# Service Plan: REVENUES COLLECTION & BENEFITS  – 2007/08

## Part 1.        Purpose of the Service

The Council's Revenue service collects council tax, non-domestic rates, housing rents, sundry debts and overpayments of housing benefit; administers housing and council tax benefit and investigates fraudulent claims for benefit.

Our aims are;

- To ensure residents get the correct bill and all benefits and discounts that they are entitled to.
- To work in partnership with stakeholders to provide an efficient, modern and accessible Revenues Service.
- To discourage fraud and to identify and punish those who commit fraud.
- To take prompt and effective action against those who do not pay, whilst recognizing and assisting those customers with genuine financial difficulties.

## Part 2.        Plans to Improve Your Service in 2007/08

| # | Action | Supporting Information (eg resources, outputs, outcomes and risks) | Complete by Month | Responsible Officer |
|---|--------|----------------------------------------------------------------|-------------------|---------------------|
| **Actions to Improve Customer Service** (Council priority): | | | | |
| 1 | Improve the customer focus of the benefit service by improving the service performance as measured by the Department for Works and Pensions' user focus performance standard | **Resources:** To be met from existing team resources<br>**Outputs:** Score improved from 5/12 to 10/12<br>**Outcomes:** Improved customer focus<br>**Risks:** There is a small risk that resources may be inadequate to meet target | **Mar 08** | Dawn Graham |
| 2 | Active participation in corporate initiatives to improve customer focus e.g. achieving Chartermark accreditation | **Resources:** To be quantified<br>**Outputs:** To be quantified<br>**Outcomes:** Improved customer focus<br>**Risks:** There is a risk that resources may be inadequate to meet corporate requirements | **Mar 08** | Lee Phanco Dawn Graham Phil Bird |
| 3 | Rents Team to implement the findings from the survey of Council tenants conducted in March 2007 (additional direct debit date, revised rent card, rent free weeks etc) | **Resources:** To be met from existing team resources<br>**Outputs:** Additional direct debit payment date Improved documentation for customers<br>**Outcomes:** Improved customer satisfaction<br>**Risks:** None identified | **Sep 07** | Phil Bird |

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| **4** | Complete a peer review of the Rent service, evaluate the findings and where feasible implement the recommendations | **Resources:** To be quantified<br>**Outputs:** Improved collection of rents<br>**Outcomes:** Improved customer focus<br>**Risks:** There is a risk that resources may be inadequate to meet the recommendations in full | **Sep 07** | Phil Bird |
| **5** | Develop links with local advice agencies to facilitate partnership approach to debt management and benefit advice services | **Resources:** To be met from existing resources<br>**Outputs:** Quarterly meeting with representatives of local advice agencies<br>**Outcomes:** Improved working relationship with advice agencies<br>Signposting of customer to support agencies<br>**Risks:** None identified | **Sep 07** | Lee Phanco<br>Dawn Graham<br>Phil Bird |
| **6** | Introduce on-line access for customers to view Council Tax and Business Rate account information | **Resources:** Project Manager required.<br>**Outputs:** Customers have on-line access to a range of Revenues and Benefit service<br>**Outcomes:** Greater accessibility, improved customer satisfaction.<br>**Risks:** Considerable risk of failure.  This enhanced service has been planned for over two years but insufficient staff resources (Revenues and ICT) have delayed implementation.<br>Reputation risk if product not functioning correctly.<br>Low take-up and therefore extremely high unit costs. | **Mar 08** | **Lee Phanco** |
| **Affordable Housing and Growth Area milestones** (Council priorities): | | | | |
| **7** | Recruit and train three additional part time officers (Council Tax and Housing Benefits) to meet the demands of the growth in properties and population. | **Resources:** To be met from existing resources<br>**Outputs:** Current performance levels maintained or improved<br>**Outcomes:** Customer and stakeholder satisfaction<br>**Risks:** None identified | **Dec 07** | Lee Phanco<br>Phil Bird<br>Dawn Graham |
| **Actions to mainstream Council policies** (Community Safety, Climate Change and Equalities): | | | | |

