

## ANGLIA REVENUES PARTNERSHIP

**Report by:** Tom Darling-Fernley  
**To:** Joint Committee 17 December 2019  
**Subject:** ARP Strategy Refresh  
**Purpose:** To recommend a new Strategic Priorities statement for the ARP  
**Report date:** 17 December 2019

### Recommendations:

That the Joint Committee approve the mission, strategic themes and vision set out in this report and in Appendix D.

## 1.0 INTRODUCTION

1.1 As part of our work to develop coherent annual service plans, change delivery plans and a target operating model, the Anglia Revenues Partnership has reviewed its strategic priorities. From a series of discussions and reviews, ARP is proposing a new statement of its mission, revised priorities stated as strategic themes, and a new vision for its service offer...

## 2.0 BACKGROUND

2.1 In September 2017, Joint Committee adopted a set of five strategic priorities to guide the work and development of Anglia Revenues Partnership. These are as follows, in order of importance:

- Priority 1 – Core purpose
- Priority 2 – Relationships
- Priority 3 – Partner service standards and operating costs
- Priority 4 – Customer service standards
- Priority 5 – Commercialisation

Further detail on each of these can be found in Appendix A to this report, '2017 Strategic priorities'.

## 3.0 MATTERS OF INTEREST

### 3.1 Development process

For a full explanation of the process that has led to these recommendations, please refer to the Appendix C, 'Refresh process'.

The ARP team held a workshop on 9 September 2019 on its operating model evolution work. As introduction, we considered the 2017 strategic priorities and their continued fitness for our plans. This useful discussion pulled out a number of issues with the existing strategic priorities as a reflection of ARP's current work and its direction and aspirations.

The ARP management team analysed each partner's senior strategy documents, looking for themes and excerpts that inform ARP's work (see Appendix B, 'Partner frameworks'). The ARP strategic managers then developed these observations, and through some iterations have combined them into the strategy review recommended for adoption here.

The management team also drew on around a dozen workshops with the ARP team, including partner customer services teams, to incorporate their suggestions, ideas and

feedback. The aim of this exercise is to help the team take ownership of the refreshed strategy when it's published.

### 3.2 Recommended strategy in summary

The refreshed strategy is made up of four key components:

#### 3.2.1 Mission

Currently, 2017 strategic priority 1 sets out ARP's core purpose. This has been augmented and turned into a draft high-level Mission statement:

**“To share resources to provide fair and accessible revenues and benefits services to our communities. To maximise benefit entitlement and engage in ethical revenue collection, treating our colleagues and customers with courtesy, understanding and respect.”**

#### 3.2.2 Values

ARP developed and adopted its corporate values in 2018. These remain unchanged, and are presented here to elevate them alongside the Mission, Strategic Themes, and Vision.

#### 3.2.3 Strategic Themes

Informed by the 2017 strategic priorities, partner strategy analysis, management discussions and feedback from the ARP and customer services teams, five themes are recommended for adoption. These would update and revise the existing priorities; they are of equal status and not presented in order of priority.

- **“Colleagues”**: Our operations rely on the people who make up our team, both directly within the partnership and in partner service areas. We will develop our people professionally and pursue a comprehensive organisational development plan.
- **“Customers”**: We focus all of our work on supporting the families, communities, individuals and businesses located in our partnership area. We will continue to make our services as convenient and as accessible as possible.
- **“Digital”**: We will aim to increase our 'digital by default' service including full, partner-integrated self-service. We will use automation to speed processing and release our teams to provide face-time for the customers who need it.
- **“Relationships”**: We are a partnership of five district councils, pooling resources to share the provision of revenues and benefits services, offering greater returns on investment in change and innovation projects.
- **“Sustainability”**: We are organisationally designed to improve the financial and environmental sustainability of our partners, through efficient collection, revenue generation and fulfilment of our partners' climate change imperatives”

#### 3.2.4 Vision

This describes our aspirational, future state in a number of respects, and should provide a framework for our target operating model and the forward development of the partnership. These are of equal status and not presented in order of priority.

- **“An engaged, highly skilled team**
- **“Satisfied customers**
- **“Integrated Self-Service across all functions**

- **“Excellent, harmonised services**
- **“Balanced budget and sustainable revenue”**

#### **4.0 OPTIONS**

- 1) To accept the proposed Mission, Strategic Themes and Vision, and confirm the strategic status of ARP’s corporate Values.
- 2) Substantially revise the recommended elements to reflect other priorities.
- 3) Retain the existing 2017 strategic priorities without change, with all subsequent work on operating models, service planning and project planning to follow their tramlines.

#### **5.0 REASONS FOR RECOMMENDATIONS**

ARP recommends adoption and subsequent committee ratification of this proposed strategy on the basis that it represents the team’s shared view of ARP’s direction, and that it brings together the strategic frameworks of all partners in a service-specific manner.

#### **6.0 IMPLICATIONS**

##### **6.1 Risk**

No meaningful risk arises from the adoption of this strategic framework. The team has reviewed the existing strategic priorities to make sure their provisions are re-captured or re-articulated in this new strategy.

##### **6.2 Financial**

The recommended strategy in itself imposes no additional financial risk. The financial exposure brought about by any developments or projects pursued in realisation of the strategy should be subject to their own case-specific risk assessment.

##### **6.3 Legal**

The strategy has no impact on the existing partnership agreement and no other specific legal implications.

##### **6.4 Equality and Diversity**

By defining digital as a key strategic theme, the strategy seeks to increase accessibility, including through a strategic commitment to use technology to release our team from simpler processing. Individual projects and developments stand to enhance the partnership’s utility for as broad a range of people as possible.

#### **Background papers**

- 1) ARP Strategy Refresh 2019 – Appendix A – 2017 Strategic priorities
- 2) ARP Strategy Refresh 2019 – Appendix B – Partner frameworks
- 3) ARP Strategy Refresh 2019 – Appendix C – Refresh process
- 4) ARP Strategy Refresh 2019 – Appendix D – Refreshed ARP strategy

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