



**DRAFT PORTFOLIO HOLDER DECISION NOTICE**

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

**TOPIC – REVENUES DIVISION BUSINESS PLAN 2009/10 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 10am on 31 March 2009**

**Contact Officer:**

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

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

**Committee Administrator:**

Ellie Hogston, Tel: 01962 848 155, Email: [ehogston@winchester.gov.uk](mailto:ehogston@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 provide recession support for local businesses (rate relief schemes)
- To retender for bailiff services
- Transfer of change of home notification for Council Tax customers to Customer Service Centre
- Support the implementation of new Financial Systems including e-procurement

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 2009 – 2010

## 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, cashing, 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 that 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. Implementing the Council's discretionary relief policy for sports clubs and organisations that provide recreational facilities or education and training opportunities.
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.

**3. Summary of Progress in 2008/09****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	Consider the options for shared service provision with Test Valley Borough Council	2008/09	Service improvement & efficiencies identified	Staff resources	Head of Revenues	Shared head of service in place. Some NNDR work being done for TVBC.
2.	Efficient & Effective Council	Consider the options for joint working with Hampshire Authorities (HIOW Improvement Group)	2008/09	Service improvement & efficiencies identified	Staff resources – 20 days	Head of Revenues	Full participation in HIOW Project.
3.	Legislative requirement	Implementation of Local Housing Allowance for Benefits Service	Q1 2008/09	Completed on target	Staff resources	Benefits Manager	Complete
4.	Safe and Strong Communities	Support the development of on Older People's Wellbeing Action Plan for the District	March 2009	Completed on target	Staff resources – 5 days	Benefits Manager	No support requested
5.	Safe and Strong Communities	Support the set up and launch of three Local Access Points with WCC and Partner staffing	March 2009	Successful implementation	Staff resources – 10 days	Benefits Manager	Complete
6.	Efficient & Effective Council	Implement solution for mobile working for the Benefits Service	Q1- Q3 2008/09	Successful implementation	Staff resources – 40 days	Benefits Manager	Investigated but no efficiencies identified therefore not implemented

	<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>
7.	Efficient & Effective Council	Transfer of telephone payments for Council Tax to Customer Service Centre	Q2 2008/09	Seamless transition & improved VFM	Staff resources – 2 days	Local Taxes Manager	Complete
8.	Efficient & Effective Council	Transfer of change of home notification for Council Tax customers to Customer Service Centre	Q3 & Q4 2008/09	Seamless transition & improved VFM	Staff resources – 20 days	Local Taxes Manager	Project has commenced but will not go live until CRM system upgrade Q1 2009/10
9.	Efficient & Effective Council	Support the implementation of electronic link from iWorld Northgate system to LLPG	Q2 2008/09	Completed on target	Staff resources – to be quantified	Local Taxes Manager	GIS manager progressing
10.	Efficient & Effective Council	Payroll / HR System – introduce an electronic form for mileage reimbursement	2008/09	Successful implementation	Staff resources – 15 days	Exchequer Services Manager	No progress
11.	Efficient & Effective Council	Support the review and procurement of new Financial Systems including e-procurement	2008/09	Completed on target	Staff resources – 5 days for review.	Exchequer Services Manager	No support requested
12.	Efficient & Effective Council	Support the implementation of Electronic Document & Records Management System for Payroll Services	Q2 & Q3 2008/09	Completed on target	Staff resources - 30 days plus training	Exchequer Services Manager	Project commenced. Revised completion date April 2009.

