	1	T	T			1			6 month		I	1	1	1	I	T	1			1
2012-13				Go Live				Year End	review											
R&B		Key Priorities	Lead Officer	November	December	January	February	March	April	May	June	July	August	Contombor	Octobor	November	December	January	February	March
Cross Cutting	1	Workforce Development	MC	November	December	January	rebruary	Warch	April	Iviay	June	July	August	September	October	November	December	January	rebruary	Warch
Cross Cutting	1.1	Restructure changes	IVIC																	
	1.2	Training Plans																		
	1.3	Staff Survey Response																		
	1.4	Communication Strategy																		
	1.5	Absence Management			ongoing															
	1.6	Service Manager Role Development																		
	1.7	Team Leader Role Development																		
	1.8	Specialist Officer Role Development A-E Role Development											1							
	1.9	Accommodation																		
	2		МС																	
	2.1	Self Service	MC															+		
	2.2	Lync	JMc																	
	2.3	IT Modules	CC																	
	2.4	CTax RISC	J Mc																	
	2.5	CTax Arrangement module	JMc																	
	2.6	Capita Efficiency Module	All																	
	2.7	Barcoded Bills (incl Opmnt inv)	JMc															-		
	2.0	Mobile Working Bailiff Interface	AT JMc		-		1						<u> </u>	 		+	+	+	1	+
		Workflow	CC																	
	3.1	Scanning and Indexing	1									1	†	1			1	1	1	†
	3.2	Post																		
	3.3	Counter - Triage																		
	3.4	Telephones																		
	3.5	DWP-PDT team																		
	4	Quality Assurance & Performance																		
	4.1	Performance MIS	All															-	1	
	4.2	Subsidy Performance Management	CC AT																+	
	4.3	Performance Information Centres	JMc		_													+		
		Critical Diary	JMc						+								Initiation			
		Customer Service Excellence	OIVIC														madon			
			МС																	
	5.1	CTax Support Localisation (CTB)												draft				final		bill
	5.2	CTax Technical Reforms																		
		Business Rates Localisation																		
	5.4	Universal Credit																		
HE		SFIS	CC																	
nc nc		HB Strategy	CC		_		+											+		
	6.1	DHP Review																		
	6.3	HB Take-up																		
		Risk Based Verification																		
		Critical Birthdays																		
		ATLAS - Phase 2																		
		Interventions									Risk based									
Revenues	7		JMC							_								-	1	
	7.1	Recovery Strategy - collection Debt Recovery Policy	+									+	 	 			+	+	+	
	7.2	Recovery/Opmt Integration Plan											1					+	+	1
	7.2	Write-off process	1		1								1	1			1			
	7.2	Bailiff Contract										<u> </u>								
	7.2	Early billing(business case)																		
	7.2	DD Take-up						main billing												<u> </u>
	7.2	Committals	<u> </u>			1								ļ			1		1	
	7.2	SPD Review (disc/exempts)	1											1		-	-	+	-	1
-	7.2	Main Billing Discretionary Discount -Section13A										 	 							<u> </u>
	γΔ	NDR/Val	ЈМС				+	-				1	 							
		Discretionary Rate Relief Policy	31110																+	
	8.2	Recovery Strategy - collection	1									1	†	1			1	1	1	†
	8.3	Discretionary Discount Section44A																		
	8.4	Review of NNDR information																		
Fraud/Vis	s 9		AT																	
	9.1	Accommodation																		L
	9.2	Performance Improvement Plan										ļ	ļ	ļ			1	1	1	ļ
	9.3	Prosecution Policy										1	1	1				+	1	1
	9.4	Retention Policy Corporate Fraud Strategy	-										-	-			+		+	
	9.0	Corporate Fraud Strategy	1			1								1		1	1	+	+	1
			1	<u> </u>	†			1	1	†		1	†	1			1	1	1	†
							1													
		,			_	_	_	_			_					_	_			

20/03,	Workforce Development - Key Activities	Start	Critical Dates	Started	Finish	Dependency	1st LO	Link officer	RAG	Progress
1.1	Restructure Changes	Nov	Apr-12	,	,		Man team			Oct11 - staff briefing held to discuss working on accommodation, training, teams etc. Plans produced and published -
1.1.1	Team structures & allocation			1	√ ./					feedback requested and amendments made to team as necessary Nov11 - Go live -Transition of staff into Revs and
1.1.2	Accommodation moves Grade tasks implementation			√ √	٧	1.9.1	1			Bens - Staff moved into new team, training started and service requirements being managed. Consultation with staff or grading tasks and work started on worktray changes. Dec11 Changes to Ctax worktrays completed. Jan12 Vacancies
