

APPENDIX 1: Revenues and Benefits Joint Committee – 28 November 2017 - Welfare Reform Strategy Action Plan Update November 2017

Ref.	Action	Responsible Officer/ Organisation	Target Date	Comments/ Updates
WR3	Analysis of any shared service staff training and development needs, identification of transferrable skills	Head of Shared Revenues and Benefits	<p>Moved to Q3 2017/18, and ongoing</p> <p>(was Quarter 2 2016/17)</p>	<p>Update 4.5.16: Suggested insufficient information is available at this stage, so this analysis to move to same timescale alongside action WR2. Universal Credit training to staff (and other stakeholders) delivered prior to 30.11.15, and updates as required.</p> <p>Update 21.10.16: Suggested insufficient information is available at this stage, so this analysis to move to same timescale alongside action WR2.</p> <p>Update March 2017: As above – permanent WR&PO role in place – rollout of Full Service UC to be confirmed</p> <p>Update July 2017: Full service rollout announced and WR meetings at COL and NK have been re-introduced with Rob Kay chairing these meetings. Feed in from Vision 2020(CM attending these) – 2 projects WR and UC.</p> <p>Update November 2017: UCFS meetings have taken place at both sites – UC Planning document is being developed and will be completed in readiness for an update to CMT on 28 November.</p>

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				<p>Update November 2017: WR & UC meeting due to take place on 28 November with both COL and NK – presentations by 2 companies to show online UC calculation tool.</p> <p>Update November 2017: RB Business Plan for 2018/19 will be going to JC on 28 November – inclusion of training needs analysis</p>
WR4	Assess impacts of COL/NK funding changes regarding national UC rollout	Head of Shared Revenues and Benefits	Ongoing	<p>Overall DWP and DCLG Admin Grants reduced for 2016/17 (for HB and CTS, respectively) and adjustment made to shared service budget.</p> <p>Update 21.10.16: DWP and DCLG Admin grants not yet known for 2017/18</p> <p>Update 27 February 2017: Universal Support 17/18 grant funding offer received for personal and digital support: COL = £4,107 NK = £1,028 This is broken down in to quarters – sign up required from S151</p> <p>Update 13 March 2017: Universal Support funding agreement signed by COL and NK S151</p> <p>Update 10 July 2017: Q1 performance against US</p>

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				<p>funding: Digital support</p> <ul style="list-style-type: none"> • COL = 1 – target is 7 • NK = 0 – target is 5 <p>Personal budgeting</p> <ul style="list-style-type: none"> • COL = 4 – target is 5 • NK = 0 – target is 3 <p>Actions being taken – WR meetings arranged for August to remind all of responsibilities and requirement of funding – Vision 2020 meeting for COL, Customer experience board for COL, Digital inclusion meeting for NK</p> <p>Update November 2017: Q2 performance against US funding:</p> <p>Digital support</p> <ul style="list-style-type: none"> • COL = TBC – target is 7 • NK = TBC – target is 5 <p>Personal budgeting</p> <ul style="list-style-type: none"> • COL = TBC – target is 5 • NK = TBC – target is 3 <p>1. Actions being taken – PBS and ADS are included in the UC Plan and will be a standing item on the WR and UC Planning meeting agendas so performance can be reported.</p>

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WR11	Training delivery plan for UC and USDL to be formulated	Revenues and Benefits Manager	Ongoing (was March 2015 – June 2015)	<p>Training/awareness sessions for various internal and external stakeholders underway.</p> <p>Update April 2017: WR&P Officer attendance at team meetings to advise on 17/18 national changes – including local CTS schemes</p> <p>Update July 2017: Ongoing for assessment staff with changes to legislation included in monthly QC checking – any fails will be picked up with individuals – ongoing and more than 1 staff member will be picked up in individual 1-1's and team meetings respectively. LCTS to be included in QC from September 2017 and undertaken by</p> <p>Update November 2017: As above</p>
WR13	Other opportunities for co-location to support USDL work identified	Head of Shared Revenues and Benefits	Ongoing throughout 2015/16, 2016/17 and into 2017/18.	<p>Update 20.1.16: Discussions taking place with Sleaford and District Citizens Advice, for potential trial co-location in NKDC Offices, Sleaford.</p> <p>Update 4.5.16: 6-month trial of Citizens Advice in NKDC Offices commenced 3.5.16.</p> <p>Update: 24.10.16 Trial in NKDC has seen low numbers (23 clients in 5 months) with most referrals coming from DWP. CAML</p>

