

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 timetable. A pilot 'move to UC' project has commenced with gradual roll out to different demographics before a full roll out program is devised.	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. Completion date is still intended to be by the end of 2024.	
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 collaborate with to further develop online forms and integration into the back office. To further improve the take up of online services and consider alternative options including PDF attachments. Developing program with Capita for Revenues automation.	This project is part of the Customer Experience programme and, in particular, links to the automation action on this service plan	To implement new contact us form during 2023, to reduce customer contact and to move away from emails.	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, online services and the new 'contact us' form.	
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. Move automation to be increased from 20% further enhancements to existing automation functions. Functionality in NDR and Recovery to be developed with Capita.	This project is part of the Customer Journey programme and, in particular, links to the online services action on this service plan	Billing and Benefits automation to be expanded by December 2023 and Revenues to be developed by December 2023.	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	Achieved 97% automation with UCDS. To introduce automation in other areas during 2023.	
Annual Council Tax and NDR Billing and Benefits letter production	Customer Sustainability	Annual exercise to get bills for new Council tax & NDR year and benefit letters to customers with in prescribed time to collect instalments	The production and dispatch of year end bills and benefit letters	Collection and customer service	Commence January 2023 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 2023- Capita release scheduled for late Dec/early Jan 2023	
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 IRRV Qualifications / Apprenticeships	Succession Planning, L&D strategy & Operational projects	July 2023 to review strategy.	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 partner to develop schedule of activities.	
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. Continue with matrix working, job shadowing, sharing knowledge and skills to build workforce resilience. Continue to include mandatory mental health awareness into leadership and management development programmes. Consider future structure in light of critical Managers leaving.	Resource Management	January 2023 to December 2023	OIB, SMT and Ops mgmt. Centre providers L&D teams Assessment	Reliance on TNA of operational leadership and identifying future leaders as part of new ARP structure. Funding to deliver qualifications	Assessment of critical posts and age profiles in place.	
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	Operational resource strategies Operational project timelines Customer service level agreements Staffing Budget	Dec-23	OIB, SMT & Operational Mgmt. team Financial team across ARP HRBP's	Organisational structure and establishment kept under review along with workforce planning. LA's policies across partnership with regard to workforce planning strategies	Vacancies will be reviewed on an operational basis and to meet budget requirements.	
Well-Being Strategy	Colleagues Customers Sustainability	To continue to pulse survey and support staff through well-being initiatives, with good physical, mental and financial health info on the ARP HUB, EAP's, OH and benefits available	Promote virtual events and good practice to support HRWB 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	Throughout the year	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 continue to be available to staff and kept under review.	
Resourcing Strategy	Colleagues Customers Sustainability	Continue to review our approaches to recruitment and retention, to make sure that we attract and retain valued	Develop a brand strategy to include social media presence and approach to engaging prospective employees.	Workforce Planning	January 2023 to December 2023	ICT (ARP) Comms ARP Corporate	Links with partnership website remain unchanged and HR SLA arrangement	Assessment tools to test candidates shared with partner HR teams.	
Communication and Digital Strategy	Colleagues Customers Digital Relationships Sustainability	Promote a digital culture throughout the organisation through digital champions/ Subject Matter Experts .	Utilise variety of digital platforms to develop framework for measuring impact of ARP services for the partnership. 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	Sep-23	SMT and ARP Corporate Comms	WS IT Team	ARP Hub is live and 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	Continually review the 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	Dec-23	OIB, SMT, Function Support Teams	ICT (WS)	Dashboards are in place and shared, but need to be continually reviewed. The next stage is to make these available on line for all partners.	
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 teams L&D	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	Consider continuation of new risk based approach for Empty Home 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 is started at the end of May, in collaboration with partner housing teams, to review long term empty properties before the Council Tax Base is calculated for DLUHC	
Maximising taxbase NNDR	Relationships Sustainability	Perform 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.	Budget monitoring and Quality, Audit	SBRR review underway. Timetable for review of reliefs and exemptions	Planning 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 before the NNDR tax Base is calculated by DLUHC	
NDR Revaluation 2023	Relationships Sustainability	To implement the 2023 NDR Revaluation for the new List.	Maintain two NDR list from Jan to Mar ensuring they are in balance. Make necessary arrangements for communications to Ratepayers, implement any required software enhancements.	Maximising Taxbases	January to completion	Valuation Office and Capita	VOA and software supplier	Revaluation list due December 2022 required for Annual Billing April 2023.	
Cost of Living	All	To monitor and manage the impact of Cost of Living demands on the service and staff.	Cost of Living indicators in place. Monitor Impact on collection, performance and resources.	Staff Retention, maximising tax base, performance.	Throughout 2023.	Relationships with partners, colleagues and customers.	Impact of inflationary pressures on the economy	To be monitored throughout the year.	
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 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, 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	
Team Cohesion	Colleagues Customers Sustainability	Continue 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 and cross-skilling opportunities through job shadowing	ARP Communications Strategy HR Strategy Operational Service Plans	Throughout 2023	All Ops mgmt.	Operational teams	Next stage is for teams to share team knowledge within their service area to increase cross team understanding.	
Business plan	Colleagues Customers Digital Relationships Sustainability	Review and update the four year business plan to complement the annual service plan.	Joint Committee to agree Annual Review	ARP Strategy	Review to be approved at March 2023 JC to be effective from April 2023.	OIB/JC/Members	OIB & JC	Review scheduled for JC for March 2023.	