1.1.4	Work tray changes			V						in redeployment - no take-up. Feb12 - Recruitment on hold until after main billing.
1.1.5	Recruitment of vacancies			V						
1.1.6	Apprentices		Apr-12	V						N. 44 Initial Joseph I. Tairing to the Color of Constitution o
1.2	Staff Training Plans	Nov-11	ongoing				Man Team			Nov 11 - training plans started. Training beginning in Council Tax for all new staff into Revs and Bens. Dec11 - Final transition group of staff have now moved into dept - Ctax training ongoing. Plans drawn up for HB training and building
1.2.1	Identification of priority training requirements		No. 44	.1	.1					in other training requirements over the next 12 months. Jan12 - Ctax training ongoing, some staff now trialling on
1.2.2	Develop 12 month plan - generic officers Publish plans		Nov-11 Nov-11	V	V		1			telephones with grade E support. First group of existing Ctax staff have started HB training. Feb12 - Group 2 HB
1.2.4	Review training progress monthly		Ongoing	V						training in progress. Ctax - going well and most staff now working on the telephones with a technical expert supporting
1.2.5	Develop central skills audit spreadsheet		Ongoing	V						Mar12 - Apprentice appointed - due to start late Mar
	Staff Training Requirements									
	Council Tax new staff HB New Claims - Existing Ctax		Nov-Mar Jan-Dec	V			1			
	BACS		Mar-12	V						
	Recovery integration		Mar-12	V						
	HB Overpayments		Mar-12	√						
	Lync Telephone system Recovery & COA - HB		Apr-12							
	COC - HB		TBA TBA				+			
	Capita Efficiency Module		Jun-12							
	CTS Scheme		Oct-12							
	Annual - required training		Ongoing							
1.3	Staff Survey	Feb-12	Apr-12	.1			Man Team	1		Jan12 - Review of staff survey - building in recommendations into recovery plans. Feb12 - most of staff feedback now
1.3.7	Analysis of responses Action Plan			V				-		built into plans. Communication focus group being considered after main billing.
1.3.3	Implemention of recommendations			V						
1.4	Communication strategy	Nov-11	ongoing				Man Team			Nov11 - Staff briefings held on training plans, accommodation moves and teams. Jan12 Staff briefings held - update of
1.4.1	Staff briefings sessions		ongoing	√						training progress, work levels, and plans for future improvement - DWP work and workstreams around workflow. Feb1:
1.4.2	Staff communication group		Apr-12	,	,					Review of staff survey - recommendations being built into recovery plans.
1.4.3	Working practice briefings notes Team meetings		ongoing ongoing	√ √	٧		1			
1.4.5	R&B overview presentation for managers and staff		origonig	Ž						
1.5	Absence Management						Man Team			Dec11 - Monthly meeting booked with HR both at management team and team leader level. Feb11 - team leader review
1.5.1	Implement Monthly management reviews with HR		ongoing	√	ongoing					working well - better consistency around absence management being delivered. Capability investigations in progress
1.5.2	Implement Monthly Team leader reviews with HR		ongoing	√	ongoing					Mar12 Ongoing case conferences. Long term absence - capability investigations in progress.
1.6	Service Manager Role Development	Nov-11					Man Team			Dec11 - Management workshop delivered by HR and L&D Feb12 One to ones and appraisals underway. Developmen
1.6.1	Management Team - team building	1404-11	Jan-12	√	√		Wall Tealli			areas identified and plans being developed. Mar12 - Manager review of role structure and implementation of
1.6.2	Individual Development Plans		Apr-12			1.2.5				improvements for cross working
1.6.3	Monthly one to one's			√						
1.6.4	Appraisals	N 44	Feb/Aug	V			Mar Tarre			
1.71	Team Leader Role Development City College & L&D sessions	Nov-11	Mar-12	1			Man Team			Feb12 Initial presentation to team leaders complete - team work shops booked Mar-Apr - One to one and appraisals booked and underway Mar12 Team leader workshops dealyed until Apr12 due to City College workloads
1.7.2	Roles and responsibilities meetings		IVIGIT-12	V						booked and underway war 12 Team leader workshops dealyed until Apr 12 due to only college workloads
1.7.3	Individual Development Plans		Apr			1.2.5				
1.7.4	Monthly one to one's			V						
1.7.5	Appraisals	Nov 44	Feb/Aug	V			Man Taam			Doe44 Work underway with efficer to define roles and communication arrangements Feb.42. Work in progress to
1.81	Specialist Officer Role Development Role and responsibilities	Nov-11		V			Man Team			Dec11 - Work underway with officer to define roles and communication arrangements Feb12 - Work in progress to develop role and reporting of outputs and performance on specialist activities Mar12 - Review of role to be undertaken
1.8.2	Identification of duties			Ż			1			in April
1.8.3	Reporting arrangements for specialist areas			V						
1.8.4	Individual Development Plans		Apr-12	,		1.2.5, 1.10				
1.8.5	Communicate to staff Monthly one to one's			√ √						
1.8.7	Appraisals		Feb/Aug	V				+		
1.9	A-E Role Development	Nov-11	. 55.7 149	<u> </u>			Man Team			Nov11 - staff workshops held through Nov to consider tasks for D/E split. Introductory get to know you one to one
1.9.1	Work task consultation A-E			V	√					complete. Identified, coaching/mentoring, training, complaints, new release testing, workstream trials for E grades.
