



*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	<b>3.00 pm</b> on Thursday, 25 APRIL 2019
Location	Board Room, Council Offices, 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 24 January 2019	<b>3 - 6</b>

<b>Item</b>		<b>Pages</b>
<b>4. PERFORMANCE SUMMARY REPORT MARCH 2019</b>		
	The report of the Head of Partnership	<b>7 - 20</b>
<b>5. APPROVAL OF PERFORMANCE TARGETS</b>		
	The report of the Head of Partnership	<b>21 - 32</b>
<b>6. FINANCIAL PERFORMANCE TO FEBRUARY 2019</b>		
	The report of the Section 151 Officer	<b>33 - 36</b>
<b>7. FORWARD PLAN</b>		
	To note the Joint Committee's Forward Plan	<b>37 - 38</b>

Circulation:

Councillor R Allen  
Councillor R D Bayliss  
Councillor R Hadkiss (Chairman)  
Councillor J Hallam  
Councillor C Ladkin  
Councillor T J Pendleton

MINUTES of a meeting of THE LEICESTERSHIRE PARTNERSHIP REVENUES AND BENEFITS JOINT COMMITTEE held in The Symington Building, Adam and Eve Street, Market Harborough on THURSDAY, 24 JANUARY 2019

Present: Councillor R Hadkiss (Harborough) (Chair)

Councillors R D Bayliss (North West Leicestershire), J Hallam (Harborough) and C Ladkin (Hinckley and Bosworth)

Officers: Mrs C Hammond, Mrs J Kenny (HBBC), Mrs S O'Hanlon (Leicestershire Partnership - Revenues & Benefits), Mr N Proudfoot (HDC), Mr T Shardlow (NWLDC), Ms Z Thomas (Grant Thornton) and Mr A Wilson (HBBC)

## **20. APOLOGIES FOR ABSENCE**

Apologies were received from Councillors R Allen and T J Pendleton.

## **21. DECLARATIONS OF INTEREST**

There were no interests declared.

## **22. MINUTES**

Consideration was given to the minutes of the meeting held on the 28 November 2018.

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

RESOLVED THAT:

The minutes of the meeting held on 28 November 2018.

## **23. INTERNAL AUDIT REPORT**

The Chairman welcomed Ms Z Thomas from Grant Thornton to the meeting.

Ms Z Thomas presented the report to Members. She advised that the audit had looked at the debt recovery and business rates, and the outcome was significant assurance with some improvements required adding that it was a positive report. She explained that there were a number of recommendations made but they were low level and the report also highlighted a number of areas of good practice. She asked Members to have a think about any areas they wished the auditors to look at when they reviewed the Partnership.

Ms S O'Hanlon stated that it was a useful report and that everything that had been a formal recommendation a commitment had been given to look at or implement., though, this was not the case with the advisory matters

Members agreed that it was a positive report.

RESOLVED THAT:

The Internal Audit Report be noted

## **24. COUNCIL TAX PROTOCOL**

Mrs S O'Hanlon presented the report to Members. She advised that the purpose of the report was to bring to Members attention the work that was being carried out. She

informed the Members that the protocol had been developed with the LGA and the aim was to prevent people from getting into debt in the first place however they had to be mindful that the authority still had a duty to recover Council Tax. She stated that senior officers had met with the CAB, which was a productive meeting as it had extended the relationship and provided some context of the process of Council Tax recovery. She advised that the document set out details of the protocol and was now with and the document was now with the Chief Executive of CAB for review. She informed Members that at the time of reporting on 61 authorities had signed up and hopefully the partnership would be the trailblazers for Leicestershire.

In response to a question from Councillor C Ladkin, Mrs S O'Hanlon advised that it was hoped that residents that were struggling with Council Tax payments would present themselves to the relevant authority first however there were those that had more complex debts and therefore would go to CAB for support.

Mrs S O'Hanlon advised Members that there was only the one CAB for Leicestershire but there were support officers that worked out of each of the three authorities. She informed Members that there was other bodies but due to the locality, residents would be sign posted to the CAB

RESOLVED THAT:

The work carried out by the Partnership be noted.

## **25. FINANCIAL PERFORMANCE TO NOVEMBER 2018**

Mr A Wilson presented the report to Members. He advised that the table at 3.3 of the report was showing an underspend of £86,837, which was due to an underspend of £51k from the FERIS budget and an underspend of £115k due to vacant staff posts. He stated that if the salary saving continued there would be a year-end saving of around £100,000, which was slightly lower than reported at the previous meeting due to increased agency costs incurred due to the vacant posts.

RESOLVED THAT:

The financial performance of the Partnership be noted

## **26. 2019/20 PROPOSED BUDGET**

Mr A Wilson presented the report to Members. He highlighted the recommendations as set out in paragraph 2 including the recommendation to set aside some earmarked reserves. He drew Members attention to the table at 3.5 and the draft budget 2019/20 that approval was sought for, and the table at 3.6 was a breakdown of the contributions from the partners. He stated that the contributions had increased and the budget had been worked on the assumption of the earmarked reserves being agreed. Table 3.8.1 detailed the pressures for the forthcoming year including ICT, salaries and amendments to the structure. He advised that the proposed earmarked reserves were to cover pressures over the next year and some of the following year and as such it was hoped that it would help keep contribution requirements down. He reminded Members that they had set a reserve for the current year and it was expected that it would be used by the end of the 2019/20 year. He informed Members that there would still be a £50k general fund balance for contingencies.

It was explained that approval of the budget included the structure amendments noted in confidential section of the report.

Following a question from Councillor Hallam, Mr A Wilson advised that there was an increase for NNDR expenditure due to the valuation of the properties had going up and to cover the cost.

Mrs J Kenny asked Members to consider an additional recommendation

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

RESOLVED THAT:

1. The 2019/29 budget proposals for the Partnership be approved
2. The setting up of an earmarked reserve of £100,000 to meet the Revenue and Capital cost of ICT pressures noted in the report (Revenue £36,782, Capital £63,218) be approved.

