

Appendix 1 – Service break down of shared services in which the Council is involved

CENTRAL SERVICES

1. Property Services

City Property Group

The City Property Group identifies joint working opportunities making the best shared use of public sector estates and to look at shared delivery outcomes, services and processes. Progress to date includes:

- An agreement for the council to host a joint mapping exercise to list the buildings owned or occupied by partners in the City together with any vacant space as a means of identify potential shared accommodation opportunities. BHCC leads this and has published a map and list of assets of all public sector organisations across the City on our website.¹
- Supporting the Government Property Unit (GPU formerly GOSE) in identifying potential office space in the City as they look to vacate some of the existing leased property.
- Sharing our learning and experience on our Workstyles accommodation project by presenting the principles, updates and offering advice.
- Exploring the possibility of sharing meeting rooms across our estates.
- Exploring the possibly of joint procurement exercises within the City.

Workstyles with Sussex Police

Sussex Police will be sharing the space at the new Hove Town Hall Customer Service Centre and will be hot-desking from the back office, which will be jointly branded with the council. The police will operate a public service that is currently provided from Holland Road Police Station.

Asset Management SE7 Workstream

Property is on the Asset Management Workstream sharing current asset management initiatives in respective councils (mainly on the themes of accommodation projects, mapping assets with partners and service led property reviews).

The group are currently working on

- Cluster arrangement between authorities (possibly of shared service delivery, e.g. estates services, valuations, etc...)
- Capital and Assets / One Public Sector Estate opportunities (learning from the counties, most of who are stage 1 of stage 2 pathfinders)
- Joint Asset Management System (i.e. Atrium)
- Joint procurement arrangements (opportunities for further joint tendering – relates to services [e.g. valuation services] rather than construction works which are covered by IESE)
- Benchmarking of property performance and services

¹ <http://www.brighton-hove.gov.uk/index.cfm?request=b1145624>

2. City Intelligence Group

The City Intelligence Group co-ordinates and delivers partnership intelligence and outcome measurement activities on behalf of Brighton & Hove strategic Partnership. The City Intelligence Group was mandated by the Public Service Board to prepare and manage the City Performance Plan and to manage the performance of thematic partnerships.

3. Analysis & Intelligence Network

The Analysis & Intelligence Network helps to ensure that data, intelligence and relevant performance information are shared effectively between different organisations and partnerships. This allows organisations to develop a rounded view of the areas of strength and those that require improvement across the City.

The purpose of the network is to:

- Facilitate effective communication between members
- Ease the process of finding the person that holds the data/information that you may need
- Maintaining a directory of analysts/researchers/performance specialists across the City
- Facilitating skills exchanges between members across the City

4. Legal and Democratic Services

Services to Combined Fire Authority

Legal advice to East Sussex Fire & Rescue has been provided under contract since 2002 instead of the Fire Authority establishing its own in-house legal team or using private sector solicitors. The contract covers monitoring officer services for which an annual fee is paid. Other work, such as employment, contract, property law, litigation and prosecutions are charged on an hourly basis. This saves the Fire Authority money and is a useful source of income for the Council's Legal Team..

ESSAS Collaboration

The East Sussex Solicitors and Secretaries (ASSAS) Group of local authorities comprises BHCC, East Sussex County Council, Lewis DC, Hastings LBC, Eastbourne LBC, Rother, and Wealden. It's focus is to develop ways of working closer together, build resilience, share information and discuss common legal issues. So far it has;

- Agreed a rate for work between partner authorities e.g. property and contract work so that authorities can do work for each other on the basis of pre-agreed fee.
- Jointly procured legal research i.e. Westlaw and PLC
- Have arranged joint training sessions to save on continued professional development costs

Sussex Framework Agreement

We have developed a framework agreement jointly with all County and district authorities in East and West Sussex. The a Sussex Wide Legal Service Framework agreement is a large procurement exercise where solicitor and counsel apply to be on an approved list of suppliers and are appointed on level of skill, quality, expertise, and price. The list of approved suppliers can then be used at agreed rate. This took over a year to develop and will run for up to 7 years. This is in effect a joint procurement of legal services and has generated significant savings for all authorities taking part in the scheme.

Court Courier Service

We have developed a joint courier service with ESCC whereby BHCC collect and deliver Court bundles to the courts in Brighton. This has enabled both authorities to make savings.