1.9.2	Communicate to staff			V	V					Jan12 Changes to council tax work trays complete. Feb12 - work ongoing with staff on administration tasks for C/B
1.9.3	Implementation of tasks changes Work trays changes to reflect work			V				-		Mar12 - Training on specific tasks ongoing mar - Options for coaching and mentoring training being considered
1.9.5	Coaching and mentoring Grade E			V				+		
1.9.6	Individual development plans		Apr-12	<u> </u>		1.2.5, 1.10				
1.9.7	Bi-monthly one to one's			V						
1.9.8	Appraisals		Feb/Aug	√						N. A.
1.10	Accommodation Office clean up	Dec-11		V	√	<u> </u>	Man Team	<u> </u>		Nov11 - Accommodation working group set up - office clearance in progress. Staff teams in place. Jan12 Cubicles
1.10.1	Cublices changes			V	V			+		on ground floor altered to maximise customer capacity (2 additional cubicles). General office risk assessment undertaken !st and Grd floor. Mar12 Further office clearance and painting in progress.
1.10.3	Cameras in cubicles			V	<u> </u>					and of a noon. In the restrict of the observation and painting in progress.
1.10.4	Office Redecoration			V						
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	IT/Telephony Key Activities	Start	Critical Dates	Started	Finish	Dependency			RAG	Progress
	Self Service	Feb-12	April - go live	,			MC	CC/JMc/AT		Jan12 IEG4 benefit form draft template received. Recommendations for content/leayout to Capita.
	IEG4 - Online Benefit Form			V						Self Service now in test system - currently being tested/developed - pick up post year end.
	IEG4 - Online calculator			√ ./						Fortnightly update meeting in place. Feb12 - Priority order of workloads identified and allocated to
	CTax 24/7 self service			√ 1						key officers Mar12 - Work on target - on hold for main billing - target date end April
	CTax E-billing Ctax - change of address			√ √						
	HB e-notification			√ √						
	HB change in circumstances			V						
	NNDR 24/7 self service									
	NNDR E-billing			V						
	DD via the web			V						
	Publicity			'						
	Lync Telephone	Jan-12	April - go live				JMc	SY		Dec11 - Kick off meeting Jan12 - Agreed dates, pre work started to collate staff names, Pc no's
	Pre work - set up and training of chameleons	oun 12	March	V			OIVIO	01		and tel. no's. Feb12 - Change chameleons identified for full training and floor walking. Work
	Training		March	'						starting on system set up. Training being booked Mar/April. April go live confirmed. Mar12
	Go live		April							Training for chameleons booked mid March - 1st group of staff booked for end Mar.
	IT Modules	Jan-12	- 							Jan12 - PARIS Spooler complete. Feb12 - on hold - Self service priority
	PARIS Spooler	··-	Jan	V	V					Table 11 and Species completes 1 and
	HB notification & CTax bill merge		Apri							
	Auto Rent Increases		, r	V						
	Electronic landlord schedules			V						
	Rent Officer Referrals - non priority									
	CTax Risc Module	Mar-12	May - go live			7.1	JMc	PD		Feb12 Initial scoping of project and risk categories in progress
	Identification of risk categories									
	System design									
	Correspondence development									
	Testing									
	Review									
2.4.6	Go live									
2.5	Ctax Arrangement Module	Jun-12	Aug - go live			2.6	JMc	PD		
2.5.1	System design									
2.5.2	Testing									
2.5.3	Go live									
	Capita Efficiency Version	Jun-12	Aug - go live				MC	CC/JMc/AT		
		Juli-12	Aug - go live				IVIC	CC/JIVIC/AT		
	System development									
	System testing									
	Training									
	Go live									
	Barcoded Bills	Feb-12		,	,	0.0.4	JMc			Jan12 - Barcoded invoices in place Feb12 - Initial discussion on barcoded bills feasibility.
	Invoices			V	√	2.3.1				
	Council Tax bills		May	√ 1						
	Business Rates bills		May	٧						
	Develop action plan									
	Publicity									
	Mobile Working	Mar-12	July			9.2	ATh	KJ		Feb12 - Demo of Capita booked 8 Mar. Mar12 Capita Demo - Review of module capabilities and
	Demo		Mar	V	V					busines plan in progress
	Investigate system enhancements			V						
	Review working practices									
	System Development									
	Implementation		B.4 =							
	Go live		May			0.0	18.4	55		
	Bailiff Interface	Jun-12	July			6.6	JMc	PD		
	Testing									
	Implementation									
2.9.3	Go live									
<u> </u>										
<u> </u>										
<u> </u>										

3	Work Flow Management Key Activities	Start	Critical Dates	Started	Finish	Dependency	1st LO	link officer	RAG	Progress
3.1	Scanning and Indexing	Feb-12	Apr-12				JMc	SC		Feb12 - Review of scanning and indexing function underway to improve turnaround time of
