



DRAFT REVENUES & BENEFITS SERVICE PLAN

2011 - 2014

Version 0.1 Shared Services Joint Committee – 7 March 2011

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SECTION 1: KEY PURPOSE OF THE SERVICE

1.1 Scope of the Service

The following activities will be the responsibility of the Revenues and Benefits Shared Service:

- Issuing of Council Tax and National Non-Domestic Rates Bills;
- Maintenance of database for billing purposes;
- Collection of payments of Council Tax and National Non-Domestic Rates Bills;
- Recovery of Council Tax and National Non-Domestic Rates Bills;
- Administration, assessment and payment of Housing Benefit and Council Tax Benefit;
- Issuing of bills for recovering of Housing Benefit and Council Tax Benefit Overpayment;
- Recovery of arrears of repayment of Housing Benefit and Council Tax Benefit Overpayment;
- Writing off of Housing Benefit and Council Tax Benefit overpayment in accordance with the policy of the relevant local authority;
- Compilations of returns to central Government relating to Revenues & Benefits;
- Provision of administrative and support services relating to Revenues & Benefits;
- Calculation of Council Tax Base;
- Collection fund accounting;
- Recommendation for approval of Discretionary Housing Payments
- Recommendation for approval of applications for discretionary National Non-Domestic Rate Relief and National Non-Domestic Rate Hardship Relief;
- Authorisation of officers to attend court for purposes relating to prosecutions for non payment of Council Tax and National Non Domestic Rates;
- Approval of write-offs of bad debts within the scope of the policies established by each Council for the write-off of bad debts.
- Preparation of benefit subsidy claims;
- To provide Management Functions to support both Revenues and Benefits

The following will be the responsibility of the relevant councils:

- Approving and Setting of Council Tax;
- Approval of benefit subsidy claims;
- Approval of discretionary Housing Payments;
- Approval of applications for discretionary National Non-Domestic Rate Relief;
- Approval of applications for discretionary National Non-Domestic Rate Hardship Relief;
- Determination of policy for second homes;
- Determination of policy for write off of bad debts

The service is currently provided from Watford Town Hall with a local outlet in South Oxhey and Three Rivers House. A visiting service is also provided across the two authority areas

The services provided are a statutory function.

Historically both councils have improved speed of processing new claims for benefit and changes in circumstances however, this has been affected by the move to the shared service operation

In addition, Watford have

- achieved the highest collection rate in Hertfordshire for business rates
- introduced the same electronic document processing system in place at Three Rivers, and
- moved to payment of benefit by BACS

and Three Rivers have

- introduced daily quality assurance working on benefit claims
- introduced mobile working with a benefit assessor visiting new claimants in their homes to help with completing the application form and to collect the evidence required to support the claim

1.2 Contribution to Shared Services Objectives

Savings	
Resilience	<ul style="list-style-type: none"> • Across all the service teams in shared services, the larger overall size of each team will increase the resilience of the service. This will be further enhanced through the proposal to multi skill many 1st line support staff in all the shared services so that customer service is not compromised through any one person being out of the office. • The multi-skilling approach will also provide flexibility to reallocate workload and provide cover during holiday periods and sickness absence. • Being part of a larger team will also increase the pool of knowledge and expertise that councils can access as well as providing more opportunities to train and develop staff, which will improve retention. • Flexible and remote/mobile work practices are likely to be easier to introduce with a larger sized team. • Greater cover should enable leave and training to be scheduled more easily without detriment to the service. • There will be a greater resource to meet changes. • Specific examples include: <ul style="list-style-type: none"> • NNDR where both councils have one officer only dealing with this and in their absence no substantial cover. Skills and knowledge in NNDR will be transferring to billing officers. • Quality and training officers will predominantly be working on benefits but will have exposure to revenues work also.

	<ul style="list-style-type: none"> • Reconciliations on council tax refunds, direct debits etc. are currently done by one officer in TRDC, and have been delayed when that officer is absent or busy on other matters, leading to criticism by auditors. The shared service will be adopting the WBC approach where work is done by billing officers. The test that this has achieved greater resilience will be reconciliations always being performed on time. • Recovery staff will deal with a diversity of collection – council tax, NNDR and housing benefit overpayments.
Improved Services	<ul style="list-style-type: none"> • Promotion of the use of electronic access and telephone, minimise face-to-face contact especially for revenues. • Cash-less, cheque-less, electronically enabled service • Increased levels of home-working • Possibility of providing a revenues and benefits service for other districts • Mobile working – taking the service to the customer – particularly vulnerable groups • Taking benefit services to the customer through the use of mobile technology which will allow benefits assessors to capture benefits claims information in the correct format, verify it and process claims quicker improving accuracy and reducing time spent on correcting errors. • The use of intelligent e-forms to improve productivity of less experienced benefits staff and enabling front line CSC staff to handle more benefits queries • Enable as much high volume, low complexity queries as possible to be resolved at first point of contact i.e. the Customer Service Centres of each council. The aim is for 80% of revenues queries and 60% of the benefits queries to be handled by CSC staff and the remainder to be passed directly to the shared service back office. It is envisaged that there will be a benefits specialist presence from the shared service located at each CSC to allow any face-to-face queries also to be resolved at first point of contact. Expert staff will be left to focus on more complex queries • Potential to reduce office space with increased levels of mobile and home working and reduction of paper through document image processing. • More responsive service due to larger size of team and increased joint resources • The introduction of a common revenues and benefits system across both councils will allow • Aim to reduce the volume of sundry invoices, particularly at Watford Borough Council and time taken to recover debt • The consolidation of all benefits processes under one manager, including any policy training and quality monitoring to ensure full accountability within one team • A centralised document processing team providing economies of scale to scan paperwork, process direct debits and provide general administrative support to the service allowing expert officers to concentrate on the areas in which they have been trained.

