

A G E N D A

**ANGLIA REVENUES & BENEFITS PARTNERSHIP
JOINT COMMITTEE**

DATE & TIME Tuesday, 26th June, 2018 at 10.00 am

VENUE: Level 5 Meeting Room, Breckland House, St Nicholas Street, Thetford
IP24 1BT

For the attention of:

Mr P.D. Claussen, Breckland Council
Mr D Ambrose Smith, East Cambridgeshire District Council
Mr S. Edwards, West Suffolk (Forest Heath District Council)
Mrs A. Hay, Fenland District Council
Mr I. Houlder, St Edmundsbury Borough Council
Mr R. Kerry, Suffolk Coastal District Council (Chairman (2017-18))
Mr B. Provan, Waveney District Council (Vice-Chairman (2017-18))

PART A
ITEMS OPEN TO THE PUBLIC

Page(s)
herewith

1. CHAIRMAN AND VICE-CHAIRMAN

To appoint a Chairman and Vice-Chairman for the ensuing year.

The terms of reference of the Joint Committee stipulate that:

1. The persons eligible to be elected as Chairman shall not be the appointees of a Council whose appointee held that position in any of the previous six years.
2. The persons eligible to be elected as Vice-Chairman shall not be the appointees of a Council whose appointee held that position in the previous year.
3. The Chairman and Vice-Chairman shall not be appointees of the same Council.

Democratic Services
Elizabeth House, Walpole Loke,
Dereham Norfolk, NR19 1EE

Date: Friday, 15 June 2018

Contact: Julie Britton. Democratic Services Officer (01362) 656343
Email: julie.britton@breckland.gov.uk

	<u>Page(s)</u> <u>herewith</u>
<p><i>For your information, the Chairmanship has to rotate so that each Council takes its turn in a 7 year period:</i></p> <p><i>St Edmundsbury DC - June 2012</i> <i>Forest Heath DC - June 2013</i> <i>Breckland DC - June 2014</i> <i>East Cambs DC - June 2015</i> <i>Fenland DC - June 2016</i> <i>Suffolk Coastal - June 2017</i></p> <p><i>It has been suggested that Councillor Bruce Provan, Waveney District Council (currently the Vice-Chairman) should be appointed as the Chairman of the ARP Joint Committee for 2018/19 and Councillor Ian Houlder of St Edmundsbury District Council should be appointed as Vice Chairman for 2018/19.</i></p>	
<p>2. <u>APPOINTMENT OF TREASURER</u></p> <p>To appoint a Treasurer for the ensuing year.</p>	
<p>3. <u>MINUTES</u></p> <p>To confirm the minutes of the meeting held on 27 March 2018.</p>	1 - 6
<p>4. <u>APOLOGIES</u></p> <p>To receive apologies for absence.</p>	
<p>5. <u>URGENT BUSINESS (IF ANY)</u></p> <p>To note whether the Chairman proposes to accept any items of urgent business pursuant to Section 100(B)(4)(b) of the Local Government Act 1972.</p>	
<p>6. <u>DECLARATIONS</u></p>	
<p>7. <u>PERFORMANCE REPORT (STANDING ITEM)</u></p> <p>Reports of the Operational Board:</p> <p>a) <u>Highlight report</u></p> <p>b) <u>Operational Performance - Balanced Scorecard March 2017/2018</u></p> <p>c) <u>Operational Performance - Balanced Scorecard as at end of May 2018</u></p> <p>d) <u>Financial Performance</u></p>	7 - 10 11 - 48 49 - 86 87 - 88
<p>8. <u>WELFARE REFORM UPDATE (STANDING ITEM)</u></p> <p>Report by Adrian Mills, Strategic Manager (Benefits) ARP.</p> <p>For information.</p>	89 - 92
<p>9. <u>JOINT COMMITTEE UPDATE - NEW COUNCILS' STATUS</u></p> <p>Report by Homira Javadi (Suffolk Coastal & Waveney DC) and Jill Korwin (Forest Heath & St Edmundsbury DC).</p> <p>For information.</p>	93 - 94

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10. <u>SUMMARY OF 2017/18 INTERNAL AUDIT REVIEWS OF ANGLIA REVENUES PARTNERSHIP (ARP) FOR JOINT COMMITTEE</u> For information.	95 - 156
11. <u>FORTHCOMING ISSUES (STANDING ITEM)</u> To note any items (if any).	
12. <u>NEXT MEETING</u> To note the arrangements for the next meeting to be held on 25 September 2018 at 10.00am, Breckland House, Level 5, Thetford.	

BRECKLAND COUNCIL
FOREST HEATH DISTRICT COUNCIL
EAST CAMBRIDGESHIRE DISTRICT COUNCIL
ST EDMUNDSBURY BOROUGH COUNCIL
FENLAND DISTRICT COUNCIL
WAVENEY DISTRICT COUNCIL
SUFFOLK COASTAL DISTRICT COUNCIL

At a Meeting of the

ANGLIA REVENUES AND BENEFITS PARTNERSHIP JOINT COMMITTEE

Held on Tuesday, 27 March 2018 at 10.00 am in the
Level 5 Meeting Room, Breckland House, St Nicholas Street, Thetford IP24 1BT

PRESENT

Mr R. Kerry (Chairman)	Mr S. Edwards
Mr B. Provan (Vice-Chairman)	Mrs A. Hay
Mr D Ambrose Smith	Mr I. Houlder
Mr P.D. Claussen	

In Attendance

Brendan Arnold	- Chief Finance Officer and Corporate Director (Fenland)
Alison Chubbock	- Chief Accountant (Deputy Section 151 Officer) (BDC)
Paul Corney	- Head of ARP
Jill Korwin	- Director (Forest Heath & St Edmundsbury)
Adrian Mills	- Strategic Manager (Benefits) ARP
Stuart Philpot	- Strategic Manager (Support Services) ARP
Julie Britton	- Democratic Services Officer
Simon Taylor	- Finance Manager (Compliance) and Deputy S151 Officer (Suffolk Coastal)
Ian Smith	- Principal Accountant (East Cambs)

1/18 MINUTES (AGENDA ITEM 1)

The Minutes of the meeting held on 5 December 2017 were agreed as a correct record.

2/18 APOLOGIES (AGENDA ITEM 2)

Apologies for absence were received from Homira Javadi, Christine Marshall and Emma Grima.

The following Officers were in attendance as their substitutes: Simon Taylor, Alison Chubbock and Ian Smith.

3/18 URGENT BUSINESS (AGENDA ITEM 3)

None.

4/18 DECLARATIONS (AGENDA ITEM 4)

None.

Action By

5/18 **ANGLIA REVENUES PARTNERSHIP PERFORMANCE (STANDING ITEM)
(AGENDA ITEM 5)**

(a) Highlight report and Balanced scorecard

The Head of ARP presented the report.

Benefits Performance

Housing Benefits performance was close to meet the year-end targets; however, this was not the case for all the Councils. Four of the Councils as shown on the balance scorecard, the target for processing of Council Tax support cases was not likely to be met and it was expected that the final year end figure for these Councils would be 9 days against a target of 8 days. Members were reassured; however, that going into 2018/19 appropriate measures had been put in place in relation to resources, for the peak periods, and should therefore level the performance.

Fraud & Compliance Performance

Targets were being achieved. During the year the Team had identified several dwellings and businesses either not registered not having had an undeclared change in use that had led to increased charges - in some cases significant higher retrospective charges. Finding cases that should be registered would be ongoing but in time it would reduce.

Revenues

Performance targets continued to be met in all areas with the exception of Non-Domestic Rates collection for Fenland, Waveney, Forest Heath and St Edmundsbury Councils due to the significant amount of refunds as a result of successful appeals by ratepayers against their rateable values. The Finance Teams were aware.

Support Services

This year's annual billing had gone very well and had been the smoothest year thus far. All bills had been sent out on time and no issues had been raised.

Digital Transformation and Self-Service

The 2018 Annual Billing included in excess of 10,000 Council Tax payers and Housing Benefit recipients opting entirely to receive their bills and notifications electronically thus saving postage and all could access copy of their bills etc on-line. The new on-line forms being designed was going well but there had been issues with provider. The Team continued to work with the provider to hopefully resolve these issues.

Councillor Hay asked a question in relation to benefits processing and wanted to know how this could improve. Members were informed that this had been due to staff shortages but this was no longer the case and therefore should now improve.

In response to a further question in relation to Council Tax correspondence and the reason why the trend had reversed in December, Members were

Action By

informed that work was ongoing with the Operational Improvement Board to review the staff resource in the Council Tax section. There had been a similar trend in Housing Benefit with high volumes of correspondence and telephone calls in the first couple of months and the OIB was looking at better ways to manage this busy time period.

Councillor Claussen wanted to know how ARP's targets compared nationally. In response, Members were informed that at this point in time, new claims took approximately 18-20 days and a change in circumstances around 5 days. This compared to the national average of 22 days and 9 days. The OIB was going to re-visit some of these performance targets.

Councillor Edwards asked for the full years out-turn performance information to be sent to Members when available.

ACTION: Circulate year end performance information to all ARP JC Members.

(b) Finance report

The Chief Accountant for Breckland Council presented the report.

It was explained that as of 31 January 2018 the committed Transformation Funding stood at £180,529 and if all the identified expenditure went through as planned by the end of 2018/19 there would be £47,928 remaining for future projects.

ACTION – move the £47k to future years.

6/18 WELFARE REFORM UPDATE (STANDING ITEM) (AGENDA ITEM 6)

The ARP Strategic Manager (Benefits) presented the report.

Universal Credit (UC)

Further Government Budget announcements included the following improvements:

- Live Service closure 1st January 2018
- Removal of seven waiting days prior to claim start date from 14th February 2018
- Claims from 14th February 2018 would now usually be paid in one month and seven days rather than one month and 14 days
- Claimants could request a 100% advance payment, increased from 50% from the 14th February 2018
- Temporary accommodation cases to be assessed in Housing Benefit from April 2018. Whilst this applied to new claims, existing cases would only migrate to Housing Benefit following specified change of events
- An extra two weeks Housing Benefit to be automatically awarded from April 2018 when Universal Credit was claimed
- Improvements to process for private landlords to request an alternative payment arrangement (direct payment to the landlord).

Many of the aforementioned improvements/enhancements would come into force very soon and there still remained a number of issues in relation to how

Action By

these would be administered.

The programme to migrate existing Housing Benefit customers had been delayed by 12 months and would now commence in July 2019 with a corresponding delayed completion date of March 2022. Conversations were on-going with Local Housing Authorities and DWP in relation to this schedule.

Councillor Houlder referred to the alternative payment arrangement for private landlords and asked if this was going to be a major issue. It was noted that DWP did not release this date and ARP did not have access to it. However, with the budget announcements in December 2017, it was much easier for landlords to request a direct payment than it was before. Landlords could apply for direct payment of the housing element of Universal Credit to themselves. These improvements would ultimately have a positive effect on arrears and homelessness.

Social Rented Sector Rent Restrictions

Government had responded to consultation on funding for supported housing in which it had indicated it would not implement Local Housing Allowance (LHA) rates in social housing; further proposals included:

- Short-term supported accommodation to be funded via grant to Upper Tier Councils - no longer funded through Housing Benefit. Concerns remain as to how this would operate in practice.
- Long-term supported accommodation would be funded as it was now - via the welfare system.
- A new 'Sheltered rent' would be introduced – for which gross eligible rent (inclusive of service charges) would be regulated by the social housing regulator. Assistance in this type of accommodation would continue to be paid via the welfare system. 'Sheltered rent' would be subject to a cap, the calculation of which maintained a link to formula rent.
- A local strategic plan would be required by Upper Tier Councils, setting out how funding would be used to meet identified local need.
- A National Statement of Expectation for supported housing funding would be introduced.
- April 2020 had been indicated as the implementation date.

Referring to the government's approach to supported accommodation (i.e. hostels) ARP was waiting to see how this looked and there could be grants available to upper tier councils. DWP needed to ensure that it was capturing the correct data.

The Chairman was pleased to announce that Adrian Mills, the ARP Strategic Manager (Benefits) had been the recipient of a silver award in the iESE Public Sector Transformation Awards in the Reinventing Local Services Category. In this particular category there had been 39 entries with just 3 entries shortlisted.

The report was otherwise noted.

7/18 ANGLIA REVENUES PARTNERSHIP RISK REGISTER (AGENDA ITEM 7)

The Head of ARP presented the report.

Action By

At the Joint Committee in June 2014 it had been agreed that Members would be updated every six months on the risk assurance so that the greatest risks to the organisation could be highlighted.

A number of high risks remained since the last report but a process of mitigation and monitoring was in place to eliminate some of these risks.

The risk surrounding income from business rates had reduced but still remained in relation to subsequent appeals that could be submitted. The Finance Team had made provision for this.

In respect of Universal Credit, there was a danger that this would reduce over the coming years but until further information from the Government was received this would remain as a risk on the Risk Register.

The risk in relation to business continuity had risen due to the recent cyber-attacks. West Suffolk IT had already updated all software but this was a matter that had to be monitored continually.

RESOLVED that the report be noted and the Risk Assurance Register be agreed.

8/18 FORTHCOMING ISSUES (STANDING ITEM) (AGENDA ITEM 8)

None.

9/18 NEXT MEETING (AGENDA ITEM 9)

The arrangements for the next meeting on Tuesday, 26 June 2018 at 10.00am, Level 5, Thetford were noted.

10/18 EXCLUSION OF PRESS AND PUBLIC (AGENDA ITEM 10)

RESOLVED that under Section 100(A)(4) of the Local Government Act 1972, the press and the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 3 & 4 of Schedule 12A to the Act.

11/18 RISK BASED VERIFICATION (AGENDA ITEM 11)

The Strategic Manager (Benefits) ARP presented the report.

The Department of Work & Pensions (DWP) requires Councils to review their Risk Based Verification Policies annually and requires Members to approve the continuance or revision of their Policy.

In March 2017, the Joint Committee approved expanding the Risk Based Verification Policy to include changes of circumstances as well as new claims; however, due to the change in the forms and the continuous work with the provider (mentioned earlier in the meeting) it was anticipated that this functionality would be introduced in the Spring 2018.

RESOLVED that:

- to note that the Policy remains unchanged in 2017/18

Action By

- the Housing Benefit Risk Based Verification Policy for 2018/19 for Breckland Council, East Cambridgeshire District Council, Fenland District Council, Forest Heath District Council, St Edmundsbury Borough Council, Suffolk Coastal District Council and Waveney District Council be approved.

12/18 ARP BRIEFING NOTE (AGENDA ITEM 12)

Jill Korwin, Director of Forest Heath & St Edmundsbury District Councils presented the report that proposed to create two new district-level councils for West Suffolk and East Suffolk. Members were provided with a detailed overview of the proposals and the processes being put in place in relation to the procurement of an additional resource.

A more detailed report would be discussed at the Operational Improvement Board (OIB) meeting in April and a further report would be provided at the next Joint Committee meeting in June 2018.

Councillor Claussen raised concern about possible IT risks. Members were assured that this was the reason for the additional resource.

The report was otherwise noted.

Action – further update to be brought to the next JC meeting in June.

13/18 FUTURE OF ARP TRADING LIMITED (AGENDA ITEM 13)

The Chief Finance Officer & Corporate Director for Fenland District Council presented the report.

The options available to Members were explained and the recommendation was highlighted.

Councillor Ambrose-Smith felt that the governance should be addressed prior to the revival of the Company. Members were informed that legal advice was awaited in terms of process.

It was agreed that a Shareholders Advisory Group meeting would be convened immediately following the ARPJC meeting.

RESOLVED that Option B of the report be adopted.

14/18 ARP TRADING LTD, FINANCIAL IMPLICATIONS (AGENDA ITEM 14)

The Chief Accountant presented the report.

The report highlighted that there would be a small financial impact to each of the Partner Authorities now that the recommendation at agenda item 13 had been adopted; however, this was more than offset by the saving for each partner from the ARP Partnership budget.

RESOLVED that the report be noted.

The meeting closed at 10.50 am

CHAIRMAN

Benefits & Fraud

Benefits performance

Benefits performance is meeting profiled targets and is on course to achieve year end targets; we continue to manage performance after filling recent vacancies with new entrants now in training and soon to be contributing to work clearance.

A successful targeted campaign work clearance day was held on the 6th June, with a high number of documents processed by all Benefits staff throughout the partnership.

Fraud and compliance performance

Following the transfer of Housing Benefit fraud to the DWP on the 1 September 2015, the team have been tasked, in accordance with the Business Case approved by Joint Committee, to identify and prevent fraud leading to an increase in Council Tax income in the following areas:

- Local Council Tax Support
- Single Person Discount
- Council Tax & Non Domestic Rates
- Tenancy fraud

Discussions will be taken place with Norfolk and Suffolk County Councils to support the review of Single Person Discounts, whilst Cambridgeshire have decided not to provide further funding.

Through the ARP Management arrangement with Norwich City Council, we have employed an additional resource from the 1st April 2018, fully funded by Norwich City Council and Norfolk County Council, to undertake similar work for Norwich City Council.

Furthermore, the team are working with Housing Teams and Housing Associations to tackle Right to buy and subletting abuse and are having success in this area.

During the year the team have identified several dwellings and businesses either not registered or having had an undeclared change in use that has led to increased charges - in some cases significant higher retrospective charges.

The table below records the excellent work of the team, on track to exceed targets for the year.

Description of financial saving	2018/19 target	Performance 1.4.18- 31.5.18
Single Person Discount fraud	500,000	205,578
Local Council Tax Support Scheme fraud	150,000	44,651
Tenancy fraud	400,000	162,000
Other (Council Tax and NDR)	250,000	303,066
Total financial savings	1,300,000	715,295

The Strategic Manager (Benefits) continues to participate in national DWP/LA Housing Benefit Steering Groups to have input into shaping and influencing current and proposed operational and Government grant funding matters. Current topics include Universal Credit plans, tackling fraud and error, LA financing and data share. Government recently announced changes to Universal Credit, with the welcome removal of the seven waiting days and the transfer back to Housing Benefit of the rent assessment for customers residing in temporary accommodation, amongst others, including latest announcements with completion now extended to March 2023 – detailed in the Welfare Reform report.

The Suffolk Coastal and Waveney Head of Customer Services nominated the East Suffolk Universal Credit Support Partnership, led by the Waveney District Council and ARP, to the iESE Public Sector Transformation Awards in the Reinventing Local Services Category, winning the Silver award. In this particular category, there were 39 entries with just three entrants shortlisted.

The Strategic Manager (Benefits), along with the East Suffolk Head of Service, is presenting at the EELGA Annual Finance summit on the impact of Universal Credit and the story so far.

Revenues

Performance continues to meet targets in all areas with the exception of Non-Domestic Rates collection for Waveney District Council. The reason behind the drop in NNDR collection for Waveney DC is a refund of £600K relating to backdated mandatory charity relief. The Finance team is aware of this large refund.

Further recovery work, which is partly funded by each County Council, is continuing. The team have already collected £143K this financial year which exceeds the amount collected this time last year by £50K. In addition to the monies collected by the further recovery team we also have a further £1.507 Million in secured debt by way of Charging Orders on property owned by the debtor.

The Enforcement Team continue to perform well, having collected £10.84 Million since the team started of which £818K has been in this financial year. We are currently recruiting a sixth Enforcement Agent to provide some resilience and need to replace another Enforcement Agent who has recently left our Employment. We continue to speak to other authorities with a view to expanding the service.

As part of the normal yearly cycle Council Tax correspondence and telephone calls hit a peak in the first half of the financial year. This year additional agency staff have been in place in order to manage the increase in work and the vacancies we currently have. A review has been carried out of the resource required to deal with the levels of correspondence and telephone calls received throughout the year. OIB have recently agreed to 2.5 FTE increase in staffing on a temporary basis subject to review.

Local Authorities receive payment each year based on the number of domestic properties brought into use (new and previously empty). Each year we carry out an exercise to review all empty properties in order to maximise new homes bonus. A review form is sent to the owner of each long term empty property to establish if the property remains empty and the owner's intention with regard the property. Where requested by the Housing Teams we also include information which may help the owner bring the property back into use.

New online forms have been developed for Council Tax for customers to advise us where they change address and wish to claim a discount or exemption. As we now have the ability to design and

create our own forms we have been able to develop the change of address form as a joint Council Tax and Benefits form which will capture all information required by each service. Online forms have also been developed for Non-Domestic Rates so that ratepayers can make online applications for small business rates relief, charity relief and advise where they have moved premises.

The new rate reliefs announced by Government to assist those facing steep increases were implemented last year in respect of the three new schemes:

- Supporting small business relief
- Public Houses
- New discretionary scheme

The first two reliefs have been applied to accounts for the current financial year. In respect of the new discretionary scheme, we continue to try and maximise the amount of relief awarded in respect of 2017/18 and will shortly be applying relief for the 2018/19 financial year.

The Non-Domestic Rates team currently collect amounts due for three Business Improvement Districts (Forest Heath, St Edmundsbury and Waveney). This is due to be increased to four from 1 April 2019 with the addition of a BID for the current Suffolk Coastal area and we are working with them on implementation.

Support

Digital Transformation and Self Service

Following the 2018 Annual Billing as at March 31st 2018, nearly 15,000 Council Tax payers and Housing Benefit recipients had opted to receive their bills and notifications electronically, rather than by traditional letter.

When Bills or notifications are produced, Customers will receive an electronic notification to prompt them to access their account via the Anglia Revenues Partnership website, in order to view all correspondence either on their computer or mobile device.

Prior to the annual Billing, all active accounts were sent a reminder via email which included the promotion of the use of Direct Debits. As this was carried out two weeks prior to billing, the additional benefit for the Anglia Revenues was gained by identifying incorrect or obsolete email addresses and the system Admin Team were able to cleanse the data prior to sending out the email notifications for E-billing.

Website

Following on from the successful re-design on the Anglia Revenues Website for Business Rates, a new design for Council Tax has now been launched. The aim of the new design is to enable the customer to access relevant information or able to complete a form in as few “clicks” as possible.

How this was done:

- 1. Identify the most common reason for accessing the website**
- 2. Design a straight forward and logical layout**

- 3. Customer Testing using specific scenarios, measuring Efficiency, Effectiveness and Usability carrying out the same scenarios on both the Old and New Websites.**
- 4. Review and collate the data**

Through the rigorous testing of the ARP Council Tax Website, the customer testing has shown to have improved significantly the efficiency, effectiveness and usability of the website.

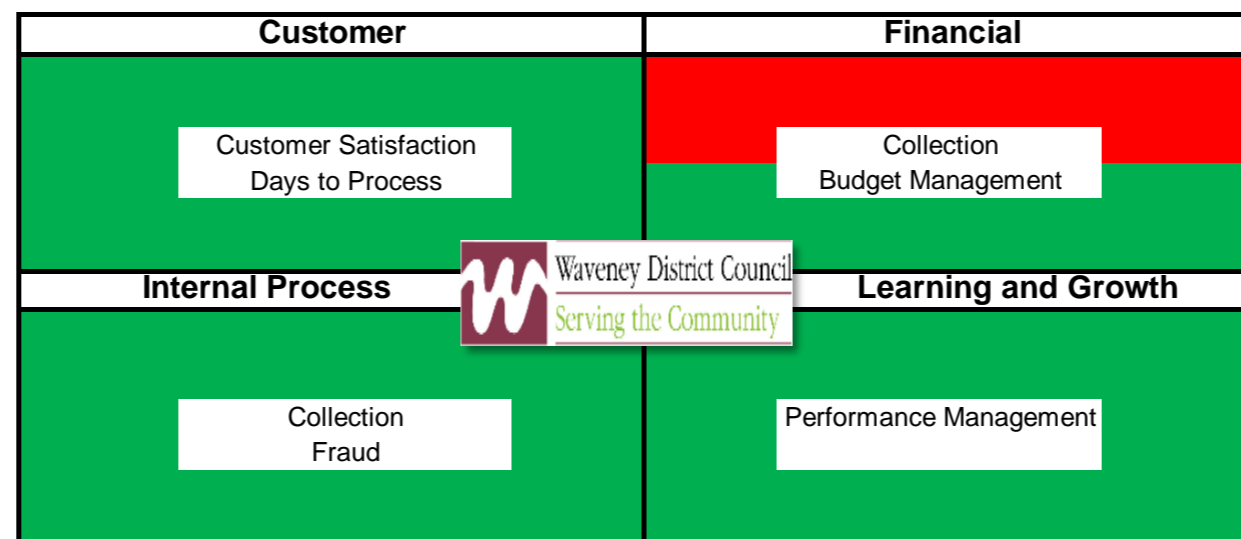
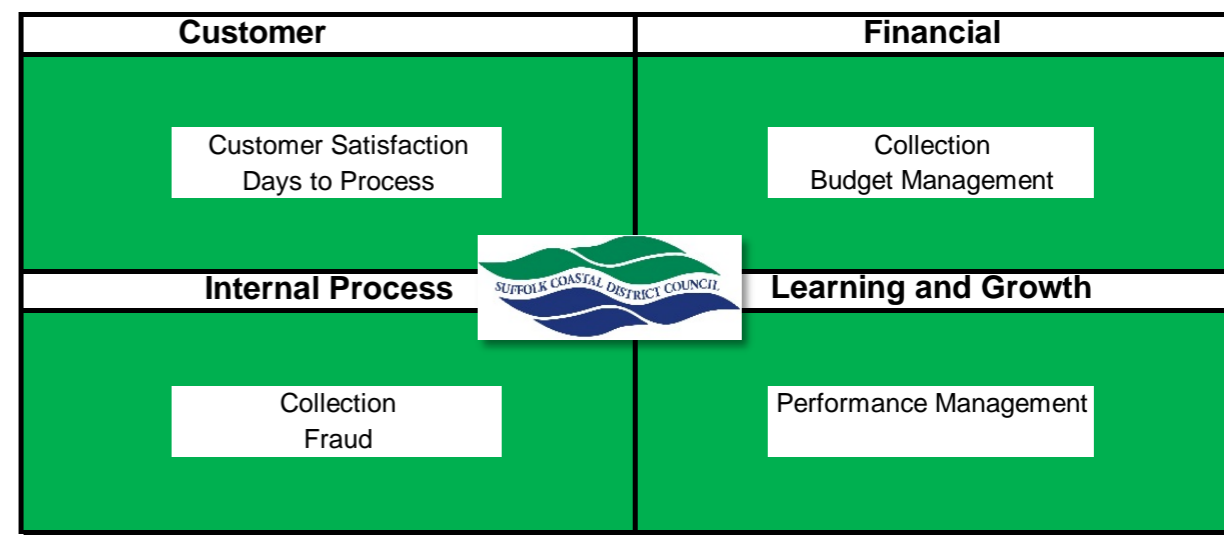
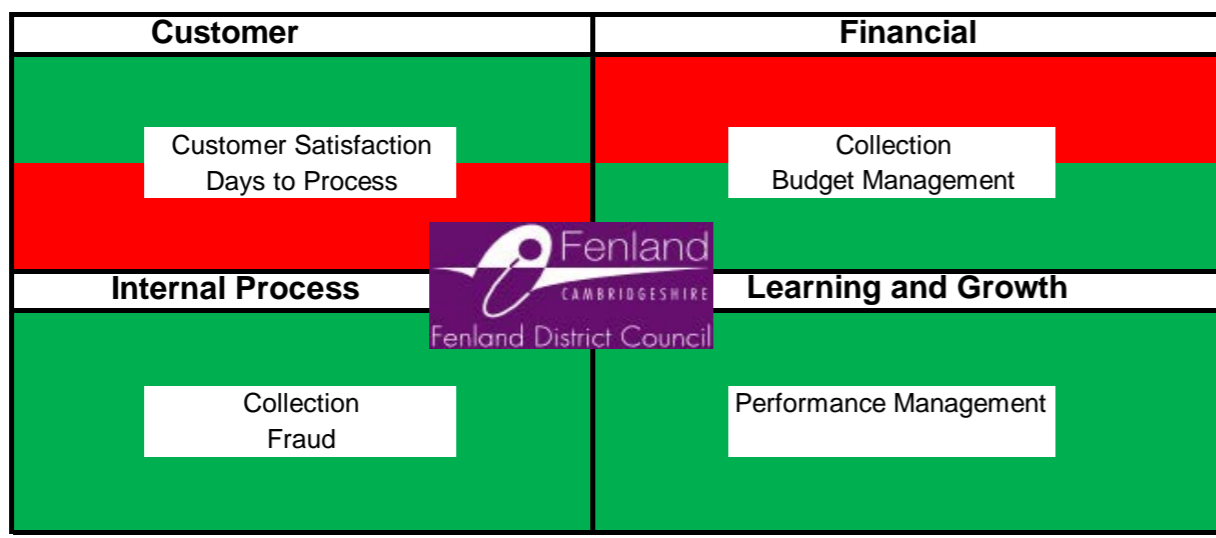
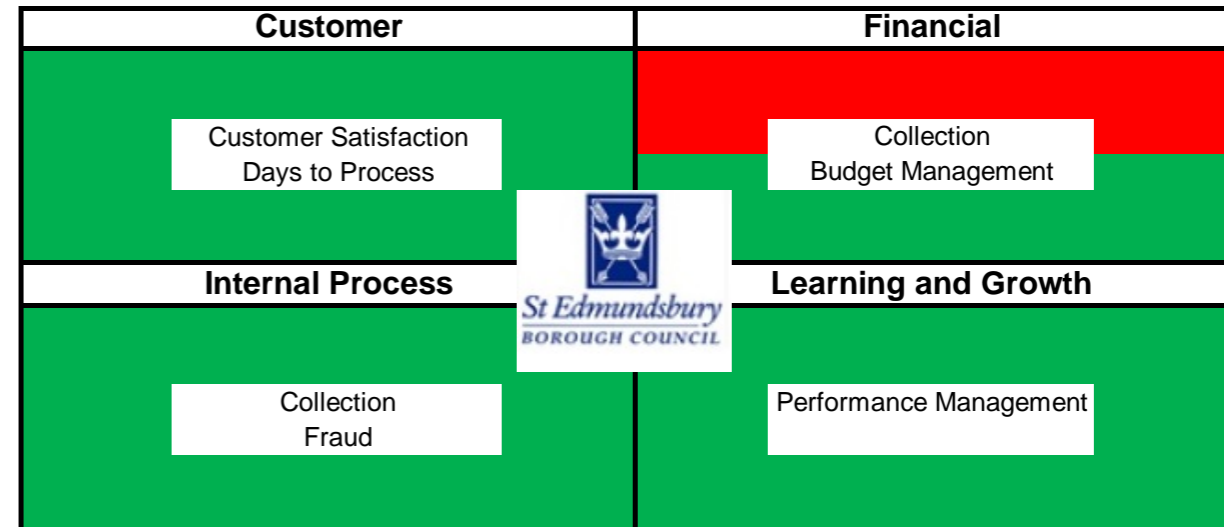
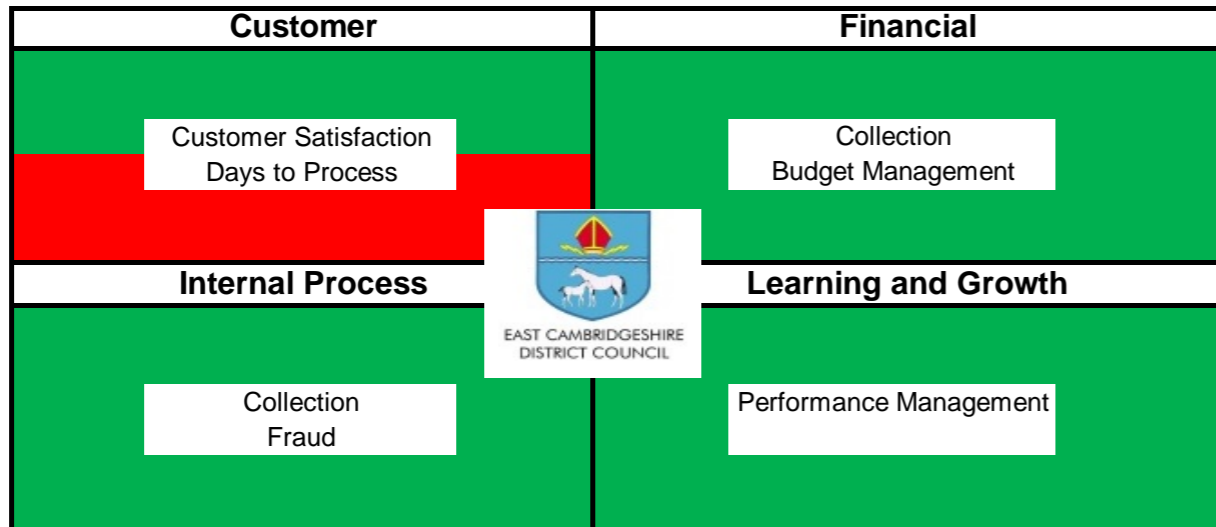
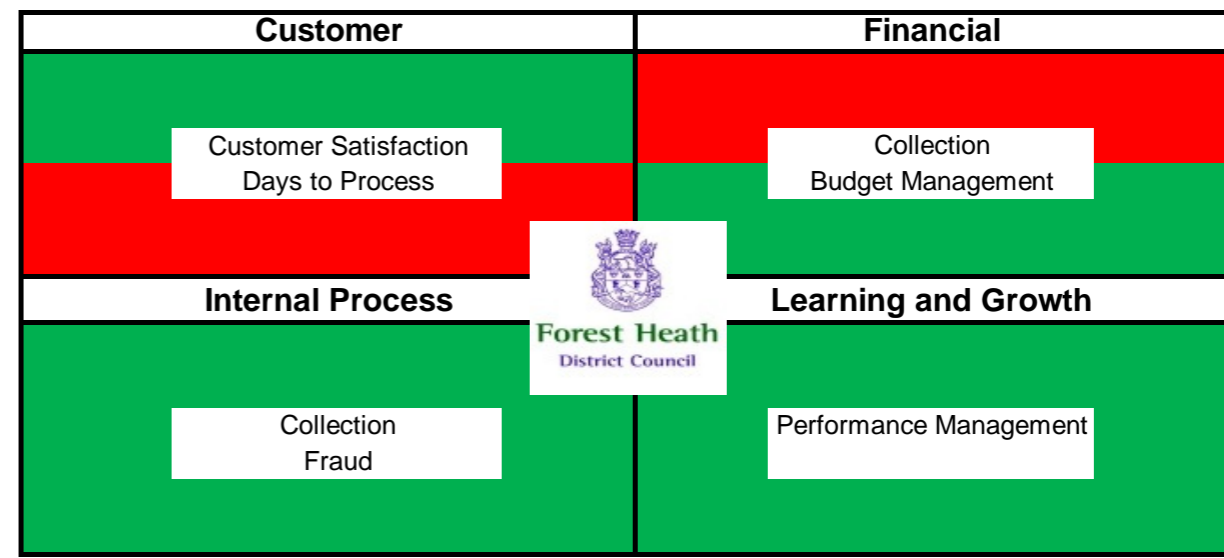
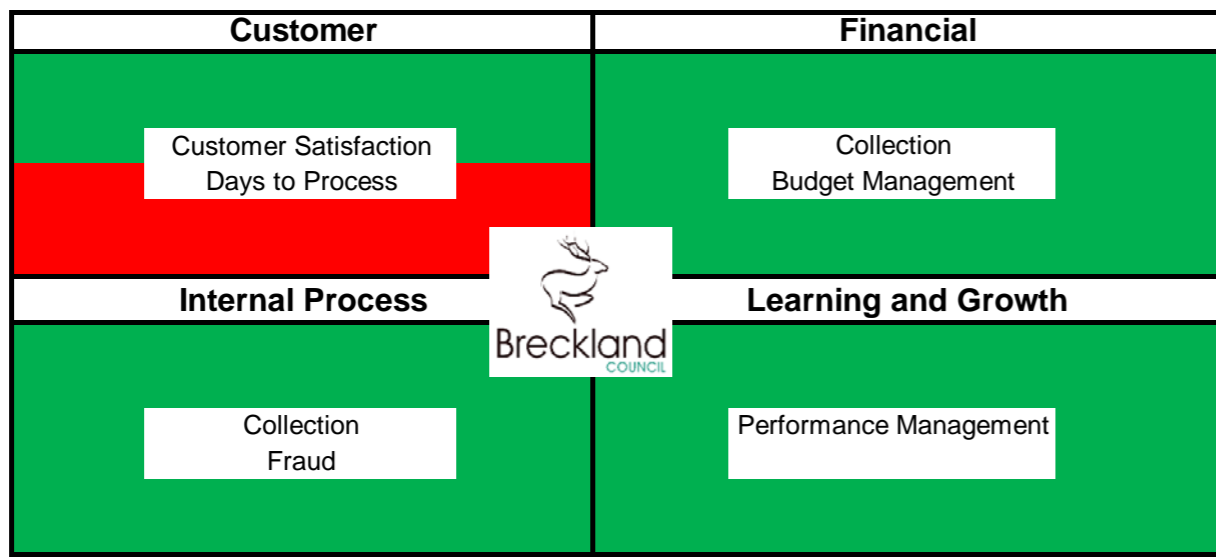
Changes to Data Protection requirements

On May 25th 2018 new regulations with regard to Data Protection came into force with stricter rules on the use of personal data, known as General Data Protection Rules (GDPR).

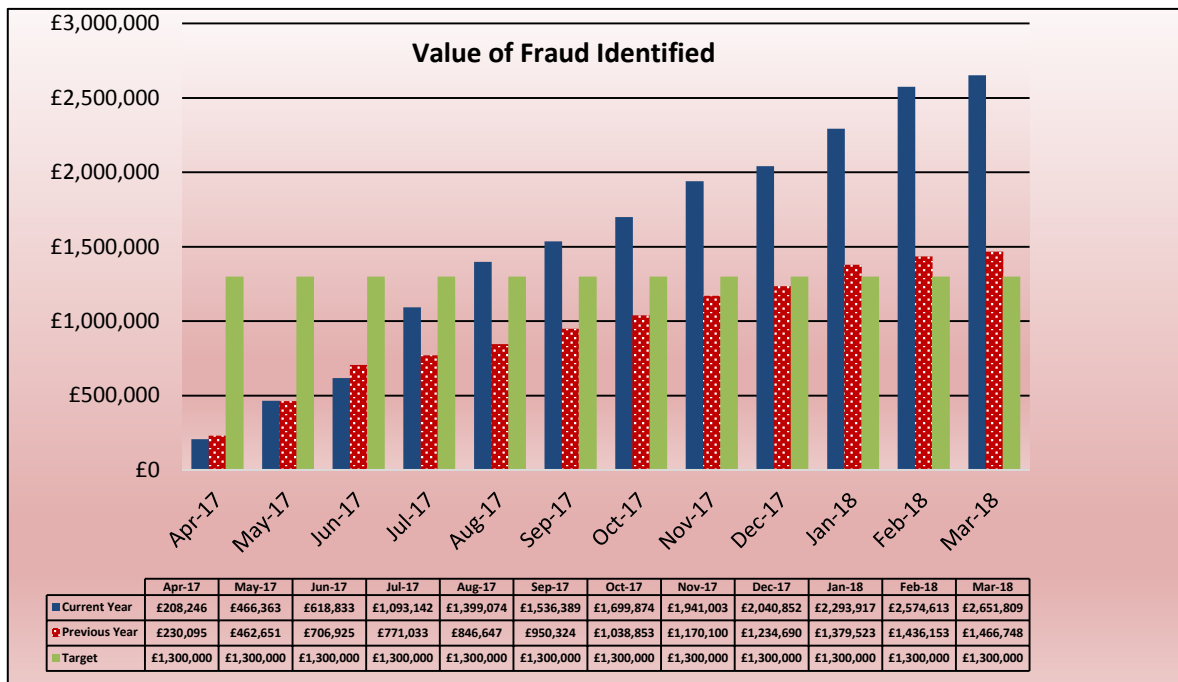
The Anglia Revenues Partnership works collectively providing the administration of the statutory legal obligation for Council Tax Collection, Business Rates, Housing Benefits and Council Tax Reduction Schemes. There is an ongoing action plan in place to continue compliance with the changing legislation, particularly with regard to the ability to comply with the new rights of the individual.

Although the changes are significant for many organisations, the data collected and processed by the ARP is solely for the purposes of Revenues and Benefits. The Sharing of data is only permitted in relation to the processing of personal data provided under this legal obligation, for example to the Department of Work and Pensions.

