

ANGLIA REVENUES PARTNERSHIP  
Fenland Overview and Scrutiny Committee  
Performance Update  
February 2026



## Today's Topics

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- Introductions
- Who are ARP
- Facts and Figures
- Service Updates
- ARP Initiatives
- Collaboration
- Get in touch
- Questions



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Who are ARP?

# Who are ARP?



## **True Partnership**

A Partnership of Five Councils sharing resource to provide Revenues and Benefits Services to secure administrative advantages and economies of scale and to provide robust and flexible services to their councils.

## **Partnership Agreement**

ARP Joint Committee

## **Partnership working**

The aim of the partnership is to run efficient and effective services while reducing administration costs to each partner council. The partnership continues to take on new innovations beneficial to ARP partners our businesses, families and communities.

## Core Service Provision:

- Council Tax
- Business Rates (NDR)
- Housing Benefits (HB)
- Council Tax Support (CTS)



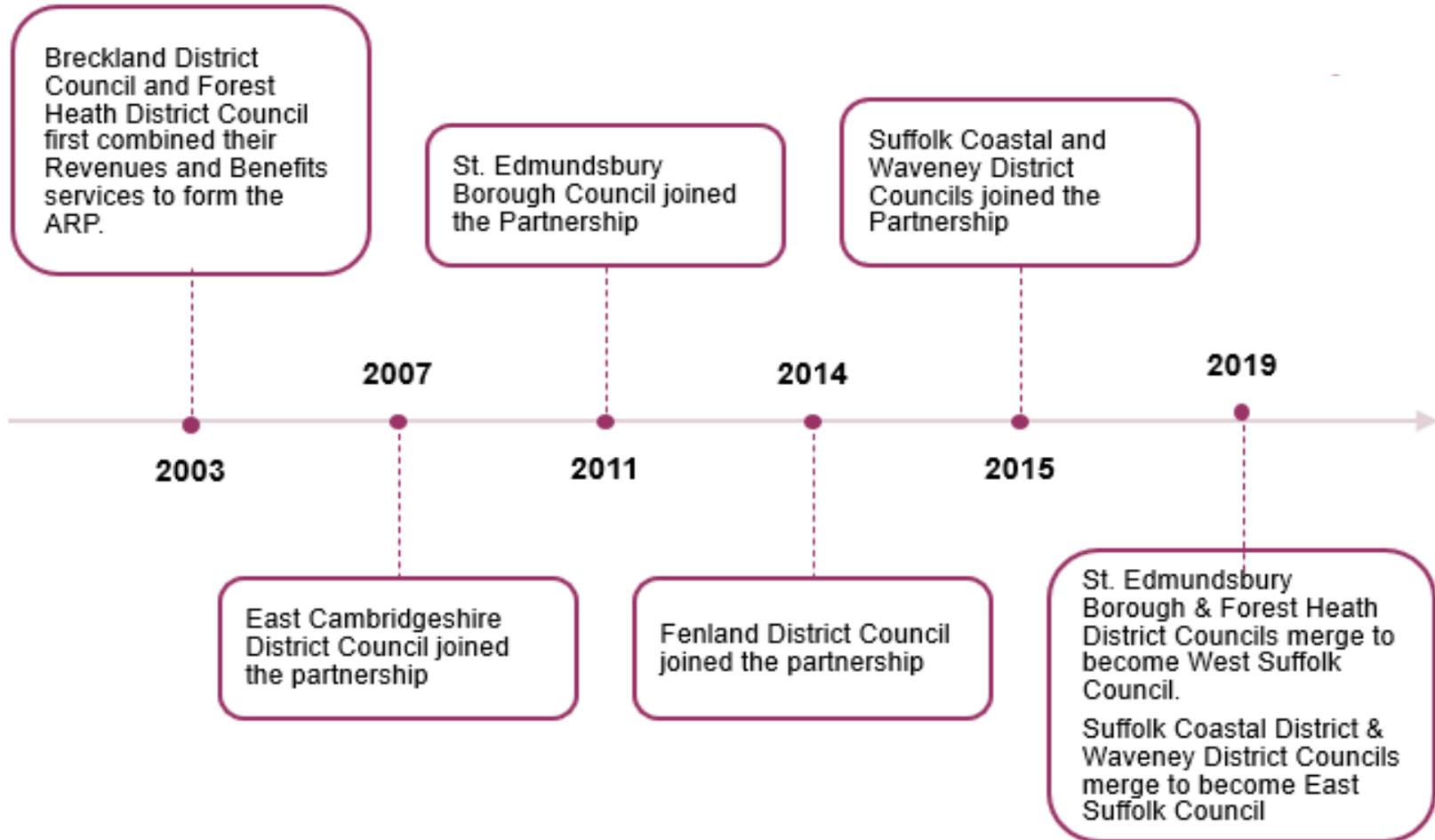
## Support functions:

- System Admin
- Finance
- Admin
- Training Team
- HR Business Partner
- Communications and Change

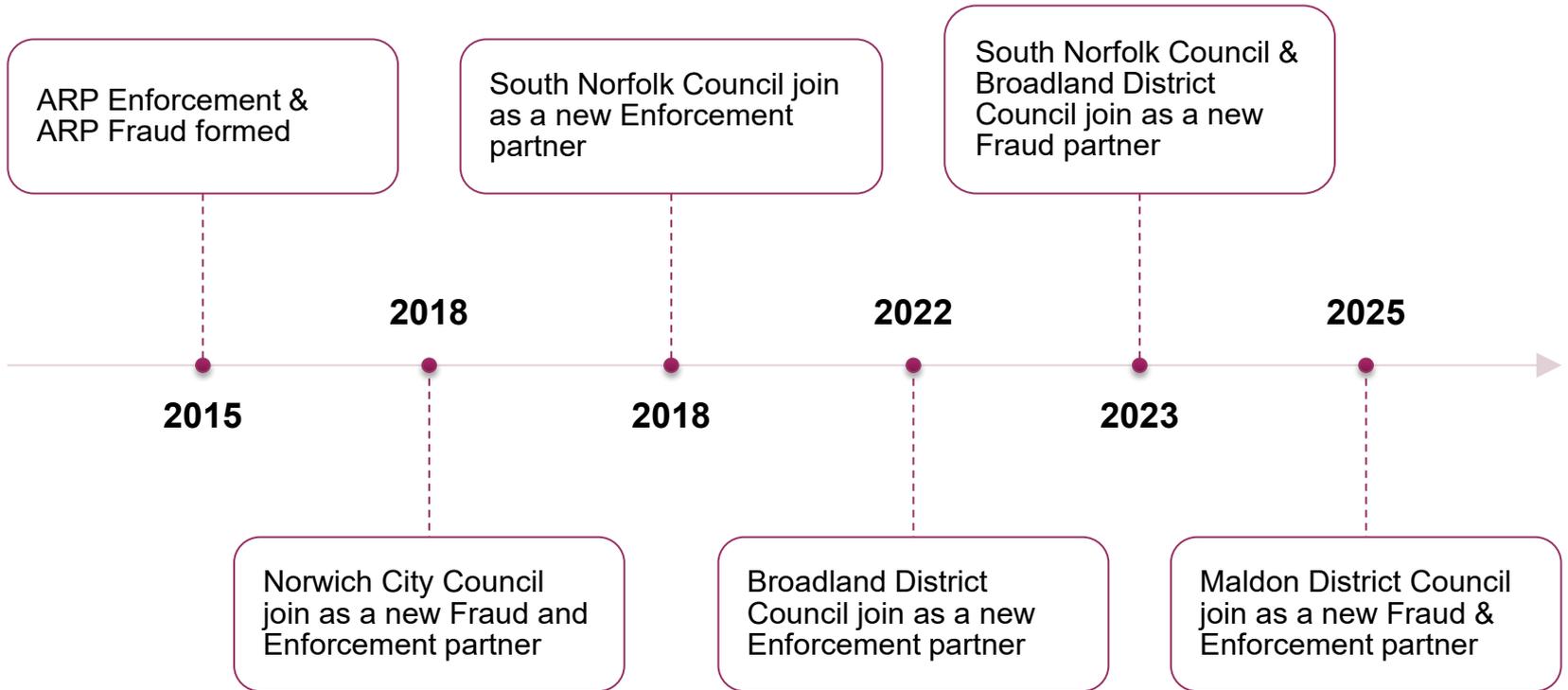
## Additional functions:

- Fraud Services
- Enforcement Services

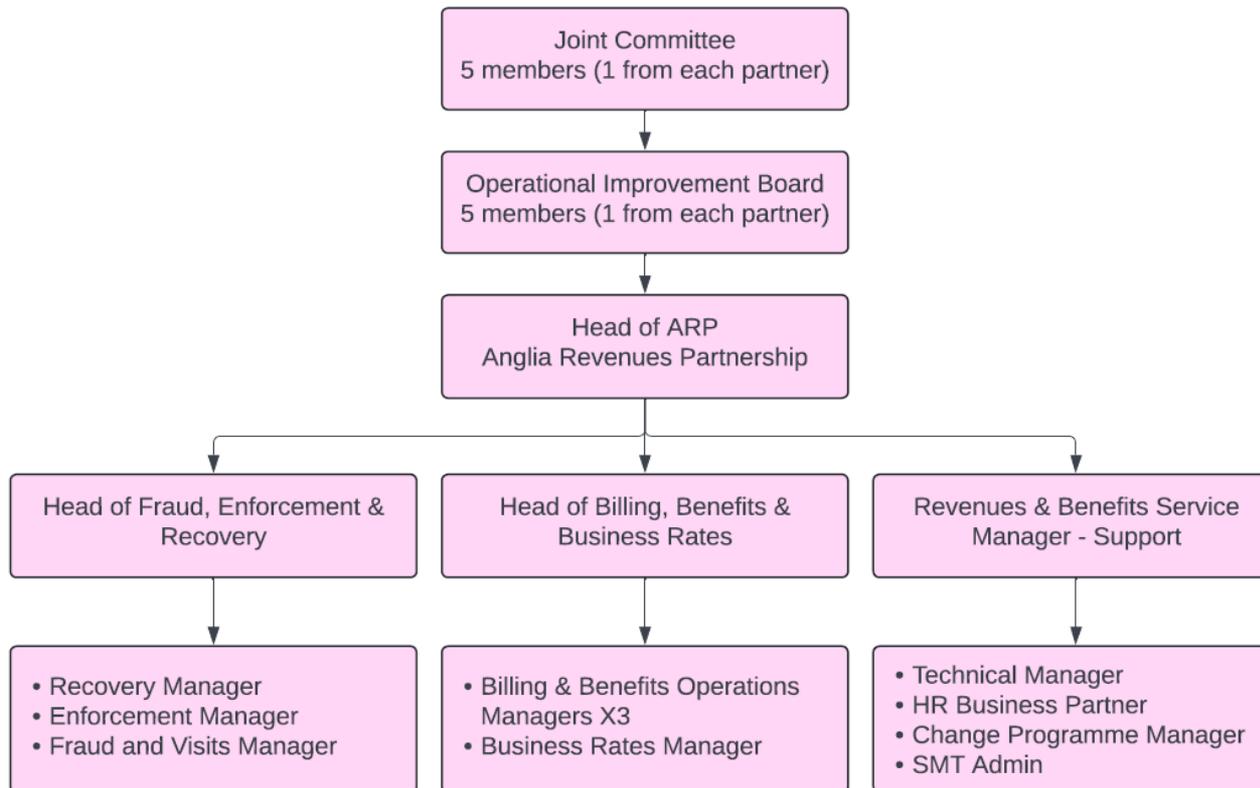
# Partnership Journey



# Continued Growth



# Governance and Structure



# Award Winning Excellence!





# Facts and Figures

## Scale of ARP



	Council Tax Dwellings	Business Rates Assessments	Housing Benefit Cases	Total
Birmingham	461,670	47,240	61,212	570,122
Leeds	373,830	31,600	23,568	428,998
Anglia Revenues Partnership	362,432	29,741	17,075	409,248
Cornwall UA	284,310	35,890	16,442	336,642
Manchester	249,300	26,930	22,976	299,206
Sheffield	260,830	19,010	19,003	298,843
County Durham UA	254,180	16,160	18,925	289,265
Liverpool	240,360	20,240	26,118	286,718