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				<p>feel that this is positive and expected take-up to be slow. Have extended trial to March 2017</p> <p>Discussions are ongoing with CA in Lincoln. Prices & options for accommodation and capital works have been supplied and CA are now looking at whether this presents a workable solution for their business.</p> <p>Update April 2017: CAML have extended their location at NKDC offices following successful trial.</p>
WR15	Invest to Save monthly monitoring	Revenues and Benefits Manager	March 2018	<p>Update April 2017: This was the LCC Corporate Fraud funded project. From April 2017 this will be funded solely through the shared service.</p> <p>Update July 2017: Q1 performance is positive. CM attending invest to save meeting in August for a paper to go to LFO's on 31 August</p> <p>Update September 2017: LFO's have considered the invest to save paper and project plan – further meeting to take place in October 2017 for all LFO's to be in attendance and give steer for next steps / agreement of any joint working</p> <p>Update November 2017: LFO's have considered the invest to save paper and project plan – Manager service SOD review to be undertaken in April – with</p>

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				COL/WL leading on tender process. Managed service CTS review to be undertaken with tender as part of SPD process. COL/NK Invest to save project ongoing to 31 March 2018 for Business Rates, SPD and empty homes (agreement of RB Joint Committee)
WR17	Quarterly updates to Revenues and Benefits Joint Committee on welfare reform strategy progress	Revenues and Benefits Manager	Quarterly throughout 2017/18	<p>Update 22.10.15: Updates presented to Joint Committee 8.9.15 and 24.11.15.</p> <p>Update 20.1.16: To be presented to Joint Committee 23.2.16.</p> <p>Update 4.5.16: To be presented to Joint Committee 24.5.16.</p> <p>Updated 5.8.16: To be presented to Joint Committee 6.9.16.</p> <p>Updated: 21.10.16: To be presented to Joint Committee 22.11.16</p> <p>Updated April 2017: Decision taken not to provide updates for next 2 JC's due to minimal activity. Update from November to include UIC full service preparation.</p> <p>Updated September 2017: UC Full service and WR update to be issued to JC for 28 November and COL</p>

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				<p>CMT on 14 November.</p> <p>Updated November 2017: As above, although CMT date amended to 28 November due to a number of updates received and outcome of autumn statement on 22 November.</p>
WR27	Agreement to initial Universal Credit Partnership Delivery Agreement between COLC/NKDC and DWP	Head of Shared Revenues and Benefits	2017/18 DP agreement to be finalised and in place – target by end March 2017.	<p>Update 27 February 2017: Universal Support 17/18 grant funding offer received for personal and digital support: COL = £4,107 NK = £1,028 This is broken down in to quarters – sign up required from S151</p> <p>Update 13 March 2017: Universal Support funding agreement signed by COL and NK S151 Update 13 March 2017: Funding will need to be reviewed for 2018/19 and new agreement signed</p> <p>New Action for 2018/19 – review Universal Support funding agreement</p>
WR28	Review of DHP procedures for COL + NK for 2016/17 and 2017/18	Benefits Team Leader (Lincoln	Prior to 1 st April 2017, and throughout remaining	<p>Update March 2017: Policy for 17/18 reviewed and agreed.</p> <p>Update April 2017: Benefits Team Leader to meet</p>

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			2016/17 and 2017/18 via monthly monitoring	<p>monthly with respective Housing Teams and colleagues to discuss DHP. Plan in place for additional resource during renewal period – on track</p> <p>Update July 2017: Q1 Monitoring – on track for spending – no concerns identified.</p> <p>Update August 2017: CM attendance at Vision 2020 meeting to request transfer of DHP underspend in HRA to CTS – this was refused. Led to Bob asking for review of policy if we have underspend, are we too harsh? Meeting arrange with CM, LB, and Housing in September 2017. Meeting also arranged in September with NK Housing for potential bid to continue with 320k from NK HRA and general review of policy. LB will review policy for introduction of more UC customers and monthly changes.</p> <p>Update November 2017: Meetings held with Housing Teams to discuss budget and current spend – both teams asked to review and return with proposals for remaining spending of both government and HRA funded: -</p> <ul style="list-style-type: none"> • COL = £174,966 (budget = • NK = £116,198 (budget =
WR29	Monthly monitoring of	Revenues and	Monthly,	Update July 2017: Ongoing through taxbase:

