



**Performance/Administration  
Cabinet Committee**

Members of the **Performance/Administration Cabinet Committee** of **Gravesham Borough Council** are summoned to attend a meeting to be held at the Civic Centre, Windmill Street, Gravesend, Kent on **Thursday, 4 February 2016 at 7.30 pm** when the business specified in the following agenda is proposed to be transacted.

S Kilkie  
Assistant Director (Communities)

**Agenda**

**Part A**

**Items likely to be considered in Public**

1. Apologies
2. Minutes (Pages 3 - 8)
3. Declarations of Interest
4. To considered whether any items in Part A of the agenda should be considered in private or those (if any) in Part B in public.
5. Digitising Council Services Update (Pages 9 - 12)  
Inform the Performance and Administration Committee on the continued drive for digitising Council Services and the projects arising from the IT Strategy (2015-2018).
6. Corporate Register of Partnerships: P&A Portfolio (Pages 13 - 28)  
To present Members of the committee with an outline of the partnership arrangements, as declared by the Corporate Register of Partnerships, relevant to the Performance and Administration portfolio.

7. Performance Update – Quarter Three 2015-16

(Pages 29 - 44)

To present Members of the Performance and Administration Committee with an update against the performance measures and performance indicators relating to the committee portfolio as set out within the council's Corporate Plan 2015-19 for quarter three of 2015-16 (October to December).

8. Any other business which by reason of special circumstances the Chair is of the opinion should be considered as a matter of urgency.

9. Exclusion

To move, if required, that pursuant to Section 100A (4) of the Local Government Act 1972 that the public be excluded from any items included in Part B of the agenda because it is likely in view of the nature of business to be transacted that if members of the public are present during those items, there would be disclosure to them of exempt information as defined in Part 1 of Schedule 12A of the Act.

**Part B**

**Items likely to be considered in Private**

**Members**

Cllr Leslie Hills (Chair)

Cllr Julia Burgoyne (Vice-Chair)

Councillors:            Colin Caller  
                              Brian Francis  
                              David Hurley  
                              John Knight  
                              Bronwen McGarrity  
                              Peter Scollard  
                              Narinder Singh Thandi

Substitutes:            To be notified

**Performance/Administration Cabinet Committee****Thursday, 12 November 2015****7.30 pm****Present:**

Cllr Leslie Hills (Chair)  
Cllr Julia Burgoyne (Vice-Chair)

Cllrs: Colin Caller  
Brian Francis  
David Hurley  
John Knight  
Peter Scollard  
Narinder Thandi  
Harold Craske

Stuart Bobby	Assistant Director (Corporate Performance)
Ben Turner	Corporate Performance Manager
Ben Clarke	Committee & Scrutiny Assistant

**12. Apologies**

An apology for absence was received from Cllr Bronwen McGarrity. Cllr Harold Craske attended as her substitute.

**13. Minutes**

The Minutes of the meeting held on 10 September 2015 were signed by the Chair.

**14. Declarations of Interests**

No declarations of interest were made.

**15. Corporate Plan 2015-19: Performance Management**

The Corporate Performance Manager presented the Committee with a report on the council's Performance Management Framework (PMF) that has been implemented to monitor the delivery of the new Corporate Plan (2015-19) as endorsed by Full Council in October 2015.

The Corporate Performance Manager referenced paragraph 2.2 to the Committee which set out the results of review into the previous PMF carried with the council's Internal Audit team. Alongside understanding what previously had worked well, the new Corporate Plan has established a PMF based on the following key conclusions from the review process:

- create a comprehensive set of indicators which would enable performance management to take place across all Corporate Plan objective;
- avoid indicators where data is difficult to collect (i.e. particularly where external partners are involved);
- a number of indicators had targets that were not reflective of baseline performance outturns (i.e. they were 'soft' or their value was questioned);
- previous Cabinet Committees received a lot more performance management information than others with a number of services not involved in the previous performance framework at all leading to a lack of accountability and preventing effective service panning.

Alongside the review process, the Corporate Performance team carried out a research project to understand the variety and volume of performance monitoring of other district authorities across the country. What was evident was that with the lack of a national framework, some council's had removed themselves from performance monitoring in the public domain. From this research the Corporate Performance team were able to identify any gaps in the planned PMF with good practice from other authorities and equally adopt a series of indicators that will enable the ability for the authority to regularly benchmark its own performance with that of other peer authorities.

The Corporate Performance Manager highlighted paragraph 3.3 to the Committee and the accompanying table, explaining that the table shows how the Performance and Administration portfolio will be monitored in the future.

The table has five policy commitments which are supported via a number of different performance indicators with each indicator accountable to a key officer to enable consistent regular reporting back to senior management as well as the Committee.

However; the Corporate Performance Manager clarified that the fifth and sixth policy commitments, as detailed below, are to be monitored on a performance output basis at Cabinet level as they meet the challenge of government spending and generating income for the authority:

- 5. Deliver on opportunities for the sharing and selling of Council services to increase efficiencies and build business resilience
- 6. Achieve financial efficiencies and improved levels of performance, by continuously reviewing and adapting how we deliver our services

Following a question from a Member, the Corporate Performance Manager advised that five peer authorities had been identified through a number of criteria established by CIPFA to form a 'benchmarking club' as part of the on-going work by the service review team. These authorities alongside neighbouring Kent districts will continue to be monitored as part of future reporting of the new PMF.

The Chair advised the Committee that as part of this framework it was important for Members to take account of wider changes being made through government policy including Universal Credit implementation. It was recommended a formal report or training session by Mike Bytheway be organised for Members of the Committee. The Assistant Director Corporate Performance agreed to talk to Mike Bytheway and look into this.

The Chair advised the Committee that the first performance reports for the new Corporate Plan would be available at the next meeting in February.

A Member of the Committee commented on the complexity of the wording of paragraph 9.5 and the Committee agreed that it needed to be reworded to simpler terms and agreed in that all future wording should be simplified where possible.

Following a question from a Member, the Assistant Director Corporate Performance advised that the Council does not make a profit on planning applications put forward by GBC as the charges are set nationally.

The Chair thanked the officers for their detailed answers and stated he looked forward to the follow-up in February.

## **16. Internal Audit & Fraud Partnership: Performance Management Framework**

The Assistant Director Corporate Performance clarified to the Committee that the report was also going to the Finance & Audit Committee as they play an active role in governance arrangements, of which Internal Audit and Fraud play an active part.

The Assistant Director Corporate Performance advised the Committee there had been significant progress with the partnership, including:

- The transfer of the Audit team to Medway is confirmed to happen on the 1 December 2015
- Two of the three necessary consultation exercises have been completed with staff members under the TUPE regulations
- The third consultation will happen the day before the transfer
- An IT consultant had been in to talk with staff members about the Medway system and how the network share will work – they will be able to use both of the Medway and Gravesham systems at once under the same firewall protection
- A partnership agreement between the two organisations is in the final stages of completion

The Assistant Director Corporate Performance advised the Committee that this is the first shared service partnership of a back office system; there are already partnerships for front line areas such as CCTV and Building Control.

The Assistant Director Corporate Performance highlighted that:

- The transfer of staff to the Department of Work & Pensions in relation to the introduction of the Single Fraud Investigation Service would be completed by March 2016, and the affected staff would be consulted appropriately on this transfer. Following this transfer the final partnership arrangement would be put in place with effect from 1 April 2016, and consideration therefore needs to be given to how this will be performance managed from that date.
- The opportunity has been taken to look at other authorities to glean information about their shared arrangements and the performance management arrangements put in place, as shown in Appendix 2 to the report.

Following a question from a Member, the Assistant Director Corporate Performance clarified that there will be transparency over the proposed new structures and staff members will have to apply for their positions within the new partnership as appropriate.

A Member raised concerns over the governance arrangements for the new partnership which the Assistant Director Corporate Performance assured the Committee is set out in the draft agreement currently being finalized.

Post transfer to Medway Council (1 December 2015), an agreed amount would be paid to Medway for the salaries of the officers which will in due course result in savings to GBC; the structure will result in a saving in excess of the reduction in the Housing Grant.

