

ARP Strategy Refresh 2019 – Appendix B – Summary of partner strategic frameworks

	Breckland	East Cambridgeshire	East Suffolk	Fenland	West Suffolk
Vision or Mission	A place where people and business can thrive	One of the most desirable places to live in the UK	Maintain and sustainably improve the quality of life for everyone growing up in, living in, working in and visiting East Suffolk	(Aim) To improve the quality of life for people living in Fenland	Supporting and investing in our West Suffolk communities and businesses to encourage and manage ambitious growth in prosperity and quality of life for all
Governing strategy documents	Corporate Plan 2019-2023 Customer Access Strategy 2019-2022	Corporate Plan 2019-2023	Business Plan 2015-2023 Digital Strategy 2015-2019	Business Plan 2019/20	Strategic Framework 2018-20 Customer Access Strategy 2019-2022
Headlines	Four priorities: Your Place Your Opportunity Your Health & Wellbeing Our Council	Six corporate priorities: Sound Financial Management Improving transport Housing Cleaner, Greener East Cambridgeshire Social & Community Infrastructure	Three prongs to existing business plan: Economic Growth Enabling Communities Financial Self-Sufficiency Two more are set to be added to a new strategy statement: Environment Digital Transformation	Four corporate priorities: Quality organisation Communities Environment Economy	Three strategic priorities: Growth in West Suffolk's economy for the benefit of all our residents and UK plc. Resilient families and communities that are healthy and active. Increased and improved provision of appropriate housing in West Suffolk in both our towns and rural areas.
Partnership and shared working	Priority: Your Health & Wellbeing <ul style="list-style-type: none"> Ensure that through the Anglia Revenue Partnership our residents are given high quality advice to help maximise their income and manage their debts Priority: Our Council <ul style="list-style-type: none"> Continue to work effectively with all our partners to deliver significant benefits to the communities of Breckland 	Area of focus in vulnerable communities strategy: Effective partnerships <ul style="list-style-type: none"> Participate in multi-agency partnerships and events to address community needs using a joined-up approach. 	Remodel: Partnership working Reinvent: Shared services		Resourcing our priorities <ul style="list-style-type: none"> {Our Medium Term Financial Strategy is based in part on) Continuation of the shared service agenda and transformation of service delivery Ways of working: <ul style="list-style-type: none"> Collaboration and integration – Ambitious and comprehensive cross-system partnerships that join up resources around communities and individuals.
Customer access	Priority: Your Health & Wellbeing <ul style="list-style-type: none"> Continue to engage with partners to lead early intervention activities such as the Early Help Hub to support, reduce and prevent complex needs Vision from Customer Access Strategy: <ul style="list-style-type: none"> To provide high quality and easy to use services that are designed with our customers in mind, that are delivered efficiently with improved value for money. To encourage customers to self-serve, wherever possible, so that we can focus our resources on the people who need our help the most To improve the digital skills and connectivity of our residents and the region. 	Corporate priority: Sound Financial Management <ul style="list-style-type: none"> Continue service reviews to minimise bureaucracy, increase efficiency and provide excellent 'can do' and 'open for business' services 	Prong: Financial Self Sufficiency <ul style="list-style-type: none"> Current projects which embrace our efficiency-driven approach include: <ul style="list-style-type: none"> A review of the Customer Strategy to improve customer service and access, using a clear business and evidence base. Remodel: Structure around customer needs Reinvent: Preventing demand Critical Success Factors: <ul style="list-style-type: none"> Benefits – Timely access to welfare benefits for those in need within our communities. 	Corporate priority: Communities <ul style="list-style-type: none"> We will continue to support our residents to maximise their income by accessing the benefits they are entitled to. We will do this by processing all applications for Housing Benefit and Council Tax Support effectively and accurately through our shared service (Anglia Revenues Partnership; ARP) 	"The West Suffolk Way" <ul style="list-style-type: none"> Empowering families and communities to create positive and healthy futures. Working in a way which helps to create safe places, recognises individuals and their needs and strengths, understands relationships and connects people. From Customer Access Strategy: <ul style="list-style-type: none"> One size definitely doesn't fit all but no matter how our customers get in touch with us, or which service they use, they should expect the same standards every time.