1.3 Contribution to the Councils' Strategic Objectives	
Three Rivers District Council	
Safer Communities	<p><i>Sustainable Communities – by providing information and accurate benefits to residents quickly (2.1.2.1)</i></p> <p>As at the end of December it was taking 36.54 days on average to process a new benefit claim. Higher than acceptable and subject to much focus by officers.</p> <p>Since November 2007 we have introduced mobile working whereby we take the service out to our customers' homes when we receive a new claim for benefits.</p> <p>In order to improve the accuracy of claims processed we check a high proportion of daily work which we have found to be an excellent way of identifying training needs.</p> <p><i>Towards Excellence – we will maximise the rate of revenue collection (3.2.3.1)</i></p> <p>We have increased our targets for the collection of council tax and business rates and are continually reviewing better ways of recovering money owed to the Council. We make effective use of collection tools such as means enquiries and the placing of charging orders on home-owners with council tax debts.</p> <p>We have introduced more pro-active debt collection procedures and where it is appropriate will telephone our customers when we believe they may have overlooked payment. This has the added benefit to the customer of being able to avoid summons costs and gives us an ideal opportunity to promote payment by direct debit. The move towards shared service has enabled a more unified means of revenue collection</p>
Sustainable Communities	
Towards Excellence	
Watford Borough Council	
An Efficient, Effective, Value for Money Council	<p><i>CP1: An efficient, effective, value for money Council</i></p> <p>We are committed to the continued embedding of the Equalities Standard Level by</p>
A Town with a High Quality Environment	

A Safer Town	<p>improving access for customers from different backgrounds. Revenues and Benefits contribute to all of the corporate requirements of the standard and update the action plan quarterly.</p> <p>Revenues and Benefits are contributing to value for money with the shared services programme.</p> <p>As part of shared services we have replaced the existing revenues and benefits system and will explore mobile working for benefit assessments to contribute to drive a culture of service excellence.</p>
A Healthy Town	
A Good Town for Business, Skills & Learning	
A Well-informed Community where everyone can contribute	
A Town to be Proud of	

1.4

The Future of the Service

First year = 2010/11

- Getting joint team established - COMPLETED
- Implementing the system and changed business processes including greater use of mobile technologies to take benefits out to customers – CARRIED OVER TO 2011/12
- Greater use of CSC - ONGOING
- Harmonisation of back office/CSC split - ONGOING
- Establish a shared service performance monitoring regime against SLAs

Second year – 2011/12

- It is assumed that 2 NNDR officers' work could be absorbed by the Recovery and Billing teams after the first year of implementation. However, there is scope to retain these roles as separate NNDR roles if additional NNDR work from other councils were processed by this team. UNDER REVIEW
- It is assumed that the improved benefits processes would be sufficiently bedded in following implementation to reduce the benefits officers from 20 FTE to 18 FTE.
- Implementing the system and changed business processes including greater use of mobile technologies to take benefits out to customers
- Greater use of CSC

Third year

- Increased performance
- Cash-less, cheque-less, electronically enabled service
- Increased levels of home-working