## **27. PERFORMANCE SUMMARY REPORT NOVEMBER 2018**

Mrs S O'Hanlon presented the report to Members. She advised Members that since November the Partnership had moved into the annual billing testing ready for Council Tax approval in February. She highlighted that all three authorities were meeting their targets for processing new claims and changes, and were in the tolerances for LA error. She informed the Committee that even though the report highlighted Universal Credit changes were constantly happening and therefore she proposed to bring an update report to a future meeting, and that LCC were no longer funding their element of the discretionary scheme.

In relation to revenues, Mrs S O'Hanlon advised that NWL were on target for Council Tax collection rates, and that HBBC and HDC were lightly down however there were no significant issues. In relation to Business Rates there was a significant reduction for HDC but it was due to one new assessment however work was being carried out to arrange repayment. She highlighted that other work relating to enforcement agent contracts, small business rates reviews and the timetable for annual billing had been carried out.

In response to a question from Councillor C Ladkin, Mrs S O'Hanlon advised the Committee that the review was carried out to ensure that all business receiving the rates had not made any changes to the size of their business and that there were no significant issues following the review.

RESOLVED THAT:

The Performance Summary Report November 2018 be noted.

## **28. SERVICE PLAN 2019/2020**

Mrs S O'Hanlon presented the report to Members. She advised Members that the priorities for NWL were incorrect but would be changed following approval by the Council. She outlined the plan and that Universal Credit was number one for the Partnership, along with some of the other key projects including e-claims, telephone system and upgrades to ICT systems.

Mrs S O'Hanlon sought approval from the Committee to review the targets once the outturn of the year was available to see if targets need to be changed.

Members were happy that the targets were reviewed following the outturn and that the indicators would be brought back to the next meeting.

A discussion was held around the future/possible extension of the partnership. It was agreed that discussion paper be brought to the next meeting to gage an understanding of what elected members would like. For example having a new full partner or to sell services. Accepting that one LA had already made approaches re the possibility of becoming a partner. This work should continue with SOH speaking with AW around finance, subject to his commitments around budget setting

RESOLVED THAT:

The Service Plan 2019/2020 be noted.

## **29. FORWARD PLAN**

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

It was discussed that Approval of Performance Targets, Internal Audit Report Update and a discussion paper on Future Plans for the Partnership would be added to the April agenda. Universal Credit Update would be added to the June agenda.

RESOLVED THAT:

The Forward Plan be noted and updated as detailed above.

## **30. DATES OF FUTURE MEETINGS**

Members noted the date of the next meeting.

The meeting commenced at 4.30 pm

The Chairman closed the meeting at 5.20 pm



PAPER

# Revenue and Benefit Service

## Performance Summary Report

March 2019

## 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	01/04/2018	In Year Movement	2018/19		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	49,906	418	50,359	453	4,187	8.3%
HDC	35,923	35,965	42	36,494	529	37,048	554	37,312	264	37,899	587	38,505	606	39,089	584	39,739	650	3,816	9.6%
NWLDC	40,026	40,271	245	40,833	562	41,292	459	41,761	469	42,405	644	43,204	799	44,207	1,003	44,940	733	4,914	10.9%
<b>Totals</b>	<b>122,121</b>	<b>122,741</b>		<b>124,115</b>		<b>125,745</b>		<b>127,208</b>		<b>129,114</b>		<b>131,197</b>			<b>Current Total:</b>	<b>135,038</b>	<b>Movement</b>	<b>12,917</b>	
<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	3,162	80	3,181	19	305	9.6%
HDC	2,616	2,730	114	2,762	32	2,835	73	2,894	59	2,909	74	2,949	40	3,040	91	3,086	46	470	15.2%
NWLDC	3,182	3,170	-12	3,175	5	3,210	35	3,223	13	3,249	39	3,287	38	3,417	130	3,440	23	258	7.5%
<b>Totals</b>	<b>8,674</b>	<b>8,767</b>		<b>8,869</b>		<b>9,013</b>		<b>9,102</b>		<b>9,225</b>		<b>9,318</b>			<b>Current Total:</b>	<b>9,707</b>	<b>Movement</b>	<b>1,033</b>	
<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	5,783		5,579	-204	-1,521	-27.3%
												<b>Current Caseload Analysis</b>	Joint HB/CTS	2,593					
													HB only	407					
													CTS only	2,579					
HDC	4,189	4,246	57	4,345	99	4,274	-71	4,086	-188	3,689	-585	3,599	-169	3,388		3,243	-145	-946	-29.2%
												<b>Current Caseload Analysis</b>	Joint HB/CTS	1,671					
													HB only	237					
													CTS only	1,335					
NWLDC	7,187	7,287	100	7,213	-74	6,770	-443	6,550	-220	6,145	-625	5,955	-329	5,696		5,413	-283	-1,774	-32.8%
												<b>Current Caseload Analysis</b>	Joint HB/CTS	3,091					
													HB only	321					
													CTS only	2,001					
<b>Totals</b>	<b>18,476</b>	<b>19,112</b>		<b>19,113</b>		<b>18,205</b>		<b>17,468</b>		<b>16,293</b>		<b>15,834</b>			<b>Current Total:</b>	<b>14,235</b>	<b>Movement</b>	<b>-4,241</b>	