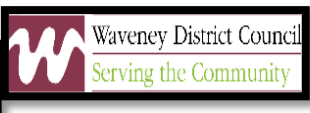
Corporate Balanced Scorecard - Dashboard
As at end Mar 2018



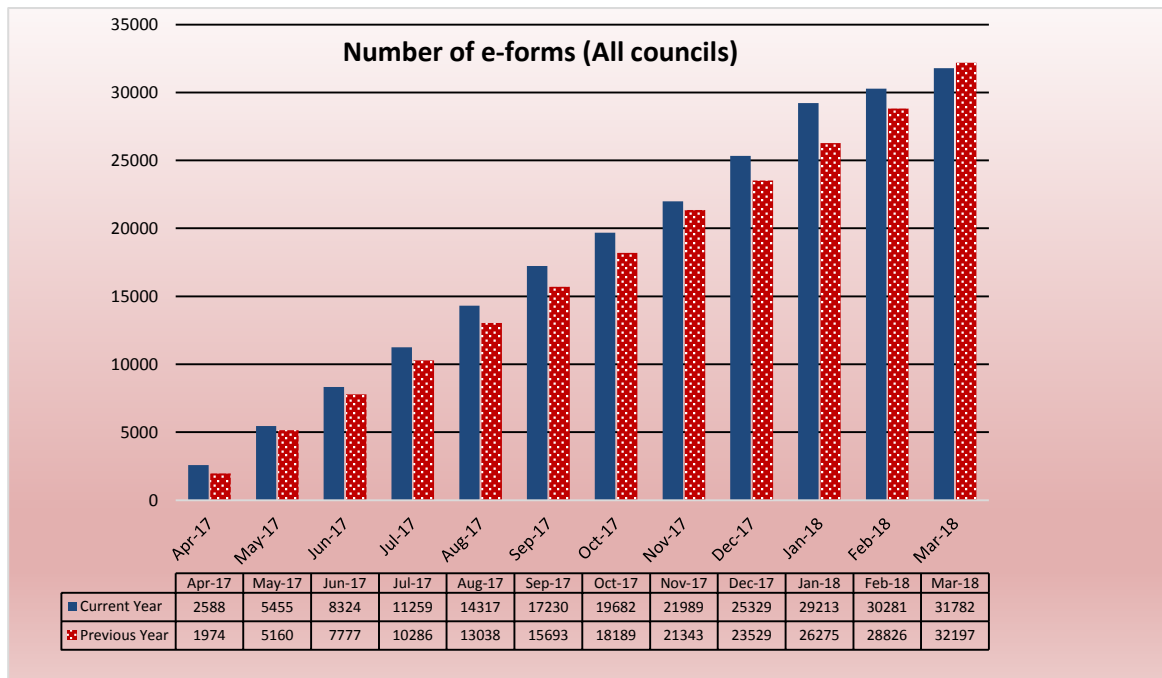
Internal Process Dimension Fraud



This indicator measures the value of fraud identified by the ARP Fraud team, the target is to achieve the savings in the business case.



Customer Dimension Channel Shift



This shows the number of E-Forms received by ARP for both Benefits and Council Tax with a significant upward trend in the use of electronic forms.



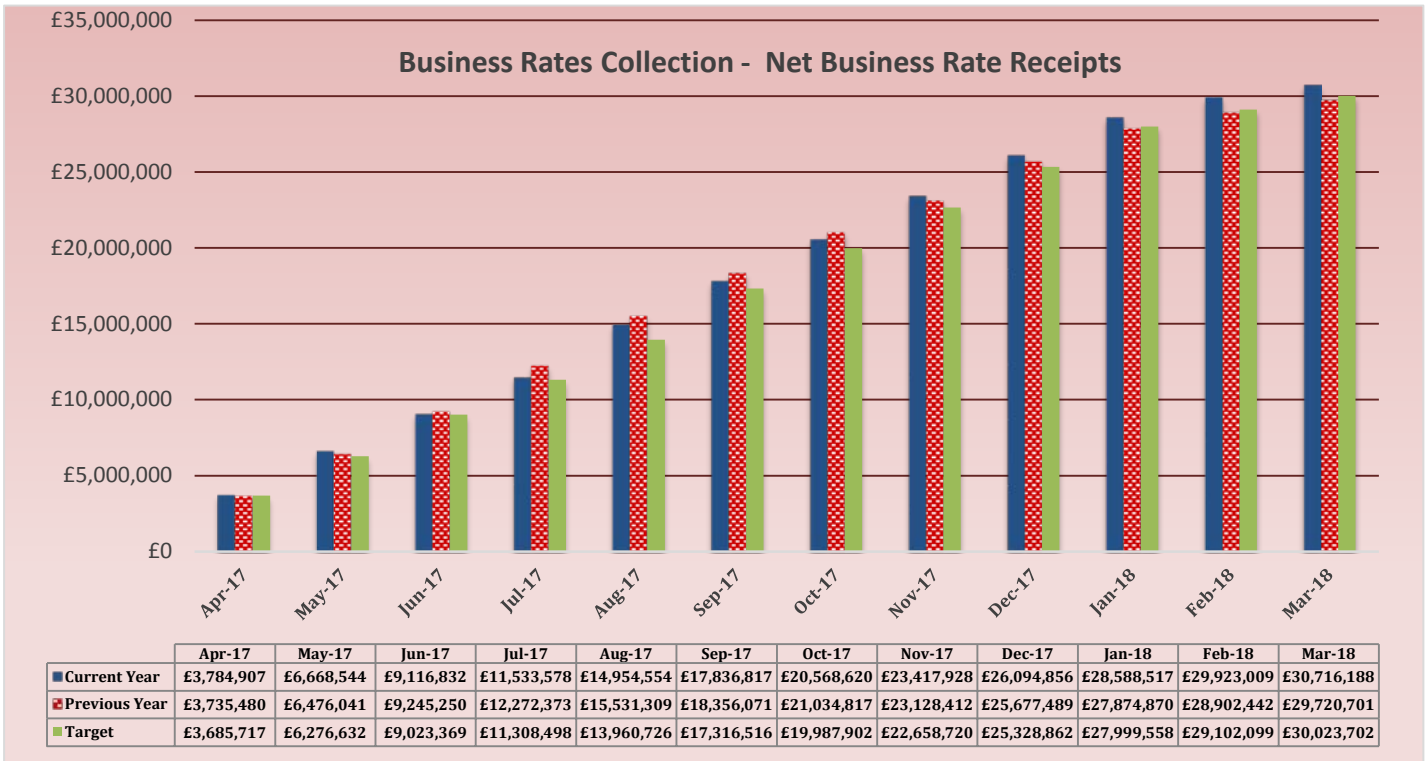
Summary Breckland Scorecard as at end Mar 2018



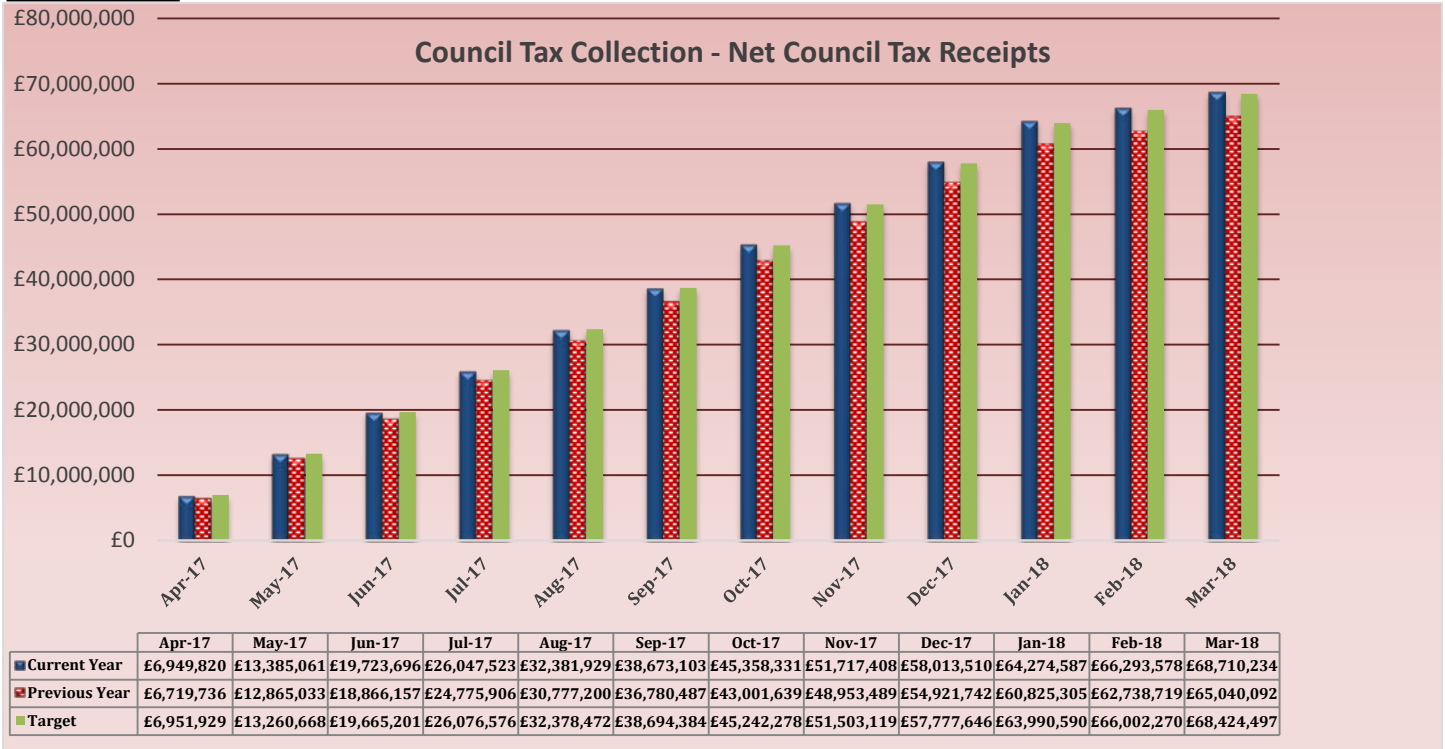
			2017-18			2016-17	
		Heading	Example Indicator	This month	Last month	YTD	Final
Financial	Collection	Collection amounts					
	Budget Management	Expenditure					
Customer	Customer Satisfaction	Survey results					
	Channel Shift	Number of e-citizens / e-claims / e-forms					
	Days to process	Council Tax Support					
		Housing Benefit					
Internal Processes	Collection	Collection amounts					
	Fraud	% Successful investigations					
Learning and Growth	Performance Management	One to Ones completed within timeframe					
		% Appraisals completed within timeframe					



Breckland Finance Dimension Collection Amounts



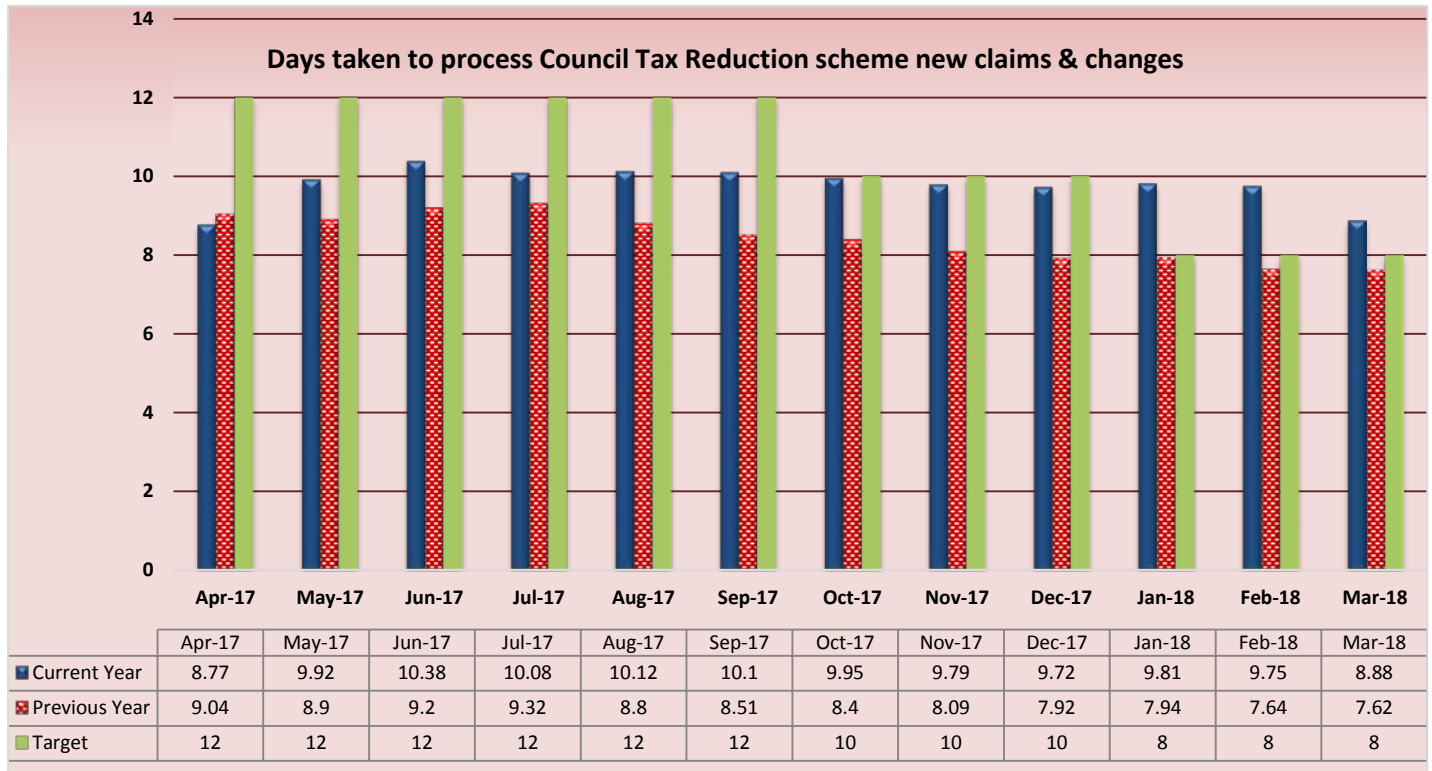
This shows the amount of money required to be collected within the financial year, payable to the NNDR Collection Fund against the actual collection.



This shows the amount of Council Tax required to be collected within the financial year against actual collection.

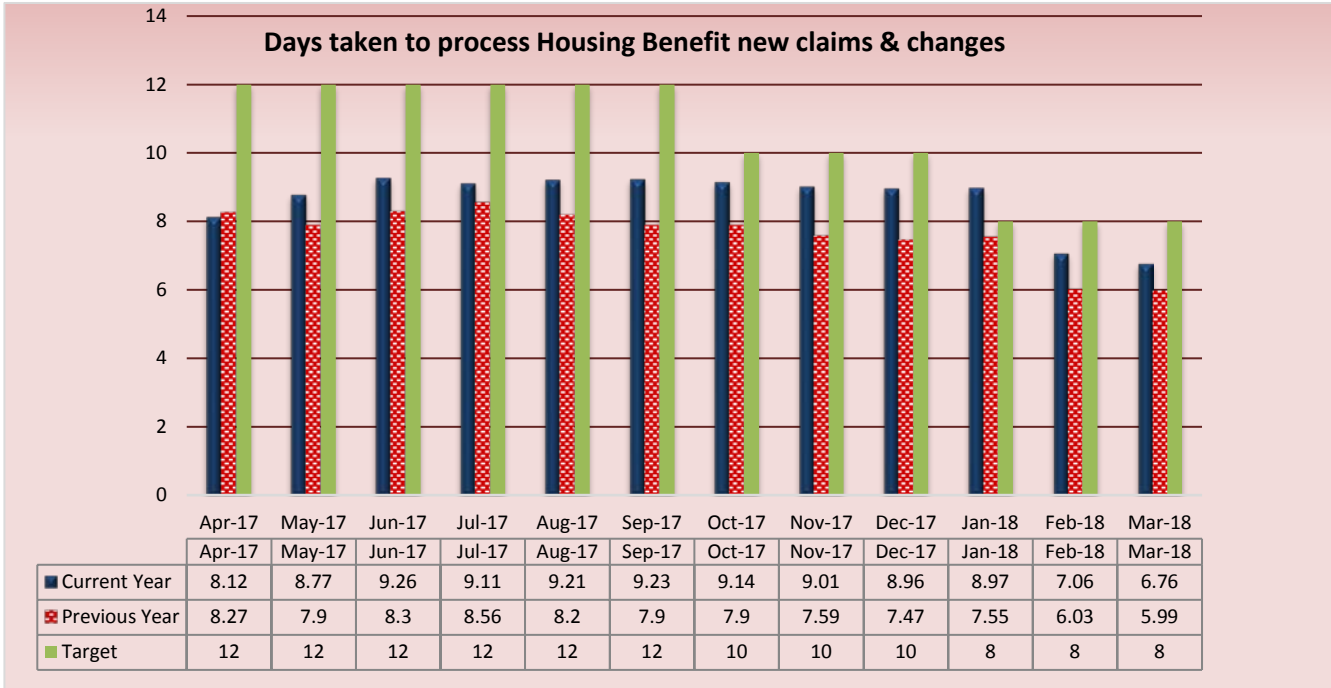


Breckland Customer Dimension Benefits- Average Days to Process



This shows the average number of days taken to assess all Council Tax Reduction scheme claims and changes against agreed targets.

Final out-turn for the year is below the expected out-turn forecast at the last Joint Committee.



This shows the average number of days taken to assess all Housing Benefit claims and changes against agreed targets.

Out-turn for the year has met target.

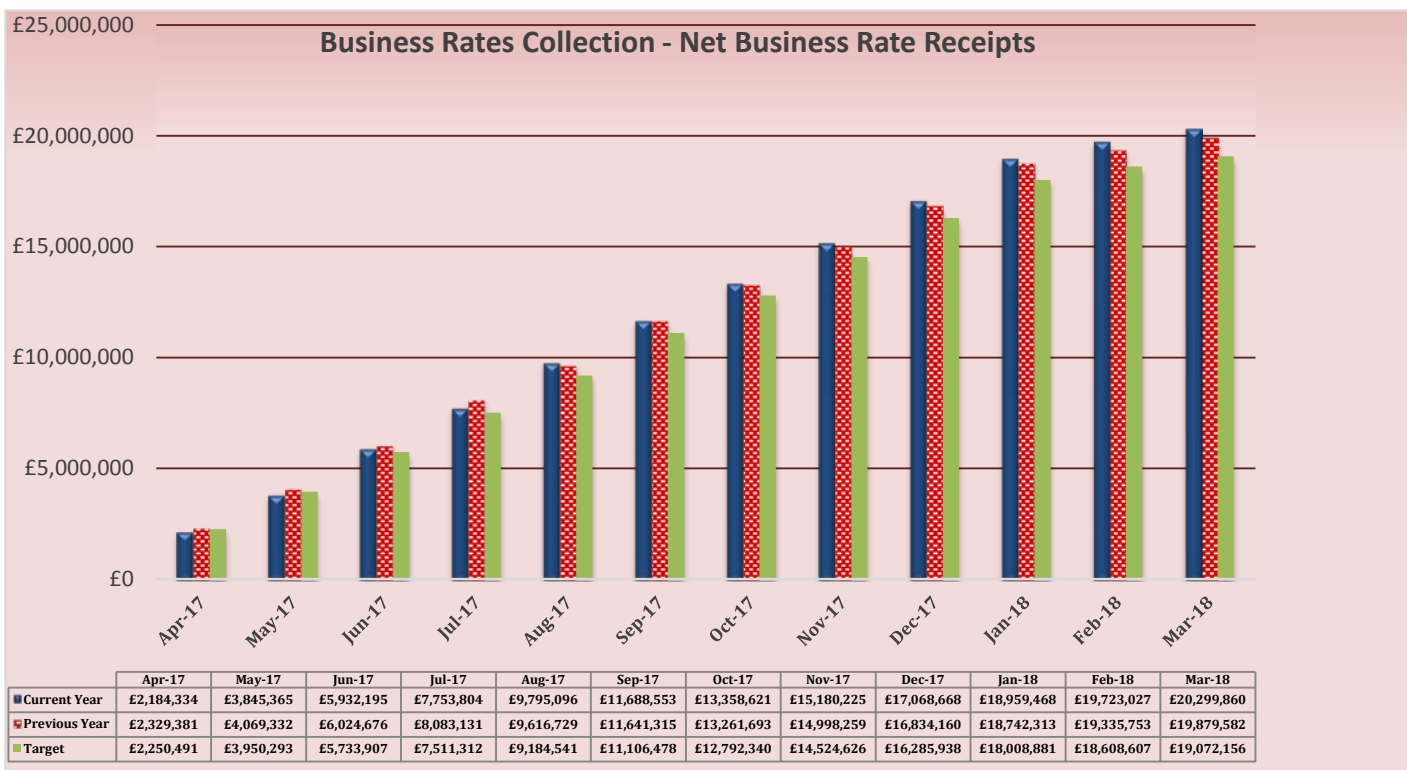
Summary ECDC Scorecard as at end Mar 2018



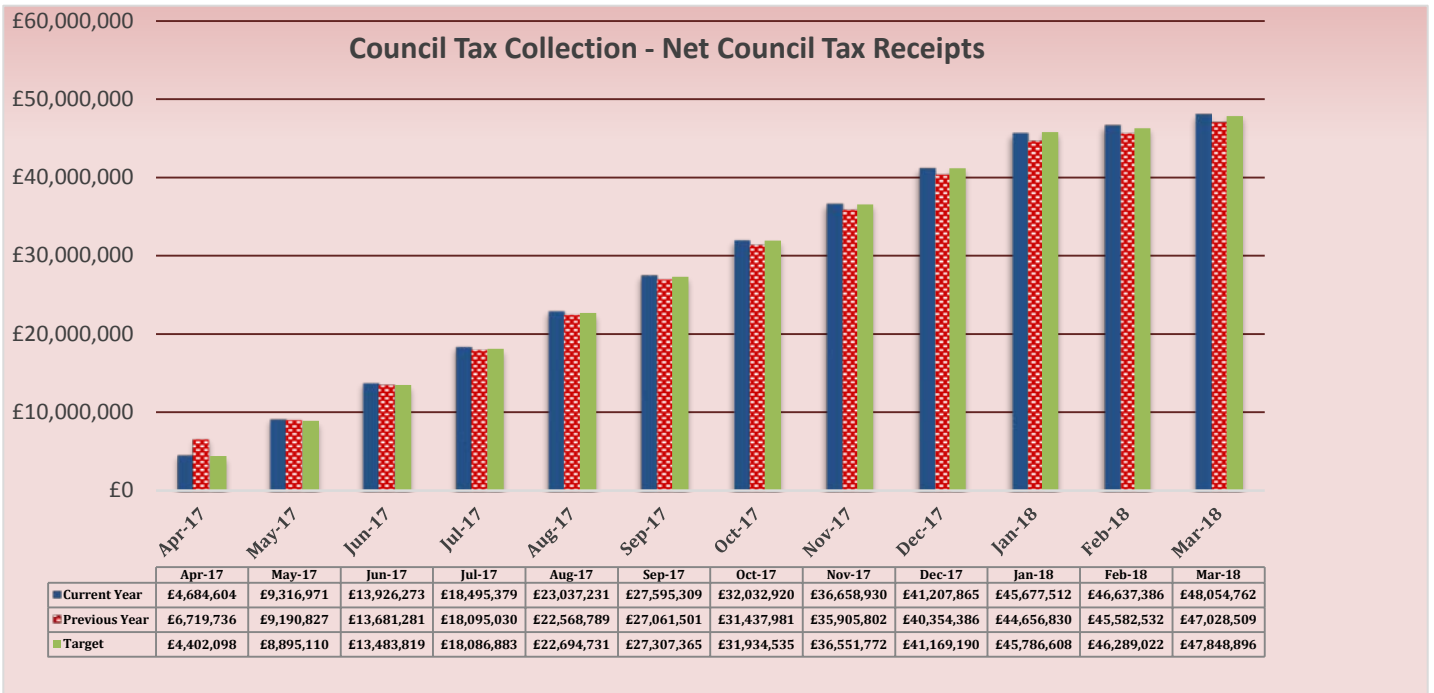
			2017-18			2016-17	
		Heading	Example Indicator	This month	Last month	YTD	Final
Financial	Collection	Collection amounts					
	Budget Management	Expenditure					
Customer	Customer Satisfaction	Survey results					
	Channel Shift	Number of e-citizens / e-claims / e-forms					
	Days to process	Council Tax Support					
		Housing Benefit					
Internal Process	Collection	Collection amounts					
	Fraud	% Successful investigations					
Learning and Growth	Performance Management	One to Ones completed within timeframe					
		%Appraisals completed within timeframe					



ECDC Finance Dimension Collection Amounts



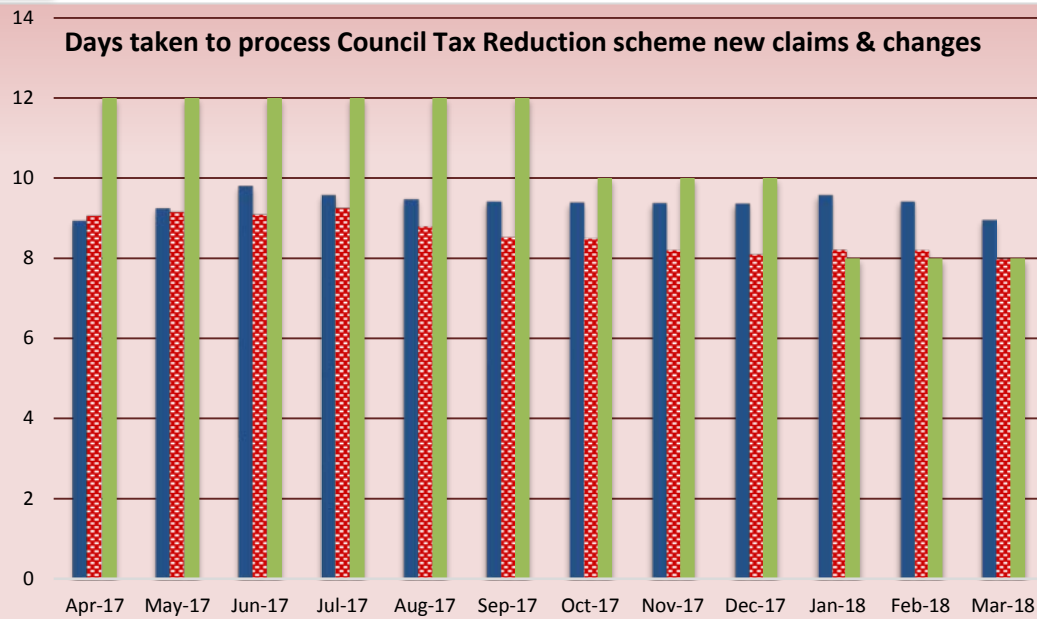
This shows the amount of money required to be collected within the financial year, payable to the NNDR Collection Fund against the actual collection.



This shows the amount of Council Tax required to be collected within the financial year against actual collection.



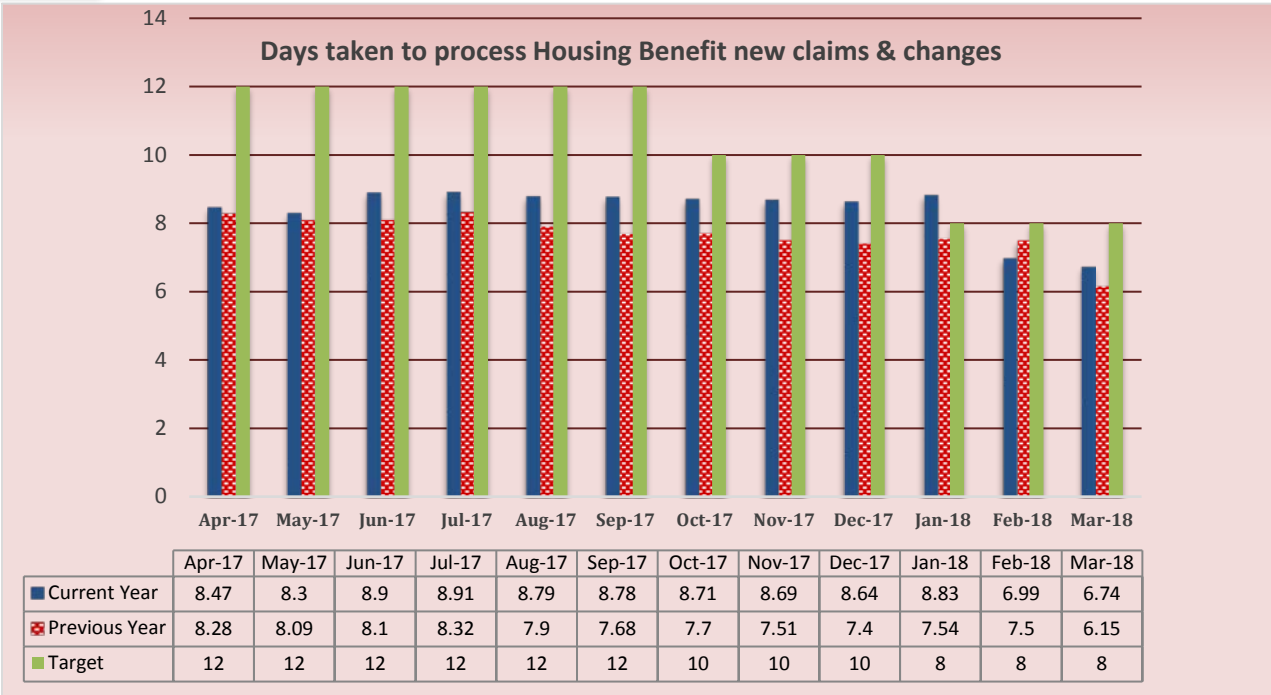
ECDC Customer Dimension Benefits- Average Days to process



	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
■ Current Year	8.95	9.26	9.81	9.59	9.48	9.43	9.4	9.39	9.38	9.59	9.43	8.96
▣ Previous Year	9.07	9.16	9.1	9.26	8.8	8.53	8.5	8.21	8.11	8.22	8.21	8
■ Target	12	12	12	12	12	12	10	10	10	8	8	8

This shows the average number of days taken to assess all Council Tax Reduction scheme claims and changes against agreed targets.

Final out-turn for the year is below the expected out-turn forecast at the last Joint Committee.



This shows the average number of days taken to assess all Housing Benefit claims and changes against agreed targets.

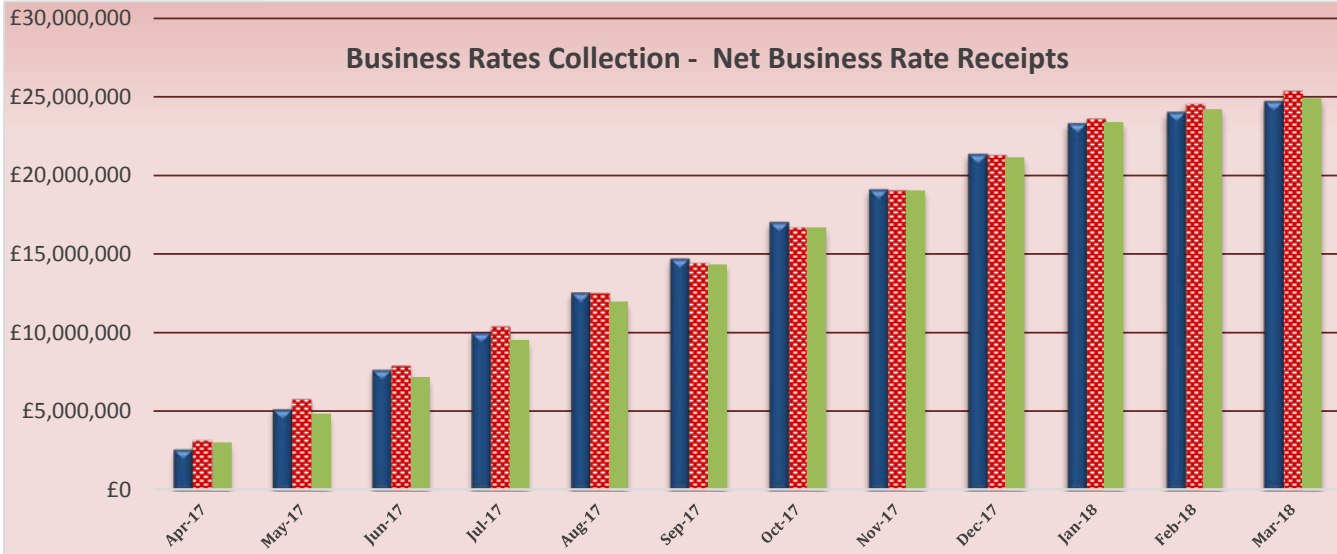
Out-turn for the year has met target.

Summary Fenland Scorecard as at end Mar 2018



			2017-18			2016-17
			This month	Last month	YTD	Final
Heading		Example Indicator				
Financial	Collection	Collection amounts				
	Budget Management	Expenditure				
Customer	Customer Satisfaction	Survey results				
	Channel Shift	Number of e-citizens / e-claims / e-forms				
	Days to process	Council Tax Support				
		Housing Benefit				
Internal Process	Collection	Collection amounts				
	Fraud	% Successful investigations				
Learning and Growth	Performance Management	One to Ones completed within timeframe				
		%Appraisals completed within timeframe				

Fenland Finance Dimension Collection Amounts

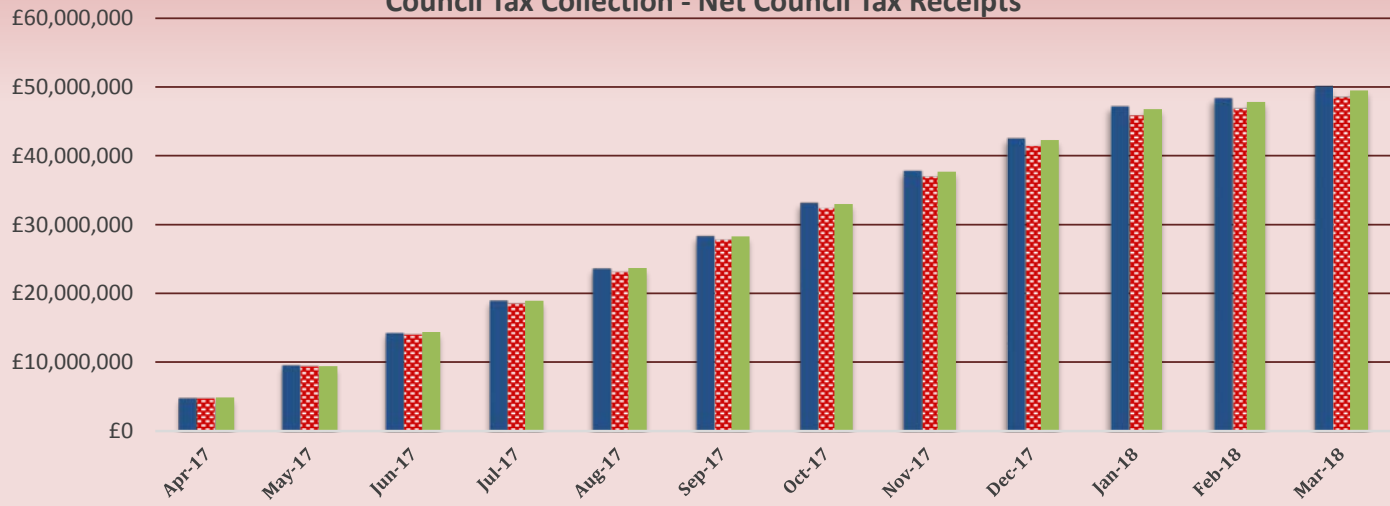


	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Current Year	£2,634,307	£5,232,576	£7,731,991	£10,102,522	£12,598,067	£14,748,603	£17,046,800	£19,122,490	£21,362,953	£23,301,836	£24,020,986	£24,692,443
Previous Year	£3,189,700	£5,797,206	£7,934,610	£10,414,467	£12,514,053	£14,439,636	£16,697,139	£19,050,732	£21,296,798	£23,603,231	£24,535,531	£25,355,056
Target	£3,002,576	£4,824,646	£7,176,307	£9,530,555	£11,970,563	£14,324,984	£16,681,257	£19,038,250	£21,140,732	£23,392,470	£24,221,398	£24,905,450

This shows the amount of money required to be collected within the financial year, payable to the NNDR Collection Fund against the actual collection.

Collection is behind target. This is due to £916K of back dated refunds as a result of successful appeals against Rateable Values to The Valuation Office. There is provision in the accounts for these circumstances.

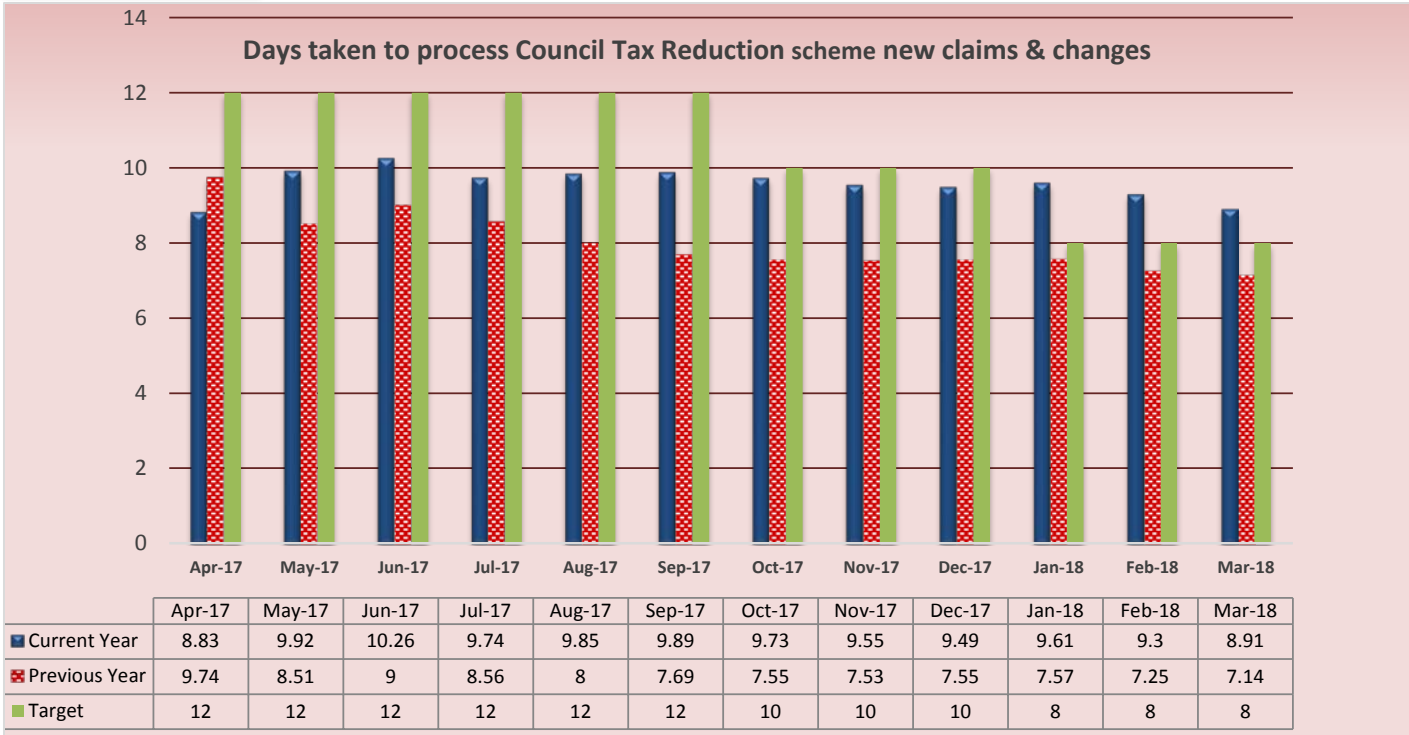
Council Tax Collection - Net Council Tax Receipts



	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
■ Current Year	£4,838,222	£9,644,254	£14,313,608	£19,027,410	£23,694,368	£28,375,317	£33,178,514	£37,851,636	£42,536,696	£47,182,704	£48,369,902	£50,100,713
■ Previous Year	£4,815,854	£9,485,557	£14,041,731	£18,575,505	£23,150,043	£27,732,813	£32,337,917	£36,935,987	£41,444,230	£45,870,043	£46,864,978	£48,540,037
■ Target	£4,837,853	£9,433,071	£14,399,669	£18,940,418	£23,669,333	£28,291,237	£32,989,068	£37,679,725	£42,278,746	£46,793,676	£47,808,645	£49,517,432

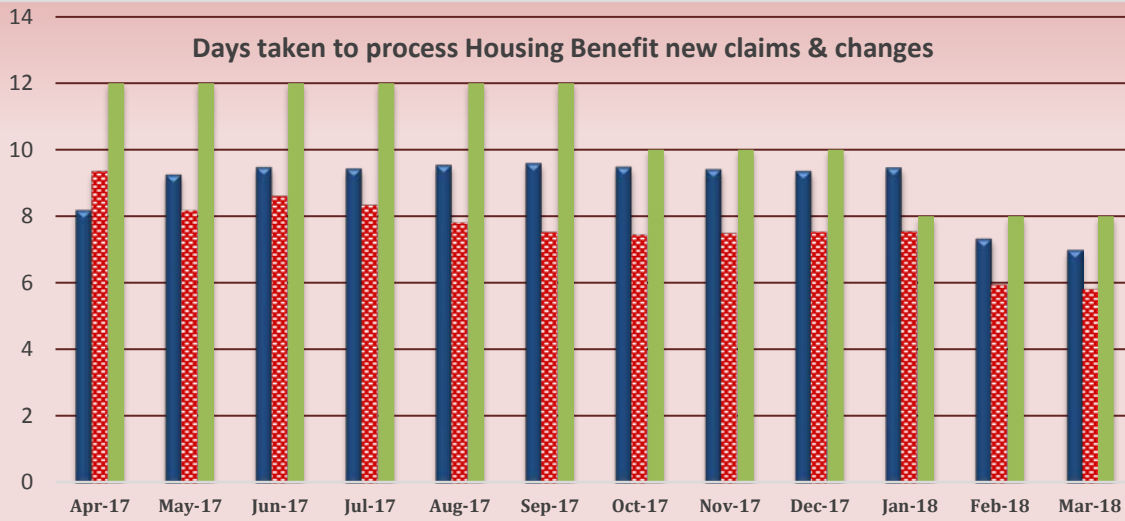
This shows the amount of Council Tax required to be collected within the financial year against actual collection.