# ARP Facts and Figures



## 2024/25

- Largest Revenues Partnership
- 3<sup>rd</sup> largest Revenues and Benefits team
- £571.3 million Council Tax
- £275.48 million Business Rates
- £4.5 million debt collected
- £4.65 million fraud identified
- £2.9 million further recovery team

## Paid out

- £115 million in Housing Benefit
- £48.6 million in Council Tax Support
- £761k in Discretionary Housing Payments



# Fenland Facts and Figures



## 2024/25

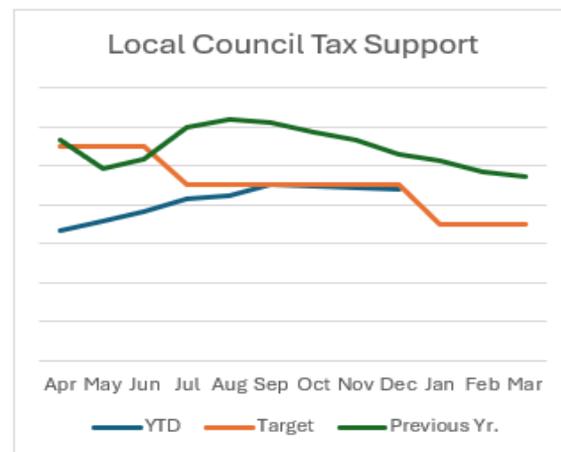
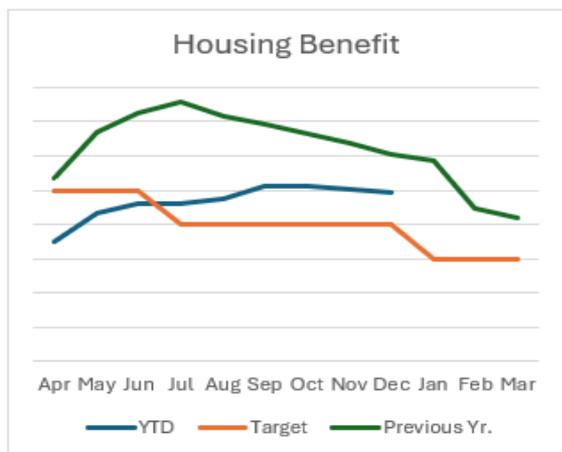
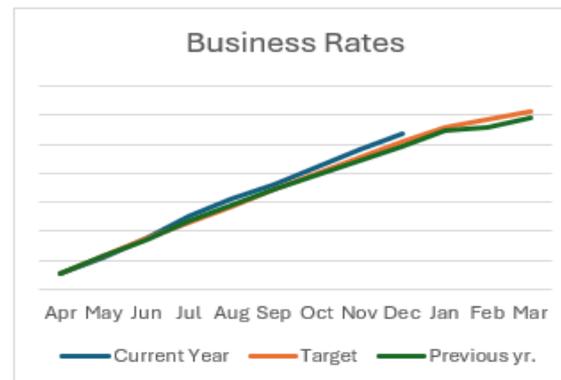
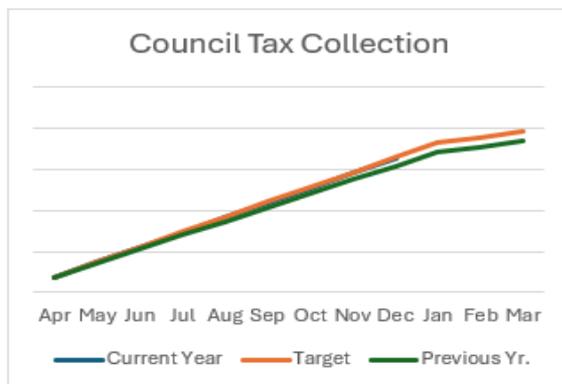
- £73.6 million Council Tax
- £28.9 million Business Rates
- £791k debt collected
- £722k fraud identified
- £609k further recovery team