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

Harborough District Council													2018/19	Year -End 2018/19 target	2017/18 Same month cumulative comparison
BENEFITS	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Cumulative		
In month: Right Time (days)	8.9	6.9	8.6	7.0	7.8	6.7	8.0	8.9	10.1	9.1	2.7	7.9	7.7	11	
<i>Position for 2017/18</i>	10.8	9.0	10.8	14.0	11.8	12.4	10.5	8.7	10.2	9.7	2.4	8.0			9.9
In month: New Claims (Days)	17.4	15.7	20.3	15.8	17.3	14.9	17.5	15.5	16.6	16.8	12.7	16.3	16.4	19	
<i>Position for 2017/18</i>	20.6	18.9	20.3	19.1	16.2	15.5	17.9	15.6	15.9	14.2	10.9	15.0			16.8
In month: Change Events (Days)	7.6	5.9	7.4	5.8	6.0	5.5	6.9	8.1	9.1	8.0	2.3	6.1	5.8	9	
<i>Position for 2017/18</i>	9.3	7.9	9.4	13.3	11.1	11.9	9.7	7.4	9.0	9.0	2.2	6.8			7.9
Right Time profiled in month target 18/19	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 18/19	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 18/19	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%	20.6%	29.8%	39.0%	48.3%	57.6%	67.1%	76.1%	85.0%	94.2%	96.6%	98.6%	98.6%	98.6%	
This years profiled target	11.2%	20.5%	29.9%	39.0%	48.2%	57.6%	67.1%	76.3%	85.3%	94.5%	96.7%	98.6%			
<i>Position for 2017/18</i>	11.2%	20.5%	29.9%	39.0%	48.2%	57.6%	67.1%	76.3%	85.3%	94.5%	96.7%	98.6%			
Arrears Reduction (£m)	£2.1m	£2.0m	£1.9m	£1.9m	£1.8m	£1.8m	£1.7m	£1.7m	£1.7m	£1.6m	£1.6m	£1.6m	£1.6m	£1.6m	INFO
<i>Position for 2017/18</i>	£2.1m	£2.0m	£1.9m	£1.9m	£1.8m	£1.7m	£1.7m	£1.6m	£1.6m	£1.5m	£1.5m	£1.4m			
NON DOMESTIC RATES	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar			
In Year (%)	10.2%	20.1%	29.1%	38.2%	46.6%	55.8%	65.5%	74.1%	82.6%	91.9%	96.6%	99.3%	99.3%	99.2%	
This years profiled target	9.7%	20.5%	28.7%	37.8%	46.8%	55.3%	65.7%	75.0%	84.2%	92.5%	96.6%	99.2%			
<i>Position for 2017/18</i>	9.7%	20.5%	28.7%	37.8%	46.8%	55.3%	65.7%	75.0%	84.2%	92.5%	96.6%	99.7%			
Arrears Reduction (£m)	£0.17m	£0.14m	£0.11m	£0.08m	£0.10m	£0.09m	£0.06m	£0.08m	£0.08m	£0.06m	£0.06m	£0.04m	£0.04m	£0.04m	INFO
<i>Position for 2017/18</i>	£0.27m	£0.33m	£0.23m	£0.21m	£0.22m	£0.17m	£0.14m	£0.14m	£0.14m	£0.11m	£0.09m	£0.04m			
HOUSING BENEFIT DEBT	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar			
HB Overpayments outstanding at year end (Capita)	£0.96m	£0.95m	£0.94m	£0.93m	£0.92m	£0.90m	£0.89m	£0.91m	£0.91m	£0.93m	£0.91m	£0.90m	£0.90m	£0.90m	INFO
<i>Position for 2017/18 (£m)</i>	£1.0m	£1.0m	£1.0m	£1.0m	£1.0m	£1.0m	£1.0m	£1.0m	£1.0m	£1.0m	£1.0m	£0.99m			
HB Overpayments Recovered	5%	9%	12%	15%	17%	20%	22%	25%	27%	30%	33%	35%	35%	31%	
This year sprofiled target	3%	5%	8%	10%	13%	16%	18%	21%	24%	24%	27%	31%			
<i>Position for 2017/18</i>	3%	6%	9%	12%	16%	18%	21%	24%	26%	29%	30%	34%			
FRAUD	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar			
CTLS Sanctions gained	2	1	2	2	0	1	1	0	0	1	0	1	11	6	
This years profiled target	0	0	0	1	1	1	1	1	0	1	0	0			
<i>Position for 2017/18</i>	0	0	0	0	1	1	0	0	1	0	0	1	4		

6

Hinckley & Bosworth Borough Council													Cumulative 2018/19	Year-End 2018/19 Target	2017/18 Same month cumulative comparison
BENEFITS	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar			
In month: Right Time (days)	8.3	6.9	8.9	6.1	6.7	7.4	6.9	8.4	9.2	8.5	2.6	7.8	7.3	11	
<i>Position for 2017/18</i>	10.5	9.4	12.6	12.0	12.0	12.2	11.1	9.6	9.8	9.1	2.7	8.2			9.9
In month: New Claims (Days)	18.1	14.3	15.4	11.7	12.8	14.2	13.3	14.7	12.5	13.3	12.1	13.2	13.8	19	
<i>Position for 2017/18</i>	20.2	21.4	23.3	21.7	19.5	18.4	15.5	16.4	11.2	14.3	13.8	15.4			17.6
In month: Change Events (Days)	7.4	6.1	8.1	5.4	5.8	6.3	5.9	7.5	8.6	7.9	2.2	6.7	5.7	9	
<i>Position for 2017/18</i>	9.6	8.5	11.2	11.0	10.9	11.3	10.5	8.7	9.6	8.5	2.3	7.0			8.0
Right Time profiled in month target 18/19	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 18/19	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 18/19	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 (%)	11.0%	20.3%	29.4%	38.6%	47.8%	57.2%	66.4%	75.7%	84.7%	93.8%	96.2%	98.1%	98.1%	98.0%	
This years profiled target	10.9%	20.3%	29.5%	38.7%	47.9%	57.2%	66.6%	75.8%	84.9%	94.0%	96.4%	98.0%			
<i>Position for 2017/18</i>	10.9%	20.3%	29.5%	38.7%	47.9%	57.2%	66.6%	75.8%	84.9%	94.0%	96.4%	98.1%			
In Year Arrears Reduction (£)	£2.9m	£2.8m	£2.7m	£2.6m	£2.5m	£2.5m	£2.4m	£2.4m	£2.3m	£2.3m	£2.2m	£2.1m	£2.1m	INFO	
<i>Position for 2017/18</i>	£2.7m	£2.6m	£2.5m	£2.4m	£2.4m	£2.3m	£2.1m	£2.1m	£2.0m	£2.0m	£1.9m	£1.8m			
NON DOMESTIC RATES	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar			
In Year (%)	11.4%	21.1%	30.7%	39.3%	48.7%	58.2%	67.1%	75.5%	84.8%	93.6%	96.5%	99.2%	99.2%	98.3%	
This years profiled target	11.0%	20.6%	29.9%	39.3%	48.3%	57.3%	66.5%	75.9%	85.3%	94.2%	96.6%	98.3%			
<i>Position for 2017/18</i>	11.0%	20.6%	29.9%	39.3%	48.3%	57.3%	66.5%	75.9%	85.3%	94.2%	96.6%	98.9%			
Arrears Reduction (£m)	£0.57m	£0.48m	£0.43m	£0.34m	£0.31m	£0.31m	£0.21m	£0.24m	£0.24m	£0.20m	£0.20m	£0.10m	£0.10m	INFO	
<i>Position for: 2017/18</i>	£0.56m	£0.37m	£0.34m	£0.43m	£0.31m	£0.30m	£0.26m	£0.25m	£0.23m	£0.30m	£0.30m	£0.23m			
HOUSING BENEFIT DEBT	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar			
HB Overpayments outstanding at year end (Capita)	£1.5m	£1.5m	£1.5m	£1.5m	£1.5m	£1.5m	£1.4m	£1.4m	£1.4m	£1.4m	£1.4m	£1.4m	£1.4m	£1.4m	INFO
<i>Position for 2017/18</i>	£1.5m	£1.5m	£1.6m	£1.6m	£1.6m	£1.6m	£1.5m	£1.6m	£1.6m	£1.6m	£1.5m	£1.5m			
HB Overpayments Recovered	4%	7%	10%	13%	16%	19%	22%	25%	25%	28%	30%	33%	33%	36%	
This years profiled target	5%	8%	11%	13%	16%	19%	21%	22%	26%	27%	30%	36%			
<i>Position for 2017/18</i>	4%	7%	10%	14%	18%	21%	23%	26%	28%	30%	32%	34%			
FRAUD	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar			
CTLS Sanctions gained	0	2	0	1	1	0	0	2	1	0	1	0	8	6	
This years profiled target	0	0	0	1	1	1	1	1	0	1	0	0			
<i>Position for 2017/18</i>	0	1	2	0	1	0	0	0	0	1	4	1	10		

