# LONDON BOROUGH OF TOWER HAMLETS

| **JOB DESCRIPTION** | | |
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| **Post Title:**<br><br>Income Collection & Enforcement Team Manager | **Post No.**<br><br>B020300301 | **Grade:**<br><br>LPO8- Indicative |
| **Directorate:**<br><br>Resources | **Division:**<br><br>Revenue Services | **Section:**<br><br>Income Collection & Enforcement Team |
| **Version:** 1:01<br><br>**Date agreed:** | | **Have JE markings been attached?** |

**Responsible to:** Head of Revenue Services

**Responsible for:** 3 Income Collection & Enforcement Team Leaders 1 X Enforcement Manager and 1 Sundry Income Officer

**DBS Required?** No

**Is the post politically restricted?** No

**Is a Travel Allowance Payable?** No

**Does this post attract an Essential Car User Allowance?** No

## MAIN PURPOSE OF THE JOB

1. The supervision and leadership of the Income Collection and Enforcement team dealing with the effective and efficient administration, of enforcement and recovery of Council Tax, Non-Domestic Rates and other income administered by the service on behalf of the Council, its residents and business community to provide a first class customer service in accordance with legislation, local policies and strategies. This will include all income streams - Council Tax, Business Rates, Sundry Debts, Parking, Overpaid Benefits and Housing Options Rent.

2. To maximise the revenue and income the Council receives from all areas of income by delivering an innovative, efficient, high quality service, and ensuring accelerated and sustained improvements against Council Targets are achieved.

3. To minimise losses of income due to tax avoidance schemes and identify fraudulent activity through improved data management and a more collaborative approach with other directorates and central government departments.

4. Responsible for the development of policy and strategy on all matters relating to income collection and enforcement.

## DUTIES & RESPONSIBILITIES

1. The leadership and supervision of all aspects surrounding the Income Collection and Enforcement teams in respect of Council Tax, Business Rates, Sundry Debts, Parking, Overpaid Benefits and Housing Options Rent.

2. To Work proactively and in collaboration with the Revenue Services Leadership Team, and other senior managers across the Council and partners to ensure services are integrated at the point of design and delivery.

3. Interpret legislation and case law, and to respond to changes, relating to the recovery of unpaid Council Tax, Business Rates, Sundry Debts, Parking, Overpaid Benefits and Housing Options Rent.

4. To be the subject expert and provide technical advice in respect of Council Tax, Business Rates, Sundry Debtors, Parking, Overpaid Benefits, Housing Options Rent.

5. To monitor income collection levels in line with budgetary requirements and to provide guidance on future income generation and growth and estimates for the MTFS and the effect of projects on income generation and future income increases.

6. Responsible for the planning, implementation and monitoring of workloads for the team in a way that maximises the use of resources and ensures that processes are efficient and effective in accordance with the Council's performance standards, taking effective remedial action to manage backlogs of work.

7. To take a lead role in the development, review and implementation of procedures for the team to ensure that income levels are maximised, whilst adhering to the relevant legislation, Council policies and agreed objectives.

8. To manage, develop and motivate a highly skilled Income Collection Enforcement Team, providing coaching and training as required on procedures and service standards in line with legislation.

9. To deal and respond to official complaints and enquiries from elected Members, MPs and outside bodies and provide any required information to respond to investigations undertaken by the Ombudsman. This will include providing detailed breakdowns or statements to general debtors, Council Taxpayers, ratepayers or their agents in respect of more complex or contentious cases.

10. To lead and develop a modern, dynamic service embodying best practice and aspirational thinking in all aspect of Income collection and enforcement to support organisational change and learning, ensuring appropriate systems of performance and development, communication and engagement, quality measures, monitoring and reviews are in place for the service and the workforce that delivers them.

11. Working as part of a Revenue Services Senior Leadership team, to develop wider partnerships working with key stakeholders or other local authorities as appropriate and also to seek and deliver on all opportunities to create efficiencies and assist in transforming Council operations.

12. Responsibility for audits of Council Tax, Business Rates, Sundry Debts, Parking, Overpaid Benefits, Housing Options Rent, on behalf of the Council in respect of internal and external auditors, providing information and data and assist with the implementation of agreed actions. Ensure that the Council's published customer service performance standards are achieved in all areas of the post holder's responsibility.

13. Represent the section at the divisional leadership management team and in the absence of the Head of Revenue Services, deputise in all relevant duties.

14. Responsible for the overall training programmes to raise the teams' awareness of changes in collection and enforcement legislation and working practices that will enable them to achieve high performance levels and effective operational delivery to all stakeholders, both internal and external.

15. Responsible for the procurement and contract management required for the Income Collection and Enforcement Team and ensure that the Council's procurement policy and procedures are adhered to in respect of any such contracts awarded.