Fenland Customer Dimension Benefits- Average Days to process



This shows the average number of days taken to assess all Council Tax Reduction scheme claims and changes against agreed targets.

Final out-turn for the year is below the expected out-turn forecast at the last Joint Committee.



	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
■ Current Year	8.19	9.25	9.47	9.43	9.54	9.59	9.48	9.41	9.35	9.46	7.33	7
▣ Previous Year	9.34	8.16	8.6	8.33	7.8	7.51	7.44	7.48	7.53	7.54	5.94	5.81
■ Target	12	12	12	12	12	12	10	10	10	8	8	8

This shows the average number of days taken to assess all Housing Benefit claims and changes against agreed targets.

Out-turn for the year has met target.

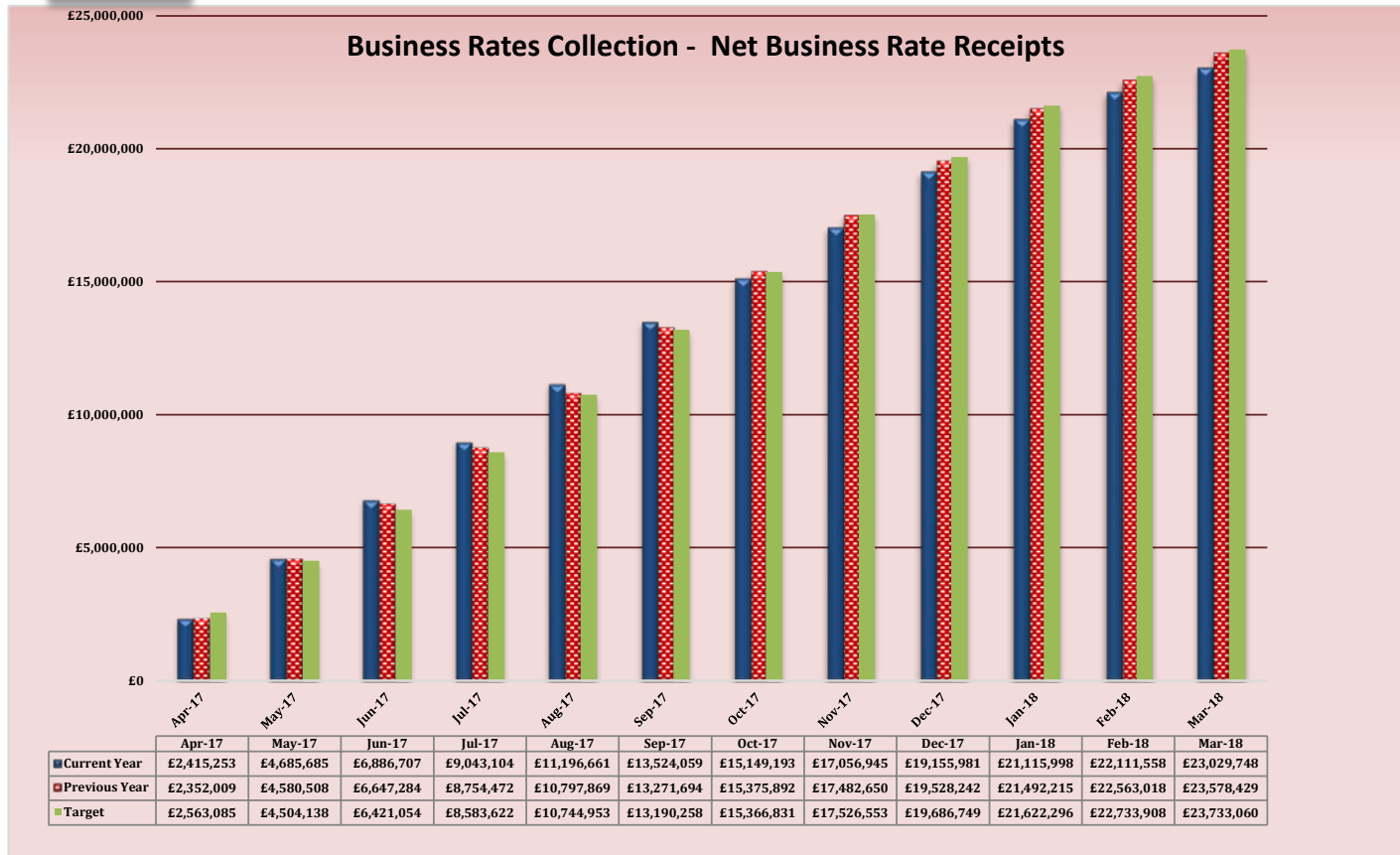
Summary Forest Heath Scorecard as at end Mar 2018



			2017-18			2016-17	
		Heading	Example Indicator	This month	Last month	YTD	Final
Financial	Collection	Collection amounts					
	Budget Management	Expenditure					
Customer	Customer Satisfaction	Survey results					
	Channel Shift	Number of e-citizens / e-claims / e-forms					
	Days to process	Council Tax Support					
		Housing Benefit					
Internal Process	Collection	Collection amounts					
	Fraud	% Successful investigations					
Learning and Growth	Performance Management	One to Ones completed within timeframe					
		%Appraisals completed within timeframe					

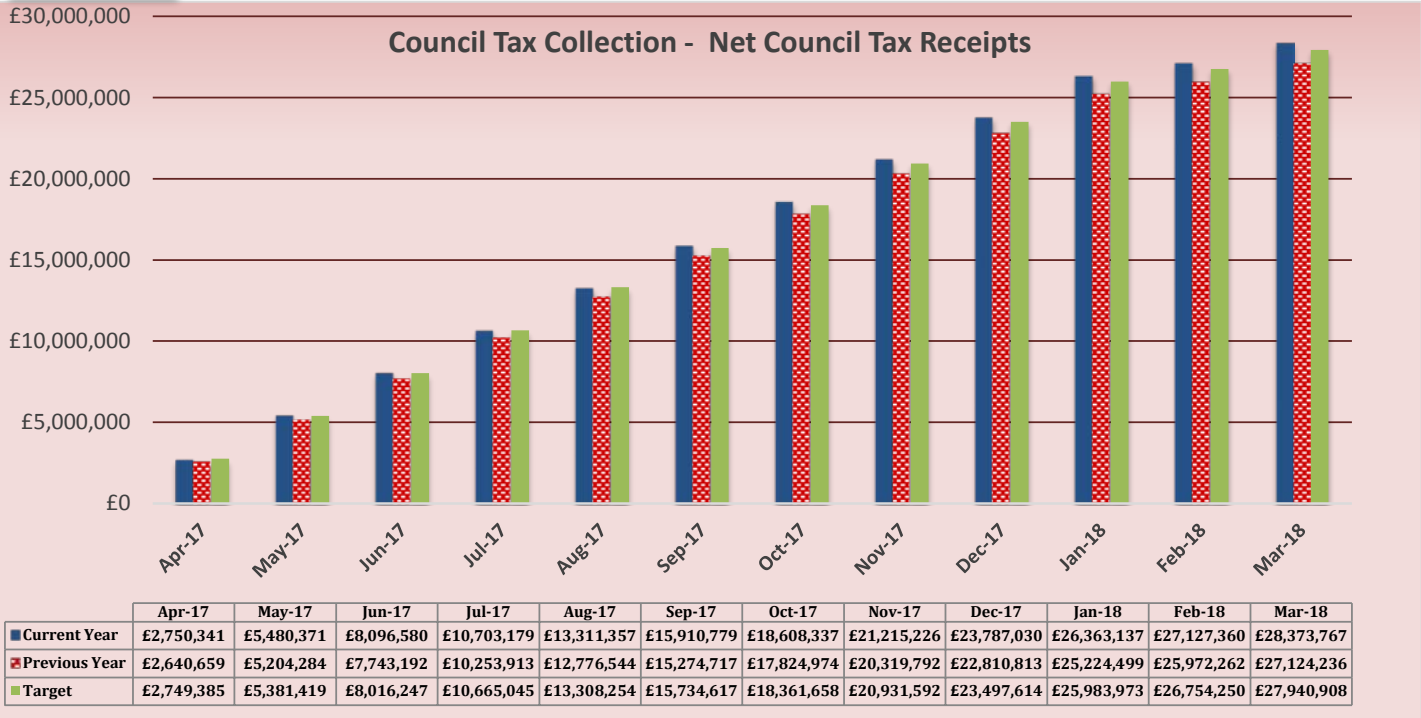


Forest Heath Finance Dimension Collection Amounts



This shows the amount of money required to be collected within the financial year, payable to the NNDR Collection Fund against the actual collection.

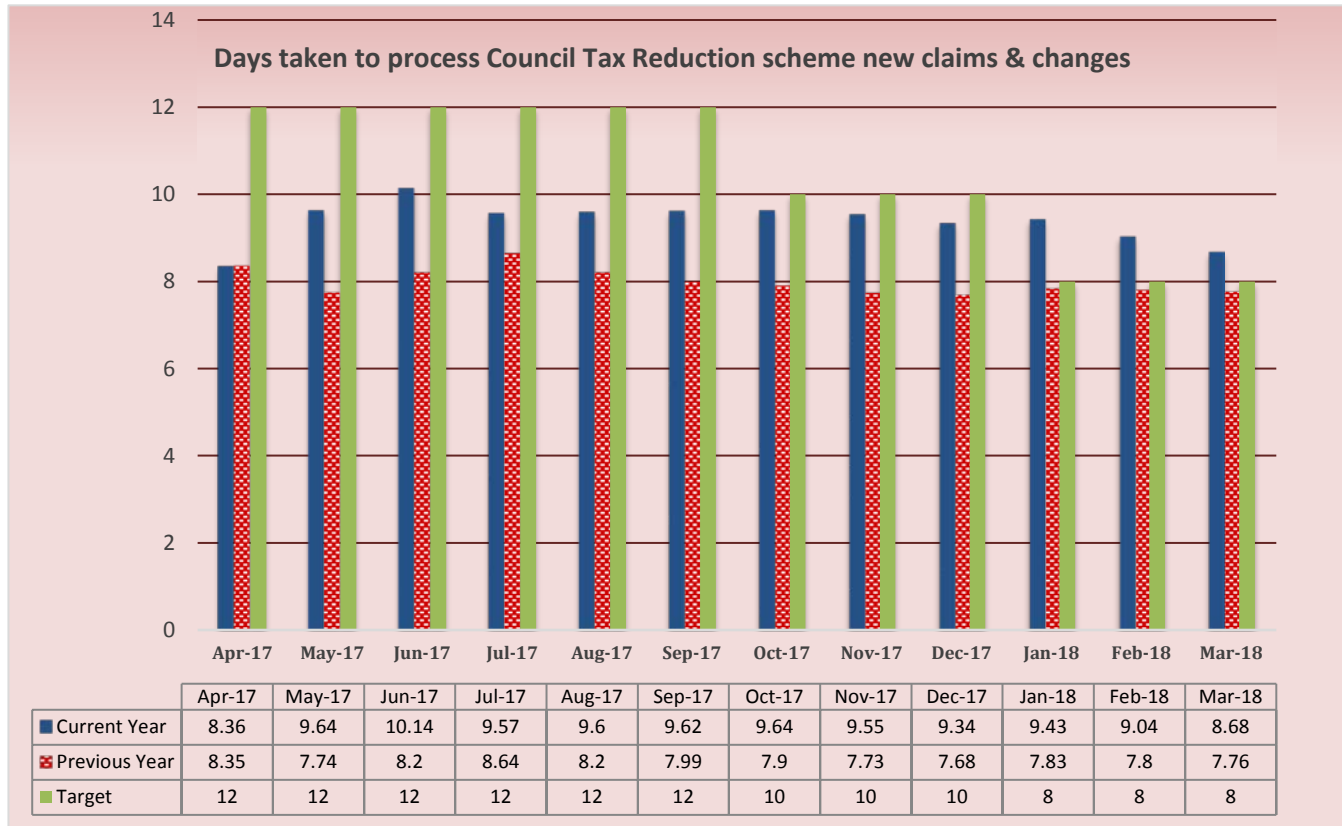
Collection is behind target. This is due to £949K of back dated refunds as a result of successful appeals against Rateable Values to The Valuation Office. There is provision in the accounts for these circumstances.



This shows the amount of Council Tax required to be collected within the financial year against actual collection.

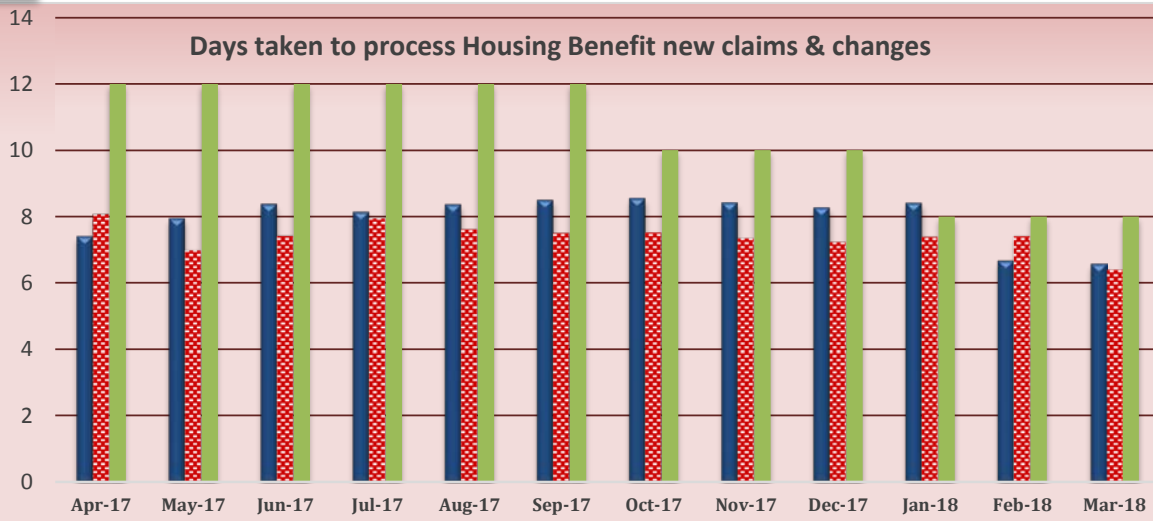


Forest Heath Customer Dimension Benefits- Average Days to process



This shows the average number of days taken to assess all Council Tax Reduction scheme claims and changes against agreed targets.

Final out-turn for the year is below the expected out-turn forecast at the last Joint Committee.



	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Current Year	7.4	7.95	8.38	8.14	8.37	8.5	8.55	8.42	8.27	8.41	6.67	6.57
Previous Year	8.05	6.97	7.4	7.92	7.6	7.49	7.5	7.33	7.22	7.37	7.39	6.38
Target	12	12	12	12	12	12	10	10	10	8	8	8

This shows the average number of days taken to assess all Housing Benefit claims and changes against agreed targets.

Out-turn for the year has met target.

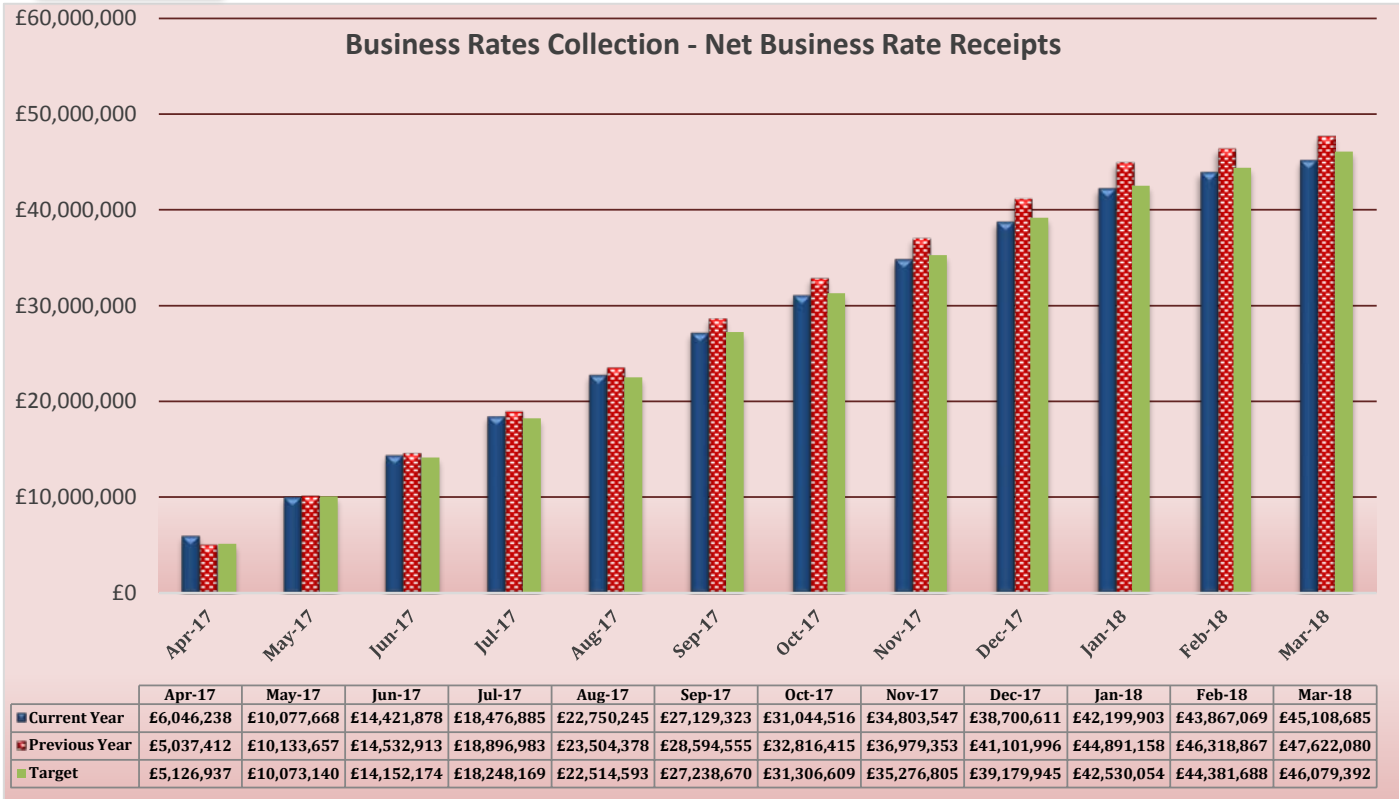
Summary St. Edmundsbury Scorecard as at end Mar 2018



		2017-18			2016-17		
		Heading	Example Indicator	This month	Last month	YTD	Final
Financial	Collection	Collection amounts					
	Budget Management	Expenditure					
Customer	Customer Satisfaction	Survey results					
	Channel Shift	Number of e-citizens / e-claims / e-forms					
	Days to process	Council Tax Support					
		Housing Benefit					
Internal Process	Collection	Collection amounts					
	Fraud	% Successful investigations					
Learning and Growth	Performance Management	One to Ones completed within timeframe					
		%Appraisals completed within timeframe					

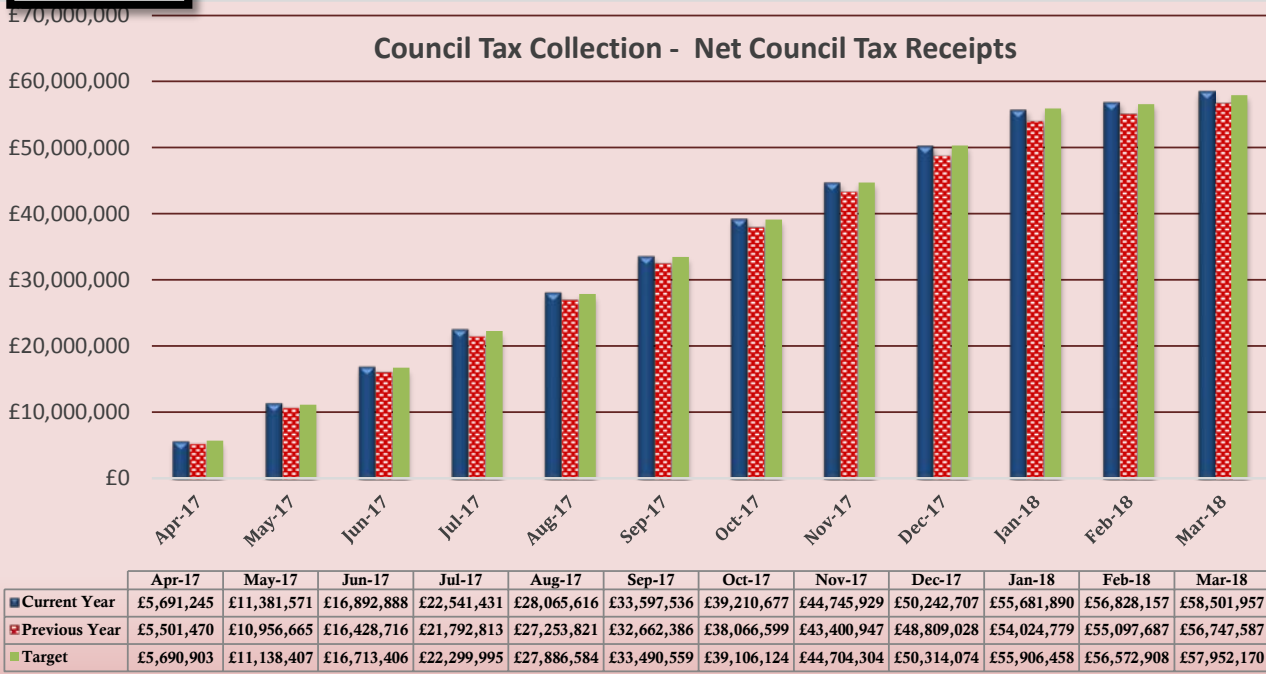


St Edmundsbury Finance Dimension Collection Amounts



This shows the amount of money required to be collected within the financial year, payable to the NNDR Collection Fund against the actual collection.

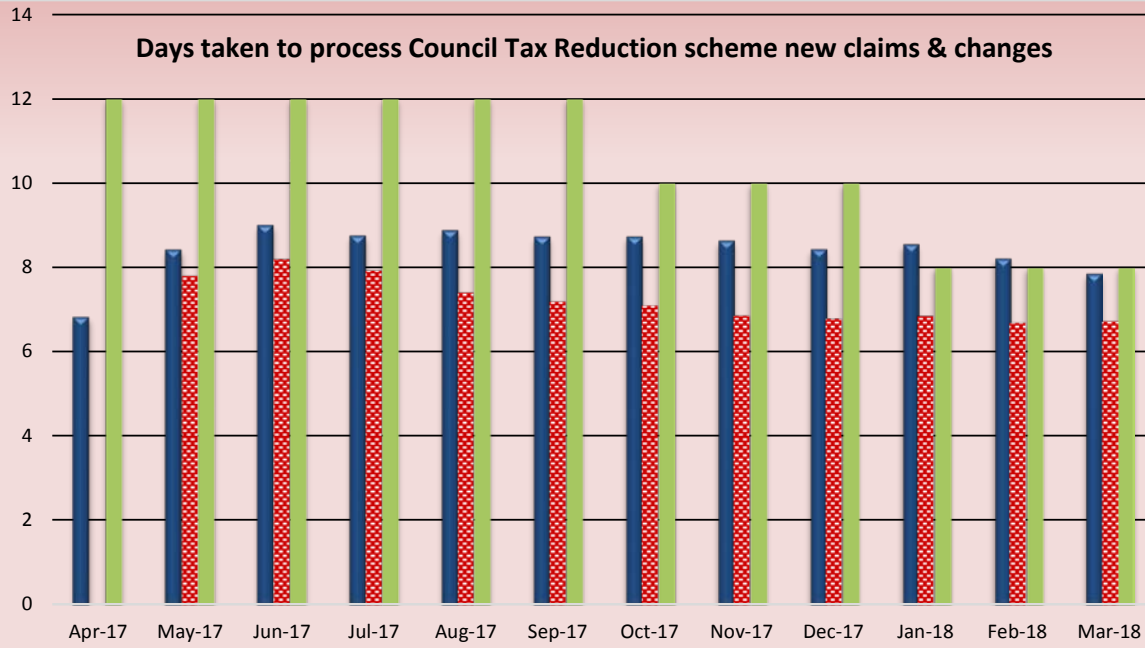
Collection is behind target. This is due to £1.8M of back dated refunds as a result of successful appeals against Rateable Values to The Valuation Office. There is provision in the accounts for these circumstances.



This shows the amount of Council Tax required to be collected within the financial year against actual collection.



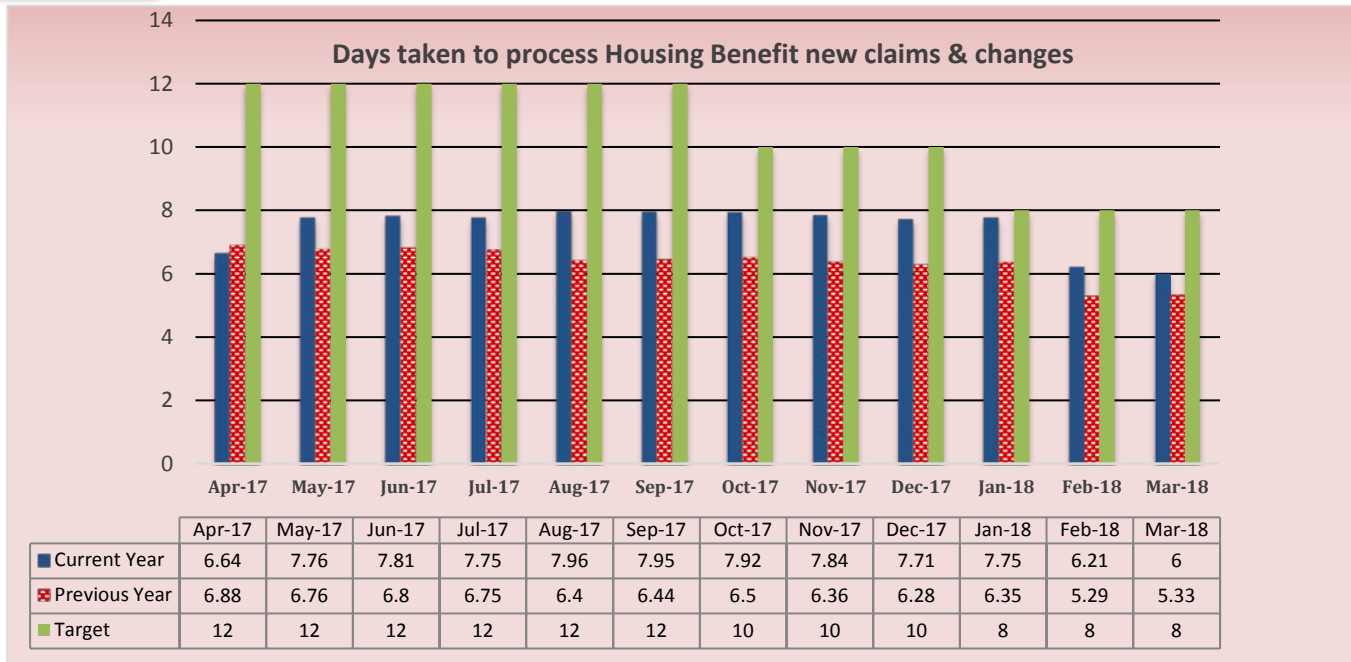
St Edmundsbury Customer Dimension Benefits- Average Days to process



	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
■ Current Year	6.82	8.42	9	8.75	8.88	8.73	8.73	8.63	8.43	8.55	8.21	7.85
▨ Previous Year	0	7.8	8.2	7.92	7.4	7.19	7.1	6.86	6.79	6.85	6.69	6.72
■ Target	12	12	12	12	12	12	10	10	10	8	8	8

This shows the average number of days taken to assess all Council Tax Reduction scheme claims and changes against agreed targets.

Out-turn for the year has met target.



This shows the average number of days taken to assess all Housing Benefit claims and changes against agreed targets.

Out-turn for the year has met target.

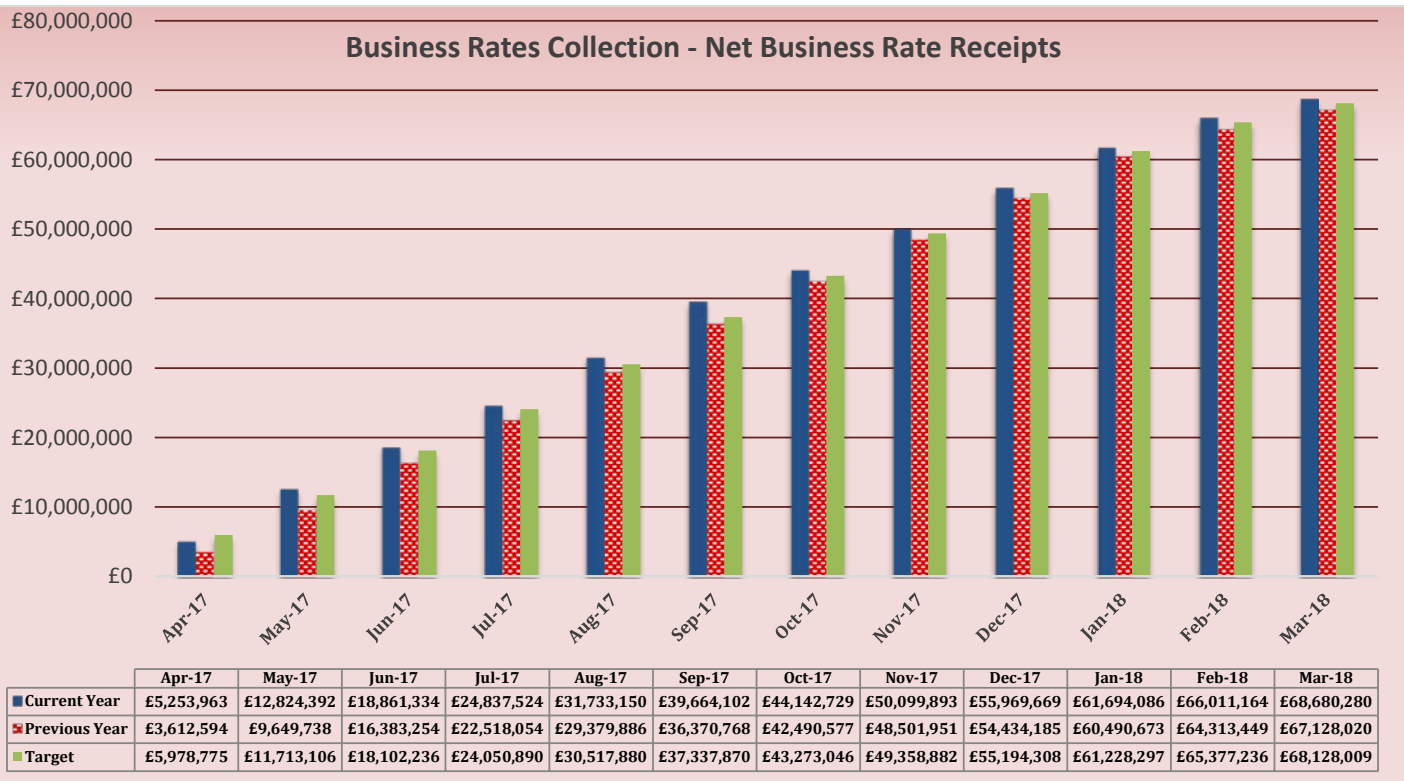
Summary Suffolk Coastal Scorecard as at end Mar 2018



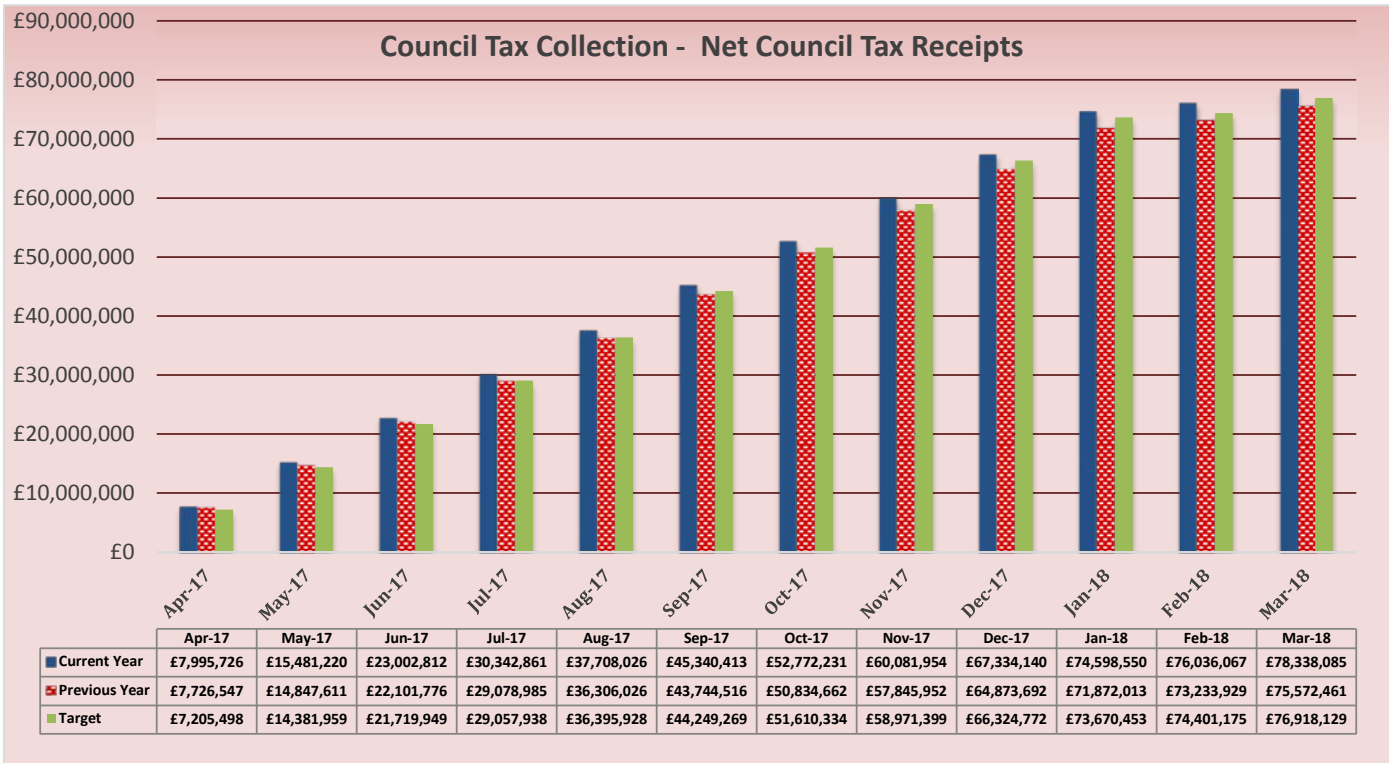
			2017-18			2016-17
Heading		Example Indicator	This month	Last month	YTD	Final
Financial	Collection	Collection amounts				
	Budget Management	Expenditure				
Customer	Customer Satisfaction	Survey results				
	Channel Shift	Number of e-citizens / e-claims / e-forms				
	Days to process	Council Tax Support				
		Housing Benefit				
Internal Processes	Collection	Collection amounts				
	Fraud	% Successful investigations				
Learning and Growth	Performance Management	One to Ones completed within timeframe				
		%Appraisals completed within timeframe				



Suffolk Coastal Finance Dimension Collection Amounts



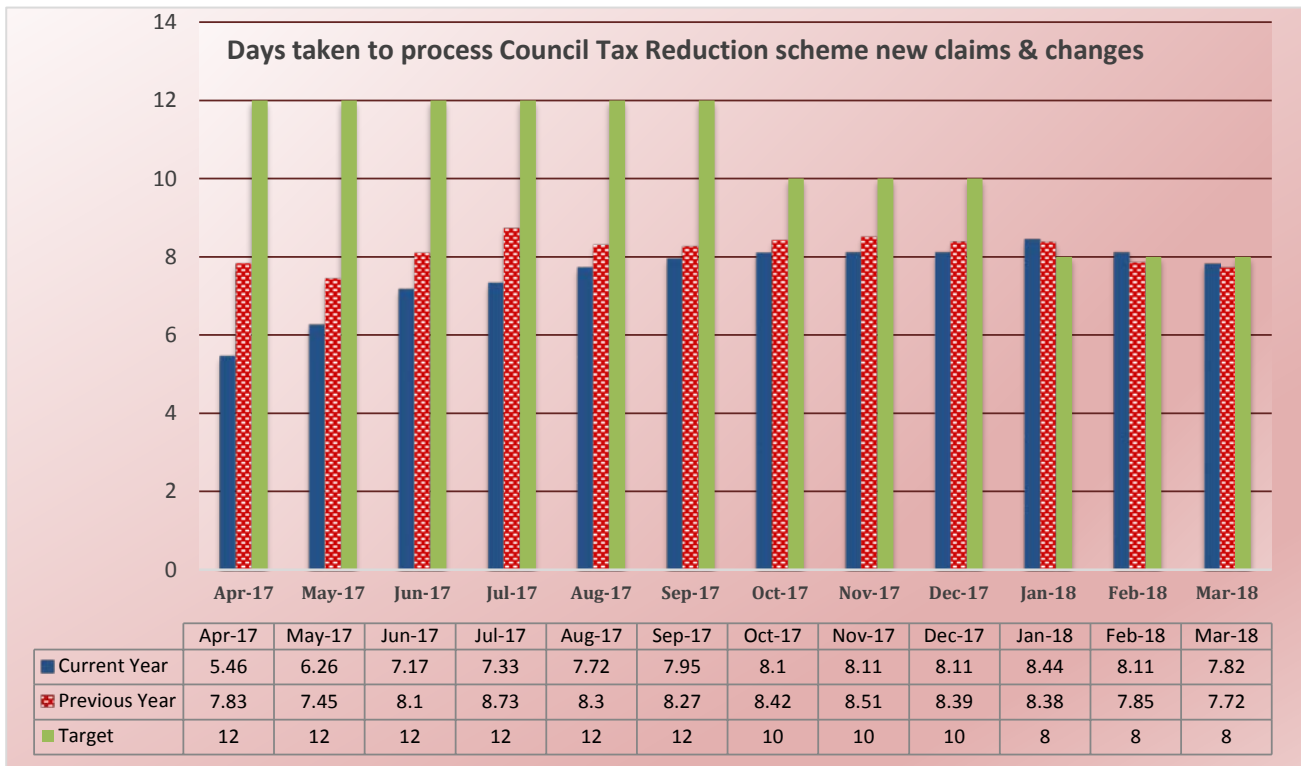
This shows the amount of money required to be collected within the financial year, payable to the NNDR Collection Fund against the actual collection.



