

Area	Order	Description	Raised On	Priority	Raised By	Status	Actioned by	Scheduled Date	Scheduled Completion	Actions required	Impact
Debt Analysis	1.0	Produce full debt analysis by year, stage and value of debts	15/05/03	High	SK/DK	Started	Capita JN/JP/KC/S	31-Aug-03	ongoing	Use SX3 reports in conjunction with excel spreadsheets to produce full debt analysis for each years outstanding debt. Identifying the stage of the debt and the volumes and value of debt within given band widths i.e. >100 >200 >500 etc.	Information will be use to direct recovery action to specific areas of debts i.e. in year reminders debts >500 or 2002/2003 finals >200
Recovery Timetable	2.0	Review recovery schedule inherited from EDS	30/05/03	High	SK/DK	Started	Capita JN/JP/KC/S	ongoing	ongoing	Review and revise recovery schedule to include additional recovery runs, volumes and court dates	Additional runs will be targeted and ensure all non payers are brought into the recovery cycle
Recovery Profiles	3.0	Identify all the recovery profiles currently used and those that are excluded from recovery	01/05/03	High	SK/DK	Started	Capita/Brent	ongoing	ongoing	Use SX3 reports to identify all recovery profiles used. Review each profile and move appropriate accounts to the default profile to be included in further recovery runs. Reduce the number of profiles used. Identify accounts awaiting write off. Review relevant profiles with Brent i.e. HAQPROP, Councillors etc.	All appropriate accounts will be included in the recovery cycle and not exclude due to the profile. The reduction in number of profiles used will aid recovery and the identification of genuine cases for exclusion. Continual revision of the profiles will ensure recovery is started at the earliest opportunity
Volumes of recovery notices	4.0	Review the inherited restrictions on recovery notices (Reminders 5,000 Summons 3,000)	15/05/03	High	SK	Started	Capita/Brent	ongoing	ongoing	Review current volumes of notices sent out with Customer Services to see if it is possible to increase the volumes with the current resources. Gain the confidence of the court with the aim of increasing the current restriction of 3,000 summons per court	Non payers can be taken through the recovery cycle and summonsed at the earliest opportunity which will enhance the in year collection as older debts are harder to collect.
Court Dates	5.0	Increase the number of court dates	15/05/03	High	SK/JP	Started	Capita	ongoing	ongoing	Approach the current court for additional dates. Identify any spare capacity in NNDR and adjourned hearing court dates. Assess the need to approach another court for additional dates	Whilst restriction on the volume of summons is still in force increasing the number of courts will ensure cases are summonsed as early as possible
Court Procedures	6.0	Review of court procedures	15/06/03	Medium	SK	Started	Capita	ongoing	ongoing	Review the procedures used when attending court including the number of people attending, access to data, forms used and information gathered.	By ensuring that resources, access to information, obtaining the correct and as much information as possible is utilised to the full extent will ensure that the courts gain confidence in our efficiency and we use the opportunity of direct access to the payer to either settle the debt or obtain another mechanisms of payment (IS, AOE, SUMAR)
Recovery Parameters	7.0	Review recovery parameters used on every recovery run	01/06/03	High	SK	Started	Capita/Brent	ongoing	ongoing	Review the parameters set for each recovery run using the debt analysis information to identify year and value of debt to be targeted. Ensure that all appropriate recovery profiles are included in parameters and exclusions are genuine cases	By ensuring the correct parameters are used the identified target areas can be taken through the recovery cycle as quickly as possible
Closed Accounts	8.0	Identify all closed summons accounts	01/06/03	Medium	JN	Started	Capita	ongoing	ongoing	Identify closed accounts prior to referral to the bailiff. Identify if any payers are now receiving benefit. Identify if any payers attended court and gave there employment details. Use inspectors and other databases for new addresses or any other useful information. Determine if debt is recoverable or needs to go through the write off procedure.	Using IS deductions and AOE on closed accounts allows collection of the debt even if the new address is not known. Excluding closed accounts from initial bailiff referral enables the bailiff to concentrate on collectable debt

