

# IRRV Syllabus 2024

## IRRV Level 3 Certificate (England and Wales) Certificate (Scotland)



# IRRV Syllabus 2024

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# IRRV Syllabus 2024

## General Information



## Introduction

The IRRV Certificate is aimed at Local Taxation and Welfare Benefits staff up to middle management level. The course is designed for both Local Taxation and Welfare Benefits practitioners in the public and private sectors who wish to gain a professional qualification and further their careers. The Certificate qualification leads to Technician level membership of the Institute and the designatory letters "Tech IRRV".

To be eligible to study for the IRRV Certificate examinations, candidates must be over 18 years of age and ideally have gained some work experience. All students must ensure they are an IRRV member or apply for 'Student' membership when they enrol on the course. They cannot sit an examination unless they have been a member of the Institute for a minimum of 3 months.

## Certificate Structure

Students take four subjects, consisting of one assignment and three subjects that are assessed by a 3-hour examination. It is not necessary to study all three subjects and the Assignment simultaneously; however, candidates are required to complete all four exams / assignment within a 3-year period. This 3 year exam period starts from the date candidates successfully complete their first exam.

### Revenues and Welfare Benefits Stream

#### *Mandatory:*

- Assignment

#### *Choose one from:*

- Revenues and Local Taxation Administration
- Welfare Benefits Administration

#### *Choose two from:*

- Introduction to Council Tax
- Introduction to Non-Domestic Rate
- Introduction to Welfare Benefits

### Non-Domestic Rates Stream

#### *Four mandatory subjects:*

- Assignment
- Introduction to Non-Domestic Rates
- Introduction to Valuation
- Non-Domestic Rates Administration

### Valuation Tribunal stream

#### *Four mandatory subjects:*

- Introduction to Council Tax
- Introduction to Non-Domestic Rates
- Introduction to Valuation
- Valuation Tribunal Administration & Administrative Justice

## Regulation

### General

The Institute's Qualifications Management Board, which is appointed by the IRRV Council but acts independently of it, oversees the appropriate conduct of assessments and the award of qualifications. It considers appeals and special cases, and refers any unresolved issues to an external arbitrator.

### Regional Applicability

While the syllabus is applicable to the whole of the UK, it is recognised that law, procedures and terminology can vary between England, Scotland, Wales and Northern Ireland across the professional fields covered. In the case of examinations and assignments, regionally appropriate questions will be offered. Separate examination papers may be necessary in some subjects, or suitable variations will be included within papers.

All examination papers and assessment tasks will be edited by regional subject specialists before approval, and variations incorporated where necessary. Assessors will be aware that candidate responses to the same question or task may vary according to region.

### Validity of Pass Credits

Individual subject passes will maintain a validity period of three years, or seven consecutive examination sessions. All subjects, in the appropriate combination, must therefore be passed within this period. A subject whose validity period expires before all required subjects are passed must be re-taken.

### Subject Exemption

There are normally no subject credits available for this level, as equivalent subjects do not exist in other qualifications.

The only possible exception would be Introduction to Valuation. If a candidate is a valuation surveyor or holds a qualification in Surveying or Property Studies or similar, including a significant Valuation component, at Level 3 (A-level or Scottish Highers) or above, then they can be considered for a subject credit / exemption.



# IRRV Syllabus 2024

## Detailed Subject Information



## Assignment

### General

There are two assignment sessions – **January to June** and **July to December**. A candidate intending to submit an assignment must register by the exam closing date (i.e. **31st March or 30th September**). The assignment must then be submitted by the specified date (i.e. **30th June or 31st December**).

The Assignment will be completed over a six-month period, and will be **3,500–4,000 words** long. A number of titles covering the Certificate streams will be set by the Institute. These are published in **January** and **July**.

### Content

The candidate is required to show and apply knowledge in a practical and professional manner, and where appropriate, to demonstrate an ability to develop solutions to problems in a working environment. This is concerned with the professional areas covered by the Institute's examinations and assessments.

