



**DRAFT** PORTFOLIO HOLDER DECISION NOTICE

**PROPOSED INDIVIDUAL DECISION BY THE PORTFOLIO HOLDER FOR FINANCE AND EFFICIENCY**

**TOPIC – REVENUES DIVISION BUSINESS PLAN 2010/11 ONWARDS**

**PROCEDURAL INFORMATION**

The Access to Information Procedure Rules – Part 4, Section 22 of the Council's Constitution provides for a decision to be made by an individual member of Cabinet.

In accordance with the Procedure Rules, the Corporate Director (Governance), the Chief Executive and the Head of Finance are consulted together with Chairman and Vice Chairman of the Principal Scrutiny Committee and all Members of the relevant Scrutiny Panel (individual Ward Members are consulted separately where appropriate). In addition, all Members are notified.

Five or more of these consulted Members can require that the matter be referred to Cabinet for determination.

**If you wish to make representation on this proposed Decision please contact the relevant Portfolio Holder and the following Committee Administrator by 5.00pm on Wednesday 21 April May 2010.**

**Contact Officer:**

Gill Cranswick, Head of Revenues, Tel 01962 848 190,

Email: <mailto:gcranswick@winchester.gov.uk>

**Committee Administrator:**

Nancy Graham, Tel: 01962 848 155, Email: [ngraham@winchester.gov.uk](mailto:ngraham@winchester.gov.uk)

**SUMMARY**

Approval is sought to the detailed Business Plan for this Division. The Business Plan sets out the key actions that the Division will undertake over the coming five year period, with SMART (Specific, Measurable, Agreed, Resourced and Timed) targets (both through actions and performance indicators) by which progress will be measured and monitored. The Plan also gives additional information about the role of the Division, the resources allocated to it (in terms of both staff and budgets) and the key risks that are being addressed through its work.

Key actions to be undertaken in this Division are:

- To consider the options for shared service provision with Test Valley Borough Council
- To support the implementation of the new Financial System
- To support the implementation of the Electronic Document & Records Management System

The Head of Division is satisfied that the actions put forward in this Business Plan will work towards the Council's objectives, as set out in the Sustainable Community Strategy 2009-14 and Corporate Business Plan or otherwise ensure that the Council meets the statutory obligations put on it by central Government. Other than where indicated, these actions can be achieved within the resources available. Plans are in place, or will be developed, to ensure that targets shown for key performance indicators can be achieved in the timescales shown

### **PROPOSED DECISION**

That the Business Plan for the Revenues Division be approved as attached at Appendix A.

### **REASON FOR THE PROPOSED DECISION AND OTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

Business Plans form an important part of the Council's performance management process as they set out the key actions for the coming year. The Business Plan put forward for adoption sets out the actions that will best help the Council achieve the outcomes as set out in the Sustainable Community Strategy and meet its statutory obligations within the resources available to it.

The Resources Scrutiny Panel has been consulted on the Business Plan and raised the following issues:

None.

### **FURTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED FOLLOWING PUBLICATION OF THE DRAFT PORTFOLIO HOLDER DECISION NOTICE**

N/A

### **DECLARATION OF INTERESTS BY THE DECISION MAKER OR A MEMBER OR OFFICER CONSULTED**

None.

**DISPENSATION GRANTED BY THE STANDARDS COMMITTEE**

N/A

**Approved by: (signature)**

**Date of Decision**

**Councillor Frederick Allgood - Portfolio Holder for Finance and Efficiency**

# Revenues Business Plan 2010 – 2011

## 1. Brief Description of the Service and its Purpose

- Administering Housing and Council Tax Benefits
- Investigating fraudulent benefit claims
- Billing and recovery of Council Tax and Business Rates
- Providing payroll, car fleet management, cashiering, debt collection and supplier payment services

