

RESOURCES SERVICE PLAN - 2021/22 Head of Service: Jon Triggs

Team: Resources Version No: 1 Date: 30 November 2020

Corporate Objectives

- 1) North Devon Futures
- 2) Financial Security
- 3) Customer Focus
- 4) Environment

Business as usual core function (brief bullet points only)

- 1) Administration, collection and recovery of Council Tax & Business Rates
- 2) Administering and determining claims for Housing Benefit and Council Tax Support
- 3) Provision of full range of Corporate Financial Services including budgeting, monitoring and closing the Council's statutory accounts
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- 5) Managing the Council's land and property; the running of Ilfracombe Harbour; the maintenance of all assets with due regard to health and safety of both the public and staff and the mitigation of Council risk

ACTIONS AND OBJECTIVES								Resources											
Action No.	Corporate Plan	What you aim to achieve					Managed by	Assigned to	Resource Requirement		Dates		FINANCE						Additional Comments
		Corporate Objective Number (see above)	Headline Action	How will it be delivered? Is a business case or PID required?	What will be delivered and what are the benefits?	Measures - how will we measure success?			Highlight any risk - political, operational, to public, staff, tenants, Community Impact Assessment, Financial	ICT HR Legal Estates Procurement Communications Consultation Other	Date for Required Resource (be as accurate as possible)	Start Date	Target Date for completion	Revenue - £ Expenditure / (Income) Reduction (-) / increase (+) Show costs as accumulated Estimate (E) Actual (A)			Capital - £ Expenditure / (Income) Reduction (-) / increase (+) Estimate (E) Actual (A)		
Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/ TEAM	RESOURCE	DATE	START	TARGET	Yr1 21/22	Yr 2 22/23	Yr 3 23/24	Yr1 21/22	Yr 2 22/23	Yr 3 23/24	
R 01 21/22	2 & 3	Review of Council Tax support scheme 2021/22	Review of current Council Tax Support scheme & recommend scheme for 2021/22 year	CTS scheme (devon wide) reviewed and approved by Council and members of the public have been consulted on any planned changes	Customer database is accurate and up to date. A scheme that is cost effective for the council moving forwards	Out of date customer data, overpayment of CTS which may not be recovered and ultimately financial impact on Authority	Revenues and Benefits Manager	Assistant Benefits Manager	COMMS and CUSTOMER SERVICES		01-Nov-20	01-Apr-21							New income banded scheme was approved for 2020/21; some minor changes to scheme have been out for public consultation. Report going to January 2021 Strategy & Resources Committee for approval.
R 02 21/22	2 & 3	Roll out of Self-Service modules on new Payroll and HR System	New Payroll and HR System went live April 2020 with core modules. Phase II is to implement and roll out enhancements to enable staff to self-serve.	Fully integrated system between HR and payroll; avoid duplication of data entry; delivers online access to payslips; self service of travel expenses, overtime and sickness records.	Fully automated system with increased uptake numbers on self service module(s); decrease in paper records and ease of information transfer.	Will require staff commitment to new self service approach; requires strong controls in place to replicate previous manual controls in place are not compromised	Exchequer Manager & HR Manager	Payroll Officer and HR Officer	ICT team HR PAYROLL SOFTWARE SUPPLIER		01-Jan-21	30-Sep-21							
R 03 21/22	1, 2 & 3	Prepare feasibility study and business case for new Ilfracombe Harbour Office and relocation to Cove area on Harbour.	Look into potential for relocation of current Harbour Office (Pier) over to Cove area and prepare Capital business case for funding.	Providing increased advantage to Harbour & Watersports Centre management from central location; regeneration of neglected area; potential 3rd party inclusion; commercial opportunities for new and existing location.	Enable Harbourmaster to manage wider Harbour more efficiently together with the planned new Watersports Centre at Larkstone; improve and regenerate area.	Subject to planning consent; risk of not proceeding with relocation could impact the management capabilities and increase running costs of newly planned Watersports Centre.	Harbourmaster	Harbourmaster Estates Officers & Surveyors	Within team		01-Apr-21	31-Mar-22							
R 04 21/22	2 & 3	Develop an opportunity for a Training Centre at Ilfracombe Harbour	Recognised training venue created at Harbour; could be run from the ground floor waiting room area and/or online tuition; potential to grow into enhanced training venue if (R 03 21/22) above results in future relocation to Cove area.	RYA (Royal Yachting Association) theory based training venue based at the Harbour. Promotes water safety. Income generation has positive impact on budget.	Supports the community by employing locals as contracted instructors; enhances Harbour reputation. Number of courses run; financial return.	VAT implications on training courses can impact budget; thus worked through thoroughly to ensure no negative impact financially.	Harbourmaster	Harbourmaster & Exchequer Manager	Within team		01-Jan-21	31-Dec-21							