The Assessment Criteria will apply as follows:

- Range and depth of knowledge.
- Ability to apply knowledge appropriately to the solution of problems.
- Quality of presentation.

The assignment must be the candidate's original work and should be relevant and clearly structured. It should draw on both theoretical knowledge and occupational experience with exemplary material included.

Current Assignment titles can be found on the [IRRV Website](#).

## Introduction to Council Tax

### Aim

To provide an introduction to council tax law, and its application to the billing, collection, enforcement and the assessment of council tax in England, Wales and Scotland.

### Learning Outcomes

On completion of their studies, students should be able to:

- Recall and discuss the legislation governing the administration and collection of council tax and domestic water services charges (Scotland only).
- Recall relevant case law and explain how this has impacted on the interpretation of the relevant legislation.
- State the basis of the council tax valuation.
- Describe the appeals process in relation to valuation and non valuation matters.
- Identify the factors which affect the calculation of liabilities and reliefs.
- Describe and explain the rules which govern billing, collection, recovery and appeals procedures.

### Content

#### *England and Wales*

Valuation: Valuation list; listing officer; basis of valuation; compilation and maintenance; completion notices, contents alterations; effective dates; valuation tribunal; constitution; pre-hearing review; hearing; decision; changes to band; examples.

Liability: Determination; liable person; sole or main residence; joint & several liability; owners; determination; prescription; resolution; caravans & boats; gathering of information; residents / owners & managing agents; public bodies; deaths; penalties; council tax appeals.

Reliefs: Exemptions; determination; vacant; unoccupied (special conditions); unoccupied (relevant absentee) occupied; administration; discounts; determination; disregards; disabled reductions; determination; calculation of relief.

Billing, Collection and Recovery: Reductions for prompt payment / non-cash payments; demand notice; instalments; enforcement; reminder / final notices; complaint; summons; liability orders; statement of case; request for information; attachment of earnings; attachment of allowances; deductions; taking control of goods; charging order; committal; costs & fees; outline of insolvency, liquidation and bankruptcy.



## *Scotland*

Valuation: Valuation list; the Assessor; valuation areas / boards; basis of valuation; compilation, maintenance and alterations to the list; effective dates, completion notices; proposals; appeals; Valuation Appeal Committee.

Liability and Reliefs: Determination; liable person; sole or main residence; joint & several liability; owners; prescription; gathering of information; residents / owners & managing agents; public bodies; discounts and exemptions, civil penalties and appeals; exemptions; determination; vacant; unoccupied (special conditions); unoccupied (relevant absentee) occupied; administration; discounts; determination; disregards; disabled reductions; determination; calculation of relief.

Billing, Collection and Recovery: Tax setting; reductions for prompt / non cash payment; demand notices; administration of discounts and exemptions; requests for information; instalments; reminders / final notices; summary warrant; ordinary action; Sheriff Officers; forms of diligence; direct deductions from income support; inhibitions; outline of Debt Arrangement Scheme; bankruptcy, liquidation and insolvency.

## Introduction to Non-Domestic Rate

### Aim

To provide an introduction to non-domestic rating law and its application to the billing, collection, enforcement and the assessment of non-domestic rates in England, Wales and Scotland.

### Learning Outcomes

On completion of their studies, students should be able to:

- Recall and discuss the legislation and case law governing the administration and collection of non-domestic rates.
- State the bases of valuation.
- Describe the appeals process in relation to valuation matters.
- Identify the factors which affect the calculation of liability to non-domestic rate.
- State the criteria for considering and then awarding relief from the non-domestic rate.
- Describe and explain the rules which govern billing, collection, recovery procedures.
- Outline the non-domestic rating appeals process.

### Content

#### *England and Wales*

Valuation: Local and central rating lists; valuation officer; basis of valuation; compilation and maintenance of list; contents; alterations; effective dates; interest.

Liability: Occupation – Liability; 4 elements; joint & several; seasonal; advertising rights.  
Unoccupied rate – Liability; exemptions; completion notices.

