



## **DRAFT PORTFOLIO HOLDER DECISION NOTICE**

### **PROPOSED INDIVIDUAL DECISION BY THE PORTFOLIO HOLDER FOR FINANCE & RESOURCES**

#### **TOPIC – REVENUES BUSINESS PLAN**

#### **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 City Secretary and Solicitor, the Chief Executive and the Director 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 Monday 26 March 2007.**

#### **Contact Officers:**

**Case Officer:** Gill Cranswick, Tel: 01962 848 190, Email: [gcranswick@winchester.gov.uk](mailto:gcranswick@winchester.gov.uk)

#### **Committee Administrator:**

Frances Maloney, Tel: 01962 848 155, Email: [fmaloney@winchester.gov.uk](mailto:fmaloney@winchester.gov.uk)

#### **SUMMARY**

Approval is sought to the detailed Business Plan for this Division. The Business Plan sets out the key tasks that the Division will undertake over the coming five years, 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:

- Considering the options for shared service provision
- Implementing the outcomes of Local Taxes Business Process Review
- Implementing a solution for mobile working
- Supporting the City centre & Segensworth Business Improvement District projects
- Developing electronic forms for use within the Payroll / HR System
- Preparation for the introduction of Local Housing Allowance for Benefits Service

The Head of Division is satisfied that the actions put forward in this Business Plan will work towards the Council's corporate objectives, as set out in the Corporate Strategy 2007-12 or otherwise ensure that the Council meets the statutory obligations place 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 timescale shown.

### **PROPOSED DECISION**

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

### **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 its corporate objectives and meet its statutory obligations within the resources available to it, as far as can be seen in the light of current circumstances. While alternative approaches would be possible in many parts of the Plan, the actions being recommended are believed to give best value to the authority.

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

The Resources Scrutiny Panel will be consulted on this Business Plan on 20 March 2007.

### **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 & Resources**

# Revenues Business Plan 2007 – 2012

## 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 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. Implementing aspects of the work travel plan, most notably in connection with the Council's car fleet and car schemes.
Safe and Strong Communities	Providing joint housing and benefits surgeries once a month in four remote areas (Wickham, Denmead, Bishops Waltham and Alresford) for benefits customers Visiting customers in their homes to help with benefits and Council Tax enquiries. Supporting the Social Inclusion Strategy. 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 2006/07

#### Key Service Priorities

	Corporate Priority	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	Strategic Risk	Support the production of the Council's Business Continuity Plan	Jun 2006	Completed on target	Resources identified in project plan	Head of Revenues	BCP complete.  Disaster Recovery Plans for IMT & Telecommunications being developed.
2	Efficiency programme	Project to replace Payroll / HR System	Aug 2006	As defined in project	Resources identified in project plan	Head of Revenues	Basic system implementation complete. Email form for overtime being developed – target date 31 March. Further forms will be developed during 2007/08.
3	Efficiency programme / Customer Service	Inclusion of Revenues services in CSC	2006/07	As defined in project	Resources identified in project plan	Head of Revenues	BPR work started in Local Taxes in September.
4	Efficiency programme	Implement solution for mobile working in Revenues	Sep 2006	As defined in project	Resources identified in project plan	Head of Revenues	Underway - Benefits Manager involved in proof of concept project as part of the Flexible Working Project.
5	Homes & Jobs	Support the City centre BID project	Mar 2007	Completed on target	Resources identified in project plan	Head of Revenues	Project progressing. Local Taxes Section has provided property information to BID Project Manager.

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

	Corporate Priority	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	Efficiency programme	Support review of car scheme	Sep 2006	As defined in project	Resources identified in project plan	Head of Revenues	Complete
2	Safer and more inclusive communities	Extend joint surgeries with Benefits / Housing	Sep 2006	Completed on target	5 days Benefits Manager 1 day per month Visiting Officer	Benefits Manager	Complete

### 4. Service Priorities 2007/12

#### A) Key Service Priorities

	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?
1.	Efficient & Effective Council	Consider the options for shared service provision (HIOWA Project)	2007/08	Significant efficiencies identified	Staff resources - 20 days	Head of Revenues
2.	Efficient & Effective Council	Implement outcomes of Local Taxes BPR	Q1 & 2 2007/08	Efficiencies identified	Staff resources - 20 days	Local Taxes Manager
3.	Efficient & Effective Council	Implement solution for mobile working in Revenues	2007/08	Successful implementation	Staff resources - 40 days	Benefits Manager