## 2. Links between Council strategic priorities and services

<b><i>Strategic priority</i></b>	<b><i>Departmental responsibility</i></b>
Economic Prosperity	Ensuring that Business Rates accounts are processed quickly and accurately and customers are supported with any payment difficulties that they are experiencing. Implementing the Council's discretionary rate relief policies. Supporting the City Centre Business Improvement District projects. Processing Housing and Council Tax Benefit claims quickly and accurately to support customers who need help in meeting their housing expenses.
High Quality Environment	Reducing the need for travel by facilitating home working, providing home visits to customers and by encouraging electronic methods of payment and service delivery.
Safe and Strong Communities	Supporting Local Offices and providing advice to benefits customers in the community. Visiting customers in their homes to help with benefits and Council Tax enquiries.
Efficient & Effective Council	Dealing promptly with enquiries about Council Tax bills and providing support for customers with payment difficulties. Providing a Cash Office service for customers who prefer to pay their rent and council tax in person.
Health & Wellbeing	Implementing the Council's discretionary relief policy for sports clubs and organisations that provide recreational facilities or education and training opportunities.
Inclusive Society	Encourage take up of benefits through Housing & Council Tax Benefit take up strategy - People with inadequate income are likely to experience a poorer quality of life and less opportunity than others.

### 3. Summary of Progress in 2009/10

#### Key Service Priorities

	<b>Why are we doing this?</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time / money will it take?</b>	<b>Who's accountable?</b>	<b>Progress Update</b>
1.	Efficient & Effective Council - Identify efficiencies and ensure their delivery	Consider the options for shared service provision with Test Valley Borough Council	01 Apr 09 – 31 Mar 11	Service improvement & efficiencies identified	Staff resources – to be quantified	Head of Revenues	Shared head of service in place. Some NNDR work being done for TVBC. Joint benefits investigation team in place from Jan 10.
2.	Economic Prosperity - Winchester District exploits its reputation as a cultural stronghold, using this as a means to stimulate a modern and creative approach to business	Recession support for local businesses (rate relief schemes)	01 Apr 09 – 31 Mar 10	Award of relief to local businesses facing hardship	Staff resources – to be quantified	Head of Revenues	Complete
3.	Efficient & Effective Council - Identify efficiencies and ensure their delivery	Retender for bailiff services	01 Apr 09 – 30 Apr 10	Successful retender	Staff resources – 40 days	Head of Revenues	In progress.

	<b>Why are we doing this?</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time / money will it take?</b>	<b>Who's accountable?</b>	<b>Progress Update</b>
4.	Efficient & Effective Council - Invest in information technology where it will improve our effectiveness	Payroll / HR System – introduce an electronic form for ad hoc worker timesheets	01 Apr 09 – 30 Apr 09	Successful implementation	Staff resources – 5 days	Exchequer Services Manager	Not complete - carried forward
5.	Efficient & Effective Council - Invest in information technology where it will improve our effectiveness	Payroll / HR System – introduce an electronic form for mileage reimbursement	01 Apr 09 – 30 Sep 09	Successful implementation	Staff resources – 10 days	Exchequer Services Manager	Not complete - carried forward
6.	Efficient & Effective Council - Identify efficiencies and ensure their delivery	Transfer of change of home notification for Council Tax customers to Customer Service Centre	01 May 09 – 31 Jul 09	Seamless transition & improved VFM	Staff resources – 20 days	Local Taxes Manager	Project on hold due to CSC resource capacity issues.
7.	Efficient & Effective Council - Invest in information technology where it will improve our effectiveness	Support the implementation of new Financial Systems including e-procurement	01 May 09 – 30 Jun 10	Successful implementation	Staff resources – to be quantified	Exchequer Services Manager	Project proceeding as expected

	<b>Why are we doing this?</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time / money will it take?</b>	<b>Who's accountable?</b>	<b>Progress Update</b>
8.	Efficient & Effective Council - Invest in information technology where it will improve our effectiveness	Support the implementation of a new cash receipting system	01 May 09 – 30 Jun 10	Successful implementation	Staff resources – to be quantified	Exchequer Services Manager	Complete
9.	Secure Customer Service Excellence accreditation	Achieve Customer Service Excellence accreditation	01 Jul 09 – 31 Dec 09	Improved customer service	Staff resources – 20 days	Benefits Manager	Complete
10.	Statutory duty	Implement National Non Domestic Rate Revaluation	01 Sep 09 – 31 Mar 10	Successful implementation	Staff resources - 20 days	Local Taxes Manager	Complete
11.	Statutory duty	Carry out Equality Impact Assessments for the Benefits Service	01 Oct 09 – 31 Mar 10	Completed on target	Staff resources – 10 days for initial assessment.	Benefits Manager	Complete

