

# **Benefit Service Delivery Plan 2010/11**

## **Strategic Context**

The Local Area Agreement (LAA) aims to reduce inequalities and, in particular, poverty across the county, as this is seen as a significant influencing factor in the health and well being of individuals, families and particularly older people by seeking to increase the claimant income for Council Tax and Housing Benefits.

The Community Plan, as part of its focus on a Healthier Borough, aims to work in partnership to tackle poverty and deprivation issues in the Borough through increasing claimant income for CTB & HB. The Council also aims to help support the 'Tackling Poverty' forum to deliver the 'Tackling Poverty' strategy and action plan

The Corporate Plan seeks to improve the quality of life & social justice for residents so that it is much closer to that enjoyed by the rest of Warwickshire. The Council can help to tackle poverty and disadvantage through efficient and effective benefit services, to improve access arrangements for all Council services and the way that those who use them are treated and to provide quality services which represent value for money. A key long-term target for 2021 is that the Borough has no deprived Super Output Areas (SOA) in the 10% most deprived wards in England and 50% fewer in the 30% most deprived SOAs in England.

In relation to these aims, the Corporate Plan Delivery Plan for 2010-13 focuses on improved performance to achieve the set targets for the high priority services and improved customer service. They are also a key element of the work of Finance & Procurement and its partners across Warwickshire, which includes the other Boroughs and Districts, the Pension Service, Warwickshire Welfare Rights Advice Service (WWRAS) and Nuneaton & Bedworth CABx.

**Table 1 – Link of Service Activities to Strategic Planning Framework**

<b>Activities</b>	<b>How these contribute to the strategic priorities described in the strategic context above</b>	<b>Identified customer views/needs</b>	<b>Key Performance Indicators</b>	<b>Value for Money</b>	<b>Service Unit</b>
Administer Council Tax and Housing Benefits effectively and efficiently	Maximise the benefits payable in as timely a manner as possible to contribute to reducing poverty.	The right benefit, paid at the right time	<b>NI180:</b> Correct Benefit <b>NI181:</b> Correct Time	Cost of administration (£/head of population) £16.68 (2007/8)	Finance & Procurement (Benefits)
Reduce Inequalities, Improve quality of life – Benefits Take-up	The LAA identifies 'Tackling Poverty' as a high priority across Warwickshire, with it & the Community plan identifying 'increased claimant income for CTB & HB' as key targets	Provide better information & benefit advice (BVPI80 Customer Survey 2006)	<b>NI180:</b> Correct Benefit <b>NI181:</b> Correct Time	Shared cost across Warwickshire with campaigns & advice spread around a variety of locations, & with various clientele	Finance & Procurement (Benefits)
Prevention & Detection of Fraud – Refer all suspicions of benefit fraud to the Investigations Unit	Enables resources to be targeted to the most needy	The right benefit, paid at the right time	BVPI 76 b, c & d	£120,000 recovered per annum.	Finance & Procurement (Internal Audit)

**Table 2 – Priority Actions for Coming Year**

<b>Priority Actions (including equal opportunities and diversity actions)</b>	<b>Link to Annual Corporate Delivery Plan</b>	<b>Customer focused outcomes / milestones</b>	<b>Lead Officer</b>	<b>Partners &amp; Staff Resources</b>	<b>Budget Impact</b>	<b>Timescale</b>
Improve quality of life – Benefits Take-up	1.1; 1.2; 1.4	Increase claimant income through Council Tax &/or Housing Benefits, focusing on Child poverty, unemployed and elderly citizens of all backgrounds.	Head of Benefit Services	Benefits Services; WWRAS, Warwickshire Districts; Pension Service; Customer Services	Within Existing Budgets + any additional grant funding.	Continuous
Provide quality services which represent value for money	4.1; 4.2; 4.3	Providing the right benefit at the right time to the right citizens, working with a range of agencies to identify specific classes of claimants, and their particular needs, such as support through leaflets in different languages.	Assistant Director – Finance & Procurement	Benefits Services; Recovery Services; Customer Services; Pension Service; Internal Audit	Within Existing Budgets + any additional grant funding.	Continuous
Review processes for providing	4.1; 4.2; 4.3	Reduce cost of administering the	Assistant Director –	Benefits Services;	Within Existing Budgets.	Sept 2010

housing and council tax benefits to take advantage of opportunities to work more efficiently.		service by 5% without affecting the key performance indicators	Finance & Procurement	Recovery Services; Customer Services;		
Prevention & Detection of Fraud – Improve ratio of benefit fraud investigations to successful sanctions from 1:10 to 1:8 by referring high quality suspicions of fraud to the team	4.1	Increase efficiency and improved quality of benefit fraud investigations	Head of Internal Audit	Senior Investigations Officer and Investigations Team	Within Existing Budgets.	March 2011
Achieve an overall recovery rate for fraudulent overpayments and admin penalties of 80%	4.1	Speedy recovery of overpayments to enable resources to be targeted to the most needy	Head of Internal Audit	Senior Investigations Officer	Improved recovery of overpayments	March 2011

