



Anglia Revenues Partnership

Strategy






Our Mission

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.

Our Values

Positive Engagement	Thinking Dynamically	Efficient and Excellent	Taking Pride	Respect and Integrity
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Our Strategic Themes

				
Colleagues	Customers	Digital	Relationships	Sustainability

Our Vision

An engaged, highly skilled team	Satisfied customers	Integrated Self-Service across all functions	Excellent, harmonised services	Balanced budget and sustainable revenue
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Commentary on our strategic themes



Colleagues

Our operations rely on the people who make up our team, both directly within the partnership and in fellow service areas. We will develop our people professionally and pursue a comprehensive organisational development plan.

- Our human resources function is an integral part of the organisation, and helps managers and teams create a more productive, efficient, collaborative and responsive operation.
- We will design an agile organisation that can respond to increasing change in the delivery of core services for our partners.
- ARP serves as a rallying point for recruitment to its specialised roles, with our human resources management coordinating provision across multiple employing partners.
- We develop and pursue strategies for recruitment, succession planning, career pathways, training, workforce culture and engagement and health and wellbeing.
- We actively support and equip remote working where it improves productivity and engagement.
- We aspire to create supportive, inviting, well-equipped and well-maintained workplaces that support everybody's day-to-day work, and provide all colleagues with the tools they need to do their jobs.



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.

- We guide people proactively towards, and provide access to and administer housing benefits, council tax reduction, discounts, exemptions, and discretionary support.
- We strive to make all customer interactions as convenient and expeditious as is feasible, and will work to bring as many interactions as possible within agreed timescales.
- We ensure all residents and businesses are informed of their council tax, business rates, or recovery status, fully and accurately, and on a timely basis.
- We support businesses and other non-domestic occupants with high-quality business rates services and administer business improvement districts.
- We will maximise the value of our expertise and advice to economic development work.



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.

- We will develop digital products that integrate with partner systems and enhance convenience for customers.
- Our main objective with digital is to release colleagues to provide face-time for the customers who need it.
- We will evaluate services on the presumption that they should be automated and/or accessible through self-service.
- It will be necessary to justify any process remaining manual and/or assisted, and to review these justifications on a regular basis.
- Digital change projects will be led through an approved lifecycle framework, with project managers identified.
- Every digital project should respond to a clear business need, in ways that limit over-reliance on single suppliers.
- We will use our partnership to pool digital capability such as web development or design resources.
- We collaborate to improve the scope and quality of our digital offer, in terms of integration, automation, self-service convenience and other fields.



Relationships

We are a partnership of five district councils, pooling resources and sharing best practice to share the provision of revenues and benefits services, offering greater returns on investment in change and innovation projects.

- Partnership oversight rests with a joint committee of elected members, and an operational improvement board, consisting of partners' senior officers and the partnership's strategic management team.
- We balance the opportunities of joint working with local requirements.
- We provide our partners with expert policy advice, analysis and forecasting for revenues and benefits.
- We collaborate with other functions (e.g. customer service, housing, economic development), other local authorities, the third sector and central government to improve our core service offer.
- We work through other local authorities, central government, product user groups and professional bodies to influence policy at all levels.
- We bring together a set of function support teams covering customer service, communications, finance and so on to ensure best practice, check our work with partners' priorities, and pool resources.
- We seek to be integral to all partners, regardless of location or employer.



We are organisationally designed to improve the financial and environmental sustainability of our partners, through efficient collection, revenue generation

Sustainability

and fulfilment of our partners' climate change imperatives.

- Local authorities are declaring climate emergencies. We will help our partners find ways to reduce our footprint, and begin to build into our operations a presumption against generating waste and emissions.
- We mitigate financial exposure for partners through pooled resources and economies of scale and will continue to seek efficiencies for the partners.
- We maximise revenues through expert billing services, and diligent recovery of council tax and business rates debts and overpaid housing benefits.
- We will develop and implement a defined process for change projects and programmes and ensure clear identification of business need and evaluation of options, ahead of implementing any specific solutions.
- We use intelligence and data to identify properties where council tax or business rates should be paid and seek to maximise each partner's tax base.
- We evaluate all opportunities to do more with less and will pursue efficiencies as deemed appropriate.
- We expand the partnership for specific professional services (e.g. enforcement, fraud management, consultancy, leadership services) to local authorities beyond the partnership, and will grow these efficiency and resilience streams.
- Commercial activities will always operate under a risk-assured, risk-assessed approach, and must have a neutral or complementary effect on core services to partners.