Schools

We provide legal advice and representation to all local authority maintained schools in the City. They are free to make their arrangements, but the current set up gives them access to expert legal support at a reasonable rate and helps supplement the budget of the in-house legal team.

Other Local Authority/Charities/Trusts

In the past year legal services have provided advice and assistance to Tonbridge Wells District Council, the Music Trust, Gorham's Gift and other organisations.

Democratic Services

Negotiations are advanced with regard to providing committee support to the NHS Foundation Trust

Overview & Scrutiny

The Council's Overview & Scrutiny Team provides secretarial, organisational and policy support to the Older People's Council on the basis of an agreement. His gives the OPC support at a reasonable price and helps to contribute to the budget of the Team.

5. Human Resources

Have a contract with Midland for the delivery of our personnel and payroll system and currently also provide payroll services to South Downs National Park and the Brighton Citizens Advice Bureau.

Have recently procured a new OH service with a private sector company Team Prevent, moving from the shared service we had with ESCC as TP provided better value for money

Secured a 100% buy back from Brighton & Hove schools service for HR & payroll services and also have secured contracts for service provision with the new Bilingual free school and Portslade Aldridge Community Academy

A comprehensive social care training programme is offered to the voluntary and third sector in adults and children's services.

6. Communications

The communications team currently provides a range of marketing communications services to a number of external partners which includes:

- Sussex Community NHS Trust
- Shoreham Harbour Regeneration
- Lewes District Council.

Discussions are also well progressed with other key partners in the region with a view to extending the number of shared services agreements.

7. Finance

South Downs National Park Authority

The Director of Finance, the Finance Unit and HR provide full financial support to South Downs National Park Authority through a 3 year contract (with a possible 2 year extension) generating revenue of £0.300 million per annum. This support includes the following services: S151 Officer and Deputy, Internal Audit, risk management, insurance, payroll and pensions, treasury management, creditor payments and income, banking and VAT, financial management and statutory accounts.

S75

Financial support is provided to S75 arrangements with health partners including provision of detailed budget monitoring and forecasting information, payment of suppliers, collection of income and budget planning support including demographic/trend analysis. Support in delivering against Financial Recovery Plans and collection of evidence on improvement and the monitoring of risk registers is also provided. The partners have chosen not to formalise these shared arrangements under the terms of the S75 arrangements but have agreed to practicable working arrangements depending on which partner is the 'host' or lead partner under the respective arrangements i.e. generally, where the council is the host, council support services provide the majority of the support to the arrangements.

Public Health

Responsibility for Public Health will transfer to the Local Authority from Health from April 2013. During the transition period (this financial year) it has been important to work with health colleagues to extract the costs of public health services within health and to analyse the costs of contracts held by public health (for health). An induction process has been developed to train the public health staff in budget management and to use the local authority payment processes. Some services,

including public health intelligence will be based at the CCG and supported by a Memorandum of Understanding and will involve the provision of shared services.

Community Safety

Financial support to the partnership board with the police, monitoring of joint grant funding.

8. ICT

ICT are also engaged in a number of joint working/shared services initiatives:

Southeast 7 (SE7)

BHCC sponsors the ICT workstream of the SE7 initiative, a collaboration of SE7 Chief Information Officers (CIOs) from Hampshire CC, Surrey CC, Medway, Kent CC, West and East Sussex County Councils. SE7 CIOs are working collectively to deliver savings against their own direct expenditure while maintaining sufficient skills and capacity to enable savings to be delivered by the rest of their organisation through the effective use of technology. Financial savings have also been identified from joint working and collaborative procurement. The group also bring collective influence on Central Government policy issues relating to technology and by providing access to additional resources where they don't exist in individual organisations. Specifically the group have made savings through joint procurement of technology services and the joint planning and procurement of Public Sector Networks (PSN) to create a logical 'network of networks' to enable shared business services. CIOs are also looking at sharing commodity IT resources such as Service Desks, Data Centres and IT systems and at ways of sharing ICT infrastructure to enable wider public sector transformation. BHCC are also engaged with individual organisations within SE7 including Medway, Kent and ESCC to further develop specific opportunities for joined up working.