	<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>
4.	Economic Prosperity	Support the City centre & Segensworth Business Improvement District projects	Q3 & 4 2007/08	Completed on target	Staff resources – 30 days preparation. Remainder unknown until final nature of BIDs determined.	Local Taxes Manager
5.	Legislative requirement	Carry out Equality Impact Assessments – Stage 1	2007/08	Completed on target	Staff resources – 10 days for initial assessment.	Head of Revenues
6.	Efficient & Effective Council	Payroll / HR System – electronic forms	Q2 2007/08	Successful implementation	Staff resources - 30 days	Exchequer Services Manager
7.	Legislative requirement	Preparation for the introduction of Local Housing Allowance for Benefits Service	Q3 2007/08	Completed on target	Some Gov't funding will be available. Staff resources – 40 days.	Benefits Manager
8.	Efficient & Effective Council	Review and procure new Financial systems including e-procurement	2007/08 to 2008/09	Completed on target	Staff resources – 30 days for review. Additional resources required for implementation.	Exchequer Services Manager
9.	Efficient & Effective Council	Implement Electronic Document & Records Management System for Payroll Services	Q2 & 3 2008/09	Completed on target	Staff resources - 30 days plus training	Exchequer Services Manager
10.	Efficient & Effective Council	Inclusion of Taxes Service in Customer Service Centre	2008/09	Seamless transition & improved VFM	Staff resources - 40 days	Local Taxes Manager
11.	Legislative requirement	Implementation of Local Housing Allowance for Benefits Service	Q1 2008/09	Completed on target	Staff resources – to be quantified	Benefits Manager
12.	Efficient & Effective Council	Implement electronic link from iWorld Northgate system to LLPG	2008/10	Completed on target	Staff resources – to be quantified	Local Taxes Manager

	<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>
13.	Efficient & Effective Council	Implement Electronic Document & Records Management System for Creditors & Debtors Services	Q2 & 3 2009/10	Completed on target	Staff resources - 30 days plus training	Exchequer Services Manager
14.	Efficient & Effective Council	Account balance information & E billing for local taxes customers	2009/10	Completed on target	Staff resources – to be quantified	Local Taxes Manager
15.	Efficient & Effective Council	Implement Electronic Document & Records Management System in Revenues	Q2 2009/10	Completed on target	Staff resources - 60 days plus training	Head of Revenues
16.	Efficient & Effective Council	Inclusion of Benefits Service in Customer Service Centre	2009/10	Seamless transition & improved VFM	Staff resources 40 days	Benefits Manager
17.	Legislative requirement	National Non Domestic Rate Revaluation	2009/11	Completed on target	Staff resources 20 days	Local Taxes Manager
18.	Efficient & Effective Council	Inclusion of Exchequer Services in Customer Service Centre	2010/11	Seamless transition & improved VFM	Staff resources 40 days	Exchequer Services Manager

#### **B) Other 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>
1.	Efficient & Effective Council	Upgrade to Payroll module on Selima system	2007/08	Successful upgrade	Staff resources	Exchequer Services Manager

	<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>
2.	Support to corporate project	Contribute to liP Reassessment	2007/08	Successful reassessment	Staff resources 20 days	Head of Revenues
3.	Support to corporate project	Support the development and maintenance of the Performance Management System	2007/08	Project objectives achieved	Staff resources 15 days	Systems Manager
4.	Support to corporate project	Contribute to the work of the Peoples Issues Group	2007/08	Group objectives achieved	Staff resources 10 days	Local Taxes Manager
5.	Support to corporate project	Contribute to the work of the Corporate Equalities Group	2007/08	Group objectives achieved	Staff resources 16 days	Benefits Manager
6.	Efficient & Effective Council	Review and update Efficiency Strategy	2007/08	Strategy fit for purpose	Staff resources 3 days	Head of Revenues
7.	Efficient & Effective Council	Review and update the Business Continuity Policy	2007/08	Policy fit for purpose	Staff resources 3 days	Head of Revenues
8.	Efficient & Effective Council	CIPFA benchmarking for Debtors Service	2007/08	Completed on target	Staff resources 20 days	Exchequer Services Manager
9.	Efficient & Effective Council	Improve performance targets to measure VFM	2007/08	Completed on target	Staff resources 3 days	Head of Revenues
10.	Efficient & Effective Council	Change monthly financial monitoring / reconciliation process in line with Financial Services review of current processes	2007/08	Completed on target	Staff resources 5 days	Head of Revenues
11.	Efficient & Effective Council	BPR for Benefits Service (if IMT resources available)	2008/09	Efficiencies identified	Staff resources 15 days	Benefits Manager
12.	Safe and Strong Communities	Benefits take up campaign	2008/09	Increased benefit take up	Staff resources – 30 days + £8,000	Benefits Manager