**Table 3 – Risk Assessment**

Risk Ref No	Risk [Potential Cause(s)]	Potential Consequence(s) of Risk	Risk Owner	Relevant Corporate Aims & Priorities	Mitigation Control(s) (Control Environment)	Action plan for mitigation not yet in place		Risk with after all planned mitigation				Sources of Assurance (How Monitored?)
						Who	When	L	I	T	P	
	Increased caseload and/or reduced budget	Delays in processing leading to delays in paying claimants	Head of Benefit Services	4.1 4.2 4.3	Monitoring workload and processing times and seeking extra resources if needed			2	3	6	L	Actual and estimated performance against target.
	Unable to provide service due to supplier, system and or accommodation failure	Loss of access to systems to provide service	Assistant Director – Finance & Procurement	4.1 4.2 4.3	These will be date dependant (e.g. whether during annual billing or summer months) & the extent of the disruption Invoke Disaster Recovery Plans &/or Business Continuity Plans			2	3	6	L	Regular monitoring during disruption by Corporate Services Director/CMT

L = Likelihood; I = Impact; T = Total (L x I = T); P = Priority (Total of 1 to 8 = Low, 9 to 12 = Med, 15 to 24 = High).

## Glossary of Terms for Service Development Plans

<b>Abbreviation</b>	<b>Description</b>	<b>Abbreviation</b>	<b>Description</b>
<b>QOL</b>	Quality of Life Indicators (Warwickshire County Council)	<b>HIWeB</b>	Health Improvement and Wellbeing Group
<b>BVPI</b>	Best Value Performance Indicator	<b>DoH</b>	Department of Health
<b>LPAMR</b>	Local Plan Annual Monitoring	<u>NBLT</u>	Nuneaton & Bedworth Leisure Trust
<b>BCS</b>	British Crime Survey	<b>PinCH</b>	Partnership in Camp Hill
<b>PSA2</b>	Public Sector Agreement 2	<b>RSL</b>	Registered Social Landlord
<b>ISO</b>	International Standards Operation	<b>PSL</b>	Private Sector Landlord
<b>CSS</b>	Council Service Standards	<b>WWRAS</b>	Warwickshire Welfare Rights Advice Service
<b>LAA</b>	Local Area Agreement	<b>CAB</b>	Citizen Advice Bureaux
<b>LPI's</b>	Local Performance Indicators	<b>ACD</b>	Automated (Telephone) Call Distribution
<b>NI</b>	National Indicator	<b>BCS</b>	British Computer Society
<b>NABSCOP</b>	Nuneaton & Bedworth Safer Communities Partnership	<b>EDRMS</b>	Electronic Document and Records Management System

<b>CDRP</b>	Crime & Disorder Reduction Partnership	<b>ESD</b>	Electronic Services Delivery(I&DeA Toolkit)
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<b>GIS</b>	Geographical Interface System	<b>ICT</b>	Information and Communication Technologies
<b>TEN</b>	Corporate Performance Management System	<b>IT&amp;C</b>	Information Technology and Communications (Service Unit)
<b>SCS</b>	Sustainable Community Strategy	<b>ITSG</b>	Information Technology Steering Group (NBBC's officer Group)
<b>NP</b>	National Property	<b>PRINCE2</b>	Projects in Controlled Environment (Project methodology)
<b>CAA</b>	Comprehensive Area Assessment	<b>SOCITM</b>	Society of Information Technology Management
<b>BME</b>	Black Minorities Ethnic	<b>WDP</b>	Warwickshire Direct Partnership (formerly WOLP)
<b>SCP</b>	Sustainable Community Plan	<b>WF</b>	Workflow
<b>SCS</b>	Sustainable Community Strategy	<b>CPA</b>	Comprehensive Area Assessment (no longer in use)
<b>SOA'S</b>	Super Output Areas	<b>PSB</b>	Public Service Board (Warwickshire)

<b>IMD</b>	Index of Multiple Deprivations	<b>LPI</b>	Local Performance Indicator
<b>LSP</b>	Local Strategic Partnership	<b>UOR</b>	Use of Resources (part of CAA)

<b>ASB</b>	Anti-Social Behaviour	<b>NDR</b>	Non Domestic Rates
<b>CCTV</b>	Closed Circuit Television	<b>MTFP</b>	Medium Term Financial Plan
<b>LTFP</b>	Long Term Financial Plan	<b>CMT</b>	Corporate Management Team
<b>EMT</b>	Extended Management Team	<b>MLA</b>	Museums, Libraries & Archives Council
<b>SLA's</b>	Service Level Agreements	<b>PSA</b>	Public Service Agreement
<b>WRAP</b>	Warwickshire recycling action programme		