

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. Also links to Review of CTS Scheme	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.	
Review of Council Tax Support Scheme	Colleagues Customer Digital Relationships Sustainability	To review the scheme to maximise the customers journey whilst ensuring the Councils receive the income needed	To link the scheme to Universal Credit entitlement where legacy benefits are not in payment. We will be able to automate a significant number of cases which will speed up responses for customers	Links to Customer Journey automation	Cabinet and Council approval by end January 2022 for 2022/23 Scheme to be in place from April 2022	Capita/ DWP	A reliance on Capita providing data and software enabling automation of new claims received through UCDS	A project group has been set up to develop a project plan - once modelling has taken place we will be able to inform OIB and members of the implications of changes to the Schemes to gain approval. Consultation will then be required	
Customer journey - online services	Customer Digital Sustainability	To offer as simple a journey as possible for the customer to access online services and information. Where possible to offer 24.7 & 365 services to customers to be able to transact with the Councils which will increase self-service transactions using online forms that lead to automation	To work with Customer Service teams to make links between websites as seamless as possible. To develop the Capita Change of Address (COA) form and to further develop current online forms and integration into the back office. To further improve the take up of online services	This project is part of the Customer Journey programme and, in particular, links to the automation action on this service plan	Testing has commenced on the Capita COA form and the Customer Teams are determining the strategy for seamless websites	Capita provide ARP with the protal and online form functionality	A reliance on Capita providing data and software enabling automation	The detailed plan for COA is being developed - based upon testing of Capitas improved form received recently. The Customer Strategy Team (leads from all LAs and ARP) are developing strategy concerning development of the website. Covid meant that the Customer Strategy Team did not meet for a time but, they have been able to recommence meetings and progress is again being made	
Customer Journey - Automation of Services	Customer Digital Sustainability	To maximise the number of automated transactions, that are received electronically, to speed up processing times for customers and to provide efficiencies	Self service forms to be auto-indexed (a significant percentage of form are now auto-indexed) - and auto assessment increased. UCDS automation on change of circs to be increased (currently at around 50%. Develop automation of new claims with Capita.	This project is part of the Customer Journey programme and, in particular, links to the online services action on this service plan	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	UCDS automation of changes at 50% and work continues with Capita to improve. We will also seek to automate new claims in the new year. Council Tax change of address automation has been developed by Capita (software rec'd April 2021) and testing is taking place to put Capita form live and to automate updates in the system.	
NDR, Recovery and Enforcement - EDMS	colleagues Digital sustainability	To ensure data is held on Edms and is held in a manner that improves performance information	To ensure data is submitted to EDMS in format that breaks transactions down. To creat efficient processes to pass work to relevant officers through drip-feed	Performance Framework	by end November 2021	EDMS team, System Adminand Capita	EDMS team, System Adminand Capita	Some reports and processes already developed - Covid has meant some other priorities have suspended action but, still on target to achieve by November.	
Covid 19 - agile workforce	Colleagues Customers Digital Relationships Sustainability	Ensuring that customers receive, as far as possible, a seamless service by managing skills, resources and knowledge of officers. To ensure that future working models are developed in light of the cultural changes seen from Covid	The New Normal programme looks at the future of service provision in providing online solutions (covered in other actions in the plan) and in ensuring that staff have the resources and support they need working at home or in the office	Wellbeing, Customer Journey, Learning, Development Strategy and Resourcing Strategy	Ongoing	HR, Support Team, Ops Managers and SMT	Pandemic	A huge amount of work from WS IT has facilitated all officers to be able to work from home. Work takes place to understand what period of time will be spent working from home and what time will be spent in the office going forward.	
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 2022	External mailing Contract	Preceptors setting their Council Tax early enough for bills to be produced	This is an annual project which went very smoothly in March 2021 but remains on the plan for 2022. Project plan to be developed by end January 2022 - Capita release scheduled for late Dec/early Jan 2022	
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 L&D Operational strategy projects	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.	TNA completed for each service area. Identified 4 levels of development (Talent Development to SMT). All LA's sharing training calendar and HUB updated with events. HUB also has links to LA's L&D pages. Level 3-Level 6 Apprentices offered to all in talent pipeline and above (approx 20 may be undertaking mgt qualification during 2021-2022 via Levy). Career pathways on HUB. Coordinating with LA's online info for all staff development.	

