

Output Specification: Revenues and Benefits

March 2013

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2 Document Ownership

Document signed off by	John Gregson, Head of Revenues and Benefits on 14 th February 2013
Document Owner	John Hooton, Deputy Chief Operating Officer, LBB (Head of Finance)

3 Definitions

The words in this Revenues and Benefits Output Specification shall have the meanings attributed to them in the Agreement where the context so permits and unless otherwise stated.

In this Revenues Benefits Output Specification, unless the context otherwise requires, the following words and expressions shall have the meanings given below:

Term	Definition
AOE	means an Attachment of Earnings Order
Appeals Service	means the Department for Work and Pensions Appeals Service;
ADDACS	means Automated Direct Debit Amendment and Cancellation Service
ARUDD	means Automated Return of Unpaid Direct Debits
AUDDIS	means Automated Direct Debit Instruction Service
BACS	means BACS Payment Schemes Ltd
Barnet Homes	means Barnet Homes Limited, (Company registered number 04948659) whose registered office is at Barnet House, 1255 High Road, Whetstone, London N20 0EJ
Business Improvement Districts	means a defined geographical area in which businesses pay an additional tax or fee in order to fund improvements within the district's boundaries
CAB	means the Citizen's Advice Bureau
CAFT	means the Authority's Corporate Anti-Fraud Team
CIPFA	means the Chartered Institute of Public Finance and Accountancy
CIS	means the DWP's customer information system
Civica Open Revenues	means the Council Tax, NNDR and Housing Benefit IT software system
Completion Notice	means a document to confirm when a building is complete for local taxation purposes;
Council Tax	means the tax levied and collected by each billing authority in accordance with section 1 of the Local Government Finance Act 1992 (as amended from time to time)
Council Tax Benefit	means a benefit provided for by virtue of the scheme under Section 123 of the Social Security Contributions and Benefits Act 1992 (as amended from time to time) which is

Term	Definition
	administered by the billing authority in the form of a payment of payments by the authority to the entitled person or a reduction in the amount of Council Tax payable by the entitled person or both
Council Tax Support	means the scheme operated by local authorities which replaces Council Tax Benefit from 1 April 2013 and provides relief to an individual on low income in respect of their Council Tax liability.
DDICA	means Direct Debit Indemnity Claim Automation
DHP	means discretionary housing payments made under the Discretionary Financial Assistance Regulations 2001
DWP	means the Department for Work and Pensions
E-BAR	means the Electronic Billing Authority Reports system operated by the VOA
EAS	means the employee authentication system used by the DWP to secure its CIS
ETD	means electronic transfer of data from DWP
EUT	means End User Tracker documentation provided by the assigned sponsor for authorising access for users to the EAS / CIS on-line system of the DWP.
HBRF	means the Housing Benefit Recoveries and Fraud return submitted quarterly to DWP
HMO	means a house of multiple occupation as defined in the Housing Act 2004
Housing Benefit	means the payment made by local authorities on behalf of an individual on low income in respect of housing costs
Intervention	means the review form sent to benefit claimants in order to update their circumstances
LGO	means the Local Government Ombudsman
Liability Order	means an order made by magistrates in accordance with the provisions of the Local Government Finance Act 1988 or the Local Government Finance Act 1992;
LLPG	means the Local Land and Property Gazetteer
MOD	means the Ministry of Defence
NNDR	means National Non-Domestic Rates being a tax on properties which are not used for domestic purposes
New Homes Bonus Scheme	means the scheme operated by the Department of Communities and Local Government which pays additional sums in relation to the growth of a local authority's Council Tax base.
NFI	means the National Fraud Initiative, a data matching exercise controlled CAFT
NHRA	means the Non Housing Revenue Account (temporary accommodation)

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Term	Definition
Rating List	means the VOA's list of rateable values for NNDR
RBV	means Risk Based Verification, a method of assessing the risk of fraud based on the demographic and other profiles of the applicant
SHBE	means the Single Housing Benefit Extract, a monthly electronic scan of claimant-level data from OpenRevenues
VOA	means the Valuation Office Agency which is an executive agency of Her Majesty's Revenue and Customs
Valuation Tribunal	the independent body responsible for hearing appeals concerning Council Tax and business rates valuations and Council Tax liability appeals
XML	means Extensible Markup Language, a data format that is readable by both humans and computers

Core systems

- Civica OPENRevenues
- IEG4 online benefits new claim form
- File Trail
- FIMS2 - Fraud Management
- CIS – DWP Systems
- TUO – Tell Us Once
- BACS payment services
- Experian Bank Wizard
- Experian Citizen View
- Northgate Pericles
- Northgate Information at work
- Civica Saffron Housing Rents
- Capita Paye.net
- Capita Axis Income Manager
- Land Registry Portal
- MAG:Net LoCTA

- IRRV Euclidian
- Coactivia Bridge
- PTC Scheduler
- PTC Consolidation
- Business Objects Crystal Reports
- SAP CRM
- SAP R3
- OPENQuery DataPA
- OPENAccess
- OPENVision
- ColumbusR

Service Provider Liaison

The Service Provider shall interface with internal and external organisations as required including but not limited to the following:

Internal

- Elected Members
- Cabinet
- Internal Audit

- All other departments of the Authority
- Trade Unions

External

- Government departments
- Valuation Office Agency
- MPs and Government Ministers
- Audit Commission
- External Auditors
- Bailiffs (code of practice exists)
- Citizens Advice Bureau
- Local Authorities
- Contractors and other suppliers of goods and services
- Voluntary sector
- Disabled person groups
- Professional Institutes
- Job Centre plus
- Housing Associations
- Receivers and Liquidators

- Solicitors
- IRRV – best practice in Revenues and Benefits
- IRRV Forum – regional centre for current topics in Revenues and Benefits
- CIPFA Revenues and Benefits Consortium - best practice
- London Revenues Group - Revenues managers forum
- Police
- Post Office – redirection of mail
- National Anti Fraud Network
- Joint Working Unit (JWU) - DWP fraud initiative
- Customs and Excise
- National Fraud Initiative
- The Courts Service and Barristers
- Computer system user group
- Private landlords
- Barnet Homes
- The Pension & Disability Carers Service

Designated Offices

Postal Address for Benefits

Barnet Council
Housing Benefits Service
PO Box 989
Northampton
NN3 0DB

Postal Address for Revenues

Barnet Council
Revenues Service
PO Box 988
Northampton
NN3 0DA

In Person

Burnt Oak Library
Watling Avenue
Edgware
HA8 0VB
Monday – Friday 9.00am – 5pm

Barnet House
1255 High Road
Whetstone
London
N20 0EJ

Monday to Friday, 9am to 5pm

Office locations for THE SERVICE

Surgeries (items of post can be deposited when buildings are open)

Hendon Jobcentre Plus

Crown Building
10 Finchley Lane
Hendon
London
NW4 1DP

Monday 9am - 4.30pm

Chipping Barnet Library

3 Stapylton Road
Barnet
Herts.
EN5 4QT

Wednesday 10.00am - 4.30pm

Grahame Park Housing Office

17 - 19 The Concourse
London
NW9 8DG

Thursday 9am - 12.00pm

4 Scope

General Introduction

The Authority's Revenues and Benefits service includes responsibility for:-

- 139,000 Council Tax Properties;
- 8,000 Business Rates Properties; and
- 33,700 Housing Benefit Caseload.

The Revenues and Benefits service operates on the Civica OPEN Revenues application, which includes an embedded electronic document management system.

Telephone contacts for business rates and Council Tax recovery are handled within the current Business Rates team and Council Tax Recovery Team. Initial telephone contacts for other Council Tax enquiries and all Benefits enquiries are handled by the customer services organisation. Level 3 calls are handed off to the Revenues or Benefits services.

Face to face customer contacts for general Revenues and Benefits enquiries are primarily handled from the Authority's Burnt Oak and Barnet House locations by customer service organisation staff, with additional contact points at other geographical locations being resourced on certain days of the week.

New Benefits claimants may visit the Authority's face to face locations at Burnt Oak and Barnet House to complete an electronic claim form, submit evidence and/or have their claim assessed.

Inclusions

The Service Provider shall provide (inter alia) the following as part of the Services:

- the billing, collection and recovery (including preparatory work on any committal cases) of Council Tax;
- the billing, collection and recovery (including preparatory work on any committal cases) of Business Rates;
- the completing and submitting Non Domestic Rates Returns, CTB1 returns and QRC returns;
- the recovery of Housing Benefit overpayments;
- the assessment and award of Housing Benefit, Council Tax Support, residual Council Tax Benefit/Support, Local Assistance (Crisis Fund) and Discretionary Housing Payments;
- the administering and organisation of Housing Benefit appeals;
- the dealing with all customer contact and complaints, as specified in the customer services organisation output specification contained within this Schedule 1 (The Output Specification);
- the administering of benefit subsidies;
- the provision of systems administration
- the provisions of training

Future Potential Impacts

The Service Provider shall anticipate and have regard to any changes statutory, practical or other changes that may impact on the services described in this Output Specification including but not limited to:

- the Welfare Reform Act 2012
- the Localism Act 2012
- the Authority's new customer service operation
- the Authority's new model as a commissioning council.

Exclusions

The Service Provider shall not be required to undertake the following activities which will be retained by the Authority:

Revenues (Council Tax and Business Rates)

- committal applications at magistrates court
- authorisation of government returns, grant claims and estimates
- authorisation of write offs

Benefits (Housing Benefit and Council Tax Benefit/Support)

- authorisation of write offs
- authorisation of subsidy/grant claims and estimates
- authorisation of HBRF returns

Revenues and Benefits

- final approval of policies and strategy
- agreement of contract change control proposals
- overall responsibility for stage 3 complaints and Ombudsman complaints

Third Party Contracts

- where an obligation set out within this specification is discharged by a Third Party and the relevant Third Party Contract that has not been novated to the Service Provider the obligation will be met in line with the Third Party Contract

5 Data Room Documents

The parties recognise and agree that the inclusion of the Data Room documents in Schedule 1 (Output Specification) is for information only and is not intended to give rise to legally binding rights and obligations between the parties except where these documents are specifically referred to in Section 4 or 6 of this Output Specification.

