

## Appendix 1b

**Revenues, Benefits and Customer Services Business Plan 2026-2029**Introduction

An extract of the proposed Revenues, Benefits and Customer Services Business Plan is provided below includes the relevant critical success indicators (CSI), key performance indicators (KPI) and the key tasks and priorities for improvement (actions) that are required to be approved by this Committee.

In an attempt to streamline the reporting process, the extract does not include the regular information and data relating to:

- published strategy and policy documents supporting the delivery of priorities and objectives
- service level objectives
- contextual baseline service data
- management performance indicators (MPI)
- summary of key risks.

This information will be added to the extract below and included in the full Business Plan that will be published on the Council's website in advance of the financial year.

Background

This Business Plan details the projects and activity undertaken in support of the Council's Corporate Plan priorities.

The Corporate Plan prioritises local community needs and resources are directed toward the things they think are most important. These needs are aligned with other local, regional and national plans to ensure the ambitions set out in the Corporate Plan are realistic and achievable.

The Business Plan covers a three-year period but will be revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures is undertaken regularly by General Management Team and reported to Cabinet on a quarterly basis. In addition, Cabinet and the Overview and Scrutiny Committee will also occasionally receive high level reports on progress against Corporate Plan priorities as required and as part of action planning, target setting and outturn reporting.

Business Plan – Performance Indicators and Key Tasks for Improvement

The critical success indicators (CSI), key performance indicators (KPI) and the key tasks and priorities for improvement (actions) are considered in detail below for approval.

## MEASURES OF PERFORMANCE (Extract)

### Critical Success Indicators (CSI)

Priority leaders should work corporately to **define** the **outcome objective** for each priority area and **identify an outcome indicator** or indicators which will be **Critical Success Indicators**. There will be a maximum of two CSI for each corporate priority.

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Council Tax collected in year <b>(BV9)</b>	97.42%	97.63%	97.65%	98.5%	98.5%	98.5%	<p>Assistant Director Revenues, Benefits and Customer Services</p> <p>Target based on collection within the year of charge. With the introduction of aspects such as Breathing Space and the impact of the rising cost of living, the team have been unable to return to pre-pandemic levels. The remaining amounts are still actively recovered and percentages collected are in excess of the target.</p> <p>When compared with others in the East Midlands, the Council ranks 10th out of 29 local authorities, with Rushcliffe being the only Nottinghamshire council exceeding this collection rate.</p>

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Non-domestic rates collected in the year (BV10)	98.77%	97.64%	98.5%	99%	98.5%	98.5%	<p>Assistant Director Revenues, Benefits and Customer Services</p> <p>In year collection rate has exceeded the target. However, this figure is based on collection of a significant Business Rates in the current financial year relating to the previous year. This had the impact of last year's being lower but between years would have resulted in a consistent collection rate.</p> <p>Compared with other local authorities in the East Midlands the Council was ranked 4th out of 29 in 2023/24 and the highest in Nottinghamshire.</p>
DHP contribution compared to DWP grant (FRLocal_15)	118%	143%	103%	100%	100%	100%	<p>Assistant Director Revenues, Benefits and Customer Services</p> <p>Council provided an additional amount of funding through Nottinghamshire County Council's Household Support Fund which allowed an increase in expenditure above the 100% DWP contribution.</p>

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Self-Service payments transactions to the Council (including both online and Automated Telephone Payments (ATP) (Customer Services) (CSLocal_14)	59,179	78,869	95,262	100,000	100,000	100,000	Assistant Director Revenues, Benefits and Customer Services  Online transactions will continue to be promoted as the best method of communicating with the Council.  This performance measure has been updated and data recalculated from 2023/24 to include both Self-Service and Automated Telephone Payments.

### Other Performance Indicators

Priority leaders are to identify two sets of performance indicators namely **Key Performance Indicators (KPI)** for reporting to GMT/Members and **Management Performance Indicators (MPI)** for use in business planning and performance monitoring purposes at a service level.

### Key Performance Indicators (KPI)

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Average time (days) to process Benefit claims (BV78a)	7.9	7.2	7.5	9.0	9.0	9.0	Assistant Director Revenues, Benefits and Customer Services  The Council's performance is in the upper quartile for the Country
Average time (days) to process Benefit change of circumstances (BV78b)	4.6	4.4	3.3	4.0	4.0	4.0	Assistant Director Revenues, Benefits and Customer Services  The Council's performance is in the upper quartile for the Country

Indicator Description	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Future Years	Indicator Owner and Comments (incl. benchmarking)
Housing Benefit Overpayments (HBO) recovered as a percentage of the total amount of HBO outstanding (BV79b(ii))	26.4%	23.6%	28.1%	25%	25%	25%	Assistant Director Revenues, Benefits and Customer Services  With the roll out of Universal Credit, overpayment recovery has become more challenging. Previously, overpayments could be recovered from ongoing Housing Benefit but the removal of that option is likely to impact on the team's ability to achieve these challenging targets.
Calls handled (Answered in Contact Centre) (CSDData02)	45,754	45,229	56,654	55,000	55,000	55,000	Assistant Director Revenues, Benefits and Customer Services  The service has experienced change in relation to Housing Repairs calls being handled within the Housing team. This has reduced the volume of calls being received by the Customer Services team and, as a result, limit the number of calls that can be handled by the team.
Calls made to the Contact Centre that are abandoned CSDData_11a	-	-	8.4%	<10%	<10%	<10%	Assistant Director Revenues, Benefits and Customer Services  New performance indicator 2025/26. This indicator will provide greater transparency of the level of service provided by Customer Services team. The target is based on ensuring an abandonment rate of less than 10%.