This shows the amount of Council Tax required to be collected within the financial year against actual collection.

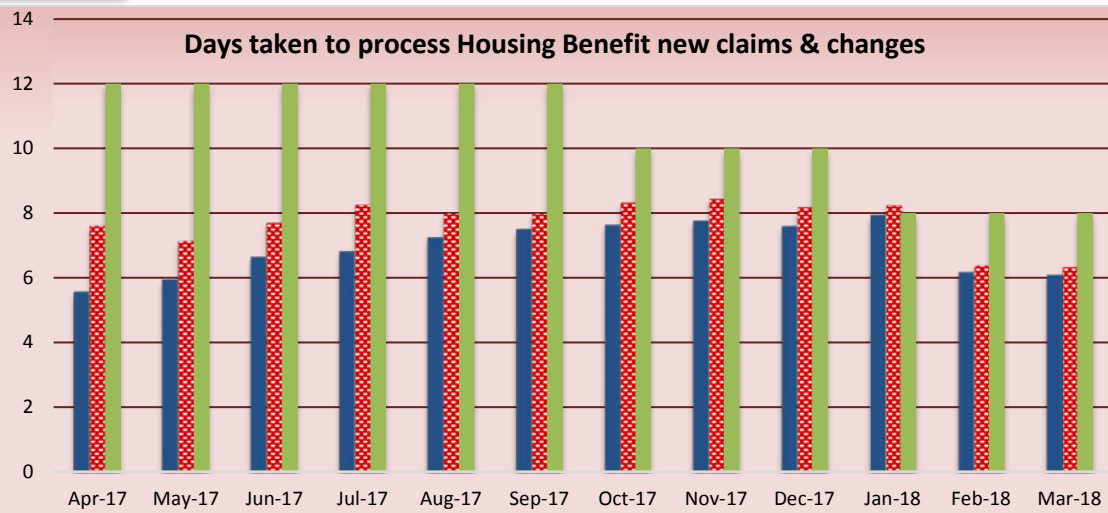


Suffolk Coastal Customer Dimension Benefits- Average Days to Process



This shows the average number of days taken to assess all Council Tax Reduction scheme claims and changes against agreed targets.

Out - turn for the year has met target.



	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
■ Current Year	5.58	5.97	6.65	6.82	7.26	7.5	7.63	7.77	7.6	7.94	6.18	6.1
■ Previous Year	7.61	7.14	7.7	8.26	8	7.99	8.32	8.43	8.18	8.24	6.39	6.34
■ Target	12	12	12	12	12	12	10	10	10	8	8	8

This shows the average number of days taken to assess all Housing Benefit claims and changes against agreed targets.

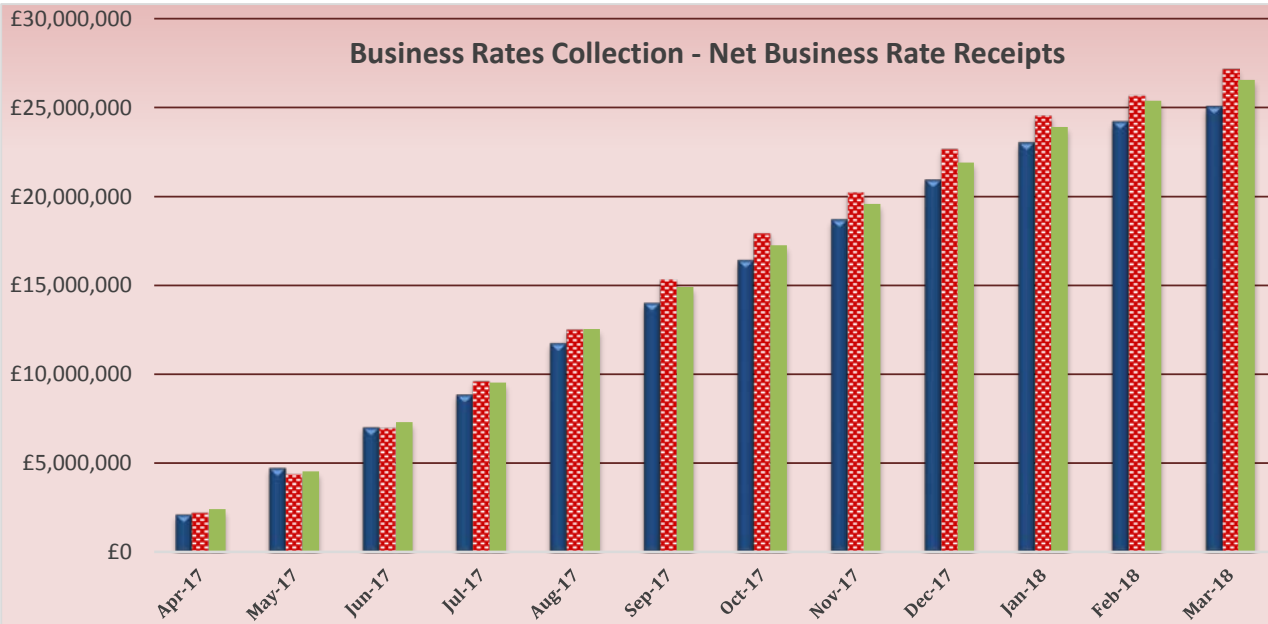
Out -turn for the year has met target.

Summary Waveney Scorecard as at end Mar 2018



			2017-18			2016-17
Heading		Example Indicator	This month	Last month	YTD	Final
Financial	Collection	Collection amounts				
	Budget Management	Expenditure				
Customer	Customer Satisfaction	Survey results				
	Channel Shift	Number of e-citizens / e-claims / e-forms				
	Days to process	Council Tax Support				
		Housing Benefit				
Internal Process	Collection	Collection amounts				
	Fraud	% Successful investigations				
Learning and Growth	Performance Management	One to Ones completed within timeframe				
		%Appraisals completed within timeframe				

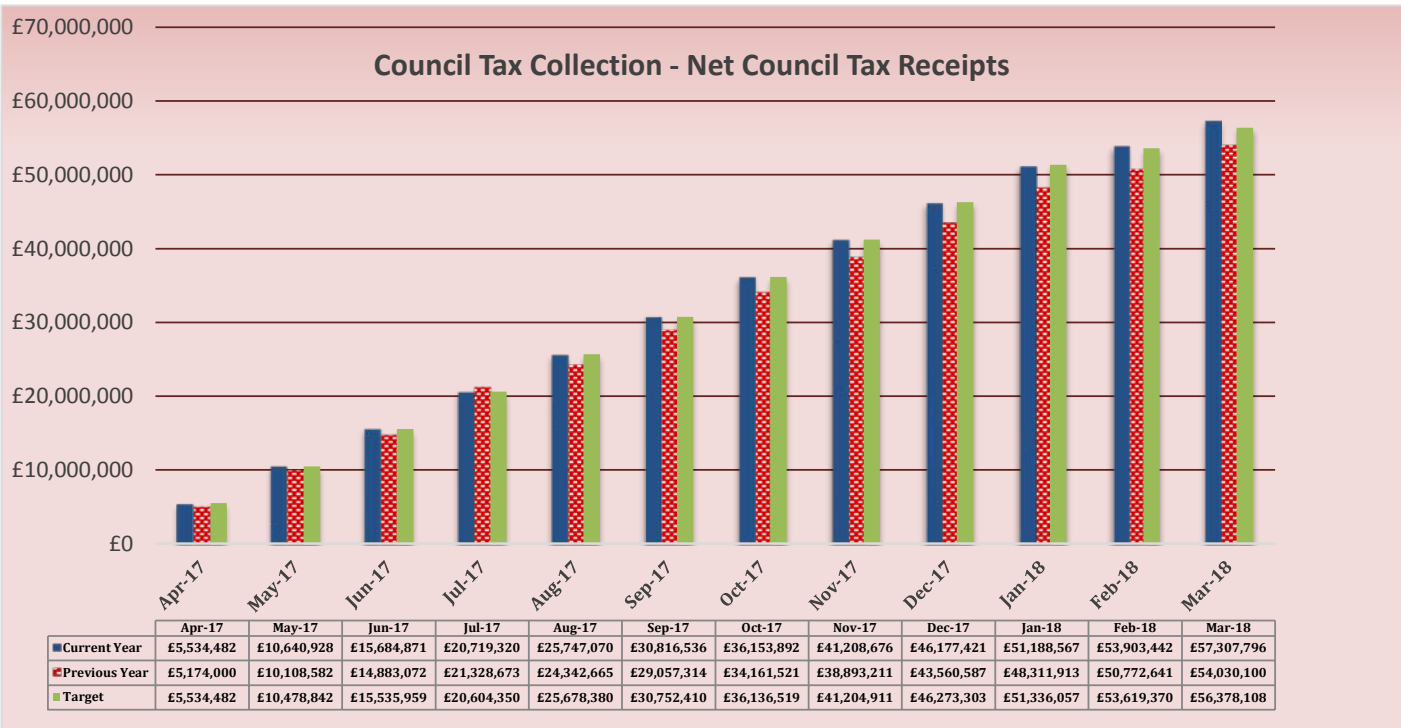
Waveney Finance Dimension Collection Amounts



	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Current Year	£2,149,642	£4,785,176	£7,057,315	£8,892,439	£11,796,376	£14,011,634	£16,418,968	£18,713,482	£20,944,164	£23,036,375	£24,202,782	£25,057,512
Previous Year	£2,253,532	£4,422,355	£7,039,891	£9,666,535	£12,569,086	£15,380,724	£17,964,741	£20,245,237	£22,684,428	£24,556,761	£25,677,280	£27,162,860
Target	£2,410,244	£4,541,671	£7,298,112	£9,529,661	£12,534,377	£14,902,779	£17,256,370	£19,582,562	£21,912,535	£23,909,698	£25,378,783	£26,555,064

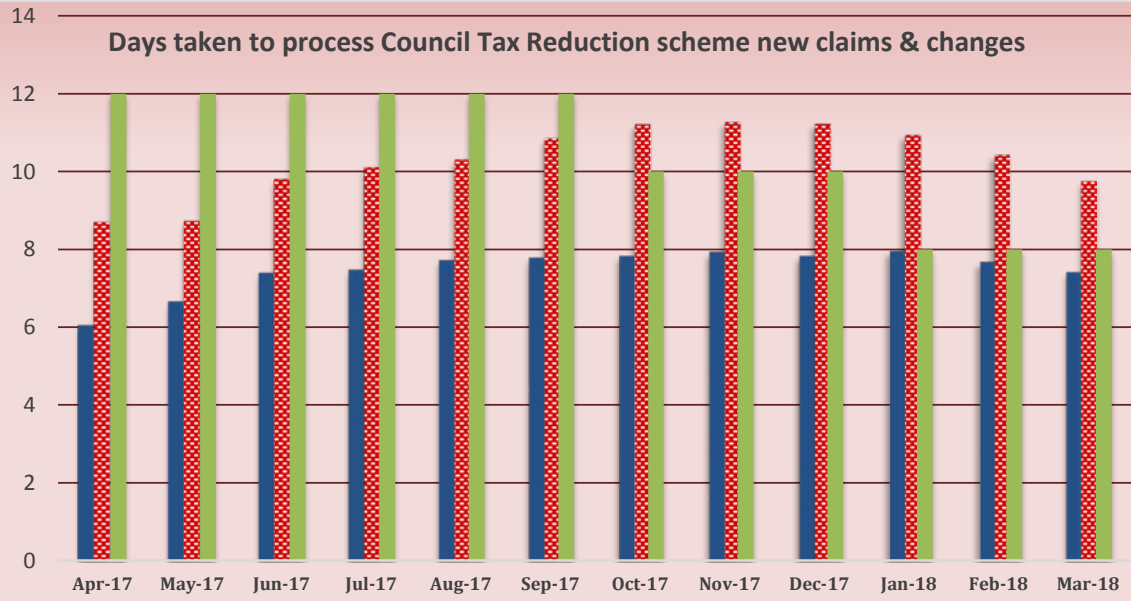
This shows the amount of money required to be collected within the financial year, payable to the NNDR Collection Fund against the actual collection.

Collection is behind target. This is due to £1.93M of back dated refunds as a result of successful appeals against Rateable Values to The Valuation Office. There is provision in the accounts for these circumstances.



This shows the amount of Council Tax required to be collected within the financial year against actual collection.

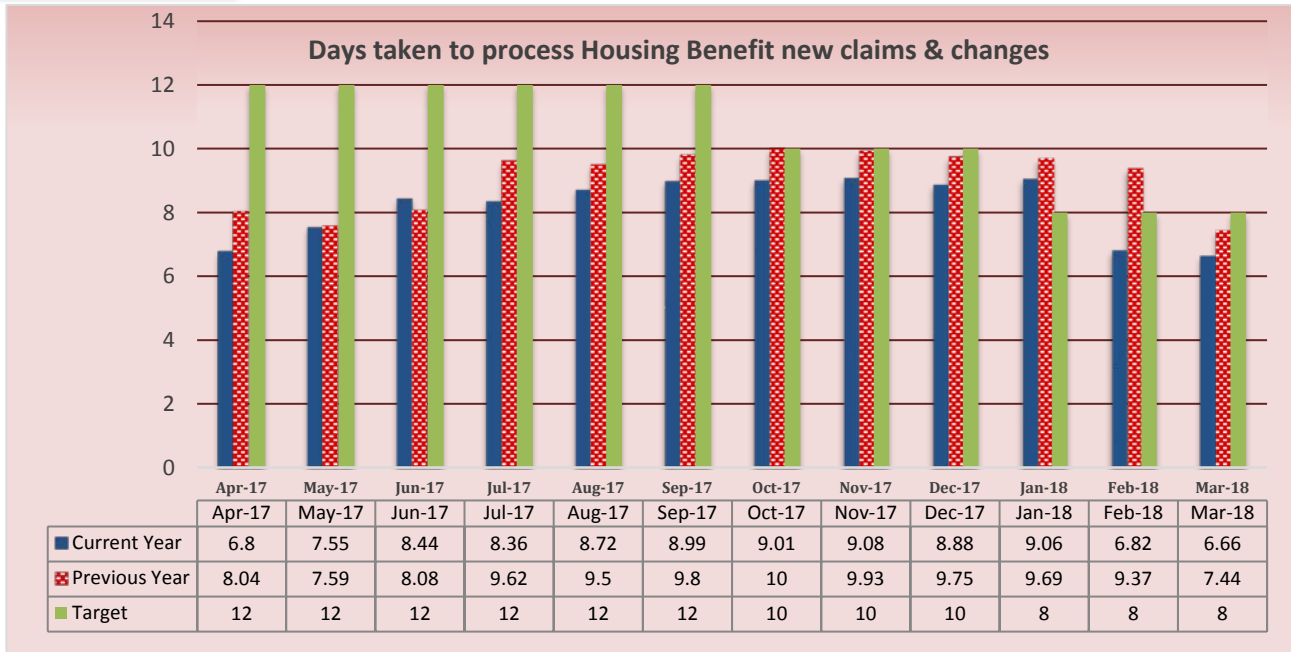
Waveney Customer Dimension Benefits- Average Days to Process



	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
■ Current Year	6.05	6.66	7.39	7.47	7.71	7.78	7.82	7.92	7.82	7.94	7.66	7.41
▣ Previous Year	8.7	8.73	9.8	10.1	10.3	10.84	11.2	11.26	11.21	10.93	10.42	9.74
■ Target	12	12	12	12	12	12	10	10	10	8	8	8

This shows the average number of days taken to assess all Council Tax Reduction scheme claims and changes against agreed targets.

Out -turn for the year has met target.



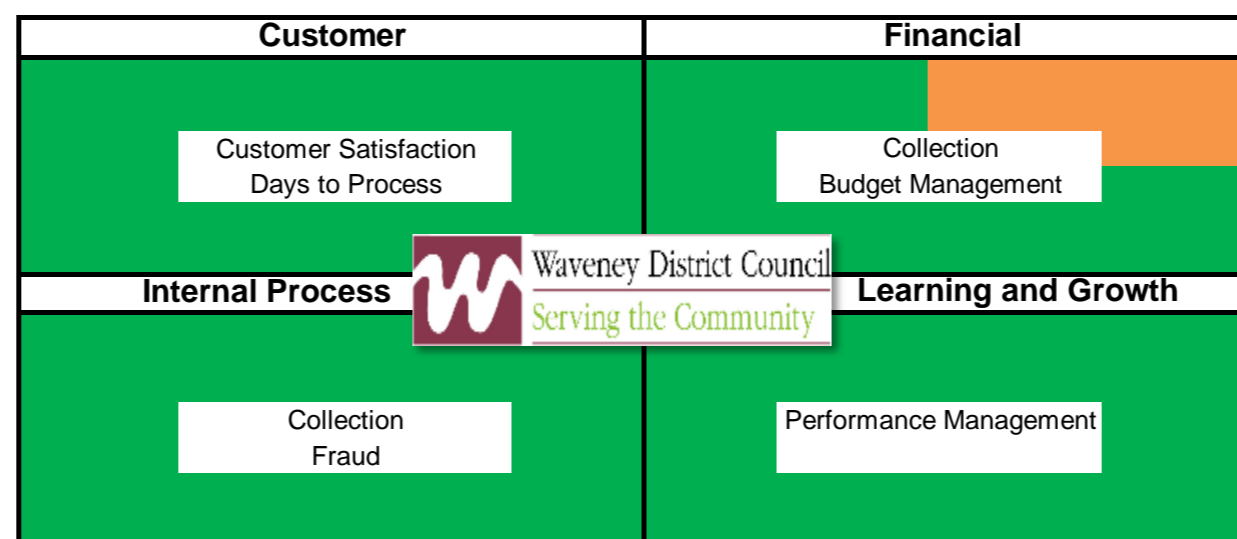
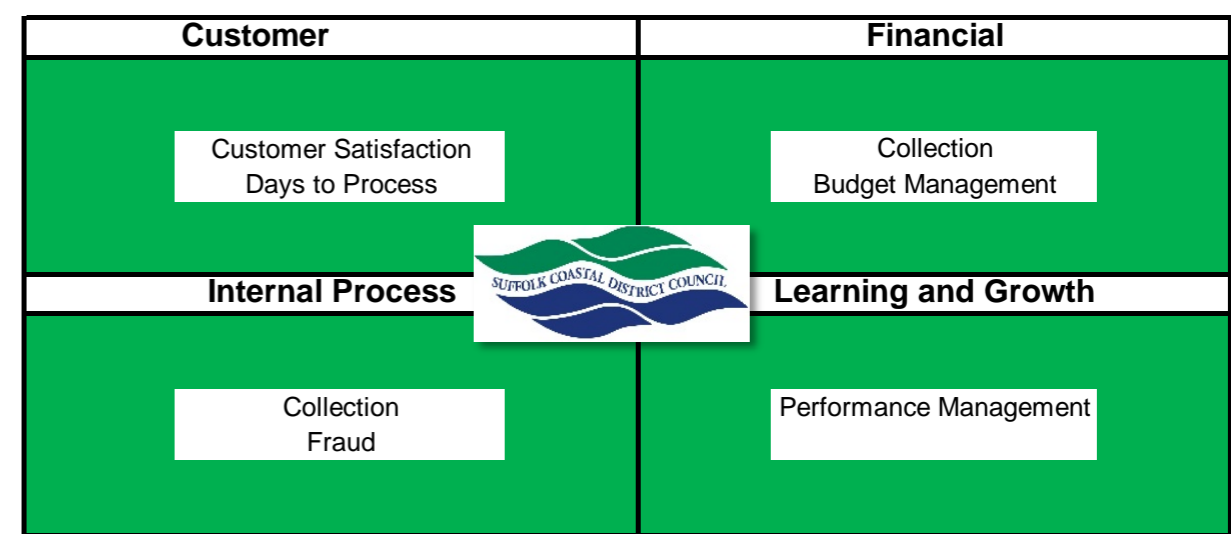
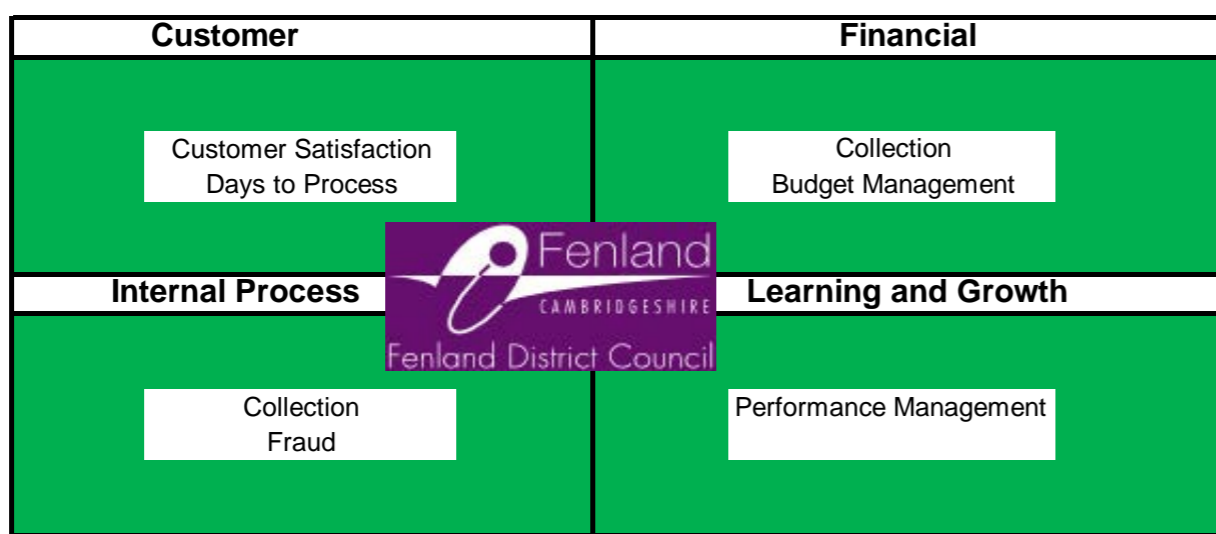
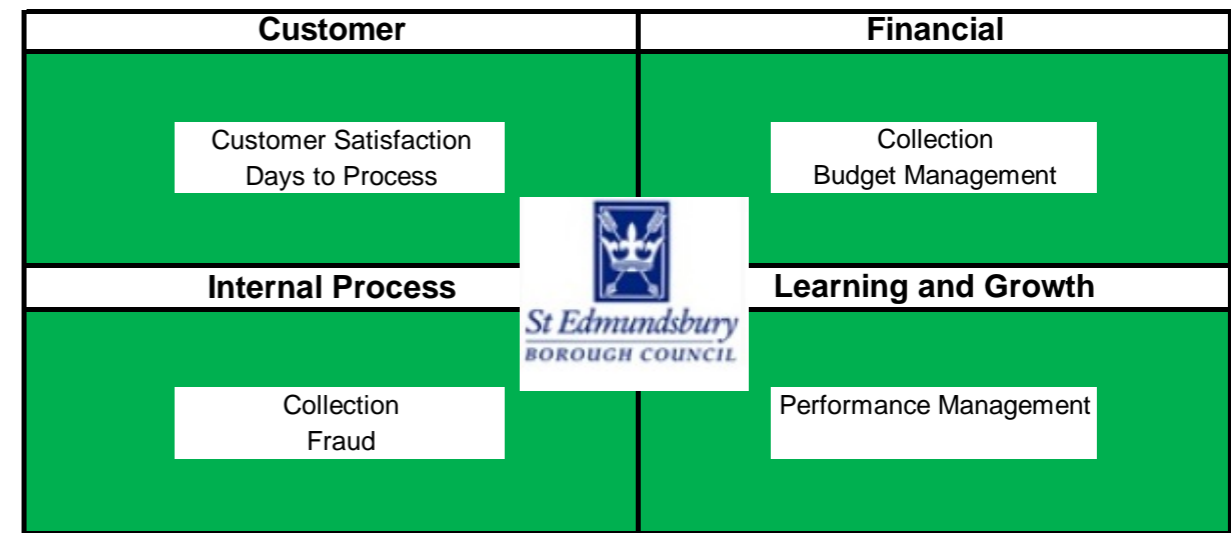
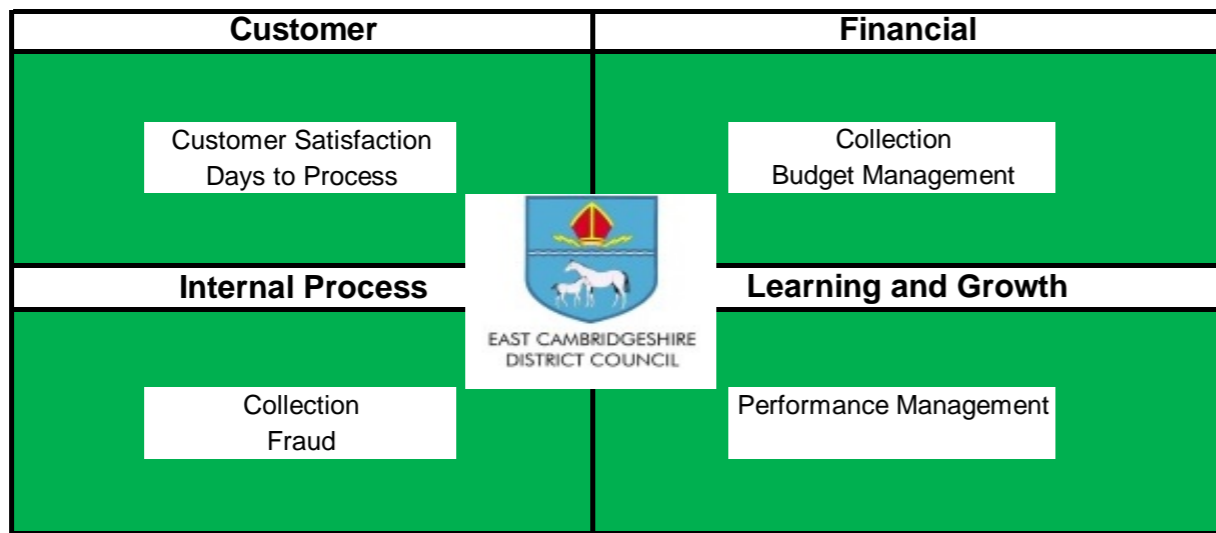
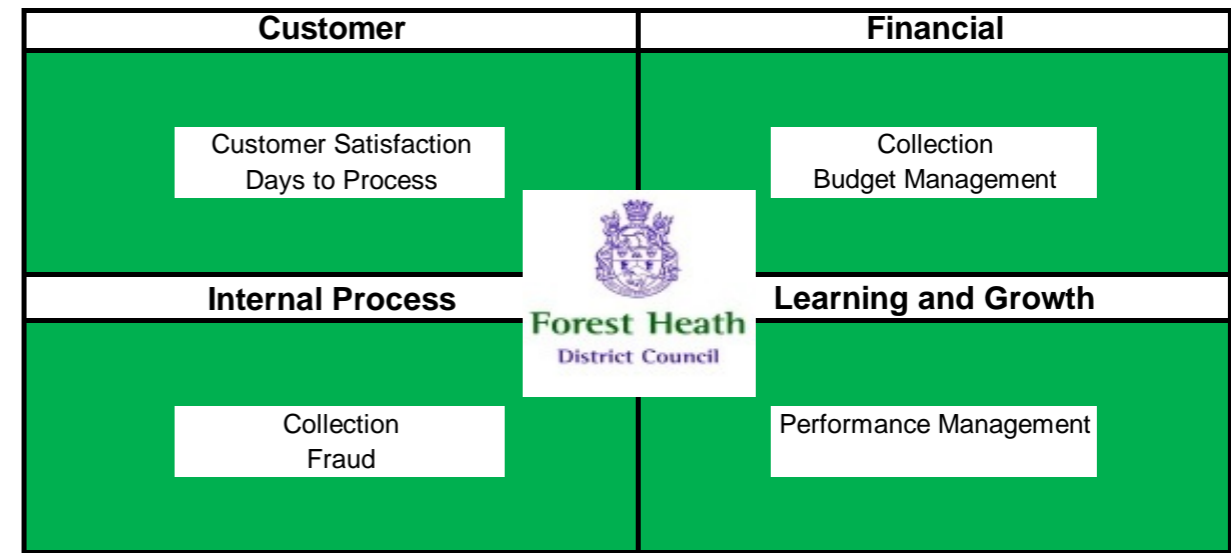
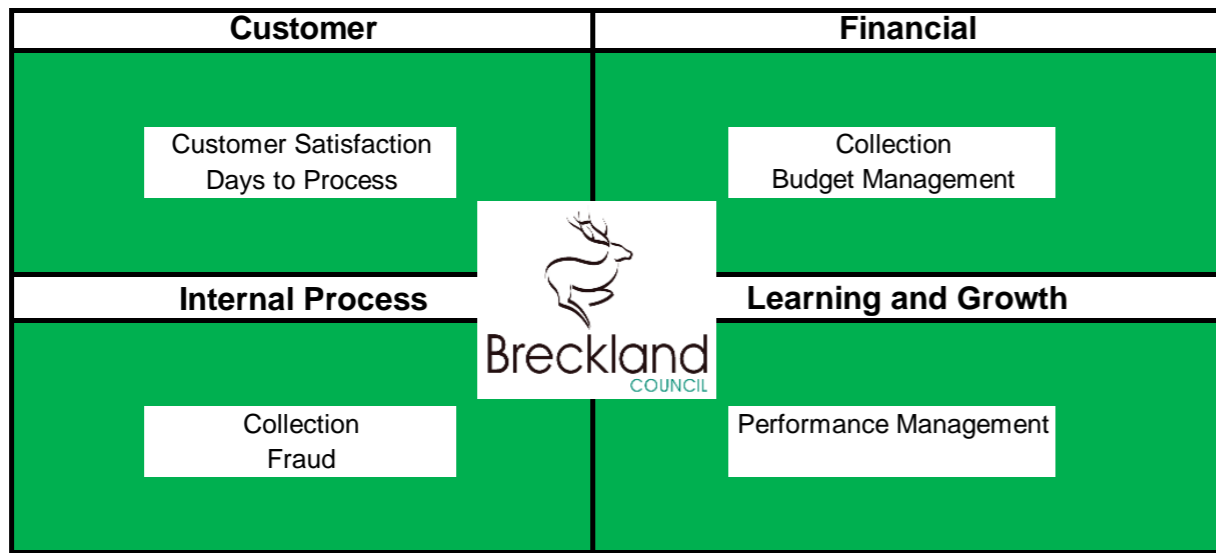
This shows the average number of days taken to assess all Housing Benefit claims and changes against agreed targets.

Out-turn for the year has met target.

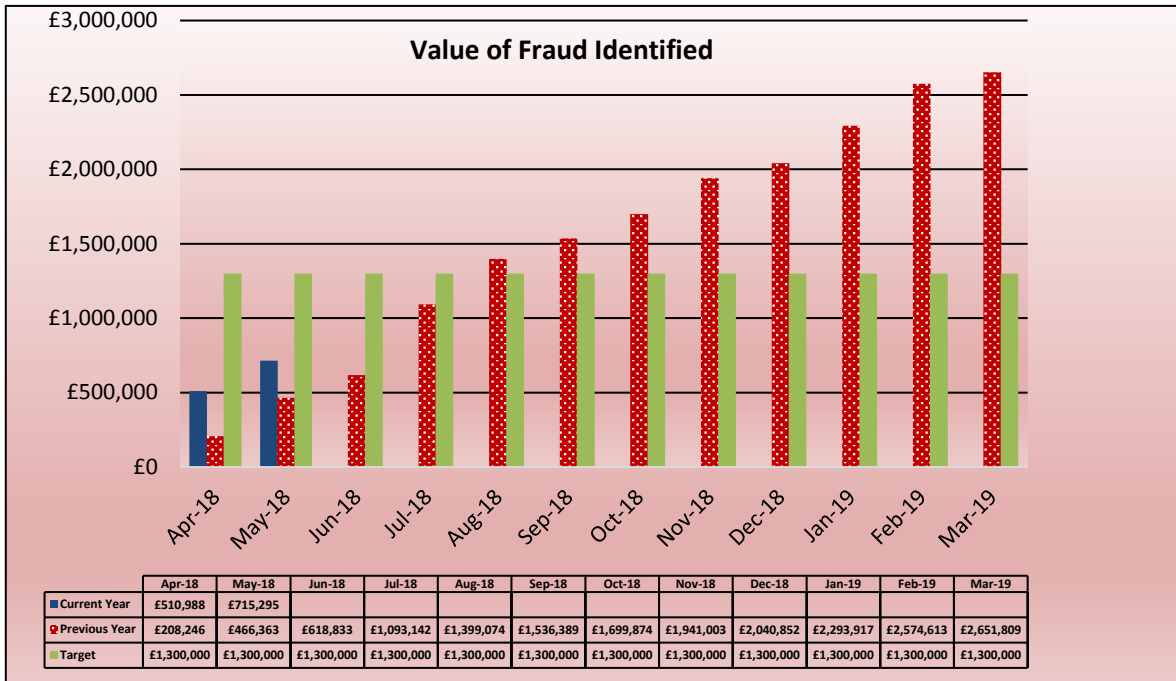


Corporate Balanced Scorecard - Dashboard

As at end May 2018



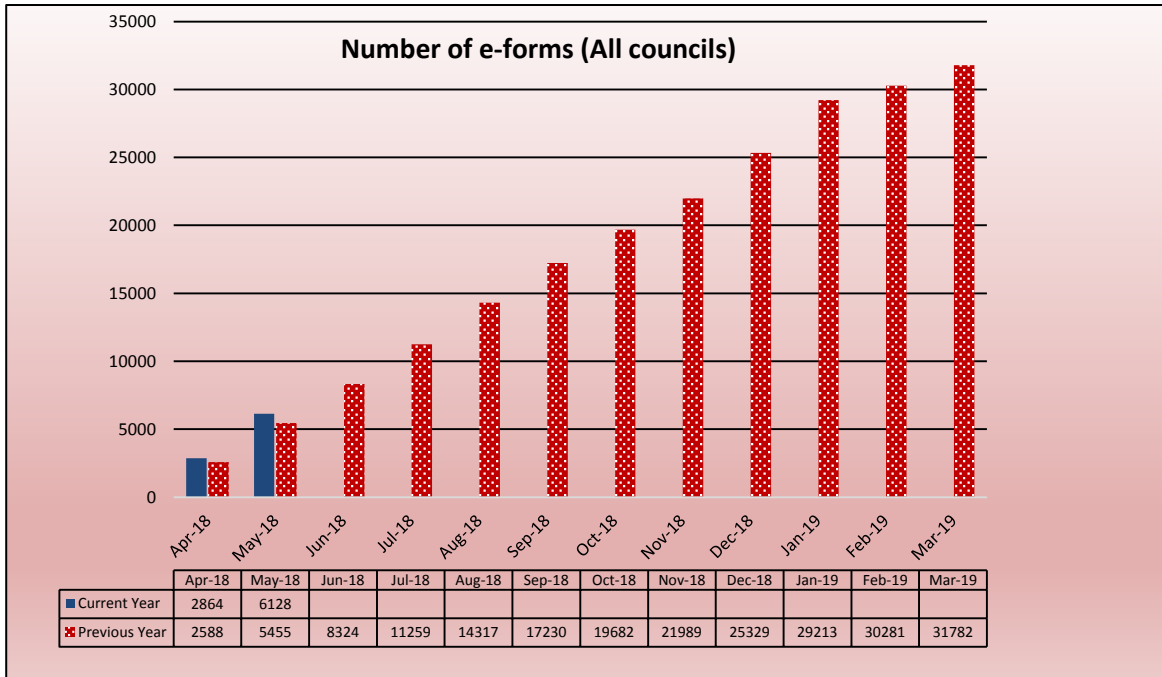
Internal Process Dimension Fraud



This indicator measures the value of fraud identified by the ARP Fraud team, the target is to achieve the savings in the business case.



**Customer Dimension
Channel Shift**



This shows the number of E-Forms received by ARP for both Benefits and Council Tax with a significant upward trend in the use of electronic forms.