### Other Tasks and Proposed Developments and Improvements of the Service

	Why are we doing this?	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's accountable?	Progress update
1.	Efficient & Effective Council - Invest in information technology where it will improve our effectiveness	Support the implementation of Electronic Document & Records Management System for Payroll Services	01 Apr 09 – 30 Apr 09	Successful implementation	Staff resources – 5 days	Exchequer Services Manager	Complete
2.	Efficient & Effective Council - Invest in information technology where it will improve our effectiveness	Review all data transfers with Government Departments to enable these to be completed via GCSX	01 Apr 09 – 30 Sep 09	Successful implementation	Staff resources – 5 days	Systems Manager	Complete
3.	Efficient & Effective Council - Invest in information technology where it will improve our effectiveness	Implement new generic file transfer system for HB/CTB to enable the receipt of electronic claim forms from Job Centre Plus and Pension Service via GCSX	01 Apr 09 – 30 Sep 09	Successful implementation	Staff resources – 5 days	Systems Manager	Complete
4.	Statutory duty	Assess performance against Benefits Key Lines of Enquiry	01 Apr 09 – 31 Dec 09	Completed on target	Staff resources – 10 days	Benefits Manager	Complete



	<b>Why are we doing this?</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time / money will it take?</b>	<b>Who's accountable?</b>	<b>Progress update</b>
5.	Efficient & Effective Council - Invest in information technology where it will improve our effectiveness	Support iWorld server move from Warrington to Winchester	01 Apr 09 – 31 Jul 09	Server running efficiently with improved performance	Staff resources - 3 days	Systems Manager	Complete
6.	Efficient & Effective Council - Invest in information technology where it will improve our effectiveness	Support the implementation of electronic link from iWorld Northgate system to LLPG	01 May 09 – 30 Sep 09	Completed on target	Staff resources – to be quantified	Local Taxes Manager	Project still in progress. Delays in resolving certain technical issues with IM&T
7.	Efficient & Effective Council - Invest in information technology where it will improve our effectiveness	Support the upgrade of the iWorld server to Windows	01 May 09 – 31 Dec 09	Successful upgrade	Staff resources - 3 days	Systems Manager	Complete
8.	Efficient & Effective Council - Invest in information technology where it will improve our effectiveness	Upgrade to iWorld Version 6	01 Jun 09 – 30 Sep 09	Successful upgrade	Staff resources – 5 days	Systems Manager	Complete

	<b>Why are we doing this?</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time / money will it take?</b>	<b>Who's accountable?</b>	<b>Progress update</b>
9.	Efficient & Effective Council - Invest in information technology where it will improve our effectiveness	Upgrade to Anite Document Management System	01 Jul 09 – 30 Oct 09	Successful upgrade	Staff resources - 5 days	Systems Manager	Complete
10.	Statutory duty	Review and update the Business Continuity Policy	01 Jan 10 – 31 Mar 10	Policy fit for purpose	Staff resources - 3 days	Head of Revenues	Complete

4. **Service Priorities 2010/15**A) **Key Service Priorities**

Code	What will we do	Why are we doing this?	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Expected Outcome	Who's Accountable
REV/EXC/007A	Support the implementation of new Financial Systems including e-procurement	Efficient and Effective Council	01 May 2009	Part of corporate project		30 Sep 2010	Completed on target	David Howarth
REV/REV/012A	Implementation of Employee Authentication Service (EAS)	Efficient and Effective Council	01 Mar 2010	Waiting for clarification from DWP		30 Sep 2010	Successful implementation	Jane Petty
REV/REV/001B	Consider the options for shared service provision with TVBC	<b>Corporate Outcome</b> – Developing partnerships to deliver	01 Apr 2010	Managers workshop	07 Apr 2010	31 Mar 2011	Service improvement and efficiencies identified	Gill Cranswick
				Managers workshop	13 Apr 2010			
				Directors review meeting	25 May 2010			
				Draft report on way forward	28 May 2010			
REV/REV/020	Re-tender of bailiff services	Efficient and Effective Council	01 Apr 2010	Completion of framework	01 May 2010	31 Jul 2010	Successful re-tender	Terri Horner
				Mini tender process if required	02 Aug 2010			
				Contract award	31 Oct 2010			
REV/REV/021	Support the implementation of Electronic Document & Records Management System for Creditors & Debtors Services	<b>Corporate Outcome</b> – Being more efficient	01 May 2010	Part of corporate project		30 Sep 2010	Successful implementation	David Howarth