Data type	File name	File contents	Function/s related to it
Customer Strategy Policy	Customer_Strategy_Policy	Corporate policy on intranet	BS1
Authority Customer service standards	Council_customer_service standards	Corporate policy on intranet	BS3
Authority's Corporate Complaints Policy	Council's_Complaints_Policy_	Corporate policy on intranet	BS34, CT40, N32
Annual Benefits Report	Annual_Benefits_Report		
Guidance on bailiff action	National_Standards_for_Enforcement_Agents_2012	National Standards for Enforcement Agents 2012 can also be found at: http://www.justice.gov.uk/downloads/courts/bailiffs-enforcement-officers/national-standards-enforcement-agents.pdf/	R8, N21
Local Policies applicable	Housing Benefits & Council Tax Write off Policy	Local policies and strategies applicable to Revenues and Benefits outputs	

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Data type	File name	File contents	Function/s related to it
	Housing Benefits & Council Tax Take up policy combined		
	Housing Benefits & Council Tax vision combined		
	Housing Benefits & Council Tax combined training policy		
	Housing Benefits & Council Tax combined training strategy		
	Housing Benefits Landlords policy		
	Housing Benefits Landlords strategy		
	Housing Benefits & Council Tax service accessibility policy combined		
	Housing Benefits & Council Tax service accessibility strategy		
	Housing Benefits & Council Tax Take up strategy combined		
	Housing Benefits & Council Tax client confidentially policy		
	Housing Benefits & Council Tax client strategy policy		
	Housing Benefits debt recovery strategy		
	Housing Benefits DHP policy		
	Overpayment policy		
	Housing Benefits overpayments code of practice		

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Data type	File name	File contents	Function/s related to it
Volumetric data	Various	In Data Room	
Performance data	Various	In Data Room	
Service Level Agreements	Various	In Data Room	

6 Service Requirement

The following section indicates the service requirements for Revenues and Benefits function.

The Service Provider shall adhere to the standards listed in the final column of the following table with Key Performance Indicators highlighted in bold.

Overall requirements

Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
OV001 (OVERALL)	Revenues & Benefits	All	The Service Provider shall comply with prevailing law and Authority policies and guidelines.		Overriding requirement unless given exemption/dispensation by the Authority
OV002		All	<p>The Service Provider shall continuously improve the performance of the services within its scope.</p> <p>The Service Provider shall provide an annual action plan for continuous improvement and monthly reports to the Authority detailing progress and likely downturns in performance giving reasons for such downturns and plan for resolution.</p>		<p>Annual action plan and monthly progress reports</p> <p>Improvement targets to be agreed with the Authority in accordance with the Agreement</p>
OV003		All	The Service Provider shall contribute to the development and implementation of change initiatives relating to the service required by		As defined by the Authority

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			<p>legislation and/or other drivers.</p> <p>The Service Provider shall ensure the availability of the professional competences to do so and share the same with the Authority.</p>		and agreed with the partner.
OV004		All	The Service Provider shall liaise and interface with other partners and groups external to the Authority, including suppliers, DWP and Barnet Homes in order to represent the Authority, keep abreast of Revenues & Benefits developments and thinking and support service improvement		As agreed with the Authority

Benefits Service

Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
BEN001 (BENEFITS)	Housing Benefits, Council Tax Support & residual Council Tax Benefits	Benefit Claim Administration - Claims	<p>The Service Provider shall ensure that claims for Housing and Council Tax Benefit/Support are fully verified in line with RBV Policy in order to prevent fraud and error. The Service Provider shall ensure that claim forms and supporting evidence are stored on the document imaging system or another accessible system and are available for inspection.</p> <p>The Service Provider shall carry out verification of claims to maximise good customer service and performance indicator performance (for example by using on-line information such as CIS and the contacting claimants by telephone rather than in writing as a matter of course.</p>		<p>KPI – Average speed of processing for new claims</p> <p>KPI – Average speed of processing for changes</p> <p>KPI - Accuracy of assessments</p>
BEN002		Benefit Claim Administration -	The Service Provider shall ensure that Housing Benefit and Council Tax Benefit/Support claims are processed accurately and processed within		KPI – Average speed of processing for new claims

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		Claims	timescales in the top ten per cent (10%) performance for Outer London Authorities.		KPI – Average speed of processing for changes KPI - Accuracy of assessments
BEN003		Benefit Claim Administration - Claims	The Service Provider shall process claims received under the Homechoice and Threshold schemes as a priority and ensure that an accurate database is maintained of all such claims processed.		To administer within KPI standards
BEN004			INTENTIONALLY BLANK		
BEN005		Benefit Claim Administration - Claims	The Service Provider shall ensure that claims arising from lettings arranged by the temporary accommodation team are compliant with the subsidy criteria relating to NHRA tenancies.		On a rolling basis to ensure compliance is provable within any audit schedule
BEN006		Benefit Claim Administration - Claims	The Service Provider shall ensure that all necessary changes to the Council Tax system that are required in order to process entitlement to Council Tax Benefit/Support are made at the earliest opportunity in the assessment process.		KPI – Average speed of processing for new claims KPI – Average speed of processing for changes
BEN007		Benefit Claim Administration – change of circumstances	The Service Provider shall ensure that changes of circumstances are processed as quickly and accurately as possible to maximise performance indicator performance. The Service Provider shall process details of changes of circumstance which it receives from Service Users		KPI – Average speed of processing for new claims KPI – Average speed of

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			by telephone immediately if possible and in any event within 24 hours.		processing for changes KPI - Accuracy of assessments
BEN008		Benefit Claim Administration – change of circumstances	The Service Provider shall process non-auto-processed ETDs so as to optimise performance indicator performance and avoid subsidy-loss due to delay.		KPI – Average speed of processing for new claims KPI – Average speed of processing for changes KPI - Accuracy of assessments
BEN009		Benefit Claim Administration – change of circumstances	The Service Provider shall process post that has been returned marked returned to sender within five (5) days ensuring that claims are cancelled or suspended or enquiries initiated.		Within five (5) Business Days
BEN010		Benefit Claim Administration – change of circs	The Service Provider shall process pre-tenancy determinations within two (2) Business Days.		Within (2) Business Days
BEN011		Benefit Claim Administration – change of circumstances	The Service Provider shall send rent referrals on time, in the week in which they are due and accurately actioned on the benefit system within five (5) days of receipt from the VOA		Issue in the week due. Action decision within five (5) Business Days
BEN012		Benefit Claim Administration – change of circumstances	The Service Provider shall process changes of circumstances promptly and in line with DWP regulations and guidance.		KPI – Average speed of processing for changes KPI - Accuracy of assessments

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BEN013		Benefit Claim Administration – change of circumstances	The Service Provider shall ensure that claims are suspended within five (5) Business Days in line with DWP regulations and guidance when a question has arisen regarding entitlement such as the non-return of an intervention form.		Within five (5) Business Days
BEN014		Benefit Claim Administration - Interventions	The Service Provider shall process Housing and Council Tax Benefit/Support interventions on at least ten per cent (10%) of the caseload in accordance with an Intervention timetable and in an accurate manner.		KPI – Average speed of processing for changes KPI - Accuracy of assessments
BEN015		Benefit Claim administration	<p>The Service Provider shall process new claims for Housing and Council Tax Benefit/Support promptly and in line with DWP legislation and guidance. The Service Provider shall carry out the same using best practice systems and processes in a way that minimises the end-to-end processing time between the submission of a claim and the payment of benefit to the claimant.</p> <p>The Service Provider shall make appropriate alternative arrangements for dealing with claims from citizens who are unable to attend at the benefits office in person so as to ensure that it delivers an end-to-end processing time comparable to that received by citizens who are able to so attend.</p>		<p>KPI – Average speed of processing for new claims</p> <p>KPI - Accuracy of assessments</p>
BEN016		Benefit Claim administration	The Service Provider shall operate on the Authority's behalf the local benefits scheme which disregards from the assessment of income the value of war widows and war disablement pensions so as to limit		Ensure local scheme claims are assessed within KPI's, and that income is correctly assigned to ensure no loss of

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			subsidy loss.		subsidy.
BEN017		Benefit Claim administration	The Service Provider shall provide day to day effective liaison with all third parties, such as Barnet Homes and the Authority's temporary accommodation team to ensure timely resolution of outstanding claims and any claim related issues.		Case-related enquiries to be turned around within five (5) days.
BEN018		Benefit Claim administration	The Service Provider shall ensure that all statutory notices of determination are produced and issued within two (2) Business Days of the decision being made.		Within two (2) Business Days
BEN019		Benefit Claim administration	The Service Provider shall ensure that Housing Benefit is paid to the correct payee in line with DWP regulations and guidance, taking action promptly where rent arrears are notified and before the next payment is due at the latest.		
BEN020		Benefit Claim administration	The Service Provider shall refer potential fraud for Housing Benefit, Council Tax Benefit/Support, DHP or any DWP benefit to CAFT. The Service Provider shall take timely action on all recommendations or instructions whether at case level or systemic to minimise loss due to fraud.		Refer within one (1) Business Day of identifying the need for a fraud referral. Reassess any affected claim within (five) 5 Business Days of obtaining and verifying all information, in conjunction with the investigation process, so that overpayments and loss of

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					subsidy are minimised.
BEN021		Benefit Claim administration	The Service Provider shall ensure that the law and the Authority's agreed guidelines and policies are followed and that benefit entitlement, Housing Benefit subsidy and overpayment recovery are maximised.		Local Authority Error Overpayment and Administrative Delay Overpayments will be maximised subject to the Financial Guarantees set out in Schedule 4 Payment and Performance
BEN022		Benefit Claim Administration - backdates	The Service Provider shall assess eligibility for backdating claims in accordance with the Housing Benefit and Council Tax Benefit regulations, Council Tax Support procedures, DWP guidance and audit requirements (as appropriate), ensuring all local procedures are satisfied.		Within five (5) Business Days of completing enquiries
BEN023			INTENTIONALLY BLANK		
BEN024		Benefit Claim Administration - Reconsiderations	The Service Provider shall process requests for reconsideration in a timely and effective manner in line with DWP legislation and guidance by carrying out a review of the decision taken and taking appropriate action including the revision or supersession of entitlement (if appropriate) and the provision of a written reply explaining the decision and detailing further appeal rights.		Reconsideration to be carried out within ten (10) Business Days of receipt of request.

