

Topic	Link to Strategic aims	Core Purpose	Summary Action Required	Links with other actions and projects	timeframe	Suppliers/Relationships	Interdependencies	Progress & completion date	Flag
Universal Credit implementation and other Welfare Reform	Customer Relationships Sustainability	Ensuring that customers receive, as far as possible, a seamless change to Universal Credit and other future welfare reforms by managing skills and knowledge of officers	Continue review of Revenues & Benefits service provision in the light of the introduction of Universal Credit and other future welfare reforms once migration timetable communicated by DWP	Workforce Strategy and Learning and Development Strategy	ongoing - current managed migration target for UC 2023	DWP	DWP are managing this process, we must understand the implications to us as the information concerning migration timetables become available	Strategic Manager Benefits attends national DWP group and keeps ARP informed as well as directing DWP to address LA issues. All ARP Councils have been in full service (for new claims) since the end of December - still awaiting info on Managed migration of existing cases.	
Automation of Services	Customer Digital Sustainability	Offering 24.7 & 365 services to customers to be able to transact with the Councils	Review of website and self service portal to ensure ease of access for customers using UX principles. For all eclaims/forms and system generated post to be auto indexed - and auto assessed where possible. There needs to be a review of existing supplier to decide whether a	Customer Journey project	Work already commenced - next milestones by end June 2020 - improved UCDS and review of COA automation	Dependent upon supplier engagement and delivery	A reliance on Capita and the Government Agencies agreeing data sharing protocols and providing data and software enabling automation	SPD automation & UCDS automation commenced - ongoing development	
Billing and Benefits letter production	Customer Sustainability	Annual exercise to get bills for new Council tax year and benefit letters to customers with in prescribed time to collect instalments	The production and dispatch of year end bills and benefit letters		Commence January for issue of bills and letters mid-march	External mailing Contract	Preceptors setting their Council Tax early enough for bills to be produced	Project plan to be developed by end January - Capita release scheduled for late Dec/early Jan	
Learning & Development Strategy	Colleagues Customers Sustainability	To oversee and ensure corporate L&D meets the strategic OD, Corporate Induction and service level workforce plans whilst maximising the Levy contributions from the partnership councils, in order to upskill the workforce and promote from within	Bi-annual review of operational TNA & skills gap priorities and provide direction to achieve key OD objectives inline with L&D calendar. Utilise Levy at each LA. Communicate career pathways/career clusters for each job profile. Improve internal and external secondment offering, job shadowing. Review operational skills needed to upskill or cross-train	Succession Planning strategy projects L&D Operational	Jul-20	SMT and Ops mgmt. ARP Trainers & Resilience Officers L&D teams	Reliance of Ops teams providing TNA data and any changes to Apprentice Levy schemes, with use of funding and providers available.	Information from Appraisals and Corporate teams for each partners to develop schedule of activities	
Leadership & Succession Planning	Colleagues Customers Sustainability	To identify key roles likely to vacate in next 1-5 years and build a succession planning framework to ensure continued service delivery.	A programme of : identifying future leaders, leadership development, career pathways and use of coaching/mentoring, professional training/qualifications and external experiences in leadership	Succession Planning strategy L&D	Dec-20	OIB, SMT and Ops mgmt. Assessment Centre providers L&D teams	Reliance on TNA of leadership and identifying future leaders. Funding to deliver qualifications that can not be attained through Apprenticeship Levy	Project team to be set up	
Work force Strategy	Colleagues Customers Sustainability	To provide operational HR metrics to manage and monitor people performance, budgeted headcount and be pro-active in identifying operational needs in line with agile working	Review ARP and operational workforce organisational structures & service reviews to support achievement of ARP key projects, agile/flexible working and customer service level agreements	Operational resource strategies Operational project timelines service level agreements Customer Staffing Budget	Dec-20	OIB, SMT & Operational Mgmt. team Financial team across ARP HRBP's	Current organisational structure and establishment to remain constant. LA's policies across partnership with regard to workforce planning strategies	All HR teams have approved the new Council Tax Billing (generic) role and we will continue to recruit to this new post as Council Tax and Benefits officers leave (where the transfer of HB cases to Universal credit and automation warrant this action)	
Well-Being Strategy	Colleagues Customers Sustainability	To support staff through well-being initiatives including good physical, mental and financial health, EAP's, OH and benefits available	Develop a ARP Well-Being Charter to target areas as a result of ARP survey, meet legislative requirements, effective communication tools (banners) and good practice to support H&WB at work. Promote EAP and Benefits packages i.e. financial & non-financial benefits (Neybour, WSWs, Norfolk Rewards). Annual survey, and work with external providers	Health & Well-Being Strategy Metrics data HR	01 July 2020	External Well-being providers HRBP's OIB, SMT and Ops mgmt. ALL Staff ACAS/legislation/casework/Unions Well-Being Champions & MHFA's	Funding to support well-being initiatives and suitable facilities to delivery them	A number of events have already been provided and a schedule of future events will be offered	
Resourcing Strategy	Colleagues Customers Sustainability	To resource staff with relevant skills inline with up to date JD's and PS to achieve strategic priorities in a timely manner	Develop recruitment website, potential applicant database, social media presence, develop e-assessment tools, job profiles, review JD/PS's, adverts and raise ARP branding & profile. Update Staff Success profiles for website	Recruitment website Comms strategy re online platforms Workforce Planning Succession Planning	Jan-21	ICT (ARP) ARP Corporate Comms	ICT systems to support recruitment website, links with partnership website remain unchanged and introduction of new roles to suit service delivery requirements	Recruitment site ready for data to populate	