Sussex LINK Partnership

The LINK partnership is a consortium made up of ICT stakeholders including BHCC, East Sussex CC, East Sussex district and borough councils, Sussex Police, East Sussex Fire & Rescue, NHS, Brighton and Sussex Universities with participation from further education, the voluntary sector and schools. Emanating from SE7 discussions, the LINK was initially formed from an opportunity for BHCC and ESCC to jointly procure a Public Services Network (PSN) to deliver cheaper, secure connections to each organisation, replacing various legacy networks held by each stakeholder. The LINK has now formed into cross-sector intelligent client functions covering all of the public sector in Sussex. In the future, it is expected there will be additional benefits such as shared applications and has created a platform for shared services and processes allowing the public sector to join up and reduce costs. The LINK client function has worked closely with all stakeholders to further develop a common set of organisational objectives and drivers and map a common set of enables underpinned by ICT with the aim to develop a common LINK ICT Strategy.

Brighton & Hove Public Service Board (PSB)

ICT have been mandated by PSB to maximise the opportunities for support service partnerships to reduce overall costs, improve customer service and support

commissioning activity. Our aim is to create and improve shared support services and access to them from within the city and to strengthen relationships with partner organisations to promote best practice when undertaking shared working. A report regarding the opportunities and next steps for shared working has been tabled for PSB December meeting.

Joint working with East Sussex County Council

Outside of the SE7 and LINK partnerships BHCC ICT are working closely with ESCC ICT department to plan a shared approach to delivering against a common set of needs. We already collaborate on some services such as Web Development and Network design and there is scope to develop this into a wider shared service arrangement. Work is continuing to explore sharing resources, IT functions (i.e systems support) and IT infrastructure to reduce direct costs and duplication of processes.

9. COMMUNITY SAFETY

A police and council integrated Team which reduces the risk and vulnerability of individuals and communities who experience anti- social behaviour and hate crime. Police Officers and PCSO's are seconded into the Team, together with a dedicated solicitor and caseworkers. This new Delivery Team has initiated new information management systems which enable intelligence sharing and analysis of police data and community intelligence. The joint tasking of police officers and caseworkers is producing more effective outcomes in terms of reducing crimes and incidents.

Joint commissioning and management of a Sexual Assault Referral Centre for Sussex and local Independent Sexual Violence Advice and counselling services for victims of rape and serious sexual offences. This initiative is a partnership between Brighton &Hove, East and West Sussex local authorities, public health bodies, the police, Survivors Network and the Women's Centre

Integrated Offender Management as the means through which we fulfil our statutory duty to reduce re-offending, targets the resources of police, probation and local authority and health care services towards the most prolific offenders. For women, the Women's Centre leads a partnership of women's services in the city to provide an integrated package of services to women prior to and on release from Bronzefield prison. Probation and community safety services work alongside this partnership and provide financial support to supplement that provided by the Ministry of Justice

Operation Reduction is a police led initiative which combines covert operations, intelligence gathering and arrest operations to bring drug dealing offenders to justice. Besides providing financial support, the community safety team also jointly commissions Crime Reduction Initiatives to provide outreach staff who work alongside police officers, accessing lower level offenders and users into treatment and diverting them from the criminal justice system

Providing independent, community based services alongside police and criminal justice services is essential to secure the safety of women and families and to increase the rates of arrest, charge, prosecution and conviction. The community safety team commissions RISE to deliver helpline, outreach and refuge services as

well as Independent Domestic Violence Advisors who work alongside the victim and the police to assess and reduce risk and to support women through the legal and court processes. Multi Agency Risk Assessment meetings are held fortnightly and it is through these and integrated working, that the 3,500 (approx) victims who seek help each year, are protected.

10. ADULT SOCIAL CARE

There are a number of formal Section 75 arrangements where the council jointly commissions services with the NHS (soon to be clinical commissioning group). Similarly there are significant formal S75 arrangements with Sussex Partnership Trust for mental health and some joint arrangements with Sussex Community Trust for intermediate care and integrated equipment store.

We have an integrated team with the hospital and commission work from East Sussex County Council with regards to carers and learning disability services.

The council jointly commissions a number of services with the PCT:

- Craven Vale (residential home providing short term beds for older people) service delivered in partnership with Sussex Community Trust.
- Knoll House (residential home providing short term beds for older people) service delivered in partnership with SCT.
- Working in partnership with SCT, South East Health, Age UK, and Victoria Nursing Homes (private residential care provider) to provide services to support people leaving hospital/preventing hospital admission).

Adult Social Care also buys in from East Sussex one day a month for carers strategy and specialist learning disability support.

