

**APPENDIX 4: 19 February 2019 - Revenues and Benefits Joint Committee – Welfare Reform Strategy Action Plan update February 2019**

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&amp;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 Welfare Reform Lead chairing these meetings. Feed in from Vision 2020 – 2 projects Welfare Reform (WR) and Universal Credit (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>

**APPENDIX 4: 19 February 2019 - Revenues and Benefits Joint Committee – Welfare Reform Strategy Action Plan update  
February 2019**

Ref.	Action	Responsible Officer/ Organisation	Target Date	Comments/ Updates
				<p>Update November 2017: WR &amp; 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> <p>Update January 2018: Expression of Interest advert has been sent to Shared Service Benefit Officer on 17/01/2018 for a seconded opportunity to be involved with UC Support Team project.</p> <p>Opportunity is ring fenced to HB Officers as an ongoing knowledge of HB/UC is essential</p> <p>Update May 2018: Expression of interest successful and 2 HB Officers have secured full time roles as UC Support Team Members.</p> <p>In post from 12 February 2018 receiving training and live with full service from 7 March 2018.</p> <p>Update July 2018: Test and learn approach is being reviewed during July, to look at original aims, objectives and outcomes so far.</p>

**APPENDIX 4: 19 February 2019 - Revenues and Benefits Joint Committee – Welfare Reform Strategy Action Plan update February 2019**

Ref.	Action	Responsible Officer/ Organisation	Target Date	Comments/ Updates
				Update July 2018: Outcome of review will form preparation for Full Service rollout for North Kesteven
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 Amin 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 funding:            Digital support           <ul style="list-style-type: none"> <li>• COL = 1 – target is 7</li> <li>• NK = 0 – target is 5</li> </ul>           Personal budgeting           <ul style="list-style-type: none"> <li>• COL = 4 – target is 5</li> </ul> </p>

**APPENDIX 4: 19 February 2019 - Revenues and Benefits Joint Committee – Welfare Reform Strategy Action Plan update February 2019**

Ref.	Action	Responsible Officer/ Organisation	Target Date	Comments/ Updates
				<ul style="list-style-type: none"> <li>• NK = 0 – target is 3</li> </ul> <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: Q2 performance against US funding: Digital support</p> <ul style="list-style-type: none"> <li>• COL = 9 – target is 9</li> <li>• NK = 7 – target is 6</li> </ul> <p>Personal budgeting</p> <ul style="list-style-type: none"> <li>• COL = 4 – target is 6</li> <li>• NK = 1 – target is 3</li> </ul> <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> <p>Update: Q3 performance against US funding: Digital support</p> <ul style="list-style-type: none"> <li>• COL = 15 – target is 7</li> <li>• NK = 4 – target is 4</li> </ul> <p>Personal budgeting</p> <ul style="list-style-type: none"> <li>• COL = 4 – target is 4</li> <li>• NK = 1 – target is 3</li> </ul>

**APPENDIX 4: 19 February 2019 - Revenues and Benefits Joint Committee – Welfare Reform Strategy Action Plan update  
February 2019**

Ref.	Action	Responsible Officer/ Organisation	Target Date	Comments/ Updates
				<p>PBS is reliant on DWP referrals, these have not been coming through and this has been fed back in the quarterly MI reports.</p> <p>Update: Q4 performance against Universal Support (US) funding: Digital support</p> <ul style="list-style-type: none"> <li>• COL = 15 – target is 7</li> <li>• NK = 4 – target is 4</li> </ul> <p>Personal budgeting</p> <ul style="list-style-type: none"> <li>• COL = 4 – target is 4</li> <li>• NK = 1 – target is 3</li> </ul> <p>With the introduction of the UC Support team, the number of customers supported has increased significantly since full service rollout date.</p> <p>Update July 2018: 2017/18 – Hit 95% of the target for NKDC and 134% for COLC, meaning NKDC received full funding and COLC received additional 20%</p> <p>Update July 2018: Q1 2018/19 Target: ADS COLC 25; NKDC 8 PBS COLC 40; NKDC 12</p>

**APPENDIX 4: 19 February 2019 - Revenues and Benefits Joint Committee – Welfare Reform Strategy Action Plan update  
February 2019**