Sharing of Good Practice	Colleagues Customers Relationships Sustainability	Challenge and support to encourage new ways of working, sharing of good practice and innovation through "function" support teams	To review terms of reference of existing Function Support Teams and for OIB to agree other groups that add value to sharing of intelligence and good practice across the partnership	Links to most other actions - Communications and delivery will be partner responsibility	Scoping by March 2020	Members of groups	All terms of reference documents are subject to review, and new editions should make specific reference to the ways they support ARP's strategic themes. Format will be consistent, following the layout of the most recent set (at the time of writing) for the new Communications Support Team	Over time a number of specialist teams have been set up to discuss future approach to various issues - the next step should be for OIB to formalise the groups needed and each groups terms of reference should be agreed	
Harmonisation	Colleagues Customers relationships Sustainability	Organise processes / transactions so that they are designed around the needs and accessibility of the customer	There are a number of areas where partners receive different services or, where ARPs access to partner systems and other functions/information is different - there is a need to review why these differences exist and to assess the benefits of harmonisation of service delivery across the partnership	Automation and Self Service	By September 2020 - identify areas and agree resolution	partners	Local requirements and other department needs	A number of areas have been identified and other areas will be reviewed	
Performance management	Colleagues Customers Digital Relationships Sustainability	To ensure that customers receive prompt accurate service by ensuring that the correct individual, team and organisational performance measures (and reporting) are in place to manage service delivery across the ARP	Design a performance management framework to enable a clear line of sight between planning, measuring, monitoring and reporting on performance and support SMT in performing their role through ensuring effective performance reporting arrangements are in place	Integral to all activities	new Approach for approval JC for 2021/22 year	OIB, SMT, Function Support Teams	All officers on each group must engage with group and complete tasks agreed by the groups	Target Operating Model and Team plans designed	
Quality/GDPR/Audit	Customer Relationships Sustainability	Ensuring that the correct checks and balances are in place to provide security of data and efficient processes	Ensuring that Internal Audit Plan recommendations are followed up and completed within agreed timeframe and applying risk based quality assurance work to ensure processes are followed and error is minimised	Integral to all activities	Annual audit plan agreed with audit partnership/SLA	SMT and Ops mgmt. ARP Trainers & Resilience Officers L&D teams	Link to Partnership audit requirements and advice	Quarterly updates are provided	
Maximising taxbases	Relationships Sustainability	Ensure all relevant properties are included on a Valuation List and to bring properties back in to use and / or understand why they remain empty - campaign to encourage owners to get properties occupied - to maximise income	To identify properties not in the lists or, with reduced charge that should be charged more Council Tax or Business Rates	Budget monitoring and Quality, Audit	Initial letters by early June	Planning, Housing Teams and ARP	Data to be shared so that taxbase is maximised and reasons for properties being empty are recorded and reviewed periodically	During the year cases are reviewed and in addition an annual exercise is started at the end of may, working with partner housing teams, to review all long term empty properties before the Council Tax Base is calculated for MHDCLG	
Budget monitoring	Relationships Sustainability	To keep officers and members informed of performance against projections to ensure that financial planning can be accurate and to ensure Subsidy is not qualified and is maximised	Monitor income, expenditure and Subsidy in the light of NNDR retention scheme, LCTRS, UC and conversion issues	Maximising Taxbases	Annually - April-March initial review against budget on monthly basis and report to 151 officers any variance	OIB, SMT & Operational Mgmt. team Financial team across ARP HRBP's	Finance officer function group will continue to agree information to be provided and frequency	Reported quarterly to JC - Finance teams advised if issue identified monthly	
NNDR retention and revaluation	Relationships Sustainability	Prepare for business rates retention changes announced - Councils to retain increased percentage of Business Rates and full business rates review	Information to be provided to officers and members concerning the impact of changes to the NNDR system.	Budget monitoring	April 2021 implementation date	Finance officers	Valuation Office data required and Capita testing	Awaiting data from Valuation Office later in the year	
Expansion of Enforcement Agency	Relationships Sustainability	To increase resilience through the expansion of the Enforcement Agency to enable the ARP to sustain performance levels during peaks of work and to cover sickness and turnover more efficiently	To increase the number of Councils joining the Enforcement Agency using an agreed model. The model will create circumstances that will allow other councils to share risks and benefits in their areas.		Ongoing	business case for JC, OIB approvals	The service will be delegated to an ARP partner council and the terms of the partnership will be agreed by OIB. The introduction of new councils to the service will involve work for the West Suffolk IT team and external systems providers.	South Norfolk and Norwich have delegated function to Breckland and they pass work to ARP - Norwich work has been received from November 2019 and should continue on regular basis now	
Team Cohesion	Colleagues Customers Relationships Sustainability	To develop an improved understanding of each service area within ARP, build team work through projects, corporate events and well-being initiatives	Service area awareness events, improve induction programmes and cross-skilling opportunities through job shadowing	ARP Communications Strategy HR Strategy Operational Service Plans	Sept - Dec 2020	All Ops mgmt.		Initial stage will be to scope suggested activities and assess cost of events.	