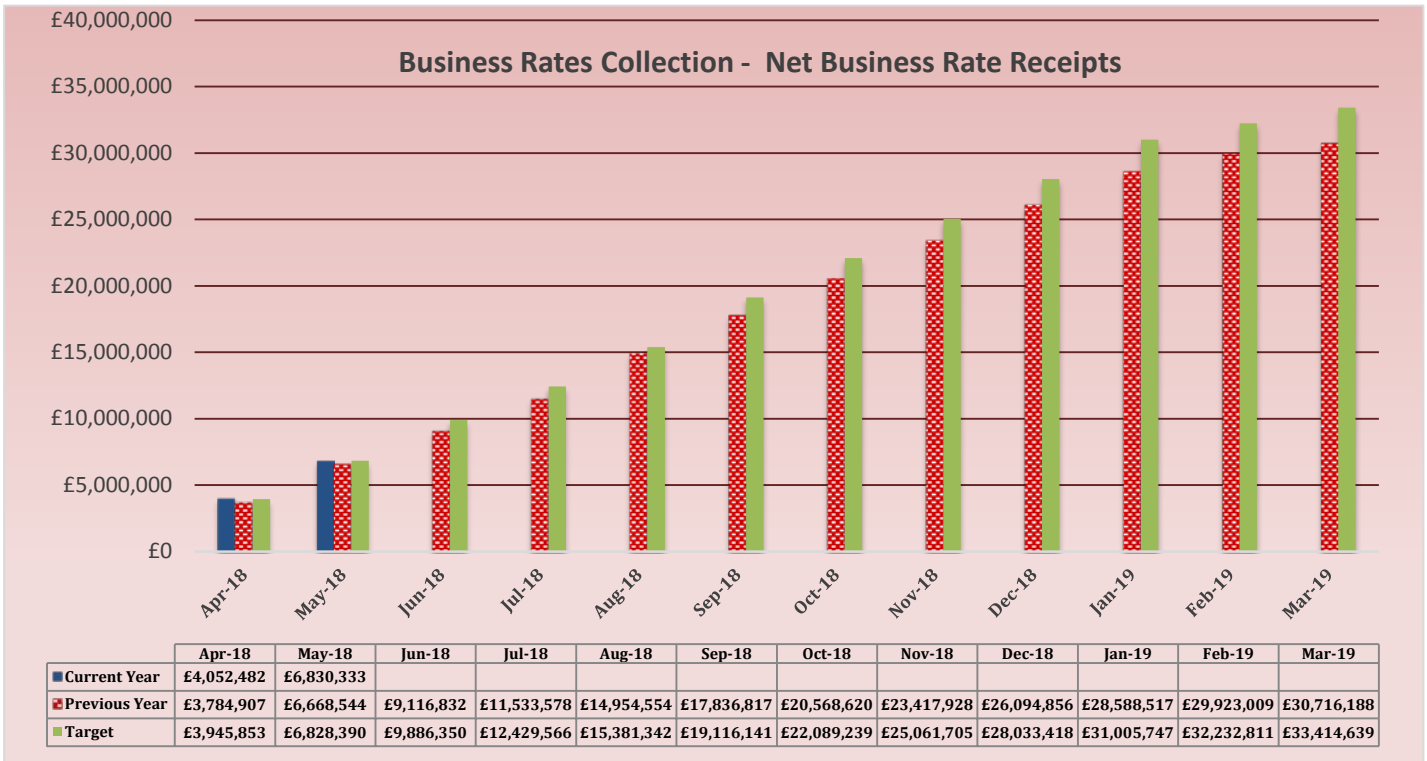
Summary Breckland Scorecard as at end May 2018



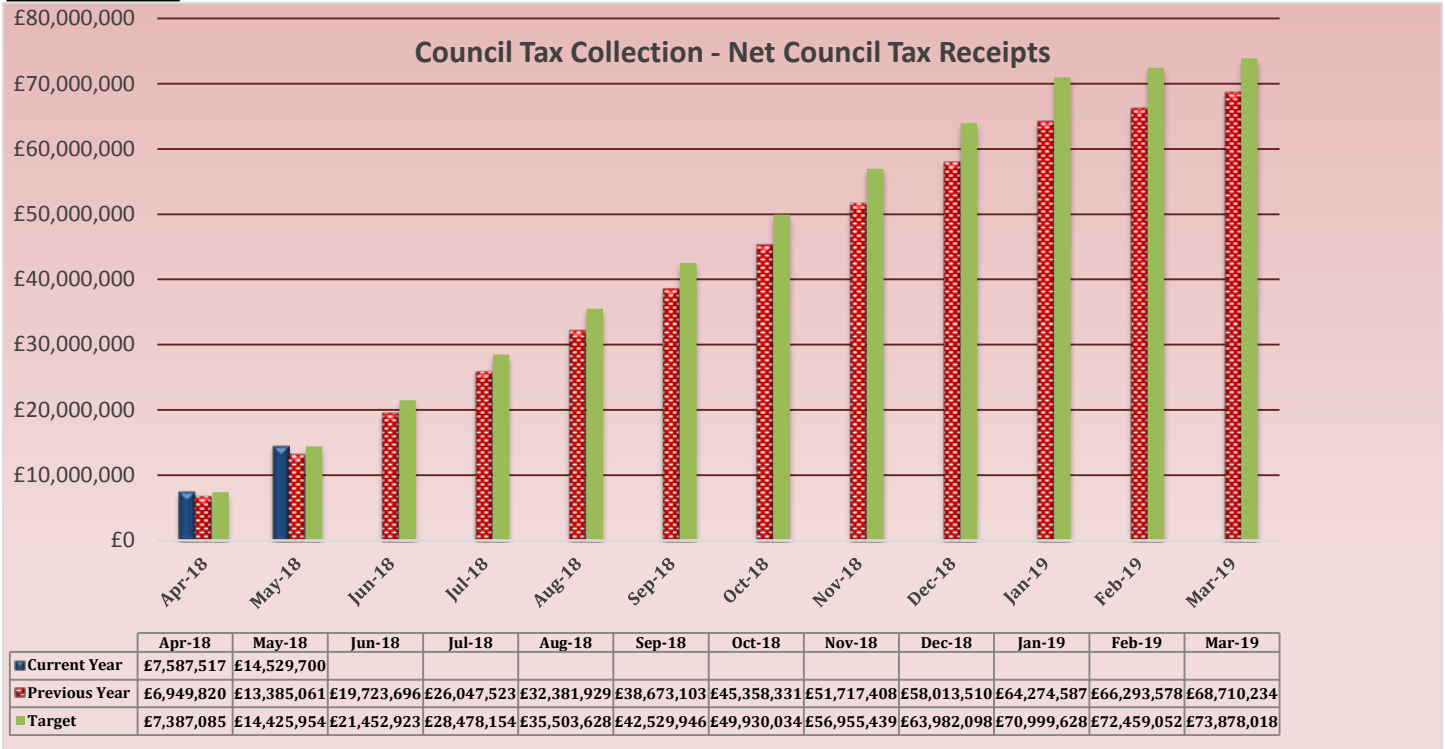
			2018-19			2017-18
Heading		Example Indicator	This month	Last month	YTD	Final
Financial	Collection	Collection amounts				
	Budget Management	Expenditure				
Customer	Customer Satisfaction	Survey results				
	Channel Shift	Number of e-citizens / e-claims / e-forms				
	Days to process	Council Tax Support				
		Housing Benefit				
Internal Processes	Collection	Collection amounts				
	Fraud	% Successful investigations				
Learning and Growth	Performance Management	One to Ones completed within timeframe				
		% Appraisals completed within timeframe				



Breckland Finance Dimension Collection Amounts



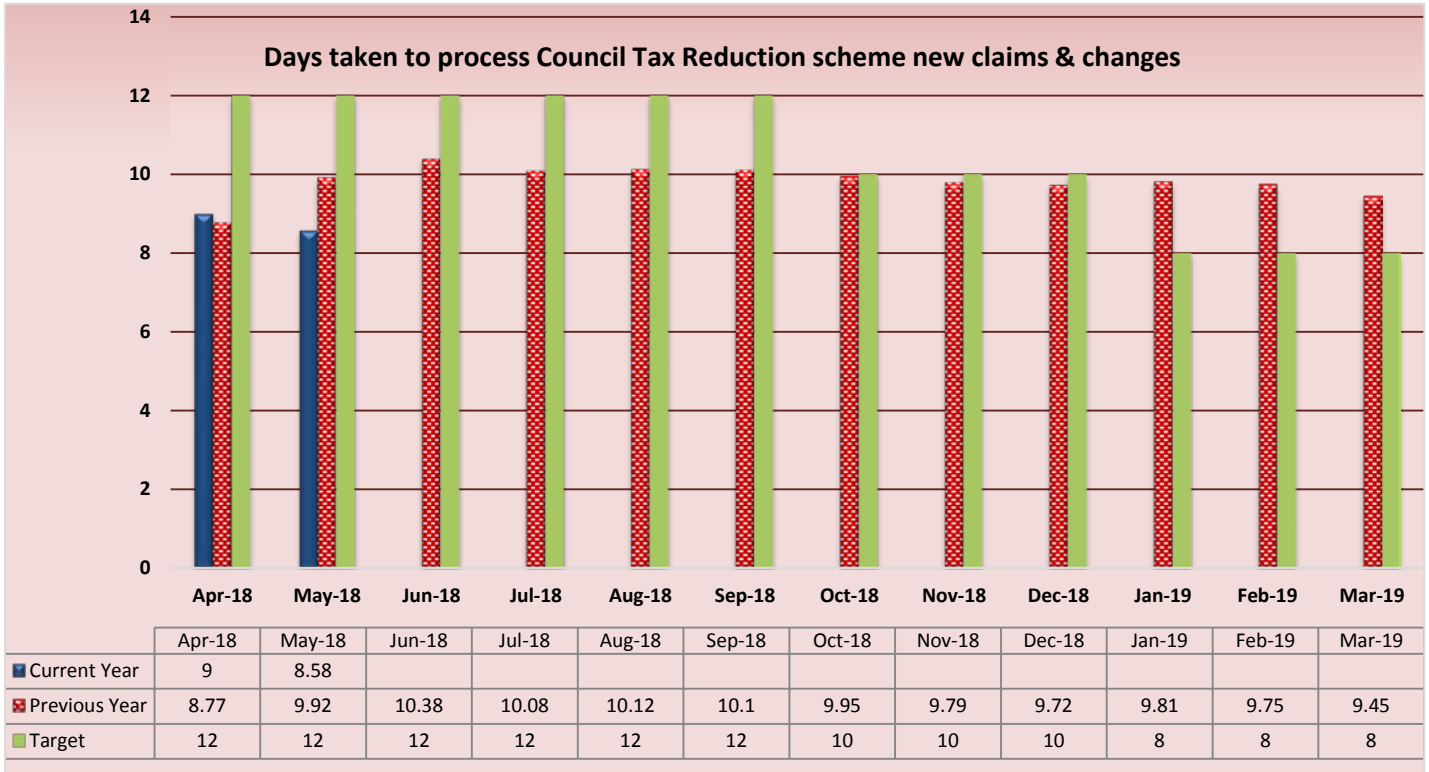
This shows the amount of money required to be collected within the financial year, payable to the NNDR Collection Fund against the actual collection.



This shows the amount of Council Tax required to be collected within the financial year against actual collection.

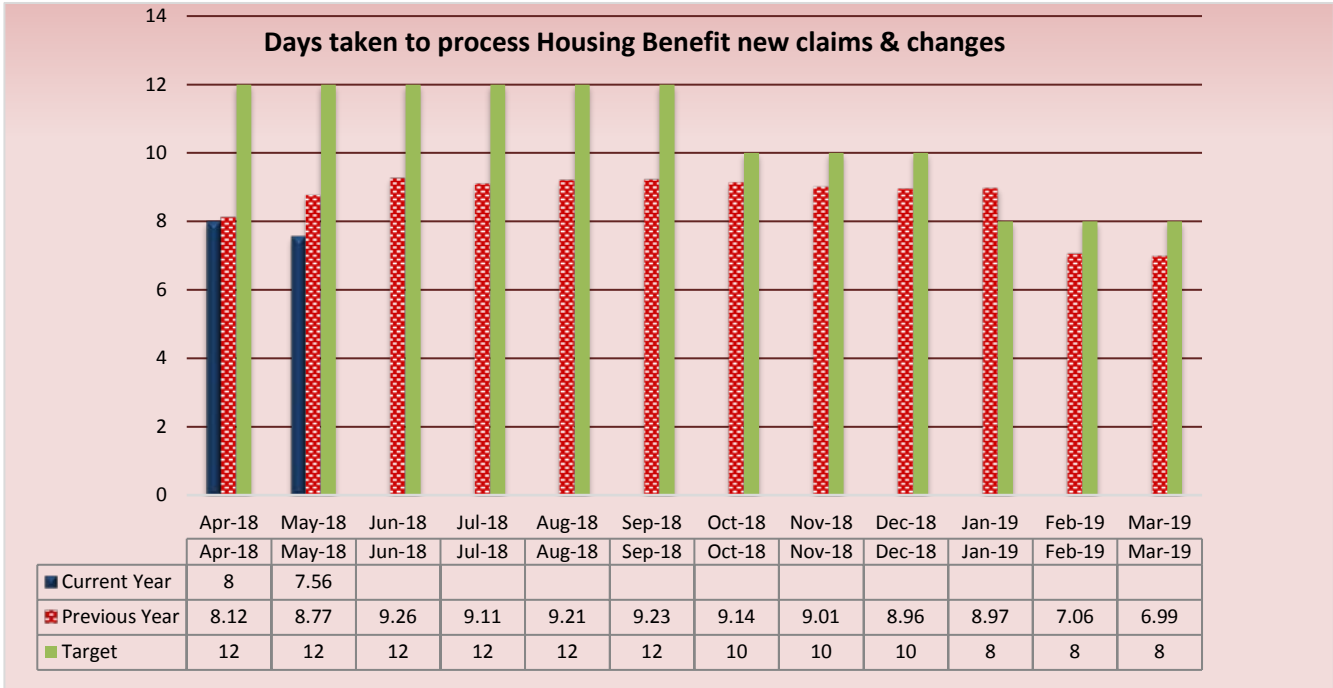


Breckland Customer Dimension Benefits- Average Days to Process



This shows the average number of days taken to assess all Council Tax Reduction scheme claims and changes against agreed targets.

Please note we are on target for the current year.



This shows the average number of days taken to assess all Housing Benefit claims and changes against agreed targets.

Please note we are on target for the current year.

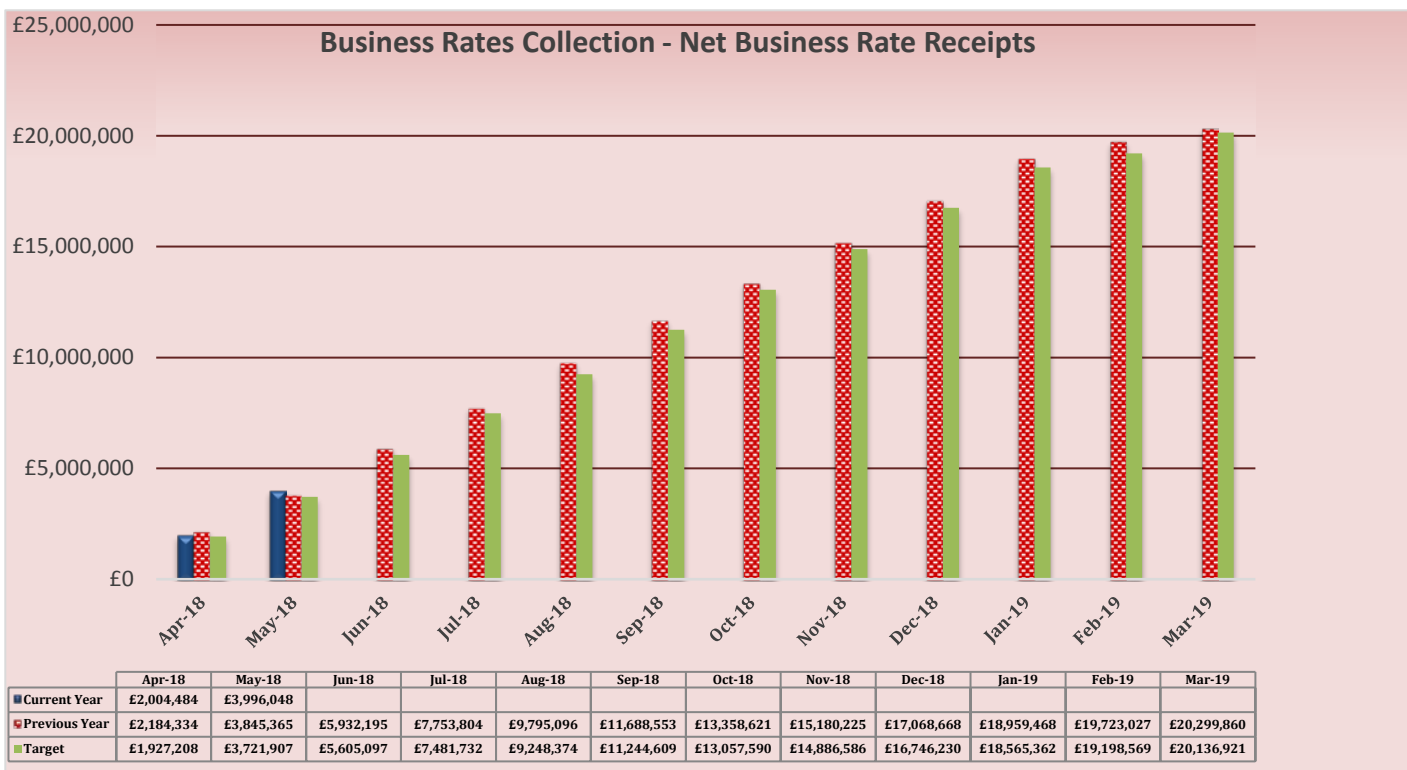
Summary ECDC Scorecard as at end May 2018



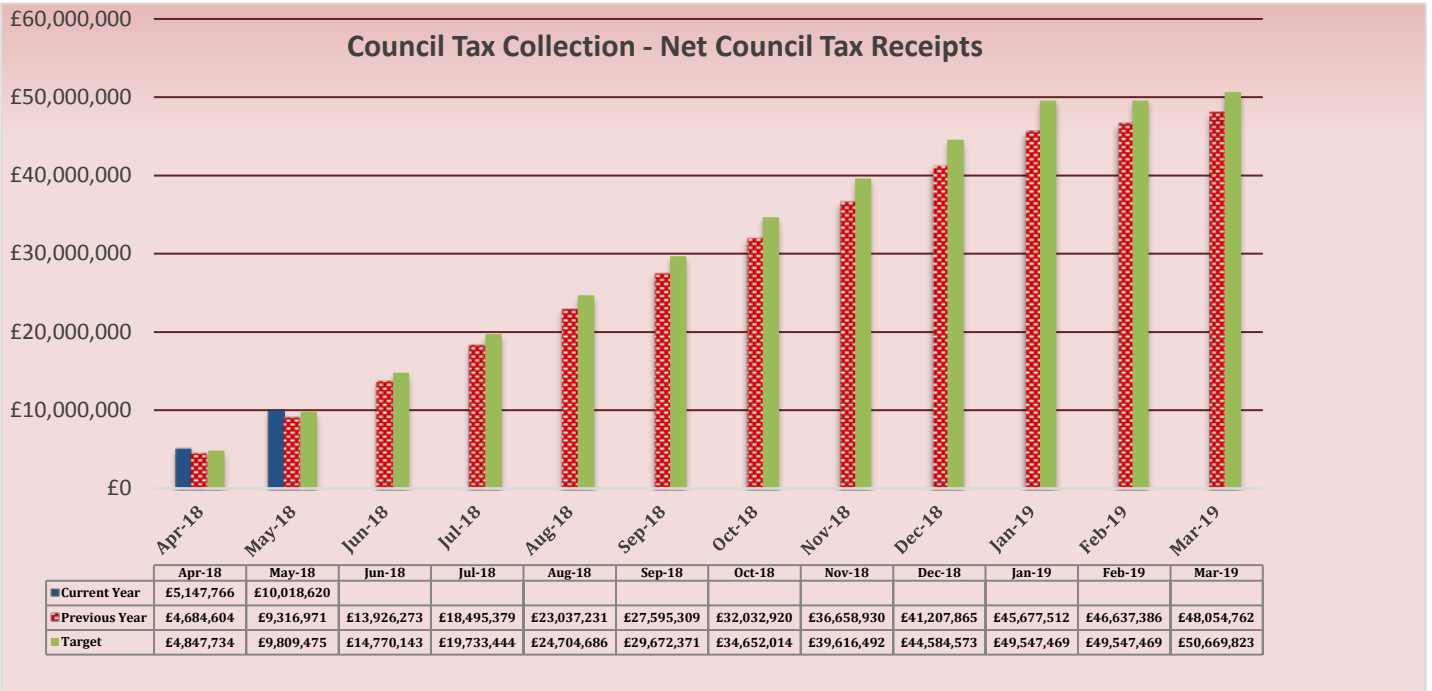
			2018-19		2017-18	
			This month	Last month	YTD	Final
Heading		Example Indicator				
Financial	Collection	Collection amounts				
	Budget Management	Expenditure				
Customer	Customer Satisfaction	Survey results				
	Channel Shift	Number of e-citizens / e-claims / e-forms				
	Days to process	Council Tax Support				
		Housing Benefit				
Internal Process	Collection	Collection amounts				
	Fraud	% Successful investigations				
Learning and Growth	Performance Management	One to Ones completed within timeframe				
		%Appraisals completed within timeframe				



ECDC Finance Dimension Collection Amounts



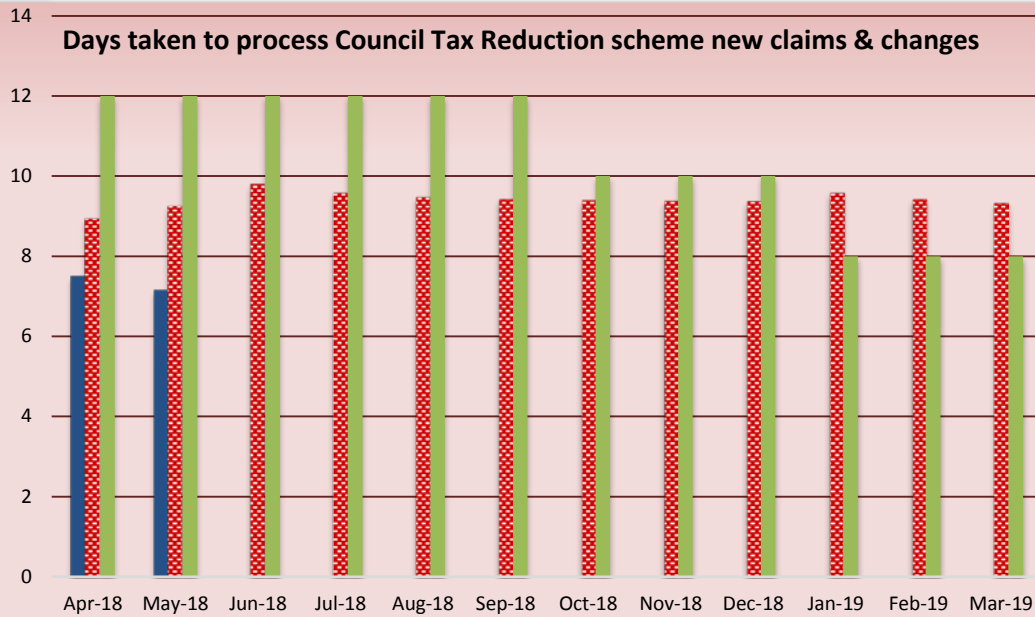
This shows the amount of money required to be collected within the financial year, payable to the NNDR Collection Fund against the actual collection.



This shows the amount of Council Tax required to be collected within the financial year against actual collection.



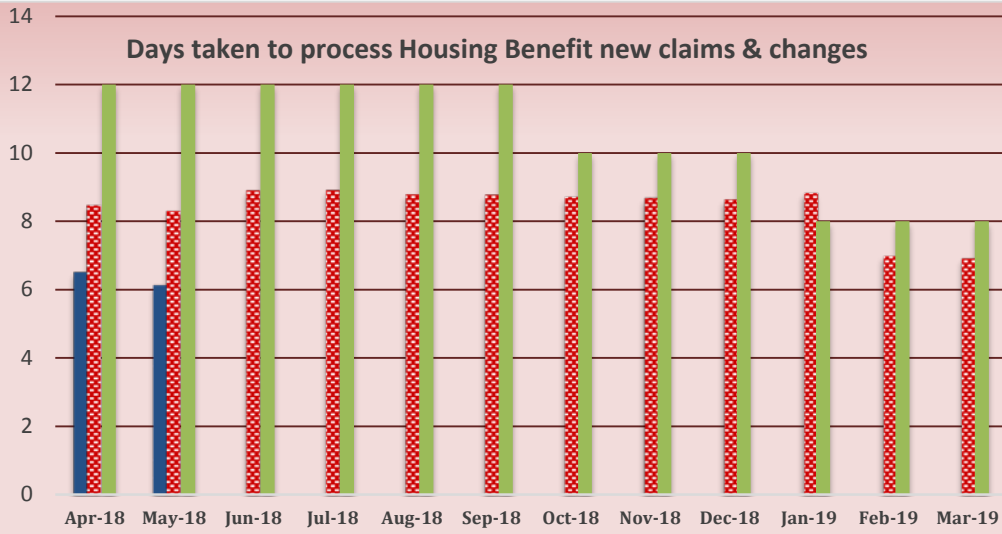
ECDC Customer Dimension Benefits- Average Days to process



	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Current Year	7.5	7.16										
Previous Year	8.95	9.26	9.81	9.59	9.48	9.43	9.4	9.39	9.38	9.59	9.43	9.33
Target	12	12	12	12	12	12	10	10	10	8	8	8

This shows the average number of days taken to assess all Council Tax Reduction scheme claims and changes against agreed targets.

Please note we are on target for the current year.



	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
■ Current Year	6.5	6.12										
■ Previous Year	8.47	8.3	8.9	8.91	8.79	8.78	8.71	8.69	8.64	8.83	6.99	6.93
■ Target	12	12	12	12	12	12	10	10	10	8	8	8

This shows the average number of days taken to assess all Housing Benefit claims and changes against agreed targets.

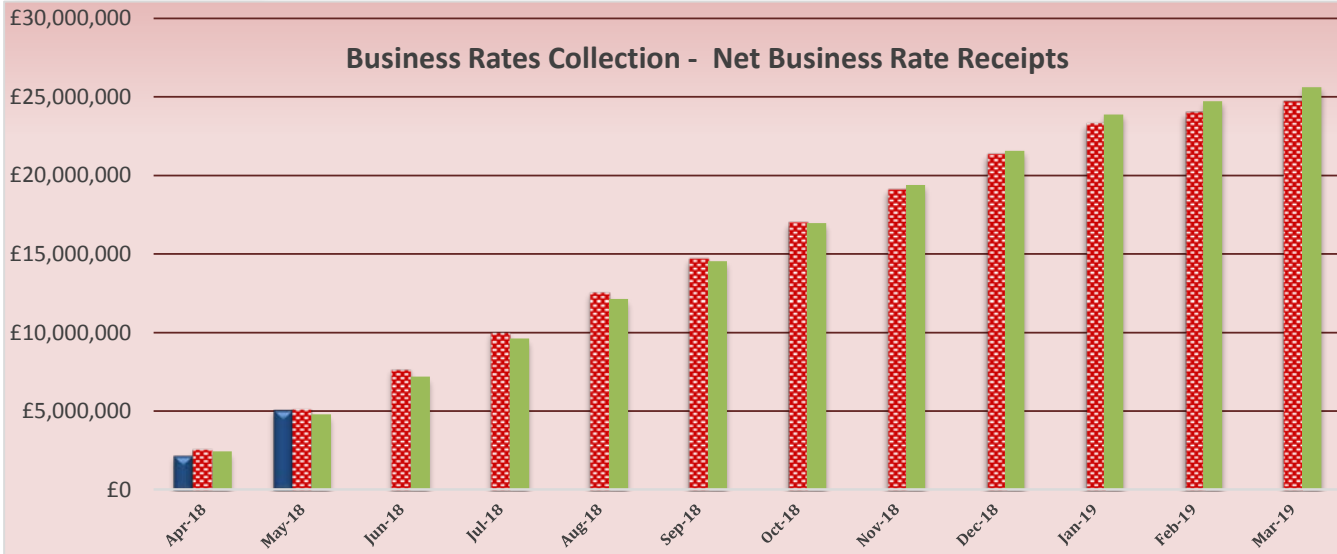
Please note we are on target for the current year.

Summary Fenland Scorecard as at end May 2018



			2018-19			2017-18
			This month	Last month	YTD	Final
Heading		Example Indicator				
Financial	Collection	Collection amounts				
	Budget Management	Expenditure				
Customer	Customer Satisfaction	Survey results				
	Channel Shift	Number of e-citizens / e-claims / e-forms				
	Days to process	Council Tax Support				
		Housing Benefit				
Internal Process	Collection	Collection amounts				
	Fraud	% Successful investigations				
Learning and Growth	Performance Management	One to Ones completed within timeframe				
		%Appraisals completed within timeframe				

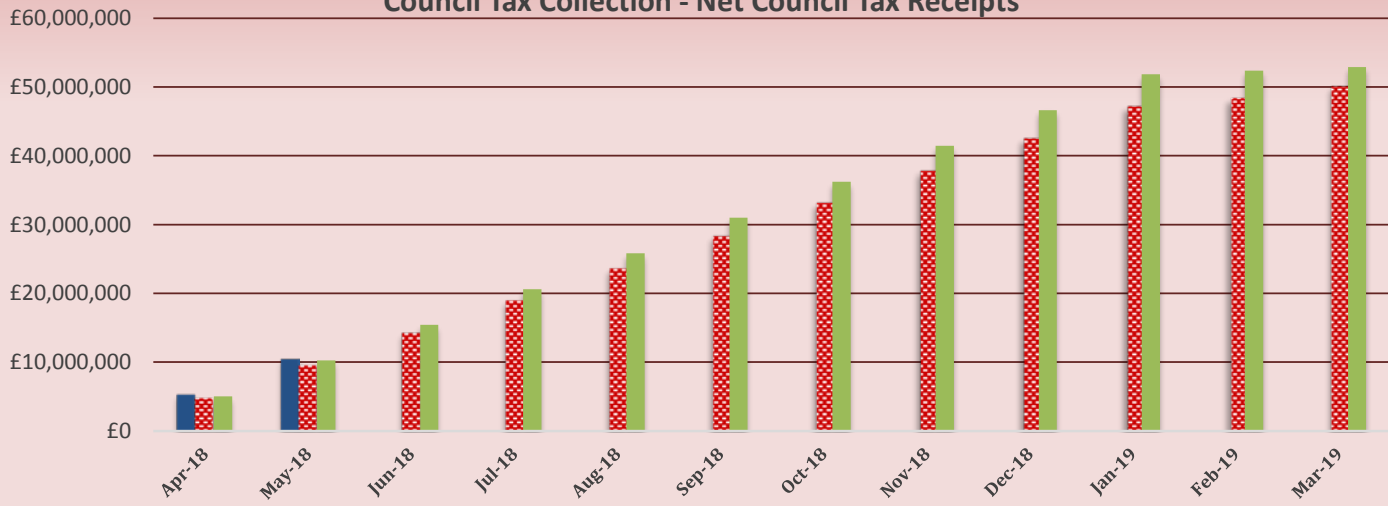
Fenland Finance Dimension Collection Amounts



	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
■ Current Year	£2,197,133	£5,068,192										
■ Previous Year	£2,634,307	£5,232,576	£7,731,991	£10,102,522	£12,598,067	£14,748,603	£17,046,800	£19,122,490	£21,362,953	£23,301,836	£24,020,986	£24,692,443
■ Target	£2,442,656	£4,781,814	£7,199,524	£9,619,895	£12,128,435	£14,548,983	£16,971,436	£19,394,628	£21,556,162	£23,871,143	£24,723,353	£25,604,958

This shows the amount of money required to be collected within the financial year, payable to the NNDR Collection Fund against the actual collection.

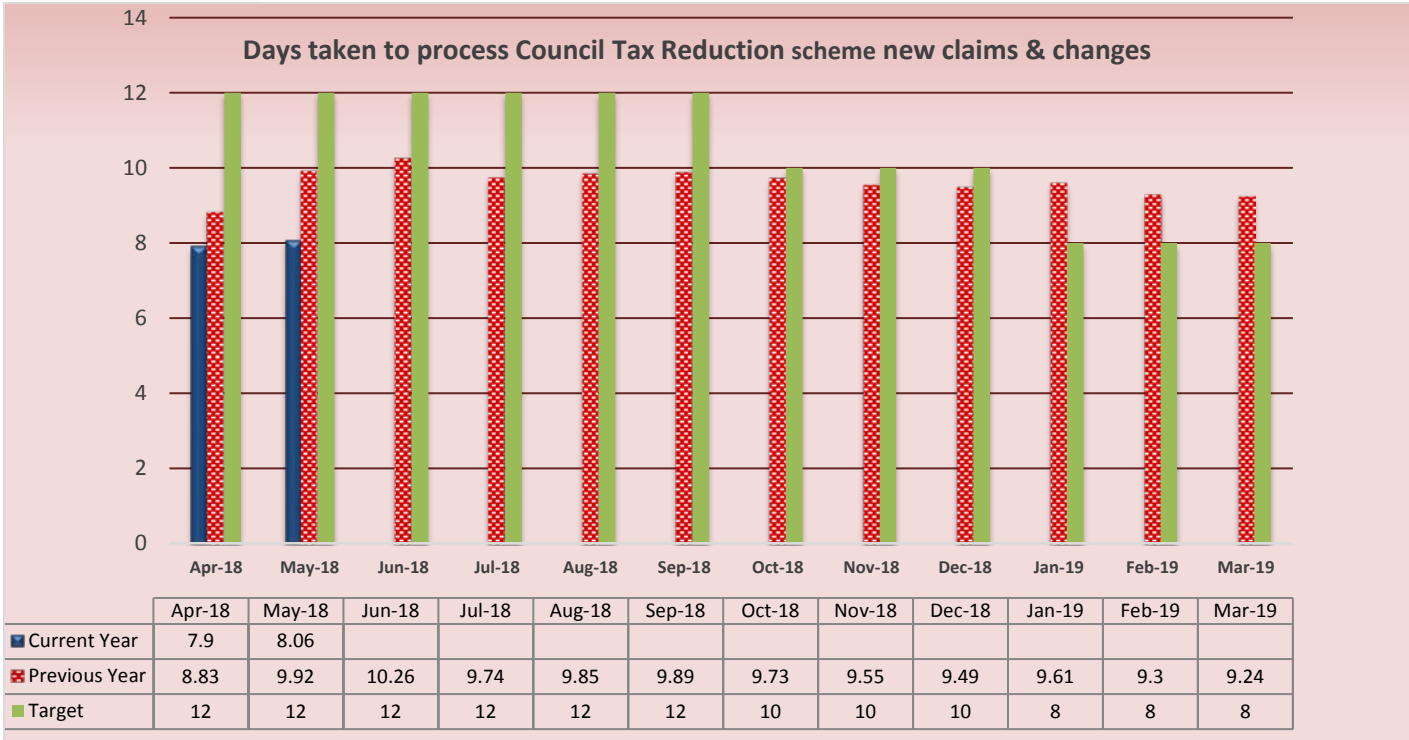
Council Tax Collection - Net Council Tax Receipts



	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
■ Current Year	£5,318,884	£10,434,276										
■ Previous Year	£4,838,222	£9,644,254	£14,313,608	£19,027,410	£23,694,368	£28,375,317	£33,178,514	£37,851,636	£42,536,696	£47,182,704	£48,369,902	£50,100,713
■ Target	£5,028,437	£10,223,611	£15,419,193	£20,618,866	£25,814,537	£31,018,232	£36,230,589	£41,430,279	£46,632,825	£51,828,210	£52,384,147	£52,879,158

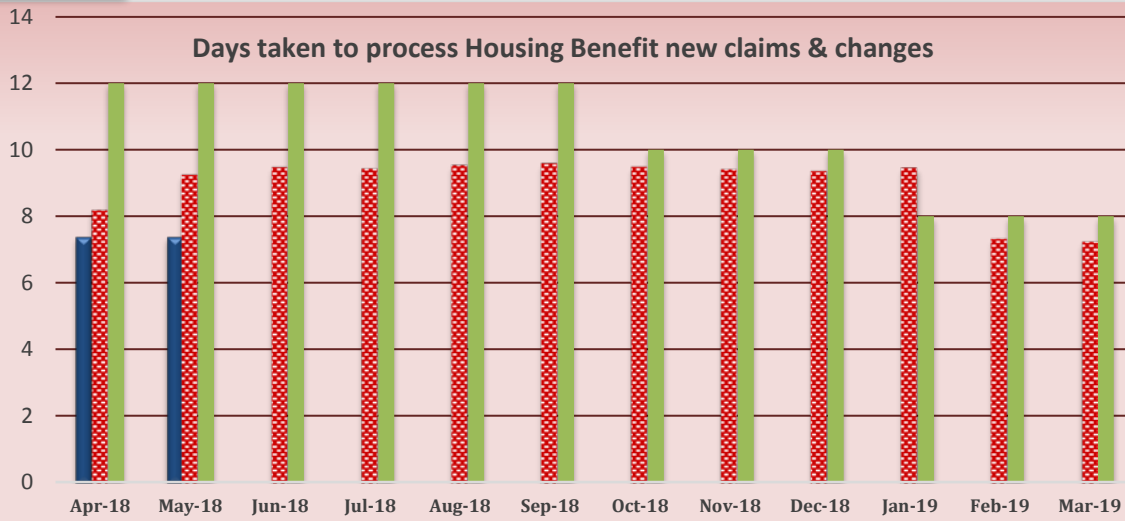
This shows the amount of Council Tax required to be collected within the financial year against actual collection.

Fenland Customer Dimension Benefits- Average Days to process



This shows the average number of days taken to assess all Council Tax Reduction scheme claims and changes against agreed targets.

Please note we are on target for the current year.



	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
■ Current Year	7.37	7.37										
▣ Previous Year	8.19	9.25	9.47	9.43	9.54	9.59	9.48	9.41	9.35	9.46	7.33	7.24
■ Target	12	12	12	12	12	12	10	10	10	8	8	8

This shows the average number of days taken to assess all Housing Benefit claims and changes against agreed targets.

Please note we are on target for the current year.