Provider Arrangements – Adult Social Care

Sussex Community Trust

Current – Integrated community equipment store.
Intermediate care community services

Previous – Knoll House intermediate care services now managed by LA
HIV/AIDS – assessment services – now back with the local authority.

Sussex Partnership Foundation Trust

- Mental Health Services
- Mental Health older people
- Mental Health substance misuse.

The Section 75 – Has been updated and will be signed off in March 2013

There were issues relating to adult social care function that were not of a quality or standard that was acceptable. However following Chief Executive meeting in the late

summer, quality monitoring has shown an improvement and Sussex Partnership Foundation Trust are working with us to support the continuation of this arrangement.

Previous Section 75	New Section 75	Rationale for Change
---------------------	----------------	----------------------

Adult Social Care Joint Commissioning Arrangements with CCG from April 2013

HIV/AIDS Support Grant Funded Services	Not in	Now solely commissioned by the Council so no longer need for formal joint arrangements
Substance Misuse Services	Not in	Now solely commissioned by the Council so no longer need for formal joint arrangements
Older People's Mental Health Services	Not in	No longer separated as a discrete service area but incorporated into generalist mental health and dementia sections.
Intermediate Care Services	Remains in	
Learning Disability Services	Remains in	
Mental Health	Remains in	
Short Term Services	Remains in	
	Older People/People with a Physical Disability	Describes areas of joint strategic commissioning and collaboration
	Dementia	
	Carers	Was not previously in S75 but is a significant area of collaborative commissioning and integrated funding.

11. CHILDREN'S SERVICES

There are two children's section 75 agreements:

- a. A commissioning agreement between NHS Brighton and Hove and Brighton and Hove City Council and
- b. A provider agreement between Brighton and Hove City Council and Sussex Community NHS Trust.

Commissioning functions for Children's services covered by the Section 75 Agreement are delegated to the local authority to enable the city council to commission integrated community health and social care services for children, young people and families in Brighton and Hove.

Services covered under the agreement and delivered through integrated children's services (delivery unit) include:

- Health Visiting
- School Nursing
- Child Development and Disability Services , including Speech and Language Therapy, Occupational Therapy, Physiotherapy , Specialist Health visiting) including Looked After Children, Community Paediatric Services
- Audiology and Neonatology screening services
- Safeguarding
- Social work

There are other children's areas where the council commission jointly or on behalf of the NHS and these include:

- Teenage pregnancy,
- Child and Adolescent mental health including specialist placements
- Continuing health care and individual packages of care
- A range of community and voluntary services contracts.

In addition, where a Brighton and Hove child is placed in another local authority because they are in care, that area will provide health, education and other services. Similarly Brighton and Hove will support Looked After Children from other areas placed within the city boundaries. The NHS Responsible Commissioner guidance is used to establish recharging requirements and there are operational policies and procedures in place to ensure children's needs are met.

Special Education Needs (SEN) SE& Workstream

It was quickly identified that impact on cost and service delivery improvements would be limited without significant change to the current system of SEN assessment and provision and its legal framework. As such, SE7 Leaders have submitted proposals to the Secretary of State for Education for a radical redrawing of the SEN system that:

- reduces the adversarial nature of the parent and Local Authority relationship;
- refocuses on the value for money in educational placements; and
- allows greater parental flexibility to make use of budgets available to choose between educational options with their child.

The proposals come at an opportune time in terms of national policy development as the DfE has recently issued a call for evidence to inform an SEN green paper later this year. The SE7 Councils are fully exploiting the collective voice of the partnership and have submitted a joint response to the call for evidence to inform the green the paper.

While the above proposals would deliver significant changes and benefits, they are dependant upon a whole scale shift in the national SEN arena. In addition to these fundamental changes, the SE7 workstream has developed a number of regional actions that can be realised within the current framework with the aim of improving outcomes and value for money through collaboration. These actions are:

- Agreeing a day and residential capped tariff from SE7 Councils;
- Developing a consistent scheme of delegation to schools linked to the pupil premium;
- Ensuring, through a regional commissioning process, that the independent and non-maintained special schools sector is able to demonstrate value for money outcomes in relation to the provision it offers;
- Developing a regional parental partnership service to provide clear, consistent advice and guidance to parents;
- Exploring the feasibility and scope the benefits of setting up a number of SEN provider trusts across the SE7 Councils;
- Exploring options for establishing independent assessment of SEN; and
- Commissioning practice based GPs to deliver multi-disciplinary diagnoses.