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

	<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	Support the retender of IMT contract	2008/09	Successful retender	Staff resources 5 days	Head of Revenues	No support requested
2.	Efficient & Effective Council	Improve performance targets to measure VFM	2008/09	Completed on target	Staff resources 5 days	Head of Revenues	Performance targets reviewed – no changes made
3.	Support to corporate project	Contribute to liP Reassessment	2008/09	Successful reassessment	Staff resources 20 days	Head of Revenues	Complete
4.	Efficient & Effective Council	Review and update the Business Continuity Policy	2008/09	Policy fit for purpose	Staff resources 3 days	Head of Revenues	To be updated when work on other elements of Plan are complete
5.	Support to corporate project	Contribute to the work of the Corporate Equalities Group	2008/09	Group objectives achieved	Staff resources 16 days	Benefits Manager	Complete
6.	Efficient & Effective Council	Upgrade to Payroll module on Selima system	2008/09	Successful upgrade	Staff resources 5 days	Exchequer Services Manager	Not required to date – dependant on software provider
7.	Support to corporate project	Contribute to the work of the Peoples Issues Group	2008/09	Group objectives achieved	Staff resources 10 days	Local Taxes Manager	Complete
8.	Legislative requirement	Contribute to the update of the Publication Scheme (FOI)	2008/09	Completed on target	Staff resources 5 days	Systems Manager	No contribution requested
9.	Efficient & Effective Council	Support the upgrade to the iWorld server	Q1&2 2008/09	Completed on target	Staff resources 10 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>
10.	Support to corporate project	Support the development and maintenance of the Performance Management System	2008/09	Project objectives achieved	Staff resources 15 days	Systems Manager	No support requested



**4. Service Priorities 2009/14****A) Key Service Priorities**

	Why are we doing this?	What will we do?	When will we do it?		Expected outcome?	How much time / money will it take?	Who's accountable?
			Planned start date	Due date			
1.	Efficient & Effective Council - Identify efficiencies and ensure their delivery	Consider the options for shared service provision with Test Valley Borough Council	1 Apr 2009	31 Mar 2011	Service improvement & efficiencies identified	Staff resources – to be quantified	Head of Revenues
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)	1 Apr 2009	to Mar 2010	Award of relief to local businesses facing hardship	Staff resources – to be quantified	Head of Revenues
3.	Efficient & Effective Council - Identify efficiencies and ensure their delivery	Retender for bailiff services	1 Apr 2009	30 Apr 2010	Successful retender	Staff resources – 40 days	Head of Revenues
4.	Efficient & Effective Council - Identify efficiencies and ensure their delivery	Transfer of change of home notification for Council Tax customers to Customer Service Centre	1 May 2009	31 Jul 2009	Seamless transition & improved VFM	Staff resources – 20 days	Local Taxes Manager
5.	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	1 Apr 2009	30 Apr 2009	Successful implementation	Staff resources – 5 days	Exchequer Services Manager

	Why are we doing this?	What will we do?	When will we do it?		Expected outcome?	How much time / money will it take?	Who's accountable?
			Planned start date	Due date			
6.	Efficient & Effective Council - Invest in information technology where it will improve our effectiveness	Payroll / HR System – introduce an electronic form for mileage reimbursement	1 Apr 2009	30 Sep 2009	Successful implementation	Staff resources – 10 days	Exchequer Services Manager
7.	Efficient & Effective Council - Invest in information technology where it will improve our effectiveness	Support the implementation of new Financial Systems including e-procurement	1 May 2009	30 Jun 2010	Successful implementation	Staff resources – to be quantified	Exchequer Services Manager
8.	Efficient & Effective Council - Invest in information technology where it will improve our effectiveness	Support the implementation of a new cash receipting system	1 May 2009	30 Jun 2010	Successful implementation	Staff resources – to be quantified	Exchequer Services Manager
9.	Secure Customer Service Excellence accreditation	Achieve Customer Service Excellence accreditation	1 Jul 2009	31 Dec 2009	Improved customer service	Staff resources – 20 days	Benefits Manager
10.	Statutory duty	Carry out Equality Impact Assessments for the Benefits Service	1 Oct 2009	31 Mar 2010	Completed on target	Staff resources – 10 days for initial assessment.	Benefits Manager
11.	Statutory duty	Implement National Non Domestic Rate Revaluation	1 Sep 2009	31 Mar 2010	Successful implementation	Staff resources - 20 days	Local Taxes Manager
12.	Statutory duty	Benefits take up campaign	1 Apr 2010	31 Mar 2011	Increased benefit take up	Staff resources – 20 days	Benefits Manager

