



# Revenue and Benefit Service

## Performance Summary Report

February 2018

## 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	49,858	370	3,686	7.4%
HDC	35,923	35,965	42	36,494	529	37,048	554	37,312	264	37,899	587	38,505	606	38,990	485	3,067	7.9%
NWLDC	40,026	40,271	245	40,833	562	41,292	459	41,761	469	42,405	644	43,204	799	44,059	855	4,033	9.2%
<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>132,907</b>	<b>Movement</b>	<b>10,786</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	3,164	82	288	9.1%
HDC	2,616	2,730	114	2,762	32	2,835	73	2,894	59	2,909	74	2,949	40	3,036	87	420	13.8%
NWLDC	3,182	3,170	-12	3,175	5	3,210	35	3,223	13	3,249	39	3,287	38	3,425	138	243	7.1%
<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>9,625</b>	<b>Movement</b>	<b>951</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	5,806	-474	-1,294	-22.3%
										Current Caseload Analysis			3,092				
										Joint HB/CTS			497				
										HB only			2,217				
										CTS only							
HDC	4,189	4,246	57	4,345	99	4,274	-71	4,086	-188	3,689	-585	3,599	-169	3,396	-203	-793	-23.4%
										Current Caseload Analysis			1,883				
										Joint HB/CTS			326				
										HB only			1,187				
										CTS only							
NWLDC	7,187	7,287	100	7,213	-74	6,770	-443	6,550	-220	6,145	-625	5,955	-329	5,729	-226	-1,458	-25.4%
										Current Caseload Analysis			3,772				
										Joint HB/CTS			466				
										HB only			1,491				
										CTS only							
<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>14,931</b>	<b>Movement</b>	<b>-3,545</b>	

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

<b>HBBC</b>													2017/18	Year-End 2017/18 Target	2016/17 Same month cumulative comparison
<b>BENEFITS</b>	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	9.1	2.7		10.1	11	
<i>Position for 2016/17</i>	8.5	9.5	12.2	12.4	10.5	9.7	10.5	9.8	11.1	10.8	2.8	9.9			9.8
In month: New Claims (Days)	20.2	21.4	23.3	21.7	19.5	18.4	15.5	16.4	11.2	14.3	13.8		17.9	19	
<i>Position for 2016/17</i>	15.9	24.2	22.1	23.0	19.2	16.9	16.1	16.6	16.3	14.5	16.3	17.8			18.3
In month: Change Events (Days)	9.6	8.5	11.2	11.0	10.9	11.3	10.5	8.7	9.6	8.5	2.3		8.0	9	
<i>Position for 2016/17</i>	7.1	7.4	10.7	10.5	8.6	8.2	9.4	8.6	10.3	10.1	2.3	8.7			7.2
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			
<b>COUNCIL TAX</b>	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%	94.0%	96.4%		96.4%	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%			
<i>Position for 2016/17</i>	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	£1.9m		£1.9m	INFO	
<i>Position for: 2015/16</i>	£2.7m	£2.5m	£2.5m	£2.3m	£2.2m	£2.1m	£2.2m	£2.1m	£2.0m	£1.9m	£1.8m	£1.8m			
<b>NON DOMESTIC RATES</b>	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%	94.2%	96.6%		96.6%	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%			
<i>Position for 2016/17</i>	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	£0.30m	£0.30m		£0.30m	INFO	
<i>Position for: 2016/17</i>	£1.4m	£0.7m	£0.6m	£0.5m	£0.5m	£0.5m	£0.5m	£0.4m	£0.4m	£0.3m	£0.2m	£0.2m			
<b>HB DEBT RECOVERY</b>	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	£1.5m		£1.5m	INFO	
<i>Position for 2016/17</i>	£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%	30%	32%		32%	36%	
2017/18 profiled target	5%	8%	11%	13%	16%	19%	21%	22%	26%	27%	30%	36%			
<i>Position for 2016/17</i>	4%	7%	10%	12%	15%	18%	20%	21%	25%	26%	29%	31%			
<b>FRAUD</b>	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar			
CTLS Sanctions gained	0	1	2	0	1	0	0	0	0	1	4		9	6	
This years profiled target	0	0	0	1	1	1	1	1	0	1	0	0			
<i>Position for 2016/17</i>	2	1	0	1	1	3	1	2	0	0	0	2			