Set out below are those Service Plan Actions from prior years that are still live and being carried forward

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R 02 20/21	3	Roll out of Civica Web Financials across all service areas and keep up to date on software releases.	Training workshops to be held with key officers within all service areas	Increased functionality on web financials; all staff will be using the same version of financials	Roll out of new web-modules and system changes to all staff across authority through training workshops	Potential disruption to service levels through testing and roll-out. Risk of ICT failure and reliance on software suppliers cooperation	Head of Resources	Accountancy Manager & Exchequer Manager	Within team ICT team CIVICA		01-Jun-20	30-Sep-21							Linked to previous action R02 19/20; this roll out will take place after the new HR/Payroll system gone live. Request date extension to September 2021.
R 06 20/21	1 & 3	Ilfracombe Harbour and Seafront improvements	Business Case approved	Relocation of historic toll booths from Harbour and re-provision of structure along the seafront area	Toll booths successfully removed from Harbour area and re-installed on seafront next to the crazy golf area	Subject to planning consent	Head of Resources	Harbourmaster Estates Officers & Surveyors	Within team COMMS Economic Development Legal Procurement		01-Sep-19	30-Sep-21							Residual capital funding available from (Kiosks) approx £50k; new PAG will be required; consultation with ITC taken place & planning permission granted. Tender early 2021. Request date extension to September 2021.
R 07 20/21	1, 2 & 4	Investigate Renewable Energy solutions and look into projects that contribute towards Carbon Reduction	Business Case(s) to be submitted	Reduced energy consumption & savings on current energy costs; potential external grant funding; potential income generation through government carbon guarantee schemes	Actual reduction of energy consumption and associated costs; reduction on base line carbon footprint carried out by Exeter University	Capital investment into scheme that does not produce anticipated results	Head of Resources	Estates Officers & Surveyors	Within team COMMS Economic Development Legal Procurement		01-Nov-19	31-Mar-22							Feasibility currently taking place on existing buildings (BeC, Lynton House, Museum, Boyton House). Work taking place to submit a bid to the Decarbonisation Fund.
R 04 19/20	3	Investigate Document Retention disposal modules for Core Financial Systems	Business case to be submitted	Ability within current core finance systems to be able to remove 'historic' information that sits outside of retention policy	Finance systems (IBS, Comino and Civica Financials) to be able to remove data no longer required under retention policy. Compliance with GDPR	Potential disruption to service levels through testing and implementation. Risk of non compliance with GDPR	Head of Resources	Exchequer Manager & Revenues and Benefits Manager	CIVICA ICT		01-Apr-19	31-Mar-22	7,000	7,000	7,000	54,000			One off £12,000 for Civica Financials; £42,000 for IBS Revenues & Comino - to be funded from Digital Transformation FS reserve. Request date extension to March 2022.
R 05 19/20	2	Enhancement of Technology Forge Asset System	Upgrade of current TF asset software with view of increased utilisation	Increased usage of TF for inspections, condition surveys, asbestos and maintenance plans. Review of current processes	Increased use of technology and less paper files; quicker and more efficient update of records.	Current TF system cannot facilitate the improved working processes we desire and have to look at alternative solution	Head of Resources	Estates Officers / Surveyors / Accountancy Manager	Within team ICT		01-Oct-18	31-Dec-21							£40k Capital Programme has been approved and ongoing revenue cost has been built into base budget. Team have visited Bournemouth Council to discuss system suitability; upgrade to take place in 2021. Request date extension to December 2021.

