

RESOURCES SERVICE PLAN - 2019/20 Head of Service: Jon Triggs

Team: Resources

Version No: 1

Date: November 2018

Corporate Objectives

- 1) Growing North Devon
- 2) Organisational Development

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
- 4) Provision of wide range of Exchequer services including payroll, insurance, VAT, treasury management, debtors (income) and creditors (payments out)
- 5) Managing the Council's land and property; 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

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Action No.	Corporate Plan	What you aim to achieve					(Managed by	Assigned to	Resource Requirement		Dates		FINANCE						Additional Comments
		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 19/20	Yr 2 20/21	Yr 3 21/22	Yr1 19/20	Yr 2 20/21	Yr 3 21/22		
R 01 (New 19/20)	Objective 2	Investigate options for procuring new integrated Payroll and HR system	Business case to be submitted	Fully integrated system between HR & Payroll; avoid duplication of data entry; delivers online access to payslips; self service of travel and expense claims etc	% payslips not being printed centrally; financial savings on production of payslips and sealing machine, uptake of self service	Not all staff have access to PC therefore may still require to print off some payslips; need to ensure user account security. Will require staff commitment to self service approach	Exchequer Manager & HR Manager	Payroll Officer & HR Officer	ICT HR PAYROLL SOFTWARE SUPPLIER		01-Oct-18	31-Mar-20	11,000	11,000	11,000	90,000				System demos have been held and business case being developed. Indicative costs only
R 02 (New 19/20)	Objective 2	Implementing 'Making Tax Digital' for VAT	Additional module to Civica Financials system	Making Tax Digital VAT submission element and integrated audit trail bundle	Records kept digitally and use software to submit VAT returns by HMRC's mandatory deadline of 1 Oct 2019	Potential disruption to service levels through testing and implementation. Risk of ICT failure. Reliance on software suppliers co-operation.	Head of Resources	Exchequer Manager	CIVICA & ICT		01-Sep-18	30-Sep-19	1,000	1,000	1,000				Purchase order placed with Civica September 2018 (11k)	
R 03 (New 19/20)	Objective 2	Upgrade Civica Financials to v19.0 and roll out web financials to other departments	Upgrade of current Civica Financials system to v19.0 and training of staff on web version	More 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 implementation. Risk of ICT failure. Reliance on software suppliers co-operation.	Head of Resources	Exchequer Manager & Accountancy Manager	CIVICA ICT		01-Oct-18	31-Jul-19							Cost is included as part of our annual support package.	
R 04 (New 19/20)	Objective 2	Review of Council Tax support scheme	Review of current Council Tax Support scheme & recommend scheme for 2020/21	CTS scheme (devon wide) reviewed and approved by Council and members of the public have been consulted on any 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-Apr-19	28-Feb-20								
R 05 (New 19/20)	Objective 2	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-20	7,000	7,000	7,000	54,000				one off £12,000 for Civica Financials; £42,000 for IBS Revenues & Comino.

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Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/ TEAM	RESOURCE	DATE	START	TARGET	Yr1 19/20	Yr 2 20/21	Yr 3 21/22	Yr1 19/20	Yr 2 20/21	Yr 3 21/22		
R 06 (New 19/20)	Objective 2	Enhancement of Technology Forge Asset System	Upgrade of current TF asset software with view of increased utilisation	Increased usage of TF asset system 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-Mar-19	14,500	14,500	14,500	40,000			TF asset workshop held October 2018 for software upgrade. Currently have (£20k) set aside towards one-off cost and can contain the annual increase from establishment changes made in 2018/19.	
R 07 (New 19/20)	Objective 1	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	31-Mar-20				500,000			Roof specialist already engaged with and met on site; awaiting options and potential costs to feed into PAG bid. Potentially between £300k-£500k.	

Set out below are those Service Plan Actions that are still live from 2015/16 to 2018/19

R 02 18/19	Objective 2	Review of Council Tax support scheme	Review of current Council Tax Support scheme & recommend scheme for 2019/20	CTS scheme (devon wide) reviewed and approved by Council and members of the public have been consulted on any 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	Senior Revenues Officer (MB)	COMMS and CUSTOMER SERVICES		01-Apr-18	31-Jan-19							Aim for report to December 2018 Executive and January 2019 Full Council.
R 03 18/19	Objective 2	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	30-Sep-19							Request date extension to September 2019. Phase I (single occupier changes) aim to be live by March 2019; Phase II (moves in & out) aim to be live by July 2019; Phase III (customer portal) aim to be live by September 2019.
R 04 18/19	Objective 2	Upgrade of Civica Icon (income payment system)	Upgrade of current software to v17 (recurring card payments) and to v18 (hosted distribution and bank rec)	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 & 18 go live and payments taken successfully. Recurring card payments tested with Firmstep (CRM) and Bartec (garden waste) 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-19							Request date extension to March 2019 - upgrade has been delayed to Jan/Feb 2019.