| 8 | Raise awareness of equality and diversity issues through staff training. | **Resources:** To be met from existing training budget<br>**Outputs:** All Revenues staff attend at least one training session<br>**Outcomes:** Greater staff awareness of equality and diversity issues leading to improved accessibility of services<br>**Risks:** None identified | **Ongoing to be completed by Mar 08** | Lee Phanco<br>Phil Bird<br>Dawn Graham |
|---|---|---|---|---|
| 9 | Develop and improve relationships with hard to reach groups to encourage take-up of benefits and discounts and to ensure Council Tax and other bills are paid promptly. | **Resources:** To be met from existing resources<br>**Outputs:** Improved liaison with representatives of minority groups<br>**Outcomes:** Greater awareness the needs of minority groups in accessing Revenues Services<br>Improved access<br>**Risks:** Staff resources are very limited and consequently work conducted will also be limited | **Mar 08** | Lee Phanco<br>Phil Bird<br>Dawn Graham |
| **Actions to deliver LAA targets:** | | | | |
| | | **Resources:**<br>**Outputs:**<br>**Outcomes:**<br>**Risks:** | | |
| **Actions to improve the service provided by your team:** | | | | |
| 10 | Ensure a minimum of 50% of Revenues Service's Best Value Performance Indicators in the first or second national quartile. | **Resources:** To be met from existing resources<br>**Outputs:**<br>**Outcomes:** Improved performance and service delivery<br>**Risks:** | **Mar 08** | Lee Phanco |

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| **11** | Introduce the facility for residents in receipt of Housing or Council Tax benefits to report changes of circumstances via the telephone without the need to follow up in writing. | **Resources:** To be met from existing resources<br>**Outputs:** Formal agreement with DWP signed by Chief Executive<br>**Outcomes:** Customers can more easily report changes in circumstances<br>Improved accessibility of the service<br>**Risks:** Small risk of increased local authority errors or fraud | **Jun 07** | Dawn Graham |
| **12** | Introduce targeted review of Housing and Council Tax Benefit claims to meet new Government targets for the number of benefit awards reduced each month, through visits, mailshots and telephone calls DWP Performance Measure 10). | **Resources:** To be met from existing resources<br>**Outputs:** Number of benefit awards reduced due to changes in circumstances increased<br>**Outcomes:** Customers receive the correct amount of benefit<br>**Risks:** This is a significant change to current performance standards are requires considerable changes to working practices. There is a risk that staffing resources may not be adequate to meet the new target. | **Apr 07** | Dawn Graham |
| **12** | Consult with advice agencies and landlords on future policy for the award of discretionary housing payments. | **Resources:** To be met from existing resources<br>**Outputs:** Revised policy submitted to Cabinet 95% of budget utilised<br>**Outcomes:** Awards focussed on residents most in need of assistance<br>**Risks:** None identified | **Dec 07** | **Lee Phanco** |
| **14** | Introduce the facility for residents to pay bills (other than local taxation) by credit card.  Evaluate the legality of accepting local taxation payments by credit card. | **Resources:** To be met from existing resources<br>**Outputs:** Credit card payment facility<br>**Outcomes:** Customers able to use credit cards to pay bills<br>**Risks:** None identified in respect of non-local taxation bills.  Further report to be submitted on potential financial risks associated with local taxation bills. | **Sep 07** | **Lee Phanco** |
| **Actions to improve the efficiency or Value for Money of your service:** | | | | |

| 15 | Restructure of non-domestic rating team to achieve budget savings | **Resources:** To be met from existing resources<br>**Outputs:** Restructure completed<br>**Outcomes:** Team reduced by one FTE post resulting in budget savings.<br>Current performance level maintained.<br>**Risks:** There is a risk that current levels of service will not be maintained with the reduced resources, however the risk is considered low | **Oct 07** | **Lee Phanco** |
|----|----|----|----|----|
| 16 | Increase income from summons and liability order costs | **Resources:** None<br>**Outputs:** New charges of £65 CT and £80 NNDR<br>**Outcomes:** Additional £24K income received<br>**Risks:** Demand led – number of summons issued may reduce due to more customers paying on time.<br>Increased complaints. | **Mar 08** | **Phil Bird** |
| 17 | Reduce the number of payments received by cheque by 35% | **Resources:** Staff and stationery to complete mailshots<br>**Outputs:** Fewer cheques received<br>**Outcomes:** Less resources needed to process cheques<br>Increased take up of electronic transactions<br>**Risks:** Adverse publicity – reduced collection rates | **Mar 08** | **Phil Bird** |
| 18 | Reduce the number of benefit payments made by cheque by 65% | **Resources:** To be met from existing resources<br>**Outputs:** 65% of payments made direct to customers' bank through BACS<br>**Outcomes:** Reduced cost<br>Improved security<br>Improved customer satisfaction<br>**Risks:** None identified | **Mar 08** | **Dawn Graham** |