3.1.1	Review current workflow			V	V				•	scanned claims. VF standard checking of documents to be put in place.
3.1.2	Recommendations for improvement			V					•	· ' '
3.1.3	Implementation of changes			V						
3.2	Post	Feb-12	Mar-12				CC	Ccu		Feb12 - 2 week of incoming post underway to review how to improve workflows and manage
3.2.1	Review of post - customer journey			√					•	work levels at point of transaction. Trail to be extended and evaluation still to be done before roll-
3.2.2	Trail options			√					•	in of more staff. Mar12 Trial ongoing - looking at triage approach.
3.2.3	Evaluation and recommendations								•	
3.2.4	Roll in all staff								•	
3.3	Counter	Feb-12	Mar-12				CC	Ccu		Feb12 - Trial of counter/cubicle triage system underway. More staff now getting involved with the
3.3.1	Trial of triage system			√						trial - early indication show improvement to waiting times - impact assessment on work and
3.3.2	Evaluation and recommendations			√						completion rates to be undertaken. Mar12 - response rates are good and system working well -
3.3.3	Roll in all staff									on hold 2 weeks Mar due to main billing
3.4	Telephones	Mar-12	May-12							
3.4.1	Review current operation of telephone response			V					•	
3.4.2	Evaluation and recommendation			V						
3.4.3	Implementation of changes									
3.5	DWP - Performance Development team	Jan-12	Jun-12				MC	CC,JMc,AT		Jan12 - Review of workflow by DWP. Recommendation to be built into plans around workflow.
3.5.1.	Project Initiation DWP		Nov-11	V	V					Feb12 - Review of work levels undertaken - plans to clear oldest work across staff worktrays in
3.5.2	Review of current position			$\sqrt{}$						place - to be reviewed weekly throughout March - impact on year end
3.5.3	Work Clearance Plans implemented			V						
3.5.4	Weekly Reviews			√						
3.5.5	PDT complete		Jun-12							
3.6	Agency Staff	Nov-11					CC			Nov11 - 5 Agency staff in place backlog sealed off - working on new claims first. Dec11 -
3.6.1	Seal off backlog		28-Nov-11	V						Difficulties retaining agency staff due to London working - now have 3 staff. Jan12 - Not able to
3.6.2	Plan for clearance			V	V					secure additional staff - have retained 3 good staff - revised clearance plans to take this into
3.6.3	Communicate actions			V						account - final new claims now in progress. Feb12 Agency staff still making good progress - on
3.6.4	Review progress weekly			V					, in the second second	target to clear by end April. Mar12 - backlog still on target to be cleared end April.

	QA & Performance Key Activities	Start	Critical Dates	Started	Finish	Dependency	1st LO	link officer	RAG	Progress	
	Management Information System	Jan-12	Jun-12				MC			Jan12 Initial meeting with KP to identify service goals. Mar12 Initial workups drafted - next mtg	
4.1.1	Identification of service objectives linked to activites			√			_			Apr	
4.1.2	Development of forward plan									· 	
4.1.3	Agree performance measures & reporting										
4.1.4	Agree levels of reporting (with SI, (TRACS))										
4.1.5	Implementation of performance reporting										
4.3	Subsidy	Jan-12	Dec-12				CC			Jan12 - Support officer in place and plan being drawn up to focus on 11/12 claim. Feb12 Work	
4.2.1	Subsidy support officers in place		Jan-12	√	V					checking beginning and key system data checks underway. Reports for main billing being worked	
4.2.2	Subsidy 11/12 checks		Mar-12	1						through. Mar12 - Strategy for subsidy claim in place and work will begin checking for 12/13 from	
	Subsidy 12/13									April. Working on key priority areas for 11/12 claim until end March.	
4.2.3	Reports run weekly		Apr-12	√	V					The state of the s	
4.2.4	Development of subsidy strategy		P	- V	V						
4.2.5	Identification of target areas for monitoring			√							
4.2.6	Robust checking programme in place										
4.2.7	Continual review and correction			V							
4.2.8	Training and staff briefings			V							
4.2.9	IT system correction or workarounds			√							
4.2.10	Monthly review against strategy			√							
4.2.11	Quarterly report of the subsidy position										
4.3	Performance Management	Jan-12	Jun-12			1.8, 1.9, 4.2(HB)	AT			Jan12 Skills based spreadsheet developed and being completed with staff during interim	
4.3.1	Introduction of robust accuracy checking process			√						appraisals Mar12 - Review of Quality monitoring tools to take place	
4.3.2	Introduction of benchmarked completion rates			√						The state of the s	
4.3.3	Introduction of supervision on counter/telephone			V							
4.3.4	Benchmark average processing rates			V							
4.3.5	Customer care skills review										
4.3.6	Link to Individual development plans, and appraisals										
4.4	Performance Information Centres	Mar-12	Apr-12				JMc	JS		Feb - Review of office performance boards for performance corner. Team boards ordered for daily	
4.4.1	Review of key performance information									catch ups. Mar12 - each team creating own boards - daily 10 minutes catch ups. 1st review end	
