



MEETING : EAST HERTS COUNCIL AND STEVENAGE
BOROUGH COUNCIL JOINT REVENUES AND
BENEFITS COMMITTEE

VENUE : SHIMKENT ROOM, DANESHILL HOUSE,
STEVENAGE

DATE : MONDAY 18TH FEBRUARY, 2013

TIME : 6.00 PM

MEMBERS OF THE COMMITTEE

EAST HERTS COUNCIL:

Councillor Michael Tindale (Chairman).
Councillors: L Haysey and G McAndrew.

Substitutes: P Moore.

(Note: Substitution arrangements must be notified by the absent Member to Democratic Services 24 hours before the meeting).

STEVENAGE BOROUGH COUNCIL

Councillors: S Batson, Mrs J Lloyd (Vice-Chairman) and A Webb.

Substitutes:

<p>CONTACT OFFICER: Peter Mannings 01279 502174 E-mail: peter.mannings@eastherts.gov.uk</p>
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DISCLOSABLE PECUNIARY INTERESTS

1. A Member, present at a meeting of the Authority, or any committee, sub-committee, joint committee or joint sub-committee of the Authority, with a Disclosable Pecuniary Interest (DPI) in any matter to be considered or being considered at a meeting:
 - must not participate in any discussion of the matter at the meeting;
 - must not participate in any vote taken on the matter at the meeting;
 - must disclose the interest to the meeting, whether registered or not, subject to the provisions of section 32 of the Localism Act 2011;
 - if the interest is not registered and is not the subject of a pending notification, must notify the Monitoring Officer of the interest within 28 days;
 - must leave the room while any discussion or voting takes place.
2. A DPI is an interest of a Member or their partner (which means spouse or civil partner, a person with whom they are living as husband or wife, or a person with whom they are living as if they were civil partners) within the descriptions as defined in the Localism Act 2011.
3. The Authority may grant a Member dispensation, but only in limited circumstances, to enable him/her to participate and vote on a matter in which they have a DPI.
4. It is a criminal offence to:
 - fail to disclose a disclosable pecuniary interest at a meeting if it is not on the register;
 - fail to notify the Monitoring Officer, within 28 days, of a DPI that is not on the register that a Member disclosed to a meeting;
 - participate in any discussion or vote on a matter in which a Member has a DPI;
 - knowingly or recklessly provide information that is false or misleading in notifying the Monitoring Officer of a DPI or in disclosing such interest to a meeting.

(Note: The criminal penalties available to a court are to impose a fine not exceeding level 5 on the standard scale and disqualification from being a councillor for up to 5 years.)

AGENDA

1. Apologies for Absence and Declarations of Interest
2. Minutes - 23 October 2012 (Pages 7 – 10).

To approve as a correct record the Minutes of the meeting of the Joint Revenues and Benefits Committee held on 23 October 2012.

3. Quarterly Update (Pages 11 – 30).

The Committee is requested to receive a report detailing the current position in the following areas:

- Implementation
- Performance Reporting
- Budget Monitoring
- Service Plans
- Future Challenges

4. Urgent Part 1 Business

To consider any Part I Business accepted by the Chair as urgent.

5. Exclusion of Press and Public

To consider the following motions:

1. That under Section 100(A) 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 described in paragraphs 1-7 of Part 1 of Schedule 12A of the Act as amended by SI2006 No.88.
2. That Members consider the reasons for the following reports (if any) being in Part II and determine whether or not maintaining the exemption from disclosure of the information contained

therein outweighs the public interest in disclosure.

6. Urgent Part 2 Business

To consider any Part 2 Business accepted by the Chair as urgent.

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JOINT REVENUES AND BENEFITS COMMITTEE

MINUTES

Date: Tuesday 23 October 2012

Time: 6.00 p.m.

Place: Shimkent Room, Daneshill House, STEVENAGE

- Present:** Stevenage Borough Councillors: S Batson MBE DL,
Mrs J Lloyd and A Webb.
- East Herts Councillors: G McAndrew and M Tindale (Chair)
- In Attendance:** Scott Crudgington (Strategic Director (Resources) SBC),
and Su Tarran (Head of Revenues and Benefits)
- Start/End Time:** Start Time: 6.00 p.m.
End Time: 7.25 p.m.

1. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

Apologies for absence were received from Councillors L Haysey and P Moore.

There were no declarations of interest.

2. MINUTES – 19 JULY 2012

It was **RESOLVED** that the Minutes of the meeting of held on 19 July 2012 be approved as a correct record and signed by the Chair.

3. QUARTERLY UPDATE

The Committee received a report detailing the current position in the following areas:

1. Implementation
2. Performance Reporting
3. Budget Monitoring
4. Future Challenges

Implementation

The Committee was advised that the Revenues and Benefits team had undertaken a course in telephone negotiating skills and it was requested that it be noted that the Joint Revenues and Benefits section at East Herts District Council had been the first section in the council to complete Personal Development Reviews for all team members. This

would enable early identification of the team's learning requirements and allow for an appropriate training programme to be established as soon as possible.

In reply to a question the Committee was advised that the IT necessary for a shared platform was on schedule and it was confirmed that separate systems could be run for each partner if required.

Performance Reporting and Budget

The Committee was advised that new claims were being processed within 10 days leading to a significant drop in complaints from the Stevenage Housing Team and an improvement in working relationships between the teams.

Concerns were expressed over the level of turnover of agency staff and there was a fear that staff would leave before the expected reduction in workload as a result of the introduction of Universal Credits. Officers confirmed that contingency arrangements for that scenario were being investigated.

A number of graphs and tables, which highlighted the workflow and increasing number of cases dealt with by the service, were distributed about which Members asked a number of detailed questions which were answered by the Officers.

It was noted that the caseload continued to rise at the same rate for both councils.

In reply to a question concerning collection of non-domestic rates the Committee was advised that large organisations were unwilling to sign up to direct debit arrangements over concerns about cash flow. In cases where arrears had built up a personal approach had been taken to debt collection.

Following discussion about the collection periods for Council Tax the Strategic Director (Resources) undertook to prepare a report for Stevenage Members proposing a twelve monthly collection option once the necessary details had been received from the Head of Revenues and Benefits.

The Committee was advised that the proposed Council Tax Benefit Schemes were essentially identical for each council although it was acknowledged that the results of the consultation exercise had yet to be taken into account. It was tentatively agreed that an option might be to revisit the cost allocations should one council's scheme prove easier to administer than the others.

Future Challenges

In reply to concerns about benefit income caps to be introduced in 2013 the Head of Revenues and Benefits undertook to circulate a 'Frequently Asked Questions' paper that had been produced by the Department of Work and Pensions.

Concerns were expressed that as a result of reduced benefits some people could have trouble paying Council Tax demands and it was confirmed that there would be no central fund to help those in financial difficulties.

Concerns were also expressed that staff could face increased levels of aggression from claimants as a result of benefit reductions.

The Committee was advised that the bedroom 'tax' could have an adverse impact on the House Section at Stevenage Borough Council as a result of the numbers of tenants wishing to downsize and concerns were expressed that some families might move into properties that were too small in order to save rent.

The Committee was further advised that the policy associated with Discretionary Housing Payments should be robust as there would be no formal appeal process. Any complaint could lead directly to a judicial review.

In reply to a question concerning the timing of the next meeting the Strategic Director (Resources) undertook to call an urgent meeting of the committee should circumstances dictate it necessary to do so.

It was **RESOLVED** that the report be noted.

4. URGENT PART I BUSINESS

None.

5. EXCLUSION OF PRESS AND PUBLIC – *Not required*

PART II

6. URGENT PART II BUSINESS

NONE

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EAST HERTS COUNCIL

COMMITTEE – DATE 18 February 2013

East Herts Council and Stevenage Borough Council Joint Revenues and
Benefits Committee

REPORT BY Head of Revenues and Benefits Shared Service

REPORT TITLE : Quarterly update

WARD(S) AFFECTED: ALL

Purpose/Summary of Report

- To report to committee the current position in the following areas.
 - 1 Implementation
 - 2 Performance reporting
 - 3 Budget monitoring
 - 4. Service plans
 - 4 Future challenges

<u>RECOMMENDATIONS FOR East Herts Council and Stevenage Borough Council Joint Revenues and Benefits Committee</u>
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That:

(A)	The report be received.
(B)	That the identification of a potential growth item of £19k be supported
(C)	That the request for Maternity leave cover be supported
(D)	That the request to re-grade a post up to grade 7 be supported.
(E)	That the service plan be accepted

1.0 Background

- 1.1 Since the last report to committee (October 2012) further progress has been made in the establishment of the shared service. This has not been without its challenges and the report details these with the current position and future challenges facing the service.