Following several questions from the Committee, the Assistant Director Corporate Performance highlighted the following:

- This is a partnership deal so the annual audit plan and recruiting etc are all done jointly which means there is also shared risk as well as shared rewards
- The performance indicators for the Fraud & Audit team on Pages 14 & 15 of the report would be retained
- Medway's performance management indicators are currently being reviewed by the Audit & Assurance Manager.
- There is a contractual agreement with Medway that they have to meet GBC's Audit Plan; should standards fall short after the audit days are completed the Assistant Director Corporate Performance has the power to terminate the contract
- External auditors look at the internal auditors audit plan on an annual basis and form a judgement that a high level of assurance can be taken from the service
- Whenever Internal Audit carry out a piece of assurance work, customer satisfaction questionnaires are issued in relation to auditor conduct and overall audit service

Following a question from the Vice-Chair, the Assistant Director Corporate Performance explained that he would be receiving quarterly reports so they could be made available to the Committee on a quarterly basis, the Committee welcomed this suggestion.

A Member of the Committee identified that there has been a shift towards consultancy work – around 2% of the work programme has moved to consultancy services.

The Assistant Director Corporate Performance suggested below some more performance indicators to Members which the Committee **recommended** to being added to the existing framework:

- The proportion of available resources spent on productive assurance work
- The proportion of the agreed internal audit plan achieved
- The numbers of follow up and progress reviews issued, not yet due, or now due for a follow up
- Compliance with the Public Sector Internal Audit Standards
- Cost per audit day
- Proportion of qualified staff within the team
- Proportion of staff who are currently undertaking training
- Days spent on CPD per head of the team

**Close of meeting**

The meeting ended at 8:43pm.





**Gravesham Borough Council**

**Report to:** Performance and Administration Committee  
**Date:** 04 February 2016  
**Reporting officer:** Darren Everden, Service Manager (IT)  
**Subject:** Digitising Council Services Update

**Purpose and summary of report:**

Inform the Performance and Administration Committee on the continued drive for digitising Council Services and the projects arising from the IT Strategy (2015-2018).

**Recommendations:**

This report is for information purposes only.

**1. Background**

- 1.1. The IT Strategy (2015-2018) was agreed by the Performance and Administration committee in April 2015.
- 1.2. An enabler for improving service delivery was the provision of a solid infrastructure on which to build digital services.
- 1.3. The IT Services Department (Corporate Services) assist the Digital Team (Communities) with the technical element of the Council's digital presence including development of services, data extraction and system integration.

**2. Key Work Streams**

- 2.1. Two important areas were scheduled for upgrades following the adoption of the IT Strategy in order to provide greater capacity and improved performance for Council systems. These were;
  - Storage Area Network
  - Virtual Server InfrastructureBoth of these items have been upgraded and are delivering the anticipated improvements.
- 2.2. Working with the suppliers of the Councils business systems we have undertaken a programme of upgrades to ensure their software continues to run on the latest versions of Microsoft Operating Systems and to deploy enhancements present in newer versions of their products. Updates to the Councils major systems (Uniform, Revs & Bens, Document Managements and Financials) have been completed, Housing are in the final stages of User Acceptance Testing and smaller systems have been scheduled with the suppliers.
- 2.3. The Council's email system is scheduled to be upgraded to newer servers at the beginning of February 2016.

- 2.4. The WiFi system at the Civic Centre has been upgraded to provide the latest radio standards (802.11ac running at 5Ghz) with higher capacity access points installed in meeting areas (such as the Council Chamber) to deal with increasing demands.
- 2.5. iPad devices running the modern.gov committee management application have been provided for all Council Members and Management Team.
- 2.6. The Web Developer in IT Services has been working with the Digital Team and external consultants on the design of a new website for gravesham.gov.uk. The Web Developer is now translating these designs into the format required by the Council's Content Management System (Squiz Matrix).
- 2.7. Live Chat was installed and configured on the existing Council website by the Web Developer in IT Services and handed to the Digital Team for training and deployment to Customer Services staff.
- 2.8. Council Tax and Rent Balance online forms were developed by the Web Developer and Business Analyst in IT Services to extract information from the Revenues and Housing back office system and reformat and present the information for display on the website. These services have been promoted and marketed by the Digital Team leading to nearly 2,000 uses of each service in two months.
- 2.9. Service request forms for Bulky Waste and Green Waste have been developed by the Web Developer and Business Analyst in IT Services using a specification provided by the Digital Team. The form uses the central back office Local Land and Property Gazetteer to ensure address data is reliably and consistently captured by the system.
- 2.10. A Pest Control booking form has been developed by the Web Developer and Business Analyst in IT Services using a specification provided by the Digital Team. The form verifies customer information with current benefit claimants in the back office benefits system in order to calculate the correct charge for the service (benefit claimants receive a discount).

### **3. Future Projects**

- 3.1. A number of future projects are either just starting or in the process of being planned. These include;
  - Installation of a new customer contact platform (Firmstep) to replace the existing Customer Relationship Management system (FrontOffice)
  - Disaster Recovery and Business Continuity improvements
  - Review of end user devices (Desktop PC's, Laptops, Thin Clients)
  - Virtual Desktop Infrastructure
  - Network Infrastructure
  - Telephony Infrastructure
  - Wider adoption of cloud services
- 3.2. In addition to this, Joint Kent Chief's recently commissioned consultants from the Society of IT Managers (SOCITM) to review the future provision of ICT within Kent and what the role of County, Districts, and existing Partnerships (such as Kent Connects) will be.

3.3. A number of themes were identified for further exploration which include;

- Adoption of a standard wireless system across all public service buildings in Kent, allowing staff and Member's with wireless devices to connect to the internet whenever they are in one of those buildings.
- Promotion of technology for economic and business development in Kent.
- A single view of the citizen between district and county Council's.
- Adoption of a new approach to ICT procurement in Kent to provide a more joined up approach in realising savings from the acquisition of goods, services, and staff.

## **4. Background Papers**

4.1 None

IMPLICATIONS		APPENDIX 1	
<b>Legal</b>	None		
<b>Finance and Value for Money</b>	Costs and savings relating to specific IT Infrastructure and Digital Transformation initiatives have been the subject of separate reports to Cabinet.		
<b>Risk Assessment</b>	None		
<b>Equality Impact Assessment</b>	<b>Screening for Equality Impacts</b>		
	<b>Question</b>	<b>Answer</b>	<b>Explanation</b>
	a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No	
	b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	No	
	c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?		
<i>In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above</i>			
<b>Corporate Business Plan</b>	Strategic Objective - Sound and self-sufficient council - a well-run and innovative council supporting its staff to realise commercial opportunities whilst transforming its services to deliver at the best possible value for money.		
<b>Crime and Disorder</b>	There are no crime and disorder implications arising from this report.		

**Classification:**

Part 1 – Public

**Key Decision:**

Please specify - No

**Gravesham Borough Council**

**Report to:** Performance and Administration Committee

**Date:** 4 February 2016

**Reporting officer:** Corporate Performance Manager

**Subject:** Corporate Register of Partnerships: P&A Portfolio

**Purpose and summary of report:**

To present Members of the committee with an outline of the partnership arrangements, as declared by the Corporate Register of Partnerships, relevant to the Performance and Administration portfolio.

**Recommendations:**

This report is for information purposes only.

**1. Background**

- 1.1 The council is increasingly working in partnership with local organisations, groups, other public, private and ‘third sector’ bodies to achieve its objectives for the local community. Partnership working can add many benefits to the delivery of services by enabling the council to develop better understanding of the needs of the public through shared perspectives. This in turn can result in the avoidance of duplication, sharing of skills, knowledge and data, securing of additional resources, improved service delivery to the customer and improved customer satisfaction.
- 1.2 Members will be aware that the council has had in place a Corporate Register of Partnerships for a number of years. The Register is reviewed annually and is intended to provide a central public record of partnerships in which the council is involved. The register is available on the council website and is reviewed and updated on an annual basis; the last review took place in October 2015.

1.3 For the purposes of the Register, the council defines a partnership as:

*“an agreement between the council and one or more independent bodies to work together to achieve one or more objectives”.*

1.4 In order to ensure that the Register identified partnerships correctly and was able to differentiate between a ‘significant’ and ‘other’ partnership, definitions of a partnership and what makes a partnership ‘significant’ were agreed by Management Team. The following definition was adopted:

*“a partnership for which there is a council resource provision of £10,000 or greater or one that is fundamental to the delivery of a corporate objective as established within the council’s Corporate Plan. Without this effective partnership therefore, the delivery of Gravesham Borough Council’s key corporate goals would not occur.”*

## **2. Performance and Administration Partnerships**

2.1 There are six specific partnerships that contribute to the delivery of the council objectives that fall within the remit of the Performance & Administration portfolio.