North West Leicestershire District Council													2018/19	Year End 2018/19 target	2017/18 Same month cumulative comparison
BENEFITS	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Cumulative		
In month: Right Time (days)	9.6	7.5	9.4	7.6	7.8	7.7	7.8	8.8	9.7	7.5	2.4	7.5	7.8	11	
<i>Position for 2017/18</i>	11.0	9.8	11.0	11.2	10.8	10.9	12.5	9.6	11.0	10.9	3.3	8.4			10.0
In month: New Claims (Days)	17.3	16.0	18.9	15.0	14.5	14.9	15.4	13.9	17.2	14.5	11.9	13	15.4	19	
<i>Position for 2017/18</i>	18.9	21.4	16.9	16.4	17.3	15.9	17.3	14.1	19.8	14.8	14.1	17.8			17.1
In month: Change Events (Days)	8.7	6.7	8.3	6.6	6.7	6.8	6.5	8.2	8.7	6.7	2.1	6.6	6.1	9	
<i>Position for 2017/18</i>	9.5	8.3	10.3	10.3	9.8	10.2	11.7	9.0	9.3	10.2	2.7	7.2			8.2
Right Time profiled in month target 17/18	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 17/18	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 17/18	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 (%)	10.3%	19.6%	28.7%	37.9%	47.1%	56.1%	65.3%	74.5%	83.6%	92.9%	95.6%	97.8%	97.8%	97.6%	
This years profiled target	10.2%	19.5%	28.6%	37.7%	46.9%	55.9%	65.4%	74.6%	83.7%	93.0%	95.7%	97.6%			
<i>Position for 2017/18</i>	10.2%	19.5%	28.6%	37.7%	46.9%	55.9%	65.4%	74.6%	83.7%	93.0%	95.7%	97.8%			
Arrears Reduction (£m)	£3.3m	£3.2m	£3.1m	£3.0m	£2.9m	£2.8m	£2.8m	£2.7m	£2.7m	£2.6m	£2.5m	£2.4m	£2.4m	INFO	
<i>Position for 2017/18</i>	£3.2m	£3.0m	£2.9m	£2.8m	£2.8m	£2.7m	£2.6m	£2.5m	£2.4m	£2.4m	£2.3m	£2.2m			
NON DOMESTIC RATES	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar			
In Year (%)	10.6%	20.8%	29.0%	39.8%	47.4%	56.1%	66.3%	75.5%	84.2%	92.7%	95.8%	99.1%	99.1%	99.0%	
This years profiled target	10.0%	20.3%	29.0%	38.7%	48.5%	57.2%	66.2%	75.5%	84.4%	92.7%	96.1%	99.0%			
<i>Position for 2017/18</i>	10.0%	20.3%	29.0%	38.7%	48.5%	57.2%	66.2%	75.5%	84.4%	92.7%	96.1%	99.4%			
Arrears Reduction (£m)	£0.51m	£0.57m	£0.53m	£0.33m	£0.37m	£0.30m	£0.27m	£0.26m	£0.26m	£0.33m	£0.32m	£0.27m	£0.27m	INFO	
<i>Position for 2017/18</i>	£0.68m	£0.52m	£0.53m	£0.40m	£0.40m	£0.44m	£0.57m	£0.55m	£0.36m	£0.46m	£0.42m	£0.21m			
HOUSING BENEFIT DEBT	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar			
HB Overpayments outstanding at year end (Capita)	£1.4m	£1.4m	£1.4m	£1.3m	£1.3m	£1.4m	£1.3m	£1.3m	£1.3m	£1.3m	£1.3m	£1.3m	£1.3m	INFO	
<i>Position for 2017/18</i>	£1.5m	£1.5m	£1.5m	£1.5m	£1.5m	£1.4m	£1.5m	£1.5m	£1.5m	£1.4m	£1.4m	£1.4m			
HB Overpayments Recovered	4%	7%	10%	13%	16%	19%	21%	23%	25%	28%	30%	32%	32%	34%	
This years profiled target	4%	8%	11%	16%	19%	20%	23%	24%	26%	29%	31%	34%			
<i>Position for 2017/18</i>	4%	9%	13%	17%	20%	25%	28%	30%	33%	35%	38%	40%			
FRAUD	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar			
CTLS Sanctions gained	0	2	1	0	1	1	0	0	2	1	0	2	10	6	
This years profiled target	0	0	0	1	1	1	1	1	0	1	0	0			
<i>Position for 2017/18</i>	0	0	0	0	1	1	0	0	0	3	2	2	9		