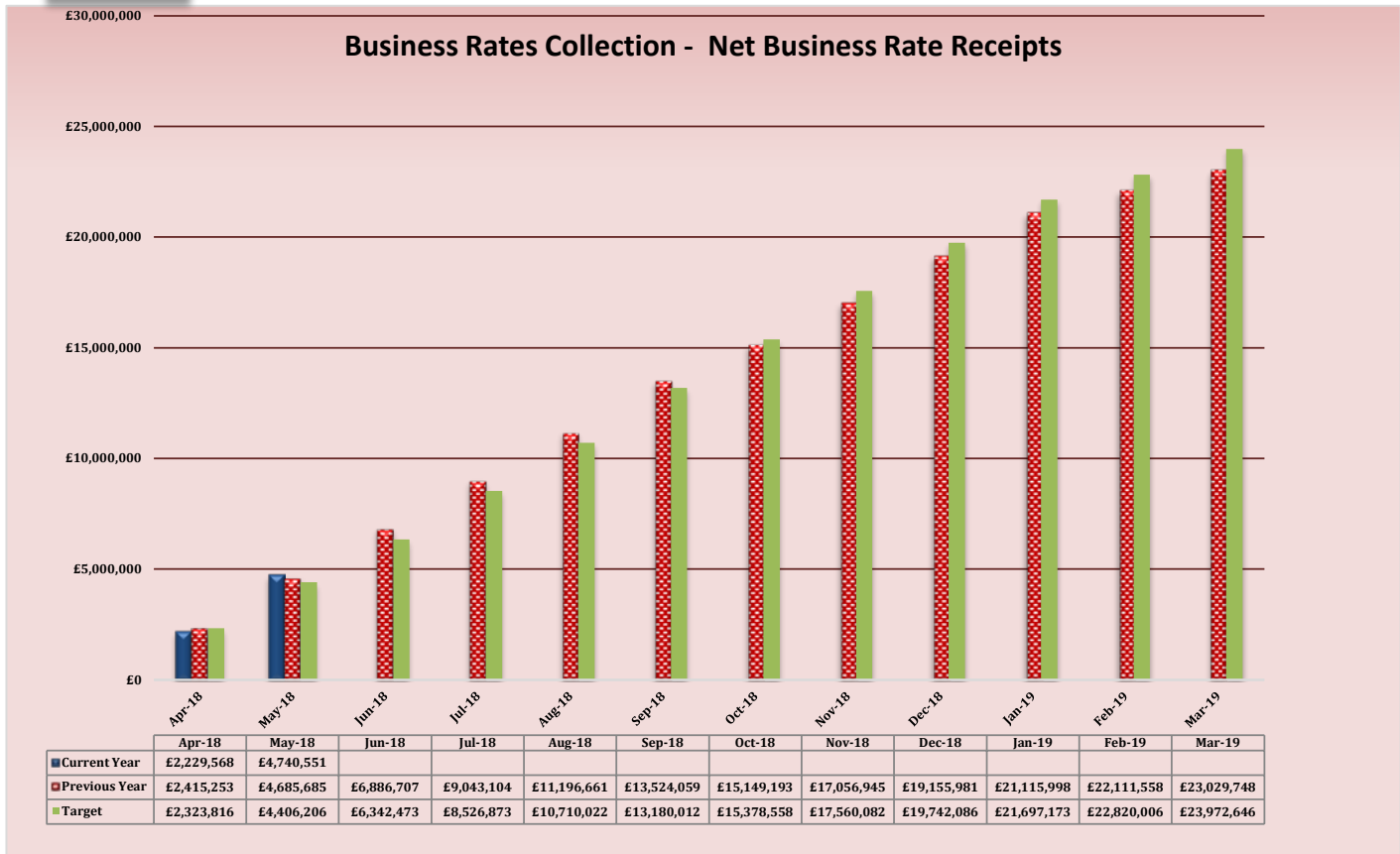
Summary Forest Heath Scorecard as at end May 2018



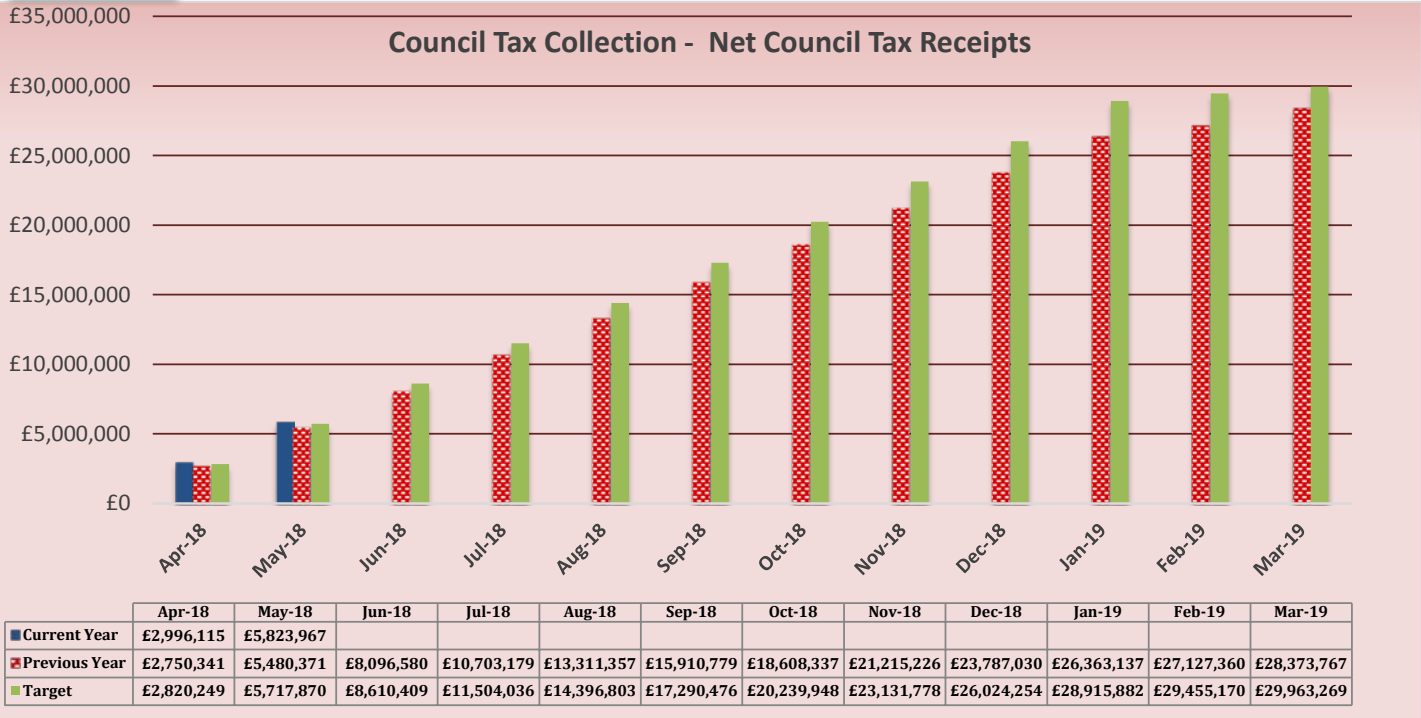
			2018-19			2017-18
Heading		Example Indicator	This month	Last month	YTD	Final
Financial	Collection	Collection amounts				
	Budget Management	Expenditure				
Customer	Customer Satisfaction	Survey results				
	Channel Shift	Number of e-citizens / e-claims / e-forms				
	Days to process	Council Tax Support				
		Housing Benefit				
Internal Process	Collection	Collection amounts				
	Fraud	% Successful investigations				
Learning and Growth	Performance Management	One to Ones completed within timeframe				
		%Appraisals completed within timeframe				



Forest Heath Finance Dimension Collection Amounts



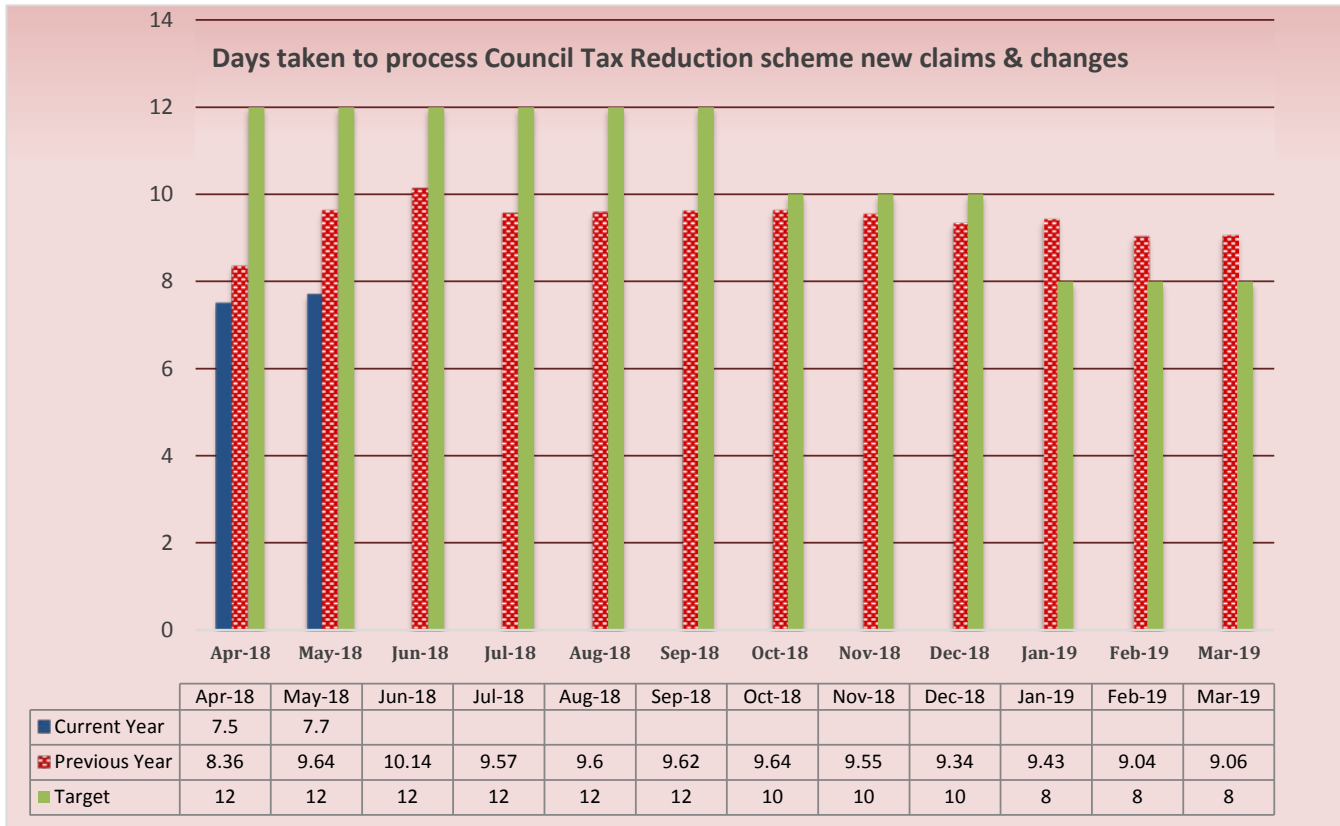
This shows the amount of money required to be collected within the financial year, payable to the NNDR Collection Fund against the actual collection.



This shows the amount of Council Tax required to be collected within the financial year against actual collection.

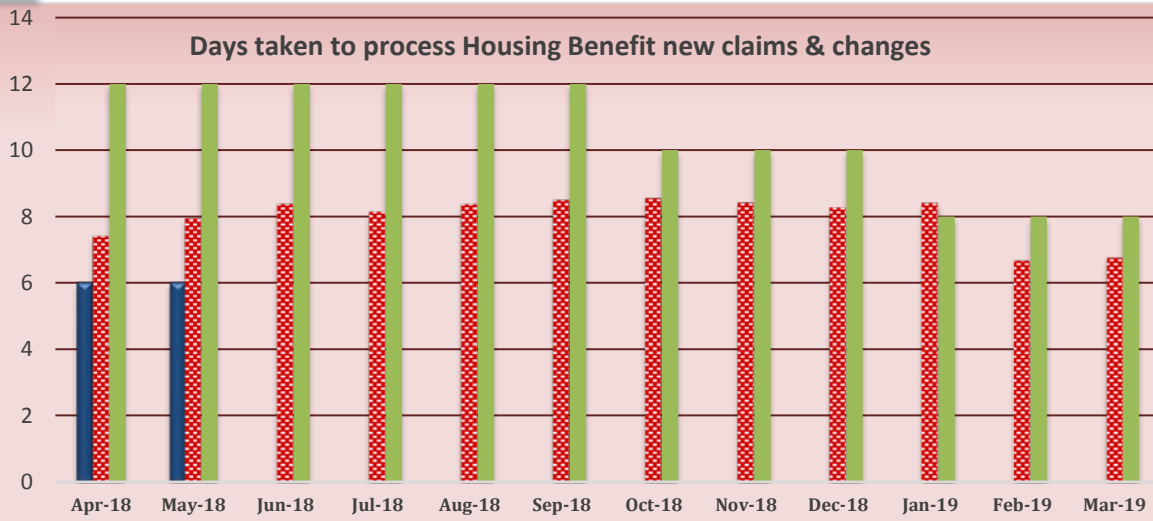


Forest Heath Customer Dimension Benefits- Average Days to process



This shows the average number of days taken to assess all Council Tax Reduction scheme claims and changes against agreed targets.

Please note we are on target for the current year.



	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Current Year	6	6										
Previous Year	7.4	7.95	8.38	8.14	8.37	8.5	8.55	8.42	8.27	8.41	6.67	6.75
Target	12	12	12	12	12	12	10	10	10	8	8	8

This shows the average number of days taken to assess all Housing Benefit claims and changes against agreed targets.

Please note we are on target for the current year.

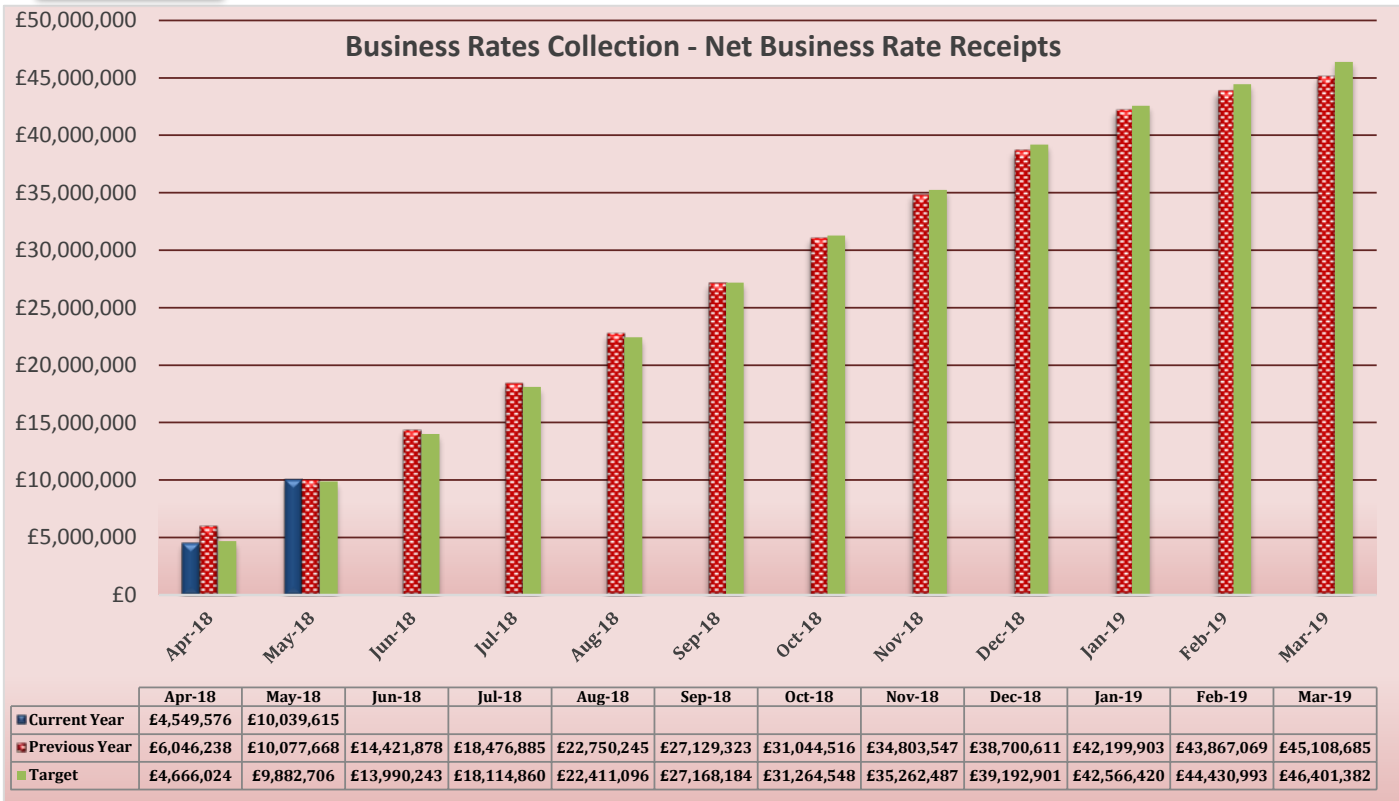
Summary St. Edmundsbury Scorecard as at end May 2018



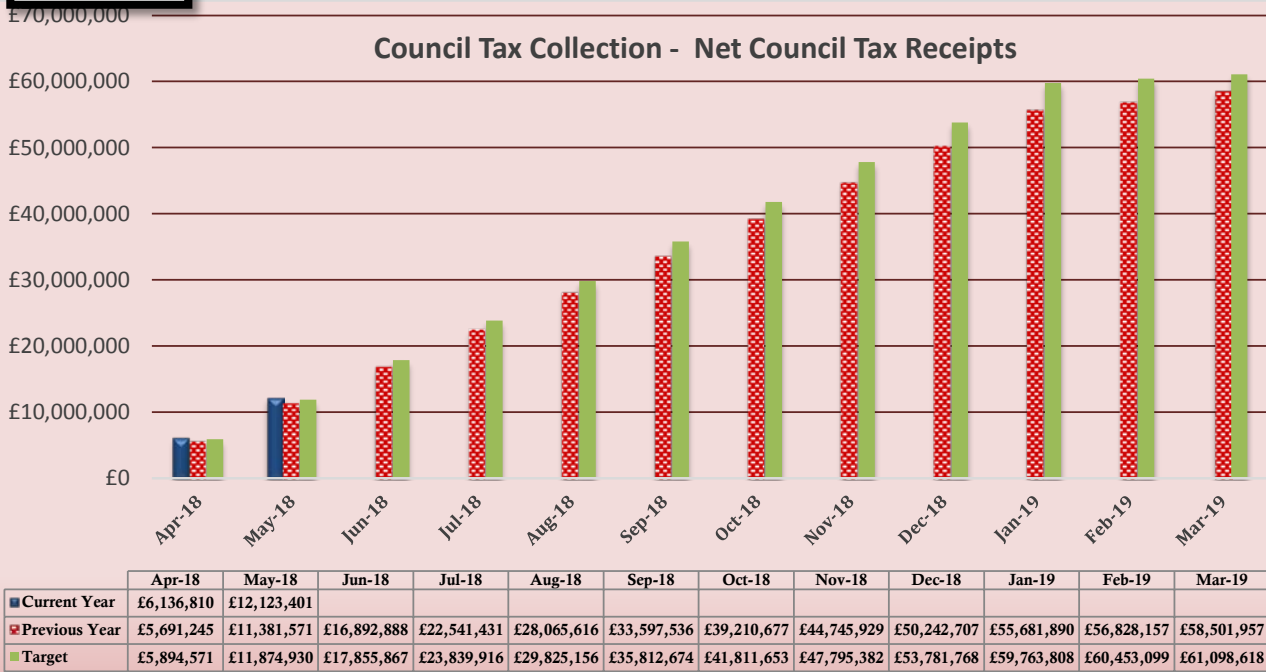
			2018-19			2017-18
			This month	Last month	YTD	Final
Heading		Example Indicator				
Financial	Collection	Collection amounts	Green	Orange	Green	Red
	Budget Management	Expenditure	Green	Green	Green	Green
Customer	Customer Satisfaction	Survey results	Green	Green	Green	Green
	Channel Shift	Number of e-citizens / e-claims / e-forms	Green	Green	Green	Green
	Days to process	Council Tax Support	Green	Green	Green	Green
		Housing Benefit	Green	Green	Green	Green
Internal Process	Collection	Collection amounts	Green	Green	Green	Green
	Fraud	% Successful investigations	Green	Green	Green	Green
Learning and Growth	Performance Management	One to Ones completed within timeframe	Green	Green	Green	Green
		%Appraisals completed within timeframe	Green	Green	Green	Green



St Edmundsbury Finance Dimension Collection Amounts



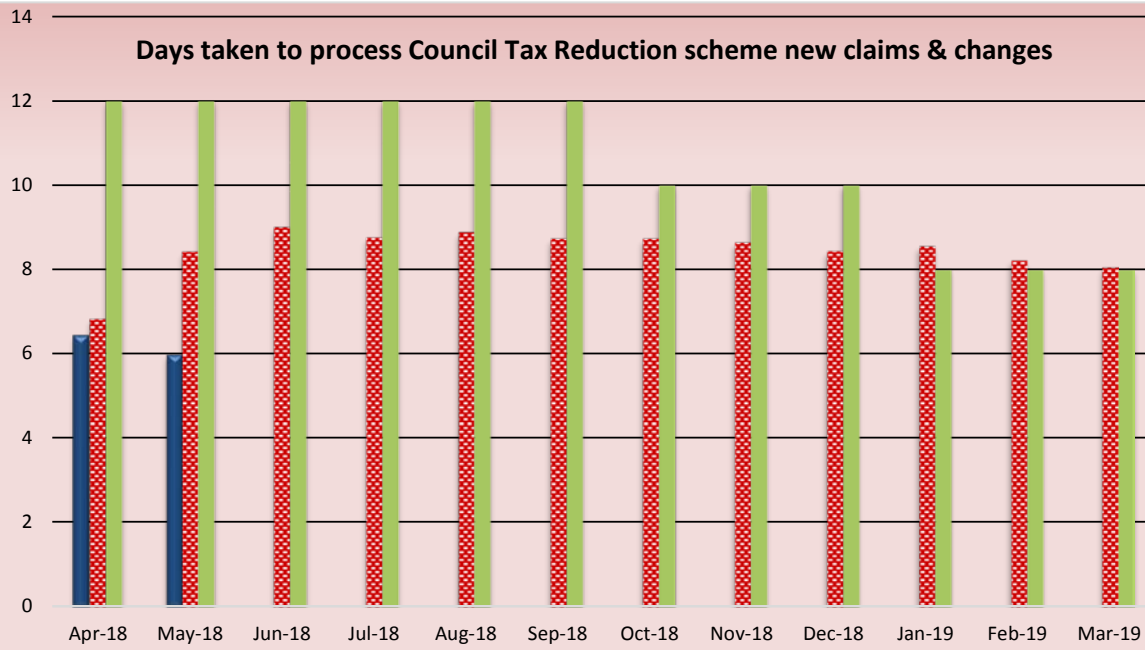
This shows the amount of money required to be collected within the financial year, payable to the NNDR Collection Fund against the actual collection.



This shows the amount of Council Tax required to be collected within the financial year against actual collection.



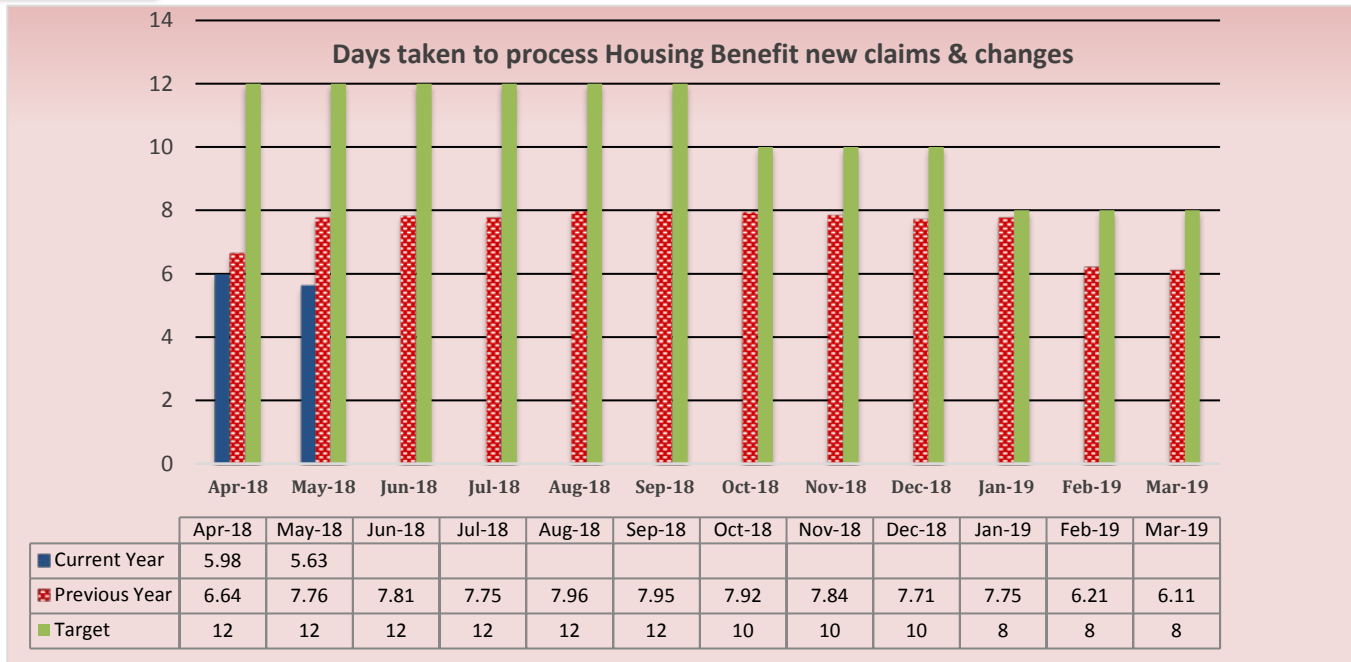
St Edmundsbury Customer Dimension Benefits- Average Days to process



	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
■ Current Year	6.43	5.97										
▣ Previous Year	6.82	8.42	9	8.75	8.88	8.73	8.73	8.63	8.43	8.55	8.21	8.04
■ Target	12	12	12	12	12	12	10	10	10	8	8	8

This shows the average number of days taken to assess all Council Tax Reduction scheme claims and changes against agreed targets.

Please note we are on target for the current year.



This shows the average number of days taken to assess all Housing Benefit claims and changes against agreed targets.

Please note we are on target for the current year.

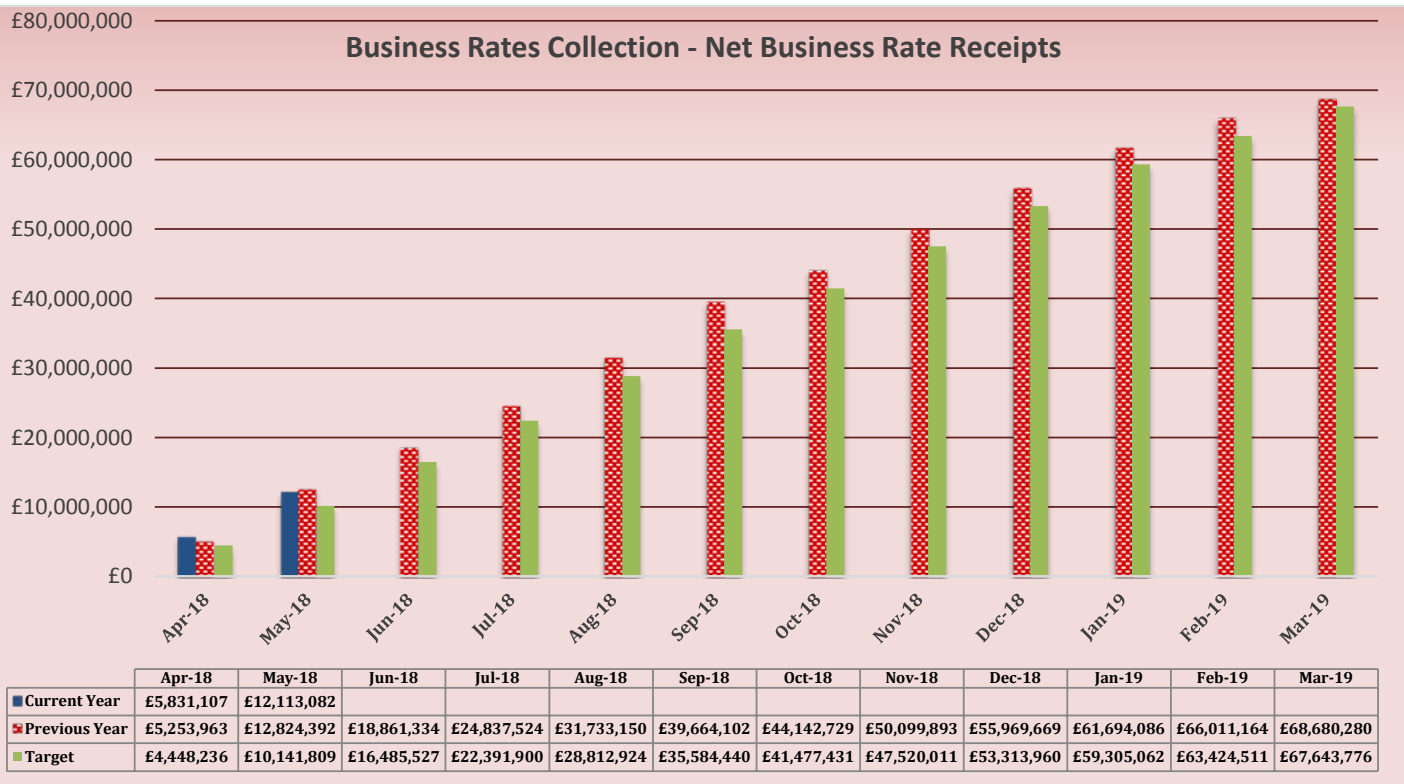
Summary Suffolk Coastal Scorecard as at end May 2018



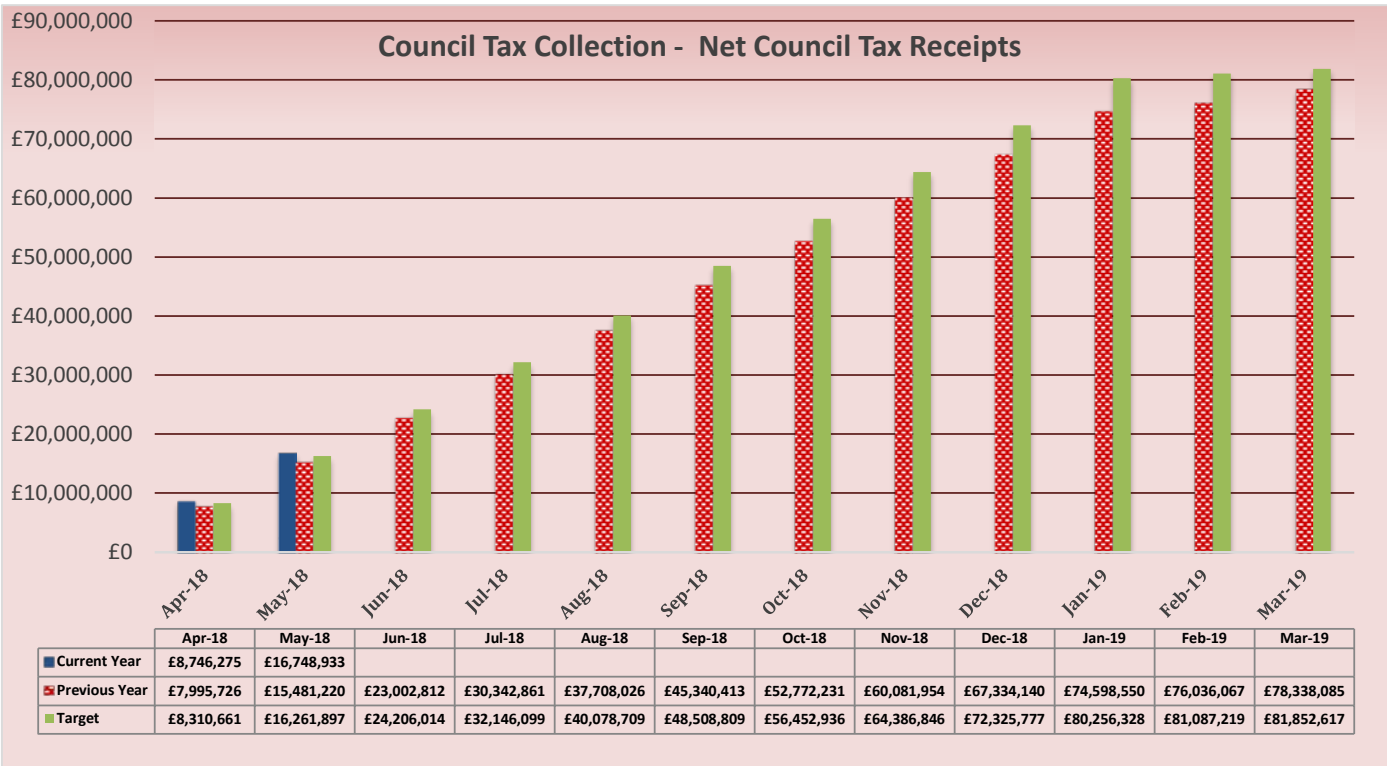
			2018-19		2017-18	
			This month	Last month	YTD	Final
			2018-19			
			2017-18			
Heading	Example Indicator					
Financial	Collection	Collection amounts				
	Budget Management	Expenditure				
Customer	Customer Satisfaction	Survey results				
	Channel Shift	Number of e-citizens / e-claims / e-forms				
	Days to process	Council Tax Support				
		Housing Benefit				
Internal Processes	Collection	Collection amounts				
	Fraud	% Successful investigations				
Learning and Growth	Performance Management	One to Ones completed within timeframe				
		%Appraisals completed within timeframe				



Suffolk Coastal Finance Dimension Collection Amounts



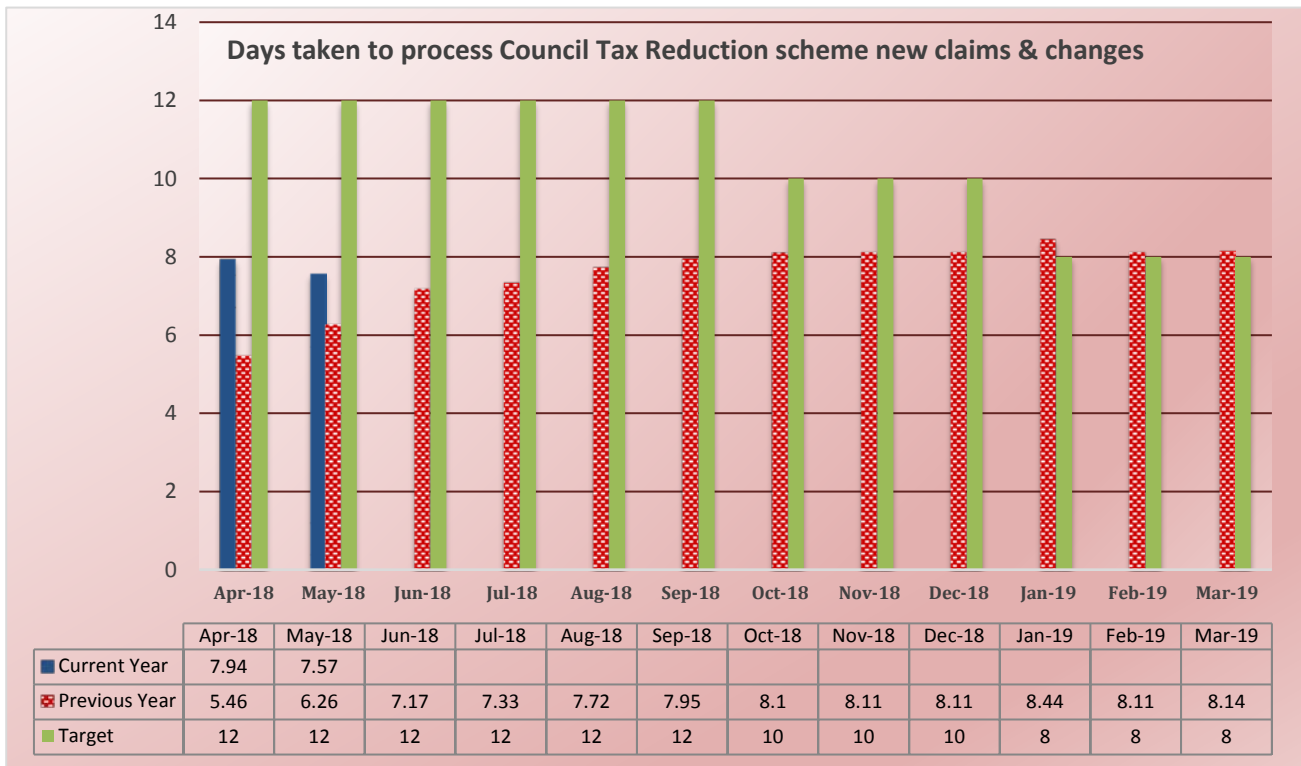
This shows the amount of money required to be collected within the financial year, payable to the NNDR Collection Fund against the actual collection.



This shows the amount of Council Tax required to be collected within the financial year against actual collection.

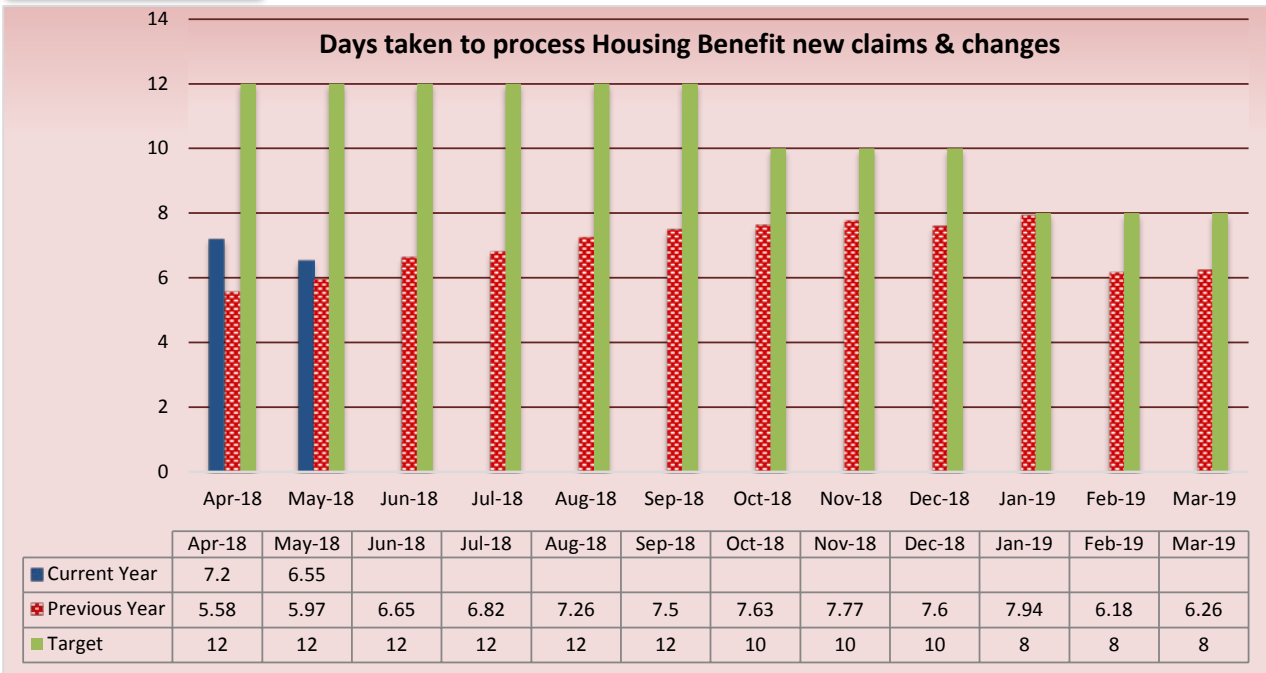


Suffolk Coastal Customer Dimension Benefits- Average Days to Process



This shows the average number of days taken to assess all Council Tax Reduction scheme claims and changes against agreed targets.

Please note we are on target for the current year.



This shows the average number of days taken to assess all Housing Benefit claims and changes against agreed targets.

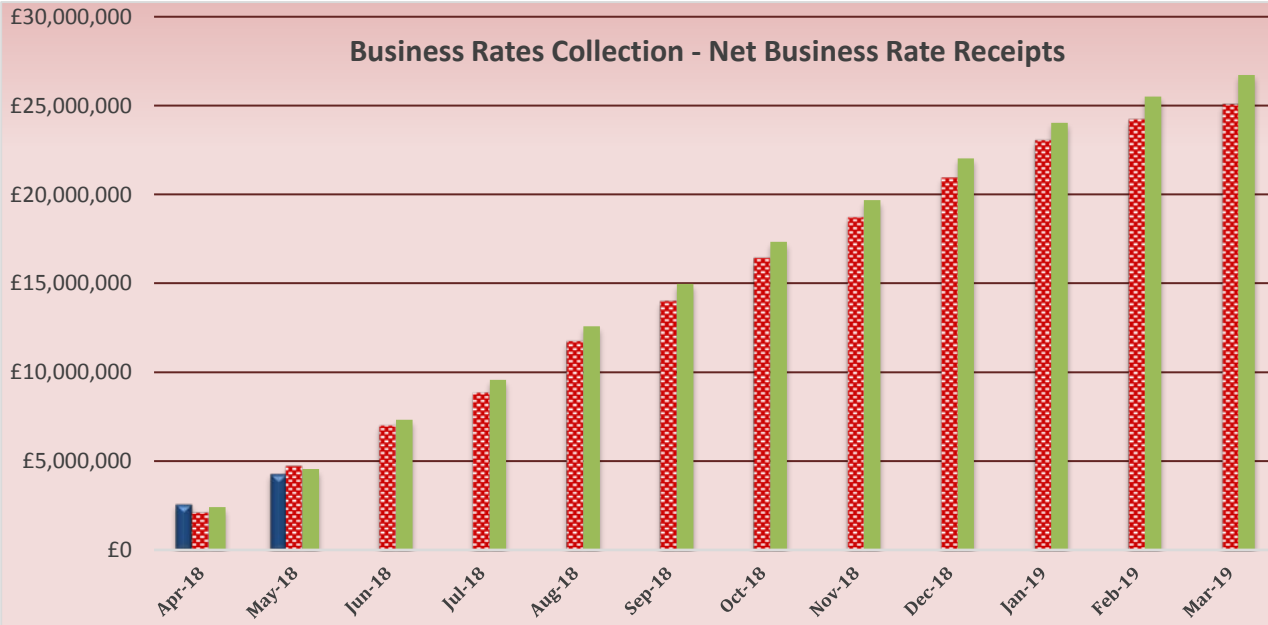
Please note we are on target for the current year.

