

**Appendix 2 : Brent / Capita  
Operations - Service Improvement Plan - COUNCIL TAX & NDR**

Area	Order	Description	Raised On	Priority	Raised By	Status	Actioned by	Scheduled Date	Scheduled Completion	Actions required	Outcome / Impact
Ctax	Valuation	1.0 Reconciliation of Council's Ctax property records with that of Valuation Office	1-May-03	High	Brent	To be initiated within 6 months from start of contract	Capita			A copy of the Full Valuation List will be downloaded off the VO's Internet site and this data will be compared to an extract of all live properties on the council tax system. Access database will be used to identify matches in UPRN and Bands. Any discrepancies will be investigated and corrected.	Once reconciled the integrity of the system's property database will be assured as accurate in line with the VO's database.
Ctax	Valuation	1.1 Monthly reconciliation of Council's Ctax property records with that of Valuation Office	1-May-03	Medium	Capita	Not started	Capita			Once a full reconciliation of the Ctax records has been performed, a monthly balancing report will be produced highlighting any known discrepancies.	By performing a monthly reconciliation, any errors as a course of actioning the update schedules will be picked up and corrected.
Ctax	Valuation	1.2 Overtime to reduce backlog in schedule updates o/s	1-May-03	High	Capita	On-going	Capita			Evening and weekend overtime to be made available to valuation team in an effort to reduce backlog of update schedules.	Update schedules will be actioned in accordance with SLA
Ctax	Valuation	1.3 Use of VO website to access update schedules, full valuation and rating lists	1-May-03	Medium	Capita	On-going	Ctax Valuation team	Commenced		The Valuation Office has made available for download, all fortnightly and monthly update schedules from their Internet site. In addition the full rating and valuation list will be downloaded also and used to perform the reconciliation exercises.	By receiving the update schedules electronically, this will safeguard against paper version getting lost in the post or delayed. In addition it is a positive drive towards e-government and the full list can also be used at OSS as described below.
Ctax	Valuation	1.4 SLA between operations and Corporate Property Team	1-Jun-03	Medium	Brent	On-going	Brent / Capita			An SLA document to be drawn up detailing the duties and responsibilities between the corporate property team and Revenues.	This will allow smooth co-operation between the two teams and provide guidelines to each others necessity for information.
Ctax	Valuation	1.5 Electronic Rating / Valuation Lists to be held at OSS	1-May-03	Low	Capita	Ongoing	Capita / OSS			The Council tax list will be downloaded off VOA website and formatted onto CD-ROM so that they can be read at OSS via a PC. Fortnightly updates will be added to this list resulting in accurate records of changes to property bands, description and address.	The full list must be made available at OSS's however they become out of date whenever an update schedule is received, which is fortnightly. An electronic version will allow the extract to be updated electronically and will not rely on manual updates where errors often occur.
Ctax	Valuation	1.6 Training of OSS in the use of electronic valuation list	1-May-03	Low	Capita	On request	Capita			We will expect to train the OSS staff in how to use the electronic version of the valuation list.	To allow reference to the lists efficiently and accurately.
Ctax	Valuation	1.7 Supply of information to the Valuation Office electronically	1-May-03	Medium	Capita	Ongoing	Capita	Commenced		Notices to the VO requesting updates to the valuation list, will be sent to him electronically. These will be monitored at quarterly liaison meetings.	E-commerce / government. Efficiency and less opportunity for loss and delays
Ctax	Valuation	1.8 Initiate regular meetings with Valuation Office	1-May-03	High	Brent	Ongoing	Capita / Brent	Commenced		Initiate and hold regular meetings with the valuation office to go through the SLA Brent have with the VO and in addition to tackle any issues and queries that arise through the general operation of the contract.	Better relationship between the parties and will help with the flow of information. Also problems can be discussed and handled.
Ctax	Inspections	2.0 Transfer of experienced staff from other contracts	1-May-03	Medium	Capita	Complete	Capita	Commenced		Recognising the need for additional and experienced inspectors, we have brought in an experienced member from our pool of officer to assist in the initial set-up of the team.	Help to build new team, guidance and experience shared, introduction of ideas and procedures that have proven to work.