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People	<p>Priority: Our Council</p> <ul style="list-style-type: none"> Ensure that our staff have the skills needed to drive the organisation forwards and meet the expectations of our changing communities and how they wish to interact with us 			<p>As an organisation, our unique 'one-team' culture supports the effective delivery of our priorities and enables officers, members and partners to effectively work together without the constraints of traditional department silos.</p> <p>We support and invest in our workforce to give them the skills they need to work effectively within their roles. This has been recognised through Investors in People (IiP) and Customer Service Excellence (CSE) re-accreditations. In our latest Staff Survey (2018), 84% of staff told us that they were proud to work for us.</p>	<p>Focus on West Suffolk Councils' workforce</p> <ul style="list-style-type: none"> A committed and effective workforce is key to the successful delivery of our strategic priorities. Our people policies support the health and wellbeing of our staff in order that they are able to achieve the ambitions set out by West Suffolk councils. During 2018 – 2020 we will focus our workforce strategy on 5 key areas: <ul style="list-style-type: none"> Skills and behaviours Pay, reward and recognition Recruitment and retention Workforce planning and data Health and wellbeing
Technology	<p>Priority: Our Council</p> <ul style="list-style-type: none"> Ensure that our services are digital enabled, efficient and meet the expectations of our changing community whilst not exclude [sic] those that are unable to interact in that way <p>From Customer Access Strategy:</p> <ul style="list-style-type: none"> Improving customer experience through better digital services, available 24/7 Adopting Government Digital Service (GDS) as our benchmark Over 50% of resident contact via Self Service or Automated Phone channels by 2022 	<p>From vulnerable community strategy 2018-2023:</p> <ul style="list-style-type: none"> Digital exclusion: Digital support and assistance provided by the Customer Services team (face to face help on computers located in reception) 	<p>Prong: Financial Self Sufficiency</p> <ul style="list-style-type: none"> Reducing demand for services through revised Customer Services and Digital Strategies. Increasing use of mobile devices to allow more flexible working to improve effectiveness and efficiency. <p>Remodel: Digital by default, Channel shift</p>	<p>Corporate priority: Quality Organisation</p> <ul style="list-style-type: none"> Help residents to access our services digitally and self-serve (as outlined in our Channel Shift strategy) to allow us to provide more support for vulnerable customers and complex queries <p>From Channel Shift case study:</p> <ul style="list-style-type: none"> There is a clear opportunity to migrate customers and transactions onto the web and other methods of contact. 	<p>Resourcing our priorities</p> <ul style="list-style-type: none"> (Our Medium Term Financial Strategy is based in part on) Encouraging the use of digital forms for customer access <p>Ways of working:</p> <ul style="list-style-type: none"> Digitally enabled: Maximising the potential of data and technology to transform decisions and transactions.
Economic development	<p>Priority: Your Opportunity</p> <ul style="list-style-type: none"> Continue to deliver a clear "open for business" approach across all Council services that promotes and supports business growth 	<p>Corporate priority: Social & Community Infrastructure</p> <ul style="list-style-type: none"> Implement a 33% business rates cut for local High Street retailers – funded by Central Government 	<p>Prong: Economic Growth</p> <ul style="list-style-type: none"> We will seek to create the right environment for sustainable economic growth to flourish, supporting everyone from micro and small businesses to our resident multinationals, by collaborating with a wide range of public and private sector partners. <p>Reinvent: Economic growth</p>	<p>Corporate priority: Economy</p> <ul style="list-style-type: none"> Attract new businesses, jobs and opportunities whilst supporting our existing businesses in Fenland <ul style="list-style-type: none"> Working with our partners, local businesses, and the Combined Authority to attract inward investment and establish new business opportunities Provide responsive business support to encourage business growth, improve job diversity, skills and increased grant applications to support jobs and economic growth 	<p>Resourcing our priorities</p> <ul style="list-style-type: none"> (Our Medium Term Financial Strategy is based in part on) Taking advantage of new forms of local government finance (e.g. business rate retention). <p>Growth in West Suffolk's economy</p> <ul style="list-style-type: none"> We will use our influence, investment, partnerships and regulatory powers to: <ul style="list-style-type: none"> promote West Suffolk as a place to do business, so as to attract investment and innovation that increases salary levels and encourages the right mix of jobs to grow our economy
Commercial and financial	<p>Priority: Your Opportunity</p> <ul style="list-style-type: none"> Continue to strengthen our commercial approach which will secure our financial position by identifying income generation opportunities and efficiencies through trading and sharing <p>Priority: Our Council</p> <ul style="list-style-type: none"> Ensure the delivery of cost effective, high quality service provision through a robust approach to procurement and contracts management 	<p>Corporate priority: Sound Financial Management</p> <ul style="list-style-type: none"> Keep Council Tax and fees low; keep delivering great services Be more commercial, but within reason: 'commercial for community' <p>Corporate priority: Cleaner, Greener East Cambridgeshire</p> <ul style="list-style-type: none"> Develop and adopt an Environment and Climate Change Strategy and Action Plan, and accompanying Communications Plan 	<p>Prong: Financial Self Sufficiency</p> <ul style="list-style-type: none"> We are committed to continuing to drive out further efficiencies. However, we must carefully consider whether to support further future Council Tax freezes. Simply continuing to improve efficiency and reducing costs will not be enough to enable the Councils to deliver all that we want for East Suffolk. We will adopt two further complementary approaches: reviewing how we deliver our services and becoming even more business-like and entrepreneurial in our approach. 	<p>Transformation and Efficiency</p> <ul style="list-style-type: none"> Pursue transformation and commercialisation opportunities, including co-location of services, to support effective ways of working and deliver additional income or cost savings 	<p>Resourcing our priorities</p> <ul style="list-style-type: none"> (Our Medium Term Financial Strategy is based in part on) Behaving more commercially <p>Ways of working</p> <ul style="list-style-type: none"> Financial self-sufficiency – A shift from reliance on grants to self-generated income, returns on investment, and business rates growth. Behaving more commercially – Taking a business approach to our operations, within our public service remit.