

Revenue and Benefits System Consolidation

Corporate and Partnerships Overview and Scrutiny
Committee- 16th March 2026

Margaret Wallace, Sherri Williamson, Marcus Lee.

Project to Consolidate Seven Legacy Revenue and Benefits Systems

- ✓ Work commenced in 2023/24 as contract end dates approached, with a short implementation window due to Local Government Reorganisation (LGR).
- ✓ All legacy revenues and benefits systems were based on NEC software, but they were configured differently across the legacy areas and operated on-premise rather than in the cloud.
- ✓ As well as the primary revenues and benefits software, legacy councils operated on separate document management systems which were operated by both Civica and NEC.
- ✓ The chosen target system is the NEC Software Solution.

Project Objectives:

- ✓ Build a cloud environment and set up and configure the NEC Revenues and Benefits system, including document management software and the applications platform.
- ✓ Convert, migrate, and merge existing Revenues and Benefits data and documents into the NEC system.
- ✓ Implement a Customer Access Solution

Benefits to the Customer

- ✓ **Consistent and Accessible Services:** Customers now experience uniform service levels across North Yorkshire, supported by a single team county-wide.
- ✓ **Simplified Interactions:** A unified website, standardised forms, streamlined call routing, and a single reference number make it easier for residents to get help.
- ✓ **Tailored Support:** Staff have full visibility of each resident's circumstances, enabling proactive and personalised assistance.
- ✓ **Improved Resilience:** Seven independent offices now combined into one uniform team
- ✓ **Sector-Leading Integration:** Recognised by DWP asserting “a new standard for integration and customer support in the sector.”

Benefits to Staff

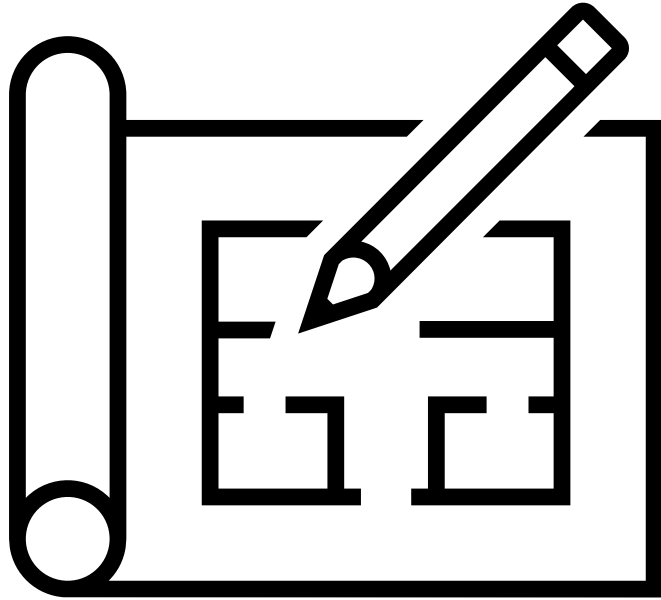
- ✓ **We are working on streamlined workflows:** Moving from seven systems to a single cloud-based platform eliminated duplication and enabled faster, more accurate decisions.
- ✓ **Unified culture:** The merger of seven councils fostered collaboration, trust, and shared problem-solving across teams.
- ✓ **Statutory returns:** Data to produce returns to central government departments can now be gathered from a single source.
- ✓ **Cross-functional cohesion:** Staff now work together more effectively, building lasting relationships and driving continuous improvement.
- ✓ **Operational efficiency:** Simplified IT maintenance and reduced risk through a single document management system, with long-term savings expected.
- ✓ **Staff training:** Can be streamlined in line with new processes to ensure compliance and confidence in using the new systems.

Overview

- ✓ No other council has consolidated their Revenue Benefits systems as fast nor had as many systems to merge (7)
- ✓ On top of a full-scale procurement, system consolidation of multiple systems, service consolidation, there was also a service restructure, which was undertaken.
- ✓ New legislation on Second Homes to Implement and changes to Household support funding - Just to keep us busy!!

Overview Continued

- ✓ The Revenue and Benefits Project successfully launched the new consolidated systems on 23 June, after 18 months of work and 7 weeks of system downtime. This consisted of consolidating 21 legacy systems into 3 single cloud-based versions of the key line of business system, a document management system, and a customer portal, to enable full-service convergence.
- ✓ On top of system consolidation, the project also developed and launched a Customer Service model, a new print and post model, new website pages, complete re-referencing of all customer and property accounts, a new Income management system payment route solution, alignment of payment schedules, and full integration with existing linked NYC systems and service processes.
- ✓ Even with the success of Go Live, the project continued to work at pace to address improvements and required process and configuration tweaks as part of post Go Live change management to ensure the best set up possible for the recently converged Revenue and Benefits service.



How did we get there ?

Project Work Areas and sub-groups

Working Group	Project Team	Technical	Revenues	Benefits	Landlords	Customer and Training	Finance	Printing and postage	Housing
Sub-groups	<ul style="list-style-type: none"> • Daily stand-ups • Weekly team meeting 	<ul style="list-style-type: none"> • Contract management and system integrations • RB System • eDM • CA Portal • Technical Finance (IMS) 	<ul style="list-style-type: none"> • Revenues General • VOA 	<ul style="list-style-type: none"> • Benefits General • DWP • Housing Benefits • Debt migration 	<ul style="list-style-type: none"> • Policy • Comms 	<ul style="list-style-type: none"> • Customer model • Training • Website • Forms and templates 	<ul style="list-style-type: none"> • Operational finance processes 	Postage model Templates Ad hoc printing	System integrations Scheme and payment alignment
Lead	Becky Barber	Chris Taylor / Kyle Emson	Sherri Williamson	Marcus Lee / Sue Grant	Marcus Lee / Sue Grant	Julie Gillet / Inga Mycroft / Cathy Ross	Laura Kaye	Sherri Williamson	Marcus Lee / Helen McNeil
Comms plan and implementation									