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Ctax	Inspections	2.1 Rolling review for void and empty inspections	1-May-03	High	Brent	Ongoing	Capita			Reports will be run against the Ctax system to identify all empty and void properties. These will be then reviewed and inspected by the Inspectors to validate current occupation status.	Limit unnecessary visits and ensures visits are within SLA
Ctax	Inspections	2.2 Closer liaison between our inspectors and the VO	1-May-03	Low	Capita	Ongoing	Capita / VO			Discussions / meetings to be held between Inspectors and Vo to establish best working practices and the flow of information.	Better flow of information, accuracy of database.
Ctax	Inspections	2.3 Review MIR Inspections queue	1-May-03	High	Capita	Ongoing	Capita	Commenced		Printout all visit requests off MIR and sort into complete and outstanding. Inspect O/S requests and respond as necessary.	Inspections are done on a timely manner and queue is used as designed.
Ctax	Inspections	2.4 Handheld Computers	1-May-03	Low	Capita	Ongoing	Capita			Ascertain the feasibility of providing handheld computers to inspectors.	More time on streets, less in the office.
Ctax	Account processing	3.0 Overtime to reduce correspondence backlog	1-May-03	High	Capita	Ongoing	Capita	Commenced		Evening and weekend overtime to be made available to all staff to assist in reducing the backlogs of correspondence.	Once cleared, efforts can be applied to keeping all corres within SLA.
Ctax	Account processing	3.1 Revised daily work allocation.	1-May-03	Medium	Capita	On-going	Capita	Commenced		Individual work targets are set to focus on correspondence turnaround times	Target key areas, focus to reducing outstanding corres.
Ctax	Account processing	3.2 Empowerment matrix	1-May-03	Medium	Brent	Not started	Capita / Brent			Review the empowerment matrix.	Improved service to callers at OSS and call centre.
Ctax	Account processing	3.3 Review viewstar queues and content	1-May-03	Medium	Capita	On-going	Capita / Brent			The queues in viewstar requires review along with Benefits team and OSS to ensure accurate use of system. In addition we need to understand how work is processed through viewstar	Better understanding of work flow practices and procedures
Ctax	Account processing	3.4 Working practices and procedures	1-May-03	Medium	Capita	Not started	Capita			The working practices will be reviewed step by step to ensure efficiency then documented so that practices are uniformed for all. We will also look at practices across other Capita sites to see how things are done differently.	Improved and uniformed working practices which will be documented for reference.
Ctax	Account processing	3.5 Ctax Court Officer	1-May-03	Medium	Capita	Complete	Capita			Dedicated court officer who will be responsible for preparing cases for court and also taking hearings.	An experienced and dedicated court officer. Fewer incorrect cases being taken to court - less complaints.
Ctax	Account processing	3.6 Individual targets	1-May-03	High	Capita	On-going	Capita	Commenced		Set achievable but challenging individual targets for handling work schedules.	Identify individual strengths and weaknesses, identify training needs.
Ctax	Account processing	3.7 Review FAQs with Customer Services	1-May-03	Low	Capita	Not started	Capita			Customer Services will be asked to review FAQs to see if additions are required to list or if some questions are no longer required.	Improved service to callers at OSS and call centre.
Ctax	Account processing	3.8 Call Centre Overflow	1-May-03	Low	Brent	Not started	Brent / Capita			We will evaluate the need for overflow calls from the Brent Call Centre to our Call Centre in Coventry.	No restriction on recovery notices
Ctax	Account processing	3.9 Complaints - segregation of duties	1-May-03	Medium	Capita	Complete	Capita	Commenced		The various stages of complaints will be dealt with by different people.	Improved service to complainant, independent review at each stage.
Ctax	Account processing	3.10 Complaints - Review forum	1-May-03	Low	Capita	Not started	Capita			Set up meeting between Capita's complaints team and the Benefits Team to review the level and type of complaints received.	To minimise level of complaints received
Ctax	Account processing	3.11 Direct Debit Promotions	1-May-03	Medium	Brent	Not started	Capita / Brent			We will look to promote DD at every opportunity and schedule promotions throughout the year.	Increase in level of DD take-up, increase in collection.
Ctax	Account processing	3.12 Discount and Exemptions review	1-May-03	Medium	Brent	Not started	Capita			Planned reviews of discounts such as Single persons discount, Disabled Persons discount, disregards for students etc. A review of Class exemptions will be undertaken also.	Discounts and exemptions applicable only on warranted cases. Accuracy of database.