2.2 In order to fully understand the variety of partnerships currently in place across the Performance and Administration portfolio, and the contribution they make to delivering services to the community, Appendix 2 to this report presents full details of the six established partnerships including key information relating to governance and financial reporting:

- Revenues and Benefits - Shared Management
- Council Tax and Business Rates Management Arrangement
- One Customer One Team
- Internal Audit and Fraud - Shared Management
- IT Services - Shared Management
- Kent Connects

2.3 Members should note that a number of other partnerships set out in the Corporate Register of Partnerships may also make an indirect contribution to the work of the committee.

## **3. Next steps**

3.1 Since the Corporate Register of Partnerships was produced in October 2015 a number of developments have taken place that have impacted on these arrangements, including the now fully integrated Internal Audit and Fraud shared service and the re-structuring of the council’s senior management team resulting in the creation of the Director Corporate Services role. The register will subsequently be refreshed to include these recent changes.

- 3.2 As part of the Overview Scrutiny Committee programme of activities agreed at the committee meeting on 17 September 2015, it was determined that on an annual basis relevant partnerships would be selected by the Chair and Vice-Chair for formal Member review.
- 3.3 The review process would consider a number of criteria including but not exclusive to; the relevance and performance of the partnership in delivering corporate objectives, governance arrangements, and the benefit and value for money provided to residents by the partnership arrangement.
- 3.4 No partnerships within the remit of the Performance and Administration Committee have been selected to form part of the Overview Scrutiny Committee process. Although not forming part of the current suite of identified partnerships, there is therefore the potential for any of the partnerships relevant to the Performance & Administration portfolio to be selected for formal review by the Overview Scrutiny Committee.
- 3.5 Members are asked to consider Appendix 2 with regards to:
- the format of the register with a view to providing opinion on any necessary changes to the structure for the 2016 version; and
  - the respective partnerships in place across the Performance and Administration portfolio seeking clarity on relevant governance and financial reporting processes from lead responsible officers as required.

**IMPLICATIONS**

**APPENDIX 1**

<b>Legal</b>	There are no legal considerations presented by the content of this report.		
<b>Finance and Value for Money</b>	There are no financial implications presented by the content of this report. The report is for information purposes only and financial information is limited to costs associated with the suite of established partnerships presented at Appendix 2.		
<b>Risk Assessment</b>	Partnership working is becoming more and more prevalent in the work of the council and is a key factor in the efficient and effective delivery of services and corporate objectives. It is therefore important that the council maintains comprehensive information regarding the partnerships it is involved in to enable effective consideration of partnership working arrangements as a contribution to the achievement of corporate objectives.		
<b>Equality Impact Assessment</b>	<b>Screening for Equality Impacts</b>		
	<b>Question</b>	<b>Answer</b>	<b>Explanation</b>
	a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No	N/A
	b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	No	
	c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?	N/A	
<i>In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above</i>			
<b>Corporate Plan</b>	The council's adopted Corporate Plan sets the strategic vision and objectives for the authority over the 2015-19 period. Partnerships are an essential tool in enabling the council to realise its core objectives and the commitment to partnership working is reflected in the 'Helping us Deliver' section of the current plan.		
<b>Crime and Disorder</b>	The full Corporate Register of Partnerships includes information regarding the CCTV Partnership, Dartford and Gravesham Community Safety Partnership and G-Safe.		



**Gravesham Borough Council  
Corporate Register of Partnerships – October 2015**

**Appendix 2**

<b>Name of Partnership</b>	<b>Council Tax and Business Rates Management Arrangement</b>
<b>Responsible Officer</b>	Mike Bytheway, Service Manager (Revenues and Benefits)
<b>Lead Member (s)</b>	Councillor Leslie Hills, Lead Member for Performance and Administration
<b>Statutory Status</b>	Non-statutory partnership
<b>Aims and objectives of partnership</b>	To jointly manage the Council Tax & Business Rates Teams of Gravesham Borough Council and Tonbridge & Malling Borough Council (TMBC) to provide savings while maintaining an excellent service.
<b>Expected outcomes</b>	<p>The key aim of the partnership is to provide a high quality, value for money service that maximises revenues collection rates whilst maintaining high levels of customer satisfaction.</p> <p>The joint management arrangement is already delivering financial savings in the cost of providing the service at each council.</p> <p>It is also anticipated that the joint management arrangement will increase the resilience for the two authorities through staff being able to help out at either authority as required. The ability to re-direct resources between the two authorities has already proved advantageous to each authority in helping to manage peaks and troughs in workload.</p> <p>Other benefits will be the ability to continually take the best practice arrangements from each council which should help to ensure the efficient delivery of a high quality service.</p>
<b>Links to GBC Objectives</b>	<b>Corporate Objective 4: <i>Sound and self-sufficient council</i></b>
<b>GBC Resources (financial, officer, assets etc.)</b>	<p>Joint management arrangement. Glen Pritchard, Principal Revenues Officer at TMBC, now manages the Revenues teams at both sites on a 50:50 basis. The Principal Revenues Officer remains on the TMBC payroll – but half of the costs are recharged to GBC.</p> <p><b>GBC Assets</b> – whilst onsite at GBC, the Principal Revenues Officer utilises desk space, IT computer network and telephone resources.</p>
<b>Partnership membership</b>	Gravesham Borough Council and Tonbridge & Malling Borough Council
<b>Governance arrangements</b>	<p>Partnership Agreement in place (signed by both partners and the secondee) which sets out:</p> <ul style="list-style-type: none"> <li>• The agreed secondment arrangements for the officer involved including details of the services that are to be provided under the terms of the agreement;</li> <li>• How secondment costs are to be calculated and shared between the two partners;</li> <li>• The responsibilities of each partner in relation to management of the secondee;</li> <li>• Arrangements for maintaining confidentiality of information held by each partner; and</li> <li>• Arrangements for the resolution of conflicts/disputes and the termination of the secondment arrangement.</li> </ul>
<b>Financial reporting arrangements and timeframe for reporting</b>	The cost of the arrangement is included in the Partnership Agreement, GBC agree to pay 50% of the cost of employing the Revenues Manager.
<b>Risk Assessment</b>	Potential risk that the Revenues Section may suffer some reduction in performance due to the manager not being on-site full time. However, he can access GBC IT systems from TMBC and staff are aware that he can be contacted at either authority. It is anticipated that this risk is over-compensated for by the other efficiencies derived from the partnership. Monthly performance reports are circulated to management to highlight any major areas of concern to enable action to be taken as necessary.

# Gravesham Borough Council

## Corporate Register of Partnerships – October 2015

<b>Performance monitoring arrangements and details of formal review of partnership arrangements.</b>	A Partnership Agreement is in place to set the parameters for the joint-management arrangement and performance monitoring is completed by the Service Manager (Revenues & Benefits). The Partnership is subject to on-going review by the relevant directors at each authority.		
<b>Date Partnership Created / Approved by Cabinet</b>	12 January 2009	<b>Date Partnership Terminates (if applicable)</b>	N/A

