

Public Document Pack

A G E N D A

ANGLIA REVENUES & BENEFITS PARTNERSHIP JOINT COMMITTEE

DATE & TIME Tuesday, 27th March, 2018 at 10.00 am

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

For the attention of:

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

PART A **ITEMS OPEN TO THE PUBLIC**

	<u>Page(s)</u> <u>herewith</u>
1. <u>MINUTES</u> To confirm the minutes of the meeting held on 5 December 2017.	1 - 6
2. <u>APOLOGIES</u> To receive apologies for absence.	
3. <u>URGENT BUSINESS</u> 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.	
4. <u>DECLARATIONS</u>	
5. <u>ANGLIA REVENUES PARTNERSHIP PERFORMANCE (STANDING ITEM)</u> To consider the following reports:	
a) <u>Highlight report and Balanced Scorecard</u> Report by Stuart Philpot, Strategic Manager (Support Services) ARP.	7 - 48
b) <u>Finance report</u> Report of Christine Marshall, Executive Director Commercialisation & S151 Officer (BDC) (ARP Treasurer).	49 - 51

	<u>Page(s)</u> <u>herewith</u>
6. <u>WELFARE REFORM UPDATE (STANDING ITEM)</u> Adrian Mills – ARP Strategic Manager (Benefits).	52 - 55
7. <u>ANGLIA REVENUES PARTNERSHIP RISK REGISTER</u> Report of Paul Corney - Head of ARP.	56 - 60
8. <u>FORTHCOMING ISSUES (STANDING ITEM)</u> To note any items.	
9. <u>NEXT MEETING</u> To note the arrangements for the next meeting to be held on Tuesday, 26 June 2018 at 10.00am, Level 5, Thetford.	
10. <u>EXCLUSION OF PRESS AND PUBLIC</u> To consider passing the following resolution: “That under Section 100(A)(4) of the Local Government Act 1972, the press and 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 Part I of Schedule 12A to the Act.” PART B - ITEMS FROM WHICH THE PRESS AND PUBLIC ARE EXCLUDED	
11. <u>RISK BASED VERIFICATION</u> Report of Adrian Mills – Strategic Manager (Benefits).	61 - 71
12. <u>ARP BRIEFING NOTE</u> For information.	72 - 73
13. <u>FUTURE OF ARP TRADING LIMITED</u> Report of Brendan Arnold, Corporate Director & Section 151 Officer, Fenland District Council.	74 - 87
14. <u>ARP TRADING LTD, FINANCIAL IMPLICATIONS</u> Report of Christine Marshall, Executive Director Commercialisation & S151 Officer (BDC) (ARP Treasurer).	88 - 89

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, 5 December 2017 at 10.00 am in the
Level 5 Meeting Room, Breckland House, St Nicholas Street, Thetford IP24 1BT**

PRESENT

Mr P.D. Claussen	Mr R. Kerry
Mr D. Ambrose Smith	Mr B. Provan
Mr S. Edwards	Mr C. Seaton
Mr I. Houlder	

In Attendance

Jo Andrews	- Strategic Manager (Revenues)
Brendan Arnold	- Chief Finance Officer and Corporate Director
Alison Chubbock	- Chief Accountant (Deputy Section 151 Officer) (BDC)
Paul Corney	- Head of ARP
Homira Javadi	- Chief Finance Officer S151 (Suffolk Coastal District Council)
Adrian Mills	- Strategic Manager (Benefits)
Stuart Philpot	- Strategic Manager (Support Services) ARP
Julie Britton	- Democratic Services Officer
Emma Grima	- Director of Commercial Services
Greg Stevenson	- Service Manager (Finance & Performance)

33/17 MINUTES (AGENDA ITEM 1)

The Minutes of the meeting held on 26 September 2017 were confirmed as a correct record subject to one of the job titles being amended accordingly.

34/17 APOLOGIES (AGENDA ITEM 2)

Mr Gregory Stevenson was in attendance in place of Jill Korwin, Director (Forest Heath & St Edmundsbury) who had sent her apologies for the meeting.

35/17 URGENT BUSINESS (AGENDA ITEM 3)

None.

36/17 DECLARATIONS (AGENDA ITEM 4)

None.

**37/17 ANGLIA REVENUES PARTNERSHIP PERFORMANCE: (STANDING ITEM)
(AGENDA ITEM 5)**

The order of the reports was changed to accommodate the Chief Accountant

Action By

Action By

(BDC) as she had another meeting to attend in London. The finance report and 2018/19 budget was therefore discussed first under agenda item 5(a).

(a) Finance Report and 2018/19 Budget

The Chief Accountant (BDC) presented the reports, two of which were tabled at the meeting including the Forecast Full Year Financial Performance report as at 31 October 2017 and the Transformation Funding – committed expenditure report that highlighted the funding spent and the progress to date.

Appendix A of the agenda pack set out the proposed budget for 2018-19 compared to the budget for 2017-18 with indicative budgets for the following two years. Further tables highlighted the share of costs for each authority, and the proportion that any additional costs or savings against the budget would be shared. Various key assumptions had been made and Members were asked to note that the indicative budget for 2020-21 was some 5.4% lower than the 2015-16 budget (subject to the efficiencies being delivered).

Section 1.5 of the report recommended that the year-end saving be distributed back to the partner authorities, providing a return on their investment, in advance of the expected return.

RESOLVED that:

1. the Partnership budget at Appendix A for 2018-19 be approved; and
2. any final full year 2017-18 surplus for the Partnership be distributed back to the partner authorities in the approved shares.

(b) Highlight Report

The Strategic Manager (Support Services) presented the report.

Benefits Performance

Performance was being affected by a higher number of vacancies than usual; however, 7 new starters would be commencing employment for ARP in January 2018.

Fraud

Work was on-going and the table highlighted on page 7 of the agenda recorded the excellent work of the team and the financial savings were on track to exceed targets for the year.

Revenues

Performance continued to meet targets in all areas with the exception of Non-Domestic Rates collection for Waveney District Council, Forest Heath & St Edmundsbury Borough Councils. The reason for this was due to a significant amount of refunds as a result of successful appeals by ratepayers against their rateable values. The NNDR collection profiles for this year differed from the previous year due to the revaluation and timing of the settlement of backdated appeals.

Action By

Enforcement Team

The Enforcement Team continued to perform well, having collected £7m since the Team started of which £2.5m had been in this financial year.

The Chief Finance Officer S151 (Suffolk Coastal District Council) asked that under the table of financial savings further information should be provided – breakdown of fraud analysis for each individual authority and what each authority retained.

Councillor Houlder hoped that ARP's Enforcement Team had not been involved in the recent evictions as the main reason for setting up in-house was to treat customers with respect for whatever reason. The Strategic Manager (Revenues) advised that at the end of year where a customer was having financial difficulties, the Team would adjust payment arrangements to allow payment of the new year's charge to try and prevent the situation re-occurring.

It was felt that any arrears issues should be reported back to each respective Cabinet.

Councillor Claussen wanted to know how much fraud was wilful fraud. The Strategic Manager (Support Services) explained that Housing Benefit was not the responsibility of ARP it was DWP. The Head of ARP pointed out that DWP had changed the definition of fraud – fraud and error had been amalgamated into one which had made it very difficult but repeat offences were investigated.

Support

ARP had successfully implemented the review of the web pages for Business Rates a refresh of the Council Tax element of the website was now underway using the same methodology.

A successful rollout of a new customer self-service facility and as at 31 October 2017 more than 11,000 Council tax payers had opted for the self-service option.

An external mailing company, Critiqom Ltd, had been used for printing, packaging and despatch of 93% of all outgoing mail. This had kept postage costs to a minimum. A state of the art barcoding technology was also being used for all daily outgoing post handled by Royal Mail providing the ability to track the progress of mail from the point it left the printers to the final Royal mail sorting office before actual delivery, this had attracted a maximum discount for the postage costs of approximately 27p per letter (exc. stationery).

The report was otherwise noted.

(c) Balance Scorecard

The Strategic Manager (Support Services) presented the report.

As explained under Minutes No. 36(c) the collection budget management was under target for Forest Heath, St Edmundsbury and Waveney Councils

Action By

due to the successful appeals by GP surgeries.

Breckland Council's scorecard as at the end of October 2017 had improved and the indicators for collection amounts had changed from amber to green. The performance target was being met in relation to benefit claims and was on target for end of year.

Councillor Edwards asked if the aforementioned appeals were all from GP Surgeries. Members were informed that they were; however, the issuing of business rate refunds in respect of GP surgeries would shortly come to an end although the figures for November were slightly worse than October. The latest figures would be obtained.

The Chairman was aware that the launch of Universal Credit had been pushed back again. The Strategic Manager (Benefits) said that the news that Universal Credit had been delayed for a further 3 months had been welcomed and was a positive move by the Government.

Referring to the business rate refunds, Councillor Ambrose-Smith asked if hospitals would be receiving such a reduction as East Cambridgeshire had written off approximately £100k. Members were informed that there had been claims for charitable relief and there was a current claim in for 80% mandatory relief from Suffolk hospital. The majority; however, was for companies that had gone into liquidation.

The report was otherwise noted.

38/17 INFORMATION ABOUT DIRECTORS OF THE ARP TRADING COMPANY AND OPERATIONAL IMPROVEMENT BOARD REPORT (AGENDA ITEM 6)

Emma Grima, Commercial Director presented the report. This report had been requested by the Joint Committee at a previous meeting and was for information only.

There was much discussion and concerns raised about the role and responsibilities of the Operational Improvement Board (OIB) as Directors of the Trading Company.

The Head of ARP said that it was his understanding that each Council could decide who to nominate to sit on the Trading Company which was the way that the Shareholders Agreement had been set up.

The report and appendix was otherwise noted.

39/17 SERVICE DELIVERY PLAN AND RISK REGISTER (AGENDA ITEM 7)

The Head of ARP presented the report.

The report incorporated the achievements, the day to day service, projects and risks and Members were being asked to note the progress in respect of the December 2016 Service Delivery Plan (SDP) and approve the revised SDP and Risk Register at Appendix A of the report.

It was noted that such a report would be presented to the ARP Joint Committee twice a year.

Action By

Members were updated on one of the risks - all 7 audits could be signed off and had been achieved for 2016/17.

Councillor Claussen asked if the appendices could be printed on A3 paper in future as they were difficult to read.

One of the risks mentioned was in relation to the high staff turnover. Members were informed that this was mainly about the amount of people that ARP employed – it had nothing to do with pay or working conditions although it was a concern and was being investigated.

Councillor Ambrose-Smith asked felt that some re-assurance on this matter should be provided at the next meeting.

RESOLVED that:

1. the progress in respect of the December 2016 Service Delivery Plan be noted; and
2. the revised Service Delivery Plan and Risk Register at Appendix A of the report be approved.

40/17 WELFARE REFORM UPDATE (STANDING ITEM) (AGENDA ITEM 8)

The Strategic Manager (Benefits) presented the report and provided Members with a detailed overview of recent developments in relation to Universal Credit (UC) waiting times and the recent move in temporary accommodation.

The Chairman thanked the Strategic Manager for working with the MP for Waveney. Councillor Houlder also conveyed his thanks. He thought it would be interesting to know how many people would be moving to UC for each authority and the increase in workloads that this would create.

Members were informed that the data could be collected and would be shared accordingly.

Councillor Ambrose-Smith also thanked the Strategic Manager for the recent debrief he provided to East Cambs Members.

The report was otherwise noted.

41/17 FORTHCOMING ISSUES (STANDING ITEM) (AGENDA ITEM 9)

None.

42/17 NEXT MEETING (AGENDA ITEM 10)

The arrangements for the next meeting were noted to take place on Tuesday, 27 March 2018 (not 2017).

The meeting closed at 10.50 am

| **Action By**
CHAIRMAN

Benefits & Fraud

Benefits performance

Housing Benefits performance is on track to meet year end targets. However, for four of the Councils as shown in the Balanced Scorecard, the target for the processing of Council Tax Support cases is not likely to be met at the end of the financial year. We expect the final year end figure for these Councils to be nearer to or slightly below 9 days against a target of 8 days. The three other Councils are expected to achieve the target by the end of the year.

Measures have been put in place, detailed below, to improve performance.

Typically we see a pattern where work that peaks in the first two quarters of the year are offset by an improving position as we go through quarters 3 & 4. However, this year we have seen the impact of staff vacancies during the first half of the reporting period along with the embedding and settling down of standardised work processes in our document imaging system. The implementation of these changes along with the introduction of document weightings took longer than expected to bed down, but is now providing greater and targeted control of work allocation, which has contributed to improvement since quarter 3.

Performance has also continued to improve as new recruits underwent training and started to become effective and staff became increasingly accustomed to new work processes - we continue to work with staff to refine processes.

We expect these measures will mean that Council Tax Support cases have achieved or are very close to 8 days for quarter 4 of this year; during the last month we have processed Council Tax support cases in 8 days or less, with a similar direction of travel as we go in to the new-year.

With recruitment underway to fill a number of vacancies, we have recruited a temporary agency resource to keep performance on target in the first quarter of the new-year.

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

Continued funding has been secured from Norfolk and Suffolk County Councils to support the review of Single Person Discounts, with Cambridgeshire agreeing to fund subject to results.

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.

We will continue to find cases that should be registered but it is unlikely to be on the same scale, therefore we are not proposing to change the target.

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

Description of financial saving	2017/18 target	Performance 1.4.17- 28.2.18
Single Person Discount fraud	500,000	842,854
Local Council Tax Support Scheme fraud	150,000	188,105
Tenancy fraud	400,000	432,000
Other (Council Tax and NDR)	250,000	1,111,654
Total financial savings	1,300,000	2,574,613

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 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 – 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.

Revenues

Performance continues to meet targets in all areas with the exception of Non-Domestic Rates collection for Fenland District Council, Waveney District Council, Forest Heath District Council & St Edmundsbury Borough Council. The reason behind the drop in NNDR collection for all these authorities is a significant amount of refunds as a result in successful appeals by ratepayers against their Rateable Values, these are often back dated to 1 April 2010. However, provision is made in the accounts for such circumstances. It should also be noted that the NNDR collection profiles for this year may differ significantly from the previous year due to the revaluation and timing of the settlement of backdated appeals.

Further recovery work, which is partly funded by each County Council, has continued. The team have already exceeded last year's collection by £155K having collected £814K as at the end of February 2018. In addition to the monies collected by the further recovery team we also have a further £1.453 Million in secured debt by way of Charging Orders on property owned by the debtor.

The Enforcement Team continue to perform well, having collected £9.3 Million since the team started of which £4 Million has been in this financial year. A fifth Enforcement Agent has recently achieved certification and is now carrying out visits. The team have also taken on collection of Housing Benefit Overpayments where other methods have been unsuccessful, with great success. As an example, an arrangement has been made to collect one particular invoice amounting to over £13K over the next three months with an initial payment of £3,253 already received. We have also had enquiries from 5 other authorities with a view to taking on their Enforcement work.