	Why are we doing this?	What will we do?	When will we do it?		Expected outcome?	How much time / money will it take?	Who's accountable?
			Planned start date	Due date			
13.	Efficient & Effective Council - Invest in information technology where it will improve our effectiveness	Support the implementation of Electronic Document & Records Management System for Creditors & Debtors Services	1 Apr 2010	31 July 2010	Successful implementation	Staff resources - 30 days plus training	Exchequer Services Manager
14.	Efficient & Effective Council - Invest in information technology where it will improve our effectiveness	Support the implementation of Electronic Document & Records Management System in Revenues	1 May 2010	30 Sep 2010	Successful implementation	Staff resources - 60 days plus training	Systems Manager

**B) Other Service Priorities**

	Why are we doing this?	What will we do?	When will we do it?		Expected outcome?	How much time / money will it take?	Who's accountable?
			Planned start date	Due date			
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	1Apr 2009	30 Apr 2009	Successful implementation	Staff resources – 5 days	Exchequer Services Manager
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	1 Apr 2009	30 Sep 2009	Successful implementation	Staff resources – 5 days	Systems Manager
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	1 Apr 2009	30 Sep 2009	Successful implementation	Staff resources – 5 days	Systems Manager
4.	Statutory duty	Assess performance against Benefits Key Lines of Enquiry	1 Apr 2009	31 Dec 2009	Completed on target	Staff resources – 10 days	Benefits Manager

	Why are we doing this?	What will we do?	When will we do it?		Expected outcome?	How much time / money will it take?	Who's accountable?
			Planned start date	Due date			
5.	Efficient & Effective Council - Invest in information technology where it will improve our effectiveness	Support iWorld server move from Warrington to Winchester	1 Apr 2009	31 Jul 2009	Server running efficiently with improved performance	Staff resources - 3 days	Systems Manager
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	1 May 2009	30 Sep 2009	Completed on target	Staff resources – to be quantified	Local Taxes Manager
7.	Efficient & Effective Council - Invest in information technology where it will improve our effectiveness	Upgrade to iWorld Version 6	1 June 2009	30 Sep 2009	Successful upgrade	Staff resources – 5 days	Systems Manager
8.	Efficient & Effective Council - Invest in information technology where it will improve our effectiveness	Upgrade to Anite Document Management System	1 Jul 2009	30 Oct 2009	Successful upgrade	Staff resources - 5 days	Systems Manager

	Why are we doing this?	What will we do?	When will we do it?		Expected outcome?	How much time / money will it take?	Who's accountable?
			Planned start date	Due date			
9.	Efficient & Effective Council - Invest in information technology where it will improve our effectiveness	Support the upgrade of the iWorld server to Windows	1 May 2009	31 Dec 2009	Successful upgrade	Staff resources - 3 days	Systems Manager
10.	Statutory duty	Review and update the Business Continuity Policy	1 Jan 2010 annually	31 Mar 2010 annually	Policy fit for purpose	Staff resources - 3 days	Head of Revenues
11.	Statutory duty	Business Rate Supplement - implications if implemented from 2010	tba	tba	Successful implementation	Staff resources	Local Taxes Manager
12.	Efficient & Effective Council - Invest in information technology where it will improve our effectiveness	Upgrade to Payroll module on Selima system (dependent on software provider)	tba	tba	Successful upgrade	Staff resources - to be quantified	Exchequer Services Manager