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

<b>HBBC</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>March</b>
Lower Threshold	£5,684	£10,632	£15,939	£22,945	£28,326	£33,193	£38,136	£43,157	£47,853	£52,798	£57,344	£61,775
Upper Threshold	£6,395	£11,961	£17,932	£25,813	£31,867	£37,342	£42,903	£48,552	£53,835	£59,398	£64,512	£69,497
<b>Actual</b>	<b>£1,599</b>	<b>£2,113</b>	<b>£14,674</b>	<b>£5,949</b>	<b>£12,986</b>	<b>£13,690</b>	<b>£17,952</b>	<b>£19,812</b>	<b>£21,180</b>	<b>£23,146</b>	<b>£24,931</b>	<b>£26,003</b>
Lower Tolerance	£4,085	£8,519	£1,265	£16,996	£15,340	£19,503	£20,185	£23,346	£26,673	£29,653	£32,413	£35,773
Upper Tolerance	£4,795	£9,848	£3,258	£19,864	£18,880	£23,652	£24,952	£28,740	£32,654	£36,252	£39,581	£43,494
<b>HDC</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>March</b>
Lower Threshold	£3,628	£7,389	£10,796	£14,279	£20,221	£23,569	£26,835	£30,145	£33,262	£36,574	£39,778	£42,880
Upper Threshold	£4,082	£8,312	£12,145	£16,064	£22,749	£26,515	£30,189	£33,913	£37,420	£41,146	£44,750	£48,240
<b>Actual</b>	<b>£904</b>	<b>£1,133</b>	<b>£1,381</b>	<b>£1,588</b>	<b>£1,782</b>	<b>£2,017</b>	<b>£2,514</b>	<b>£5,642</b>	<b>£6,762</b>	<b>£7,136</b>	<b>£8,174</b>	<b>£11,259</b>
Lower Tolerance	£2,724	£6,256	£9,415	£12,692	£18,440	£21,552	£24,321	£24,502	£26,501	£29,438	£31,604	£31,621
Upper Tolerance	£3,178	£7,179	£10,764	£14,477	£20,967	£24,498	£27,675	£28,270	£30,659	£34,009	£36,576	£36,981
<b>NWLDC</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>March</b>
Lower Threshold	£6,669	£12,610	£19,014	£24,734	£33,919	£39,386	£44,665	£50,649	£54,545	£59,828	£65,627	£70,143
Upper threshold	£7,503	£14,186	£21,391	£27,826	£38,159	£44,310	£50,248	£56,980	£61,363	£67,307	£73,830	£78,911
<b>Actual</b>	<b>£1,872</b>	<b>£2,697</b>	<b>£4,513</b>	<b>£5,805</b>	<b>£6,386</b>	<b>£9,625</b>	<b>£14,303</b>	<b>£21,557</b>	<b>£22,681</b>	<b>£25,722</b>	<b>£27,471</b>	<b>£28,667</b>
Lower Tolerance	£4,797	£9,913	£14,501	£18,929	£27,533	£29,761	£30,362	£29,092	£31,865	£34,106	£38,156	£41,476
Upper Tolerance	£5,631	£11,490	£16,878	£22,021	£31,773	£34,684	£35,945	£35,423	£38,683	£41,585	£46,359	£50,244

## Sickness

Sickness for February is given below:

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

<b>Hinckley &amp; Bosworth Borough Council</b>		<b>Annual Target 8 days</b>	
		<b>Month</b>	
		<b>February</b>	<b>Cumulative</b>
<b>Long Term</b>		20.00	93.00
<b>Short Term</b>		17.00	157.50
	<b>Days lost</b>	37.00	287.50
<b>FTE Average</b>		<b>1.15 Days</b>	<b>8.97 Days</b>
<b>Profiled Target Average</b>		0.67 Days	7.37 Days
<b>Harborough District Council</b>		<b>Annual Target 9 days</b>	
		<b>Month</b>	
		<b>February</b>	<b>Cumulative</b>
<b>Long Term</b>		40.00	66.00
<b>Short Term</b>		35.00	101.00
	<b>Days lost</b>	75.00	167.00
<b>FTE Average</b>		<b>4.31 Days</b>	<b>9.60 Days</b>
<b>Profiled Target Average</b>		0.75 Days	8.25 Days
<b>North West Leicestershire District Council</b>		<b>Annual Target 8.5 days</b>	
		<b>Month</b>	
		<b>February</b>	<b>Cumulative</b>
<b>Long Term</b>		10.45	123.03
<b>Short Term</b>		3.00	79.03
	<b>Days lost</b>	13.45	202.06
<b>FTE Average</b>		<b>0.55 Days</b>	<b>8.37 Days</b>
<b>Profiled Target Average</b>		0.71 Days	7.79 Days

## Benefits Operational Team

(Housing Benefit, Council Tax Support and Fraud)

### Processing

All three authorities have met their respective targets for processing new claims and change events.

### LA error and subsidy

All three authorities have met their respective targets to be below the lower threshold for LA error.

### Discretionary Housing Payments

In view of the reduction in DHP funding for 2019/20 it is suggested that we grant awards for 3 months at a time and (historically we have paid DHP in April for 6 months) in doing so this would enable us to have a greater control over our spend and retain the ability to provide more notice to claimants of any potential reductions in awards.

### Benefit fraud latest

One of the key drivers behind UC was that it would “dramatically reduce the chances of fraud entering the system. It will cut down on error as it will be much easier to understand and administer” (Lord Freud May 2012). Unfortunately the latest statistics beg to differ and it has recently been revealed that the fraud rate for UC is 5.3% the highest of all DWP administered benefits which compares with 4.5% for HB.

The value of official error for UC is £80m against a spend of £3.3bn which makes even more uncomfortable reading when you compare this with HB whose error value is £90m but has a significantly higher spend of £22.3bn.