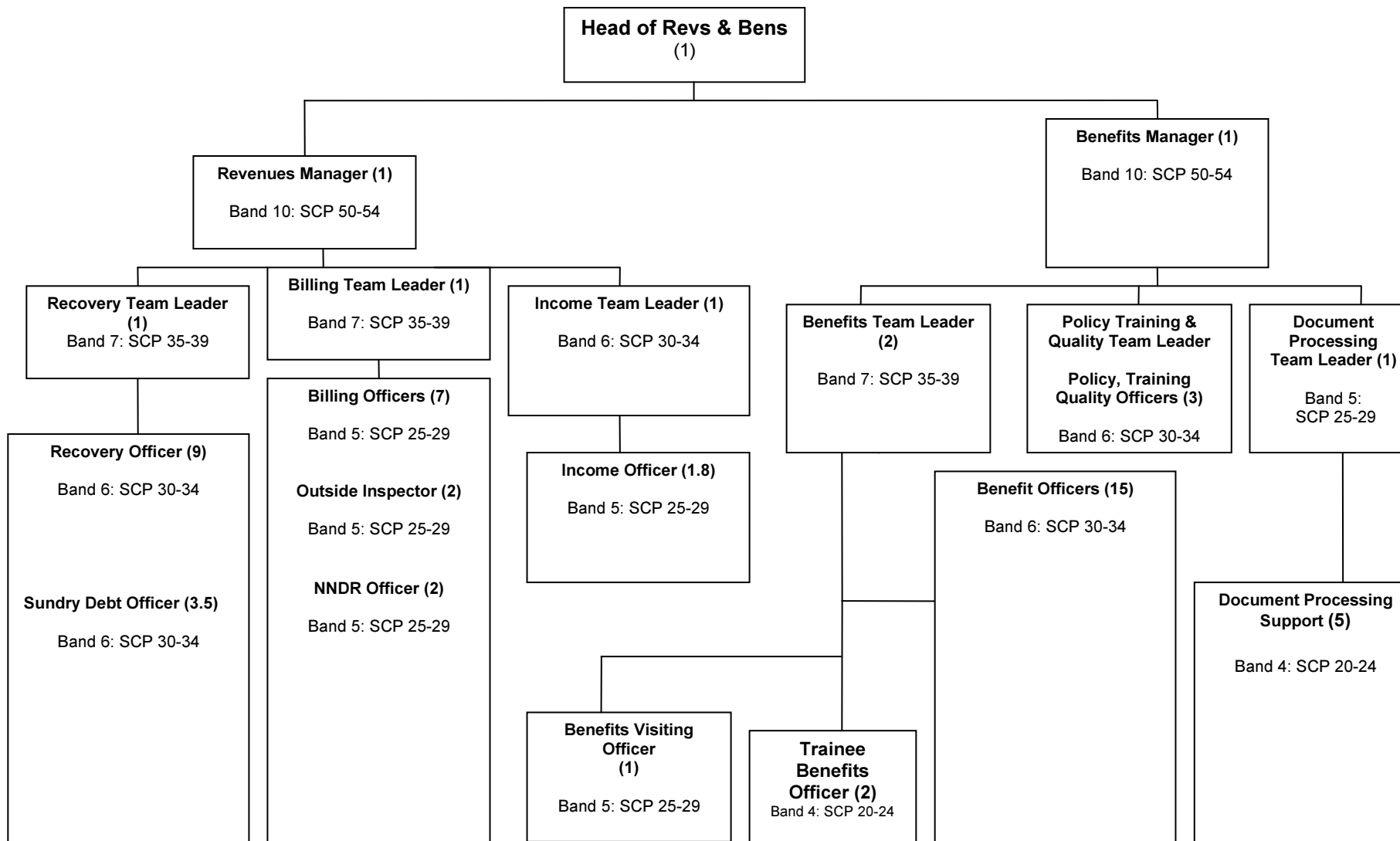
Longer term

- Possibility of providing a revenues and benefits service for other districts

SECTION 2: INPUTS

2.1 People – Organisation Chart March 2011

Revenues & Benefits



Job Title	Grade	No.	FTEs	'Vacant'
Head of Revenues & Benefits				
Revenues Manager	Band 10	1	1	
Recovery Team Leader	Band 7	1	1	
Recovery Officer	Band 6	10	9	
Sundry Debt Officer	Band 6	5	3	
Billing Team Leader	Band 7	1	1	
Billing Officer	Band 5	7	7	
NNDR Officer	Band 5	2	2	0.39
Outside Inspector	Band 5	2	2	
Income Team Leader	Band 6	1	0.8	
Income Officer	Band 5	2	2	
Benefits Manager	Band 10	1	1	
Benefits Team Leader	Band 7	2	2	
Policy Training & Quality Team Leader	Band 7	1	0	1
Appeals Officer	Band 6	1	0	2
Benefits Officer	Band 6	19	17	2
Benefits Visiting Officer	Band 5	1	1	
Trainee Benefits Officer	Band 4	2	2	1
Policy, Training & Quality Officer	Band 6	3	3	
Document Processing Team Leader	Band 5	1	1	
Document Processing Support officer	Band 4	5	5	

2.2 Workforce Planning			
Overview			
Workload – Trends & Changes	Staffing Implications – Impact on Service & Individuals	Options & Preferred Solutions	Outcome – Financial Implications, Resilience Implications & Implications for Improving the Service
Planned reduction in staff once service changes fully implemented	Uncertainty and worry for individuals in those areas. Possibility that some may seek alternative employment before this. The service will need to retain experienced staff if performance is not to suffer.	Preferred solution is to have staff sign-up to shared services and are retained. Reductions achieved through natural wastage.	This would be in the second phase but if we find more opportunities to provide services for others then this would be subject to revision
CSC Implications	Although not in scope there will be changes in the job roles for CSC staff. Some elements of Revs & Bens will transfer to CSC in Three Rivers and Watford – 80% revenues, 60% benefits.	A trained benefits officer from the Shared Service will need to be permanently based in the One Stop Shops at both councils. CSC staff will deal with council tax enquiries and non-complex benefits queries	Investment in intelligent e-forms will allow benefit enquiries and a high level of council tax queries to be dealt with by CSC staff. This will allow the trained council tax and benefits officers to concentrate on the more difficult work. There needs to be a substantial resource invested in development of the CSC during the implementation period both in terms of getting the cut-off points right and training the staff. This will provide the perfect opportunity to undertake some business process re-engineering.
Home working	May be an attractive option to some members of staff for whom travel to Watford would cause difficulties.	Need to identify the number of staff that as an optimum could work from home.	Less office space, different ways of monitoring output, may need specific home working policy. Fewer interruptions would lead to increased productivity.

		<p>Staff would have to be capable of working with little direct support (i.e. staff would have to be fully trained in their role or it could be used for specific tasks).</p> <p>Working from home would have to meet with the service needs.</p>	
Mobile benefit officer working	<p>May be an attractive option to some members of staff who prefer an out of office role with more direct contact with customers.</p> <p>Will allow the service to be taken out to our customers.</p>		Improved service to customers with opportunity to get things right first time.
Succession planning	<p>Staff are aware of a potential career path through the organisation.</p> <p>Impact on service is minimised because there are no gaps for key roles in the service (even if only on an interim basis).</p>	<p>'Growing your own' through the new structures e.g. team members learning to be team leaders and team leaders learning to be managers Leadership development training on-going. Identify skills/knowledge transfer programme.</p>	<p>Need to invest in training and staff development.</p> <p>If recruitment can be done from within the learning period is shorter and benefits reaped more quickly.</p>
Cultural changes for the staff in Revenues & Benefits	There will be changes for staff in the way that they receive HR and Finance services which will be on a self-service basis.	Training programme.	Smarter ways of working achieving greater outputs with the same or reduced inputs.

2.3 Partnerships & Contracts	
Partner / Partnership	Expected Outcomes
Contractual arrangement with banks.	Possibility of harmonisation of banking services for the two councils.
Agencies we work with The appeals service Audit Commission Housing Associations Landlords Rent Officer External bailiffs/collection and tracing companies Internal/External solicitors Welfare agencies Valuation tribunal Valuation Office Citizens Advice Bureaus DWP DCLG Magistrates and County court	They deliver to the service standards and agreements in place

2.4**Assets & Technology**

Office space for 67 people initially, moving down to 62 after year 1. Potential to reduce further depending on the success of home working.

Sufficient storage to meet statutory document retention.

67 PCs or laptops/tablet PCs

Mobile phones for 6 people

6 printers

4 scanners

1 fax machine

1 Photocopier

Facilities for communal recycling, shredding etc.

Integrated Revenues & Benefits System with interfaces to document processing systems, CSC system, main financial system, income distribution and cash receipting systems

Mobile technology software

Direct debit software

Sundry Debt System (module of Financial Management System)

Mobile technology

2.5

Current Budgets

Code	Revenues – Operating Costs	2010-11 Original £	2010/11 Revised £	2011/12 Original £	2012.13 Forecast £	2013/14 Forecast £
	Expenditure					
	Employees	1,155,132	1,023,099	1,136,710	1,182,408	1,248,508
	Transport	8,761	8,761	8,761	8,761	8,761
	Supplies & Services	267,224	214,870	188,020	165,520	165,520
	Contracted & Agency Services	0	0	0	0	0
	Recharges		(38,687)	(42,759)	(43,624)	(45,297)
	Income	0	0	0	0	0
	Sub-Total	1,431,117	1,208,043	1,290,732	1,313,065	1,377,492
	Recharge to Councils					
	Three Rivers District Council	(558,136)	(471,137)	(503,385)	(512,095)	(537,222)
	Watford Borough Council	(872,981)	(736,906)	(787,347)	(800,970)	(840,270)
	Sub-Total	(1,431,117)	(1,336,256)	(1,290,732)	(1,313,065)	(1,377,492)
	Total	0	0	0	0	0