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BEN025		Benefit Claim Administration - DHP	The Service Provider shall process applications for DHP in accordance with DWP guidance and Authority policy and taking into account budgetary constraints.		Within five (5) Business Days
BEN026		Benefit Claim Administration -	The Service Provider shall reply to all correspondence, including emails, with a full and complete answer/resolution to the issues raised by the correspondent.		Within five (5) Business Days
BEN027		Benefit Claim Administration - Third party contact	The Service Provider shall facilitate work of the Housing Benefit review team of the DWP by providing all necessary administrative, training and information support to the team and reporting findings back to the Authority on a regular basis.		Annually
BEN028		Benefit Claim Administration - Third party contact	The Service Provider shall maintain relationships with other Local Authorities and other third party and Government organisations (including the police and immigration) that assist with claims.		As reasonably required
BEN029		Benefit Claim Management - General	The Service Provider shall attend at tribunals and hearings (including but not limited to Court proceedings and hearings) to present evidence as required or as requested by the Authority.		As required
BEN030		Benefit Claim Management - complaints	The Service Provider shall deal effectively and professionally with complaints received in accordance with the Authority's Corporate Complaints Procedure, taking appropriate action, providing a response to the customer in an appropriate format and monitoring for any patterns leading to customers submitting a complaint.		Within ten (10) Business Days for stage 1 complaints Within twenty (20) Business Days for stage 2 complaints

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			The Service Provider shall respond to councillors' and MPs' enquiries in accordance with the Authority's policy.		Within ten (10) Business Days
BEN031		Benefit Claim Management - complaints	The Service Provider shall provide statistical information to the Authority regarding complaints and councillor and MP enquiries.		Quarterly
BEN032		Benefit Claim Management - complaints	The Service Provider shall provide information and evidence to the Authority in a timely manner to support responses to the LGO.		Within five (5) days, or such other timescale as the LGO requires
BEN033		Benefit Claim Management - complaints	The Service Provider shall analyse the root causes of complaints and ensure that action is taken within the service to address these causes in order to minimise future complaints		Continuous
BEN034		Benefit Claim Management - Testing	The Service Provider shall, when required, test new systems and/or new release software to ensure they are functioning correctly including the production of year-end bulk assessment and notification meeting the requirements of DWP legislation and guidance and any standards that the Authority may adopt or recommend from time to time.		As required, including out of hours working if necessary
BEN035		Benefit Claim Management - checking	The Service Provider shall provide to the Authority a randomly selected sample of all decisions made each day. The sample size and sampling method shall be determined by the Authority.		Next Business Day
BEN036		Benefit Claim Management - checking	The Service Provider shall ensure that assessments are fully accurate by close of business on the following Business Day. In doing so the Service Provider shall ensure the accuracy of (inter alia) the amount of award,		KPI – Accuracy of benefit assessments

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			<p>all aspects of the claim input (including subsidy), all dates and any other relevant input that is required to meet the standards laid down by DWP legislation and guidance and the Authority's local work instructions.</p> <p>The Service Provider shall complete all checking documentation as required by the Authority.</p> <p>The Service Provider may implement checking regimes in order to achieve the accuracy target.</p>		
BEN037		Benefit Claim Management - checking	The Service Provider shall ensure that mechanisms are in place to use feedback from all sources of checking to improve service performance, address training needs and prevent errors re-occurring.		Continuous
BEN038		Benefit Claim Management - Reports	The Service Provider shall ensure that dates relevant to performance indicators are entered correctly in the assessment process and that all corrections are identified and made before the SHBE return is submitted each month.		Daily, ensuring full check of performance indicators before monthly SHBE submission.
BEN039		Benefit Claim Management	The Service Provider shall maximise the subsidy claimed by the Authority having regard to the law, regulations, Good Industry Practice, recommendations of auditors, audit commission guidance and DWP legislation and guidance.		Local Authority Error Overpayment and Administrative Delay Overpayments will be maximised subject to the Financial Guarantees set out in Schedule 4 Payment and Performance

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BEN040		Benefit Claim Management	The Service Provider shall prepare a monthly summary of service subsidy claim information checking that figures are correct and shall pass such summary to the Authority.		Monthly or on request
BEN041		Benefit Claim Management - subsidy	The Service Provider shall prepare the annual subsidy return from the benefits processing system checking that figures are correct and shall pass the return to the Authority.		In accordance with DWP schedules and to ensure maximisation of subsidy.
BEN042		Benefit Claim Management - PI	The Service Provider shall ensure that all performance indicators meet defined targets.		KPI targets
BEN043		Benefit Claim Management	The Service Provider shall provide such information, assistance and co-operation as the Authority may reasonably require and in such format or manner as may be reasonably prescribed by the Authority to enable the Authority to measure the performance standards of the Benefits Service.		Achieve KPI targets.
BEN044		Benefit Claim Management	The Service Provider shall provide upon request such ad-hoc additional information and support as the Authority may require from time to time.		Upon request
BEN045		Benefit Claim Management	The Service Provider shall set up CIS users and arrange for EAS sponsorship and EUT tracking via the EAS hub to enable EAS contacts to set up EAS authentication (Housing Benefit/Control).		Upon request
BEN046		Benefit Claim Management	The Service Provider shall provide direct access for the Authority to any system or database used by the Service Provider in administering the		Upon request

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			service.		
BEN047		Benefit Claim Management	The Service Provider shall ensure that access to all systems used by the service is controlled and restricted to those staff (including within the Authority) that are authorised.		
BEN048		Benefit Claim Management	<p>The Service Provider shall ensure that arrangements are maintained, subject to funding by Barnet Homes, for 3 assessment officers to work alongside their housing colleagues in order to deal with temporary accommodation claims and Authority properties (2 on temporary accommodation, 1 on Authority tenant claims).</p> <p>The Service Provider shall ensure effective and regular claim level liaison with both of the above teams including but not limited to one-to-one working on individual claims, arrears reports, assisting with eviction/court cases and system discrepancies.</p>		On an ongoing basis
BEN049		Benefit Claim Management	The Service Provider shall ensure that processes are in place to set up property units as required for dwellings in multiple occupation upon request by the next Business Day.		By close of next Business Day
BEN050		Benefit Service Management	The Service Provider shall create and implement an action plan in response to audit or DWP inspections to address any shortcomings and ensure consistent improvement.		In accordance with timetables agreed with each party as required

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BEN051		Benefit Service Management	The Service Provider shall provide such information for the Authority's financial management system as the Authority may require in a format prescribed by the Authority to an agreed timetable. The Service Provider shall prepare a monthly summary of service subsidy claim information checking that figures are correct and pass to the Authority.		In a timely manner as required
BEN052		Benefit Service Management	<p>The Service Provider shall ensure accurate completion of all statutory and non-statutory returns required by central government or reasonably required by the Authority. Where relevant the Service Provider shall submit returns so required by the Authority for consideration and signature by the relevant office at the Authority within 10 Business Days unless otherwise agreed.</p> <p>Such returns include, but are not limited to :</p> <ul style="list-style-type: none"> - Statutory returns as required; - CIPFA benchmarking (undertaken annually); - NFI (periodic); - SHBE (undertaken monthly); and - Overpayments HBRF return. 		In a timely manner as required
BEN053		Benefit management	The Service Provider shall provide resources for the completion of NFI exercises as required by the Corporate Anti-Fraud Team.		In a timely manner as required

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BEN054		Benefit management	The Service Provider shall ensure processes and accounts are in place for performing Land Registry checks when necessary to cross check and verify supporting information or as an aid to fraud detection and prevention.		Within twenty-four (24) hours of need being identified
OP01 (H/B OVER PAYMENTS)		Overpayments Management	<p>The Service Provider shall manage overpayments of Housing Benefits in accordance with Housing Benefit legislation in such a way as to minimise overpayments and maximise revenue to the Authority. The Service Provider shall provide the following reports to the Authority:</p> <ul style="list-style-type: none"> • Monthly cash collection report • Aged Debt Report • Debts at final stage report • Control Recovery Report • HBRF (DWP quarterly return) 		<p>1.Targets</p> <p>2. (PM7) 65% amount raised in year to be recovered in year.</p> <p>3. (PM8) 25% of debt recovered against total debt outstanding</p> <p>4. (PM9) 5% of o/s debt to be written off per annum.</p>
BS1 (Benefit support)		Benefit support	The Service Provider shall provide a courteous and efficient Revenues and Benefits Service to customers which is accessible to all members of the community. The Service Provider shall deliver the service in		The Authority's customer service standards.

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			accordance with the Authority's customer strategy and policy.		
BS2		Benefit support	The Service Provider shall, having regard to the law, regulations and good industry practice, maximise subsidy revenue for the Authority.		Local Authority Error Overpayment and Administrative Delay Overpayments will be maximised subject to the Financial Guarantees set out in Schedule 4 Payment and Performance
BS3		Customer contact	<p>The Service Provider shall ensure that customers are able to contact the Authority through a range of channels including email, web form, fax, post and telephone and face to face.</p> <p>The Service Provider shall ensure that all communications are electronically referenced to the customer and are dealt with in accordance with Authority customer service standards.</p>		Authority customer service standards
BS4			<i>Intentionally Blank</i>		
BS5			<i>Intentionally Blank</i>		
BS6			<i>Intentionally Blank</i>		

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BS7		Application forms and reporting changes of circumstance	<p>The Service Provider shall provide customers with effective methods of claiming benefit and reporting changes in circumstances, including electronic interactive form(s) available via the internet. The Service Provider shall ensure that all forms meet the Authority's accessibility criteria.</p> <p>The Service Provider shall amend/update all application forms as necessary to accommodate changes in legislation, best practice and Authority corporate standards.</p>		Corporate accessibility standards and department accessibility policy and strategy standards
BS8			Where customers have expressed an interest in receiving debt management advice the Service Provider shall refer details to the CAB in accordance with the agreed procedure so that it can arrange to provide assistance.		
BS9			<p>The Service Provider shall provide information on basic bank accounts and where they can be opened and provide an identity confirmation letter where required.</p> <p>Where customers have difficulty in opening a basic bank account, The Service Provider shall provide information and refer details to the CAB in accordance with the agreed procedure so that it can arrange to provide assistance.</p>		

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BS10		leaflets	<p>The Service Provider shall design, produce and publish leaflets in hardcopy and on the website that explain to the public important matters regarding benefits as legislation and policy changes.</p> <p>The Service Provider shall design, produce and publish leaflets in hardcopy and on the website that explain the changes to benefit entitlement following uprating.</p> <p>The Service Provider shall publish and print such leaflets so that they can be dispatched with the relevant notification letter(s).</p> <p>The Service Provider shall write all such leaflets in accordance with the Authority's communication standards in plain English.</p>		In good time to be approved by the Authority's communications team in line with the head of service's agreement
BS11		publicity	<p>The Service Provider shall design, produce and publish information regarding matters of interest to the Authority's residents on topics such as benefits, Council Tax and business rates. The Service Provider shall write all publicity in compliance with the Authority's communication strategy, accessibility and plain language standards.</p> <p>The Service Provider shall make such publicity available in multiple formats which can include website, mail-shots, leaflets and newspaper adverts as well as through electronic media such as Facebook and Twitter.</p>		In accordance with the Authority's communication strategy

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BS12		Accessibility	The Service Provider shall ensure that the service is accessible in line with UK equalities legislation and Authority policy.		
BS13		Website	The Service Provider shall provide input and content to the Authority's web team/provider to ensure that the site is up to date and to ensure that the public are informed of legislative and other changes relating to Revenues and Benefits before they take effect.		
BS14		Surveys	The Service Provider shall provide the Authority with customer satisfaction feedback as required by contractual KPIs and PIs.		
BS15			The Service Provider shall establish an annual plan to encourage take-up among potential Benefits service users in the locality, where possible working with other Authorities.		Annually
BS16			<i>Intentionally Blank</i>		
BS17			<i>Intentionally Blank</i>		
BS18			<i>Intentionally Blank</i>		
BS19			<i>Intentionally Blank</i>		
BS20			<i>Intentionally Blank</i>		
BS21			<i>Intentionally Blank</i>		

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BS22			<i>Intentionally Blank</i>		
BS23			<i>Intentionally Blank</i>		
BS24			The Service Provider shall maintain relationships with other bodies and other government organisations to promote joint working across the public sector in line with the Authority's One Barnet Strategy.		
BS25			The Service Provider shall manage projects such as major changes to legislation and IT systems within timescales and budgets agreed with the Authority.		
BS26			The Service Provider shall monitor service level agreements currently held with Jobcentre Plus, Registered Social Providers, the VOA, the Pension Service, Barnet Homes and Civica Records Management as to improve cooperation and performance.		
BS27		Liaison	At frequencies and in forums to be agreed with the Authority, the Service Provider shall meet with relevant external agencies in order to improve the service provided to customers, represent the Authority's interests and keep up with relevant organisation and legislative changes. Such agencies shall include (inter alia) Barnet Homes, Registered Social Landlords, DWP/JobCentre Plus, Disability Carers and Pensions Service, landlords' forum, landlords' business club, Housing conference, supply and demand group and residents' forums.		