2.0 Report

2.1 **Implementation update**

- 2.1.1 Both IT systems are now on the same operating platform following the migration of East Herts on to a Windows base. Once this is bedded in, and all the interfaces working as required, further developments can proceed.
- 2.1.2 The annual billing process is in preparation, and will be more complicated this year due to the raft of changes to welfare reforms, changes in council tax exemptions, and the increase in numbers of customers having bills to pay.
- 2.1.3 Staff continue to receive training and support in their new roles and are developing well in their new teams. Training on the welfare reform changes have also been included and will continue.

2.2 **Performance reporting**

- 2.2.1 As previously reported the volume of work received during 2012/13 has been unprecedented. The board approved additional funds to engage agency staff to support this work, and this has enabled a significant reduction in the level of outstanding work. This funding has all been used. An update will be provided at the meeting.
- 2.2.2 The impact of clearing the backlog of Benefits work has a detrimental impact on the N181 performance indicator, as this is calculated on waiting days. However it does put the services in a strong position for year end and starting the new financial year.

- 2.2.3 The caseload however continues to rise and will invariably create an increase in changes proportionate with its growth.

Stevenage	April – Dec 2.8%
East Herts	April –Dec 2.2%

- 2.2.4 The impact of the welfare reforms on the number of customer contacts is unknown, but as many people will be paying council tax for the first time, this is likely to be significant. Customers will be confused and angry and will need substantial support and advice. Recovery is likely to be a substantial challenge as well.
- 2.2.5 The changes in the way local councils are financed from 2013/14 means that there will also need to be an increased focus on the recovery of Business rates.
- 2.2.6 The Council Tax Support schemes are subject to a separate appeals process to Housing Benefit and the former Council Tax Benefit schemes. The Valuation service who will administer the CTS appeals have not dealt with this type of work before and nobody is able to accurately determine the level of appeals that will be made. However it is likely that this will be substantial in the first year. This does mean that the shared service staff will be dealing with more appeals, servicing two different appeal tribunals and administering two different appeal processes.
- 2.2.7 There is also a significant growth expected in applications for Discretionary Housing payments and Discretionary Exceptional Hardship relief. Currently approximately 300 applications are received a year for DHP's, in total across the partnership. This could reasonably exceed 3000 if only a proportion of those affected by the welfare reforms apply for help.
- 2.2.6 Both Councils are addressing the welfare reform issues corporately and significant joint working is being carried out.

2.3. Budget Monitoring

2.3.1 The 2013/14 budget for the shared service is currently being prepared. An update will be given at the meeting.

2.3.2 **Retained costs:** Stevenage Councils retained costs in the 2012/13 budget are currently £382,266. East Herts contributes 54% to these costs in accordance with the costs sharing model.

2.3.2.1 Stevenage Councils retained costs in the 2012/13 budget are currently £382,266. East Herts contributes 54% to these costs in accordance with the costs sharing model. As agreed when the partnership was established, Stevenage would undertake a review of these retained support service costs to determine where savings can now be made following the transfer of staff to East Herts. It was decided to allow the arrangements in both council's to settle down to ensure the true position and potential for savings could be determined.

2.3.2.2. This review has now been completed by the Strategic Director (Stevenage) and the results will be presented to the next partnership management board for review and scrutiny. The situation however is becoming more complex, as Stevenage are now preparing to re-engage the services of its Customer Service Centre to support the partnership through the challenges explained elsewhere in this report.