Code	Benefits – Operating Costs	2010/11 Original £	2010/11 Revised £	2011/12 Original £	2012/13 Forecast £	2013/14 Forecast
	Expenditure					
	Employees	1,048,176	1,569,589	1,120,365	1,169,835	1,236,595
	Transport	14,330	11,000	11,000	11,000	11,000
	Supplies & Services	118,004	245,035	142,260	119,760	119,760
	Contracted & Agency Services		0	0	0	0
	Recharges		36,687	42,759	43,624	45,297
	Income	0	0	0	0	0
	Sub-Total	1,180,510	1,788,386	1,316,384	1,344,219	£1,412,652
	Recharge to Councils					
	Three Rivers District Council	(507,619)	(723,204)	(566,045)	(578,014)	(607,440)
	Watford Borough Council	(672,891)	(1,065,182)	(750,339)	(766,205)	(805,212)
	Sub-Total	(1,180,510)	(1,788,386)	(1,316,384)	(1,344,219)	£1,412,652
	Total	0	0	0	0	0

Code	Implementation Costs	2010/11 Original £	2010/11 Revised £	2010/11 Actual £
	Revenue Implementation Costs			
	Programme Management	0	34,551	(4,710)
	Change Management	0	0	0
	Transitional Employee Costs	0	0	0
	Redundancy	0	0	0
	Pension Strain	0	0	0
	Total	0	34,551	(4,710)
	TRDC (31%)		(10,711)	1,460
	WBC (69%)		(23,840)	3,250
			(34,551)	4,710
	Capital Implementation Costs			
	Systems Implementation	0	25,650	0
	TRDC (31%)		(7,952)	0
	WBC (69%)		(17,699)	

2.6		Revenue Growth, Service Reductions and Cashable Efficiency Gains		
	Description	Savings		
		2011/12 £	2012/13 £	2013/14 £
1	Potential Growth			
	NNDR Activity	0	0	0
	Total	0	0	0
2	Service Reductions			
	None	0	0	0
	Total	0	0	0
3	Cashable Efficiency Gains			
	None	8,700	105,000	153,700
	Total	8,700	105,000	153,700

2.7		Capital Investment		
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Scheme Name	New Scheme	Capital				Revenue Implications				Savings	Resilience	Improvement
		2010/11 £	2011/12 £	2012/13 £	Future Years £	2010/11 £	2011/12 £	2012/13 £	Future Years £			
None												

SECTION 3: OUTPUTS AND OUTCOMES

3.1 Customer insight and consultation

3.1.1 Customer access channels

Service Area	Information Access	Service Access
Benefits	Face to face or telephone, internet, leaflets	Face to face or telephone, internet
Taxation	Face to face or telephone, internet, leaflets	Face to face or telephone, internet

3.1.2 Customer identification and segmentation data

Service provided	Customer group	Segmentation data held
Provision of benefits	Residents	Names Addresses Income National Insurance Numbers Working status Age Ethnicity (optional to provide)
	Landlords	Names Addresses Details of tenants on benefit
Billing and collection of council tax	Residents	Names Addresses Council tax property band Discounts/exemptions awarded Payment profile (regular/bad payer etc.)
Billing and collection of	Businesses	Names Addresses

business rates		Rateable values Discounts/exemptions awarded Payment profile (regular/bad payer etc.)
Sundry Debt Collection	Internal service departments	

3.1.3 Communication and consultation methods

Service provided	Inform	Consult	Engage
Provision of benefits	Leaflets, e-mails, internet, face to face, telephone	Satisfaction survey Landlord Forums	Face to face Landlord Forums
Billing and collection of council tax and business rates	Bills and leaflets, e-mails, internet, some face to face	Satisfaction survey	Electronically, telephone

3.1.4 Customer satisfaction measures

Service provided	Measure	Collection method	Timescale for consultation - start date and regularity	Baseline result	Target
Provision of benefits	Percentage of satisfied customers	Survey			
Revenues services	Percentage of satisfied customers	Survey			

3.1.5 Learning from customer consultation

Questions	Answers
What key findings has customer consultation work identified in the last year for each service area?	Work in progress

Have the needs of a specific customer group been identified?	Work in progress
What has been done as a result of customer consultation?	Work in progress
How have you fed back to customers that have been consulted?	Work in progress
How effective were the consultation methods used? What changes are proposed?	Work in progress

3.2 Service Level Agreements

1. Overview

1.1 Scope

The R&B services defined as being core to the Shared Service and that are covered by this SLA are:

1. Sundry Debt
2. Council tax/NNDR
3. Administration of housing and council tax benefits
4. Cash Accounting

The Shared Service Organisation will deliver common services to both councils although the systems, form and processes may differ.

1.2 Out of scope

Some functions that might be considered part of a the Shared Service are under the scope of another Shared Service and a different SLA or will be retained by the council (s) as shown

Function	Logic	Owned by
Printing Cheques		Print Office

1.3 Access Channels

Service will be based at	Watford Town Hall plus outreach facilities at Three Rivers House and the Oxhey Area Office
Opening hours:	08.30-17.00 Monday to Friday excluding Bank Holidays
Out of office support	By exception or prior negotiation only
Telephone contact:	See staff directory for more detail
Email Contact	See staff directory for detail
Intranet Site	WBC http://wow TRDC http://intranet.threerivers.gov.uk

Shared Service	Revenues & Benefits
Service Name	Sundry Debtors
Description	Invoicing and debt collection for Council Services and other miscellaneous charges
Service Reference	RB01
Service Owner	Recovery Team Leader

Inputs/Outputs

Inputs	<ul style="list-style-type: none"> • Appropriate accounting support from Finance. • Implement audit recommendations within agreed timescales. • Instruction from the budget holder that a charge needs to be raised - giving us enough information to raise that charge. • Payments coming in via the cash receipting/income distribution system. • Advice from legal / outside solicitors as necessary. • Write Offs will be authorisation by Head of Services and within CIPFA guidelines.
Input Quality Measures	<ul style="list-style-type: none"> • Policies and procedures up to date. • Debit requests/Credit notes will be checked for accuracy and authorisation and will be processed within agreed timescales. <p>The above will be monitored by Team Leader and Internal/external Audit.</p>
Customer Responsibility	<ul style="list-style-type: none"> • 'Debit requests' must be completed in full with appropriate authorisation. • A 'Debit request' should be completed within appropriate time scales. Generally this is as soon as the income is identified. • Services must be in a position to provide sufficient proof of the debt i.e. signed contracts. • Pricing policies and procedures up to date
Processes	<ul style="list-style-type: none"> • Raise and issue invoices • Debt chasing and recovery • Write off's

