

Appendix A: Answers to Questions raised by Chair & Vice Chair of Audit & Scrutiny to the Council's Debt Position

Sundry Debt

What measures are we taking to recover it?

- Following the Agresso Health Check in August/September 2021 a programme of improvement work started on 17th January 2022, detailed below are some related areas of activity:
 - Improved reminders with new more focused narrative
 - Improved direct debit processes
 - Automation of periodical invoicing
 - Ability to tag status of debt
 - Improved reporting e.g., monitoring, volumetrics and KPI's
- An improved aged debt report for sundry debt has been developed and is now despatched monthly to key stakeholders in Tandridge to highlight the current outstanding debt position and to start to track and monitor outstanding debt
- An Exchequer Working Group was formed in December 2021 as part of the transformational work with cross-service department representation to start to work more collaboratively to improve the collection of income and the payment of suppliers
- Monthly meetings are now taking place between the Exchequer team and the Business and Income team
- Preparing a business case to seek extra resource to review and clear the old outstanding debt and continue to work on improving systems and processed

How might we ensure that we're able to prevent such debt accumulating into the future?

- Resource required to review and clear old debt
- Sufficient resource to monitor and recover on-going debt
- Continue with the regular aged debt reports and joint working approach with service departments, via regular meetings and Exchequer Working Group
- Resource must be focused in the right areas e.g., agreed standard for raising invoices so that they are clear, recovery action appropriate for the value of the income due
- Reminders generated at least fortnightly
- Regular customers encouraged to pay by direct debit
- Clear and regular write-off process for unrecoverable debt
- Reset of roles and responsibilities with service departments
- Establish a standard set of procedures
- Establish a process to capture and prioritise continuous improvement activity
- Sufficient resource to monitor and recover on-going debt