## Revenues Operational Team

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

### Council Tax

In year collection rates position is as follows:

<b>Harborough</b>	In year collection target met - 98.6%
<b>Hinckley &amp; Bosworth</b>	In year collection target exceeded by 0.1% - achieved 98.1% (Target 98.0%)
<b>North West Leicestershire</b>	In year collection target met – 97.8%

This year we have:

	Volumes this month
• Issued 30,053 reminder notices	1,458
• Issued 13,863 magistrate court summonses	1,028
• Obtained 9,116 liability orders	890
• Passed 1,877 cases to DWP for attachment of benefits	98
• Passed 1,719 cases to employers for attachment of earnings	140
• Passed 3,284 cases to enforcement agent	Nil

<b>Harborough</b>	2018/19 Net collectable debit	£60.393m	Collected	£59.661m
<b>Hinckley &amp; Bosworth</b>	2018/19 Net collectable debit	£64.901m	Collected	£63,676m
<b>North West Leicestershire</b>	2018/19 Net collectable debit	£58.320m	Collected	£57.062m

## NDR (Business Rates)

In year collection rates position is as follows:

<b>Harborough</b>	In year collection target exceeded by 0.1% - achieved 99.3% (Target 99.2%)
<b>Hinckley &amp; Bosworth</b>	In year collection target exceeded by 0.9% - achieved 99.2% (Target 98.3%)
<b>North West Leicestershire</b>	In year collection target exceeded by 0.1% - achieved 99.1% (Target 99.0%).

This year we have:

- Issued 1,148 reminder notices
- Issued 594 magistrate court summonses
- Obtained 376 liability orders
- Passed 159 cases to enforcement agent

Volumes this month:

17  
Nil  
Nil  
Nil

<b>Harborough</b>	2018/19 Net collectable debit	£44.284m	Collected	£43.979m
<b>Hinckley &amp; Bosworth</b>	2018/19 Net collectable debit	£33.413m	Collected	£33.155m
<b>North West Leicestershire</b>	2018/19 Net collectable debit	£61.412m	Collected	£60.875m



## Housing Benefit Overpayments

### Harborough

- Debt raised this year £395,279
- Overall debt reduced by £476,174
- Collection rate against all debt (arrears and new) 35%

### Hinckley & Bosworth

- Debt raised this year £623,694
- Overall debt reduced by £690,664
- Collection rate against all debt (arrears and new) 33%

### North West Leicestershire

- Debt raised this year £536,309
- Overall debt reduced by £605,823
- Collection rate against all debt (arrears and new) 32%

## Channel Shift Analysis

The information now includes activity following the introduction of council tax change of address online form and it can be seen below that this has increased since the issue of council tax notices in mid March.

Also customers have switched to go paperfree as well as viewing notices online – see below.

HDC				
Service Subscriptions				
	January	February	March	
Application	Total No of Subscriptions			Increase since previous month
Council Tax Online	2100	2176	2336	160
Housing Benefit Online	178	182	190	8
Landlord Online	42	42	42	0
Business Rates Online	54	58	60	2
Ebiling & Enotifications				
Application	Total No of Subscriptions			
Council Tax Online	618	638	703	65
Business Rates Online	25	25	29	4
Landlord Online	24	24	24	0
Housing Benefit Online	71	74	77	3
<b>Change of Address</b>	30	23	43	20
Total have used this new service				196

HBBC				
Service Subscriptions				
	January	February	March	
Application	Total No of Subscriptions			Increase since previous month
Council Tax Online	3376	3522	3884	362
Housing Benefit Online	206	215	229	14
Landlord Online	80	80	80	0
Business Rates Online	66	68	69	1
Ebiling & Enotifications				
Application	Total No of Subscriptions			
Council Tax Online	689	805	1059	254
Business Rates Online	20	21	22	1
Landlord Online	23	23	23	0
Housing Benefit Online	70	76	86	10
<b>Change of Address</b>	9	21	110	89
Total have used this new service				165

NWL				
Service Subscriptions				
	January	February	March	
Application	Total No of Subscriptions			Increase since previous month
Council Tax Online	2032	2104	2282	178
Housing Benefit Online	227	234	243	9
Landlord Online	61	61	61	0
Business Rates Online	51	51	53	2
Ebilling & Enotifications				
Application	Total No of Subscriptions			
Council Tax Online	1158	1227	1359	132
Business Rates Online	30	30	32	2
Landlord Online	30	30	30	0
Housing Benefit Online	111	117	130	13
<b>Change of Address</b>	44	47	49	2
Total have used this new service				236



# **SERVICE PLAN 2019/20**

## **The Leicestershire Partnership Revenues and Benefits**

21

# **CONTENTS**

## **Page(s)**

1. COUNCILS' AIMS AND PRIORITIES	3
2. OVERALL PURPOSE AND OBJECTIVES OF THE SERVICE	4 to 5
3. NATIONAL AGENDA ITEMS	5
4. KEY PROJECTS – OUR IMPROVEMENT PLAN	6
5. CUSTOMERS	7
6. PERFORMANCE	8 to 10
7. RISKS	11 to 12

# 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>	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.
<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</li> </ol>



	<p>for the Leicestershire Revenue and Benefits Service.</p> <p>13) To treat all our customers consistently and fairly.</p> <p>14) To provide Value for Money services by delivering both financial and processing efficiencies.</p>
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<b>Scope of services provided by the partnership</b>	
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

25

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

There are currently matters that need to be addressed during 2019 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

## KEY PROJECTS

In addition to the 'business as usual' projects we are currently working on a number of new projects during 2019/20

What does this mean	Key deliverables (Action)	Responsible Officer	Task/Milestones for 2019-20			
			Q1	Q2	Q3	Q4
Re-tender for mailing services as existing arrangements come to and end in February 2020	Contract awarded to supply mailing services from August 2019	LB	Commence tender/framework March	Contract Awarded	Set up routines and automation inclusive of testing	
Upgrade to Citrix to include Windows 10 and Office 16. To include Rolling server, server network and security infratructure	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			
Liaison 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)	Capita Advantage Digital Modules	LB	Online Benefits application form		Council Tax Single Person Discount application online form	
Telephone System new installation	Reconfigured telephone system for each team to include management reporting	LB	To be confirmed by HBBC ICT			
Capita Ingress 11 Upgrade	Test interface routines, batch programs, printing etc. for six databases	LB	Arrange detailed test plan testing commence May 19	Testing /Go Live linked with R84		
Feasibility of additional partner	Staffing, Database migration etc, working with partners, ICT etc	SOH	To be confirmed			