Significant partnership

Other partnership

## Gravesham Borough Council Corporate Register of Partnerships – October 2015

<b>Name of Partnership</b>	<b>Internal Audit and Fraud - Shared Management</b>
<b>Responsible Officer</b>	Stuart Bobby, Assistant Director (Corporate Performance)
<b>Lead Member(s)</b>	Councillor Leslie Hills, Lead Member for Performance and Administration
<b>Statutory Status</b>	Non-statutory partnership
<b>Aims and objectives of partnership</b>	<p>To deliver an effective Internal Audit and Fraud Management service to Gravesham Borough Council and Medway Council, providing financial savings while maintaining a high quality service.</p> <p>To align policies and procedures and institute common working practices at both sites as an aid to improving efficiency and resilience, taking best practice from each authority. To share skills, knowledge and experience across the teams to the benefit of both councils.</p> <p>To work towards the introduction of a fully-shared service for Internal Audit &amp; Fraud Services between the two organisations.</p>
<b>Expected outcomes</b>	<p>Reduced cost of the Internal Audit and Fraud Service to each council, taking into account any reductions in funding arising from the introduction of the Single Fraud Investigation Service.</p> <p>Increased resilience across the two teams.</p> <p>Increased audit efficiency through adoption of best working practices and sharing of audit and fraud resources.</p> <p>A fully-shared service between the two organisations, maximising the opportunities presented through sharing a large common boundary, and dealing with similar day-to-day issues.</p>
<b>Links to GBC Objectives</b>	<b>Corporate Objective 4: <i>Sound and self-sufficient council</i></b>
<b>GBC Resources (financial, officer, assets etc)</b>	<p>The Audit &amp; Assurance Manager employed by Gravesham Borough Council is shared by the two partners on a 60:40 basis between Medway and Gravesham respectively.</p> <p>Any time spent by team from Gravesham on audit &amp; fraud work for Medway is on a reciprocal basis or agreed financial reimbursement.</p>
<b>Partnership membership</b>	Gravesham Borough Council and Medway Unitary Council.
<b>Governance arrangements</b>	<p>Partnership Agreement in place (signed by both partners and the secondee) which sets out:</p> <ul style="list-style-type: none"> <li>• The agreed secondment arrangements for the officer involved including details of the services that are to be provided under the terms of the agreement;</li> <li>• How secondment costs are to be calculated and shared between the two partners;</li> <li>• The responsibilities of each partner in relation to management of the secondee;</li> <li>• Arrangements for maintaining confidentiality of information held by each partner; and</li> <li>• Arrangements for the resolution of conflicts/disputes and the termination of the secondment arrangement.</li> </ul>
<b>Financial reporting arrangements and timeframe for reporting</b>	Gravesham Borough Council receives an income from Medway Council for the shared Audit & Assurance Manager. The income from this arrangement is monitored through the council's internal budget monitoring processes and reported via the established financial reporting arrangements.
<b>Risk Assessment</b>	A Risk Assessment was undertaken prior to the partnership commencing and is monitored on an on-going basis – it is considered that there is a low likelihood of this partnership causing serious problems to the council. If the partnership was not to deliver the anticipated benefits, the partnership could be discontinued and the internal audit and fraud service would be able to revert back to each council.

# Gravesham Borough Council

## Corporate Register of Partnerships – October 2015

<b>Performance monitoring arrangements and details of formal review of partnership arrangements.</b>	As this arrangement only commenced in June 2015, and is seen a precursor to a fully shared service before the end of 2015-16, performance of the partnership is being monitored on a weekly basis through internal performance measures and discussions between senior officers. Formal reporting will be in the form of regular updates to the Performance & Administration Committee, and Finance & Audit Committee, as well as through the half-yearly, and annual Internal Audit and Fraud performance updates.		
<b>Date Partnership Created / Approved by Cabinet</b>	1 June 2015 Cabinet approval given for the partnership to become a full shared service.	<b>Date Partnership Terminates (if applicable)</b>	N/A

Significant partnership

Other partnership

## Gravesham Borough Council Corporate Register of Partnerships – October 2015

<b>Name of Partnership</b>	<b>IT Services - Shared Management</b>
<b>Responsible Officer</b>	Nick Brown, Director (Finance and Environment)
<b>Lead Member(s)</b>	Councillor Leslie Hills, Lead Member for Performance and Administration
<b>Statutory Status</b>	Non-statutory partnership
<b>Aims and objectives of partnership</b>	Reduced cost of IT Service to each council. Increased resilience across the two IT Teams.
<b>Expected outcomes</b>	To deliver an effective IT service to Gravesham Borough Council and Tonbridge & Malling Borough Council, providing financial savings while maintaining a high quality service.  To align policies and procedures and institute common working practices at both sites as an aid to improving efficiency and resilience, taking best practice from each authority. To share skills, knowledge and experience across the teams to the benefit of both councils.
<b>Links to GBC Objectives</b>	<b>Corporate Objective 4: <i>Sound and self-sufficient council</i></b>
<b>GBC Resources (financial, officer, assets etc)</b>	The IT Manager employed by Gravesham Borough Council is shared by the two partners on a 50:50 basis.
<b>Partnership membership</b>	Gravesham Borough Council and Tonbridge & Malling Borough Council
<b>Governance arrangements</b>	Partnership Agreement in place (signed by both partners and the secondee) which sets out: <ul style="list-style-type: none"> <li>• The agreed secondment arrangements for the officer involved including details of the services that are to be provided under the terms of the agreement;</li> <li>• How secondment costs are to be calculated and shared between the two partners;</li> <li>• The responsibilities of each partner in relation to management of the secondee; and</li> <li>• Arrangements for maintaining confidentiality of information held by each partner.</li> </ul> Arrangements for the resolution of conflicts/disputes and the termination of the secondment arrangement.
<b>Financial reporting arrangements and timeframe for reporting</b>	Gravesham Borough Council will receive an income from Tonbridge & Malling Borough council for the shared IT Services Manager. The income from this arrangement will be monitored through the council's internal budget monitoring processes and reported via the established financial reporting arrangements.
<b>Risk Assessment</b>	A Risk Assessment was undertaken prior to the partnership commencing and is monitored on an on-going basis – it is considered that there is a low likelihood of this partnership causing serious problems to the council. If the partnership was not to deliver the anticipated benefits, the partnership could be discontinued and the IT service would be able to revert back to each council.
<b>Performance monitoring arrangements and details of formal review of partnership arrangements.</b>	A formal partnership review will be undertaken after the partnership has been operational for six months with regular annual reviews thereafter.

# Gravesham Borough Council Corporate Register of Partnerships – October 2015

<b>Date Partnership Created / Approved by Cabinet</b>	01 April 2012	<b>Date Partnership Terminates (if applicable)</b>	On-going, but with annual reviews
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Significant partnership

Other partnership

## Gravesham Borough Council Corporate Register of Partnerships – October 2015

<b>Name of Partnership</b>	<b>Kent Connects</b>
<b>Responsible Officer</b>	Darren Everden, Service Manager (IT)
<b>Lead Member (s)</b>	Councillor Leslie Hills, Lead Member for Performance and Administration
<b>Statutory Status</b>	Non-statutory partnership
<b>Aims and objectives of partnership</b>	<p>To lead the deployment of technology across Kent encouraging shared services, use of best practice, joint procurement thereby delivering efficiencies and savings.</p> <p>To work with all service providers in Kent in the use of technology to enhance the customer service experience.</p> <p>To provide internet connectivity, links to all Kent district authorities and the Public Service Network through the partnership at reduced operational cost, leveraging economies of scale.</p>
<b>Expected outcomes</b>	<p>Reduced costs and efficiency gains through standardisation and joint procurements.</p> <p>Opportunities to participate in external funding bids</p> <p>Sharing staff resources.</p>
<b>Links to GBC Objectives</b>	<b>Corporate Objective 4: <i>Sound and self-sufficient council</i></b>
<b>GBC Resources (financial, officer, assets etc)</b>	Annual subscription of £20,000 per annum paid by the council which funds a range of core services such as the shared network for Internet access, Public Service Network (PSN) and shared training.
<b>Partnership membership</b>	All Kent District Councils, Kent County Council, Medway Council, Kent Police, Kent Fire & Rescue, South East Commissioning Support Unit (NHS).
<b>Governance arrangements</b>	<p>The Governance is set out in the Kent Connects Partnership Agreement. The partnership agreement sets out the following:</p> <ul style="list-style-type: none"> <li>• The objectives and priorities of the partnership along with clarification of the partners' roles and responsibilities in the partnership;</li> <li>• Details of how any declarations of interest are to be made and emphasising the requirements of partners to declare these;</li> <li>• Details of how funding will be applied across the partnership, how this will be accounted for and how the costs will be funded through partners agreement;</li> <li>• Specific details of legal issues including procurement, financial procedure rules and insurance requirements;</li> <li>• Details of how partners are able to withdraw from the partnership should they wish to; and</li> <li>• Specific schedules to detail the constitutional arrangements for the relevant Boards that make up the Kent Connects partnership.</li> </ul> <p>The partnership has a Public Services ICT Board which has full strategic responsibility for all aspects of the Partnership including budget setting, user charges, subscription fees, contractual development of the partnership and the organisation of commercial activities.</p> <p>The partnership also has a Strategic Project Board, that reports in to the Public Services ICT Board, who's main objective is to initiate and develop projects, products and services as directed by the Public Services ICT Board.</p> <p>In addition, the Joint Kent Chief Executives Group approve the strategic direction of the Partnership and review its progress at its meetings every two months or otherwise as agreed.</p>
<b>Financial reporting arrangements and timeframe for reporting</b>	Annual budget is agreed and monitored by the Kent Connects Public Service ICT Board.
<b>Risk Assessment</b>	All projects are managed using Prince2 and are risk assessed.