	<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>
13.	Efficient & Effective Council	Extend the use of home working	2008/09	Increase in number of home workers	Staff resources 20 days	Head of Revenues
14.	Efficient & Effective Council	Introduce more flexible working arrangements	2008/09	Increase in number of staff with flexible working arrangements	Staff resources 20 days	Head of Revenues

## 5. Resource Implications

### A) Financial

2006/07 Revised			Service Activity	2007/08 Estimate			FTEs	Notes
Exp. £000	Income £000	Net £000		Exp. £000	Income £000	Net £000		
814	-107	707	Council Tax	864	-107	757	}	
222	-192	30	NNDR	223	-192	31	}	
587	-302	285	Housing Benefit	615	-322	293	}	
549	-243	306	Council Tax Benefit	585	-262	323	}	47.14
99	0	99	Verification Framework	106	0	106	}	
11,778	-11,663	115	Benefits paid	12,799	-12,666	133		
8,059	-7,955	104	HRA Rent Rebate	8,462	-8,353	109		
861	-861	0	Exchequer	879	-879	0	7.97	
<b>21,165</b>	<b>-19,601</b>	<b>1,564</b>	<b>Total</b>	<b>21,996</b>	<b>-20,257</b>	<b>1,739</b>	<b>55.11</b>	

## B) Workforce

KEY EXTERNAL DRIVERS	KEY INTERNAL DRIVERS
E-Government Government requirements (e.g. DWP performance standards, changes in regulations) Partnerships Lyons Review	Corporate initiatives & projects (health and safety; equality and diversity; risk) Customer service Performance indicators Sickness and absence, including maternity
WORKFORCE IMPLICATIONS	
<p><b>E-Government</b> Continued focus on and drive e-government programme</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>Customer Service</b> Involvement for staff in Phase 2</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 2004/05	Achieved 2005/06	Estimate 2006/07	Target 2007/08	Target 2008/09	Target 2011/12
BV8	% Invoices paid on time	Head of Revenues	93.6%	93.7%	92.2%	94%	95%	97.3%
BV9	% Council Tax collected in the year	Head of Revenues	98.1%	98.3%	98.35%	98.4%	98.45%	98.53%
BV10	% Business Rates collected in the year	Head of Revenues	98.3%	99.1%	99.15%	99.2%	99.25%	99.3%
BV76a	Housing Benefit Security - Number of claimants visited per 1000 caseload	Head of Revenues	439.37	347	480	312	312	312
BV76b	Housing Benefit Security - Number of investigators per 1000 caseload	Head of Revenues	0.54	0.38	0.4	0.4	0.4	0.4
BV76c	Housing Benefit Security - Number of investigations per 1000 caseload	Head of Revenues	50.77	57.48	94.8	95	96	99
BV76d	Housing Benefit Security - Number of prosecutions and sanctions per 1000 caseload	Head of Revenues	2.96	5.71	4.83	5	5	5
BV78A	Average time to process new claims	Head of Revenues	25.2 days	25.16 days	19 days	18.5 days	18 days	17.5 days
BV78B	Average time to process benefit change of circumstances	Head of Revenues	7.8 days	16.3 days	8.5 days	8 days	8 days	8 days
BV79A	% Benefit cases processed correctly	Head of Revenues	98.2%	96.8%	98.4%	99%	99%	99%

## **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 Council Tax Service	Questionnaire included with bills	Q3 2007	Compare to previous consultation exercises and identify areas for improvement.
Customer satisfaction with the Benefits Service	Questionnaire (Best Value Performance Indicator)	August 2009 & January 2010	Compare to previous consultation exercises and identify areas for improvement.
Customer satisfaction with the Business Rates Service	Questionnaire included with annual bills	April 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 as rating A1, A2, B1 or B2.