



SERVICE PLAN 2026/27

The Leicestershire Partnership
Revenues and Benefits (LRBP)

Executive Summary

The 2026/27 Service Plan for the Leicestershire Revenues and Benefits Partnership outlines our commitment to delivering efficient, customer-focused services across three councils. Our priorities are aligned with each council's corporate objectives, emphasizing community wellbeing, economic growth, sustainability, and operational excellence.

Key aims for the year include:

- Accurate and timely administration of benefits and revenues.
- Maximising collection rates while supporting those in financial hardship.
- Advancing digital access and automation for improved efficiency.
- Ensuring compliance, equality, and value for money.

We will monitor performance closely and manage risks proactively to ensure high-quality outcomes for residents and stakeholders.

COUNCILS' AIMS AND PRIORITIES:



Harborough District Council

Place and Community:

Community leadership to create a sense of pride and wellbeing.

Healthy Lives:

Promoting health and wellbeing and encouraging healthy life choices .

Environment and Sustainability: Creating a sustainable environment to protect future generations.

Economy:

Supporting businesses and residents to deliver a prosperous local economy.



Hinckley & Bosworth
Borough Council

Hinckley & Bosworth Borough Council

People:

Helping people to stay healthy, active, and protected from harm.

Places:

Creating clean and attractive places to live and work.

Prosperity:

Encouraging growth, attracting businesses improving skills and supporting regeneration.

North West Leicestershire District Council

Planning and regeneration: Economic growth and physical development of the district.
Clean, green and Zero Carbon: Looking after the environment we live in.
Communities and housing: Looking after our tenants and keeping our communities safe.
A well-run council: Making sure our services are provided in a positive and friendly way, that we provide value for money and that our finances are in good order.

Our Mission and objectives

To deliver a high-quality Revenues and Benefits service for residents and businesses that is:

- Efficient and Effective – Streamlining processes to maximise value and minimise delays.
- Customer-Focused – Putting people at the heart of everything we do, ensuring clarity, fairness, and accessibility.
- Continuously Improving – Driving innovation and best practice to meet evolving needs.
- Enhancing the Customer Journey – Providing choice of access channels, reducing avoidable contact, and creating a seamless experience.

Our commitment: Align services with customer requirements while empowering teams to deliver excellence and measurable outcomes.

Objectives:

- **Deliver Accuracy and Speed**
Assess and pay Housing Benefit Council Tax Support and DHP promptly and correctly, ensuring financial stability for those who need it most.
- **Maintain Compliance and Partnership**
Fulfil all DWP liaison requirements by making timely and accurate referrals in line with statutory obligations.
- **Maximise Collection and Support**
Issue precise and timely Council Tax and NNDR (including BID) bills to optimise collection rates, while providing fair and compassionate support to those in financial difficulty.
- **Champion Digital Self-Service**
Promote self-service as the default, while maintaining a choice of access channels to meet diverse customer needs.
- **Raise Awareness and Provide Guidance**
Proactively publicise discounts, exemptions, reliefs, and benefits, offering clear advice on all Revenues and Benefits matters.
- **Ensure Legal and Ethical Compliance**
Uphold all statutory requirements, including those relating to Revenues and Benefits administration, Freedom of Information, Data Protection, Human Rights, and Health & Safety.
- **Promote Equality and Diversity**
Embed fairness and inclusivity in every interaction with residents and staff.
- **Innovate for Better Services**
Develop and deliver innovative solutions that enhance customer experience and operational efficiency.
- **Communicate and Adapt**
Engage effectively with customers and stakeholders, evolving services to meet changing needs. Position ourselves to be best in class in readiness for Local Government Reorganisation

- **Empower Our People**
Build a skilled, motivated, and proud workforce through training, empowerment, and recognition.
- **Ensure Fairness and Consistency**
Treat every customer with respect, fairness, and transparency.
- **Learn and Improve**
Act on feedback from compliments and complaints to continuously refine service delivery.
- **Deliver Value for Money**
Achieve financial and operational efficiencies that provide sustainable, cost-effective services.

Scope of Services Delivered by the Partnership

We provide a comprehensive, end-to-end Revenues and Benefits service designed to maximise efficiency, compliance, and customer satisfaction. Our scope includes:

- **Council Tax Management**
Full lifecycle billing, recovery, and enforcement to ensure accurate charges and timely collection.
- **Housing Benefit Administration**
Accurate assessment and payment of Housing Benefit, supported by proactive customer guidance.
- **Business Rates (NNDR) Management**
Billing, recovery, and enforcement, including BID levies for HBBC and NWLDC and Freeport for NWLDC.
- **Council Tax Reduction Scheme**
Administration of Council Tax Support to assist those in financial need.

- **Fraud Investigation**
Detect and investigate Council Tax Support fraud in partnership with DWP.
- **Overpayment Recovery**
Efficient billing and recovery of Housing Benefit overpayments.
- **Customer Support & Guidance**
Multi-channel support, advice, and training to empower customers and staff.
- **Hardship Awards & Reliefs**
Administration and promotion of discretionary reliefs and hardship schemes.
- **Grant Certification & Audit**
Ensure compliance and accuracy in grant claims within Revenues and Benefits.
- **Community Financial Support**
Delivery of ad hoc government schemes (e.g., flooding relief) to support local communities.
- **Strategic Collaboration**
Work closely with economic development and planning teams to monitor business rate growth and support financial forecasting.

