

Revenues and Benefits Service Plan 2013/14

Type	Ref	Action	Inter-dependencies / impacts	Lead officer	Intended outcomes	measures	target dates	progress	Status (R-A-G)
Lead	1	Develop Short to Medium term strategy and business plan for ARP	Will be a statement of the ARPs strategic aims and objectives for the next 3 years	Head of ARP and OIB	To develop robust plans for the further development of services and of trading and income generation	Business Plan taken to Joint Committee by end September 2016	30/06/2016		
		Analysis of critical issues facing Councils and ARP in next 3 years and actions required to mitigate and implement changes needed	The DWP will determine schedule for UC migration to occur - we will need to keep abreast of impact on ARP. CLG will be carrying out a Business Rates review and this could have a number of implications for The partner councils	Strategic Management Team	To ensure that customers continue to receive an excellent service. To Manage change Efficiently, Effectively and Economically to maximise income generation and manage levels of resources.				
		Generate income and savings - develop trading and partnership opportunities that will come from Welfare reform and other changes	There will need to be investment in Services to build capacity if we are to be able to offer them commercially.		To reduce the overall cost of delivering services to the 7 partner councils. To develop the Enforcement Agency (Bailliff) Service and other areas so that we can generate income by providing them to other councils				
Lead	2	Shared Services and Trading	Must be resourced so that existing performance for 7 partners is not detrimentally affected	OIB and Strategic management Team	To offer services to other Councils through multiple vehicles to gain income and otherwise to maximise use of capacity and income				
		Set up ARPT as company - all 7 partners equal shareholders - appoint board and have framework in place for trading - requires ARPT business Plan	Will require work to be carried out by Legal teams to create new shareholder agreement etc.	OIB and Strategic management Team	Company in place and able to trade once business cases agreed	Framework in place to trade once business cases agreed by Joint Committee	30/09/2016		
		Prepare commercial business case for Resilience services - to be taken to Joint Committee	Investment will be required to build capacity to trade	Strategic Management team	Understand risk and benefits of income generating opportunities and choose vehicle offering best realisation of benefits	Analysis of benefits and risk complete - report to Joint Committee to recommend whether to develop capacity and seek trading opportunities	30/03/2016		
		Prepare commercial business case for Management and consultancy services - to be taken to Joint Committee	Investment may be required to build capacity to trade		Understand risk and benefits of income generating opportunities and choose vehicle offering best realisation of benefits	Analysis of benefits and risk complete - report to Joint Committee to recommend whether to develop capacity and seek trading opportunities	30/03/2016		

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		Prepare commercial business case for expansion of Enforcement Agency (Bailliff) Services - to be taken to Joint Committee	Investment may be required to build capacity to trade		Understand risk and benefits of income generating opportunities and choose vehicle offering best realisation of benefits	Analysis of benefits and risk complete - report to Joint Committee to recommend whether to develop capacity and seek opportunities to expand service	30/06/2016		
Lead	3	Channel shift - maximising opportunities for customers to self-serve or, use e-services through assisted process - Automated updates to systems	Will effect enquiries in customer services due to decrease in enquiries and avoidable contact - to be carried out in accordance with each partners Corporate plans	Strategic Managers and Customer Services Teams at each Council	Increase opportunities for customers to access services online through self service and assisted processes.	Increased number of transactions occurring through electronic means. Increase in automated transactions on Academy			
		Refresh Internet site to offer transactional site fit for purpose	Councils Customer Teams to work with ARP to make site user friendly - consultation with customer focus group		Make site easy to navigate - surveys have shown that customers want to use online services but currently they are not easy to use - this will reduce face to face and telephone contact and lead to greater automation.	Increased number of transactions occurring through electronic means. Improved satisfaction ratings from customer surveys	15/01/2016		
		Develop online forms for notification of changes to circumstances - automation with Revs and Bens processes and systems	Councils Customer Teams to work with ARP select and improve design of online forms		Claims and notifications will be completed online and data will populate R&B systems - will lead to reduction in staffing levels and 24/7 access to a number of elements of the service	Increased number of transactions occurring through electronic means. Increase in automated transactions on Academy. Improved satisfaction ratings from customer surveys	15/01/2016		
Lead	4	Carry out a review of Revenues & Benefits service provision in the light of the introduction of Universal Credit once migration timetable communicated by DWP	DWP are managing this process, we must understand the implications to us as the information concerning migration timetables become available	Strategic manager (Benefits) / Head of ARP	Managing staff changes and ensuring that customers receive, as far as possible, a seamless change to universal Credit	As DWP release information OIB to be updated and impact on Councils to be assessed	Ongoing	Single claimants with no children have moved to UC but Still awaiting information from DWP concerning further migration plans. Currently seems unlikely that further migration will occur before 17/18	