# Gravesham Borough Council

## Corporate Register of Partnerships – October 2015

<b>Performance monitoring arrangements and details of formal review of partnership arrangements.</b>	Performance is managed using the project management for each project. Projects are reported to the Strategic Projects Board.		
<b>Date Partnership Created / Approved by Cabinet</b>	2002	<b>Date Partnership Terminates (if applicable)</b>	N/A

Significant partnership

Other partnership



## Gravesham Borough Council Corporate Register of Partnerships – October 2015

<b>Name of Partnership</b>	<b>One Customer One Team</b>		
<b>Responsible Officer</b>	Stuart Bobby, Assistant Director (Corporate Performance)		
<b>Lead Member (s)</b>	Councillor Leslie Hills, Lead Member for Performance and Administration		
<b>Statutory Status</b>	Non-statutory partnership		
<b>Aims and objectives of partnership</b>	To work more closely with the Department for Work & Pensions (DWP) and neighbouring authorities (in response to the Welfare Reform Act) to investigate both local and national benefits in a more efficient way by pooling resources as required.		
<b>Expected outcomes</b>	Efficiencies in the use of welfare benefit investigation resources within the council and the DWP.		
<b>Links to GBC Objectives</b>	<b>Corporate Objective 4: <i>Sound and self-sufficient council</i></b>		
<b>GBC Resources (financial, officer, assets etc.)</b>	<p>The administration costs of providing a Benefits Investigation team is funded via the Benefit Administration Subsidy received by Gravesham Borough Council from the DWP.</p> <p>GBC provide DWP officers with desk space and car parking.</p> <p>The council has access to DWP resources such as surveillance equipment, transcribing services, legal services and interviewing equipment.</p>		
<b>Partnership membership</b>	Department for Works and Pensions, Gravesham Borough Council, Medway Council and Swale Borough Council.		
<b>Governance arrangements</b>	<p>A formal partnership agreement is in place which details the conception and administration of the partnership along with the exit strategy of the partners.</p> <p><b>Steering Group</b> – overall decision-making powers and the monitoring function of the partnership.</p> <p><b>Project Group</b> – responsible for progressing the partnership and the operational management of the partnership.</p>		
<b>Financial reporting arrangements and timeframe for reporting</b>	Finances are monitored by the Steering Group.		
<b>Risk Assessment</b>	A risk assessment has been undertaken which suggested that it is unlikely there will be any significant risks to the council as a result of the partnership. Future planning requirements (such as insurance costs) for progressing the partnership have been identified and will be reviewed as required.		
<b>Performance monitoring arrangements and details of formal review of partnership arrangements.</b>	Reporting of statistics on a quarterly basis in order to demonstrate efficiency savings. Performance monitoring has been aligned across the local authorities and the DWP.		
<b>Date Partnership Created / Approved by Cabinet</b>	01 April 2010	<b>Date Partnership Terminates (if applicable)</b>	N/A

 Significant partnership

 Other partnership

# Gravesham Borough Council

## Corporate Register of Partnerships – October 2015

<b>Name of Partnership</b>	<b>Revenues and Benefits - Shared Management</b>
<b>Responsible Officer</b>	Julie Gibbs, Assistant Director (Finance)
<b>Lead Member (s)</b>	Councillor Leslie Hills, Lead Member for Performance and Administration
<b>Statutory Status</b>	Non-statutory partnership
<b>Aims and objectives of partnership</b>	To jointly manage the Revenues & Benefits Teams of Gravesham Borough Council and Tonbridge & Malling Borough Council (TMBC) to provide savings while maintaining an excellent service.
<b>Expected outcomes</b>	<p>The key aim of the partnership is to provide a high quality, value for money service that improves performance and efficiency whilst maintaining high levels of customer satisfaction.</p> <p>The joint management arrangement is already delivering financial savings in the cost of providing the service at each council.</p> <p>It is also anticipated that the joint management arrangement will increase the resilience for the two authorities through staff being able to help out at either authority as required. The ability to re-direct resources between the two authorities has already proved advantageous to each authority in helping to manage peaks and troughs in workload.</p> <p>Other benefits will be the ability to continually take the best practice arrangements from each council which should help to ensure the efficient delivery of a high quality service.</p> <p>It will also be a good opportunity to review the possibility of a full shared service arrangement between the two Revenues &amp; Benefits Service areas.</p>
<b>Links to GBC Objectives</b>	<b>Corporate Objective 4: <i>Sound and self-sufficient council</i></b>
<b>GBC Resources (financial, officer, assets etc.)</b>	<p>Joint management arrangement. Mike Bytheway, Service Manager Revenues &amp; Benefits at GBC, now manages the Revenues &amp; Benefits teams at both sites on a 50:50 basis. The Service Manager Revenues &amp; Benefits remains on the GBC payroll – but half of the costs are recharged to TMBC.</p> <p><b>GBC Assets</b> – whilst onsite at GBC, the Service Manager Revenues &amp; Benefits utilises desk space, IT computer network and telephone resources.</p>
<b>Partnership membership</b>	Gravesham Borough Council and Tonbridge & Malling Borough Council
<b>Governance arrangements</b>	<p>Partnership Agreement in place (signed by both partners) which sets out:</p> <ul style="list-style-type: none"> <li>• The agreed secondment arrangements for the officer involved including details of the services that are to be provided under the terms of the agreement;</li> <li>• How secondment costs are to be calculated and shared between the two partners;</li> <li>• The responsibilities of each partner in relation to management of the secondee;</li> <li>• Arrangements for maintaining confidentiality of information held by each partner; and</li> <li>• Arrangements for the resolution of conflicts/disputes and the termination of the secondment arrangement.</li> </ul>
<b>Financial reporting arrangements and timeframe for reporting</b>	The cost of the arrangement is included in the Partnership Agreement, TMBC agree to pay 50% of the cost of employing the Service Manager (Revenues and Benefits).
<b>Risk Assessment</b>	Potential risk that the Revenues & Benefits Section may suffer some reduction in performance due to the manager not being on-site full time. However, he can access GBC IT systems from TMBC and staff are aware that he can be contacted at either authority. It is anticipated that this risk is over-compensated for by the other efficiencies derived from the partnership. Monthly performance reports are circulated to management to highlight any major areas of concern to enable necessary action.

**Gravesham Borough Council  
Corporate Register of Partnerships – October 2015**

<b>Performance monitoring arrangements and details of formal review of partnership arrangements.</b>	A Partnership Agreement is in place to set the parameters for the joint-management arrangement and performance monitoring is completed by the Assistant Director Finance. The Partnership is subject to on-going review by the relevant directors at each authority.		
<b>Date Partnership Created / Approved by Cabinet</b>	1 September 2014	<b>Date Partnership Terminates (if applicable)</b>	N/A

Significant partnership

Other partnership



**Classification:** Part 1 – Public

**Key Decision:** No

### **Gravesham Borough Council**

**Report to:** Performance and Administration Committee

**Date:** 4 February 2016

**Reporting officer:** Stuart Bobby – Director (Corporate Services)

**Subject:** Performance Update – Quarter Three 2015-16  
(October 2015 to December 2016)

#### **Purpose and summary of report:**

To present Members of the Performance and Administration Committee with an update against the performance measures and performance indicators relating to the committee portfolio as set out within the council's Corporate Plan 2015-19 for quarter three of 2015-16 (October to December).

#### **Recommendations:**




This report is for information purposes only.