As part of the normal yearly cycle Council Tax correspondence and telephone calls hit a peak in the first half of the financial year. During the second half of the year this reduces and the team is able to bring the work up to date in time for annual billing at the end of February. This year the normal pattern occurred, however in December the trend reversed due to a number of different factors. Extra resource was brought into the team in January and staff focused on dealing with correspondence which would affect the content of the Council Tax bills for the 2018/19 financial year. At the time the annual bills were created at the end of February over 50% of the outstanding correspondence was less than one week old, 80% less than 2 weeks, with 92% less than 3 weeks old. We are currently reviewing the resource requirement within the Council Tax team.

Council Tax documentation was reviewed earlier this year. The final document to be reviewed was the Council Tax exemption notice which was completed in time for the annual billing process. As reported previously we will monitor the effectiveness of all the documents we have redesigned and amend if necessary.

The new rate reliefs announced by Government were implemented and reliefs awarded in respect of the three new schemes:

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

Having followed up on outstanding applications we found that not all of the Government funding which is available for the new discretionary scheme has been used. This is due to several reasons including businesses who still did not return an application despite being reminded, businesses not meeting the criteria, Rateable Values decreasing, other reliefs being awarded and businesses vacating premises. We have been working with the partners to adjust schemes in order that the use of the Government funding is maximised, providing rate relief to as many businesses as possible.

Support

Annual Billing 2018 -19

This year's annual billing project commenced at the beginning of January 2018 with a full end to end testing of the software, from set up to transmission of Test Bill and Notification output to the mail provider, Critiqom Ltd. This test exercise for the seven databases, with over 340,000 Council Tax Bills alone, was completed by the System Administration Team by the first week in February, with

multi team involvement across the partnership from Benefits, Council Tax, Business Rates, Customer Services and West Suffolk ICT.

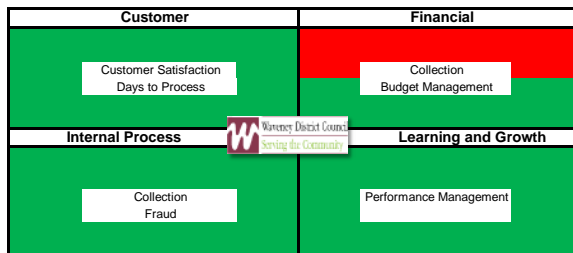
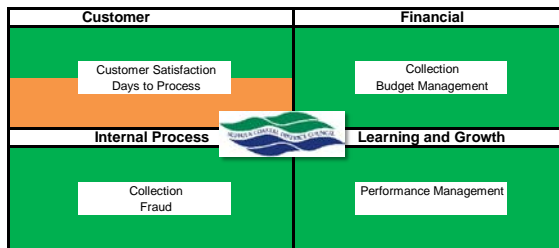
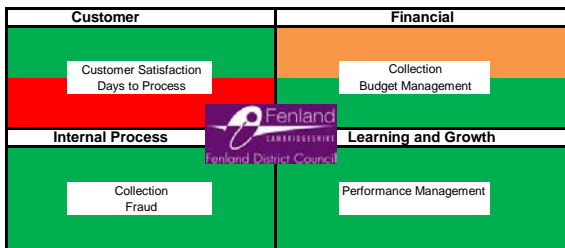
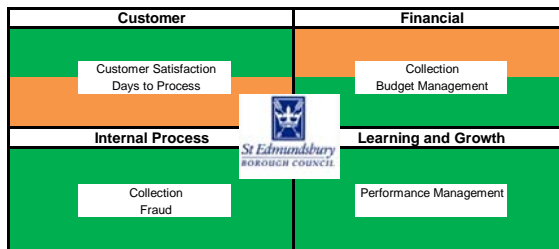
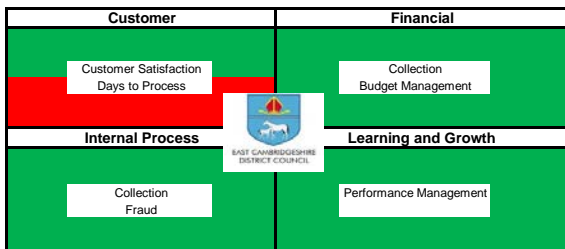
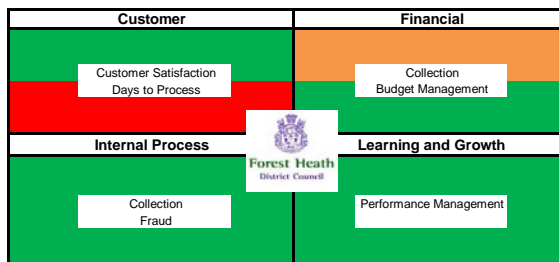
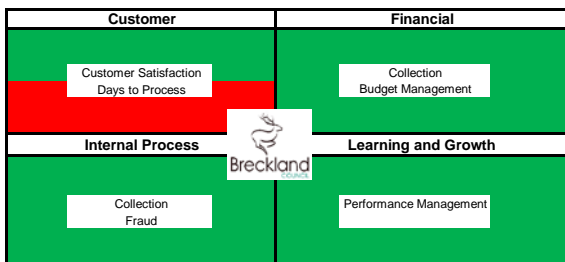
Annual Billing in the live systems commenced mid-February for Business Rates and February 21st for Council tax, Housing Benefits and Local Council Tax Reduction scheme. All the system processing was completed on schedule and transferred to Critiqom Ltd. for hand over to Royal Mail on the agreed dates during the first two weeks March.

Digital Transformation and Self Service

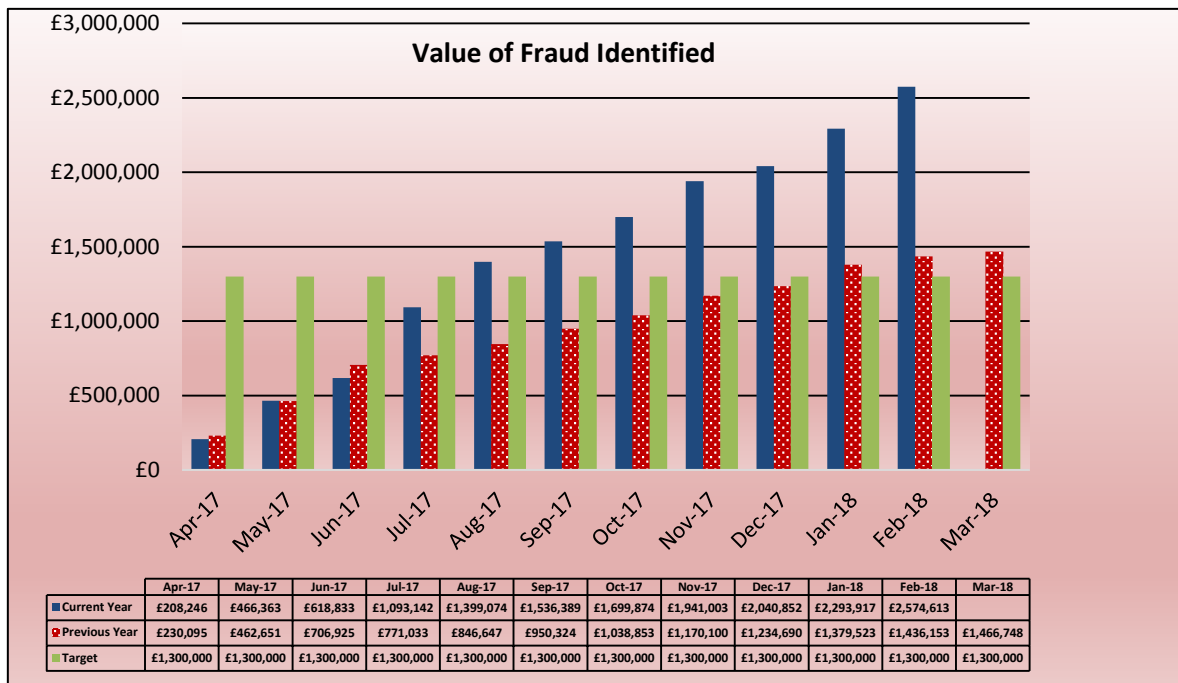
The 2018 Annual Billing includes in excess of 10,000 council tax payers and Housing Benefit recipients opting entirely to receive their bills and notifications electronically, rather than by traditional letter. When Bills or notifications are produced, Customers will receive an electronic notification 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. However, as this was carried out just two weeks prior to billing, the additional benefit for the Anglia Revenues was gained by identifying incorrect or obsolete email addresses, giving an opportunity to clean the data prior to sending out the email notifications.

Corporate Balanced Scorecard - Dashboard
As at end Feb 2018



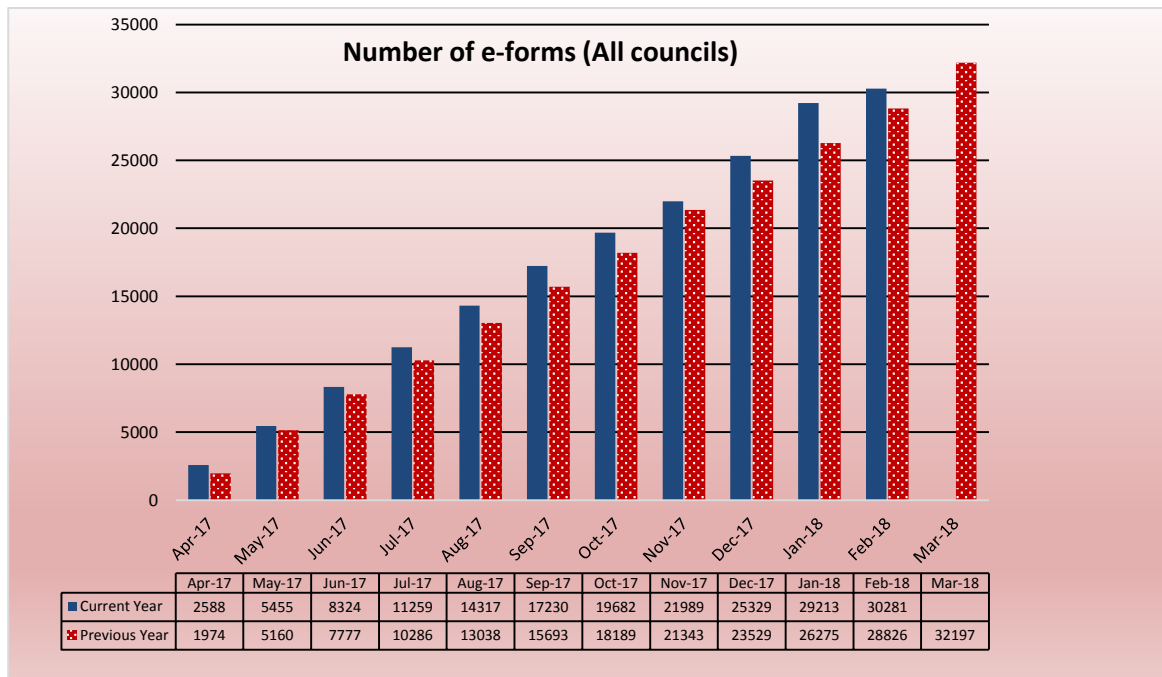
Internal Process Dimension Fraud



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.



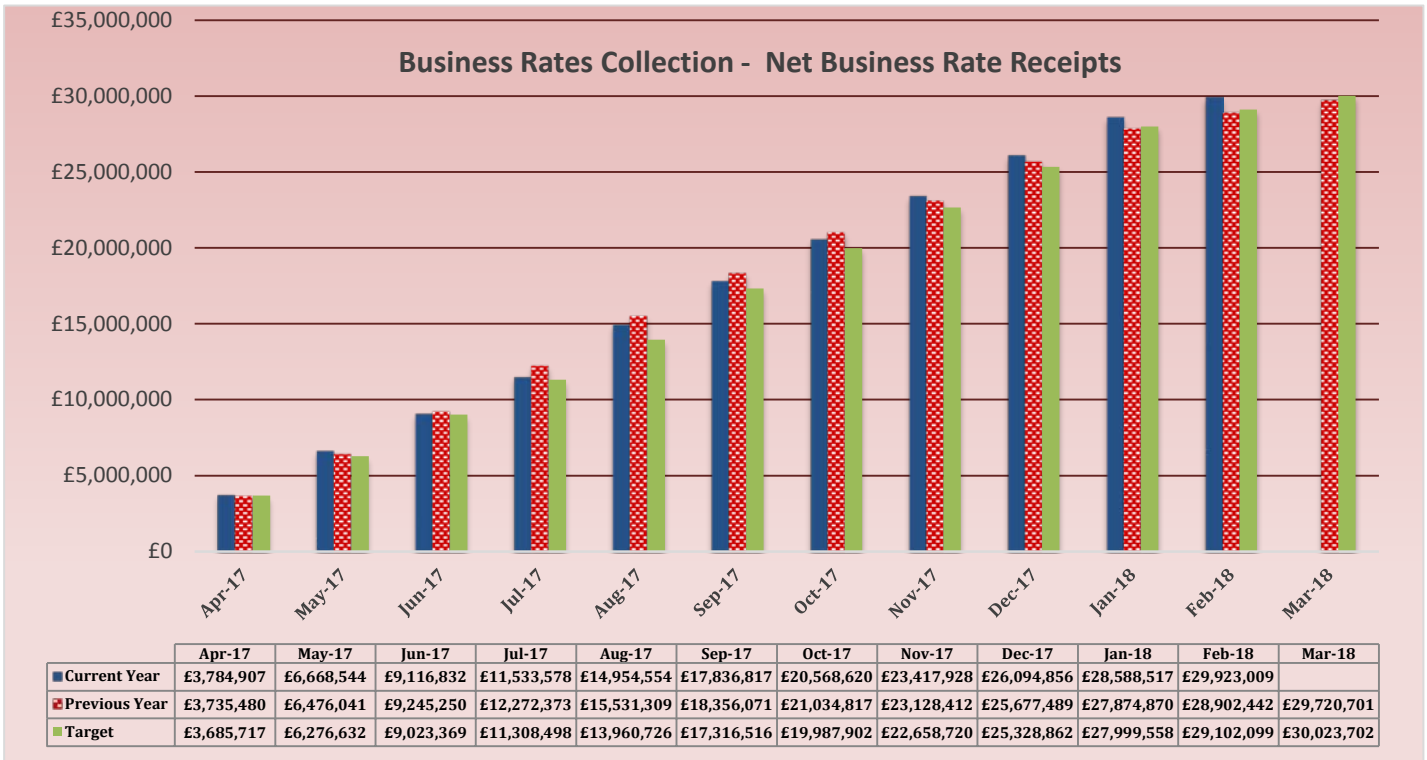
Summary Breckland Scorecard as at end Feb 2018