## 4. 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 2019/20	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Council Tax in year collection rate	98.1%	11.0%	20.3%	29.4%	38.6%	47.8%	57.2%	66.4%	75.7%	84.7%	93.8%	96.2%	98.1%
Combined benefits performance	11	8.3	6.9	8.9	6.1	6.7	7.4	6.9	8.4	9.2	8.5	2.6	7.8
Successful fraud prosecution & sanctions	6	0	1	2	0	1	0	0	1	0	1	0	0
NDR in year collection rate	98.8%	11.4%	21.1%	30.7%	39.3%	48.7%	58.2%	67.1%	75.5%	84.8%	93.6%	96.5%	98.8%
Housing Benefit overpayments collection rate	36%	5%	8%	11%	13%	16%	19%	21%	22%	26%	27%	30%	36%
Processing new claims	17	18.1	14.3	15.4	11.7	12.8	14.2	13.3	14.7	12.5	13.3	12.1	13.2
Processing of Change of Circumstances	7	7.4	6.1	8.1	5.4	5.8	6.3	5.9	7.5	8.6	7.9	2.2	6.7
Sickness Absence	TBC												

28

Harborough	End of Year Target 2019/20	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Council Tax in year collection rate	98.6%	11.2%	20.6%	29.8%	39.0%	48.3%	57.6%	67.1%	76.1%	85.0%	94.2%	96.6%	98.6%
Combined benefit performance	11	8.9	6.9	8.6	7.0	7.8	6.7	8.0	8.9	10.1	9.1	2.7	7.9
Number of successful fraud prosecution & sanctions	4	0	0	0	0	1	1	0	1	0	1	0	0
NNDR in year collection rate	99.2%	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	17	17.4	15.7	20.3	15.8	17.3	14.9	17.5	15.5	16.6	16.8	12.7	16.3
Processing of Change of Circumstances	7	7.6	5.9	7.4	5.8	6.0	5.5	6.9	8.1	9.1	8.0	2.3	6.1
Sickness Absence	TBC												

North West Leicestershire	End of Year Target 2019/20	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Council Tax in year collection rate	97.8%	10.3%	19.6%	28.7%	37.9%	47.1%	56.1%	65.3%	74.5%	83.6%	92.9%	95.6%	97.8%
Combined benefits performance	11	9.6	7.5	9.4	7.6	7.8	7.7	7.8	8.8	9.7	7.5	2.4	7.5
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%	10.6%	20.8%	29.0%	39.8%	47.4%	56.1%	66.3%	75.5%	84.2%	92.7%	95.8%	99.0%
Housing Benefit overpayments collection rate	34%	4%	8%	11%	16%	19%	20%	23%	24%	26%	29%	31%	34%
Processing of new claims	17	17.3	16.0	18.9	15.0	14.5	14.9	15.4	13.9	17.2	14.5	11.9	13.0
Processing of Change of Circumstances	7	8.7	6.7	8.3	6.6	6.7	6.8	6.5	8.2	8.7	6.7	2.1	6.6
Sickness Absence	TBC												

## Risks

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

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	Nov-18	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	Nov-18	LB
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-18	LB/SC
Failure to bring in projects on time	Effective project management and forward planning of available resources.	Monthly update report provided to partnership management board	Nov-18	LB
Possible vulnerability with the provision of Revenues and Benefits software due to the financial position of the provider and the exit from the existing contracts by other government bodies	Ensure continual dialogue with provider	Information provided to the partnership management board	Jan-19	SOH

## 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.





# Leicestershire Partnership Revenues & Benefits

## Financial Performance to February 2019

**Joint Committee**

## 1. PURPOSE OF THE REPORT

- 1.1 To inform the Joint Committee of the financial performance of the Partnership for the period April – February 2019, and update the Board on the review of recharges

## 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 for 2018/19 approved a expenditure budget of £3,595,010 for the partnership, to be funded by £3,563,840 of contribution income from the partners and £31,170 from other bodies. It has since been agreed to use reserves of £44,496 to reduce the level of contributions needed in year from partners. (See table 1 below).

<b>Table 1</b>	<b>2018/19 Budget</b>	<b>2018/19 Budget (Revised)</b>
<b>Expenditure / Income Type</b>	<b>£</b>	<b>£</b>
<b>Total Expenditure</b>	3,595,010	3,595,010
<b>Partner Contributions</b>	(3,563,840)	(3,519,344)
<b>Contributions from Other Bodies</b>	(31,170)	(31,170)
<b>Contributions from Reserves</b>	0	(44,496)
<b>Total Funding</b>	(3,595,010)	(3,595,010)

- 3.3. As at February 2019, the Partnership had a net overspend on budget of £73,793. After adjusting for timing difference of £240,547, the remaining net underspend is £77,309. The timing differences will be billed to partners following the quarter end.

<b>Table 2</b>	<b>Budget February 2019</b>	<b>Actual to February 2019</b>	<b>Variance to Date</b>	<b>Timing Differences</b>	<b>Variance after Timing Differences</b>
<b>INCOME</b>	(£2,829,855)	(£2,694,107)	£135,748	£0	£135,748
<b>EXPENDITURE</b>	£3,221,503	£2,767,899	(£453,604)	£240,547	(£213,057)
<b>Over / (Under) Spend</b>	£391,648	£73,793	(£317,856)	£240,547	(£77,309)

- 3.4 The key variances to the end of February 2019 to bring to the attention of the Management Board are:

- FERIS is underspent by £74,000, as a further grant of £14,000 has been received in year and there is was £60,000 b/f from the prior year. As posts continue to be filled on a part-time as opposed to full-time basis this is leading to an underspend. Any underspend will be carried forward as FERIS funding is ring fenced.
- Salaries are underspent by £160,000 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 £219,000 to reflect the actual expenditure to date.
- 3.6 As at 30 February 2019, if the salary saving continue at the same rate, there will be the year-end savings in the region of £165,000 on salaries for the partnership. This is higher than previously reported because posts continue to remain unfilled.
- 3.7 This has been amended for in the 2019/20 budget with savings created already included. The table below gives the breakdown.