Cost area	Value
Human Resources (& payroll at SBC)	£44,500
Internal Printing overheads	£12,279
I T Services-excluding licence costs	£114,934
Strategic Direction	£10,650
Media & Communication	£3,380
Finance functions (creditors, procurement, debtors)	£11,100
Post Room Recharge	£20,108
External Customer Services (CSC)-calls element	£83,424
Desk Top Publishing (Graphic Design)	£1,280

Central Offices Apportioned	£74,560
Employee insurance	£720
Misc & Third Party Insurance	£5,330
Total	£382,265

2.3.3 Potential Growth item

2.3.3.1 Historically the Revenues service at SBC carried out a range of functions around daily cash postings and reconciliations. The post holder, who lead on this area of activity in addition to their role as a revenues officer, transferred to the shared service, into a post which did not included these functions. It was hoped that their expertise could be transferred to a team of shared service staff over time.

2.3.3.2 However it transpired that some of these functions are not carried out by the Revenues service for East Herts, but by staff in the East Herts accountancy service. Then the historical post holder had to take early retirement for personal reasons, before any handover training was completed.

2.3.3.3 The shared service endeavoured to continue with these functions for SBC, realising that some are best placed alongside the cashier role at SBC, both physically and operationally, mirroring the establishment at East Herts.

2.3.3.4 In September 2012, the directors agreed to resource this function to be based at Stevenage. Stevenage offered to recruit a part time post, to work from within SBC accountancy, for a year [to be reviewed], to ensure that all these key activities were completed.

2.3.3.5. An appointment has now been made, and is working through an outstanding area or work, before the shared service can transfer the remaining functions. Stevenage is currently funding this post, which is considered to be a shared service cost.

2.3.3.6. It is not possible to reduce the shared service salaries budget by an equivalent amount due to the significant growth in demand and activity across the service as detailed above

(Appeals, DHPs; etc), and that the function is not owned by an individual, but carried out as part of a number of officers duties.

- 2.3.3.7 Therefore the shared service requests a growth item for 13/14 of £19k. Under the shared service agreement, any savings or growth are funded 50:50.

2.3.4 Maternity Leave

- 2.3.4.1 Post holder RB008 is due to start maternity leave in April 13. Her post is assistant manager in the Systems and Support team in the Revenues & Benefits shared service. This team is crucial to both the effective operation of the IT systems used by the service, but also has responsibility for all front facing staff, including both outside officer and customer support staff.
- 2.3.4.2 The officer has indicated that she will be on leave for approximately 6 months. The accountancy service advise that allowing for the reduced pay entitlements for maternity leave, covering this post will cost an additional £ 8310.00
- 2.3.4.3 This has the potential to impact on the 2013/14 salaries outturn position. The service will endeavour to manage within budget.

2.3.5 Regrading of systems and support post

- 2.3.5.1 There has been a vacancy in the systems & support team since September 2012, which despite repeated internal and external adverts has failed to attract one candidate with Capita systems knowledge. This has been a particular challenge to the service as the volume of changes and work in the team has been substantial and continues to be so. A temporary agency appointment has been made to support the team during the year end activity in February and March only.
- 2.3.5.2 The post is currently scale 5 [£19126-£23708]. It is proposed to delete this post and replace with a new post, with a grade up to scale 7 [£23708 -£29236]. This would at the maximum point, be an increase of £5528.00. The actual grading would not be known until the post has been formally evaluated.

2.3.5.3. The technical team is small, and already has one officer being trained from scratch. It cannot resource a second training post and maintain service delivery.

2.3.5.4 This constitutes a request for growth of up to £5528.00 if an appointment was made at the top of grade 7.

2.4 **Service plan**

2.4.1 The service plan attached at ERP B, is progressing through the service plan timetable at East Herts, and is therefore subject to change before completion.

2.4.2 The focus is necessarily on introducing the Council Tax Support Scheme, the welfare reforms and the new business rates scheme.

2.5 **Future Challenges**

2.5.1 The Government have delayed the national roll out of the Benefit cap. It is anticipated however that following a pilot in London it will be introduced before September. The number of household affected in the partnership area is expected to be approximately 150.

2.5.2 Universal credit is still due to go live in October, but appears to be at a much lower level than previously anticipated. It is increasingly unlikely that the service will see any real impact during 2013/14.

2.5.2.1 The DWP are unable to provide any timescales for the transfer of claims, but are already identifying areas of work they are unable to take on in the medium term as they are deemed too complex. This includes Exempt accommodation claims.

2.5.2.2 The transfer of Pensioner claims into the pension service (they are not included in universal credit) may now slip to 2016 at the earliest.