Outputs	<ul style="list-style-type: none"> • Invoicing & recovery of sundry income • In the event of 'non payment' the service will be notified in order that they can withdraw any service. • Write offs proposed and actioned.
Output Responsibility	Recovery Team Leader

Supporting Data

Timescales	<ul style="list-style-type: none"> • An invoice will be raised within an appropriate timescale from receiving the request.
Outcomes	<ul style="list-style-type: none"> • An efficient, effective, value for money Council. • Maximise the rate of revenue collection.
Inter- dependencies	<ul style="list-style-type: none"> • Sufficient Resource. • Appropriate systems support from BIS. • Appropriate support from Cashiering service. • Appropriate accounting support from Finance. • Appropriate support from Legal.
Quality	<ul style="list-style-type: none"> • Sundry Debtors complies with CIPFA guidelines. • Equality Impact assessments have been completed, showing no adverse impact. • Sundry debtors are subject to an annual internal and external audit.
Volumes	'One Off' Invoices are raised within an appropriate timescale. Periodic invoices are raised monthly, quarterly and annually.

Service Level Performance Indicators (how will it be measured)

Measure 1			
Description	Collection rate.		
Purpose	To monitor effective recovery. This information is used for management control and performance reporting.		
Go Live	2011/12	2012/13	2013/14
	90%	91%	91%
Measure 2			
Description	Customer satisfaction		
Purpose	To ensure that the service we deliver meets our customers' needs.		
Go Live	Year 1	Year 2	Year 3 (end goal)
	80%	85%	90%

Review Date

1st October 2011

Shared Service	Revenues & Benefits
Service Name	Council Tax/NNDR
Description	Administration and collection of council tax and business rates
Service Reference	RB02
Service Owner	Billing team leader and recovery team leader

Inputs/Outputs

Inputs	<ul style="list-style-type: none"> • Input from Valuation Office
Input Quality Measures	<ul style="list-style-type: none"> • Policies and procedures up to date
Customer Responsibility	<ul style="list-style-type: none"> • Provide details of the level of council tax and NNDR rates • Set targets for collection • Approving write-offs
Processes	<ul style="list-style-type: none"> • Raise and issue bills to householders and inform that we need to be told of changes, debt recovery, write off
Outputs	<ul style="list-style-type: none"> • Accurate data base • Achieve collection levels
Output Responsibility	<ul style="list-style-type: none"> • Billing team leader and recovery team leader

Supporting Data

Timescales	<ul style="list-style-type: none"> • Annual bills raised and issued in time to meet first instalment
Outcomes	<ul style="list-style-type: none"> • An efficient effective value for money service that maximises the rate of revenue collection
Inter- dependencies	<ul style="list-style-type: none"> • Sufficient resource • Appropriate system support from ICT • Support from cashiering service • Support from finance • Support from legal
Quality	<ul style="list-style-type: none"> • Complies with statutory requirements
Volumes	<ul style="list-style-type: none"> • 70,000 council tax accounts • 4,600 business rate accounts

Service Level Performance Indicators (how will it be measured)			
Measure 1			
Description	Collection of council tax collected in year		
Purpose	Measure efficiency of collection		
Go Live	2011/12	2012/13	2013/14
TRDC %	98.9	99	99.25
WBC %	97.3	97.8	98.3
Measure 2			
Description	Collection of NNDR collected in year		
Purpose	Measure efficiency of collection		
Go Live	2011/12	2012/13	2013/14
TRDC %	99.8	99.8	99.8
WBC %	99.8	99.8	99.8
Measure 3			
Description	Council tax collected by direct debit		
Purpose	Measure efficiency of collection		
Go Live	2011/12	2012/13	2013/14
TRDC %	70	70	70
WBC %	60	60	60

Measure 4			
Description	NNDR collected by direct debit		
Purpose	Measure efficiency of collection		
Go Live	Year 1	Year 2	Year 3 (end goal)
TRDC %	60	62	64
WBC %	60	62	64
Review Date	1 st October 2011		

Shared Service	Revenues & Benefits
Service Name	Benefit Payments
Description	Administration and payment of housing and council tax benefits
Service Reference	RB03
Service Owner	Benefits team leaders

Inputs/Outputs

Inputs	<ul style="list-style-type: none"> • Input from DWP
Input Quality Measures	<ul style="list-style-type: none"> • Policies and procedures up to date • Data base up to date and accurate • Low level of error in processing • No significant backlog
Customer Responsibility	<ul style="list-style-type: none"> • Provide details of resource available • Set targets for processing and accuracy
Processes	<ul style="list-style-type: none"> • Deal with changes in circumstance and new applications for benefit • Make payments to applicants and landlords as appropriate
Outputs	<ul style="list-style-type: none"> • Accurate data base • Achieve performance standards
Output Responsibility	<ul style="list-style-type: none"> • Benefits team leaders

Supporting Data

Timescales	<ul style="list-style-type: none"> • Claims processed and payments made to meet statutory deadlines and performance targets
Outcomes	<ul style="list-style-type: none"> • An efficient effective value for money service that provides timely benefits
Inter- dependencies	<ul style="list-style-type: none"> • Sufficient resource • Appropriate system support from ICT • Support from cashiering service • Support from finance • Support from legal
Quality	<ul style="list-style-type: none"> • Complies with statutory requirements
Volumes	<ul style="list-style-type: none"> • 13,000 housing and council tax live claims

Service Level Performance Indicators (how will it be measured)			
Measure 1			
Description	Speed of processing new claims		
Purpose	Measure efficiency and effectiveness		
Go Live	2011/12	2012/13	2013/14
TRDC days	25	22	16
WBC days	27	25	20
Measure 2			
Description	Speed of processing changes of circumstance		
Purpose	Measure efficiency and effectiveness		
Go Live	2011/12	2012/13	2013/14
TRDC days	15	10	8
WBC days	20	15	10
Review Date	1 st October 2011		

Shared Service	Revenues & Benefits
Description	Receipt and posting of payments into relevant systems and updating of relevant records
Service Name	Cash Management
Service Reference	RB04
Service Owner	Income Team Leader