## Paid out

- £20.8 million in Housing Benefit
- £7.8 million in Council Tax Support
- £119k in Discretionary Housing Payments



# Current performance for Fenland - Q3





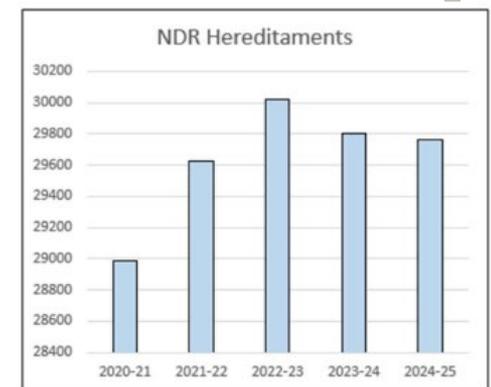
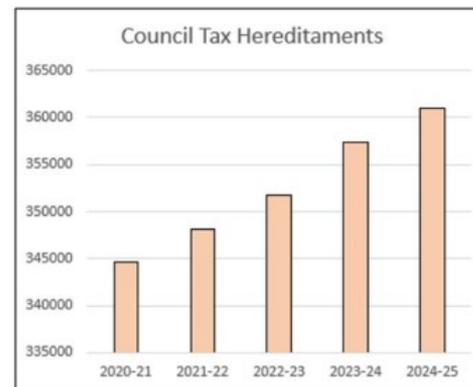
# Workloads

## Past 5 years

- Overall increase 63%
- 32% increase in Council Tax change of address
- 117% increase in Council Tax work processes
- Reduction in Housing Benefit Claim
- Significant increase in Universal Credit DWP records
- Increase in Council Tax Support claims
- Increase in hereditaments:
  - 5% Council Tax
  - 3% Business Rates

## Reduction in complement:

- **6.5%**
- **18 FTE**
- **£700,000 efficiencies**





# Service Updates

# Benefits Service Update



## Housing Benefits

- UC migration
- Change
- Discretionary Housing Payments
- DHP → Crisis Resilience Fund
- Temporary & Supported Accommodation
- Subsidy and Audit



## Council Tax Reduction

- Increase in claims
- Exceptional Hardship Payments
- Rapid Reclaims



Universal Credit - Manage Migration





# Recovery Team



- Council Tax Recovery
- Housing Benefit Overpayment Recovery
- Recovery Timetable
- 34,090 finals (6108 for Fenland)
- 25,219 summons (4875 for Fenland)
- 13,317 cases to inhouse enforcement (2811 for Fenland)
- 6,724 to external enforcement (1085 for Fenland)

## Current Challenges

- Call volumes
- Cost of Living
- Automation
- Supporting vulnerability

	ARP	Fenland
Further Rec team collection - CTAX	£668,641.29	£116,641.22
Further Rec team collection - HBOP	£3,486.52	£406.96
Further Rec team collection - NDR	£2,212,061.39	£492,013.86

## Additional Services - Enforcement



- £5.6 million of debt collected in 2024/25 (£791m for Fenland)
  - Council Tax
  - Business Rates
  - Parking Fines (East Suffolk and West Suffolk)
  - Sundry Debt
- Compliance Officers
  - First point of contact
  - Skilled in negotiation and managing difficult conversations
  - Two vulnerability officers
- Enforcement Agents
  - Qualified under the Taking Control of Goods Act
  - Trained to identify vulnerability
  - Up to three visits
- Working with partners