## **1. Introduction**

- 1.1 In October 2015 the council formally adopted its new Corporate Plan for 2015-19. The plan sets out the council's vision for the borough, complete with a suite of corporate objectives and policy commitments that will shape the council's activities over the four year period.
- 1.2 In order to evaluate if the council is effectively achieving against its stated policy commitments, and is ultimately delivering consistently high quality services, the council needs to have a sound performance management process in place. Developed by senior council officers and Cabinet portfolio holders, the council's Corporate Plan presents a new Performance Management Framework (PMF) that will form the basis of reporting corporate performance to council Members and residents.

## 2. Performance Management Process

- 2.1 The effective management of the council relies upon good quality and timely performance information on which to base informed decisions. The council's PMF presents a range of performance information which includes;
- Performance Measures (PM): These are target-based measures identified and established specifically for being essential to the delivery of the Corporate Plan's key objectives e.g. waste recycling rates.
  - Performance Indicators (PI): These represent important contextual performance information related to the Corporate Plan's key objectives. PI's are not target based as the council, whilst having influence over their delivery, does not directly control their outcomes e.g. crime statistics.
- 2.2 Appendix Two to this report provides Members with an overview of the council's performance against the Performance and Administration portfolio for Quarter Three 2015-16, covering the period October to December 2015.
- 2.3 Statistical information on performance over the period is presented in tabular form for all indicators and graphically for Performance Measures. The tables also provide 'direction of travel' arrows to give Members an indication of progress made against the previous reporting period i.e. green arrows representing an improvement in performance on the last quarter. A key outlining the definitions of the 'direction of travel' arrows used in Appendix Two is provided below:

	Performance has improved on the previous reported period.
	Performance has stayed the same on the previous reported period.
	Performance has fallen on the previous reported period

- 2.4 For future reference, equivalent performance reports will be presented to Members of the Committee on a quarterly basis.
- 2.5 This report is for information purposes only.

## 3. BACKGROUND PAPERS

- 3.1 There are no background papers pertaining to this report.

IMPLICATIONS		APPENDIX 1	
<b>Legal</b>	The council's Corporate Plan is an integral part of the authority's policy framework as defined by the Constitution. The new Plan will ensure the council has in place an effective framework to delivery its responsibilities and delivers better results for vulnerable local residents, with the assistance of relevant partner agencies.		
<b>Finance and Value for Money</b>	There are no significant costs associated with the development of the council's new Corporate Plan from which future council activities should be based and which therefore should be accounted for as part of on-going financial planning processes.		
<b>Risk Assessment</b>	Implementation of a performance management framework allows the council to evidence how successful it is in achieving against its stated objectives, and for residents it provides genuine accountability in how successfully the council is administering its resources.		
<b>Equality Impact Assessment</b>	<b>Screening for Equality Impacts</b>		
	<b>Question</b>	<b>Answer</b>	<b>Explanation</b>
	a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No	N/A
	b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	No	
	c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?	N/A	
<i>In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above</i>			
<b>Corporate Plan</b>	The council's adopted Corporate Plan sets the strategic vision and objectives for the authority over the 2015-19 period. All future committee reports will be presented in consideration of the new Corporate Plan.		
<b>Crime and Disorder</b>	Community safety is an integral theme of new Corporate Plan and work by the council in this area, alongside its key partners, will go towards delivering corporate objective 1: 'a Safer Gravesham'.		





## Performance Report



- Quarter 3 (October to December) 2015-16

**4. Sound and self-sufficient council - a well-run and innovative council supporting its staff to realise commercial opportunities whilst transforming its services to deliver at the best possible value for money**

Quarterly Update on Performance
<p><b>1. Underpin all council activity with sound governance and internal control measures minimising the opportunities for fraud and corruption.</b></p> <p>Internal Audit</p> <ul style="list-style-type: none"> <li>• The team are focussing on the assurance work on the agreed Internal Audit Plan for 2015-16 in risk priority order. For a number of reasons the team are forecast to deliver less audit days than planned in the 2015-16 financial year and as a result will present a revised plan to the Finance &amp; Audit Committee (F&amp;A) at their meeting on 9 March.</li> <li>• An update on the team's performance measures is calculated at half year and end of year; the last update to the full set of indicators was presented to F&amp;A on 18 November:  <a href="http://web.gravesham.gov.uk/democracy/documents/s29470/6.%20Half%20Year%20Internal%20Audit%20Report%202015-16%20-%20Appendix%206%20-%20Internal%20Audit%20Performance.pdf">http://web.gravesham.gov.uk/democracy/documents/s29470/6.%20Half%20Year%20Internal%20Audit%20Report%202015-16%20-%20Appendix%206%20-%20Internal%20Audit%20Performance.pdf</a></li> <li>• The performance indicator relating to the follow up of agreed recommendations is monitored on a quarterly basis and reported to Management Team and Members as part of the new Performance Reporting arrangements. As at the end of Q3 2015-16, 89% of recommendations had been implemented by their agreed target in the year to date. Internal Audit has arrangements in place to escalate outstanding recommendations through quarterly reports to Management Team and ultimately through reporting to F&amp;A. When the current monitoring arrangements were introduced performance was at 62% and is frequently in the high 90s; there are three recommendations which are awaiting the completion of other work-streams before they can be implemented and this is causing the dip in performance reported.</li> </ul> <p>Fraud As at the end of Q3 the team had recorded the following:</p> <ul style="list-style-type: none"> <li>• Referrals received – 1785 (498 accepted, 1287 rejected)</li> <li>• Completed investigations – 665 (compares favourably to 2015-16 full year of 630)</li> <li>• HB payments reduced by £6,793.24 per week = annual saving of £353,248.48.</li> <li>• CTR awards cut by £923.44 per week = annual saving of £48,018.88.</li> <li>• £23,683.99 extra council tax income due to removal of SPDs no longer entitled for.</li> <li>• HB/CTB overpayments generated of £504,326.39</li> <li>• Excess CTR awards £58,435.59 and additional CTAX (historic from SPD removal) £47,878.33 = total of £106,313.72</li> <li>• 63 people have been issued with civil penalties totalling £3,540</li> <li>• 17 people have received cautions for offences (9 HB, 6 HB&amp;CTR, 2 Housing)</li> <li>• 13 people accepted Adpens (8 HB and 5 CTR) totalling £12,917.65</li> <li>• 6 people convicted for HB fraud</li> <li>• 4 properties recovered</li> <li>• 2 Right to Buy purchases stopped</li> <li>• 162 people removed from the Housing Register.</li> </ul>
<p><b>Actions for Improvement</b></p> <p>0</p>

Performance indicators

PI 41 Percentage of internal audit recommendations implemented

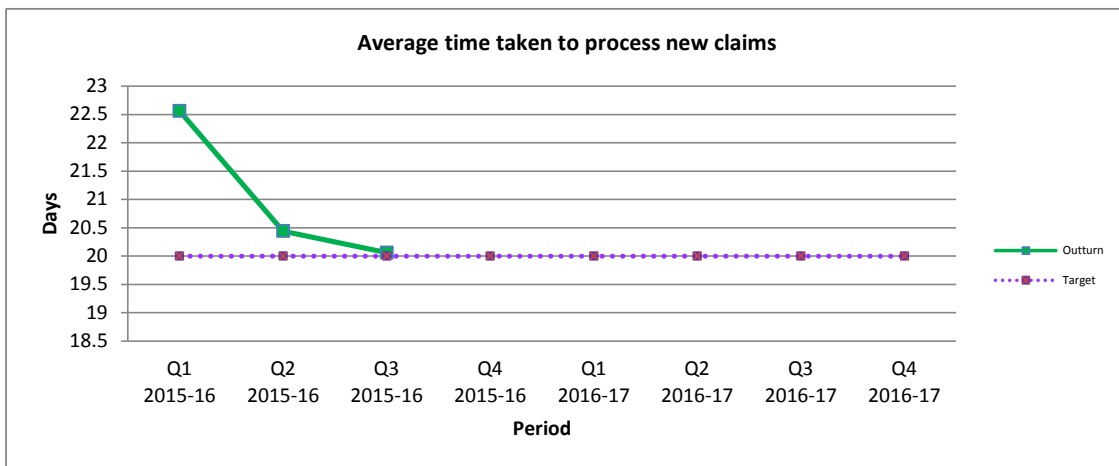
	Q1 2015-16	Q2 2015-16	Q3 2015-16	Q4 2015-16	Q1 2016-17	Q2 2016-17	Q3 2016-17	Q4 2016-17
Outturn	50.00%	79.00%	89.00%					
Direction of Travel	N/A							