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BS28		Appeals	The Service Provider shall deal with requests for statement of reasons, reconsideration and appeals in accordance with legislation, case law and good practice guidelines. The Service Provider shall complete any revised decision as a result of a reconsideration or appeal and notify the persons affected of the outcome within three (3) Business Days of all necessary information being received.		Within three (3) Business Days
BS29			The Service Provider shall prepare written submissions in accordance with legislation, guidance, policy and good practice guidelines and despatch them to the Tribunals Service within twenty-eight (28) days of receipt.		Within twenty-eight (28) days of receipt
BS30			<p>The Service Provider shall liaise with the Appeals Service and attend tribunals to represent the Authority.</p> <p>The Service Provider shall request detailed explanations of any tribunal decision within the time limits where the Service Provider believes the decision to be wrong in law.</p> <p>The Service Provider shall decide whether or not to appeal to the Upper Tribunal on a point of law where not to do so would adversely affect the provider or the Authority.</p> <p>The Service Provider shall liaise with the Authority to jointly decide if it is appropriate to appeal to the Upper Tribunal.</p> <p>The Service Provider shall seek and pay for any additional legal advice</p>		<p>As required</p> <p>Within one (1) calendar month</p>

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			and /or representation at the Upper Tribunal as may be required. The Service Provider shall liaise with the DWP to see if the DWP wish to be joined to any issue.		
BS31			The Service Provider shall seek and pay for additional legal advice where required, for example where it is anticipated that subsidy loss could be reduced depending on interpretation of the legislation.		
BS32			The Service Provider or its representative shall attend the Upper Tribunal where any Authority claim is at issue.		Within legal time limits
BS33		Subsidy	The Service Provider shall administer the service in such a way as to maximise subsidy for the Authority. The Service Provider shall maintain effective systems to monitor Council Tax support expenditure.		Local Authority Error Overpayment and Administrative Delay Overpayments will be maximised subject to the Financial Guarantees set out in Schedule 4 Payment and Performance
BS34			The Service Provider shall monitor all incentive and penalty areas monthly following the extract from Open Revenues and provide reports to the Authority of projected income and expenditure to the end of the financial year. The Service Provider shall provide explanations of any variances. The Service Provider shall prepare initial estimates of expenditure for each category and pass to the Authority for authorisation and submission to DWP.		Monthly Subject to the obligations set out in Schedule 44 Payment and Performance, Financial Guarantees Week 36-40 annually in time to meet the DWP deadline.

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BS35			The Service Provider shall prepare the mid-year estimate for each category and pass to the Authority for authorisation and submission to DWP for a deadline of 31 August.		Annual Subject to the obligations set out in Schedule 4 4 Payment and Performance, Financial Guarantees Weeks 24-26 in order to meet the DWP deadline of 31 August
BS36			The Service Provider shall prepare the annual subsidy return from the final Open Revenues extract, manually adjusting it where needed and checking that figures are correct, and shall pass the same to the Authority by mid-April for authorisation and submission to the DWP for a deadline of 30 April, or any amended deadline that shall be imposed by DWP.		Annual Local Authority Error Overpayment and Administrative Delay Overpayments will be maximised subject to the Financial Guarantees set out in Schedule 4 Payment and Performance
BS37			The Service Provider shall assist in the audit of the annual subsidy claims by providing access to systems, reports and explanations which are sufficient to satisfy the auditor that claim are truly stated and thereby minimising the risk of claims being qualified. The Service Provider shall assist the Authority in any additional work which may arise as a result of qualification of claims.		Local Authority Error Overpayment and Administrative Delay Overpayments will be maximised subject to the Financial Guarantees set out in Schedule 4 Payment and Performance October/November annually.
BS38			The Service Provider shall assist in any other audits as required and implement any recommendations within a timescale to be agreed with the Authority.		

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BS39			<i>Intentionally Blank</i>		
BS40			The Service Provider shall provide such information, assistance and co-operation to the Authority which is reasonably required and in such a format or manner as may be reasonably prescribed by the Authority to enable the Authority to measure the performance of the benefits service.		
BS41			The Service Provider shall ensure monitoring arrangements are in place to minimise the loss of subsidy.		
BS42			The Service Provider shall prepare reports for the Authority when policy decisions that may involve loss of subsidy are necessary.		Monthly
BS43			<i>Intentionally Blank</i>		
BS44			The Service Provider shall ensure that all reasonable steps are taken to prevent errors identified by the Authority from re-occurring.		
BS45			The Service Provider shall keep full, accurate and comprehensive details of all Housing Benefit, Council Tax Benefit and DHP entitlements in the Authority on the relevant database and/or records system as required by this Agreement.		
BS46			The Service Provider shall provide management information and statistics for the service to give the partner and the Authority assurance		Monthly

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			that all targets are being met.		
BS47	Housing benefit	Subsidy	The Service Provider shall, in the event that the subsidy claim is qualified, be responsible for meeting the subsidy shortfall unless the qualified part of the subsidy claim was not assessed by the Service Provider or its staff.		Subject to the Financial Guarantees set out in Schedule 4 Payment and Performance in relation to Local Authority Error Overpayment and Administrative Delay Overpayments
BS48			The Service Provider shall ensure that relevant and up to date information is available on the Authority's website in compliance with relevant Authority policies.		
BS49			The Service Provider shall deal with requests for information under the provisions of the Freedom of Information Act as required by the Authority and in accordance with the Authority's Freedom of Information Policy.		
BS50			The Service Provider shall provide information to the Authority's communications team in relation to press enquiries		
CS1		Face to Face Opening hours	As set out in Schedule 1 Output Specification Customer Services, the Service Provider shall operate and publicise staffed information and accessible advice centre(s) at suitable locations within the geographical boundaries of the Authority as determined by the Authority giving consideration to the location of the Authority's other services. The Service Provider shall operate the centre(s) so that they are open to the public in line with the Authority's customer service standards.		As set out in Schedule 4 Payment and Performance in relation to KPIs and PIs in for Customer Services.

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			<p>The Service Provider shall operate such centre(s) as the “designated office” within the meaning of the Housing Benefit Regulations 2006 (as amended from time to time).</p> <p>The Service Provider shall provide this service to assist people with any claim for Housing Benefit, Council Tax Benefit/Support, Council Tax and NDR or related matter as is consistent with law or good industry practice.</p>		
CS2		Face to Face locations	The Service Provider shall offer “surgeries” where the same standard of advice accessibility and service is offered in locations within the geographical boundaries of the Authority other than at the centre(s) described in CS1 such locations and their times of opening to be agreed with the Authority according to the needs of the residents		
CS3		Call Centre Customer contact	As set out in Schedule 1 Output Specification Customer Services, the Service Provider shall operate a call centre service for Council Tax and Housing Benefit and shall ensure that calls are answered and customer issues/requests addressed in line with the Authority's customer service targets.		As set out in Schedule 4 Payment and Performance in relation to KPIs and PIs in for Customer Services.
CS4			The Service Provider shall investigate and respond to Council Tax and Housing Benefit complaints in accordance with the Authority's Corporate Complaints Procedure;		Timeframes in accordance with the Authority's Corporate Complaints Procedure;

Revenues - Council Tax and National Non-Domestic Rates

Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
CT1 (CT = Council Tax)	Council Tax	Administration	The Service Provider shall administer the collection and enforcement of Council Tax in accordance with the Local Government Finance Act 1992 and the Council Tax (Administration and Enforcement) Regulations 1992 and associated subsequent legislation.		
CT2	Council Tax	Billing	The Service Provider shall ensure the accurate issue of bills in respect of all chargeable domestic properties and all exemption notifications within the Authority's area, in accordance with current legislative requirements and timescales.	139,000	
CT3	Council Tax	Billing	The Service Provider shall issue annual bills (including bills, payment cards, exemption notices and information leaflets) in accordance with legislative requirements to meet the earliest April instalment date and prompt issue of revised bills in the event that the Authority or receipting authority is capped.		In accordance with current legislation to meet the earliest April instalment date.
CT4	Council Tax	Billing	The Service Provider shall issue revised bills and direct debit notifications within ten (10) Business Days of being notified that there has been a relevant change of circumstances in relation to any liable person or change of status in relation to any property in respect of	225,000	Within ten (10) Business Days and achieving accuracy levels exceeding ninety per cent (90%)

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
			which Council Tax is payable;		
CT5	Council Tax	Billing	The Service Provider shall ensure accurate billing of Authority properties in respect of periods for which the Authority is liable and ensure that the bills are collated and despatched to the relevant department for remittance.	400	Within twenty (20) Business Days of notification of change.
CT6	Council Tax	Maintain accurate data base	The Service Provider shall ensure that all changes of circumstances notified via rent listing reports and Authority department contacts are updated promptly and amended bills issued accordingly. The Service Provider shall interrogate the Saffron Housing system needed to ensure correct liability dates are used.		Within twenty (20) Business Days of notification of change.
CT7	Council Tax	Maintain accurate data base	The Service Provider shall implement and maintain a robust system to monitor and review entitlements to all exemption classes to ensure accurate entitlement awards, and to ensure prompt removal of exemptions where they are time-limited or where a change of circumstances has been notified in order to maximise database accuracy.	3,500	Annually, biannually or quarterly as agreed with the Authority and dependent on relief type.
CT8	Council Tax	Maintain accurate data base	The Service Provider shall implement and maintain a robust system to monitor and review entitlements to all discounts, discount disregards and disabled relief to ensure accurate entitlement awards, to ensure	4,500 (excluding single person discounts)	Annually, biannually or quarterly as agreed with the Authority and dependent on relief type.