Ctax	Recovery	4.0 Full Debt Analysis	1-May-03	High	Capita	Not started	Capita			Run reports to identify largest debts on system.	Largest debts can be targeted, improved collection.
Ctax	Recovery	4.1 Debt analysis (post summons)	1-May-03	High	Capita	On-going	Capita			A full analysis of debts post summons will be conducted monthly.	Largest debts can be targeted, improved collection.
Ctax	Recovery	4.2 Recovery profiles	1-May-03	High	Capita	Started	Capita / Brent	Commenced		All account profiles to be reviewed and moved to default where appropriate or progressed through for write-off.	More cases progressing through recovery stages. Improved collection.
Ctax	Recovery	4.3 Additional recovery runs / court dates	1-May-03	High	Capita	Complete	Capita	Commenced		Review of current recovery timetable to add additional runs for various notice types and schedule additional court hearing dates.	More cases progressing through recovery stages. Improved collection.
Ctax	Recovery	4.4 Court Costs	1-May-03	Low	Capita	Not started	Capita			Discuss with Client an increase in summons and liability order costs.	Increase in revenue for Brent, increase in debt collection
Ctax	Recovery	4.5 Restriction on recovery notices	1-May-03	High	Capita	Complete	Capita / Brent			Discuss and agree with Brent an increase in number of recovery notices issued at each run.	More cases at each recovery run, increased revenue.
Ctax	Recovery	4.6 Review of summons application restriction	1-May-03	Medium	Capita	On-going	Capita / Brent Court			Discuss with court potential to increase number of summons at each application	More cases summonsed, increased revenue.
Ctax	Recovery	4.7 Review of Attachment of Earnings etc	1-May-03	High	Brent	Not started	Capita			Report will be run to identify cases where attachment of earnings, attachment of income support and default summons arrangements exist	Up-to-date records held.
Ctax	Recovery	4.8 Arrears strategy group meeting - other contracts	1-May-03	Medium	Capita	Not started	Capita			Set up meeting with other contract managers to review arrears strategy.	Improved collection methods

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Ctax	Recovery	4.9	Access to bailiff system	1-May-03	Medium	Capita	Not started	Capita / Equita		Equita to set up access to their database via a standalone pc.	Direct link to equita system, improved service to caller when querying o/s balances
Ctax	Recovery	4.10	Proactive recovery programme	1-May-03	High	Capita	Started	Capita	Commenced	Review potential bailiff cases before sending them on. Extract from file such cases as ctax benefit entitlement for current year, gone always, closed accounts with no fwd addresses etc.	Ensures that debt with bailiffs are legitimate and collectable.
Ctax	Recovery	4.11	System access from court	1-May-03	Medium	Capita	Started	Capita / Brent Court		ascertain feasibility of system link at court	Improved service to charge payer. Verify payment queries.

**Appendix 2 : Brent / Capita  
Operations - Service Improvement Plan - COUNCIL TAX & NNDR**

Area	Order	Description	Raised On	Priority	Raised By	Status	Actioned by	Scheduled Date	Scheduled Completion	Actions required	Outcome / Impact	
NNDR	Valuation	1.0	Reconciliation of Council's NNDR property records with that of Valuation Office	1-May-03	High	Brent	To be initiated within 6 months from start of contract	Capita	Commenced		A copy of the Full Rating List will be downloaded off the VOA's Internet site and this data will be compared to an extract of all live properties on the NNDR system. Access database will be used to identify matches in UPRN and rateable values. Any discrepancies will be investigated and corrected and a full report passed to Client.	Once reconciled the integrity of the system's property database will be assured as accurate in line with the VO's database.
NNDR	Valuation	1.1	Monthly reconciliation of Council's NNDR property records with that of Valuation Office	1-May-03	Medium	Capita	Not started	Capita			Once a full reconciliation of the NNDR records has been performed, the rating lists will be kept in balance with evidence being retained.	By performing a monthly reconciliation, any errors as a course of actioning the update schedules will be picked up and corrected.
NNDR	Valuation	1.2	Use of VO website to access update schedules and rating lists	1-May-03	Medium	Capita	On-going	Ctax and NNDR Valuation teams	Commenced		The VOA has made available for download, all fortnightly and monthly update schedules from their Internet site. In addition the full rating list will be downloaded and used to perform the reconciliation exercises.	By receiving the update schedules electronically, this will safeguard against paper version getting lost in the post or delayed. In addition it is a positive drive towards e-government and the full list can also be used at OSS as described below.