4.4.2	Creation of performance corners			$\sqrt{}$						March for good practice.	
4.4.3	Identification of team required information			V							
4.4.4	Creation of team performance centres			V							
4.	Critical Diary						JMc			Dec12 - collation of activities started Feb12 still in progress	
4.5.1	Identification of critical departmental activities	Mar-12	Apr-12	$\sqrt{}$						· · ·	
4.5.1	Development of critical diary			V							
4.5.2	Identify lead/link officers										
4.5.3	Publicise diary (performance corner)										
4.0	Customer Service Excellence	Aug-12								Dependant on workloads linked to welfare reform	
4.6.1	Consideration of CSE feasibility	,g . =							1		
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5 Welfare Reform Key Activities	Start	Critical Dates	Started	Finish	Dependency	1st LO link officer	RAG	Progress	
5.1 Council Tax Support - Localisation		Apr13 - go live				MC		Oct11 -Review of consultation response. Jan12- Paper	
5.1.1 Identification of key dates	Quii 12	Jan-12	√	√				to CMT. Key Dates - Sept draft scheme, Jan final scheme adopted, April go live. Feb12- Meeting with	
5.1.2 Project resources		Feb-12	,	Ż				Academy to consider IT options - response expected in April. Fortnightly meeting programmes with Devon	
5.1.3 Project meeting dates		Feb-12	_	j				authorities to progress scheme. Mar12 - project plan and risk register in progress - further modelling of	
5.1.4 Project Risk Register		Feb-12	_	<u>'</u>				caseload ongoing.	
5.1.5 Caseload analysis		Mar-12	- ·	 				cascidat digoliig.	
5.1.6 Consideration of potential vulnerable groups		Mar-12	- i					<u> </u>	
5.1.7 Legislation analysis		Mar12-Sep12	•	 				<u> </u>	
5.1.8 Financial impacts and controls		Mar12-Sep12		<u> </u>					
5.1.9 Consultation arrangements and agreements		Apr12-Feb13						<u> </u>	
5.1.10 Staffing requirements		Jun 12-Oct12						<u> </u>	
5.1.11 ICT requirements		Mar12 -Feb13	V					<u> </u>	
5.1.12 Scheme design		Mar12-Dec12						<u> </u>	
5.1.13 Equalities Impact Assessment		Mar12-Sept12						<u> </u>	
5.1.14 Transition		May12-Feb13						<u> </u>	
5.1.15 Data Access		May12-Dec12		†				<u> </u>	
5.1.16 Customer demand requirements		May12-Dec12		†				<u> </u>	
5.1.17 Documentation design & testing		Aug12-Dec12						<u> </u>	
5.1.18 Policies, procedures and practices (Section 13A)		Sept12-Feb13		†				<u> </u>	
5.1.19 Staff training		Oct12-Feb13		 				<u> </u>	
5.1.20 Appeals		Oct12-Feb12						<u> </u>	
5.1.21 Testing		Aug12-Feb12						<u> </u>	
5.1.22 Audit requirements		Sept12-Jan13		 				<u> </u>	
5.1.23 Fraud approach requirements		Jul12-Jan13						<u> </u>	
5.1.24 Council tax benefit legacy cases		Sept12-Mar13						<u> </u>	
5.2 Council Tax technical reforms	Jan-12	Apr13-go live				MC		Dec11 -Response to consultation paper. Dec11 -Review of consultation response. Feb12	
5.2.1 Paper on proposed changes		Tipo ga ma	√	V				Analysis of options and impact in progress. Mar12 - Identification of key changes and modelling work	
5.2.2 Review response to technical reform				<u> </u>				beginning.	
5.2.3 Analysis of caseloads									
5.2.4 Consideration and recommendation of options									
5.2.5 Equalities Impact Assessment									
5.2.6 Risk Register									
5.2.7 Agreement of options		Oct-12							-
5.2.8 Publicity									
5.2.9 Implementation		Apr-13							
5.3 Business Rates Localisation	Jan-12					MC		Oct11 - Response to consultation paper. Jan 12 - no progress. Feb12 - review of consultation	
5.3.1 Paper on proposed changes		1 3	V					response in progress and consideration being given to current working practices around reliefs and impact on	
5.3.2 Evaluation of changes on billing and collection			- i					billing and collection.	
5.3.3 Project meeting dates - with finance									
5.3.4 Staffing Requirements								<u> </u>	
5.3.5 Staff Training								<u> </u>	
5.3.6 Implementation								<u> </u>	
5.4 Universal Credit	Jan-12					MC		Feb12 - Liaison with DWP - agreed to attend to give an overview of UC progress and role of LA's. Mar12	
5.4.1 Arrange DWP visit to update on Universal Credit		Mar-12					7	Liaison with DWP on meeting to discuss progress.	
5.4.2 Respond to DWP changes							┪		
5.4.3 Transition		Oct-13					7		
5.5 SFIS	Jan-12					MC	1	Jan12 - Work has begun to adopt DWP working practices as part of the transition towards SFIS. Mar12	
5.5.1 Working in partnership with DWP			√				┪	Ongoing work to reflect DWP working practices and increase partnership working.	