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
			prompt removal of reliefs where they are time-limited or where a change of circumstances has been notified in order to maximise database accuracy.		
CT9	Council Tax	Maintain accurate database	The Service Provider shall carry out monthly reviews and ensure regular enquiries are made regarding Class N entitlement, student change of occupation and circumstances to maintain accurate student exemptions and disregards for Council Tax liability.	1,500	Monthly reviews of Class N exemptions and accounts with student disregards with impending end dates.
CT10	Council Tax	Maintain accurate database	The Service Provider shall carry out a robust annual review of all single person discount accounts to ensure correct entitlement and to participate in any government data matching exercises that would assist with the maintenance of an accurate Council Tax database.	45,300	Annually
CT11	Council Tax	Maintain accurate database	The Service Provider shall notify to CAFT any instances of suspected fraudulent relief claims identified in the reviewing of exemptions, discounts and discount disregards.		
CT12	Council Tax	Maintain accurate database	The Service Provider shall implement and maintain a system to identify and ensure that all account imbalances are dealt with within ten (10) Business Days to correct debits and credits in incorrect years to ensure that customers are notified of correct liability.		Within ten (10) Business Days
CT13	Council Tax	Maintain accurate database	The Service Provider shall ensure that benefit mismatch reports or		Daily

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
			benefit discrepancy notifications are dealt with and effective processes are in place to ensure that both Council Tax and benefits databases match to ensure accurate databases are maintained and liability is correct.		
CT14	Council Tax	Maintain accurate database	The Service Provider shall process changes notified by benefits team within twenty-four (24) hours to ensure correct liability charge and up to date database accuracy.		Daily
CT15	Council Tax	Maintain accurate database	The Service Provider shall ensure that any changes of circumstances (changes of address, new occupants, etc) are promptly identified via the document management system and processed accurately within ten (10) Business Days of notification to ensure that liability is correct and maintain accurate database.		Within ten (10) Business Days
CT16	Council Tax	Maintain accurate database	The Service Provider shall ensure that bills are in the name of the correct legal entity for limited and unlimited companies and partnerships. Where the responsible person is unknown, the Service Provider shall take steps to ascertain ownership or occupation to ensure that liability is correct and database is accurate.		
CT17	Council Tax	Collection performance	The Service Provider shall maximise Council Tax collection rates. The parties shall agree percentage collection rate targets for current		As set out in Schedule 4 Payment and Performance in relation to KPIs, PIs and Financial Guarantees

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
			financial year, in-year (QRC4) and previous years' arrears. Each month, the Service Provider shall provide the Authority, on a cumulative basis for the year, an analysis of the estimated net collectable amount of Council Tax and the actual amount collected.		Monthly
CT18	Council Tax	Payment maintenance	The Service Provider shall offer a range of cost-effective payment methods that are appropriate for Council Tax payers to use, including web-based applications, 24/7 telephone payment system, payment card, direct debit and paperless direct debit		
CT19	Council Tax	Payment maintenance	The Service Provider shall process requests from Council Tax payers for changes in payment method, prioritising direct debits to maximise collection and increase direct debit penetration. The Service Provider shall issue revised documentation and a bill to the relevant person at the correct address.		Two (2) Business Days for Direct Debit set up and ten (10) Business Days for other methods
CT20	Council Tax	Payment maintenance	The Service Provider shall promote Direct Debit as the Authority's preferred method of payment. The Service Provider shall offer Direct Debit payers a choice of 6 payment dates every month and the option of an 11 month scheme or other viable incentives as agreed with the Authority.		KPI target
CT21	Council Tax	Payment maintenance	The Service Provider shall introduce measures to increase the		Increase percentage penetration of paying

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
			penetration of Direct Debit payers, year on year. The target percentage of paying database will be agreed annually with the Authority.		database from the current 62% to the agreed target subject to an annual review to consider the impacts of the Council Tax Support Scheme and any changes in future legislation.
CT22	Council Tax	Payment maintenance	The Service Provider shall process all direct debit reports, including ARUDDS, ADDACS, AUDDIS and DDICA reports, accurately and within three (3) Business Days of receipt to ensure that accurate direct debit information on accounts is held and that BACS guidelines are complied with.		Three (3) Business Days
CT23	Council Tax	Payment maintenance	The Service Provider shall ensure that customers are notified about all unpaid direct debits within ten (10) Business Days of notification from BACS and shall amend account payment plans as necessary to ensure accurate information on accounts is held.		Ten (10) Business Days
CT24	Council Tax	Refunds	The Service Provider shall ensure that verified overpayments of Council Tax are promptly identified and processed within ten (10) Business Days of notification.	12,000	Ten (10) Business Days
CT25	Council Tax	Refunds	The Service Provider shall operate appropriate checking and final authorisation processes for refunds prior to release of any monies to prevent incorrect refunds, especially where benefit entitlement exists.		Daily

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
CT26	Council Tax	Refunds	The Service Provider shall ensure refunds are made via an appropriate means of payment, including BACS transfer.		
CT27	Council Tax	Issue Reminders and Finals	The Service Provider shall agree a recovery timetable with the Authority by February of the preceding financial year to include the issue of reminders and final notices and exemption and discount reviews. The Service Provider shall monitor and update such recovery timetable according to the changing needs of the service to ensure robust recovery, identify accounts in arrears and maximise collection.		Agree timetables with Authority by February of previous financial year.
CT28	Council Tax	Issue Reminders and Finals	The Service Provider shall issue reminders and final notices in respect of late payments as appropriate (typically run at least every calendar month) to maximise collection.	75,000	In accordance with recovery timetable agreed under CT27.
CT29	Council Tax	Tracing	The Service Provider shall establish correct liability for post returned marked "gone away" by utilising internal and trace systems where required.		Within twenty (20) Business Days
CT30	Council Tax	Quality Control	The Service Provider shall provide the Authority with monthly statistical information relating to the quality and work performance of all staff showing a random selection from transactions carried out.		Monthly
CT31	Council Tax	Quality Control	The Service Provider shall provide the Authority with monthly statistical		Monthly

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
			information of corrective and preventative action regarding incorrect work output from monthly quality checks carried out by senior officers.		
CT32	Council Tax	Training	The Service Provider shall ensure that its workforce is fully trained and equipped to carry out its functions and kept abreast of changes in legislation and policy.		
CT33	Council Tax	Inspections	The Service Provider shall visit all new properties, newly-empty properties and properties requiring or undergoing major repair or structural changes within twenty (20) Business Days of notification and every three (3) months thereafter for Class A and B exemptions as part of a regular review process to ensure database accuracy.	1,305	Within twenty (20) Business Days and every three (3) months thereafter
CT34		Inspections	<p>The Service Provider shall undertake a full annual visit programme of long-term empty properties and complete consequential database updates by 30 September each year in order to identify properties that have become occupied and to maximise the Authority's entitlement under the New Homes Bonus Scheme.</p> <p>Throughout the year, the Service Provider shall make appropriate enquiries to verify that billing information is correct in respect of long-term empty accounts where payments have stopped to ensure database accuracy.</p> <p>The Service Provider shall work with the Authority's empty homes team in order to prioritise empty properties requiring enforcement action.</p>	1,100	

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
CT35	Council Tax	Inspections	The Service Provider shall visit all properties where HMO designation needs to be verified, within twenty (20) Business Days of notification.		Twenty (20) Business Days
CT36	Council Tax	Inspections	The Service Provider shall make visits as required to establish the person liable to pay Council Tax or the status of properties. The Service Provider shall maintain a record of the date, time and outcome of each inspection, together with any photographic evidence as necessary.		Within twenty (20) Business Days from the need being identified
CT37	Council Tax	Appeals	The Service Provider shall investigate and respond to notifications of appeals against Council Tax liability. The Service Provider shall prepare accurate and comprehensive documentation to support the Authority and act on the Authority's behalf whenever required by the Authority in any hearing of the Valuation Tribunal.		Respond to enquiries within ten (10) Business Days
CT38	Council Tax	Customer Contact	The Service Provider shall ensure that relevant and up to date information is available on the Authority's website in compliance with relevant Authority policies.		
CT39	Council Tax	Customer Contact	The Service Provider shall deal with requests for information under the provisions of the Freedom of Information Act as required by the Authority and in accordance with its Freedom of Information Policy.		
CT40	Council Tax	Customer Contact	The Service Provider shall provide information to the Authority's		Within one (1) day of request

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
			communications team in relation to press enquiries.		
CT41	Council Tax	Complaints	The Service Provider shall log and respond to complaints in accordance with the Authority's Corporate Complaints Procedure and take appropriate corrective and preventative action.		Within twenty (20) Business Days
CT42	Council Tax	Complaints	The Service Provider shall provide information and evidence to the Information Commissioner when required by the Authority.		
CT43	Council Tax	Complaints	The Service Provider shall provide information to the Authority to enable it to respond to queries from Members of Parliament and councillors.		Within five (5) Business Days
CT44	Council Tax	Complaints	The Service Provider shall provide information and evidence to the Authority in a timely manner to support responses to the LGO.		Within ten (10) Business Days or within timescales stipulated by LGO
R1(R = Council Tax Recovery)	Council Tax Recovery and Enforcement	Summons process	<p>The Service Provider shall liaise with the relevant Magistrates Court to book court time each year consistent with the agreed recovery schedule for complaint, Liability Order and committal hearings.</p> <p>If required by the Authority, the Service Provider shall engage in negotiations with the Magistrates Court or assist the Authority in its negotiations with the same in order to agree costs levels for the</p>		Annually before the start of each financial year

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
			forthcoming financial year.		
R2	Council Tax Recovery and Enforcement	Arrears Analysis	The Service Provider shall, in agreement with the Authority, set targets each financial year for the percentage or value of arrears in respect of previous financial years to be collected. Normal payment allocation rules shall apply (payments allocated to the oldest debt unless clearly identifiable as payment for any other year).		As set out in Schedule 4 Payment and Performance in relation to KPIs and PIs
R3	Council Tax Recovery and Enforcement	Summons selection	The Service Provider shall produce complaint lists of all cases suitable for summons in sufficient time for the agreed dates of complaint.		
R4	Council Tax Recovery and Enforcement	Summons complaint	The Service Provider shall attend court to make complaints on behalf of the Authority. The Service Provider shall issue summonses to the correct taxpayer and correct address within one (1) day of signature by a Magistrate/Clerk.		One (1) day
R5	Council Tax Recovery and Enforcement	Summons contact	The Service Provider shall resolve all customer contact in response to summonses within five (5) Business Days.		Within five (5) Business Days
R6	Council Tax Recovery and Enforcement	Liability Order Hearing	The Service Provider shall make applications for Liability Orders together with orders for costs. The Service Provider shall attend the court hearing with sufficient staff		