Quarterly Update on Performance
<p>2. Quality frontline services delivered on time and to the right people.</p>
<p>PM 11 Average time taken to process Housing Benefit new claims is on target at 20 days. Historically the average time for processing new claims is high in the first quarter as this is when the annual bills and benefit letters are issued and the amount of correspondence that we receive is higher than normal. We then recover performance in the following quarters to achieve our target. We do try and prioritise new claims to ensure to keep them on target</p> <p>Average time taken to process Housing Benefit change of circumstances is 5 days and therefore exceeding the target of 7 days. However the direction of travel is not positive because changes have become more complex and time consuming since Real Time Information (RTI) has been introduced. Staff spend more time on dealing with the RTI cases which means there is less time free to work on day to day workload. Also as the cases are more complex it means we are having to write out for more information and have to wait for the customer to respond and provide the relevant documentation.</p>
Actions for Improvement
<p>0</p>

**Key performance measures**

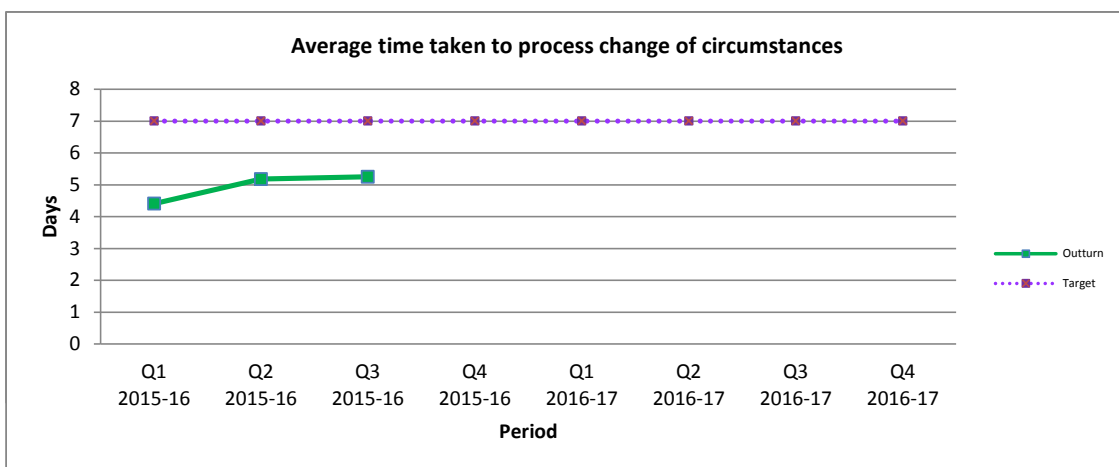
**PM 11** Average time taken to process Housing Benefit / Council Tax new claims (days)

	Q1 2015-16	Q2 2015-16	Q3 2015-16	Q4 2015-16	Q1 2016-17	Q2 2016-17	Q3 2016-17	Q4 2016-17
<b>Outturn</b>	22.56	20.44	20.06					
<b>Target</b>	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00
<b>Direction of Travel</b>	N/A	↑	↑					



**PM 12** Average time taken to process Housing Benefit / Council Tax change of circumstances (days)

	Q1 2015-16	Q2 2015-16	Q3 2015-16	Q4 2015-16	Q1 2016-17	Q2 2016-17	Q3 2016-17	Q4 2016-17
<b>Outturn</b>	4.41	5.18	5.25					
<b>Target</b>	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00
<b>Direction of Travel</b>	N/A	↓	↓					

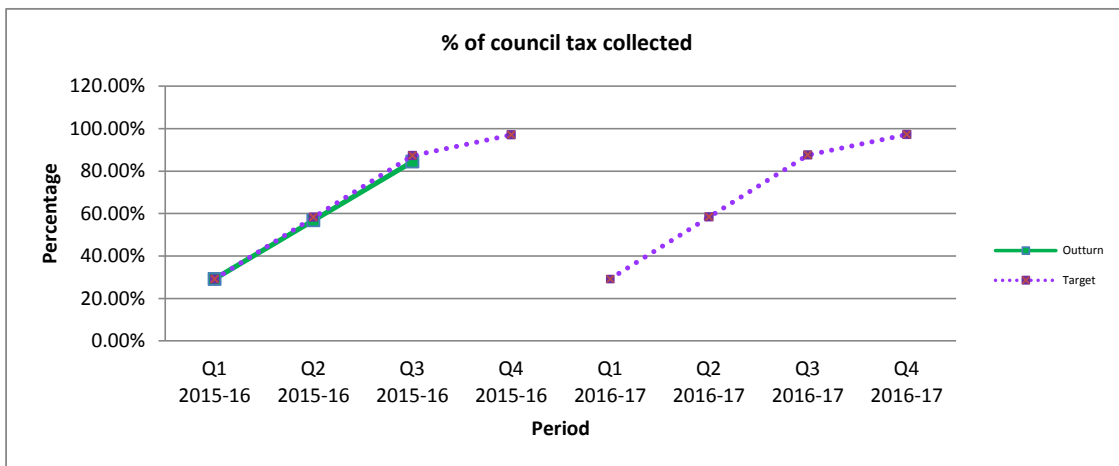


<b>Quarterly Update on Performance</b>
<p><b>3. Work to maximise income collection through the robust management and recovery of debts owed to the council.</b></p>
<p>The % Council Tax collected is 84.40% which is below the target of 87.30% but above the percentage of 84.29% collected at this point in 2014/15. Collection fluctuates on a monthly basis and with the introduction of 12 monthly instalments we are confident that we can achieve our end of year target.</p> <p>The % of NNDR collected is 83.43% which is below our target of 88.65% but above the percentage of 81.68% collected at this point in 2014/15. Similarly to Council Tax this can fluctuate and is influenced by the introduction of 12 monthly instalments.</p>
<b>Actions for Improvement</b>
<p>Recovery action will continue through to the end of March to ensure we collect the maximum possible. Instalment payments are now extended to 12 months therefore this will also affect % rates achieved.</p>

**Key performance measures**

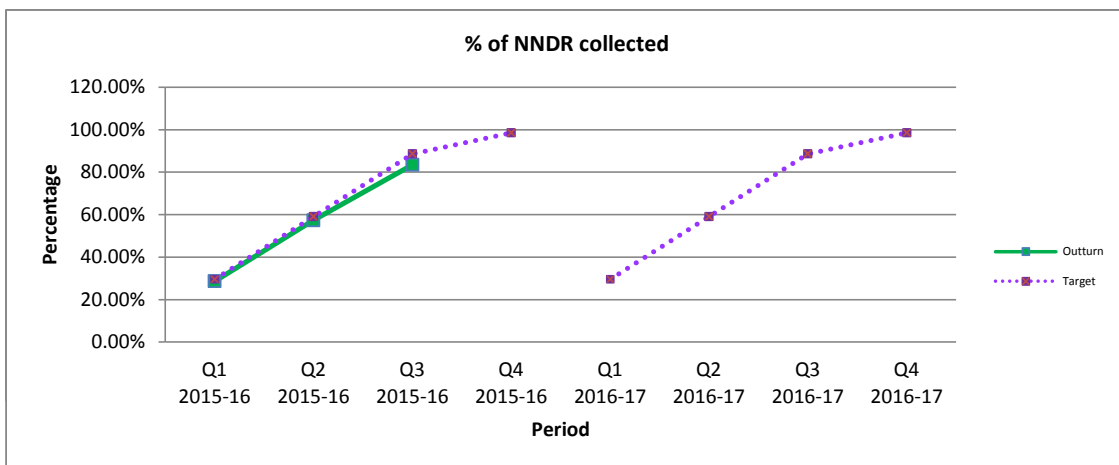
**PM 9** Percentage of council tax collected

	Q1 2015-16	Q2 2015-16	Q3 2015-16	Q4 2015-16	Q1 2016-17	Q2 2016-17	Q3 2016-17	Q4 2016-17
<b>Outturn</b>	29.16%	56.78%	84.40%					
<b>Target</b>	29.10%	58.20%	87.30%	97.00%	29.18%	58.35%	87.53%	97.25%
<b>Direction of Travel</b>	N/A	↓	↔					