16. To lead and manage a team responsible for the collection and enforcement of sundry income, ensuring invoices, reminders and other documentation are issued promptly to ensure maximisation of income and meeting requirements of all stakeholders.

17. Establish and maintain effective liaison with outside bodies, including the court service, enforcement companies, citizen advice bureau, third sector debt agencies and insolvency practitioners.

## General Terms

- To maintain personal and professional development to meet the changing demands of the job and participate in appropriate training/development activities including the Council's performance, development and review scheme. To engage and develop all staff in the team to ensure they have clear personal development plans.

- Ensure that all duties and responsibilities are discharged in accordance with the Council's policies and procedures, Code of Conduct and relevant regulations and legislation. To comply with the Council's equal opportunities and diversity policies ensuring anti-discriminatory practice within the service area.

- To undertake additional duties that may arise from time to time commensurate with the grade of the post.

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## SPECIAL TERMS AND CONSIDERATIONS

- To be able to work evenings and weekends with appropriate notice.

| **Person Specification for the Post of**<br><br>Income Collection & Enforcement Team Manager | | **Essential (E) or Desirable (D) (if applicable)** | **Method of Assessment A= Application Form T= Test I= Interview** |
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| **Knowledge** | • Comprehensive knowledge on the sources of Local Government Income including, Council Tax, Business Rates, Sundry Debtors, Parking, Overpaid Benefits, Housing Options Rent. | E | A,I |
| | • Full understanding of the issues facing local government in respect of income collection and associated statistical returns and estimates required by central government. | E | A,I |
| | • Full understanding of income collection principles and enforcement techniques. | E | A,I |
| **Qualifications & Experience** | • Experience of working in multiple areas of Income Collection including Council Tax, Business Rates, Sundry Debtors, Parking, Overpaid Benefits, Housing Options Rent. | E | A,I |
| | • Experience of recruitment, management, and development of staff working within Income collection & enforcement. | E | A,I |
| | • Experience of delivering a customer and solution focussed service. | E | A,I |
| | • Experience of developing services, systems and processes that are customer | E | A,I |

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| | focussed.<br><br>• Proven experience of successfully leading and managing major change, including cultural change, and service integration which has resulted in measurable service improvement within a diverse workforce.<br><br>• Experience of analysing customer needs and identify appropriate responses: resolving customer queries/problems and taking the initiative to achieve resolution.<br><br>• Experience of prioritising workloads to meet strict and critical deadlines | E<br><br>E<br><br>E | A,I<br><br>A,I<br><br>A,I |
| **Leadership And Management Framework** | **<u>Achieving Results</u>**<br><br>• Control, prioritise and plan the work of a team concerned with income administration & debt collection.<br><br>• Good analytical and research skills with ability to make sound judgements in providing advice and guidance.<br><br>• Capable of devising and implementing creative solutions to problems.<br><br>• Clear verbal and written communication skills to write reports for statutory purposes, particularly case recordings.<br><br>• Oversee multi-disciplinary projects. | E<br><br>E<br><br>E<br><br>E<br><br>E | A,I<br><br>A,I<br><br>A,I<br><br>A,I<br><br>A,I |

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| | **Engaging With Others**<br><br>• Ability to present complex issues clearly and concisely, both orally and in writing to all levels including Council Members and external bodies.<br><br>• Good interpersonal skills and the ability to communicate effectively and motivate staff and be self-motivated<br><br>• Ability to develop and maintain good working relationships with staff at all levels within the organisation and with partners and outside bodies/organisations.<br><br>• Ability to research and present information and briefings in a concise and timely manner. | E<br><br>E<br><br>E<br><br>E | A,T,I<br><br>A,I<br><br>A,I<br><br>A,I |
| | **Valuing Diversity**<br><br>• Comprehensive understanding of, and positive contribution to, the development and furtherance of the Council's Equal Opportunities Policy in the fields of service delivery and employment practices.<br><br>• Ability to promote the Council's Equal Opportunities policies, specifically within Revenue Services and generally, throughout the Council. | E<br><br>E | A,I<br><br>A,I |
| | **Learning Effectively**<br><br>• Actively pursuing Continuing Professional Development as defined by professional body. | E | A,I |

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| | • Committed to own learning and development.<br><br>• Able to share good practice and experience and learn from others.<br><br>• Interpret legislation and provide advice on practices & procedures. | E<br><br>E<br><br>E | A,I<br><br>A,I<br><br>A,I |
| **Additional Requirements** | • Commitment and motivation to work such hours as maybe necessary to fully perform the duties of the post. You can expect to work out of hours according to the business need<br><br>• The ability to bring determination, drive, flexibility, stamina and enthusiasm to the post.<br><br>• Willing to travel to various sites across the country to attend relevant meetings. | E<br><br>E<br><br>E | A,I<br><br>A,I<br><br>A,I |