Code	What will we do	Why are we doing this?	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Expected Outcome	Who's Accountable
REV/REV/023	Support the implementation of Electronic Document & Records Management System in Revenues	Efficient and Effective Council	01 May 2010	Part of corporate project		30 Sept 2010	Successful implementation	Jane Petty
CSC/PROG/001	Customer Service Excellence Standard accreditation project	<b>Corporate Outcome</b> – Building in Customer Excellence	01 Apr 2010	Part of corporate project		31 Mar 2011	Successful reaccreditation	Jane Petty
REV/EXC/005A	Payroll/HR system - introduce an electronic form for ad hoc worker timesheets	<b>Corporate Outcome</b> – Being more efficient	01 Apr 2011			30 Apr 2011	Successful implementation	David Howarth
REV/EXC/006A	Payroll/HR system - introduce an electronic form for mileage reimbursement	<b>Corporate Outcome</b> – Being more efficient	01 Apr 2011			30 Apr 2011	Successful implementation	David Howarth
REV/TAX/004A (CSC/CSC/002)	Transfer of Change of Home notification for Council Tax payers to Customer Service Centre	<b>Corporate Outcome</b> – Building in Customer Excellence	01 Oct 2008			31 Mar 2012	Seamless transition and improved VFM	Terri Horner

## B) Other Service Priorities

Code	What will we do	Why are we doing this?	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Expected Outcome	Who's Accountable
REV/TAX/006B	Support the implementation of electronic link from iWorld Northgate system to LLPG	Efficient and Effective Council	01 Jul 2008	Project in progress. Delays in resolving certain technical issues with IM&T		30 Sep 2010	Completed on target	Terri Horner
REV/EXC/012B	Upgrade to Payroll module on Selima system	Efficient and Effective Council	01 Apr 2010	Way forward with project being considered		31 Mar 2011	Successful upgrade	David Howarth
REV/EXC/014A	Update pay statements to include information about the hours on which pay is calculated on Selima	Efficient and Effective Council	01 Apr 2010			30 Apr 2010	Successful upgrade	David Howarth
REV/SYS/015A	Consider the transition to paperless Direct Debit for Revenues	<b>Corporate Outcome</b> – Being more efficient	01 May 2010			30 Sep 2010	Successful implementation	Debbie Cutler
REV/TAX/012A	Re-tender for annual billing Contract	Efficient and Effective Council	01 May 2010			30 Nov 2010	Successful re-tender	Terri Horner
REV/TAX/013A	Customer Satisfaction survey to be sent out with Council Tax bills	<b>Corporate Outcome</b> – Building in Customer Excellence Engaging with our communities	01 Oct 2010			31 Dec 2010	Completed on target	Terri Horner
REV/REV/011B	Implementation of Business Rate Supplement	Efficient and Effective Council	01 Apr 2011			31 Mar 2013	Successful implementation if HCC choose to proceed	Terri Horner
REV/TAX/014A	Customer Satisfaction survey to be sent out with Business Rate bills	<b>Corporate Outcome</b> – Building in Customer Excellence Engaging with our communities	01 Mar 2012			30 Jun 2012	Completed on target	Terri Horner

Code	What will we do	Why are we doing this?	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Expected Outcome	Who's Accountable
REV/BEN/013A	Customer satisfaction questionnaire to be sent to a sample of benefits customers	<b>Corporate Outcome</b> – Building in Customer Excellence Engaging with our communities	01 Aug 2012			31 Mar 2013	Completed on target	Jane Petty