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
			to interview/make arrangements with attending debtors.		
R7	Council Tax Recovery and Enforcement	Post-hearing action	<p>Within (one) 1 day of the court hearing the Service Provider shall issue to debtors notices of the making of Liability Orders (14 day notices) and request employer and financial information.</p> <p>If after fourteen (14) days of the issue of the above notice a debt remains unpaid or if any special payment arrangement is not adhered to, the Service Provider shall select from the full range of statutory enforcement methods available the most appropriate next course of action in each case to maximise the effectiveness of debt recovery.</p>		One (1) day
R8	Council Tax Recovery and Enforcement	Issue Bailiff Instructions	<p>The Service Provider shall ensure a bailiff service operating in line with Authority guidance and the prevailing national standards for enforcement agents is in place to maximise collection.</p> <p>The Service Provider shall issue bailiff instructions within twenty (20) days of the issue of 14 day notices described in R7 (Post-hearing action) above.</p> <p>The Service Provider shall check for employer or benefit details to see if this is a more appropriate course of action.</p>		Within twenty (20) days from issue of 14 day notice
R9	Council Tax Recovery and Enforcement	Deductions from Benefits	If deductions from benefits are deemed the most appropriate next course of action, the Service Provider shall issue prescribed notices to		

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
			<p>the relevant DWP offices and debtors.</p> <p>The Service Provider shall within ten (10) Business Days process notices from the DWP advising of changes of circumstances and implement such alternative recovery action as is appropriate.</p> <p>The Service Provider shall monitor at least quarterly to ensure payments are being received.</p>		<p>Ten (10) Business Days</p> <p>Monitor at least quarterly</p>
R9A	Council Tax Recovery and Enforcement	Attachment of earnings (AOE)	<p>If AOE is deemed the most appropriate next course of action the Service Provider shall within ten (10) Business Days issue prescribed notices to employers and debtors.</p> <p>The Service Provider shall monitor AOE's monthly to ensure payments are being received from employers.</p>		<p>Ten (10) Business Days</p> <p>Monitor monthly</p>
R10	Council Tax Recovery and Enforcement	Bailiff Returns	If cases are returned from the bailiffs unpaid the Service Provider shall take appropriate alternative recovery action such as committal, bankruptcy, charging order or tracing.		Next action to be initiated within twenty (20) Business Days
R11	Council Tax Recovery and Enforcement	Bankruptcy/charging order proceedings	<p>The Service Provider shall retain the necessary legal representation to instigate bankruptcy or charging order proceedings. The Service Provider shall ensure that the decision to instigate bankruptcy or charging order proceedings is taken at a senior level.</p> <p>The Service Provider shall work with the Authority's empty homes team</p>		

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
			in order to prioritise enforcement action in respect of empty properties (such as properties with greatest Council Tax arrears) and, where the potential exists, make charging orders.		
R12	Council Tax Recovery and Enforcement	Committal proceedings	The Service Provider shall issue notices of impending committal proceedings in cases that are returned from the bailiff with <i>nulla bona</i> certificates and where bankruptcy or charging orders are not possible. The Service Provider shall select appropriate cases for committal action and assist the Authority, as required, in preparing for the committal hearing.		Within twenty (20) Business Days Select cases and notify Authority at least monthly
R13	Council Tax Recovery and Enforcement	Arrangement monitoring	Where arrangements are made at any stage after a summons has been issued, the Service Provider shall monitor such arrangements and move debts to the appropriate next recovery stage where arrangements are not adhered to.		At least monthly
R14	Council Tax Recovery and Enforcement	Arrears analysis	The Service Provider shall undertake periodic analysis of all stages of recovery to ensure that all cases are being dealt with effectively and efficiently to optimise collection performance.		At least quarterly
R15	Recovery and Enforcement	Informing bailiffs of changes	The Service Provider shall inform bailiffs on a daily basis of any amendment to debts they are pursuing including payments made directly to the Service Provider or any other debit or credit that affects the		Within one (1) day of changes being reported

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
			<p>amount outstanding.</p> <p>The Service Provider shall inform bailiffs of any other relevant changes to debtors' circumstances (such as changes of address).</p>		
R16	Recovery and Enforcement	Irrecoverable debts	<p>The Service Provider shall identify debts considered to be irrecoverable or uneconomic to recover according to criteria agreed with the Authority.</p> <p>The Service Provider shall ensure that all cases submitted for write-off are in the format required by the Authority and are supported by the level of detail necessary for the Section 151 officer to make an informed decisions regarding the debt.</p> <p>The Service Provider shall work within the Authority's Constitution at all times, in respect of powers to authorise the write off of debt.</p>		Annually, in Quarter 3
R17	Recovery and Enforcement	Costs income	The Service Provider shall ensure that system payment allocation rules allocate payments to costs debts first (in accordance with Regulation 52 of the Council Tax (Administration and Enforcement) Regulations 1992.)		
R18	Recovery and Enforcement	Costs income	Subject to Schedule 4 Payment and Performance the Service provider shall retain costs income in respect of magistrates' court proceedings		

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
			and shall be responsible for payment of fees to the court.		
N1 (N = NNDR)	National Non-Domestic Rates	Administration	The Service Provider shall administer the collection and enforcement of Non-Domestic Rates in accordance with the Local Government Finance Act 1988 and the Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989 and associated subsequent legislation.		
N2	National Non-Domestic Rates	Billing	The Service Provider shall ensure the accurate issue of bills in respect of all commercial properties within the Authority in accordance with current legislative requirements and timescales.	8,000	In accordance with current legislation
N3	National Non-Domestic Rates	Billing	The Service Provider shall issue annual demand notices in respect of all rateable properties, including any required information leaflets, in accordance with legislative requirements to meet first April instalment date.		In accordance with current legislation to meet first April instalment date.
N4	National Non-Domestic Rates	Billing	The Service Provider shall issue secondary or additional bills, if required, resulting from government initiatives in respect of business rates or statutory mechanisms for raising additional revenues (to include Business Improvement Districts and / or business rates supplement), any changes in Authority policy in relation to the number or scale of BIDs will be subject to clause 55.3.2 of the Partnering Agreement		In accordance with current legislation to meet first April instalment date.

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
N5	National Non-Domestic Rates	Billing	The Service Provider shall ensure that all bills include any adjustment amounts under statutory transitional arrangement schemes (and the calculation thereof) and are net of all known applicable discretionary and mandatory exemptions, reductions, reliefs and any statutory deferral schemes.		
N6	National Non-Domestic Rates	Billing	Issue revised bills, payment slips and direct debits within ten (10) Business Days of receiving all information relating to a relevant change of circumstances in relation to the ownership or status of any property in respect of which NNDR are payable.		Within ten (10) Business Days and achieving accuracy levels of ninety percent (90%)
N7	National Non-Domestic Rates	Collection performance	<p>The Service Provider shall ensure that NNDR is collected in a cost-effective and timely manner.</p> <p>The Service Provider shall meet the percentage collection rate targets agreed between the parties for current financial year, in-year (QRC4) and previous years' arrears.</p> <p>The Service Provider shall provide each month, on a cumulative basis for the year, an analysis of the estimated net collectable amount of NNDR and the actual amount collected.</p>		As set out in Schedule 4 Payment and Performance in relation to KPIs and Pls

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
N8	National Non-Domestic Rates	Payment maintenance	The Service Provider shall offer a range of cost-effective payment methods which are appropriate for ratepayers to use including a web-based system, 24/7 telephone payment system and direct debit.		
N9	National Non-Domestic Rates	Payment maintenance	The Service Provider shall process requests from ratepayers for changes in payment method, prioritising direct debits to maximise collection and increase direct debit penetration. The Service Provider shall issue revised documentation and a bill to the relevant person at the correct address.		Within two (2) Business Days for Direct Debit set up and ten (10) Business Days for other methods
N10	National Non-Domestic Rates	Payment maintenance	The Service Provider shall process all BACS reports of unpaid direct debits and cancelled instructions accurately and within three (3) Business Days of receipt to ensure accurate direct debit information held on accounts and compliance with BACS guidelines.		Three (3) Business Days
N11	National Non-Domestic Rates	Payment maintenance	The Service Provider shall ensure that ratepayers are notified about all unpaid direct debits within ten (10) Business Days of notification from BACS. The Service Provider shall amend account payment plans as necessary to ensure accurate information held on accounts.		Ten (10) Business Days
N12	National Non-Domestic Rates	Refunds	The Service Provider shall ensure that genuine overpayments of NNDR - including interest, where appropriate - are promptly identified and		Ten (10) Business Days

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
			processed within ten (10) Business Days of notification.		
N13	National Non-Domestic Rates	Refunds	In conjunction with the control team, the Service Provider shall operate appropriate checking and final authorisation processes for refunds prior to release of any monies to prevent incorrect refunds.		
N14	National Non-Domestic Rates	Refunds	The Service Provider shall ensure refunds are made via an appropriate means of payment, including BACS transfer.		
N15	National Non-Domestic Rates	Applications for Rate Relief & Exemptions	The Service Provider shall deal with applications for various reliefs including Small Business Rate Relief, Mandatory Relief & Empty Property Exemptions in accordance with regulations.		Within ten (10) Business Days of receipt
N16	National Non-Domestic Rates Recovery and Enforcement	Recovery and Enforcement	The Service Provider shall agree with the Authority a recovery timetable, by February of the preceding financial year, and monitor and update according to changing needs of the service to ensure robust recovery to maximise collection.		Agree timetables with Authority by February of the previous financial year
N17	National Non-Domestic Rates Recovery and Enforcement	Arrears Analysis	The Service Provider shall, in agreement with the Authority, set targets each financial year for the percentage or value of arrears in respect of previous financial years to be collected. Normal payment allocation rules will apply (payments allocated to the oldest debt unless clearly identifiable as payment for any other year).		As set out in Schedule 4 Payment and Performance in relation to KPIs and Pls