5.5.2 Transition			,	 			┪	ongoing notice of ones of a working produces and indicate participally working.	
5.5.3 Implementation		Apr-15		<u> </u>			 		
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6 Housing Benefit Key Activities	Start	Critical Dates	Started	Finish	Dependency	1st LO	link officer	RAG	Progress
6.1 HB Strategy	Apr-12	Jul-12	J.u5u			CCa			1.15
6.1.1 Development of HB Strategy	Api-12	Jui-12				COa			
6.1.2 Consideration for changes to welfare reform									
6.2 DHP	Apr-12	Jun-12			5.4	Cca	TK		
6.2.1 Review current processes in light of Welfare Reform Changes	Api-12	Juli-12			5.4	CCa	IIX		
6.2.2 Recommendations for change									
6.2.3 Consideration of Social Fund changes									
6.2.4 Implementation									
6.3 HB Take-up	Jan-12	Apr-12				CCA	KH		Jan12 - Plan developed with key timelines. Mtgs held with Social Inclusion and publicity routes identified
6.3.1 Develop plan	Jan-12	Api-12	V	V		COA	IXII		Feb12 - Documents finalised and printed. Leaflets distributes (Incl electronic) to key groups. Mar12
6.3.2 Timetable activities			√ √	\ \ \ \ \ \					Evaluation of take-up underway and processing of claims by end of March
6.3.3 Publicity			V	V					Evaluation of take-up underway and processing of claims by end of iviation
6.3.4 Implement			√ √	V V					
6.3.5 Wkly Review			V	· ·			<u> </u>		<u> </u>
6.3.6 Process Claims		Mar-12	V						<u> </u>
6.4 Risk Based Verification	Mar-12	May-12	٧			CCA	SY		Feb12 - Attended Workshop on risk based verification. Benchmarking with other authorities. HB Circular
6.4.1 Scoping exercise to consider viability	Widi-12	iviαy-1∠	V			JUA	51		received - can move to risk based verification from April 12. Analysis of costs benefit to be undertaken
6.4.2 Risk based verification workshop			V	V					Mar12 - Attended Capita demo - system module to implement changes. Review of manual or system
6.4.3 Risk group identification			,	,					based approach to be undertaken.
6.4.4 Development of working practices									based approach to be undertaken.
6.4.5 Implementation									
6.4.6 Review									
6.5 Critical Birthdays	Mar-12					CCA	SG		Feb12 Identification of areas to be automated underway. Reports run daily to identify groups requiring
6.5.1 Identify possible auto updates	IVIAI-12		2/			CCA	36		priority attention. Distribution of work to appropriate staff.
6.5.2 Test			V			-			priority attention. Distribution of work to appropriate stair.
6.5.3 Implement									<u> </u>
	Jan-12	Anr. 12				CCA	SD		Jan12 - Go live with ATLAs claims - a number of issues have been identified incl, duplication of ETD's and
6.6 ATLAS - phase 2	Jan-12	Apr-12				CCA	2D		, · ·
6.6.1 Develop Action Plan			V	√					not all changes being received. Feb12 - ISD working on automating uploads. Plans in development to
6.6.2 IT requirements			٧	.1					improve performance of ATLAS claims and distribution of workloads. Increase in claims by 8-10%.
6.6.3 Implementation			V	٧					
6.6.4 Review			٧			0.0			
6.7 Interventions	Jun-12	Aug-12				CCa	TBA		
6.7.1 Review risk categories as per RBV									
6.7.2 Initiation of high risk reviews									
6.7.3 Review									

7 Council Tax Key Activities	Start	Critical Dates	Started	Finish	Dependency	1st LO	link officer	RAG	Progress
7.1 Recovery Strategy	Dec-12	Jul-12			,7,8,9,10	JMc	PD		Feb12 - Identification of key activities and initiatives underway. Mar12 Improvement plan in development
7.1.1 Initial collection improvement plan	DCC 12	Oui 12	V	7,	,,,,,,,,,,	OIVIC			to re-enforce a more robust recovery programme
7.1.2 Develop medium term recovery strategy			j						to re-emotice a more robust recovery programme
7.1.3 Consider options for working with Transactions			,						<u> </u>
7.1.4 Consider impact of Welfare Reform medium to long term									<u> </u>
7.1.5 Corporate Strategy									
7.2 Debt Recovery Policy	Mar-12	May-12				JMc	PD		Mar12 - Review of corporate policy and idenitification of key activities and similarities within service area.
7.2.1 Review & Update	IVIAI-12	Iviay-12	1	V		JIVIC	- FD		mai 12 - Neview of corporate policy and identification of key activities and similarities within service area.
7.2.2 Sign off			٧	· ·			-		
7.2.3 Publish									
7.3 Recovery & Overpayment Integration Plan	Jan-12	Mar-12				JMc	DD		Feb12 - Idenitfication of key officers and activities Mar12 Action plan to be developed by 16 Mar.
7.3.1 Develop Action Plan	Jan-12	War-12	1			JIVIC	PD		rebiz - identification of key officers and activities wariz Action plan to be developed by 16 Mar.
