



**SWINDON**  
BOROUGH COUNCIL

## Role Profile

<b>Job Title:</b> Revenues Manager - (Revenues & Exchequer)	<b>Role Profile Number:</b> RB001
<b>Grade:</b> Level 10	<b>Date Prepared:</b> 20/4/17
<b>Directorate/Group:</b> Resources/Law & Democratic/ Revenues & Benefits	<b>Reporting to:</b> Head of Revenues & Benefits
<b>Structure Chart attached:</b>	No

### Job Purpose

- Manage three teams of staff involved in the invoicing, allocation of payments and the collection and recovery of Council Debts.
- Co-ordinating resources, agents and teams responsible for all debts owed to Swindon Borough Council, which equates to over £200 million of income per annum. Contractors are used to provide parts of the service, and where this is the case ensure monitoring and reporting of the performances of the Contractors is carried out. Assisting the contractors where appropriate.
- Providing guidance to Council Departments on good credit management and invoice practices.

### Key Accountabilities

- Manage, recruit and supervise the team of staff responsible for inputting and issuing of invoices in the Council's Account Receivable system (currently Oracle) and arranging for the issuing of regular invoices in the periodic system.
- Manage, recruit and supervise the team responsible for the allocation of all bank, post office and cheque payments into the Council's Cash Management System.
- Manage, recruit and supervise the team responsible for the collection and recovery of Council Tax (Northgate and Anite systems), Overpaid Housing Benefits (Northgate) and Miscellaneous Incomes (Oracle AR).
- Managing staff and carry out monitoring of the Council Tax, Business Rates and Mortgages contractors to ensure that all income is being demanded promptly, and that any reliefs, discounts and exemptions that are being applied are valid.
- Utilise resources to monitor and assist Contractors to achieve upper quartile collection rates in respect of Council Tax, Business Rates and Miscellaneous Incomes
- Prepare for and represent the Council at Magistrates hearings in respect of non-payment of Business Improvement charges, Council Tax and Business Rates, including committal hearings and be or provide

witnesses at County Court hearings.

- Ensure that corporate standards for dealing with correspondence and enquiries are maintained.
- Managing such staff so that they are competent to carry out credit referencing requests, set up new customers in the council's database, issue reminder notices, answer telephone and counter enquiries and correspondence made following such reminders, allocating payments and adjustments, making refunds, investigating customer queries and complaints, make (where appropriate) and monitor payment arrangements, making telephone calls to chase unpaid debts, refer debts to visiting officers, external collection agents, bailiffs and the Borough Solicitor and submit claims in respect of bankruptcies or liquidations.
- Assist in the preparation, agreement and adherence to Service Level agreements made with Council Departments, in order to ensure that the Council limits its bad debts (collecting payment prior to service provision) and that where credit is necessary, proper contracts and records are kept that enable enforcement of the debt.
- Recommend, appoint and monitor contractors or internal resources to assist in any of the above duties, such as Council Tax and Business Rates Administration, External collection agents, the Borough Solicitor, Business Rating agents, or I.T. suppliers.
- Produce regular and ad-hoc performance information on the above services and resources used, and suggest and where appropriate take corrective action to amend recovery routines, systems or services where required. Carry out customer surveys to assist in reviews of performance.
- Produce write off lists of uncollectable debts in accordance with the Council's Debt Management Policy and check debts recommended for write off by Contractors (Council Tax and Business Rates) meet the same criteria. Ensure that VAT is reclaimed on any bad debts.

### **Knowledge & Experience**

- Proven track record of leadership and experience of recruitment, motivation and supervision of staff and contractors is an important element of the job role.
- Customer care skills are required and the ability to manage and train staff to handle and negotiate with a wide range of customers, including businesses, domestic and elderly customers, in addition to potentially difficult customers either face to face or on the telephone.
- Debt collection experience is required in order to carry out the job.
- Knowledge of council Tax and Business Rates legislation is required in order to ensure the council's contractor is following statute and in order to carry out recovery and committal court hearings. IRRV qualifications or training would be an advantage
- The work is office based, but the jobholder will need to make visits to contractors, the council's legal section, the Magistrates and the County Courts.
- In order to maximise contact of debtors there is a need for a flexible approach. This can involve an out of hours approach (within the Council's flexible hours system).
- The job requires use of PCs and financial systems, and being able to use Microsoft word and compile excel spreadsheets. Experience in the use of Cash Management, Council Tax, Business Rates and debtors systems is an advantage.