Reliefs: Transition – Conditions; period and amount of relief.

Small Business – Conditions; period and amount of relief; financial implications.

Charities & kindred organisations – Conditions; period and amount of relief; financial implications.

Rural Areas – Conditions; period and amount of relief; financial implications.

Part-Occupied – Conditions; period and amount of relief; financial implications.

Hardship – Conditions; period and amount of relief; financial implications.

Billing, Collection and Recovery: Multiplier; demand notice; instalments. Further / reminder notices; complaint; summons; liability orders; statement of case; taking control of goods; security for unpaid rate; an introduction to insolvency; committal; court procedures.

## *Scotland*

Valuation: Valuation Roll; the Assessor; Valuation areas / boards; bases of valuation; compilation, maintenance and alterations to the roll; exemption from valuation; effective dates; appeals; Valuation Appeal Committee, Lands Tribunal; interest on overpaid rates.

Liability: Rateable occupation; joint and several; prescription; obtaining information from landlords; empty rate provisions; appeals against improper assessment.

Reliefs / Remission of rates: Transitional arrangements; mandatory and discretionary reliefs; hardship; rural areas; small business bonus scheme; disabled persons.

Billing, Collection and Recovery: Rate poundage, demand notices; instalments, reminders / final notices; summary warrant; ordinary action; Sheriff Officers; forms of diligence; inhibitions; outline of Debt Arrangement Scheme; Bankruptcy; liquidation and insolvency; court procedures.

## Introduction to Valuation

### Aim

To provide a knowledge and understanding of the following:

- The role of the valuer.
- The codes of conduct and valuation standards.
- The legal system in England and Wales as it influences the valuation of property.
- The methods of valuing property.
- The measurement of buildings for the valuation of property.

### Learning Outcomes

On completion of their studies, students should be able to:

- Describe the role of the valuer and the application of codes of conduct and valuation standards.
- Identify those aspects of the legal system in England and Wales that influence the valuation of property.
- State the methods of valuing property.
- State which method of valuation is appropriate for the commonplace residential, commercial, and industrial classes (as specified below).
- Describe how buildings are measured for the valuation of property.

### Content

#### *The role of the valuer and the application of professional standards*

- The reason for requests for valuation to be undertaken including: Mortgage, sale, purchase, rent / letting, insurance, taxation, compensation; the process of reporting valuation advice; codes of conduct, ethics and valuation standards.

#### *The legal system in England and Wales as it influences the valuation of property*

- Law of property and legal interests in property including outline of the law of landlord and tenant.
- The methods of valuing property.
- Comparison method; Investment method; Residual method; Contractors basis; Receipts and Expenditure approach.
- Bases and characteristics of: Open Market Value; Existing Use Value; Hope Value; Marriage Value; Alternative Use Value.
- Mathematics of valuation tables: Amount of £1 table; present value of £1 table; amount of £1 per annum.
- The valuation of leasehold interests: The general features that affect the rental value of property; the key characteristics of property as an investment; factors that affect investment yields; the relationship between risk and yield incentives. Rental adjustment and analysis techniques for physical features, repairing and insuring liability, capital contributions; stepped rents and premiums.
- The valuation of freehold interests: The analysis, adjustment and assessment of sales, purchase and lettings of freehold interest transactions.

## ***Methods of valuation for classes of property***

- Valuation method appropriate to: Residential – Dwelling house / flat with vacant possession; dwelling house / flat subject to a tenancy; Commercial – Retail shop; superstore; offices; petrol filling station; public house; car park; Industrial property – warehouse; factory; tyre and exhaust centre.
- Valuation using the comparison method; the application of data to a valuation using the investment method; using the residual method; using the contractors basis; using the receipts and expenditure.

## ***Measurement of buildings for the valuation of property***

- Definition of measurement; RICS Code of Measuring Practice; core definitions; application of measuring practice to commonplace residential, commercial and industrial property; importance of accuracy of measurement.