			<u> </u>						
7.3.2 Staff Training/Mentoring			√						
7.3.3 Implementation							2)./		
7.4 Write Off Process	Feb-12	Mar-12	-	 		JMc	SY		Feb12 - Working practice and processes updated. Mar12 - Further improvements being investigated.
7.4.1 Sign off write-offs			√	 					<u> </u>
7.4.2 Consider corporate policy			√						
7.4.3 Finalise Policy									
7.5 Bailiff Contract	Dec-11	Apr-12				JMc	PD		Jan12 - Contract to go out to formal tender. Existing contract to be extended for 4 months to allow for this.
7.5.1 Review Contract			√						Mar12 -Exemption to contract standing orders signed to allow extension of existing contract
7.5.2 Tender process									
7.6 Early Billing	May-12	Jul-12				JMc	PD		
7.6.1 Review business case in light of technical reform changes									
7.6.2 Consultation							ĺ		
7.6.3 Agreement							ĺ		
7.6.4 Publicity									
7.6.5 Implementation									
7.7 DD & Bacs Take-up	Mar-12		V	√ 7.	.6	JMc			Mar12 D/D undertaken as part of main billing - complete. Identification of current methods of payment.
7.7.1 Review progress	Jun-12		V		•				Investigate feasibility of more joined up working with Sundry debt.
7.7.2 Action plan									and the second s
7.7.3 Implement									<u> </u>
7.8 Committals	May-12	Jul-12	1			JMc	PD		
7.8.1 Finalise process	Way-12	Jui-12	J V			JIVIC	10		
7.8.2 Review cost/benefit analysis			· ·						
7.8.3 Trial court & evaluate									
7.8.4 Implement									
·	Mar 40	11.40				10.40	CCh		Made Commence NEL project fellowing protections with a least of project or
7.9 SPD Review (Discounts & exemptions)	Mar-12	Jul-12	-	 		JMc	SCh		Mar12 - Commence NFI review following customer comparison with electoral register.
7.9.1 SPD Review - consider options			1	 		1			<u> </u>
7.9.2 Develop action plan			1	 		1			<u> </u>
7.9.3 Implement review			-	 					<u> </u>
7.9.4 Integrate into business as usual			-	 					<u> </u>
7.9.5 Implementation of other reviews			<u> </u>						
7.10 Main Billing	Dec-11	Mar-12	ļ	 		JMc			Dec12 - CTB Report completed and submitted. Jan12 Kick off meeting to determine deadlines, roles and
7.10.1 CTax Base Report			√	V,					responsibilities. Leaflets in design. Specification to printers for quotes Feb12 Leaflets signed off and sent
7.10.2 Develop action plan			√,	V					to PADS Mar12 Completion of priniting and batch posting with effect from 12 march. Final working practice
7.10.3 Timetable activities			√	V					to be drawn up
7.10.4 Commúnication of activities			√	V					<u> </u>
7.10.5 Main Billing			√						<u> </u>
7.10.6 Finalise working practice									
7.11 Section 13A	Sep-12	Feb-13		5.	.1	JMc	PD		
7.11.1 Review existing draft policy									
7.11.2 Member sign off									
7.11.3 Implement Policy									
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8 Business Rates Key Activities	Start	Critical Dates	Started	Finish	Dependency	1st LO	link officer	RAG	Progress
8.1 Discretionary Rate Relief Policy	Jan-12	Jun-12				JMc	CJ		Jan12 - Current policy under review. Benchmarking with other authorities for best practice.
Review existing policy			V	$\sqrt{}$					Feb12 Initial recommendations proposed - recommendations in design
Draft policy			V						
Policy authorised									
Policy implemented									
8.2 Recovery Strategy	Jan-12	Feb-13			5.3	JMc	CJ, PD		Jan12 - no progress Mar12 Overarching recovery strategy being developed with focus then
Review current approach			V						moving to NDR in line with future localism changes.
Identify areas for improvement									
Develop of action plan									
Implementation of plan									
8.3 Discretionary Discount Policy -Section 44A	Jan-12	May-12				JMc	CJ		Jan12 - working practice review. Working practice now being drawn up. Feb12 - Draft practice
Review legislation			√	$\sqrt{}$					reviewed. Mar12 - working on appeals process and form design.
Develop policy			$\sqrt{}$						
Document design			\checkmark						
Implementation									
Update Website									
8.4 Review NNDR Information	Apr-12	Jun-12				JMc	CJ		Jan12 - Work started to review current NDR information. Building on initial data such as
Review current data			\checkmark						collection data. Feb12 Development sites now being mapped and linked to changes in banding
Consider information requirements									etc.