Inputs/Outputs

Inputs	<ul style="list-style-type: none"> • Appropriate accounting support from Finance. • Distribution of cash files e.g. bank imports via the cash receipting/income distribution system. • Appropriate support from the Bank.
Input Quality Measures	<ul style="list-style-type: none"> • Policies and procedures up to date. • Remittances received will be checked for accuracy and authorisation and will be processed within agreed timescales. • Daily reconciliations will take place.
Customer Responsibility	<ul style="list-style-type: none"> • 'Remittance received/receipt books' must be completed in full including General Ledger, Vat codes and description of the income. • 'Petty Cash' forms must be completed in full with appropriate authorisation and receipts. • 'Cheque listings' should be completed by the 'Strategic Team'. Ideally post should be opened in the morning each day. • 'Bank import' and 'Cash' should be loaded daily by the Radius Administrator. • 'Debit/Credit card' payments received via phone from Council Tax should be passed to the Payments Office for processing the same day they are received. • Services must be in a position to provide reason for payments received. • Pricing policies and procedures up to date.
Processes	<ul style="list-style-type: none"> • Receipting and Banking of income for all Services. • Accounts receivable accounts updated to reflect payments received. • Departments advised of payments received in order that a service can be carried out for the customer. • Reimbursement of expenses paid back to staff via petty cash.
Outputs	<ul style="list-style-type: none"> • Processing cheque and cash payments received via post/counter, 'Accounting Officers' monies and internal remittances received. • Processing debit/credit card transactions.

	<ul style="list-style-type: none"> • Processing Transcash payments. • Processing petty cash transactions. • Processing refer to drawer cheques. • Dealing with post dated cheques. • Bank suspense/ identifying miscellaneous income/ journaling monies between accounts. • Send spreadsheet to each department advising of payments received. • The daily banking of income received using G4S. Payments Office deals with all G4S queries and arranges collections for other sites as well as paying for the collections. • Deal with banking queries. • Deal with Streamline and charge back queries
Output Responsibility	Income Team Leader

Supporting Data

Timescales	<ul style="list-style-type: none"> • Payments received will be posted to cash receipting system daily. • Banking will be completed daily. Collection of banking will be arranged twice a week using G4S. • Reconciliations will be carried out daily. • Audit recommendations implemented within agreed timescales.
Outcomes	<ul style="list-style-type: none"> • An efficient, effective, value for money Council.
Inter- dependencies	<ul style="list-style-type: none"> • CSC to deliver relevant duties an agreed in managing the receipt and recording of cheques received via post • Post Room to deliver relevant duties an agreed in managing the receipt and recording of cheques received via post • Appropriate systems support from BIS. • Appropriate accounting support from Finance.
Quality	<ul style="list-style-type: none"> • The 'Payments Office' is subject to an annual internal and external audit.
Volumes	<ul style="list-style-type: none"> • Volumes are dependant on the peaks and troughs of our service users. For example if Council Tax send reminders then we will be busy for a period after.

Service Level Performance Indicators (how will it be measured)

Measure 1	
Description	No performance indicators.

Review Date	1 October 2011
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3.3 Performance Indicators

Reference NI 181	Right time, right benefit.															
Indicator Definition	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events.															
Target	2010/11				2011/12				2012/13				2013/14			
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
TRDC	20	20	20	20	30	28	27	25	25	24	23	22	21	21	21	21
Watford	40	40	40	40	30	28	27	25	25	24	23	22	21	21	21	21
Outcome	2010/11				2011/12				2012/13				2013/14			
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
TRDC	34.94	37.52	36.54													
Watford	30.68	30.96	35.72													
Comments on Performance																

Reference RB3	Speed of processing new claims.															
Indicator Definition	Number of days taken to process new claims for Housing and Council Tax Benefit.															
Target	2010/11				2011/12				2012/13				2013/14			
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
TRDC	20	20	20	20	30	28	27	25	25	24	23	22	20	18	17	16
Watford	40	40	40	40	30	30	28	27	20	20	20	25	25	23	22	20
Outcome	2010/11				2011/12				2012/13				2013/14			
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
TRDC	47.78	29.33	42.62													
Watford	32.6	32.04	33.7													
Comments on Performance																

Reference RB 4	Speed of processing changes of circumstance.															
Indicator Definition	Number of days taken to process changes of circumstance for Housing and Council Tax Benefit.															
Target	2010/11				2011/12				2012/13				2013/14			
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
TRDC	10	10	10	10	15	15	15	15	10	10	10	10	10	10	10	10
Watford	20	20	20	20	20	20	20	20	15	15	15	15	10	10	10	10
Outcome	2010/11				2011/12				2012/13				2013/14			
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
TRDC	31.8	39.07	38.37													
Watford	30.02	31.53	31.11													
Comments on Performance																

	Benefits customer satisfaction															
Indicator Definition	Percentage of customers surveyed who are satisfied with the service provided by the Benefits teams															
Target	2010/11				2011/12				2012/13				2013/14			
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
TRDC	80	80	80	80	85	85	85	85	90	90	90	90	95	95	95	95
Watford	80	80	80	80	85	85	85	85	90	90	90	90	95	95	95	95
Outcome	2010/11				2011/12				2012/13				2013/14			
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
TRDC																
Watford																
Comments on Performance – No action taken – set as June 2011 activity																

Reference RB1	Percentage of current year council tax collected in year															
Indicator Definition	Enter definition of Indicator here															
Target	2010/11				2011/12				2012/13				2013/14			
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
TRDC	29.8	58.0	86.9	98.8	29.8	58.0	87.0	98.9	29.8	58.0	87.0	99.0	29.8	58.0	87.0	99.1
Watford	27.7	54.7	82.4	97.3	27.7	54.7	82.4	97.5	27.7	54.7	82.4	97.7	28.0	55.3	83.2	97.9
Outcome	2010/11				2011/12				2012/13				2013/14			
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
TRDC	30.3	57.1	87.7													
Watford	27.2	54.1	80.4													
Comments on Performance																

Reference RB2	Percentage of current year NNDR collected in year															
Indicator Definition	Enter definition of Indicator here															
Target	2010/11				2011/12				2012/13				2013/14			
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
TRDC	30.5	61.5	89.5	99.8	30.5	61.5	89.5	99.8	30.5	61.5	89.5	99.8	30.5	61.5	89.5	99.8
Watford	30.5	61.5	89.5	99.8	30.5	61.5	89.5	99.8	30.5	61.5	89.5	99.8	30.5	61.5	89.5	99.8
Outcome	2010/11				2011/12				2012/13				2013/14			
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
TRDC	35.2	60.9	87.3													
Watford	27.2	57.9	87.1													
Comments on Performance																