## Introduction to Welfare Benefits

### Aim

To provide an introduction to the following:

- The prescribed areas of Local Council Tax Reduction and those of local discretion.
- The law relating to Universal Credit.
- Specific residual areas relating to Housing Benefit Law.

### Learning Outcomes

On completion of their studies students should be able to:

- Describe the prescribed areas of Local Council Tax Reduction and the common areas of local discretion.
- Describe the law relating to Universal Credit and plans regarding implementation
- Specify and describe residual areas relating to Housing Benefit Law covering both working age and pensionable age.

### Content

#### *The general principles and law relating to Local Council Tax Reduction, including discretionary elements*

- Aims of the scheme from a government perspective including protected groups.
- Background to the creation of local CTR schemes i.e. the original “default” scheme adopted by many in England / the Welsh scheme / Scottish scheme as appropriate for regional variation.
- The Prescribed Requirement Regulations including:
  - The detail of how CTR is calculated – allowances, the family, the treatment of income and capital, non-dependants and deductions, the taper under these regulations.
  - Time and manner of claiming, evidence and information, decisions and notification.
  - Date on which entitlement will start.
  - Payment.
  - Duty to notify changes, date of changes, amendment and withdrawal of claims.
  - Adjustments.
  - Appeals.
- General principles of a local scheme (principles of a discretion / calculation / assessment).

#### *The Law relating to Universal Credit*

NB Parts of this section will have less content until the scheme progresses and will then increase in content as the Housing Benefit section (below) reduces.

Understand the law and processes relating to:

- The migration from legacy benefits to UC.
- The application for UC – who, where, when, how?
- The calculation of UC (overview only) – allowances, elements, income, capital, disregards.
- Changes in circumstances – what, when, how?
- Payment of UC – frequency, means of payment, to whom.
- The overpayment of UC.

## *Specific Housing Benefit Law in respect of both working age and pensionable age claimants*

- A general understanding of the calculation of residual HB to include:
  - Who is entitled.
  - Liability – including those who are treated as liable or not within Regs 8 & 9.
  - Occupation of the home including temporary absence, HB on 2 homes and entitlement prior to occupation.
  - Claiming HB.
  - Dates.
  - Backdating.
  - Applicable amounts.
  - Household and non-dependants.
  - Income.
  - Capital.
  - Eligible rent only associated with exempt accommodation.
  - Service charges.
  - The Social Sector Size Criteria.
  - The calculation and taper.
  - The Benefit Cap.
  - Payment.
  - Changes in circumstances (revisions and supersessions).
- Decisions, notification and appeals.
- Discretionary Housing Payments.
- Overpayments.
- An overview of appeals.

N.B. The above module does not cover any aspects of specialist areas such as Persons from Abroad, Students, Self-Employed, Subsidy or rent / housing costs associated with Registered Rents, Rent Officer decisions, Local Housing Allowance.

## Non-Domestic Rates Administration

### Aim

To provide a knowledge and understanding of the following:

- Administration of the non-domestic rates functions for a local authority and the role of the non-domestic rates administrator.
- Relationship of non-domestic rates administration with the overall administration of a local authority.
- Role of quality systems, performance management and the relationship with external bodies.
- Fraud areas relating to non-domestic rates .

### Learning Outcomes

On completion of their studies, students should be able to:

- Demonstrate an understanding of the overall range of functions of a local authority and their relationship with non-domestic rates.
- Demonstrate a general broad understanding of the financing of local government.
- Identify the principal powers and duties of a local authority in respect of non-domestic rates.
- Discuss the principles of e-government and their application to non-domestic rates.
- Describe and explain customer care and customer contact policies in relation to non-domestic rates.
- Provide an overview of performance management including benchmarking and explain its impact upon non-domestic rates administration.
- Describe the different organisational and management approaches to the administration of non-domestic rates.
- Demonstrate a practical knowledge of debt enforcement.
- Demonstrate an understanding of the exercise of discretion.
- Demonstrate an understanding of the appeals process.
- Identify and describe the government returns required for non-domestic rates.
- Identify the audit requirements relating to non-domestic rates administration.
- Demonstrate an awareness of the impact of fraud relating to non-domestic rates administration.