Ref.	Action	Responsible Officer/ Organisation	Target Date	Comments/ Updates
				<p>Actual ADS COLC 217; NKDC 26 PBS COLC 125; NKDC 19</p> <p>Also assisted 5 from ELDC, 18 from WLDC and 14 NFA</p> <p>Received an additional £19,000.00 funding due to high volumes.</p> <p>Q2 Target: ADS COLC 27; NKDC 8 PBS COLC 41; NKDC 13</p> <p>Actual ADS COLC 211; NKDC 18 PBS COLC 72; NKDC 16</p> <p>Q3 Target: ADS COLC 26; NKDC 12 PBS COLC 42; NKDC 18</p> <p>Actual ADS COLC 170; NKDC 47 PBS COLC 131; NKDC 28</p>

**APPENDIX 4: 19 February 2019 - Revenues and Benefits Joint Committee – Welfare Reform Strategy Action Plan update February 2019**

Ref.	Action	Responsible Officer/ Organisation	Target Date	Comments/ Updates
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&amp;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 January 2018: As above</p> <p>More in depth Training will begin from Mid-February</p> <p>Update May 2018: 1-1 training has been provided to all Benefits Officer across the shared service – this has covered the role of the UC Support Team and the impacts of recent legislation changes surrounding 2 week transition award of HB</p> <p>Update July 2018: Welfare Reform and Project Lead is based at NKDC 1 day per week to support Housing Benefit Officers</p>

**APPENDIX 4: 19 February 2019 - Revenues and Benefits Joint Committee – Welfare Reform Strategy Action Plan update February 2019**

Ref.	Action	Responsible Officer/ Organisation	Target Date	Comments/ Updates
				Update Nov 2018: NKDC based UC Support/champion for processing, have appointed an apprentice to be based at NKDC to assist UC Officer.
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 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 &amp; 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> <p>Update July 2018:</p>

**APPENDIX 4: 19 February 2019 - Revenues and Benefits Joint Committee – Welfare Reform Strategy Action Plan update  
February 2019**

Ref.	Action	Responsible Officer/ Organisation	Target Date	Comments/ Updates
				<p>Welfare Reform and Project Lead will begin meetings with Sleaford Jobcentre plus to assist UC customers from Nov 2018</p> <p>Meetings continuing on a quarterly basis to iron out any issues from either side.</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 SPD review to be undertaken in April – with 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</p>

**APPENDIX 4: 19 February 2019 - Revenues and Benefits Joint Committee – Welfare Reform Strategy Action Plan update  
February 2019**

Ref.	Action	Responsible Officer/ Organisation	Target Date	Comments/ Updates
				<p>to 31 March 2018 for Business Rates, SPD and empty homes (agreement of RB Joint Committee)</p> <p>Update January 2018: Managed Service Single Person Discount review to be undertaken from April 2018 to August 2018. Managed service CTS review is going back to LFO's for discussion as only WL, COL and NK would be interested and there could be significant impact on resources if this is undertaken at the same time as the SPD review. COL/NK Invest to save project for Business Rates has now ceased as the resource has been removed from this project. Current NDR staff will be picking this up as part of day-to-day working.</p> <p>Update May 2018: Managed Service Single Person Discount Review – successful procurement exercise this been undertaken with a supplier being contacted for contracts to be signed and access to system. Project is due to start in June 2018</p> <p>Update July 2018: SPD review has started with letters being issued to those customers identified as high risk. Review to be completed by end August 2018</p>
WR17	Quarterly updates to Revenues and Benefits Joint Committee on	Revenues and Benefits Manager	Quarterly throughout 2017/18	Update 22.10.15: Updates presented to Joint Committee 8.9.15 and 24.11.15.

**APPENDIX 4: 19 February 2019 - Revenues and Benefits Joint Committee – Welfare Reform Strategy Action Plan update  
February 2019**

Ref.	Action	Responsible Officer/ Organisation	Target Date	Comments/ Updates
	welfare reform strategy progress			<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 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> <p>Updated January 2018: CMT have approved the formation of a UC Team</p>

**APPENDIX 4: 19 February 2019 - Revenues and Benefits Joint Committee – Welfare Reform Strategy Action Plan update February 2019**

Ref.	Action	Responsible Officer/ Organisation	Target Date	Comments/ Updates
				<p>Updated May 2018: UC progress and UC Support Team update to be provided at COL CMT on 29 May 2018, 12 June 2018 R&amp;B Joint Committee and 18 June 2018 NKDC P&amp;R OSP.</p> <p>Update July 2018: UC progress update to be provided at RB JC in September 2018 and NKDC P&amp;R OSP on 25 September 2018</p>
WR27	Agreement to initial Universal Credit Partnership Delivery Agreement between COLC/NKDC and DWP	Head of Shared Revenues and Benefits	<p>2017/18 DP agreement to be finalised and in place – target by end March 2017.</p> <p>2018/19 – review Universal Support funding agreement</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 Update 13 March 2017: Funding will need to be reviewed for 2018/19 and new agreement signed</p> <p>Update May 2018: 2018/19 funding agreements – have been agreed and signed, for both COL and NK.</p> <p>Update July 2018: COLC gained additional 20% USDL funding.</p>