| 19 | Review prosecution and sanctions policy for benefit fraud to ensure that outcomes remain a cost effective deterrent following changes to the Department for Works and Pensions' funding mechanism. | **Resources:** To be met from existing resources<br>**Outputs:** Revised policy submitted to Cabinet<br>Reduced prosecution costs<br>Increase income from administrative penalties<br>**Outcomes:** Reduced demand on legal services and external solicitors<br>**Risks:** A weakened policy may reduce the deterrent effect of prosecutions | **Sep 07** | **Lee Phanco** |
|---|---|---|---|---|
| 20 | Impose civil penalties against residents fraudulently claiming Council Tax discounts or attempting to evade liability for Council Tax of £50 for the first offence and £200 for subsequent offences. | **Resources:** To be met from existing resources<br>**Outputs:** Penalties imposed resulting in small amount of income to the Council<br>**Outcomes:** Residents encourage to notify the Council of changes to discount entitlement.  Deterrent factor against false discount claims<br>**Risks:** Small risk of increased complaints | **Apr 07** | **Phil Bird** |
| 21 | Ensure benefit overpayments due to local authority error are below the threshold required to attract 100% Government subsidy. | **Resources:** To be met from existing resources<br>**Outputs**: Income of approximately £80K to the Council through subsidy grant<br>**Outcomes:** Accurate payments made to customers – faster service delivery<br>**Risks:** If overpayments exceed the threshold the income will be lost | **Mar 08** | **Dawn Graham** |
| 22 | Implement LoCTA web based IT system to allow on-line interrogation of other Councils' Benefits and Council Tax data bases | **Resources:** To be met from existing resources.  Ongoing financial cost from 2008/09 if retained.<br>**Outputs:** On-line access to other Authorities data<br>**Outcomes:** Reduced costs for tracing absconders<br>Improved collection of Council Tax<br>Reduced levels of benefit fraud<br>**Risks:** None identified | **Mar 08** | **Lee Phanco** |

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| 23 | Implement Aspiren National Performance Management Framework web base system for Housing and Council Tax Benefits | **Resources:** To be met from existing resources Ongoing financial cost from 2008/09 if retained.<br>**Outputs:** Access to purpose designed H&CTB performance management software. Simplified benchmarking with other Councils.<br>**Outcomes:** More efficient service<br>**Risks:** None identified | **Mar 08** | **Dawn Graham** |
| 24 | Complete the review of transactional business processes as part of the transformation project and implement improvements identified by the review | **Resources:** To be identified<br>**Outputs:** More efficient service.  Reduction in costs.<br>**Outcomes:** Improved customer satisfaction.<br>**Risks:** There may be inadequate resources to implement the recommendations. | **Mar 08** | **Lee Phanco Dawn Graham Phil Bird** |
| 25 | Implement the security module for the e-payments ICT system to meet the new security standards required by Mastercard and VISA | **Resources:**  £7,000 capital expenditure required for software<br>£700 per annum maintenance charge<br>**Outputs:** Software module installed and functioning.<br>**Outcomes:** E-payments facility available to customers<br>Reduction in transaction fee costs by £0.01 per transaction<br>**Risks:** The facility to accept some debit card transaction will be unavailable after July without the new security module | **Jun 07** | **Lee Phanco** |
| 26 | Procure new contract for the provision of payments at post offices and other high street outlets | **Resources:** To be met from existing resources with assistance from the Procurement Officer<br>**Outputs:** New contract agreed<br>**Outcomes:** Customer able to pay at post offices and other high street outlets<br>Potential for cost savings<br>**Risks:** None identified | **Oct 07** | **Lee Phanco** |
| **Actions to develop and support your workforce and learning:** | | | | |