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	2017/18 Council Tax Support Schemes COL + NK	Benefits Manager	throughout 2017/18 as part of taxbase	COL = Overspend as Ctax increase as not included as part of modelling / budgeting NK = On track as per budget Update November 2017: Ongoing through taxbase: COL = £7,483,735 (reduction from September of £70,080) – MTFS is £7,471,020 – total overspend of £12,715 NK = £5,127,738 – On track as per budget – reduction from September of £10,743
WR30	Review of 2017/18 Council Tax Support Schemes COL + NK for 2018/19 scheme	Revenues and Benefits Manager	End July 2017	Update July 2017: COL scheme has caused vulnerable customers to face hardship. Protection for vulnerable customers to be included in option for 18/169 scheme Increase in EHP awards has resulted in full 310k being spend – report to CMT to request transfer of DHP from HRA to EHP Update August 2017: DHP transfer declined by CMT – EHP to be awarded as Section 13A – LB and BW made aware.
WR31	Assessment of options for 2018/19 Council Tax Support Schemes COL+NK – including links into UC	Revenues and Benefits Manager	End July 2017	Update June 2017: Modelling for 18/19 schemes taking place. No modelling tool available for UC banding from Northgate. Unlikely to change UC for 18/19 – will review impacts and consider approach for 19/20 once we know facts and how UC is impacting on customers,

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	New action – consider options for CTS schemes 2019/20	Revenues and Benefits Manager	Quarter 2 2012017/18	<p>service, collection etc.</p> <p>Update July 2017: COL scheme = CM met with Ric and Rob for steer on – agreement for all options to be considered and CMT/SRG will decide which are consulted on – support for protection of vulnerable customers</p> <p>NK Scheme = CM met with Russell to discuss options – and steer on consultation. All options can be considered at this stage</p> <p>Update August 2017: COL Scheme = CMT on 1st and SRG 21st – SRG have agreed to all options to be considered as part of consultation – preference for protection for vulnerable and removal of family premium.</p> <p>Update September 2017: NK Scheme = CMT 6th September – request for presentation to Exec which CM has put together and is with Russell for agreement.</p> <p>CM has engaged Rob and Paul for consultation process – web, comms, media teams and Critiqom are also aware in readiness for URL on site and issuing of letters and press release.</p>

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				Update November 2017: NK Scheme = OSP P&R 13 November. Consultation ends 17 November – 372 respondents as at 3 November COL Scheme = consultation ends 10 November – 332 responds as at 8 November
WR32	Produce annual COL/NK welfare reform report	Revenues and Benefits Manager	November 2017	Update August 2017: COL = CMT in November NK = CMT in December JC = 28 November
WR33 Vision 2020	Preparing for Universal Support group to meet between COL and NK (working with partners as required)	Revenues and Benefits Manager as part of Vision 2020	From January 2015, and ongoing	Updated April 2017: Was formation an development of USDL but WLDC have removed this work – therefore Nicoya and her team are redundant from posts. UC to be managed by WR&P Officer for the shared service. Updated August 2017: CMT / Vision 2020 have agreed to the formation of a ‘preparing for Universal Support’ Group. To be managed by CM as part of Vision 2020 attendance and direct management to WR&P Officer Updated November 2017: Monthly meetings have been planned and include R&B, Housing, Customer Services, JCP – Comms teams will also be invited.
WR34	Further Support for	Revenues and	Ongoing	Updated May 2017: Vision 2020 performance update

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Vision 2020	residents to adapt to welfare reform	Benefits Manager	throughout 2017/18 and beyond	template provide all updates on this
WR35 Vision 2020	Maintaining support for people moving to Universal Credit	Revenues and Benefits Manager	Ongoing throughout 2017/18 and beyond	Updated May 2017: Vision 2020 performance update template provide all updates on this Links to WR33
WR36	Analyse potential impacts of key welfare reform announcements from Budgets in 2017	Revenues and Benefits Manager	Ongoing throughout 2017/18 and beyond	Updated May 2017: Vision 2020 performance update template provide all updates on this Links to WR34
Completed Actions				
WR1	Continuation of 12-month USDL trial in partnership with WLDC, LCC, DWP and LAN	Head of Shared Revenues and Benefits	Trial runs September 2014-August 2015	Ongoing. West Lincolnshire USDL trial has been extended to 30.11.15. COMPLETE – trial ended. Evaluation report for all USDL trials from DWP anticipated Spring 2016. Update 5.8.16: Trial evaluation report released 12.7.16 - https://www.gov.uk/government/publications/evaluation-of-the-universal-support-delivered-locally-trials .