### Content

#### *Structure*

The syllabus is structured as follows:

- Structure, functions and principles of financing and administration of local government.
- Different service delivery models.
- Relationships between local authorities, central and devolved government.
- Governance of local authorities and the scrutiny function.
- Separation of responsibilities between Officers and Members.
- Roles and responsibilities of Statutory Local Government Officers.
- The Judicial System and Judicial Review.

## ***Operational arrangements***

The syllabus covers the following areas of operational arrangements:

- The work processes relating to non-domestic rates administration.
- Financial controls and the management of financial transactions.
- Appeals process.
- Payment methods.
- Setting and delivery of policy initiatives such as publicity, take-up campaigns, corporate debt, collection, social inclusion, poverty, consultation, focus groups and customer panels.
- Grant, Statistical information and the completion of government returns.
- Audit (External and internal) and internal controls.
- Elements of good process design.
- Setting performance targets and the monitoring, reporting and benchmarking of performance.
- Information technology applications including the development of e-commerce.
- Communication and customer relationship management.

## ***General Administration***

The syllabus covers the following areas of general administration:

- The relationship with staff, other council departments and unions.
- Liaison with government agencies, stakeholders, enforcement agents and appeals bodies.
- Working with the Welfare Rights Service, the Citizen's Advice and other voluntary organisations.
- Presentation of management and committee reports.
- Control and organisation of workload.
- Distribution of duties.
- Acquisition of specialist stationery, equipment, services and systems.
- All relevant appeal proceedings and their administration.
- Local Government Ombudsman (including for Scotland and Wales).
- Data protection.
- Freedom of information.

## ***Fraud***

The syllabus covers the following areas relating to fraud:

- Initiatives to prevent, identify and tackle fraud in revenues e.g. participation in National Fraud Initiative (NFI), use of data, financial penalties, sanctions and prosecutions.
- Liaison with other bodies including police, government departments and any national fraud authority.

## Revenues and Local Taxation Administration

### Aim

To provide a knowledge and understanding of the following:

- Administration of the revenues functions for a local authority and the role of the revenues administrator.
- Relationship of revenues administration with the overall administration of a local authority.
- Various local taxes and other revenues available to the local authority and the significance of collection.
- Role of quality and monitoring systems, performance management and the relationship with external bodies.
- Fraud areas relating to revenues administration.

### Learning Outcomes

On completion of their studies students should be able to:

- Demonstrate an understanding of the overall range of functions of a local authority and their relationship with revenues.
- Demonstrate a general broad understanding of the financing of local government.
- Demonstrate an awareness of all sources of revenue in local government.
- Identify the principal powers and duties of a local authority in respect of local taxation.
- Discuss the principles of e-government and their application to revenues.
- Describe and explain customer care and customer contact policies in relation to revenues.
- Provide an overview of performance management including benchmarking and explain its impact upon revenues administration.
- Describe the different organisational and management approaches to revenues administration.
- Demonstrate a practical knowledge of debt enforcement.
- Demonstrate an understanding of the exercise of discretion.
- Demonstrate an understanding of the appeals process.
- Identify and describe the government returns required for revenues.
- Identify the audit requirements relating to revenues administration.
- Demonstrate an awareness of the impact of fraud relating to revenues administration.

### Content

#### *Structure*

The syllabus is structured as follows:

- Structure, functions and principles of financing and administration of local government.
- Different service delivery models.
- Relationships between local authorities, central and devolved government.
- Sources of income to local government.
- Governance of local authorities and the scrutiny function.
- Separation of responsibilities between Officers and Members.
- Roles and responsibilities of Statutory Local Government Officers.
- The Judicial System and Judicial Review.