5. **Resource Implications**

A) **Financial**

**Divisional Summary**

<i>Subjective Analysis</i>		<i>Actual 08-09</i>	<i>Original 09-10</i>	<i>Revised 09-10</i>	<i>Budget 10-11</i>
Expenditure	Employees	1,553,944	1,734,271	1,712,999	1,743,691
	Premises	1,580	0	0	40
	Transport	51,279	45,984	55,463	57,052
	Supplies & Services	255,295	188,524	185,524	175,647
	Third party payments	12,810	0	0	0
	Transfer Payments	22,971,367	25,009,100	27,023,840	29,350,757
	Depreciation & Impairment Losses	6,556	5,454	2,964	1,252
	<b>Expenditure Total</b>	<b>24,852,831</b>	<b>26,983,333</b>	<b>28,980,790</b>	<b>31,328,438</b>
Income	Income	(24,192,909)	(25,725,600)	(27,838,198)	(30,201,556)
	Income (Internal)				
	<b>Income Total</b>	<b>(24,192,909)</b>	<b>(25,725,600)</b>	<b>(27,838,198)</b>	<b>(30,201,556)</b>
Support Services	Support Services	485,109	496,667	457,532	457,532
<b>Revenues Total</b>		<b>1,145,031</b>	<b>1,754,400</b>	<b>1,600,124</b>	<b>1,584,414</b>

**Budget Book Line Summary**

<i>Budget Book Line</i>	<i>Actual 08-09</i>	<i>Original 09-10</i>	<i>Revised 09-10</i>	<i>Budget 10-11</i>
Exchequer Services	(0)	2	6	(1,768)
Revenues Administration	0	0	0	642
Council Tax	697,691	791,173	668,651	656,189
Council Tax Benefit Administration	356,022	420,022	469,404	465,631
Council Tax Benefits Paid	(137,692)	10,860	48,559	(34,316)
Housing Benefit Administration	301,798	339,896	317,851	301,075
Housing Benefit Paid	(122,881)	64,867	(6,230)	82,139
HRA Rent Rebates	31,543	81,860	30,705	42,767
BID Collection	7,218	(2,634)	(4,971)	(4,971)
NNDR Administration (Net)	11,332	48,354	76,149	77,027
<b>Revenues Total</b>	<b>1,145,031</b>	<b>1,754,400</b>	<b>1,600,124</b>	<b>1,584,414</b>

**B) Workforce**

KEY EXTERNAL DRIVERS	KEY INTERNAL DRIVERS
Efficiencies Government requirements (e.g. corporate assessments, changes in regulations) Partnerships	Corporate initiatives & projects (health and safety; equality and diversity; risk) Performance indicators Sickness and absence, including maternity
WORKFORCE IMPLICATIONS	
<p><b>Efficiencies</b> Continued focus on and drive for efficiencies</p> <p><b>Government Requirements</b> Current structures in place to respond</p> <p><b>Partnerships</b> Discussions with others as opportunities arise</p> <p><b>Corporate Initiatives</b> Limited number of staff available; more central support required</p> <p><b>Performance Indicators</b> Ensuring targets are met</p> <p><b>Sickness and absence</b> High levels in some areas impacting upon performance and other staff</p>	



**6. Key Performance Indicators**

Code	Description	Managed By	How frequently is data gathered	2008/09	2009/10		2010/11	2011/12
				Actual	Estimate	Target	Target	Target
LPI0541	% of Council Tax collected	Terri Horner	Monthly	98.56%	98.4%	98.65%	98.41%	98.42%
LPI0542	% of Non-domestic Rates Collected	Terri Horner	Monthly	99.29%	98.5%	99.35%	98.60%	98.7%
LPI0684	Creditors - % of Invoices paid on time (15 days)	David Howarth	Monthly	New indicator	65.00%	75%	75%	75%
NI 180	The number of changes of circumstances which affect customers' HB/CTB entitlement within the year.	Jane Petty	Monthly	1487.1	2500.00	1000.00	*1964.00	*2000.00
NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (days)	Jane Petty	Monthly	8.94	8.00	9.25	7.5	7.00

\* Targets are lower than estimate for 2009/10 as this figure includes changes from the rent restructuring exercise undertaken by the Housing Department.

**7. Key elements of risk management**

No risks identified with a major or catastrophic impact and a likelihood of occurrence of probable or certain.