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
N18	National Non-Domestic Rates Recovery and Enforcement	Issue of Further Notices and Reminder Notices	The Service Provider shall serve further notices and reminder notices must be served promptly in accordance with the regulations where a ratepayer defaults on the statutory instalments.	6,000	
N19	National Non-Domestic Rates Recovery and Enforcement	Court	The Service Provider shall liaise with the relevant Magistrates Court to book court time for complaint, Liability Order and committal hearings each year, consistent with the agreed recovery schedule. If required by the Authority, the Service Provider shall engage in negotiations with the Magistrates Court or assist the Authority in its negotiations with the same in order to agree costs levels for the forthcoming financial year.		Annually before the start of each financial year
N20	National Non-Domestic Rates Recovery and Enforcement	Summons selection	The Service Provider shall produce complaint lists of all cases suitable for summons in sufficient time for the dates of complaint agreed with the Authority.		
N21	National Non-Domestic	Summons complaint	The Service Provider shall attend court to make complaints and obtain	1,600	One (1) day

Output Specification: Revenues and Benefits

Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
	Rates Recovery and Enforcement		summonses. The Service Provider shall issue summonses to the correct taxpayer and correct address within one (1) day of signature by a magistrate/clerk.		
N22	National Non-Domestic Rates Recovery and Enforcement	Summons complaint	The Service Provider shall resolve all customer contact in response to summonses within five (5) Business Days.		Within five (5) Business Days
N23	National Non-Domestic Rates Recovery and Enforcement	Liability Order Hearing	<p>The Service Provider shall make application for Liability Orders together with orders for costs.</p> <p>The Service Provider shall attend the court hearings with sufficient staff to interview/make arrangements with attending debtors.</p>		At least one (1) day before hearing date
N24	National Non-Domestic Rates Recovery and Enforcement	Post-hearing action	<p>Within one (1) day of the court hearing, the Service Provider shall issue Liability Order notices to debtors.</p> <p>If after seven (7) days of the issue of the above notice a debt remains unpaid or if any special payment arrangement is not adhered to, the Service Provider shall select from the full range of statutory</p>		One (1) day

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
			enforcement methods available the most appropriate next course of action in each case to maximise the effectiveness of debt recovery.		
N25	National Non-Domestic Rates Recovery and Enforcement		If a debt remains unpaid or if any special payment arrangement is not adhered to the Service Provider shall select from the full range of statutory enforcement methods available the most appropriate next course of action in each case.		
N26	National Non-Domestic Rates Recovery and Enforcement	Issue Bailiff Instructions	<p>The Service Provider shall ensure a bailiff service operating in line with Authority guidance and the prevailing national standards for enforcement agents is in place to maximise collection.</p> <p>The Service Provider shall issue bailiff instructions within twenty (20) days of the issue of Liability Order notices.</p> <p>Prior to issuing cases to bailiffs the Service Provider shall check cases are suitable for bailiff action.</p>	900	Within twenty (20) days from issue of Liability Order notices
N27	National Non-Domestic Rates Recovery and Enforcement	Bailiff Returns	If cases are returned from the bailiffs unpaid, the Service Provider shall take further recovery action as appropriate (committal, bankruptcy, winding-up or tracing).		Next action to be initiated within twenty (20) Business Days

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
N28	National Non-Domestic Rates Recovery and Enforcement	Bankruptcy/winding up proceedings	The Service Provider shall retain the necessary legal representation to instigate bankruptcy or winding up proceedings and shall ensure that the decision in each case that such course of action is appropriate is taken at a senior level.		
N29	National Non-Domestic Rates Recovery and Enforcement	Committal proceedings	<p>The Service Provider shall issue notice of impending committal proceedings in cases that are returned from the bailiff with <i>nulla bona</i> certificates where it is possible to do so (such as where the ratepayer is a sole trader) and where bankruptcy or winding-up proceedings are not possible.</p> <p>The Service Provider shall select appropriate cases for committal action and assist the Authority, as required, in preparing for the committal hearing.</p>		<p>Within twenty (20) Business Days</p> <p>Select cases and notify Authority at least monthly</p>
N30	National Non-Domestic Rates Recovery and Enforcement	Arrangement monitoring	Where arrangements are made at any stage after a summons has been issued the Service Provider shall monitor these and move debts to the appropriate next recovery stage where arrangements are not adhered to.		Weekly
N31	National Non-Domestic	Arrears analysis	The Service Provider shall undertake periodic analysis of all stages of		Quarterly

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
	Rates Recovery and Enforcement		recovery to ensure that all cases are being dealt with effectively and efficiently to optimise collection performance.		
N32	National Non-Domestic Rates Recovery and Enforcement	Informing bailiffs of changes	<p>The Service Provider shall inform bailiffs on a daily basis of any amendment to the debt with them including (but not limited to) payments made directly to the Service Provider or any other debit or credit that affects the amount outstanding.</p> <p>The Service Provider shall inform bailiffs of any other relevant changes to debtors' circumstances (such as changes of address) in a timely manner.</p>		Within one (1) day of changes being reported
N33	National Non-Domestic Rates	Inspections	The Service Provider shall make visits as required to establish the person liable to pay NNDR or the status of properties and shall maintain a record of the date, time and outcome of each inspection, together with any photographic evidence as necessary.		Within twenty (20) Business Days from the need being identified
N34	National Non-Domestic Rates	Inspections	The Service Provider shall visit all new properties, newly-empty properties and properties requiring or undergoing major repair or structural changes within five (5) Business Days of notification and every three (3) months thereafter to ensure database accuracy.		Within five (5) Business Days and follow up at three (3) monthly intervals

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
N35	Recovery and Enforcement	Irrecoverable debts	<p>The Service Provider shall identify debts considered to be irrecoverable or uneconomic to recover according to criteria agreed with the Authority.</p> <p>The Service Provider shall ensure that all cases submitted for write off are in the format required by the Authority and are supported by the level of detail necessary for the Section 151 officer to make an informed decision regarding the debt. The Service Provider shall work within the Authority's Constitution at all times, in respect of powers to authorise the write off of debt.</p>		
N36	National Non-Domestic Rates	Appeals	The Service Provider shall investigate and respond to notifications of appeals against NNDR liability. The Service Provider shall prepare accurate and comprehensive documentation to support the Authority and act on the Authority's behalf whenever required by the Authority in any hearing of the Valuation Tribunal.		Respond to enquiries within ten (10) Business Days
N37	National Non-Domestic Rates	Complaints	The Service Provider shall log and respond to complaints in accordance with the Authority's Corporate Complaints Procedure and take appropriate corrective and preventative action.		Twenty (20) Business Days
N38	National Non-Domestic	Complaints	The Service Provider shall provide information and evidence to		

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
	Rates		Information Commissioner when required by the Authority.		
N39	National Non-Domestic Rates	Complaints	The Service Provider shall provide information to the Authority to enable responses to queries from Members of Parliament and councillors.		Ten (10) Business Days
N40	National Non-Domestic Rates	Complaints	The Service Provider shall provide information and evidence to the Authority in a timely manner to support responses to the LGO.		Within ten (10) Business Days or guidelines stipulated by LGO
N41	National Non-Domestic Rates	Customer Contact	The Service Provider shall provide information to the Authority's communications team in relation to press enquiries.		On request
N42	National Non-Domestic Rates	Customer Contact	The Service Provider shall deal with requests for information under the provisions of the Freedom of Information Act.		Twenty (20) days
N43	National Non-Domestic Rates	Costs income	The Service Provider shall ensure that system payment allocation rules allocate payments to costs debts first in accordance with Regulation 19 of the Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989).		
N44	National Non-Domestic	Costs income	The Service Provider shall retain costs income in respect of magistrates' court proceedings and shall be responsible for payment of fees to the		

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
	Rates		court.		

Revenues and Benefits Support & Control

Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
C01 (C = Revenues and Benefits Control)	Revenues & Benefits Support & Control	Income and Expenditure monitoring	The Service Provider shall perform reconciliation of all business systems to the Authority's general ledger and cash receipting systems on a daily basis and provide a report to the Authority at the end of each month and year. The Service Provider shall take remedial action to resolve un-reconciled amounts.		Daily reconciliation must be performed with statements drawn monthly for presentation to the Authority's finance team. End of month report End of year report
C02	Revenues & Benefits Control	Income and Expenditure monitoring	The Service Provider shall ensure that all system imports and export values reconcile.		Daily checks to be made on the values and volumes processed.
C03	Revenues & Benefits Control	Income and Expenditure monitoring	The Service Provider shall liaise with the Authority's cashbook team for returned payments, returned credits, stopped cheques and BACS payments.		Daily processing to ensure timely posting.

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
			The Service Provider shall take appropriate steps to process and post the details against the customer's records.		
C04	Revenues & Benefits Control	Income and Expenditure monitoring	The Service Provider shall monitor all MOD property to ensure that only those occupied by MOD personnel are granted the applicable exemption and to ensure that payments are received in lieu according to the appropriate number of Council Tax Class O dwellings. The Service Provider shall ensure that these payments reconcile to the Authority's general ledger system.		Yearly monitoring and monthly reconciliation of payments received.
C05	Revenues & Benefits Control	Income and Expenditure monitoring	The Service Provider shall monitor all exceptions produced from cash posting or payment runs and ensure that these receive the appropriate attention to resolve the exception or escalate to the Authority.		Daily posting where possible to ensure accurate reporting of balances owed, and collected.
C06	Revenues & Benefits Control	Income and Expenditure monitoring	The Service Provider shall monitor suspense accounts and allocate un-posted items to customers' accounts.		Daily posting where possible to ensure accurate reporting of balances owed, and collected.
C07	Revenues & Benefits Control	Income and Expenditure monitoring	The Service Provider shall ensure all applicable BACS reports and applicable XML files are downloaded from the BACS website for processing each BACS processing day. Where applicable the Service Provider shall process files electronically. The Service Provider shall pass files for manual processing to		Daily processing required to ensure timely and accurate processing of data.

