

The Anglia Revenues Partnership: Strategic Priorities, 2017

1. ARP's core purpose

At the heart of ARP's role is the maximising of council tax and business rates income streams on behalf of partner councils.

This means that ARP needs to

- a) **Understand and communicate the wider impact of revenues and benefits changes and proposals on businesses and families and communities;**
- b) **Proactively use data and intelligence to:**
 - I. **Further improve collection rates** (by collating behavioural information; modelling impact of develop and schemes);
 - II. **Grow councils' tax bases** (by making best use of all data sources available to identify properties that are not yet paying business rates/change of uses);
 - III. **Inform and support Council's investment decisions;**
- c) **Explore the most effective way to provide analysis** – what is best delivered by ARP and what is best handed over to individual Councils;
- d) **Keep abreast of innovation** across the country that could be beneficial to ARP Partners, our businesses and families and communities; and
- e) **Provide best advice to businesses on business rates** to facilitate their growth, working with economic development teams.

2. ARP's relationships

ARP acts as a trusted adviser on Council Tax, Business Rates and benefits issues for partner councils (having regard to its core purpose).

This means that ARP needs to be proactive in offering policy, analytical and forecasting advice, over and above standard reports. This should include key local taxation and benefit related issues (e.g. Budgets, Autumn Statements, legislative changes, policy changes, scheme review dates, reliefs) and the production of a forward plan of such changes and reviews. It is important that such advice is provided in the context of revenues and benefits being a tool in the families and communities; economic growth; and council self-sufficiency piece. ARP should also be sensitive to local requirements, and specific democratic timetables. This insight could be used by councils to inform decision-making and policy development.

To support this, **ARP will continue to maximise its national influence,** making the most of lobbying opportunities with central government.

3. ARP's standard of service to partner Councils and operating costs

ARP's prime focus is a level of service to its Councils that means partner Councils are high performing in regard to revenue. ARP ensures its operating costs are kept within budget and uses opportunities to earn income to balance ARP's budget and deliver a return to partner Councils.

This means that:

- a) **ARP works with OIB to develop its performance dashboard** to show what it delivers for partners; and
- b) **ARP is clear as to the level of income it requires to balance its budget in the next 5 years** and takes opportunities to earn income, developing existing services where the core performance of ARP is not impacted

4. ARP's customer service standards of service

ARP's business and resident customers should experience a good level of service in accordance with agreed service standards.

This means that:

- c) **ARP works with OIB to develop its performance dashboard** in respect of customer metrics; and
- d) **ARP continues to develop its digital offer** to improve customer experience and service.

5. ARP's commercial positioning

ARP continues to expand its commercial operations through a controlled risk assured and risk assessed approach. Options for delivery include extending the partnership, trading agreements or the provision of specialist services through delegated agreements as well as delivering services through ARP Trading Ltd.

This means that:

- a) **ARP continues to promote its specialist services** (enforcement agency; revenues and benefits consultancy and management support) to other local authorities where this provides a positive benefit to partner authorities;
- b) **ARP develops its existing offer** and produces clear business cases for new opportunities; and
- c) **ARP should not lose focus on its core business** and commercial opportunities should serve to increase ARP's resilience.