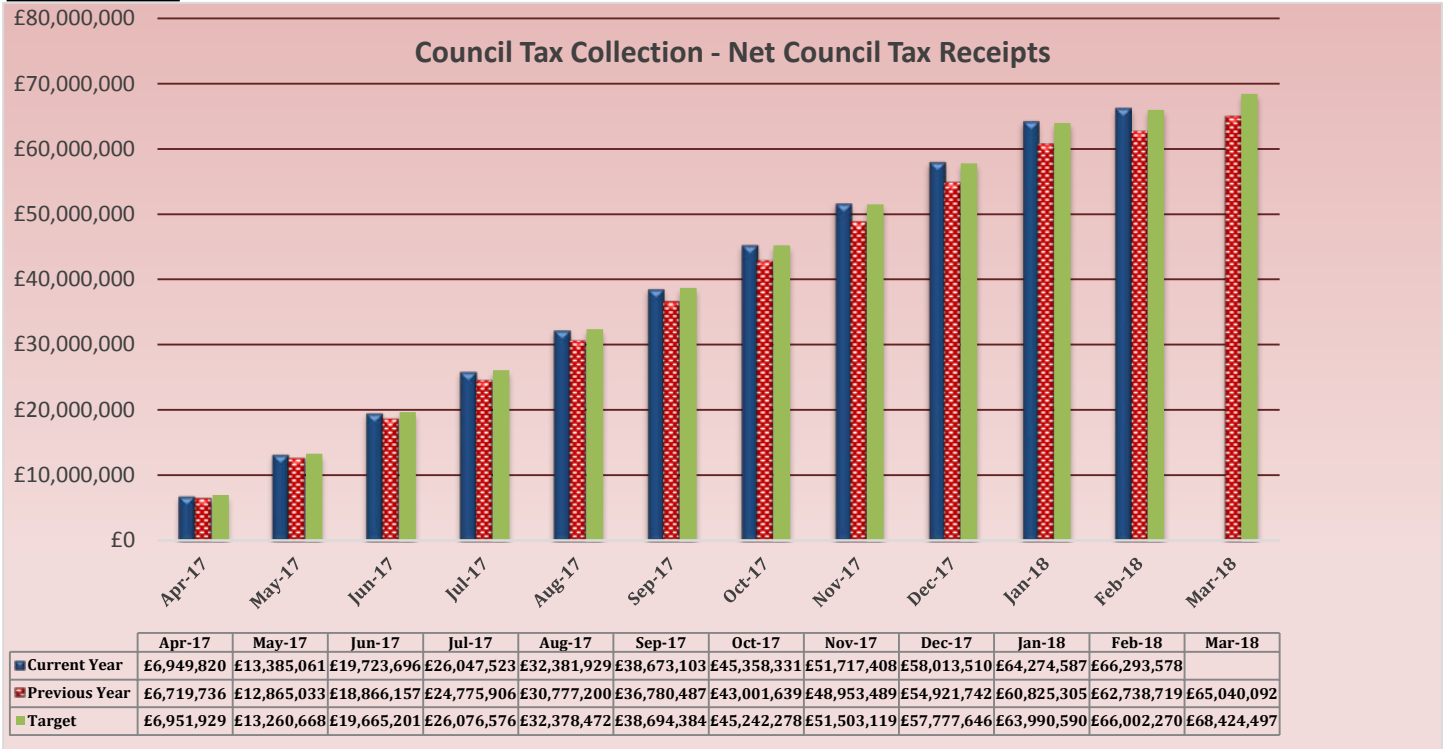
			2017-18			2016-17
Heading		Example Indicator	This month	Last month	YTD	Final
Financial	Collection	Collection amounts				
	Budget Management	Expenditure				
Customer	Customer Satisfaction	Survey results				
	Channel Shift	Number of e-citizens / e-claims / e-forms				
	Days to process	Council Tax Support				
		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



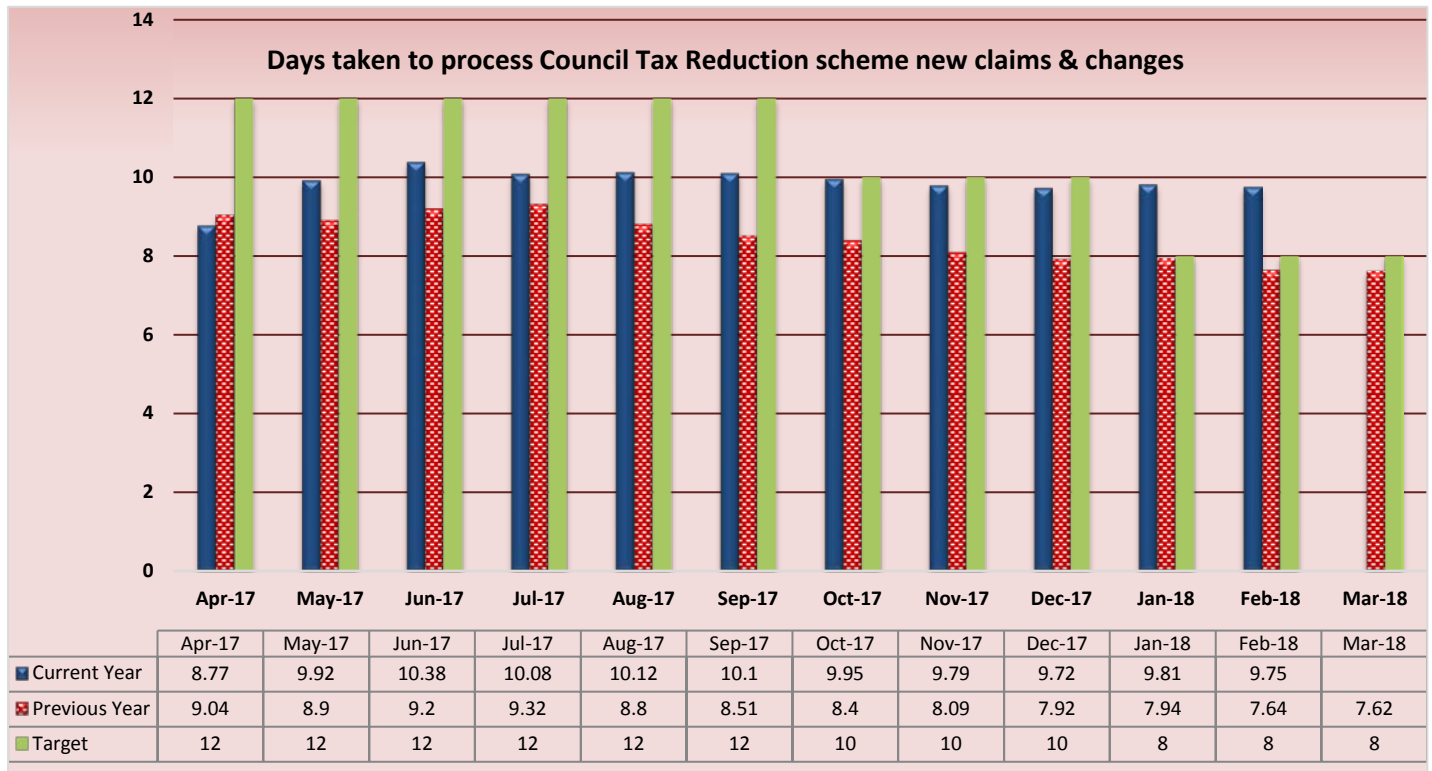
This shows the amount of money required to be collected within the financial year, payable to the NNDR Collection Fund against the actual collection.



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

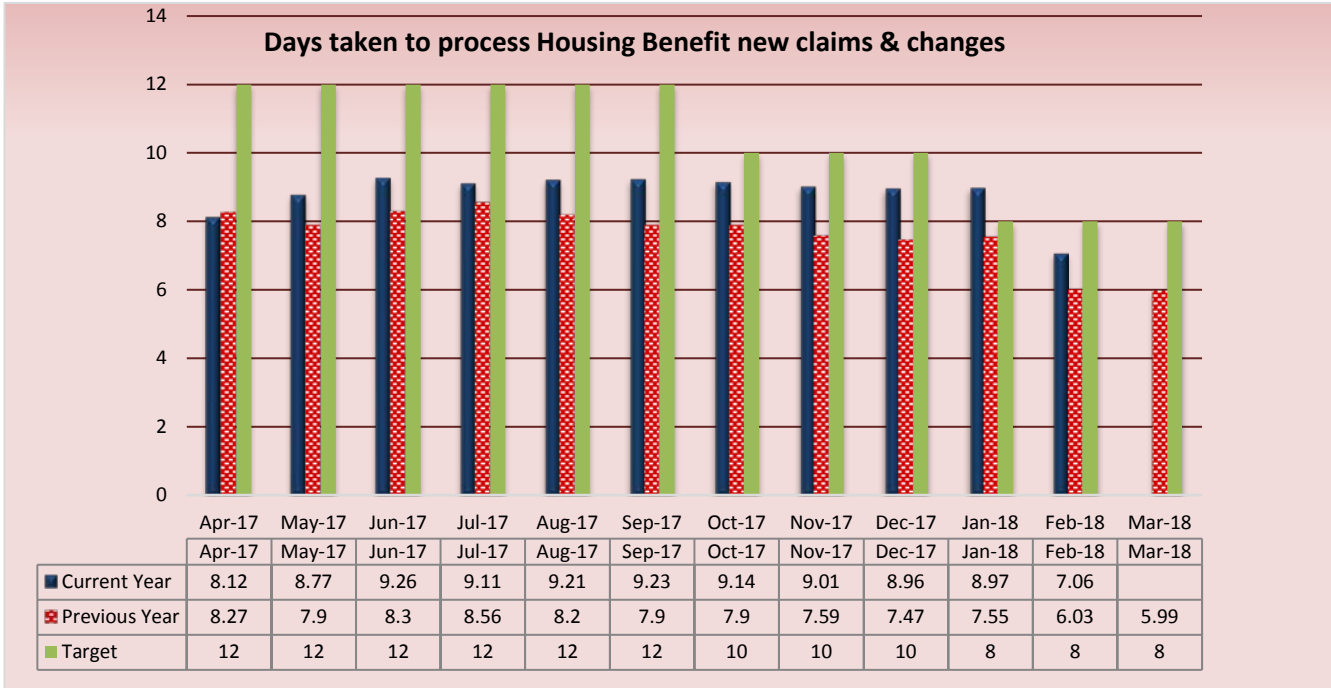


Breckland Customer Dimension Benefits- Average Days to Process



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

Whilst performance to date is above target, the current in month direction of travel is within target. Final outturn is expected to be closer to 9 days.



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

Performance is meeting profiled target and is on track to meet year-end target.

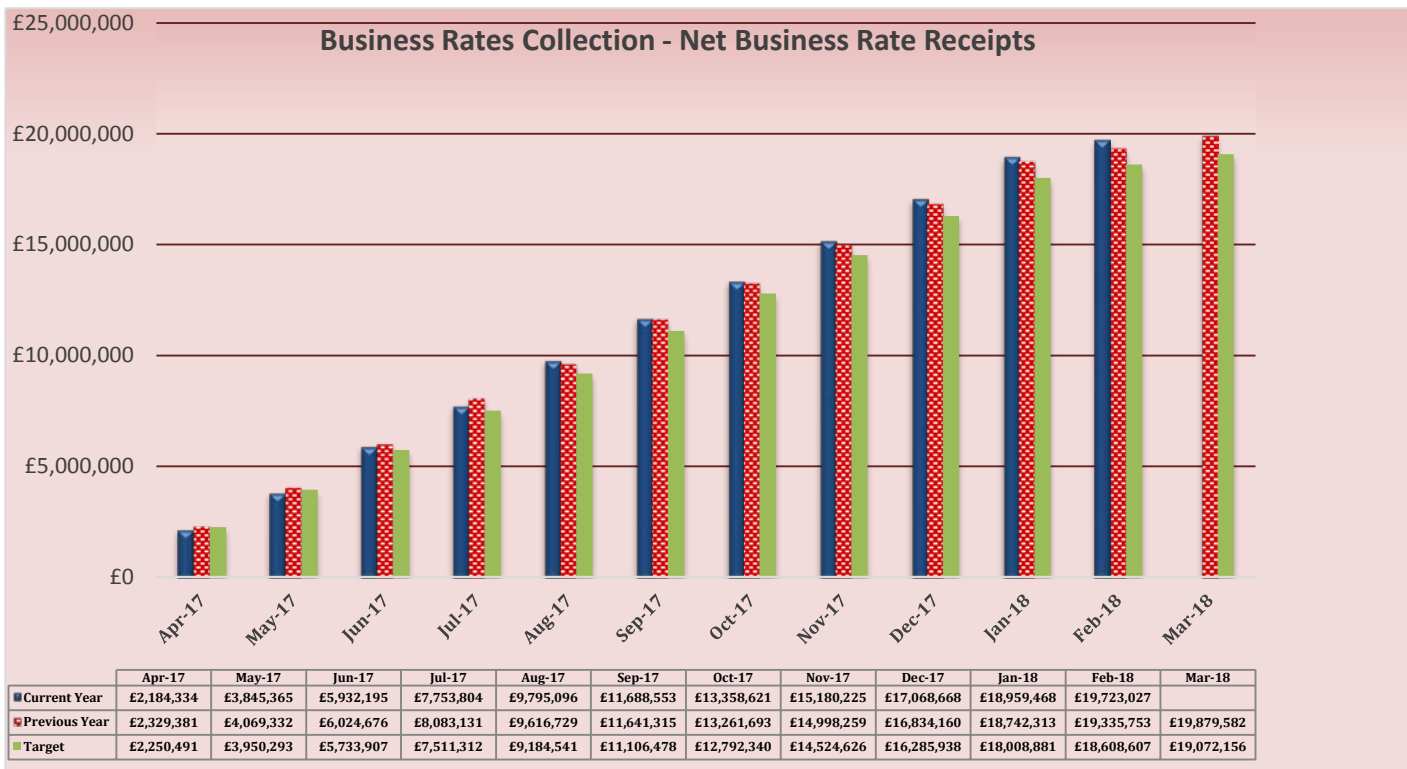
Summary ECDC Scorecard as at end Feb 2018