Summary Waveney Scorecard as at end May 2018



			2018-19			2017-18
Heading		Example Indicator	This month	Last month	YTD	Final
Financial	Collection	Collection amounts				
	Budget Management	Expenditure				
Customer	Customer Satisfaction	Survey results				
	Channel Shift	Number of e-citizens / e-claims / e-forms				
	Days to process	Council Tax Support				
		Housing Benefit				
Internal Process	Collection	Collection amounts				
	Fraud	% Successful investigations				
Learning and Growth	Performance Management	One to Ones completed within timeframe				
		%Appraisals completed within timeframe				

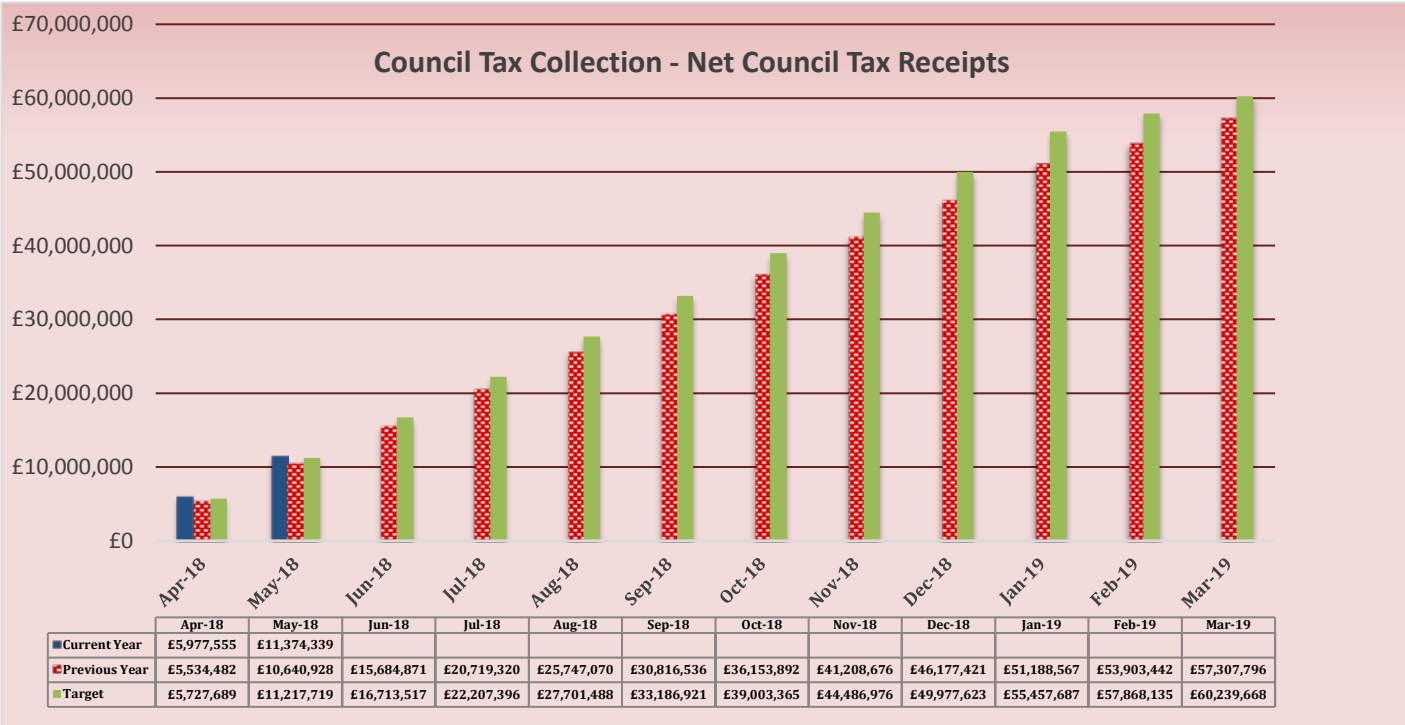
Waveney Finance Dimension Collection Amounts



	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
■ Current Year	£2,577,663	£4,272,030										
■ Previous Year	£2,149,642	£4,785,176	£7,057,315	£8,892,439	£11,796,376	£14,011,634	£16,418,968	£18,713,482	£20,944,164	£23,036,375	£24,202,782	£25,057,512
■ Target	£2,405,558	£4,550,077	£7,323,449	£9,568,706	£12,591,878	£14,974,827	£17,342,874	£19,683,355	£22,027,639	£24,037,070	£25,515,178	£26,718,175

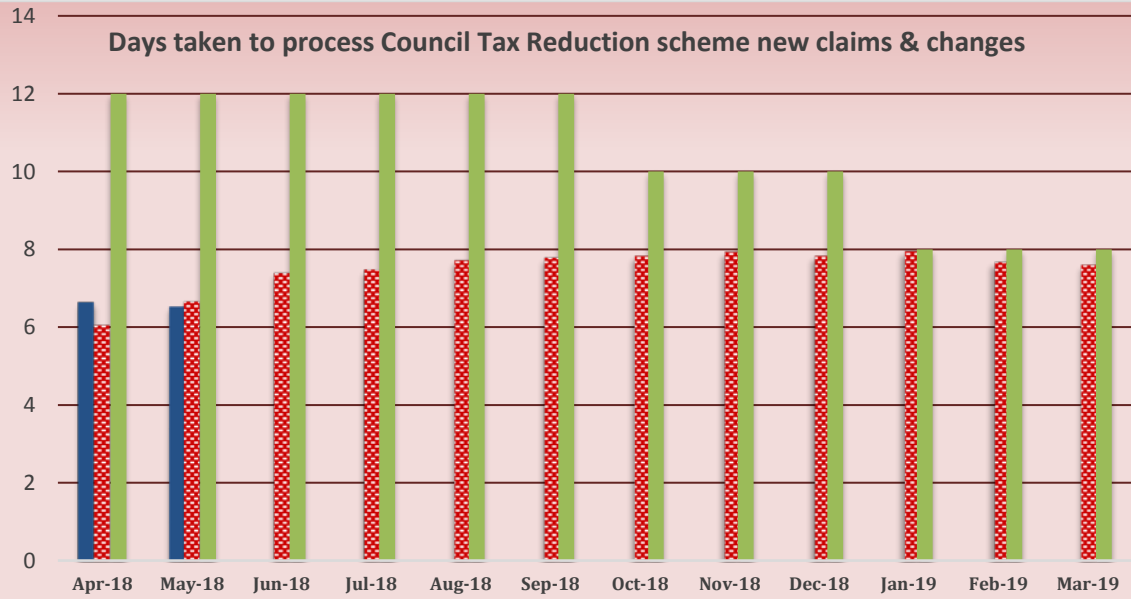
This shows the amount of money required to be collected within the financial year, payable to the NNDR Collection Fund against the actual collection.

Collection is behind target due to a large refund of £600K in respect of backdated mandatory charitable relief.



This shows the amount of Council Tax required to be collected within the financial year against actual collection.

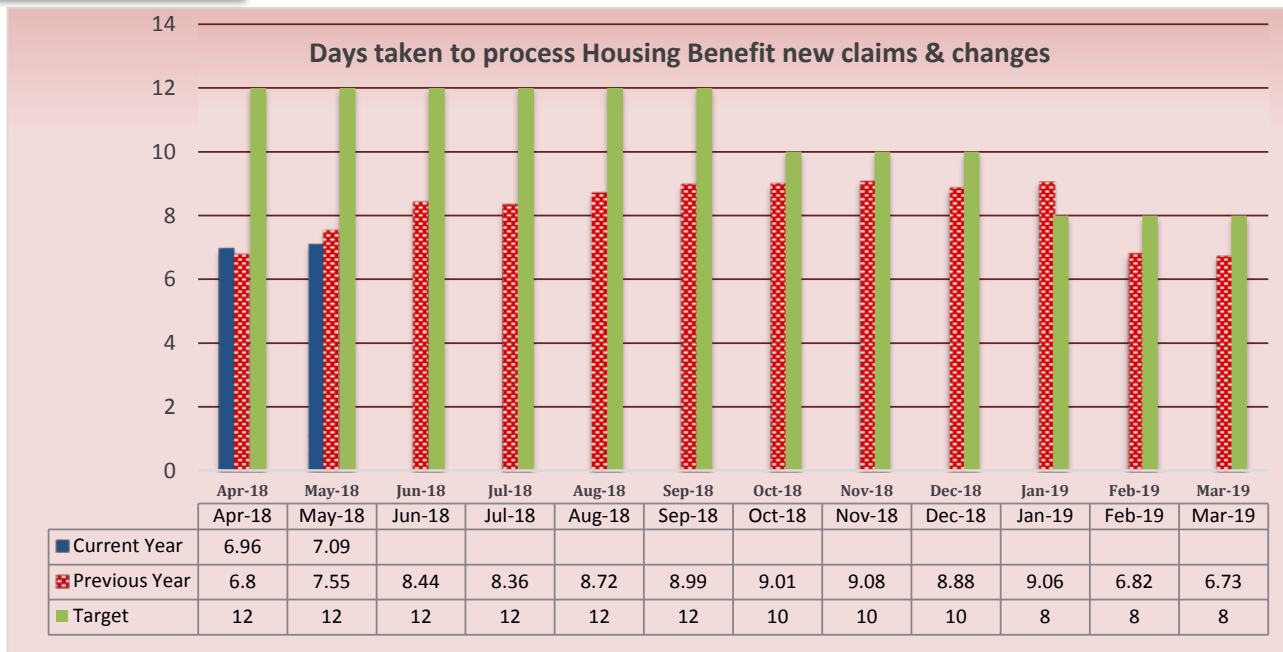
Waveney Customer Dimension Benefits- Average Days to Process



	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
■ Current Year	6.63	6.52										
▣ Previous Year	6.05	6.66	7.39	7.47	7.71	7.78	7.82	7.92	7.82	7.94	7.66	7.59
■ Target	12	12	12	12	12	12	10	10	10	8	8	8

This shows the average number of days taken to assess all Council Tax Reduction scheme claims and changes against agreed targets.

Please note we are on target for the current year.



This shows the average number of days taken to assess all Housing Benefit claims and changes against agreed targets.

Please note we are on target for the current year.

Anglia Revenues Partnership Joint Committee

Forecast Full Year Financial Performance as at 31st March 2018

Description	Approved Budget 2017/18 £	Outturn 2017/18 £	Forecast Variance Over/(Under) £	Variance %	Notes
Employee Related Costs	8,308,681	8,229,063	(79,618)	(0.96)	1
Premises Related Costs	268,645	255,845	(12,800)	(4.76)	2
Transport Related Costs	129,513	130,896	1,383	1.07	
Supplies & Services	1,679,020	1,783,509	104,489	6.22	3
Support Services	620,675	589,757	(30,918)	(4.98)	4
Income	(1,789,384)	(2,337,112)	(547,728)	30.61	5
TOTAL PARTNERSHIP COSTS	9,217,150	8,651,958	(565,192)	(6.13)	6

Variance Notes

1. The variance is due to vacant posts - the constant issue of the high number of vacancies has been addressed for 2018/19 through the introduction of the Resilience team.
2. This variance relates to reduction in service charges made in 2017/18
3. The variance relates to higher than expected computer software purchases and the cost of implementing a new system for the Bailiff service, this is partially offset by an underspend on postages and bailiff income
4. The variance is underspends for postages is due to increase in use of external provider for mailing.
5. The variance is due to additional bailiff income.
6. The year end surplus will be distributed amongst the partners.

Transformation funding - committed expenditure as follows:

Description	Approved Budget	Outturn	Forecast Actuals
	2017/18	2017/18	2018/19
	£	£	£
Already committed from grant funding received last year			
Website	8,700	8,700	0
Mitel Join Up	35,000	0	35,000
EDMS	56,935	56,935	(0)
Organisational - Develop agile organisation	10,000	0	10,000
Commercial - Accredited trainer	5,409	0	5,409
Replacement Servers	28,000	28,000	0
Robotics	36,485	6,485	30,000
Total	180,529	100,120	80,409
Unallocated	47,928	0	47,928
Grand Total	228,457	100,120	128,338

The committed transformation funding is £180,529 as at 31st March 2018. It is expected that the budget will be spent by the end of 2018/19. If all of the identified expenditure goes through by end of 2018/19 there will be £47,928 remaining for future projects, however, it is likely that this will be spent on future projects.

The Robotics Project is funded from new burdens circular S7 and the value shown in the above table is the amount required from the Transformation Reserve.

∞
∞

Efficiency Target	Approved Budget	Approved Budget	Approved Budget
	2017/18	2018/19	2019/20
	£	£	£
Target	(531,824)	(1,017,397)	(1,017,397)
Efficiencies made:			
Postage costs	20,960	19,250	15,670
County Council Fraud funding (Income)	105,000	105,000	105,000
Enforcement Service	234,736	215,693	202,642
Consultancy work for Norwich City Council	80,000	80,000	80,000
Income for work for Havebury Housing Association	30,558	15,500	15,600
Additional Enforcement Service	60,570	0	0
Enforcement Service approved as part of budget setting 2018/19	0	258,626	255,792
Adjustment for 2018/19 bottom line approved as part of budget setting 2018/19	0	(50,239)	(81,407)
Total Efficiencies made to date	531,824	643,830	593,297
Total Efficiency Target to achieve	0	(373,567)	(424,100)

The above table shows the actual Efficiencies identified to date against the original annual budget targets.

ANGLIA REVENUES PARTNERSHIP

Report of Adrian Mills – ARP Strategic Manager (Benefits)

To: ARP Joint Committee, 26th June 2018

Subject: Welfare Reform

Purpose: To provide an update on welfare reform

Recommendation(s):

- That the report is noted

1.0 INTRODUCTION

1.1 Background

1.1.1 Welfare Reform was introduced by Government in 2012 as part of wider fiscal measures to reduce deficits, with the intention to encourage work whilst reducing increasing welfare expenditure.

2.0 Matters of interest

2.1 Universal Credit

2.1.1 All Councils have been live with new claims from single unemployed customers since April 2016.

2.1.2 Since May 2016 the DWP embarked upon a programme to expand Universal Credit in a controlled manner to the full, digital, Universal Credit service. Amongst the partner Councils, Waveney has been live with the full service since May 2016, with St Edmundsbury going live in October 2017.

2.1.3 In September 2017 the DWP confirmed the roll out schedule for all Jobcentres and Councils for the period October 2017 to September 2018. Government Budget announcement December 2017 put back the schedule by a further three months. The full Universal Credit service will be open to all new claims from all working age claimant groups. This will also include customers currently receiving existing Benefits or Tax Credits who have a change of circumstances that triggers a new claim to Universal Credit. The following table states the DWPs current planning assumptions for ARP Councils:

Council	Roll out
Breckland - Dereham	June 2018
Breckland - Thetford	September 2018
East Cambridgeshire	September 2018
Fenland	September 2018
Suffolk Coastal	October 2018
Forest Heath	December 2018

We have become aware other Jobcentres rolling out the full UC service are and will impact upon some of our customers in certain post codes – we are working with the Jobcentre and those customers affected to provide assistance and guidance.

- 2.1.4** Further Government Budget announcements included the following improvements:
- Live Service closure 1st January 2018
 - Removal of seven waiting days prior to claim start date from 14th February 2018
 - Claims from the 14th February 2018 will now usually be paid in one month and seven days, rather than one month and 14 days
 - Claimants can request a 100% advance payment, increased from 50% from the 14th February 2018
 - Temporary accommodation cases to be assessed in Housing Benefit from April 2018. Whilst this applies to new claims, existing cases will only migrate to Housing Benefit following specified change events.
 - Extra two weeks Housing Benefit to be automatically awarded from April 2018 when UC is claimed
 - Improvements to process for private landlords to request an Alternative Payment Arrangement (direct payment to landlord)
- 2.1.5** Waveney, St Edmundsbury and now Breckland have not been alone in experiencing difficulties with the Full Service; customer assistance taking longer than predicted, IT problems, delays awarding payments and alternative payment arrangements to landlords continue to cause issues with rent collection for landlords.
- 2.1.6** These matters have been raised locally and through the UC/LA Steering group I have brought these issues to the attention of the UC Programme; furthermore representations have been made to the DWP Secretary of State leading to a meeting earlier last year between the Waveney Leader, local MP and myself with the UC Minister at Lowestoft Jobcentre. The Waveney MP continues to be actively involved in Parliamentary debates on UC, supported by the Head of Customer Services and myself.
- 2.1.7** ARP continues to work with Customer Services, Housing Options teams, DWP and stakeholders to plan for the roll out timetable. A significant amount of investment in partnership working was undertaken at Waveney between the ARP, Customer Services, the DWP and stakeholders to plan for and minimise the impact of UC. This has become our template for partner Councils, successfully used with St Edmundsbury at the end of last year, and will be replicated for all other partner Councils as the roll out schedule continues throughout 2018. Implementation meetings have taken place with Breckland and Fenland Councils and are planned for remaining Councils soon to roll out.
- 2.1.8** The programme to migrate existing Housing Benefit (and other DWP Benefit and Tax Credits) cases, has been delayed by twelve months so will now commence in July 2019, and announced on the 6th June 2018 that the completion date has been extended by a further 12 months to March 2023.
- 2.1.9** DWP have not made any further announcements regarding Housing Benefit for Pensioners. The DWP position continues to be that this will be reviewed during the next Parliament and will not start until after March 2023, and only when all Working Age cases have migrated to Universal Credit.
- 2.1.10** At a national level I continue to raise concerns with
- The six (now five) week wait for UC payments
 - Alternative Payment Arrangements for Private Landlords
 - Housing Benefit Debt
 - Public awareness
 - LA funding
 - Management Information
 - LA access to UC Information
 - Plans to migrate existing customers to UC – indications are there will not be any automatic uplift of data
- 2.1.11** Working with Customer Services we have introduced the following enhancements:
- Dedicated vulnerable persons Officers

- Delivered training to Jobcentre Work Coaches
- Reviewed the DWP UC training pack – implemented nationally by DWP
- Created a Private Landlords information pack

2.1.12 DWP UC announcement 6th June 2018

2.1.13 DWP published their UC Business case and the following improvements due Autumn:

- Claimants in receipt of Severe Disability Benefit will remain on legacy Benefits for transitional protection to be awarded – customers have been missing out on up to £62 per week
- Strengthening work incentives for parents by protecting child care costs
- Ensuring short term increases in earnings do not disadvantage customers
- The managed migration end date has been extended by 12 months to March 2023 – still planned to commence July 2019
- DWP will then review Pensioner Housing Benefit and stated Councils can expect to deliver Pensioner HB beyond 2023

2.2 Discretionary Housing Payment

2.2.1 Spend continues to be within DWP grant and is forecast to be within the grant. The main area of expenditure continues to be to assist customers with rent shortfalls, in particular due to restrictions on Housing Benefit rent levels. The scheme is promoted through our stakeholder contacts.

2.2.2 Discretionary Housing Payment grant is funded by DWP, designed to help customers remain in their homes or to move to affordable and sustainable accommodation. Generally the allocations for 2018/19 have been reduced.

2.3 Benefit Cap

2.3.1 DWP introduced the reduced Benefit Cap on the 7th November 2016; the maximum family income before the Benefit Cap applies reduced from £26,000 to £20,000 (£13,400 for single adults with no children).

2.3.2 The Benefit Service continues to work with colleagues in Customer Service and Housing Options teams to seek to avoid homelessness and the cost of temporary housing.

2.3.3 DWP have provided New Burdens funding to assist Councils with extra administrative costs and have increased Discretionary Housing Payment grants to help customers with the reduction – it should be noted the increase does not cover all the reductions.

2.4 Two Child Limit

2.4.1 From April 2017 the DWP have introduced legislation to restrict new claims from families with a third child to the two child rate; there are exceptions, for example multiple births. Transitional protection applies to existing claims.

2.4.2 New claims for Universal Credit where an applicant has more than two children will be redirected to legacy Benefits i.e. Housing Benefit.

2.5 Social rented sector rent restrictions

2.5.1 Government has responded to consultation on funding for supported housing in which it has indicated it will not implement Local Housing Allowance (LHA) rates in social housing; further proposals include:

- Short-term supported accommodation will be funded via grant to Upper Tier Councils - no longer funded through Housing Benefit. There remains concerns as to how this will operate in practice.

- Long-term supported accommodation will be funded as now – via the welfare system.
- There will be a new ‘Sheltered rent’ – for which gross eligible rent (inclusive of service charges) will be regulated by the social housing regulator. Assistance in this type of accommodation will continue to be paid via the welfare system. ‘Sheltered rent’ will be subject to a cap, the calculation of which maintains a link to formula rent
- A local strategic plan will be needed by Upper Tier Councils, setting out how funding will be used to meet identified local need
- There will be a National Statement of Expectation for supported housing funding
- April 2020 is indicated as the implementation date.

3.0 Options

3.1 The report is for information purposes

4.0 Reasons for recommendations

4.1 The report is for information only

5.0 IMPLICATIONS

5.1 Risk

The report is for information only

5.2 Financial

The report is for information only

5.3 Legal

The report is for information only

5.4 Equality and Diversity

Not applicable.

Background papers: - None

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Joint committee update | 25 June 2018

1. New councils' status

Orders were signed into law in late May to abolish Forest Heath District, St Edmundsbury Borough, Suffolk Coastal District and Waveney District, and replace them with two new non-metropolitan districts, West Suffolk and East Suffolk. The new councils will be created on 1 April 2019 ahead of elections on 2 May 2019.

The existing councils will remain as separate, sovereign bodies until 31 March 2019. Meanwhile the council members have joined under Shadow Authority arrangements for their respective areas.

The two Shadow Authorities for West Suffolk and East Suffolk are responsible for ensuring that all necessary measures are in place to allow for the functions and powers to transfer to the new councils, in particular:

1. adopting policies and strategies;
2. setting budgets and precepts to operate from 1 April 2019;
3. producing constitutions and governance models;
4. appointing statutory officers and making provisions for the transfer of staff, assets and liabilities to the new councils; and
5. commissioning independent remuneration panels to produce schemes of members' allowances.

The two Shadow Authorities have appointed Leaders and Shadow Executives and have each established central teams of officers to oversee the implementation of the new councils.

It should be noted that the parliamentary process to create the new councils continues. For both new councils, 'negative resolution' orders will be laid in parliament during the Summer, to enable:

1. transfer of functions;
2. transfer of properties, rights and liabilities;
3. continuity for references in enactments;
4. continuity in relation to plans, schemes, statements and strategies;
5. accounts of predecessor councils and other financial matters;
6. honorary aldermen and freemen.

For West Suffolk, a further order will provide the regulations for harmonising the council tax difference between Forest Heath and St Edmundsbury, in accordance with the West Suffolk business case.

2. ARP's New Councils project

To effect their respective revenues and benefits workstreams, the two implementation teams are running a joint change project led by the ARP, recruiting a project manager and procuring or assigning resources specific to the project work. These resources have been explicitly identified and ring-fenced, in accordance with previous directives from the ARP operational improvement board to safeguard continuity of service for partners which will not be involved in or benefit from the project.

The first three months of this project have led to a clear understanding of project options, project scope, and the resources (people, services and funding) required to deliver that scope. In summary, we are delivering the following:

1. two sets of Capita databases for council tax, non-domestic rates, housing benefits, income management and overpayments where four sets exist today;
2. reconfiguration of Capita and other systems to reflect the two new councils;
3. management of ARP personnel to test and validate work by third parties and amend in-house systems;
4. data history to April 2013 for council tax and housing benefits, and April 2010 for non-domestic rates;
5. go-live from April 2019.

Overall, the project budget of c£470k represents scope to be delivered over a ten-month period and is to be funded 50:50 by the East Suffolk and West Suffolk implementation teams. The project team is delivering to a set of objectives defined by review and approval of the options process:

1. Insulate customers and mitigate reputational threat
2. Insulate ARP partners and ensure continuous service delivery
3. Match capabilities before and after project
4. Safeguard 2019-20 annual billing
5. Fully reconciled and balanced systems before and after project
6. Manage supply chain of third parties and internal/partner resources
7. Optimise liabilities and safeguard recoveries
8. Support sustainable working
9. Minimise go-live backlog

Key risks and issues are identified as follows:

1. Successful management of incoming payment receipts and benefits payments during a necessary system outage in early April 2019;
2. Business continuity and contingency fall back for partners within and without the project;
3. Based on recent discussion, the ARP resource requirement is expected to grow; possibly beyond current provision;
4. Close management of third party suppliers with particular regard to Capita (revenues and benefits calculation system) and Civica (electronic document management system and workflow management);
5. Optimising and prioritising arrears recoveries to minimise loss;
6. Ensuring equivalent level of service following project.

ARP has established a dedicated project team whose immediate tasks are to bring further clarity to scope and timescales and allocate key pieces of work to different colleagues and team members.

3. ARP governance

Oversight of ARP rests with a joint committee (JC) of seven members, each representing the partner councils and meeting quarterly. Operational scrutiny and sponsorship is provided by an operational improvement board (OIB), constituted of five senior council officers from the partners and the head of ARP. The smaller OIB membership reflects the fact that West Suffolk and East Suffolk have been working under their own partnership arrangements for several years already.

Membership of ARP has grown since the original partnership between Breckland and Forest Heath councils in 2003, most recently adding Fenland in 2014. At each turn, the partnership was dissolved and reconstituted to reflect the new membership, with a new partnership agreement framed and signed accordingly.

The abolition of four partner bodies and the creation of two new ones brings about the need to consider new or amended governance arrangements. Although the current agreement does not provide for transference or assignment (clause 23), it does provide for variation of the agreement if all seven partners agree in writing (clause 20). This would allow the four existing councils to novate the agreement to their two successors from 1 April 2019. Such variation could also include any other matters which may arise from the formation of the two new councils in terms of budgets and so on.

Further proposals for how to reflect the much larger size of West Suffolk and East Suffolk councils, as well as how to reconstitute ARP Trading Ltd, will be presented to the joint committee at a future meeting.

Summary of 2017/18 Internal Audit Reviews of Anglia Revenues Partnership (ARP) for Joint Committee

1 Introduction

1.1 This was the first year of a joint internal audit approach to review the ARP revenues and benefits systems by East Suffolk, Fenland District Council and West Suffolk Internal Audit teams on behalf of the seven ARP authorities:

- East Suffolk Internal Audit provided the audit review for national non-domestic rates;
- Fenland District Council Internal Audit provided the audit review for ARP Enforcement; and
- West Suffolk Internal Audit provided the audit review for housing benefit, council tax and overpayments.

2. 2017/18 Audit Scope and Objective

2.1 The 2017/18 audit scope was agreed with the S151 Officers, ARP Strategic Managers and Heads of Internal Audit for each of the partner authorities.

2.2 The objective for each audit was to establish if procedures for key controls were being satisfactorily followed to reduce the risk of incorrect processing which could result in loss of revenues, incorrectly awarded benefits or failure to recover monies owed.

2.3 The review included testing the following key control areas:

- System parameters;
- Year end processes;
- Valuation Office amendments;
- Correct billing for council tax and NNDR;
- Appropriate awarding of council tax and NNDR exemptions, reliefs and discounts;
- Payment collection processes for revenues and debts;
- Refund process and appropriateness;
- BACS payments;
- Correct assessment and awarding of housing benefit;
- Debt recovery processes and monitoring of debts;
- Quality assurance processes;
- Financial reconciliations; and
- Access to the ARP systems.

2.4 A cyclical review of non-key control areas was agreed, for 2017/18, this included a review of the following:

- Council tax credit balances;
- Appropriate assessment and approval of write offs;
- Correct awarding of local council tax reduction scheme ;
- Correct assessment of self-employed housing benefit claimants; and
- Alignment of processes across the ARP.

2.5 The audit also included reviewing the progress on agreed actions from previous audits.

3 Audit Opinions

Agreed audit assurance opinions and definitions were decided upon to provide a consistency with terminology used:

Assurance	Definition
Good / substantial	System control objectives are achieved with no significant (medium risk) or fundamental (high risk) control issues or risks raised
Adequate / reasonable	In general, system control objectives are achieved. A number of significant (medium risk) control issues and risks have been raised
Limited	System control objectives are only partially achieved. Fundamental (high risk) and/or significant (medium risk) control issues and risks have been raised
No assurance	System control objectives are not achieved. Fundamental (high risk) and significant control issues and risks have been raised

4 Audit Outcomes

4.1 System control objectives were considered to be achieved with a total of two high risks and a number of medium risk control issues being raised.

4.2 Findings and actions were discussed with the relevant ARP Team Leaders and Management prior to drafting the reports. The draft reports were then discussed with the Strategic Managers to agree actions and timeframes to implement the actions.

4.3 Audit reports were finalised in March 2018.

4.4 Council Tax

An audit opinion of **adequate / reasonable** assurance was given. Two high risk actions were raised concerning credit balances and year end processes.

4.4.1 A good segregation of duties was observed for the raising, authorising and processing of council tax payment collections. Some aligning of processes is required within the council tax team, whilst these do not pose a risk, alignments could support the operational process. The key observations from the review resulting in findings being raised were:

- Credit balance reports are not routinely produced and the process for identifying, reviewing and taking corrective action for accounts in credit requires reviewing;
- Alignment of record keeping for year end and parameter input processes is required;
- Write offs are not routinely reviewed, resulting in incorrect collectable debt being reported;
- The follow up review concluded that three actions had been implemented, nine actions were superseded by recommendations in the 2017/18 review and one action (concerning the raising of refunds) was considered work in progress.

4.5 Housing Benefit

An audit opinion of **adequate / reasonable** assurance was given with no high risk actions raised.

4.4.1 The housing benefit team continue to work to a good standard with aligned processes evident for processing claims and controls working well. Key observations from the review resulting in findings being raised were:

- Some errors were identified when testing claimant data which occurred through human error; the accounts were rectified during testing which resulted in some minor award amendments. Reminders and training is provided to assist in preventing this and additional checks on earnings have been introduced within the housing benefit team;
- Two high risk claims were put into payment prior to the receipt of supporting information being received. Whilst a process map is in place to prevent this, it appears not to have been followed;
- The follow up review concluded that seven actions had been implemented and one action (concerning user permissions) was considered work in progress.

4.6 Overpayments

An audit opinion of **adequate / reasonable** assurance was given with no high risk actions raised.

4.6.1 The overpayments review concluded that good practice controls were in place for the electronic collection of overpayment monies and issuing of refunds. Observations were noted during testing which identified that

there are differences in working practices across the Overpayments Team but these have been recognised by ARP and are being addressed. Key observations from the review resulting in findings being raised were:

- Write offs are not routinely reviewed for WDC and SCDC resulting in a backlog and incorrect reporting of collectable debt;
- Regular review and monitoring of overpayment account debt recovery stages should be introduced;
- Process efficiencies were recommended to include removing the need for approval if writing a debt back onto an account and aligning write off delegations for ARP Strategic Managers for all authorities;
- The follow up review concluded that four actions have been implemented and two actions are superseded by recommendations in this 2017/18 review.

4.7 NNDR

An audit opinion of **adequate / reasonable** assurance was given. No high risk actions were raised.

4.7.1 Year end processes were observed to be well controlled and evidenced, resulting in accurate billing for the 2017/2018 financial year. The key observations from the review resulting in findings being raised were:

- Valuation office schedule reconciliations are to be completed and checked more frequently to ensure that all income due is being requested timely;
- Improvements could be made to the empty property inspection regime as there is no empty property inspection timetable and some properties had not been inspected for some time which could result in loss of income;
- Evidence should be retained to confirm that all exemptions, discounts and reliefs have been correctly awarded;
- Delays with debt recovery were identified, further monitoring is required and debt monitoring reports are to be re-introduced to ensure debt recovery is timely and appropriate;
- Evidence could not be provided to support all write offs sampled to confirm that there was a valid reason for the debt being written off;
- A follow up review was undertaken to ensure that recommendations agreed in previous audits had been implemented. This review concluded that seven actions have been implemented and four actions have been superseded. Four actions were considered to be work in progress, concerning credit balance processes, debts which had been passed to an external collection agency, write off reports for ECDC and the review of discretionary relief awards for West Suffolk.

4.8 ARPE

An audit opinion of **adequate / reasonable** assurance was given. No high risk actions were raised.

4.8.1 The Enforcement Team has good working practices in place that appear to be working effectively and efficiently with a good rate of successful collection of debt. By the end of the audit process, arrangements were in place for ARPE to collect overpayment debts for all seven authorities. The key observations from the review resulting in findings being raised were:

- Financial reconciliations showed a variance;
- The process for unallocated payments requires reviewing;
- The process for amending permissions, adding and removing users for the ARPE system is required to provide a management trail;
- The follow up review concluded that the one action remains outstanding; this concerns the timely communication of debtor changes from revenues teams to ARPE.

4.9 General

Actions were raised in the audit reports regarding revenues and benefits system user permissions which require reviewing across the partnership. This review will ensure that users, which include non-ARP Service staff (i.e. housing, elections, customer services, finance), only have access to view customer and claimant data appropriate to their role.

5 Progress on Actions

- 5.1 ARP Management have provided, in Appendix A, a summary (unaudited) of the progress being made on the reported medium and high risk actions and agreed recommendations.
- 5.2 The target date for many recommendations has not yet been reached but, as Appendix A demonstrates, good progress is generally evident on the agreed actions.
- 5.3 There are a small number of actions where limited progress has been reported, as set out below:

Audit	Actions on track / completed	Actions with no progress / not on track
Council Tax	13	<ul style="list-style-type: none"> • Revised target date of 30/06/18 for resolving historic Valuation Office queries (original target date 31/05/18). • No progress yet made on identifying processes by Customer Service staff which may be subject to Quality Assurance– target date 31/08/18. • No progress reported on the debt process or the 4 accounts which were identified during

		audit testing which required further action to address historic debts - target date 31/08/18. <ul style="list-style-type: none"> No progress made on introducing electronic documents (as opposed to hard copies) for write off approvals – target date 31/08/18.
Housing Benefit	14	All actions on track
Overpayments	9	<ul style="list-style-type: none"> No progress made on introducing electronic documents (as opposed to hard copies) for write off approvals – target date 31/08/18.
NNDR	9	All actions on track
ARPE	5	All actions on track

A quarterly monitoring process is in place to review this.

6 Audit Process

- 6.1 This was the first year of the joint audit approach with the Head of Internal Audit concluding that the process has worked well, completing the audits within the agreed timeframe, raising meaningful actions for ARP and reducing duplication of the audit process for ARP.
- 6.2 Audit Leads have met to discuss the audit process in respect of ARP and have suggested the following changes could be made for the 18-19 audits:
- Overpayments and Council Tax audits to be a combined report with separate assurance levels;
 - Include non-alignment of processes as a risk with the 2018/19 audit terms of reference;
 - With agreement of ARP management, monthly or quarterly audit testing throughout the year to be introduced.
- 6.3 Feedback is welcomed regarding the joint approach process.

Laura Fuller (East Suffolk – Audit Manager – Internal Audit)

Jon Snares (West Suffolk - Service Manager – Internal Audit)

Katherine Woodward (Fenland District Council - Shared Internal Audit Manager)

COUNCIL TAX

Council Tax 17/18

Council Tax 17/18

Council Tax 17/18

Council Tax 17/18

Council Tax 17/18

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HOUSING BENEFIT
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Housing Benefits 17/18

OVERPAYMENTS

Overpayments 17/18

Overpayments 17/18

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NNDR
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ARPE
Bailiff Services 17/18
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Bailiff Services 17/18

Bailiff Services 17/18

Bailiff Services 17/18

Finding

Credit balance reports are not routinely produced and reviewed (as raised in the Council Tax 2016/17 Audit) and there is no built in procedure for identifying over-payments which put accounts in credit.

Testing has concluded that credits can appear on accounts and remain, or increase in value, for a period of time with no corrective action being taken:

- For 5 / 28 accounts reviewed, correspondence / action was not seen to inform the liable party (or appropriate person) that a credit had appeared on the account and a refund was due. 4 of these accounts (2 x WDC, 1 x SEBC, 1 x ECDC) were live accounts and 1 (BC) liability had ended.
- For 1 account (SCDC) where liability ended in June 2017, a total of three payments have subsequently been received. A forwarding address is present, but there has been no correspondence sent to the customer. Bank details are present as a refund was made to this customer in July 2017.
- 3 live accounts (2 x BC, 1 x ECDC) in credit would not normally be identified or contact made with the customer until year end.
- Testing of Payment Collection and Refund Issue identified that a failed payment to a customer (SEBC) had correctly been returned to the CT account, but action had not been taken to refund this credit to the customer again.

A review of 28 accounts with a credit balance identified that action has commenced on 5 accounts to resolve the credit, but this had not been followed up to conclude the process:

- For 2 accounts (BC x 1, FHDC x 1) where liability had ended, correspondence was observed as being sent to the liable party (or appropriate person) more than 6 months ago, requesting details to enable the credit to be refunded. At the time of testing, no response had been received and no further action (i.e. tracing) was evident;
- For 1 account (SEBC - liability ended) where a response had not been received from the creditor as a forwarding address had not been provided, no further action had been taken. Tracing would normally only be identified as requiring to be done if post had been returned on Civica;
- For 1 account (SCDC -liability ended) an adjustment notice was sent to the forwarding address on 15/08/17 stating that the credit will be paid back into the bank account within 2 weeks. At the time of testing, this had not been completed (January 2018) and there was no diary date entered onto the account;
- For 1 account (WDC) where liability ended in October 2017, a credit has been created through SPD and exemptions being applied to the account. An adjustment letter requesting bank details was sent on 07/11/17, but a response has not been received, however, bank details are available as a credit was issued in October.

Write off reconciliations are not being undertaken for Fenland or Suffolk Coastal as ARP are not being provided with write off information. A review of write off transactions on Academy confirmed that write offs (predominantly small balance write offs) are occurring for these authorities.

Of the 169 income / write off / refund reconciliations reviewed, 12 (7.1%) were not considered to be authorised in a timely manner (i.e. within 10 working days of the reconciliations being completed). As the reconciliations are reviewed electronically, there should not be a significant time delay. Additionally, the email trail to support the reconciliations had a different value to the actual reconciliation balance on 6/169 reconciliations reviewed but this was not noted by the authoriser, one of these reconciliations had a variance of (£162,581,854.86), which upon enquiry by Internal Audit was satisfactorily explained as the positive and negative figures had been transposed.

It is acknowledged that it is not necessary to undertake a suspense account reconciliation if there are no entries on the account, however, for the period tested, 52 reconciliations could have been expected, if completed each month:

- There were 4 occasions where it would have been considered necessary for a reconciliation to be undertaken as there were entries in the suspense account;
- A full management trail was not evident for 11 of the reconciliations completed as the email containing the authorisation did not include the reconciliation balance figure;
- There was no evidence of management oversight for 8 reconciliations as the reconciliations had not been sent for approval.

A process is in place to provide access, make changes and terminate access for ARP staff, however, there is currently no process to alert ARP to staff transfers within each authority which may affect user access to ARP databases and a report is not currently available to determine who has not logged into Civica for a period of time.

For leavers, it is acknowledged that controls are in place as non-use of the system will result in Academy access being revoked and Civica access will not be possible as network access will be removed.

Testing highlighted that there is no nominated custodian for Civica with no apparent link for communicating user permission amendments between Academy and Civica to provide an alignment of access across the databases.

Testing identified that one ECDC Customer Services officer has access to the West Suffolk data via Civica, whilst a historical working requirement may have seen a need for this, it is understood that this is changing with Connect & Serve.
Four of the Customer Services staff included within the sample work in a Shared Service where access to both authorities was apparent on Civica. However, user permissions were observed as live or revoked for Academy for one of the partner authorities with no access to the second authority.

Write offs are not occurring on a routine basis at all authorities with inconsistency observed in the batch process, for example the circumstance code report for SCDC indicated write offs referred in 2012 were still pending but with no details on the account as to why this may not have yet been processed.

Write off documentation and approvals are dispatched to the authority in hard copy format which increases the risk of these documents being mislaid.
The process for WDC and SCDC includes the completion of an A4 checklist for each write off proposal which is accompanied by hard copy documentation which is then provided to the authorising officer.
The use of hard copy documents could lead to a loss of data, potentially contravening the Data Protection Act, and increases the time delay in approvals (reported 2016/17).

A total of 42 exemptions, discounts and reliefs were tested. Incorrect student discount start dates were noted in both accounts tested at SCDC:
- A student discount start date was input on Academy as 01/09/16, the student certificate on Civica shows the course start date as 19/09/16;
- A student discount start date was input on Academy as 20/10/15, the student certificate on Civica shows the course start date as 26/09/16. (Note: both these discounts were granted in the 2017/18 period.)
The dates had been amended by the Compliance team when looking at SPD.

Account actions not yet processed were noted at SCDC:

- Two accounts both had allowances still on the account, yet evidence had been received but not yet processed to support the end of the discount/exemption;
- A further account where a student discount had been stopped from 01/11/17, a new student certificate had been received/scanned onto Civica on 28/10/17 and as at 28/11/17 this certificate had not been processed and the discount had not been reapplied;
- Another account with an empty, unoccupied and unfurnished discount – ARP was informed on 20/10/17 of the sale of the property, as at 28/11/17 the move has still not been processed and the exemption is still on the account.

A sample of 35 accounts confirmed that the correct debt recovery actions were taking place, however, further action to conclude 4 of the accounts in the sample is required:

- 1 x BC account, the liable person died in 2002 suggesting the debt should be written off;
- 1 x SCDC account, the liable person is deceased. Correspondence was observed (dated 12/01/17) enquiring if sums were due from the estate in respect of CT; a response from ARP could not be located;
- 1 x WDC account, liability ended in 2000 and a minimal amount is due (0.01p) with another £277.13 pending write off which requires actioning;
- 1 x WDC account, a low value debt has not been pursued (£4.80 for liability in 2009) and has ENFO correction code suggesting this requires writing off / actioning.

Some authorities (WDC & FC) have long standing variances and open queries with the VO, with one query dating back to 2015. Whilst the authority knows when these variances occur, the property that it relates to is not always apparent and should be identified.

Some authorities (WDC & FC) have long standing variances and open queries with the VO, with one query dating back to 2015. Whilst the authority knows when these variances occur, the property that it relates to is not always apparent and should be identified.

QA are not selecting transactions for Customer Service Staff as part of the 4% checking, (as raised in the Council Tax 2016/17 Audit).

Discussions with the Training Officers have concluded that no specific Money Laundering Training has been completed for new starters from 01/04/17. Money Laundering is covered lightly if and when there are concerns in the area.

Finding

A Civica process to review self-employed earnings was introduced in May 2017; 15/28 accounts in this test had been assessed after 01/06/17, but only 1 had completed the process to review the income, 8 of these accounts did have a diary note to prompt for a review but 4 accounts had no diary note (the remaining two accounts are not applicable). It is acknowledged that account reviews may have previously been identified through FERIS and this is a new process for assessors.

