

## ANGLIA REVENUES PARTNERSHIP

**Report of** ARP Operational Improvement Board

**To:** ARP Joint Committee, 26<sup>th</sup> September 2017

**Subject:** Strategic Priorities

**Purpose:** To recommend an update to the ARP strategic priorities

### Recommendation(s):

- That the Joint Committee approve the Strategic Priorities of ARP detailed in Appendix 1

## 1.0 INTRODUCTION

### 1.1 Background

1.1.1 Joint Committee commissioned a strategic review of ARP in 2012. That review addressed a number of questions in regard to structure and support and agreed the following key success factors for the partnership moving forward:

- Reduced net cost
- Resilience and Stability
- Flexibility
- High Quality Service.

1.1.2 Since then, the public sector landscape has seen significant change and the Operational Improvement Board (OIB) has progressed the action agreed under the Transformation Programme to review the Vision for ARP. This paper sets out refreshed and expanded strategic priorities for the partnership, building on the work done in 2012/3.

### 2.0 Matters of interest

2.1 ARP's context has changed significantly since it was formed as a partnership of 7 local authorities. The new issues it and partner authorities are dealing with include:

- Changes in how local government is financed (business rates retention, New Homes Bonus, localisation of council tax support)
- Welfare reform changes, including Housing Benefit and Universal Credit
- New Combined Authority for Cambridgeshire & Peterborough
- Suffolk system-wide working (Transformation Challenge Award)
- Health and social care integration (including the role of prevention)
- Importance of data and intelligence (e.g. forecasting economic growth to inform financial forecasting)
- One Public Estate
- Administrative funding pressures

2.2 The advent of business rates retention makes the maximising of business rates revenue even more important. The changes to the benefits system could mean that more people face financial hardship, particularly seen through increased levels of homelessness that in turn create demand on Council services. This paper proposes updated strategic principles for ARP, reflecting much of the work that ARP is already undertaking.

**2.3** As part of the Transformation Programme, OIB members have reviewed and refreshed the Vision, (Appendix One). OIB believe these statements capture the key issues and opportunities for ARP moving forward and provide a clear framework for activity in the future. They also create a clear direction for the activities of ARP Trading Ltd.

### **3.0 Options**

**3.1** To agree the new strategic priorities at Appendix 1

**3.2** To change the priorities at Appendix 1

**3.3** To do nothing

### **4.0 Reasons for recommendations**

**4.1** The priorities at Appendix 1 provide the future strategic direction and focus of the ARP which provides a platform for the delivery of services and efficiencies.

### **5.0 IMPLICATIONS**

#### **5.1 Risk**

That the future direction of the ARP lacks clarity and opportunities are not taken

#### **5.2 Financial**

None

#### **5.3 Legal**

None

#### **5.4 Equality and Diversity**

Not applicable.

Background papers: - None

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