**PM 10** Percentage of NNDR collected

	Q1 2015-16	Q2 2015-16	Q3 2015-16	Q4 2015-16	Q1 2016-17	Q2 2016-17	Q3 2016-17	Q4 2016-17
<b>Outturn</b>	28.63%	57.32%	83.43%					
<b>Target</b>	29.55%	59.10%	88.65%	98.50%	29.55%	59.10%	88.65%	98.50%
<b>Direction of Travel</b>	N/A	↑	↓					





**Performance indicators**

**PI 42** Total amount of housing benefit overpayments raised

	Q1 2015-16	Q2 2015-16	Q3 2015-16	Q4 2015-16	Q1 2016-17	Q2 2016-17	Q3 2016-17	Q4 2016-17
<b>Outturn</b>	387,743	1,006,130	470,107					
<b>Direction of Travel</b>	N/A							

**PI 43** Amount of Housing benefit overpayments received as a percentage of total debt.



	Q1 2015-16	Q2 2015-16	Q3 2015-16	Q4 2015-16	Q1 2016-17	Q2 2016-17	Q3 2016-17	Q4 2016-17
<b>Outturn</b>	271,967	302,594	303,689					
<b>Direction of Travel</b>	N/A							

Quarterly Update on Performance
<p><b>4. Implement genuine channel shift through an enhanced IT infrastructure, enabling customers to access key services online, anytime, anywhere.</b></p> <p>Live Chat - Live Chat has been fully adopted in the Customer Contact Centre after a successful three month trial period started in August 2015. We've had a total of 2672 since launch (an average of 668 chats per month)</p> <p>Council Tax and Rent Balances Online - Customers can now check their Council Tax and Rent balances online including the last five payments made to their account. These two features went live in October 2015. A total of 1858 customers have checked their Council Tax balance and 1963 have checked their Rent balance since launch.</p> <p>Digital Newsletter - The digital newsletter was created in the summer of 2015 to advertise the council's online digital offering and other important news. The first issue went out to 500 subscribers in July and now has 1160 subscribers having seen a sign up form implemented to each page of the website.</p> <p>Christmas in Gravesend Website - Developed by the Digital Team to promote the council's Christmas Everyday programme, the website went live in November 2015 and received 6894 page views in two months.</p> <p>Intranet - The council's new Intranet was soft launched in September 2015 to help staff find information relating to their job, view policy documents, download forms, book meeting rooms and have quick access to council systems. The Intranet has received many positive comments from staff saying how easy it is to use.</p> <p>Garden Waste and Bulky Waste Booking Systems - In September 2015, customers have been able to book and pay for a garden waste bin or book a bulky collection online. Customer Services have been actively promoting the online service instead of taking the booking over the phone. Since launch, the split of self service bookings vs. bookings made by the CCC for Garden Waste are 84% online and 87% online for bulky bookings.</p> <p>Face to face Services - Changes are being made with Customer Service Officers moving to more of an 'assisted' service. A self-help pc has been set up at the meet &amp; greet desk and, where services can be delivered online, customers are encouraged to do so. With the location of the pc being so close to officers, this means that customers have the confidence of being assisted when required. If the customer has a more complex enquiry then they are still seen by a Customer Service officer who can assist them, but focus is placed on ensuring that customers that are able to self-serve do so, in order that resources can be directed to those who need support.</p> <p>PI47 – The number of customer services assisted self-serve transactions - This is a new indicator and therefore no figures are available for this quarter. Reporting will commence from Quarter 4.</p>
<p><b>Actions for Improvement</b></p> <p>0</p>



**Performance indicators**

**PI 48** Percentage of council tax accounts signed up for e-billing

	Q1 2015-16	Q2 2015-16	Q3 2015-16	Q4 2015-16	Q1 2016-17	Q2 2016-17	Q3 2016-17	Q4 2016-17
<b>Outturn</b>	0.80%	0.90%	0.70%					
<b>Direction of Travel</b>	N/A							

<b>Quarterly Update on Performance</b>
<p>5. Deliver on opportunities for the sharing and selling of council services.</p>
<p>Work to implement the new Internal Audit &amp; Counter Fraud Shared Service with Medway Council is on-going – progress is in line with the timetable so we will be launching the new service on 1 April as planned:</p> <ul style="list-style-type: none"> <li>• Gravesham formally delegated authority for the delivery of its audit and fraud functions to Medway on 7 September 2015, with Medway formally accepting this on 24 November (both respective Cabinet meetings).</li> <li>• A formal Shared Service Agreement was signed on behalf of both councils on 30 November 2015; this agreement sets out the legal basis for the service and includes schedules detailing the services to be provided, performance measurement arrangements and the financial contributions to be made to Medway by Gravesham in respect of these services.</li> <li>• Gravesham’s audit &amp; fraud staff transferred under TUPE regulations to Medway Council’s employment on 1 December. The cost of Gravesham’s staff will continue to be met by Gravesham until 1 April 2016 when the cost of the new team will be split between the councils on a proportionate basis, as set out in the Shared Service Agreement. The consultation process for the necessary restructure closes on 13 January and following this the new structure will be appointed to.</li> <li>• Given the complexity of the ICT solutions required to enable a fully shared service to operate in both councils, the project group engaged an IT Consultant (with Gravesham contributing proportionately to the cost) to work with both councils to design and implement the required hardware and software. The two councils have established a secure link for data via the Kent Public Service Network (KPSN) enabling staff in the Shared Service to access the networks of both councils from either site. Laptops will be provided to staff to enable them to be fully mobile to drive flexibility and efficiency in the service, with banks of flexible desks being made available at both sites to ensure the team retains a high profile at both councils.</li> <li>• From 1 February the council will cease the investigation of Housing Benefit Fraud and all new referrals will be re-directed to the DWP SFIS. The team will then prepare the files to transfer to the DWP in advance of any staff transferring on 1 March.</li> </ul> <p>Opportunities for further sharing of services continue to be explored and will be reported to Members as appropriate.</p>
<b>Actions for Improvement</b>
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<b>Quarterly Update on Performance</b>
<p><b>6.</b> Continuously review and adapt how we deliver our services to achieve financial efficiencies and improved performance.</p>
<p>As part of the council's new Corporate Plan (2015-19) a new Performance Management Framework (PMF) has been established to evaluate if the council is effectively achieving against its stated policy commitments, and is ultimately delivering consistently high quality services.</p> <p>As such, since the Corporate Plan was adopted by Full Council in October 2015, the focus of the Corporate Performance team has been to finalise the performance reporting process; both in terms of creating a new in-house reporting tool, generating a small saving to the council in ending the previous reporting tool contract, and also in terms of arranging the reporting process.</p> <p>Quarterly reporting will take place along the following brief:</p> <ul style="list-style-type: none"> <li>• Cabinet will receive a headline report which contains outturns for all performance information relating to the corporate plan. This will be a stats-based report with the Directors available at Cabinet meetings to field any queries. The report will be split across the four corporate objectives and itemised to reflect the responsible portfolios.</li> <li>• Following the report to Cabinet, each Cabinet Committee will receive their specific elements of the report, complete with supporting contextual information to enable discussion at a Committee level. These will be treated as 'information-only' papers.</li> </ul> <p>Within the Corporate Services Directorate, a Corporate Change Manager post has been created. The purpose of this position is to:</p> <ul style="list-style-type: none"> <li>• Lead and co-ordinate change management across the council and lead, direct and provide guidance of associated project teams in delivering the programme</li> <li>• Manage the implementation of a programme of Business Reviews through to successful implementation, with the aim of achieving service efficiencies whilst maintaining/improving customer satisfaction.</li> </ul> <p>The creation of this post will help to drive forward the council's efficiency agenda in working to deliver financial savings and service improvements across the council.</p> <p>The Overview Scrutiny Committee have commenced two topic reviews in the areas of Housing Repairs and Planning Applications, supported by the Corporate Change Manager and the Committee Service Officer (Scrutiny). The reviews are in an early stage but will aim to draw out service efficiencies and financial savings in the services where applicable.</p>
<b>Actions for Improvement</b>
<p>The role of the Corporate Change Manager is fairly new and as such, all project work is at an early stage so it is not possible to report on specific achievement and outcomes at this stage. It is intended that the project/review work will proceed further in the coming months and as such, future updates will provide more detailed information on the work currently underway.</p>