## ***Operational Arrangements***

The syllabus covers the following areas of operational arrangements:

- The work processes relating to revenues administration.
- Financial controls and the management of financial transactions.
- Appeals processing.
- Payment methods.
- Setting and delivery of policy initiatives such as publicity, take-up campaigns, corporate debt collection, social inclusion, poverty, consultation, focus groups and customer panels.
- Statistical information and the completion of government returns.
- Audit (external and internal) and internal controls.
- Elements of good process design.
- Setting performance targets and the monitoring, reporting and benchmarking of performance.
- Information technology applications including the development of e-commerce.
- Communication and customer relationship management.

## ***General Administration***

The syllabus covers the following areas of general administration:

- The relationship with staff, other council departments and unions.
- Liaison with government agencies, stakeholders, enforcement agents and appeals bodies.
- Working with the Welfare Rights Service, the Citizen's Advice and other voluntary organisations.
- Presentation of management and committee reports.
- Control and organisation of workload.
- Distribution of duties.
- Acquisition of specialist stationery, equipment, services and systems.
- All relevant Court proceedings and their administration.
- Local Government Ombudsman (including for Scotland and Wales).
- Data protection.

## ***Fraud***

The syllabus covers the following areas relating to fraud:

- Initiatives to prevent, identify and tackle fraud in revenues e.g. participation in National Fraud Initiative (NFI), use of data, financial penalties, sanctions and prosecutions.
- Liaison with other bodies including police, government departments and any national fraud authority.

## Valuation Tribunal Administration and Administrative Justice

### Aim

#### *Valuation Tribunal for England*

To provide a knowledge and understanding of the following:

- The statutory duties, practice statements and tribunal business arrangements of the Valuation Tribunal for England.
- Its relationship with the Valuation Tribunal Service, other bodies and the legal framework in which it operates.

#### *Valuation Tribunal for Wales*

To provide a knowledge and understanding of the following:

- The statutory duties and responsibilities of the Valuation Tribunal for Wales, its administration and relationships with other bodies.
- The legal framework in which it operates.

### Learning Outcomes

On completion of their studies, students should be able to:

- Explain the relevant legislation relating to constitution and jurisdiction of the Valuation Tribunal and its application before, during and after the hearing.
- Discuss the general administrative functions relating to the Valuation Tribunal.
- Identify the principal roles of the President, Vice Presidents (England), Regional Representatives (Wales), Chairmen, Registrar Clerk, Clerks and Panel Members.
- Identify the major sources of law of the United Kingdom and understand natural justice.
- Outline the role of professional representatives appearing at hearings.
- Describe the routes for further appeal and explain the judicial and other controls on the Tribunals.

## Content

The syllabus is structured as follows:

- The legal framework for the establishment, jurisdiction, administration and procedures of the Valuation Tribunal to the extent that it affects its administration and practice.
- Practice Statements
- England: Tribunal Business Arrangements and the Valuation Tribunal Service.
- The Valuation Tribunal for England, Wales
- Constitution, membership, appointment of members and chairmen, terms of appointment, disqualifications, resignations, removal from office, powers and duties of President, Vice Presidents (England), Regional Representatives (Wales) and Chairmen.
- Hearings: Conduct, admission of press and public, the role of the expert witness, natural justice and human rights, publication of decisions.
- Jurisdiction as regards non-domestic rates: Alteration of rating lists, invalidity appeals, completion notices, certification appeals and penalty appeals.
- Jurisdiction relating to Council Tax: Alteration of valuation lists, invalidity appeals, completion notices, liability disputes and penalty appeals.
- Tribunal administration – listing appeals, selection of members and cases for hearing; application of the management and administration procedures and practices to the Valuation Tribunal.
- Review of tribunal decisions, further appeals, complaints and judicial review.
- Legislation: Acts of Parliament (primary legislation); method of passage through Parliament from First Reading to Royal Assent, repeal and amendment.
- Delegated (secondary) legislation; law making powers of the Executive; limits to such powers and basis for challenge in the courts.
- Common law: The principle of judicial precedent; major rules of statutory interpretation.
- Other legal personnel: Roles and functions of barristers and solicitors.
- Judicial and other controls: Control by Parliament over administrative activity; judicial review: Purpose, process and available orders; basis for challenge: Principles of natural justice, excess or unreasonable exercise of powers, failure to act.

