

APPENDIX 2

Key	HRHM	=	Head of Revenue and Housing Management
	BM	=	Benefits Manager
	LSPO	=	Local Supporting People Officer
	SBO(s)	=	Senior Benefit Officer(s)
	BO(s)	=	Benefit Officer(s)
	HSO	=	Health and Safety Officer
	HA	=	Housing Association
	OPO	=	Overpayments Officer
	TARA	=	Technical and Revenues Administration
	SIS	=	Securicor Information Systems
	FO	=	Fraud Office

STRATEGIC MANAGEMENT	Completi on Date	Resources needed	Officer Responsibilit y	Step- change required	Progress Monitoring Date	Communicatio nwith Stakeholders	Report to Members
Vision	11/09/02	(3) officer time	HHRM BM LSPO	Yes		25/09/02	24/09/02
Policy Objectives/	11/09/02	(3) officer time	HHRM BM LSPO	Yes		25/09/02	24/09/02
Operational Plan	11/09/02	(2) officer time	BM LSPO	Yes		25/09/02	24/09/02
Performance Target	05/02/03	(4) officer time	BM SBOs	Yes			
Performance Monitoring	05/02/03	(3) officer time	HHRM BM SBO	Yes			

Organisational Structure	October 2002	(2) officer time	HHRM BM	Yes			
Contractors			NOT APPLICABLE				
Procedural Guidance	October 2002	(2) officer time	BM	Yes			
Management Assurance	Ongoing	(3) officer time	HHRM BM SBO	No			
Management Information	Ongoing	(3) officer time	SBOs BO	Yes			
Training & Development	October 2003	(2) officer time	BM SBO	No			
I.T.			STANDARD MET IN FULL				
Internal Audit	October 2002						
External Audit							
Cost of Claims							
Internal Working	2005/06						
External Working	December 2002 2003	(2) officer time	BM SBOs	No			

CUSTOMER SERVICES	Completion Date	Resources needed	Officer Responsibility	Step-change required	Progress Monitoring Date	Communication with Stakeholders	Report to Members
Claim Forms		(3) officer time	BM SBO BO	No			
Timely-helpful response to public enquiry	October 2003	(3) officer time	BM SBO BO + Capita & Publicity	Yes			
Effective training & development	October 2003	(2) officer time	BM SBO + Capita & Personnel	Yes			
Clear information letter		STANDARD MET IN FULL					
Accessible, quality service for claimants with specific needs	October 2003	(8) officer time	BM HSO HA BOs HSO SBO + Civic & Public relations	Yes			
Accessible quality service for those in work				No			

Encouraging benefit take-up, reducing poverty	September 2003	(1) officer time	BM + various external agencies	Yes			
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Addressing complaints about the service effectively	December 2002	(2) officer time	BM HA	Yes			
Dealing with requests for reconsideration & appeals referrals effectively							

STANDARD MET IN FULL

PROCESSING OF CLAIMS	Completion Date	Resources needed	Officer Responsibility	Step- change required	Progress Monitoring Date	Communication with Stakeholders	Report to Members
New claims speed of processing	April 2003	(4) officer time	HHRM BM SBO BO	Yes			
Reported changes of circumstances	October 2002	(2) officer time	HHRM BM	No			
Change of circumstances	February 2003	(4) officer time	HHRM BM SBO BO	No			
Renewal claims							
VF policies & procedures			STANDARD MET IN FULL				
VF of identity			STANDARD MET IN FULL				
VF of residency & liability to pay rent			STANDARD MET IN FULL				

VF of receipt of IS/JSA			STANDARD MET IN FULL				
VF of non-dependant circumstances			STANDARD MET IN FULL				
Management checks	October 2003	(1) HB Manager & all SBOs	HB & SBOs	No			
Tayloring benefit period			STANDARD MET IN FULL				
Risk assessing & checking claimants circumstances	November 2002	(1) officer time	Capita	No			
Requirement to refer to Rent Office							

OVERPAYMENTS	Completion Date	Resources needed	Officer Responsibility	Step-change required	Progress Monitoring Date	Communication with Stakeholders	Report to Members
Overpayment policies & procedures	April 2004	(4) officer time + Capita	BM SBO OPO SBO	Yes			
Identification of overpayments	March 2005	(3) officer time + all SBOs	BM SBO BO	Yes			
Calculation of overpayments	November 2005	HB + Capital & Publicity Team	BM	No			
Decisions on recoverability			STANDARD MET IN FULL				
Decision notices			STANDARD MET IN FULL				
Recovery of overpayment debt	March 2005	(2) officer time	HHRM BM	No			
Classification of overpayments			STANDARD MET IN FULL				
Management of debt	October 2003	(3)officer time	HHRM BM SBO				

WORKING WITH LANDLORDS	Completion Date	Resources needed	Officer Responsibility	Step-change required	Progress Monitoring Date	Communication with Stakeholders	Report to Members
1 Communicating effectively with landlords	February 2004	(5) officer time + Publicity Team	BM LSPO SBOS BO	Yes			
Paying landlords, preventing evictions	November 2003	(1) officer time	BM	No			
Minimising & recovering overpayments							

STANDARD MET IN FULL

INTERNAL SECURITY	Completion Date	Resources needed	Officer Responsibility	Step-change required	Progress Monitoring Date	Communication with Stakeholders	Report to Members
Internal security post opening	October 2005	(1) officer time	SBO	No			
Recruitment	October 2005	Audit & Personnel	Audit & Personnel inc. Personnel Manager	Yes			
Internal control mechanisms	April 2004	Audit	Audit	No			
Information technology	April 2005	(1) officer time	TARA & SIS	Yes			
Document management			STANDARD MET IN FULL				
Payment & accounting			STANDARD MET IN FULL				

COUNTER FRAUD	Completion Date	Resources needed	Officer Responsibility	Step-change required	Progress Monitoring Date	Communication with Stakeholders	Report to Members
Policies & Procedures	April 2004	(2) officer time + Capita	SBO & FO	Yes			
Fraud referrals	September 2004	(1) officer time + New SBO fraud officer & Personnel	SBO & FO	No			
Data matching	January 2005	(1) officer	SBO & FO	No			
Do not redirect			STANDARD MET IN FULL				
Authorised individuals			STANDARD MET IN FULL				
Quality fraud investigations			STANDARD MET IN FULL				
Management of investigations	May 2004	(1) officer time + & Capita	BM	No			
Training for fraud investigations	March 2005	(1) officer	BM	Yes			

Liasion with BFIS/BIS/BASIS			STANDARD MET IN FULL				
Formal Cautions	December 2002	(1) officer time	BM	No			
Administrative penalties	April 2004	(1) officer time + Capita	BM	Yes			
Counter fraud prosecution	December 2002	(1) officer time	BM	No			