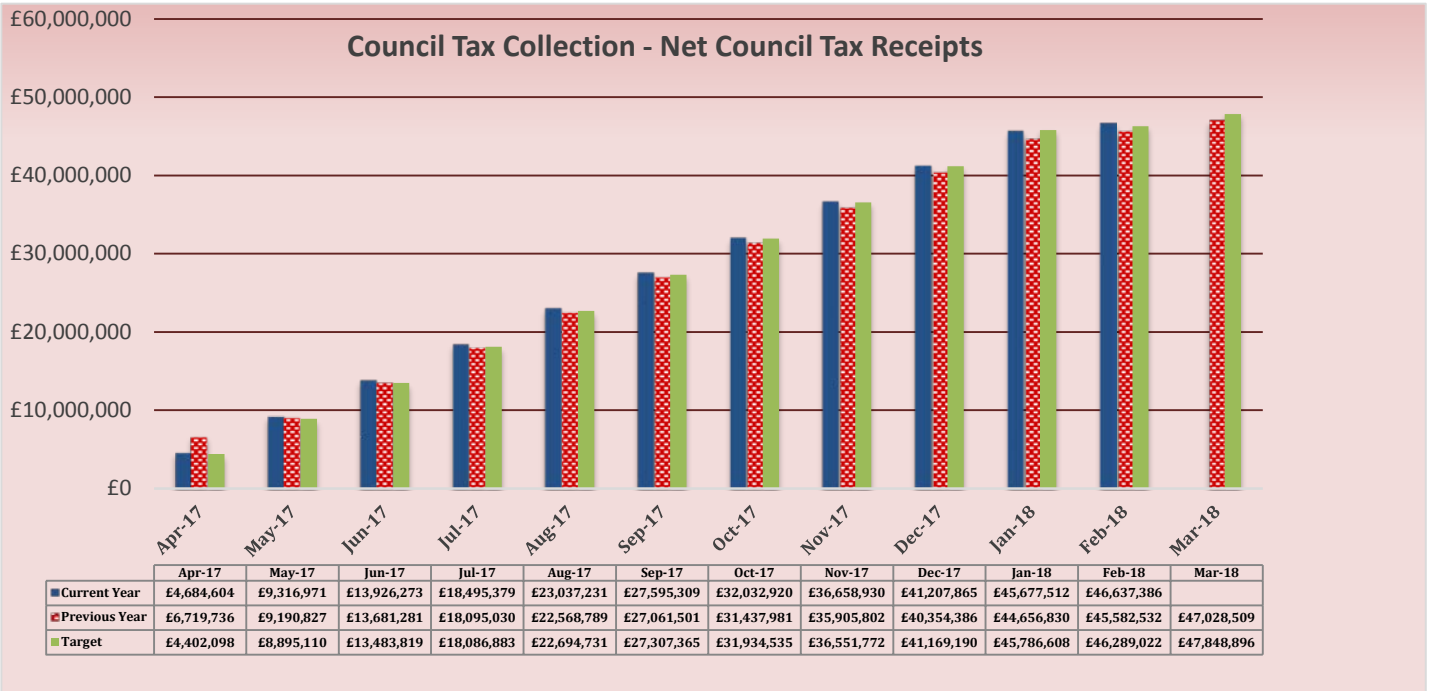
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		Housing Benefit				
Internal Process	Collection	Collection amounts				
	Fraud	% Successful investigations				
Learning and Growth	Performance Management	One to Ones completed within timeframe				
		%Appraisals completed within timeframe				



ECDC Finance Dimension Collection Amounts



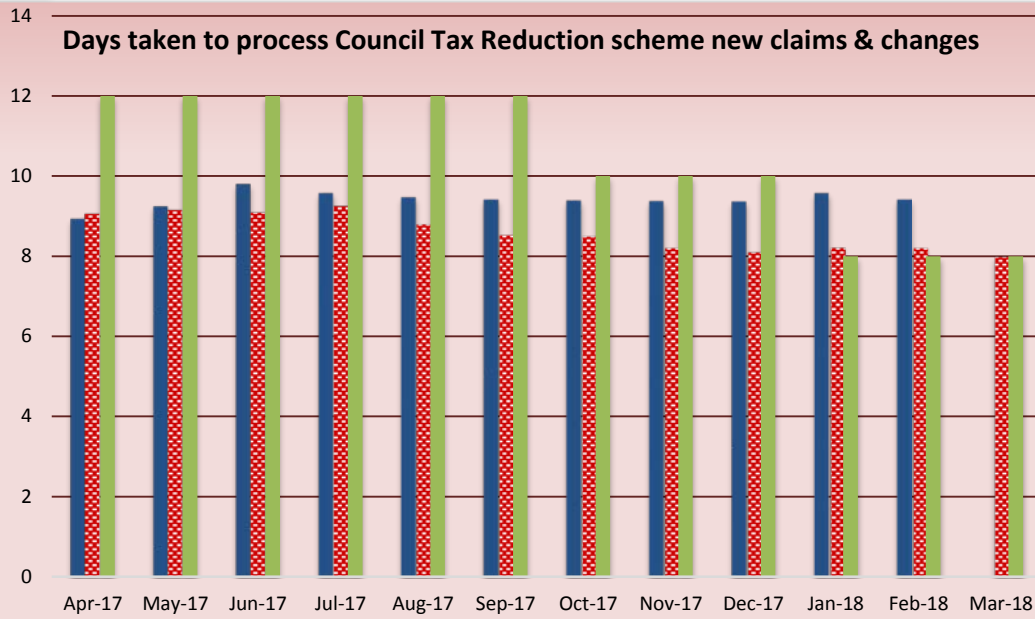
This shows the amount of money required to be collected within the financial year, payable to the NNDR Collection Fund against the actual collection.



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



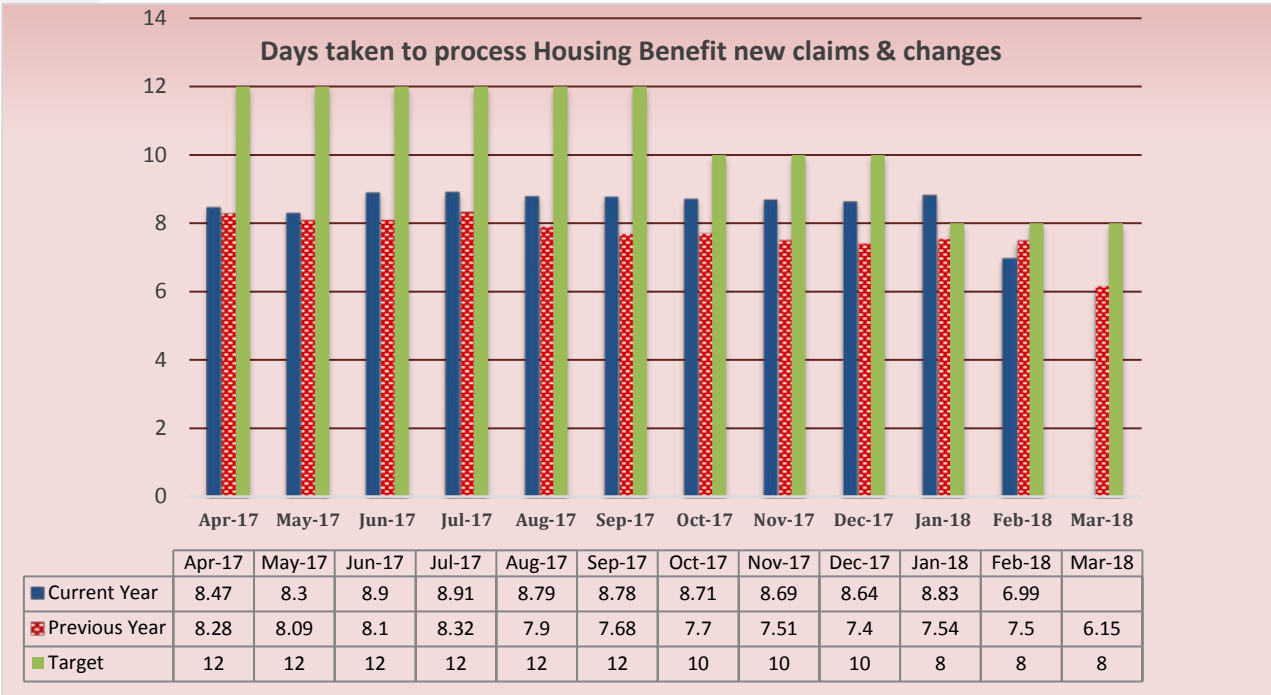
ECDC Customer Dimension Benefits- Average Days to process



	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	
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.

Whilst performance to date is above target, current in month direction of travel is within target. Final outturn is expected to be to 9 days.



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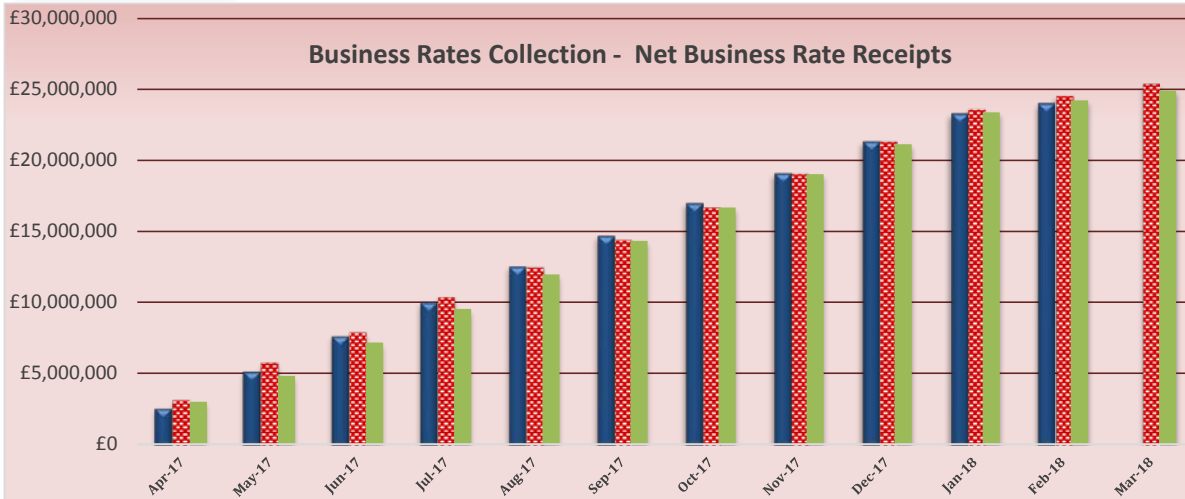
Performance is meeting profiled target and is on track to meet year-end target.

Summary Fenland Scorecard as at end Feb 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				

Fenland Finance Dimension Collection Amounts

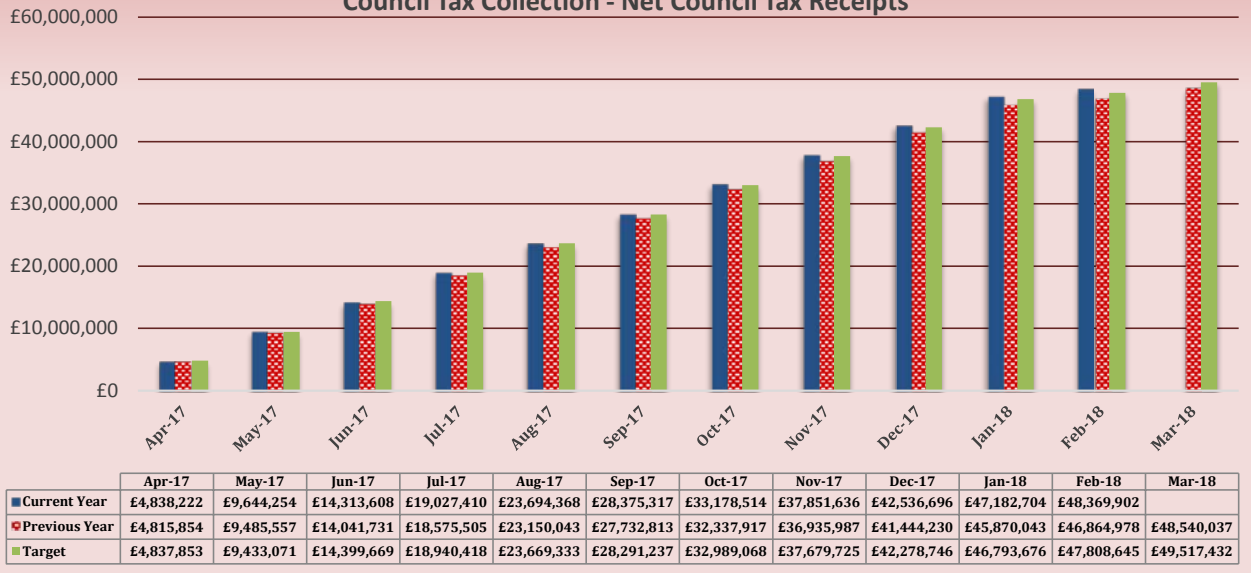


	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Current Year	£2,634,307	£5,232,576	£7,731,991	£10,102,522	£12,598,067	£14,748,603	£17,046,800	£19,122,490	£21,362,953	£23,301,836	£24,020,986	
Previous Year	£3,189,700	£5,797,206	£7,934,610	£10,414,467	£12,514,053	£14,439,636	£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.

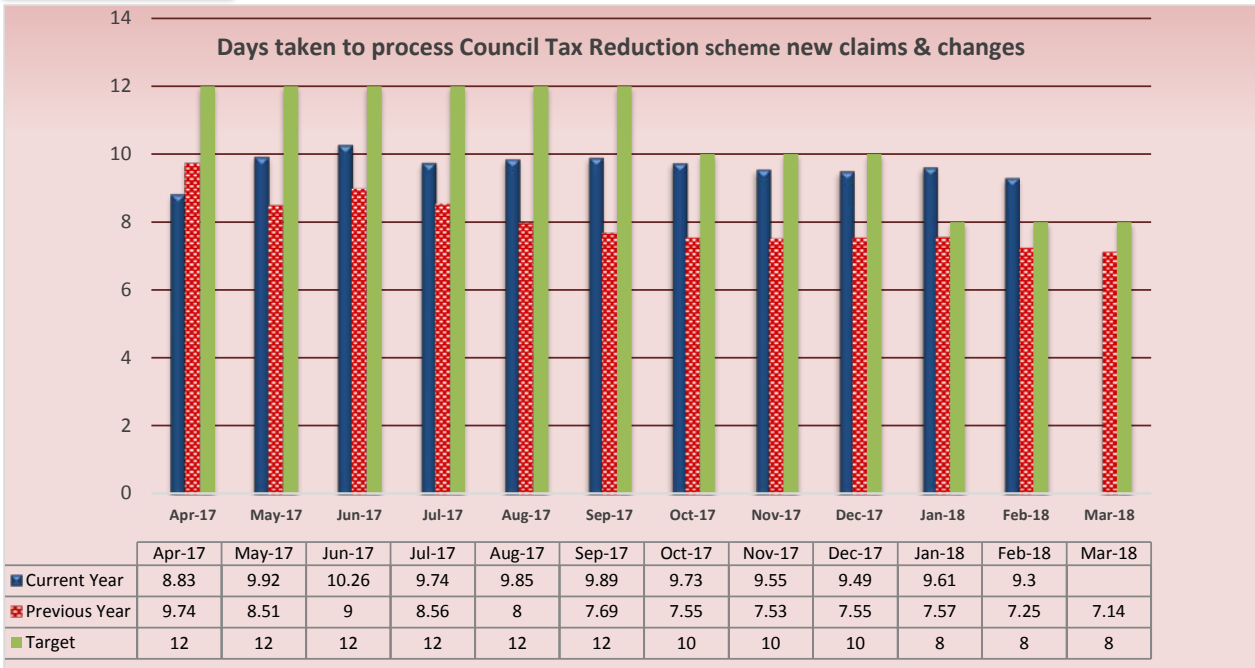
Collection is behind target. This is due to £916K of back dated refunds as a result of successful appeals against Rateable Values to The Valuation Office. There is provision in the accounts for these circumstances.

