

RESOURCES SERVICE PLAN - 2020/21 Head of Service: Jon Triggs

Team: Resources

Version No: 1

Date: November 2019

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 maintenance of all assets with due regard to health and safety of both the public and staff and the mitigation of Council risk

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		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 20/21	Yr 2 21/22	Yr 3 22/23	Yr1 20/21	Yr 2 21/22	Yr 3 22/23	
R 01 (new)	1, 2 & 3	Develop a Commercialisation Strategy that enables the Council to become a more enterprising and financially sustainable	Initial meeting with Group Leaders and Lead Member for Resources and Commercialisation to determine appetite and scope; report and draft strategy to be presented to Members in early 2020	A Strategy that sets out the parameters within which the Council can become more commercial and within which investment can take place.	Performance and Financial reporting through committee reports; Capital invest to save schemes that demonstrate a financial return to the Council; External Auditors annual report on delivery of Value for Money (VFM); Reduced MTFP budget gaps	Ensuring the right Governance arrangements are in place that manage the risks that come with becoming more commercially focussed.	Head of Resources	Finance and Property teams; Economic Development team	Within team Legal Procurement Comms		01-Jan-20	30-Apr-20							Report to Members early part of 2020; subsequent bid for Capital Resources will be required.
R 02 (new)	3	Roll out of Civica Web Financials across all service areas	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	31-Dec-20							Linked to previous action R02 19/20; this roll out will take place after the new HR/Payroll system gone live
R 03 (new)	2 & 3	Implement new Payroll (including HR and time/attendance) system	Project and Capital funding has already been approved. Project team in place; training received on new system and testing phase in place	Fully integrated system between HR and 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 numbers on self service module	Not all staff have access to PC therefore may still be need to print off small number of payslips; need to ensure user account security for self service; will require staff commitment to new self service approach	Exchequer Manager & HR Manager	Payroll Officer (AM) and HR Officer (SB)	ICT team HR PAYROLL SOFTWARE SUPPLIER		01-Aug-19	30-Sep-20							

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R 04 (new)	3	Introducing payrolling benefits with HMRC	Monthly real time information from payroll system of taxable benefits	HMRC good practice of real time reporting throughout the year reducing the need for year end P11d reporting and prior year tax code adjustments; financial saving from not having to buy separate P11d module for year end (circa £1,500)	No longer P11d at year end produced; instead monthly real time tax adjustments if necessary	Risk of not registering before new tax year causing one year delay and a need to purchase a new P11d module for the new payroll system. Requirement to inform employees before roll out.	Exchequer Manager	Payroll Officer (AM)	Within team		01-Jan-20	30-Apr-20							Will in addition want to carry out a separate review of current mileage rates (casual/essential) with a view of moving to HMRC standard rate of 45p per mile (potentially for 2021/22 year)
R 05 (new)	2 & 3	Implement new Council Tax support scheme for 2020/21	New software module acquired and implemented to enable roll out of new income-banded scheme	2020/21 approved scheme rolled out to customers; reduced administration burden on the team; improvement in debt recovery/single occupancy discount reviews etc..	A scheme that is efficient for the council moving forwards; review of team processes and reallocation of administration resource to focus on improving collection rates	New scheme has been out for public consultation and results contained within report; Equalities Impact Assessment also carried out as part of the report to members	Revenues and Benefits Manager	Assistant Benefits Manager	COMMS and CUSTOMER SERVICES		01-Jan-20	31-Mar-21							Draft new income banded scheme for 2020/21 has been out for public consultation. Report going to December 2019 Strategy & Resources Committee for approval.
R 06 (new)	1 & 3	Ilfacombe 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	31-Mar-21							Residual capital funding available from original PAG bid approved (Kiosks) approx £40k; new PAG will be required for additional works; potential revenue income stream from re-let of toll booths on seafront area.
R 07 (new)	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							

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

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R 03 19/20	2 & 3	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							Draft new income banded scheme for 2020/21 has been out for public consultation. Report going to December 2019 Strategy & Resources Committee for approval.
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-21	7,000	7,000	7,000	54,000			Request date extension to March 2021. One off £12,000 for Civica Financials; £42,000 for IBS Revenues & Comino.
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 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-Dec-20							£40k Capital Programme has been approved and ongoing revenue cost has been built into 2019/20 base budget. Team have visited Bournemouth Council to discuss system suitability; upgrade to take place in 2020. Request date extension to December 2020
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	31-Mar-21							Request date extension to March 2021. £500k Capital Programme has already been approved. Project has moved into 2020/21 financial year due to team project priorities.

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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	30-Jun-20							Request date extension to June 2020. Phase I (single occupier changes) is now live; Phase II (moves in & out) is being tested and aim to go live end January 2020; Phase III (customer portal) aim to be live by June 2020.
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 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-Dec-20							Request date extension to December 2020 - upgrade has been delayed due to supplier availability.
R 06 17/18	1 & 2	Update of Strategic Asset Management Plan	Drafting of Asset Management Plan 2020	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	31-Dec-20							Request date extension to Dec 2020 - revised Asset Management Plan will link to new Commercialisation Strategy being developed for April 2020.
O 03 16/17	3	Effective and Coordinated management of the bus station	External management of the facility by Operator	Improved service for customers	Customer satisfaction	lack of interest, inability to reach an agreement	Head of Resources	Estates Officers	legal, financial, comms, procurement			31-Mar-20							Meetings held with Stagecoach to formalise arrangement and they have now agreed to take on a lease. Request date extension to March 2020.

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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-21						Capital Pogramme currently has £54k remaining. (AW) to pull together scheme of improvements (eg internal CCTV & toilets refurbishment). CCTV by March 20. Request date extension to March 2021.	
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-Mar-21						Software now in test system. Request date extension to March 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	31-Mar-21						Capital programme budget moved to 2020/21 (awaiting decision on potential Watersports Centre). Request date extension to March 2021.	