<https://www.arpenforcementagency.co.uk/>

# Additional Services - Fraud



- The Team
  - Fraud Investigators
  - Council Tax Compliance Officers
  - Visiting
- Investigating fraud and error across 9 LA areas
- Identification of unregistered domestic and business properties
- Proactive and reactive workflow
- Referrals and Investigations
- Use of data
- Current initiatives:
  - Civil Penalties
  - Digitised services

2024/25	Overall fraud identified	Fenland Fraud Identified	Fenland preceptor
Single Person Discount	£2,391,270	£532,965	£91,617
Council Tax Support	£303,306	£61,043	£10,493
Tenancy Fraud	£378,480	£93,000	£0
Other Council Tax	£159,779	£1,068	£184
Other Business Rates	£1,418,399	£34,200	£13,680
<b>Total identified</b>	<b>£4,651,234</b>	<b>£722,276</b>	<b>£115,974</b>

# Recent Success - Fraud



## Fenland fraudster illegally claimed £6k council tax support

13TH MARCH 2025 FENLAND DISTRICT COUNCIL CRIME CAMBRIDGESHIRE CHATTERIS



Phillip Patten, of Tern Gardens in Chatteris, defrauded Fenland District Council of more than £6,100. (Image: Cheng Song Tse)

- Continued success of the Cambridgeshire Fraud Hub project
- [£1.5 million in incorrectly claimed Council Tax support and discounts being recovered - Fenland District Council](#)

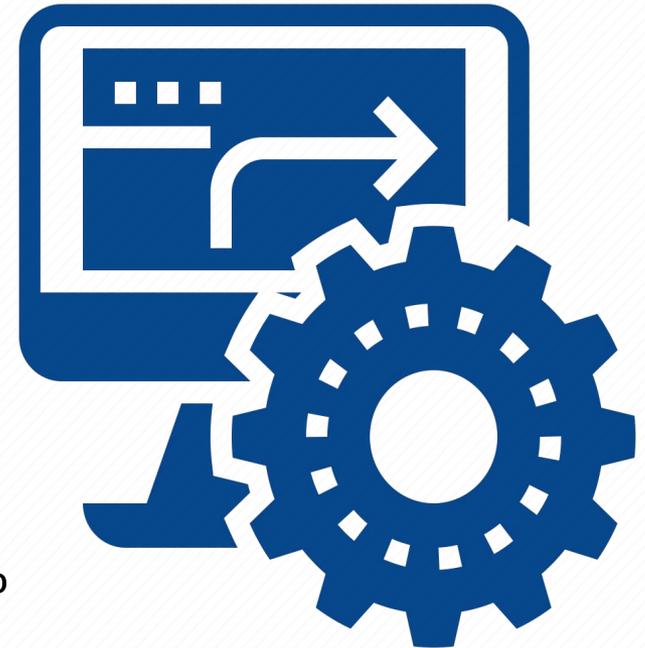


# ARP Initiatives

# Automation



- Universal Credit Data – 97%
- Council Tax Support Claims - 41%
- Online Change of Address – 66%
- Direct debits over the web – 80%
- Refunds – 41%
- Online Single Person Discount – 92%





# Contact Us Form Expansion

- Single point of contact
- Auto indexed – efficiency saving of one FTE
- Directs to online forms to improve automation
- Closure of email inboxes – email provision for stakeholders and third parties
- Improved customer journey

	Apr-24	Jul-24	Oct-24	Jan-25	Apr-25	Jul-25	Oct-25	Jan-26
Contact Us	3048	6032	7755	8985	8473	6322	8170	8458
Forms	6198	6960	7071	7306	4935	6022	7663	7683
Emails	12896	12217	7439	5801	6260	6597	5460	4528

# Automated Messaging



## Current Use

- “Soft” text/email/voice reminders – reduction in paper reminders of 40%
- Council Tax Reduction reclaim campaign
- E-Billing take up campaigns – saving £81,000 at annual billing
- Enforcement correspondence – saving £36,400 p/a
- Single Person Discount reviews – saving £5,500 p/a