Council Tax Collection - Net Council Tax Receipts



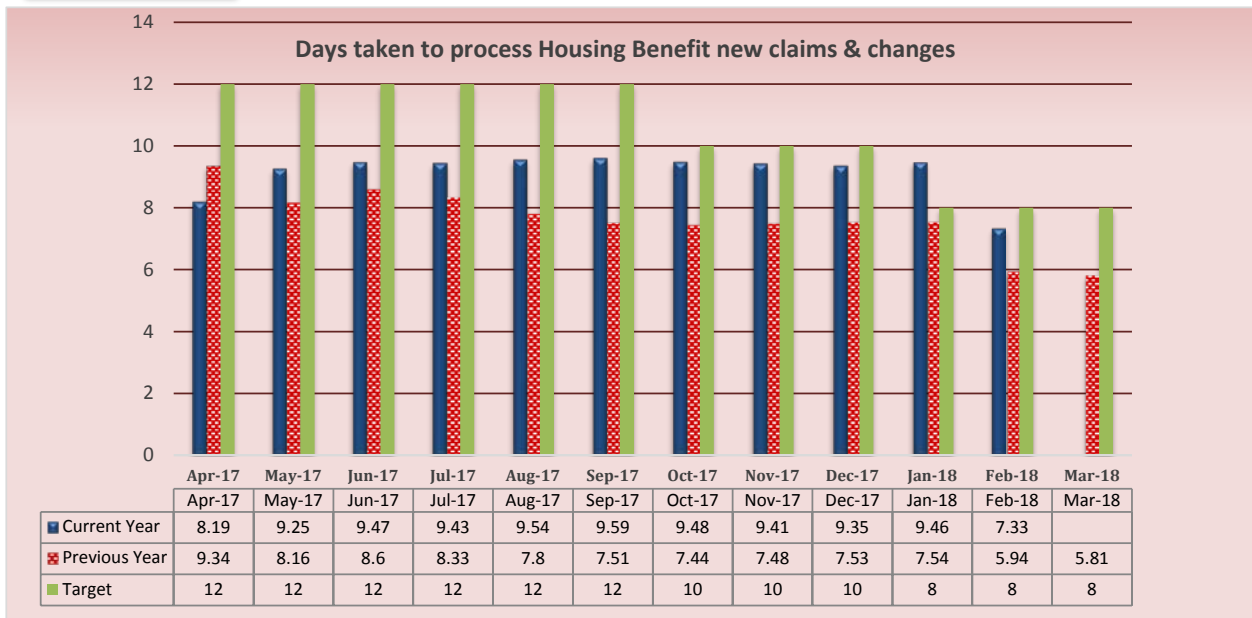
This shows the amount of Council Tax required to be collected within the financial year against actual collection.

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.

Whilst performance to date is above target, current in month direction of travel is within target. Final outturn is expected to be to 9 days.



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

Performance is meeting profiled target and is on track to meet year-end target.

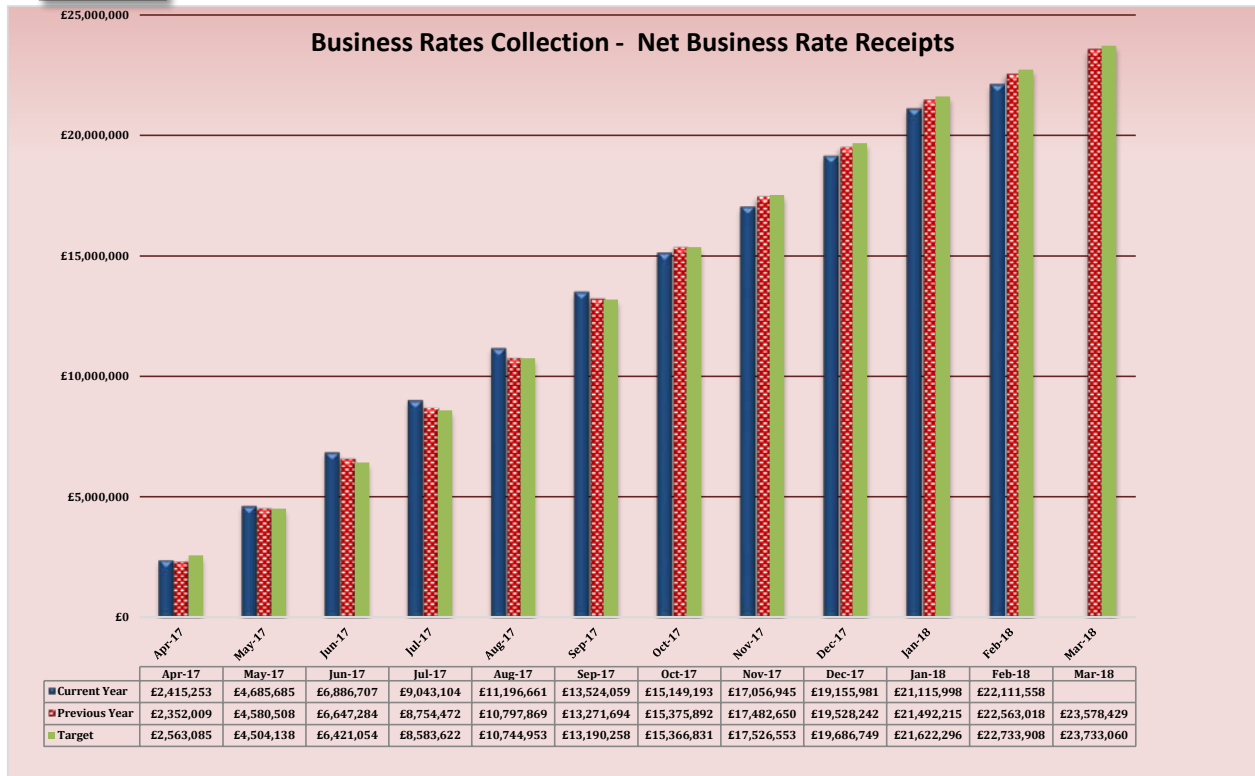
Summary Forest Heath Scorecard as at end Feb 2018



			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				

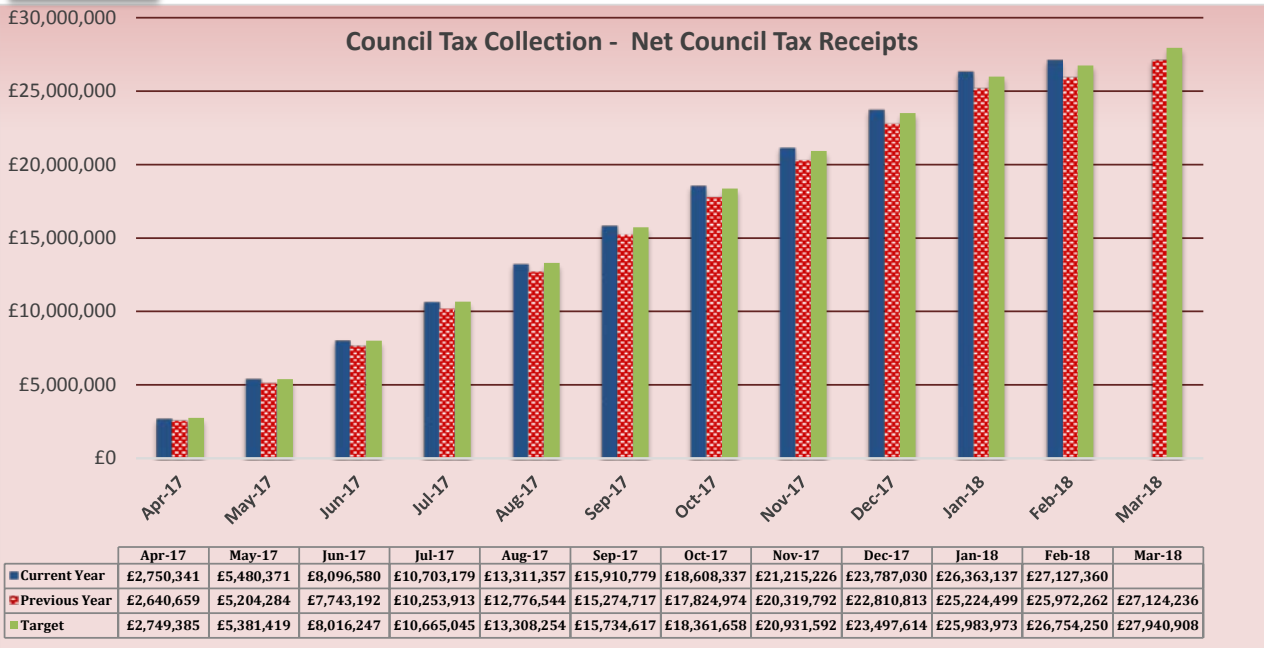


Forest Heath Finance Dimension Collection Amounts



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

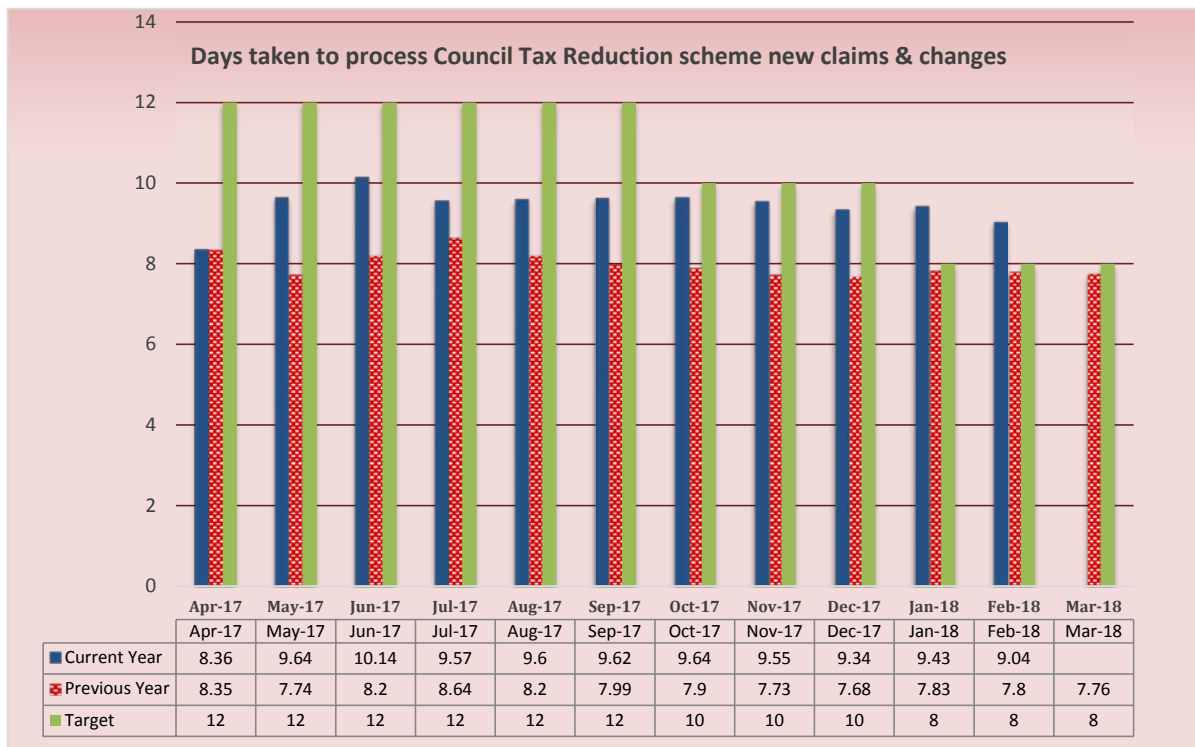
Collection is behind target. This is due to £949K of back dated refunds as a result of successful appeals against Rateable Values to The Valuation Office. There is provision in the accounts for these circumstances.



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

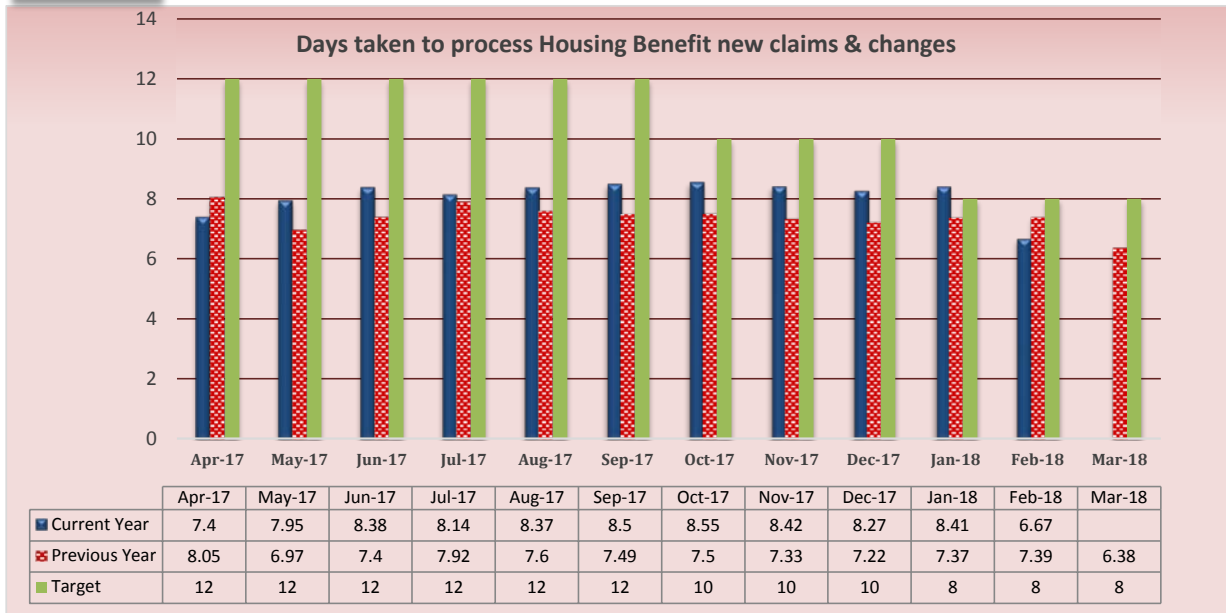


Forest Heath Customer Dimension Benefits- Average Days to process



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

Whilst performance to date is above target, current in month direction of travel is within target. Final outturn is expected to be to 9 days.



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

Performance is meeting profiled target and is on track to meet year-end target.