3.0 Implications/Consultations

- 3.1 Information on any corporate issues and consultation associated with this report can be found within **Essential Reference Paper 'A'**.

Background Papers None

Contact Member: M Tindale(Chairman) & Joan LLoyd(Vice-Chairman)

Contact Officer: Name – Su Tarran Contact Tel No 01279 502075

East Herts Council

Revenues & Benefits Shared Service SERVICE PLAN

2013/14

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SECTION 1: Service Plan 'Snapshot' (Word)

SECTION 2: Key Projects (Word)

SECTION 3: 2013/14 – Actions (Excel)

SECTION 4: Financial Implications for future years
(Excel)

SECTION 5: Risk Assessment (Excel)

SECTION 1: Service Plan ‘Snapshot’

Note: Filling in this section is compulsory

Revenues & Benefits Shared Service

Service Manager: Su Tarran

Service Aims:

- Administer on behalf of both Councils, cost effective Housing Benefit and Council Tax Support services, paying benefits promptly and accurately and investigating fraud.
- Local Taxation Collection; issuing bills promptly and accurately and undertaking effective recovery action to achieve high rates of collection.
- Provide front line services to the public for Benefits and Revenues

Service Delivery

Face to face customer service delivery is split between the partnership and Stevenage Borough’s Customer Service Centre (CSC). The CSC retain the front facing customer interaction for Stevenage customers visiting the Stevenage Council Offices. Stevenage customers telephoning Stevenage Council directly, will be diverted by the CSC into the partnership. At East Herts the Councils reception team signpost customers to Revenues & Benefits Service officers.

It will be necessary to measure the impact and success of this form of delivery to ensure no duplication of resources.

Key service responsibilities:

Key Service Responsibilities	Links to East Herts’ Corporate Priority	Links to Stevenage Corporate Policy
<ul style="list-style-type: none"> • Provide advice and support to elected members and senior officers in determining policies on the exercise of discretion allowed by legislation. 	<ul style="list-style-type: none"> • Prosperity 	<ul style="list-style-type: none"> • Move towards Excellence
Benefits		
<ul style="list-style-type: none"> • Ensure the integrity & security of the information held on ICT systems and in other media 	<ul style="list-style-type: none"> • Prosperity 	<ul style="list-style-type: none"> • Move towards Excellence
<ul style="list-style-type: none"> • Ensure the control systems operate successfully, so that Benefits are paid promptly and accurately 	<ul style="list-style-type: none"> • Prosperity 	<ul style="list-style-type: none"> • Move towards Excellence