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WR2	Review of shared service job roles to ensure service is fit for purpose for delivering welfare reform changes – including USDL	Head of Shared Revenues and Benefits	Quarter 2 2016/17, and ongoing	<p>Update 4.5.16: Insufficient information is still unavailable at this stage (e.g. UC rollout and impacts) – proposal is to re-consider this during Quarter 2 2016/17.</p> <p>Update 21.10.16: Still insufficient information available – roles being considered on a rolling basis as and when information becomes available.</p> <p>COMPLETE: 31 March 2017 – Introduction of permanent WR & Project Officer with effect from 1 April 2017</p>
WR5	Review of DHP procedures for COL + NK for 2015/16	Head of Shared Revenues and Benefits	Prior to 1 st April 2015, and throughout 2015/16 via monthly monitoring	COMPLETE – New procedures in place, implemented from 1 st December 2015.
WR6	Review of 2014/15 Council Tax Support Schemes COL + NK	Head of Shared Revenues and Benefits	April-May 2015	COMPLETE
WR7	Monthly monitoring of 2015/16 Council Tax Support Schemes COL + NK	Revenues and Benefits Manager	Monthly, throughout 2015/16	COMPLETE
WR8	Assessment of options	Head of Shared	End August	Update 4.5.16: Schemes were approved by Full

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	for 2016/17 Council Tax Support Schemes COL+NK – including links into UC New action – consider options for CTS schemes 2017/18	Revenues and Benefits Head of Shared Revenues and Benefits	2015 Quarter 2 2016/17	Councils prior to 31.1.16. COMPLETE
WR9	Implementation and delivery of welfare reform communications plan	Head of Shared Revenues and Benefits	April 2015 – April 2016	COMPLETE (although this is effectively an ongoing action, being progressed through regular meetings with Communications Team representative)
WR10	Agreement to initial Universal Credit Partnership Delivery Agreement between COLC/NKDC and DWP	Head of Shared Revenues and Benefits	Date unknown – but anticipated during 2 nd -3 rd quarter 2015/16. COMPLETE re 2015/16.	Initial meeting took place 29.6.15, follow-up meeting to discuss costs/funding 7.8.15. Update 13.11.15: Anticipated a shared agreement with West Lindsey District Council for the period 30.11.15-31.3.16, will be agreed prior to 24.11.15. Update 12.2.16: DP agreed 2015/16 and in place/ Initial discussion with DWP regarding 2016/17 DP agreement to take place 8.2.16 – needs to be considered/agreed by 7.3.16.

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				<p>Update 4.5.16: Now agreed for 2016/17, with reduced funding from DWP – and subsequent reduced USDL resources. COMPLETE</p> <p>Update 21.10.16: Meetings to be arranged for discussions with WLDC/DWP regarding 2017/18 DP agreement – needs to be considered agreed by early March 2017</p>
WR12	Co-location of Jobcentre Plus into City Hall	COLC Interim Service Review Lead	<p>End October 2015</p> <p>December 2015- January 2016</p>	<p>Update 22.10.15: Co-location will not take place until after Universal Credit initial rollout (from 30.11.15).</p> <p>Update 20.1.16: Co-location to commence 25.1.16.</p> <p>Co-location has taken place, and further partnership working continuing. COMPLETE</p>
WR14	Work with LCC to determine impacts of and possibilities regarding potential loss of LCAS scheme from 2015/16	Head of Shared Revenues and Benefits / COLC Customer Services Manager	April 2015, and ongoing	<p>Update 4.5.16: Scheme also in place from 1st April 2016, analysis of impacts will be ongoing and picked up through Lincolnshire Financial Inclusion Partnership.</p> <p>Update 5.8.16: LCAS has been extended to November 2016.</p>
WR15	Work with LCC to determine how Corporate fraud funding achieved can be utilised to support resources	Head of Shared Revenues and Benefits	January 2015 – onwards	Update 22.10.15: Various bids made to the fund and accepted. Work taking place in relation to Council Tax Support Fraud work, Council Tax Single Person Discount review, and Business Rates fraud.