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Wording of Recovery Notices	9.0	Review the wording all notices and enclosures sent to the non payers	15/06/03	Medium	SK	Started	Capita/Brent	ongoing	ongoing	Review the content of Reminders, Finals, Pre-Summons, Summons and pre Bailiff Notices sent to non payers. Notices should all be in 'plain English' giving clear and precise information about payments and the resulting action if the requested payment is not made. Enclosures should be relevant to the notices and utilised to the full extend i.e. DD Mandates clearly marked with account numbers	By comprehensively wording the notices the impact on Customer Services will be reduced and encourage only payment of the debt.
Bailiff Action	10.0	Confirm all outstanding accounts and monies are returned from old bailiff companies	01/06/03	Medium	JP	Started	Capita/Brent	1-May-03	31st August	Obtain written confirmation from all old bailiff companies that all accounts and all money collected on behalf of Brent has been passed back to Brent. Including any amounts held in the suspense accounts with any supporting documentation	This will ensure all old debts passed to new bailiffs are for the correct amount and any additional monies passed over will increase the collection
	10.1	Service Level Agreement	01/05/03	Medium	SK/BB	Started	Capita	ongoing	31st August	Agree an SLA with Equita bailiffs	
	10.2	Regular Meetings	01/05/03	Medium	SK/BB	Started	Capita	ongoing	ongoing	Set up regular meetings with Equita	Regular review of SLA and any problem areas can be identified early
	10.3	Campaigns	01/07/03	Medium	SK/BB		Capita/Brent	ongoing	ongoing	Agree with Brent specific areas to target with bailiff action and any publicity required	Charge payers within the borough will become aware of bailiff activity and bring their payments up to date
	10.4	Release of monies	01/06/03	High	SK/BB	Started	Capita	ongoing	ongoing	Ensure that Equita make payments to Brent at the earliest opportunity	Impact of bailiff payments on the collection rate is known as soon as possible
Calculation of Collection	11.0	Review the current practice of calculating the collection rate at the end of each month	01/05/03	High	SK	Started	Capita	ongoing	ongoing	Review reports that are run for the end of month collection calculates and assess the impact of running these jobs daily/weekly.	Knowing the collection figure on any given day will allow recovery to be targeted more easily
	11.1	Confirm Calculation for In Year	01/05/03	High	SK	Started	Capita/Brent	ongoing	ongoing	Confirm with Brent that the reports used for the calculation are accurate, the benefit award equates to more than the contracted amount, and devise a method of verifying the cash collected figure	Confident that the calculated collection and cash figure is accurate
	11.2	Confirm Calculation of previous years for arrears incentive scheme	01/05/03	Medium	SK	Started	Capita/Brent	ongoing	ongoing	Confirm with Brent that the reports used for calculation are accurate, devise a method of verifying the cash collected figure and ensure that the calculation is in line with the contract (Refunds?)	Confident that the calculated figure is correct
Post Bailiff	12.0	Charging Orders	01/06/03	Medium	SK	Started	Capita	ongoing	ongoing	Identify any accounts which could be liable for a charging order and prepare a proposal for Brent on the practicalities of imposing an order, including any publicity	By 'cherry picking' a few cases and publicising you are encourages non payers to pay and securing longer term revenue
	12.1	Bankruptcies	01/06/03	Medium	SK	Started	Capita	ongoing	ongoing	Identify any accounts which could be liable for a bankruptcy and prepare a proposal for Brent on the practicalities of imposing, including any publicity	By 'cherry picking' a few cases and publicising you are encourages non payers to pay and securing longer term revenue
	12.2	Write Offs	01/06/03	Medium	SK	Started	Capita/Brent	ongoing	ongoing	Prepare all identified outstanding write offs for sign off by Brent and instigate a rolling review, ensuring that all comply with the write off criteria set out in the Brent policy	Clearing up all outstanding write offs and preparing a rolling review will ensure that a true collectable liability figure is reported
Tracing	13.0	Trace all 'Gone Aways' and 'The Council Tax Payer' accounts	01/06/03	Medium	SK	Started	Capita	ongoing	ongoing	Identify all accounts where tracing is required, use a variety of methods of tracing including 'in house' trace agent, inspectors, external trace agencies, council databases and utilities. Traced accounts will be included in the recovery cycle ASAP and other accounts identified for possible write offs	By tracing at the earliest opportunity and by numerous methods account payers can be more easily identified and recovery of the debt more productive
Valuation	14.0	Ensure all identified properties are banded at the earliest opportunity	01/05/03	High	SK	Started	Capita	ongoing	ongoing	Bring all the valuation schedules up to date and raise all queries with the VO. Notify the VO ASAP of all new/split properties. Use inspectors proactively to identify new builds etc. Reconcile the VO list	Billing at the earliest opportunity will ensure that non payers can be brought into the recovery programme. An up to date and reconciled VO list will ensure a true collectable debt figure

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Direct Debits	15.0	Increase the number of Direct Debit payers	01/05/03	High	SK	Started	Capita/Brent	ongoing	ongoing	Direct Debit Campaign, emphasis on choosing DD as a method of payment when addressing the payer direct and ensuring that the DD option is highlighted when sending out all notices	DD is the most cost effective and least onerous method of payment
	15.1	DD payment from Credit Card	14/08/03	Medium	JP	Started	Capita/Brent	14-Aug-03	1-Nov-03	Raise with SX3 the option to include a new module within the current software to allow Credit Card details to be used for the collection of DD. Discuss with Brent re new method of payment and best ways to publicise	Will allow those who regularly pay by credit card to set up a DD and not be reliant on telephoning Brent each month
Arrears Strategy	16.0	Form an arrears strategy group	01/06/03	Medium	SK	Started	Capita	18-Aug-03	ongoing	Form a Brent arrears strategy group to look at all recovery issues. Have joint meetings with other sites arrears strategy groups to explore and develop new approaches to recovery	Brainstorming and the sharing of ideas will ensure that as many options/ideas as possible are used to recovery monies