| 27 | Complete training needs analysis for Revenues Service staff and develop focussed training programme based on the results of the TNA | **Resources:** To be met from existing resources.<br>**Outputs:** Training needs identified and met<br>**Outcomes:** Employees more confident.<br>Greater service resilience<br>Improved customer service<br>**Risks:** None identified | Oct 07 | **Dawn Graham Phil Bird** |
|----|----|----|----|----|
| 28 | Develop a training needs analysis and training programme for Contact Centre staff | **Resources:** TNA to be met from existing resources. Resource requirements for training programme to be evaluated<br>**Outputs:** Contact Centre staff fully trained to provide Revenues contact service<br>**Outcomes:** More customer queries resolved at first point of contact<br>**Risks:** None identified | Sep 08 | **Dawn Graham Phil Bird** |
| 29 | Minimum of 2 employees undertaking professional training | **Resources:** To be met from existing training budget<br>**Outputs:** Two staff attaining professional qualification<br>**Outcomes:** Improved level of technical knowledge for the Service<br>**Risks:** None | Sep 08 | **Lee Phanco** |
| 30 | Introduce home-working where feasible and appropriate | **Resources:** To be identified<br>**Outputs:** Staff able to work from home<br>**Outcomes:** Improved staff morale<br>Improve staff performance<br>Reduced road journeys and demand for parking spaces<br>Improved staff retention<br>**Risks:** Health and safety, and data security risks<br>The required ICT resources may not be available | Mar 08 | **Lee Phanco Dawn Graham Phil Bird** |

| 31 | Develop staff training programme for introduction of Local Housing Allowances in April 2009 | **Resources:** To be identified<br>**Outputs:** Staff confident and competent in dealing with the new LHA claims<br>**Outcomes:** LHAs paid promptly and correctly to customers<br>**Risks:** Considerable reputation risk in introducing a new type of benefit | **Nov 07** | **Dawn Graham** |
|---|---|---|---|---|
| **Actions to address risks to your service:** | | | | |
| 32 | Produce comprehensive report to Portfolio Holder highlighting the costs associated with procuring ICT products to enable Revenues Service to maintain up to date ICT systems to facilitate the delivery of the service. | **Resources:** To be identified through the report<br>**Outputs:** Staff confident and competent in dealing with the new LHA claims<br>**Outcomes:** LHAs paid promptly and correctly to customers<br>**Risks:** There is a high risk that the current financial and staff resources dedicated to maintain currency of ICT systems is inadequate to cope with this rapidly changing environment.<br>There is a consequent risk that Revenues Services will fall behind other Council with consequent deterioration of service in comparison to others. | **May 07** | Lee Phanco |
| 33 | Complete written procedures of all key tasks | **Resources:** To be met from existing resources<br>**Outputs:** Comprehensive written procdures in place<br>**Outcomes:** Improved service resilience, greater diversification of skills<br>**Risks:** This is a staff resource intensive process, there is a risk that resources will be unavailable, or that allocation of resources to this action will be detrimental to performance in other areas. | **Mar 08** | **Dawn Graham Phil Bird** |

| 34 | Recruit to the new posts agreed by Council to meet the growth demands.<br>Minimise effect of vacancies by prompt recruitment, effective use of agency staff and effective budget management | **Resources:** Financial resources in place<br>**Outputs:** New employees recruited and trained<br>**Outcomes:** Service standards maintained and improve despite increased demands<br>**Risks:** Risk of overspend on salary budget if there is reliance on agency staff to provide cover for vacancies, maternity leave and sickness.<br>High risk of service deterioration if agency staff are not used to maintain full staffing levels. | **Mar 08** | **Lee Phanco Dawn Graham Phil Bird** |
|---|---|---|---|---|
| **Actions Required by Changes in Legislation:** | | | | |
| 35 | Project to implement the new Local Housing Allowances from April 2008. Including:<br>1. Evaluation of impact on residents – lobbying Government agencies to minimise adverse impact on residents<br>2. Staff training<br>3. Software implementation<br>4. Stakeholder and customer communication | **Resources:** LHA Project Officer required on fixed term contract (12-18 months) from September 2007 – estimated cost of £17K in 2007/08<br>Software enhancements required – cost unknown but likely to exceed £10K<br>Specific implementation grant to be paid by DWP amount due to be confirmed in May 07<br>**Outputs:** LHAs paid promptly and correctly to customers<br>**Risks:** DWP grant may not fully meet the cost of implementation.;<br>Considerable reputation risk in introducing a new type of benefit | **Mar 08** | **Dawn Graham** |
| | | | | |