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	following transfer of LA HB Fraud staff to DWP in October 2014			<p>Update 20.1.16: Project meeting took place 26.1.16 to consider progress and next steps.</p> <p>Update 4.5.16: Options for 2016/17 currently under consideration.</p> <p>Update 25.8.16: Funding obtained from Lincolnshire Counter Fraud Partnership (LCFP) to run 6-month NDR/Council Tax Support project from end August 2016.</p> <p>COMPLETE</p>
WR16	Produce annual COL/NK welfare reform report	Revenues and Benefits Manager	End July 2015	<p>COMPLETE</p> <p>Various updates to COLC and NKDC committees during 2015/16</p>
WR18	Formation and development of Local Universal Support (LUSP) group to meet local agenda between COL and NK, working closely with WLDC	Head of Shared Revenues and Benefits	From January 2015, and ongoing	<p>Update 22.10.15: LUSP group has merged with West Lincolnshire USDL Group, initial meeting of merged group took place 21.10.15.</p> <p>Update 20.1.16: Meeting took place 22.1.16, next meeting 17.3.16.</p> <p>As this is now an ongoing forum action considered as COMPLETE</p>
WR19	Bi-annual USDL Steering	Head of Shared	2015/16	Update 22.10.15: Meetings Nov and Dec 2015

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	Group meetings held at both Lincoln and Sleaford	Revenues and Benefits		cancelled as superseded by DWP Universal Credit Stakeholders Event being held 4.11.15. COMPLETE – these will now only take place ‘ad hoc’ and as required in line with future UC/ USDL developments.
WR20	Monitoring of COL/NK welfare reform initiatives with COL and NK Housing departments via quarterly meetings, and with Citizens Advice Bureau via biannual liaison meetings	Head of Shared Revenues and Benefits	Ongoing throughout 2014/15 and 2015/16 (have been in place since 2012/13)	Meetings continue to take place Considered COMPLETE – this is an ongoing action, and clear/robust mechanisms in place to deliver this.
WR21	Work with DWP in relation to initial UC rollout in COL and NK from Sept-Nov 2015	Head of Shared Revenues and Benefits	February- November 2015	Initial UC client group rollout date confirmed as being from 30.11.15 for COLC and NKDC, ongoing work with DWP taking place. UC project lead/ resource in place. Update 20.1.16: COMPLETE
WR22	Analyse potential impacts of key welfare reform announcements from Summer Budget 2015	Head of Shared Revenues and Benefits	July-August 2015	Initial assessment document presented to Revenues and Benefits Joint Committee 8.9.15 Note – document will be updated as and when further information is available/ further analysis takes place. Update 22.10.15: This is a new action. Work taking

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	Analysis of potential Tax Credit changes impacts in COLC and NKDC.		October-December 2015 DONE Dec 2015 – Jun 2016	place to analyse potential impacts – with further work to take place following Autumn Statement on 25.11.15. Update 20.1.16: Autumn Statement announcement – initial impact assessment has taken place, further work to take place as more detail announced. Update 4.5.16: This work is continuing. Impact of reduced Benefit Cap from Autumn 2016 currently being investigated. Update 21.10.16: Initial impact assessment of reduced Benefit Cap from 7 th November 2016, included as Appendix 2 to this report.
WR23	Review of 2016/17 Council Tax Support Schemes COL + NK for 2017/18 scheme	Revenues and Benefits Manager		COMPLETE
WR24	Monthly monitoring of 2016/17 Council Tax Support Schemes COL + NK	Revenues and Benefits Manager	Monthly, throughout 2016/17	COMPLETE
WR25	Assessment of options for 2017/18 Council Tax Support Schemes	Revenues and Benefits Manager	End August 2016	Update February 2017: Schemes were approved by Full Councils prior to 31.1.17. COMPLETE

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	<p>COL+NK – including links into UC</p> <p>New action – consider options for CTS schemes 2018/19</p>	Revenues and Benefits Manager	Quarter 2 2016/17	No change to NK Changes to COL
WR26	Monthly monitoring of 2016/17 Council Tax Support Schemes COL + NK	Revenues and Benefits Manager	Monthly, throughout 2016/17 as part of taxbase	COMPLETE