

## APPENDIX E – EXTERNAL ARRANGEMENTS

### 1 PARTNERSHIPS

#### 1.1 Background

Partnership working is becoming ever more central to effective modern local government. They play a key role in delivering community strategies and in helping to promote and improve the well-being of the area. The Council is already working in partnership with others - public agencies, private companies, community groups and voluntary organisations. Its role is to bring together the contributions of the various stakeholders to deliver a shared approach to service delivery based on the requirements of the residents of the District. A range of issues need to be addressed to ensure that the Council has a consistent and rigorous approach to partnership working. There need to be clear processes and procedures to respond to the complexity of partnerships and their increasing importance in enabling the Council to deliver services efficiently, effectively and with propriety, in addition to fulfilling the Council's leadership role.

#### Defining a Partnership

The word "partnership" is used with increasing frequency in both the public and private sector and can mean many different things to different people. To make partnerships work effectively, they need to be differentiated from other joint arrangements such as funding regimes, contracts and informal relationships or networks.

A partnership has:

- an agreed framework for jointly delivering common goals
- shared risks and resources
- identified added value and measurable impact
- shared accountability for outcomes

#### Creation of Partnership

The creation of any new formal partnership must be approved by the Cabinet Executive (or, if constitutionally required, by the Council) or as delegated.

#### Local Guidance

Regard should be had, as appropriate, to local guidance set out in Partnership Toolkits.

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Particular regard should be given to:

- probity and risk
- the status of the accountable body
- seeking timely legal advice, where necessary

### Key Controls

- 1.2 The key controls for partnerships are:
- (a) to be aware of the legal implications of entering into partnerships.
  - (b) to be aware of responsibilities under the Council's Financial Regulations and Standing Orders Relating to Contracts.
  - (c) to ensure that risk management processes are in place to identify and assess all known risks.
  - (d) to ensure that project appraisal processes are in place to assess the viability of any projects in terms of resources, staffing and expertise.
  - (e) to agree and accept formally the roles and responsibilities of each of the partners involved any project before the project commences.
  - (f) to communicate regularly with other partners throughout the project so that problems can be identified and shared to achieve their successful resolution.

### Responsibilities of the Section 151 Officer

- 1.3 To advise on controls that will ensure that resources are utilised effectively.
- 1.4 To advise on the key elements of funding projects, including:
- (a) a scheme appraisal for financial viability in both the current and future years.
  - (b) risk appraisal and management..
  - (c) resourcing, including taxation issues where relevant.
  - (d) audit, security and control requirements.
  - (e) carry-forward arrangements.
- 1.5 To ensure that the accounting arrangements are satisfactory.

### Responsibilities of Group Managers and Strategic Managers

- 1.6 To ensure that, before entering into agreements with external bodies, a risk management appraisal has been prepared and submitted to the Section 151 Officer.
- 1.7 To ensure that such agreements and arrangements do not impact adversely upon the services provided by the Council
- 1.8 To ensure that all agreements and arrangements are properly documented.

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- 1.9 To provide appropriate information to the Section 151 Officer as required to enable a note to be entered into the Council's Statement of Accounts concerning material items.

Responsibilities of the Democratic Services, Scrutiny and Governance Manager

- 1.10 To maintain a register of all agreements entered into with external bodies.

## **2 EXTERNAL FUNDING**

Key Controls

- 2.1 The key controls for external funding are:
- (a) to ensure that key conditions of funding and any statutory requirements are complied with and that the responsibilities of the accountable body are clearly understood.
  - (b) to ensure that funds are acquired only to meet the priorities approved in the policy framework by the full Council.
  - (c) to ensure that any match-funding requirements are given due consideration prior to entering into long-term agreements and that future revenue budgets reflect these requirements.

Responsibilities of the Section 151 Officer

- 2.2 To ensure that all funding notified by external bodies is received and properly recorded in the Council's accounts.
- 2.3 To ensure that the match-funding requirements are considered prior to entering into the agreement and that future revenue budgets reflect these requirements.
- 2.4 To ensure that audit requirements are met.

Responsibilities of Group Managers and Strategic Managers

- 2.5 To ensure that all claims for funds are made by the due date.
- 2.6 To ensure that any projects progress in accordance with the agreed project timetable and that all expenditure is properly incurred and recorded.

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### **3 WORK FOR THIRD PARTIES**

#### Key Controls

- 3.1 The key controls for working with third parties are:
- (a) to ensure that proposals are costed properly in accordance with guidance provided by the Section 151 Officer.
  - (b) to ensure that contracts are drawn up using any guidance provided by Democratic Services, Scrutiny and Governance Manager and that the formal approvals process is adhered to.

#### Responsibilities of the Section 151 Officer

- 3.2 To issue guidance with regard to the financial aspects of third party contracts and the maintenance of the contract register.

#### Responsibilities of Group Managers and Strategic Managers

- 3.3 To ensure that the approval of the Cabinet Executive is obtained before any negotiations are concluded to work for third parties.
- 3.4 To maintain a register of all contracts entered into with third parties in accordance with procedures specified by the Section 151 Officer.
- 3.5 To ensure that appropriate insurance arrangements are made.
- 3.6 To ensure that the Council is not put at risk from any bad debts.
- 3.7 To ensure that no contract is subsidised by the Council.
- 3.8 To ensure that, wherever possible, payment is received in advance of the delivery of the service.
- 3.9 To ensure that the service has the appropriate expertise to undertake the contract.
- 3.10 To ensure that such contracts do not impact adversely upon the services provided for the Council.
- 3.11 To ensure that all contracts are properly documented.
- 3.12 To provide appropriate information to the Section 151 Officer to enable a note to be entered into the Council's Statement of Accounts.