## **Qualifications**

- Requires ability to produce written communication to customers and performance and write off reports to senior managers. Need to be able to compose Service Level agreements. GSCE English grade C or above.
- Checking complex calculations requires GSCE Mathematics grade C or above or further relevant experience.
- Educated to A level standard
- To hold an Institute of Revenues Rating & Valuation qualification

## **Decision Making**

- Decisions need to be made on a daily basis as to the most appropriate course of recovery action for debts. Authorising staff and making arrangements that are outside of the regular guidelines.
- The post holder needs to be able to amend such guidelines and write procedures.
- Decisions are also required with regard to deciding whether further recovery action remains cost effective or appropriate. If not debts are recommended for write off and the Revenues Manager will agree to such write offs when compiling write off lists.
- Negotiation skills are required on a daily basis when calculating and agreeing instalment payments with customers, who are unable to pay the full invoice value. Again parameters exist, but arrangements made in respect of debts subject to Legal action can fall outside of these.
- When presenting court hearings, quick decisions as to the required course of action to be requested of the court, need to be made based on evidence heard.
- Decisions need to be made on when and how to raise issues with Contractors regarding performance of agreements and contracts and when these need to be escalated or contracts terminated.

## **Creativity and Innovation**

- The Revenues Manager will help formulate and write policy and office procedures.
- Following any review of performance information in relation to debt collection, changes in legislation and survey information, the Revenues Manager needs to be able to amend or invent new recovery procedures to ensure continual improvement is made.
- In monitoring performance of the contractor responsible for local taxes, questioning skills are important with regard to the manner in which certain tasks are currently being undertaken. Recommendations need to be made to the staff of the Contractor and the Council's Head of Revenues and Benefits in order to agree changes.

- Liaising with other Council Departments and Section Heads in order to reduce the need for invoicing (take payment before service delivery if possible) and where invoicing is necessary improve the quality of invoicing and information provided to enable efficient collection.
- Creation, adoption and management of changes that improve customer service and efficiencies (such on online services and software system changes) is an important function.

<p><b><u>Job Scope</u></b></p> <p><b>Number and types of jobs managed</b></p> <ul style="list-style-type: none"> <li>• Team of 7 Credit Control officers</li> <li>• Team of 2 Finance Officers – Payment allocation</li> <li>• Team of 4 Invoicing officers (to be 1 team leader and 3 direct reports)</li> </ul> <p><b>Typical tasks supervised/allocated to others</b></p> <ul style="list-style-type: none"> <li>• Invoice Entry</li> <li>• Cash Allocation</li> <li>• Debt collection recovery</li> </ul>	<p><b>Budget Holder</b></p> <p><b>Responsibility</b></p> <p><b>Asset Responsibility:</b></p>	<p>Yes/No</p> <p>.</p> <p>Authorisation of council tax &amp; miscellaneous refunds up to £1000. Business rate refunds of £100,000</p> <p>Assets: Council credit card with monthly value of £10,000 for payment of court applications.</p>
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**Contacts and Relationships** *(how the role relates to the work of others i.e. officers, groups, committees, general public, members, partner organisations, internal and external contacts of the council)*

- Complex letters, telephone conversations and face-to-face meetings with members of the public and Businesses.
- Answering, assisting and responding to enquiries and complaints from Councillors and MPs and other representatives.
- Written memos and telephone conversations with staff of other Council Departments who raise invoices, and the Borough Solicitor who assists in debt collection.
- Meeting with and carrying out Service Level Reviews with staff from other Council Departments and the Borough Solicitor every 6 months.
- Conduct telephone conversations and meet with staff from external collection agents in order to discuss the status of recovery action or commission levels on debts collected.
- Meet with staff of the contractors responsible for Mortgages, Council Tax and Business Rates administration and collection, in order to discuss performance of their office tasks.
- Meet with the Council’s rating agent every 6 months to review performance in relation to rating appeals.
- Meetings with systems and IT staff responsible for implementation of system improvements
- Meet with council auditors, both internal and external in order to discuss how tasks are currently undertaken and discuss potential improvements.

- Produce written reports and performance information for the Head of Revenues and Benefits.

**Other Key Features of the role** (working environment / emotional / conditions i.e. regular outside work, unpleasant or hazardous conditions, practical demands such as standing, carrying or working in constrained positions, potential verbal abuse and aggression from people, or risk of injury)

<b>Employee Signature:</b>	Print Name:
<b>Date:</b>	
<b>Line Managers Signature:</b>	Print Name:
<b>Date:</b>	