## Key Tasks and Priorities for Improvement 2026/27 – 2028/29 Including Commercial Activities

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Manage the introduction of Universal Credit (UC) <b>RBCS1620_01</b>	Transfer of working age HB claims to UC will be administered by the DWP	Other council departments, system suppliers and DWP	Assistant Director Revenues, Benefits and Customer Services March 2026	Roll out of UC continues and will reduce the amount paid out by the Council. This will impact on the Subsidy amounts that can be claimed.
Manage the Introduction of Housing Element within Pension Credit <b>RBCS2528_01</b>	Transfer of pension age HB claims to Pension Credit will be administered by the DWP.	Other council departments, system suppliers and DWP	Assistant Director Revenues, Benefits and Customer Services March 2028	Roll out of HB in to Pension Credit will reduce resource requirement and the amount of subsidy amounts that can be claimed.
Business Rates Review <b>BCS2023_01</b>	Review the relevant Rateable Value (RV) of Businesses.	Working with Newark and Sherwood District Council (NSDC) and Analyse Local to review the Rateable Values	Assistant Director Revenues, Benefits and Customer Services September 2027	Contract with NSDC will cost £20k per annum. Analyse Local will charge a 10% of any RV that they identify as an increase. Any amounts payable will be linked to an increase in the Business rates collectable. Analyse Local will also provide software that will allow greater analysis of the Business Rates data at a cost of £2k per annum, which is now within the existing budget.  The Business Rates Baseline Reset will create challenges in this area with expected growth not to be included in the 2026/27 year.

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Evaluate and implement OpenChannel, subject to Business Case <b>RBCS2124_01</b>	To implement the OpenChannel module giving end to end online functionality for Customers in Council Tax and Benefits	Relevant software provider, using the relevant procurement framework	Assistant Director Revenues, Benefits and Customer Services September 2026	Promoting online facilities allowing integration with the back-office system. As part of the contract renewal, the Council received the software to develop the Open Channel module. Work commenced and full role out of all forms is anticipated in tranches over the coming year. It is expected that with greater online functionality there will be less demand on the Customer Services and Revenues team
Single Person Discount Review <b>RBCS2528_02</b>	Review all Single Person Discount accounts on Council Tax	Nottinghamshire Countywide project using relevant procurement framework	Assistant Director Revenues, Benefits and Customer Services October 2027	<p>Process aims to reduce the number of Single Person Discounts that are being claimed in error or through fraudulent means. The process risk scores each account based on credit information.</p> <p>The exercise is outsourced to an external provider, previously NEC, with little impact on the Council Tax team. The process takes place every two years with the next one scheduled in 2027/28. The cost of the scheme is contributed to by each major precepting authority with Broxtowe picking up around 9% of the cost and benefit.</p>

Action	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Review of Council Tax Exemptions <a href="#">RBCS2528_03</a>	To review the level of Council Tax exemptions and recommend potential improvements to promote a return to use for empty properties	Working with relevant Council departments and elected members.	Assistant Director Revenues, Benefits and Customer Services  March 2026	The Council currently has discretion to provide certain exemptions and discounts on properties that are unoccupied or uninhabitable. A review of these exemptions could promote a return to use for these properties.  The Levy on second homes will commence in April 2026.



## Link Key Tasks and Priorities for Improvement to the Financial Budgets

Revenue and Capital Budget Implications/Efficiencies Generated	Action	2026/27 Budget £	2027/28 Budget £	2028/29 Budget £
<b>Budget Implications</b>				
Business Rate Review	<a href="#">RBCS2023_01</a>	20,000	20,000	20,000
Email Connect*	<a href="#">RBCS2225_02</a>	0	0	0
Single Person Discount Review	<a href="#">RBCS2528_02</a>	0	5,000	0
<b>Efficiencies Generated</b>				
Evaluate and implement OpenChannel*	<a href="#">RBCS2124_01</a>	TBC	TBC	TBC
<b>New business/increased income</b>				
Business Rate Review	<a href="#">RBCS2023_01</a>	0	70,000	50,000
Single Person Discount Review	<a href="#">RBCS2528_02</a>	0	25,000	0
Review of Council Tax Exemptions	<a href="#">RBCS2528_03</a>	80,000	80,000	80,000
<b>Net Change in Revenue Budgets</b>		<b>*Note</b>	<b>*Note</b>	<b>*Note</b>

\* Budget implications to be considered and confirmed once project business cases have been finalised.