## Part 3.        Performance Indicators

Key to Colour Code in 05/06 "Top Quartile" column:

| Top quartile | | Middle to top quartile | | Bottom to middle quartile | | Bottom quartile | |
|---|---|---|---|---|---|---|---|

| PI Code | PI Description | Past Performance | | | | | Future Targets | | |
|---|---|---|---|---|---|---|---|---|---|
| | | 05/06 | | | 06/07 | | 07/08 | 08/09 | 09/10 |
| | | Target | Actual | Top Quartile | Target | Estimate | Target | Target | Target |
| **Customer Service** | | | | | | | | | |
| BV78a | Average days to process new claims | 27 | 25.4 | 25.5 | 30 | 30.0 | 26.0 | 25.5 | 25.0 |
| BV78b | Average days to process notifications of changes in circumstance | 7 | 8.5 | 8.5 | 8.9 | 8.9 | 8.0 | 7.5 | 7.0 |
| BV80a | % satisfied with ability to contact benefits office | 85 % | 80 % | 84 % | 84 % | ? | | | ? |
| BV80b | % satisfied with the office benefit service | 88 % | 79 % | 86 % | 86 % | ? | | | ? |
| BV80c | % satisfied with benefits telephone service | 80 % | 83 % | 80 % | 80 % | ? | | | ? |
| BV80d | % satisfied with staff in benefits office | 87 % | 83 % | 86 % | 86 % | ? | | | ? |
| BV80e | % satisfied with clarity of benefit forms etc | 70 % | 63 % | 67.5 % | 67.5 % | ? | | | ? |
| BV80f | % satisfied with time to advise of benefit claim success | 85 % | 79 % | 77 % | 77 % | ? | | | ? |
| BV80g | % satisfied with benefits service overall | 80 % | 84 % | 84 % | 84 % | ? | | | ? |
| **Affordable Housing and Growth Areas** | | | | | | | | | |
| | | | | | | | | | |
| **Community Safety, Climate Change, Equalities** | | | | | | | | | |
| | | | | | | | | | |
| **Local Area Agreement (LAA) targets** | | | | | | | | | |
| | | | | | | | | | |
| **Service Quality/Provision** | | | | | | | | | |
| BV76a | No: benefit claimants visited per 1,000 caseload | 415 | 421 | N/A | 400 | 400 | N/a | N/a | N/A |
| BV76b | No: fraud investigators employed per 1,000 caseload | 0.19 | 0.18 | N/A | 0.17 | 0.17 | 0.17 | 0.17 | 0.17 |
| BV76c | No: fraud investigations per 1,000 caseload | 45 | 43.91 | N/A | 44 | | | | ? |
| BV76d | No: prosecutions/sanctions per 1,000 caseload | 7.5 | 10.09 | N/A | 10 | ? | 10 | 10 | ? |
| **Finance, Efficiency and Value for Money** | | | | | | | | | |
| BV9 | % Council Tax collected | 98.6 % | 98.2 % | 98.5 % | 98.8 % | 98.6% | 98.8% | 99.0 % | 99.2 % |
| BV10 | % non-domestic rates received | 98.8 % | 98.6 % | 99.3 % | 99.0 % | 99.4% | 99.5% | 99.6 % | 99.7 % |