Leadership & Succession Planning	Colleagues Customers Sustainability	Develop a strategic approach to succession planning at Management level so that we identify and develop our leaders of the future inhouse where possible in areas of virtual leadership traits.	Create Leadership and Management development programmes to support succession planning. Commit to matrix working, job shadowing, sharing knowledge and skills to build workforce resilience. Incorporate mandatory mental health awareness into leadership and management development programmes. Consider future structure in light of critical Managers leaving	Resource Management	April 2021 - 01/05/2022	OIB, SMT and Ops mgmt. Assessment Centre providers L&D teams	Reliance on TNA of leadership and identifying future leaders as part of new ARP structure. Funding to deliver qualifications that can not be attained through Apprenticeship Levy	SMT and Ops mgt critical skills and knowledge reviewed and approved as part of SMT recruitment/succession planning. PDP tool developed for succession planning with inclusion of job shadowing, mentoring and having a leadership Coach. Now have 17 MHFA's, 9 of which are in mgt roles.	
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 Customer service level agreements 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. SMT restructure plans approved by OIB. HR metrics provided as part of Performance Framework project. Annual reports for 01.04.20-31.03.21 issued to SMT. SLA successfully completed. All HR projects have a scope and project plan. HR teams working together re agile/hybrid working approach.	
Well-Being Strategy	Colleagues Customers Sustainability	To continue to pulse survey and support staff through well-being initiatives, prepare them for new ways of working, good physical, mental and financial health info on ARP HUB, EAP's, OH and benefits available.	Continue to develop an ARP Well-Being Charter to target areas as a result of ARP survey. Promote virtual events and good practice to support H&WB at work. Promote EAP and Benefits packages i.e. financial & non-financial benefits. Staff Forum Annual survey and / or mini pulse surveys to include ARP culture and acting on areas which prohibit a healthy and positive workplace culture	Health & Well-Being Strategy and Implement ARP WB Charter	01/04/21 - on going	External Well-being providers HRBP's OIB, SMT and Ops mgmt. ALL Staff ACAS/legislation/casework/Union Well-Being Champions & MHFA's	Funding to support well-being initiatives and suitable facilities to delivery them	A significant amount of material and workshops have been made available to officers before and during lockdown. APR WB Charter progressing well and assessment planned for July 21. WB virtual events planned every month, WB page promoted each month with different theme. WB Champions and MHFA meetings held. ARP surveys completed in Nov 2020, Jan 21 and May 21	
Resourcing Strategy	Colleagues Customers Sustainability	Review and modernise our approaches to recruitment and retention, to make sure that we attract and retain valued employee's	Develop a brand strategy to include social media presence and approach to engaging prospective employees. Review and update virtual recruitment tools and assessments of candidates	Workforce Planning and Implement e-recruitment	April 2021 - April 2023	ICT (ARP) ARP Corporate Comms	Links with partnership website remain unchanged and HR SLA arrangement	A process for interviewing and training remotely has been successfully implemented now we need to further develop testing of candidates remotely. ARP brochure and WS ARP specific online portal now set up.	
Communication and Digital Strategy	Colleagues Customers Sustainability	Promote a digital culture throughout the organisation through a digital champions network.	Utilise variety of digital platforms to develop framework for measuring impact of ARP services for the partnership and ARP branding. Work closely with programme, project and Comms Officer/ ARP HUB administrator team to increase accessibility and use of ARP HUB.	Implement digital learning - corporate. ARP Communications Strategy	April 2021-2023	WS IT Team		ARP Hub is live and continues to be developed within service areas	
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 2021	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	
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 March 21 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	All Business Units are on target to develop performance measures for their teams that will form part of the Performance Management Framework	

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 taxbase Council Tax	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. To maximise use of Total Mobile to improve efficiencies in visits	Budget monitoring and Quality, Audit	Initial letters by early June for empty property review. Monthly timetable for review of discount and exemptions	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 has been started in May, working with partner housing teams, to review all long term empty properties before the Council Tax Base is calculated for MHDCLG	
Maximising taxbase NNDR	Relationships Sustainability	Identify method and undertake full review of SBRR across partnership putting in place facility for on going checks, carry out periodic review of Reliefs and exemptions and exercises to identify hereditaments that are missing or altered	To identify hereditaments not in the lists or, with reduced charge that should be charged more Business Rates. To maximise use of Total Mobile to improve efficiencies in visits	Budget monitoring and Quality, Audit	Initial letters by early September 2021 for SBRR review. Timetable for review of reliefs and exemptions	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. The Finance	
Team Cohesion	Colleagues Customers Relationships Sustainability	To develop an improved understanding of each service area within ARP, build team work through projects, cross cutting events events and well-being initiatives	Service area awareness events, improve induction programmes and cross-skilling opportunities through job shadowing	ARP Communications Strategy Strategy Operational Service Plans	HR Ongoing	All Ops mgmt.		Initial stage will be to scope suggested activities and assess cost of events. Staff Forum has been relaunched and one sub group will look at developing events to get groups from all Councils together	