RB9	% of council tax collected by direct debit															
Indicator Definition	Enter definition of Indicator here															
Target	2010/11				2011/12				2012/13				2013/14			
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
TRDC	70	70	70	70	72	72	72	72	74	74	74	74	75	75	75	75
Watford	58	58	58	58	58	58	58	58	60	60	60	60	65	65	65	65
Outcome	2010/11				2011/12				2012/13				2013/14			
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
TRDC	59.85	61.5	69.12													
Watford	57.4	56.11	63.7													
Comments on Performance																

	% of NNDR collected by direct debit															
Indicator Definition	Enter definition of Indicator here															
Target	2010/11				2011/12				2012/13				2013/14			
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
TRDC	60	60	60	60	62	62	62	62	64	64	64	64	66	66	66	66
Watford	60	60	60	60	62	62	62	62	64	64	64	64	66	66	66	66
Outcome	2010/11				2011/12				2012/13				2013/14			
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
TRDC	n/a	n/a	n/a													
Watford	n/a	42.5	43.1													
Comments on Performance																

3.4 Benchmarking Information

Benchmarking will commence in 2010/11

3.5 Outstanding Recommendations of External Inspections

HB / CTB Subsidy Claim

Claim or return	Recommendation	Priority	Management response & implementation details
Housing & Council Tax Benefit Claim	Spot checks undertaken by independent officers to ensure correct information is used for the assessment of rent allowance benefits awards.	High	<This is accepted. To meet this we are appointing to a new post with specific responsibility for regular monitoring of subsidy.> <Benefit Manager> <April 2011>
Housing & Council Tax Benefit Claim	The administration and controls around un-cashed cheques should be formally documented, implemented and regularly monitored.	Medium	<This is accepted and will be met as above> <Benefit Manager> <April 2011>
Housing & Council Tax Benefit Claim	Subsidy training should be provided to designated staff to ensure that sufficient back-up arrangements are in place in the absence of the housing Benefit manager..	High	<Subsidy training was delivered to all staff in August 2010. The above post will offer added resilience> <Benefit Manager> <April 2011>

3.6 Projects

Specific small projects are still being formulated – our major tasks will be around consolidating the implementation.

Project	Apr 2011	May 2011	Jun 2011	Jul 2011	Aug 2011	Sep 2011	Oct 2011	Nov 2011	Dec 2011	Jan 2012	Feb 2012	Mar 2012	2012-2013	2013-2014	Progress / Comments
Project to migrate TRDC Academy system to same Windows Platform as WBC – to commence in April															

3.7 Equalities

To be completed following further discussion with Equality Officers at both authorities

3.8

Risk Management

RISK REGISTER


	Risk	Impact	Impact Classification	Likelihood Classification	Reason for Assessment		
Risk Ref	Brief Description – Title of Risk	See Impact Table	See Impact Table	See Likelihood Table	Use this box to describe how the score has been derived		
RB 1	Insufficient staff	Service Disruption	I	E	This impact has been assessed taking into account 'normal' circumstances. It does not assume the scenario of a flu pandemic where there would be a national shortage of staff. Under normal circumstances it is usually possible to engage agency staff easily, although this will be more expensive than budgeted payroll costs.	Requires Treatment	No
		Financial Loss	I			Last Review Date	26/11/09
		Reputation	I			Next Milestone Date	Ongoing
		Legal Implications	I			Next Review Date	01/04/11
		People	I			Date Closed	dd/mm/yy
RB 2	Failure of ICT systems	Service Disruption	II	D	Although the likelihood of losing ICT Systems is considered low, in the event of it happening, the Business Continuity Plan determines timescales within which the systems should be made available in order to avoid a significant impact. For this range of services those timescales are:- Benefits - 48 hours Overpayments - 48 hours Billing & Collection of Council Tax & NNDR - 48	Requires Treatment	No
		Financial Loss	I			Last Review Date	26/11/09
		Reputation	I			Next Milestone Date	Ongoing
		Legal Implications	I			Next Review Date	01/04/11
		People	I			Date Closed	dd/mm/yy

					hours Sundry Debtors - 5 days		
RB 3	Loss of accommodation	Service Disruption	II	D	<p>Although the likelihood of losing accommodation is considered low, in the event of it happening, the Business Continuity Plan determines timescales within which accommodation should be made available in order to avoid a significant impact. For this range of services those timescales are:-</p> <p>Benefits - 48 hours Overpayments - 48 hours Billing & Collection of Council Tax & NNDR - 48 hours Sundry Debtors - 5 days</p> <p>The ability of staff to work from locations away from the office now that we have an electronic data management system has considerably reduced this risk.</p>	Requires Treatment	No
		Financial Loss	II			Last Review Date	26/11/09
		Reputation	II			Next Milestone Date	Ongoing
		Legal Implications	I			Next Review Date	01/04/11
		People	I			Date Closed	dd/mm/yy
		Financial Loss	I				
		Reputation	II				
		Legal Implications	I				
		People	II				

Risk Ref	Risk	Impact	Impact Classification	Likelihood Classification	Reason for Assessment		
RB 4	Recession leads to greater take-up of benefits and added pressure on service	Service Disruption	I	D	Given that we are currently in a recession there is a high probability that more people will claim benefit. It is irrelevant whether those claims are processed successfully, the additional work will lie in checking and processing.	Requires Treatment	No
		Financial Loss	I			Last Review Date	26/11/09
		Reputation	I			Next Milestone Date	Ongoing
		Legal Implications	I			Next Review Date	01/04/11
		People	I			Date Closed	dd/mm/yy
RB 5	Recession leads to more non-payment of council tax and business rates	Service Disruption	I	D	We are already experiencing a fall in collection rates on NNDR. The financial effect will be on cash-flow and lost interest.	Requires Treatment	No
		Financial Loss	II			Last Review Date	26/11/09
		Reputation	I			Next Milestone Date	Ongoing
		Legal Implications	I			Next Review Date	01/04/11
		People	I			Date Closed	dd/mm/yy
RB 6	Recession means it is more difficult to collect sundry debts and HB overpayments	Service Disruption	I	D	We are already experiencing difficulty in collecting rent from some small businesses. Again a cash flow effect though lower as the sums of money involved are much smaller.	Requires Treatment	No
		Financial Loss	I			Last Review Date	26/11/09
		Reputation	I			Next Milestone Date	Ongoing
		Legal Implications	I			Next Review Date	01/04/11
		People	I			Date Closed	dd/mm/yy
		Financial Loss	I				
		Reputation	I				
		Legal Implications	I				
People	I						
RB 7	Breach of Data Protection etc Acts	Service Disruption	I	F	Staff are trained to know that they must not disclose personal data.	Requires Treatment	No
		Financial Loss	I			Last Review Date	26/11/09
		Reputation	III			Next Milestone Date	Ongoing
		Legal Implications	I			Next Review Date	01/04/11
		People	I			Date Closed	dd/mm/yy