HDC													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)	10.8	9.0	10.8	14.0	11.8	12.4	10.5	8.7	10.2	9.7	2.4		10.0	11	
<i>Position for 2016/17</i>	9.1	9.3	12.2	10.4	10.9	11.8	11.3	9.8	12.7	9.5	3.0	8.8			10.0
In month: New Claims (Days)	20.6	18.9	20.3	19.1	16.2	15.5	17.9	15.6	15.9	14.2	10.9		17.1	19	
<i>Position for 2016/17</i>	15.5	20.1	22.0	18.1	18.9	20.2	15.3	14.5	22.2	14.7	17.9	18.7			18.0
In month: Change Events (Days)	9.3	7.9	9.4	13.3	11.1	11.9	9.7	7.4	9.0	9.0	2.2		7.9	9	
<i>Position for 2016/17</i>	7.8	7.9	10.5	9.3	9.2	10.3	10.7	9.0	11.1	8.6	2.5	7.8			7.5
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%	94.5%	96.7%		96.7%	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%			
<i>Position for 2016/17</i>	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	£1.5m	£1.5m		£1.5m	INFO	
<i>Position for: 2016/17</i>	£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%	92.5%	96.6%		96.6%	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%			
<i>Position for 2016/17</i>	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	£0.11m	£0.09m		£0.09m	INFO	
<i>Position for: 2016/17</i>	£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	£1.0m		£1.0m	INFO	
<i>Position for 2015/16 (£m)</i>	£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%	29%	30%		30%	31%	
2016/17 profiled target	3%	5%	8%	10%	13%	16%	18%	21%	24%	24%	27%	31%			
<i>Position for 2015/16</i>	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	0	0		3	6	
This years profiled target	0	0	0	1	1	1	1	1	0	1	0	0			
<i>Position for 2016/17</i>	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	3.3		10.2	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			10.3
In month: New Claims (Days)	18.9	21.4	16.9	16.4	17.3	15.9	17.3	14.1	19.8	14.8	14.1		17.1	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			18.1
In month: Change Events (Days)	9.5	8.3	10.3	10.3	9.8	10.2	11.7	9.0	9.3	10.2	2.7		8.3	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			7.9
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%	93.0%	95.7%		95.7%	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	£2.3m		£2.3m	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%	92.7%	96.1%		96.1%	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	£0.46m	£0.42m		£0.42m	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	£1.4m	£1.4m		£1.4m	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%	35%	38%		38%	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	3	2		7	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	£61,819	£67,156	
Upper Threshold	£7,486	£14,655	£21,848	£28,170	£37,159	£44,171	£50,555	£56,448	£62,996	£69,547	£75,551	
<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>	<b>£49,510</b>	<b>£49,749</b>	
Lower Tolerance	<b>-£328</b>	£4,887	£9,959	£6,023	£5,619	£5,748	£1,958	£4,975	£8,965	£12,309	£17,408	£0
Upper Tolerance	£604	£6,516	£12,387	£9,153	£9,747	£10,656	£7,575	£11,247	£15,964	£20,037	£25,802	£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	£39,541	£43,319	
Upper Threshold	£4,374	£8,671	£13,748	£17,756	£24,188	£28,385	£32,654	£36,625	£40,597	£44,484	£48,733	
<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>	<b>£18,254</b>	<b>£18,835</b>	
Lower Tolerance	£2,971	£5,128	£8,341	£9,372	£14,337	£13,421	£12,852	£17,034	£18,476	£21,288	£24,484	£0
Upper Tolerance	£3,457	£6,091	£9,869	£11,344	£17,025	£16,575	£16,480	£21,104	£22,986	£26,230	£29,899	£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	£67,096	£73,442	
Upper threshold	£7,770	£14,891	£22,854	£29,959	£40,671	£48,537	£55,354	£62,222	£68,496	£75,483	£82,623	
<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>	<b>£43,622</b>	<b>£45,178</b>	
Lower Tolerance	£4,002	£7,643	£10,651	£14,749	£21,558	£9,681	£5,811	£16,853	£19,777	£23,474	£28,265	£0
Upper Tolerance	£4,865	£9,298	£13,190	£18,078	£26,077	£15,074	£11,961	£23,767	£27,388	£31,861	£37,445	£0

## Sickness

Sickness for January is given below:

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

HBBC	Annual Target 8 days		
	Month		
	January		Cumulative
Long Term	45 Days		72.00 Days
Short Term	25 Days		216.5 Days
Days lost	70 Days		288.5 Days
FTE Average	2.10 Days		8.67 Days
Profiled Target Average	0.67 Days		6.67 Days
HDC	Annual Target 9 days		
	Month		
	January		Cumulative
Long Term	Data currently not available		
Short Term			
Days lost			
FTE Average			
Profiled Target Average	0.75 Days		7.5 Days
NWLDC	Annual Target 8.5 days		
	Month		
	January		Cumulative
Long Term	0 Days		184.73 Days
Short Term	37.11 Days		171.42Days
Days lost	37.11 Days		356.15 Days
FTE Average	1.79 Days		14.69 Days
Profiled Target Average	0.71 Days		7.1 Days

## **Benefits Operational Team**

(Housing Benefit, Council Tax Support and Fraud)

### **Processing**

All three authorities are currently meeting target for new claims and change events. We are monitoring performance on a daily basis to ensure year end targets are met.