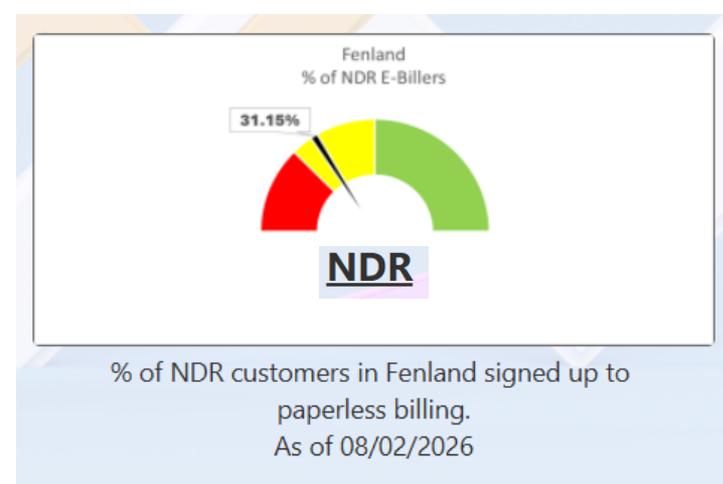
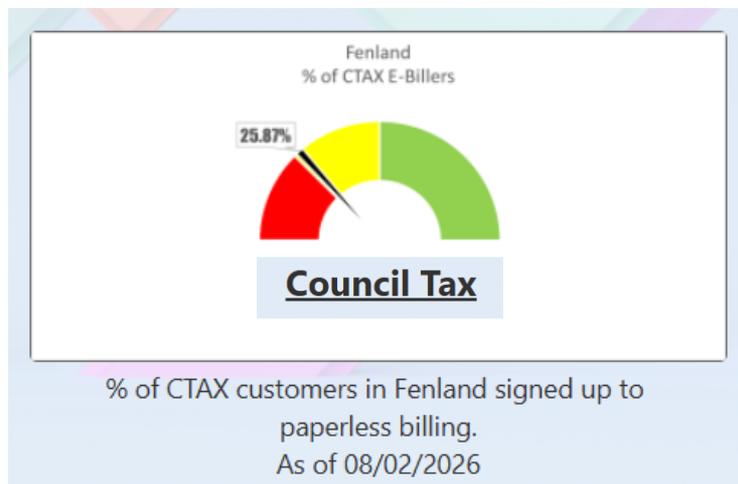
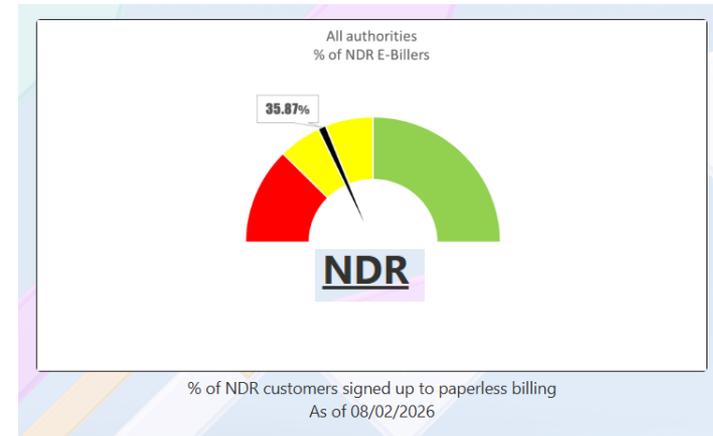
## Expansion

- Business Rates reminders
- Wider use in Council Tax recovery
- Sundry Debts/Housing Benefit Overpayments
- Increase early engagement with vulnerable customers

# Paperless Billing Totals (8<sup>th</sup> February 2026)



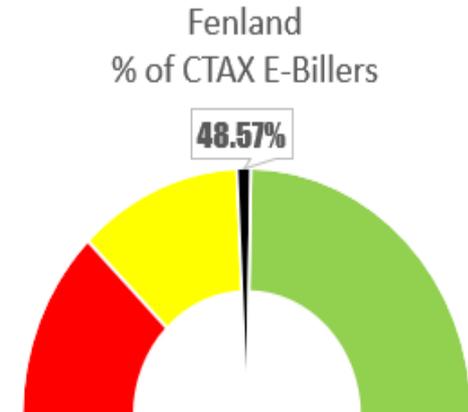
## Social media – messaging campaigns – automated sign up