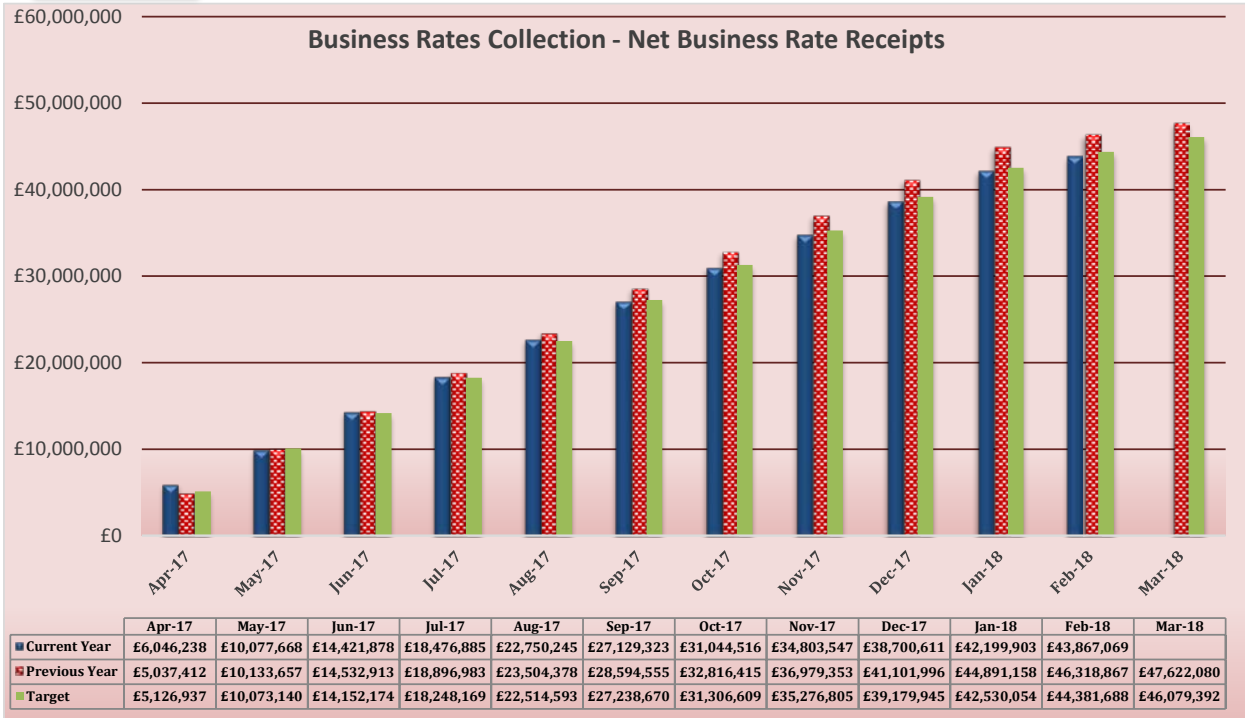
Summary St. Edmundsbury Scorecard as at end Feb 2018



		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					

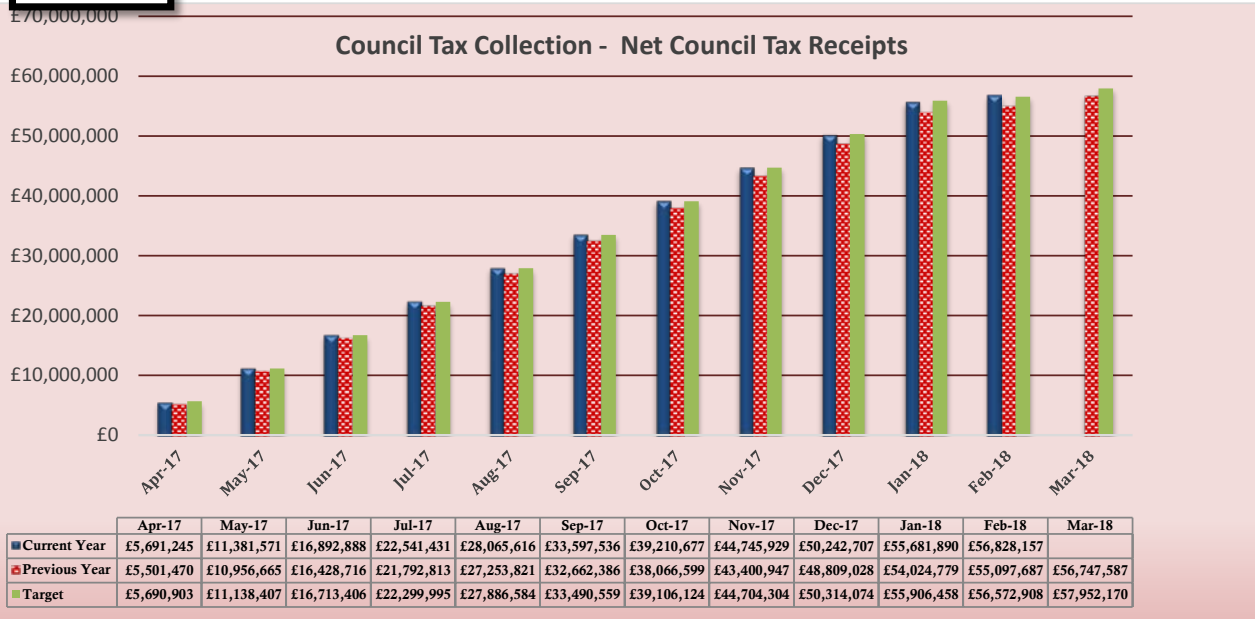


St Edmundsbury Finance Dimension Collection Amounts



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

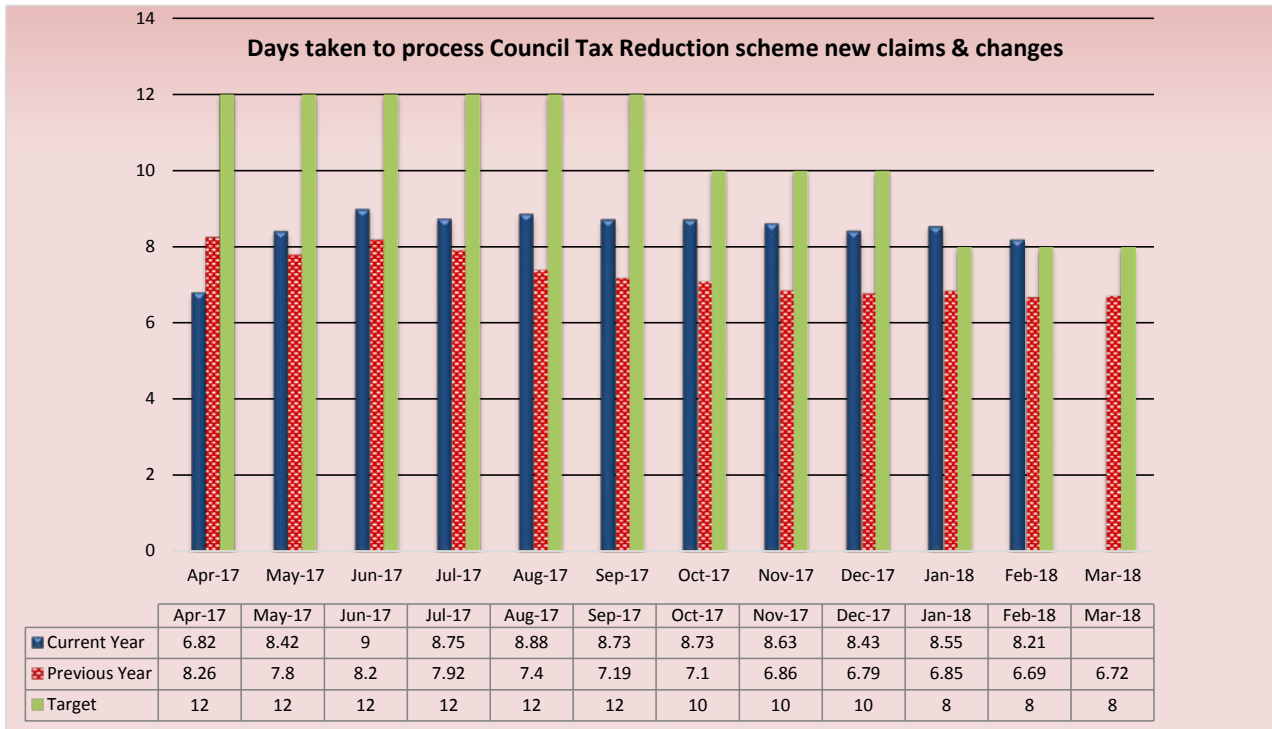
Collection is behind target. This is due to £1.8M of back dated refunds as a result of successful appeals against Rateable Values to The Valuation Office. There is provision in the accounts for these circumstances.



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

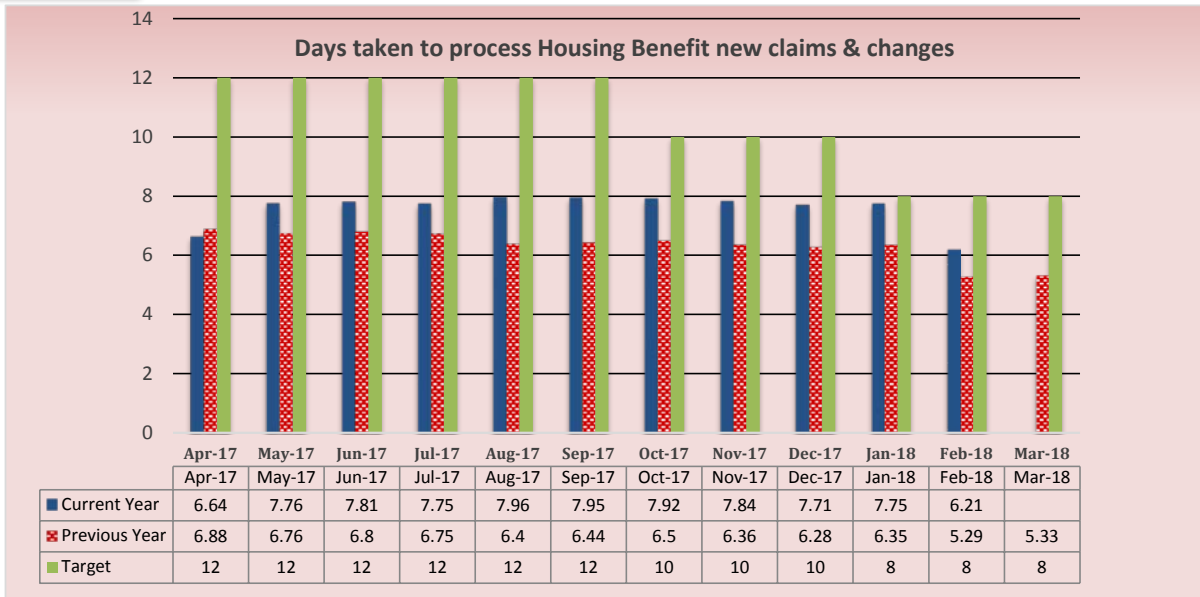


St Edmundsbury Customer Dimension Benefits- Average Days to process



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

Performance is meeting profiled target and is on track to meet year-end target.



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

Performance is meeting profiled target and is on track to meet year-end target.

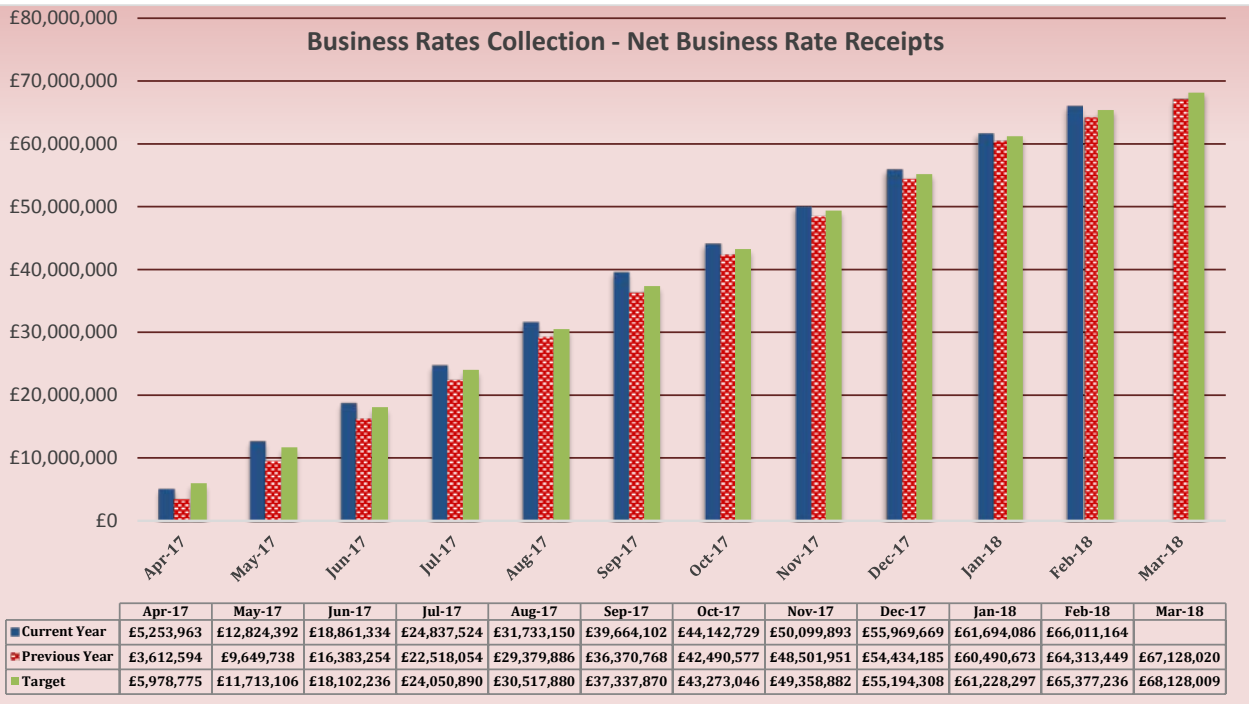
Summary Suffolk Coastal Scorecard as at end Feb 2018