NATIONAL AND LOCAL AGENDA ITEMS

There are new and existing matters that will need to be addressed during the early part of 2026 and throughout the year to meet both central government aims and the Partnerships. The items are:

- Crisis and resilience funding
- Continuation of the Housing Benefit Award Accuracy initiative

- Impact on businesses of the removal of Retail, Hospitality and Leisure Relief – Support for eligible retail, hospitality, and leisure businesses will be removed from 01.04.2026. Linked to a new valuation list and five multipliers
 - Changes to service delivery brought about by unplanned changes beyond our control including changes to systems and loss of key personnel.
 - Financial pressures on partner authorities, impacting the medium-term financial strategy (MTFS) resulting in additional work streams linked to efficiencies and savings.
 - Expected change to Council Tax from the consultation exercise that was undertaken during 2025.
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- Legislative changes affecting Revenues and Benefits - consultation and prep for “The Mansion Tax” and actions to facilitate that

Changes to Service Delivery:

Although we are aware of forthcoming initiatives, local authorities remain the go-to for delivery of national schemes. Against a backdrop of ensuring that our ‘business as usual work’ is maintained we need to be mindful of the potential for further demands.

KEY PROJECTS – OUR IMPROVEMENT PLAN

In addition to the 'business as usual' projects we are currently working on several projects during 2025/26 which will continue into 2026/2027

Description	Key actions	Responsible Officer(s)	Critical Support
Implement a sustainable solution to allow customers to make applications and ensure they are delivering as required and an enabler to self-serve	To include. E-Claim E-Change of circumstances Discount & Exemption module Change of address	Operational Managers	Academy/Systems/IT/Third party suppliers
Finalise automation of benefit file transfers into LA systems	Testing to ensure that DWP data is updated as required and not compromised	Benefit Operational Manager	Academy/Systems

(UCDS) during quarter 1			
Business Process re-engineering	Fully utilising the functionality provided by the Capita product. To be planned and deliver across the service	Operational Managers	Academy/Systems
Review the product provided by Destin Solutions.	Investigation of additional functionality provided by the product.	Operational Managers	PMT, Systems, LRBP Team leaders
Description	Key actions	Responsible Officer(s)	Critical Support
Align processes across partners	Including refunds, reliefs, and any other areas where processes aren't aligned	Operational Managers	PMT/Team Leaders/Critical Friend

Review and implement policies for high level recovery and enforcement	Including insolvency, charging orders, orders for sale.	Head of Partnership	PMT/Team Leaders
Produce a feasibility study for the update of the proprint offer	Feasibility and recommendation and business case.	BD&S	
Consider undertaking a County wide SPD review	Agree process, schedule, deliver.	Operational managers	S151 officers, LRBP partners and LTA input
Review of SBRR/Charitable Relief cases	Agree process, schedule, deliver.	NDR Team Leader / Operational Managers	ICT/ NDR Team Leader / NDR Team
Description	Key actions	Responsible Officer(s)	Critical Support
Budget efficiency	Continue to review all transactions to ensure best value	Head Partnership	LRBP team leaders Finance

	and challenge own thinking		
Ashby Bid renewal	Work with BID & NW with regard to the ballot that will take place	NDR Team leader, manager, BD&S	Director Finance , ICT, BID
Evaluation of what if any work is needed to ensure businesses are placed in the correct multiplier , post annual billing and moving forwards	Evaluate feedback from customers, wider RB benchmarking and plan accordingly	NDR TL, Manager	S151 officers, ER officers
Implement the outcomes of the EM Council review of the partnership	Consider and implement recommendations	All	Management Board reps

Maximise NDR & Council Tax income streams at first point of awareness to LRBP via Visits Team	Review of processes, training and prioritisation of income streams and priorities	Revs OM , TL's and visits team members	S151 officers, planning, SNN, regeneration
Recruit to OM Roles post EMC review		Director CS , Head LRBP	HR, TL's

Customer Service Commitment

The Leicestershire Partnership is unwavering in its pledge to deliver services that reflect equality, diversity, and fairness at every level. We will:

- **Ensure Accessibility and Responsiveness**
Provide services that are easy to access, inclusive, and tailored to meet the needs of all customers.
- **Champion Fairness in Employment**
Demonstrate equality of opportunity through transparent recruitment, robust training, and a corporate approach that values every individual.
- **Lead on Equality and Diversity**
Actively promote and embed equality and diversity principles across all councils and operations, ensuring fairness is not just a policy but a practice.

Our standard: Every interaction will be professional, respectful, and focused on delivering the best possible customer experience.

Performance Review and Target Setting

All performance targets will undergo a full review following the 2025/26 out-turn to ensure accuracy and alignment with strategic priorities.

The proposed targets for the 2026/27 financial year will be developed based on this analysis and presented to the Joint Committee for formal approval, ensuring transparency, accountability, stretching targets and continuous improvement.

RISKS

All identified risks will be monitored and reported to the Management Board on a quarterly basis, ensuring robust oversight and timely action through structured quarterly reporting.

- Consider risk as an integral part of service improvement planning, key decision-making processes, and project and partnership governance.
- Communicate risk information effectively through a clear reporting framework.
- Increase understanding and expertise in risk management through targeted training and the sharing of best practice.