

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 plan for UC is 2025, although DWP letting customers naturally migrate without a defined	DWP	DWP are managing this process, we must understand the implications to us as the information concerning migration timetables become available	Head of Billing, Benefits & Systems 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 2018 - still awaiting info on Managed migration of existing cases.	
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 further enhance 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	This project is part of the Customer Journey programme and, in particular, links to the automation action on this service plan	Capita COA form is live and the Customer Teams are determining the strategy for seamless websites	Capita provide ARP with the portal and online form functionality	A reliance on Capita providing data and software enabling automation	The Customer Strategy Team (leads from all LAs and ARP) are developing strategy concerning development of the website.	
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 (now 85%). Functionality to automate new claims has been released by Capita and is being implemented.	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 2022 - 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 increased from 85% to 95%, new claim automation is underway. Discussion commenced with supplier to develop Revenues automation.	
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	WS IT has continued to facilitate all officers to be able to work from home. This action is now complete following easing of the restrictions.	
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 2022 for issue of bills and letters mid-march	External mailing Contract	Preceptors setting their Council Tax early enough for bills to be produced	2022/23 annual billing completed on schedule.	
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	Succession Planning Operational projects L&D strategy	Jul-22	SMT and Ops mgmt. Trainers & Resilience Officers ARP 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 is used to inform a TNA programme to close skills gaps in workforce. Collaboration continues to utilise the apprenticeship levy and job shadowing in place.	
Leadership & Succession Planning	Colleagues Customers Sustainability	Continue to build upon the established 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.	Continue 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	January 2022 to December 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	Assessment of critical posts and age profiles continues. Coordinating development programmes with partner HR teams.	
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-22	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	We have continued with our strategy to continue to recruit to the Council Tax and Benefits role when officers leave and vacancy filling is necessary (where the transfer of HB cases to Universal credit and automation warrant this action). Other vacancies continue to be reviewed on an individual basis.	
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	01/04/22 - on going	External Well-being providers OIB, SMT and Ops mgmt. 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 relevant material and workshops continue to be available to staff, promoted on our Hub.	
Resourcing Strategy	Colleagues Customers Sustainability	Review and modernise our approaches to recruitment and retention, to make sure that we attract and retain valued employees.	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 2022 - April 2023	ICT (ARP) Corporate Comms ARP	Links with partnership website remain unchanged and HR SLA arrangement	A process for interviewing and training remotely has been successfully implemented as we further develop candidate assessment tools.	
Communication and Digital Strategy	Colleagues Customers Digital Relationships 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 2022-2023	WS IT Team		ARP Hub continues to be developed within service areas.	
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 available 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		OIB, SMT, Function Support Teams	This will depend on the ICT teams facilitating a shared area that all officers and members can view	The performance measures are in place, with very little remaining work to do. The next step is to make the performance data available for officers and Members from all authorities to look at on line.	
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. Trainers & Resilience Officers ARP L&D teams	Link to Partnership audit requirements and advice	Quarterly updates have been 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	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. For this year's empty home review we took a risk based approach to review empty properties by contacting & visiting high risk properties, and have reviewed empty properties with high value outstanding balances.	
Maximising taxbase NDR	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	SBRR review underway. 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.	The CARF scheme has impacted capacity to complete SBRR reviews as planned, these should be completed by the end of the year. Our supplier continues to work on issues with the Total Mobile product.	
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 maximised.	Monitor income, expenditure and Subsidy in the light of NDR retention scheme, LCTRS, UC and conversion issues	Maximising Taxbases	Annually - April-March initial review against budget on monthly basis and report to 151 officers	OIB, SMT & Operational Mgmt. team, partner Finance teams 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. Pay award pressure and reduced enforcement income impacting. Mitigation with New Burdens funding.	
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 and well-being initiatives.	Service area awareness events, improve induction programmes and cross-skilling opportunities through job shadowing	ARP Communications Strategy Operational Service Plans	Ongoing	All Ops mgmt.	Staff	Service area sessions have been delivered, with a new induction onboarding programme and job shadowing in place.	
Business plan	Colleagues Customers Digital Relationships Sustainability	To develop and agree a four year business plan to complement the annual service plan.	Member workshop December 2021 to inform next steps		Plan to be approved at March 2022 JC to be effective from April 2022.	OIB/JC/Members	ARP Strategy	Business Plan agreed by JC March 2022, review due March 2023.	