Develop reports									
					<u>'</u>			<u> </u>	
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9	Fraud/Visiting Key Activities	Start	Critical Dates	Started	Finish	Dependency	1st LO	link officer	RAG	Progress	
	Accommodation	Nov-11	Nov-11			,	AT	KJ		Nov12 - complete - staff vacated Ballard and located in Civic	
	Begin discussion with Visiting, fraud and o/pmts			V	√						
	Consider staff requirements and involvement			V	V						
	Relocation of staff			j	V						
	Parking requirements			j	V						
	Parking in place			j	V						
	Performance Improvement Plan	Nov-11		,	,		AT	KJ		Dec12 - Work started on benchmarking other authorities and review current reported data such	
	Identification of key priorities	1404-11		V	1		Ai	110		as sanction etc. Jan12 - Review ongoing Feb12 Forward plan in development & staff	
	Development of Forward Plan			Ì	,					discussions in progress to look at how data can be obtained with less manual intervention	
	Discuss Issues with Staff			Ì						discussions in progress to look at now data can be obtained with less mandar intervention	
	Develop actions plans			,							
	Implementation of plans										
	Agree performance measures & reporting										
	Build in Reviews	1					1				
	Prosecution Policy	Jan-12	Mar-12				AT	KJ		Jan12 - Interim process agreed. Feb12 Interim process reveiwed & plans for continuation in	
	Interim Process to agreed	Juli 12	mai 12	V	V		7(1	110		2012/13. Joint working arrangement reviewed & SLA drafted. Awaiting sign off. Mar12 - No	
	Review existing policy			j	V					further action until more info on SFIS is known.	
	Review Joint Working Partnership requirements			Ì	J					Turtier action until more into on or to is known.	
	Draft policy			j	,						
	Policy authorised			,							
	Policy implemented		Apr-12								
	Retention Policy	Nov-11	Mar-12				AT	KJ		Feb12 - Work has now started to identify legislative requirements for the retention of fraud files.	
	Research legislative requirements			V			7			1 05 12 TYOK had now started to radiatly logiciative requirements for the retention of made most.	
	Review Joint Working Partnership requirements			į							
	Draft policy			,							
	Policy authorised										
	Implementation		Feb-12								
	Storage of Fraud Files		Mar-12			6	AT	KJ			
	Corporate Fraud	Mar-12	Jul-12			-	AT	KJ		Feb12 - Areas of corp fraud idenitfied, discussed with staff & other depts - Legal & Audit.	
	Analysis of fraud areas - Incl. benchmarking		T	√			7	0		Legislation being identified. Mar12 Areas for trial identified and plans in place to roll out to	
	Evaluate benefits of undertaking work			V						investigation team when case work identifies other areas of fraud.	
	Consider joint working with other departments/organisations										
	Produce business plan with detailed proposals for changes						†				
	Authorisation						†				
9.5.6	Implementation										
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Trainers Training Plan Council Tax	WkBeg	5/12/11 12/12/201	1 19/12/2011	26/12/2011 02/0	01/2012 09/0	01/2012 16/01/2012	23/01/2012 30/01/201	2 06/02/2012 13/02/2012	27/02/2012 05/03/2012	12/03/2012 19/03/2012	26/03/2012 02/04/201		16/04/2012 23/04/2012 30/04/2013	2 07/05/2012	14/05/2012	21/05/2012	2 28/05/2012 04/06/2012 11/06/2012	18/06/12	25/06/2012	02/07/12 09/07/2012 16/07/2012	23/07/2012 30/07	7/2012 0	3/08/12	13/08/12 20/08/12 27/08/12 03/09/12	10/09/12 17/09/2012	24/09/12 01/10/12	08/09/12 15/10/12	22/10/12 29/10/12	05/11/12 12/11/12	19/11/12 26/11/12 03/12/
Kim Cook New Starters - Grade C-E		Transitional phase in of	new etartere				ļ	+	Telephones and integration					_																
Kim Cook New Starters - Grade C-E Paul Dean Tracey Brackstone		Transitional phase in or	INCW SIGNERS						receptores and megratic	ar into teams																				
Tracey Brackstone																														
HB Introduction to New Claims	Grp 1																													
HB Introduction to New Claims Chris Angle Grade D-E Steve Daymond Trevor Kenward	Grp 1		Grp1	lean	m lean	m leam	Ieam Ieam	Team				+	 		+							-								
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Debbie Perry																														
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BACS Training										Training all staff over 6 we																				
BACS Training Karen Holmes Grade C - E Michael Doyle Fraction of the control of the con								1		Training all staff over 6 we	eks - half hour sessions														+				-	
Jane day	-		 					1						+	_	 	1 1 1	 							 					
Jamie Cunningham																														
Paul Dean Grade C-E Champions			-							Champions	Best Staff Traini	no - Council Tay	and HB Overpayments		-															
CHAITPIONS											Coun Trum	ing - council rus	Checking and reviews on teams																	
Lync Telephones Sarah Yardley All Staff																														
Sarah Yardley All Staff Chameleons			-								Group1 Go live	_	Calina	_	-															
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Fraud Awareness & DPA																														
Ann Thorp All Staff														Staff briefin	igs .							-								
Capita Efficiency Module																														
Sarah Yardley All staff Champions																				Training in teams - to be confirmed										
Champions			<u> </u>																						Go li	e to be confirmed				
Council Tax Support Scheme																														
tbc All staff																													Staff Trainin	in new scheme
HB Introduction to Change of Circ																														
HB Introduction to Change of Circ Chris Grade D-E	TBC																													
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