	HBBC	HDC	NWL	Total
FTEs	£70,019	£61,220	£47,527	£178,766
Apprentice	£13,381			£13,381
Used for Other costs	-£13,593		-£13,923	-£27,516
<b>Underspend</b>	<b>£69,807</b>	<b>£61,220</b>	<b>£33,604</b>	<b>£164,631</b>
Total Budget	£86,703	£105,695	£63,369	£255,767
<b>Amount used in year</b>	<b>£16,896</b>	<b>£44,475</b>	<b>£29,765</b>	<b>£91,137</b>
Vacant posts	3.1	2.33	0.25	5.68
Posts no longer needed	3.1		1	4.1
<b>Revised 2019/20 budget</b>	<b>£22,306</b>	<b>£129,361</b>	<b>£0</b>	<b>£151,667</b>
Savings	-£64,398	£23,666	-£63,369	-£104,100

- 3.8 For NWLDC the Revenues and Benefits Manager left the organisation in June, for 2019/20 this role has now been removed from the budget, and a realignment of roles to be implemented.
- 3.9 For HBBC the main changes have been that Benefits Officers, and Benefits Support Assistant roles and have now been removed from the 2019/20 budget as no longer required.
- 3.10 The Business Development Assistant role has been recruited to, therefore the underspend in 2018/19 will not be repeated in 2019/20.
- 3.11 There has also been some regarding of staff, so that has led to some increases in costs for those posts involved of £14,763. In addition, the 2019/20 budget included pay inflation adjustments
- 3.12 The following table gives posts that are still vacant at the beginning of 2019/20 and may lead to savings if not filled, but it is hoped that these posts will be filled early in the 2019/20 year:

Benefits Officer - 0.75 FTE	£24,645
Business Development and Support Officer	£36,474
Apprentice	£15,057
<b>Total</b>	<b>£76,175</b>

**Appendix 1: Leicestershire Revenues & Benefits Partnership Monitoring Report to 28th February 2019**

Expenditure / Income Type	2018/19 Latest Budget to Date	Actual to Date	Timing Differences	Variance after Timing Differences	2018/19 Total Estimate (Original)	2018/19 Total Estimate (Revised)
	£	£	£	£	£	£
Employees	2,453,762	2,045,465	238,273	170,024	2,672,160	2,677,560
Premises Related Expenditure	75,897	72,628	0	3,269	83,510	83,510
Transport Related Expenditure	22,000	13,998	1,982	6,020	24,000	24,000
Supplies & Services	646,444	612,773	292	33,379	784,140	794,800
Central & Administrative Exp	23,400	23,036	0	364	31,200	31,200
Revenue Income	-2,772,673	-2,563,228	0	-209,445	-3,595,010	-3,550,514
Approved Cfwds	-69,951	-69,951	0	0	0	-76,310
Transfer from Reserves	-40,788	-40,788	0	0	0	-44,496
				0		
Other Expenditure - FERIS	53,557	21,146		32,411	0	60,250
Other Income - FERIS	0	-41,286		41,286	0	0
				0	0	0
Sum:	<b>391,648</b>	<b>73,793</b>	<b>240,547</b>	<b>77,309</b>	<b>0</b>	<b>0</b>

**Timing Differences**

Salaries - January & February 19  
 Mileage & Disturbance Costs - January & February 19  
 Supplies & Services - January & February 19

	HDC	NWLDC	HBBC	Total
Salaries - January & February 19	99,747	138,526		238,273
Mileage & Disturbance Costs - January & February 19	603	1,379		1,982
Supplies & Services - January & February 19	266	26		292
	<b>100,616</b>	<b>139,931</b>	<b>0</b>	<b>240,547</b>

**Explanations**

	Variance at 28/02/19 (Over) / Under Spend £	Forecast variance (Over) / Under Spend £	Explanation £5k+
Salaries	160,000	165,000	Underspend is due to a number of vacant posts, the forecasted YE underspend has increased since January as it intended that around £60k would be used to fund agency staff however they have been unable to recruit these staff
Training	10,000	9,000	Underspend due to there being no new IRRV entrants requiring training during the year
Premises Related Expenditure	3,000		Variance > £5k
Car Allowances	6,000		Mileage claims lower than anticipated
Computer Consumables	4,000		Variance > £5k
Flexible working costs	10,000	8,000	Underspend due to fewer homeworkers during the year, however there will be a number of new ones very soon following the completion of 6 month probationary period
Legal Fees	4,000	4,000	Variance > £5k
Liability Expenses	10,000	10,000	The Courts have reduced the summons cost fee per case
Minor Variances	5,000		Variance > £5k
Central & Administrative Exp	0		Variance > £5k
Miscellaneous Income	6,000	6,000	Additional Income receive
Contributions	-215,000		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	74,000		Fraud and Error Reduction Incentive Scheme (FERIS) this is a ring fenced grant. £14K grant has been received so far during 2018/19. A budget of £60k has been bwd from 2017/18
	<b>77,000</b>	<b>202,000</b>	

**FORWARD PLAN FOR JOINT COMMITTEE 2018-2019**

<b>Decision</b>	<b>Date of Decision (approx.)</b>	<b>Contacts</b>
Approval of Performance Targets	<b>25 April 2019</b>	Sally O'Hanlon – Head of Partnership
March Performance Report	<b>25 April 2019</b>	Sally O'Hanlon – Head of Partnership
February Financial Performance Report	<b>25 April 2019</b>	Ashley Wilson – Section 151 Officer
<b>Annual Meeting</b>		
Schedule of meetings	<b>27 June 2019</b>	Clare Hammond – Democratic Support Officer
Year End Performance Report	<b>27 June 2019</b>	Sally O'Hanlon – Head of Partnership
Year End Financial Report	<b>27 June 2019</b>	Ashley Wilson – Section 151 Officer
Future Plans for the Partnership	<b>27 June 2019</b>	Sally O'Hanlon – Head of Partnership
Internal Audit Scoping Document	<b>27 June 2019</b>	Ashley Wilson – Section 151 Officer
Universal Credit Update	<b>Sept 2019</b>	Sally O'Hanlon – Head of Partnership

3

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