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R 01 17/18	Objective 2	Phase II integrating the Revenues & Benefits team to share expertise and resources	Cross training between the teams to share expertise and resource and reviewing processes	One team each with expertise in either Revenues or Benefits with some resource across both areas	Resilience in the team together with flexibility to cover peaks in workload; reduction in delays dealing with customers who impact both teams	Could be initially resource intensive and potential reluctance within some team members to embrace new changes	Revenues and Benefits Manager	Ass't Revenues Manager / Ass't Benefits Manager	Within team		01-Nov-16	31-Mar-19							Cross team working well; Moving forward to integrate debt recovery and Revenue officers focus on HB overpayment recovery. HB Debt Recovery Officer also now working across Exchequer sundry debt recovery.	
R 03 17/18	Objective 2	Increase usage of Corporate E-procurement system	Liaising with service areas with an aim to Increase the number of purchase orders being placed through E-procurement system and review of financial policies	More efficient payment of supplier invoices and commitment accounting. Links to intelligent scanning and Web financials upgrade project above	Increase to above 50% of invoices paid with an E-procurement purchase order. Links to success of intelligent scanning project and supplier payment targets.	Potential increased work for service areas. Non-willingness from service areas to comply. Delay in paying suppliers.	Head of Resources	Exchequer Manager & Accountancy Manager	SERVICE AREAS		01-Nov-16	31-Dec-18							Currently 34% of all payments made have a PO from E-procurement system; initial aim is to get this over 50% level. Report approved by SMT Sept 2018 (P2P) to increase use of PO's - target date stay same to see impact has in Q3.	
R 06 17/18	Objective 1	Update of Strategic Asset Management Plan	Drafting of Asset Management Plan 2019; upgrade of current TF asset software with view of increased utilisation	Updated AMP; increased usage of 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	30-Jun-19							Request date extension to June 2019 - revised Asset Management Plan will link to new Capital Strategy being prepared for 2019/20 year. TF workshop held October 2018 and awaiting quote for software upgrade.	
R 08 17/18	Objective 2	North Devon Crematorium refurbishment of existing chapel	Funding agreed by North Devon Crematorium Joint Committee	Upgrade of Aspen Chapel facilities to same standard as Rowan Chapel	Successful completion of project	Aspen Chapel out of use but will move services to new Rowan Chapel	Senior Surveyor	Surveyor	Legal, procurement, communications, crematorium staff		01-Dec-17	31-Mar-19							Request date extension to March 2019 - awaiting tenders and budget to be approved	
O 03 16/17	Objective 1	Effective and Coordinated management of the bus station	External management of the facility	Improved service for customers	Customer satisfaction	lack of interest, inability to reach an agreement	Head of Resources	Estates Officers	legal, financial, comms, procurement			30-Apr-19							Initial meeting held with Stagecoach to start to formalise arrangement. Request date extension to April 2019.	

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TS 02 16/17	Objective 1	Barnstaple Bus Station Refurbishment	Business Case 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-Dec-19							Capital Programme currently has £80k. RT1 signs going in during 2018. AW to pull together scheme of improvements (eg old ticket office & toilets). Links to O3 16/17 above - Request date extension to Dec 2019.	
V&EM 01 16/17	Objective 1	Continued Review of Assets and identify and dispose of surplus assets to maximise capital receipts	Executive Report	Sale of assets	Capital receipts and reduced liability	Dependant upon the assets identified - potential for political, tenants and public risk	Head of Resources	Estates Officers	Estates Legal Procurement	From April 2015 onwards	Jan-15	31-Mar-19							Bicclescombe Nursery contracts have been exchanged, awaiting completion. Surplus Assets Phase II been through Executive. Request date extension to March 2019.	
V&EM 02 16/17	Objective 1	Seven Brethren Review, Marketing & Regeneration Project	Executive Report/Business Case	Regeneration	Capital Receipt, improvement to central Barnstaple & Leisure Facilities reassessment		Head of Resources	Estates Officers / Economic Development Team / Leisure Team	Procurement Parks and Leisure Economic & Development Estates, Legal	?	?	31-Mar-20							Potential Capital Receipt, will be considered in conjunction with Seven Brethren potential redevelopment & Leisure centre Scheme. Date extended to 2020.	
F ACC4 15/16	Objective 2	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-May-19							Software now in test system. Request date extension to May 2019.	
TS 04 15/16	Objective 1	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	31-Mar-20							Capital programme budget moved to 2019/20 (after Watersports Centre works). Request date extension to March 2020.	