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		Modelling UC migration and managing impact on existing staffing resource			To consider structure of R&B service going forward and change in customer demand	As DWP release information OIB to be updated and impact on Councils to be assessed	Ongoing	Some modelling has taken place to understand the implications of loss of income in comparison to reduction in work load	
		Report on LA involvement as information released			Understanding of DWP funding for F2F services provided by Las and Customer teams resourced to deal with enquiries. Existing ARP staff may move to customer teams as HB caseload reduces and Customer queries increase	As DWP release information OIB to be updated and impact on Councils to be assessed	31/03/2016	DWP agreements in place for UC Local Delivery for 5 of 7 partners (Single without children) Cambridgeshire 2 to follow	
Lead	5	Complete ARP single IT solution - single log on and jopined Telephone services	West Suffolk IT resource required	Strategic Manager (Support) and Strategic Team	Resource across ARP can be shared across partners providing resilience and savings		30/09/2016		
		EDMS - redesign use of Civica and move 3 partners from I@W to Civica			As per JC Business case - all images held on one system and prioritised as one caseload	All Documents held on Civica and new documants being scanned to Civica - all ARP staff able to fully share workload	31/01/2016	Procurement complete - implementation started	
		All ARP access West Suffolk network directly (ARP email) to full ARP desktop			Direct access to WS network will speed up link for Fenland, Waveney and Coastal - provide access for all to full ARP desktop	All ARP staff have access to full ARP desktop - managing one email address and able to fully share workload	30/03/2016		
		All ARP on single telephone network with call transfer possible from all ~Authorities			all ARP staff will be able to take calls for all 7 partners - resilience	All ARP staff able to share calls from any of the partner councils	30/09/2016		
Lead	6	Monitor income, expenditure and Subsidy in the light of NNDR retention scheme, LCTRS, UC and conversion issues	Finance need to understand performance against financial targets	Strategic managers and Head of ARP	To keep officers and members informed of performance against projections to ensure that financial planning can be accurate and to ensure Subsidy is not qualified and is maximised	Early notification for S151 officers where there is significant variation from target from budgets	Ongoing to inform end of year position 31/03/2016		

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Type	Ref	Action	Inter-dependencies / impacts	Lead officer	Intended outcomes	measures	target dates	progress	Status (R-A-G)
		Prepare for business rates revaluation April 2017		Strategic Manager (Revenues)	Ensure that, as far as possible, implications of the revaluation are understood as the Valuation Office inform of valuations	Systems updated with new valuations - changes to income for partner councils assessed and appeals monitored	31/03/2017		
		Prepare for business rates retention changes announced - Councils to retain 100% of Business Rates and full business rates review		Strategic Manager (Revenues)	To advise and recommend potential for maximising income for the 7 partners residents - pros and cons and opportunities	Information to be provided to officers and members concerning the impact of changes to the NNDR system.	ongoing as information provided - changes by 31/3/2020		
Lead	7	Review of correspondence -	Councils Customer Teams to work with ARP to make letters user friendly		Reduce avoidable contact and promote self-service leading to reduced cost of services.	reduction in avoidable contact to be measured by customer teams			
		Review of year end notifications	Councils Customer Teams to work with ARP to make letters user friendly		Reduce avoidable contact and promote self-service leading to reduced cost of services.	reduction in avoidable contact to be measured by customer teams	31/01/2016		
		Top ten notifications causing avoidable contact	Councils Customer Teams to work with ARP to make letters user friendly		Reduce avoidable contact and promote self-service leading to reduced cost of services.	reduction in avoidable contact to be measured by customer teams	30/09/2016		
Lead	8	HR Strategic Plan - To develop a HR strategy to support the ARP Service Plan	HR SLA finalised and approved. Financial approval of projects listed. November meeting with Karen Points and Paul Corney to approve HR direction	HRBP	Support and alignment of HR with the ARP strategic direction as well as achieving results in areas of L&D, engagement, HR metrics, talent management, OD, recruitment, ER and HR operations	HR Strategic document available	Jan-16		
Lead	9	Workforce Planning - assessing the current ARP workforce capacity and forecasting requirements	Head of ARP to share information with HR of establishment and budget roles for 2015-2017. Finance to provide recruitment/agency/invoice reports	HRBP	Review of organisational structure, succession planning, departmental re-structures if required, technology skills needed, review of external agencies and recruitment advertising techniques to meet establishment requirements and budgets	Workforce planning document and budget information	Mar-16		