# Opt-out campaign increases paperless billing



- CTAX Opt-Out campaign January 2026
- Contacted all customers where we held an email address
- Automatically enrol in paperless billing
- 11,052 new paperless sign ups for Fenland
- Projected 48.57% paperless CTAX accounts



## Impact of Promotional Activity to Increase Take-Up

- Anticipated 32% reduction in 2026/27 annual Fenland paper CTAX bills compared to 2025/26 annual billing with estimated savings of £11,218

Local Authority	2025/26 Annual Paper Bills	2026/27 Estimated Annual Paper Bills	Reduction Amount	Reduction %	Anticipated Savings
Fenland	40,127	27,232	12,895	32.1%	£11,218

- Average billing patterns show 3.2 bills per household per year. Cost saving of paperless v's paper is £0.87 per item. Anticipated annual savings of £35,900

## Planned programme for e-billing



- Business Rates – sign up by default process
- Opt-out options on all online forms
- Quarterly email and social media campaigns
- New email take up campaigns utilising emails stored in secondary systems
- Member's flyers, posters and QR codes on stationery
- Ongoing telephone campaigns
- E-notifications for benefits
- E-reminders
- Review of letter template to ensure email options are available and use is maximised

# Compliance Initiatives



- **Visiting Function review**
  - Reduction in physical visits
  - Utilisation of available data and intelligence
  - Positive impact on resource
  - Identify undeclared domestic and business properties
  
- **Empty Properties**
  - Resource intensive
  - Move to a risk-based approach
  - Collaboration
  - High success rate
  - Reduced impact on resource





## Other ongoing initiatives

- Civil Penalties
- Customer Insights
- Forced Sales
- Propensity to Pay Modelling
- Identifying vulnerability
- Open Banking
- Expansion of Automated Messaging
- Arrangement Manager
- Interactive ARPE Website
- Historic Credits
- Website Analytics
- Power BI
- Fenland DD project
- LIFT Cambridgeshire



# Future Priorities



- Provide an accessible and efficient service to our customers
- Build a resilient and adaptable workforce
- Develop and maintain high performing teams
- Manage resource and workloads holistically
- Support innovation and automation on a partnership wide level
- Provide more resource to cross cutting projects
- Build a data led organisation
- Maintain a key focus on supporting vulnerable residents





# Collaboration

# Partner wide Collaboration



## ARP Support Function Groups

- Finance Group
- HR Group
- Customer Strategy Group
- Customer Tactics Group
- Housing Task and Finish Group
- Communications Group
- Data Protection Group
- Empty Homes Steering Groups
- Business Rates/ED



## Close working with:

- WS ICT
- Breckland Finance

# Supporting Vulnerability



Use of Data to identify vulnerability and improve welfare provision – LIFT and Arrears Project

## Communities Team Initiative

- Individual Referrals
- Multi-agency- facilitated support
- Process to measure engagement
- Ongoing review
- Expansion across ARP partners
- Introduction of Vulnerability/Welfare Officer
- Case study





# Get in Touch

Get in touch



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## For Members

Head of ARP: [lorraine.king@angliarevenues.gov.uk](mailto:lorraine.king@angliarevenues.gov.uk)

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Billing, Benefits & Business Rates: [theresa.mann@angliarevenues.gov.uk](mailto:theresa.mann@angliarevenues.gov.uk)

ARP Support Services: [phil.butler@angliarevenues.gov.uk](mailto:phil.butler@angliarevenues.gov.uk)

## For Customers

## Contact Us

## Useful Information



- [ARP Online Brochure](#)
- [Sign up for paperless billing](#)
- [ARP Website](#)
- [ARP Enforcement Website](#)

# Questions