			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				

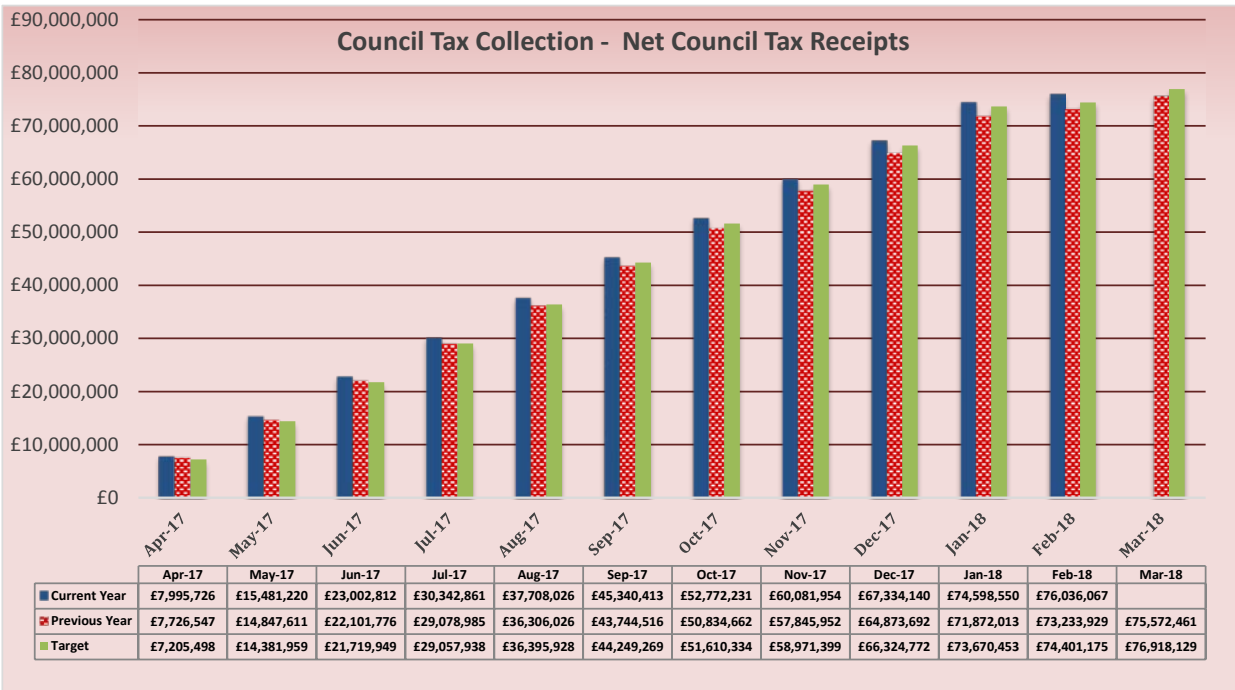


Suffolk Coastal Finance Dimension Collection Amounts



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

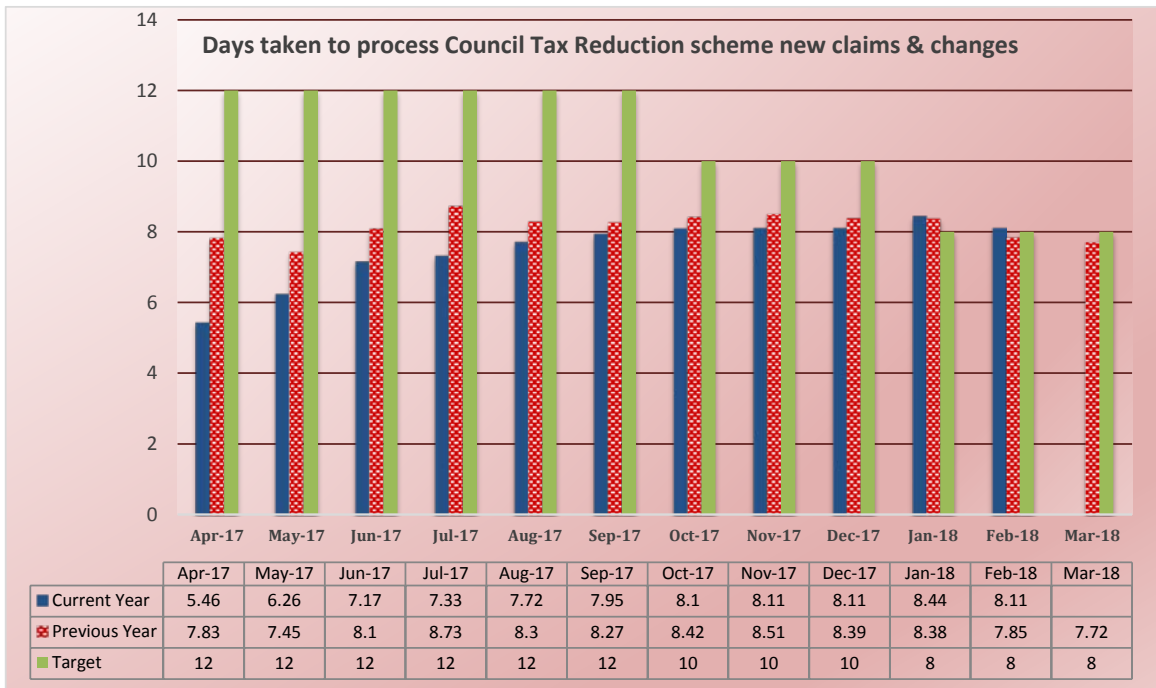
Although collection is currently on target we are expecting a large reduction in a significant assessment during March. This is very likely to result in collection not meeting target.



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

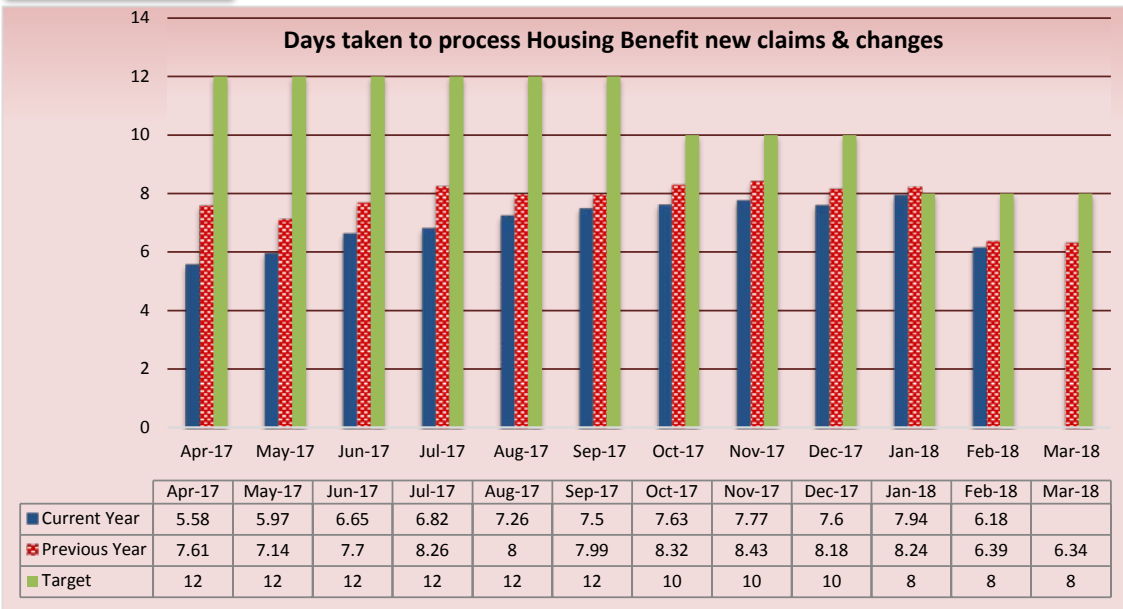


Suffolk Coastal Customer Dimension Benefits- Average Days to Process



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

Performance is meeting profiled target and is on track to meet year-end target.



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

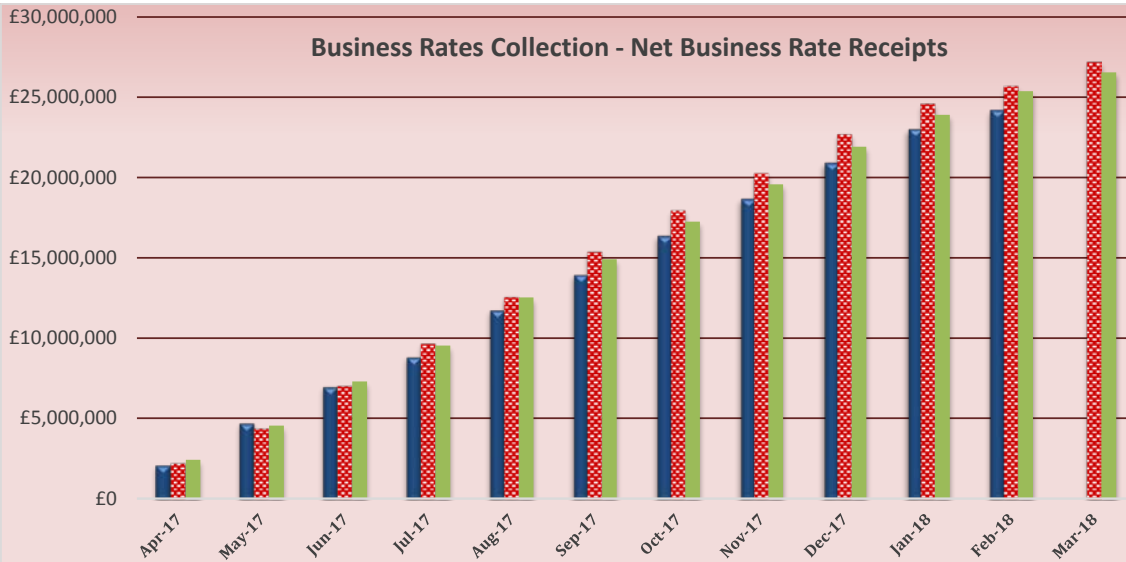
Performance is meeting profiled target and is on track to meet year-end target.

Summary Waveney Scorecard as at end Feb 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				

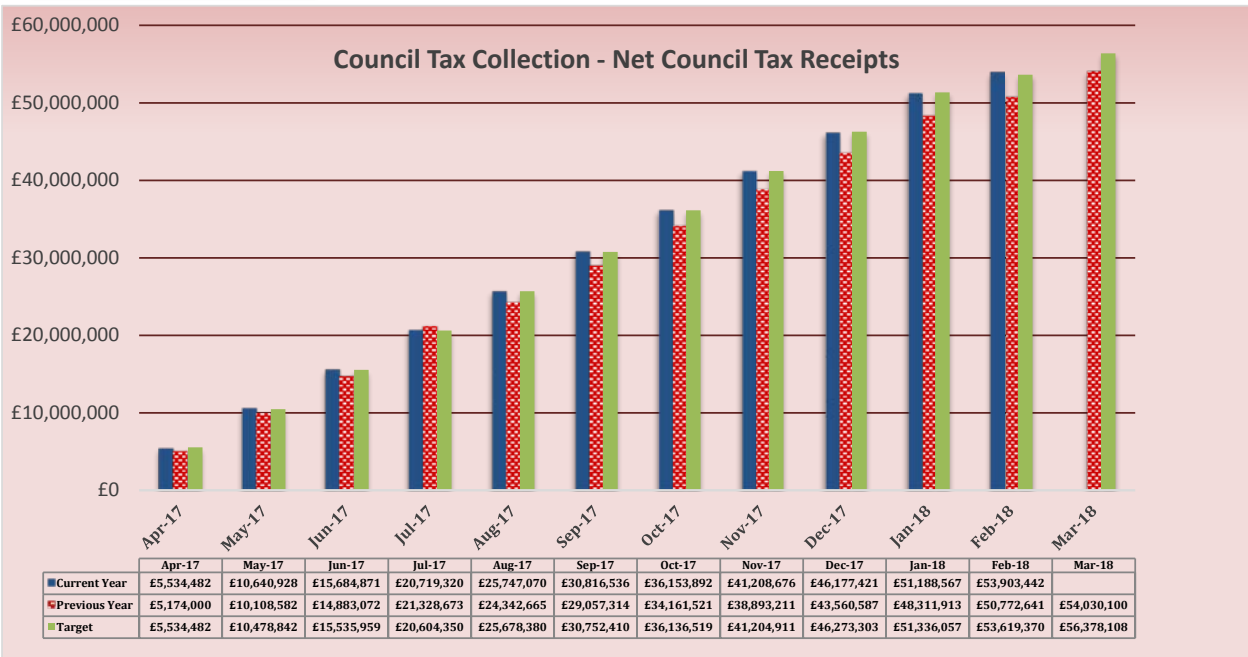
Waveney Finance Dimension Collection Amounts



	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	
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

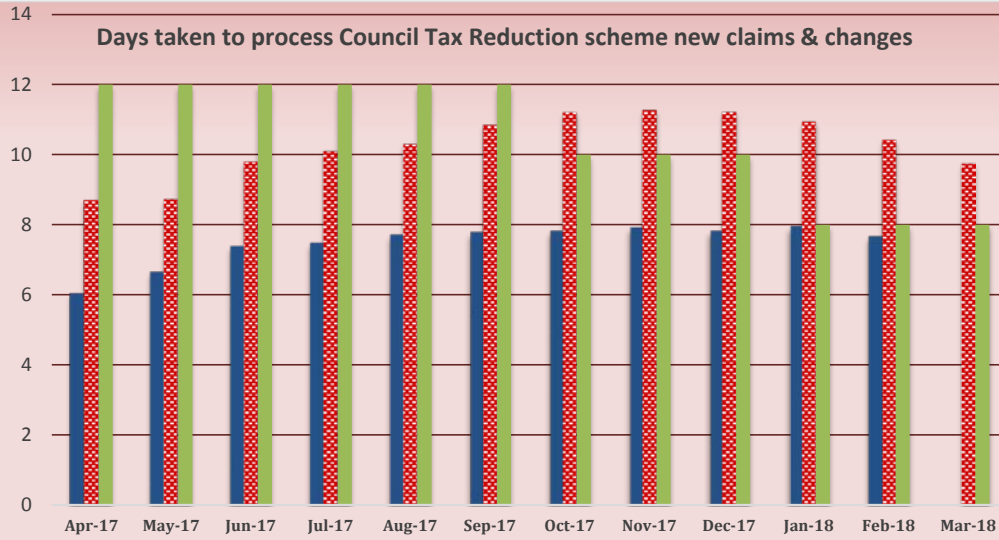
This shows the amount of money required to be collected within the financial year, payable to the NNDR Collection Fund against the actual collection.

Collection is behind target. This is due to £1.88M 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.



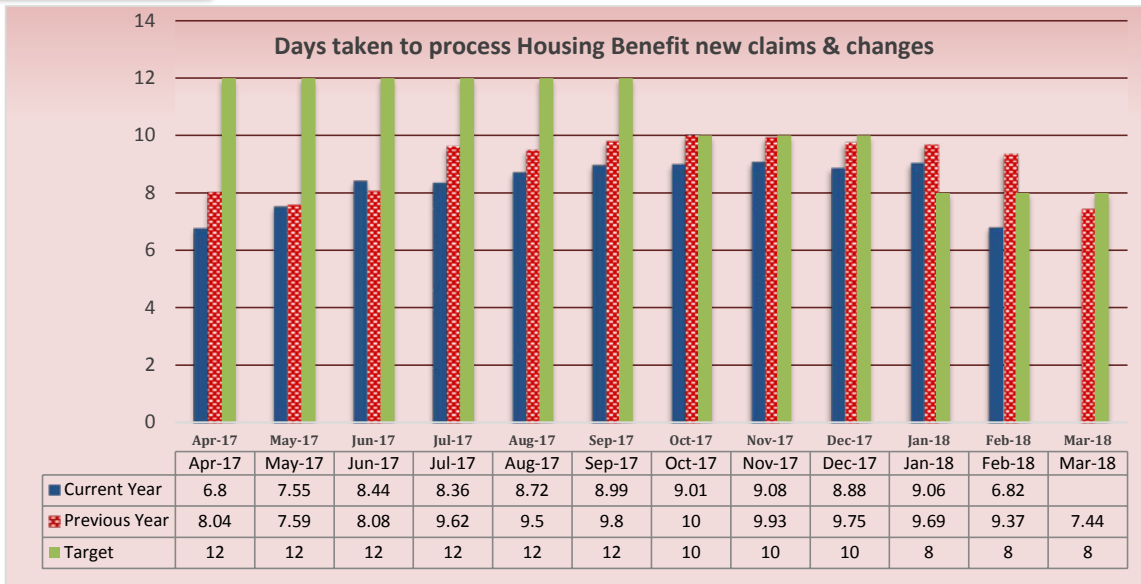
This shows the amount of Council Tax required to be collected within the financial year against actual collection.

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	
■ 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.



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

Performance is meeting profiled target and is on track to meet year-end target.