### **Subsidy thresholds**

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

### **Verification of Earnings & Pension (VEP)**

This is an extension of the RTI initiative which was rolled out to all LA's between April and November 2017 and intended to reduce the incidence of fraud and error within Housing Benefits. The service currently enables LA staff to use RTI data to verify claimant/partner earnings and pension's information on all new non-passported claims and certain reported changes in circumstances, which claimants are still under a duty to report.

From April 2018, the VEP service will provide alerts to assessors to prompt them to access the service where there is a change in a claimant's/partner's employment or pension. LAs will receive notification of starts in employment or changes to earnings and pensions that could impact on HB in payment in real time.

Under the most recent initiative the partnership received funding of £40,635 which was used to fund 1.5 temporary assessment staff who are employed specifically to review claims where there was a discrepancy between the information held by us and HMRC. These temporary contracts are due to end in July 2018 and it is intended that the VEP funding will be utilised in the same way once these contracts come to an end so as not to impact on the current assessment team.

The finer detail including funding amounts will be the subject of a further report to Management Board where approval will be sought to use the funding in the way prescribed by the DWP.



## **Revenues Operational Team**

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

### **Council Tax**

The collection rates for council tax are all on track or within tolerance of the profiled targets. The focus in March will be on annual billing and recovery related activities, with in-tray items being strategically dealt with in order to maximise collection rates.

### **NNDR**

The collection rates for HBBC and NWLDC are above the profiled targets. HDC is down against the target, however, as at the date of this commentary (13.3.18) HDC's collection rate has improved and they are now above 99%.

### **Annual Billing**

Annual Billing processes were successfully undertaken in February. Frequently Asked Questions were prepared for use by the Customer Services and Council Tax Teams in readiness for the March dispatch of the annual bills. This information has also been uploaded to all three websites.

The Council Tax charges will be uploaded to all three websites and advertised in local newspapers and the HBBC Borough Bulletin in early March.

Social Media messages will be posted in March on Twitter and Facebook to ensure that residents receive regular updates and communication. Messages include: The dates the bills will be issued, promoting paperless billing and how to sign up to access their Council Tax, Benefits and NNDR records online via Capita's 'Self Serve' module. These communications are hoped to reduce the volume of customer contact.

A lessons learnt meeting will take place in March to discuss any issues or concerns raised about the 2018/19 annual billing processes.

## Channel Shift Analysis

HDC				
Service Subscriptions	December	January	February	
Application	Total No of Subscriptions			Increase since previous month
Council Tax Online	1058	1165	1243	78
Housing Benefit Online	103	109	111	2
Landlord Online	38	38	40	2
Business Rates Online	38	39	39	0
<b>Ebilling &amp; Enotifications</b>				
Application	Total No of Subscriptions			
Council Tax Online	264	301	328	27
Business Rates Online	18	18	18	0
Landlord Online	20	20	22	2
Housing Benefit Online	30	32	33	1

HBBC				
<b>Service Subscriptions</b>				
	<b>December</b>	<b>January</b>	<b>February</b>	
<b>Application</b>	<b>Total No of Subscriptions</b>			<b>Increase since previous month</b>
Council Tax Online	2300	2405	2478	73
Housing Benefit Online	125	135	141	6
Landlord Online	70	70	70	0
Business Rates Online	43	44	45	1
<b>Ebilling &amp; Enotifications</b>				
<b>Application</b>	<b>Total No of Subscriptions</b>			
Council Tax Online	303	326	352	26
Business Rates Online	12	12	12	0
Landlord Online	10	10	10	0
Housing Benefit Online	32	33	33	0

NWL				
Service Subscriptions				
	December	January	February	
Application	Total No of Subscriptions			Increase since previous month
Council Tax Online	777	858	917	59
Housing Benefit Online	112	125	129	4
Landlord Online	33	34	39	5
Business Rates Online	17	18	18	0
<b>Ebiling &amp; Enotifications</b>				
Application	Total No of Subscriptions			
Council Tax Online	265	317	366	49
Business Rates Online	7	7	7	0
Landlord Online	13	13	18	5
Housing Benefit Online	34	41	45	4