NNDR	Valuation	1.3	SLA between operations and Corporate Property Team	1-Jun-03	Medium	Brent	On-going	Brent / Capita			An SLA document to be drawn up detailing the duties and responsibilities between the corporate property team and Revenues.	This will allow smooth co-operation between the two teams and provide guidelines to each others necessity for information.
NNDR	Valuation	1.4	Electronic Rating List to be held at OSS	1-May-03	Low	Capita	Ongoing	Capita / OSS			Rating list will be downloaded off VOA website and formatted onto CD-ROM so that they can be read at OSS via a PC. Fortnightly updates will be added to this list resulting in accurate records of changes to RV, description and address.	The full list must be made available at OSS's however they become out of date whenever an update schedule is received, which is fortnightly. An electronic version will allow the extract to be updated electronically and will not rely on manual updates where errors often occur.
NNDR	Valuation	1.5	Training of OSS in the use of electronic rating lists	1-May-03	Low	Capita	On request	Capita			We will expect to train the OSS staff in how to use the electronic versions of the rating list.	To allow reference to the lists efficiently and accurately.
NNDR	Valuation	1.6	Supply of information to the Valuation Office electronically	1-May-03	Medium	Capita	Ongoing	Capita	Commenced		Notices to the VOA requesting updates to the rating list will be sent electronically. These will be monitored at quarterly liaison meetings.	E-commerce / government. Efficiency and less opportunity for loss and delays
NNDR	Valuation	1.7	Initiate regular meetings with Valuation Office	1-May-03	High	Brent	Ongoing	Capita / Brent	Commenced		We intend to hold regular meetings with the valuation office to go through the SLA Brent have with the VOA and in addition to tackle any issues and queries arise through the general operation of the contract.	Better relationship between the parties and will help with the flow of information. Also problems can discussed and handled.
NNDR	Valuation	1.8	Commence Preparation for 2005 Re-Valuation	1-May-03	High	Capita	Not started	Capita			To review the accuracy of the property data held on the system against the VOA's records, i.e. PRN's, descriptions, analysis codes, in order to correct the records in preparation for the Revaluation.	Smoothen process during reval. Less errors and better integrity of system data records
NNDR	Valuation	1.9	Ensure proper flow of information from Planning	1-May-03	High	Capita	Not started	Capita			To agree with Brent for the provision of regular planning lists for processing in terms of raising CVR7's to comply with the LA's obligations for advising the VOA of known changes to the rating list.	New and deleted properties will be notified to VO as soon as possible. Integrity of database improved.
NNDR	Valuation	1.10	Interest Refund Backlog	1-May-03	Medium	Capita	On-going	Capita / Brent	Commenced		Complete the exercise to refund credits generated through clearance of the inherited backlog of RV amendments.	Backlog of refunds will be cleared limiting possible complaints.
NNDR	Valuation	1.11	Inland Revenue Tax Returns	1-May-03	Medium	Capita	Not started	Capita / Brent			Implementation of automated IR Tax return for interest refunds for 2003/04, utilising Academy functionality.	Electronic return of Income Tax deductions.
NNDR	Database records	2.0	Matching of NNDR UPRN with that held by Corporate Property Team	1-May-03	High	Brent	On-going	Capita / Corporate property team	Commenced		An extract of all commercial properties recorded on the Corporate database will be matched to that held on the NNDR system to ensure that there is a match in UPRN.	Assists reconciliation between the two systems.
NNDR	Database records	2.1	Bringing into line UPRN's on Corporate database with that held on NNDR system	1-May-03	Medium	Brent	Not started	Brent			The corporate records will be brought into line with that held on the NNDR system.	Assists reconciliation between the two systems.

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Area	Order	Description	Raised On	Priority	Raised By	Status	Actioned by	Scheduled Date	Scheduled Completion	Actions required	Outcome / Impact
NNDR	Inspections	3.0 Rolling review for void and empty inspections	1-May-03	High	Brent	Ongoing	Capita			Reports will be run against the NNDR system to identify all empty and void properties on the respective systems. These will be then be reviewed and inspected by the Inspectors to validate current occupation status.	Limit unnecessary visits and ensures visits are within SLA.