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R 06 19/20	1 & 2	Replacement of Pannier Market Roof and input into longer term plans for the Market and Butchers Row area	Business case to be submitted	New roof for the Pannier Market; planned approach to enhancement and improvements in and around the market area and surrounding Butchers Row	Successful completion of roof replacement; market traders and surrounding Butchers Row tenants customer satisfaction	Political; reputation with market traders and surrounding tenants; risk of capital budgetary constraints	Senior Surveyor	Estates Officers / Surveyors / Economic Development Team	Within team ICT		01-Sep-18	30-Jun-22							£500k Capital Programme has already been approved. Project has moved into 2021/22 financial year due to team priorities. Request date extension to June 2022.
R 03 18/19	3	Upgrade of Revenues and Benefits ICT software to improve customer experience	Upgrade of current ICT system (Civica OpenRevenues) and review of customer processes	Self-service; eg. change of circumstances electronically; payment plans; facility to text information; Improved customer service & reduce number of telephone calls to team.	Usage of self-service; reduced number of telephone calls, improve turnaround times thereby getting information out quicker. Savings on postage	Public & staff awareness of changes; how to complete and submit information. Risk of ICT failure	Revenues and Benefits Manager	Ass't Revenues Manager / Ass't Benefits Manager	ICT COMMS CUSTOMER SERVICES HOUSING		01-Jan-18	31-Mar-22							Phases I & II (single occupier changes and change of address) is now live; Phase III (customer portal - self serve) starting May 2021 aim to be live March 2022. Request date extension to March 2022.
R 04 18/19	3	Upgrade of Civica Icon (income payment system)	Upgrade of current software to v17.5 (recurring card payments); v18 (hosted distribution and bank rec) and become fully compliant with Payment Card Industry (PCI) Standards	Upgrade of income payment system to latest version to ensure compliance with payment card industry standards. Implementation of recurring card payments module to facilitate auto renewal of annual payments	Testing plan adopted and signed off. Versions 17.5 & 18 go live and payments taken successfully. Recurring card payments tested in timely manner for Garden Waste subscriptions	Potential disruption to service levels through testing and implementation. Risk of ICT failure. Reliance on software suppliers co-operation.	Head of Resources	Accountancy Manager	CIVICA FIRMSTEP BARTEC ICT CUSTOMER SERVICES 21:21 PROJECT TEAM		01-Aug-17	31-Mar-22							Upgrade has been delayed due to supplier availability and resolving testing issues raised; planned upgrade to take place now in 2021/22 year. Request date extension to March 2022.
R 06 17/18	1 & 2	Update of Strategic Asset Management Plan	Drafting of new Asset Management Plan.	Updated Asset Management Plan; linkage to TF asset system for inspections, condition surveys, asbestos and maintenance plans	Adoption of new Strategic Asset Management Plan; increased use of technology and less paper files; quicker and more efficient update of records	Current TF system cannot facilitate the improved working processes we desire and have to look at alternative solution	Head of Resources	Estates Officers / Surveyors	Within team		01-Apr-17	01-Dec-21							Revised Asset Management Plan will link with new Commercialisation Strategy that has been approved Nov 2020. Request date extension to Dec 2021.
TS 04 16/17	3	Barnstaple Bus Station Refurbishment	Business Case and Capital funding approved	Refurbishment of the facility to improve the standard	Successful completion of the project	Other budget pressures redirect funding	Head of Resources	Estates Officers / Surveyors	Legal, procurement, communications		01-Nov-15	31-Mar-22							Capital Programme currently has £51k remaining. Surveyors to pull together scheme of improvements (eg internal CCTV & toilets refurbishment). Request date extension to March 2022.

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F ACC4 15/16	3	E-Billing of Sundry Debtors	Distribution of sundry invoices and reminders via electronic means	Invoices received quicker by customer, reduced officer input and postage costs.	% of invoices issued by email and financial savings on printing and postage	Keeping customer details updated. Risk of ICT failure.	Head of Resources	Exchequer Manager	CIVICA ICT		01-Apr-16	31-Jul-21							Software now in test system. Request date extension to July 2021.
TS 04 15/16	2 & 3	Marine Drive & Cove Ilfracombe - Reconstruction of road surface	Business Case approved	Maintain car parks to a minimal level but ensuring safe for public use	successful completion of the project	Approved	Head of Resources	Senior Engineer	Legal, procurement, communications		01-Apr-16	30-Jun-22							Capital programme budget moved to 2021/22 (awaiting potential Watersports Centre). Request date extension to June 2022.