**APPENDIX 4: 19 February 2019 - Revenues and Benefits Joint Committee – Welfare Reform Strategy Action Plan update February 2019**

Ref.	Action	Responsible Officer/ Organisation	Target Date	Comments/ Updates
			New Action for 2019/20 – review Universal Support funding agreement	Exceeded targets massively, further work undertaken with partnership manager to scrutinise support provided stats
WR28	Review of DHP procedures for COL + NK for 2016/17 and 2017/18	Benefits Team Leader (Lincoln	Prior to 1 <sup>st</sup> April 2017, and throughout remaining 2016/17 and 2017/18 via monthly monitoring	<p>Update March 2017: Policy for 17/18 reviewed and agreed.</p> <p>Update April 2017: Benefits Team Leader to meet 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 arranged 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>

**APPENDIX 4: 19 February 2019 - Revenues and Benefits Joint Committee – Welfare Reform Strategy Action Plan update February 2019**

Ref.	Action	Responsible Officer/ Organisation	Target Date	Comments/ Updates
				<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"> <li>• COL = £174,966 (budget =</li> <li>• NK = £116,198 (budget =</li> </ul> <p>Update January 2018: Meetings continue to be held with Housing Teams to discuss budget and current spend – both teams asked to continue to review awards and highlight cases in need of DHP.</p> <p>Update May 2018: Underspend for both COL and NK DHP for 17/18. DHP meetings being arranged for 18/19 across both sites – this will encompass other areas such as performance updates, review of eviction reasons etc</p> <p>Update July 2018:            NKDC unallocated = £45,036.68 24/07/2018 from £126,693            COLC unallocated = £87,425.06 24/07/2018 from £208,624</p> <p>Update October 2018:</p>

**APPENDIX 4: 19 February 2019 - Revenues and Benefits Joint Committee – Welfare Reform Strategy Action Plan update February 2019**

Ref.	Action	Responsible Officer/ Organisation	Target Date	Comments/ Updates
				<p>NKDC unallocated = £ 27,424.54 31/10/2018 from £126,693            COLC unallocated = £ 55,916.66 31/10/2018 from £208,624</p> <p>Updated 16<sup>th</sup> January 2019:            COLC unallocated £31,368.61            NKDC unallocated £16,694.37</p>
WR29	Monthly monitoring of 2017/18 Council Tax Support Schemes COL + NK	Revenues and Benefits Manager	Monthly, throughout 2017/18 as part of taxbase	<p>Update July 2017: Ongoing through taxbase:            COL = Overspend as Ctax increase as not included as part of modelling / budgeting            NK = On track as per budget</p> <p>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</p> <p>Update November 2017: Ongoing through taxbase:            COL = £7,418,927 (reduction from November of £64,808) – MTFS is £7,471,020 – total underspend of £52,093            NK = £5,120,670 – On track as per budget – reduction from November of £7,067</p>

**APPENDIX 4: 19 February 2019 - Revenues and Benefits Joint Committee – Welfare Reform Strategy Action Plan update February 2019**

Ref.	Action	Responsible Officer/ Organisation	Target Date	Comments/ Updates
				<p>Update May 2018: 18/19 scheme in place. Ongoing review through taxbases.</p> <p>2019/20 Scheme to start being considered in June 2018. Committee timetables in place.</p> <p>Update July 2018: 19/20 Schemes are currently being modelled with meetings planned with Chief Finance Officers and Leaders in early August. NKDC CMT taking place on 14 August 2018 with COL CMT on 21 August 2018.</p> <p>CTS Scheme out at public consultation</p>
WR30	Review of 2017/18 Council Tax Support Schemes COL + NK for 2018/19 scheme	Revenues and Benefits Manager	End July 2017	<p>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</p> <p>Update August 2017: DHP transfer declined by CMT – EHP to be awarded as Section 13A – relevant officers made aware.</p> <p>Update May 2018: 18/19 scheme in place. Ongoing review through taxbases.</p>

**APPENDIX 4: 19 February 2019 - Revenues and Benefits Joint Committee – Welfare Reform Strategy Action Plan update February 2019**

