

Capita/Brent Action Plan 2008/9

Billing & Liable Person Identification	Responsibility	Action	Due by	Update
Improvements in information gathering would lead to more timely and accurate billing				
<ul style="list-style-type: none"> OSS information gathering has to be at a higher standard. 	Capita/Brent	Training/New forms		
<ul style="list-style-type: none"> Call Centre to capture all information at the time of contact including landlord and all moves . 	Capita/Brent	Training/New forms		
<ul style="list-style-type: none"> If people apply for bins or parking permit double check if need to be registered for Council Tax. 	Brent	Liaison with relevant departments		
<ul style="list-style-type: none"> Making better notes early on. Always ask for telephone and email. 	Capita/Brent	Training/New forms		
<ul style="list-style-type: none"> Use email as a reminder as well as text. 	Capita	Investigate technology and cost		
<ul style="list-style-type: none"> Capita to specify what information is required to set up a bill / close an account? 	Capita	Memo to be issued/training if required		
<ul style="list-style-type: none"> Capita to look into CRM scripts. To include recovery person and customer person together for full understanding of needs information. 	Capita/Brent	Meeting, project, costs		

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Benefits				
<ul style="list-style-type: none"> Information sharing between HB and Council Tax e.g. SPD exercise. Change of liability – Client Index, (Rising 18s should be received from the Client Index in future) 	Capita/Brent	Review Business processes/Client Index		
<ul style="list-style-type: none"> Change of occupation e.g. if benefit ceases because now employed or nil entitlement. Action doc View360 Employer details. 	Capita	Review Business processes/View 360 action documents		
<ul style="list-style-type: none"> Acceptance of landlords proof of address as his address when assessing 	Brent	Training/Fraud awareness		
<ul style="list-style-type: none"> Automated interface between Ctax & Benefits, 1 occupier on claim = grant spd, 	Capita	Review Business processes/ Cost and feasibility		
Landlords and Agents				
<ul style="list-style-type: none"> Investigate possibility of paying benefit to agents more quickly if they provide landlord names 	Brent	Feasibility study/ capita to attend landlord liaison meeting		
<ul style="list-style-type: none"> Hold information on sales and purchases for use when vendor vacated, contact acting solicitor. 	Capita	Feasibility study on capturing and holding information		
<ul style="list-style-type: none"> Getting information from source on movement of tenants, incentives agent and landlord to send in tenancy agreement (early payment), 	Capita	Set up dedicated managing agent mail box. Increase management agent liaison		
<ul style="list-style-type: none"> Sharing information with neighbouring authorities of moves and changes 	Capita	Identify and set up list of contact. Investigate ways of exchanging information		
<ul style="list-style-type: none"> RSL moves and changes automated in future 	Capita/Brent	Capita to attend RSL quarterly liaison. Brent to investigate automation capabilities of moes and changes in RSL's		

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Other Council Departments				
• Identification of Travellers sites an issue	Brent	To provide Capita with contact details		
• Land charges report to see if there has been a sale. Send information out, currently no action if not back,	Capita	Review current practice. Include checks on land registry, net house price.		
• Incentive for reputable agents and solicitors in borough to use website. PHIU landlords who provide tenanted props.	Brent	Work more closely with PHIU.		
• Match NNDR to Council Tax and traders doing work for housing to identify overlaps.	Capita/Brent	Brent to identify traders/Capita to match against database		
• Match against Environment Services for licensing addresses, street traders, food licence, alcohol	Brent	Investigate what information is available and how it could be used		
• Illegal sublets.	Brent	Obtain list of BHP tenants where no payments have been received for possible joint enforcement.		
External				
• Establish relationship with Utility companies for exchange of information	Capita	Investigate feasibility		
• Direct notification form land registry of changes to ownership	Capita/Brent	Contact Land Registry and investigate possibility of use of information in New house pack. Bins, Schools etc.		
• BT discs to capture telephone details not been very effective, investigate if any other alternatives	Capita/	Contact other authorities/departments, search the www		

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Billing				
<ul style="list-style-type: none"> Gone Away process to be improved 	Capita	View 360 integration and process mapping to be reviewed especially around days overlapped with information from other areas/Training		
<ul style="list-style-type: none"> Reduce the time to billing, consider telephoning landlords rather than written correspondence every time 	Capita	Review current process/training		
<ul style="list-style-type: none"> Telephone number for occupier normally stays as person usually leaves behind so all information should be utilised and not disregarded 	Capita	Review training and working practices		
<ul style="list-style-type: none"> Client Index to identify DD payers. 	Brent	Confirm if Client Index can share information on potential DD payers paying other services by DD		
Contacting Customers				
<ul style="list-style-type: none"> Texts can be sent to landlines where mobile numbers not available 	Capita	Investigate feasibility and costs of implementation		
<ul style="list-style-type: none"> Automate the telephone number capture in ACD to feed directly into Northgate/CRM 	Brent	Review functionality of new phone system		
<ul style="list-style-type: none"> Increase outbound telephone calls to those who are in arrears or missed instalment 	Capita	Review current projects with the increase in telephone number capture		
<ul style="list-style-type: none"> Utilise the OSS, out of office hours, to conduct outbound calling 	Brent	Liaise with Call centre and devise training if feasible		