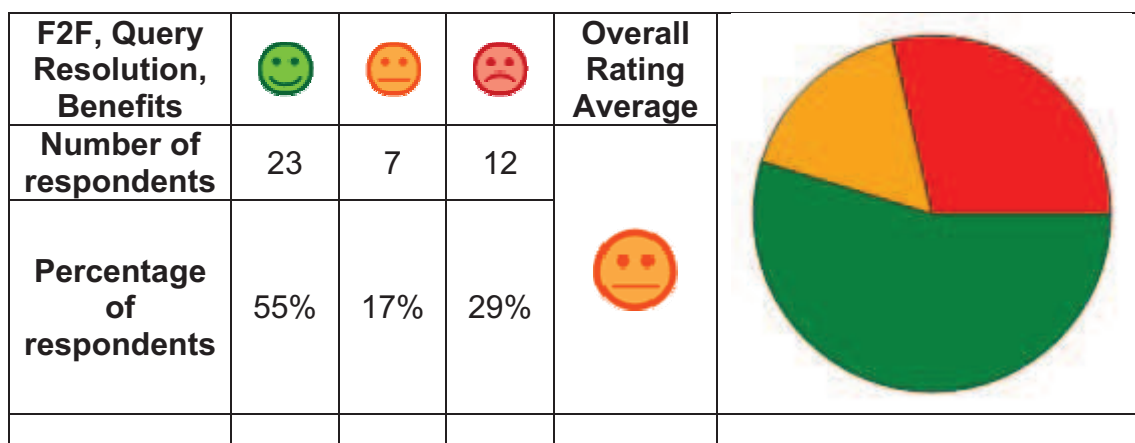
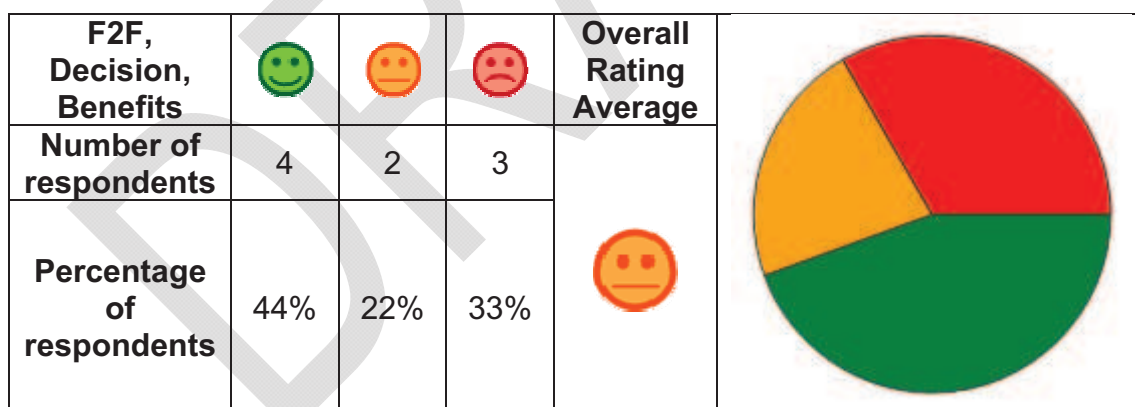
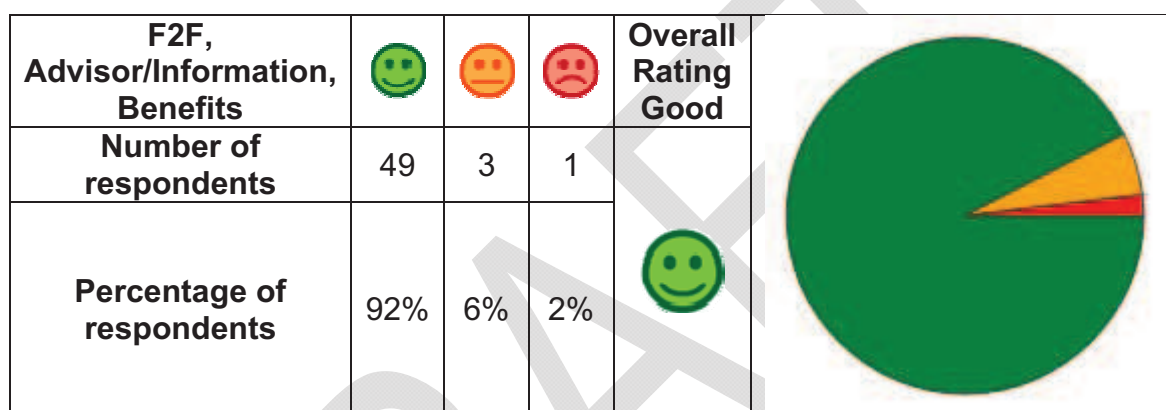
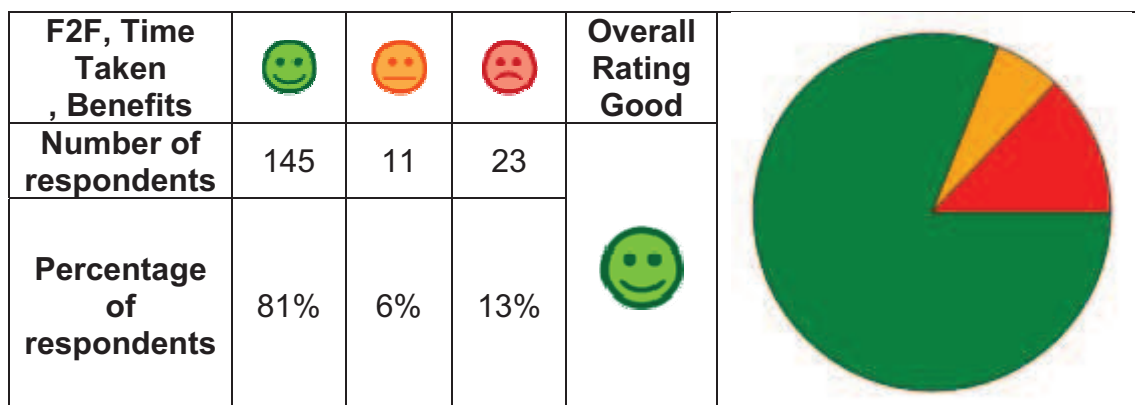
<ul style="list-style-type: none"> • Provide information to customers that is accurate and helpful and meets their varied needs, having regard to equality of access. 	<ul style="list-style-type: none"> • People 	<ul style="list-style-type: none"> • Move towards Excellence
<ul style="list-style-type: none"> • Undertake forward planning, to ensure the service responds effectively to statutory changes and customer expectation 	<ul style="list-style-type: none"> • Prosperity 	<ul style="list-style-type: none"> • Move towards Excellence
<ul style="list-style-type: none"> • To be alert to fraud, seeking to deter it and identify, investigate and prosecute those who engage in fraud. 	<ul style="list-style-type: none"> ▪ Prosperity 	<ul style="list-style-type: none"> ▪ Move towards Excellence
Local Taxation		
<ul style="list-style-type: none"> • Ensure the integrity & security of the information held on ICT systems and in other media 	<ul style="list-style-type: none"> • Prosperity 	<ul style="list-style-type: none"> • Move towards Excellence
<ul style="list-style-type: none"> • Ensure the control systems operate successfully, so that Council Tax and NNDR are collected promptly and accurately and that recovery process operate to achieve effective collection. 	<ul style="list-style-type: none"> • Prosperity 	<ul style="list-style-type: none"> • Move towards Excellence
<ul style="list-style-type: none"> • Provide information to customers that is accurate and helpful, and meets their varied needs having regard to equality of access. 	<ul style="list-style-type: none"> • People 	<ul style="list-style-type: none"> • Move towards Excellence
<ul style="list-style-type: none"> • Undertake forward planning to ensure the service responds effectively to statutory changes and customer expectation 	<ul style="list-style-type: none"> • Prosperity 	<ul style="list-style-type: none"> • Move towards Excellence