| PI Code | PI Description | Past Performance | | | | | Future Targets | | |
|---|---|---|---|---|---|---|---|---|---|
| | | 05/06 | | | 06/07 | | 07/08 | 08/09 | 09/10 |
| | | Target | Actual | Top Quartile | Target | Estimate | Target | Target | Target |
| BV66a | % rent collected | 98 % | 97.29 % | 98.84 % | 98 % | 97.6% | 98.3 % | 98.5 % | ? |
| BV66b | % tenants with more than 7 weeks arrears | Not set | 6.03 % | 3.39 % | 5.5 % | ? | 5 % | 4.5 % | ? |
| BV66c | % tenants in arrears with Notices Seeking Possession (NPS) served | Not set | 20.18 % | 13.55 % | 30 % | ? | 25 % | 20 % | ? |
| BV66d | % tenants evicted due to arrears | 0 % | 0 % | 0 % | 0 % | ? | 0 % | 0 % | ? |
| BV79a | % cases where benefit calculation was correct | 99.1 % | 98 % | 99 % | 99 % | ? | 99 % | 99 % | ? |
| BV79bi | % recoverable overpayments (excl: Council Tax benefit) recovered (was BV79b) | Not set | 51 % | 79.46 % | 52.5 % | ? | 53 % | 53.5 % | ? |
| BV79bii | % HB overpayments recovered | Not set | 28.04 % | 41.22 % | 29 % | ? | 29.5 % | 30 % | ? |
| BV79biii | % HB overpayments written off | Not set | 3.27 % | N/A | 3 % | ? | 3 5 | 2.9 % | ? |
| **Workforce and learning** | | | | | | | | | |
| RS13 | Number of employees undertaking professional training (Polarity ↑ higher is better) | | 0 | N/A | N/A | 1 | 2 | 2 | 2 |
| **Local PIs** | | | | | | | | | |
| RS1 | Number of Revenues Services BVPIs in first or second national quartile (this refers only to those BVPIs for which the Government publishes quartile tables). (Polarity ↑ higher is better) | | | 4/10 | N/A | 5/10 | 6/10 | 7/10 | 8/10 |
| RS2 | Performance Standards score for benefits service (Polarity ↑ higher is better – maximum score 4) | | | N/A | 4 | 4 | 4 | 4 | 4 |
| RS3 | Number of payments received by cheque (Polarity ↓ higher is better) | | | N/A | N/A | | | | |
| RS4 | % of postal remittances processed within 5 working days (Polarity ↑ higher is better) | | | N/A | N/A | N/A | 100% | 100% | 100% |
| RS5 | Number of benefit payments made by BACS (Polarity ↑ higher is better) | | | N/A | N/A | 0 | | | |
| RS6 | % of sundry debts due that are paid (Polarity ↑ higher is better) | | | N/A | N/A | | | | |
| RS7 | % of discretionary housing payment grant paid in awards (Polarity ↑ higher is better) | | | N/A | | | | | |
| RS8 | Increase in the number of accounts paid by direct debit (The total number of Council Tax, Business Rates sundry debt and rent accounts currently paid by direct debit in comparison to January 07) | | | N/A | N/A | | | | |

| PI Code | PI Description | Past Performance 05/06 | | | Past Performance 06/07 | | Future Targets 07/08 | Future Targets 08/09 | Future Targets 09/10 |
|---|---|---|---|---|---|---|---|---|---|
| | | Target | Actual | Top Quartile | Target | Estimate | Target | Target | Target |
| | (Polarity ↑ higher is better) | | | | | | | | |
| RS9 | Number of user focus enablers (as measured by the Department for Works and Pensions Performance Standards) in place for the Benefits Service<br>(Polarity ↑ higher is better) | | | N/A | N/A | 5 | 10 | 11 | 12 |
| RS10 | Service First Standards???????? | | | N/A | | | | | |
| RS11 | % previous years Council Tax arrears paid<br>(Polarity ↑ higher is better) | | | N/A | N/A | 51.5% | 54.0% | 56.0% | 58.0% |
| RS12 | Income received from Council Tax and Non-Domestic Rates summons and liability order costs<br>(Polarity ↑ higher is better) | | | N/A | £153K | £174K | £177K | £177K | £177K |

## Part 4.    Looking to the Future

| Major issues or needs which your service will need to address (to maintain the level of service and new issues such as legislation, growth areas, demographic change) | Resource Requirements (Finance, staff, skills equipment etc) | Please tick appropriate years | | | | |
|---|---|---|---|---|---|---|
| | | 2008/ 09 | 2009/ 10 | 2010/ 11 | 2011/ 12 | 2012/ 13 |
| Introduction of Local Housing Allowances to replace Housing Benefit beginning in April 2008 | LHA Project Officer – Fixed term contract for 12-18 months. New software module. | ✓ | | | | |
| Continuing growth in the number of properties in the District | Already quantified in the medium term financial strategy report to Council | | | | | |
| Bailiff contract must be renewed by November 2008.

Significant changes to legislation in this area are anticipated as a result of the Courts, Tribunals and Enforcement Bill currently being considered by Parliament. | Staff resources to carry a tendering process.

If current proposals are enacted a new up front fee will be payable on all cases referred to bailiffs of up to £50 per case, recoverable from the customer.  This would be a significant up-front cost to the Council of up to £100K per year. | ????? | ???? | ??? | ???? | ???? |
| Potential for a Large Scale Voluntary Transfer of housing stock | Not yet known – but if a transfer takes place there will be a significant impact on the Housing Benefits and Rents Services | | | | | |
| Lyons Review of Local Government Finance | Not yet known | | | | | |