Risk Ref	Risk	Impact	Impact Classification	Likelihood Classification	Reason for Assessment		
RB 8	Injury to staff or customer	Service Disruption	I	F	Safety procedures in place for lone workers and those visiting customers at home. H&S policies and training in place.	Requires Treatment	No
		Financial Loss	I			Last Review Date	26/11/09
		Reputation	I			Next Milestone Date	Ongoing
		Legal Implications	I			Next Review Date	01/04/11
		People	III			Date Closed	dd/mm/yy
RB 9	Benefits are not realised once shared services is implemented or realised later than planned.	Service Disruption	II	E	<ul style="list-style-type: none"> - Councils do not achieve remaining £1.4m in savings - Service performance deteriorates/does not improve - Little or no return on investment 	Requires Treatment	No
		Financial Loss	II			Last Review Date	26/11/09
		Reputation	II			Next Milestone Date	Ongoing
		Legal Implications	I			Next Review Date	01/04/11
		People	I			Date Closed	
RB 10	Operational performance drops during the transition period and early phase of implementation.	Service Disruption	II	B	<ul style="list-style-type: none"> - BVPIs drop resulting in member and customer dissatisfaction - Negative feedback from Audit Commission during annual audit - Cost of additional resources to improve performance - Credibility of programme drops 	Requires Treatment	Yes
		Financial Loss	II			Last Review Date	26/11/09
		Reputation	II			Next Milestone Date	Ongoing
		Legal Implications	I			Next Review Date	01/04/11
		People	I			Date Closed	
RB 11	Harmonisation of operational policies to deliver business improvement is either not achieved to a sufficient level or takes longer than anticipated.	Service Disruption	II	D	Benefits not achieved as per business case or at additional cost	Requires Treatment	No
		Financial Loss	I			Last Review Date	26/11/09
		Reputation	I			Next Milestone Date	Ongoing
		Legal Implications	I			Next Review Date	01/04/11
		People	I			Date Closed	

RB 12	Key staff from services leave before skills transfer has taken place, or unexpectedly	Service Disruption	III	F	<ul style="list-style-type: none"> - Delay in programme - Additional resource costs e.g. consultants, or engaging temporary staff - Potential negative impact on service performance, PIs, customer service/satisfaction - Potential snowball effect on other staff if key individuals leave 	Requires Treatment	No
		Financial Loss	II			Last Review Date	26//11/09
		Reputation	I			Next Milestone Date	01/04/10
		Legal Implications	I			Next Review Date	01/04/11
		People	I			Date Closed	
RB 13	Staff not ready for new ways of working	Service Disruption	II	E	<ul style="list-style-type: none"> - Performance dips and/or improvements in service not realised - Culture change not achieved - Morale dips 	Requires Treatment	No
		Financial Loss	I			Last Review Date	27/11/09
		Reputation	I			Next Milestone Date	Jan10
		Legal Implications	I			Next Review Date	01/04/11
		People	I			Date Closed	
RB 14	Contracts with systems suppliers are not robust enough	Service Disruption	I	E	<ul style="list-style-type: none"> - Poor performance - Increased licence/maintenance or implementation costs - Delays to implementation 	Requires Treatment	No
		Financial Loss	I			Last Review Date	27/11/09
		Reputation	I			Next Milestone Date	Jan10
		Legal Implications	I			Next Review Date	01/04/11
		People	I			Date Closed	

Likelihood ↑	A					
	B		10			
	C					
	D	4, 6,	2, 3, 5, 11			
	E	1, 14	9, 13			
	F			7, 8, 12		
		I	II	III	IV	V
						

Impact
 V = Catastrophic
 IV = Critical
 III = Significant
 II = Marginal
 I = Negligible

Likelihood
 A = ≥98%
 B = 75% - 97%
 C = 50% - 74%
 D = 25% - 49%
 E = 3% - 24%
 F = ≤2%

RISK TREATMENT PLAN

Risk Ref:	10	Risk Title:	Operational performance drops during the transition period and early phase of implementation.		
Responsibility	<i>Who is managing the risk?</i>		Susan Townshend		
Consequence	<i>What can go wrong? How can it go wrong? Has it gone wrong before?</i>		Performance drops as staff become used to new ways of working. There has been experience of this occurring in the past.		
Cause / Trigger	<i>What happens to bring the risk into being?</i>		Change in system, changes in procedures and culture. Becoming used to working in different cultures.		
Existing Control	<i>What controls exist now to minimise the risk?</i>		Training is on-going with sufficient time for staff to practice prior to go live. Process change workshops have been held involving all staff.		
Adequacy of Control	<i>What evidence is there that the existing Controls are working? What would the Risk Rating be without the existing controls?</i>	Existing controls not yet tested as we have not got to the point where the risk will come into being.	Impact	Likelihood	
			See Impact Table	See Likelihood Table	
Further Action / Controls Required	<i>What gaps have been identified? What can be done to reduce the likelihood of something going wrong and/or reduce the Impact if something does go wrong?</i>		See above. In order to reduce the risk we have identified and resourced additional agency staff well experienced in the new system to reduce/prevent problems in benefit assessment which is very high profile.		
Cost / Resources	<i>Are there cost / resource implications in achieving the further action above?</i>		Additional agency staff.		£ 50 – 75k
Current Status	<i>What is the current position on introducing additional controls? What is the current Risk Rating</i>	Existing controls not yet tested as we have not got to the point where the risk will come into being.	Impact	Likelihood	
			See Impact Table	See Likelihood Table	
Critical Success Factor	<i>How will you know that the action taken has worked? What will be the Risk Rating outcome with the new controls?</i>	The backlog reduces and processing times improve.	Impact	Likelihood	
			See Impact Table	See Likelihood Table	

Version Control

Version No.	Date	Reason for Update / Significant Changes	Made By
0.1	25/02/11	Draft for discussion of contents	PA