Stakeholders- Working Together

Externals with direct communication

- Revenues Customers (NY residents and non-NY residents)
- Benefits customers
- Landlords (private)
- Landlords (Housing Benefits)
- County Councillors
- MPs
- DWP
- Valuation Office
- Civica (DM product)
- Civica (Finance products)
- Barclays bank (key NYC bank)
- Other banks
- NEC (project system supplier)
- East Riding Council
- Buckinghamshire Council
- Victoria Forms
- NYC staff

- GovTech
- TelSolutions
- CFH Docmail

Internal Project Team














- Revenues Team
- Benefits Team
- Housing Benefits Team
- Housing Income Team
- Environmental Health
- Licencing
- Planning
- Regs Services
- TSAT (R&B, Finance, Housing)
- UCES
- CIA
- Digital
- Development















- Business Change
- D&I
- Finance
- Business Support
- Customer
- Solutions
- Data Governance
- Cyber Security
- UX
- ITAM
- P&P
- Comms (incl website)
- Registrars (Tell Us Once links)
- DMC

Overcoming Challenges



Project Statistics

-  306,000 CTAX accounts migrated
-  33,000 NNDR accounts migrated
-  45,000 HB accounts migrated
-  3,000 Revenue portal accounts migrated
-  320 Landlord accounts migrated + 300 new
-  25+ NYC teams involved
-  15+ NEC consultants enlisted
-  250,000+ letters posted
-  84,000+ emails sent
-  2 new email accounts
-  53,000+ MyAccounts closed
-  100s of listeners in eDM
-  1000+ emails to supplier PM

-  21 systems → 3
-  18 months of work
-  3 change requests
-  1 Go Live date change
-  8 working groups
-  16 sub-working groups
-  2 funding requests
-  13 face-to-face points
-  7 chip & pin machines
-  4 new bank accounts
-  3 data cuts
-  117 → 35 forms
-  20,000,000 documents migrated
-  27,000 parameters mapped

Backlog of work accumulated during migration process- Revenues

- The system was unavailable for 7 weeks, however service requests continued to be submitted throughout this period.
- At go-live, Revenues held over 20,000 outstanding service requests.
- Targeted activity began immediately, focusing on:
- Priority changes, and
- Cases customers marked as important.
- Through sustained effort, the service has reduced outstanding requests to below 10,000 ahead of annual billing — representing roughly 1–2 months of work.
- Work continues to further reduce the backlog and improve response times.
- Schedule of recovery notices also impacted but firm plans in place to ensure overall collection rates are recovered.

Revenue Performance

- **Council Tax and NNDR collection performance in 2024/25** remains strong and broadly in line with profiled expectations. Council Tax collection reached 87.71% by the end of Quarter 3, marginally below target but within acceptable tolerance, with monthly performance currently assessed as Green and no material risk identified to year-end delivery.
- NNDR collection achieved 83.71% by Quarter 3, slightly below the profiled target following a strong Quarter 2 that exceeded expectations. In both areas, liabilities have remained stable and collection continues to track closely to forecast profiles. Overall, performance provides satisfactory assurance that year-end collection targets remain achievable, subject to continued focus through Quarter 4.

Backlog of work accumulated during migration process

Welfare & Benefits

- At go-live Welfare & Benefits had over 7,500 outstanding documents this included New claims forms and changes in circumstances.
- The service had a 92-day backlog of DWP daily files that had built up during the closed own period. These had to be worked on in date order to bring back up to date.
- The Benefits backlog was cleared by December 2025
- Housing Benefits new claims Speed of Processing times were impacted by the closedown period; performance is now moving towards the corporate target of 20 days.

Welfare and Benefits Performance

- Performance against 2024/25 processing time KPIs is mixed. New Housing Benefit and new Council Tax Reduction claims remain above target, with year-to-date averages of 49.68 days and 55.97 days respectively, resulting in a Red status. This position reflects a seven-week backlog that arose during service convergence, the DWP set a clear target of 188 days to clear.
- This backlog was cleared in December, and performance is expected to improve during Quarter 4. In contrast, changes to existing claims are performing more strongly, with Housing Benefit changes rated Amber and Council Tax Reduction changes maintaining a Green status. The key focus is sustaining recovery on new claims following backlog clearance.

National Recognition

- IRRV – Requests to share knowledge gained with other professionals.
- LGR- Requests to attend panels to inform other areas.
- DWP (working closely with their performance development team) - national recognition of 188 days to clear backlog. NYC experience is being used as a model example of reducing backlogs following system mergers for other LA's.
- DWP – Request to present to DWP Local Authority Partnership, Engagement & Delivery (LA-PED) Division Conference

Other keywork for the services

- Service Restructures
- Second Homes policy Implemented
- BIDs
- Section 13A
- Household Support funding
- Council Tax Reductions scheme
- Memorandum of Understanding – audit by DWP
- Internal Audits
- Crisis & Resilience Fund

We still have work to do

1. Implement new legislation- business rates
2. Start work on customer one front door approach
3. Expand implementation of Citizens Access Revenue Forms
4. Onboard Citizens Access Benefits and Discretionary Housing Payment Forms
5. Complete automation of finance jobs
6. Decommission legacy on-premises systems
7. Review and enhance business processes
8. Understand customer demand – deflect on-line, improve website journey or move process to customer service team
9. Start to gather and review customer feedback to support continual improvement.