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
			the relevant parties for action.		
C08	Revenues & Benefits Control	Income and Expenditure monitoring	The Service Provider shall engage with the Authority in forecasting the future tax base and forecasting income and expenditure in conjunction with the revenues and benefits management team and the Authority's treasury team.		Monthly reporting of new build monitoring and year end and future year projections.
C09	Revenues & Benefits Control	Income and Expenditure monitoring	The Service Provider shall provide a facility for receipting income out of hours, and the Service Provider shall then pass such receipts to the Authority's cashiering team at the start of the next Business Day.		Facility for overnight storage and next day depositing.
C10	Revenues & Benefits Control	Income and Expenditure monitoring	The Service Provider shall pay all invoices received which relate to the administration of revenues and benefits.		In accordance with the Authority's policy on invoice payment
C11	Revenues & Benefits Control	System Monitoring	The Service Provider shall produce and monitor reports to ensure that the database's integrity is being maintained and that the data entry is being performed accurately.		Monthly service reporting from managed service partners through monthly review meetings.
C12	Revenues & Benefits Control	System Monitoring	The Service Provider shall ensure that system access is restricted to the revenues and benefits users and its partners where applicable and that the security of the system is assured at all times. The Service Provider shall provide and maintain a structure of system security that reflects the		Daily

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
			revenues and benefits user's roles to ensure that the system remains free from fraudulent activity and that there is appropriate separation of duties.		
C13	Revenues & Benefits Control	System Monitoring	The Service Provider shall ensure that auditing of users' updates is available for all transactions.		
C14	Revenues & Benefits Control	Batch Processing	<p>The Service Provider shall schedule the annual, monthly, weekly and daily batch schedules to ensure a smooth and planned operation having regard to the demands of the service to maximise the use of the system for batch, and having regard for the recovery timetable.</p> <p>The Service Provider shall execute the batch processes to ensure that they complete without compromise to the transaction processing window, 8am to 7pm daily.</p>		
C15	Revenues & Benefits Control	Batch Processing	The Service Provider shall reconcile the system at the end of each batch processing window to ensure successful completion and to ensure that the system is ready for activity.		
C16	Revenues & Benefits Control	Batch Processing	The Service Provider shall release the relevant exports from the system (such as files and reports for printing or distribution for onward processing)		

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
			having checked the files for accuracy and completeness.		
C17	Revenues & Benefits Control	Batch Processing	The Service Provider shall provide a plan for software release version regression testing and development and shall execute that plan for each major release or patch. The plan shall include testing all interfaces and will require involvement with the Authority's other departments.		
C18	Revenues & Benefits Control	Batch Processing	The Service Provider shall design, maintain, and manage all system-produced documentation (such as bills, reminders, benefit determinations, review forms) to ensure that there is control over changes and that they remain compliant with the legislation at all times.		
C19	Revenues & Benefits Control	Property database maintenance and valuation	The Service Provider shall maintain the revenues and benefits property databases in line with the LLPG records held with the Authority and shall supply information to the Authority's building control and planning teams. The Service Provider shall provide a means to take electronic and manual imports of data from the LLPG and provide details to the Authority of changes made to the revenues and benefits databases that affect the LLPG.		
C20	Revenues & Benefits Control	Property database maintenance and valuation	The Service Provider shall maintain the property databases and in particular it shall maintain them in accordance with the schedules of alteration		

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
			received from the VOA. The Service Provider shall calculate interest due, deduct income tax (as applicable) and serve tax certificates. The Service Provider shall transfer any credits to offset other liabilities or refund surplus credit as required.		
C21	Revenues & Benefits Control	Property database maintenance and valuation	The Service Provider shall undertake a full reconciliation exercise between all properties held on the revenues and benefits databases to that held on the VOA records. The Service Provider shall maintain reconciliation on a schedule of alteration basis and also on receipt of a full list from the VOA.		Weekly and quarterly
C22	Revenues & Benefits Control	Property database maintenance and valuation	The Service Provider shall provide details of changes to the Rating List or valuation list to the VOA, where information is available to the Service Provider that requires a change. The Service Provider shall use E-BAR where possible to notify the VOA.		5 days
C23	Revenues & Benefits Control	Property database maintenance and valuation	The Service Provider shall ascertain and agree completion dates of properties in construction and serve Completion Notices for Council Tax and NNDR liable properties in order to maximise the tax base and Rating List.		
C24	Revenues & Benefits Control	Property database maintenance and valuation	The Service Provider shall respond to and defend appeals lodged in relation to Completion Notices and disabled relief.		

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Ref	Service Area	Function	Service Requirement	Key volumes or frequency requirements	Applicable service standards
C25	Revenues & Benefits Control	Data compilation and Analysis	The Service Provider shall prepare and collate data to be used in compilation of government returns (including but not limited to NNDR1, NNDR3, QRC, CTB1) and CIPFA benchmarking in accordance with timescales to be agreed with the Authority.		
C26	Revenues & Benefits Control	Other	The Service Provider shall provide up to date information to the Authority's website with regard to the revenues and benefits service.		
C27	Revenues & Benefits Control	Other	The Service Provider shall participate in, and provide data to the MAG:NET LoCTA data sharing service.		As required
C28	Revenues & Benefits Control	Other	The Service Provider shall participate in, and represent the Authority's interests at, software user groups, enhancement groups and technical support groups as specified by the Authority.		As required
C29	Revenues & Benefits Control	Other	The Service Provider shall meet with the software provider's service delivery manager on a monthly basis to review the performance of the Civica contract which includes the OPENRevenues system, hosting and scanning and indexing operations.		Monthly

7 Performance Indicators

The Authority's KPI and PI requirements are listed in the following table, and full details of methodology, baseline data, targets and reporting frequency are set out in Schedule 4 Payment and Performance Mechanism.

Function	KPI or PI	Performance Indicators the Service Provider shall be required to report against	Current baseline	2012/13 year end projections	Service Provider year 1 target
Housing Benefit/ Council Tax Benefit/Support	RB KPI 8	Average speed of processing for new claims	15.59 days	10 days	10 days
Housing Benefit/ Council Tax Benefit/Support	RB KPI 9	Average speed of processing for changes	6.06 days	6 days	6 days
Housing Benefit/ Council Tax Benefit/Support	RB KPI 9A	Accuracy of benefit assessments	92%	90%	Minimum 95%
Corporate complaints	PI	% of stage 3 complaints that are upheld Baseline upheld complaints; 11/12 – 1 of 11 upheld = 11%		Baseline to be confirmed	Not to exceed 2 upheld complaints subject to baseline

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Function	KPI or PI	Performance Indicators the Service Provider shall be required to report against	Current baseline	2012/13 year end projections	Service Provider year 1 target
		12/13 – 2 of 7 upheld = 28%			confirmation.
NNDR In-Year Collection	PI	NNDR In-Year Collection	Rebaseline at end 13/14 to confirm 97%	On target to achieve 97% by year-end	97.25% year 1 and 97.5% from year 2 onwards
NNDR 4 year target	PI	NNDR Collection levels after 4 years	99%	99%	99%
Council Tax	PI	<p>Accuracy and speed of processing: Accuracy of system updates and timeliness of associated billing.</p> <p>Completion of periodic reviews of all exemptions discounts and disabled reliefs in line with agreed timetable, to ensure correct liability is billed and that the Authority's Council Tax base is maximised.</p>	Within agreed timescales and achieving accuracy levels exceeding 90%	Within agreed timescales and achieving accuracy levels exceeding 90%	Within agreed timescales and achieving accuracy levels exceeding 95%
NNDR	PI	<p>Accuracy and speed of processing: Accuracy of system updates and timeliness of associated billing.</p> <p>Completion of periodic reviews of all exemptions, charity and discretionary reliefs in line with agreed timetable, to ensure correct liability is billed.</p>	Within agreed timescales and achieving accuracy	Within agreed timescales and achieving accuracy levels exceeding 90%	Within agreed timescales and achieving accuracy levels exceeding 95%

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Function	KPI or PI	Performance Indicators the Service Provider shall be required to report against	Current baseline	2012/13 year end projections	Service Provider year 1 target
			levels exceeding 90%		
Direct Debits	PI	Direct Debit penetration of paying database (based on total number of annual bills, less nil bills)	62% (2011/12)	63% this target would be subject to re-baselining in light of CTRS changes	65% this target would be subject to re-baselining in light of CTRS changes
Benefits Subsidy Returns	PI	Subsidy returns presented to the Authority within specified deadlines	100%	100%	100%
Council Tax and NNDR Returns	PI	Returns presented to the Authority within specified deadlines	100%	100%	100%
Crisis Fund	PI	<p>Turn-round of applications within five (5) days (regular) and two (2) hours (emergency)</p> <p>Where the Crisis fund management is discharged through a Third Party Contract and there is a lesser obligation, this will apply until such time as the Third Party Contract ends. On novation of the contract the Service Provider will confirm the baseline performance being delivered by the Third Party and will agree the baseline and the target with the Authority and this PI will apply to the Service Provider when it discharges the services directly</p>	N/A	N/A	100% Subject to baselining for 6 months from the Service Transfer Date in order to set a year 2 target

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Function	KPI or PI	Performance Indicators the Service Provider shall be required to report against	Current baseline	2012/13 year end projections	Service Provider year 1 target
Discretionary Housing Payments	PI	Turn-round of applications for discretionary housing payments within five (5) Business Days	N/A	N/A	100% Subject to baselining for 6 months from the Service Transfer Date in order to set a year 2 target
Housing Benefit/ Council Tax Benefit/Support	MI	Annual cash target for collection of off-benefit overpayment debt The Service Provider will provide supporting information to the Authority as outlined within the specification to confirm its performance against the cash target for collection of off-benefit	£1.5 million	£1.7 million	This requirement is not subject to any Service Credits and the Authority remedy will be through the Financial Guarantees set out in Schedule 4 Payment and Performance in and subject to the terms

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Function	KPI or PI	Performance Indicators the Service Provider shall be required to report against	Current baseline	2012/13 year end projections	Service Provider year 1 target
					therein in relation to the Local Authority Error Overpayment and Administrative Delay Overpayments
Housing Benefit/ Council Tax Benefit/Support	MI	<p>Percentage of Housing Benefit and Council Tax Benefit/Support spend recouped via subsidy claim</p> <p>The Service Provider will provide supporting information to the Authority as outlined within the specification to confirm its performance against the cash target for collection of off-benefit</p>	100% (2011/12)	Minimum 98.5%	This requirement is not subject to any Service Credits and the Authority remedy will be through the Financial Guarantees set out in Schedule 4 Payment and Performance

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Function	KPI or PI	Performance Indicators the Service Provider shall be required to report against	Current baseline	2012/13 year end projections	Service Provider year 1 target
					in and subject to the terms therein in relation to the Local Authority Error Overpayment and Administrative Delay Overpayments
Council Tax	MI	Council Tax In-Year Collection	96%	On target to achieve 96.5% by year-end	98% This requirement is not subject to any Service Credits and the Authority remedy will be through the Financial Guarantees

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Function	KPI or PI	Performance Indicators the Service Provider shall be required to report against	Current baseline	2012/13 year end projections	Service Provider year 1 target
					set out in Schedule 4 Payment and Performance in relation to Overall Council Tax Collection
Council Tax	MI	<p>Council Tax Collection levels after 4 years</p> <p>The Service Provider will provide supporting information to the Authority as outlined within the specification to confirm its performance against the Overall Council Tax Collection levels</p>	98.2%	98.5%	<p>99%</p> <p>This requirement is not subject to any Service Credits and the Authority remedy will be through the Financial Guarantees set out in Schedule 4 Payment and Performance</p>

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Function	KPI or PI	Performance Indicators the Service Provider shall be required to report against	Current baseline	2012/13 year end projections	Service Provider year 1 target
					in relation to Overall Council Tax Collection