**5. Resource Implications****A) Financial**

<b>Revenues Services Budgets</b>			<b>Revised 2008/09</b>	<b>Budget 2009/10</b>	<b>FTE</b>
Exchequer Services	Net Exp.	a - Expenditure b - Income	264,902 -4,000	279,522 -4,000	
	Net Exp. Total		260,902	275,522	
	c - Overheads		-266,009	-280,627	
<b>Exchequer Services Total</b>			<b>-5,107</b>	<b>-5,105</b>	<b>7.97</b>
Revenues Administration	Net Exp.	a - Expenditure b - Income	80,872 -40,000	81,192 -40,000	
	Net Exp. Total		40,872	41,192	
	c - Overheads		-40,874	807	
<b>Revenues Administration Total</b>			<b>-2</b>	<b>41,999</b>	<b>7.39</b>
Council Tax Administration	Net Exp.	a - Expenditure b - Income	537,598 -135,000	573,448 -141,750	
	Net Exp. Total		402,598	431,698	
	c - Overheads		340,340	350,530	
<b>Council Tax Administration Total</b>			<b>742,938</b>	<b>782,228</b>	<b>16.59</b>
Council Tax Benefit Administration	Net Exp.	a - Expenditure b - Income	405,155 -280,560	446,186 -280,560	
	Net Exp. Total		124,595	165,626	
	c - Overheads		255,199	270,465	
<b>Council Tax Benefit Administration Total</b>			<b>379,794</b>	<b>436,091</b>	<b>19.73</b>
Council Tax Benefits Paid	Net Exp.	a - Expenditure b - Income	4,432,360 -4,422,410	4,831,270 -4,820,410	
	Net Exp. Total		9,950	10,860	
<b>Council Tax Benefits Paid Total</b>			<b>9,950</b>	<b>10,860</b>	
Housing Benefit Administration	Net Exp.	a - Expenditure b - Income	466,663 -293,600	499,422 -244,820	<b>Included in CTB Administration above</b>
	Net Exp. Total		173,063	254,602	
	c - Overheads		120,505	116,227	
<b>Housing Benefit Administration Total</b>			<b>293,568</b>	<b>370,829</b>	
Housing Benefit Paid	Net Exp.	a - Expenditure b - Income	9,151,860 -9,091,930	10,152,120 -10,089,340	
	Net Exp. Total		59,930	62,780	
	c - Overheads		2,102	2,067	
<b>Housing Benefit Paid Total</b>			<b>62,032</b>	<b>64,847</b>	
HRA Rent Rebates	Net Exp.	a - Expenditure b - Income	9,207,600 -9,131,810	9,944,210 -9,862,350	
	Net Exp. Total		75,790	81,860	
<b>HRA Rent Rebates Total</b>			<b>75,790</b>	<b>81,860</b>	
BID Collection	Net Exp.	a - Expenditure b - Income	3,815 -20,770	3,815 -20,770	
	Net Exp. Total		-16,955	-16,955	
	c - Overheads		14,105	14,449	
<b>BID Collection Total</b>			<b>-2,850</b>	<b>-2,506</b>	
NNDR Administration	Net Exp.	a - Expenditure b - Income	195,064 -191,250	206,198 -191,600	<b>Included in Council Tax Administration above</b>
	Net Exp. Total		3,814	14,598	
	c - Overheads		34,498	33,188	

<b>NNDR Administration (Net) Total</b>	<b>38,312</b>	<b>47,786</b>
	<b>1,594,425</b>	<b>1,828,889</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**

Ref. No.	What does this show?	Who reports this?	Achieved 2006/07	Achieved 2007/08	Estimate 2008/09	Target 2009/10	Target 2010/11	Target 2013/14
* NI180	Changes in HB / CTB entitlements within the year	Head of Revenues			925	1000	1050	1200
* NI181	Time taken to process HB / CTB new claims and change events	Head of Revenues			9.5	9.25	9.00	9.00
BV8	% Invoices paid on time (within 30 days)	Head of Revenues	94.93%	94.35%	93.7%	94%	94.5%	98%
**	% Invoices paid on time (within 15 days)	Head of Revenues			69%	75%	75%	75%
BV9	% Council Tax collected in the year	Head of Revenues	98.5%	98.57%	98.6%	98.65%	98.7%	98.75%
BV10	% Business Rates collected in the year	Head of Revenues	99.17%	99.27%	99.3%	99.35%	99.4%	99.45%

\* These were new performance indicators for 2008/09 so targets are based on data for this year only.

\*\* Part of the Council's package of recession support to local businesses.

**7. Proposals for Consultation**

<b>What Research or consultation do we intend to carry out</b>	<b>How will we be doing it?</b>	<b>When will we be doing it?</b>	<b>How will we use the results?</b>
Customer satisfaction with the Business Rates Service	Questionnaire included with daily bills	April 2009	Compare to previous consultation exercises and identify areas for improvement.
Customer satisfaction with the Benefits Service	Questionnaire	Q2 & 3 2009	Compare to previous consultation exercises and identify areas for improvement.
Customer satisfaction with the Council Tax Service	Questionnaire included with bills	Q3 2010	Compare to previous consultation exercises and identify areas for improvement.

**8. Key elements of risk management**

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