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<ul style="list-style-type: none"> • Trial texting for instalment due using Environmental services software 	Capita/Brent	Set up project and pilot scheme		
<ul style="list-style-type: none"> • Pilot exercises by area for arrears cases that may be eligible for benefit, in the style of a mail merge contact us / we will contact you 	Capita	Devise sample letter and identify appropriate cases		
Obtaining Payments				
<ul style="list-style-type: none"> • Need exposure to Recovery for Customer Service so they can understand what actions recovery officers take to obtain payment 	Capita/Brent	Presentation/training/shadowing		
<ul style="list-style-type: none"> • Consider setting a target for staff including customer service on income obtained and / or DD's set up. 	Capita/Brent	Brainstorm ideas with rewards etc.		
<ul style="list-style-type: none"> • More joint working and Capita stating what they require from Customer Service. 	Capita/Brent	Presentation/training/shadowing		
<ul style="list-style-type: none"> • Agree new scripts with OSS for DD take up and requesting payments and agree we will take hit in call resolution performance. Request that OSS include in monthly reports. 	Capita/Brent	Meetings with OSS to decide what format to take this forward.		
<ul style="list-style-type: none"> • Identify areas where there are gaps in OSS knowledge for reporting and development into training. 	Capita/Brent	OSS liaison meeting to be used to explore issues and develop training etc.		
<ul style="list-style-type: none"> • Capita to have more visibility of what goes on in Customer Service. 	Brent	Brent to circulate information etc. to Capita, Capita to state requirements		
<ul style="list-style-type: none"> • Monthly newsletter on collection performance to be sent to customer service including, DD's set up, Cash Collected, Spars arranged, bailiff calls, refunds requested etc. 	Capita	Format and content to be formulated		
<ul style="list-style-type: none"> • Script for Customer Service on DD for year end and throughout year. 	Capita	Capita to include in annual billing information		
<ul style="list-style-type: none"> • OSS script for moving in to include DD set up. 	Brent	Scripts to be written and		

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		distributed		
Payment Methods				
<ul style="list-style-type: none"> Target late payers for DD. DD campaign focused on DD guarantee 	Capita	Devise campaign and get OSS buy in		
<ul style="list-style-type: none"> Target standing orders for DD 	Capita	Mail shot to transfer SO payers to DD		
<ul style="list-style-type: none"> Credit Card payers 	Capita	Mail shot to transfer CC payers to DD		
<ul style="list-style-type: none"> Use Mosaic to target 	Capita	Identify mail shots by data mapping for transfer to DD		
<ul style="list-style-type: none"> More DD dates and increase frequency options for DD e.g. weekly fortnightly etc. 	Capita	Review system capabilities, costs and how effective		
<ul style="list-style-type: none"> Security Reviewing policy on holding data and payments 	Capita/Brent	Review current processes and any changes in the new tender		
<ul style="list-style-type: none"> Unpaid cheques review 	Capita	Review current actions taken and send a letter to notify customer		
<ul style="list-style-type: none"> DD reasons (for rejections) 	Capita	Review current procedures and ensure all reasons are appropriately actioned.		
<ul style="list-style-type: none"> Pay point Revisit payment limits with retailers 	Brent	Review payment limits and ensure they are adequate		
<ul style="list-style-type: none"> Cash payments can we charge 	Capita	Mail shot all cash payers for more cost effective forms of payment		
<ul style="list-style-type: none"> Setting up DD on Credit Card 	Brent	Investigate feasibility and any cost implications		
<ul style="list-style-type: none"> Review new debt recovery policy for unpaid arrangements. 	Capita	Build in reviews to current process		
<ul style="list-style-type: none"> Review all debt on a vulnerable profile monthly for 	Capita	Build in reviews to current process		

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payments etc.				
Liability				
<ul style="list-style-type: none"> Text on cash bill to say will be paid by DD please ring us with your bank details. 	Brent	Review current text and amended accordingly		
<ul style="list-style-type: none"> Review inclusion of payment slips in ad hoc bills – new cash accounts only 	Brent	Review and consider changes		
<ul style="list-style-type: none"> Inspectors currently verify information, consider use VRA (Voice Recognition Analysis), instead. Also use for SPD reviews. 	Capita	Costs and feasibility to be reported and discussed		
<ul style="list-style-type: none"> Using Building Control for information so inspectors cut need to attend. 	Brent	Discuss exchange of relevant information with Building Control		
<ul style="list-style-type: none"> Verification education establishments 	Capita	New procedures to be developed for verification of student certificates		
<ul style="list-style-type: none"> Experian for SPD matching. 	Brent	Explore costs and success rates		
<ul style="list-style-type: none"> Investigate existing forum on 'Importance of paying Council Tax' for sharing information on best working practices 	Capita	Investigate		
<ul style="list-style-type: none"> Parking Databases to obtain car details 	Capita	Increase use of Parking database information		
<ul style="list-style-type: none"> SPD's use Experian, Mosaic, Client Index to reduce 	Capita/Brent	Set up project team to reduce SPD's		
<ul style="list-style-type: none"> Data cleansing exercise, 1 pin per customer, corporate accounts should be consolidated 	Capita	To include in ongoing housekeeping projects		
<ul style="list-style-type: none"> Selective summoning and bailiff referrals; analysis of bailiff payment caseload 	Capita	Review of current referral methods		
<ul style="list-style-type: none"> Select Band F, G & H properties for Stat demand as a 	Capita	Introduce pilot scheme and assess impact		