Customer Insight and Consultation

What consultation have you undertaken in 2012/13?

Description of consultation	Date it was undertaken	Key findings	Service improvements
Exit survey Bishop Stortford	June 12	95% of customers very satisfied or quite satisfied with service received.	Maintain service standards
Gove Metric	April-October	See Below	Maintain service standards

EHC Benefits GovMetric Stats – 1 April to 31 October 2012



Gov Metric data on Revenues & Benefits at Stevenage CSC

BENEFITS AND COUNCIL TAX GovMetric FEEDBACK (01/04/2012 – 31/10/2012)

Service Summary

Benefits	Good	Average	Poor
Number of respondents	567	32	56
Percentage of respondents	87%	5%	9%

Council Tax

Number of respondents	618	26	35
Percentage of respondents	91%	4%	5%

Benefits

Channel	Good	Average	Poor
Face to Face	542 (86%)	32 (5%)	53 (8%)
Telephone	23 (92%)	0 (0%)	2 (8%)
Web	2 (66%)	0 (0%)	1 (33%)
Total	567 (87%)	32 (5%)	56 (9%)

Council Tax

Channel	Good	Average	Poor
Face to Face	247 (84%)	14 (4%)	32 (10%)
Telephone	371 (96%)	12 (3%)	3 (0%)
Web	0 (0%)	0 (0%)	0 (0%)
Total	618 (91%)	26 (4%)	35 (5%)

What consultation do you have planned for 2013/14?

Description of consultation	Date it will be undertaken
Changes to CTS schemes	Summer 13

Please list below any activity that needs to be undertaken to improve equality within the service following any Equality Impact Assessments:

Activity	Date it will be undertaken	Lead Officer
None		

Key unit/transactional costs for the service are:

East Herts only Historical data not available from Stevenage Council	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Actual 11-12 was partial single service and partial shared service.
Net cost of Housing and Council Tax Benefit per claim	£90.94	£77.80	£82.35	£74.38	£79.00
Net cost of Collecting Council Tax per property	£19.52	£18.06	£17.83	£16.82	£14,50
Net cost of Discretionary Non Domestic Rates per number of business properties	£33.26	£32.07	£32.77	£26.14	£31.92

Please analyse your key unit costs :

Net cost of Housing and Council Tax Benefit per claim

The net cost has increased by 6.2%, above the rate of inflation. The increase was due to a rise in central establishment charges by £119k, despite an increase in the number of claims.