Ref.	Action	Responsible Officer/ Organisation	Target Date	Comments/ Updates
				<p>2019/20 Scheme to start being considered in June 2018. Committee timetables in place.</p> <p>Update July 2018: 19/20 Schemes are currently being modelled with meetings planned with Chief Finance Officers and Leaders in early August. NKDC CMT taking place on 14 August 2018 with COL CMT on 21 August 2018.</p>
WR31	<p>Assessment of options for 2018/19 Council Tax Support Schemes COL+NK – including links into UC</p> <p>New action – consider options for CTS schemes 2019/20</p>	<p>Revenues and Benefits Manager</p> <p>Revenues and Benefits Manager</p>	<p>End July 2017</p> <p>Quarter 2 2012017/18</p>	<p>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, service, collection etc.</p> <p>Update July 2017: COL scheme = Agreement for all options to be considered – support for protection of vulnerable customers</p> <p>NK Scheme = CM met with S151 Officer to discuss options – and steer on consultation. All options can be considered at this stage</p> <p>Update August 2017:</p>

**APPENDIX 4: 19 February 2019 - Revenues and Benefits Joint Committee – Welfare Reform Strategy Action Plan update February 2019**

Ref.	Action	Responsible Officer/ Organisation	Target Date	Comments/ Updates
				<p>COL Scheme = Agreement 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 6<sup>th</sup> September – request for presentation to Exec which CM has put together and is with S151 for agreement.</p> <p>CM has engaged team members 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> <p>Update November 2017: NK Scheme = OSP P&amp;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</p> <p>Update January 2018: Both Executives have approved the proposed CTS schemes and will be going to Council on 23<sup>rd</sup> January (COL) and 25<sup>th</sup> January (NK).</p> <p>Approved at Executive / Executive Board as follows: -</p>

**APPENDIX 4: 19 February 2019 - Revenues and Benefits Joint Committee – Welfare Reform Strategy Action Plan update February 2019**

Ref.	Action	Responsible Officer/ Organisation	Target Date	Comments/ Updates
				<p>COL – Protection for vulnerable and increase EHP to £20,000  NK – Reduce backdating to 3 months and continue with EHP of £20,000</p> <p>Update May 2018: 19/20 Scheme to start being considered in June 2018. Committee timetables in place.</p> <p><b>Update February 2019:  2019/20 schemes for COL and NK approved January 2019</b></p>
WR32	Produce annual COL/NK welfare reform report	Revenues and Benefits Manager	November 2017  November 2018	<p>Update May 2018: 2018/19 Report – Complete and report has been approved by R&amp;B Joint Committee on 20 February 2018</p> <p>Update May 2018: 2019/20 report required</p>
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	<p>Updated April 2017: Was formation and development of USDL but WLDC have removed this work. UC to be managed by WR&amp;P Officer for the shared service.</p> <p>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&amp;P Officer</p>

**APPENDIX 4: 19 February 2019 - Revenues and Benefits Joint Committee – Welfare Reform Strategy Action Plan update February 2019**

Ref.	Action	Responsible Officer/ Organisation	Target Date	Comments/ Updates
				<p>Updated November 2017: Monthly meetings have been planned and include R&amp;B, Housing, Customer Services, JCP – Comms teams will also be invited.</p> <p>Updated January 2018: Monthly meetings taking place alternate sites</p> <p>Updated May 2018: Monthly meetings taking place alternate sites</p> <p>Updated July 2018: Monthly meetings taking place alternate sites</p>
WR34 Vision 2020	Further Support for residents to adapt to welfare reform	Revenues and Benefits Manager	Ongoing throughout 2017/18 and beyond	<p>Updated July 2018: Update is the same each month.</p> <p>Vision 2020 performance update template provide all updates on this</p>
WR35 Vision 2020	Maintaining support for people moving to Universal Credit	Revenues and Benefits Manager	Ongoing throughout 2017/18 and beyond	<p>Updated July 2018: Update is the same each month.</p> <p>Vision 2020 performance update template provide all updates on this</p> <p>Links to WR33</p>
WR36	Analyse potential impacts of key welfare	Revenues and Benefits Manager	Ongoing throughout	Updated July 2018: Update is the same each month.

**APPENDIX 4: 19 February 2019 - Revenues and Benefits Joint Committee – Welfare Reform Strategy Action Plan update February 2019**

Ref.	Action	Responsible Officer/ Organisation	Target Date	Comments/ Updates
	reform announcements from Budgets in 2017		2017/18 and beyond	Vision 2020 performance update template provide all updates on this  Links to WR34  Update November 2018: Appendix 4