## Welfare Benefits Administration

### Aim

To provide a knowledge and understanding of the following:

- Administration of the benefits functions for a local authority and the role of the benefits administrator.
- Relationship of benefits administration with the overall administration of a local authority.
- Role of quality and monitoring systems, performance management and the relationship with external bodies.
- Roll out of Universal Credit and other welfare reforms including the impact on Housing Benefit.
- Fraud areas relating to benefits administration.

### Learning Outcomes

On completion of their studies, students should be able to:

- Demonstrate an understanding of the overall range of functions of a local authority and their relationship with benefits.
- Demonstrate an awareness of the roll out of Universal Credit and the impact on Housing Benefit Administration, the local authority, other parties and the customer.
- Demonstrate a general broad understanding of the financing of local government.
- Identify the principal powers and duties of a local authority in respect of benefits administration.
- Discuss the principles of e-government and their application to benefits administration.
- Describe and explain customer care and customer contact policies in relation to benefits administration.
- Provide an overview of performance management including benchmarking and explain its impact upon benefits administration.
- Describe the different organisational and management approaches to benefits administration.
- Demonstrate an understanding of the exercise of discretion.
- Demonstrate an understanding of the appeals process.
- Identify and describe the government returns required for benefits.
- Identify the audit requirements relating to benefits administration.
- Demonstrate an awareness of the impact of fraud relating to local authority benefits administration.

### Content

#### *Structure*

The syllabus is structured as follows:

- Structure, functions and principles of financing and administration of local government.
- Different service delivery models.
- Relationships between local authorities, central and devolved government.
- Roll out of Universal Credit and the impact on Housing Benefit Administration.
- Governance of local authorities and the scrutiny function.
- Separation of roles and responsibilities between Officers and Members.
- Roles and responsibilities of Statutory Local Government Officers.
- The Judicial System and Judicial Review.

## ***Operational arrangements***

The syllabus covers the following areas of operational arrangements:

- The work processes relating to benefit administration, including the impact of the roll out of Universal Credit.
- Customer advice, signposting and Personal Budgeting Support (including for Universal Credit customers) and Assisted Digital Support.
- Financial controls and the management of financial transactions.
- Appeals processing.
- Methods of paying and recovering overpaid benefits.
- Policy initiatives such as publicity, take-up campaigns, corporate debt collection, social inclusion, poverty, consultation, focus groups and customer panels.
- Statistical information and the completion of government returns, Audit (external and internal) and internal controls.
- Elements of good process design.
- Setting performance targets and the monitoring, reporting and benchmarking of performance.
- Information technology applications including the development of e-commerce. Communication and customer relationship management.

## ***General Administration***

The syllabus covers the following areas of general administration:

- The relationship with staff, other council departments and unions.
- Liaison with government agencies, stakeholders, and appeals bodies.
- Working with the Welfare Rights Service, the third sector including the Citizen's Advice.
- Presentation of management and committee reports.
- Control and organisation of workload, including the impact of the roll out of Universal Credit.
- Distribution of duties.
- Acquisition of specialist stationery, equipment, services and systems.
- All relevant appeal proceedings and their administration.
- Local Government Ombudsman (including for Scotland and Wales).
- Data protection.
- Freedom of information.

## ***Fraud***

The syllabus covers the following areas relating to fraud:

- Initiatives to prevent, identify and tackle benefit fraud e.g. relationship with Single Fraud Investigation Service (SFIS); participation in National Fraud Initiative (NFI); use of data; civil penalties; sanctions and prosecutions.
- Liaison with other bodies including police, government departments and any national fraud authority.