NNDR	Inspections	3.1 Closer liaison between our inspectors and the VO	1-May-03	Low	Capita	Ongoing	Capita / VO			Discussions / meetings to be held between Inspectors and VOA to establish best working practices and the flow of information.	Better flow of information, accuracy of database.
NNDR	Inspections	3.2 Handheld Computers	1-May-03	Low	Capita	Ongoing	Capita			Ascertain the feasibility of providing handheld computers to inspectors.	More time on streets, less in the office
NNDR	Account processing	4.0 Review FAQs with Customer Services	1-May-03	Low	Capita	Not started	Capita			Customer Services will be asked to review FAQs to see if additions are required to list or if some questions are no longer required.	Improved service to callers at OSS and call centre.
NNDR	Account processing	4.1 Direct Debit Promotions	1-May-03	Medium	Brent	Not started	Capita / Brent			We will look to promote DD at every opportunity and schedule promotions throughout the year.	Increase in level of DD take-up, improve collection.
NNDR	Account processing	4.2 Electronic version of NNDR refund book	1-May-03	Medium	Capita	Complete	Capita / Brent		31-May-03	Setup electronic version of refund book.	Secure and more efficient.
NNDR	Account processing	4.3 Conduct write off exercise clearing as much straight forward bad debt as possible, i.e. dissolved, liquidated companies.	1-May-03	High	Capita	On-going	Capita / Brent	Commenced		Focus on closed debts against ltd companies for identifying straight forward write offs - aim to tidy data base prior to conversion plus start reducing arrears levels.	Reduce arrears level and database cleansing.
NNDR	Account processing	4.4 Review accounts with "hold" codes	1-May-03	High	Capita	On-going	Capita	Commenced		Review and remove "hold" codes where necessary, to initiate recovery and assist data conversion.	More cases through recovery, improved collection.
NNDR	Account processing	4.5 Improved management of the suspense account	1-May-03	High	Capita	Not started	Capita / Brent			Following Academy conversion, payments that currently "reject" and sit outside the system pending manual allocation will be posted within Academy and re-allocated on a daily basis.	Rejected payments allocated more speedily to correct accounts, accurate recovery runs.
NNDR	Recovery	5.0 Full Debt Analysis	1-May-03	High	Capita	Not started	Capita			Run reports to identify largest debts on system.	Largest debts can be targeted, improved collection.
NNDR	Recovery	5.1 Court Costs	1-May-03	Low	Capita	Not started	Capita			Discuss with Client an increase in summons and liability order costs.	Increase in revenue for Brent, improve collection.
NNDR	Recovery	5.2 System access from court	1-May-03	Low	Capita	Started	Capita / Brent Court			Ascertain feasibility of system link at court.	Improved service to charge payer. Verify payment queries.
NNDR	Recovery	5.3 Electronic Bailiff Instructions	1-May-03	Medium	Capita	Not started	Capita			Electronic transmission of instructions to be implemented post Academy conversion.	Efficient means of transfer of data.
NNDR	Recovery	5.4 Debt Recovery - Post Academy Conversion	1-May-03	High	Capita	Not started	Capita			Implementation of comprehensive debt profiling and arrears strategy utilising reporting capabilities and improved functionality of the Academy system.	Improved collection.
NNDR	System	6.0 Academy conversion	1-May-03	High	Capita	Not started	Capita	Commenced		Agree implementation plan with client. System integrity checks. Uploads into test regions. Control checks. Upload into live.	Improved computer system.

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Area	Order	Description	Raised On	Priority	Raised By	Status	Actioned by	Scheduled Date	Scheduled Completion	Actions required	Outcome / Impact
NNDR	System	6.1 Documentation / Notices / Printing	1-May-03	High	Capita	Not started	Capita	Commenced		Re-design of billing documents from Academy and implementation of automated printing and mailing solution.	Fresh look billing documents.
NNDR	Quality	7.0 Procedure Manual	1-May-03	Medium	Capita	On-going	Capita	Commenced		Procedure manual being drafted, will be completed following Academy conversion.	Improved and uniformed working practices which will be documented for reference.
NNDR	Quality	7.1 ISO Accreditation	1-May-03	Medium	Capita	On-going	Capita	Commenced		Preparation commenced for inclusion of the Brent NNDR service within the Bromley ISO accreditation which is to be reviewed in Sept 03.	Improved quality.