2/28 claims within the sample were considered to be incorrectly assessed, these were not included within QA sample checking:

- A backdate had been awarded for an incorrect period (FC). This was identified during testing and a correction was made resulting in an LA error overpayment.
- An award was given despite this being a high risk claimant (WDC) for which all required supporting documentation had not yet been received (also occurred in rental testing); this error was later identified for an assessor.

The following anomalies were identified with the allowed expenses for 3/28 claims tested:

- Business entertainment costs were incorrectly permitted (BC) - Team Manager addressing this following identification during testing;
 - Information was provided suggesting that a monthly self-employed salary was being paid to the claimant (BC); this does not appear to have been queried and was allowed as an expense;
 - All 'use of home as an office' costs were permitted which is inconsistent with other claims tested (FC), additionally, the tenancy agreement states: "Not to receive paying guests or carry on or permit to be carried on any business trade or profession on or from the property". (Team Manager addressing this following identification during testing).
- For another 2/ 28 accounts included in the sample, some expenses had not been allowed (FC, SCDC), but the account notes did not detail the reason for this or there was no evidence of further enquiries with the claimant.

A process is in place to provide access, make changes and terminate access for ARP staff, however, there is currently no process to alert ARP to staff transfers within each authority which may affect user access to ARP databases and a report is not currently available to determine who has not logged into Civica for a period of time.

For leavers, it is acknowledged that controls are in place as non-use of the system will result in Academy access being revoked and Civica access will not be possible as network access will be removed.

Testing highlighted that there is no nominated custodian for Civica with no apparent link for communicating user permission amendments between Academy and Civica to provide an alignment of access across the databases.

Testing identified that one ECDC Customer Services officer has access to the West Suffolk data via Civica, whilst a historical working requirement may have seen a need for this, it is understood that this is changing with Connect & Serve.
Four of the Customer Services staff included within the sample work in a Shared Service where access to both authorities was apparent on Civica. However, user permissions were observed as live or revoked for Academy for one of the partner authorities with no access to the second authority.

Of the 14 returned payment reports review, 1 returned payment had not been actioned due to incorrect filing of the ARUCS (automated return of unapplied automated credits) report which suggested that the report tasks had been completed. The QA Team Manager was notified of this during testing

It could be considered that 2/14 failed payments could have been prevented. For one, a change in bank details had been received by HB Overpayments, but there had been no consideration as to whether this may affect the payments made to the claimant. For the second, the bank details had been correctly provided on a new claim form but had not been updated.

A payment was returned by the bank as the account holder was deceased; this appeared on the ARUCS report but the claim was not suspended by QA, resulting in a subsequent payment being attempted and returned when the claim was then suspended.

Testing concluded that errors with 2 Universal Claim awards had been identified previous to the audit by Assessors and corrective action had already been taken to recover the associated overpayments. For 1 application, the claim had been put into payment, but should not have been. For another, the UC award was incorrectly entered, but this was not identified through a QA check

For 3/35 claims reviewed, it was considered that the income had not been correctly entered / challenged at the time of the assessment and this could have an impact on the claim:

- net income was entered instead of gross (SEBC).
- the bank statement showed monthly entries of £1100 but this was not entered or appeared to have been challenged (SCDC)
- CTX income was not entered at the time of assessment (01/11/17), this was identified by an assessor (17/01/18) and adjusted

Elements of the high value payment report were being copied and pasted into a new document instead of saving the complete document and providing a full management trail.

QA Module users vary across the partnerships and naming conventions in use at some authorities do not clearly identify the user

For 1/74 claims reviewed, it was noted that a high risk claim (BC) was put into payment before the supporting documentation was received / claim information was verified. A process map for high risk claims was introduced on 13/03/17, however, this claim was assessed and awarded on 11/10/17, concluding that the process was not followed. This error was discovered the following month resulting in the claim being suspended on 10/11/17 (also occurred in self-employed testing).

Income was incorrectly entered for 4/74 accounts tested in the sample. These errors would have no or very little impact on the award:

- 1 x capital amount was not entered onto the household income following the removal of the passported status (BC). It could be assumed that the capital remains under the threshold which was the case prior to the claimant becoming passported for a short period of time;
- 1 x war disablement pension (ECDC) was incorrectly entered at the uprated value for a 3 week period – income is disregarded so no impact on claim;
- 1 x net income incorrectly entered by 0.10p (BC) – resulted in 0.06p underpayment;
- 1 x 0.01p error in the SRP (SCDC) – resulted in 0.40p underpayment.

The Team Manager arranged for corrections to be undertaken on these accounts following notification of the errors.

The completion and authorisation of reconciliations are not always undertaken, sent for review or authorised in a timely manner (i.e. within 10 working days of the month end and authorisation within 10 working days of the reconciliation completion).

42 HB/CT imbalances (benefit exceeds CT liability) for the 2016/17 financial year were apparent at the time of testing (January 2018).

Finding

A process is in place to provide access, make changes and terminate access for ARP staff, however, there is currently no process to alert ARP to staff transfers within each authority which may affect user access to ARP databases and a report is not currently available to determine who has not logged into Civica for a period of time.

For leavers, it is acknowledged that controls are in place as non-use of the system will result in Academy access being revoked and Civica access will not be possible as network access will be removed.

Testing highlighted that there is no nominated custodian for Civica with no apparent link for communicating user permission amendments between Academy and Civica to provide an alignment of access across the databases.

Testing identified that one ECDC Customer Services officer has access to the West Suffolk data via Civica. Whilst a historical working requirement may have seen a need for this, it is understood that this is changing with Connect & Serve. Four of the Customer Services staff included within the sample work in a Shared Service where access to both authorities was apparent on Civica. However, user permissions were observed as live or revoked for Academy for one of the partner authorities with no access to the second authority.

The Assistant Recovery Manager (West) does not have oversight of the overall debt status or performance. The Operations Manager (East) will periodically look at the recovery stages and ask for debts to be moved on, but this does not appear to be a routine process or the debts are following a continual cycle of recovery stages with no definitive conclusion. Testing identified debts which had a delay in the next process:

- A delay in recovery was identified for 1/21 debts tested; the invoice under housing benefit was terminated but there was then no action for alternative recovery arrangements for 8 weeks. Whilst this debt was only for a value of £111, recovery action should have been implemented earlier.

For 1/21 debts tested, with a value in excess of £10k, there had been no monitoring or DEA (deduction from earnings) payment for a 12 month period.

The Overpayments Team are able to take credit and debit card payments from debtors. A review of the Payment Card Industry Data Security Standards eLearning records has identified that only one officer has completed this training.

Overpayment write-offs are not routinely processed for ARP East, resulting in a backlog of write-offs, for previous financial years, relating to Waveney DC and Suffolk Coastal DC. As at March 2018, approximately £230k was reported as being recommended for write off for ARP East.

An irregular pattern for writing off is in place at ARP West.

As at March 2018, approximately £13k was reported as being recommended for write off for ARP West.

Write off documentation and approvals are dispatched to the authority in hard copy format which increases the risk of these documents being mislaid.

The process for WDC and SCDC includes the completion of an A4 checklist for each write off proposal which is accompanied by hard copy documentation which is then provided to the authorising officer.

The use of hard copy documents could lead to a loss of data, potentially contravening the Data Protection Act, and increases the time delay in approvals (reported 2016/17).

Errors were noted for 3/28 overpayments tested. These errors would affect the value of the overpayment, the collection of the debt or the issuing of correct information to the debtor but do not affect the classification of the overpayment:

- Incorrect entry of a monthly salary (by £2.00 per month) (ECDC);
- The Overpayments Team were not notified by Housing Benefit of a change of debtor name for one account (ECDC);
- The Overpayment reason detailed in the correspondence to a debtor was incorrect for one account (FHDC).

Management oversight of the suspense account activity and reconciliations is not consistently apparent. There did not seem to be any evidence of Management requesting the suspense accounts if these had not been included within the monthly reconciliation emails to the Strategic Manager and authority (10/35 reconciliations had not been sent due to human error).

Of the 168 reconciliations reviewed, 24 (14.2%) were not considered to be authorised in a timely manner (i.e. within 10 working days of the reconciliations being completed). A review of calendars did not suggest any annual leave during the period. As the reconciliations are reviewed electronically, there should not be a significant time delay. Additionally, the email trail to support the reconciliations had a different value to the actual reconciliation balance on 3/168 reconciliations reviewed.

Finding

VO Schedules are received weekly and reconciliations take place to identify differences between the VO rating list and the Academy system as the VO schedules detail amendments required to the rating list. Even though there are differences the NNDR charge raised on Academy is correct as the ARP have correctly recorded properties which have been merged or split within Academy. The ARP are waiting on the VO to make these amendments to the rating list.

Testing identified that for 53 out of 70 VO schedules tested they were not always reconciled and checked timely, and for 26 out of 70 VO schedules tested they were not always signed and dated by the completing and reviewing officers.

If incorrect amendments are made to the rating list or if reconciliations are delayed it could result in loss of income and reputational issues.

Inspections on the exempt empty properties had not been completed timely for 8 of 16 accounts reviewed. Of the accounts sampled, inspections took between 4 months and 18 months to be completed, and there is an outstanding inspection which was requested in May 2016.

Inspections on empty commercial properties had not been completed timely for 4 of 14 accounts reviewed. Of the accounts sampled, inspections took between 10 months and 15 months to be completed, and there is an outstanding inspection which was requested in October 2017.

Currently no timetable exists for the inspection of empty properties due to staff shortages. If properties become occupied and an exemption is no longer applicable this could result in loss of income and reputational issues.

5 out of 29 reliefs / discounts were awarded correctly but there was not always evidence available to support the validity of the relief / discount. For these accounts, Internal Audit independently verified the validity of the relief / discount to conclude that these had been correctly awarded.

A further 5 out of 29 reliefs / discounts were awarded correctly, but evidence was not always retained to confirm that independent checks had been undertaken by the NNDR team on the validity of reliefs and discounts awarded. For example, Public Houses are checked to ensure it is the only one in the area prior to the relief / discount being awarded but there is no evidence to confirm this check has been completed. Charities are checked to the Charity Commissioner's website to confirm their charity status, but no evidence of this check is retained and no further checks are undertaken to confirm entitlement remains valid upon receipt of a NNDR relief review form.

The debt recovery process is automated within the system, however, there is no Management review. Reports are not currently produced for NNDR Management to review the debt management status of accounts to enable them to have an overview of the debts within each debt recovery stage.

Finding 6 includes debt recovery issues and supports the need for this check to be reintroduced.

Once debts have been passed to ARPE to recover, no further monitoring / action is undertaken by NNDR until payments are received or the NNDR team are notified that the ARPE were unable to collect the debts.

At the time of the audit NNDR arrears equated to 1.6% of the total annual NNDR charge raised for the 2017/2018 year.

Of the 35 arrears reviewed, there were delays between recovery steps for 13 of the samples. The delays were between of 2 – 8 months and equate to £50,828.89.

When correspondence is received from ratepayers, this automatically puts recovery action on hold until the correspondence has been processed. Priority is not given to accounts in arrears.

Money laundering training takes place when there is a need within the team. Online training was completed in February 2016, however, money laundering is only discussed briefly with new starters and no evidence is retained to confirm that any training has taken place.

System administrators do not currently run reports to detail user access to the Academy NNDR system, to ensure that segregation of duties are satisfactory, thus, access controls are not being reviewed.

Testing identified:

- staff with the same job titles had different system access permissions when they should be aligned;
- one member of staff who should no longer require access to the system;
- five members of staff had left the authorities who had not had their permissions removed.

Inaccurate system permissions could lead to fraud, error or misappropriation.

For 3 out of 21 write offs reviewed evidence was not available to confirm that monies due from a company that had gone into liquidation had been requested.

Finding

All income reconciles to the finance system.

All payments reconcile to the finance system.

At the time of testing, there was an issue with the remaining balance that is left in One Step agreeing to the Agresso financial system. This does not currently balance but is continually being investigated.

The remaining balance identified during the last test was £250. This amount was considered not to be material enough to justify a high risk recommendation.

Reconciliations are performed on a regular monthly basis by the Finance Officer These are retained on the shared drive. Paper copies of the monthly reconciliations are no longer held or retained. Electronic authorisation of the reconciliation should be obtained and retained every month. This has not been evidenced during testing.

There was a gap in reconciliations for August and September 2017 due to the implementation of the new system and related issues with reporting

Procedures for the recovery of Housing Benefit overpayments have been introduced for Fenland District Council. The remaining Authorities, with the exception of Waveney District Council and Suffolk Coastal District Council, are also in the process of being passed to the Enforcement Team for recovery action.

ARPE are now collecting for ARP West and when alignment work is completed, this will be introduced for ARP East.

Unallocated payments to individual accounts within One Step appear to be making the monthly reconciliation process more difficult than anticipated. There are some historic unallocated payments as well as new unallocated payments. These are not cleared promptly and sit in suspense account.

There is no system use form completed for One Step system access. This includes new users and amending permissions. It is typically a case of a team manager from council tax or recovery contacting the Enforcement Team and requesting access for a member of staff whose role now requires them to have access to the system. Reliance is placed on Managers advising the Team that a member has left and access is no longer required.

Recommendation	Original Target Date
<p>Operations Managers (Revenues): It can be difficult to identify from the large credit report these current year credit balances and we cannot stop payments being made. Refunds should be dealt with within 21 days upon receipt of bank details and are a daily task (WDC & SCDC). Limited work has been undertaken on very old credit balances, however with staff moves, this may not have continued. Not keen to refund on live current year accounts with CTRS in place. A CDS/SQL query could be run to look at closed accounts and the date of the last payment to identify some credit balances. Credit balances are now not reviewed by new staff.</p> <p>Strategic Manager (Revenues): Unless the credit report is created and reviewed, officers are not going to be alerted to the account balance. Resources are deployed to other work processes which are a higher priority than credits. A report is being prepared for OIB regarding resources – March 2018 which may assist in addressing this. There could be consideration to introducing a process to write off old credits if all attempts to refund this to the customer have failed; the amount can be written back onto the account and returned to the customer if necessary.</p>	<p>30/09/2018</p>
<p>Operations Manager (Revenues): A credit process map has been in place for several months which should reduce and eradicate these issues but some further work is required on the map to ensure that a conclusion is arrived at on the process. We also need to identify which accounts had processes which commenced prior to the map and are incomplete.</p> <p>Strategic Manager (Revenues): Staff will be reminded to comply with the process maps.</p>	<p>31/08/2018</p>

<p>Strategic Manager (Support): Arrangements will be made to ensure that ARP Finance are provided with the batch write off data to be provided by all authorities to undertake the reconciliations. This will need involvement from the Strategic Manager (Revenues).</p>	<p>31/07/2018</p>
<p>Strategic Manager (Support) The authority finance teams need to be reminded of their responsibility for checking the reconciliations and addressing GL variances, communications will commence with authority Finance Teams (this is already commencing with ECDC). The Strategic Manager will review the quarterly and year end reconciliations to ensure that these are correct.</p>	<p>31/08/2018</p>
<p>Strategic Manager (Support): If entries have occurred within the suspense account during the month, it would be appropriate for a reconciliation to be undertaken within 10 working days of the month. Need to ensure that authority finance teams are aware of their responsibility for checking the reconciliations (communications will commence with authority Finance Teams regarding this) and addressing entries which may relate to their debtors rather than revenues and benefits. The Strategic Manager will review the quarterly and year end reconciliations to ensure that these are correct.</p>	<p>31/08/2018</p>
<p>Strategic Manager (Support): The Operations Teams for Revenues and Benefits need to drive the permissions for their groups and when this is agreed, the permissions can be reviewed through the systems access project. Permissions need to be defined by Operations by October 2018 to enable this to be completed within the 2018/19 year. Team Manager (System Admin): Host authorities will be approached to provide details of 'movers' which may affect the user permissions for ARP databases. There will be consideration to reviewing the non-ARP staff who have Civica access on (at least) an annual basis to ensure that those who do not require access cannot view debtor's data. Strategic Manager (Benefits): Agree that Operations needs to drive and define the permissions. Strategic Managers (Revenues): Agree that Operations needs to define the permissions however, details of permissions currently in use and available need to be provided to enable these decisions to be made.</p>	<p>31/03/2019</p>

<p>Strategic Manager (Support): The Civica custodian is moving away from Systems Admin to the EDMS project link. Agree that a link is needed for staff role changes, this could possibly be a script into the EDMS action tray from Academy.</p> <p>Strategic Manager (Benefits): A Lead Benefits Officer has been appointed for EDMS, there will need to be consideration for harmonisation and replicating of Academy access within Civica.</p> <p>Strategic Manager (Revenues): A Lead Revenues Officer has been appointed for EDMS, agree that harmonisation and replicating of Academy access with Civica is needed. This could be done by Systems Admin sending a monthly report to EDMS of the revoked users and change requests.</p>	<p>31/03/2019</p>
<p>Team Manager (System Admin): Clarification is to be obtained from host authorities (via questionnaires) to confirm which databases Customer Services staff require access to and permissions are to be adjusted accordingly.</p>	<p>31/03/2019</p>
<p>Operations Managers (Revenues): The Assistant Team Manager is being tasked with collating all write offs for processing. The write off procedure and process is to be looked at but could result in significant changes, for example, the West put a code on the account and this would need to be replicated on all relevant accounts across the partnership.</p> <p>Strategic Manager (Revenues): A resource is in place to address these and this will be monitored.</p>	<p>31/08/2018</p>
<p>Operations Managers (Revenues): No reason why this could not be done electronically and this will be explored. The intention is to align to the write off procedures and this would be included within this work.</p> <p>Strategic Manager (Revenues): Agree</p>	<p>31/08/2018</p>
<p>Operations Managers (Revenues): The Compliance team have amended both of these dates when looking at SPD. A process for handing accounts back to CT from Compliance needs to be agreed and implemented to ensure that the account is updated with the correct details.</p> <p>Strategic Manager (Revenues): Need to be proportionate with any checking process that may be introduced.</p>	<p>31/08/2018</p>

<p>Operations Managers (Revenues): Work has been drip fed for Council Tax since December 2017 and we are currently 8 weeks behind. There is a priority list and account actions in front of discounts include deaths, refunds, direct debits, benefit memos and priority emails. This action would have the same priority as a move and accept that these are not done in a timely manner and should ideally be completed within 21 days.</p> <p>Work is monitored with an action plan in place and recently more resources have been put into place to address moves, discounts and exemptions. This targeted work addresses oldest moves and discounts.</p> <p>Strategic Manager (Revenues): A report is being taken to OIB in March 2018 regarding resources.</p> <p>The Resilience Team will also help to reduce backlogs.</p> <p>At the time of annual billing, this area was up to date.</p>	<p>31/08/2018</p>
<p>Operations Managers (Revenues): EDMS processes are to be reviewed to prevent recurrence of these issues.</p> <p>Strategic Manager (Revenues): Account details have been requested to address this with the relevant staff.</p>	<p>31/08/2018</p>
<p>Operations Managers (Revenues): It's not ideal to have the variances, but resolving these is not always easy with the VO. Initially, enquiries will be made with the individual authorities.</p> <p>Fenland is a small database and a full match between the VOA listing and Council Tax database could be done.</p> <p>Waveney has approximately 57,000 properties and is a larger task with lots of reports to run and comparisons to do.</p> <p>Need to look at the best way to do this with the available resources, and identify which band is affected (possibly through year end process by analyses of parish and band).</p>	<p>31/10/2018</p>
<p>Strategic Manager (Revenues): Will ensure that WDC & FC are following the established process for identifying and recording variances.</p> <p>A cross referencing exercise will be completed following year end to identify property differences.</p>	<p>31/05/2018</p>

<p>Support Manager (Training, QA & Admin): As QA checks are identified through Civica (as opposed to the QA module which is used for HB), we cannot specify/ identify staff through this. Potentially, Breckland staff could be included within the sample, but as they do not currently complete a full process in Civica, these staff cannot be targeted. If issues are identified, these will have to be raised with the Customer Services Manager.</p> <p>Refunds are checked.</p> <p>Contact Centre staff have received training in the past, EDMS team members have been training these staff in the new processes as well. Enquiries will be made as to whether there are any jobs which can be run to identify any processes which are being undertaken by these staff. This may also identify tasks that they shouldn't be doing.</p> <p>Strategic Manager (Support): User permission work will identify which access levels are in place and give an indication as to where transactional checks are required.</p>	<p>31/08/2018</p>
<p>Support Manager (Training, QA & Admin)</p> <p>This will be addressed with the Training officer—who will deliver the corporate training. This will be delivered to new starters during induction and then rolled out to existing staff.</p> <p>Potential for discussions with the HR Business Partner to arrange access to the West Suffolk e-learning package.</p>	<p>31/08/2018</p>
<p style="text-align: center;">Recommendation</p>	<p style="text-align: center;">Original Target Date</p>
<p>Operations Managers (Benefits): Assessors will be reminded to align review dates with preparation of claimant's accounts and to go through the Civica process.</p> <p>Strategic Manager (Benefits): Agree.</p>	<p>31/07/2018</p>
<p>Operations Managers (Benefits): Further investigations have concluded that this back date was awarded due to user error reminders / training to assessors will be provided.</p>	<p>31/07/2018</p>

<p>Operations Managers (Benefits): Staff training was delivered on this subject in the last 12 months and further training is planned. Self-employed is a more complex area of work but there is plenty of guidance, training and support.</p> <p>If making judgements this must be note booked and this is detailed on the process map.</p> <p>The new 50% earnings checks will not include self-employed earnings. Have debated assigning staff to SE accounts but this is not practical; focused QA checks maybe of use if they have the capacity. QA currently have a lot of new staff so resource may not be available for approximately 6 months.</p> <p>Fraud team have looked at some accounts and support is available within the team.</p> <p>Geographically we cannot scrutinise self-employed accounts on a 1-2-1 basis. Do have knowledge of other authorities doing this resulting in a number of claims being retracted, but very time resourceful.</p> <p>Strategic Manager (Benefits): The process maps need to be reviewed to ensure these are appropriate and requesting the correct process. Individual staff are to be made aware of errors through 1-2-1s. Subsidy training sessions have recently been delivered (March 2018).</p>	<p>31/07/2018</p>
<p>Strategic Manager (Support): The Operations Teams for Revenues and Benefits need to drive the permissions for their groups and when this is agreed, the permissions can be reviewed through the systems access project.</p> <p>Permissions need to be defined by Operations by October 2018 to enable this to be completed within the 2018/19 year.</p> <p>Team Manager (System Admin): Host authorities will be approached to provide details of 'movers' which may affect the user permissions for ARP databases.</p> <p>There will be consideration to reviewing the non-ARP staff who have Civica access on (at least) an annual basis to ensure that those who do not require access cannot view debtor's data.</p> <p>Strategic Manager (Benefits): Agree that Operations needs to drive and define the permissions.</p> <p>Strategic Managers (Revenues): Agree that Operations need to define the permissions however, details of permissions currently in use and available need to be provided to enable these decisions to be made.</p>	<p>31/03/2019</p>

<p>Strategic Manager (Support): The Civica custodian is moving away from Systems Admin to the EDMS project link. Agree that a link is needed for staff role changes, this could possibly be a script into the EDMS action tray from Academy.</p> <p>Strategic Manager (Benefits): A lead Benefits Officer has been appointed for EDMS, there will need to be consideration for harmonisation and replicating of Academy access within Civica.</p> <p>Strategic Manager (Revenues): A lead Revenues Officer has been appointed for EDMS, agree that harmonisation and replicating of Academy access with Civica is needed. This could be done by Systems Admin sending a monthly report to EDMS of the revoked users and change requests.</p>	<p>31/03/2019</p>
<p>Team Manager (System Admin): Clarification is to be obtained from host authorities (via questionnaires) to confirm which databases Customer Services staff require access to and permissions are to be adjusted accordingly.</p>	<p>31/03/2019</p>
<p>Support Manager (Training, QA & Admin): A process to identify ownership of ARUCs reports has been introduced within the QA Team to aid in preventing this occurrence in the future.</p>	
<p>Operations Managers (Benefits): The customer could chose to make account payments to / from separate accounts. Staff will be reminded to check bank account details.</p>	<p>31/07/2018</p>
<p>Support Manager (Training, QA & Admin): In the past, the claim would be suspended by QA, who would contact the customer and obtain bank details. This was handed to the HB Team and will be raised with the Operations Managers to clarify the responsibilities.</p> <p>Operations Managers (Benefits): Responsibilities will be clarified with QA.</p> <p>Strategic Manager (Benefits): Agree that responsibilities need to be clarified as the HB team should deal with the ARUCs actions.</p>	<p>31/07/2018</p>

<p>Support Manager (Training, QA & Admin) The QA Team have had UC training, the QA Officer who completed this check did attend this. This instance occurred during the early stages of UC. All of the team know what to do as UC claims are in the desk aid checklist. Not seeing a need for focused UC checks –don't have resilience, have lots of new starters to focus on and there will be an element of human error.</p>	
<p>Operations Managers (Benefits): It has been highlighted that there is an issue with earnings input that needs to be resolved. Earnings changes which affect the claim will be sample checked (50% of relevant claims). The process map will ask the assessor if there has been a change to earnings, if yes the claim will go into the Civica QA tool to be checked by another assessor. The intention is for assessors to learn by being involved in the checking process.</p> <p>Strategic Manager (Benefits): Earnings checks (by Assessors) have commenced which will identify errors before claims are put into payment. This will also see an osmosis of learning.</p> <p>A time and motion study is being undertaken to assess the impact on time and resources if earnings checks were introduced on the remaining 50%.</p> <p>FERIS manager can be used to review cases which have not had an alert under the Verify Earnings and Pensions service (VEP) or an assessment for a set period of time.</p>	31/07/2018
<p>Support Manager (Training, QA & Admin) Writing procedure notes to align the QA processes across the partnership; this will include ensuring that the integrity of the reports and a sound management trail is provided.</p>	31/08/2018
<p>Support Manager (Training, QA & Admin) Access is restricted and unnecessary users have now been removed. Team Managers now do not have access. System Admin have been advised that the Support Manager (Training, QA & Admin) has to approve all QA module users</p>	
<p>Operations Managers (Benefits): Academy does not stop the payment being made if it is classified as 'high'.</p> <p>There is a process in Civica to follow for high risk claims and the checks to perform so this should not occur.</p> <p>The account will be looked into further.</p> <p>Strategic Manager (Benefits): Process map questions can erroneously be pressed to get onto next stages. If staff are not complying with the process map and errors are identified through QA and earnings checks, this will be addressed in 1-2-1s.</p>	31/07/2018

<p>Operations Managers (Benefits): We work to the DWP guidance for capital verification and would like to move towards a process where claimants declare whether their capital is under the threshold. A subsidy training session is planned which will address some errors. Human error occurs and these are raised in staff meetings and training.</p> <p>Team managers also deliver adhoc training sessions as required and Civica training is ongoing.</p> <p>Strategic Manager (Benefits): If staff are not complying with the process map and errors are identified through QA and earnings checks, this will be addressed in 1-2-1s.</p> <p>Subsidy training sessions have recently been delivered (March 2018).</p>	<p>31/07/2018</p>
<p>Operations Managers (Benefits): Agree these should be done on a more regular basis and work is prioritised.</p> <p>Will aim to do in ten working days.</p>	<p>30/04/2018</p>
<p>Team Manager (Systems Admin): A monthly rota could be introduced for officers to resolve these and this may also help in reducing Helpdesk calls.</p> <p>Year-end process should include clearing the imbalances.</p> <p>There are some errors which occur within the reporting tool, which arise if events are not completed in the sequence that the system expects.</p>	<p>31/03/2018</p>
<p>Recommendation</p>	<p>Original Target Date</p>
<p>Strategic Manager (Support): The Operations Teams for Revenues and Benefits need to drive the permissions for their groups and when this is agreed, the permissions can be reviewed through the systems access project.</p> <p>Permissions need to be defined by Operations by October 2018 to enable this to be completed with the 2018/19 year.</p> <p>Team Manager (System Admin): Host authorities will be approached to provide details of 'movers' which may affect the user permissions for ARP databases.</p> <p>There will be consideration to reviewing the non-ARP staff who have Civica access on (at least) an annual basis to ensure that those who do not require access cannot view debtor's data.</p> <p>Strategic Manager (Benefits): Agree that Operations need to drive and define the permissions.</p> <p>Strategic Managers (Revenues): Agree that Operations need to define the permissions however, details of permissions currently in use and available need to be provided to enable these decisions to be made.</p>	<p>31/03/2019</p>

<p>Strategic Manager (Support): The Civica custodian is moving away from Systems Admin to the EDMS project link. Agree that a link is needed for staff role changes, this could possibly be a script into the EDMS action tray from Academy.</p> <p>Strategic Manager (Benefits): A Lead Benefits Officer has been appointed for EDMS, there will need to be consideration for harmonisation and replicating of Academy access within Civica.</p> <p>Strategic Manager (Revenues): A Lead Revenues Officer has been appointed for EDMS, agree that harmonisation and replicating of Academy access with Civica is needed. This could be done by Systems Admin sending a monthly report to EDMS of the revoked users and change requests.</p>	<p>31/03/2019</p>
<p>Team Manager (System Admin): Clarification is to be obtained from host authorities (via questionnaires) to confirm which databases Customer Services staff require access to and permissions are to be adjusted accordingly.</p>	<p>31/03/2019</p>
<p>Operations Managers (Revenues): Alignment will include looking at the reporting with the intention for completion in 2018/19, however, reliance on 3rd parties, systems admin and creation of East and West Suffolk may impact this implementation.</p> <p>Each account will have to be reviewed to identify which recovery stage they are and how to replace this.</p>	<p>31/03/2019</p>
<p>Operations Managers (Revenues): Enquiries with the HR Business Partner will be made to ensure that staff that can access the e-learning module.</p>	<p>31/08/2018</p>
<p>Operations Managers (Revenues): The Assistant Team Manager is being tasked with collating all write offs for processing.</p> <p>The write off procedure and process is to be looked at but could result in significant changes, for example, the West put a code on the account and this would need to be replicated on all relevant accounts across the partnership.</p> <p>Strategic Manager (Revenues): A resource is in place to address these and this will be monitored.</p>	<p>31/08/2018</p>

<p>Operations Managers (Revenues): No reason why this could not be done electronically and this will be explored. The intention is to align to the write off procedures and this would be included within this work. Strategic Manager (Revenues): Agree</p>	<p>31/08/2018</p>
<p>Operations Managers (Benefits): Letters should be checked and staff will be reminded of this in meetings and training sessions. Strategic Manager (Benefits): Agree. Staff need to be vigilant of changes which may affect recovery actions on accounts.</p>	<p>31/07/2018</p>
<p>Strategic Manager (Support): The authority finance teams need to be reminded of their responsibility for checking the reconciliations and addressing GL variances entries which may relate to their debtors rather than revenues and benefits, communications will commence with authority Finance Teams. The Strategic Manager will review the quarterly and year end reconciliations to ensure that these are correct.</p>	<p>31/08/2018</p>
<p>Strategic Manager (Support): The authority finance teams need to be reminded of their responsibility for checking the reconciliations and addressing GL variances communications will commence with authority Finance Teams (this is already commencing with ECDC). The Strategic Manager will review the quarterly and year end reconciliations to ensure that these are correct.</p>	<p>31/08/2018</p>
<p style="text-align: center;">Recommendation</p>	<p style="text-align: center;">Original Target Date</p>
<p>Agreed, VO Schedule reconciliations to be completed weekly and signed by the officers completing and reviewing the reconciliation. However, during year end and annual billing these reconciliations may not be completed weekly. All NNDR processes are currently being reviewed as part of a workflow review. Internal Audit are happy to be consulted and provide advice during the workflow review.</p>	<p>31/08/2018</p>

<p>The inspections on empty properties identified were not completed timely due to system recognition of some visit requests. This functionality has now been addressed.</p> <p>Agreed - Missed inspections will be monitored monthly on the Outstanding Inspection list.</p> <p>All other NNDR visit requests are requested by email and visited in a timely manner.</p> <p>The NNDR empty inspections are raised through Academy on the 3rd of each month at 180 day intervals and allocated to the respective Visiting Officer.</p> <p>The inspection action lists across the partnership have been realigned to include</p> <ul style="list-style-type: none"> - Risk based - No visit undertaken where there have been moves or businesses have ceased operating <p>Inspections are to be completed within two months and recorded on Academy.</p>	<p>30/06/2018</p>
<p>Agreed, evidence will be retained and / or comments will be recorded on Academy. Independent verification to take place where possible. This will also be included as part of the workflow review.</p>	<p>31/08/2018</p>
<p>Agreed, reports will be reintroduced.</p>	<p>31/08/2018</p>
<p>As part of the ARPE 2017/2018 Internal Audit review it was agreed that the Enforcement Manager will liaise with NNDR Management to provide monitoring information as required.</p>	<p>30/06/2018</p>
<p>The re-introduction of the debt management status reports (finding 4) will assist with the timeliness and accuracy of the recovery action. Protracted correspondence can result in accounts being on hold for a long time when further clarification is sought from the rate payer. Investigations are to take place to establish which types of correspondence puts an account on hold. This will also be considered as part of the workflow review.</p>	<p>31/08/2018</p>

Agreed, training records will be maintained and money laundering training will form part of new starter induction.	31/08/2018
Internal Audit were informed that user access reports will be run weekly after annual billing and any users that have not accessed the system for 36 days will be made dormant. A project group has been created of which Internal Audit will be part of and all issues identified during this audit will be addressed as part of this project.	31/08/2018
Agreed, evidence to be retained. This will also be included as part of the workflow review.	31/08/2018
Recommendation	Original Target Date
Ensure new financial year balances and all variances are rectified to allow for an effective and efficient reconciliation process for 2018/19	30/04/2018
Ensure that the monthly reconciliations are completed with evidence retained of the authorisation. Completed by signature and authorised signatory together with date should be recorded and retained.	30/06/2018
Align working practices for the enforcement of Housing Benefit Overpayments of all Authorities. Testing WA and SC for HBOP has now been completed	30/04/2018

<p>Review the process for unallocated payments. Enforcement Manager and Finance Officer to liaise and understand each other's needs and requirements from a financial position. To provide other Managers monitoring information as required. Reduce the volume of unallocated payments – explore opportunities to reduce the receipt of unallocated payments / payments with an inadequate reference. Consider all current unallocated payments and clear to accounts as appropriate. The Enforcement Manager would like historical unallocated debt (Pre Dec 16) to go to the fee account so clearing this down, we have enough information to re-allocate monies to customer if they come forward providing evidence of payment. This would reduce our unallocated payments. Finance (Karen Mitsen) has advised that if unallocated payment is older than 3 months it would be impossible to find further information regarding banking details. Further information/enquiries regarding unallocated monies before this date have been exhausted.</p>	<p>30/06/2018</p>
<p>Review process for amending permissions, adding and removing users</p>	<p>30/09/2018</p>

ARP Update

Processing and telephone calls take priority. Need for additional resource has been identified.

Request logged with EDMS team to update process map.

Write offs are not entered into the ledger by accounts as it is not a cash transaction and therefore will not show on the ledger until the end of year, as a single net adjustment. The ARP recommend write off's are entered into the ledger on a monthly basis.

Reconciliations reviewed by the Strategic Manager (Support) on a quarterly basis.

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A monthly request to be made to managers of all "non-ARP" staff for confirmation of any job changes, with access being revoked in the absence of a confirmation. HR and ARP Team Managers provide information regarding changes of role.

A monthly request to be made to managers of all "non-ARP" staff for confirmation of any job changes, with access being revoked in the absence of a confirmation. HR and ARP Team Managers provide information regarding changes of role. This information is shared with the Civica custodian.

Survey sent out prior to the implementation of General Data Protection Regulations 2018 to identify all "non-ARP" staff who have access to Capita and the legal basis for accessing the data. For those who have not returned the survey form, access to CAPITA was revoked from May 25th. Further work will be required to agree a standard permission level across the whole partnership for "non-ARP" staff.

Write off procedure has been aligned. The recovery team at Thetford will process write offs for all authorities. Authorisation is being sought for the Revenues Operations Manager (west) to authorise write offs for East Suffolk.

No progress

These accounts have been corrected. Work processed by the Compliance Team will be added to the QA checks.

Processing was brought up to date in time for annual billing 2018/19. OIB have recently agreed an increase in resource.

Outstanding

The variance is now one property for each of these authorities. We are aware of the two properties concerned and will work with the Valuation Office to resolve

VO Schedules are reconciled after each is processed. The process is currently being changed to be in line with the other five authorities. **Revise target date to 30/6/18**

No progress

Appropriate and relevant external training being sourced for delivery.

ARP Update

To be covered at June's Team Meeting with follow up guidance via email

The process maps within Civica concerning backdating are fit for purpose. The issue in this case concerned the user inputting an incorrect date of claim which consequently led the award of a backdate. The case has been discussed with the individual user

Aside from available guidance being very clear, Process Maps on Civica for High Risk Claims now force the user to choose an additional verification option

Individual errors are reported back to assessors when identified.
Training has been delivered in the past 12 months.
A Civica process is created for each SE case to ensure it is reviewed at the appropriate time.
Self-employed cases were covered in some detail during the Internal/External audit sessions with staff in March 2018

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Complete at time of issuing audit report

Reminder will be issued to the team at the next meeting

Process under review - on track.

Complete at time of issuing audit report

All resource is currently dedicated to clearing outstanding work but a plan is in place to commence earnings checks as previously outlined when in a position to do so and by the 31/7/18. ARP will be moving to Verification of Earnings and Pensions alerts from 31st August where correct data entry reminders will be issued to staff until an automated solution is live on Capita.

Procedures being reviewed

Complete at time of issuing audit report

Benefits Team Managers to raise at their team meetings - being discussed June meeting. The cases selected had been correctly accessed.

Completed - subsidy training sessions were delivered to staff March 2018. Staff errors identified in the QA process will be dealt with in 121s with individuals.

The aim is to do this within 10 working days

Additional work completed by Systems Admin prior to the start Annual Billing processing to clear integrities. This is now part of the prescribed process for the year end project.

ARP Update

Survey sent out prior to the implementation of General Data Protection Regulations 2018 to identify all "non-ARP" staff who have access to Capita and the legal basis for accessing the data. For those who have not returned the survey form, access to CAPITA was revoked from May 25th. Further work will be required to agree a standard permission level across the whole partnership for "non-ARP" staff.

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Identified individual permissions amended

In progress

HR have been requested to source training

Some write offs have now been actioned for East Suffolk. The write off procedure has now been aligned across all partners.

No Progress.

Staff to be made aware in June team meeting

Workshop held at Breckland House by ARP Finance team for East Cambs Finance team, particularly for the number of new starters. This has significantly reduced the number of manual adjustments having to be made on the monthly reconciliations. This will be offered to all ARP Partners' Finance teams if appropriate.

Strategic Manager (Support) to review each quarter

ARP Update

Schedules are currently up to date. There was a 'blip' in performance when tried to route through general filing (new process) but now gone back to using G Drive and are within 1 week.

Completed - a process is now in place where each property on the monthly outstanding inspections report is reviewed to determine if a visit is still required. This process includes reviewing previously outstanding inspection requests. Target remains to clear inspections within two months of being raised on the report.

Now using process map which prompt comments to be recorded or evidence to be retained – some map issues have been identified and will be improved on over the next few months

Reports to be requested with effect from 1st July for actions to commence by target of 31st August

Reports are available from Onestep when required, however the Enforcement Team monitor cases closely themselves and is another benefit of having an in-house team.

Reports to be requested with effect from 1st July for actions to commence by target of 31st August. The types of correspondence which places a hold on recovery has been reviewed, Workflow review due to start shortly.

<p>Training course/material identified. To be rolled out to team.</p>
<p>Project ongoing</p>
<p>This should be done on receipt of info about going into liquidation not at point of write off. Will write into the EDMS map as part of EDMS development to commence shortly</p>
<p style="text-align: center;">ARP Update</p>
<p>Complete, System balances with Agresso</p>
<p>Complete</p>
<p>Complete</p>

Unallocated payments have always been investigated on a daily basis before 9.00am. The Enforcement team liaise with West Suffolk Finance. Unallocated payments are not unique to the Enforcement system and a report is available and used within the reconciliation process and always balance. Sometimes a debtor will call and upon proof of payment the monies are allocated. These are due to the debtor making payment without quoting a reference number (which is on every piece of correspondence issued) therefore it is unlikely that these will cease.

Complete.