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priority				
<ul style="list-style-type: none"> Identify additional liability orders and if on AOE do not send to bailiff 	Capita	Increase monitoring of accounts sent to the bailiff		
<ul style="list-style-type: none"> Link into debt counselling surgeries at Town Hall 	Brent	Investigate, feasibility and requirements		
<ul style="list-style-type: none"> Regular reports- current full CTB with arrears, do AoB 	Capita	Report to be written and monitored regularly		
Recovery				
<ul style="list-style-type: none"> Different Recovery policy for each area/ward 	Brent/Capita	Use data mapping etc. to identify if there is a requirement		
<ul style="list-style-type: none"> Bailiff Reposts in Postcode breakdown, Paid, Nulla Bona, GANT 	Capita	To be used for deeper analysis with data mapping information		
<ul style="list-style-type: none"> Introduce pre summons letter for those who owe small amounts. 	Capita	Design letter and implement		
<ul style="list-style-type: none"> Increase number of summons to maximum 5K on a run, 	Brent	Obtain Court authorisation to increase limits		
<ul style="list-style-type: none"> Arrangements – DD and employer details requested 	Capita	Enforce policy of DD details with arrangements		
<ul style="list-style-type: none"> Benefits to check underlying entitlement on eligible cases 	Brent	Procedure to be devised		
<ul style="list-style-type: none"> HB no CTB is run quarterly 	Capita/Brent	Report to be run and actioned		
<ul style="list-style-type: none"> Improve Bailiff management & monitoring of arrangements 	Capita/Brent	Review bailiff payment policies and monitored regularly to ensure any variation from policy has been sanctioned		
<ul style="list-style-type: none"> Targeted actions to be analysed to identify the most successful action types 	Capita			
<ul style="list-style-type: none"> Analysis the 4.63% of arrears unpaid at the end of year (how many never paid us, gone away, blockages, part payers. Etc) 	Capita	Obtain information and analysis for progression of recovery of the debt		

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<ul style="list-style-type: none"> Explore possibility of Equita collecting parking debt and collect parking & Council Tax debt in one hit 	Brent	Discuss with relevant parties feasibility		
Organisation and Working				
<ul style="list-style-type: none"> Does current configuration help or if different – would it be better? 	Capita	Review current structure and identify any issues, bottlenecks etc.		
<ul style="list-style-type: none"> Review Liaison between the recovery and Equita teams. Based in Brent and Bromley 	Capita	Review locations and liaison		
<ul style="list-style-type: none"> Review teams configuration based in Brent House. 	Capita	Review current structure		
<ul style="list-style-type: none"> Review location and function Valuation team in based Bromley 	Capita	Review current structure		
<ul style="list-style-type: none"> Review current processes conducted from India and identify any additional processes that could be transferred 	Capita	Review current procedures and report on any suggested changes		
Publicity and Communication				
<ul style="list-style-type: none"> Increase advertising of surgery dealing with Benefits, Council Tax, Council Tax Benefit including CAB 	Brent	Investigate means of focusing advertising effectively using mail shots Mosaic etc.		
<ul style="list-style-type: none"> Look at what was been effective in the past and build on e.g. removing TV for World Cup on bailiff cases 	Capita	Review various methods		
<ul style="list-style-type: none"> Use of free papers for highlighting cases 	Brent	Investigate, issues costs etc.		
<ul style="list-style-type: none"> Issue a Publicity plan 	Brent	Formulate and issue an effective plan		
<ul style="list-style-type: none"> Use stories with examples of where we helped and another where we took hard action 	Brent	Identify individual cases and liaise with press office		

Appendix 3

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<ul style="list-style-type: none"> • Look at new ways of gathering information from the public i.e. 'shop your neighbour', 'You are paying their bill, where do they work' campaigns 	Brent	Introduction campaigns and measure the effectiveness		
<ul style="list-style-type: none"> • Review with legal name and shame and only publishing for Charging Orders and bankruptcy. 	Brent	Review legal position		
<ul style="list-style-type: none"> • Post the top 10 debtors on the web site 	Brent	Review any legal implications etc.		