Anglia Revenues Partnership Joint Committee

Forecast Full Year Financial Performance as at 31st January 2018

Description	Approved Budget 2017/18 £	Forecast Actuals 2017/18 £	Forecast Variance Over/(Under) £	Variance %	Notes
Employee Related Costs	8,291,641	8,132,091	(159,550)	(1.92)	1
Premises Related Costs	268,645	276,141	7,496	2.79	2
Transport Related Costs	129,513	141,575	12,062	9.31	3
Supplies & Services	1,679,020	1,744,693	65,674	3.91	4
Support Services	620,675	595,466	(25,209)	(4.06)	
Income	(1,772,343)	(2,082,818)	(310,475)	17.52	5
TOTAL PARTNERSHIP COSTS	9,217,151	8,807,150	(410,001)	(4.45)	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 above budget rate costs to date due to increase in rateable values and is expected to be a true variance at the end of the year.
3. The variance relates to increased costs for car allowance due to the additional Enforcement employees and is offset by additional Enforcement income.
4. 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.
5. Bailiff income has increased from Q2 due to the calculations of bad debt provision and values due which were not reported in the previous quarter due to reports not available following the implementation of the new Onestep system.
6. The forecast assumes that the efficiency target has been met and any surplus at the end of year will be distributed amongst the partners.

Transformation funding - committed expenditure as follows:

Description	Approved Budget 2017/18 £	Forecast Actuals 2017/18 £	Forecast Actuals 2018/19 £	Forecast Actuals 2018/19 £
Already committed from grant funding received last year				
Website	8,700	8,700	0	0
Mitel Join Up	35,000	0	35,000	0
EDMS	56,935	56,935	(0)	0
Organisational - Develop agile organisation	10,000	0	10,000	0
Commercial - Accredited trainer	5,409	0	5,409	0
Replacement Servers	28,000	28,000	0	0
Robotics	36,485	0	36,485	0
Total	180,529	93,635	86,894	0
Unallocated	47,928	47,928	(0)	
Grand Total	228,457	141,563	86,894	

The committed transformation funding is £180,529 as at 31st January 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.

50

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 2017/18 £	Approved Budget 2018/19 £	Approved Budget 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)
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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, 27th March 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 and now St Edmundsbury 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.
- 2.1.8** The programme to migrate existing Housing Benefit (and other DWP Benefit and Tax Credits) cases, has been delayed by twelve months and so will now commence in July 2019, with a corresponding delayed completion date of March 2022.
- 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 2022, 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 Officer
 - Delivered training to Jobcentre Work Coaches
 - Reviewed the DWP UC training pack – implemented nationally by DWP

- Created a Private Landlords information pack

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

Lead Contact Officer

Name/Post: Adrian Mills – Strategic Manager (Benefits)

Email: Adrian.mills@angliarevenues.gov.uk

ANGLIA REVENUES PARTNERSHIP

Report of Paul Corney - Head of ARP
To: ARP Joint Committee, 27th March 2018
Subject: Anglia Revenues Partnership Risk Register
Purpose: To provide Members with assurance concerning risks facing the Anglia Revenues Partnership

Recommendation(s):

- That the Joint Committee notes the contents of the report and agrees the Risk Assurance Register.

1. Introduction / Background.

- 1.1 At the Joint Committee in June 2014 it was agreed that members will be updated every six months on the risk assurance so that risk can be reviewed regularly.
- 1.2 The audit governance report recommended that the Risk Register should be regularly reviewed by the Joint Committee so that each council can consider the risks in relation to their corporate risk assurance.

2 Current position.

- 2.1 The risk register has been developed by the Strategic Management Team and is attached at Appendix A. Appendix B shows the criteria used to apply a risk score by looking at the likelihood of a risk occurring and the potential impact of the risk to the ARP and the partner Councils.
- 2.2 A risk relating to subsidy shortfall was added to the register in December 2014. Every year, as part of the process of claiming housing benefit subsidy, external audit teams test a sample of cases. If high value errors are found then it can result in significant changes to the amount of subsidy paid.
- 2.3 The extrapolation methodology used by the auditors means that a fairly small error in a high value expenditure area can result in significant reduction in income received. The risk is therefore deemed to be amber even though all reasonable mitigation is in place.
- 2.4 The subsidy claims for all 7 partners have been audited in respect of 2016/17 expenditure and no Authority has suffered a significant loss of subsidy and no Authority has lost income from local authority error overpayments (one of the highest risk areas). The audit for 2017/18 will be completed by the end of November 2018 and subject to audit results it would currently appear that all Councils will retain their Local Authority subsidy.
- 2.5 From May 2016 Lowestoft has been included in the digital rollout of Universal Credit full service and so all new claims for help with rent will be dealt with by the DWP. The digital roll out will continue until 2018 for new claims and then the managed migration of existing caseloads will commence from 2019
- 2.6 The Government has determined the timescale for the ARP partners to move to the new service for new claims and some changes but not yet for the managed migration of existing claims. The implications for Councils are detailed in the risk register however, until the Government provide more information we cannot predict, with any certainty, future funding levels.

- 2.7 The risk surrounding income from Business Rates has reduced now that the April 2017 revaluation has been completed however, there is still risk in relation to subsequent appeals that may be received and reduce rates payable.
- 2.8 The risk relating to business continuity (loss of buildings/systems) has risen because of the recent cyber-attacks and the increase in such attacks. West Suffolk IT already update all software as soon as reasonably practical however, they are aware that the risk of such attacks is higher than previously and will be reviewing current protection and mitigation to ensure that systems continue to be secure from attack.

3 Options

- To note the contents of the report
- To comment on risks that should be added or removed from the register
- To review the risk scores

3.1 Reasons for recommendations

To provide the Joint Committee and Partner Authorities with assurance that risks facing the delivery of Housing Benefit and Revenues Services have been considered and actions for mitigation have been put in place where possible.

4 IMPLICATIONS

4.1 Risk

Please refer to the Appendices.

4.2 Financial

If risk is not managed and regularly reviewed then there can be significant financial risk where problems are not identified and dealt with.

4.3 Legal

None

4.4 Equality and Diversity

Not applicable.

5 APPENDICES

- 5.1 Appendix A – Risk Register
Appendix B – Risk Matrix

Lead Contact Officer

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Ref.	Risk Title	Risk Description	Consequences	Opportunities	Risk Owner	Risk Manager	Current Controls	Mitigating Actions	Date added	Date Updated	Curr. Score	Tgt Score	Trend
	Business continuity	Loss of key staff due to welfare reform and potential reduction in required resource	Inability to meet statutory requirements and to deliver services according to performance targets	With the expanded partnership we can ensure that skills are more widely held	Head of ARP and Strategic managers	Head of ARP	Staff are encouraged to take IRRV exams and NVQs and internal structures allow for career progression - reasons for staff leaving are being monitored to identify whether this becomes a reason for staff leaving. The resilience team will be trained to be generic and will be able to cover gaps in multiple services.	Transformation programme has identified opportunities for training and staff development - monitoring of reasons for staff leaving shows that it is not currently due to concerns of welfare reform	01/04/14	09/03/2018	C4	C4	Reached target score
	Business continuity	Loss of premises, bankruptcy of major contract provider, loss of power/telecoms and/or loss of systems - a new emphasis must be placed on loss of systems in relation to cyber attack	Difficulty in finding some members of staff access to systems or, loss of systems	Shared services mean that we operate from 4 centres and work can be carried out from 6 sites	Strategic Manager (Support)	Strategic Manager (Support)	Systems mirrored at 2 sites enabling work to continue. A number of staff are home enabled and more could be on a short term basis. Workers can be asked to travel to alternative sites. West Suffolk IT update systems with new patches and protection regularly and systems are PSN compliant. Financial scrutiny of major contractors will be put in place to ensure that we are aware of potential bankruptcy.	Access to Mirrored servers in FHEC regularly tested. Business Continuity plan agreed with partners - fail testing to be arranged. West Suffolk IT are working on specific mitigation of cyber attack and this will be reported in future risk reports. Alternative arrangements need to be in place to manage any potential loss of a major contractor.	01/04/14	09/03/2018	C2	E2	Increase due to recent cyber attacks
	Transformation Programme and budget efficiencies	Income/efficiencies equal to the reduction in Administration Grant are not achieved	If income is not secured to meet shortfall then reductions in budget will be required through savings which will impact on service provision	Income may exceed projected budget	Strategic Management Team and OIB	Strategic Management Team and OIB	On target to achieve 2017/18 target through income generated by Enforcement work, Norwich Section 113 agreement and Fraud and Compliance team	Actions in transformation programme will see savings and income generation achieve savings - progress is monitored by OIB	11/11/2016	09/03/2018	D3	D2	2017/18 all actions achieved to meet target - Digital transformation required in 17/18 and 18/19 to achieve 18/19 targets and beyond
	Income from retained Business rates and Council Tax	Income from NDR and Council Tax do not meet budgeted amount	The income available to the Councils is insufficient to meet needs	Income may exceed projected budget	Strategic Manager (Revenues)	Strategic Manager (Revenues)	Monitoring will continue for 2018/19. Revaluation 2017, appeals continues to increase in risk for 2018/19	The NNDR1 and Taxbase calculations include provision for bad debt and appeals - on target to meet spending requirements this risk increased with Re-val in 2017	01/04/14	09/03/2018	C1	D2	Reval has taken place reducing risk however, there is still significant risk of appeals affecting income received.

	Localised Council Tax Reduction Scheme (LCTRS) (Service Delivery Plan item 6)	Upon LCTRS review the reduction in help received by LCTRS claimants is reduced to the point where they can not afford to pay or, unemployment levels rise to a level that make the scheme unaffordable	Customers are asked to pay more than they can afford and arrears accrue	Increased income from Council Tax could be achieved	Strategic Manager (Benefits)	Strategic Manager (Benefits)	Current scheme has set payment levels at or below Attachment of Benefit levels for all but one Council which gives realistic opportunity to recover	If revised scheme reduces awards of LCTRS then funding from County Councils should be sought to fund additional recovery officers	01/04/14	09/03/2018	D3	D3	Reached target score
	A partner or partners leave the partnership	A reduction in partners could occur for a number of reasons in the future such as Local Govt reorganisation	Possible loss of key staff and TUPE implications - loss of resilience - also leading to increased cost of service and reduction in VFM	Develop partnership opportunities to carry out some functions for other Councils	Head of ARP	Head of ARP	Partnering agreement includes notice period for cessation of partnership. Interest in Enforcement Agency continues	Opportunities for income generation to be considered and business cases developed	01/04/14	09/03/2018	E3	E3	Reached target score
	Billing and Benefit letter production	External printer does not issue daily or annual bills and letters within legal timescale	Bills may have first instalment date later than 01/04/2018 which could result in loss or delay in collection of Council Tax and Business Rates	The contract will continue to offer significant savings to the Councils	Strategic manager (support)	Strategic manager (support)	Prior years annual billing process successful and daily bills and letters designed and active with current printers	The process was carried out successfully last year and testing will ensure that all documents are sent with correct information and on time	01/04/14	09/03/2018	E2	E2	Reached target score
	Housing benefit subsidy shortfall	Overpayments that are a local authority's fault can be claimed back as income if the value is less than 0.48% of the overall HB expenditure. Extrapolation by External Audit teams can also take Councils over this threshold	If LA error is not kept below this level it can have a significant financial impact on councils	To ensure that processes and procedures are correct and are followed and to ensure that backlogs do not effect LA error and that error is kept to a minimum so that Audit do not have cause to extrapolate subsidy overpayments	Strategic Manager (Benefits)	Strategic Manager (Benefits)	Rigorous procedures and high level of professional training. We have a Quality Assurance team that test accuracy levels and looks for and at areas of weakness. All councils were kept below LA error levels for audited claims from 2013/14 to 2016/17 due to robust challenge of Audit findings and extensive work to identify drill down to avoid extrapolation having an adverse effect	To continue to use overtime and agency where vacancies mean that there is a risk to subsidy. To continue to apply QA to areas identified in audits and random testing to identify other areas of risk / error	11/12/14	09/03/2018	C3	C3	Reached target score
	Universal Credit implementation	Uncertainty over future funding from DWP and MHCLG.. Affect upon customers currently receiving HB and resultant impact on customer teams	From April 16 UC will be rolled out to new claimants but later a managed migration of HB caseload will occur - the impact on customers and social Landlords will be enormous if the migration falters	To continue to work with the DWP and Stakeholders to jointly offer customers assistance in making the transition	Strategic Manager (Benefits)	Strategic Manager (Benefits)	We have entered in to an agreement with DWP to jointly help customers to make the transition and agreed a Universal Support Partnership with them. The initial roll out of digital services has been announced and Lowestof is an early transferee for new claims	Assess the impact of claims in lowestoft moving to the DWP - modelling can take place to understand how ARP will be impacted as the timetable for all councils is issued.	11/12/14	09/03/2018	C3	C3	Reached target score
	Fraud and Error	Risk of Fraud entering the system if retained fraud team are not kept. LCTRS fraud and Council Tax fraud will not be investigated by the DWP - retained service has to be self funding	If no service is retained by the partnership then Fraud will not be identified in cases.	To retain joint funding from County and registered providers	Strategic Manager (Benefits)	Strategic Manager (Benefits)	Team retained to investigate LCTRS, Tenancy, Ctax discount/exemptions and NNDR since 1/9/15	Norfolk and Suffolk County Councils have agreed funding for Fraud team till 31/03/19 - quarterly reporting to County Councils to demonstrate the impact of the Fraud team.	11/12/14	09/03/2018	C2	C2	Reached target score

Risk management process and toolkit

Step 3 – Prioritisation using the matrix below

- How likely is this risk?
- How big an impact will this risk have?

Likelihood	A	Very High				
	B	High				
	C	Significant				
	D	Low				
	E	Very Low				
	F	Almost impossible				
			Negligible	Marginal	Critical	Catastrophic
			4	3	2	1
			Impact			

Steps 4 and 5 – Mitigation and monitoring

Mitigation	Monitoring
<ul style="list-style-type: none"> • Assess current actions and controls Adequate or more needed. • Within your Service Plans -develop specific SMART actions that will either reduce the likelihood of the risks or minimise the impact. • What should the score be after you have taken action? 	Review the Risk Register with colleagues (for example, as part of your Service Plan) at least quarterly <ul style="list-style-type: none"> • Risks changed? • New risks? • Need to report or escalate risks? • Risks ranking changed?

Definitions

Likelihood		Impact	Example Descriptions
Very High	> 90%	Negligible	Financial impact below £10k, no effect on partnership / service provision or reputation, minor delays to a project, limited physical consequences
High	55% -90%	Marginal	£10k - £200K, service slightly reduced broken bones/illness, objectives of one team not met, minor adverse local media, impact on an external inspection (s)
Significant	15%- 55%	Critical	£200K - £500k, service suspended short term / reduced, loss of life/major illness, service objectives not met, industrial action, adverse national publicity, service taken over temporarily
Low	5% - 15%	Catastrophic	£500k +, partnership / service suspended long term, statutory duties not delivered, major loss of life/large scale major illness, corporate objectives not met, mass staff leaving/unable to attract staff, Remembered for years!! Service taken over permanently
Very Low	1% - 5%		
Almost Impossible	0% - 1%		

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