

**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.

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## 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>	The administration costs of providing a Benefits Investigation team is funded via the Benefit Administration Subsidy received by Gravesham Borough Council from the DWP. GBC provide DWP officers with desk space and car parking. The council has access to DWP resources such as surveillance equipment, transcribing services, legal services and interviewing equipment.		
<b>Partnership membership</b>	Department for Works and Pensions, Gravesham Borough Council, Medway Council and Swale Borough Council.		
<b>Governance arrangements</b>	A formal partnership agreement is in place which details the conception and administration of the partnership along with the exit strategy of the partners. <b>Steering Group</b> – overall decision-making powers and the monitoring function of the partnership. <b>Project Group</b> – responsible for progressing the partnership and the operational management of the partnership.		
<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