12. TRANSPORT

The B&HCC is a partner in the Sussex Safer Roads Partnership with East Sussex County Council, West Sussex County Council, Sussex Police Fire and Rescue, and Magistrates Service. The aim of the partnership is to reduce the number of people killed and seriously injured on the roads in the region. The partnership shares resources and procurement in delivering Road Safety Road Safety Education and Campaigning and Speed/Red Light Courses and some engineering measures.

B&HCC is a partner on the South East 7 (SE7) Highways efficiency management programme with focusing on a number of key areas including:

- Comparing costs and performance – undertaking detailed benchmarking of their costs and performance and create a regional specific approach;
- Building client capability – improvements to organisational capability and jointly develop strong client leadership and effective partnership working with their supply chains;
- Sharing services and resources – reduce establishment costs and help develop capability by sharing specialist skills and services; and
- Procuring collaboratively – Councils will reduce costs by removing waste/inefficiency from the supply chains and they will protect the local economy by supporting small local companies.

13. ENVIRONMENT

Waste SE7 Workstream

Both short term and long term benefits/savings are being explored through the Waste workstream, however it is recognised that benefits over the short term are limited due to the length of waste disposal service contracts.

A number of key areas of focus have been identified for the workstream:

- Planning for Regional infrastructure (existing and future - up to 2030) – opportunities for sharing current capacity are being considered to ensure existing contract benefits are maximised across the SE7 partnership. Also, there is potential for future facilities/capacity provision for the SE7 area to be planned for as one, rather than as seven individual Councils, to meet the needs of the area as a whole;
- Waste prevention and minimisation – implementation of new legislation places a greater emphasis on waste prevention and minimisation. Consideration is being given to a regional wide waste prevention, minimisation and communication programme to achieve greater impact;
- Monitoring and maintenance of closed landfill sites – exploring the opportunities and benefits of a joint approach to delivering this function;
- Lobbying as SE7 – working with DEFRA to understand how SE7 can contribute to and influence the National Waste Policy Review.

Waste PFI

Joint Waste PFI contract with East Sussex County Council which is let to Veolia. This is a 30 year contract with a value of approximately £1 billion for the build and operation of waste facilities for both authorities which allows the councils to substantially reduce the land filling of waste and increase recycling and recovery. It includes the build and operation of the Material Recycling Facility and Waste Transfer at Hollingdean, the Energy Recovery Facility at Newhaven and other facilities including a composting plant at Whitehaven. The contract has been in place since 2003.

14. HOUSING

Empty Property Strategy including bringing empty private sector homes back into use & working with Housing Co-ops

Empty Property Team:

- Chair the pan Sussex Empty Homes Forum bringing together all local authorities in the area to share good practice, co-ordinate cross-regional working and offer training to empty homes professionals.
- Carry out contracted empty homes services for Horsham District Council
- Have Lewes District Council Cabinet agreement to deliver long term empty homes back into use for LDC (see below)

Empty Property Team also regional lead on co-ordinating HCA Empty Homes funding bid for BEST group (Brighton & Hove & East Sussex Together). All bidding authorities were successful in achieving an allocation, including:

- BHCC - £675k over 3 years funding minimum of 45 units through recyclable loan
- Lewes District Council Cabinet (12 July) decision to *'enter into an agreement with BHCC to deliver long term empty private sector homes back into use aligned to the ... leasing scheme and our recent successful bid of £225,000*

to the HCA for 'lease and repair' funding under their Empty Homes Programme 2012/15'.

- BHCC supported Community bids - 4 out of 5 bids in BHCC area successful - three housing co-ops and one community group to provide range of units for mixture of lease and purchase. Between 5 and 8 properties ranging from three bed to five bed now need to be identified to fulfil these bids

Improving Housing Improving Health – Public Health & Private Sector Housing joint working

- Single referral pathway for GPs & Health professionals for on line referral of patients to PSH if housing issues may be affecting their health.
- Successful and pending Warm Homes Healthy People bids to Department of Health in partnership with Public Health (Miles has details)

Sub-regional Community Finance Initiative - Home Improvement & Empty Property Loans with not-for-profit partner Parity Trust

- Sub-regional lead with BEST partners and other Sussex / Hampshire authorities, delivering recyclable home improvement loans via Parity Trust for people unable to access affordable mainstream housing renewal finance options
- Also developing partnership with Parity & Lewes DC aligned to recyclable loans via Parity Trust to bring long term empty homes back into use utilising HCA funding (above)

Reducing fuel poverty and CO2 emissions through home energy efficiency measures – including discharge of Home Energy Conservation Act (HECA) requirements.