Net cost of Discretionary Non Domestic Rates per number of business properties

The net cost has increased by 22.1%, above the rate of inflation. This is a result of an increase in the granting of discretionary relief in accordance with the council's policy. Officers have recommended that this measure is deleted as it is not meaningful.

People and Workforce Planning

- Do you need to review your organisational structure? If no when did you last review it?

The structure was reviewed to establish the shared service, which went live in April 2012. A review will be carried out when there is greater certainty about the impact of the welfare reforms, particularly the timing of the roll out of universal credit.

- Have your staff got the right skills they need to support your service? If no, what skills are missing?

Appointments to the new structure for the shared service were undertaken in November 2011. That approach matched people to posts, including an assessment of skills, knowledge and experience. Training continues to ensure these people are supported in their new posts and best placed to respond to the challenges of the welfare reform being introduced during 2013.

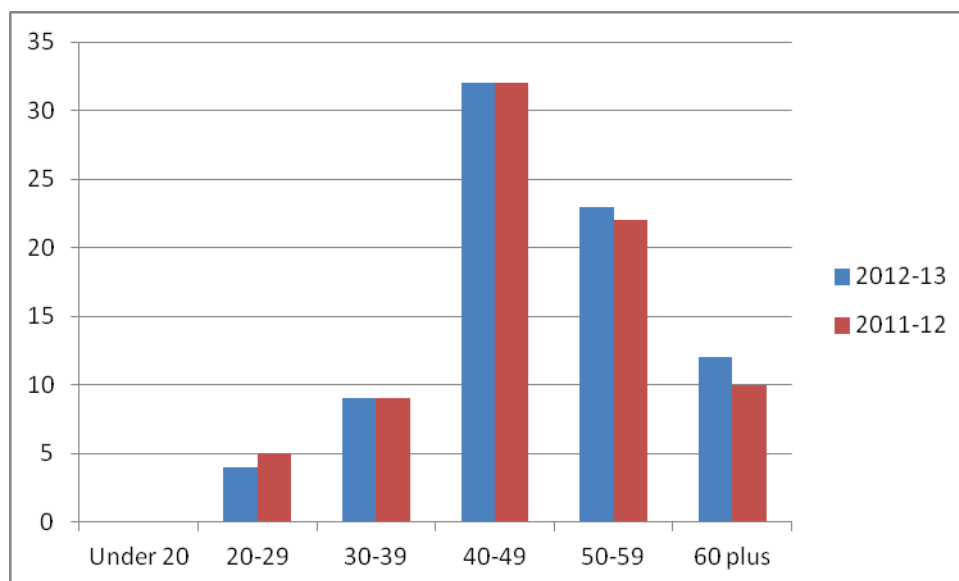
- Do you have or anticipate any recruitment needs now and in the future (including hard to recruit roles)?

Yes, as staff turnover in a team of 72 FTE is inevitable.

- Do you have a succession plan?

The structure was designed to encourage succession through the levels.

The age profile of staff is changing as demonstrated in the diagram below.



SECTION 2

KEY PROJECTS FOR 2013/14

This will help CMT identify if there are core projects that need monitoring corporately.

These should be reflected in your Section 3 as well, so this section needs to just highlight what they are. No detail regarding them is needed in this section.

Project	Completion Date	Service involvement
Introduce the local scheme for Council Tax support	2013	Staff involved in administering service through the changes, supporting customers with quality and appropriate advice, and reviewing scheme for 14-15.
Introduce the changes to the business rates scheme	2013	Staff involved in maintaining local knowledge, collection and monitoring of recovery as impact in changes is more significant on authorities finances.
Implement the changes to the	2013	Staff involved in administering service

Benefits system resulting from welfare reform		through the changes, supporting customers with quality and appropriate advice..
Deliver excellent customer service		All Staff involved in service delivery and review of processes.

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