoting and demonstrating fairness and equality of opportunity in the employment of staff. This is achieved through a corporate approach to recruitment and staff retention that aims to be inclusive.
  - Being proactive in the promotion of equality and diversity with each council and all its operations.
  - Maintaining and improving turnaround times for new claims for Housing Benefit and Council Tax Support.

## 6 PERFORMANCE

Hinckley & Bosworth	End of Year Target 2018/19	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Council Tax in year collection rate	98%	11.0%	20.0%	29.3%	38.4%	47.9%	57.1%	66.3%	75.9%	85.1%	94.2%	96.4%	98.0%
Combined benefits performance	11	10.5	9.4	12.6	12.0	12.0	12.2	11.1	9.8	11.1	10.8	2.8	9.9
Successful fraud prosecution & sanctions	6	0	1	2	0	1	0	0	1	0	1	0	0
NNDR in year collection rate	98.30%	11.2%	20.0%	28.1%	37.1%	46.0%	55.0%	63.8%	73.0%	82.7%	92.0%	96.5%	98.3%
Housing Benefit overpayments collection rate	36%	5%	8%	11%	13%	16%	19%	21%	22%	26%	27%	30%	36%
Processing new claims	19	20.2	21.4	23.3	21.7	19.5	18.4	15.5	16.6	16.3	14.5	16.3	17.8
Processing of Change of Circumstances	9	9.6	8.5	11.2	11.0	10.9	11.3	10.5	8.6	10.3	10.1	2.3	8.7
Sickness Absence	TBC												

Harborough	End of Year Target 2018/19	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Council Tax in year collection rate	98.60%	11.3%	20.8%	29.9%	39.0%	48.3%	57.7%	67.2%	76.6%	85.7%	94.7%	96.8%	98.6%
Combined benefit performance	11	10.8	9.0	10.8	14.0	11.8	12.4	10.5	9.8	12.7	9.5	3	8.8
Number of successful fraud prosecution & sanctions	4	0	0	0	0	1	1	0	1	0	1	0	0
NNDR in year collection rate	99.2%	10.6%	19.6%	28.7%	37.6%	46.5%	55.1%	64.0%	74.1%	82.6%	92.8%	96.9%	99.2%
Housing Benefit overpayments collection rate	31%	3%	5%	8%	10%	13%	16%	18%	21%	24%	24%	27%	31%
Processing of new claims	19	20.6	18.9	20.3	19.1	16.2	15.5	17.9	14.5	22.2	14.7	17.9	18.7
Processing of Change of Circumstances	9	9.3	7.9	9.4	13.3	11.1	11.9	9.7	9	11.1	8.6	2.5	7.8
Sickness Absence	TBC												

North West Leicestershire	End of Year Target 2018/19	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Council Tax in year collection rate	97.60%	10.4%	19.5%	28.8%	37.9%	47.2%	56.5%	65.5%	74.8%	84.1%	93.1%	95.7%	97.6%
Combined benefits performance	11	11.0	9.8	11.0	11.2	10.8	10.9	12.5	10.4	11.7	11.6	3.4	8.9
Number of successful fraud prosecution & sanctions	4	0	0	0	0	1	1	0	1	0	1	0	0
NNDR in year collection rate	99.0%	11.0%	19.0%	30.9%	39.2%	47.3%	56.4%	65.6%	74.2%	82.4%	90.7%	96.0%	99.0%
Housing Benefit overpayments collection rate	34%	4%	8%	11%	16%	19%	20%	23%	24%	26%	29%	31%	34%
Processing of new claims	19	18.9	21.4	16.9	16.4	17.3	15.9	17.3	14.1	16.4	18.1	15.3	18.5
Processing of Change of Circumstances	9	9.5	8.3	10.3	10.3	9.8	10.2	11.7	9.8	10.7	10.2	2.8	7.7
Sickness Absence	TBC												

## 7 Risks

It is our intention to manage our business risks in a consistent and cost-effective manner.

### How?

- Maintain a robust and consistent risk management approach that will identify and effectively manage strategic, operational, partnership and project risks
- Ensure accountabilities, roles and responsibilities for managing risks are clearly defined and communicated
- Consider risk as an integral part of service improvement planning, key decision making processes, and project and partnership governance
- Communicate risk information effectively through a clear reporting framework
- Increase understanding and expertise in risk management through targeted training and the sharing of best practice.

Risk	Additional Mitigating Actions	Review comments	Last reviewed	Owner
<u>Insufficient Business Continuity arrangements/plans</u>	<u>Business continuity plans developed to ensure minimum resources are available to deliver services</u> <u>Risk Assessment to prioritise resource against priority/critical services using generic corporate risk assessment</u>	Information provided monthly to the partnership management board	Dec-16	MB
<u>Reduced benefit subsidy as a result of a high level of error within the work sampled</u>	Extend the quality checking measures within benefits Refresher training on those areas that were highlighted by the subsidy audit.	QA procedures revised to focus on earnings	Oct-17	SC
Impact of loss of Business rate income (closure of large business , impact of appeals, fluctuations in rating list)	<u>Review and report to stakeholders monthly/quarterly</u>	Finance teams receive monthly detailed analysis	Oct-17	SWL
High levels of sickness absence within the partnership	<u>Continue to set absence targets and monitor against targets. Use of preceptors admin grant funding to secure additional resources.</u>	Information provided monthly to the partnership	Nov-17	Operational Managers
Failure to bring in projects on time	Effective project management and forward planning of available resources.	Monthly update report provided to partnership management board	Oct-17	LB



# FORWARD PLAN FOR JOINT COMMITTEE 2017-2018

Decision	Date of Decision (approx)	Contacts
Financial Performance November 2017	25 January 2018	Ashley Wilson - Section 151 Officer
Performance Report	25 January 2018	Sally O'Hanlon – Head of Partnership
Budget 2018/19	25 January 2018	Ashley Wilson – Section 151 Officer
Service Plan 2018/2019	25 January 2018	Sally O'Hanlon – Head of Partnership
Universal Credit Update	25 January 2018	Storme Coop – Benefit Operational Manger
Financial Performance February 2018	26 April 2018	Ashley Wilson – Section 151 Officer
Performance Report	26 April 2018	Sally O'Hanlon – Head of Partnership
Internal Audit Report	26 April 2018	PriceWaterhouse Cooper
Risk Based Verification Update	26 April 2018	Storme Coop – Benefit Operational Manger
Constitution Update	26 April 2018	Julie Kenny - Monitoring Officer
Schedule of meetings	28 June 2018	Clare Hammond – Democratic Support Officer
Year End Performance Report	28 June 2018	Sally O'Hanlon – Head of Partnership
Year End Financial Report	28 June 2018	Ashley Wilson – Section 151 Officer

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