Miles can add details of our recent partnership working with energy companies on his return to work on Monday

Sussex Homemove

We are sub-regional lead on pan authority Choice Based Lettings system / application and Chair and administer Sussex Homemove Partnership Board (Marcus can give more information).

BEST (Brighton & Hove & East Sussex Together) Learning & Development

We are sub-regional lead on this East Sussex Housing Officer Group learning and development partnership arising from our lead on BEST private sector housing renewal (Marcus can give more information).

Head Leasing with Universities.

We jointly fund a negotiator to acquire leased properties in the city for use either by the Universities for students or for use as Temporary accommodation for homeless families. This is fairly successful as it enables us to

- a) avoid competing for the same properties and driving up costs,
- b) spread the properties amongst the groups such that we can try and minimise studentification of areas
- c) efficiencies of one source procuring for the needs of the organisations, rather than each having their own.

Shared Temporary Accommodation with Lewes District Council

We are procuring and managing leased accommodation for Lewes Council. We have a successful and efficient leasing scheme which Lewes council would be otherwise trying to compete with. To improve efficiencies, we will also procure leased properties for their use and manage them. When we have acquired an agreed number, Lewes will put in a management resource for all the properties in Lewes area which may also include properties occupied by BHCC clients. The benefits avoid competition for properties and avoid duplication in terms of management and rent collection.

15. CULTURE & ENTERPRISE

The Seafront Team have an informal arrangement with Lewes District Council whereby each morning the BHCC Seafront Officers check the life rings on a small stretch of the seafront belonging to LDC. They will then notify the relevant LDC officer of any defective or missing life rings.

RPM heads a consortia of four museum services for the South East Region which is responsible for the delivery of museum development to c300 museums. This work is externally funded through the Arts Council's Renaissance programme for museum development. The museums are a mix of local authority, independent, voluntary and trust.

16. CITY SERVICES

Benefits

- Externally, the team works with Lewes Prison (POAL), Millview, Brighton Housing Trust, MACS, YAC, DWP, Pension Service, RSLs and Landlord Associations
- Our fraud arm works with the Courts, Police, DWP, Pensions Service and NAFN externally

Customer Service Centres

- The Bartholomew House Customer Service Centre hosts a number of council services (Revenues & Benefits, Housing Options)
- The new Customer Service Centre at Hove Town Hall will host further services (Parking, Planning) as well as face-to-face services currently offered at Hove Police station.

Libraries

- Portslade Library and Children's Centre - integrated facilities and shared reception staff
- Mile Oak Library / PACA school library - integrated library service delivery
- Patcham Library - co-located with community centre sharing facilities
- Rottingdean Library - co-located with community run museum and art gallery, sharing facilities
- Saltdean Library - co-located with Lido and community centre - sharing facilities
- About to develop a new library co-located with a new GP surgery in Woodingdean
- Shared provision of Local and Family History services with Museums Service
- Partnership working with Children's Services in provision of Bookstart and related early years services
- Partnership working with Patcham High School and others to provide additional reading and communications skills development
- Lots of Joint working in support of reading e.g. City Reads, New Writing South, the Reading Agency
- Joint working in support of learning e.g. PACA, City college, Varndean 6th form college, Adult learning services
- Partnership working with third sector as part of advice and guidance network and to support digital inclusion in the city e.g. CAB, BHT, The Bridge, Whitehawk Inn

Regionally and nationally:

- Library Service is a member of the SELMS consortium - 12 library authorities across the region sharing a single library catalogue and library management system (this is the biggest share service)
- Partnership working with other library authorities and with UKOnline and Post Office to develop Assisted Digital Services

Revenues

- Externally, the council tax team liaises with CAB, BHT, Project Inspire, Northgate (single person discount work), VOA and the Courts
- Business rates work with Economic Development, Property & Design, Building Control, Planning as well as VOA, Courts
- Our bailiffs work alongside Adult Social Care, Children's Services, Legal Services and Parking plus CAB, Courts, Police, Recovery Agencies, Outside bailiffs, Solicitors, Removal companies and Bankruptcy administrators

